

The image shows two workers in a red hard hat and work clothes, looking intently at a control panel in an industrial setting. The worker in the foreground is wearing a red hard hat and a red jacket, and is pointing at a control panel with a white glove. The worker in the background is also wearing a red hard hat and a red jacket, and is looking at the control panel. The background is dark and industrial, with various pipes and equipment visible. The overall scene is lit with warm, yellowish light, suggesting an indoor industrial environment.

Human Resources

At CNPC, we regard innovation as the key growth driver and people as the greatest asset. We build up our human resources to support business growth by deepening the reform of the talent development system, implementing the human capital management program and maximizing the value of talents. We are committed to putting people first, with a focus on safeguarding employee rights and interests, building an effective platform for career development of our employees, and paying close attention to their physical and mental health to ensure all employees can grow along with the Company while benefiting from the Company's development and innovation.

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 in line with the "people come first" principle. 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. We endeavor to create jobs in minority areas and poverty-stricken areas. We uphold the rights and interests of women and ensure that female employees have equal remuneration, benefits and career development opportunities. A hundred percent of our employees are covered by labor contract and social insurance in line with the Social Insurance Law of the People's Republic of China.

Remuneration and Incentives

Focusing on the plans for improving quality and efficiency, innovation and human capital management and highlighting the role of merit-based incentives, the Company has established a multi-category, multi-tier system for labor cost management to enable the alignment of payroll growth with a competitive and profit/efficiency-focused salary distribution system. Meanwhile, the salary structure is optimized, with priorities given to front-line workers, key and demanding positions and technical professionals. Targeted mechanisms are strengthened to increase incentives for high-end management talents, key R&D talents, and high-skilled talents.

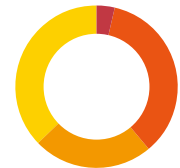
Employee Engagement

At CNPC, we fully respect the democratic and legitimate rights and interests of employees, values the role of our employees in democratic management, democratic participation and democratic supervision. A democratic management system and an open bulletin system based on the labor union and workers' congress are in place to ensure employees' right to know, to participate, to express and to supervise. By clarifying the various powers, organizational systems, and work systems of the workers' congress, we will further standardize the content, procedures, and forms of the disclosure.

The Company has established various channels of communication with employees, adhering to democratic procedures, and conducting multi-level communication and exchange through employee representative groups and online interactions, encouraging employees to participate in the production and operation management of the Company.

Composition of employees by educational background

● Master's degree and higher	4.25%
● Bachelor's degree	36.62%
● Junior college	23.59%
● Technical secondary school and below	35.54%



Composition of employees by age

● 25 and under	1.60%
● 26~35	17.23%
● 36~45	32.47%
● 46~55	39.08%
● 56 and above	9.62%



Employee sex ratio

● Male	70.5%
● Female	29.5%



Career Development Platform

At CNPC, we understand the needs for career development of our employees at different stages, stress the importance of career planning, promote innovation in the environment and mechanism for talent development and provide the necessary resources to support talent development. All this provides a great platform for employee self-realization.

Education and Training

At CNPC, we unleash the potential of human resources through “Internet + training”, based on the modern corporate training practices. A differentiated and diversified approach to vocational training is developed, leveraging needs analysis and innovative forms of training.

In 2022, the Company issued the 14th Five-Year Plan for Employee Education and Training to enable tailored training; we worked closely with prestigious universities in China and made headway with the Excellent Engineers Program to create a team of excellent



- The number of training programs implemented in 2022: **25,000**
- The number of employees participating in training: **6.15 million**
- The total training time: **38.38 million hours**
- Training coverage of front-line employees: **100%**
- Training coverage of senior skilled personnel and staff in key operational positions: **100%**



The first training camp for employee onboarding

On May 9, 2022, “Join CNPC”, CNPC’s first training camp for employee onboarding, was launched during the 2022 National Vocational Education Week.

Starting on May 9, this 6-week training camp was held for 210 students newly recruited by 18 CNPC refining and petrochemical enterprises. The training program was based on cooperation among industry, enterprise and academy and focused on skill training for key positions in refining and petrochemical enterprises to support “make-to-order” training planning and talent pooling and prepare the new employees for a high-performing experience at workplace. The 2nd CNPC Cup Chemical Engineering Control Room Operator Contest for Vocational Colleges was held jointly by CNPC and China Petroleum and Chemical Industry Federation after completion of the training program, in order to assess the trainees in terms of adaptability, teamwork and comprehensive quality, recognize the outstanding candidates and enhance training efficiency.

engineers; we also implemented a training system highlighting job-related training standards to ensure an improvement in disciplined training activities. The transition to digital training gathered pace and a new breakthrough was made in e-training.

Career Development

At CNPC, we attach great importance to the career planning of employees and support the career development of employees to realize their value. In line with the principle of “political integrity and professional competence”, the Company strives to create a positive atmosphere for all kinds of talents to stand out and excel, based on a democratic, open, competitive and merit-based mechanism for talent selection. The Company launched the Year of Advancing the Talent-Driven Corporate Development Program comprehensively in 2022 to build up its talent strengths, including top tech talents, technological innovation teams, young tech talents and excellent engineers etc. Meanwhile, the mechanisms for job rotation, evaluation, selection/appointment, and the remuneration incentives were further optimized to provide employees with a barrier-free and well-paced career path.

As of the end of 2022, the Company has established 92 Skilled Expert Workshops, including 28 National Skilled Expert Workshops, which serve as an effective platform for career development.

Young tech talent program

In May 2022, the Human Resources Department of CNPC released a plan for organization-wide implementation of the Young Tech Talent Program.

The program was innovation-oriented with an emphasis on talent selection in a range of professional spheres, including key areas such as geological prospecting, oil and gas field development, oil and gas well engineering, petroleum refining, petrochemicals, geophysical exploration and logging, etc. and burgeoning fields such as new energies, new materials, next-generation information technology etc. The program aimed to develop a talent pool based on a dynamic approach to candidate selection and candidate tracking on an ongoing basis. Targeted measures for recruiting talents were aligned with the Excellent Engineers Program, and a “make-to-order” approach to talent training was adopted, focusing on the needs in core areas of production and technology.

Talent-Driven Corporate Development

At CNPC, we implement the talent-driven corporate program in an all-round way in response to the new stage, new developments and new mission, aiming to create a dynamic human capital ecosystem and a strong talent pool to serve the high-quality growth.

Top-level Framework and Long-term Mechanism

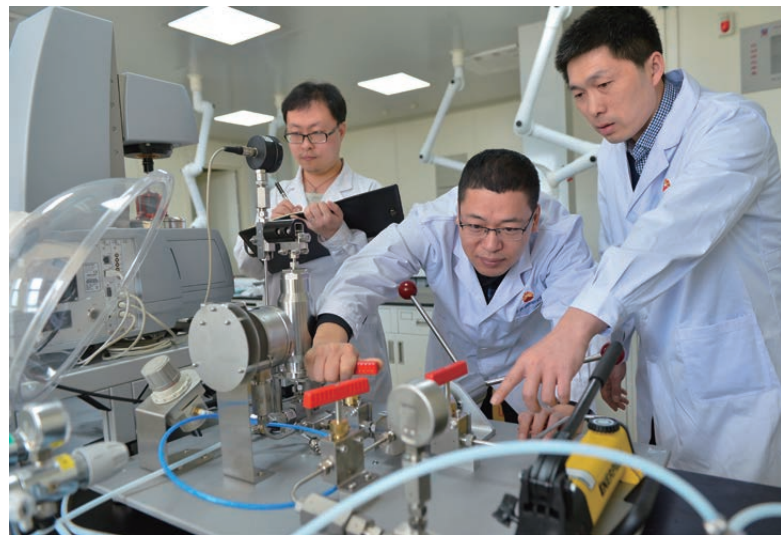
At CNPC, an integrated approach to strengthening the measures for talent training, selection, review and incentives is centered on the ten talent schemes and the mechanism to train & groom, attract & pool, appraise & motivate, and use & develop talents. The procedures for human resource valuation, selection of young cadres, management of highly skill talents, long-term talent incentives and recruitment of college graduates are in place. In addition, focusing on urgently needed top talents in key areas such as international operations, new energies and new materials, talent recruitment measures are tailored to provide a policy environment that is more positive, inclusive and effective and create an integrated, collaborative and efficient talent management system.

Organization and Operation of the Talent-Driven Corporate Development Program

The Company developed the 2021-2025 Roadmap for Talent-Driven Corporate Development Program and the 2022 Schedule for Talent-Driven Corporate Development Program with the rules for review and monitoring. The 100 Q&As for CNPC Talent-Driven Corporate Development was issued to provide insights and explanations and promote concerted effort in implementing the program. The Company pushed ahead with 20 key measures during the Year of Advancing the Talent-Driven Corporate Development Program.

Talent pool development

At CNPC, we implement and improve the mechanism to train & groom, attract & pool, appraise & motivate, and use & develop talents, while pressing ahead with the ten talent schemes. Under the Young Tech Talent Program, the first 494 Young Tech Talent Program candidates were selected for the exchange plans between research institutes and production enterprises. Under the Petroleum Masters Program, 88 candidates were selected; 4 skilled masters and 350 skilled experts were appointed.



Core technological R&D by technical personnel, Daqing Oilfield

“Ten Talent Schemes”

- Organizational System Optimization Scheme
- Talent-Driven Value Creation Scheme
- Scheme to Forge Cadres
- Management Team Function Enhancement Scheme
- High-level Tech Talent Scheme
- Talent Pooling Scheme for Scientific and Technological Innovation
- Skilled Talent Training and Development Scheme
- International Talent Acquisition Scheme
- Talent Succession Scheme
- Talent Development Scheme for New Energies, New Materials and New Businesses

The Company vigorously implemented key personnel training programs

- 3** employees were elected to the China Chemical Industry Association
- 2** employees received the Vocational Skills Competition of the People's Republic of China
- 1** employee received the Outstanding Contribution to National Skilled Talent Development Award (for individuals)
- 7** employees were awarded National Technical Expert
- 6** employees were awarded Central SOE Technical Expert

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 encourage innovation and best practices in the management of locally hired employees, and attract and retain top talents from the local community by providing them with a career development platform.

Promoting local employment

At CNPC, we create job opportunities, employ and train local people, and promote local employees to management positions. Our overseas operations are hiring professional talents in E&P, refining and chemicals, pipeline operation, international trade, finance, accounting and human resources management etc. In 2022, international employees and local employees accounted for 78.8% of the Company's overseas employees.

Respecting Cultural Diversity

At CNPC, 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



Local employment in Indonesia

We recruit and train local employees in Indonesia. As of the end of 2022, we have hired 1,953 local employees, with local employees accounting for more than 99%. In addition, the plan for local talent development is formulated on an annual basis to strengthen business skills of our local employees. In 2022, 76 training sessions were held, with more than 1,600 participants.

Employee Health

At CNPC, we attach great importance to employees' health. We have rolled out a series of policies and measures to provide a favorable working environment and ensure that employees can work in good physical conditions with positive attitudes.

Occupational Health

At CNPC, we give priority to improving occupational health of our employees. The Company issued the Guidance for Employee Health Management and held the Occupational Disease Prevention Law Awareness Week. More than 99% of employees received occupational physical examinations, the screening rate of occupational hazard factors reached 100%, and occupational health files were prepared for 100% of our employees.

Mental Health

At CNPC, we take measures to continuously improve the employee recuperation and vacation system. We offer the overseas employee assistance program (EAP) and promote positive and healthy attitudes in our employees through various forms of training on mental well-being to encourage professional fulfillment and improve quality of life.



“Employee Well-being on the Cloud”

In 2022, “Employee Well-being on the Cloud”, a series of online activities lasting one month and focusing on the subject of employee health, was held in the forms of online lectures, call for submissions and experience sharing. These activities aimed to convey CNPC's care for overseas employees and their families, encourage bonding between employee families and CNPC as a big family and facilitate understanding and communication between the management and employees, as well as employees and their families.

Overseas Employee Assistance Program in 2022

The mental health hotline for overseas employees provided **1,624** hours of counseling service in the year-round.

Number of help-line cases: **995**

Number of expatriate employees receiving readiness assessment and testing: **1,577**