

Positive Social Impact

Great progress was made in 2022 through our various efforts to drive D&I awareness. We achieved several important performance milestones and exceeded some 2024 targets based on the four D&I focus areas, as follows:

Activity	2022 Results	2024 Targets
Women in Senior Leadership	29%	28%
Young employees (35 years and below) involved in project leadership roles	34%	25%
Multinationals in Senior Leadership	10%	11%
Different perspectives respected and valued*	3 rd quartile	3 rd quartile

* Measured using employee survey, POCS 2022

The PETRONAS Leading Women Network (PLWN) continued to bridge the gender gap across our business and operations. We collaborated with industry players by leveraging the Malaysian Women in Energy (MyWiE) network to host a sponsorship programme with university students. Through this programme, three PETRONAS leaders participated in the Speed Mentoring and panellist session at the Offshore Technology Conference (OTC) Asia 2022, and five representatives joined the Women in Energy Reception hosted by the United States (US) Embassy.



We initiated conversations on careers in the energy industry by taking part in the Women's Global Leadership Conference on Energy (WGLC).

We also believe in the value that neurodivergent individuals can bring to the organisation, hence we intend to create a robust ecosystem to engage and retain neurodiverse talent and tap into their full potential for PETRONAS' growth.

We foster a sense of belonging among our employees through the establishment of various clubs and associations within the organisation. Through clubs such as the PETRONAS Sports and Recreation Club (KSRP), Association for Wives and Women Staff of PETRONAS (PETRONITA) and the Young Professionals Club (YPC), activities catering to diverse interests are organised and carried out.

Cultivating the Right Behaviour and Mindset

We recognise that resilience is a key factor that will help us overcome our future challenges. Therefore, it is important to reinvigorate and improve the way we do things, bravely expanding beyond our traditional business areas, guided by our Statement of Purpose, Shared Values and PETRONAS Cultural Beliefs.

1 PETRONAS Organisational Culture Survey (POCS)

We actively listen to the voices of our employees through POCS, where employees were given the opportunity to provide feedback about the organisation. It also helps to identify challenges that hinder high performance. The response rate for POCS 2022 was 90 per cent.

2 Top Leaders Dialogue (TLD)

Recognising that the right behaviour and mindset start at the top, the Top Leaders Dialogue (TLD) sessions were conducted to facilitate continuous engagement, alignment and collaboration on business direction. We collaborated with the PETRONAS Leadership Centre (PLC) to conduct several sharing sessions with well known industry thought leaders to enhance the enterprise perspective of 180 of our top leaders comprising senior general managers and above.



3 Continuous Improvement (CI) Mindset

The Continuous Improvement (CI) mindset is an essential component in sustaining our presence as a Fortune Global 500® company, and needs to be embedded in our people's mindset and behaviours as we progress. We focused on streamlining our business processes through simplification to drive performance.

- Making Impossible Possible Awards and Convention (MIPAC)

This operational excellence platform was designed to drive improvement, innovation and value-focused mindset among employees, encouraging them to push boundaries and deliver operational excellence. The two-day in person event hosted 1,500 attendees and the virtual event spanning one month engaged around 4,500 participants.