

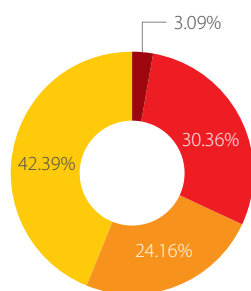
Human Resources



The company actively pushed ahead reform of talent development system and strengthened talent pool building to develop an innovative and highly motivated workforce and provide an enabling environment for achieving self-worth.

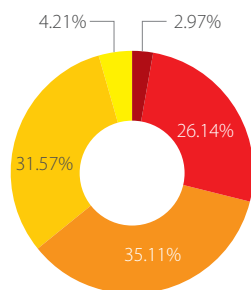
Education background of employees

- Master's degree and higher
- Bachelor's degree
- Junior college
- Technical secondary school and below



Age groups of employees

- 25 and below
- 26-35
- 36-45
- 46-55
- 56 and above



The company has been maintaining a strong commitment to employees' rights and benefits, creating an inclusive, equal, trustful and collaborative workplace, providing platforms for career development and upward mobility, promoting local hiring, and aligning employee development with corporate growth.

Employment Policy

The company pursues an equal and non-discriminatory employment policy in compliance with applicable laws, regulations and systems, and ensures equal employment and career development opportunities for employees of different nationalities, races, sexes, religious beliefs and cultural backgrounds. In 2017, the company pushed forward a reform of talent development system on attracting, training, retaining and motivating talented people effectively, in a bid to create an institutional environment for fostering innovation and creativity. The processes for recruitment, employment, performance review, and remuneration distribution were further improved, resulting in an optimized workforce structure.

In 2017, the company newly recruited 1,834 college graduates. In particular, graduates from leading universities and petroleum/petrochemical-related colleges accounted for 67% of new recruits. As of 2017, the company had approximately 1,355,000 employees, with 33.45% holding bachelor's degree or higher and 33.85% female.

Compensation and Welfare

As part of our ongoing effort to align performance appraisal with employee compensation, the company continued to improve performance-based compensation and welfare system focusing on value and feature of different posts. We ensured that employee compensation matched with our business growth and productivity. Compensation distribution was tilted towards R&D engineers, workers at front line and those on tough jobs. Under the *Social Insurance Law of P.R.C.*, the proportion of employees enrolled in social insurance reached 100%. Meanwhile, the supplementary medical insurance, corporate annuity and subsidies were improved to safeguard employee's wellbeing.



Participate in international communication and training

Employee Training

In 2017, the company continued to expand its training infrastructure and e-learning platforms and developed the “Four Talent Training Schemes” on business management, professional expertise, technical skills and international operation, highlighting employee competency and urgently needed skills. The head office organized 165 training programs for more than 20,000 participants in 2017, having boosted workforce competence and quality effectively.

The company keeps improving employees’ occupational skills and competence by combining skill competitions with training programs. In 2017, we held four skill competitions on oil production, gas production, oil & gas gathering and transportation as well as electric welding, and hosted the SCO Worker Skill Competition and the National Petroleum and Petrochemical Industry Electric Welding Competition. We also participated in a range of international skill competitions and won the team championship for four times and the team second place once at five international and industry-wide competitions. Many employees were rewarded and commended for their professional skills.

2017 Key Training Programs Under “Four Talent Training Schemes”

Managerial personnel	Professional personnel	Technical personnel	International personnel
<ul style="list-style-type: none"> • Thesis seminars for leading officials of subsidiary companies • Training sessions for division level officials at key positions • Training classes for young and middle-aged leading officials of the company • Party school training classes • Training sessions for personnel in charge of party building and secretary of discipline inspection commission • Visiting scholars project at Stanford University • Training sessions for senior executives at GE in the USA, and at Siemens in Germany 	<ul style="list-style-type: none"> • Experts’ elective-course training at Tsinghua University • Training sessions for targeting senior technicians • Training sessions on upstream business for oil and gas plant managers • Training sessions on safety management for executives of enterprises dealing with hazardous chemicals • Training sessions at Tsinghua University, Beijing Institute of Technology and other universities • Experts’ training sessions in Russia and Germany 	<ul style="list-style-type: none"> • Training sessions for various types of technical personnel • Petroleum Craftsman Development Program • Vocational skills competitions 	<ul style="list-style-type: none"> • “Thousand People Training Project” targeting international talents • Training sessions for core youth employees at GE • Overseas training sessions on project management, finance management and IT

Career Development

CNPC pays high attention on career planning and development of employees, as part of its modern corporate philosophy. In 2017, we kept reforming and improving the environment and mechanisms for talent development and implemented a number of talent cultivation programs, in order to provide a more enabling environment and a broader platform for our managers, experts and technicians to increase their value.

In terms of succession planning, the company developed a leadership talent pool and provided training for young managers to bring young talents to important positions. A series of talent training initiatives were launched, including Petroleum Scientist Program and Technology Talent Program, etc., to develop A-list professionals in the process of implementing major technology programs and key projects. The technical post management reform for R&D staff saw some results with measures advancing steadily. The value of technical staff was fully recognized and their innovation vigor was further unleashed. Our talent fostering initiatives such as Operator Skill Development Program, Innovation & Efficiency Initiative, and Petroleum Craftsman Program, etc. were designed to identify and groom highly skilled professionals. The career path for operating workers was well prepared with a career development system in place from beginners all the way up to highly skilled technicians. Technicians and technical experts worked together to create collaborative studios and work stations, aiming to promote a talent development system bothway.

As of 2017, the company had 54 skill expert studios, including 16 national master studios, 456 senior technical experts, and 338 skilled technicians. Throughout the year, 149,900 employees participated in the verification of professional technical ability and 107,200 employees received certificates in recognition of their professional knowledge and skills.

Local Hiring

In the spirit of “mutually beneficial and win-win development through cooperation” and in compliance with the labor laws in the host countries, the company has been maintaining a strong commitment to employee rights in non-discrimination and equal opportunity, paying high attention to employee’s health and safety, improving working and living conditions and creating a friendly, safe and harmonious workplace. A complete set of procedures for recruitment, retention, performance review and reward system were developed to provide a career development platform. In addition, the company actively created job opportunities, promoted local hiring and integrated training into every aspect of the local workforce development to enhance professional skills and competence. Training plans were developed to meet the career needs of our local employees, with an aim to nurture top talent in the oil industry for resource countries.

In 2017, the company hired and cultivated a number of local professionals in E&P, engineering and construction, international trade, finance, accounting, and business management. By the end of the year, CNODC, a subsidiary in charge of CNPC’s overseas oil and gas operations, had a total of 56,000 staff with local employees accounting for approx. 92%.



Iraqi employees in the "Road Safety Week" campaign