Developing talent in a global environment – pursuing success with the employment value proposition
Background of PETRONAS
- Video
Our Current Corporate Structure

Fully integrated business along the petroleum value chain led by a dedicated leadership team

Datuk Wan Zulkifli Wan Ariffin
(President/CEO PETRONAS)

Explore, develop, produce and monetise oil and gas resources

Further add value to oil and gas molecules apart from operational excellence
Pioneering Spirit
The pace of globalisation has now accelerated to new heights

Worldwide Operations
- Exploration & Production ventures in more than 20 countries
- LNG facilities in Malaysia, Egypt, UK, and Australia
- Refineries and petroleum product retail leader in Malaysia and South Africa

Workforce Composition

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>18</td>
<td>6,715</td>
<td>13,136</td>
<td>25,733</td>
<td>33,944</td>
<td>40,992</td>
<td>46,145</td>
<td>49,193</td>
<td></td>
</tr>
</tbody>
</table>

Workforce Strength (total headcount)

Nationalities
- 2012: 86
- 2014: 10

Non-Malaysian
- 2012: 0%
- 2014: 1%

Women Workforce
- 2010: 2%
- 2014: 8%

% Women Workforce in Management
- 2012: 18
- 2014: 20

*Note: Data as at December 2014*
Presence of diverse talents across the globe requires integration & alignment of talent strategies with business aspirations

**North America – 374**
- HCN: 318
- Malaysian: 31
- Others: 25

**Europe – 1,065**
- HCN: 1,001
- Malaysian: 27
- Others: 37

**FSU – 608**
- HCN: 488
- Malaysian: 118
- Others: 2

**Middle East & Africa – 5,184**
- HCN: 4,768
- Malaysian: 375
- Others: 41

**Asia – 1,760**
- HCN: 1,485
- Malaysian: 182
- Others: 93

**Malaysia – 40,996**
- HCN: 39,108
- Malaysian: 1,888

**South America – 388**
- HCN: 386
- Malaysian: 1
- Others: 1

**Australia – 47**
- HCN: 23
- Malaysian: 18
- Others: 6
Our workforce has grown over 3 times in the past 20 years

1995

~ 13,200

2015

3x the size

~ 51,000

(21% Non-Malaysian)
We need sufficient and strong leaders to realize our aspirations

Expand portfolio of international assets

More than 55000 staff

2019

Refinery capacity increased by 76%

Double LNG production capacity

2x lubricant sales volume

Double petrochemicals output

2015

Talent Development

✓ Focus on individual **strength** to increase breadth of **diversity**
✓ **Results driven** talent development
✓ **Shared accountability & responsibility** in developing talent
✓ **Double** the number of leaders to be developed in **half the time**
✓ **Deeper capabilities** and **focused competencies** in key areas
Current shift in the Global Oil Market

Rapid drop in oil prices inevitably affected the industry and its workforce

- Operational efficiency
- Optimising portfolios
- Deferment of projects
- Cost optimisation

The Employment Value Proposition (EVP) is key in retaining and motivating talents.
PETRONAS Employment Value Proposition (EVP)
Our Employment Value Proposition (EVP)
Promises an enriching experience anchored along Trust, Grow & Reward

TRUST
- A deep sense of honor, pride and commitment to belong to an organisation that is anchored in a strong tradition of ethics and integrity
- A rich, multicultural environment that celebrates diversity and promotes equal opportunity

GROW
- A challenging and fulfilling career with an expanding global organisation
- A wealth of opportunities to grow expertise, skills and experience
- An environment which promotes leadership, innovation and creativity

REWARD
- A work place that rewards competitively based on performance
- An environment where your contributions are recognised and appreciated
Responding to the challenge
Managing global talent hinges on effective global mobility for career growth & competitive rewards

- Balance between ‘Build’ and ‘Buy’ talents
- Progressively localise talents
- Deploy talents with scarce skills
- Leverage on education

- Accelerate technical capability
- Build trade skills & knowledge
- Apply culture-driven leadership & differentiation
- Mobilise cross-borders

- Drive standard Employee Performance
- Steer equal opportunity career growth
- Identify & pursue top talent

SOURCE

DEVELOP

PERFORM
Leverage on Education

The seeds for growth are sown both at pre and during employment
Responding to the challenge

Managing global talent hinges on effective global mobility for career growth & competitive rewards

- Balance between ‘Build’ and ‘Buy’ talents
- Progressively localise talents
- Deploy talents with scarce skills
- Leverage on education

- Accelerate technical capability
- Build trade skills & knowledge
- Apply culture-driven leadership & differentiation
- Mobilise cross-borders

- Drive standard Employee Performance
- Steer equal opportunity career growth
- Identify & pursue top talent
Employee Performance Management

Employees are entrusted at the driver seat in driving their performance with the superiors alongside providing continues coaching and feedback.

Coaching, Review & Feedback
Continuous engagement driver that accelerates the journey towards the aspiration in becoming a High Performing Organisation.

Wholesome Appraisal
Superior and subordinate will collect data and evidences to conduct the periodic and Year End performance review with consist of Performance Objectives, Leadership Behaviour, Shared Values and People Management Contribution.
Our Talent Management is aligned to the EVP

Leaders in PETRONAS will experience the ‘value proposition’ in their career journey in PETRONAS
Thank You
ACD has successfully improved time to autonomy (TTA) that equipped talents with strong foundation in key skills.

30% of Technical Executives is expected to achieve time to autonomy at 7 years.

- **2015**: 7 Years
- **2013**: 7 Years 4 Months
- **2012**: 7 Years 7 Months
- **2011**: 7 Years 10 Months
- **2010**: 8 Years 5 Months
- **2009**: 9 Years 2 Months

**PETRONAS target**

**Average Time To Autonomy** for overall talents is 14 years 5 months.

Source: ACD information obtained from TCM. Progression rate based on HRIS data 31st July 2014.
Holistic Learning & Development

Multiple and Dynamic platforms made available to ensure development in both Functional and Leadership capabilities.