

# Creating a Multicultural Cooperation Atmosphere







**Yin Juntai**  
Vice President of CNPC America Ltd.

Employees are CNPC's most valuable asset, and the retention of local talents is fundamental to the company's sustainable development. To this end, CNPC America strives to create a working environment that advocates appreciation and cooperation, in order to enable excellent teamwork among employees of different nationalities.

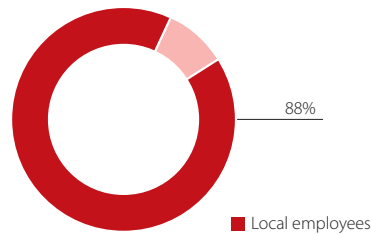
To give local employees a better understanding of Chinese culture, we invited the dean of the Confucius Institute at the University of San Francisco de Quito, an old China hand who once studied in China, to give lectures to our local staff on the essence of Chinese culture. Every year, we send selected local managers, technicians and workers to China for training and visiting and to experience Chinese culture. In addition, various activities are held, including showcasing Chinese folk art pieces and ornaments, to introduce Chinese traditional customs to local employees.

Andes Petroleum Ecuador Ltd. has established a multinational workforce to sustain the company's long-term and stable growth. Since taking over the project in 2006, CNPC has created 453 job opportunities for the local community, with the number of local employees registering an annual growth rate of 14%, thereby effectively promoting local employment and social stability. Local employees now account for 95% of the company's payroll, with their proportion in managerial, technical and operational positions reaching 95%, 90% and 100% respectively. So far, nearly 100 local employees have been promoted, achieving personal growth along with the development of the company. Among them, 53 regular employees or coordinators were promoted to the position of section chief; 11 section chiefs were promoted to department head; 21 were promoted to deputy manager; seven were promoted to manager; and five were promoted to consultant to company president.



The company complies with the labor policies and employment security laws and regulations of the host countries. In accordance with unified human resource policies and standards, we are committed to creating a working environment that is inclusive, equal, trusting and cooperative, and building a platform for our employees' career development.

We actively promote employee localization and have built a diversified talent pool of different nationalities with various cultural and religious backgrounds. As of 2012, CNPC America's local employee ratio exceeded 88%.



CNPC's project companies in Latin America attach great importance to the cultivation of local employees, and facilitate their career development by establishing a tailored promotion mechanism and offering skill training programs. In order to help local employees quickly grasp oil production equipment operation and maintenance skills, CNPC's Andes

project in Ecuador and Block 1AB/8 project in Peru organized training programs for the certification of electricians, machinists and other positions. They also provided indigenous people living in surrounding areas with permanent or temporary employment, enabling them to gain related skills in oilfield production and participate in production activities. In order to conquer the language barrier and increase mutual understanding, the Chinese employees put a lot of efforts into mastering Spanish, while many local employees take time to learn Chinese. Currently, in CNPC America Ltd., 40% of the Chinese employees can speak both English and Spanish when communicating with local employees at work. In 2012, two local employees were awarded as outstanding employees in CNPC's overseas cooperation.

By organizing various cultural and sports activities, the company helps to enrich employees' spare time and promote multicultural integration. For instance, we hold employee birthday parties every month, and organize outward bound training, sports meetings and a Christmas party every year, which have strengthened mutual trust and understanding among employees, and allowed them to feel the harmonious atmosphere of CNPC as a caring international employer.



## Outstanding local employees

**Vicente de la Rosa** is a CNPC employee of Peruvian nationality. Joining CNPC in 1995, he now serves as the deputy manager of the exploration and development department of Block 6/7 project in Peru, mainly in charge of reservoir engineering. With outstanding technical skills and experience, he enjoys a good reputation among employees.

Vicente boasts rich technical knowledge and experience. In view of the large number of completed wells at Block 6/7, he proposed measures targeted at restoring shut-in wells and boosting the output of old wells. Under his leadership, more than 600 long shut-in wells were successfully restored to obtain a cumulative output of 3.19 million barrels, and stimulation measures were taken at 244 old wells to yield an additional 1.89 million barrels. In particular, well J74 saw an increased daily output of 505 barrels after it was stimulated, the best result achieved in more than 10 years at Block 6/7. In 2012, Vicente was awarded as one of CNPC's outstanding overseas employees in recognition of the positive role he played in rejuvenating old wells and maintaining stable oil output at Block 6/7.



**Luis Rojas** (left) is a veteran CNPC employee of Venezuelan nationality. Having worked for CNPC for more than 10 years, he now serves as a consultant to CNPC America's exploration and development department, mainly responsible for technical support and coordination.

Relying on his abundant industrial expertise and excellent coordination skills, he has become a valuable communication link between CNPC and the local government. In addition, he also actively works with CNPC America's board of directors in examining exploration and development plans, revising business programs, and auditing budgets, involving production capacity expansion for the MPE3 project, maintenance of ground processing equipment, comprehensive study of the Zumano project, and 3D seismic data acquisition for the Junin 4 project. In 2012, Luis was awarded as CNPC's outstanding overseas employee to praise his contributions to the company over the years.





“I’ve been working for the company for 18 years. Here everybody respects each other and everyone has a high sense of responsibility. I love its wonderful cultural environment. The company also encourages us by raising our salaries and offering training programs. Currently, the company is about to enter a new development stage, and I wish it would get better and better.”

**Luis Wong**

Employee, Block 6/7 project company in Peru

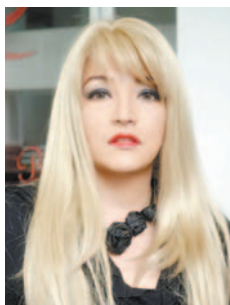


“I feel honored and lucky to be part of CNPC and have been working for the company for more than seven years. Here, Chinese and Venezuelan employees have a wonderful time working together, becoming “good buddies” with each other. Over the past seven years, I’ve learned a lot of professional skills, as well as good qualities such as self-discipline and dedication to work. The experience enriched me and instilled in me a great sense of belonging. As a veteran of the local company, I intend to improve myself in the coming days, and I’m eager to reach higher goals along with the company.”



**Wonder Cipriani**

Production analyst, MPE3 project company in Venezuela



“I had worked for quite a few international companies. I think AndesPetro has done a great job in cultural fusion. Only when you keep learning about the local culture, values and way of thinking can you make cross-culture communication more effective. AndesPetro has demonstrated persistence and patience in understanding Ecuador. I believe the Andes project will surely have a better future with the joint efforts of both the Chinese and Ecuadorian sides.”

**Maria Soledad Moreno**

Legal counsel to the President, Andes Petroleum Ecuador Ltd.







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1. Sports meeting
2. Birthday party
3. Christmas party
4. Outward bound activities



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