

A woman in traditional Chinese attire, including a yellow long-sleeved top with red and colorful patterns, a red skirt, and a black headpiece with circular ornaments, is smiling and holding a yellow gas nozzle. She is standing in front of a gas station with a red sign that reads "昆仑好客" (Kunlun Good Guest).

Human Resources

The company actively pushes ahead with the reform of talent development strengthens and strengthens talent pool building to develop an innovative and motivated workforce and provides an enabling environment for employees' self-realization.

Upholding the people-first concept, we attach great importance to safeguarding employees' legal rights and interests, building an effective platform for employees' career development, and promoting the localization and diversification of our overseas workforce. We pay close attention to the physical and mental health of our staff, care about their life outside work, and ensure that all employees could benefit from company's development and grow along with the company.

Employees' Rights and Interests

Strictly complying with international conventions on labor and human rights, we respect and safeguard employees' legal rights and interests, and advocate an employment policy focused on equality and non-discrimination. We continue to perfect the compensation and benefits system, and improve workplace democracy, so as to create a fair and harmonious working environment for employees.

Employment Policies

We always value and safeguard the lawful rights and interests of our employees. We strictly comply with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Trade Union Law of the People's Republic of China*, relevant international conventions approved by the Chinese Government, and relevant laws and regulations of the host countries.

We promote the employment policies of equality and non-discrimination, and provide equal opportunities and fair treatment to all employees regardless of nationality, race, gender, religion or cultural background. We resolutely prohibit child labor and forced labor, and try to increase the percentage of women and ethnic minorities, and guarantee fair compensation, benefits and career development opportunities for all employees.

In 2019, the company hired 2,711 fresh graduates, with 38.1% holding master's degree or higher. By the end of 2019, 32.36% of the company's employees are female, and 35.94% hold bachelor's degree or higher.

Compensation and Benefits

In 2019, we intensified our efforts to reform the remuneration and benefits system, improve policies on enterprise annuity and supplementary medical insurance, and further improve the salary distribution system which is more performance-based and profit/efficiency-focused. We also amended the *Measures for Performance Evaluation* together with the supporting rules to support the organization-wide performance review. A system underlying on-the-post contribution, which fully considers different types of work was put in place. Besides, priorities are given to R&D employees, grass-roots level employees, key positions employees and under harsh environment employees, in an effort to respect and reflect the value of employees. 100% of our employees are put under labor contract as well as the *Social Insurance Law of the People's Republic of China*.

Master's degree and higher	3.40%
Bachelor's degree	32.54%
Junior college	24.11%
Technical secondary school and below	39.95%



25 and below	1.71%
26-35	22.98%
36-45	33.37%
46-55	35.55%
56 and above	6.39%



Male	67.64%
Female	32.36%



Employee Engagement

The company has established a democratic management system and an open bulletin system based on workers' congress, and encourage employee engagement in company management. We have established multiple channels to communicate with employees for opinions through employee representative meetings. In addition, we guarantee the employees' rights to know, participate, manage, vote and supervise to improve employee engagement constantly.

Career Development Platform

Driven by modern corporate governance concept, we embrace innovation in our talent development system in a bid to understand the needs for career development of employees at different stages, create a career path and develop an innovative workforce. All this provides a great platform for employee self realization.

Education and Training

The company continues to deepen the reform in education and training to deliver diversified and differentiated vocational training programs that integrate the company's business growth into the employee career development paths, in a bid to realize the growth of both the company and individuals. We maintain a focus on "Four Talent Training Projects" for managerial personnel, technical experts, skilled operators and international talents. Job skill competition, in combination with on the job training, helps improve skill excellence, motivate front-line employees and test training effectiveness.

Career Development

We attach great importance to the career planning of employees and support the career development of employees to realize their value. In 2019, we deepened the reform of technical rank-based career development for technical staff at R&D institutions, and continued to improve the incentive mechanism to fully unleash the potential of employees in an effort to provide technical personnel with an independent, unimpeded

Major progress in education and training in 2019

- We have spent RMB 1.98 billion in employee training
- The number of trained employees: 1,023,000, training coverage ratio of front-line employees: 100%
- Remote training: 1.12 million person-times, 2.16 million hours, 110 projects

and stable career path. We implement Oil Scientists Training Program and Outstanding Young Technician Training Project, and push forward the Skilled Workers Training and Development Program so as to chart course for the development of innovative talents.

By the end of 2019, we had 93 Skilled Expert Workshops, including 18 National Skilled Expert Workshops, 22 CAS and CAE academicians, 113 senior technical experts and 385 technical experts.

Skill Excellence China 2019 in CNPC

In 2019, CNPC, the Ministry of Human Resources and Social Security, and the State-owned Assets Supervision and Administration Commission of the State Council jointly launched the Skill Excellence China 2019 in CNPC Program to promote technical talent training.

So far, hundreds of seminars, technical expert knowledge-sharing sessions and on-site technical support workshop, have been held in more than 30 subsidiary companies to solve problems in front-line operations, file patents and promote the adoption of innovative techniques. Meanwhile, a variety of skill competitions and courses have been organized to train more than 23,000 skilled employees and reach nearly 300,000 operators.



CNPC employees participated in skill competition



CNPC Latin America employees participated in outward bound program

Localization and Diversity

At CNPC, we embrace a culture of respect, openness and inclusiveness and take a profession-based and market-driven approach to local employment. We continue to improve our HR procedures for recruitment, employment, performance review and reward/punishment under the applicable laws and regulations of the host country. Meanwhile, we attract and retain top talent from the local community by providing them with a career development platform.

Local Employment

We bring job opportunities, employ and train local people, and promote local employees to management positions. Our overseas operations are hiring professional talent in E&P, engineering and construction, international trade, finance, accounting and human resources management in more than 70 countries and regions. In 2019, international and local employees accounted for 84.92% of the total workforce in our overseas oil and gas operations.

Respecting Cultural Diversity

We give full accommodation to the personality, ability and background of employees, and cherish their varied talents. We make every effort to eliminate the employment and occupational discrimination, create a relaxing and inclusive working environment, and promote the mutual respect and understanding among employees from different ethnic groups, nationalities and cultural backgrounds.

Employee Health

We treasure employees' life and attach great importance to employees' health. Striving to provide a favorable working environment for the physical and psychological health of our employees, we have rolled out a series of policies and measures to ensure that they can work in good physical conditions with positive attitudes.

Occupational Health

The rules for evaluating the measurable occupational health objectives were formulated in 2019 to provide guidelines targeting workplace-related health hazards. Occupational health checkup and the *Occupational Disease Prevention & Treatment Law* awareness events were carried out to promote continuous improvement in employee health. The plan to implement the *Healthy China 2030 Initiative* was developed to guide our employee health activities. In 2019, 99.62% of our employees received occupational physical examinations and the detection rate of occupational hazard factors stood at 99.28%.

Mental Health

We take measures to continuously improve the employee recuperation and vacation system. We implement the Employee Assistance Program (EAP), set up hotlines and website for psychological consultation, and carry out various forms of training on mental health improvement of employees. In 2019, ten psychological crisis response training programs, three EAP Ambassador training classes, and seven family happiness camps were conducted throughout the year. Nearly 400 employees received more than 1,200 hours of consultation services through our mental health hotline. Mental health teams were deployed in Niger, Chad, Myanmar and other countries to provide consultation services and mental health support for overseas employees.