

Human Rights	91
Equal Opportunity, Diversity and Inclusion	101
Talent Management	105
Occupational Safety and Health	114
Supplier Social Impacts	135
Community Engagement	139

Relevant UNSDGs



POSITIVE SOCIAL IMPACT

We are committed to generating lasting value for both our business and society by prioritising the well-being and development of our employees, suppliers, and communities. Alongside a sharp focus on upholding stringent health and safety practices and targets, we place great emphasis on upskilling our workforce with the expertise needed to drive sustainability and growth. At the same time, we have strengthened oversight of human rights and ethical conduct across our supply chain, leveraging the new PETRONAS Supplier Support Programme (PSSP) to enhance long-term sustainability and resilience among our vendors.



POSITIVE SOCIAL IMPACT

HUMAN RIGHTS



WHY IT MATTERS

As a leading gas infrastructure company, upholding human rights is both an ethical imperative and a cornerstone of our social license to operate. We are deeply committed to safeguarding the well-being and fair treatment of every individual within our vast workforce and supply chain.

We recognise that a breach of these principles could result in significant consequences, such as eroding stakeholder trust, diminishing employee morale, and hindering our ability to secure contracts or meet strategic goals. By placing human rights at the core of our operations, we strengthen our reputation as a responsible and principled organisation, laying a solid foundation for business stability and sustainable growth.

OUR APPROACH

Enshrining Our Human Rights Commitments

As the oil and gas industry navigates increasingly complex environments where social concerns take centre stage, proactive oversight of human rights-related risks is critical to sustaining ethical growth. Upholding the highest standards of human rights protection is a core priority for PGB, and our approach is guided by a comprehensive framework of internal and external instruments and policies, including:

HUMAN RIGHTS INSTRUMENTS APPLIED	
<p>External Human Rights Instruments</p> <ul style="list-style-type: none"> • United Nations Guiding Principles (UNGP) on Business and Human Rights • Fundamental Principles of the International Labour Organisation • OECD Guidelines for Multinational Enterprises on Responsible Business Conduct • International Bill of Human Rights 	<p>Guidelines</p> <ul style="list-style-type: none"> • PETRONAS Technical Guideline on Human Rights Due Diligence • PETRONAS Technical Guideline on Indigenous Peoples Assessment • PETRONAS Technical Guideline on Cultural Heritage Assessment • PETRONAS Technical Guideline on Land Acquisition and Involuntary Resettlement
<p>Internal Human Rights Instruments</p> <ul style="list-style-type: none"> • PETRONAS Human Rights Policy • Code of Conduct and Business Ethics (CoBE) • Health, Safety and Environment Policy • Anti-Bribery and Corruption (ABC) Manual • Contractors’ Code of Conduct on Human Rights (CoCHR) 	<p>Standards</p> <ul style="list-style-type: none"> • PETRONAS Technical Standard on Social Risk Assessment • PETRONAS Technical Standard on Grievance Mechanism • PETRONAS Security Management System

POSITIVE SOCIAL IMPACT

Human Rights

Ensuring Protection of Rights Across the Spectrum

Our key instruments and policies for upholding human rights include Code of Conduct and Business Ethics (CoBE) and PETRONAS' Human Rights Policy. These foundational documents establish clear commitments and standards for human rights protection, aligning with international benchmarks such as the United Nations Guiding Principles (UNGP) on Business and Human Rights, the UNGP Effectiveness Criteria, the Fundamental Principles of the International Labour Organization, and all applicable legal requirements within our markets of operation.

CoBE - WORKPLACE CULTURE AND ENVIRONMENT

The CoBE outlines clear standards for workplace culture and conduct, applicable to all employees and third parties carrying out work for or on behalf of PGB. It is actively communicated to stakeholders, including business partners, through regular engagement sessions to ensure alignment with our ethical expectations.

The CoBE addresses a broad spectrum of workplace culture and environment standards, integral to fostering a respectful, inclusive, and safe work environment while upholding our commitment to ethical business practices. These standards include the following:

- Safe, Secure, and Conducive Workplace Environments
- Unlawful Discrimination
- Occupational Health, Safety and Environment
- Sustainable Development
- Substance Misuse (Drug and Alcohol Abuse)
- Dress Code
- Borrowing Money
- Sexual Harassment
- Workplace Bullying and Harassment
- Non-Business Workplace Relationships
- Human Rights

PETRONAS' HUMAN RIGHTS POLICY

PETRONAS' Human Rights Policy further strengthens our human rights commitments and practices. Anchored in the following five (5) key principles, it underscores our dedication to safeguarding human rights across all areas of our operations:

- Respect for internationally recognised human rights
- Adoption of a risk-based approach to human rights due diligence
- Access to effective grievance mechanisms and remedies
- Implementation of appropriate governance for human rights policy and processes Groupwide
- Commitment to maintaining disclosure and reporting across the Group

The policy affirms our commitment to respecting the rights of all individuals impacted by our activities and eliminating all forms of discrimination, child labour, and human trafficking. It ensures a risk-based approach to human rights due diligence, focusing on four (4) critical areas of material importance: labour and working conditions, community well-being, supply chain management, and responsible security. Additionally, it guarantees access to effective grievance mechanisms and appropriate remedies to uphold accountability.

Aligned with the United Nations Guiding Principles (UNGP) on Business and Human Rights, we prioritise four (4) key areas: Labour and Working Conditions, Responsible Security, Supply Chain, and Community Well-being. Through rigorous due diligence and effective grievance management, we proactively address human rights risks while fostering positive social impact in the communities where we operate.

POSITIVE SOCIAL IMPACT

Human Rights

Promoting Human Rights Compliance Amongst Contractors

In 2024, we made significant strides in enhancing human rights oversight across our supply chain, which included a comprehensive revamp of the Contractors' Code of Conduct on Human Rights (CoCHR) that was officially approved and implemented in June 2024.

The CoCHR applies to any parties performing work or services for or on our behalf and those holding PETRONAS' license and/or registration. Contractors are obliged to ensure that any parties performing work and/or business for or on our behalf adhere to the CoCHR as well.

To ensure adherence to the CoCHR, contractors, are engaged on human rights issues through a pre-mobilisation assurance process prior to the commencement of jobs at our worksites, and are assessed for compliance from time to time. Failure by contractors to comply with the requirements set out in the CoCHR may result in actions taken, including terminating the non-complying party's relationship with PGB and other measures.



PETRONAS requires its contractors to:

10 KEY REQUIREMENTS FOR CONTRACTORS



Respect internationally recognised human rights, complying with PETRONAS' CoBE and all relevant legal requirements.



Take reasonable steps to ensure that policies and guidelines with respect to human rights are in place and adhered to by any party performing work and/or business for or on behalf of PETRONAS. These policies and guidelines shall include labour rights, workplace health and safety, security, and conditions of employment. These policies and guidelines shall be made known to employees, workers, and contract personnel in languages they understand.



Sign an attestation confirming compliance with the CoCHR.



Identify, mitigate, and address human rights risks, at a minimum on risks relating to forced labour, child labour, labour rights, non-discrimination, freedom of association, and humane treatment ("material risks").



Provide human rights awareness training to employees, workers, and contract personnel and ensure that all employees, workers, and contract personnel providing works or services to PETRONAS attend the training.



Establish a grievance mechanism for its employees, workers, contract personnel and any party involved in providing works or services to PETRONAS. This grievance mechanism shall be made known to them and in languages they understand. The grievance mechanism shall have appropriate follow-up measures while ensuring that the identity of the complainant is protected.



Systematically close actual or potential adverse human rights impacts through time-bound corrective action plans



Provide access to remedy and cooperate in the resolution process of impacted stakeholders where the contractors have caused or contributed to adverse human rights impact.



Take reasonable steps to embed safeguards for human rights in supply chain processes; ensure appropriate governance frameworks are applied to non-compliant high-risk contractors and subcontractors.



Provide timely feedback to PETRONAS regarding human rights performance as gathered through personnel engagements, questionnaires and other appropriate means as required.

POSITIVE SOCIAL IMPACT

Human Rights



ESTABLISHING MATERIAL HUMAN RIGHTS RISKS FOR CONTRACTORS

In line with the above, contractors shall ensure adherence to the following material risks:



Forced Labour

By not engaging or employing people, under any circumstances, against their own free will or engaging in bonded labour/debt slavery.



Child Labour

By not employing children below the legal minimum working age requirement of any country.



Labour Rights

By upholding the rights and welfare of their employees, workers, and contract personnel (both local and foreign) through compliance with all applicable laws and agreements related to compensation and working conditions. This includes adherence to minimum wage, overtime pay, legally mandated benefits, and the maximum number of working hours. Contractors must also respect local laws or collective agreements that govern overtime work and holiday work, ensuring that their operations do not exploit employees, workers, and contract personnel and provide them with fair compensation for their labour.



Commitment to Non-Discrimination

By not engaging in any form of unlawful discrimination based on race, ethnicity, colour, age, gender, gender identity or expression, sexual orientation, political beliefs, citizenship, national origin, religion, disability, parental status, economic/class status, or unrelated characteristic in hiring and employment practices.



Freedom of Association

By respecting the legal rights of employees, workers, and contract personnel to become members of a labour union or otherwise.



Humane Treatment

By respecting rights of employees, workers, and contract personnel and ensuring no harsh and inhumane treatment, including any form of mental or physical coercion, or verbal abuse of employees, workers, and contract personnel.

POSITIVE SOCIAL IMPACT

Human Rights



LEVERAGING DIGITAL TOOLS TO ENHANCE OVERSIGHT

We leverage the following digital instruments to ensure the compliance of our contractors to our human rights commitments and standards:

Express Registration for External Service Provider (XPRESS)

We strictly prohibit the employment of underaged children and forced labour, holding contractors accountable to these standards. To enhance oversight, all potential contractors and their employees are verified through the XPRESS system before engagement. Contract clauses also mandate compliance with CoCHR and relevant labour laws.

For PETRONAS employees, hiring processes are managed through HRM systems to ensure full compliance with human rights standards.

Fatigue Management System (FMS)

To prevent fatigue-related incidents, the FMS system tracks and monitors the hours worked by PGB employees and contractors, ensuring adherence to the Hours-of-Service Limit. Those exceeding the limit are restricted from accessing their workplace. This system adheres to the following legal and industry standards:

- Laws of Malaysia Act 265; Employment Act 1955
- Occupational Safety and Health Industry Code of Practice for Road Transport Activities 2010 (Malaysia)
- Fatigue Risk Management Systems for Personnel in the Refining and Petrochemical Industries – ANSI/API Recommended Practice 755; Second Edition, 2019
- IOGP-IPIECA Managing Fatigue in the Workplace – A Guide for Oil and Gas Industry Supervisors and Occupational Health Practitioners – IOGP Report 626, 2019
- IOGP-IPIECA Performance Indicators for Fatigue Risk Management Systems – Guidance document for the oil and gas industry 2012
- IOGP-IPIECA Assessing Risks from Operator Fatigue – Guidance document for the oil and gas industry 2014
- IOGP-IPIECA (2012). Performance Indicators for Fatigue Risk Management Systems – Guidance document for the oil and gas industry – IOGP-IPIECA Health Committee, 2012

Proactively Assessing Human Rights Impacts

PGB integrates human rights impact assessments into our core business processes, ensuring an ongoing, proactive approach to identifying and addressing human rights risks. We remain committed to conducting SRAs every five (5) years or as and when required to uphold our human rights commitments across all operations and projects. The previous Social Risk Assessment (SRA) cycle was conducted at GPU in 2021 and served as a critical tool in identifying and understanding our salient human rights issues. We continued this effort at GTR assets in 2024.

These assessments enable us to take targeted actions for the avoidance, prevention, and mitigation of human rights issues. In alignment with industry standards and the unique nature of our business, we actively engage with stakeholders to identify salient and business-specific human rights concerns. This collaborative approach ensures we remain attuned to the expectations of affected communities, employees, and other relevant parties.

POSITIVE SOCIAL IMPACT

Human Rights

Ensuring Equal and Fair Working Hours

To ensure equitable working conditions and equal expectations from employees regarding working hours, we strictly comply with the Employment Act 1955 and its 2022 Amendment, which introduced key changes to working hours and overtime regulations. Most notably, the amendment reduced the maximum weekly working hours from 48 to 45 hours. Consequently, any work performed beyond 45 hours per week entitles employees to overtime pay, with a total overtime limit capped at 104 hours per month.

To drive consistent application of these rules, we have explicitly outlined our compliance in key policy documents. The Collective Agreement between PETRONAS and In-house Unions guides our treatment of non-executives, while the Flexible Work Options document provides guidance for all employees.

In line with our commitment to preventing excessive working hours, PGB has set maximum working hours at 39-42 hours per week—well below the regulatory maximum of 45 hours. Under the Collective Agreement, shift employees and regular offshore employees work an average of 42 hours per week, while other employees work 39 hours per week. Similarly, the Flexible Work Options document specifies a 39-hour workweek for employees with non-shift schedules.

Dedicated Grievance Mechanism for Human Rights

To ensure transparency and accountability in addressing human rights issues, we have established a dedicated grievance mechanism accessible to all internal and external stakeholders, including local communities affected by our operations.

KEY HUMAN RIGHTS ELEMENTS COVERED BY THE MECHANISM



Labour and Working Conditions

- Forced labour
- Child labour and young workers
- Non-discrimination
- Freedom of association
- Workplace or accommodation health and safety
- Conditions of employment

Responsible Security

- Conduct of third-party security
- Mechanism to report on security personnel

Community Well-being

- Land management (Right-of-Way, compensation, access to natural resources)
- Indigenous peoples
- Cultural heritage
- Community health and safety
- In-migration
- Right to clean air and water

Supply Chain Management

- Supplier performance related to labour and working conditions, responsible security and community well-being

POSITIVE SOCIAL IMPACT

Human Rights



DEDICATED STAFF, COMMITTEES AND PROCESS TO MANAGE GRIEVANCES

To address grievances effectively and equitably, we have established three (3) key roles, each undertaken by dedicated personnel:

Community Liaison Officer (CLO) or Grievance Focal

- Develops and manages the grievance mechanism procedure
- Establishes and maintains the grievance database or system
- Monitors, analyses, and reports on grievance mechanism performance
- Serves as the primary point of contact with complainants or aggrieved parties
- Conducts screening and initial assessments of grievance legitimacy
- Facilitates and promotes grievance resolution to the complainant

Grievance Mechanism Custodian

- Appoints a dedicated Grievance Focal or CLO
- Oversees the development and management of the grievance mechanism
- Assigns an Issue Owner to handle specific grievances
- Chairs the Grievance Resolution or Appeal Committee at the site level
- Appoints third-party mediators or collaborators if required
- Escalates grievances to higher levels (such as Business Units) when necessary
- Approves reports for internal and external reporting

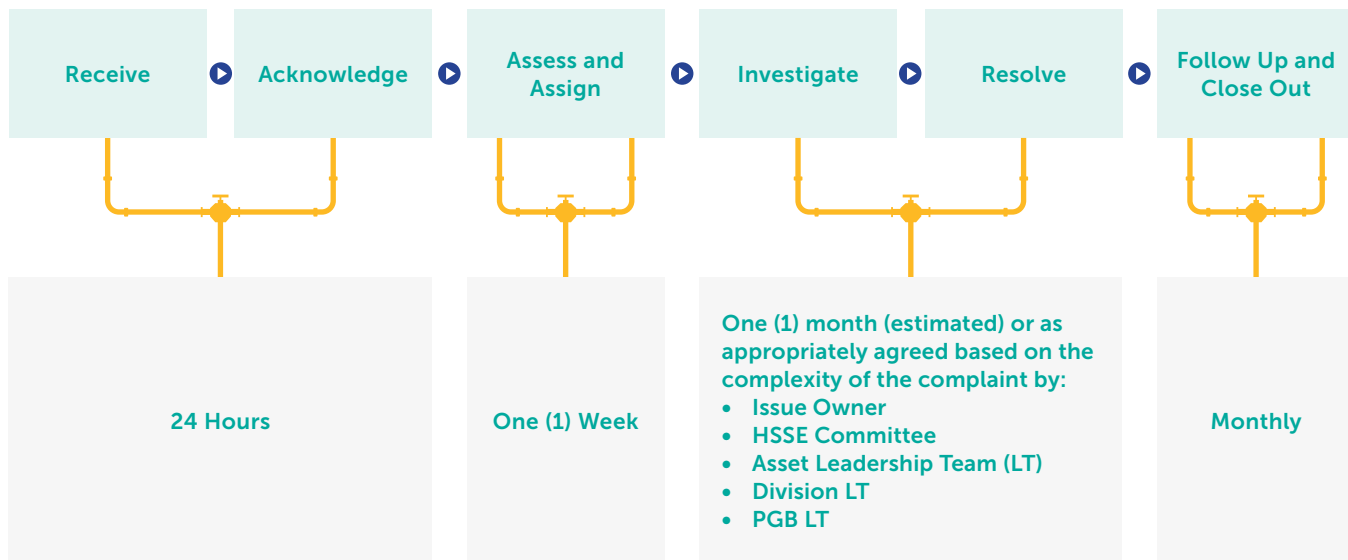
Grievance Resolution Committee or Grievance Appeal Committee

- Integrates grievance monitoring and tracking as a fixed agenda in HSE Committee meetings
- Analyses grievances and deliberates options for resolution, ensuring no conflict of interest
- Deliberates on appeal cases and approves final resolutions
- Ensures the implementation of agreed resolutions or escalates cases if necessary
- Signs off on case closures

POSITIVE SOCIAL IMPACT

Human Rights

The process flow outlined below serves as a comprehensive guide for all staff handling grievance reports, ensuring that each grievance is promptly assigned, thoroughly investigated, and effectively resolved. By adhering to this structured approach, we mitigate the risk of minor grievances escalating into significant issues, safeguarding the interests of all stakeholders involved.



To maintain the effectiveness of our grievance mechanism and processes, we implement a First Line Assurance process. This involves a designated focal person conducting quarterly evaluations to ensure the mechanism operates as intended.

In instances where a grievance reveals a human rights issue that the PGB is found to have contributed to, we are committed to taking swift and decisive action to address the matter and provide appropriate remedies to all affected parties.

KEEPING STAKEHOLDERS INFORMED



We ensure that stakeholders are well-informed about our grievance mechanism and empowered to utilise it effectively when needed. Relevant information is disseminated through various channels, including brochures, posters, helplines, as well as through CIMAH engagements and townhalls.

Supporting Whistleblowing

Our support of human rights extends to fostering a workplace environment that respects every individual’s rights. To uphold this commitment, we leverage the PETRONAS Whistleblowing Policy, ensuring our affairs are conducted ethically, responsibly, and transparently.

The policy, along with its whistleblowing channel, provides a secure platform for employees and the public to report any improper conduct within PGB. This avenue allows individuals to raise complaints regarding observed or experienced wrongdoings, including but not limited to:

- ▶ Workplace Bullying
- ▶ Sexual Harassment
- ▶ Fraud
- ▶ Abuse of Power
- ▶ Conflicts of Interest
- ▶ Misuse of Company Property
- ▶ Bribery
- ▶ Theft or Embezzlement
- ▶ Non-Compliance with Procedures

POSITIVE SOCIAL IMPACT

Human Rights

The list above is not exhaustive and includes any act or omission that, if substantiated, would constitute misconduct under the CoBE or a criminal offence under applicable laws and regulations in force.



THOROUGH AND CONFIDENTIAL INVESTIGATION

Complainants may submit their reports through the PETRONAS WhistleNOW platform powered by Whispli. All complaints received are handled with utmost care and processed as follows:

Whistleblowing Secretariat (WBS)

The WBS is responsible for the registration, monitoring, and reporting of the complaint. The secretariat will conduct a preliminary assessment and present the findings to the Whistleblowing Committee. The secretariat will ensure the complaint is given due attention and is pursued until closure.

Whistleblowing Committee (WBC)

The WBC is responsible for the evaluation of the preliminary assessment. They will assign the Investigation Party to conduct a detailed investigation. The committee will then assess and deliberate on the investigation report and determine a forward course of action. The committee will ensure justice is delivered for any misconduct ascertained from the investigation.

Investigation Party

The Investigation Party is responsible for performing a thorough investigation of the complaint. They will carry out a comprehensive investigation to allow for a fair evaluation by the committee.

All complainants are assured anonymity throughout the whistleblowing process to the extent reasonably practicable and are protected from any repercussions arising from their lodged complaints, provided the complaint is made in good faith. This protection remains in place even if subsequent investigations reveal that the complainant was mistaken about the facts of the issue or the rules and procedures involved.

To ensure the effective handling of bullying or harassment cases, we conduct industrial relations training for our line managers, with 25 managers attending the training during 2024. Additionally, 60 employees completed the CoBE e-learning module, providing them with a refresher on the policy as part of our continuous learning efforts.

Engaging Employees on Human Rights Issues

We regularly engage with our employees and contractors to refresh their understanding of human rights and inform them of any new developments in the field. These sessions also serve as a platform for transparent discussions, allowing us to gather feedback on our processes and identify areas for improvement. In addition to engagement activities, we embed human rights commitments into our corporate practices by ensuring that all employees receive training in human rights management.

In 2024, we conducted the following key engagement initiatives and refresher training via e-learning open to all stakeholders:

Engagement and Training on Workplace Culture

- The engagement sessions covered issues such as sexual harassment and workplace harassment during multiple platforms on February, July and August 2024
- 60 newly hired staff completed CoBE learning in 2024

Human Rights Engagement Sessions

- We continued this effort at GTR assets in 2024

Supporting Freedom of Association and Collective Bargaining

Since its establishment in 1983, Kesatuan Kakitangan Petroliaam Nasional Berhad (KAPENAS) has served as the union for our non-executive staff, providing a platform for employees to exercise their right to freedom of association. With representatives from each of our assets, KAPENAS facilitates collective bargaining processes with the Group every three (3) years. During the reporting year, four (4) engagement session between KAPENAS and management was conducted to address union matters, including provisions and implementation of the collective agreement.

POSITIVE SOCIAL IMPACT

Human Rights

OUR PERFORMANCE

Human Rights and Labour Violations

During the year in review, we recorded a solitary misconduct issue related to workplace harassment, which was investigated and resolved in a timely manner.

	2022	2023	2024
Human Rights Violations	1	0	1
Labour Standard Violation	0	0	0

Child Labour and Forced or Compulsory Labour

In alignment with the standards outlined in Part III: Workplace Culture and Environment of our CoBE, we remain resolute in preventing child labour and all forms of forced or compulsory labour. These commitments are further reinforced for contractors through the provisions included in our CoCHR.

During the year under review, assessments revealed that neither our operations nor our suppliers faced any significant risks of incidents involving child labour or young workers in hazardous conditions. Similarly, no significant risks of forced or compulsory labour were identified across our operations or supply chain.

Protecting the Rights of Indigenous Peoples

Across PGB projects and operations, we adhere to established policies and procedures that govern our engagements with indigenous peoples, ensuring that their rights, concerns, and expectations are fully addressed. Our approach involves identifying, avoiding, minimising, and mitigating potential impacts on their communities, livelihoods, cultural heritage, and the surrounding environment. We also provide access to culturally appropriate grievance mechanisms and actively seek to deliver development benefits, including access to employment and economic opportunities.

During the year under review, no incidents involving violations of the rights of indigenous peoples were recorded. This includes the absence of legal actions or complaints related to the impacts of our employees' practices or the effects of our existing or planned activities on indigenous communities.

Formal Human Rights Training for Security Personnel

PETRONAS Group Security ensures that our security personnel receive formal training in human rights and the proper procedures to uphold them. In the year under review, a total of 74 security personnel participated in this specialised training, reinforcing our commitment to ethical security practices and human rights protection.

EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION

WHY IT MATTERS

We believe that fostering diverse and inclusive workplaces is key to driving sustainable growth and creating value. Embracing a mix of ideas, perspectives, and backgrounds cultivates a more innovative and progressive work environment, enabling better outcomes and advancing our strategic objectives as an organisation.

Moreover, being part of an inclusive organisation that champions equal opportunities enhances employee satisfaction and inspires individuals to perform at their best. This, in turn, strengthens our reputation as an employer of choice, helping us attract and retain talent in the relevant industries.



OUR APPROACH

Stringent Policy to Foster Non-Discriminatory Practices

At PGB, we uphold a zero-tolerance stance against unlawful discrimination in the workplace or during the hiring process. Our practices fully comply with all relevant Malaysian laws and are further strengthened by the PETRONAS Code of Conduct and Business Ethics (CoBE).

Aligned with the PETRONAS CoBE, we ensure that no individual is subjected to discrimination in employment or hiring decisions. This includes discrimination based on any characteristic unrelated to the individual's merit or the requirements of the job.




The only preference we maintain is in favour of local recruitment, supporting our commitment to uplifting local communities.

POSITIVE SOCIAL IMPACT

Equal Opportunity, Diversity and Inclusion

Upholding Competitive Merit-Based Remuneration Practices

We are committed to fostering a high-performance culture through merit-based remuneration and reward programmes. Our rewards framework, which is built on the three (3) core pillars outlined below, aims to attract, retain, and motivate a diverse talent pool while fostering an inclusive and supportive work environment. This ensures every employee has equal opportunities to thrive and succeed based on their efforts and contributions.

 <p>Adaptable Rewards</p>	<p>Ensuring rewards are aligned with business goals and adapted accordingly to changes in our business outlook or strategies.</p>
 <p>Equitable Rewards</p>	<p>Providing rewards that are commensurate with individual accountabilities, competencies, and performance.</p>
 <p>Sustainable Rewards</p>	<p>Offering market-competitive rewards that cater to the diverse needs of our workforce while adhering to statutory requirements.</p>

Providing Equal Access to Policy Documents

We prioritise rightful access to our policy documents, ensuring that all employees, regardless of their language or origin, can easily avail and understand our guidelines and procedures. All PGB policies, including our labour standard policy (CoBE), are readily available on PGB intranets, accessible to all employees, and has been translated into the relevant languages spoken by our diverse workforce.

Promoting D&I Amongst Leaders and Employees

We recognise the importance of educating our employees on the value of diverse perspectives and backgrounds while addressing unconscious biases that hinder inclusivity and equal opportunities.

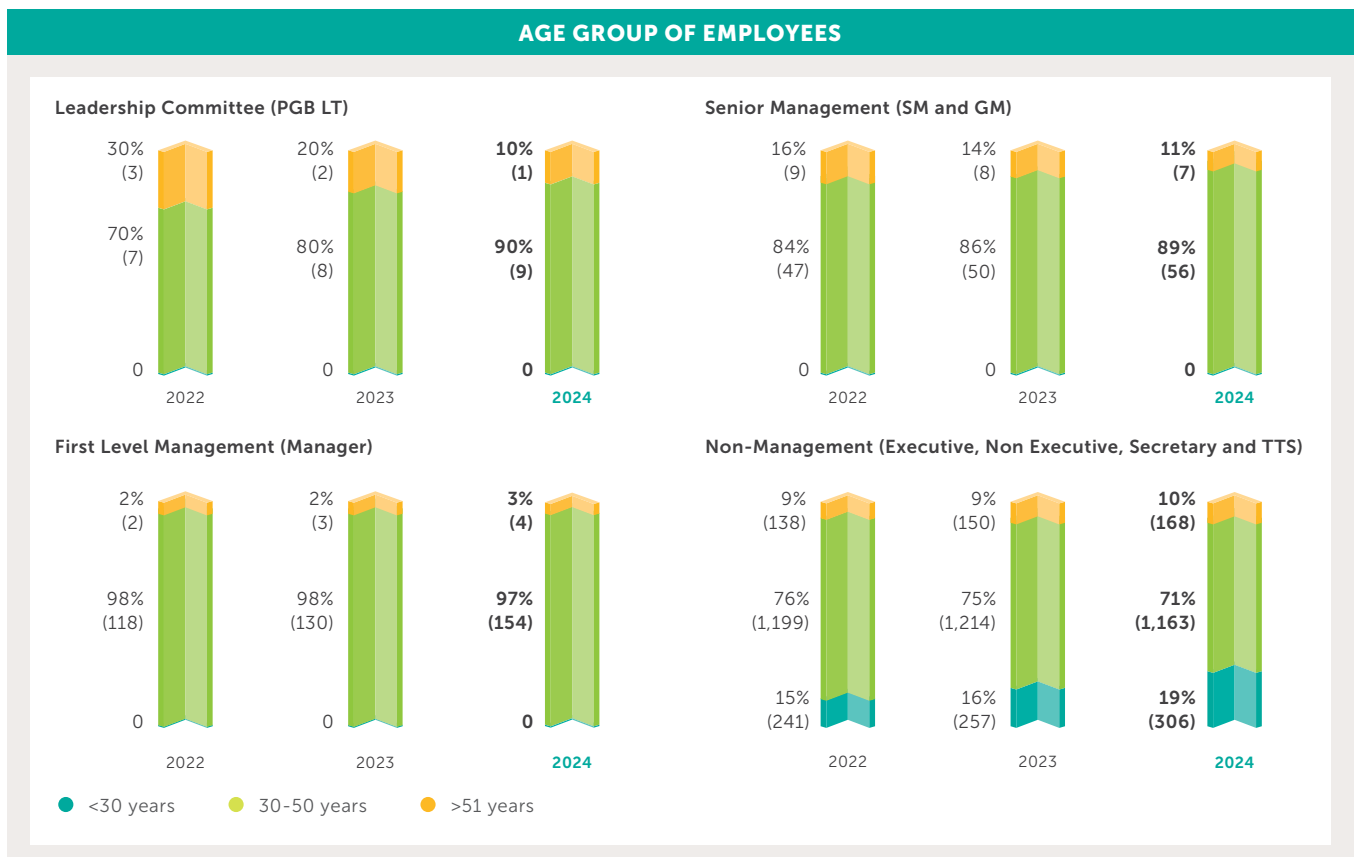
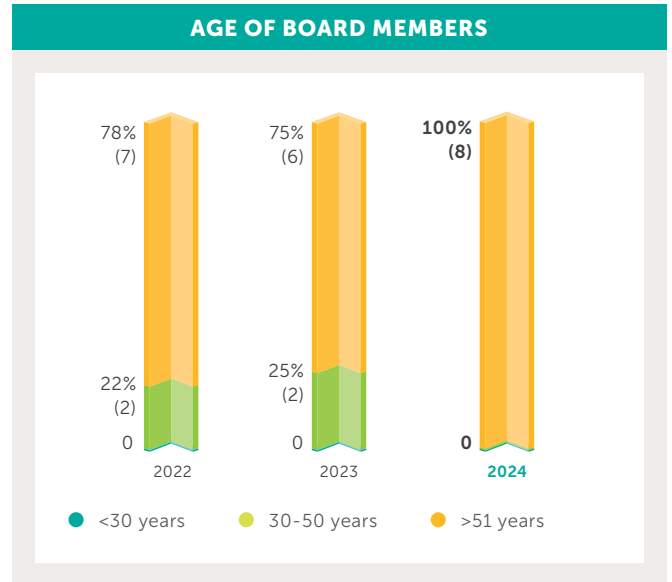
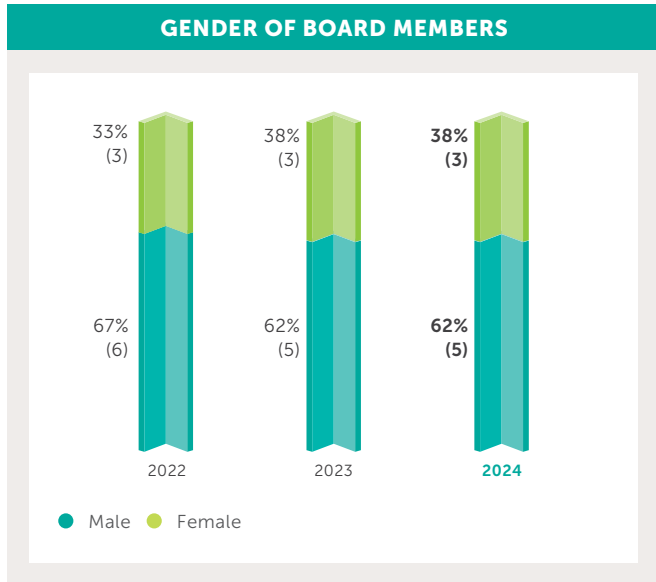
In line with PETRONAS’ Diversity and Inclusion (D&I) programme, we introduced the Conscious Inclusion Programme in 2024, targeting General Managers (GMs) and People Development Committee (PDC) members. This one-day seminar is structured into two (2) modules – Being Inclusive and Leading Inclusive Teams – and aims to foster awareness and drive meaningful action among leaders to uphold D&I principles in the workplace. This interactive session equips leaders with the tools to create a more inclusive work environment. It empowers them to champion D&I within their teams by articulating key messages to employees and mitigating potential biases in their daily interactions. Through such initiatives, we aim to build a workplace culture that thrives on inclusivity and celebrates diversity.

POSITIVE SOCIAL IMPACT

Equal Opportunity, Diversity and Inclusion

OUR PERFORMANCE

Board and Employee Diversity



POSITIVE SOCIAL IMPACT

Equal Opportunity, Diversity and Inclusion

GENDER OF EMPLOYEES



ETHNICITY OF EMPLOYEES



TALENT MANAGEMENT

WHY IT MATTERS

Empowering a Future-Ready Workforce

To achieve our strategic goals and maintain competitiveness in a dynamic business environment, we prioritise having the right talent with the right technical and leadership skills to drive performance and foster innovation. Our comprehensive talent management strategies encompass targeted training to enhance skills and capabilities, leadership development, and the identification and nurturing of future leaders to build high-performing teams.

These efforts, combined with impactful employee engagement systematically strengthen our workforce, enhance talent retention, maximise productivity, and position the company as an employer of choice. Ultimately, our commitment to develop our talent is key to realise our strategic growth ambitions.



OUR APPROACH

Robust Frameworks and Governance of Talent Management

Our talent management practices are designed to create an enabling environment where talents can self-drive their own performance and professional growth.

At the core of these efforts is our monthly People Development Committee (PDC), which formulates staff development plans, mobility strategies, and career progression initiatives. Complementing this is our bi-monthly Talent Council (TC), a platform for robust discussions on succession planning for critical positions and the structured development of top talents within PGB.

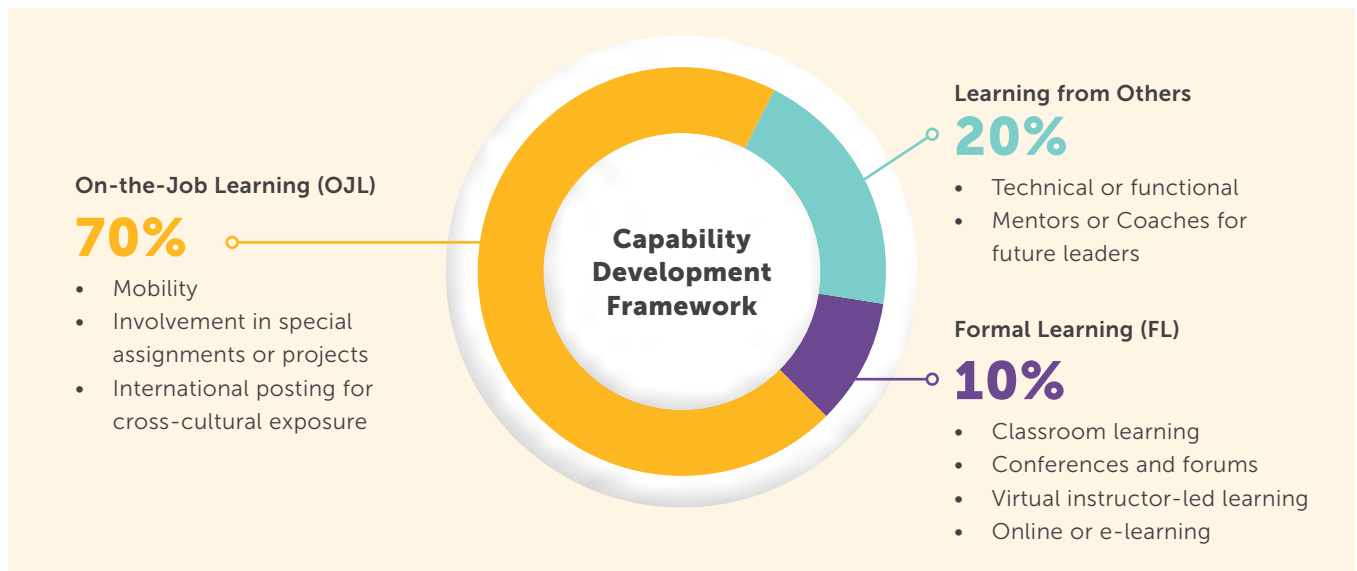
With a strong focus on building a pipeline of future leaders, we prioritise leadership development opportunities through our Leadership and Conditioning Framework. The framework aims to develop future leaders, nurture emerging young leaders, condition newly appointed leaders, and foster workplace mental health awareness to cultivate balanced and effective leadership.

POSITIVE SOCIAL IMPACT

Talent Management

In 2024, we further enhanced this focus by introducing a 3-Year Leadership Development Implementation Plan. This structured roadmap is designed to prepare a robust talent pool and ensure the readiness of identified successors through tailored, fit-for-purpose programmes for potential leaders.

All our leadership development initiatives are underpinned by the Capability Development Framework, which utilises the three (3) key channels of On-the-Job Learning, Learning from Others and Formal Learning, as depicted below.



Developing Leadership Skills at all Levels

To support experienced staff as they transition into roles with greater responsibility, we offer a suite of purpose-driven leadership programmes tailored to their organisational roles and individual development needs.

Icon	Leadership Level	Description
	Transformational Leadership	Aimed at senior leaders transitioning into new roles, this programme offers blended, customised solutions that equip them with the critical knowledge and skills needed to drive sustainable and transformative business results.
	High Impact Leadership	Designed for experienced managers, this programme focuses on enhancing leadership knowledge and practical skills, enabling participants to create a meaningful impact in their current roles.
	Dynamic Leadership	Targeted at new managers, this programme empowers them with essential leadership and motivational skills to excel in their new responsibilities and confidently navigate managerial challenges.
	Foundational Leadership	Developed for executives, this programme prepares participants to become future leaders by honing their ability to drive operational excellence in dynamic business environments with finesse, resilience, and agility.

Complementing these programmes, we accelerate the growth of junior staff through a structured development plan that emphasises technical, HSE, functional, and leadership skills during their first six (6) years at PGB.

In 2024, 32 talents have completed the above leadership programmes, catering to employees across various levels.

POSITIVE SOCIAL IMPACT

Talent Management

Nurturing Young Leaders

A cornerstone of our talent management and succession planning framework is the Nurturing Young Leaders Programme (NYLP), which accelerates the readiness of employees for leadership roles. This three-year programme equips potential leaders with essential skills through a structured framework encompassing leadership training, mentoring, and high-impact assignments.

In addition to targeted training modules that develop critical leadership capabilities—such as influencing others, adopting a leadership mindset, and delivering impactful presentations—participants gain access to curated learning programmes on the myLearningX platform, fostering self-driven digital learning.

Currently, 71 identified potential leaders are participating in the NYLP. In 2024, six (6) leadership programmes were successfully conducted under this initiative, including:

-  **Coaching for Action**
-  **Effective Thought Structuring**
-  **CX Academy**
-  **Leadership Masterclass**
 - Influencing Others
 - Behaving as a Business Owner
-  **PL Mentoring**
-  **Self-Driven digital learning through curated myLearningX NYLP playlist**

Developing Talent Capabilities

We are committed to equipping our talent with the skills and competencies necessary to achieve excellence. The Technical Specialist Qualified Leaders (TPQL) programme plays a vital role in developing competent employees with leadership qualities to operate plants safely and efficiently, ultimately enhancing productivity. In 2024, the programme delivered improved results, with 89% of participants achieving TPQL qualification, compared to 88% in the previous year.

A comprehensive development plan has been established to nurture identified talents to become effective business builders in supporting PGB growth agenda. The focus is on equipping them with the commercial, strategic, and business development skills needed to become competent techno-commercial leaders, capable of driving both technical and commercial success. These skills are acquired through a blended learning approach which include masterclass and assignments. In addition to internal initiatives, we contribute to the broader industry through internship opportunities and employability programmes. In 2024, 73 students participated in our internship programme, while 103 graduates benefitted from placements under the Graduate Employability Enhancement Scheme (GEES), gaining valuable industry exposure and improving their career prospects.

Engaging Employees to Foster a Collective Vision

We prioritise impactful employee engagement by offering a variety of channels for open communication and feedback, enabling employees to address workplace challenges and connect with their teams and leaders. These include annual townhalls, monthly newsletters, and continuous updates on company strategies and plans via our intranet, as well as interactions facilitated through employee unions.

In 2024, we conducted 51 activities and programmes to foster an engaged workforce and facilitate direct engagement with leaders, ensuring transparent and open communication across all levels. Additionally, we issued 11 communications through G&P HRM Bytes and provided regular updates via the HRM Intranet, keeping employees well-informed and connected.

To support employee development, all talent with more than six (6) months of tenure receive annual performance reviews, offering insights into their contributions, areas for improvement, and opportunities for growth. Regular performance conversations are also conducted to ensure alignment with individual and team targets while identifying areas where additional development and support are needed.

For the third consecutive year, we have maintained favourable scores in the PETRONAS Organisational Culture Survey. Our score of 84 in 2024 reflects a engaged workforce aligned with the company’s vision and direction. Moving forward, we will continue to address gaps and enhance engagement initiatives to further strengthen employee satisfaction and organisational culture.

POSITIVE SOCIAL IMPACT

Talent Management

Providing Upskilling Opportunities

Beyond professional development, we are committed to offering our employees opportunities to expand their knowledge in non-work-related areas, recognising that this contributes to greater satisfaction and loyalty. In 2024, our employees participated in the following initiatives:



- A Career in Code: Your Career Path as a Software Developer
- A closer look at the elements of social innovation
- A Design Thinking Approach to Putting the Customer First
- A Great Place to Work for All (getAbstract Summary)
- A Hands-On Introduction to Hugging Face for Developers
- A Manager's Guide to Inclusive Teams
- A Marketer's Guide to Cross-Departmental Collaboration
- A Modern Guide to Strategy Implementation
- A Navy SEAL's Surprising Key to Building Unstoppable Teams: Caring
- A New Way to Think: Your Guide to Management Effectiveness (Book Bite)
- A Practical Guide to Upskilling Your Organisation on AI
- A Strengths-Based Approach to Managing Your Team
- Advanced SQL for Query Tuning and Performance Optimisation
- Articulating Your Value
- Artificial Intelligence and Business Strategy
- AutoCAD Facilities Management: Occupancy
- AutoCAD LT Essential Training
- Azure Fundamentals: Management und Governance (AZ-900 Teil 3)
- Azure Key Vault for Developers
- Azure Machine Learning Development: Part 2
- Business Innovation Foundations
- Business Leadership, Social Change, and Movements
- Business Lessons from a Chess Champion
- Business Process Improvement
- Business Storytelling for Finance
- Business Writing Principles
- Career Clinic: Developer Insights
- Career Essentials in Generative AI by Microsoft and LinkedIn
- Career Strategies for Women Re-Entering the Workforce after 2020
- Career Wellness Nano Tips with Shadé Zahrai
- Careers in Supply Chain and Operations
- Certified Information Privacy Manager (CIPM) Cert Prep: 1 Privacy Programme Development

CONFERENCES

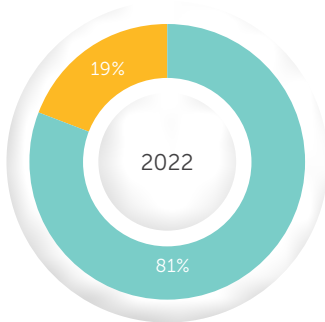
- Seminar: Simposium Pengurusan Air Dan Marin Ke Arah Kelestarian Alam Sekitar
- Seminar Pengurusan Buangan Terjadual Ke Arah Kelestarian Alam Sekitar and Hands-On Eswis
- Seminar Pematuhan Kepada Akta Kualiti Alam Sekeliling 1974 (Efluen Perindustrian 2009)
- Seminar Pematuhan Akta Kualiti Alam Sekeliling 1974, Halatuju Dan Pemakluman Pindaan Akas 2024 Anjuran Jabatan Alam Sekitar Negeri Sembilan
- Seminar Kesihatan Pekerjaan (Kesuma Madani)
- Seminar Dan Majlis Pelancaran Garis Panduan Pentaksiran Dan Pengurusan Risiko Psikososial Pekerjaan Di Tempat Kerja 2024
- The 24th Conference And Exhibition On Occupational Safety And Health (COSH 2024) and 6th Scientific Conference on Occupational Safety and Health (SCICOSH 2024)
- National Human Capital Conference and Exhibition 2024
- Cybersecurity, IT Assurance And Governance Conference 2024
- Conference Symposium Paper Writing
- Conference Of Occupational Safety And Health and Scientific Conference Of Occupational Safety and Health
- Capability Vision Conference 2024 (CAPTIV8)
- 23rd Conference And Exhibition On Occupational Health and Safety

POSITIVE SOCIAL IMPACT Talent Management

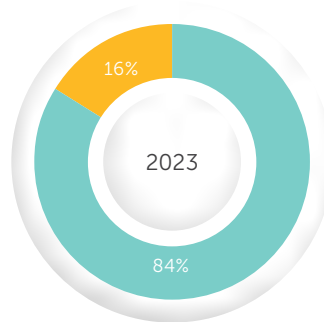
OUR PERFORMANCE

TOTAL AND RATE OF NEW EMPLOYEE HIRES (NEW RECRUITS INCLUDING EXPERIENCED HIRES)

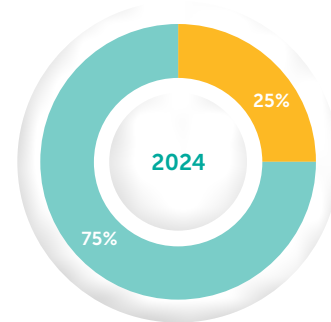
Gender



● Male **119** ● Female **28**

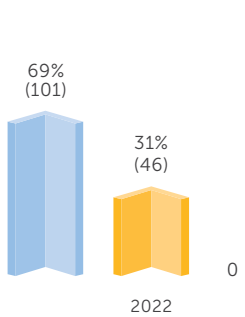


● Male **109** ● Female **21**

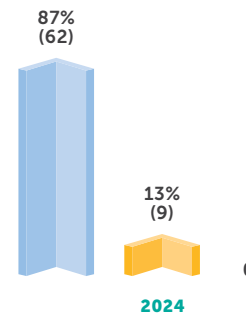
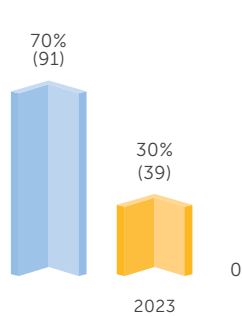


● Male **53** ● Female **18**

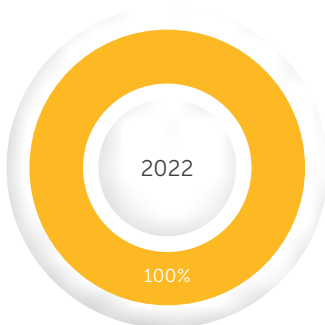
Age Group



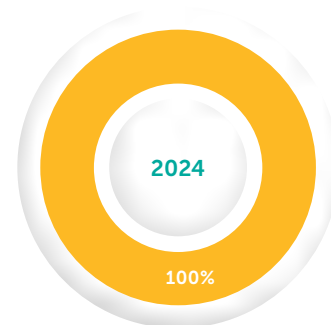
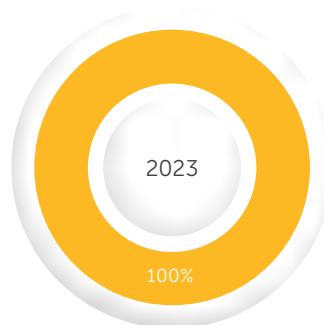
● <30 years ● 30-50 years ● >51 years



Region



● Malaysia ● Others

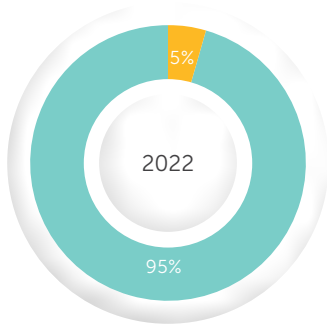


POSITIVE SOCIAL IMPACT

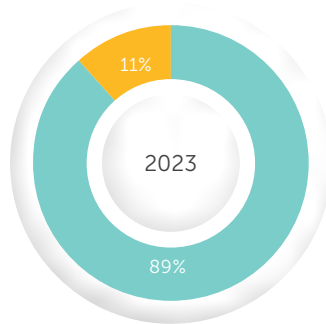
Talent Management

TOTAL AND RATE OF EMPLOYEE TURNOVER (OVERALL ATTRITION)

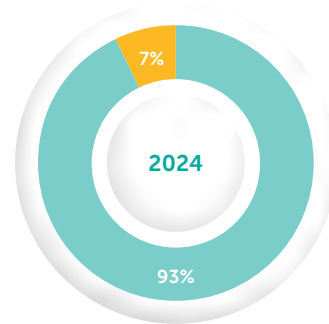
Gender Diversity



● Male 41 ● Female 2

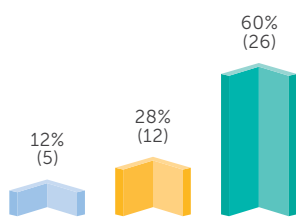


● Male 54 ● Female 7

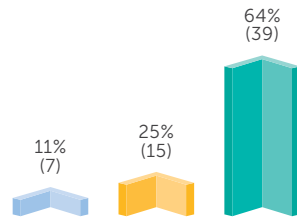


● Male 52 ● Female 4

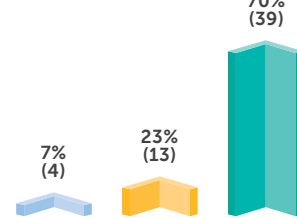
Age Group



2022



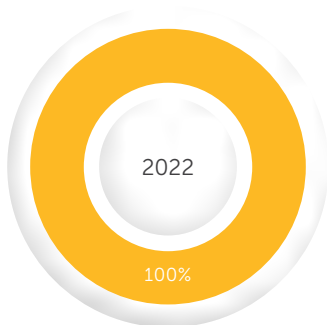
2023



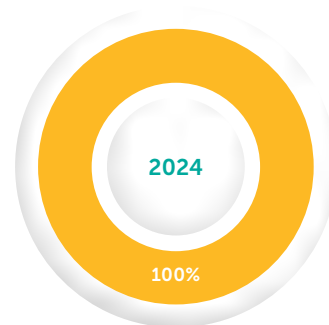
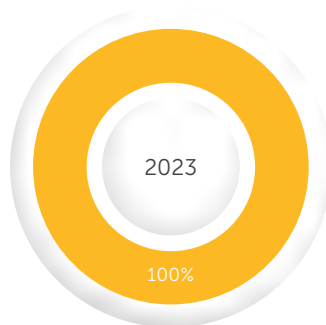
2024

● <30 years ● 30-50 years ● >51 years

Region

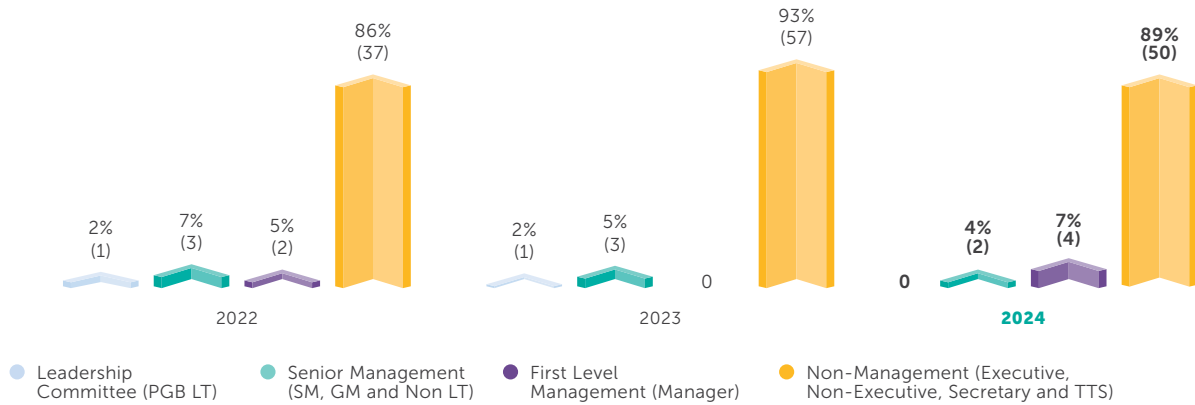


● Malaysia ● Others



POSITIVE SOCIAL IMPACT Talent Management

EMPLOYEE TURNOVER BY CATEGORY



PERMANENT EMPLOYEE VS TEMPORARY STAFF OR CONTRACTORS



Permanent Employee

2022
99.0%

2023
99.3%

2024
98.1%

VS



Temporary Staff or Contractors

2022
1.0%

2023
0.7%

2024
1.9%

PARENTAL LEAVE

FY2024 Parental Leave Data	Men	Women	Total
Number of employees who took parental leave	139	19	158
Number of employees who returned to work after parental leave ended	139	19	158
Number of employees who returned to work after parental leave ended and were still employees 12 months after their return to work	139	19	158
Rate of return of employees who had taken parental leave	100%	100%	100%
Retention rate of employees who had taken parental leave	100%	100%	100%

POSITIVE SOCIAL IMPACT

Talent Management

Employee Benefits

The benefits we offer to our employees meet or exceed all minimum requirements mandated by Malaysian law. These include life insurance, healthcare, disability and invalidity coverage, parental leave, retirement provisions, and more, as outlined in our internal documents.

These documents, which include the Executive Handbook, Secretary Handbook, Technical Trade Specialist (TTS) Handbook, and Collective Agreement (CA), are aligned with PETRONAS' overarching human resource policies and guidelines but are not publicly available.

For employees under Contract of Service, benefits are determined based on the provisions set within respective employment contracts.

Training and Education

We are committed to consistently investing in the training and upskilling of our workforce. The table below details the total training hours our employees completed in 2024, categorised by gender and employee group.

Overall Training	2022	2023	2024
Total Employees	1,763	1,821	1,868¹
Total Training Hours	115,380.48	190,678.00	198,881.45
Average Training Hours per Employee	65.45	104.71	106.47
Average Training Days per Employee	8.20	13.10	13.30
Types of Training	HSE, Technical Business Excellence, Leadership, Functional	HSE, Technical Business Excellence, Leadership, Functional	HSE, Technical Business Excellence, Leadership, Functional

Note:

¹ Including one (1) staff from Group Legal, PETRONAS undertaking legal function

Training by Employee Category	2022		2023		2024	
	Total Training Hours	Average Training Hours Per Employee	Total Training Hours	Average Training Hours Per Employee	Total Training Hours	Average Training Hours Per Employee
Leadership Committee (PGB LT)	275.90	30.66	834.45	83.45	571.02	57.10
Senior Management (SM, GM and Non-LT)	2,065.69	36.89	3,161.55	54.51	3,360.26	53.34
First Level Management (Manager)	3,964.48	33.04	9,218.99	69.32	11,835.28	74.91
Non-Management (Executive, Non-Executive, Secretary and TTS)	109,074.41	69.12	177,463.01	109.48	183,114.89	111.86

POSITIVE SOCIAL IMPACT

Talent Management

Participation in Skills Development Programmes

Our skills development programmes empower employees with the knowledge and leadership capabilities needed to excel in their roles and drive organisational success.



Transition Assistance Programmes

We offer two (2) dedicated programmes designed to support departing employees in transitioning seamlessly into their next roles outside the Group. These programmes aim to align their skills and experience with suitable opportunities while providing assistance through job counseling, resume development, interview training and practice, seminars covering practical areas and office support.

Performance and Career Development Reviews

Gender	Male	Female
Total Employees	1,631	237
Total employees who received performance and career development reviews	1,579	225
Percentage of employees who received performance and career development reviews	97% (by overall Male)	95% (by overall Female)

Employee Category	Total Employees	Total Employees Who Received Performance and Career Development Reviews
Leadership Committee (PGB LT)	10	10
Senior Management (SM and GM)	63	63
First Level Management (Manager)	158	156
Non-Management (Executive, Non-Executive, Secretary and TTS)	1,637	1,575

Note:
Some employees are not eligible for performance reviews as they did not meet the Year End Performance Review criteria

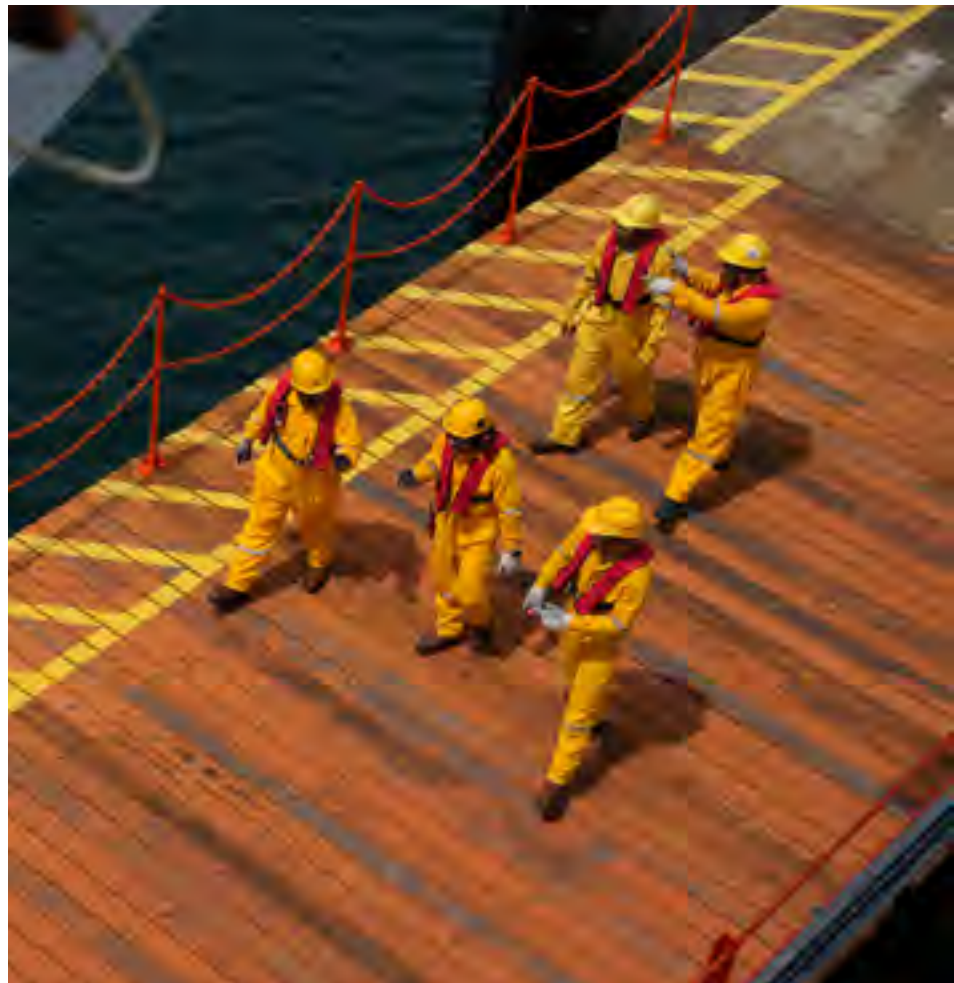
POSITIVE SOCIAL IMPACT

OCCUPATIONAL SAFETY AND HEALTH

WHY IT MATTERS

A strong occupational safety and health system is key to sustaining operational excellence and staying competitive in a dynamic business environment. By integrating occupational safety and health (OSH) into every aspect of our operations, we reinforce our commitment to provide safe and healthy workforce.

This sharp focus on OSH management, emergency preparedness, and hazard effect management process highlight our dedication to global sustainability goals and builds trust with investors, partners, and stakeholders.



OUR APPROACH

A Comprehensive Policy and System to Drive OSH Excellence

Our occupational safety and health practices are steered by our HSE Policy, which adheres to all legal requirements, including the Occupational Safety and Health Act 1994 along with Occupational Safety and Health (Amendment) Act 2022. The policy underscores our steadfast commitment to OSH excellence and empowers top management to provide clear guidance on all OSH matters.

Applicable to all employees and contractors within our premises, the policy is implemented through our HSE Management System (HSEMS), which aligns with international standards such as ISO 45001:2018 for occupational safety and health.

Oversight of the policy and its processes lies with our Board and Leadership Team (LT), who ensure its integration across all operations. By collaborating closely with employees and contractors, they foster commitment of collective responsibilities while driving progress towards established targets and KPIs.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Leveraging our HSEMS, we place emphasis on key focus areas that support safer and healthier workplaces:

<ul style="list-style-type: none"> ▶ Leadership Commitment Demonstrating an unwavering commitment to OSH excellence in every aspect of our activities. ▶ Hazards Effect Management Process Proactively identifying and mitigating workplace hazards, guided by the 'as low as reasonably practicable' (ALARP) principle to minimise risks. ▶ Resources - Communication Engaging employees and stakeholders through active consultation on OSH matters, fostering a shared culture of safety and accountability. 	<ul style="list-style-type: none"> ▶ Competence Equipping our workforce with the necessary knowledge and skills to uphold safety standards and advocate for continuous improvements. ▶ Continual Improvement Driving ongoing enhancement of our OSH management system, in alignment with evolving international standards and internal performance metrics.
---	---

Upholding Performance Through Clear Targets and Monitoring

Our HSE Policy is designed to empower us to achieve zero fatalities, zero major fires, zero major Loss of Primary Containment (LOPC) incidents, and zero major security incidents. Our initiatives have supported a decreasing trend over the past five (5) years, with successful achievement of these zero targets in 2024. However, we recorded 3 Lost Time Injury (LTI) cases during the year.

Our commitment continues to be reinforced by our Annual OSH Scorecard KPIs, which are set with clearly defined limits and targets informed by historical data and continuously enhanced each year. We rigorously track both leading and lagging indicators to monitor performance, ensuring we maintain accountability and provide stakeholders with a transparent overview of our annual OSH achievements

With continuous improvement efforts, we continue to drive a reduction in total unsafe act and unsafe condition observations.

Lagging Indicator	Limit	2022	2023	2024	Industrial Standard
Fatalities	0	1	0	0	American Petroleum Institute (API)
LTI	1	1	1	3 ¹	
Lost Time Injury Frequency (LTIF)	0.13	0.08	0.08	0.27 ²	U.S. Petroleum Industry Workforce Benchmark
Major Fire	0	0	0	0	API Recommended Practice 754
Major LOPC	0	1	1	0	
HSE Non-Monetary Sanctions	0	1	1	0	ISO 45001:2018 OHSMS

Notes:

¹ We recorded three (3) LTI from two (2) separate incidents. Two (2) LTIs resulted from a steam condensate splash incident, while the third occurred due to an injury caused by a tripping incident.
² LTIF value of 0.27 calculated based on 1 million multiplications as per Department of Occupational Safety and Health's (DOSH) standard. Whereas calculation as per BURSA Sustainability reporting standard which is multiplied by 200,000 would result in 0.05.

Leading Indicator	Limit or Target	2022	2023	2024
Unsafe Act, Unsafe Condition (UAUC) Submissions Total Numbers		37,773	31,554	19,859 ⁴
First Line Assurance Implementation – Schedule Compliance (%)	85	95	97	99.9
HSE Mandatory Training (%)	100	99	99.99	100 ¹
Top Management HSE Walkabout Per Leader Per Quarter	1	2	2	1 ²
Culture Maturity Survey Score	4.5	4.15	4.16	4.16 ³

Notes:

¹ HSE mandatory training strategy has been revised to ensure earlier planning towards achieving 100% completion.
² Each top leader performed four (4) management walkabouts in 2024, as per target, to underscore our dedication to fostering a culture where OSH remains a top priority.
³ The most recent CMS survey was conducted in 2023 where PGB scored 4.16. The score remains valid till next survey planned in 2026.
⁴ The decline in total endorsed unsafe acts and unsafe conditions over the years reflects our ongoing commitment to reduce unsafe conditions and reinforcing safe behaviours.

POSITIVE SOCIAL IMPACT

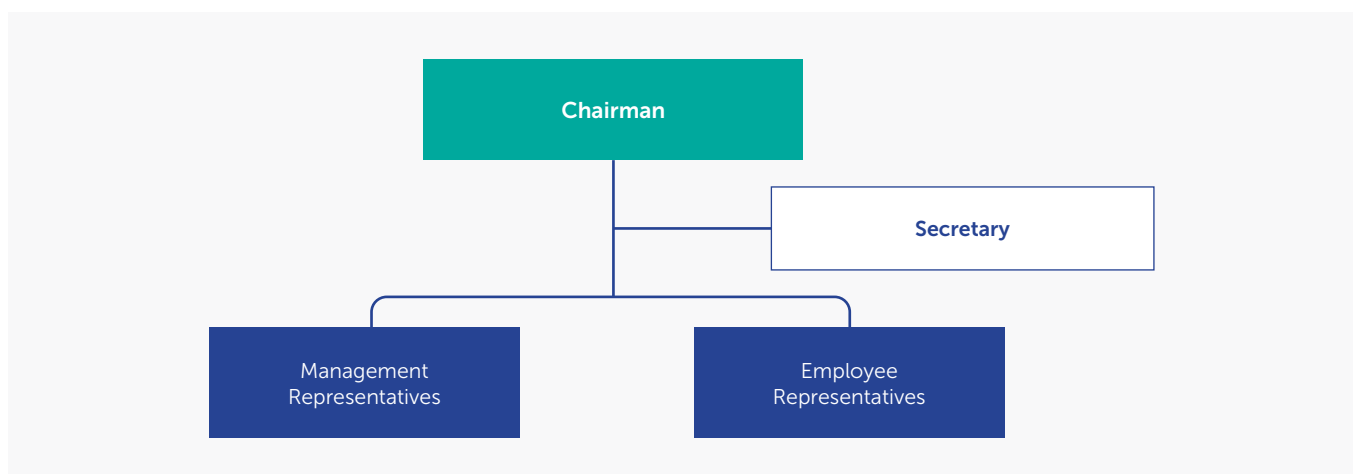
Occupational Safety and Health

Structured and Collaborative OSH Management

Occupational safety and health at PGB is led by the HSE Leadership Team, which is chaired by our MD/CEO and reports directly to the Board. To ensure comprehensive oversight and an effective response to occupational safety and health risk, OSH Committees have been established at every asset level within the Group. These committees are tasked with:

	Evaluating the implementation and effectiveness of OSH MS programmes
	Enhancing employee awareness and fostering a culture of positive action towards safety and health excellence
	Identifying and implementing measures to prevent injuries, minimise property damage, reduce environmental pollution, and address occupational illnesses and diseases
	Ensuring full compliance with all relevant regulations
	Cultivating a Generative HSE Culture through workforce-wide campaigns and initiatives
	Guaranteeing 100% compliance of all mandatory and compulsory training, as well as compliance for Critical Positions

Our HSE Leadership Team holds quarterly meetings with OSH Committees to address critical occupational safety and health issues specific to each asset level. To foster a collaborative and inclusive environment, these committees maintain balanced representation from both management and employees complying to OSH Committee Regulations 1996. All employees have the opportunity to participate in committee meetings at their respective asset levels, and we work to ensure employees from all job scopes, working spaces and genders are represented. This ensures open, two-way dialogue and a unified approach to tackling OSH challenges. Our OSH management structure is detailed in the diagram below:



POSITIVE SOCIAL IMPACT Occupational Safety and Health

Division level OSH Committees are supported by OSH Committees at the asset level, which convene monthly to address site-specific OSH matters, programmes, performance and issues related to compliance. These committees, report relevant matters to the PGB HSE Leadership Team for further action. Key concerns raised at both division and asset-level committees are subsequently escalated to the PGB HSE Leadership Team and ultimately presented to the Board.

Examples of topics commonly discussed in OSH Committee meetings include:

Occupational safety and health Incidents	ZeTo rules violations
Maintenance plans in supporting HSSE elements	HSE Training Plans for PGB
Emergency Response Preparedness	Air Quality in PGB assets
Permit-to-Work (PTW) Noncompliance Trends and execution of ePTW+ 2.0	Integrity of PGB’s Facilities (such as corroded structures in process areas)
Unsafe Act and Unsafe Condition analysis	Fitness To Work Assessment
Tracking of leading indicators to allow proactive intervention	Internal and External Risk Management (Ex-RM) issues
Security interventions and intrusion	

OSH Committees are also instrumental in driving initiatives that enhance workplace safety, awareness, and engagement. Through activities such as walkabouts and targeted OSH awareness campaigns, the committees actively foster a Generative HSE Culture among employees and contractors.

Examples of initiatives spearheaded by OSH committees include:

Execution and implementation of ePTW+ 2.0	GPU Environment Day
Perform Management HSE Walkabout	Fitness challenge (Fat2Fit Challenge)
GTR HSE Pause sharing for incident lessons learnt	OSH Mission Zero Possible <i>Guane Gamok</i> across GPU
Elevating workplace well-being	Mental Health Day
HSE Committees engagement with site contractors	Implementation of “Whats Good Looks Like” (WGLL) checklist
PETRONAS Petroleum Integrated Complex (PPIC) Contractor profiling	

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Ensuring Compliance and Upholding Global Certifications

To ensure full compliance with prevailing regulations and standards, we conduct regular audits of our practices and actively pursue relevant international Occupational Safety and Health (OSH) certifications for our assets. These efforts are guided by the PETRONAS Assurance Framework, a structured system based on three (3) lines of assurance and managed via the myAssurance online platform.

Our safety and health practices undergo annual reviews through PGB Management System Review (MSR) activities, with tracking of issues conducted at all levels and findings escalated to the PGB HSSE Leadership Team for analysis and action planning as and when required.

As a reflection of our adherence to internationally recognised OSH standards, all our assets and subsidiaries hold ISO 45001:2018 OHSMS certification and undergo annual surveillance or recertification audits to maintain this accreditation. This ensures our systems remain effective and compliant with evolving industry requirements.

Location	2022	2023	2024
PGB Headquarters Office	●	●	●
GP Santong	●	●	●
Tanjung Sulong Export Terminal (TSET)	●	●	●
GT ¹ Gurun RO ²	●	●	●
GT Sitiawan RO	●	●	●
GT Shah Alam RO	●	●	●
GT Seremban RO	●	●	●
GT Segamat RO	●	●	●
GT Pasir Gudang RO	●	●	●
GT Kuantan RO	●	●	●
GT Kertih RO	●	●	●
RGT ³ Sungai Udang	●	●	●
RGT Pengerang	●	●	●
GP ⁴ Kertih	●	●	●
UT ⁵ Kertih	●	●	●
UT Gebeng	●	●	●

● Surveillance Audit ● Recertification Audit

Notes:

- ¹ Gas Transmission
- ² Regional Office
- ³ Regas Terminal
- ⁴ Gas Processing
- ⁵ Utilities

Concurrently, our OSH standards are assessed and verified by independent parties, including SIRIM QAS International Sdn Bhd. These assessments ensure alignment with both local and international standards, such as the Occupational Safety and Health Act 1994 (OSHA 1994), the National Fire Protection Association (NFPA), and ISO 45001:2018 OHSMS.

POSITIVE SOCIAL IMPACT

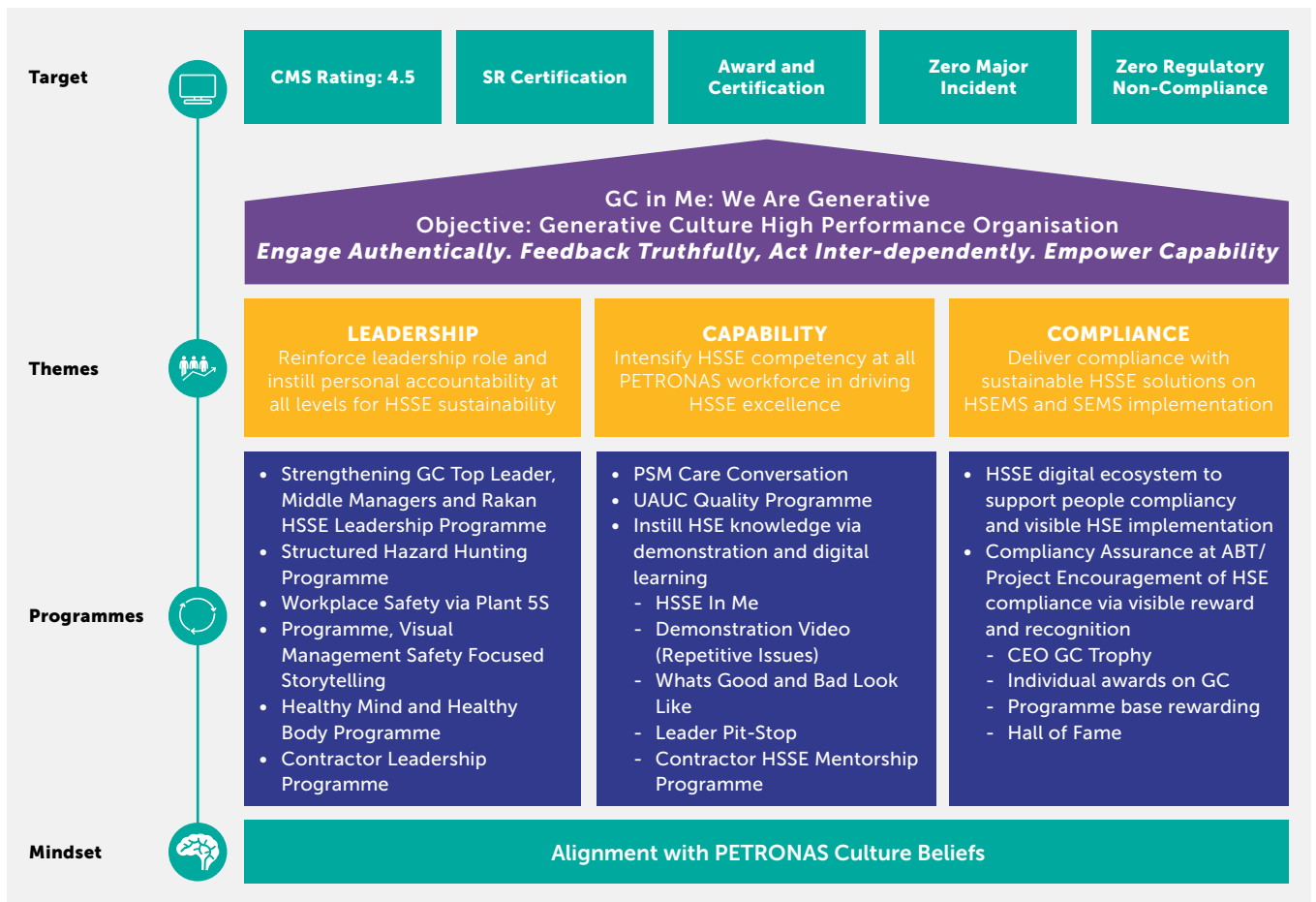
Occupational Safety and Health

Fostering a Generative HSE Culture

With our operations encompassing a diverse mix of employees and workplaces across various geographical locations, we are committed to embedding OSH awareness and best practices into the mindset of every team member. Ensuring a collective responsibility is at the core of our efforts to inculcate a Generative HSE Culture—a strategic thrust that aligns with our Strategic Agenda and sets the foundation for our pursuit of operational excellence.

A Generative HSE Culture is defined by a shared commitment among all employees and contractors to take ownership of OSH matters, going beyond compliance to prioritise safety and health as part of daily decision-making and actions. It requires every individual, not just assigned leaders, to be proactive champions of OSH principles and practices, consistently prioritising safety and care across all operational contexts.

We have implemented a well-defined blueprint outlining our targets and culture goals. Built around three (3) key themes—leadership growth, capability development, and compliance—the blueprint serves as the backbone for our wide-ranging programmes aimed at embedding OSH values deeper into our organisational DNA.



In recent years, PGB has steadily improved its Culture Management Survey (CMS) score, rising from 3.91 in 2018 to 4.16 in 2023. This progress reflects the effectiveness of our existing programmes and reinforces the leadership mandate to sustain and enhance ongoing initiatives. By maintaining this momentum and continuously improving operational safety, we aim to further strengthen our Generative HSE Culture and achieve our CMS target of 4.5.

Note:
2023 CMS results remain valid till next survey in 2026

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Managing and Minimising Work-Related Hazards and Safety Risks

We employ a rigorous, systematic approach to managing work-related hazards and safety risks, ensuring compliance with regulatory requirements and industry standards. Recognising that our people, assets, and the environment are exposed to various hazards—including physical, chemical, biological, and psychological risks—we utilise a range of risk assessment tools to accurately identify, assess, control, and mitigate these hazards. This includes assessments tailored to specific operational risks, such as chemical and health hazards, which are conducted in accordance with relevant regulations.

Our Health Risk Assessments (HRA) place a heightened focus on identifying and addressing occupational health hazards, with insights gained from these assessments informing the development of targeted control measures to mitigate identified risks. To reinforce the effectiveness of our risk assessment processes, we provide comprehensive training to ensure our workforce is well-equipped and competent in performing these assessments. In further prioritising safety, we have adopted a stop-work commitment that empowers employees to step away from any situation posing immediate danger, ensuring their right to a safe and secure working environment without fear of reprisal.

The full range of risk assessments tools we deploy to mitigate work-related hazards include:

- Hazard Identification (HAZID)
- Process Hazard Analysis (PHA)
- Health Risk Assessment (HRA)
- Project Risk Assessment (PRA)
- Job Hazard Analysis (JHA)
- Chemical Health Risk Assessment (CHRA)
- Noise Risk Assessment (NRA)
- Simultaneous Operations (SIMOPs) Assessment
- Turnaround Risk Assessment (TARA)
- Quantitative Risk Assessment (QRA)

Further to this, we leverage the Control of Industrial Major Accident Hazards (CIMAH) Report to assess the types, likelihood, and consequences of potential major accidents at our plants. The report offers clear recommendations for safe operations, outlines controls for mitigating serious deviations that could lead to accidents, and provides detailed emergency response procedures.

To comply with the CIMAH Regulations 1996, we maintain on-site and off-site emergency plans that can be swiftly implemented in the event of a major accident. Furthermore, we adhere to the regulation’s requirements for public notification regarding potential hazards from industrial activities involving hazardous substances above prescribed thresholds.



Gas Processing and Utilities - GP

POSITIVE SOCIAL IMPACT Occupational Safety and Health

Additionally, we adopt the PETRONAS Technical Standards (PTS) for HSE Due Diligence framework for all potential merger and acquisition projects and new operations. This robust and comprehensive process evaluates risks and opportunities across the following critical areas, with a strong emphasis on OSH considerations:

- OSH management systems
- Environmental and Natural Resources Management
- Social Performance
- Product Stewardship and Toxicology
- Climate Change
- Operational Safety
- Process Safety Management
- Industrial Hygiene
- Occupational Health
- Crisis Management

Ensuring Process Safety Excellence

Beyond fostering a safe working environment, the nature of our operations in gas processing, regasification, transmission and utilities demands a comprehensive approach to process safety. Our efforts focus on preventing major incidents involving the release of hazardous materials from our plants and equipment. To mitigate the risks of such incidents, we strictly adhere to Process Safety Principles throughout all stages of facility design, construction, operations, maintenance, and inspections.

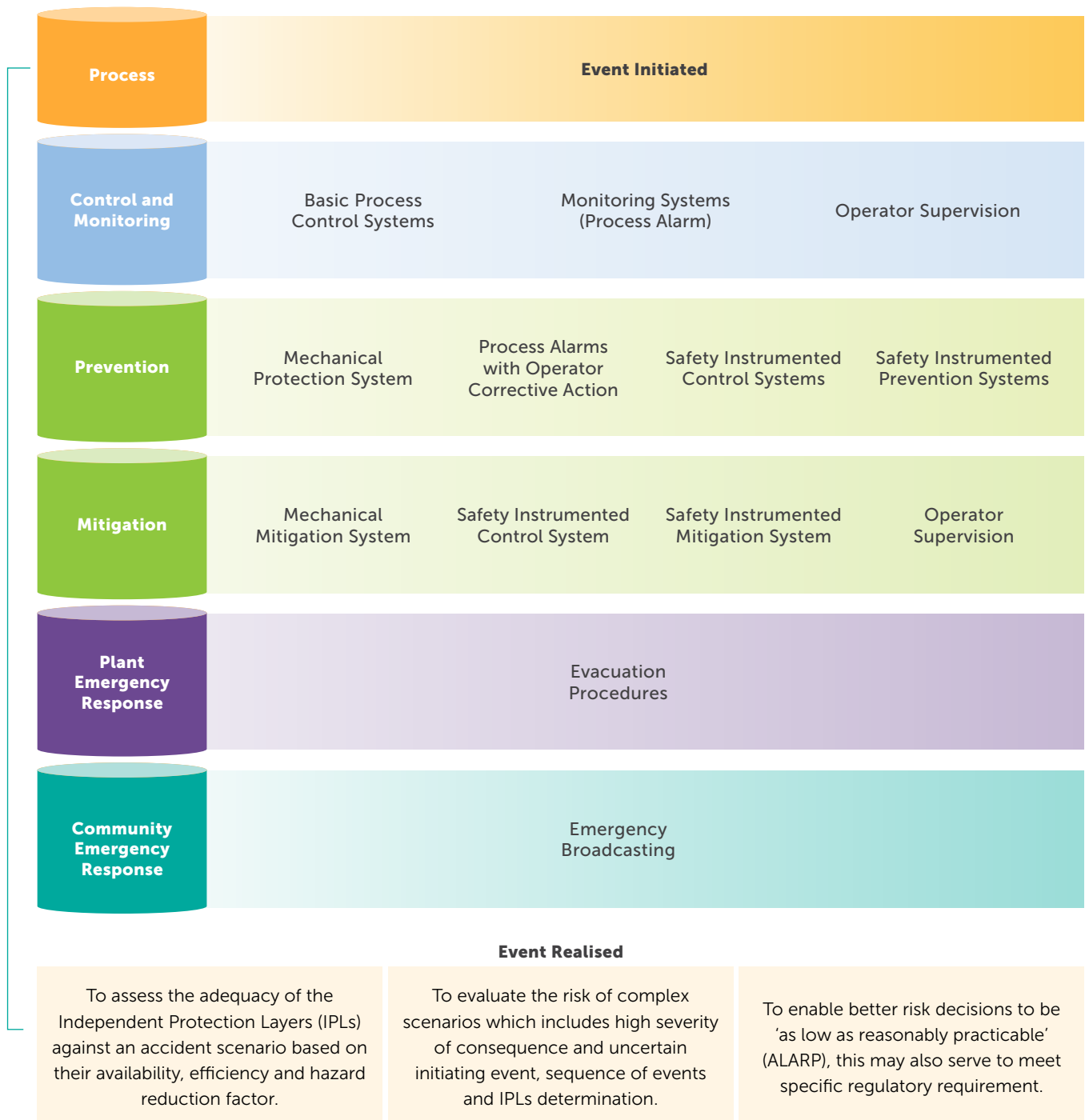
Our progressive adoption of digital tools plays a pivotal role in strengthening process safety. The following digital initiatives have been implemented across our operations to enhance oversight, control, mitigation of process safety risks:

Integrated Process Safety Solution (IPSS)	Streamlines the Management of Change (MoC), Pre-activity Safety Review (PASR), and Hazard Identification and Risk Assessment (HIRA) processes.
Process Safety Management (PSM) Dashboard	Monitors performance in real-time using a Power BI dashboard.
Electronic Permit to Work (ePTW+ 2.0)	Enhanced version 2.0 also features the Safety Critical Protective Device (SCPD) bypass for enhanced safety compliance.
Barrier Risk Centralised Solution (BRICS)	Supports preventive and corrective maintenance of safety-critical equipment.
Predictive Revitalisation to Maximise Instrumentation Efficiency (PRIME)	PRIME PSI has been migrated from physical to cloud server to provide better server reliability, data accuracy, and automated alarm reporting.
Temporary Repair Digital Management	Utilises digital tools to effectively manage temporary repairs.
Enhanced PETRONAS Engineering Data Management System (P-EDMS)	Incorporates management of process safety information including document data management and engineering design and visualisation.
Corrosion Analytics	Deploys analytics to predict corrosion in plant piping and equipment.
Integration of P-EDMS with PETRONAS Risk-Based Inspection	Enhances plant risk visualisation for better decision-making.
Remote Monitoring and Control	Operates via the Unified Operation Centre (UOC), leveraging digital transformation to optimise operations and maintenance.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

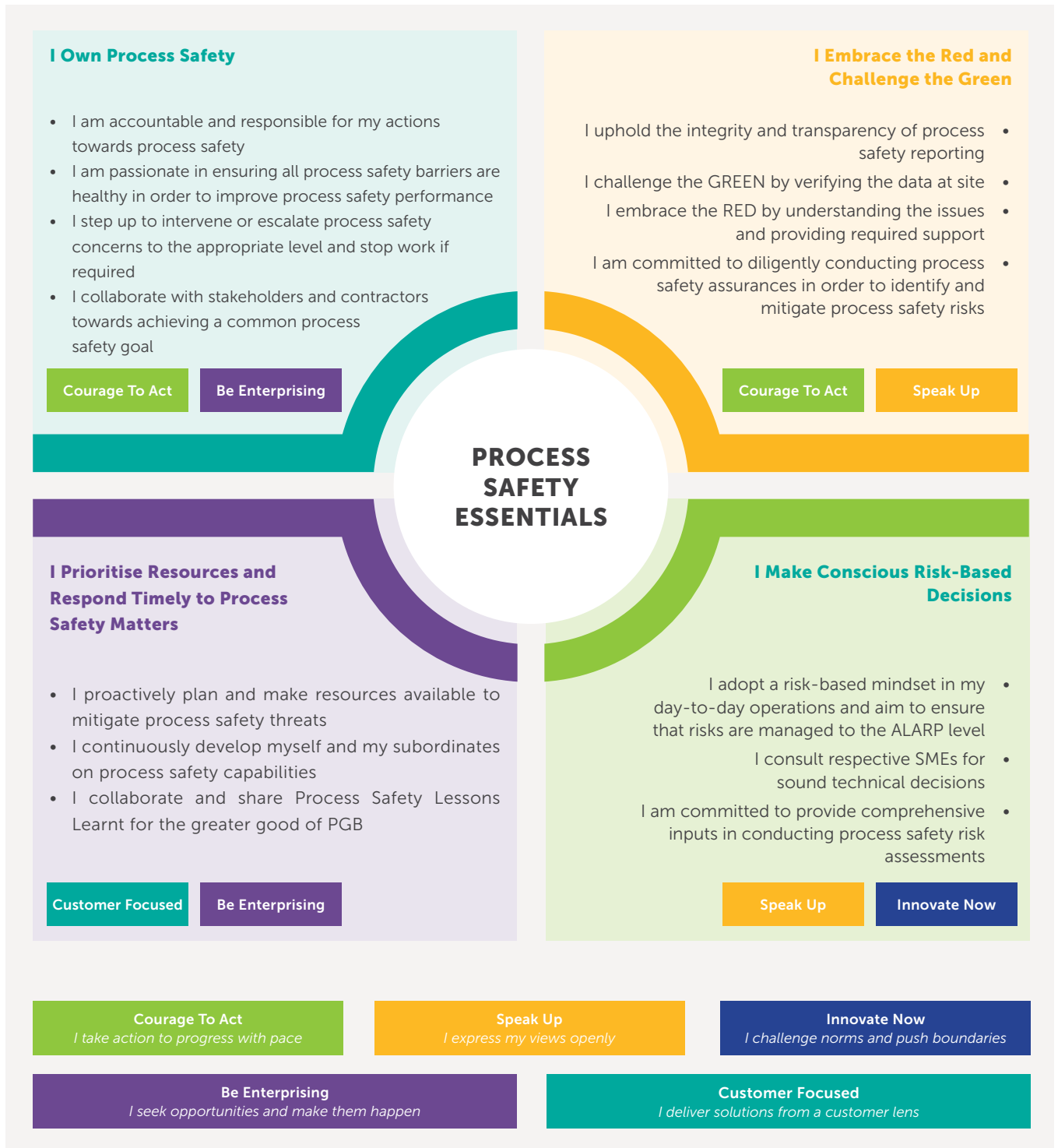
To ensure continuous compliance with PETRONAS standards, our processes are subject to regular assessments at all levels of the organisation. Recognising the critical importance of process safety, we have also implemented the Layer of Protection Analysis (LOPA) framework, which defines five (5) layers of controls to systematically reduce risks.



POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Further strengthening our process safety measures, employees receive regular communications on key safety practices through email and are required to adhere to our Process Safety Essentials—a prioritised set of guidelines designed to ensure safety remains top-of-mind during activities with potential process safety risks.



POSITIVE SOCIAL IMPACT

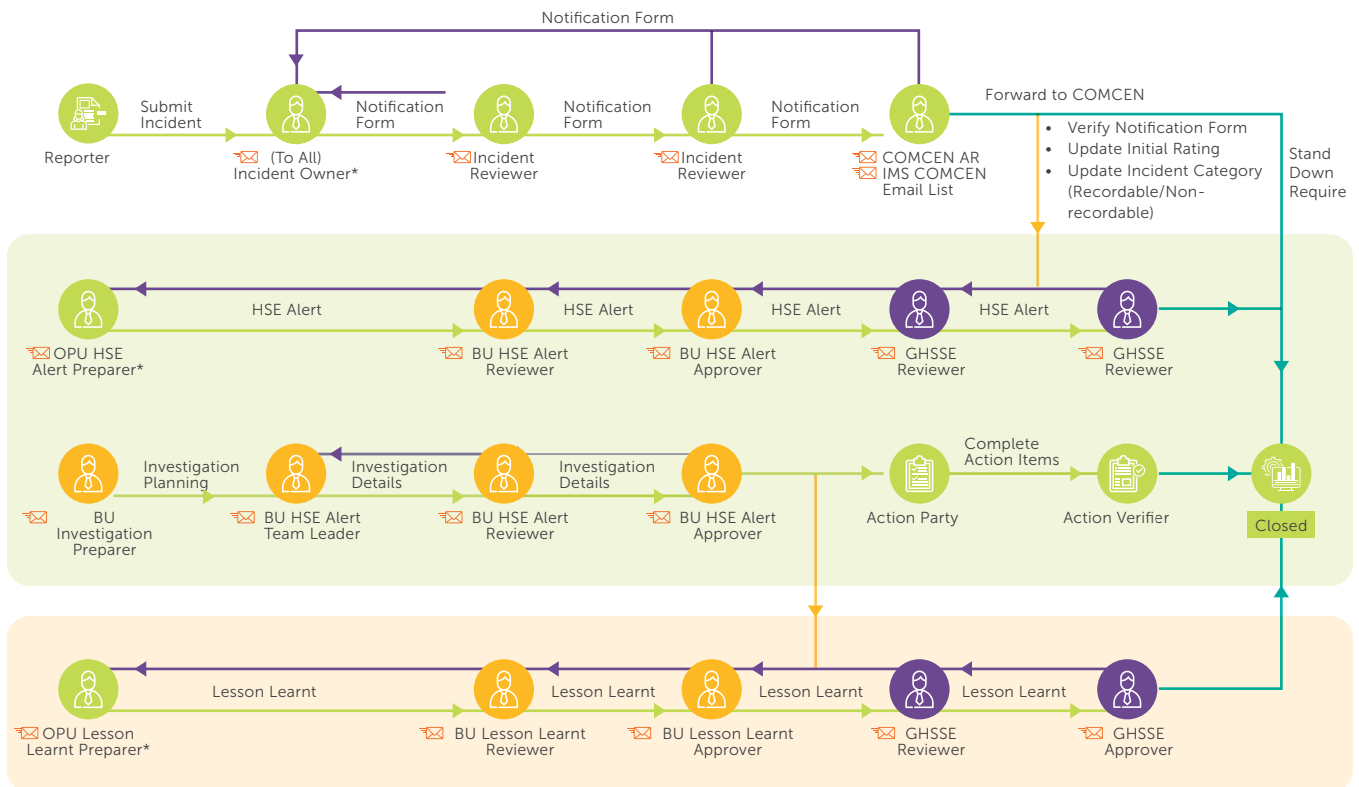
Occupational Safety and Health

Comprehensive Investigation of Accidents and Incidents

We employ a structured and rigorous approach to investigating accidents and incidents, ensuring active participation from all relevant parties, including the employees involved, their line managers, and employee representatives. All health and safety-related incidents are reported and managed via our centralised HSSE Incident Management (IM) system, which integrates seamlessly with our HSSE Monitoring and Reporting System (MARS) for the automatic generation of monthly performance reports.

At the heart of our investigation process is the identification of root causes, wherein competent personnel utilise Root Cause Analysis (RCA) tools to systematically uncover systemic failures. Our approach actively involves a range of internal stakeholders and subject matter experts, ensuring that investigations lead to informed decisions and the implementation of effective corrective actions.

The comprehensive nature of our investigation approach, shown below, ensures accountability, promotes learning, and strengthens our overall OSH framework to prevent future incidents.



Supporting Emergency Preparedness and Response

To ensure swift and effective responses to emergencies or crises, we adhere to the PETRONAS Resiliency Model (PRM), which provides a comprehensive framework spanning three (3) key areas: enterprise risk management, crisis management, and business continuity management.

Our emergency preparedness efforts are underpinned by regular drills and exercises as guided by the PRM's Pre-Incident Action Plan (PIAP). In 2024, we conducted 319 Tier 1 small-scale drills and 5 Tier 2 drills with the support of external response agencies. Our Tier-1 drill planning incorporated findings from inspection activities, with identified current process safety and asset integrity risks included in scenario planning for emergency response exercises. Additionally, we participated in a full-scale exercise held by PETRONAS Downstream, involving other PETRONAS operating units and local authorities. These drills and exercises continue to reinforce our readiness to manage and mitigate emergency situations effectively.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Full-Scale Emergency Response Exercises

PGB remains committed to effective emergency and crisis management, ensuring preparedness across all operations. In 2024, we conducted two (2) full-scale emergency response exercises at GPK and UK, namely “Ex-Gasing II” and “Ex-Kembara II”, to enhance coordination between internal and external responders. At GPK, the exercise simulated a pool fire at a condensate tank within the process area. In addition to internal responders, Jabatan Bomba dan Penyelamat Malaysia (JBPM) participated, providing an opportunity for external responders to familiarise themselves with the plant’s layout and emergency response equipment.

At UK, the scenario simulated a toxic gas release from a neighbouring plant, resulting in injuries within the process area. This joint exercise involved multiple KIPC OPU, including PCOGD-UK, PCASB, and IPASB, alongside key authorities such as the District Officer of Kemaman, JBPM, the Department of Environment (DOE), and the Ministry of Health Malaysia (KKM). The successful drill validated a unified response framework between KIPC OPU and relevant agencies. Embracing digital transformation, PGB leveraged various digital tools to improve emergency response efficiency. The Crisis Management Information System (CMIS), drone surveillance, CCTV monitoring, digital unauthorized drone intervention, and 3D plant modeling all contributed to real-time data accessibility, enabling informed decision-making and a more efficient crisis response.

Both exercises were executed without any Health, Safety, Security, and Environment (HSSE) incidents, with all predefined objectives successfully met. GPU received positive feedback from both internal and external stakeholders, reinforcing our commitment to emergency preparedness and response excellence.

These simulations provided valuable insights into emergency coordination, ensuring all stakeholders—internal teams and external agencies—are well-prepared for potential incidents. They also reinforced the importance of strict safety protocols, continuous engagement with authorities, and transparent communication with the public, underscoring our commitment to corporate responsibility and community safety.



Tier 2 Emergency Response Exercise

In our commitment to sustainability and safety, we conducted a critical emergency response exercise that escalated to Tier 2 level. This exercise simulated a hydrocarbon gas leak scenario at the Pengerang Gas Lateral Pipeline, near Kg. Sungai Latoh, Kong Kong. The scenario posed a significant threat to public safety, necessitating immediate coordination with Emergency Management Teams (EMT) and collaboration with local authorities and the surrounding community. The situation involved the isolation of the 36-inch Pengerang Gas Pipeline, which resulted in a disruption to our PGU supply networks, cutting off the Regas Terminal Pengerang supply. This raised serious concerns about a potential business risk, as the interruption in the gas supply could lead to a major incident. The cause of the simulated emergency was traced to a third-party contractor who inadvertently performed illegal excavation work directly above the 36-inch gas pipeline. This reckless action heightened the potential dangers and the need for swift, coordinated response efforts.

In addition to addressing the technical and safety challenges, we also simulated a public security situation. The scenario involved a public provocation at our regional office, where individuals—some of whom were family members of those injured in the gas leak—demanded answers. This added a layer of complexity to the crisis management efforts, requiring sensitive handling of both safety concerns and public relations. Through this exercise, our teams gained valuable insights into the coordination required for an effective response, ensuring that both internal and external stakeholders are prepared for emergency situations. It also underscored the importance of maintaining strict safety protocols and ongoing communication with the public and authorities, all in line with our commitment to corporate responsibility and community safety.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Engaging Employees for a Safer Workplace

Our employees are at the forefront of our operations and play a critical role in improving safety and health processes. We actively encourage their participation at all levels of our OSH Management System, from policymaking and strategy development to on-the-ground execution.

In addition to their representation on OSH committees, employees have the opportunity to engage with our MD/CEO during quarterly updates on safety and health performance. Other key health and safety engagement activities held in 2024 included:

- | | |
|---|--|
| <ul style="list-style-type: none"> 1 Townhall Sessions 2 GTR CARE Conversation 2024 3 Permit to Work Approving Authority (AA) and Receiving Authority (RA) Engagement 4 UAUC Campaign | <ul style="list-style-type: none"> 5 Health Campaign: Blood Donation Drive 6 Mental Health Campaign: I-CARE Resilience and Mind-A-Care Ambassador promotion Occupational Safety Campaign: Scaffolding Awareness Program 7 Refreshed Zero Tolerance (ZeTo) Rules Promotion |
|---|--|

To further empower employees as champions of safety and health, we leverage our Unsafe Act and Unsafe Condition (UAUC) platform, which enables employees to report potential safety risks without fear of reprisal. This fully digital platform allows submissions via web and mobile applications. To incentivise high-quality submissions and promote a proactive safety culture, the “Good Catch” reward programme recognises the best reports.



Enhancing Workplace Safety through Education and Accountability

To equip our employees with the skills to identify and mitigate hazards, and to ensure they possess the necessary competencies to maintain safety at our worksites, PGB provides extensive OSH training.

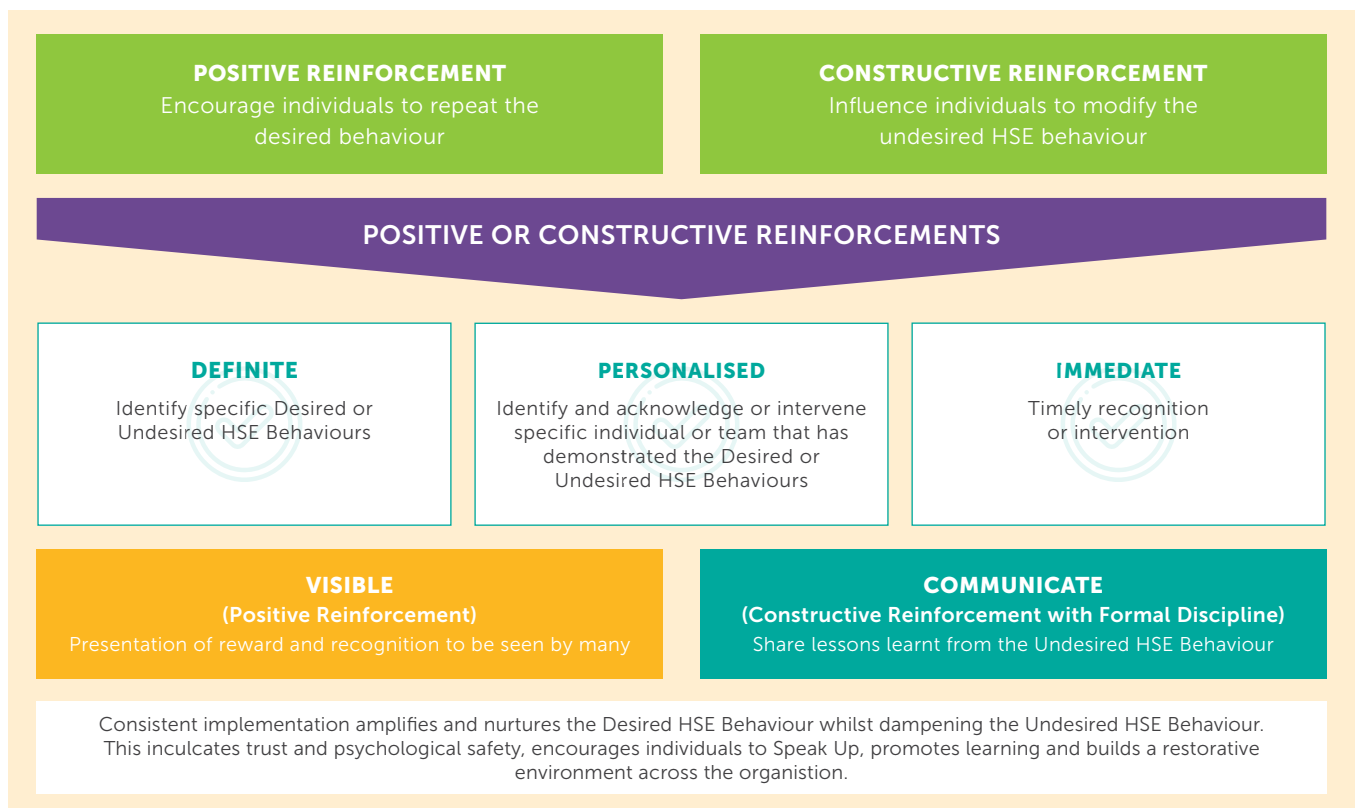
In 2024, PGB conducted 176 safety and health technical training sessions at operating units. A total of 1,475 employees attended HSE-related training under the OSH Training Matrix plan, which adheres to the PTS - HSE Competence Assurance.

POSITIVE SOCIAL IMPACT Occupational Safety and Health

The comprehensive list of training programmes conducted during the year, along with the total attendance for each programme, is outlined below:

Programmes	Total Attendance in OSH Trainings
HSE Management System	162
Emergency and Crisis Management	356
On Scene Commander	39
Advanced Industrial Fire Fighting	91
Hazardous Waste	770
Safe Handling of Chemicals (SHOC)	925
Noise and Hearing Conservation Awareness	894
Certified First Aider and AED Training	55
Energy Isolation	840
Permit-to-Work (PTW)	919
Working at Height	722

To encourage and reward safe behaviours in the workplace, we have implemented the HSE Accountability and Behaviour Reinforcement (HSE ABR) programme. This initiative recognises employees, directors, and third parties who actively promote workplace safety while providing constructive reinforcement for behaviours that increase hazards or risks. Verified unsafe behaviours identified through incident investigations may result in disciplinary action to ensure accountability and continuous improvement in workplace safety standards. Four (4) personnel were subjected to constructive reinforcement as a result of 2 major incidents.



POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Prioritising Holistic Employee Wellness

We place a high value on the overall health and wellness of our employees, with our initiatives extending beyond occupational health concerns to promote holistic well-being. Key initiatives include:



Preventive Health Screenings

- Annual preventive health screenings are available for all employees aged 30 above. Additionally, employees receive insurance coverage on dental and optometry services.



Incentives for Participation in Health Programmes

- Our Team-Based Reward (TBR) system incentivises employees to participate in external health programmes, encouraging healthy lifestyles.



Promoting Active Lifestyles

- **Fat to Fit Programme:** An initiative focused on promoting weight loss and overall fitness with assigned coaches.
- **GTR Fun Run:** A friendly 5 km race with the involvement of staff and contractors.
- **Green Walk:** Morning walks through nature within our office compound.
- **Sponsoring Employees to Participate in Runs:** In 2024, we sponsored the participation of 70 staff members in the Orchid Run and 7 staff members in the Bursa Bull Charge.



Supporting Mental Health

- **Awareness:** Annual Mental Health Days highlight critical topics related to mental well-being.
- **Skill-Building:** The Mind-A-Care Ambassador programme equips employees with the tools to provide support to colleagues experiencing distress or mental health challenges.
- **Flexible Working Options:** Employees are entitled to four (4) Work-From-Home (WFH) days per month, allowing them to manage work-life balance and reduce commuting stress.
- **Professional Support:** Employees have access to professional counselling and support through the Employee Assistance Programme.

In 2024, we allocated RM1.59 million to support activities under the Integrated Health and Occupational Health (IHOH) programme at GPU and GTR, reflecting our steadfast commitment to investing in our employees' well-being.

POSITIVE SOCIAL IMPACT Occupational Safety and Health

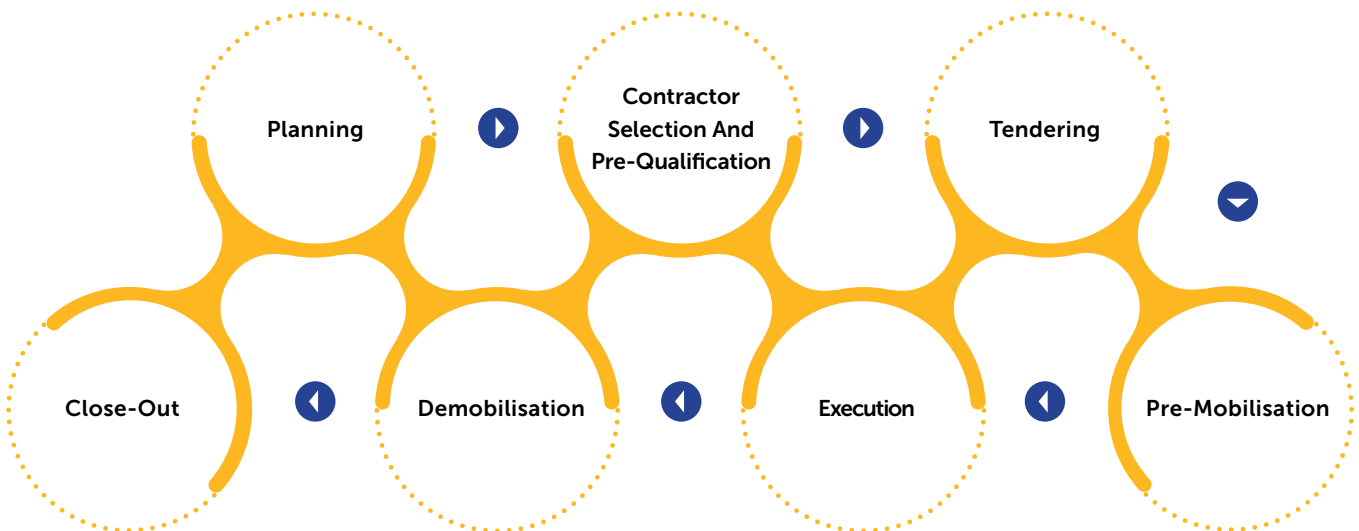
Safeguarding Health and Safety Standards Across Our Supply Chain

We aim to ensure that our occupational safety and health standards are mirrored in the practices of our contractors. To achieve this, we have implemented the following processes:

- ▶ **Comprehensive Screening**
All contractors must undergo a detailed pre-requisite screening before being permitted to enter our premises for work.
- ▶ **Risk Assessment**
Appointed contractors are required to conduct a thorough assessment of their OSH risks using our hazard register.
- ▶ **Training and Verification**
Contractors must complete safety and health training and become verified via the XPRESS system.
- ▶ **Management Engagement**
We actively engage with contractors' top management to ensure clear communication and swift resolution of any identified OSH concerns.
- ▶ **Performance Evaluation**
Contractor OSH performance is evaluated through the External Risk Management (Ex-RM) programme, which is aligned with PTS Contractor HSE Management and L3 Contractor. This covers both on-site risks and contractors' historical OSH performance.

Beyond these measures, we proactively identify potential or actual hazards arising from contractor activities and implement control barriers to mitigate these risks. Continuous verification ensures the integrity of these controls, and any gaps identified are promptly addressed, maintaining the integrity of our HEMP cycle.

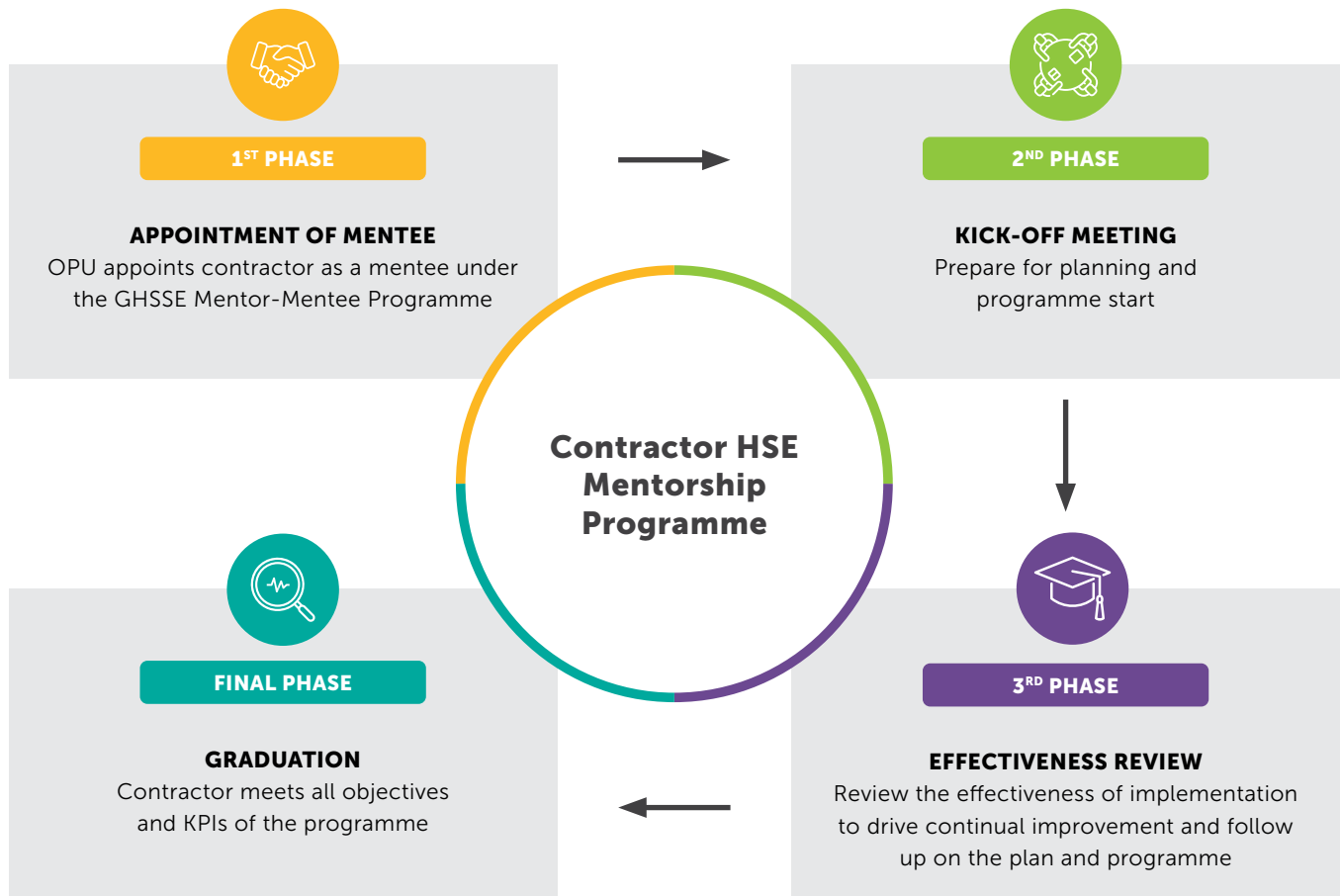
Recognising the significant impact of contractor performance on our OSH outcomes, we adhere to an eight-stage contractor management structure, encompassing everything from procurement planning to project close-out.



POSITIVE SOCIAL IMPACT

Occupational Safety and Health

To enhance contractors' OSH practices, we have implemented the Contractor HSE Mentorship Programme, a structured four-phase initiative that provides expert guidance to help contractors align with our standards. In 2024, Enproserve (M) Sdn Bhd became the latest company to successfully complete the programme.



We also conduct annual physical engagements with our contractors to foster open dialogue on occupational safety and health issues, reinforce our expectations, and empower contractors to raise concerns. Through these engagements, we continue to strengthen OSH practices across our supply chain, fostering a shared commitment to excellence.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

The key contractor engagements undertaken in 2024 are described in detail below:

PGB - GTR Contractor Forum

We successfully hosted the PGB - GTR Contractor Forum, an event that brought together 75 partners from 31 different companies. This forum exemplified our commitment to fostering collaboration and communication across our operation with our valuable partners.

A core value of PETRONAS is the culture of "Speak Up," which encourages every individual—regardless of rank—to voice concerns, share feedback, and contribute ideas for continuous improvement. This culture extends beyond our internal teams to everyone we work with, including our contractors.

During the Breakout and Dialogue Sessions with GTR and Partners Management, partners took full advantage of the opportunity to speak candidly. These sessions not only allowed for a deeper understanding of the challenges and opportunities we face together but also gave GTR the chance to share our experiences and learn from the collective wisdom of our partners.

The discussions at the forum have proven invaluable. The insights gained are helping us refine our strategies and operations, ensuring that we are better equipped to navigate the future.

PETRONAS Petrochemical Integrated Complex (PPIC) Contractor Profiling and ExRM implementation:

In 2024, GPU conducted a PPIC Contractor Profiling Workshop in collaboration with PETRONAS companies within the Kerteh Integrated Petrochemical Complex (KIPC), including PETRONAS Chemicals Ammonia, Gas Processing Kerteh, Terengganu Crude Oil Terminal, and the Group Security team. The workshop aimed to align the implementation of the Business Operating Compliance (BOC) framework and address common contractor-related issues across the region.

Following discussions, all participating companies agreed to establish a shared Contractor Profiling system across KIPC. This initiative ensures that contractors banned by one (1) company due to non-compliance will also be restricted by others within the complex. The profiling system will help contractors understand the consequences of non-compliant behaviour while enabling companies to filter out candidates with poor performance records. Additionally, contracting companies within KIPC will receive periodic updates on the profiling system, ensuring they remain informed about the reputational standing of their personnel.

The Contractor Profiling dashboard is targeted for completion in the first quarter of 2025.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Adopting Digital Technology for Improved Safety and Security

We continue to implement various upgrades to our digital infrastructure to enhance operational efficiency, safety, security and compliance. The following initiatives were undertaken in 2024:

DIGITAL SAFETY AND SECURITY INITIATIVES IN 2024

New Permit to Work ePTW+ 2.0 System

In line with our continuous efforts to enhance safety and security, we upgraded our enterprise-wide single permit-to-work system in 2024. Featuring enhancements based on past lessons learnt, the ePTW+ 2.0 introduces built-in mistake-proofing gatekeeping, requiring users to attach all relevant documents, which must be approved as necessary. These controls ensure that only workers who meet safe system of work requirements are permitted to proceed.

Other key features and benefits of ePTW+ 2.0 include:

- Incorporates and adopts best safety and security practices in alignment with Group-wide guidelines.
- Standardises work process on Permit to work, certificates and modules.
- Conditional requirements for related documents or certificates prior to PTW approval. Permits cannot proceed without necessary attachments.
- All users have role restrictions where they can only perform action as authorised. No unauthorised person can amend, review, approve or make any other changes to permits.

Facial Recognition System

All individuals entering our premises are required to authenticate face and identification cards to be allowed entry. This eliminates possibility of one (1) personnel using another person’s identification card to enter our premises. Benefits of facial recognition system as below:

<div data-bbox="145 1167 762 1400" data-label="Complex-Block"> <p>1 Improved Contractor and Visitor Management</p> <ul style="list-style-type: none"> • Simplifies the process of onboarding and tracking temporary workers or visitors. • Ensures contractors only access designated areas, reducing risks of operational interference. </div>	<div data-bbox="799 1167 1422 1400" data-label="Complex-Block"> <p>2 Efficient Access Management</p> <ul style="list-style-type: none"> • Streamlines the entry and exit process, reducing bottlenecks at checkpoints. • Allows for quick, contactless verification, saving time and improving operational efficiency. </div>
<div data-bbox="145 1435 762 1603" data-label="Complex-Block"> <p>3 Prevents Unauthorised Sharing of Credentials</p> <ul style="list-style-type: none"> • Facial recognition ensures only the registered individual can use the access card, eliminating risks of card sharing or theft. </div>	<div data-bbox="799 1435 1422 1603" data-label="Complex-Block"> <p>4 Enhanced Safety in Hazardous Environments</p> <ul style="list-style-type: none"> • Ensures only trained and authorised personnel access high-risk areas, reducing accidents and improving safety compliance. </div>

Crisis Management Information System (CMIS)

During 2024, we migrated all emergency exercise management to the CMIS to enable more effective emergency response. By digitalising crisis management, Emergency Management Team (EMT) members can convene instantly online, regardless of location. Real-time updates from emergency sites are streamed into CMIS, allowing live monitoring through CCTV or drone footage.

Additionally, critical references for decision-making during emergencies, such as contact lists, available resources, facility layouts, and Incident Action Plans (IAPs), have been uploaded into the system for immediate access. The system also facilitates real-time documentation of emergency response activities, ensuring accurate tracking of events and response timelines.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

OUR PERFORMANCE

Workers Covered by an OSH Management System

Our OSH Management System, which has been internally audited and is guided by the standards of ISO 45001:2018, ensures comprehensive coverage for 100% of our employees.

Work-Related Injuries and Incidents

In 2024, we recorded three (3) Lost Time Injury (LTI) from two (2) separate incidents. Two (2) LTIs stemmed from a steam condensate splash incident and one (1) from a tripping injury. Zero Loss of Primary Containment (LOPC) cases were reported during the year.

To prevent similar incidents, our management actively communicates lessons learned from LTIs, ensuring a cycle of continuous improvement in safety practices. Regular internal audits and comprehensive risk assessments are conducted before engaging in high-risk activities, fostering a culture of compliance and vigilance. This proactive approach ensures that both employees and contractors remain fully aware of and adhere to safety procedures, with particular emphasis on high-risk site activities.

To further mitigate risks of work-related injuries and LOPC, we are enhancing Work Leader (WL) competency through hands-on, on-site training in critical OSH matters. Since 2023, a WL capability reassessment has been underway, introducing revised requirements that prioritise training based on site-specific risk exposures.

All Employees (Staff)	2022	2023	2024
Fatalities as a Result of Work-Related Injury	0	0	0
Number of Work-Related Staff or Employee Fatalities	0	0	0
Rate	0	0	0
High-consequence Work-Related Injuries	0	0	1
Rate	0	0	0.24 ¹
Recordable Work-Related Injuries	2	3	1
Rate	0.50	0.75	0.24
Number of Hours Worked	4,001,044	4,008,202	4,088,112

Note:

¹ LTIF value of 0.24 calculated based on 1 million multiplications as per DOSH standard. Whereas calculation as per Bursa Sustainability Reporting Standard which is multiplied by 200,000 would result in 0.05.

Workers Who Are Not Employees but Whose Work and/or Workplace is Controlled by the Organisation	2022	2023	2024
Fatalities as a Result of Work-Related Injury	1	0	0
Number of Work-related not Staff or Employee Fatalities	1	0	0
Rate	11.61	0	0
Number of High-consequence Work-Related Injuries	1	1	2
Rate	0.12	0.12	0.28 ¹
Number of Recordable Work-Related Injuries	5	5	3
Rate	0.58	0.58	0.42
Number of Hours Worked	8,639,726	8,617,090	7,169,875
Lost Time Injury Rate or Lost Time Injury Frequency (LTIR/LTIF)	0.12	0.12	0.28

Note:

¹ LTIF value of 0.28 calculated based on 1 million multiplications as per DOSH standard. Whereas calculation as per Bursa Sustainability Reporting Standard which is multiplied by 200,000 would result in 0.06.

POSITIVE SOCIAL IMPACT

Occupational Safety and Health

Work-Related Ill Health

In 2024, we preserved our track record of recording zero cases of work-related ill health among our employees and contractors.

All Employees	2022	2023	2024
Number of Fatalities as a Result of Work-Related Ill Health	0	0	0
Number of Cases of Recordable of Work-Related Ill Health	0	0	0

Workers Who Are Not Employees but Whose Work and/or Workplace is Controlled by the Organisation	2022	2023	2024
Number of Fatalities as a Result of Work-Related Ill Health	0	0	0
Number of Cases of Recordable of Work-Related Ill Health	0	0	0

Pipeline Incidents and Inspection

In 2024, we recorded zero significant incidents during pipeline inspection activities. Over the year, we inspected 8.8% of our total pipeline length, covering a distance of 230 km, ensuring robust monitoring and maintenance of our infrastructure.

Release of Hazardous Materials

In 2024, we recorded zero major incidents involving hazardous hydrocarbon releases. We continue to implement stringent controls to minimise the risk of both accidental and non-accidental releases, supported by our robust incident management process to ensure effective handling and mitigation of any potential occurrences.

Types of Accidents	2022	2023	2024
Major Hazardous Material Releases	0	2	0
Major Hazardous Material Releases from Rail Transportation Activities	0	0	0

MOVING FORWARD

We will continue to enhance our safety and health practices by leveraging stringent monitoring of lagging and leading indicators to drive proactive action across the organisation. Our focus remains on effectively mitigating workplace risks and maintaining our track record of zero fatalities, zero major fires, zero major Loss of Primary Containment (LOPC) incidents, and zero major security incidents.

Employees and contractors will be engaged with closely and supported on all safety matters, reinforcing a Generative HSSE culture of accountability and action.

To prevent incidents and minimise work-related injuries, we will continue to apply lessons learned from past experiences while consistently providing training, engagements, and drills to keep our employees aware, equipped and prepared, while supporting their overall well-being.

POSITIVE SOCIAL IMPACT

SUPPLIER SOCIAL IMPACTS



WHY IT MATTERS

Given our reliance on a vast network of thousands of suppliers, primarily made up of contractors, throughout our extensive value chain, we acknowledge our responsibility to ensure that these business partners adhere to ethical and socially responsible practices in alignment with our standards and stakeholder expectations.

Our robust monitoring and engagement efforts reinforce this commitment, enabling us to deliver sustainable value to people and communities while minimising environmental and social impacts across the value chain. These initiatives are essential for maintaining our social license to operate, ensuring compliance with evolving regulations, and fostering a sustainable and resilient pool of vendors capable of supporting our strategic objectives.

OUR APPROACH

Establishing Stringent Policies and Standards

In our dedication to responsible supply chain management, we ensure strict adherence to international standards such as the United Nations Guiding Principles (UNGP) on Business and Human Rights, the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

To set our expectations and reinforce commitments across our supply chain, we have implemented key policies and practices aimed at promoting ethical conduct, upholding human rights, and mitigating supplier-related risks. These policies and codes are accessible on our website in both English and Bahasa Malaysia and are actively communicated during supplier engagements and industry exhibitions to ensure widespread awareness and adoption.

POSITIVE SOCIAL IMPACT

Supplier Social Impacts

<p>Human Rights Policy</p>	<ul style="list-style-type: none"> Introduced in 2024, this policy replaced our previous human rights commitment to place greater emphasis on upholding human rights across all operations and partnerships.
<p>Code of Conduct and Business Ethics (CoBE)</p>	<ul style="list-style-type: none"> This code defines the ethical standards and business practices expected of all business partners, including suppliers, ensuring alignment with PETRONAS' values.
<p>Contractor Code of Conduct and Human Rights (CoCHR)</p>	<ul style="list-style-type: none"> Enhanced in 2024, this framework provides comprehensive guidelines for contractors on maintaining high standards of ethical behaviour and human rights practices. It addresses critical risks such as forced labour, child labour, labour rights, non-discrimination, freedom of association, and humane treatment.
<p>Social and Environmental Clauses</p>	<ul style="list-style-type: none"> In line with the PETRONAS General Terms and Conditions for the Purchase of Services and Materials, we embed specific clauses clearly outlining our expectations for compliance with health, safety, environmental, and human rights standards into supplier agreements, as well as the terms and conditions of these contracts.

Conducting Comprehensive Due Diligence and Monitoring

We employ a robust system to ensure adherence to Human Rights Due Diligence (HRDD) principles across both potential and existing contractors.

For potential contractors, the due diligence process begins with an upfront assessment, which includes completing the Contractors' Code of Conduct on Human Rights (CoCHR) Self-Assessment and attesting to full compliance with CoCHR. Based on these self-assessments, further evaluations, either desk-based or on-site, are conducted for relevant suppliers using industry-recognised standards and methodologies. Additionally, potential suppliers undergo a "Know Your Counterparty" (KYC) screening, a process established by PETRONAS to assess critical legal focus areas such as Ethics and Integrity, Data Privacy, Sanctions, and Export Control.

For existing contractors, including those holding PETRONAS licenses and registrations, continuous monitoring is required to ensure compliance with CoCHR requirements embedded in their contracts. Compliance oversight measures include first-party verification through inspections, supplier self-assessments, and grievance mechanisms that enable third parties to highlight concerns related to human rights, HSE, and social impacts.

Four (4) grievance channels have been activated, including our Whistleblowing hotline, the HSE Grievance Mechanism, the C2C (Connect to Collaborate) platform for contractors to engage with PETRONAS on Licensing and Procurement matters, and the GP Sustainability Mailbox for sustainability-related concerns.

Stringently Addressing Non-Compliance

Our procurement practices are built on the principles of fairness, ethics, and transparency while reinforcing supply chain resilience. As part of our purchasing process, we require suppliers to diligently comply with all HSE requirements.

To enforce these standards, we have established a robust policy framework to address non-compliance. This framework enables us to take immediate action, including stopping work if a supplier fails to comply. Contractors are given the opportunity to rectify unsafe conditions or non-compliances at their own cost before work can resume. Payments may also be withheld until the issues are fully addressed.

POSITIVE SOCIAL IMPACT

Supplier Social Impacts

In cases where a contractor breaches HSE obligations or persists in non-compliance, we may take further action, including enforcing performance guarantees, terminating the contract, and claiming losses or damages incurred, in addition to any other rights available under the contract or applicable laws.

Our non-compliance procedure is applied consistently across all cases and is overseen by our internal committee. Guided by the UN Guiding Principles on Business and Human Rights, we ensure that contract termination is considered only as a last resort after all other remedial actions have been exhausted.

Leveraging the PSSP to Promote Sustainability

The newly launched PETRONAS Supplier Support Programme (PSSP) has enabled us to consolidate our engagement efforts with all licensed and registered vendors to foster long-term sustainability across our supply chain. This flagship initiative was introduced in August 2024 and developed with reference to challenges that we identified in the 2023 OGSE survey, aiming to address key sustainability-related pain points faced by OGSE suppliers.

The programme is a collaborative effort through partnership between PETRONAS, the United Nations Global Compact Network Malaysia & Brunei (UNGCMYB) and other renowned industry partners to support suppliers' key challenges in transitioning towards sustainability.

The PSSP features three (3) focus areas:

► Capacity Building by UNGCMYB

The PSSP offers tailored, end-to-end training to PETRONAS' licensed and registered suppliers, covering varied levels of sustainability maturity and awareness. The training emphasises the four (4) core areas of Human Rights, Emissions Management, Integrity, and HSE.

► Disclosure Platform by Bursa Malaysia Berhad

To support our suppliers' sustainability journeys, we collaborated with Bursa Malaysia to customise its Centralised Sustainability Intelligence (CSI) Platform for PETRONAS suppliers. The platform serves as a step-by-step guide for sustainability disclosures and is available in both English and Bahasa Malaysia to ease sustainability reporting.

► Access to Sustainable Financing by Bank Negara Malaysia (BNM) and other Financial Institutions

The PSSP also facilitates access for suppliers to BNM's financing facilities under BNM's fund for SMEs, including the High Tech and Green Facility (HTG) and Low Carbon Transition Facility (LCTF). Additionally, UOB Malaysia has pledged RM1 Billion to finance their decarbonisation efforts, Bank Islam has introduced the Ihsan Financing for Business Resilience, Sustainability and Green Transition (IFIRST) for PSSP registered suppliers, and other partner financial institutions like Alliance Bank have committed to better financing rates for PSSP participants.

The PSSP is designed to facilitate a structured and equitable transition towards sustainability for OGSE suppliers. By supporting their ESG maturity journey, including the disclosure of ESG performance where relevant, we help strengthen their long-term competitiveness and resilience while reinforcing the overall sustainability of our supply chain.

The programme also aligns with our NZCE 2050 ambitions by encouraging suppliers to disclose their GHG emissions and fostering collaboration to drive decarbonisation efforts. This proactive approach enables suppliers to mitigate risks and capitalise on opportunities in line with Malaysia's National Energy Transition Roadmap, ensuring that no industry player is left behind.

POSITIVE SOCIAL IMPACT

Supplier Social Impacts

OUR PERFORMANCE

Proportion of Spending on Local Suppliers

We are committed to supporting local suppliers, defined as companies incorporated in Malaysia, wherever possible. In the year under review, 99% of our total procurement spend was directed towards Malaysian companies, reflecting our dedication to fostering local business growth and strengthening the national supply chain.

Providing Robust Supplier ESG Training

Through capability-building programmes, an ESG and emissions disclosure platform, and access to sustainable financing solutions, the PSSP empowers suppliers to actively contribute to Malaysia’s net-zero goals while fostering a more resilient and sustainable supply chain.

As of 31st December 2024:

1,016 PETRONAS supplier companies have participated in the PSSP rollout.	The programme has received a 4.7/5 satisfaction rating from participants.
96% of PSSP Beginner Training participants reported an increase in sustainability knowledge.	409 PETRONAS suppliers have registered for PSSP through the ESG START Maturity Assessment.

Enhancing Internal Capabilities to Support Supplier ESG Progress

In 2024, PETRONAS conducted comprehensive training for 1,203 participants, mostly from Group Procurements and other internal stakeholders, to strengthen their role in advancing supplier ESG programmes. This represents 81% of the targeted audience, underscoring our commitment to equipping key personnel with the knowledge and tools necessary to drive sustainability across our supply chain.

Supplier Social Assessments

In 2024, we focused on enhancing our Contractor Code of Conduct on Human Rights (CoCHR) and expanding the depth and coverage of assessments across the supply chain. This strategic initiative strengthens our framework for identifying and addressing human rights risks across all supplier tiers, ensuring greater accountability and compliance.

These enhancements lay the groundwork for a more robust and effective Human Rights Due Diligence (HRDD) process. As the CoCHR framework matures, we will leverage it to generate detailed data and measurable outcomes, including the identification of significant social impacts within the supply chain and the actions taken to mitigate them.

As of 31 December 2024, a total of 3,647 companies registered in the PETRONAS License & Management System (PLMS) have completed the CoCHR Self-Assessment and attested to full compliance with PETRONAS CoCHR, including the adherence to the prohibition of forced labour and child labour. In addition, through continuous monitoring and the 63 vendor assessments conducted in 2023 under our enhanced human rights due diligence framework, 109 CoCHR Action Plans (CAPs) were issued to address identified areas for improvement. Of these, 83 CAPs have been successfully completed and closed.

COMMUNITY ENGAGEMENT

WHY IT MATTERS

We recognise our responsibility to contribute to sustainable development across the nation, going beyond our role as a leading infrastructure company to support the well-being of communities through impactful programmes.

By engaging with communities, we gain valuable insights into their social and environmental challenges, enabling us to deliver tangible benefits through our social impact activations, particularly to underprivileged groups. Collaborations with NGOs further amplify our efforts, shedding light on key sustainability issues such as affordable and clean energy, quality education and economic growth. These initiatives reflect our commitment to being a responsible organisation and creating lasting value for society.



OUR APPROACH








A Framework Focused on Three (3) Pillars

Our social impact activations are guided by our Social Impact Management (SIM) Framework, with the primary goal of fostering sustainable livelihoods and equipping communities to adapt and thrive amid evolving social and environmental challenges. All of these initiatives are strategically aligned with our G5dot5 strategic agenda, ensuring the creation of shared values that benefits both our business and the local communities we serve.

POSITIVE SOCIAL IMPACT


Community Engagement

The social impact activations we undertake fall into the following three (3) focus areas:

POWERING KNOWLEDGE	<p>This initiative focuses on promoting knowledge, especially on STEM and matters related to the energy sector, among students and educators. By supporting their pursuit of quality education and expertise, the programme empowers them to strive for progress and create positive impacts in a rapidly changing world.</p>	
UPLIFTING LIVES	<p>Dedicated to providing unfortunate communities with essential resources to enhance their living standards, this initiative aims to facilitate and support communities to reach their full potential and create positive social change.</p>	    
PLANTING TOMORROW	<p>This area focuses on championing biodiversity conservation and creating awareness about sustainable living. It includes educational programmes, reforestation efforts, and rehabilitation activities such as mangrove planting and replenishing freshwater and marine ecosystems. These efforts empower communities to contribute to a healthier planet.</p>	

Social Impact Activations During 2024

POWERING KNOWLEDGE



Discover PETRONAS at Schools (Labuan and Melaka)

These programmes aimed to introduce secondary students interested in STEM to the energy sector, fostering interest in the field while enhancing knowledge of PETRONAS. The first session was held at Kompleks Darul Kifayah, Labuan FT on 30 April 2024, with a contribution of RM206,390.44. The second session, Powering Knowledge Activation: Discover PETRONAS @ School (DPS), was conducted at ILP Selandar, Melaka on 10 July 2024, with PGB contributing RM50,000.

Sharing by PETROSAINS to SMK Kerteh

PETROSAINS reflects PETRONAS' commitment to nation-building by fostering interest in STEM and cultivating a new generation of science and technology-driven, innovation-inspired Malaysians. This initiative held at SMK Kerteh on 21 July 2024, with a contribution of RM13,470, aimed to inspire secondary students' interest in STEM while reinforcing our brand image as a future employer.

Tutoring for Asnaf SPM Students

Conducted from July to November 2024 at SMK Rantau PETRONAS and SMK Kerteh, this initiative aimed to improve academic performance among unfortunate students. It provided essential educational resources with a contribution of RM3,316, reinforcing our dedication to supporting education.

Sponsorship of Students in Technical Energy Enrichment Programme (TEP)

During the year, we expanded our sponsorship under the TEP, supporting 72 additional students to increase the total number of sponsored students to 138.

POSITIVE SOCIAL IMPACT

Community Engagement



UPLIFTING LIVES

Sentuhan Kasih PETRONAS Programme

We have continued to undertake our signature Sentuhan Kasih programmes during major festive seasons, supporting underprivileged groups across various regions to ensure beneficiaries could celebrate these occasions meaningfully.

- ▶ **Sentuhan Kasih CNY:** Beneficiaries in Petaling Jaya were supported with contributions totalling RM20,003 for the festive celebration on 20 February 2024.
- ▶ **Sentuhan Kasih Aidilfitri:** Events in Kerteh, Segamat, Sitiawan and Sepang provided support during Hari Raya celebrations, with contributions amounting to RM65,219 across March and April 2024.
- ▶ **Sentuhan Kasih Deepavali:** Held in Penang, the event on 24 October 2024 brought joy and contributions of RM20,000 to underprivileged communities during the Deepavali season.
- ▶ **Sentuhan Kasih Krismas:** This programme was co-organised with Jabatan Kebajikan Masyarakat Selangor and included a total contribution of RM60,000. The initiative aimed to bring festive cheer to underprivileged B40 families by providing essential food items and festive cookies. Additionally, PGB contributed in-kind by supporting roof repair works.

Free Market and Back-to-School Initiatives

The Free Market and Back-to-School programmes, with contributions of RM51,076.10, were held in Cheras on 2 March 2024 and in Paka, Terengganu, on 12 March 2024. These events provided school supplies and other essentials to help beneficiaries prepare for the new academic year.

An additional GPU Free Market was held at Dewan Sivik, Kerteh, on 1 April 2024, to establish positive relationships with communities near our sites. The initiative involved a contribution of RM12,000 and included donations of new and preloved items to underprivileged individuals.

Charity Runs

We supported national causes through participation in and contribution to several charity runs:

- ▶ **Terry Fox Run KL:** A net contribution of RM10,000 was made to Cancer Research Malaysia to fund vital cancer research efforts on 28 September 2024.
- ▶ **Bursa Bull Charge:** RM10,000 was donated to promote financial literacy and entrepreneurship while supporting underprivileged communities on 26 October 2024.
- ▶ **Orchid Run and Ride KL:** Aimed at advancing healthcare, RM6,490 was contributed to support cancer patients and survivors on 20 October 2024.

POSITIVE SOCIAL IMPACT

Community Engagement



PLANTING TOMORROW

Mangrove Planting and Engagement

On 15 February 2024, PGB collaborated with Jabatan Perhutanan Negeri Selangor to plant 980 mangrove trees at Hutan Simpan Banjar, Kuala Selangor. The initiative engaged 78 volunteers from PGB and JPNS, as well as volunteers from Puspanita, and included a contribution of RM49,280 towards promoting environmental sustainability.

Turtle Hatching Release Programme

Held on 16 July 2024 at Pusat Santuari Penyu Ma'Daerah in Kerteh, this programme provided an opportunity for PETRONAS employees and the local community to engage in environmental conservation and support the preservation of marine biodiversity.

Mangrove Flourishing Programme

PGB hosted a community engagement platform on 29 August 2024 in Kg. Pasir Gudang Baru, Johor, involving PGB staff, local councils, and community representatives. This initiative involved a contribution of RM13,501 for organisation costs and aimed to foster stronger stakeholder relationships while promoting mangrove conservation.

Hari Alam Sekitar Negara (HASN) 2024

As a key collaborator, PGB partnered with Jabatan Alam Sekitar Negeri Terengganu for the annual HASN event held on 24 October 2024 at Muzium Negeri, Kuala Terengganu. Contributions of RM47,740 supported this long-standing environmental awareness programme, fostering stronger engagement with key stakeholders in the state.

Supporting Employee Volunteerism

We actively encourage our employees to volunteer for our community-based initiatives, fostering a culture of volunteerism that supports both personal growth and local development. Through the myCareerX platform, employees can conveniently browse and register for projects and volunteer teams, enabling them to contribute their time and skills toward meaningful causes.

In addition to our in-house initiatives, we extend approval to employees who wish to participate in volunteerism or recreational activities with organisations outside PGB.

- ▶ Public service initiatives led by NGOs
- ▶ Recreational activities, such as sports
- ▶ Membership or service in local bodies, including Jabatan Sukarelawan Malaysia (RELA) and Jabatan Pertahanan Awam Malaysia (JPA3)
- ▶ Councils and societies like Majlis Kanser Nasional (MAKNA) and The National Autism Society of Malaysia (NASOM)

Employees who volunteered, appointed or elected to serve in such capacities are required to seek approval from their Head of Department, in consultation with HR, immediately after their appointment. This ensures that they can balance their responsibilities within these roles alongside their full-time employment commitments.

POSITIVE SOCIAL IMPACT

Community Engagement

OUR PERFORMANCE

Group Donations or Investments Made to Registered Non-profit Organisations

Our contributions to non-profit organisations reflect our understanding of the vital role communities play in the success of our business activities and underscores our commitment to giving back. By prioritising social responsibility, we acknowledge that fostering the well-being and socio-economic development of communities directly supports the sustainability of our business.

Over the past three (3) years, we have made the following contributions to registered non-profit organisations:

Year	Non-profit Organisation	Total Donation (RM)
2022	Cancer Research Malaysia	10,000
2023	PETRONITA	3,760
	Cancer Research Malaysia	10,000
	Rumah KIDS	17,968
	Yayasan Hijau Malaysia	29,190
2024	Persatuan Veteran Bomba dan Penyelamat Malaysia	12,000
	Cancer Research Malaysia (CRMY)	10,000
	Bursa Malaysia	10,000
	PETRONITA	6,490

Total Community Investment and Number of Beneficiaries

The table below details our total community investment over the past three (3) years and the number of beneficiaries our investments have benefitted.

Year	Total Amount Invested in the Community (RM)	Total Number of Beneficiaries of Our Investment
2022	-	-
2023	5,232,621.00	12 ¹
2024	5,723,449.54	1,548

Note:

¹ Total includes organisations and individual beneficiaries

MOVING FORWARD

In the coming year, we will continue implementing quarterly programmes under the three (3) pillars of the SIM Framework, with events planned across Malaysia.

Additionally, we will advance our newly launched Community Solar Programme in collaboration with Yayasan Hijau Malaysia. This initiative is designed to raise awareness and promote action towards adopting solar power as a renewable energy source. The pilot project of this programme is set to launch in Melaka next year.

Business Ethics and Transparency	145
Cybersecurity and Data Privacy	148

Relevant UNSDGs



RESPONSIBLE GOVERNANCE

Maintaining the highest standards of business ethics, fostering accountability, and ensuring robust security are crucial to sustaining stakeholder trust and driving the responsible transformation of our business in an evolving energy landscape. Through stringent policies, proactive risk assessments, and comprehensive training programmes, we uphold impeccable levels of business integrity while strengthening our cybersecurity resilience. With agile leadership, we remain committed to navigating industry developments to protect our competitiveness and ensure long-term relevance amid the energy transition.



RESPONSIBLE GOVERNANCE

BUSINESS ETHICS AND TRANSPARENCY



WHY IT MATTERS

Guided by our Shared Values of Loyalty, Integrity, Professionalism, and Cohesiveness, we are dedicated to upholding the highest standards of ethical and transparent business conduct across our operations. In doing so, we foster trust with stakeholders, enhance employee satisfaction and retention, and safeguard our reputation and brand equity.

As Malaysia's leading gas infrastructure and centralised utilities company, these strong ethical practices not only strengthen our stakeholder relationships but also position PGB as a responsible leader in the regional energy transition, supporting our sustainable growth and value creation.

OUR APPROACH

Defining Expected Conduct Through Comprehensive Policies

Our approach to business ethics and conduct is anchored in several key policies and guidelines, each serving a distinct purpose:

- ▶ **Code of Conduct and Business Ethics (CoBE)**
Establishes the standards of behaviour and ethical practices expected from employees and others working on behalf of the Group.
- ▶ **Anti-Bribery and Corruption (ABC) Manual**
Sets clear expectations for employees and third parties to prevent improper solicitation, bribery, and corruption, reflecting our zero-tolerance policy towards such activities.
- ▶ **Whistleblowing Policy**
Provides a secure channel for employees and the public to report improper conduct involving the Group while ensuring protection for whistleblowers in line with policy procedures.
- ▶ **Directors' Fit and Proper Policy**
Defines the qualities, competencies, and experience required of Board members to effectively fulfil their duties and responsibilities.
- ▶ **Corporate Disclosure Guide**
Ensures compliance with Bursa Malaysia's Main Market Listing Requirements (MMLR) and Corporate Disclosure Guide (3rd Edition), guiding the accurate and transparent dissemination of information.

These documents collectively strengthen our governance framework, fostering a culture of integrity, transparency, and accountability across all facets of our operations.

RESPONSIBLE GOVERNANCE

Business Ethics and Transparency



Driving Compliance through Employee Awareness

To uphold our high standards of business ethics, we ensure continuous learning and development through a calendar of information-sharing and training sessions. We regularly engage employees through targeted email communication, delivering concise articles that raise awareness of ethical practices. These include reminders on guidelines for accepting door gifts, insights into common corruption offences, and guidance on safely utilising our whistleblowing channels.

These initiatives not only refresh knowledge of the CoBE and our other policies but also equip employees with insights on evolving norms and industry expectations around integrity and ethical practices. In 2024, we conducted two (2) impactful awareness programmes and made legal compliance modules accessible via the myLearningX platform, ensuring broad participation and accessibility.

-  **Integrity Unleashed at GPK**
-  **Gas and Maritime Integrity Unleashed – Central Edition**
-  **Legal Compliance X Modules**
 - Anti-Bribery and Corruptions (ABC) Manual
 - Personal Data Protection and Privacy Compliance (PDPA)
 - Third Party Risk Management (TPRM)
 - Introduction to Sanctions
 - Introduction to Export Control
 - Introduction to Competition Law

Leveraging Corruption Risk Assessments (CRA) for Oversight

To uphold ethical business practices and strengthen our oversight of corruption-related risks, we conduct comprehensive CRA across all our operations. These assessments evaluate our risk exposure in areas susceptible to inbound and outbound bribery and other forms of corruption as outlined in our policy documents.

The 10 key process areas in our CRA include:

<p>1</p>  <p>Business Development and Commercial</p>	<p>2</p>  <p>Project Delivery</p>
<p>3</p>  <p>Operation</p>	<p>4</p>  <p>Health, Safety, Security and Environment</p>
<p>5</p>  <p>Finance</p>	<p>6</p>  <p>Human Resource</p>
<p>7</p>  <p>Stakeholder Management</p>	<p>8</p>  <p>Legal and Regulatory</p>
<p>9</p>  <p>Sustainability</p>	<p>10</p>  <p>Self-Regulation</p>

By identifying and analysing risks within key aspects of our businesses, CRAs enable us to implement targeted controls to address specific vulnerabilities across our supply chain and business relationships. To date, we have successfully completed CRAs mitigations across PGB operations, reinforcing our commitment to integrity and proactive risk management.

RESPONSIBLE GOVERNANCE

Business Ethics and Transparency

OUR PERFORMANCE

Communication and Training on Anti-Corruption Policies and Procedures

In alignment with our commitment to anti-corruption, all Board members and employees have been thoroughly briefed and trained on our anti-corruption policies and procedures. Additionally, the ABC Manual is readily accessible to all employees, Board members, and stakeholders via our corporate website. Regular training and engagement initiatives, as highlighted earlier, serve to further reinforce and refresh their understanding and awareness.



Note:
Last year's data on Board and employee anti-corruption policy communication and training has been revised due to a previous misinterpretation of the calculation methodology.

Incidents of Corruption and Remedial Actions

In 2024, we continued to uphold our record of zero confirmed incidents of corruption. This includes no contract terminations or non-renewals with business partners due to violations. In addition, there are no ongoing public legal cases involving the company or our employees related to corruption.

Legal Action for Anti-Competitive Behaviour, Anti-Trust, and Monopoly Practices

There were no reported incidents of anti-competitive behaviour, anti-trust violations, or breaches of monopoly legislation involving PGB during 2024.

Within the context of our business, no legal proceedings were reported concerning federal pipeline and storage regulations. This includes matters related to rates, pipeline access, price gouging, or price fixing.

Political Contributions

PGB made zero political contributions during the year under review.

MOVING FORWARD

We strive to steadily strengthen our commitment and practices surrounding business ethics and transparency. Our efforts will include regular evaluations of our policies and procedures and targeted investment in training sessions designed to enhance awareness and compliance across all levels of PGB.

Employees will continue to benefit from refresher sessions on the CoBE and specialised upskilling on key aspects of business ethics and related regulations. Meanwhile, our leaders will receive tailored training on ethical practices within the context of industrial relations, ensuring that the highest ethical standards are upheld in all internal operations and external engagements.

RESPONSIBLE GOVERNANCE

CYBERSECURITY AND DATA PRIVACY

WHY IT MATTERS

As digital solutions become integral to our operations, cybersecurity has emerged as a critical pillar of our governance framework, ensuring the protection of assets, systems, and customer data in an increasingly sophisticated cyberthreat landscape.

Through the implementation of a robust cybersecurity governance framework and data privacy policy, coupled with purpose-fit technologies that strengthen our security posture, we proactively mitigate risks to safeguard our systems and data integrity, promoting cyber resilience. These efforts not only protect our businesses operations but also reinforce our reputation as a progressive and trustworthy organisation, safeguarding the confidence of our stakeholders.



OUR APPROACH

Leveraging PETRONAS' Stringent Framework to Uphold Security and Privacy

The PETRONAS Enterprise Cybersecurity Governance Framework is a comprehensive set of standards and guidelines that collectively govern cybersecurity. This framework ensures clear accountability and adherence to internationally recognised best practices, including the National Institute of Standards and Technology Cyber Security Framework (NIST CSF), Information Organization for Standardization (ISO) 27001, Security for Industrial Automation and Control Systems (ISA/IEC) 62443, Information Security Forum - Information Risk Assessment Methodology 2 (ISF-IRAM 2) and NIST 800-30.

For data privacy protection, we have adopted the PETRONAS Corporate Privacy Policy, which provides principles and guidelines for the collection, use, processing, and storage of personal data. Aligned with the Malaysian Personal Data Protection Act 2010 (PDPA) and the European Union's General Data Protection Regulation (GDPR), this policy is applicable to all PGB employees and third-party service providers managing personal data on our behalf. The policy ensures the fair and lawful collection and processing of personal data, requires transparency regarding data usage and individual rights, and mandates the implementation of robust security measures to prevent unauthorised access, disclosure, or misuse of personal data.

RESPONSIBLE GOVERNANCE

Cybersecurity and Data Privacy

In addition to the above policy and framework, we collaborate with PETRONAS to implement various systems and approaches to bolster our security posture and resilience against cyber and data privacy threats. These include:

SECURITY POSTURE AND RESILIENCE AGAINST CYBER AND DATA PRIVACY THREATS

Cybersecurity Capability Maturity Model (C2M2)



Designed to assess and drive continuous improvements in our cybersecurity maturity level, ensuring readiness against evolving threats.

Security Information and Event Management (SIEM)



Enables real-time monitoring and detection of cyber threats, enhancing our ability to proactively mitigate potential security breaches.

Enterprise Risk Management Framework



Outlines structured processes to identify, assess, and remediate control gaps in PETRONAS systems and applications, strengthening system resilience.

Cybersecurity Incident Response Plan (CIRP)



Provides a clear set of actions for teams to effectively respond to cyber incidents, minimising potential damage and ensuring timely recovery.

Personal Data Breach Response Plan



Establishes best practices for managing data breaches to mitigate negative impacts and protect stakeholders' information.

Proactively Aligning with the Cyber Security Act 2024

Malaysia's Cyber Security Act 2024 (Act 854) took effect on 26 August 2024, along with four (4) supplementary regulations, enhancing the nation's cybersecurity framework. The Act introduces key measures to protect National Critical Information Infrastructure (NCII) and safeguard citizens from cyber threats.

On 11 September 2024, the Prime Minister appointed PETRONAS as the Sector Lead for the Energy Sector. In line with Act 854, PETRONAS is developing criteria for NCII classification, identifying NCII entities within the PETRONAS Group, and establishing a Code of Practice for designated entities.

While no immediate action is required, PGB will continue adhering to PETRONAS' cybersecurity standards and monitoring regulatory developments. By proactively aligning with Act 854, we reinforce our cybersecurity posture, ensure regulatory readiness, and position ourselves for seamless compliance if designated as an NCII entity.

RESPONSIBLE GOVERNANCE

Cybersecurity and Data Privacy

Effectively Managing and Mitigating Risks

To safeguard personal data against unauthorised access, disclosure, and misuse, we have implemented a comprehensive suite of technical and organisational measures to reduce the risks of privacy breaches and ensure compliance with stringent data privacy standards.

Additionally, we conduct data protection impact assessments when required to identify potential privacy risks and emerging vulnerabilities. The insights gained from these assessments drive continuous improvements to our processes, enhancing our resilience and maintaining the integrity of our data management practices.

Empowering Employees to Safeguard Assets

To reinforce the critical role employees play in protecting organisational assets, we conduct annual awareness training sessions that emphasise the importance of cybersecurity, data privacy, and individual responsibilities. Through regular training, we enable our people to remain informed, vigilant, and prepared to uphold our cybersecurity and data protection standards.

Our primary educational tool is an e-learning module made accessible on the myLearningX platform. As of 31 December 2024, 1,836 employees have successfully completed the "Cyber Security and You 2024" module and assessment, reflection an overall completion rate of 98.91%, exceeding our target of 80%.



RESPONSIBLE GOVERNANCE

Cybersecurity and Data Privacy

OUR PERFORMANCE

Incidents of Personal Data Privacy Breaches

In 2024, we maintained our exemplary standards in safeguarding personal data, recording zero complaints related to data privacy breaches across PGB companies.

MOVING FORWARD

In line with our commitment to staying ahead of the ever-evolving cyber risk landscape, we continue to enhance security measures and strengthen risk monitoring to proactively mitigate emerging threats. Reflecting our focus on technological innovation, the installation of a facial recognition system at our premises, approved in July 2024, will replace traditional access controls with multi-factor authentication, significantly enhancing security.

Looking ahead, we will continue to evaluate the feasibility of emerging technologies, ensuring alignment with PETRONAS Enterprise Cybersecurity Governance Framework. Regular security audits and assessments will remain integral to identifying and addressing vulnerabilities in the ever-changing cyberthreat threat landscape. At the same time, we will enhance employee training programmes to ensure our workforce remains well-equipped to address evolving cybersecurity and data privacy challenges.



INDEPENDENT LIMITED ASSURANCE STATEMENT



SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Petronas Gas Berhad (hereafter referred to as Petronas Gas) to perform an independent verification and provide assurance of the Petronas Gas Sustainability Report 2024. The main objective of the verification process is to provide assurance to Petronas Gas and its stakeholders on the accuracy and reliability of the information as presented in this statement. The verification by SIRIM QAS International pertains to sustainable performance information (subject matter) within the assurance scope which is included in Petronas Gas Sustainability Report 2024.

The management of Petronas Gas was responsible for the preparation of the Sustainability Report. The objectivity and impartiality of this statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the Petronas Gas's Sustainability Report, and Integrated Annual Report 2024.

The assurance engagement was designed to provide limited assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the adequacy of Petronas Gas Sustainability Report and its overall presentation against respective frameworks such as UN-SDGs, GRI Standards requirement, TCFD and other relevant frameworks. The assurance process involves verification of applicable subject matter as presented in the report through these chapters i.e., Safeguarding the Environment, Positive Social Impact, and Responsible Governance. In addition to this, we also review and verify the sustainability indicators outlined by Bursa Malaysia to ensure the accuracy, completeness, and reliability of the reported information. The results of this verification process have been systematically tabulated in Appendix 1 and Report to Management, with further details provided therein.

The verification was carried out by SIRIM QAS International in February 2025 to March 2025, with the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources, including internal and external documentation made available during the assessment.
- Verifying the data presented in the Sustainability Report, which includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and developing various sections of the report to substantiate the veracity of the claims.

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of any other information reported in the Petronas Gas Integrated Annual Report 2024.
- The review excluded all financial-related data, as these are subjected to the company's financial audit.

INDEPENDENT LIMITED ASSURANCE STATEMENT

- As part of this assurance engagement, the verification team visited Petronas Gas's corporate office at Tower 1, Petronas Twin Towers. However, the verification process did not include physical inspections of any of Petronas Gas's plants, buildings, assets, and other related entities.
- The verification team did not assess or verify any data related to contractors or third parties.

Conclusion

SIRIM QAS International, a Conformity Assessment Body in Malaysia, is accredited to both ISO/IEC 17021-1:2015 and ISO/IEC 17065:2012 covering all our operational activities. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of Petronas Gas relating to the accuracy of some of the information contained in the report. In response to the raised findings, the Sustainability Report was subsequently reviewed and revised by Petronas Gas. It is confirmed that changes that have been incorporated into the final version of the report have satisfactorily addressed all issues. Based on the scope of the assessment process and evidence obtained, nothing has come to our attention that causes us to believe that Petronas Gas has not complied, in all material respects, with the referred assurance standard and guide. The following represents SIRIM QAS International's opinion:

- The level of data accuracy included in Petronas Gas Sustainability Report 2024 is fairly stated;
- The level of disclosure of the specific sustainability performance information presented in the report was found to be properly prepared;
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the report;
- The sustainability report provides a reasonable and balanced presentation of Petronas Gas's sustainability performance.

List of Assessors.

Aernida Abdul Kadir, Team Leader

Team Member:

Ms. Kamini Sooriamoorthy

Ms. Farhanah Ahmad Shah

Ms. Aine Jamaliah Mohamad Zain

Mr. Ghazali Talib

Team Member:

Ms. Khairuza Wawiyah Khairuddin

Ms. Hazwani Yob

Ms. Evelyn Liew

Statement Prepared by:

Statement Approved by:


AERNIDA BINTI ABDUL KADIR

Team Leader

Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 7 March 2025


AMINUDIN BIN ABD AZIZ

Acting Senior General Manager

Management System Certification Department
SIRIM QAS International Sdn. Bhd

Date: 7 March 2025

Note 1: This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd does not express an opinion on, nor guarantees the integrity and/or accuracy of the information provided with the view that the conclusion was conducted post verification assessment, hence not verified. SIRIM QAS International shall not be responsible for any changes or additions made after the referred date (5 March 2025).

PERFORMANCE DATA TABLE FROM BURSA ESG REPORTING PLATFORM

Appendix 1

Indicator	Measurement Unit	2022	2023	2024
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Board of Directors	Percentage	-	100.00*	100.00
Employees	Percentage	-	100.00*	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	-	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	-	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	-	5,232,621.00	5,723,449.54
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	-	12	1,548
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Leadership Committee (PGB LT) Under 30	Percentage	0.00	0.00	0.00
Leadership Committee (PGB LT) Between 30-50	Percentage	70.00	80.00	90.00
Leadership Committee (PGB LT) Above 50	Percentage	30.00	20.00	10.00
Senior Management (SM and GM) Under 30	Percentage	0.00	0.00	0.00
Senior Management (SM and GM) Between 30-50	Percentage	84.00	86.00	89.00
Senior Management (SM and GM) Above 50	Percentage	16.00	14.00	11.00
First Level Management (Manager) Under 30	Percentage	0.00	0.00	0.00
First Level Management (Manager) Between 30-50	Percentage	98.00	98.00	97.00
First Level Management (Manager) Above 50	Percentage	2.00	2.00	3.00
Non-Management (Executive, Non Executive, Secretary and TTS) Under 30	Percentage	15.00	16.00	19.00
Non-Management (Executive, Non Executive, Secretary and TTS) Between 30-50	Percentage	76.00	75.00	71.00
Non-Management (Executive, Non Executive, Secretary and TTS) Above 50	Percentage	9.00	9.00	10.00
Gender Group by Employee Category				
Leadership Committee (PGB LT) Male	Percentage	70.00	70.00	70.00
Leadership Committee (PGB LT) Female	Percentage	30.00	30.00	30.00
Senior Management (SM and GM) Male	Percentage	87.00	83.00	81.00
Senior Management (SM and GM) Female	Percentage	13.00	17.00	19.00
First Level Management (Manager) Male	Percentage	77.00	75.00	72.00
First Level Management (Manager) Female	Percentage	23.00	25.00	28.00
Non-Management (Executive, Non Executive, Secretary and TTS) Male	Percentage	89.00	89.00	89.00
Non-Management (Executive, Non Executive, Secretary and TTS) Female	Percentage	11.00	11.00	11.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	67.00	62.00	62.00
Female	Percentage	33.00	38.00	38.00

Internal assurance

External assurance

No assurance

(*)Restated

PERFORMANCE DATA TABLE FROM BURSA ESG REPORTING PLATFORM

Appendix 1

Indicator	Measurement Unit	2022	2023	2024
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	22.00	25.00	0.00
Above 50	Percentage	78.00	75.00	100.00
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	18,175,000.00*	17,127,778.00*	17,630,556.00
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	1	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.08	0.08	0.27
Bursa C5(c) Number of employees trained on health and safety standards	Number	-	1,544	1,475
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Leadership Committee (PGB LT)	Hours	276	834	571
Senior Management (SM and GM)	Hours	2,066	3,162	3,360
First Level Management (Manager)	Hours	3,964	9,219	11,835
Non-Management (Executive, Non Executive, Secretary and TTS)	Hours	109,074	177,463	183,115
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	1.00	0.70	1.90
Bursa C6(c) Total number of employee turnover by employee category				
Leadership Committee (PGB LT)	Number	1	1	0
Senior Management (SM and GM)	Number	3	3	2
First Level Management (Manager)	Number	2	0	4
Non-Management (Executive, Non Executive, Secretary and TTS)	Number	37	57	50
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	1	0	1
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	-	99.00	99.00
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	-	0	0
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	4,063.000000	4,168.000000	4,543.000000
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	2,172.00	3,266.00	2,504.56
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1,033.00	2,104.00	1,799.13
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1,394.00	647.00	710.99
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	5,754,544.00	5,859,402.00	6,074,946.00
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	49,762.00	49,165.00	51,319.00
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-	5,055.00

Internal assurance

External assurance

No assurance

(*)Restated

GRI CONTENT INDEX

Statement of Use	Petronas Gas Berhad has reported the information cited in this GRI content index for the period of 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI DISCLOSURE	PAGE REFERENCE
GRI 2: General Disclosures 2021	
2-1 Organisational details	IR 2024 > Who We Are, pages 8-9
2-2 Entities included in the organisation's sustainability reporting	SR 2024 > Basis of This Report, page 1
2-3 Reporting period, frequency and contact point	SR 2024 > Basis of This Report, page 1
2-4 Restatements of information	SR 2024 > Basis of This Report, page 1
2-5 External assurance	SR 2024 > Basis of This Report, page 1; Independent Limited Assurance Statement, pages 152-153
2-6 Activities, value chain and other business relationships	IR 2024 > Our Group Business Activities and Processes, pages 12-15
2-7 Employees	SR 2024 > Sustainability Scorecard, page 14
2-8 Workers who are not employees	IR 2024 > Engaging Our Stakeholders, page 40; Strategic Focus Areas and Key Performance Indicators, page 53
2-9 Governance structure and composition	SR 2024 > Sustainability Governance, pages 16-18
2-10 Nomination and selection of the highest governance body	SR 2024 > Corporate Governance Overview Statement > Board Appointment Process, page 107
2-11 Chair of the highest governance body	IR 2024 > Corporate Governance Overview Statement, page 103
2-12 Role of the highest governance body in overseeing the management of impacts	SR 2024 > Sustainability Governance, pages 16-18
2-13 Delegation of responsibility for managing impacts	SR 2024 > Sustainability Governance, pages 16-18
2-14 Role of the highest governance body in sustainability reporting	SR 2024 > Sustainability Governance, pages 16-18
2-15 Conflicts of interest	IR 2024 > Corporate Governance Overview Statement, pages 98-123
2-16 Communication of critical concerns	SR 2024 > Human Rights, page pages 91-100
2-17 Collective knowledge of the highest governance body	IR 2024 > Corporate Governance Overview Statement, pages 98-123
	IR 2024 > Profile of the Board of Directors, pages 84-91; Company Secretaries, page 110; Profile of Leadership Team, pages 84-91

GRI CONTENT INDEX

GRI DISCLOSURE	PAGE REFERENCE
GRI 2: General Disclosures 2021	
2-18 Evaluation of the performance of the highest governance body	IR 2024 > Corporate Governance Overview Statement, pages 98-123
2-19 Remuneration policies	IR 2024 > Corporate Governance Overview Statement, pages 118-119
2-20 Process to determine remuneration	IR 2024 > Corporate Governance Overview Statement, pages 118-119
2-22 Statement on sustainable development strategy	SR 2024 > Foreword by the Chairman of the Board Sustainability and Risk Committee, pages 4-9; Chief Executive Officer's Statement, pages 10-13; Sustainability Blueprint, page 19
2-23 Policy commitments	SR 2024 > Human Rights, pages 91-93 Website > Governance, Policies, https://www.petronas.com/pgb/governance
2-24 Embedding policy commitments	SR 2024 > Human Rights, pages 91-93; Business Ethics and Transparency, pages 145-146 Website > Governance, Policies, https://www.petronas.com/pgb/governance
2-25 Processes to remediate negative impacts	SR 2024 > Human Rights, pages 91-99 IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
2-26 Mechanisms for seeking advice and raising concerns	SR2024 > Human Rights, page 99 IR 2024 > Corporate Governance Overview Statement, page 122
2-27 Compliance with laws and regulations	SR 2024 > Sustainable Value Creation, page 28; Climate Change Management, page 46; Pollution Management, pages 61, 63-66; Waste Management, page 70; Water Management, page 77; Human Rights, pages 93, 95; Occupational Safety and Health, pages 118 and 120; Supplier Social Impacts, pages 136 and 138; Business Ethics and Transparency, page 149; Cybersecurity and Data Privacy, pages 148-149
2-28 Membership associations	SR 2024 > Climate Change Management, page 46 IR 2024 > Present Appointments in Profile of Board and Leadership Team, pages 84-97
2-29 Approach to stakeholder engagement	SR 2024 > Engaging Our Stakeholders, pages 24-27
2-30 Collective bargaining agreements	SR 2024 > Human Rights, page 91
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	SR 2024 > Determining Our Material Matters, page 20
3-2 List of material topics	SR 2024 > Determining Our Material Matters, pages 21-23

GRI CONTENT INDEX

GRI DISCLOSURE	PAGE REFERENCE
3-3 Management of material topics	
SUSTAINABLE VALUE CREATION	
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	SR 2024 > Sustainable Value Creation, page 33
201-2 Financial implications and other risks and opportunities due to climate change	SR 2024 > Climate Change Management, pages 50-51
201-4 Financial assistance received from government	No financial assistance received from government in 2024
GRI 202: Market Presence 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	SR 2024 > Sustainable Value Creation, page 33
202-2 Proportion of senior management hired from the local community	SR 2024 > Sustainable Value Creation, page 33
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	SR 2024 > Community Engagement, pages 139-143
203-2 Significant indirect economic impacts	SR 2024 > Sustainable Value Creation, page 33 Supplier Social Impacts, page 138 Community Engagement, pages 139-143
POLLUTION MANAGEMENT	
3-3 Management of material topics	
GRI 305: Emissions 2016	
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SR 2024 > Pollution Management, page 65
CLIMATE CHANGE MANAGEMENT	
3-3 Management of material topics	
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	SR 2024 > Climate Change Management, page 56
305-2 Energy indirect (Scope 2) GHG emissions	SR 2024 > Climate Change Management, page 56
305-4 GHG emissions intensity	SR 2024 > Climate Change Management, page 55
305-5 Reduction of GHG emissions	SR 2024 > Climate Change Management, page 58
ENERGY MANAGEMENT	
3-3 Management of material topics	
GRI 302: Energy 2016	
302-1 Energy consumption within the organisation	SR 2024 > Energy Management, pages 37-41
302-4 Reduction of energy consumption	SR 2024 > Energy Management, pages 37-41
302-5 Reductions in energy requirements of products and services	SR 2024 > Energy Management, pages 37-41
WASTE MANAGEMENT	
3-3 Management of material topics	
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	SR 2024 > Waste Management, pages 68-73
306-2 Management of significant waste-related impacts	SR 2024 > Waste Management, pages 68-73
306-3 Waste generated	SR 2024 > Waste Management, pages 71-75
306-4 Waste diverted from disposal	SR 2024 > Waste Management, pages 71-75
306-5 Waste directed to disposal	SR 2024 > Waste Management, pages 71-75

GRI CONTENT INDEX

GRI DISCLOSURE	PAGE REFERENCE
WATER MANAGEMENT	
3-3 Management of material topics	
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	SR 2024 > Water Management, pages 77-81
303-2 Management of water discharge-related impacts	SR 2024 > Water Management, pages 77-81
303-3 Water withdrawal	SR 2024 > Water Management, pages 77-81
303-4 Water discharge	SR 2024 > Water Management, pages 77-81
303-5 Water consumption	SR 2024 > Water Management, pages 77-81
BIODIVERSITY MANAGEMENT	
3-3 Management of material topics	
GRI 304: Biodiversity 2016	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	SR 2024 > Biodiversity Management, page 86
304-2 Significant impacts of activities, products and services on biodiversity	SR 2024 > Biodiversity Management, pages 82-89
304-3 Habitats protected or restored	SR 2024 > Biodiversity Management, pages 85-89
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	SR 2024 > Biodiversity Management, pages 86-87
OCCUPATIONAL SAFETY AND HEALTH	
3-3 Management of material topics	
GRI 403: Occupational Safety and Health 2018	
403-1 Occupational health and safety management system	SR 2024 > Occupational Safety and Health, pages 114-132
403-2 Hazard identification, risk assessment, and incident investigation	SR 2024 > Occupational Safety and Health, pages 120-124
403-3 Occupational health services	SR 2024 > Occupational Safety and Health, page 128-129
403-4 Worker participation, consultation, and communication on occupational health and safety	SR 2024 > Occupational Safety and Health, pages 116-117, 119, 123-24, 126, 128-30
403-5 Worker training on occupational health and safety	SR 2024 > Occupational Safety and Health, page 127 and 130
403-6 Promotion of worker health	SR 2024 > Occupational Safety and Health, pages 128
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2024 > Occupational Safety and Health, pages 121-124
403-8 Workers covered by an occupational health and safety management system	SR 2024 > Occupational Safety and Health, page 113
403-9 Work-related injuries	SR 2024 > Occupational Safety and Health, page 133
403-10 Work-related ill health	SR 2024 > Occupational Safety and Health, page 134

GRI CONTENT INDEX

GRI DISCLOSURE	PAGE REFERENCE
TALENT MANAGEMENT	
3-3 Management of material topics	
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	SR 2024 > Talent Management, pages 110-111
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 2024 > Talent Management, page 112
401-3 Parental leave	SR 2024 > Talent Management, page 111
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	SR 2024 > Talent Management, page 112
404-2 Programs for upgrading employee skills and transition assistance programs	SR 2024 > Talent Management, pages 107-108
404-3 Percentage of employees receiving regular performance and career development reviews	SR 2024 > Talent Management, page 113
HUMAN RIGHTS	
3-3 Management of material topics	
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	SR 2024 > Human Rights, page 100
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR 2024 > Human Rights, page 100
GRI 410: Security Practices 2016	
410-1 Security personnel trained in human rights policies or procedures	SR 2024 > Human Rights, page 100
GRI 411: Rights of Indigenous Peoples 2016	
411-1 Incidents of violations involving rights of indigenous peoples	SR 2024 > Human Rights, page 100
SUPPLIER SOCIAL IMPACTS	
3-3 Management of material topics	
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	SR 2024 > Supplier Social Impacts, page 130
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	SR 2024 > Supplier Social Impacts, page 130
414-2 Negative social impacts in the supply chain and actions taken	SR 2024 > Supplier Social Impacts, page 130
EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION	
3-3 Management of material topics	
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	SR 2024 > Equal Opportunity, Diversity and Inclusion, pages 103-104
COMMUNITY ENGAGEMENT	
3-3 Management of material topics	
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	SR 2024 > Community Engagement, pages 140-142

GRI CONTENT INDEX

GRI DISCLOSURE	PAGE REFERENCE
BUSINESS ETHICS AND TRANSPARENCY	
3-3 Management of material topics	
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	SR 2024 > Business Ethics and Transparency, page 146
205-2 Communication and training about anti-corruption policies and procedures	SR 2024 > Business Ethics and Transparency, page 147
205-3 Confirmed incidents of corruption and actions taken	SR 2024 > Business Ethics and Transparency, page 147
GRI 206: Anti-competitive Behavior 2016	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	SR 2024 > Business Ethics and Transparency, page 147
CYBERSECURITY AND DATA PRIVACY	
3-3 Management of material topics	
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR 2024 > Cybersecurity and Data Privacy, page 151

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S1 CONTENT INDEX

IFRS S1 INDICATOR	DESCRIPTION	PAGE REFERENCE
GOVERNANCE		
27(a)(i)	How responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s)	SR 2024 > Our Sustainability Approach, pages 17-18
27(a)(ii)	How the body(s) or individual(s) determined whether appropriate skills and competencies will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities	IR 2024 > Profile of the Board of Directors and Profile of Leadership Team, pages 84-97; Corporate Governance Overview Statement, pages 98-115
27(a)(iii)	How and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities	SR 2024 > Foreword by the Chairman of the Board Sustainability and Risk Committee, pages 4-9; Sustainability Governance, pages 16-18 IR 2024 > Corporate Governance Overview Statement, pages 98-100
27(a)(iv)	How the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities	SR 2024 > Climate Change Management, page 49; Sustainability Governance, pages 16-18 IR 2024 > Statement on Risk Management and Internal Control, pages 146-163
27(a)(v)	How the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies	SR 2024 > Sustainability Governance, pages 16-18 IR 2024 > Corporate Governance Overview Statement, pages 98-120
27(b)(i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee	SR 2024 > Sustainability Governance, pages 16-18 IR 2024 > Corporate Governance Overview Statement, page 100
27(b)(ii)	Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions	SR 2024 > Sustainability Governance, pages 16-18 IR 2024 > Corporate Governance Overview Statement, pages 98-120; Statement on Risk Management and Internal Control, pages 146-163
STRATEGY		
30(a)	Describe the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects	SR 2024 > Determining Our Material Matters, pages 22-23 IR 2024 > Risks Linked to Strategy, pages 54-55; Business Review, pages 56-63; Statement on Risk Management and Internal Control, pages 146-163
30(b)	The time horizons—short, medium or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur	SR 2024 > Climate Change Management, page 42
30(c)	The definitions of 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	SR 2024 > Climate Change Management, page 42

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S1 CONTENT INDEX

IFRS S1 INDICATOR	DESCRIPTION	PAGE REFERENCE
STRATEGY		
32(a)	A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain	IR 2024 > Our Operating Environment, pages 35-37; Our Value Creating Business Model, pages 46-47; Risks Linked to Strategy, pages 54-55
32(b)	A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets)	SR 2024 > Climate Change Management, page 44 IR 2024 > Our Value Creating Business Model, pages 46-47; Business Review, pages 56-62
33(a)	How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making	SR 2024 > Determining Our Material Matters, pages 22-23; Climate Change Management, pages 50-51 IR 2024 > Risks Linked to Strategy, pages 54-55; Business Review, pages 56-62
33(b)	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information	SR 2024 > Sustainable Value Creation, pages 28-33; Safeguard the Environment, pages 34-89; Positive Social Impact, pages 90-143; Responsible Governance, pages 144-151
33(c)	Trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community)	IR 2024 > Our Value Creating Business Model, pages 46-47
35(c)(i)	Its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to	IR 2024 > Managing Director/Chief Executive Officer's Review, pages 20-27
35(c)(ii)	Its planned sources of funding to implement its strategy	IR 2024 > Strategic Focus Areas and Key Performance Indicators, pages 51-53
RISK MANAGEMENT		
44(a)(i)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes)	IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
44(a)(ii)	Application of scenario analysis to inform its identification of sustainability-related risks	SR 2024 > Climate Change Management, pages 48-53
44(a)(iii)	How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria)	SR 2024 > Climate Change Management, pages 48-53 IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
44(a)(iv)	Whether and how the entity prioritises sustainability-related risks relative to other types of risk	IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
44(a)(v)	How the entity monitors sustainability-related risks	SR 2024 > Climate Change Management, pages 48-53 IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
44(a)(vi)	Whether and how the entity has changed the processes it used compared with the previous reporting period	Not applicable. Risk management approach has not changed

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S1 CONTENT INDEX

IFRS S1 INDICATOR	DESCRIPTION	PAGE REFERENCE
RISK MANAGEMENT		
44(b)	The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities	SR 2024 > Climate Change Management, pages 48-49 IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
44(c)	The extent to which, and how, the processes for identifying, assessing and prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process	SR 2024 > Climate Change Management, pages 48-49 IR 2024 > Statement on Risk Management and Internal Controls, pages 146-163
METRICS AND TARGETS		
46(a)	Metrics required by an applicable IFRS Sustainability Disclosure Standard for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects	SR 2024 > Climate Change Management, pages 42-45
46(b)	Metrics the entity uses to measure and monitor that sustainability-related risk or opportunity and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	SR 2024 > Climate Change Management, pages 42-46
50(a)	How the metric is defined, including whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source	SR 2024 > Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
50(b)	Whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as red, amber, green – or RAG – status)	SR 2024 > Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
50 (c)	Whether the metric is validated by a third party and, if so, which party	SR 2024 > Independent Limited Assurance Statement, pages 152-153
51 (a)	The metric used to set the target and monitor progress towards reaching the target	SR 2024 > Climate Change Management, pages 43-44; Pollution Management, page 61; Waste Management, page 72; Water Management, pages 77 and 79; Occupational Safety and Health, pages 115 and 119; Cybersecurity and Data Privacy, page 150
51 (b)	The specific quantitative or qualitative target the entity has set or is required to meet	SR 2024 > Climate Change Management, pages 43-44; Pollution Management, page 61; Waste Management, page 72; Water Management, pages 77 and 79; Occupational Safety and Health, pages 115 and 119; Cybersecurity and Data Privacy, page 150 IR 2024 > Strategic Focus Areas and Key Performance Indicators, pages 51-53
51 (c)	The period over which the target applies	SR 2024 > Climate Change Management, pages 42-44
51(d)	The base period from which progress is measured	SR 2024 > Climate Change Management, pages 42-44, 58
51 (f)	Performance against each target and an analysis of trends or changes in the entity's performance	SR 2024 > Performance Data Table from Bursa ESG Reporting Platform, pages 154-155

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S2 CONTENT INDEX

IFRS S2 INDICATOR	DESCRIPTION	PAGE REFERENCE
GOVERNANCE		
6(a)(i)	<p>The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:</p> <p>How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s)</p>	<p>SR 2024 > Sustainability Governance, pages 16-17</p> <p>IR 2024 > Corporate Governance Overview Statement, pages 98-115</p>
6(a)(ii)	How the body(s) or individual(s) determined whether appropriate skills and competencies will be developed to oversee strategies designed to respond to climate-related risks and opportunities	IR 2024 > Profile of the Board of Directors, pages 102-109; Profile of Leadership Team, pages 111-115
6(a)(iii)	How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities	<p>SR 2024 > Sustainability Governance, pages 16-17</p> <p>IR 2024 > Corporate Governance Overview Statement, pages 98-115</p>
6(a)(iv)	How the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities	<p>SR 2024 > Sustainability Governance, pages 16-17</p> <p>IR 2024 > Corporate Governance Overview Statement, pages 98-115</p>
6(a)(v)	How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets (see paragraph 33-36), including whether and how related performance metrics are included in remuneration policies (see paragraph 29(g))	<p>SR 2024 > Sustainability Governance, pages 16-17; Climate Change Management, pages 47-54</p> <p>IR 2024 > Nomination and Remuneration Committee Report, 136-142</p>
6(b)(i)	<p>Disclose information about management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:</p> <p>Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee</p>	SR 2024 > Sustainability Governance, pages 16-18
STRATEGY		
9(a)	The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	SR 2024 > Climate Change Management, pages 47-54
9(b)	The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain	SR 2024 > Climate Change Management, pages 50-53
9(c)	The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan	SR 2024 > Climate Change Management, pages 50-53
10(a)	<p>An entity shall disclose information that enables users of general-purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:</p> <p>Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects</p>	SR 2024 > Climate Change Management, pages 50-54

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S2 CONTENT INDEX

IFRS S2 INDICATOR	DESCRIPTION	PAGE REFERENCE
STRATEGY		
10(b)	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	SR 2024 > Climate Change Management, pages 50-54
10(c)	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium, or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur	SR 2024 > Climate Change Management, pages 50-54
10(d)	Explain how the entity defines ‘short term’, ‘medium term’ and ‘long term’ and how these definitions are linked to the planning horizons used by the entity for strategic decision making.	SR 2024 > Climate Change Management, page 42
13(a)	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain. Specifically, the entity shall disclose: A description of the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain	IR 2024 > Our Operating Environment, pages 35-36; Our Value Creating Business Model, pages 46-47
13(b)	A description of where in the entity’s business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets)	SR 2024 > Climate Change Management, page 44
14(a)(i)	Disclose information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about: Current and anticipated changes to the entity’s business model, including its resource allocation, to address climate-related risks and opportunities (for example, these changes could include plans to manage or decommission carbon-, energy- or water-intensive operations; resource allocations resulting from demand or supply-chain changes; resource allocations arising from business development through capital expenditure or additional expenditure on research and development; and acquisitions or divestments)	SR 2024 > Climate Change Management, page 47 IR 2024 > Managing Director/Chief Executive Officer’s Review, pages 25-26; Our Strategic Agenda, pages 48-50
14(a)(ii)	Current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications)	SR 2024 > Climate Change Management, pages 42-54
14(a)(iii)	Current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains)	SR 2024 > Climate Change Management, pages 42-54
14(a)(iv)	Any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity’s transition plan relies	SR 2024 > Climate Change Management, pages 50-54
14(a)(v)	How the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets, described in accordance with paragraphs 33–36.	SR 2024 > Climate Change Management, pages 55-58

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S2 CONTENT INDEX

IFRS S2 INDICATOR	DESCRIPTION	PAGE REFERENCE
STRATEGY		
15(b)	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	SR 2024 > Climate Change Management, pages 50-51
22(b)(i)(1)	How and when the climate-related scenario analysis was carried out, including information about the inputs the entity used, including: Which climate-related scenarios the entity used for the analysis and the sources of those scenarios	SR 2024 > Climate Change Management, pages 49-54
22(b)(i)(3)	Whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks	SR 2024 > Climate Change Management, pages 49-54
22(b)(i)(4)	Whether the entity used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change	SR 2024 > Climate Change Management, pages 52-53
22(b)(i)(5)	Why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties	SR 2024 > Climate Change Management, pages 52-53
22(b)(i)(6)	The time horizons the entity used in the analysis and	SR 2024 > Climate Change Management, pages 42 and 52-53
22(b)(i)(7)	What scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis)	SR 2024 > Climate Change Management, pages 44-45 and 53
22(b)(ii)(1)	The key assumptions the entity made in the analysis, including assumptions about: Climate-related policies in the jurisdictions in which the entity operates	SR 2024 > Climate Change Management, page 52
22(b)(ii)(4)	Energy usage and mix and	SR 2024 > Climate Change Management, pages 42-58
22(b)(ii)(5)	Developments in technology and	SR 2024 > Climate Change Management, pages 42-58
22(b)(iii)	The reporting period in which the climate-related scenario analysis was carried out (see paragraph B18).	SR 2024 > Climate Change Management, pages 42-58
RISK MANAGEMENT		
25(a)(i)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes)	SR 2024 > Climate Change Management, pages 48-49; Integrated Report 2024 > Statement on Risk Management and Internal Controls, pages 146-163
25(a)(ii)	whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks	SR 2024 > Climate Change Management, pages 52-53
25(a)(iii)	how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria);	SR 2024 > Climate Change Management, pages 48-49
25(a)(v)	How the entity monitors climate-related risks; and	SR 2024 > Climate Change Management, pages 48-49
25(a)(vi)	Whether and how the entity has changed the processes it uses compared with the previous reporting period;	Not applicable. Risk management approach has not changed

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S2 CONTENT INDEX

IFRS S2 INDICATOR	DESCRIPTION	PAGE REFERENCE
RISK MANAGEMENT		
25(b)	The processes the entity uses to identify, assess, priorities and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and	SR 2024 > Climate Change Management, pages 48-54
25(c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	SR 2024 > Climate Change Management, pages 48-54
29(a)(i)(3)	Scope 3 greenhouse gas emissions	SR 2024 > Climate Change Management, pages 45 and 56; Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
METRICS AND TARGETS		
29(a)(i)(1)	An entity shall disclose information relevant to the cross-industry metric categories of: greenhouse gases—the entity shall Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO ₂ equivalent (see paragraphs B19–B22), classified as: Scope 1 greenhouse gas emissions;	SR 2024 > Climate Change Management, pages 45, 56-57; Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
29(a)(i)(2)	Scope 2 greenhouse gas emissions; and	SR 2024 > Climate Change Management, pages 45 and 56; Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
29(a)(i)(3)	Scope 3 greenhouse gas emissions	SR 2024 > Climate Change Management, pages 45 and 56; Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
29(a)(ii)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions (see paragraphs B23–B25);	SR 2024 > Climate Change Management, pages 42 and 58; Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
29(a)(iii)(1)	Disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26–B29) including: the measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions;	SR 2024 > Climate Change Management, pages 42 and 58; Performance Data Table from Bursa ESG Reporting Platform, pages 154-155
29(a)(v)	Location-based Scope 2 greenhouse gas emissions, and the information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions	SR 2024 > Climate Change Management, page 44
29(g)(i)	Remuneration, including the information about: A description of whether and how climate-related considerations are factored into executive remuneration (see also paragraph 6(a)(v))	SR 2024 > Sustainability Governance, page 18 IR 2024 > Nomination and Remuneration Committee Report, 136-142
33(a)	An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose: The metric used to set the target (see paragraphs B66–B67);	SR 2024 > Climate Change Management, pages 43-44
33(b)	The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	SR 2024 > Climate Change Management, pages 43-44

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S2 CONTENT INDEX

IFRS S2 INDICATOR	DESCRIPTION	PAGE REFERENCE
METRICS AND TARGETS		
33(c)	The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region);	SR 2024 > Climate Change Management, pages 43-44
33(d)	The period over which the target applies;	SR 2024 > Climate Change Management, pages 42-43
33(e)	The base period from which progress is measured;	SR 2024 > Climate Change Management, pages 43 and 58
33(f)	Any milestones and interim targets;	SR 2024 > Climate Change Management, pages 43 and 58
33(g)	If the target is quantitative, whether it is an absolute target or an intensity target; and	SR 2024 > Climate Change Management, pages 43-44 and 58
34(c)	The metrics used to monitor progress towards reaching the target; and	SR 2024 > Climate Change Management, pages 45 and 58
36(a)	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose: which greenhouse gases are covered by the target. Which greenhouse gases are covered by the target.	SR 2024 > Climate Change Management, pages 42-58
36(b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.	SR 2024 > Climate Change Management, pages 42-58
36(e)(i)	The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits the entity shall disclose information including, and with reference to paragraphs B70–B71: the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits;	SR 2024 > Climate Change Management, page 47

GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

ABBREVIATION	MEANING OR DEFINITION
4R	Reduce, Reuse, Recycle and Recover
ABC	Anti-Bribery and Corruption
ABR	Accountability and Behaviour Reinforcement
ALARP	As Low As Reasonably Practicable
API	American Petroleum Institute
ASU	Air Separation Unit
BAP	Biodiversity Action Plan
BES	Biodiversity and Ecosystem Services
BESRA	Biodiversity and Ecosystem Services Risk Assessments
BNM	Bank Negara Malaysia
BRC	Board Risk Committee
BRICS	Barrier Risk Centralized Solution
BSRC	The Board Sustainability and Risk Committee
C2M2	Cybersecurity Capability Maturity Model
CCRM	Climate Change Risk Management Framework
CCS	Carbon Capture and Storage
CFA	Carbon Footprint Assessments
CLO	Community Liaison Officer
CMIS	Crisis Management Information System
CoCHR	Code of Conduct on Human Rights
COD	Chemical Oxygen Demand
CRA	Corruption Risk Assessment
D&I	Diversity and Inclusion
DoE	Department of Environment
DOSH	Department of Occupational Safety and Health
EAI	Environmental Aspect Impact
EIA	Environmental Impact Assessment
EIA	Environmental Aspect and Impact Assessment
ELMS	Energy and Loss Management System
EMP	Environmental Management Plan
EMS	Environmental Management System
EPF	Employees Provident Fund
ePTW+ 2.0	Electronic e-Permit to Work
eSWIS	Electronic Scheduled Waste Information System
Ex-RM	External Risk Management
FMS	Fatigue Management System
FSU	Floating Storage Unit
GBF	Global Biodiversity Framework
GDPR	General Data Protection Regulation
GEES	Graduate Employability Enhancement Scheme

ABBREVIATION	MEANING OR DEFINITION
GET	Green Electricity Tariff
GHG	Greenhouse Gas
GHSE	Group Health, Safety, and Environment
GPP	Gas Processing Plant
GPP6	Gas Processing Plant 6
GPU	Gas Processing and Utilities
GRI	Global Reporting Initiative
GTC	GPU Technical Centre
GTOP	Gas Transmission Optimisation
GTR	Gas Transportation and Regasification
GWP	Global Warming Potential
HANS	Hari Alam Sekitar Negara
HAZID	Hazard Identification
HEMP	Hazard and Effect Management Process
HIRA	Hazard Identification and Risk Assessment
HRA	Health Risk Assessment
HSE	Health, Safety and Environment
HSSE	Health, Safety, Security and Environment
IBAT	Integrated Biodiversity Assessment
IBR	Incentive Based Regulation
IER	Industrial Effluent Regulation
IETS	Industrial Effluent Treatment System
IFRS	International Financial Reporting Standards
IGC	Internal Gas Consumption
IHOH	Integrated Health and Occupational Health
IPCC	The Intergovernmental Panel on Climate Change
IPL	Independent Protection Layers
IR	Integrated Report
iREMOTE	Integrated Remote and Monitoring System
ISO	International Organisation for Standardisation
ISSB	International Sustainability Standards Board
IUCN	International Union for Conservation of Nature
JHA	Job Hazard Analysis
JPKK	Village Development and Safety Committee
KAPENAS	Kesatuan Kakitangan Petroliaam Nasional Berhad
KIPC	Kertih Integrated Petrochemical Complex
KKM	Ministry of Health Malaysia
KPI	Key Performance Indicators
KWAP	Kumpulan Wang Persaraan (Diperbadankan)
KWSP	Kumpulan Wang Simpanan Pekerja
LCA	Life Cycle Analysis
LNG	Liquefied Natural Gas

GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

ABBREVIATION	MEANING OR DEFINITION
LOPA	Layer of Protection Analysis
LOPC	Loss of Primary Containment
LPA	Loss Prevention Asia
LT	The Board and Leadership Team
LTI	Lost Time Injury
LTIR/LTIF	Lost Time Incident Rate/Lost Time Incident Frequency
MARS	Monitoring and Reporting System
MATA	Mitigate, Accept, Transfer and Avoid
MBKT	Kuala Terengganu City Council
MCCG	Malaysian Code on Corporate Governance
MCF	Mandatory Control Framework
MD/CEO	Managing Director/Chief Executive Officer
MFRS	Malaysian Financial Reporting Standards
MMLR	Main Market Listing Requirements
MNS	Malaysian Nature Society
MoC	Management of Change
MSR	Management System Review
NEDA	New Electricity Dispatch Arrangement
NEP	National Energy Policy
NETR	National Energy Transition Roadmap
NFPS	National Fire Protection Association
NGO	Non-Governmental Organisations
NOx	Nitrous Oxide
NPBD	National Policy on Biological Diversity
NPI	Net Positive Impact
NRA	Noise Risk Assessment
NZCE 2050	Net Zero Carbon Emissions 2050
OE	Operational Excellence
OEM	Original Equipment Manufacturer
OEMS	Operational Excellence Management System
OGMP 2.0	Oil and Gas Methane Partnership 2.0
OHSMS	Occupational Safety and Health Management System
OSHA 1994	Occupational Safety and Health Act 1994
PASR	Pre-Activity Safety Review
PEMS	Predictive Emission Monitoring System
PGU	Peninsular Gas Utilisation
PDR	Product Delivery Reliability
PHA	Process Hazard Analysis
PNB	Permodalan Nasional Berhad
PPIC	PETRONAS Petroleum Industry Complex
PRM	PETRONAS Resiliency Model
PSM	Process Safety Management
PTS	Petronas Technical Standard

ABBREVIATION	MEANING OR DEFINITION
PTW	Permit-to-Work
PwC	PricewaterhouseCoopers
QRA	Quantitative Risk Assessment
RCA	Root Cause Analysis
RCC	Risk and Compliance Committee
RCFA	Root Cause and Failure Analysis
RGTP	Regas Terminal Pengerang
SASB	Sustainability Accounting Standards Board
SCPD	Safety Critical Protective Device
SEC	Specific Energy Consumption
SIEM	Security Information and Event Management
SIM	Social Impact Management
SIMS	Structure Integrity Management System
SHOC	Safe Handling of Chemicals
SOx	Sulphur Oxide
SR	Sustainability Report
SRC	The Sustainability and Risk Committee
SVC	Sustainable Value Creation
SWC	Sustainability Working Committee
TARA	Turnaround Risk Assessment
TBR	Team-based Reward
TCFD	Task Force on Climate-Related Financial Disclosures
TNFD	Task Force on Nature-related Financial Disclosures
TOR	Terms of Reference
TTS	Technical Trade Specialist
UAUC	Unsafe Act, Unsafe Condition
UMT	University Malaysia Terengganu
UNGP	United Nations Guiding Principles
UniSA	Universiti Sultan Zainal Abidin
UNSDG	United Nations Sustainable Development Goals
UOC	Unified Operation Centre
USM	Universiti Sains Malaysia
VOC	Volatile Organic Compound
WAPS	Water Practices
WBC	Whistleblowing Committee
WBCSD	World Business Council for Sustainable Development
WBS	Whistleblowing Secretariat
WFH	Work-From-Home
WL	Work Leader
WRI	World Resources Institute
WGLL	Whats Good Looks Like
XPRESS	Express Registration for External Service Provider



PETRONAS GAS BERHAD

198301006447 (101671-H)

www.petronas.com/pgb