

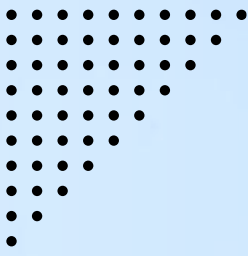


# Advancing **Progress**

for Sustainable  
Business Practices

2023 SUSTAINABILITY REPORT





# Advancing Progress for Sustainable Business Practices

In 2023, the consulting sector underwent remarkable growth and adaptation, catapulting itself to the forefront of global progress. Resilient and agile in navigating an evolving landscape, consulting firms embraced the imperative of sustainable business practices aligned with global goals. As industries resumed operations, this pivotal moment became an opportunity for consulting firms to elevate their capabilities and empower clients toward sustainable growth.

Today, the demand for robust, forward-thinking business models has never been more pronounced. Consulting firms have innovatively restructured their strategies not only to attract and retain clientele but also to deliver impactful, sustainable solutions. This proactive approach not only resolves immediate challenges but also ensures enduring viability and corporate responsibility. By emphasizing sustainability, consulting firms have emerged as steadfast partners, guiding businesses toward success with an unwavering commitment to environmental and social consciousness.

In this era of advancement, consulting firms that seamlessly integrate sustainability into their core operations and client services gain a decisive competitive advantage. Services such as digital transformation, sustainable supply chain management, and resilient business continuity planning have witnessed

significant advancements, crucial for businesses navigating today's complex markets responsibly and sustainably.

At Kiroyan Partners, our dedication to adaptability and excellence remains unwavering. Our steadfast commitment to continuous improvement and sustainable business practices has only been strengthened over the past year. As we reflect on our achievements, we celebrate milestones while actively identifying new opportunities for growth and advancement.

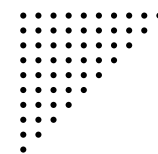
This year's Sustainability Report stands as a testament to our continuous journey towards sustainability. It not only highlights our integration of sustainable practices into daily operations but also underscores our role in guiding clients toward responsible business practices. Looking ahead, our vision is clear: to promote sustainable business practices in Indonesia, advocating for progress and sustainability in every client engagement.

For us, progress is not just a goal for the year — it is an ongoing pursuit deeply ingrained in our corporate ethos. Our commitment to driving sustainable business practices is a cornerstone of our mission, yielding tangible benefits for our clients while leaving a positive footprint on the environment and society. Reflecting on 2023, we take pride in our achievement and reaffirm our commitment to pioneering sustainable excellence and **advancing progress for sustainable business practices** in every endeavor.





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# Embracing Resilience and Sustainability Practices

## A Message from Our CEO

Dear our distinguished stakeholders and partners,

Reflecting on the past year at Kiroyan Partners, I am filled with a deep appreciation and gratitude for our progress amid various challenges. Our continued efforts towards post-pandemic recovery have made 2023 a testament to our resilience and adaptability as a consulting firm. Our commitment to ethical practices and sustainability, which has been a guiding light, has not only shaped our actions and decisions as we navigate the complexities of the ever-changing landscape across the business sectors of our clients.

Our journey has also deepened our understanding of the profound impact we can make as a public affairs and strategic communications consulting firm. With this awareness, we embrace our role in driving positive progress, guided by our dedication to human rights, fair labor practices, environmental stewardship, and unwavering integrity. The Kiroyan Partners 2023 Sustainability Report encapsulates our dedication to integrating sustainability into every facet of our operations, underscoring our commitment to responsible business practices that align with global sustainability goals.

At Kiroyan Partners, our people are our greatest asset. We ensure a supportive environment by prioritizing employee well-being through comprehensive health benefits, hybrid work arrangements, and systems to ensure a manageable workload. Our inclusive hiring and equal pay practices reflect our commitment to human rights. Open communication is key to our culture, facilitated by our open-door policy and two-way employee-management interactions.

While our business has a minimal environmental impact, we continuously seek ways to contribute to global climate goals, especially in our daily operations. Our ongoing partnership with a third-party vendor for waste management and our sustainable office practices reflect our dedication to minimizing our carbon footprint.

Given the nature of our business, where relationships with clients and partners take center stage, integrity and transparency are non-negotiable in all our dealings. Our commitment to anti-corruption and good corporate governance is embedded in our company policies, which are continuously communicated to employees, clients, and partners. We strive to uphold the highest standards to ensure client satisfaction and privacy, building sustainable relationships through exceptional service and maintaining the trust placed in us.

Kiroyan Partners also takes pride in focusing on our employees' continuous growth. We are excited to introduce our new scholarship program, designed to support the educational goals of our team members. This initiative, launched in 2023, ensures that our workforce remains highly skilled, motivated, and innovative. Beyond our organization, we aim to contribute to the broader community through knowledge-sharing activities and publishing insightful articles in our areas of expertise.

Looking ahead, we are focused on enhancing our services to serve our clients and the industry better. We continuously seek new ways to innovate and improve, ensuring we remain at the forefront of sustainable business practices. We proactively seek partnerships and platforms that allow us to promote sustainable practices across industries.

I extend my heartfelt gratitude to our valued employees, trusted partners, and esteemed clients for your unwavering support and trust throughout our company's journey. Together, I believe we can positively impact the community and the world.

Sincerely,

**Verlyana (Veve) Hitipeuw**  
CEO and Chief Consultant



Together, we can  
create a positive  
impact on the  
community and  
the world through  
**our commitment  
to ethical  
practices,  
sustainability, and  
the continuous  
growth of our  
employees.**





# 2023 Highlights

## OUR PEOPLE

### WELL-BEING

- ▶ No work-related accidents reported.
- ▶ No rejection of annual and compensation leave requests.
- ▶ Transition from weekly planning to timeboxing to improve work efficiency and support hybrid working.
- ▶ Consistent implementation of CHEERS, a series of scheduled casual gatherings, to foster team bonding.

### EMPLOYEE-MANAGEMENT RELATIONSHIP

- ▶ No complaints regarding company regulations and policy implementation.
- ▶ No grievances reported.
- ▶ Consistent implementation of the Open Door Policy.
- ▶ Updates on company policies.

### EMPLOYEE DEVELOPMENT

- ▶ Consistent implementation of personal development training.
- ▶ Launched the Kiroyan Partners' Postgraduate Scholarship Program.

### DIVERSITY

- ▶ No complaints related to our hiring practices and non-discriminatory principles implementation.
- ▶ Reiterated commitment to equal opportunity and non-discrimination recruitment with a publicly announced policy on the company's website.

## OUR ENVIRONMENT

### WASTE MANAGEMENT

- ▶ Consistent implementation of the waste recycling program, resulting in sorting and recycling of 167 kg of inorganic waste generated at the office.

### ENERGY USED & MANAGEMENT

- ▶ 27% increase in electricity usage due to the Administration Team being present daily for smooth office operations, while the Consulting Team continued implementing hybrid working.



## OUR CLIENT & PARTNERS

### PRIVACY & DATA PROTECTION

- ▶ No complaints from clients and partners on privacy and data protection.
- ▶ Issued privacy and data protection policies.

### CLIENT & PARTNERS COMMUNICATIONS

- ▶ No complaints from clients and partners due to the implementation of the response time policy.
- ▶ Achieved a score of 4.67 out of 5 from client satisfactory survey.

## OUR COMMUNITY & INDUSTRY

### ANTI-CORRUPTION

- ▶ No corruption-related case reported.

### KNOWLEDGE SHARING

- ▶ Engaged 3 experts to enhance consultants' insights on the public affairs industry in KEMS.





Our annual Sustainability Report celebrates significant progress in advancing sustainable business practices that impact the **economy, environment, people, and human rights.**



**Recovery**  
The Opportunity to



# About **This Report**

Disclosure 2-3, 2-5, 2-14

Welcome to the sixth annual Sustainability Report from Kiroyan Partners, a research-based public affairs and strategic communications consulting firm founded in 2006. This report not only celebrates our significant progress in advancing sustainable business practices but also highlights our unique approach that impacts the economy, environment, people, and human rights, which we believe will pique your interest.

As a proud signatory of the United Nations Global Compact (UNGC) since 2008, we uphold our commitment through the Communication on Progress (CoP). Since 2018, our annual Sustainability Reports have meticulously detailed our ongoing dedication and organizational progress, adhering rigorously to the principles and global sustainability reporting standards set by the Global Reporting Initiative (GRI).

For this reporting cycle, Kiroyan Partners has aligned with the GRI Standards 2021, covering developments from January 1 to December 31, 2023.<sup>[2-3]</sup> This alignment ensures that the information from previous reports is accurately measured and reflects the changes and

improvements made over the past year, incorporating insights gained from earlier periods. Thus, it provides you with a reliable and accurate account of our progress. Our unwavering commitment to transparency and improvement is evident in our continuous efforts to communicate our sustainability journey to stakeholders. While external assurance was not conducted for this report,<sup>[2-5]</sup> we implemented rigorous internal review processes to ensure accuracy and reliability. The Board of Directors and the dedicated team behind this report have meticulously reviewed and approved its content,<sup>[2-14]</sup> underscoring our commitment to integrity and accountability.

Our **2022 Sustainability Report** can be accessed **here**.

We greatly value your engagement, opinions, feedback, and comments on our report, as they are crucial to our sustainability journey and in creating meaningful impact in the years ahead. Therefore, we encourage you to contact us via the following QR code.<sup>[2-3]</sup> We value your input and look forward to hearing from you.



Scan here  
to give feedback





# Defining **Report Content** and Material Topics<sup>[3-1]</sup>

This report exemplifies our steadfast commitment to **advancing progress and sustainable business practices** across all facets of our organization.

Given our organization’s broad scope and distinct characteristics, we typically do not fall into the category of high-carbon footprint businesses or sectors with extensive socioeconomic impacts. Nevertheless, it remains pivotal for us to meticulously analyze our business characteristics, activities, and operational footprints. This careful scrutiny allows us to continually advance our ethical and sustainable business practices, a commitment we proudly highlight in this report.

In shaping the content of this report, we adhered to four key principles mandated by the Global Reporting Initiative (GRI): impact, material topics, due diligence, and stakeholder engagement. We engaged deeply with both our internal teams and external stakeholders to rigorously assess, compare, and prioritize the most pertinent issues. We aimed to ensure that the content of this report genuinely reflects the areas of greatest significance to our organization and its stakeholders.

The term “material topic” underscores areas where our organization profoundly impacts the economy, environment, and people, including their human rights. We have delineated the standards for each material topic to clarify the specific impact areas and our proactive involvement.

This report exemplifies our steadfast commitment to advancing progress and sustainable business practices across all facets of our organization. Our efforts are focused on driving positive change and fostering a culture of responsibility in alignment with our core values.

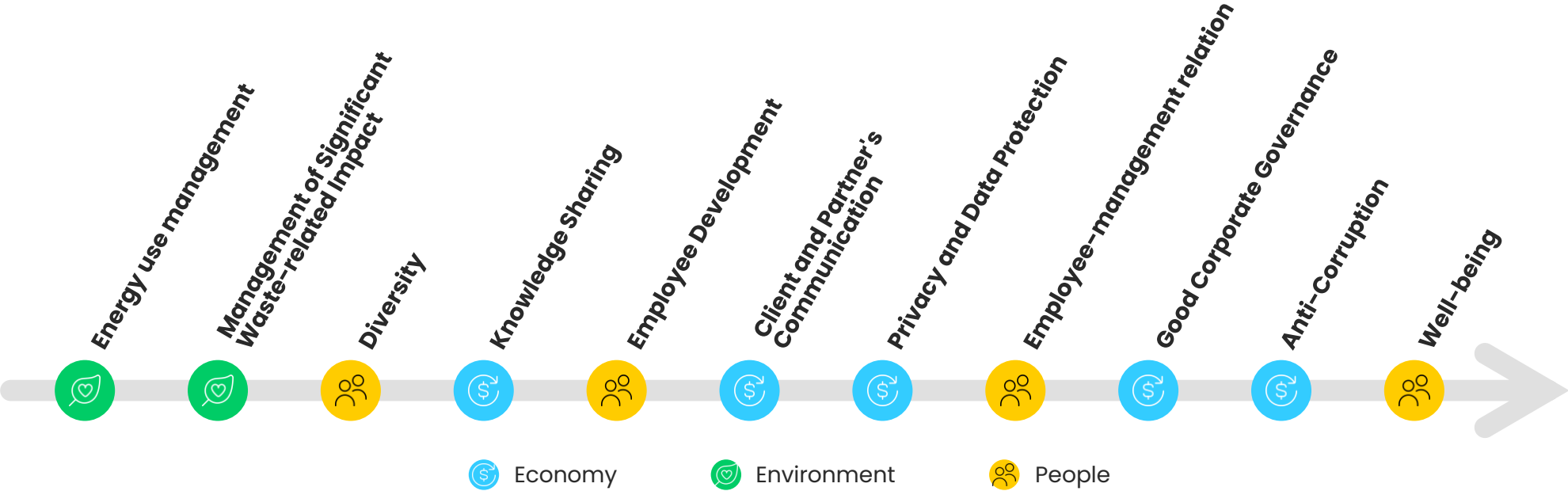
The following table provides a succinct overview of our robust process for defining the content of this report:

METHODS	EXPLANATION	KEY CONCEPT
Stakeholder identification	We employ a rigorous process to identify stakeholders, ensuring comprehensive inclusion of those impacted by or influencing our business operations during the reporting period. Our stakeholders encompass past clients and third-party vendors essential to project delivery and administrative functions.	Stakeholder engagement
Issues mapping Actual & potential impact identification through online surveys	Initially, we gathered potential impacts through internal surveys, stakeholder interviews, and group discussions involving our entire team. This comprehensive process culminated in a finalized list of impacts experienced by both Kiroyan Partners’ internal stakeholders and external counterparts. To validate these findings, we conducted in-depth interviews with management.  Throughout this process, we also pinpointed concerns raised by internal and external stakeholders regarding our company’s operation.	Impact
Impact prioritization through FGDs and in-depth interviews	We utilized Focused Group Discussions (FGDs) with management and employees, along with in-depth interviews with external stakeholders such as clients and partners, to identify Kiroyan Partners’ most substantial economic, environmental, and social impacts, including considerations for human rights.  Following these discussions and interviews, we classified the most significant impacts of organizational material topics in alignment with topic standards.	Material topics
Management effort assessment Benchmarking with the other sustainability reports	Furthermore, we interviewed management to reflect on and evaluate their efforts to prevent and mitigate identified adverse impacts. Additionally, we researched industry peers, particularly in consulting and similar service sectors, to gain insights into prevailing trends.  This comprehensive approach enabled us to assess the outcomes of management’s initiatives in preventing actual and potential negative impacts on the economy, environment, people, and human rights during the reporting period.  By integrating stakeholder engagement, impact assessment, evaluation of management efforts, and industry benchmarking, we effectively classified and prioritized the most significant impacts related to our organizational material topics.	Due diligence



# 2023 Material Topics

Criteria for issue prioritization:  
**MATERIALITY**



**Notes:** This report goes beyond the standard GRI disclosures to offer a thorough overview of our distinctive sustainability impact, management approach, and performance on key material topics. While the GRI Standards provide a robust framework, organizations to are encouraged to include other pertinent disclosures in areas where existing standards may only partially cover selected material topics. This approach ensures a comprehensive and transparent depiction of our sustainability initiatives and accomplishments, boldly demonstrating our unwavering commitment to accountability.



## Advancements Since Last Report<sup>[2-4]</sup>

In 2023, our business operations closely followed those of 2022, ensuring consistency in most key areas and standards. Nevertheless, our assessment revealed the need for adjustments to stay aligned with emerging sustainability trends and evolving organizational priorities.

Below, we outline the updated material topics and their corresponding standards:

2022	2023	REMARKS
Material Topics		
Knowledge-sharing	External Knowledge-sharing	This adjustment clarifies that the knowledge-sharing referred to here is intended for external parties beyond Kiroyan Partners. Meanwhile, internal knowledge-sharing has been seamlessly integrated into our Employee Development Material Topic.
Topic Standards		
Recycled input	Waste	This adjustment redefines our effort in recycling waste, which we reported as Materials used in 2022.





## List of Material Topics<sup>[3-2]</sup>

STAKEHOLDER	IMPACT	MATERIAL TOPICS	TOPIC STANDARDS
Our People	Employees and Human Rights	<b>Diversity</b>	Hiring practices, remuneration, and promotion.
		<b>Well-Being</b>	Work environment safety (hybrid working policy and work safety equipment), health benefits, work system, work-life balance.
		<b>Employee-Management Relation</b>	Company policies and regulation, internal communication, and decision-making involvement.
	Employees	<b>Employee Development</b>	Training facilitation and opportunities, personal development time, knowledge-sharing for internal team.
Our Clients and Partners	Economy	<b>Privacy &amp; Data Protection</b>	Client and partners' profile (including business/industry sector and nature of the project), contact information, sensitive information, data and document protection.
		<b>Client and Partners' Communication</b>	Effective communication and response time.
Our Environment	Environment	<b>Management of Significant Waste-related Impact</b>	Recycling efforts, reduction of plastic usage, and material use management
		<b>Energy Use and Management</b>	Electricity usage.
Our Community and Industry	Economy	<b>Anti-Corruption</b>	Financial management, organizational governance, and project execution.
		<b>Good Corporate Governance</b>	Company value, regulation, and policy.
	Economy and People	<b>External Knowledge-sharing</b>	Knowledge-sharing programs and collaborations; covering topics related to communication, public affairs, business management, and gender equality; media publication on opinion articles; LinkedIn articles, internship opportunity, membership in business association.



# 2023

## Performance





# Our People

Disclosure 2-20, 2-23, 2-24, 2-25, 2-27, 2-30, 401-1, 401-2, 401-3, 402-1, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1

Our people are the cornerstone of our success, and we are committed to fostering their **well-being, professional growth, and inclusivity** to ensure long-term success and satisfaction.

Our people are the driving force behind our success in the fast-paced consulting industry. Their creativity, expertise, and dedication are the cornerstone of our commitment to sustainable practices. As a public affairs consulting firm, we recognize that our service excellence and robust client relationships are deeply intertwined with the well-being and talent of our team.

We are wholeheartedly dedicated to our people, underpinned by responsible business conduct and a deep respect for human rights. Our policies are crafted in alignment with Indonesian government regulations<sup>[2-27]</sup> and reflect our commitment to legal and ethical standards. Developed with employee input and endorsed by senior leadership, these policies are communicated clearly through onboarding, internal updates, and accessible documentation.

We believe fostering a supportive, inclusive, and engaging work environment is critical to unlocking our employees' full potential. We focus on enhancing their well-being, promoting professional development,

embracing diversity and nurturing strong employee-management relations. By investing in these areas, we empower our team members, foster their growth, and cultivate overall work satisfaction and engagement.

At Kiroyan Partners, our primary goal is to create a workplace where everyone, from our employees to our clients, feels valued, respected, and motivated. Our commitment to this goal is evident in our policies championing physical and mental well-being, professional growth, and inclusivity. Through ongoing feedback and collaboration, we continuously refine our practices to meet the evolving needs of our workforce and support their long-term success.

Looking forward, we steadfastly nurture a culture that prioritizes our people's health, development, and diversity. Our commitment to diversity is not just a statement, but a practice that we uphold every day. We are committed to creating an environment where everyone, regardless of their background, can thrive, innovate, and reach their fullest potential.



# Well-being

Employee well-being is crucial to our success in the fast-paced and demanding consulting industry. We recognize that our team members’ health, happiness, and engagement are pivotal in delivering exceptional results for our clients. A thriving workforce drives productivity and forms the foundation of a resilient and sustainable business, particularly in the consulting industry.

At Kiroyan Partners, we are committed to fostering a supportive environment that prioritizes our employees’ physical, mental, and emotional well-being. Our approach to well-being encompasses various aspects that contribute to a healthy and balanced life. From providing comprehensive health insurance to mental health support and implementing initiatives that promote work-life balance, such as flexible working arrangements, we aim to create a workplace where employees feel valued and supported.

Moreover, the health and safety of our employees are paramount, especially those working on-site to support our clients. We are dedicated to continuously evaluating and enhancing our well-being programs to adapt to the evolving needs of our workforce.

Our policies and initiatives in addressing the potential impact of our business on employees’ well-being are as follows:

- ▶ **Health Benefits**  
Our commitment to employee well-being includes ensuring comprehensive health insurance coverage. By providing access to quality healthcare, we aim to support employees in maintaining their health and promptly addressing medical needs, thus fostering a more engaged and productive workforce. This coverage extends to family members, ensuring that employees and their loved ones are well-protected.  
  
In addition to mandatory national health and labor insurance provided by BPJS Kesehatan and BPJS Ketenagakerjaan, Kiroyan Partners offers private health and dental insurance to permanent employees,<sup>[401-2]</sup> including their spouses and children. Employees



with at least one year of tenure also receive benefits covering expenses for glasses and/or contact lenses.

## Health Benefits<sup>[403-8]</sup>

Benefits	2021	2022	2023
National health insurance (BPJS Kesehatan & BPJS Ketenagakerjaan)	100% employees	100% employees	100% employees
Private health and dental insurance	100% permanent employees including their spouses and children	100% permanent employees including their spouses and children	100% permanent employees including their spouses and children
Reimbursement for glasses and contact lenses	100% employees with more than 1 year tenure	100% employees with more than 1 year tenure	100% employees with more than 1 year tenure

- ▶ **Provision of Personal Protective Equipment (PPE) and Health, Safety, and Environment (HSE) Training**  
Recognizing the safety challenges our on-site team members face, we are deeply committed to their well-being. In 2023, we conducted rigorous Health, Safety, and Environment (HSE) training for 2 (two) new team members. Additionally, we provide each team member with essential personal protective equipment (PPE), including a safety helmet, safety goggles, safety shoes, safety mask, ear plugs, and a fire-retardant suit. This commitment ensures their safety and protection in hazardous environments.
- ▶ **Hybrid Working Arrangement**  
Understanding the dynamic nature of our business, which may require extended working hours, we have implemented a hybrid working arrangement in Kiroyan Partners. Building on its successful







introduction in 2022, employees are now required to work in the office only two days per week, specifically on Tuesdays and Fridays. This arrangement, which acknowledges the demands of our business, combines the benefits of remote and in-office work, allowing employees to manage their professional and personal responsibilities better.

#### ► **Work System**

Our work system is a robust support structure in our fast-paced environment, particularly during each fiscal year's first and fourth quarters. Our internal survey and FGDs have underscored the work system's role as a critical factor in supporting your daily work life. Designed to bolster our hybrid working arrangement, our work system includes time boxing, weekly planning, and time tracking, providing you with the necessary tools to excel in your roles.

##### ▪ **Time Boxing and Weekly Plan**

Utilizing Microsoft Teams' shared calendar feature, all employees and the management team must put their weekly work plan for any specific time during work hours. Recording their scheduled tasks on a calendar that everyone has access to is expected to help employees easily focus their attention on a priority task, collaborate on tasks or schedule meetings with the management team, other team members, or clients.

##### ▪ **Monthly Plan**

In addition to a Weekly Plan, our management implemented a system where all team members are required to fill out monthly plans at the beginning of each month. This approach is designed to provide a comprehensive overview of the workload distribution, ensuring a more balanced allocation of responsibilities and better planning for the month ahead.

##### ▪ **Time Tracker**

At Kiroyan Partners, we structure all work tasks into projects, with each project managed by a designated team responsible for overseeing it from start to finish. This project-based approach demands meticulous management to

ensure proper resource allocation and fair task distribution among team members, preventing any individual from becoming overwhelmed and affecting overall company performance.

To support this, employees use Toggl, a time-tracking software, to accurately record their time on tasks. However, in 2023, the management team assessed Toggl's effectiveness, revealing a decline in team participation in time tracking. This decline has created a need for more clarity about workload distribution.

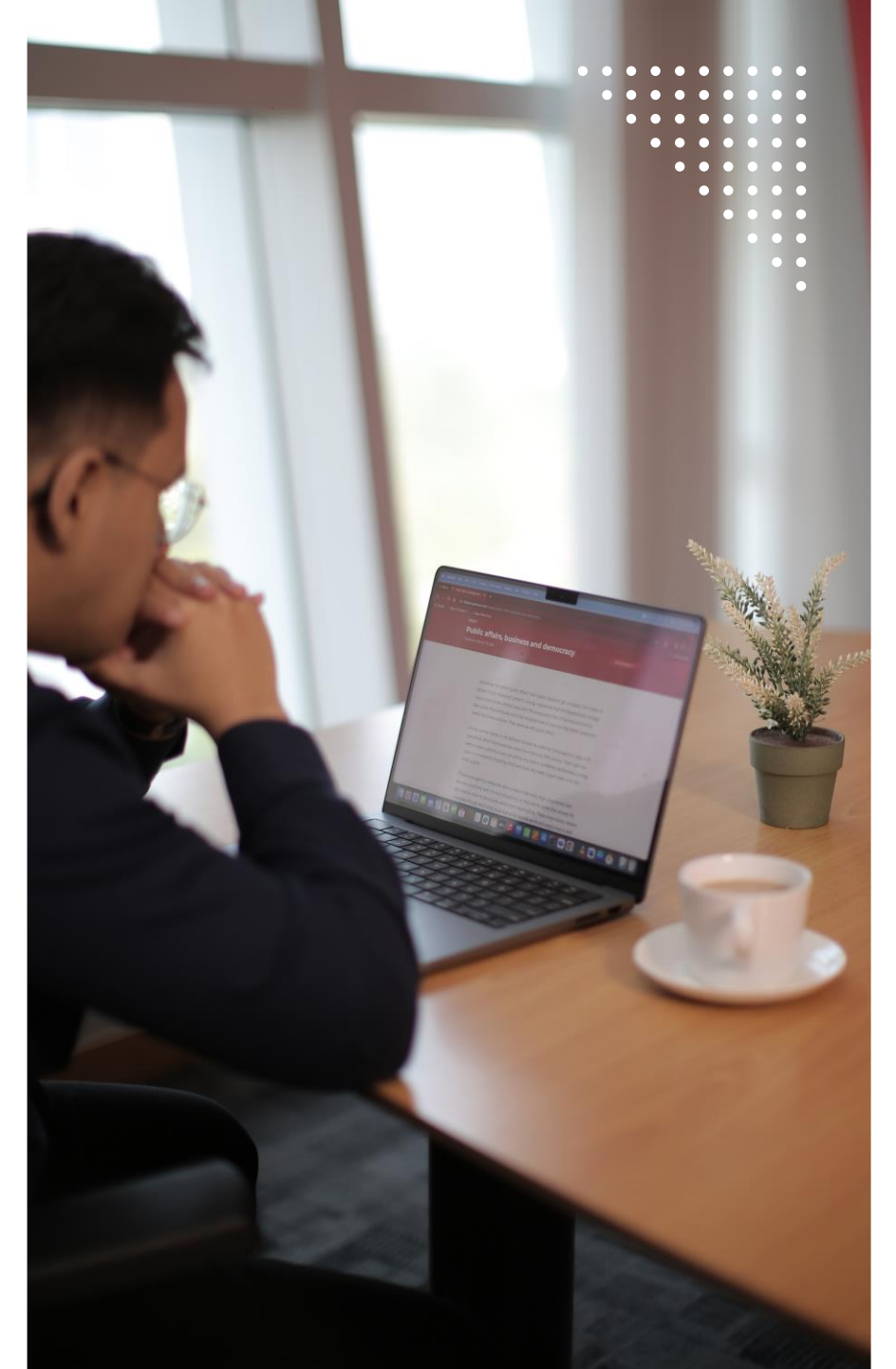
As a result, the management team is now exploring alternative solutions. They are considering new tools that offer integrated project management features and a more intuitive user interface to improve efficiency and effectiveness in managing projects and resources.

#### ► **Annual and Parental Leave**

According to our company regulations, employees who have completed their probation are entitled to 15 days of annual leave. New employees received pro-rated leave entitlement. This policy exceeds the minimum requirements mandated by national labor laws. Annual leave remains valid for 18 months and cannot be converted into monetary compensation, ensuring all employees take sufficient time off to recuperate every year. In addition, we provided 90 days of parental leave for female employees and 5 days for male employees. In 2023, no recorded parental leave was taken due to no employees or their spouses giving birth.<sup>[401-3]</sup>

#### ► **Compensation Leave**

Our consulting industry is characterized by fast-paced dynamics and sometimes uncertainties in managing our clients' needs. We understand the challenges this presents and the occasional need to work on public holidays and weekends. For such cases, we ensure employees receive days off on separate working days through a flexible compensation leave policy. This policy respects the time employees work on weekends and/or public holidays, providing them with proportional time off on days that suit their schedules.





## Employee-Management Relations

At Kiroyan Partners, we believe that strong and positive employee-management relations are essential in our consulting work that demands a collaborative process. We are dedicated to maintaining transparent and inclusive relations, which we believe are key to fostering a productive and innovative work environment. Our commitment to open communication, mutual respect, and shared goals between employees and management empowers our employees and enhances organizational success.

We focus on regular, meaningful interactions and effective feedback mechanisms with employees both individually and collectively. While there are no specific employee collective bargaining arrangements,<sup>[2-30]</sup> we ensure that every voice is heard and valued through town hall meetings, scheduled performance review meetings, formal and informal discussions, and anonymous surveys. Open lines of communication are also consistently maintained through an open-door policy to create a culture where employees feel empowered to express their ideas and concerns, which will ultimately foster a workplace where collaboration and mutual respect thrive. In cases where operational changes are bound to happen, we provide employees with a minimum of two weeks' notice before the changes take effect.<sup>[402-1]</sup>

However, we acknowledge that despite efforts to create an ideal workplace and retain top talent, employee turnover is inevitable. The consulting sector is known for its high turnover rates ranging from 15-20% per year, largely driven by the intense and fast-paced work environment and the competitive nature of the industry. Throughout 2023, we recorded 8 new hires and 7 employees leaving.<sup>[401-1]</sup> With a clear understanding of the challenges this industry poses to our employees, we will continue to be committed to supporting our employees by building a positive working environment in Kiroyan Partners.



Policies and initiatives we undertook in 2023 to achieve and maintain positive employee-management relations are as follows:

- ▶ **Open Door Policy**  
Since the company's establishment, the management team has implemented an open-door policy. This policy ensures that every employee has direct access to the management team without any formal appointment. We believe this approach not only enhances the flow of communication but also allows us to address concerns and needs that employees might have, especially related to work.
- ▶ **Transparent and Accessible Company Policy Documents**  
Our unwavering commitment to ethics and integrity is reflected in our efforts to ensure that all company policy documents and guidelines are readily available to every employee in our online intranet document repository. We also send regular email updates when new policies or guidelines are published, along with instructions on where to find them, to ensure that all employees are always well-informed and compliant with the latest policies.
- ▶ **Grievance Mechanism**<sup>[2-25]</sup>  
We are firm believers in the effectiveness of our Open Door Policy, which has proven to be a safe and effective space for every team member to voice their concerns. The management team is always ready to mediate any grievance that arises. In addition, we have a separate Employee Grievance Procedure in place since 2021. According to this procedure, employees can fill in an Employee Grievance Form and submit it directly to the Board of Directors via email. In cases where the grievance is about the Board of Directors, employees can send the form directly to Kiroyan Partners' Main Commissioner. In 2023, we received zero complaints through our grievance mechanism, a testament to its effectiveness.
- ▶ **Weekly Project Review**  
Weekly project reviews are conducted as part of our effort to



always provide quality outputs for our clients. These reviews involve a comprehensive evaluation of ongoing projects to ensure all projects stay on track and meet their objectives. During these sessions, the management team and all employees discuss the status of the projects, review progress against expected milestones and identify potential challenges or risks. These regular sessions also serve as an open communication platform between employees and the management team, where internal announcements and ideas are shared.

► **Performance Review**  
Performance review involves regular evaluations and providing employees with feedback from management and peers via an online survey. These include monthly probationary reviews for new hires to monitor probation progress with input to help new hires adapt and align with our goals and values; mid-year reviews provide comprehensive peer feedback and help employees understand their progress and areas for improvement, while the end-of-year reviews provide an assessment of performance for the past year highlighting achievement and opportunities for growth. In addition to discussing performance, performance reviews allow employees to raise concerns and aspirations and for management to address these and answer questions about company policies and regulations.

► **Townhall Meeting**  
Town hall meetings, held annually, serve as a platform for open dialogue, information sharing, and collective decision-making. They are a vital part of our commitment to transparency, inclusivity, and growth, ensuring all employees align with the company's mission and future objectives.

► **Strategic Planning Meeting and Survey**  
Our annual strategic planning meetings and surveys have been critical events for all members of Kiroyan Partners. These gatherings provide dedicated time for in-depth evaluation of the previous year and gearing up for the year ahead. In 2023,



our strategic planning meeting took place in December, following the annual survey conducted several weeks prior to the meeting—the survey aimed to identify the company's strengths and room for improvement through the lens of employees. The gathering brought together vital internal stakeholders, including the company's founder, the management team, and all employees except those working on-site for one of our clients.

Our on-site team's in-person annual meeting with management is also held separately, covering a similar agenda. Employees can share their concerns and questions regarding our business goals, and the management representative will address them. In 2023, this meeting was held once in February.

► **Informal Engagement Program CHEERS**  
Recognizing the significance of positive team relationships in driving the success of our company, Kiroyan Partners has initiated casual gatherings titled CHEERS (Cheering Up Our Saturdays) to cultivate a strong sense of community among employees and the management team. In the second year of implementation, CHEERS provides a laid-back setting that enables team members to connect personally through activities outside the formal work setting, such as casual dinners or karaoke sessions. In 2023, 2 activities were carried out. In 2023, two such activities were successfully organized, fostering camaraderie and enhancing team spirit. Moving forward, we plan to institutionalize the program as a monthly session to consistently promote bonding and synergy within our company.

► **Exit Interviews**  
Conducting exit interviews with departing employees is our way of gaining insights and feedback about their time working at Kiroyan Partners. These interviews, involving the departing employee and the Board of Directors, serve as a constructive platform to delve into job satisfaction and gather suggestions for enhancing company operations. By understanding the reasons behind employee departures, we can identify issues and areas that require attention. In 2023, 7 exit interviews were conducted with team members who had completed their tenures.

## Employee Development

Continuous learning and professional growth are vital in our industry's ever-evolving landscape. We are committed to the ongoing development of our employees, recognizing that their skills and knowledge are critical to our company's success. Our goal is to cultivate a highly-skilled, motivated, and innovative workforce that can adapt to the latest trends and challenges in public affairs and strategic communications.

Kiroyan Partners implemented several programs for employees to support their professional growth and ensure they remain informed about the industry's latest trends and developments.

► **Employee Development Programs**<sup>[404-2]</sup>  
Our employee development programs aim to provide a range of learning opportunities that cater to our employees' diverse needs and aspirations, including technical skills training, knowledge-sharing programs, and support for professional certifications. By providing access to a wealth of educational resources, we empower our employees to proactively drive their professional growth. Investing in employee development not only enhances individual competencies but also drives the overall success and innovation of our company in delivering exceptional services to our clients.

Position	Total hours of employee development program			Average hours of employee development program per employee <sup>[404-1]</sup>		
	2021	2022	2023	2021	2022	2023
Manager and above	16.4	64.5	76.5	5.5	9.6	19.1
Consultant	53.7	532	368	9	6.3	15.3
Administration	0	53	40	0	7.4	17.7
Total	70.1	649.5	536.5			





In 2023, employees from all levels of employment participated in a total of 536.5 hours of employee development programs, less than in 2022 due to the significantly higher number of HSE training sessions during a particular project commencement in 2022.

#### ▪ **Udemy Learning Platform**

In 2023, we utilized Udemy, an online learning platform we have used since 2021 which offers a wide variety of topics, formats, and courses relevant to our core services. Employees were provided access to the platform to engage in courses with topics most relevant to their work responsibilities and needs. These included business writing, leadership, project management, strategic communications, and language programs.

#### ▪ **KP Academy**

KP Academy is an in-house training session where employees with certain expertise share their knowledge and insights with other employees in a formal setting. In 2023, a total of three KP Academy sessions were held: two sessions regarding project stakeholder management hosted by one of our employees from the consulting team and one regarding project management hosted by our former administration team member. These sessions consisted of presentations and case studies, where employees could put the information, they obtained into practice in a class setting.

#### ▪ **KEMS**

Apart from training sessions, we also implement internal, semi-formal knowledge-sharing sessions called Knowledge, Experience, and Meals Sharing or KEMS. During KEMS sessions, employees are encouraged to take turns presenting topics that interest or concern them. By the end of each session, attendees enjoy a meal together in a relaxed setting. Throughout 2023, we conducted 10 KEMS sessions with speakers from all levels of the company, including our founder, Board of Directors, consultants, administration team members, and specialists. In addition to our internal team members, in 2023, we invited our experts to complement our

consultants' knowledge, providing valuable insights on topics relevant to public affairs.

Employee performance review also serves as a key element in our commitment to support employees' professional growth, including promotions and development plans, and the company's overall success.

#### ► **Performance Reviews**<sup>[404-3]</sup>

This process involves regular evaluations that provide employees with feedback not only from the management team but also from their colleagues through peer performance reviews conducted via online surveys. These reviews consist of monthly probationary reviews for new hires as well as mid-year and end-of-year reviews for all employees.

##### • **Monthly Probationary Reviews**

The probationary period for new employees includes monthly reviews to monitor their progress and integration into the team. These reviews involve input from peers who work closely with the new hires, offering valuable insights into their performance, strengths, and areas for improvement. This frequent feedback helps new employees quickly adapt to their roles and aligns their efforts with team and organizational goals. In 2023, monthly probationary reviews were conducted for 7 new employees or 100% of our new hires within the year.

##### ▪ **Mid-year Reviews**

All employees participate in a comprehensive peer performance review at the midpoint of each year. The feedback gathered during this review helps employees understand their progress and identify areas to enhance their skills and performance. In 2023, mid-year reviews were conducted for 7 employees or 25% of our total workforce within the year, with the remaining being the Board of Directors, members of the on-site project team who only received an end-of-year review, and employees who resigned prior to the mid-year performance review.



#### ▪ **End-of-year Reviews**

The annual peer performance review is conducted at the end of the year as a final assessment of performance for the past year. This comprehensive feedback ensures a balanced and thorough evaluation, highlighting achievements and pinpointing opportunities for growth. In 2023, end-of-year reviews were conducted for 26 employees or 72% of our total workforce, within the year, with the remaining being the Board of Directors and employees who resigned prior to the end-of-year performance review.

In 2023, Kiroyan Partners also launched a new program, namely the Kiroyan Partners Scholarship, a manifestation of our value of continuous learning in enhancing the capabilities of our human resources. To support their professional growth, the scholarship program provides financial assistance for eligible employees wishing to pursue a master's degree.

#### ► **Kiroyan Partners Scholarship**<sup>[404-2]</sup>

First launched in 2023, the program encourages employees who have yet to obtain a master's degree to continue their studies. The program offers scholarships to employees over 24 months of tenure who have demonstrated exceptional performance. Eligible and interested employees can submit a proposal to the Board of Directors outlining their educational plan, proposed work schedule while pursuing their master's degree, and how they plan to leverage their knowledge and credentials to support the company's business. The Board of Directors will evaluate the proposal's alignment with the company's objectives and may invite the applicant for further discussion.

In 2023, the scholarship program was communicated to all employees, encouraging them to review the eligibility criteria and apply if interested. Although no eligible consulting team applied for the scholarship in 2023, we plan to continuously review the program to ensure it effectively supports our workforce's academic and professional advancement.



# Diversity

At Kiroyan Partners, we believe that having a diverse and inclusive workforce enhances creativity, broadens perspectives, and improves our ability to serve a wide range of clients. We are committed to creating an environment where everyone can bring forth their unique strengths and talents.

Embracing diversity entails recognizing and valuing the unique perspectives, backgrounds, and experiences that each employee brings to our company. Moving forward, we are committed to implementing ongoing assessments and improving our diversity practices to ensure they are aligned with industry best practices and cater to the evolving needs of our employees.

Our diversity efforts mainly revolve around anti-discrimination, inclusive hiring practices, fair compensation and merit-based promotion practices. By promoting a culture of diversity and inclusivity, we aim to create a dynamic workforce where people from diverse backgrounds can thrive.

In detail, our commitment to promote diversity is implemented through the following:

## ► Anti-Discrimination Policy

We manifested our commitment to an inclusive and respectful work environment through our anti-discrimination policy, which is stipulated in our policy document regarding Anti-Bullying, Abuse, Discrimination, Modern Slavery, and Child Slavery, first published in 2021 and still in effect at the time this report was published.

We ensure that our anti-discrimination policy is consistently enforced by communicating it to all employees since their induction process. As a result, zero cases of discrimination were reported in 2023.<sup>[406-1]</sup> Employees are also encouraged to report any incidents of discrimination by directly talking to the

management team or filing a complaint through the existing grievance mechanism.

## ► Hiring Practices

Our hiring practices aim to attract, select, and retain individuals who embody our commitment to professional excellence and integrity. Hence, our hiring decisions are merit-based focusing on qualifications and alignment with the job requirements. We are committed to a fair and unbiased recruitment process that does not consider applicants’ personal backgrounds, including gender.



## Employee Composition By Gender

	2021		2022		2023	
Female	13	54%	19	49%	17	47%
Male	7	46%	20	51%	19	53%

## Employee Composition By Age

	2021		2022		2023	
Age < 30	7	35%	20	51%	22	61%
Age 30 – 50	11	55%	21	44%	12	33%
Age > 50	2	10%	2	5%	2	5%

## Remuneration Ratio Based on Gender\* (Female : Male)

Level of Employment	2021		2022		2023	
	Gender ratio	Remu-neration ratio	Gender ratio	Remu-neration ratio	Gender ratio	Remu-neration ratio
Board of Directors	2:0	1:0	3:0	1:0	2:0	1:0
Board of Commissioners	1:2	1:0	1:2	0:1	1:3	0:1
Lead Consultant	–	–	0:1	0:1	0:1	0:1
Senior Consultant	2:0	1.1:1	1:1	2.1:1	2:0	1:0
Consultant	3:3	1.4:1	2:3	1:2	1:2	1:2
Analyst	3:1	0.7:1	3:2	1:1	3:1	6:1
Project Assistant	–	–	1:0	1:0	1:1	1:2
On-site Staff	–	–	5:11	1:4	6:11	1:2
Administration	3:2	3.9:1	2:2	2:1	2:2	2:1

\*Zero denotes the absence of males in the employee category.

Since our establishment, these principles have been the cornerstone of our hiring procedure. In 2023, we fortified our commitment by mandating that all applications exclude photos and information about race, gender, age, national origin, religion, sexual orientation, gender identity or expression, marital status, citizenship, political belief or affiliation, disability, or any other legally protected class.<sup>[2-24]</sup>

Our non-discriminatory hiring practice, especially related to gender and age, was reflected in the composition of our workforce over the years.<sup>[405-1]</sup>

## ► Equal Remuneration

Our remuneration policy is rooted in our commitment to cultivating an inclusive and non-discriminatory work environment, where we ensure that all employees receive fair compensation that is reflective of their role, skills, experience, and performance regardless of gender or any other characteristics apart from merit. Remuneration decisions are determined based on applicable Indonesian Government regulations and industry standards.<sup>[2-20]</sup> In 2023, we demonstrated a balanced remuneration ratio based on gender.<sup>[405-2]</sup> Any observed disparities in the ratio for Senior Consultants, Consultants, and Administration roles are attributed to several employees having longer tenures than the others, resulting in higher salaries.

## ► Merit-Based Promotion

At Kiroyan Partners, promotions are not just given; they are earned. We recognize and reward employees who consistently deliver outstanding performance, make significant contributions, and show the potential to take on greater responsibilities. This ensures that career advancement is open to all employees based on merit, regardless of their background or personal characteristics. We identify high performers throughout the year, not just during our regular mid-year and end-year performance reviews but also through continuous observation of employees’ quality of work on a daily basis.







# Our Client & Partners

Disclosure 418-1

We foster strong, sustainable relationships by ensuring client and partner trust through **top-notch data and privacy protection, including the use of Non-Disclosure Agreements.**

In our business practice, we view our clients and vendors as integral partners, built on mutual trust and respect. This commitment reflects our core value of “Sustainable Client Relationship”, emphasizing the highest standards in client satisfaction and privacy.

Throughout fiscal year 2023, we engaged clients across diverse sectors including banking, finance, energy, mining, FMCG, and consulting. Our project partners comprised specialized organizations, such as research agencies, law firms, media companies, creative digital agencies, and waste management firms.

Data and privacy protection are universally recognized imperatives, reinforced by national regulations and internal organizational policies. Organizations are obligated to uphold the privacy rights of clients and partners, implementing appropriate measures to ensure the security of the personal data they collect,

retain, process, or disseminate. In Indonesia, this responsibility is governed by Law No. 27 of 2022 on Personal Data Protection, which provides a comprehensive legal framework for both businesses and the public.

Our commitment to these regulations is demonstrated through stringent practices such as requiring Non-Disclosure Agreements (NDAs) with all partners before project discussions. These measures protect sensitive information, prevent data breaches, and enhance operational effectiveness.

By adhering to robust data protection standards, we not only foster strong, sustainable relationships but also ensure the continued success of our business partnerships. This dedication to data security is crucial for maintaining client trust and advancing our sustainable business practices.





## Privacy & Data Protection<sup>[418]</sup>

At Kiroyan Partners, our unwavering commitment to data protection and privacy is at the core of our operations. We handle various data, including personal information and organizational details, with the utmost care and confidentiality. This commitment is a cornerstone of our ethical business practices. Article 29 of our Company Regulations strictly prohibits the disclosure of any internal information, including client data, to external parties.

In response to the increasing significance of data protection, we adhere firmly to our Data & Privacy Protection policy throughout 2023. This policy reinforces our unwavering commitment to safeguarding data and privacy for all stakeholders. New employees and interns undergo training on data protection during their induction sessions to ensure their comprehension of the company's code of conduct and the importance of preventing data breaches.

To further protect confidential information, we require all business partners to sign Non-Disclosure Agreements (NDAs) before engaging in any project discussions or potential collaborations. This legally binding requirement ensures that exchanged information remains confidential. Furthermore, we use project code names when discussing sensitive matters with the internal team, especially outside our office premises.

In 2022, the Indonesian government issued Law No. 27 of 2022 on Personal Data Protection (PDP Law), which categorizes businesses as controllers of personal data, thereby holding them legally accountable for its protection. We have consistently complied with this law, as well as our internal regulations and policies, to ensure the privacy of our clients and other involved parties. Our efforts have proven effective, as demonstrated by the absence of data and privacy protection complaints, as confirmed through in-depth interviews with clients and partners.

By prioritizing data security and privacy, we are making significant progress in our sustainable business practices. This commitment reflects our respect for the privacy and trust of our clients and partners and is instrumental in ensuring sustainable relationships.

## Clients' & Partners' Communications

In 2023, we continued implementing hybrid working practices while adhering to the response times outlined in our hybrid working guidelines. This approach aimed to enhance our communication efficiency with clients and partners, fortifying our professional relationships.

Our commitment to effective and timely communication with clients and partners is unwavering. We understand that delays and miscommunication can lead to client dissatisfaction. To address this, we continue to enforce a response time policy, ensuring that our employees regularly check their emails and promptly respond to inquiries from team members, clients, vendors, and other relevant parties.

In critical situations, such as during a crisis, we have set a stringent standard requiring responses within a 30-minute timeframe. Each response should acknowledge the received inquiry and clearly outline the following steps or timeframe for any necessary follow-up actions.

Internal inquiries during working hours must be responded to promptly. We expect a response within 30 minutes for phone calls and texts and within 60 minutes for emails to ensure efficient internal communication and a productive work environment.

To streamline administrative aspects between Kiroyan Partners and our client and partners, our administrative team takes turns being on standby at the office, ensuring that correspondence for ongoing and potential projects proceeds smoothly.

Our clients and partners have recognized our collective efforts to optimize communications during the hybrid working period. This acknowledgment was confirmed through in-depth interviews, with no complaints received about communication issues in 2023.







# Our **Environment**

Disclosure 301-1, 302-1, 306-2

Kiroyan Partners is dedicated to reducing its environmental impact through proactive measures like recycling, **supporting Indonesia's net zero emissions goal, and contributing to global climate change efforts.**

Various environmental issues are increasingly being discussed by both national and international parties. The urgency of these discussions is underscored by the impact of global climate change, a significant and immediate challenge. The far-reaching repercussions of global climate change, such as more frequent and severe weather events, rising sea levels, and disruptions to agriculture, are causing biodiversity loss and food insecurity. This highlights the urgent need for immediate global collaboration to mitigate and adapt to climate change.

The need for a collective effort to reduce carbon emissions and protect the future of our planet is becoming more crucial. Everyone must work hard and collaborate on this matter. Indonesia, with its central role in addressing global environmental challenges, has committed to achieving net zero emissions by 2060. This commitment, along with Indonesia's participation in important events like the

UN Climate Change Conference (COP28) serves as an inspiring example and integrates this objective into its national development agenda, including the ongoing energy transition initiative.

Aligned with the global effort to combat climate change, Kiroyan Partners is dedicated to continuously exploring new initiatives to enhance its contributions over time. Despite the relatively small scale and nature of our business operations' environmental impact, our unwavering commitment to minimizing our carbon footprint is consistently reflected in our daily operations.

At Kiroyan Partners, we recognize that our daily office operations as a consulting firm generate waste. Building on the waste management initiative in the previous year, our company has taken proactive steps to enforce a policy on recycling bin waste management within our office. This is part of our ongoing commitment to reducing our environmental impact.





# Management of Significant Waste-related Impact<sup>[306-2]</sup>

Kiroyan Partners embraces sustainable practices as a core aspect of our corporate values. In line with this commitment, we have joined the UN Global Compact (UNGC) to support its ten principles, including protecting the environment.

Our dedication to sustainability is further reinforced by a continuing policy aimed at environmental protection. Kiroyan Partners has maintained a partnership with PT Armada Kemasan Nusantara (Armada Kemasan), a waste recycling service provider, to ensure proper recycling of our segregated waste. We have emphasized the importance of having two types of trash bins in various office locations for recyclable and non-recyclable waste. Our team members are routinely reminded to be responsible for sorting waste into the appropriate bins, which Armada Kemasan then collects and recycles.

Recycling is a modest yet crucial measure in reducing and eventually eliminating landfill waste. By implementing recycling bins for waste segregation, we can compost food waste and recycle paper, turning it into new paper and various other products.

Kiroyan Partners has recycled 194 kg of waste: 27 kg in the final quarter of 2022 (October-December) and 167 kg in 2023. This initiative has enhanced our continuous efforts since 2018 to manage office waste in coordination with the building management (Menara Karya).

Additionally, we have successfully reduced the usage of plastics and trash bags. In 2023, plastic usage decreased to 9.6 kg, marking a 40% reduction (6.4 kg) from the 16 kg used in 2022.

The available data reflects the growing awareness among our team members regarding the environment and responsible consumption practices. We hope these efforts will inspire positive changes in other areas of our lives.



We do not condone any involvement in the adverse effects of waste management, and our conscientious consumption practices are part of our efforts to minimize environmental harm. We are dedicated to enhancing our responsible consumption practices in our office, and this commitment will continue to guide our future sustainability initiatives.

Regarding material use management, we have consistently purchased printed materials at 50 kg in 2022 and 2023. Nonetheless, we remain committed to reducing their usage except when necessary. Our dedication to this cause is unwavering, and we are constantly seeking ways to minimize our material consumption. Implementing our hybrid work policy, which clients and partners have recognized, has helped decrease paper consumption despite increased offline activities.

In the coming years, we aim to ensure that all waste generated in our office is segregated and that recyclable items are appropriately recycled. This ambitious goal is a testament to our unwavering commitment to sustainability and our determination to reduce landfill waste and greenhouse gas emissions.

# Energy Use & Management<sup>[302-1]</sup>

Kiroyan Partners consistently promotes energy-saving practices among employees in the office. This commitment is communicated through various channels, including verbal reminders and signage, encouraging everyone to switch off lights and unused appliances. Our commitment to efficient energy consumption extends to our choices in selecting energy-efficient electronic devices like laptops and printers.

Based on data from our building management, our energy consumption increased by 11.72% in 2023, rising from 7368.9 kWh in 2021 to 8232.5 kWh in 2023. This increase can be attributed to increased coordination meetings for client engagements during that year, which influenced our overall energy usage.

Kiroyan Partners has maintained a proactive approach to avoiding any adverse effects from energy use and management. We utilize electricity according to our operational needs and in compliance with building regulations. Our intentional selection of an energy-saving office building underscores our commitment to minimizing environmental impacts. For example, our air conditioning operates strictly during business hours from 7:00 AM to 6:00 PM. and automatically shuts down outside of this timeframe.







# Our Community & Industry

Disclosure 205-1, 205-2

Our commitment to knowledge sharing and community engagement underscores our role as thought leaders, **driving positive change and innovation** within both our industry and the communities we serve.

As a consulting company deeply embedded in the industries we serve and the communities in which we operate, our commitment is integral to our mission. Since our establishment, we have consistently upheld principles of anti-corruption, good corporate governance, and knowledge sharing. These principles are essential to building meaningful relationships between industry and community, reinforcing our core values, and enhancing our reputation.

Our anti-corruption efforts involve stringent internal policies and practices designed to ensure transparency and integrity in all our operations. We regularly review and update these measures to address emerging challenges and maintain the highest ethical standards. Good corporate governance is reflected in our well-structured decision-making processes, accountability mechanisms, and engagement strategies, which help build trust and credibility with clients and stakeholders.

In 2023, we furthered our commitment to community engagement by leveraging our insights through targeted media and LinkedIn publications. Our team members authored a series of opinion articles that offer in-depth analyses and perspectives on a diverse range of topics, including communication strategies, public affairs, crisis management, and political dynamics. These articles are designed to provide valuable insights, foster informed discussion, and highlight our role as thought leaders in our field.

By contributing to the broader discourse and addressing key industry and community issues, our publications not only underscore our expertise but also drive positive change and innovation within the sectors we operate in. This ongoing commitment to knowledge sharing and engagement reflects our dedication to making a meaningful impact both within our industry and in the communities we serve.



## Anti-Corruption<sup>[205]</sup>

We believe that upholding high professional standards and ethical behavior is paramount in conducting our business. At Kiroyan Partners, our unwavering commitment to fair business is demonstrated through our anti-corruption policy, which we consistently communicate to our employees, clients, and partners. Internally, we integrate these principles into our employee onboarding process and incorporate clauses pertaining to anti-corruption, bribery, and gratification in our contractual agreements with stakeholders. We enforce a zero-tolerance policy towards any breaches of these principles, and violations may result in contract termination, as stipulated in Chapter VIII, Article 32 of our company regulations.

Anti-corruption principles guide our business development activities, where meticulous due diligence precedes the signing of any contracts. Prior to pursuing new opportunities, our team formulates a comprehensive business development plan, reviewed by all team members, including senior management. This rigorous process ensures a comprehensive understanding of prospective clients and enables the assessment of any potential corruption or legal risks that may be present. We have also implemented a conflict-of-interest policy to further uphold ethical business practices.<sup>[2-15]</sup> These anti-corruption measures play a crucial role both internally and externally, as any corruption-related incidents could significantly impact Kiroyan Partners' reputation and relationships with clients and business partners.

In 2023, we introduced our anti-corruption principles to 8 new hires, constituting 22% of our workforce during that period. Additionally, these employees participated in training sessions on our anti-corruption policies and procedures as part of their onboarding process.

Furthermore, as a testament to our commitment to anti-corruption, we adhere strictly to legal and accounting standards and undergo annual external audits. The accounting services firm PKF Hadiwinata conducted our 2023 audit, affirming our continued adherence to

zero instances of corruption throughout our business operations.<sup>[205-1]</sup> Based on the company's audit results and engagements with external stakeholders, our anti-corruption efforts have been effective without any adverse economic impacts for either party. Externally, both clients and partners view Kiroyan Partners as highly credible due to our transparent contract processes from project commencement to project completion. Additionally, our commitment to open communication further bolsters this perception, as stakeholders perceive our anti-corruption practices to be transparent and robust.

## Good Corporate Governance

We firmly believe that good corporate governance (GCG) is fundamental to business success and integral to our operations and growth efforts. Kiroyan Partners is dedicated to leading the promotion of sustainable business practices in Indonesia, emphasizing transparency and fairness through involving employees in strategic decision-making processes. We value employee feedback and participation as pivotal for our long-term sustainability.

Throughout 2023, our focus revolved around adherence to existing company regulations, policies, and corporate values, without the introduction of new regulations. We continued to uphold policies such as the Conflict-of-Interest Policy to guide ethical business practices and maintain strong stakeholder relationships.<sup>[2-15]</sup> Additionally, our company regulations include policies addressing Anti-Bullying, Discrimination, and Modern and Child Slavery to ensure a safe and supportive workplace environment for all employees.

Our commitment to implementing good corporate governance is evident in our longstanding open-door policy, which allows every employee to address management concerns directly. Additionally, our grievance mechanism, introduced in 2020, provides employees with a platform to voice complaints or offer insights to the management team.



## Knowledge Sharing

Kiroyan Partners, a company dedicated to sustainability, extends its commitment beyond internal operations and client relationships. We actively contribute to community development and sustainable business practices. Our involvement includes extensive knowledge sharing, particularly in public affairs, aimed at benefiting both our industry and community.

In 2023, we expanded our outreach through mass media and LinkedIn, participating in 31 programs across various fields and investing Rp1,960,983.437. These initiatives serve as platforms to share our values and expertise, furthering industry and community development.

In recent years, KP has consistently engaged in knowledge-sharing activities through expert insights, partnership projects, article publications, and internships. This commitment continued in 2023 with collaborations across multiple institutions and stakeholders. Furthermore, KP enhanced its role in knowledge dissemination through articles published in mainstream media and on Kiroyan Partners' LinkedIn page.

These initiatives underscore KP's expertise in communications and public affairs, contributing significantly to community benefits and reinforcing its credibility as a consulting firm.

Our goal is to sustain and broaden our involvement in knowledge sharing by actively participating in forums related to communication, public affairs, good corporate governance, sustainability and women's empowerment. Additionally, we intend to contribute by writing articles published by PR Indonesia, submitting articles to mass media, and publishing content on our official LinkedIn account. The information and opportunities for knowledge sharing provided by our stakeholders continue to be crucial resources, enabling KP's active engagement in diverse knowledge-sharing initiatives throughout 2023.





Kiroyan Partners’ Knowledge Sharing Initiatives in 2023<sup>[2-28]</sup>

PROGRAMS	TYPE OF ACTIVITY	ORGANIZATION	PERFORMANCE IN 2023
External knowledge sharing programs conducted			<b>31 programs</b>
Estimated value from voluntary based programs			<b>Equivalent to Rp1,960,983,437.00</b>
Expert Insights & Judging			
Master of Management–FEB UI Mentoring Program	Mentoring	Faculty of Economics and Business (FEB) of the Indonesia University (UI)	<b>Rp791,350,000.00</b>
PR Indonesia Awards	Judging	Perhimpunan Hubungan Masyarakat (Perhumas) Indonesia	
Regional Student Competition	Judging	Prestasi Junior Indonesia (PJI)	
Workshop & Awarding The Indonesia DEI & ESG Awards (IDEAS) 2023	Judging	Perhumas Indonesia	
SDG Innovation for Young Professionals	Judging	Indonesia Global Compact Network (IGCN)	
DAAD Falling Walls Lab	Judging	Deutscher Akademischer Austauschdienst (DAAD)	
18 <sup>th</sup> SNI Awards	Judging	Badan Standardisasi Nasional (BSN)	
University of Florida	Speaking	University of Florida	
etKomunikasi Event	Speaking	etKomunikasi	
ICC JCI Aspac Conference	Moderating	International Chamber of Commerce (ICC) Indonesia	
Workshop & Awarding The Indonesia DEI & ESG Awards (IDEAS) 2023	Speaking	Perhumas Indonesia	
Pre-launch of Indonesia Sustainability 4.0 Network	Speaking	Swiss Chamber of Commerce (Swisscham)	
IABC Business Breakfast, Corporate Governance for Growth & Resilience	Speaking	Indonesia–Australia Business Council (IABC)/ PricewaterhouseCoopers (PWC)	
Discussion with Dr. Vikram Nehru	Speaking	Johns Hopkins University	
LinkedIn Podcast, Nick Pegler	Speaking	Affinity	
Talkshow “A Guide to 2024 Election”	Speaking	British Chamber of Commerce (Britcham)	
IABC Conference on “Sustaining Business”	Moderating	IABC	

PROGRAMS	TYPE OF ACTIVITY	ORGANIZATION	PERFORMANCE IN 2023
Workshop “Build an Effective Communication Strategy for the Government”	Speaking	Humas Indonesia & Human Resource Development Agency (BPSDM) of East Java Province	
Monash University Indonesia	Speaking	Monash University Indonesia	
Book Launch Joint Event: Anti-Corruption Collective Action Handbook	Speaking	IGCN, Koalisi Anti Korupsi Indonesia (KAKI), Transparency International Indonesia (TII), Paramadina University, and ICC Indonesia	
Universitas Indonesia Class	Speaking	University of Indonesia	
Article Writing			
Monthly Opinion Column Partnership	Article development and publication	PR Indonesia Magazine	Rp759,000,000.00
LinkedIn articles	Article development and publication	Kiroyan Partners’ official account on LinkedIn	
Thought leadership article	Article development and publication	National media	
Organization Leadership			
Chairman	Advisory and supervisory	ICC Indonesia	Rp272,000,000.00
Advisor and Supervisor	Advisory and supervisory	Indonesia-Netherland Society	
Acting Chairman	Advisory and supervisory	Kemitraan (Partnership for Governance Reform)	
Chairman of the Board of Trustees	Advisory and supervisory	Mahija Parahita Nusantara	
Member of the Board of Supervisors <sup>[2-17]</sup>	Supervisory and evaluation	IGCN	
Partnership Project			
Policy Advocate and Communication Partnership	Issues monitoring and event assistance	Britcham	Rp138,633,437.00
Internship			
Internship mentoring	Internship supervision and direct mentoring with assigned consultants	University students and fresh graduates	13 interns with a total of mentoring hours up to 60 hours.







# About **Kiroyan Partners**

Disclosure 2-1, 2-2, 2-6, 2-7, 2-8, 2-28

PT Komunikasi Kinerja, operating as Kiroyan Partners, is an Indonesian consulting firm with a unique focus on research-based public affairs and strategic communications. Our distinct approach, which emphasizes ethical and responsible communication practices, sets us apart in the industry and piques the interest of potential clients and stakeholders. We are dedicated to enhancing our client's business reputations and resolving challenges between businesses and stakeholders. Our primary and the only office is in Jakarta, Indonesia.<sup>[2-1]</sup>

Founded in 2006 by Noke Kiroyan, Kiroyan Partners is home to a diverse team of experts, specialists, and consultants. Our team members, who are highly knowledgeable in domestic social dynamics and their impact on responsible business conduct, are supported by a Council of Experts and a Senior Advisory Council of reputable executives with influential backgrounds in Indonesia. This collective expertise instills confidence in our clients and stakeholders about our capabilities to refine strategies and develop effective solutions.

Our mission is not just to assist businesses in building and maintaining solid reputations, but to do so with a steadfast commitment to ethical and responsible communication practices. We believe that these principles are the foundation of achieving our client's goals, and we uphold them in every aspect of our work. This commitment provides reassurance to our stakeholders about

our values and dedication to ethical business practices, fostering trust and confidence.

Our range of services includes:

- ▶ **Corporate Communications** (communication strategy and campaign, reputation building, perception and communication audit, and stakeholder engagement strategy);
- ▶ **Political Risk Advisory** (political and policy forecasting, macro-environment scanning, investment due diligence, and executive counsel);
- ▶ **Issues Management** (issues mapping, monitoring, analysis, and forecasting, stakeholder mapping, issues advocacy, crisis and litigation communications);
- ▶ **Social Responsibility** (CSR strategy, CSR Communication, CSR impact evaluation, and CSR reputation audit);
- ▶ **Conventional and Digital Media** (media relations strategy, digital strategy, media outreach, influencer engagement, messaging and content strategy);
- ▶ **Executive Training** (media handling, crisis communication, corporate communications, stakeholder and issue management, government relations, and executive coaching).



Our client base, a testament to our adaptability and broad experience, is a diverse mix of Indonesian and international organizations across various sectors. We serve in natural resources, energy, information technology, consumer products, food and beverages, finance and banking, government affairs, automotive, financial technology, global research organizations, chemical, biopharmaceutical, and logistics. This includes private, national, and multinational companies, NGOs, international agencies, and state-owned enterprises.<sup>[2-6]</sup>

As a key part of our strategic market expansion, Kiroyan Partners has forged a mutually beneficial partnership with Kreab Worldwide. This alliance enables us to represent Kreab’s global network in Indonesia, thereby broadening our reach and enriching our services. While we maintain our name for local operations, we function internationally as Kreab Indonesia. More details about this significant partnership can be found [here](#).

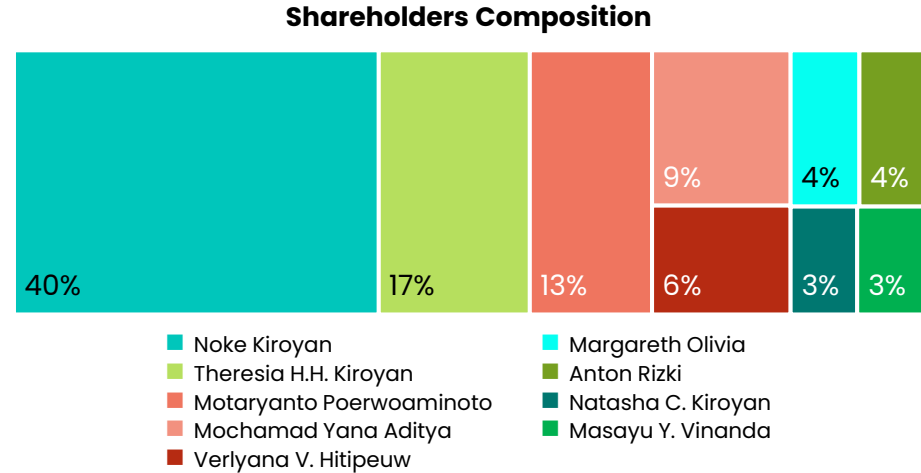
In 2023, Kiroyan Partners was an active member of 6 (six) industry associations,<sup>[2-28]</sup> namely:

- ▶ British Chamber of Commerce in Indonesia (BritCham)
- ▶ European Business Chamber of Commerce (Eurocham)
- ▶ Indonesia-Australia Business Council (IABC)
- ▶ International Chamber of Commerce (ICC)
- ▶ Indonesian Chamber of Commerce and Industry (KADIN Indonesia)
- ▶ Women Empowerment Principles (WEPs)

Kiroyan Partners has been a steadfast supporter of the UN Global Compact (UNGC) since 2008, demonstrating our unwavering commitment to sustainability. We continuously work to promote the ten principles of the Global Compact with respect to human rights, labor rights, the protection of the environment, and anti-corruption in our operations. From 2008 to 2017, we regularly published our annual Communication on Progress (CoP) and communicated them to stakeholders. From 2018 until now, we have published an annual Sustainability Report (SR) to communicate our sustainability efforts embedded in our company's strategy, culture, and day-to-day operations.

## Ownership

According to Indonesian law, Kiroyan Partners is a private limited company or a “*Perseroan Terbatas Tertutup*”. The following is the breakdown of shareholders’ ownership based on the Statement of Shareholders’ Decision per December 2023:



## Our Supply Chain<sup>[2-6]</sup>

Kiroyan Partners relies on a carefully selected array of third parties across Indonesia to support our operations. Our collaboration with these third-party entities is not haphazard, but driven by the need to obtain specific products, services, and expertise to serve our clients effectively. These needs vary based on the nature of our projects and our client’s requirements, leading to fluctuations in the number of third parties we engage each year.

Our third-party network is a diverse ecosystem, encompassing both organizations and individuals. In 2023, we successfully partnered with 24 organizations and companies in Jakarta and its surrounding

regions, each bringing a unique set of skills and resources to the table. These partners, from a variety of sectors, have been instrumental in facilitating our operations and helping us meet our commitments to our clients.

The organizations and companies we engaged in 2023 are from the following business sectors:

- ▶ Building management
- ▶ Computer software and hardware vendors
- ▶ Digital agency
- ▶ Event organizer
- ▶ HSE training service provider
- ▶ Internet service provider
- ▶ Logistics service provider
- ▶ Media monitoring agency
- ▶ National media
- ▶ Office stationaries vendor
- ▶ Payment service provider
- ▶ Public accounting firm
- ▶ Public opinion survey agency
- ▶ Recyclable waste management service provider
- ▶ Safety equipment vendor

We also collaborated with professionals with the specialized skills and expertise required for our diverse projects. In 2023, we engaged 34 professionals<sup>[2-7]</sup> from various fields namely:

- ▶ Business operation
- ▶ Finance
- ▶ Legal
- ▶ Photography
- ▶ Public policy
- ▶ Social research
- ▶ Stakeholder engagement
- ▶ Strategic communications
- ▶ Writing

## Workforce<sup>[2-7][2-8]</sup>

Kiroyan Partners operates with a small yet skilled and experienced workforce. The Consulting and Administration Teams are at the core of our daily operations. In addition to these teams, we are guided by a Council of Experts and Senior Advisors across business fields. Their strategic insights, tailored to their respective niches, play a crucial role in our decision-making process.

Our data in 2023 showed 36 employees, with 19 employees in our Jakarta office and 17 in Sulawesi as project staff for a client. In terms of employment status, in 2023, we had 12 permanent employees and 24 contract employees. These contract employees, with tenures of less than one year, were hired for specific job positions required by our clients. Given the nature of our business, where workload and required human resources are highly dependent on the amount and nature of our projects, we have demonstrated our adaptability by commonly hiring contract employees to support specific project needs.

Employment Status	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Jakarta						
Permanent employees	11	6	7	7	6	6
Contract employees	-	-	-	1	5	2
South Sulawesi						
Permanent employees	-	-	-	-	-	-
Contract employees	-	-	5	11	6	11





# Company Ethics & Integrity

Disclosure 2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 2-18, 2-19, 2-23

## Ethics & Integrity

At Kiroyan Partners, our unwavering commitment to our core principles is the foundation of all our interactions with stakeholders. These principles, which guide our every action, are:

- ▶ **Ethics and Social Responsibility** — Our team is dedicated to upholding a stringent code of ethics and social responsibility in all our operations.
- ▶ **Personal Integrity** — We treat all clients and stakeholders with respect and fairness.
- ▶ **Trust** — Trust is not just a word at Kiroyan Partners, it's a fundamental principle that underpins our firm, team members, and business partners. It is what enables us to meet our client's needs and build lasting relationships effectively.
- ▶ **Respect** — We ensure respect is a cornerstone of all company operations, regardless of scale.
- ▶ **Individual Excellence** — We are committed to enhancing the knowledge and skills of each team member, ensuring that we consistently deliver the best results and maximum value to our clients.
- ▶ **Teamwork** — Collaboration is key, as teamwork yields far more robust results than individual efforts.

- ▶ **"Good" is Not Good Enough** — At Kiroyan Partners, we don't settle for 'good'. We strive for excellence in all tasks, especially within our areas of expertise. Our aim is not just to meet expectations but to constantly exceed them through continuous improvement.
- ▶ **Professionalism** — We uphold strict professionalism in all our dealings.
- ▶ **Sustainable Client Relationship** — We value our clients as long-term business partners, fostering relationships based on mutual trust and respect.

These principles and values are instilled in all our company members, including employees and interns, during their onboarding process. Management reinforces these core values during regular internal meetings and knowledge-sharing sessions to ensure value internalization and ethical alignment among team members. This way, value internalization could be nurtured to ensure all team members are aligned and operate ethically.

When working with team members and external parties, such as clients and third parties, we ensure everyone shares the same understanding of ethics and social responsibility. We are committed to serving clients who align with our mindset, values, principles, and commitment to sustainability.



## Corporate Governance

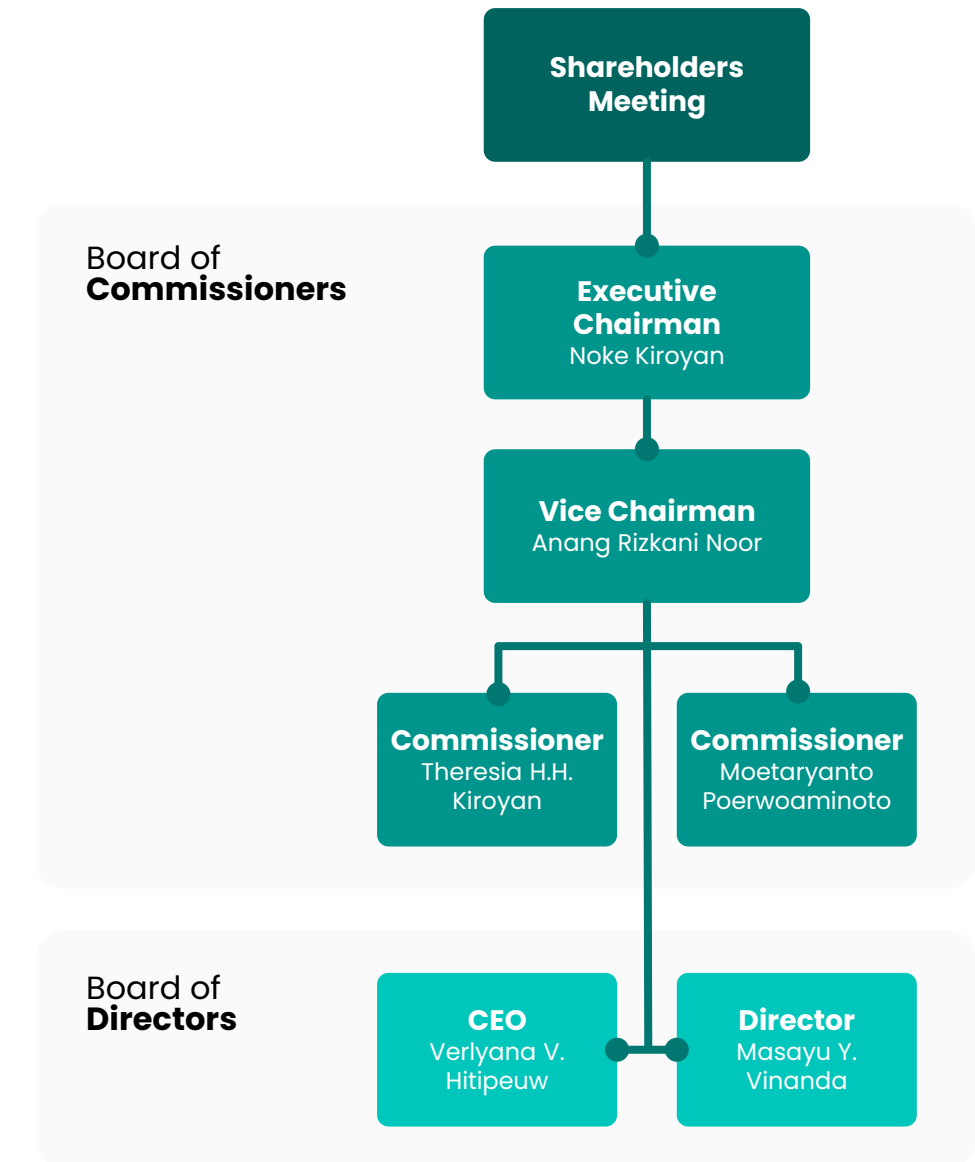
Kiroyan Partners is dedicated to upholding high standards of corporate governance (GCG) that are aligned with the values of the United Nations.<sup>[2-23]</sup> Our corporate governance framework, established under Regulation of the Government in Lieu of Law No. 2/2022, adheres to principles covering key issues such as risk-based business licensing and workforce management.

In 2023, we strategically restructured the composition of our highest governing body. Anang Rizkani Noor, with over 25 years of experience in multinational companies and state-owned enterprises, was appointed Vice Chairman of the Board of Commissioners during the company's Extraordinary General Meeting of Shareholders in April 2023.<sup>[2-10]</sup> His prior role as Director & Principal Consultant at Kiroyan Partners from 2011 to 2017 further adds to his value on the board, enhancing the company's business operations.

The Board of Directors plays a pivotal role in our company, managing and mitigating potential impacts associated with our business operations. This includes identifying and addressing risks for both external and internal stakeholders, such as employees. The Board's oversight of daily operations, from the recruitment process and project management to the development of impact evaluations and impact management strategies, including handling concerns from stakeholders,<sup>[2-13, 2-14, 2-16]</sup> underscores our proactive approach to risk management.

The evaluation and remuneration of the Board of Directors are not just routine tasks, but integral parts of our shareholders' meetings.<sup>[2-18, 2-19]</sup> These processes are designed to ensure transparency and accountability in our governance practices, demonstrating our unwavering commitment to fair and ethical practices.

Our corporate governance framework, as outlined in the Statement of Shareholders' Decision as of December 2023,<sup>[2-9, 2-11]</sup> is structured as follows:





# Stakeholder Engagement

Disclosure 2-16, 2-25, 2-26, 2-29

## Stakeholder Engagement<sup>[2-29]</sup>

Kiroyan Partners defines a stakeholder as “any group or individual who can affect or is affected by achieving an organization’s purpose” (Freeman, 2008). Based on this definition, we conducted a comprehensive stakeholder mapping process to identify key stakeholders. This thorough identification process<sup>[2-29]</sup> involved an online survey, focus group discussions (FGDs), and in-depth interviews with all employees and the Board of Management to understand their interactions with stakeholders in daily operations.

From this process, the following key stakeholders were identified<sup>[2-29]</sup>:

- ▶ Shareholders;
- ▶ Employees;
- ▶ Clients;
- ▶ Project Partners;
- ▶ Selected media outlets;
- ▶ Selected government agencies;
- ▶ Building management;
- ▶ Suppliers and vendors, depending on certain projects, may include non-governmental organizations, think tanks, academics, and research institutions.

### Internal Stakeholders

We prioritize engaging our internal stakeholders—primarily employees—through a well-rounded approach combining daily communications, online platforms, and face-to-face meetings. Following the adaptation to the new normal, our hybrid communication strategy has been crucial in keeping employees informed about business operations.

Here are the key methods used to engage our internal stakeholders, reflecting our consideration of their preferences and needs:

- ▶ **Weekly Project Review Sessions:** These sessions serve as a platform for discussing current project progress and potential client engagements and addressing project-related challenges. The sessions encourage idea exchange and issue discussion among employees. Management also uses these meetings to deliver important announcements directly, complementing written communications via email.
- ▶ **Lessons Learned Sessions:** Held after the completion of projects, these sessions provide insights into challenges and experiences gained. In 2023, we conducted 8 sessions both online and offline.
- ▶ **Open-Door Management Policy:** Endorsed by the Board of Directors, this policy promotes both formal and informal feedback and allows employees to share their aspirations with management.



- ▶ **“CHEERS (Cheer Up your Saturdays) with KP” Sessions:** These events, aimed at strengthening team bonds and offering a refreshing break, were held twice in 2023. The purpose of these sessions was to boost employee morale and foster a sense of community within the organization. The outcomes were positive, with employees reporting increased job satisfaction and a stronger connection to the company culture.
- ▶ **Grievance Mechanisms:** Established in December 2020, this platform allows employees to voice concerns about their careers, work environment, or company conditions. Its use has contributed to a positive work environment and a culture of open communication. No cases were reported in 2023, indicating a potential improvement in overall satisfaction.<sup>[2-16, 2-25]</sup>
- ▶ **Annual Board of Commissioners (BoC) & Board of Directors (BoD) Meeting:** This annual meeting, held twice in 2023, allows the Boards to discuss company matters.
- ▶ **Annual General Meeting (AGM):** Held in April 2023, the AGM gathered the Board of Directors, Commissioners, and

shareholders to discuss strategic directions and company matters. The topics discussed included our financial performance, key initiatives, and future plans. This meeting provided a platform for stakeholders to voice their opinions and contributed to our strategic decision-making process.

- ▶ **Town Hall Meetings:** In 2023, we held two town hall meetings, an increase from one in 2022, to gather employee input and foster open communication.
- ▶ **In-depth Interviews, Focus Group Discussions (FGDs), and Surveys:** For developing Kiroyan Partners’ Sustainability Report, we conducted:
  - 3-hour interviews with Board members Verlyana V. Hitipeuw and Masayu Y. Vinanda.
  - Over 4-hour FGDs with the Consulting and Administration teams.
  - Surveys distributed to current and former employees to gather their insights.

### External Stakeholders

Engaging with our external stakeholders, particularly clients and third-party partners, is crucial for our growth and continuous improvement. Here are the methods used to gather feedback and input:

- ▶ **Satisfaction Surveys:** Distributed to current and former clients to collect opinions on our services and identify areas for enhancement.<sup>[2-26]</sup>
- ▶ **Feedback Collection:** We gather feedback from clients and third-party partners regarding various aspects of sustainability related to our company.<sup>[2-26]</sup>
- ▶ **In-depth Interviews:** Conducted with external stakeholders to explore their concerns and feedback on economic, social, and environmental aspects, as well as our performance as a consultant or collaborative partner. In 2023, we completed 10 interviews, each lasting about 50 minutes, with 4 clients and 6 third-party partners.







# Appendices

## Appendix 1: GRI Standards Reference Tables

Statement of use	Kiroyan Partners has reported in accordance with the GRI Standards for the period of January 1, 2023, to December 31, 2023.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATIONS OR EXPLANATION
GRI 2: <b>GENERAL DISCLOSURE 2021</b>	2-1 Organizational details	Page 45
	2-2 Entities included in the organization's sustainability reporting	Not applicable, Kiroyan Partners has no other entities, such as subsidiaries, joint ventures, or affiliates.
	2-3 Reporting period, frequency, and contact point	Page 09
	2-4 Restatements of information	Page 13
	2-5 External assurance	Given the significant cost implications, we are taking a cautious approach to considering external assurance reporting. This is particularly relevant due to the range of material aspects or topics being addressed and the specialized nature of some topics.  As we embark on the fifth year of reporting concerning the GRI Standards, we are carefully considering the potential implementation of external assurance. This decision will be made with the utmost respect for our stakeholders and their interests and will be based on the reasonableness of the cost.
	2-6 Activities, value chain and other business relationship	Page 46
	2-7 Employees	Page 47
	2-8 Workers who are not employees	Page 47
	2-9 Governance Structure and Composition	Page 49
	2-10 Nomination and selection of the highest governance body	Page 49
	2-11 Chair of the highest governance body	Page 49
	2-12 Role of the highest governance in overseeing the management of impacts	Page 49
	2-13 Delegation of responsibility for managing impacts	Page 49
	2-14 Role of the highest governance body in sustainability reporting	Page 49





GRI STANDARD	DISCLOSURE	LOCATIONS OR EXPLANATION
GRI 2: <b>GENERAL DISCLOSURE 2021</b>	2-15 Conflict of interest	Page 40
	2-16 Communication of Critical Concerns	Page 49
	2-17 Collective knowledge of the highest governance body	Page 43 Our Executive Chairman is an active Member of the Board of Supervisors in IGCN
	2-18 Evaluation of the performance of the highest governance body	Page 49
	2-19 Remuneration policies	Page 49
	2-20 Process to determine remuneration	Page 49
	2-21 Annual total compensation ratio	Not reported due to the absence of mechanism in tracking employees' annual compensation that covers all forms of cash payments.
	2-22 Statement on sustainable development strategy	Page 04
	2-23 Policy commitments	Page 28
	2-24 Embedding policy commitments	Page 28
	2-25 Process to remediate negative impacts	Page 23
	2-26 Mechanism for seeking advice and raising concerns	Page 09
	2-27 Compliance with laws and regulations	Page 17
	2-28 Membership associations	Page 46
	2-29 Approach to stakeholder engagement	Page 50
	2-30 Collective bargaining agreements	Page 22
MATERIAL TOPICS		
GRI 3: <b>MATERIAL TOPICS 2021</b>	3-1 Process to determine material topics	Page 12
	3-2 List of material topics	Page 14
	3-3 Management of material topics	Page 10
SPECIFIC DISCLOSURE		
GRI 205: <b>ANTI CORRUPTION 2016</b>	205-1 Operations assessed for risks related to corruption	Page 40
	205-2 Communication and training about anti-corruption policies and procedures	Page 40

GRI STANDARD	DISCLOSURE	LOCATIONS OR EXPLANATION
SPECIFIC DISCLOSURE		
GRI 205: <b>ANTI CORRUPTION 2016</b>	205-3 Confirmed incidents of corruption and actions taken	Page 40
GRI 301: <b>MATERIALS 2016</b>	301-1 Materials used by weight or volume	Page 37
GRI 302: <b>ENERGY 2016</b>	302-1 Energy consumption within the organization	Page 37
GRI 306: <b>WASTE 2020</b>	306-2 Waste generation and significant waste-related impacts	Page 36
GRI 401: <b>EMPLOYMENT 2016</b>	401-1 New employee hires and employee turnover	Page 22
	401-2 Benefit provided to full-time employees that are not provided to temporary or part-time employees	Page 19
	401-3 Parental leave	Page 21
GRI 402: <b>LABOR/ MANAGEMENT RELATION 2016</b>	402-1 Minimum notice periods regarding operational changes	Page 22
GRI 403: <b>OCCUPATIONAL HEALTH AND SAFETY 2018</b>	403-8 Workers covered by an occupational health and safety management system	Page 19
GRI 404: <b>TRAINING AND EDUCATION</b>	404-1 Average hours of training per year per employee	Page 25
	404-2 Programs for upgrading employees' skills and transition assistance program	Page 25
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 26-27
GRI 405: <b>DIVERSITY AND EQUAL OPPORTUNITY 2016</b>	405-1 Diversity governance body and employees	Page 29
	405-2 Ratio of basic salary and remuneration of women to men	Page 29
GRI 406: <b>NON-DISCRIMINATION 2016</b>	406-1 Incidents of discrimination and corrective action taken	Page 28
GRI 418: <b>CUSTOMER PRIVACY 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 30





# Appendix 2: GRI Standards Performance Indicator Tables

## GRI 200: Economic

Disclosure 205-1	2021	2022	2023
OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION			
Total number of operations assessed for risks related to corruption	1	1	0
Total percentage of operations assessed for risks related to corruption	25%	25%	0%
Total number of significant risks related to corruption identified through risk assessment	0	0	0

**Note:** The number is based on the risk assessment of financial operations. Every year, Kiroyan Partners conducts a financial audit. As of March 2024, PKF Hadiwinata completed the audit process for 2023, and no evidence was found regarding risk related to financial corruption.

Disclosure 205-2	2021	2022	2023
COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES			
Communication of anti-corruption policies and procedures			
Total governance body members	2	4	7
Total governance body members by percentage	100%	100%	100%
Total number of employees who have received communication in the year of the report	7	27	32
Total percentage of employees who have received communication in the year of the report	41%	63%	88%
Total number of employees who have received communication during their time in KP	17	39	36
Total percentage of employees who have received communication during their time in KP	100%	100%	100%
Business partners	0	0	0
Business partners by percentage	0%	0%	0%
Training on anti-corruption policies and procedures			
Total number of governance body members	2	4	7
Total percentage of governance body members	100%	100%	100%
Total number of employees who have received training in the year of the report	7	27	32
Total percentage of employees who have received training in the year of the report	41%	63%	88%
Total number of employees who have received training during their time in KP	17	39	36
Total percentage of employees who have received training during their time in KP	100%	100%	100%
Total number of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Total number of confirmed incidents which contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	0	0	0

## GRI 301: Materials 2016

Disclosure 301-1	2021	2022	2023
MATERIALS USED BY WEIGHT OR VOLUME			
Renewable materials used			
Printed materials	45.02 kg	50 kg	27.432 kg

**Note:** In 2022 and 2023, we calculated paper usage based on the total weight of the paper we purchased to support operations. However, in 2024, we conducted a more realistic assessment by measuring the weight of the paper printed using the office's printing facilities.

## GRI 302: Energy 2016

Disclosure 302-1	2021	2022	2023
ENERGY CONSUMPTION WITHIN THE ORGANIZATION			
Total fuel consumption within the organization from non-renewable resources (A)	None	None	None
Total fuel consumption within the organization from renewable resources (B)	None	None	None
Total electricity, heating, cooling and steam purchased for consumption (C)			
Electricity consumption	5,372.8 kWh	7,368.9 kWh	8,232.5 kWh
Cooling consumption	None	None	None
Total electricity, heating, cooling and steam sold (D)	None	None	None
Total energy consumption within Kiroyan Partners (A + B + C - D)	5,372.8 kWh	7,368.9 kWh	8,232.5 kWh

**Notes:**  
**Standards, methodologies, assumptions and/or calculation tools used:**  
• The data on our electricity consumption was taken from the calculations the building management conducted on our electricity use.  
• Data on our cooling consumption could not be found as the energy used is calculated for the whole building.  
**Source of the conversion factors used:**  
No conversion was made.

## GRI 306: Waste 2020

Disclosure 306-2	2021	2022	2023
MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS			
Vendor	N/A	Armada Kemasan (Oct-Dec)	Armada Kemasan (Full-year)
Waste managed			
Waste (kg)	N/A	28 kg	178 kg

**Notes:**  
• We have been collaborating with Armada Kemasan since October 2022. As a result, the amount of waste in 2023 increased significantly as we have been engaged with Armada Kemasan throughout the year.  
• The amount of waste sorted and recycled does not reflect the total amount of waste generated within the office environment, as some team members who do not have access to waste recycling facilities in their residential areas also bring part of their waste to the office for recycling.





GRI 401: Employment 2016

Disclosure 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER												
2021					2022				2023			
Total number and rates of new employee hires and employee turnover by age group and gender	TNH	HR (%)	TTO	TOR (%)	TNH	HR (%)	TTO	TOR (%)	TNH	HR (%)	TTO	TOR (%)
TOTAL	8	100%	9	100%	26	100%	10	100%	8	100%	7	100%
Male	3	38%	2	22%	15	58%	4	40%	3	38%	2	28%
Female	5	62%	7	78%	11	42%	6	60%	5	62%	5	72%
Age <30	3	38%	4	44%	15	58%	5	50%	8	100%	3	43%
Age 30-50	5	62%	5	56%	11	42%	5	50%	0	0%	4	57%
Age >50	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Local	8	100%	9	100%	26	100%	10	100%	8	100%	7	100%
Non-local	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
TNH = Total New Hires    HR = Hiring Rate    TTO = Total Turnover    TOR = Turnover Rate												

Disclosure 401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES			
2021		2022	
Life insurance	BPJS Ketenagakerjaan	BPJS Ketenagakerjaan	BPJS Ketenagakerjaan
Health insurance	BPJS Kesehatan, Avrist Covers 100% of Kiroyan Partners' permanent employees as well as their spouses and children	BPJS Kesehatan, Avrist Covers 100% of Kiroyan Partners' permanent employees as well as their spouses and children	BPJS Kesehatan, Avrist Covers 100% of Kiroyan Partners' permanent employees as well as their spouses and children
Disability and invalidity coverage	N/A	N/A	N/A
Parental leave	90 calendar days for female employees; 5 working days for male employees	90 calendar days for female employees; 5 working days for male employees	90 calendar days for female employees; 5 working days for male employees
Retirement provision	0 person / 0%	0 person / 0%	0 person / 0%
Stock ownership	Available for Eligible Consulting Team	Available for Eligible Consulting Team	Available for Eligible Consulting Team
Others	<ul style="list-style-type: none"><li>Taxi vouchers for overtime</li><li>Flexible work hours</li><li>Up to 20 of annual leave</li><li>Compensation leave</li><li>Sick leave</li></ul>	<ul style="list-style-type: none"><li>Taxi vouchers for overtime</li><li>Flexible work hours</li><li>Up to 20 of annual leave</li><li>Compensation leave</li><li>Sick leave</li></ul>	<ul style="list-style-type: none"><li>Taxi vouchers for overtime</li><li>Flexible work hours</li><li>Up to 20 of annual leave</li><li>Compensation leave</li></ul>

- Notes:
- The benefits apply to all KP permanent employees. The locations of operations only consist of Jakarta.
  - E-money is applicable for employees on the company's internal activities that were conducted remotely.

Disclosure 401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES			
2021		2022	
Others		<ul style="list-style-type: none"><li>E-money</li><li>Birthday cake</li></ul>	<ul style="list-style-type: none"><li>E-money</li><li>Birthday cake</li></ul>
		<ul style="list-style-type: none"><li>Sick leave</li><li>E-money</li><li>Birthday cake</li></ul>	

Disclosure 401-3 PARENTAL LEAVE		2021		2022		2023	
		Male	Female	Male	Female	Male	Female
Total number of employees entitled to parental leave		3	6	0	0	0	0
Total number of employees took parental leave		0	0	0	0	0	0
Total number of employees who returned to work after parental leave ended		0	0	0	0	0	0

Disclosure 401-3 PARENTAL LEAVE		2021		2022		2023	
		Male	Female	Male	Female	Male	Female
Total number of employees who returned to work after parental leave ended, that were still employed 12 months after return to work		0	0	0	0	0	0
Return to work rate of employees that took parental leave		0	0	0	0	0	0
Retention rate of employees that took parental leave		0	0	0	0	0	0

Disclosure 402-1 MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES		2021	2022	2023
Minimum number of weeks' notice provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them		1-2 weeks	1-2 weeks	1-2 weeks

- Notes:
- For parental leave in 2021, we divide the information for both male and female employees. For male employees, the company policy (2021-2022 Company Regulation Chapter 14 No. 1.4.) added more than three days for parental leave to five days from previously only two days.
  - Parental leave is entitled to all employees who are married and whose marriage is recognized by law
  - No employee requested parental leave in 2022 & 2023.

Note: For return-to-work rate, the following formula is to be used:

Return to work rate

=

Total number of employees that did return to work after parental leave

Total number of employees due to return to work after taking parental leave

X 100

Retention rate

=

Total number of employees retained 12 months after returning to work following a period of parental leave

Total number of employees returning from parental leave in the prior reporting period(s)

X 100





Disclosure 403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	2021	2022	2023
Total number of employees covered by the occupational health and safety management system	17	39	36
Percentage of employees covered by the occupational health and safety management system	100%	100%	100%
Total number of non-employees covered by the occupational health and safety management system	0	0	0
Percentage of non-employees covered by the occupational health and safety management system	0%	0%	0%
Total number of employees and non-employees covered by an internally audited occupational health and safety management system	0	0	0
Percentage of employees and non-employees covered by an internally audited occupational health and safety management system	0%	0%	0%
Total number of employees and non-employees covered by an externally audited occupational health and safety management system	0	0	0
Percentage of employees and non-employees covered by an externally audited occupational health and safety management system	0%	0%	0%
Number of employees for health and safety training	0	16	17

Disclosure 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE	2021	2022	2023
Average hours of training per year per employee			
Average training time by gender			
Male	3.8 hours	18.5 hours	16 hours
Female	5.3 hours	15.6 hours	18.3 hours
Average training time by employee category			
Managers and above	3.9 hours	22 hours	19.1 hours
Consultants	5.85 hours	21.2 hours	15.3 hours
Administration Team	2.1 hour	10.6 hours	17.7 hours

**Note:** All full-time employees are covered by a health and safety management system under BPJS Kesehatan (Jaminan Kecelakaan Kerja/JKK) and through private health insurance and COVID-19 national and company guidelines.

**Notes:**

- Training program includes internal training courses, funding support for external training or education, and provision of sabbatical periods with guaranteed return to employment.
- Total hours recorded for employee training are significantly lower despite an increase in the total training courses conducted. This is due to the shorter period for each training course completed by employees.

Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM			
	2021	2022	2023
Management and Leadership			
Scope of training	1. Business Writing For Busy People 2. Interactive Workshop 3. Seri Spesial Sekolah Riset Satu Kata 4. Fulfillment And Happiness In Your Work With Mindfulness 5. Introduction to Workplace Etiquette 6. Avoid Burnout and Prevent Stress 7. Time Management increase Productivity 8. Leadership, the 10 faces of the leader - Facilitator Role 9. 7 Key Steps to Lead Your Team 10. Master Project Management - PMP/PMI 11. Succeed in Remote Leadership 12. A Beginners Guide to a Business Presentation 13. Learn to Be A Productive and Effective Team Member 14. Business English Course for ESL beginners Online 15. Finance Fundamentals for Non-Finance Individuals 16. Manage Workplace Stress & Strike a Balance 17. Memahami Hukum Ketenagakerjaan Indonesia 18. Leading in Crisis 19. Advice for Leaders during a Crisis 20. Establishing Work from Home Policies 21. Coaching Skills for Leaders and Managers 22. Communicating Internally during Times of Uncertainty 23. Creating a Business Plan, Management Foundations 24. Organizing Your Remote Office for Maximum Productivity Management Foundations (2013)	1. Measurement and Evaluation Course 2. Finance Fundamental for non-Finance Individual 3. Project Management Fundamental 4. Time Management Mastery 5. Memahami Hukum Ketenagakerjaan Indonesia 6. Leadership Training 8. Project Management 9. Master Project Management 10. Time Management Mastery 11. Productivity and Goals 12. Reinforcing our Value (KEMS)	1. <b>From Vanity to Value: Demonstrating the Impact of Communication</b> 2. <b>Project Management Essentials</b> 3. <b>3 Kunci Sukses Proses Rekrutmen</b> 4. <b>Project Management Fundamentals</b> 5. <b>Communication Training for Managers</b> 6. <b>Facilitation Skills The Core Skill of Great Team Leaders</b> 7. <b>Project Management for Non-Project Managers - PMP</b> 8. <b>Facilitation Skills The Core Skill of Great Team Leaders</b> 9. <b>HR Professional Class</b>
Number of trainings given	24 programs	12 programs	9 programs

**Notes:**

- The training program includes internal training courses, funding support for external training or education, and provision of sabbatical periods with guaranteed return to employment.
- The quantity of training programs might not determine the total number of hours of training allocated within a reporting period as each training session is different in terms of hours.





Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM				
	2021	2022	2023	
Technical Knowledge				
Scope of training	<ol style="list-style-type: none"><li>Master Email Writing &amp; Etiquette</li><li>Presentation Skills for Beginners</li><li>Overcome Stage Fear With Public Speaking Skills</li><li>Presentation Skills for Beginners</li><li>Communication Foundations</li><li>Writing a Business Report</li><li>Business Writing Principles</li><li>Marketing on LinkedIn (2019)</li><li>Business Development Foundations: Researching Market and Customer Needs</li><li>Academic Research Foundations: Quantitative</li><li>Social Media Marketing Foundations</li></ol>	<ol style="list-style-type: none"><li>Health, Safety, and Environment Training</li><li>Basic Safety Training</li><li>Intro to Data Analytics</li><li>Business Writing for Busy People</li><li>Business Writing</li><li>Collecting Research Data</li><li>Qualitative Research</li><li>Professional English Emails</li><li>GRI Training</li><li>Charting Road for Emancipation</li><li>Taiwan Between US &amp; China (KEMS)</li><li>Can Introvert be a PR? (KEMS)</li><li>Antara Ruang Redaksi, Bisnis, dan Politik (KEMS)</li><li>Media Monitoring &amp; Content Analysis (KEMS)</li><li>Media Monitoring Tools (KEMS)</li></ol>	<ol style="list-style-type: none"><li>Webinar Perlindungan Konsumen Aset Kripto Pada UU PPSK</li><li>Sertifikasi Public Relation Manager</li><li>HSE Training</li><li>Business Writing for Busy People</li><li>Copywriter for Creators - Write Better Copy Today</li><li>Public Speaking and Presenting at Work</li><li>Public Speaking for Professional 1</li><li>Public Speaking for Professional 2</li><li>Business Communication Etiquette Email, Phone &amp; Text</li></ol>	
Number of trainings given	11 programs	16 programs	9 programs	
Language				
Scope of training	None	<ol style="list-style-type: none"><li>Bahasa Inggris Profesional &amp; Administrasi Perkantoran Pt.1</li><li>Belajar Bahasa Inggris Lengkap Untuk Pemula</li></ol>	<ol style="list-style-type: none"><li>Business English Programme - Business Introduction</li><li>Bahasa Inggris Professional &amp; Administrasi Perkantoran Pt.2</li><li>Bahasa Inggris untuk Bisnis-Memahami English Seputar Kantor</li><li>Business English Complete English for Professionals</li><li>Business English Programme - Business Introduction</li></ol>	
Number of trainings given	None	2 programs	5 programs	

Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM				
	2021	2022	2023	
Professional Development				
Scope of training	<ol style="list-style-type: none"><li>Fulfilment And Happiness In Your Work With Mindfulness; Avoid Burnout and Prevent Stress; Time Management increase Productivity; Communicating with Empathy; Manage Workplace Stress &amp; Strike a Balance; Dealing With Criticism: The Assertive Way</li><li>The Six Biases of Decision-Making</li><li>Jodi Glickman on Pitching Yourself</li><li>Critical Thinking for Better Judgment and Decision-Making</li><li>Problem Solving Techniques</li><li>Using Questions to Foster Critical Thinking and Curiosity</li><li>Communicating with Empathy</li><li>Thriving @ Work: Leveraging the Connection between Well-Being and Productivity</li><li>Communicating with Diplomacy and Tact</li><li>How to Train Your Brain For Happiness</li></ol>	<ol style="list-style-type: none"><li>Business Communications Skills</li><li>Handling Difficult Customer</li></ol>	<ol style="list-style-type: none"><li>The Complete Business Etiquette Course</li><li>Business Etiquette 101 Social Skills for Success</li><li>The Complete Business Etiquette Course - Biz Social Skills</li></ol>	
Number of trainings given	10 programs	2 programs	3 programs	
Disclosure 404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS				
Percentage of employees receiving regular performance and career development reviews, by gender and employee category				
Gender				
Male	71%	85%	89%	
Female	86.4%	63%	78%	
Employee Category				
Managers and above	100%	100%	25%	
Specialists	0%	0%	100%	
Consultants	100%	96%	100%	
Analysts	67%	100%	80%	
Administration Team	60%	40%	50%	

Notes: 6 employees have resigned before their annual performance review schedules, thus leading to 86% of total employees in 2023 receiving their performance reviews.





Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES	2021	2022	2023
Total number and percentage of individuals within governance bodies, by gender and age group			
Total percentage (BoD, BoC, Consulting team, Administration team)			
Total	20 persons / 100%	46 persons / 100%	37 persons / 100%
Male	7 persons / 35%	23 persons / 50%	22 persons / 52%
Female	13 persons / 65%	23 persons / 50%	20 persons / 48%
Age <30	7 persons / 35%	18 persons / 39%	20 persons / 48%
Age 30-50	11 persons / 55%	22 persons / 48%	26 persons / 38%
Age >50	2 persons / 10%	6 persons / 13%	6 persons / 14%
Executive Chairman			
Total	1 persons / 100%	1 persons / 100%	1 persons / 100%
Male	1 persons / 100%	1 persons / 100%	1 persons / 100%
Female	0 person / 0%	0 person / 0%	0 person / 0%
Age <30	0 person / 0%	0 person / 0%	0 person / 0%
Age 30-50	0 person / 0%	0 person / 0%	0 person / 0%
Age >50	1 persons / 100%	1 persons / 100%	1 persons / 100%
Board of Directors			
Total	2 persons / 100%	3 persons / 100%	2 persons / 100%
Male	0 person / 0%	0 person / 0%	0 person / 0%
Female	2 person / 100%	3 person / 100%	2 persons / 100%
Age <30	0 person / 0%	0 person / 0%	0 person / 0%
Age 30-50	2 persons / 100%	3 persons / 100%	2 persons / 100%
Age >50	0 person / 0%	0 person / 0%	0 person / 0%
Board of Commissioners			
Total	3 persons / 100%	3 persons / 100%	4 persons / 100%
Male	2 persons / 67%	2 persons / 67%	3 persons / 75%
Female	1 person / 33%	1 person / 33%	1 persons / 25%
Age <30	0 person / 0%	0 person / 0%	0 person / 0%
Age 30-50	0 person / 0%	0 person / 0%	0 person / 0%
Age >50	3 persons / 100%	3 persons / 100%	4 persons / 100%

Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES	2021	2022	2023
Total number and percentage of employees per employee category, by gender and age group			
Consultants			
Total	12 persons / 100%	27 persons / 100%	28 persons / 100%
Male	4 person / 33%	17 persons / 63%	16 persons / 55%
Female	8 persons / 67%	10 persons / 37%	12 persons / 45%
Age <30	7 person / 58%	14 persons / 52%	18 persons / 65%
Age 30-50	5 persons / 52%	13 persons / 48%	10 persons / 34%
Age >50	0 person / 0%	0 person / 0%	0 person / 0%
Specialists			
Total	2 persons / 100%	6 persons / 100%	4 persons / 100%
Male	1 persons / 50%	1 person / 17%	1 person / 25%
Female	1 persons / 50%	5 person / 83%	3 person / 75%
Age <30	0 persons / 0%	1 person / 17%	3 persons / 75%
Age 30-50	1 persons / 50%	4 persons / 66%	1 persons / 25%
Age >50	1 person / 50%	1 person / 17%	0 person / 0%
Administration			
Total	5 persons / 100%	6 persons / 100%	5 persons / 100%
Male	2 persons / 40%	2 persons/ 33%	2 persons/ 50%
Female	3 persons / 60%	4 persons/ 67%	3 persons/ 50%
Age <30	0 person / 0%	3 persons / 50%	2 persons / 50%
Age 30-50	4 persons / 80%	2 persons / 33%	2 persons / 25%
Age >50	1 person / 20%	1 person / 17%	1 person / 25%



Disclosure 405-2			
RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN	2021	2022	2023
Ratio of basic salary and remuneration of women to men by employee category			
Board of Directors			
Basic salary	1:0	1:0	1:0
Remuneration	1:0	1:0	1:0
Board of Commissioners			
Basic salary	1:0	1:0	1:0
Remuneration	1:0	1:0	1:0
Consultants			
Basic salary	0:1	0:1	0:1
Remuneration	0:0	1:2	0:1
Specialists			
Basic salary	1.3:1	1:1	1:1
Remuneration	1.3:1	1:1	1:2
Administration			
Basic salary	1:1.5	2:0	1:0
Remuneration	0:0	1:0	0:0

Disclosure 418-1			
RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN	2021	2022	2023
Total number of substantiated complaints received concerning breaches of customer privacy			
Complaints received from outside parties and substantiated by the organization	None	None	None
Complaints from regulatory bodies	None	None	None

- Notes:
- The disparity of remuneration between genders shown in the table results from a higher number of male employees (20:18), who also have worked longer at Kiroyan Partners compared to the female employees at the same level of employment.
  - For the Board of Directors, zero denotes the absence of male director.
  - For the Board of Commissioners, zero denotes the absence of a salaried female commissioner.
  - The different levels of position between female and male employees cause disparity of remuneration in the administration team.

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