

30,647 learning objects available for training via curriculum, events, online courses, videos and external content.

43,633 participants (**97.1 per cent** active learners).

Achieved **50.1** learning hours per employee via myLearningX.

1,567 active coaches with **315** coaching relationships.

The refreshed EPM via myCareerX has enabled easy access for our employees and their managers to monitor performance and facilitate continuous performance conversations.

We also enhanced the Underperformer Management system to proactively carry out early intervention for identified employees.

We changed the PETRONAS Cultural Beliefs Behaviour Evaluation (BePCB) Guidelines into a 360-degree evaluation from the earlier 180-degree version. With this change, our employees' direct managers and team members were able to give feedback, as well as managers and members from other teams whom they have worked with.

We also embedded open and transparent values in BePCB to encourage employees to speak up in performance-related conversations, with a focus on learning and development aspects.

Talent Ecosystem

We empower and enable our people to drive their career progression through a robust talent ecosystem.

In 2022, we continued to enhance our principles and processes, particularly in the areas of employee performance management, career progression and personal marketability, all of which are supported by an integrated HR platform called myCareerX.

Refreshed Employee Performance Management (EPM)

We refreshed our EPM for the wholesome development of our employees and an enhanced end-to-end talent journey for them by nurturing a growth mindset and behaviour. The refreshed EPM aligns performance objectives with individual aspirations, commits employees to roles and responsibilities with the needed competencies and promotes a self-driven culture based on continuous feedback and coaching.

Enhanced Career Progression Principles

We introduced our enhanced career progression principles in late 2021, which enables role-based progression anchored on competency, and a simplified decision-making process from 2022 onward.

We initiated a pilot programme within the Human Resource fraternity, focusing on the following areas:

- Enabling our people to progress within and across roles while balancing business and talent needs, in line with matching employees' aspirations with organisational goals.
- Promoting competency-based progression through fit-for-purpose assessments, with performance managed through EPM.
- Simplifying the decision-making process by empowering line managers to make progression decisions for manager-level and below.