

- **282** employees received counselling with a total of 954 hours, a **15** per cent increase from 2021.
- **70** per cent of employees who received counselling reported the therapy to have been effective.
- Digital coaching increased by **119** per cent from **533** individual sessions in 2021 to **1,166** individual sessions in 2022.
- Number of callers to the EAP Careline dropped **14** per cent to **700** from the previous year's **811**.

Creating an Inclusive Culture

We remain focused on creating an intentionally inclusive culture. We do this by reinforcing the right behaviours and mindset to sustain an environment that will help us progress and accelerate our ability to deliver on our commitments. Our talent composition in 2022 comprised of 29 per cent women, which was an improvement from 28 per cent in 2021. We employ over 100 nationalities and 40 per cent of our total population is aged 35 years and below.

Driving Diversity and Inclusion (D&I)

Diverse ideas, views and backgrounds create a more progressive work environment which in turn delivers better outcomes. In creating an intentionally inclusive culture, we drive change through leadership and governance, communication, education and culture.

1 Leadership and Governance

The Board of Directors approved our baseline and targets as we work towards more focused efforts on D&I. We are governed by requirements in areas where we operate and aim to seek and nurture local talents for senior management roles across the Group.

We collaborate through reputable associations and organisations, such as the International Association of Oil & Gas Producers (IOGP), World Business Council for Sustainable Development (WBCSD) and the World Economic Forum (WEF) to network and benchmark global practices of Diversity, Equity and Inclusion (DEI). In 2022, our Senior Vice President of Group Human Resource Management was assigned the role of Commissioner in the Business Commission to Tackle Inequality (BCTI) by WBCSD.

In ensuring diversity of thought at all levels, myTalentX was introduced in 2022 as a digital platform to identify potential leaders through a process of transparent and effective succession planning.

2 Communication

Strategic conversations with the Board were held on the topic of 'Equity'. The conversations covered the foundation and fundamentals of Diversity, Equity and Inclusion (DEI), leading best practices, priorities and commitment going forward on the matter. The Board were also updated on PETRONAS' progress and efforts towards D&I.

3 Education

The Conscious Inclusion Programme was rolled out to raise awareness on the importance of D&I to PETRONAS. We conducted engagement sessions with the Board and upskilled and trained more than 250 PETRONAS leaders groupwide.

We launched e-Learning modules on Inclusive Mindset for middle managers and executives which were attended by 278 participants.



4 Culture

In strengthening a culture of D&I, we rolled out the D&I module via the PETRONAS e-Survey to encourage employees to speak up on the topic. We conducted a forum on building an inclusive workforce featuring internal and external speakers. It was attended by 1,600 employees virtually and in-person.

We introduced myCareerX, an integrated HR platform that enables employees to take charge of their own career journey. The platform promotes transparency within the organisation and gives employees equal opportunities to explore other roles available across PETRONAS. This allows for a more diverse and inclusive talent pool as we work towards developing the workforce of the future.

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.