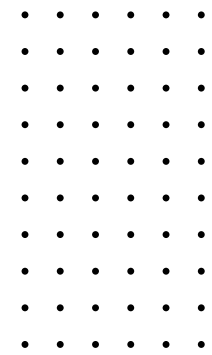




Recovery,

The **Opportunity** for Growth

2022 SUSTAINABILITY REPORT



Recovery,

The **Opportunity** for Growth

The world has starting to see the COVID-19 pandemic under control in 2022. As a result, industries across sectors, including the consulting business, entered a recovery phase in tandem with the world's overall pandemic recovery. With the gradual easing of restrictions and the resumption of business activities, consulting firms swiftly adapted to the new normal and were able to resume their operations at maximum capacity.

The pandemic had inflicted substantial damage on many businesses, with some even having to shut down. Consequently, consulting firms need to re-work their strategies towards attracting new clients and maintaining existing ones by offering not only effective solutions, but also strengthening their sustainability practices and cementing their reputations as trustworthy partners that can help businesses grow responsibly.

Therefore, the current post-pandemic era has provided an opportunity for growth, with **"recovery"** becoming the operative word that enables it.

Consulting firms that were able to adapt swiftly to the new normal and offer sensible solutions to their clients gained a competitive advantage. Digital transformation, supply chain optimization, and business continuity planning are some of the apparent services that gained tractions in this new normal era.

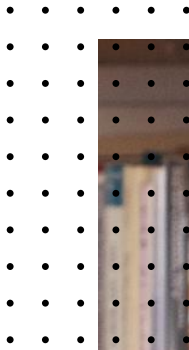
As a continuance of our practice during the previous reporting period, Kiroyan Partners remains firmly committed to adapting quickly to new realities and norms in order to improve our service performance and sustainable business practices. Moving forward, we believe it is essential to reflect on our performance in 2022 to accurately identify our strengths and areas that we can improve as we set our strategy not only to survive, but also to recover and grow in 2023.

This year also coincides with our fifth Sustainability Report, which we have developed to reflect on our performance as well as to communicate our enduring vision further to become a leader in promoting sustainable business practices in Indonesia—something that we actively advocate for our clients.



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05.

MESSAGE FROM **THE CEO**

Dear our distinguished Stakeholders and Partners,

Together we have gone through a challenging time due to the COVID-19 pandemic in the past few years, and I am beyond happy that in 2022 we were able to witness recovery in many aspects of our life. Businesses also started to pick up as the economy improved after the massive slowdown during the global crisis period.

Challenges may have come in many ways, but since its establishment 17 years ago, Kiroyan Partners (KP) has always been committed to conducting ethical and responsible business and aims to become a leader in actively promoting sustainable business practices in Indonesia. Therefore, sustainability has also been elemental in our daily operations, from the internal decision-making process to the delivery of our services to clients. ^[2-22]

Every year, we purposefully dedicate time to look back on our sustainability practices, identifying areas that warrant improvements. We then transform this effort into our annual Sustainability Report, which I am pleased to share with you today. This report features our ongoing endeavors in tackling the company's economic, social, and environmental impacts. Our evaluation shows that in 2022, we successfully upheld our commitment and strengthen our sustainability efforts in certain areas.

Internally, the company continues to prioritize employee well-being with more balanced work distribution and adapts full hybrid work methods. These enable everyone to optimize their performance and manage time without commuting to the office daily.

Furthermore, to strengthen our commitment to protecting the environment, besides maintaining our energy and paper consumption, we have taken an extra step since last year by collaborating with a third-party organization that recycles our non-organic waste.

While externally, we have been steadfast in conducting knowledge-sharing activities with communities that are relevant to our organization. In our attempt to implement the UN's Women Empowerment Principles (WEPs) gradually, we have been proactively seeking and engaging in diverse opportunities since 2021 to promote gender equality within the business sector.

Despite our company's current focus on business recovery following the pandemic, we recognize the importance of strengthening our efforts in managing typical challenges in the consulting industry, such as talent and workload management. We eagerly anticipate hearing valuable inputs from you, all of our stakeholders, so that KP can improve its sustainability practices.

Lastly, I extend my heartfelt gratitude to each and every one of you: our dedicated employees, valued shareholders, esteemed clients, and trusted partners. We believe it is only with your continuous support that we are able to be where we are today. We are ready to collaborate with you again to advance the public affairs consulting industry that upholds sustainability principles.

Verlyana (Veve) Hitipeuw
CEO and Principal Consultant



2022 HIGHLIGHTS



OUR PEOPLE

WELL-BEING

- Zero cases of COVID-19 infection caused by workplace settings or working conditions.
- Zero cases of work-related accidents.
- Zero rejection on annual and compensation leave requests.
- Adoption of the hybrid working policy as the most balanced approach to cater to individuals who prefer to work from the office or home.

EMPLOYEE-MANAGEMENT RELATIONS

- Implementation of a new data management system for employee performance evaluation.
- Zero complaints regarding company regulations and policy implementation.
- Zero grievance was reported in 2022. One grievance from 2021 was resolved in 2022.

EMPLOYEE-DEVELOPMENT

- 218% increase in employee development time.

DIVERSITY

- Zero complaints related to our hiring practice and implementation of the non-discriminatory principle.
- Zero complaints related to the rights of equal remuneration.

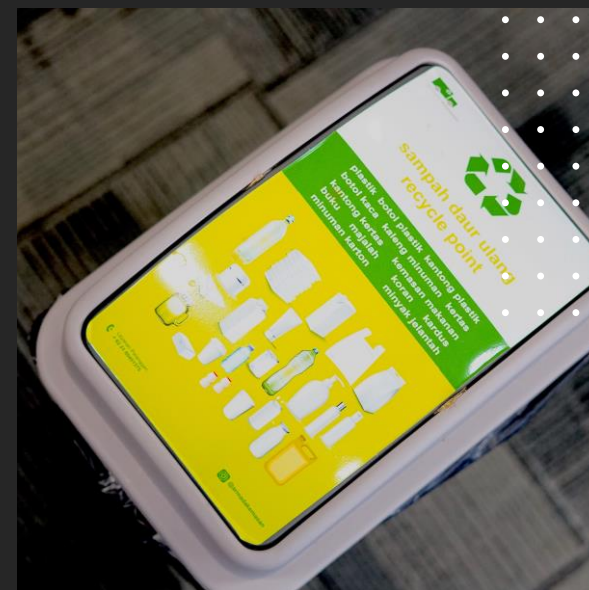
OUR ENVIRONMENT

WASTE MANAGEMENT

- The implementation of new waste recycling program since October 2022 resulted in 28 kg of inorganic waste generated at the office sorted and recycled.
- 91.5% reduction in liquid chemical material used compared to 2021.
- 10% increase in printed-material usage compared to 2021.

ENERGY USE & MANAGEMENT

- 15% increase in electricity usage due to 2 day-WFO per week policy in 2022.



RECOVERY, THE OPPORTUNITY FOR GROWTH



OUR CLIENT & PARTNERS

PRIVACY & DATA PROTECTION

- Zero complaints from clients and partners on privacy and data protection.

CLIENTS & PARTNERS COMMUNICATION

- Zero complaints from clients and partners due to the implementation of the response time policy.

OUR COMMUNITY & INDUSTRY

ANTI-CORRUPTION

- Zero cases related to corruption.

KNOWLEDGE SHARING

- 31% increase in numbers of knowledge-sharing programs, equivalent to 97% increase in investment value compared to last year.



ABOUT THE REPORT

This is the fifth annual Sustainability Report issued by Kiroyan Partners (KP), a research-based public affairs and strategic communications consulting firm established in 2006. The report discloses our efforts in achieving sustainable business practices in terms of the most significant impact on the economy, environment, people, and human rights.

We consistently demonstrate our commitment as a signatory of the United Nations Global Compact (UNGC) in 2008 and regularly report our commitment to UNGC through Communication on Progress (CoP). Since 2018, we have annually communicated our commitment and organizational progress through Sustainability Reports by adhering to the principles and global sustainability reporting standards stipulated in the Global Reporting Initiative (GRI).

This report has been prepared with reference to the GRI Standards 2021, with the reporting period from 1 January to 31 December 2022.^[2-3] We have restated some information from the previous report to examine and measure the changes that have occurred this year compared to the previous year.^[2-4] Several adjustments were also made based on developments reported in the previous period.

Download our **2021 Sustainability Report** [here](#).

We continue to strive to communicate our sustainability performance to our stakeholders. We acknowledge that there is room for improvement, both in the context of sustainability and reporting practices for our company. Therefore, for more information, inquiries, questions, or feedback about this report or Kiroyan Partners, we will be available to answer your correspondence at feedback@kiroyan-partners.com.^[2-3-d]



DEFINING REPORT CONTENT [3-1]

Given the size and nature of our organization, we are not typically defined as a socioeconomically nor environmentally high-impact sector. However, it is no less essential for us to identify and understand our business characteristics, activities, and operational footprints to continuously promote ethical and sustainable business practices through this report.

In defining the content of this report, we adhere to four key concepts stipulated in GRI: impact, material topics, due diligence, and stakeholder. Through a series of engagements involving both internal and external

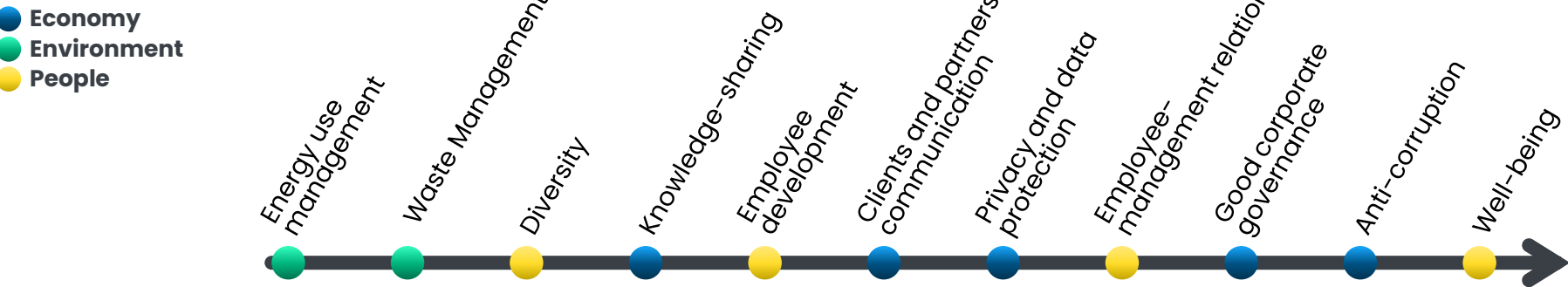
stakeholders, we assessed, compared, and selected topics considered materials for our organization.

We use the term “material topic” to demonstrate our organization’s most significant impacts on the economy, environment, and people, including impacts on their human rights. Moreover, we also identified the topic standards of each material topic to describe where the impacts follow each material topic and our involvement with those impacts. The table below summarizes our process of defining the content of this report.

METHODS	EXPLANATION	KEY CONCEPTS
Stakeholder Identification	We first identified our stakeholders (by assessing those affected by or who have an impact on our business) to ensure the inclusion of every stakeholder, especially those involved in our operations, during the reporting periods.	Stakeholders
- Issues Mapping - Actual and Potential Impact Identification through Online Survey	To understand the organizational context and gather input, we conducted an online survey which resulted in a list of impacts on internal and external stakeholders. Throughout this process, we also identified concerns raised by stakeholders regarding the company’s operation. The concerns were prioritized based on economic, environmental, people, and human rights aspects.	Impact
Impact Classification through FGDs and In-depth Interviews	We conducted focused group discussions (FGDs) with the management and the employees and in-depth interviews with our external stakeholders (clients and partners) to determine the company’s most significant economic, environmental, and social impacts, including human rights.	Material Topic

METHODS	EXPLANATION	KEY CONCEPTS
	With reference to topic standards, we then classified the most significant impacts related to organizational material topics.	
- Management Effort Assessment - Research on Consulting Industries	After identifying the most significant impacts and material topics within the organization, we discussed with the management to evaluate their efforts in preventing and mitigating the identified adverse impacts. We also researched consulting industries similar to our business to understand the existing industry trends better. The aforementioned process allowed us to assess the outcome of management’s endeavors to prevent actual and potential negative impacts on the economy, environment, people, and human rights aspects during the reporting period. By combining stakeholder engagement, impact assessment, evaluation of management efforts, and industry research, we were able to classify and prioritize the most significant impacts related to our organizational material topics.	Due Diligence

Criteria for issue prioritization:
MATERIALITY



Note:
This report includes non-GRI disclosures to provide a more thorough understanding of the distinctive nature of our sustainability impact, the company’s management approach, and our performance in addressing the identified material topics. The GRI Standards allow for and recommend that organizations report other appropriate disclosures should the existing GRI Standard not cover the chosen material topics.



2022 MATERIAL TOPICS ^[3-2]

STAKEHOLDER	IMPACT	MATERIAL TOPICS	TOPIC STANDARDS
Our People	Employees and Human Rights	Diversity	Hiring practices, remuneration, and promotion.
		Well-Being	Work environment safety (hybrid policy and work safety equipment), health benefits, work system, and work-life balance.
		Employee-Management Relation	Company policies and regulations, internal communication, and decision-making involvement.
	Employees	Employee Development	Training facilitation and opportunities, personal development time.
Our Environment	Environment	Waste Management	Recycle-bin waste management, printed material, plastic, liquid chemical usage, and paper-waste management.
		Energy Use Management	Electricity usage.
Our Clients & Partners	Economy	Privacy and Data Protection	Client and partners' profile (including business/industry sector and nature of the project), contact information, sensitive information, data and document protection.
		Client and Partners' Communication	Effective communication and response time.
Our Community & Industry	Economy	Anti-Corruption	Financial management, organizational governance, and project execution.
		Good Corporate Governance	Company values, regulations, and policies.
	Economy and People	Knowledge Sharing	Knowledge-sharing programs and collaborations on topics around communication, public affairs, business management, and gender equality; publication on opinion articles in the media; LinkedIn articles; and internship opportunities.

12.

CHANGES FROM THE PREVIOUS REPORT ^[3-2-b]

In 2022, our business operations did not demonstrate significant changes from 2021. As a result, most material topics and their topic standards remained relevant during the 2022 reporting period. Despite the similarity, our assessment suggests a few adjustments for 2022's material topics and topic standards as they contextualize current situations, especially on sustainability trends and organizational priorities.

The adjustment of the material topic and their topic standard are explained below.

MATERIAL TOPICS DIFFERENCE FROM PREVIOUS SUSTAINABILITY REPORT

2021	2022	REMARKS
MATERIAL TOPICS		
Material Used and Paper-waste Management	Waste Management	The adjustment is based on the issuance of a new company policy regarding waste management. Considering that the office building management has no waste management system yet, the company decided to engage a waste recycling company to improve our waste management practice within the office. Since October 2022, we have been sorting and recycling our inorganic waste.
TOPIC STANDARDS		
N/A	Work Environment Safety Equipment and Training (safety tools and training for the team in mining fieldwork) (under Well-Being material topic)	For our new project in 2022 with a mining company, we deployed team members to the mining site and provided safety equipment and training as a preventive measure for work-related accidents.
N/A	Recycle-bin Waste Management (under Waste Management material topic)	The issuance of the new policy regarding waste sorting has strengthened our commitment to implementing a responsible waste management practice.

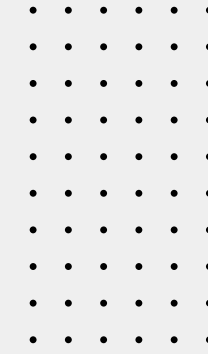


OUR PEOPLE

As a consulting company that values its employees as the core of our business operations, we are committed to prioritizing the health and safety of our employees by implementing strict health protocols and facilitating remote work arrangements. In addition, we also provided our employees who were required to work on-site for a client in the mining sector with adequate Health, Safety, and Environment (HSE) equipment and training.

Moreover, we remain dedicated to providing opportunities for our employees to develop their skills and advance their careers. We believe investing in our employees' growth and well-being will ultimately benefit both the individuals and the company. We will continue to offer training and development programs, mentorship opportunities, and competitive compensation and benefits packages to support our employees' professional and personal growth.

In conclusion, we identified topics considered material by our employees are as follows: well-being, employee-management relations, employee development, and diversity.



2022 PERFORMANCE





17.



Well-being Performance in 2022

0 case of COVID-19 infection among employees caused by work-related activities.



0 work-accident related to Health, Safety, and Environment (HSE).



0 record of mental health issues have been reported.



15 days of annual leave entitlement, 3 days more compared to the national regulation.*



3 days of additional annual leave entitlement for 3 employees that have worked for more than 3 years.



5 days of additional joint leave outside of annual and compensation leave for Eid al-Fitr and Christmas holidays.



0 rejection of requests for annual and compensation leave submitted by employees.



2 “CHEERS with KP” events, to foster friendships and strengthen bonds between team members.



2 certificates & special token of appreciation for team members with outstanding performance throughout 2022.



* National Labor Law mandates a minimum of 12 days of annual leave entitlement.

According to the International Labor Organization (ILO), workplace well-being relates to all aspects of working life, from the quality and safety of the physical environment to the climate at work and work organization. Employees’ well-being is crucial in determining an organization’s long-term effectiveness. ILO’s study shows a direct link between

productivity levels and the general health and well-being of the workforce.

Based on an internal survey and FGD that we have conducted,^[3-3-e] we have identified well-being as the most impactful material topic for 2022. This assessment was

based on several aspects, such as Work Environment Safety, Health Benefits, Work System, and Work-Life Balance, all contributing to our working conditions. It is important to note that the consulting industry is highly influenced by clients’ business processes, which can result in high workloads for consultants during the beginning and end of the year (Q1 and Q4) as they undertake projects and business development activities.^[3-3-b]

Employees recorded working hours:

2021	2022
11,916 recorded hours.	11,597 recorded hours.
On average, 58% of employees spent less than 8 consulting hours per working day. 42% of employees spent more than 8 consulting hours per day, 2 of which spent an average of more than 10 hours per day.	On average, our employees spent 7.8 consulting hours per working day. 18% of employees spent less than 8 consulting hours per day,* while 82% spent 8 hours or more per day.**

* Significant discrepancies in working hours are caused by the lack of discipline among certain employees in accurately recording their working hours in our time tracking system (appropriate warnings have been issued to the employees involved to ensure more accurate time recording for the next reporting period).
** The addition of a significant number of new team members has necessitated that the existing team members devote extra time to facilitate knowledge transfer. Conversely, the new team members must exert considerable effort to learn rapidly, often requiring extra time.

Another driving factor that led us to assess well-being as the most impactful material topic for 2022 is a project that requires our team members to be on-site to assist a client from the mining sector. As a result, ensuring health and safety in the workplace is of utmost importance.^[3-3-a]

To address potential adverse impacts on well-being, we have implemented several policies and actions, including: ^{[3-3-c],[3-3-d]} and ^[2-25]

- **Hybrid Working System**
In implementing the Work from Office (WFO) and Work from Home (WFH) schemes, we closely monitored the COVID-19 situation in Indonesia and the government’s relevant regulations. At the beginning of 2022, we implemented the WFO system bi-weekly. In mid-year, specifically in June, after the COVID-19 situation began to ease and the government relaxed the PPKM regulations, we implemented the WFO system twice a week (every Tuesday and Friday), resulting from discussions between management and team members.

The decision was accompanied by the implementation of strict health protocols in the office environment, such as providing and obligating the use of masks, conducting disinfection before and after work hours, and requiring team members to fill out a COVID-19 self-assessment one day before the WFO schedule to ensure that they are fit to come to the office. If a team member feels unwell, they will be encouraged to take a break or work from home until they feel better. Furthermore, the company also facilitates antigen/PCR tests for employees who attend offline events or activities with clients.

Moreover, to ensure our employees’ safety, should they feel the need for overtime work, just like the previous years, the company still provided free taxi vouchers from a reputable taxi company in Indonesia. The company also provided reimbursable meal expenses for employees working overtime at the office. The previous efforts to ensure a safe working environment have been considered adequate by our employees through the internal survey.

- **Provision of Personal Protective Equipment (PPE) and Health, Safety, and Environment (HSE) Equipment and Training**
For each team member required to work on-site to support client activities, we provided uniforms and a complete set of Personal Protective Equipment, or PPE (consisting of safety



helmet, safety goggles, safety shoes, safety mask, ear plugs, and fire-retardant suit). Additional HSE training, beyond that provided by the client, is also provided to prepare them to work in areas of high safety risk—a concrete manifestation of our commitment to support clients in ensuring occupational safety and health in their operational areas.

▪ **Health Benefit**

The core of our operations is the commitment to ensuring our employees’ physical and mental well-being. With this in mind, we endeavored to maintain our efforts in providing our employees with health benefits that can enhance their stability at work. These benefits include:

- **National Insurance:** We fully complied with national regulations to register our employees in national labor and health insurance (BPJS Ketenagakerjaan & BPJS Kesehatan), as stipulated in Article 21 of our Company Regulation.
- **Private Health & Dental Insurance:** To complement national insurance, we provide private health and dental insurance to all employees with unspecified Time Work Agreement, as well as their spouses and children.
- **Reimbursement for Glasses/Contact Lens Purchases:** In addition to national and private health insurance, we also provide reimbursement benefits for glasses/contact lens purchases to employees with a minimum tenure of one year.

Insurance scheme:

	2021	2022*
BPJS Ketenagakerjaan	100% employees Unlimited value	85% employees Unlimited value
BPJS Kesehatan	100% employees Unlimited value	85% employees Unlimited value
Private Health & Dental Insurance	100% full-time employees, along with spouse and children.	100% full-time employees, along with spouse and children.

* Less than 100% of employees in 2022 are eligible for national insurance coverage, as our specialists are contracted with non-guaranteed working hours.



▪ **Work System**

As it has been noted that work-related stress might arise, particularly during the peak seasons of the first and fourth quarters of the fiscal year in 2022, we continued the work system from 2021. Based on our internal survey, this system was deemed effective in addressing the challenges of our work and distributing tasks evenly among our team members.

The instruments of this system include:

- **Weekly and Monthly Plan:** Our management required all team members to fill out weekly and monthly work plans. This was done to assist management and team members in having a broader overview of the workload distribution among team members, thus enabling a more even distribution of tasks.
- **Time Tracking:** Management has also decided to continue using Toggl Track software to monitor and evaluate team members’ workload. Evaluation reports on time tracking were provided at the beginning of each week to identify if there was any project that caused team members to work overtime in the previous week.
- **Project Review:** A mandatory weekly meeting attended by all consulting and administration team members. The purpose of project review meetings was to discuss the process and dynamics of each ongoing project so that if any issue arose, all team members, in addition to project team members, could provide input and solutions.
- **Additional Team Members and Specialists:** In 2022, our management also involved external specialists, mostly former employees and experts who have previously worked with us and share similar values. Adding external team members has proven successful in reducing the workload on internal team members, thus preventing extended working hours.



— **Knowledge Management:** We maintained an extensive archive of files and documents using SharePoint and Microsoft Teams. This allowed all team members to access and study our past work and apply relevant information to future projects. In addition, we provided our employees with a comprehensive library in the office, featuring a wide range of literature on topics such as communication, politics, sustainability, and business. Moreover, after each project, we conducted regular “Lessons Learned” sessions, where team members shared their project management experiences.

▪ **Flexible Working Hours**
Since implementing the hybrid work system, it came to our attention that during WFH, our employees may need more time to attend to their domestic responsibilities, especially those who live with family members. Responding to this need, we acknowledged and respected every employee’s request to allocate time to attend to their domestic matters. Additionally, we value their unwavering dedication to ensuring timely project completion amidst the challenges of remote work. To recognize their commitment, the management allowed employees who conducted overtime the day prior to start working later to recuperate their energy.

▪ **Annual Leave Entitlement**
All employees who have completed the 3-month probationary period are entitled to 15 days of annual leave (new employees would have pro-rated leave calculation), as stated in Article 12 of our Company Regulations. This entitlement is 3 days more than the minimum requirement of the National Labor Law. The company stipulates that annual leave entitlements have a validity period of 18 months and cannot be transferred to the following year or converted into cash.

▪ **Compensation Leave Entitlement:**
While we made every effort to avoid working overtime or on weekends or public/national holidays, our industry functions in such a way that certain circumstances are unavoidable. To help our employees recover their energy in such situations, our company applies for compensation leave in proportion to the hours worked, as verified by the Toggl Track input. Our Company Regulations stipulate that this compensatory leave must be taken within 30 days of the extraordinary workday.

In general, most of our employees feel supported and satisfied regarding the policies and actions implemented by management to ensure work effectiveness and safety, particularly regarding the hybrid working system policy.



EMPLOYEE-MANAGEMENT RELATIONS

According to the International Labor Organization (ILO), positive employee-management relations can lead to a more productive and efficient workforce, as well as greater job satisfaction, better working conditions, and increased employee motivation. Conversely, poor employee-management relations can lead to high absenteeism, lower productivity, and decreased employee morale, resulting in higher turnover rates and increased costs associated with recruiting and training. Poor employee-management relations can also increase the likelihood of grievances, disputes, and legal action, negatively impacting the organization's reputation and financial performance.^[3-3-a]

At Kiroyan Partners, we firmly believe that fostering positive employee-management relationships serves as a solid foundation to meet our obligations as an employer while balancing and aligning with the needs and interests of employees.^[3-3-b] Due to the significant impact it has on our people and operations, creating a positive and dynamic workplace where two-way communication is enabled, both in company policies and regulations, as well as involvement in decision-making, is one of the company's top priorities.^[3-3-c] We value input and feedback from all employees and strive to maintain an open and collaborative environment. The initiatives we undertook in 2022 to achieve positive employee-management relations are as follows: ^[3-3-d]

- The **company's regulations and policies** are communicated transparently and easily accessible through intra online document repository. The management encouraged employees to understand the policies and provide feedback for the company's policies.
- In July 2022, the management successfully resolved one initial grievance reported in July 2021 as part of **grievance mechanism** implementation.

- **Open Door Policy** has been in place since our establishment, whereby every employee can talk directly to the management about their concerns.
- **Weekly Project Reviews with written internal announcements** (consisting of office policies, rules, and other management information intended for all employees to know) to ensure effective communication and collaboration among team members.
- At the end of 2022, the company conducted the annual **Strategic Planning Meeting and Survey** involving all employees. On this occasion, the Board of Directors (BoD) presented long-term objectives and targets for the forthcoming year. All employees were involved in a survey to identify the company's strengths, weaknesses, opportunities, and threats, to enhance the company's performance.
- **Townhall Meetings** were held to ensure that all employees were adequately informed about the latest information about the company. This platform also served as a means for all team members to discuss critical topics and share their perspectives.
- Employee **Peer Performance Review** process consist of monthly probationary reviews, mid-year reviews, and end-of-year reviews, which involve all team members through an online survey in the evaluation process.
- We provided our employees with the **flexibility to offer suggestions**, both verbal and written, during meetings or informally regarding the business and operational aspects of the company.
- In each **business development** phase, we encouraged all employees to participate in evaluating potential clients and providing insights on the appropriate next steps. All team members have equal opportunities to share their input and express their concerns regarding new leads as opportunities for business development are explored.

24.



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- We allowed our employees to **manage clients with minimal intervention and micromanagement** from senior-level management. This is based on our belief in our employees' competency while accommodating their learning curve.
- Following the government's easing of the PPKM policy, the company took the initiative to organize an informal social gathering program entitled "**CHEERS (Cheer up your Saturdays) with KP**". The program aims to foster friendships and strengthen bonds between team members. In 2022, we hosted two events attended by over 60% of our team members.
- As part of our ongoing efforts to gather feedback and input from our former employees, we conducted **exit interviews** at the end of their tenure. Interviews involving both employees and employer provide an opportunity to discuss job satisfaction and offer suggestions for company's improvement.

Based on an internal survey and five focus group discussions (conducted with current and former employees), most employees agreed that the company had implemented good employee-management relations practices. One of the highlighted implementations was the transparency of company regulations and policies, which are actively communicated by the management. However, some employees wish to be more involved in decision-making, particularly business development activities, regarding the sector or client that our organization partners or works with. ^[3-3-e]

EMPLOYEE DEVELOPMENT

As a consulting firm with less than 50 people, the quality of our work is highly dependent on the individual abilities of each member. This is crucial for the company, as client satisfaction is one of our top priorities in creating long-term, sustainable relationships based on mutual trust and respect. Therefore, every team member is expected to uphold the values of "individual excellence" and has the "good is not good enough" mentality, as embodied in our principles.^[3-3-b]



We acknowledged that the high standards we uphold will significantly impact our employees’ well-being.^[3-3-a] Therefore, Kiroyan Partners recognizes the importance of individual and collective growth and development. We provide various means and platforms for self-development for personal and professional growth and performance improvement. Personal development programs are tailored to each employee’s interests and professional needs, as evidenced in our regular performance review process. It is crucial to ensure that the training program will benefit and strengthen their capacities, thereby supporting them to be more effective in each role and ultimately preventing them from working long hours and contributing to an increase in their well-being.

In 2022, we continued using Udemy – an online learning platform with a wide variety of topics, formats, and courses, to enhance our employees’ skills that are relevant to our services.^[3-3-d] Our employees also gained knowledge in fields relevant to our line of work, such as report writing, data analytics, project management, critical thinking, leadership, and other relevant topics.^[404-2] One of the main reasons for choosing online courses, apart from health concerns related to preventing the spread of COVID-19, is time flexibility. Online courses allow team members to manage their time more independently amidst ongoing projects. Udemy access was granted in the middle of the year when the workload tends to be more stable compared to the volatility of beginning and end of the year’s load.

In addition to developing personal technical capacity, we also provided Health, Safety & Environment (HSE) and Behavior-based Safety (BBS) training, specifically for our team members who are required to work on-site to support client activities. In total, 368 hours of offline and online HSE and BBS training sessions were conducted in 2022.^[3-3-d]^[404-2] The training aligns with our commitment to support clients in ensuring the health and safety of all workers in their work areas with high safety risks. This contributes to our employees’ absence of work accidents throughout 2022. Additionally, our internal survey shows team members benefit from the training provided.^[3-3-e]



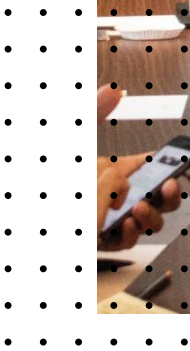
We also conducted in-house training sessions, known as KP Academy, to enhance our employees’ capacity and technical skills in topics directly related to our work. In 2022, 3 KP Academy sessions focused on proposal development were held. In addition to equipping team members with knowledge about approaches, stages of proposal development, and budget planning, they were also facilitated to develop proposals based on the case studies given.^[404-2]

Other than KP Academy, we continued to organize the internal knowledge-sharing program called Knowledge, Experience, and Meals Sharing (KEMS), which covers a wide range of topics. This regular program encourages employees to share their knowledge and experiences on any topic they are passionate about or concerned with. Our Council of Experts and Senior Advisors as well as former employees are often engaged to facilitate the session. In 2022, 6 KEMS sessions were held, focusing on topics related to the consulting business, such as Kiroyan Partners’ values, current international issues and their impact on business, experience as a PR Consultant and journalist, as well as media monitoring and content analysis.^[404-2]

Throughout 2022, our employees and BoD^[404-3] participated in 643.5 hours of personal and professional development activities, a significant 218% increase compared to 295 hours in 2021.^[404-1] This substantial increase was driven by HSE and BBS trainings attended by team members required to work to support client activities in areas of operation with high safety risks.

	2021	2022
Hour of training courses taken	70	490.5
Hour of KP Academy taken	75	37.5
Hour of KEMS taken	150	115.5
TOTAL	295	643.5

In addition to company-initiated personal development programs, we also continue to encourage employees to participate in other personal development activities through various platforms and materials of their choice, particularly on topics related to the services we provide to clients. For instance, in 2022, our team members attended the GRI-Sustainability Report and data analytics training. To facilitate the completion of trainings, we provide paid leave policy to our employees.





DIVERSITY

Kiroyan Partners upholds the principles of diversity and a merit-based system in our business operation.^[3-3-a] One of the significant advantages of a merit-based system is that it creates a level playing field for all individuals.^[3-3-b] This system rewards hard work, talent, and skills. Every business process is gone through without looking at gender, ethnicity, religion, group, political affiliation, physical restrictions, and other discriminatory reasons.^[3-3-d] This approach ensures fairness in the hiring process and helps build a more diverse and inclusive workplace.

In 2022, we continued to implement anti-discrimination policy that we issued in March 2021.^[3-3-c] Based on our internal survey, our internal and external stakeholders were satisfied with the anti-discrimination policy, from the hiring process and equal remuneration to promotion opportunities.^[3-3-e] This was reinforced by zero complaints related to our hiring practice and implementation of the non-discriminatory principles.

Besides anti-discrimination policies and business practices, we express our clear stance and commitment to the diversity issue through our involvement in organizations and events promoting gender equality and women empowerment. Throughout 2022, our principal consultants took part in several events as speakers, such as “Event Action Day – Tender Puan” by UNDP FairBiz and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH’s Alliance for Integrity, IDEAS (Indonesia DEI and ESG Awards) “Inclusive Digital Communication Strategy for Indonesia’s Sustainable Future” by Humas Indonesia in collaboration with BAKTI, and “Target Gender Equality (TGE) Live 2022 Regional Spotlight: Asia” by United Nations Global Compact (UNGC).

In detail, our commitment to diversity was implemented through the following business processes described below.

- **Hiring Practice**
Principles of merit and non-discrimination guide our hiring practices. In 2022, we hired 30 new employees and remained consistent with our gender ratio trend from 2021. In 2022, the gender ratio of our employees was 0.9:1, with an equal number of 14 females and 16 males.

In addition to our new project that requires a significant amount of human resources to assist clients at the site, the high hiring rate in 2022 is also attributed to our management’s decision to involve external specialists (mostly former employees and experts) who have worked with us before and share similar values. This decision is taken in order to reduce the internal team members’ workload and minimize the possibility of overtime working hours.

Employee Composition by Gender & Age						
CATEGORY	2020		2021		2022	
	No.	%	No.	%	No.	%
GENDER						
Female	9	53	13	54	19	49
Male	8	47	7	46	20	51
AGE						
Age <30	6	35	7	35	20	51
Age 30-50	10	59	11	55	17	44
Age >50	1	6	2	10	2	5

- **Equal Remuneration** ^[2-19]
Our company is committed to providing equal remuneration to all employees based on their performance and following national regulations. With regard to gender, we have maintained a close to 1:1 remuneration ratio across all employment levels. ^[2-20]
- **Promotion**
Our commitment to providing equal opportunities extends to ensuring equal job promotion opportunities for all employees based on merit. We evaluate our employees’ professional

performance and quality of work daily and provide regular feedback through performance reviews conducted at the end of the first, second, and third months, as well as mid-year and end-year evaluations. Performance reviews ensure that all employees have an equal opportunity to advance based on their performance and contributions to the company.

Gender Remuneration Ratio by Level of Employment ^[2-21]		
LEVEL OF EMPLOYMENT	2021	2022
Chief Consultant	0:1	0:1*
Principal Consultant	1:0	1:0**
Lead Consultant	0:0	1:1**
Senior Consultant	1:0	2:1
Specialist	–	2:1
Consultant	2:1	1:1***
Analyst	2:1	1:1
Administration	2:1	2:1

* Zero denotes the absence of a female Chief Consultant.
** Zero denotes the absence of a male Principal Consultant, as both Principal Consultants are female.
** One male Senior Consultant was promoted to Lead Consultant in August 2022.
*** One Analyst was promoted to Consultant in July 2022.

Employee Gender Composition by Level of Employment*		
LEVEL OF EMPLOYMENT	Female	Male
Chief Consultant	0	1
Principal Consultant	3	0
Lead Consultant	0	1
Senior Consultant	1	1
Specialist	4	1
Consultant	6	13
Analyst	3	2
Administration	4	2

* Includes employees who worked in 2022 but have resigned.

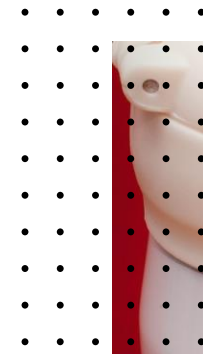


OUR ENVIRONMENT

The issue of global climate change has presented a significant challenge in recent years, highlighted by the Sustainable Development Goals (SDGs). SDGs emphasize the need for a collective effort to address carbon emissions and ensure the sustainability of our planet. Indonesia, recognizing its pivotal role in tackling global environmental concerns, has committed to achieving net zero emissions by 2060 and has incorporated this objective into its national development agenda.

As a part of wider business community, Kiroyan Partners is committed to continuously exploring new initiatives to increase its contributions in climate mitigation and environmental management over time. While the scope and nature of our business involve minimum impact on the environment, the commitment to minimize our carbon footprint continues to be reflected in our daily business operations.

Kiroyan Partners recognizes that our daily office activities as a consulting firm generate waste. As a United Nations Global Compact (UNGC) member, we are aware that the waste we produce needs to be managed. To provide a better waste management practice, our company issued a new company policy regarding waste management by implementing waste sorting and recycling at our office. This initiative is rooted in 2018 when we made efforts to coordinate waste management from our office operation in Menara Karya with the current building management (Cushman & Wakefield), but progress has remained stagnant. Hence, in October 2022, we decided to take matters into our hands and started implementing waste management independently as a form of responsible operation.



WASTE MANAGEMENT ^[306-2]

Sustainability has been front-and-center throughout our existence. Our vision clearly states that we aim to become a leader in the active promotion of sustainable business practices in Indonesia. Therefore, since our early days, we have incorporated this commitment by becoming a UNGC signatory member since 2008 to support the ten principles of the Global Compact, including protecting the environment.

The commitment is strengthened by our new policy to contribute to environmental protection.^[3-3-c] In 2022, we started a partnership with a local waste management company ‘Armada Kemasan’ which offers waste sorting and recycling services specifically for the Greater Jakarta area. The waste sorting is facilitated through the provision of separate trash bins for recyclable (such as paper, plastic, glass, and packaging materials for food/drinks) and non-recyclable (such as tissue and food and beverage waste) in several corners of the office.^[306-2] Our team members are responsible for separating the waste into the appropriate bins. Armada Kemasan collects all recyclable waste every week to be further recycled and processed into new recycled products (paper and cardboard) at their recycling facility.

Recycling is a small but significant step towards reducing and ultimately eliminating landfill waste.^[3-3-d] In 2022, we managed to recycle up to 28 kg of inorganic waste, which we believe also increased our team members’ awareness of the importance of waste management and responsible consumption practices.^[3-3-a]

Regarding material use management, we recorded a 10% increase in printed material usage compared to 2021.^[306-3] This increase resulted from increasing offline activities with clients, which oftentimes required using these materials and mandatory hardcopies from some of our clients regarding the administrative purpose we must comply with.^[306-1] However, we continue to strive to reduce the use of paper and printed materials except for urgent matters.

We ensure the effectiveness of our recycling and material use management through weekly communication during project



review meetings, where we routinely reminding all team members about our recycling policy and segregation practices and encouraging all members of Kiroyan Partners to implement it.^[3-3-f]

We take no complicity regarding the negative impact of waste management, and our responsible consumption practice is one of our mitigation actions to prevent environmental harm.^[3-3-b] We are committed to increasing our efforts to conduct a more responsible consumption practice in our office.

ENERGY USE AND MANAGEMENT ^[302-1]

We consistently encouraged our team members to adopt energy-saving behaviors at the office. This is conveyed through several forms of communication, including verbal communications and signs at our office informing everyone to turn off lights and appliances that are not in use. Our effort for efficient energy consumption is also manifested by selecting electronic devices, such as laptops and printers, that are more energy efficient.^[3-3-c]

Data from our building management has shown that, in 2022, our energy consumption increased 37% from 5,372.8 kWh in 2021 to 7,368.9 kWh in 2022 (but still lower than the 2019 consumption of 13,263.20 kWh).^[3-3-a] Our hybrid arrangement combining work from home and work from the office, contributed to increased energy use in 2022. While in 2021, most of our activities were conducted remotely. In 2022, we started to implement working from the office twice a week.

Kiroyan Partners is not involved in any adverse impacts related to energy use and management.^[3-3-b] We used electricity as per needs and complied with the building regulation. To prevent any negative impacts, we made a conscious effort to choose an office building that is committed to energy-saving.^[3-3-d] Our building management’s cooling consumption from air conditioning policy operates only during business hours, from 7:00 AM to 6:00 PM. It is automatically turned off outside those hours. Moreover, as part of our future plan, we aim to initiate a discussion with our building management to shift to more sustainable energy and waste management.



OUR CLIENTS & PARTNERS

In our business practice, we value clients and partners as business partners based on mutual trust and respect. This commitment reflects one of the company's core values, "Sustainable Client Relationship".

We consistently operate with the highest standards to maintain client satisfaction and privacy and give our best effort to create a sustainable client relationship.



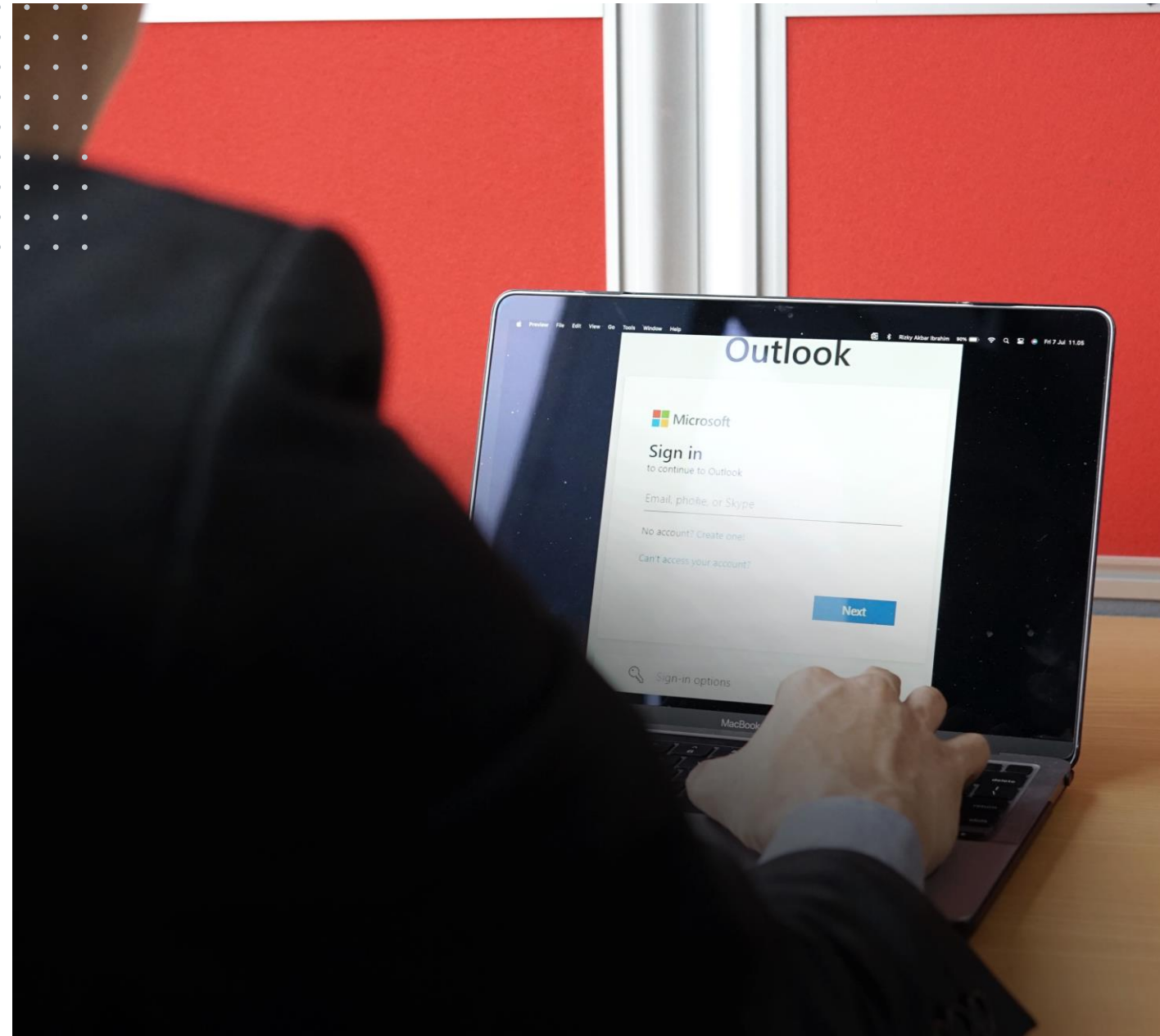
In the fiscal year of 2022, our clients consisted of companies from technology, logistics, chemical, financial, mining and consulting sectors as well as global research organization with focus on environmental issue.^[2-6]

While our project partners consisted of wide array of organizations with diverse expertise, from research agency, law and regulatory database company, national media, creative digital media agency, and waste management company.

Data and privacy protection is a generally recognized goal in national regulations and organizational policies. According to the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, organizations are obligated to respect clients and partners privacy and take reasonable measures to ensure the security of personal data that they collect, keep, process, or disseminate.^[418] With regards to global recognition and the importance of corporate sustainability, data and privacy protection has become critical for our organization to properly managed. In Indonesia, this issue is regulated in Law No. 27 of 2022 on Personal Data Protection which provides a set of legal frameworks for business players and public.

The significant impact of a data breach can result in huge financial losses for businesses. In addition, organizations that experience a data breach often face a loss of reputation and trust from clients, partners, and stakeholders. Rebuilding trust can be challenging and can impact client loyalty and business relationships.

Therefore, we are committed to maintaining our credibility and building sustainable relationship with our clients and partners by implementing strict data and privacy protection policies as well as ensuring effective communication in our day-to-day services.



DATA AND PRIVACY PROTECTION ^[418]

As part of its operations and business, Kiroyan Partners needs to obtain and process data. This data also includes data obtained from inside and outside the network, which makes a person identifiable. Kiroyan Partners is committed to treating employee, client, stakeholder and other interested party data with the utmost care and confidentiality. Therefore, we value confidentiality as the most critical aspect of an ethical business operation. As stipulated in Article 29 of our Company Regulations, we strictly prohibit all employees from revealing any internal information, including the client's data to external parties.

Regardless of the increased urgency of data protection that has been growing in the last few years^[3-3-a] and the company's commitment to data and privacy protection, we issued a new Data & Privacy Protection policy in March 2021. This policy was consistently applied in 2022 to strengthen the company's commitment in protecting data and privacy for our stakeholders.^[3-3-c]

We also emphasized the importance of data protection to new employees, including interns, during employee induction sessions. Induction sessions were typically conducted to ensure new employees have an adequate understanding of the company's code of conduct, including mitigating the risk of potential data breaches.

Furthermore, our company administered the Non-Disclosure Agreements (NDA) as a legally binding instrument in our service agreements to ensure any exchanged information will not be disclosed in any circumstances other than those indicated in the contracts and agreed upon informally.^[3-3-d] NDAs were signed by Kiroyan Partners and third parties involved in the projects to protect clients' confidential information. Further, to prevent information breaches, we also applied project code names for every client while discussing confidential matters within our organizations and with external parties. There was no complicity regarding the negative impact of the implementation of data and privacy protection for clients and partners.^[3-3-b]

In 2022, Government of Indonesia issued Law No. 27 of 2022 on Personal Data Protection (PDP Law) stipulates that individual, including those who carry out business can be categorized as controllers of personal data, thus, are legally responsible for those data. Therefore, we sought to consistently comply with existing company regulations and policies in ensuring the data privacy of our clients and other parties involved. Based on in-depth interviews we conducted with clients and partners,^[3-3-e] we received zero complaints regarding data and privacy protection.^[418-1]

We tracked the effectiveness of privacy and protection of data policy through regular project evaluation.^[3-3-f] Furthermore, we are formulating a new data privacy policy regarding cyber security policy.





CLIENTS’ AND PARTNERS’ COMMUNICATION

In 2022, our company applied a hybrid working arrangement after the Indonesian government had eased the PPKM policy.^[3-3-a] This new arrangement required us to adjust to a hybrid communication form for our daily activities. This adjustment period to the new normal has presented several challenges for employees, clients, and partners.

Client and partner communication is a critical component directly affecting the company’s service quality. For instance, delays in responding to client requests and miscommunication may contribute to client dissatisfaction.^[3-3-b]

To mitigate the aforementioned issue, in 2022, our company continued to implement the response time policy as stipulated in the work-from-home guideline implemented from the previous year.^[3-3-a] This provision emphasizes that our employees regularly check their emails and respond to inquiries from other team members, existing and potential clients, vendors, or other relevant parties, in a timely manner.

In case of crisis, response must be made in less than 30 minutes. If further work is required, respond to acknowledge the request and give a timeframe for delivery.

In the event of a technical problem in online communication with clients and partners, Kiroyan Partners’ administration team is on standby to assist team members and has back up communication channels to organize online meetings.

Further, response time for any internal inquiries, namely those from team members and management, during working hours and days is limited to 30 minutes for phone calls and text messages and 60 minutes for emails.^[3-3-c]

Our clients and partners have regarded these efforts to establish effective communication during the hybrid working period as important to actualizing business stability and continuity. It was conveyed during the in-depth interview sessions with some of our clients and partners.^[3-3-e] In 2022, there were no client complaints about communication regarding our business operations.^[3-3-f]

Additionally, external assessments from clients and partners indicate that the high turnover of project team members in 2022 impacted project’s implementations. This comes in the form of the confusion regarding the contact person of Kiroyan Partners and time spent on adapting to new contact persons who handle the account on daily basis, which is closely related to team member turnover due to resignations.



OUR COMMUNITY AND INDUSTRY

As a consulting company, our relations with the industry we serve and the community where we operate have always become a crucial aspect to focus on in every activity that we do. Since our establishment, we have continued to stick to our principles of anti-corruption, good corporate governance, and knowledge sharing to build and sustain our relationship with and contribute to the industry and the community.

Anti-corruption measures and good corporate governance are critical for our company to maintain integrity, build trust with clients, protect confidential information, ensure transparency and accountability, and comply with legal requirements.

By upholding these principles, we aim to be established as ethical leaders in the industry and enhance our long-term success and sustainability.

For the community, we continue our commitment by continuing publication through LinkedIn and other media outlets in 2022, namely by producing writing in the form of opinion articles based on the expertise of our team members. These publications aim to generate in-depth knowledge for readers and the public on specific topics, from communications and public affairs to political matters

RECOVERY, THE **OPPORTUNITY** FOR GROWTH



ANTI-CORRUPTION ^[205]

We believe professional standards and behaviors are central to our business. Kiroyan Partners is always committed to implementing fair business practices through our anti-corruption policy that we continue communicating to our employees, clients, and partners.

Our commitment to anti-corruption principles is first implemented internally. It is reflected in our onboarding process, where we inform new employees about these principles. We also include anti-corruption, bribery, and gratification clauses in our contracts with employees, clients, and partners. We apply zero tolerance to any violation of our anti-corruption principles. If found, violations will lead to contract termination, as stated in Chapter VIII, Article 32 on Contract Termination of our Company Regulations.^[3-3-d]

Anti-corruption principles are also reflected in our business development activities, where we perform due diligence prior to making decisions to sign a work contract. As the first step to proceeding with a new business development opportunity, our team would develop a business development plan to be discussed with all team members, including our management team. This is to gain insights regarding the prospective client and whether there is any potential for corruption and/or legal violations. We have also issued a company policy regarding conflict of interest that aims to ensure ethical business practices. Applying anti-corruption values has a huge role both from the internal and external sides of the company. If there were an act of corruption related to the project, it would affect the credibility and run of business from Kiroyan Partners with clients/work partners.^[3-3-d]

In 2022, we communicated our anti-corruption principles to 30 new joiners or 77% of our total employees.

Furthermore, the same number of employees have also received training sessions on anti-corruption policies and procedures during their induction process.^{[3-3-d][205-2]}

Moreover, to verify our commitment to anti-corruption, we comply with the law and current accounting standards and have been financially audited by external auditors since our first year of operation.^[205-1] The 2022 financial audit was conducted by PKF Hadiwinata.^[3-3-c] Based on their assessment, we managed to continue our performance of zero indication of financial corruption cases in our business operation in 2022.^[3-3-a]

Based on the company’s audit performance and business cooperation with external parties, anti-corruption practices are going well without any negative economic impact for both parties.^[3-3-b] Our external stakeholders perceived Kiroyan Partners as a highly credible company. This is seen from transparent contract process from the start to the completion of the project. In addition, the business communication process is widely open. These two considerations made our clients and partners assess the anti-corruption practices at Kiroyan Partners very clear.^[3-3-f]

GOOD CORPORATE GOVERNANCE

Good corporate governance or GCG, as outlined by the United Nations Global Compact (UNGC), refers to the principles and practices that guide companies in their commitment to sustainability and responsible business conduct. As a signatory member of UNGC since 2008, we are aware that GCG is one of the cornerstones of a business.^[3-3-a] As such, GCG has always been at the core of our effort in managing and growing our business. We

vision ourselves to become a leader in the active promotion of sustainable business practices in Indonesia. In our effort to achieve this vision, we ensure transparency and fairness by prioritizing high ethical standards and integrity in all aspects of the company’s operations, including promoting human rights, fair labor practices, environmental sustainability, and combating corruption.^[3-3-d]

In 2022, our company did not issue any new company regulations. We focused on carrying out our business activity coherently with existing corporate regulations, policies, and values. We continued implementing several policies, such as a Policy on Conflict of Interest that provides a guideline to ensure ethical business practices and help maintain good relations with our stakeholders. Besides, we also applied a Policy on Anti-Bullying, Discrimination, and Modern Child Slavery in our Company Regulations to ensure a healthy, safe, and comfortable work environment for all employees.^[3-3-c]

Our commitment to putting good corporate governance into practice is also manifested in our open-door policy that has been in place since our establishment, in which every employee can talk directly to the company management about their concerns. Moreover, our grievance mechanism, first introduced in 2020, provides a platform for employees to file complaints and/or input to the management. In 2022, we successfully resolved one complaint received in 2021.^[3-3-e]

Moreover, as part of our commitment to good corporate governance (GCG) implementation, our company had to regretfully terminate one of our employees during the reporting period due to misconduct related to the implementation of GCG principles.^[3-3-f] and ^[2-27] This decision was made after a thorough investigation and careful consideration of the circumstances and the termination was conducted in accordance with Indonesian Labor Law. We take GCG seriously and hold all employees accountable for upholding the highest ethical standards and adhering to our company’s code of conduct.^[3-3-b] We are committed to maintaining a work environment that fosters integrity, transparency, and responsible business practices, and we will continue to enforce our GCG policies

to ensure the well-being of our employees and the integrity of our organization.

KNOWLEDGE-SHARING

At Kiroyan Partners, we strongly believe in the significance of actively contributing to the development of our surrounding communities as part of our commitment to building a long-lasting and sustainable business. We recognize that our success is closely tied to the well-being and growth of the communities in which we operate.^[3-3-a] As a result, we have consistently engaged in various knowledge-sharing activities over the years, where we have shared our insights and expertise in the field of public affairs.^[3-3-b]

By actively participating in these knowledge-sharing activities, we aim to impact our community and industry positively. We believe in the power of sharing knowledge and experiences to empower individuals and organizations, enabling them to make informed decisions and navigate the complex landscape of public affairs. Through these engagements, we hope to contribute to the community’s collective growth and development, fostering a culture of collaboration and learning.

In 2022, we participated in 22 programs in various fields or disciplines with a total equivalent of IDR 2,080,483,437 of investment. By utilizing these programs as platforms to share our values, insights, and commitment, we expect to contribute to developing our industry and community.^[3-3-c]

We have been involved in knowledge-sharing through expert insights, partnership projects, article writing, and internships in the last few years. We continued this commitment in 2022 by involving many institutions and parties. In addition, Kiroyan Partners continues its role in



knowledge sharing through writing and publishing articles in the mass media and on Kiroyan Partners’ LinkedIn page.^[3-3-d]

In 2022, we conducted a mentoring program with the Master of Management School, Faculty of Economics and Business, University of Indonesia. In this monthly program, our chief and principal consultant shared their experiences and conducted question-and-answer sessions with the magister students after their presentations on topics related to professional business management.^[3-3-f]

We aim to maintain and expand our contribution to knowledge-sharing activities by actively and continuously being involved in forums in communication, public affairs, gender equality, and sustainability.

Knowledge Sharing Initiatives in 2022 ^[2-23-a-i]

PROGRAMS	TYPE OF ACTIVITY	ORGANIZATION	PERFORMANCE IN 2022
External knowledge-sharing programs conducted			22 programs
Estimated value from voluntary based programs			Equivalent to IDR 2,081,483,437
EXPERT INSIGHTS			
Master of Management-FEB UI Mentoring Program	Knowledge sharing as a mentor	Faculty of Economics and Business of the Indonesia University (FEB UI)	IDR 323,250,000
G20 Empower Indonesia Advocates	Knowledge sharing as an Advocate	G20 Empower	
Organizational Communication Class at University of Florida – Stakeholder Management	Knowledge sharing as a guest speaker	University of Florida	
Event CEO Roundtable Meeting IGCN – Practicing Ethical Business & Anti-Corruption ^[2-17]	Knowledge sharing as a panelist	Indonesia Global Compact Network (IGCN)	
Event New Zealand ASEAN Business Alliance Conference	Knowledge sharing as a keynote speaker	New Zealand ASEAN Business Alliance	



PROGRAMS	TYPE OF ACTIVITY	ORGANIZATION	PERFORMANCE IN 2022
Event International PR Summit (IPRS 2022) –Nation Branding/Public Diplomacy	Knowledge sharing as a speaker	International PR Summit	
Event Action Day – Tender Puan, January 2022 ^[2-17]	Knowledge sharing as a speaker	UNDP FairBiz and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH's Alliance for Integrity	
Event IDEAS (Indonesia DEI and ESG Awards) “Inclusive Digital Communication Strategy for Indonesia’s Sustainable Future” ^[2-17]	Knowledge sharing as a speaker	Humas Indonesia, in collaboration with BAKTI	
Event Target Gender Equality (TGE) Live 2022 “Regional Spotlight: Asia” – United Nations Global Compact ^[2-17]	Knowledge sharing as a speaker	United Nations Global Compact (UNGC)	
Event Action Day –Tender Puan Training, December 2022 ^[2-17]	Knowledge sharing as a speaker	Indonesia Global Compact Network (IGCN) and UNDP FairBiz.	
Side Event B20 Integrity & Compliance “A Public – Private Dialogue on Fostering Integrity and Good Governance in Infrastructure” (Bandung) ^[2-17]	Knowledge sharing as a speaker	International Chamber of Commerce (ICC), German Cooperation implemented by GIZ and Alliance for Integrity	
Event Deakin–UGM Joint Workshop on COVID–19 Fake News Detection and Intervention	Knowledge sharing as a panelist	Deakin University and Universitas Gadjah Mada	
ARTICLE WRITING			
PR Indonesia Monthly Opinion Column	Partnership, monthly article development, and publication	PR Indonesia Magazine	IDR 1,122,000,000

PROGRAMS	TYPE OF ACTIVITY	ORGANIZATION	PERFORMANCE IN 2022
LinkedIn articles	Article development and publication	Kiroyan Partners' official account on LinkedIn	
Thought leadership article	Article development and publication	National Media	
ORGANIZATION LEADERSHIP			
Chairman of the International Chamber of Commerce (ICC) - Indonesia	Advisory and supervisory role to the national committee of Indonesia	International Chamber of Commerce (ICC) Indonesia	IDR 497,600,000
Vice Chairman of the ICC Global Anti-Corruption and Corporate Responsibility Commission ^[2-17]	As PIC for Corporate Responsibility related issues/programs/events	International Chamber of Commerce (ICC) Indonesia	
Acting Chairman of Kemitraan (Partnership for Governance Reform)	Advisory and supervisory role to the organization	Kemitraan (Partnership for Governance Reform)	
Chairman of The Board of Trustees Mahija Parahita Nusantara Foundation	Advisory and supervisory role to the foundation	Mahija Parahita Nusantara	
Member of Board of Supervisor IGCN	Supervisory role and evaluation of the organization	Indonesia Global Compact Network (IGCN)	
PARTNERSHIP PROJECT			
Policy advocacy and communication efforts	Partnership, issue monitoring, and event assistance	British Chamber of Commerce (Britcham)	IDR 138,633,437
INTERNSHIP			
Internship mentoring	Internship opportunity and direct mentoring with assigned consultants	University students and fresh graduates	10 interns with a total of mentoring hours up to 60 hours.





ABOUT KIROYAN PARTNERS

[2-1][2-6]

PT Komunikasi Kinerja, trading under the name Kiroyan Partners,^[2-1-a] is an Indonesian research-based public affairs and strategic communications consulting firm^[2-6-a] that aspires to build strong reputations and solve challenges between businesses and stakeholders by applying ethical, responsible communications practices. Our main and the only office is in Jakarta, Indonesia.^{[2-1-c][2-1-d]}

Founded in 2006 by Noke Kiroyan, Kiroyan Partners brings together a diverse team of experts and specialists well-versed in domestic social dynamics and their role in responsible business behavior. Our team is backed by the Council of Experts and Senior Advisory Council of reputable executives who have held influential positions in Indonesia and use their experience and insights to refine strategies and shape effective solutions.

Our mission is to help businesses build and maintain strong reputations while addressing challenges between them and their stakeholders. We believe in applying ethical and responsible communication practices to achieve our client's goals. Among the services we offer are:

- **Corporate Communications** (communication strategy and campaign, reputation building, reputation, 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, sustainability reporting, CSR impact evaluation, and CSR reputation audit);

- **Conventional and Digital Media** (media relations strategy, digital strategy, media outreach, media events, influencer engagement, and messaging and content strategy); and
- **Executive Training** (media handling, corporate communications, stakeholder analysis and engagement, government relations, issues management, and executive coaching).

Further information on our service is available on our [website](#).

We provide our services to Indonesian and international organizations across a range of sectors, including but not limited to natural resources, energy, information technology, consumer products, food and beverages, finance and banking, government affairs, automotive, financial technology, global research organization, chemical, biopharmaceutical, and logistics. Our clients come from diverse backgrounds, including private, national, and multinational companies, NGOs and international agencies, and state-owned enterprises.^[2-6-b-1]

Aligning with our intention to expand our reach to a broader market, Kiroyan Partners is in partnership with Kreab Worldwide to represent Kreab's global network in Indonesia. We retain our name for business operations in Indonesia and operate as Kreab Indonesia internationally. The official announcement of our partnership with Kreab Worldwide can be found [here](#).

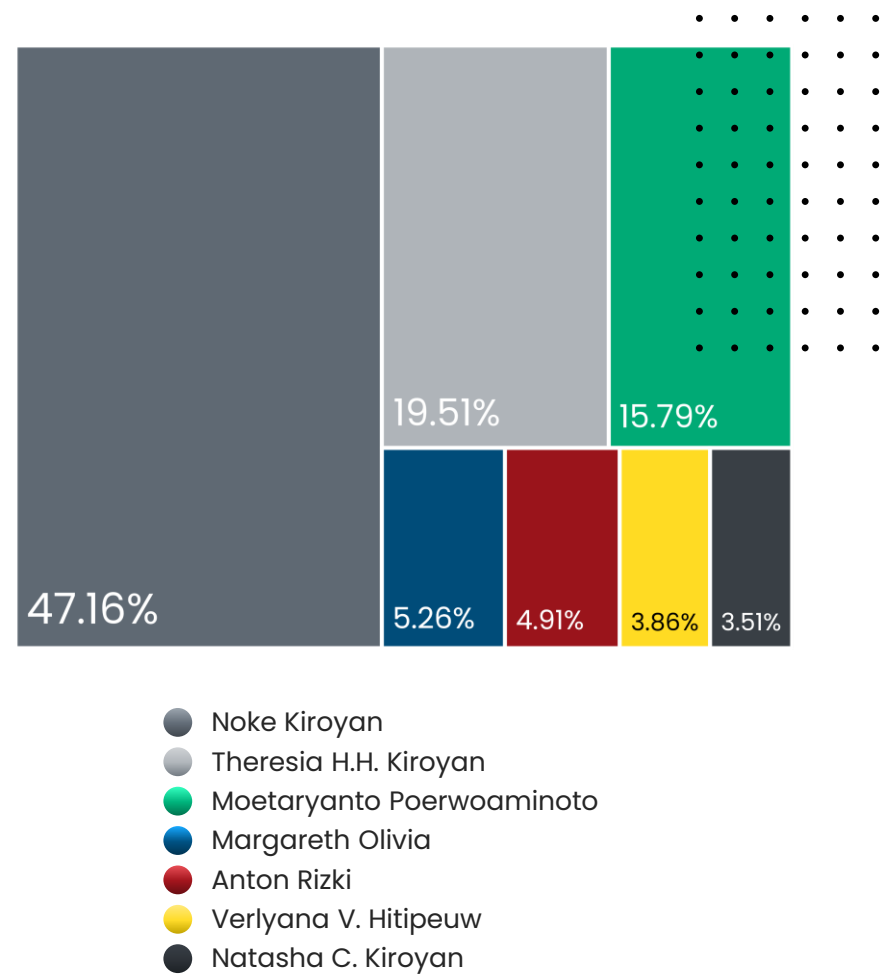
In 2022, one project significantly impacted our operations, specifically in terms of increasing the number of personnel and adding our operations center outside Jakarta.^[2-6-d]



OWNERSHIP [2-1-b]

Referring 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 Statement of Shareholders’ Decision per November 2022:



VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS [2-6]

As a consulting firm, the operation of Kiroyan Partners is bolstered by several third parties spread throughout Indonesia. Our collaboration with these third-party entities is primarily driven by our need to acquire specific products, services, and expertise to deliver our services to our valued clients. These requirements are subject to variations depending on the nature of the projects and clients. Therefore, the number of third parties we engage may differ each year.[2-6-b-ii]

Our third-party network consists of third-party organizations or companies and individual consultants. During the year 2022, we have successfully partnered with 21 diverse organizations and companies in Jakarta and its surrounding regions.[204-1-b] These organizations possess varied backgrounds that have facilitated our operations and aided us in fulfilling our commitments to our clients. The organizations and companies engaged by us are as follows:

- Computer software and hardware vendors
- Office stationery vendors
- Internet service provider
- Media monitoring agencies
- Digital agency
- Logistics service provider
- Public opinion survey agency
- National media
- Public accounting firm
- Event organizers
- Safety equipment vendors
- HSE training service provider
- Recyclable waste management service provider



In addition, we have collaborated with several professionals possessing the requisite skills and expertise needed for specific purposes, depending on the nature of our work projects. During 2022, we successfully engaged 31 personnel from various fields of expertise. [2-8] The list of fields is as follows:

- Strategic communications
- Media relations
- Content development
- Public policy
- Social research
- Project management
- Photography
- Accounting, finance, and administration
- Health expert

Total Payment in 2022	
ORGANIZATION	INDIVIDUAL CONSULTANT
IDR 3,081,229,239	IDR 602,622,749

WORKFORCE [2-7]

Kiroyan Partners operates with consultants who lead and oversee our daily operational activities. Our main team comprises consulting and administration teams, including local talents with global and intercultural experience. This diverse mix of professional and personal backgrounds is evident in our work.

In addition, we have a council of experts and senior advisors who are part of the Kiroyan Partners team. Their engagement enhances our core team by providing strategic consultation and insights for specific business fields and topics.

According to our administrative data,[2-7-c] in 2022, Kiroyan Partners employed 15 permanent employees, 18 fixed term contract employees, and 6 non-guaranteed hours employees

in our Jakarta office and at our client’s site in South Sulawesi. The composition is divided into 7 female and 8 male for permanent employees, 7 female and 11 male for our fixed term contract employees, and 5 female and 1 male for our non-guaranteed hours employees.[2-7-a] The gender ratio of our employees in 2022 is 1:1 for females and males while still employing a merit-based system, compared to a 2:1 ratio in 2021.



Information on Employees in 2022				
	Total	Permanent	Temporary	Non-guaranteed Hours
BY GENDER [2-7-b]				
Female	20	7	7	5
Male	19	8	11	1
Total	39	15	18	6
BY REGION [2-7-b]				
Jakarta	25	15	4	6
South Sulawesi	14	0	14	0
Total	39	15	18	6



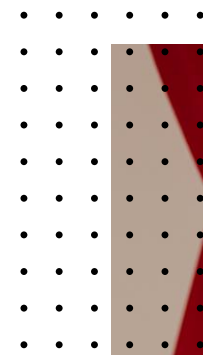
In consideration of those mentioned above, we deem it necessary to inform all stakeholders that our decision to increase the number of employees in 2022, particularly fixed term positions, is driven by the rise in the number of projects we are managing. The employment contracts we offer to our employees are carefully crafted to align with the contract period of our projects.^[2-7-d]^[2-7-e]

MEMBERSHIP IN BUSINESS ASSOCIATIONS^[2-28]

In 2022, Kiroyan Partners was an active member of six industry associations, namely:

- **Indonesian Chamber of Commerce and Industry (KADIN Indonesia)**, since 2007
- **International Chamber of Commerce (ICC)**, since 2007
- **Indonesia–Australia Business Council (IABC)**, since 2007
- **British Chamber of Commerce (BritCham) Indonesia**, since 2015
- **European Business Chambers of Commerce (EuroCham) Indonesia**, since 2020
- **Women Empowerment Principles (WEPS)**, since 2021

Kiroyan Partners has been actively supporting the UN Global Compact (UNGC) since 2008 by continuously working 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. Since 2018 until now, we prepare an annual Sustainability Report (SR) to communicate our sustainability efforts embedded in our company's strategy, culture, and day-to-day operations.



53.

RECOVERY, THE **OPPORTUNITY** FOR GROWTH

ETHICS AND INTEGRITY

POLICY COMMITMENTS^[2-23]

We continuously adhere to and practice our principles while interacting with our stakeholders. Our principles are as follows:

- **Ethics and Social Responsibility** — Our team always operates according to the strict ethics and social responsibility code.
- **Personal Integrity** — All our clients and stakeholders are treated respectfully and fairly.
- **Trust** — It is essential for our firm, team members, and business partners to trust one another. Without trust, we cannot address our client's needs effectively.
- **Respect** — We treat everyone with respect throughout the company's operations, no matter how big or small.
- **Individual Excellence** — By constantly working to enhance the team member's knowledge and skills, our company is able to deliver optimal results and maximum value to the clients.
- **Teamwork** — Collaboration is key. In our experience, teamwork produces far stronger results than individual processes.
- **“Good” is Not Good Enough** — Our team must excel in all the tasks conducted, especially in our areas of expertise and strive toward continuous improvement.
- **Professionalism** — We always adhere to strict professionalism.
- **Sustainable Client Relationship** — Clients are valued as business partners with long-term relationships based on mutual trust and respect.

The above principles, values, standards, and norms are cultivated in all members of our company, both

employees and interns, during their induction period. To reinforce the company's core values, the management often frames the discussions during regular internal meetings and knowledge-sharing sessions in the context of the company's values. This way, value internalization could be nurtured to ensure that all team members are aligned and operate in an ethical manner.^[2-24]

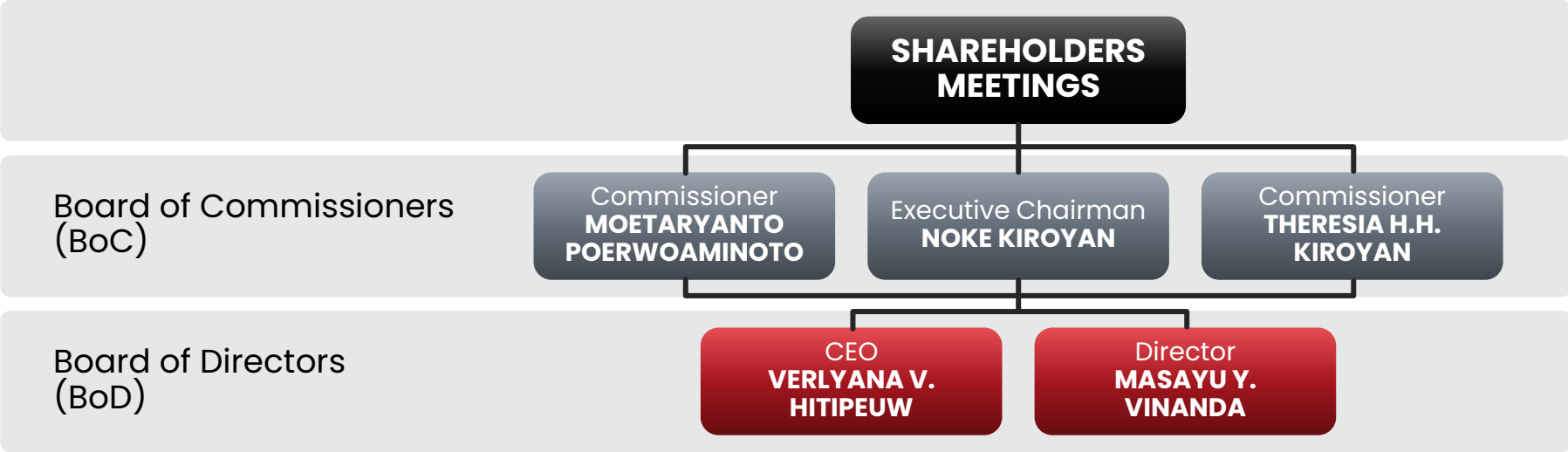
While applying the above principles while working with our team members and external parties (such as clients and third parties), we ensure both parties have the same understanding of ethics and social responsibility. We commit to only serving clients with the same mindset, values, principles, and commitment towards sustainability.^[2-22]



GOVERNANCE STRUCTURE AND COMPOSITION ^[2-9]

We have defined and committed to practicing good corporate governance (GCG) principles in line with the UN’s values. The company’s corporate governance framework is based on a hierarchy of bodies and appointments as stipulated by Regulation of the Government in Lieu of Law No. 2 of 2022, that stipulates various high-profile issues such as risk-based approach (“RBA”) business licensing and workforce. ^[2-15]

Our corporate governance framework as per Statement of Shareholders’ Decision per November 2022:



There is a difference in the composition of the highest governing body between this year’s Sustainability Report period and the previous year’s report. Since August 1, 2022, the BoD of Kiroyan Partners comprises Verlyana V. Hitipeuw as CEO and Principal Consultant and Masayu Y. Vinanda (Nanda) as Director and Principal Consultant. Our Founder and Executive Chairman, Noke Kiroyan^[2-11] stated that the appointment of Nanda underwent a thorough consideration process, particularly considering her extensive experience in public affairs, which is believed to strengthen the company in the future. Additionally, Nanda has previously been part of Kiroyan Partners as a Senior Consultant from 2018 to 2019 and Lead Consultant in 2022.^[2-10]

Aside from managing the day-to-day operations of Kiroyan Partners, including recruitment processes, company policies, and project management, to ensure our operations run smoothly,^{[2-12][2-13]} our BoD is also involved in the process and responsible for reviewing and approving reported information, including determining material topics in this sustainability report. The report-writing team consulted extensively with the BoD during the report-writing process. Until the completion of this sustainability report, we have scheduled three formal meetings with the BoD to consult on writing and determining the most impactful material topics from Kiroyan Partners’ operations.^[2-14]

STAKEHOLDER RELATIONS

STAKEHOLDER ENGAGEMENT ^[2-29]

Kiroyan Partners defines a stakeholder as “individuals or group that has an interest that is affected or could be affected by the organization’s activities” (GRI 1, 2021). Based on the definition, we conducted stakeholder mapping to identify our key stakeholders based on the impact by the company’s activities and their interactions with respective stakeholders in daily operations.

The identification process^[2-29] consisted of an online survey, FGDs, in-depth interviews involving all employees, and discussions with the BoD and management.

From this process, the following key stakeholders were identified: ^[2-29-a]

- Shareholders;
- Employees;
- Clients;
- Project Partners;
- Independent consultant;
- Selected media partners;
- Selected government agencies;
- Non-governmental organizations;
- Research institutions;
- Think tanks;
- Academics;
- Expert;
- Building management;
- Suppliers; and
- Vendors.

INTERNAL STAKEHOLDERS

Our employees are internal stakeholders with whom we communicate daily. In adapting to the new normal, communications with employees use a combination of online platforms and offline meetings. Despite the challenges of hybrid communication, we made every effort to keep our employees informed about the latest update on the company’s business operation.

The following are the methods we carried out to communicate with our internal stakeholders:

- **Weekly Project Review**, a platform to update the progress and challenges of current projects as well as progress of our business development activities. Employees have equal opportunities to convey and exchange ideas and perspectives and discuss issues during project reviews. In addition, the meeting facilitates the management to share important announcements directly with all team members in addition to the written announcement distributed through email.
- **Strategic planning meetings and surveys**. KP organized strategic planning meetings at the end of 2022. On this occasion, the Board of Director shared the long-term goals and targets for the upcoming year. Further, all employees also had the opportunity through a survey to identify the company’s strengths, weaknesses, opportunities, and threats, aiming to improve the company’s performance.
- **Lessons Learned**, a sharing session conducted by project team that recently completed a project. This is an opportunity for the project team to share views, challenges, learnings and experiences gained from managing a particular project. In 2022, there were 4 lessons learned sessions conducted both online and offline.
- **KP Academy**, in-house training sessions to enhance our employees’ capacity and technical skills in topics directly related to our work. In 2022, there were 3 KP Academy sessions focused on proposal development.



- **Open-door Management Policy by the BoD**, a form of openness from the BoD to accommodate the aspirations of all employees, both formally and informally. ^[2-16] and ^[2-25]
- **KEMS (Knowledge, Experience, and Meals Sharing)**, internal knowledge-sharing which covers a wide range of topics. This regular program encourages employees to share their knowledge and experiences on any topic they are passionate about or concerned with. In 2022, there were 6 sessions of KEMS.
- **“CHEERS (Cheer up your Saturdays) with KP”**, an informal session to strengthen bonds among all team members, by having a break and recreation together after weeks of hard work. In 2022, there were 2 sessions of CHEERS with KP.
- **Grievance Mechanisms**, a medium for all employees to voice their concerns on careers, working situations, or company conditions that might impact their working performance. This regulation was introduced in December 2020. One grievance from 2021 was addressed in 2022. ^[2-16] and ^[2-25]
- **Annual Budget Reporting**, a forum for the BoD and BoC to meet with shareholders to report and discuss the company's annual fiscal budget. In 2022, the meeting was conducted in February 2022. ^[2-18]
- **Annual General Meeting of Shareholders**, a forum for the company's BoD, Board of Commissioners, and shareholders to meet and discuss strategic directions and company-related matters. The meeting was conducted in July 2022. ^[2-18]
- **Townhall Meeting**, an opportunity to gather and accommodate inputs from all employees. We conducted this event once in 2022, slightly less than in 2021, with 3 events. The higher number of town hall meetings last year was due to the conditions of the COVID-19 pandemic, which resulted in several changes and adjustments to operational conditions that needed to be communicated. Meanwhile, in 2022 the company dynamics are considered more stable.



- **In-depth interviews, FGDs, and a survey** to develop Kiroyan Partner's Sustainability Report where all employees from all layers were gathered to discuss their ideas through:
 - 3 in-depth interviews, which lasted for 3 hours and 30 minutes in total, with our founder and Chairman, Noke Kiroyan and members of the BoD, Verlyana V. Hitipeuw and Masayu Y. Vinanda;
 - 2 FGDs, which lasted more than 4 hours with the consulting and admin team.
 - Survey distribution to the current and former employees who have been part of the company during 2022 to obtain information about their experience at Kiroyan Partners.

EXTERNAL STAKEHOLDERS

At Kiroyan Partners, client feedback and input are critical in assisting the company's growth and facilitating continual improvement in various areas of our business operation. The following are the methods we carried out to communicate with our external stakeholders:

- **Distribution of satisfactory survey** to the existing and former clients to obtain their opinion on our services for further improvements.
- **Collection of feedback** about our company regarding several aspects of sustainability to our clients and third-party partners.
- **In-depth interviews** to explore the external stakeholders' concerns relating to the economic, social and environmental aspects, as well as input and feedback regarding our performance as their consultant or collaborating partner through:
 - 14 interviews with 8 clients and 6 third-party partners engaged in 2022. Each session lasted for 45 minutes.





APPENDIX 1:
GRI STANDARDS PERFORMANCE **INDICATOR TABLES**

GRI 205: **ANTI CORRUPTION 2016**

Disclosure 205-1 OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION	2021	2022
Total number of operations assessed for risks related to corruption	1	1
Total percentage of operations assessed for risks related to corruption	25%	25%
Total number of significant risks related to corruption identified through risk assessment	0	0
Disclosure 205-2 COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES	2021	2022
Communication of anti-corruption policies and procedures		
Total governance body members	2	4
Total governance body members by percentage	100%	100%
Total number of employees who have received communication in the year of the report	7	27
Total percentage of employees who have received communication in the year of the report	41%	63%
Total number of employees who have received communication during their time in Kiroyan Partners	17	39
Total percentage of employees who have received communication during their time in Kiroyan Partners	100%	100%
Business partners	0	0
Business partners by percentage	0%	0%
Training on anti-corruption policies and procedures		
Total number of governance body members	2	4
Total percentage of governance body members	100%	100%
Total number of employees who have received training in the year of the report	7	27

Note 205-1:
The number is based on the risk assessment of financial operations. Every year, Kiroyan Partners conducts a financial audit. As of March 2023, the audit process for 2022's period was completed by PKF Hadiwinata and no evidence was found regarding risk related to financial corruption.



Disclosure 205-2 COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES	2021	2022
Total percentage of employees who have received training in the year of the report	41%	63%
Total number of employees who have received training during their time in Kiroyan Partners	17	39
Total percentage of employees who have received training during their time in Kiroyan Partners	100%	100%

Disclosure 205-3 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN	2021	2022
Total number of confirmed incidents of corruption	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0
Total number of confirmed incidents in which contracts with business partners were terminated or not renewed due to violations related to corruption	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

GRI 301: MATERIALS 2016

Disclosure 301-1 MATERIALS USED BY WEIGHT OR VOLUME	2021	2022
Non-renewable materials used		
Other chemicals (liquid disinfectant)	11.04 l	0.96 l
Renewable materials used		
Printed materials	45.02 kg	50 kg

Disclosure 301-2 RECYCLED INPUT MATERIALS USED	2021	2022
Total recycled input material used	0%	22%*

Disclosure 301-3 RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS	2021	2022
Total reclaimed products and their packaging materials	0%	0%

GRI 302: ENERGY 2016

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

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.
- The data on our cooling consumption could not be found as the energy used is calculated together for the whole building.

Source of the conversion factors used: No conversion was made.

Note 301-2:
The 22% figure is from Kiroyan Partners collaboration with the Armada Kemasan (recycling waste management service) which has only been implemented as of October 2022.

% of recycled input material used

=

Total recycled input materials used / 11kg

Total input materials used / 50kg

X 100

Note 301-3:

% of reclaimed products and their packaging materials

=

Products and their packaging materials reclaimed within the reporting period

Products sold within the reporting period

X 100



GRI 401: EMPLOYMENT 2016

Disclosure 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER								
Total number and rates of new employee hires and employee turnover by age group and gender	2021				2022			
	Total New Hires	Hiring Rate (%)	Total Turnover	Turnover Rate (%)	Total New Hires	Hiring Rate (%)	Total Turnover	Turnover Rate (%)
TOTAL	7	35%	8	40%	30	77%	10	26%
Male	3	43%	2	25%	16	53%	4	40%
Female	4	57%	6	75%	14	47%	6	60%
Age <30	3	43%	4	50%	18	60%	5	50%
Age 30-50	4	57%	4	50%	11	37%	5	50%
Age >50	0	0%	0	0%	1	3%	0	0%
Local	7	100%	8	100%	27	100%	10	100%
Non-local	0	0%	0	0%	0	0%	0	0%

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, covers 100% of employees	• BPJS Ketenagakerjaan, covers 85% of employees
Health insurance	• BPJS Kesehatan, covers 100% of employees • Avrist, covers 100% of full-time employees, along with spouse and children	• BPJS Kesehatan, covers 85% of employees • Avrist, covers 100% of full-time employees, along with spouse and children
Disability and invalidity coverage	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
Retirement provision	0 person / 0%	0 person / 0%
Stock ownership	Only for the BoD	Only for the BoD

Note 401-2:

- Less than 100% of employees in 2022 are eligible for national insurance coverage, as our specialists are contracted with non-guaranteed working hours.
- The health insurance benefits apply to all Kiroyan Partners permanent employees. The locations of operations only consist of Jakarta.

62.

RECOVERY, THE **OPPORTUNITY** FOR GROWTH

Disclosure 401-2

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES

	2021	2022
Others	• Taxi vouchers for overtime • Flexible work hours • Up to 20 days of annual leave • Compensation leave • Sick leave • E-money • Birthday cake	• Taxi vouchers for overtime • Flexible work hours • Up to 20 days of annual leave • Compensation leave • Sick leave • E-money • Birthday cake

Disclosure 401-3

PARENTAL LEAVE

	2021		2022	
	Male	Female	Male	Female
Total number of employees entitled to parental leave	3	6	0	0
Total number of employees took parental leave	0	0	0	0
Total number of employees who returned to work after parental leave ended	0	0	0	0
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
Return to work rate of employees that took parental leave	0	0	0	0
Retention rate of employees that took parental leave	0	0	0	0

GRI 402: LABOR/MANAGEMENT RELATIONS 2016

Disclosure 402-1

MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

	2021	2022
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

Note 401-2:

- E-money is applied to employees who participate remotely in the company's internal activities carried out in Jakarta.

Note 401-3:

- Parental leave is entitled to all employees who are married and whose marriage is recognized by law.
- No employee requested parental leave in 2022.
- For the return-to-work rate, the following formula is to be used:

$$\text{Return to work rate} = \frac{\text{Total number of employees that did return to work after parental leave}}{\text{Total number of employees due to return to work after taking parental leave}} \times 100$$

$$\text{Retention rate} = \frac{\text{Total number of employees retained 12 months after returning to work following a period of parental leave}}{\text{Total number of employees returning from parental leave in the prior reporting period(s)}} \times 100$$



GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

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

GRI 404: TRAINING AND EDUCATION 2016

Disclosure 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE		
Average hours of training per year per employee	2021	2022
Average training time by gender		
Male	3.8 hours	18.5 hours
Female	5.3 hours	15.6 hours

Note 403-8:

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 guideline.

Note 404-1:

- The training program includes internal training courses, financial support for external training or education, and extended leave with a guaranteed return to work.

65.

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

Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM		
	2021	2022
Management and Leadership		
Scope of training	- Business Writing for Busy People - Interactive Workshop - Seri Spesial Sekolah Riset Satu Kata - Fulfillment And Happiness in Your Work With Mindfulness - Introduction to Workplace Etiquette - Avoid Burnout and Prevent Stress - Time Management Increase Productivity - Leadership, the 10 faces of the leader - Facilitator Role 7 Key Steps to Lead Your Team - Master Project Management - PMP/PMI - Succeed in Remote Leadership - A Beginners Guide to a Business Presentation - Learn to Be A Productive and Effective Team Member - Business English Course for ESL Beginners Online - Finance Fundamentals for Non-Finance Individuals	- Measurement and Evaluation Course - Finance Fundamental for non-Finance Individual - Project Management Fundamental - Time Management Mastery - Memahami Hukum Ketenagakerjaan Indonesia - Leadership Training - Project Management - Master Project Management - Time Management Mastery Productivity and Goals - Reinforcing our Value (KEMS)

Note 404-1:

- The higher average training duration in 2022 compared to 2021 is due to the three full days of HSE and BBS training that must be attended by team members required to work in areas with high safety risks to support client activities.

Note 404-2:

- Training programs, i.e., 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 hour of training allocated within a reporting period as each training session differs in terms of hours.



Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM		
	2021	2022
Management and Leadership		
Scope of training	• <i>Manage Workplace Stress & Strike a Balance</i> • <i>Memahami Hukum Ketenagakerjaan Indonesia</i> • <i>Leading in Crisis</i> • <i>Advice for Leaders During a Crisis</i> • <i>Establishing Work-from-Home Policies</i> • <i>Coaching Skills for Leaders and Managers</i> • <i>Communicating Internally during Times of Uncertainty</i> • <i>Creating a Business Plan, Management Foundations</i> • <i>Organizing Your Remote Office for Maximum Productivity Management Foundations (2013)</i>	
Number of training given	20	13
Technical Knowledge		
Scope of training	• <i>Master Email Writing & Etiquette</i> • <i>Presentation Skills for Beginners</i> • <i>Overcome Stage Fear With Public Speaking Skills</i> • <i>Presentation Skills for Beginners</i> • <i>Communication Foundations</i> • <i>Writing a Business Report</i> • <i>Business Writing Principles</i> • <i>Marketing on LinkedIn (2019)</i> • <i>Business Development Foundations: Researching Market and Customer Needs</i> • <i>Academic Research Foundations: Quantitative</i> • <i>Social Media Marketing Foundations</i>	• Health, Safety, and Environment Training • Basic Safety Training • Intro to Data Analytics • Business Writing for Busy People • Business Writing • Collecting Research Data • Qualitative Research • Professional English Emails • GRI Training • Charting Road for Emancipation Taiwan Between US & China (KEMS) • Can Introvert be a PR? (KEMS) • Antara Ruang Redaksi, Bisnis, dan Politik (KEMS) • Media Monitoring & Content Analysis (KEMS) • Media Monitoring Tools (KEMS)

Disclosure 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAM		
	2021	2022
Technical Knowledge		
Number of training given	26	29
Language		
Scope of training	None	• Bahasa Inggris Profesional & Administrasi Perkantoran Pt.1 • Belajar Bahasa Inggris Lengkap Untuk Pemula
Number of training given	None	2
Professional Development		
Scope of training	• <i>Fulfillment And Happiness In Your Work With Mindfulness; Avoid Burnout and Prevent Stress; Time Management Increase Productivity; Communicating with Empathy; Manage Workplace Stress & Strike a Balance; Dealing With Criticism: The Assertive Way</i> • <i>The Six Biases of Decision-Making</i> • <i>Jodi Glickman on Pitching Yourself</i> • <i>Critical Thinking for Better Judgment and Decision-Making</i> • <i>Problem-Solving Techniques</i> • <i>Using Questions to Foster Critical Thinking and Curiosity</i> • <i>Communicating with Empathy</i> • <i>Thriving @ Work: Leveraging the Connection between Well-Being and Productivity</i> • <i>Communicating with Diplomacy and Tact</i> • <i>How to Train Your Brain for Happiness</i>	• Business Communications Skills • Handling Difficult Customer
Number of trainings given	25	2



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	2021	2022
Gender		
Male	71%	85%
Female	86.4%	63%
Employee Category		
Managers and above	100%	100%
Specialist	0%	0%
Consultants	100%	96%
Analyst	67%	100%
Administration Team	60%	40%

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		
Total number and percentage of individuals within governance bodies by gender and age group	2021	2022
Total	20 persons / 100%	46 persons / 100%
Male	7 persons / 35%	23 persons / 50%
Female	13 persons / 65%	23 persons / 50%
Age <30	7 persons / 35%	18 persons / 39%
Age 30-50	11 persons / 55%	22 persons / 48%
Age >50	2 persons / 10%	6 persons / 13%
Executive Chairman		
Total	1 person / 100%	1 person / 100%
Male	1 person / 100%	1 person / 100%
Female	0 person / 0%	0 person / 0%
Age <30	0 person / 0%	0 person / 0%

Note 404-3:

- Performance reviews for 9 new hires in 2022 were carried out as monthly reviews during their probation period.
- 2 employees have resigned before their annual performance review schedules, thus leading to less than 100% of employees in 2022 receiving their performance reviews.
- Out of the total employees in this calculation, performance reviews are not applicable and were not carried out on 10 persons, i.e., the company’s chairman, who is actively involved in our daily operations, the BoD, the specialists, and the office assistant.

Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		
Total number and percentage of individuals within governance bodies by gender and age group	2021	2022
Age 30-50	0 person / 0%	0 person / 0%
Age >50	1 person / 100%	1 person / 100%
Board of Directors		
Total	2 persons / 100%	3 persons / 100%
Male	0 person / 0%	0 person / 0%
Female	2 person / 100%	3 person / 100%
Age <30	0 person / 0%	0 person / 0%
Age 30-50	2 persons / 100%	3 persons / 100%
Age >50	0 person / 0%	0 person / 0%
Board of Commissioners		
Total	3 persons / 100%	3 persons / 100%
Male	2 persons / 67%	2 persons / 67%
Female	1 person / 33%	1 person / 33%
Age <30	0 person / 0%	0 person / 0%
Age 30-50	0 person / 0%	0 person / 0%
Age >50	3 persons / 100%	3 persons / 100%
Consulting Team		
Total	12 persons / 100%	27 persons / 100%
Male	4 persons / 33%	17 persons / 63%
Female	8 persons / 67%	10 persons / 37%
Age <30	7 persons / 58%	14 persons / 52%
Age 30-50	5 persons / 42%	13 persons / 48%
Age >50	0 person / 0%	0 person / 0%
Specialist		
Total	2 persons / 100%	6 persons / 100%
Male	1 person / 50%	1 person / 17%



Disclosure 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES		
Total number and percentage of individuals within governance bodies by gender and age group	2021	2022
Female	1 person / 50%	5 person / 83%
Age <30	0 person / 0%	1 person / 17%
Age 30-50	1 person / 50%	4 persons / 66%
Age >50	1 person / 50%	1 person / 17%
Administration		
Total	5 persons / 100%	6 persons / 100%
Male	2 persons / 40%	2 persons/ 33%
Female	3 persons / 60%	4 persons/ 67%
Age <30	0 person / 0%	3 persons / 50%
Age 30-50	4 persons / 80%	2 persons / 33%
Age >50	1 person / 20%	1 person / 17%

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

Note 405-2:

- The disparity of remuneration between gender shown in the table results from a higher number of male employees (20:19), 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 directors.
- For the Board of Commissioners, zero denotes the absence of a salaried female commissioner.
- The disparity of remuneration in the administration team is caused by the different levels of position between female and male employees.

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Disclosure 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		
Ratio of basic salary and remuneration of women to men by employee category	2021	2022
Remuneration	0:0	1:0
Administration		
Basic salary	2:1	3:1
Remuneration	2:1	2:1

GRI 406: **NON –DISCRIMINATION 2016**

Disclosure 406-1 INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN	2021	2022
Total number of incidents of discrimination during the reporting period	None	None
Status of the incidents and actions taken		
Incidents reviewed by the organizations	None	None
Remediation plans being implemented	None	None
Remediation plans that have been implemented, with results reviewed through the routine internal management process	None	None
Incident no longer subject to action	None	None

GRI 418: **CUSTOMER PRIVACY 2016**

Disclosure 418-1 SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA	2021	2022
Total number of substantiated complaints received concerning breaches of customer privacy		
Complaints received from outside parties and substantiated by the organization	None	None
Complaints from regulatory bodies	None	None



APPENDIX 2:

GRI STANDARDS REFERENCE TABLE

Statement of use	Kiroyan Partners has reported the information cited in this GRI content index from January to December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE		LOCATIONS OR EXPLANATION
GRI 2: GENERAL DISCLOSURE 2021	2-1	Organizational details	Page 49 and 50
	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 8
	2-4	Restatements of information	Page 8
	2-5	External assurance	Not applicable, the cost of external assurance reporting would be significant for our company, given the range of material aspects or topics being addressed and the specialized nature of some of these topics. This is the fifth year that our company is reporting with reference to the GRI Standards. In support of ongoing improvement in reporting, we may consider the implementation of external assurance should the cost be deemed reasonable in the future.
	2-6	Activities, value chain and other business relationship	Page 36, 49, and 50
	2-7	Employees	Page 51 and 52
	2-8	Workers who are not employees	Page 51
	2-9	Governance Structure and Composition	Page 54

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GRI STANDARD	DISCLOSURE		LOCATIONS OR EXPLANATION
GRI 2: GENERAL DISCLOSURE 2021	2-10	Nomination and selection of the highest governance body	Page 54
	2-11	Chair of the highest governance body	Page 54
	2-12	Role of the highest governance in overseeing the management of impacts	Page 54
	2-13	Delegation of responsibility for managing impacts	Page 54
	2-14	Role of the highest governance body in sustainability reporting	Page 54 and 57
	2-15	Conflict of interest	Page 54
	2-16	Communication of Critical Concerns	Page 55 and 56
	2-17	Collective knowledge of the highest governance body	Page 45, 46, and 47
	2-18	Evaluation of the performance of the highest governance body	Page 56
	2-19	Remuneration policies	Page 29 and 69
	2-20	Process to determine the remuneration	Page 29
	2-21	Annual total compensation ratio	Page 29 and 69
	2-22	Statement on sustainable development strategy	Page 5
	2-23	Policy commitments	Page 53
	2-24	Embedding policy commitments	Page 53
	2-25	Process to remediate negative impacts	Page 19-22, 55, and 56
	2-26	Mechanism for seeking advice and raising concerns	Page 55 and 56
	2-27	Compliance with laws and regulations	Page 43
	2-28	Membership associations	Page 52



GRI STANDARD	DISCLOSURE		LOCATIONS OR EXPLANATION
GRI 2: GENERAL DISCLOSURE 2021	2-29	Approach to stakeholder engagement	Page 55
	2-30	Collective bargaining agreements	Not applicable, the working conditions and terms of employment for employees at Kiroyan Partners are not influenced or determined based on other collective bargaining agreements.
MATERIAL TOPICS			
GRI 3: MATERIAL TOPICS 2021	3-1	Process to determine material topics	Page 10
	3-2	List of material topics	Page 12 and 13
	3-3	Management of material topics	Page 18, 19, 24, 25, 26, 28, 32, 33, 37, 39, 42, 43, and 45
SPECIFIC DISCLOSURE			
GRI 205: ANTI CORRUPTION 2016	205-1	Operations assessed for risks related to corruption	Page 59
	205-2	Communication and training about anti-corruption policies and procedures	Page 59 and 60
	205-3	Confirmed incidents of corruption and actions taken	Page 60
GRI 301: MATERIALS 2016	301-1	Materials used by weight and volume	Page 61
	301-2	Recycled input materials used	Page 61
	301-3	Reclaimed products and their packaging's materials	Page 61
GRI 302: ENERGY 2016	302-1	Energy consumption within the organization	Page 61
GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	Page 62
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	Page 62 and 63
	401-3	Parental leave	Page 63

GRI STANDARD	DISCLOSURE		LOCATIONS OR EXPLANATION
GRI 402: LABOR / MANAGEMENT RELATIONS 2016	402-1	Minimum notice periods regarding operational changes	Page 63
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-8	Workers covered by an occupational health and safety management system	Page 64
GRI 404: TRAINING AND EDUCATION	404-1	Average hours of training per year per employee	Page 64 and 65
	404-2	Programs for upgrading employees' skills and transition assistance program	Page 65-67
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 68
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance body and employees	Page 68-70
	405-2	Ratio of basic salary and remuneration of women to men	Page 70 and 71
GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	Page 71
GRI 418: CUSTOMER PRIVACY 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 71



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