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PEOPLE-ORIENTED EMPLOYEE DEVELOPMENT

Employees are our most valuable asset. CNPC's growth and success are the result of our employees' collective efforts. Upholding a people-oriented philosophy, we protect their legitimate rights and interests, provide a sound platform for career growth, promote localization and diversity, and care for their physical and mental health and well-being, sharing the benefits of our innovation and growth to achieve mutual development for CNPC and our employees.



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Employee Rights and Interests

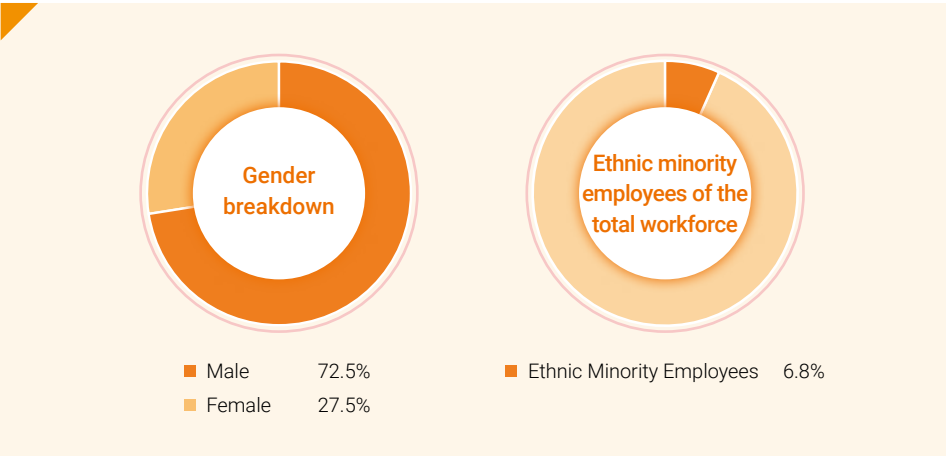
We follow international labor and human rights conventions, respect and protect the legitimate rights and interests of our employees, advocate equal and non-discriminatory employment policies, improve compensation and benefits, strengthen democratic mechanisms, and foster a fair and harmonious work environment.

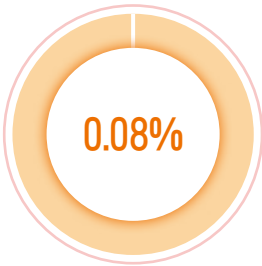
Employment Policies >>

Upholding a people-oriented philosophy, we protect the legitimate rights and interests of our employees and 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*, as well as relevant international conventions ratified by the Chinese government and the laws and regulations of our host countries. We apply equal and non-discriminatory employment policies, treating all employees fairly regardless of their nationality, race, gender, religious belief, or cultural background, and maintain zero tolerance for child labor or forced labor. We are committed to promoting employment in ethnic minority and impoverished areas, actively offering job opportunities where there is demand. We also prioritize protecting women's rights, strictly enforcing maternity and nursing leave policies to ensure equal pay, benefits, and career development opportunities for women. As of the end of 2025, we had 65 women in senior management and 1,420 in mid-level management roles, with women accounting for 30.61% of all management positions.

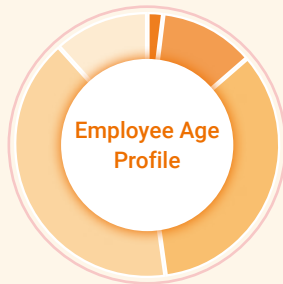
In 2025, CNPC

- ▶ Hired **10,000** new graduates, including nearly 1,000 doctoral candidates for the second consecutive year. Graduates from "Double First-Class" universities accounted for **60.4%** of the total, contributing to effective qualitative improvement and moderate quantitative growth in our workforce.

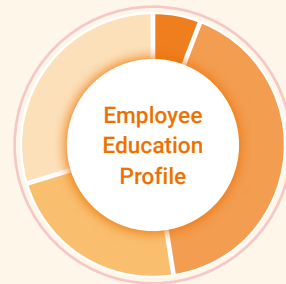




Employee turnover rate



25 and under	2.1%
26-35	11.6%
36-45	34.3%
46-55	40.6%
56 and above	11.4%



Postgraduate	6.1%
Bachelor's degree	41.5%
Associate degree	22.7%
Vocational secondary school or below	29.7%

Compensation >>

We closely align our compensation system with our business operations, including growth, reform and innovation, quality and efficiency improvement, and talent development, with a focus on motivating employees and boosting performance. We have deepened market-based compensation reforms and refined our differentiated distribution mechanisms. We continue to refine our total payroll mechanism that links to corporate earnings and labor productivity, while strengthening support policies for technological innovation incentives, top-tier talent recruitment, and medium- to long-term incentives. We have adjusted our compensation structure to provide greater support for frontline staff, employees in challenging positions, and technical professionals. We strictly follow national income distribution policies and pay our employees on time and in full, thereby safeguarding their legitimate rights and interests.

Democratic Participation >>

We fully respect the democratic rights and legitimate interests of our employees and value their role in democratic management, participation, and oversight. We have established a trade union, along with employee representative assemblies and other democratic management and disclosure mechanisms, which are continuously improved to protect employees' rights to information, participation, expression, and oversight. Through clearly defined powers, organizational structures, and operating procedures for employee representative assemblies, we have further standardized the content, processes, and formats of corporate disclosure.

We have also set up multiple channels for communicating with employees. We follow democratic procedures and engage in multi-level dialogue and exchanges through employee representative forums, online interactions, and other channels, to encourage employees to take part in business operations and management.



Labor contract coverage



Social insurance coverage

Growth Platform

We continue to deepen reforms to build a skilled industrial workforce. We have developed the *Implementation Guidelines on Deepening Reforms to Build a Skilled Industrial Workforce*, continuously improving employee skills development and career growth systems. We constantly enhance the environment and mechanisms for talent development, focusing on building a resource support system that gives employees a broad platform to realize their full potential.

Education and Training >>

We place a high priority on employee training as a key part of our talent-driven growth strategy, our pursuit of high-quality development, and our efforts to enhance core competitiveness and core functions. Focusing on building a professional, versatile, digitally savvy, and globally minded workforce, we apply modern corporate training concepts and AI-powered tools to change mindsets, unlock potential, and create value. We strengthen the design of key training programs and establish a mechanism for developing high-quality programs that address real R&D and production challenges related to emerging industries and future development. We are also deepening reforms in our training systems, expanding job-specific and on-the-job training, accelerating the digital transformation of training, strengthening our instructor pool and curriculum systems, and improving our training delivery capabilities — all aimed at continuously enhancing the overall competence and professional skills of our employees and fostering a positive cycle of mutual growth between employees and CNPC. In 2025, we invested RMB 2.91 billion in training. We delivered 371 corporate-level and 99,900 business-level programs, covering a total of more than 4.887 million participants. Training coverage for frontline employees reached 100%, with 717,000 participants trained online. Both the scale and quality of our training have improved significantly.

In 2025, CNPC offered a wide range of training programs tailored to the development needs of our employees:

- Held the 4th and 5th sessions of the Enterprise Leadership Talent Program.
- Delivered 134 sessions of job qualification certification training by category and level.
- Organized training for newly appointed leadership team members on political acumen and HSE performance, as well as programs for mid-career officials and key positions such as Chief Financial Officers and Safety Directors.

Management Talent Training

Specialized Talent Training

- Established a "1+6" certification system for international business talent, with targeted training programs for overseas business negotiation leads, overseas marketing professionals, and Russian-speaking talent.
- Completed the phase of work on the Luban Workshop in Turkmenistan.

International Talent Training

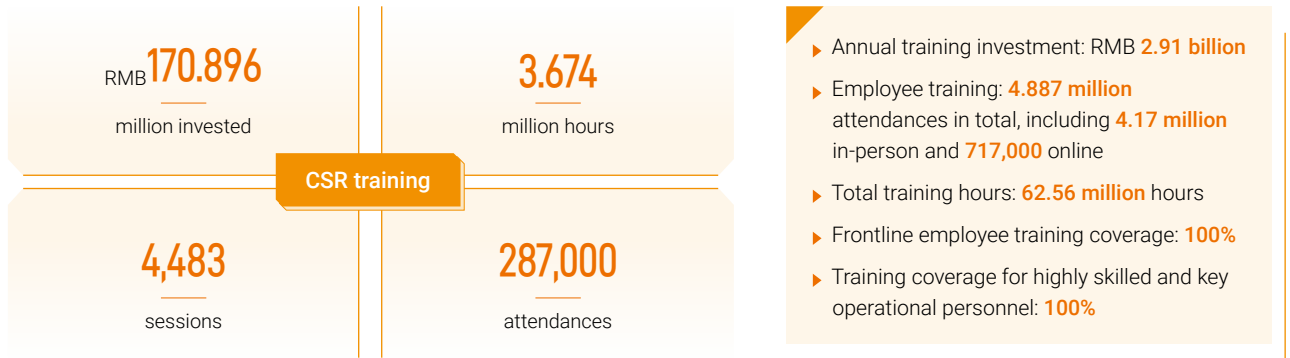
- Implemented an empowerment training program with leading universities, fully leveraging their resources and strengths. We partnered with Tsinghua University and China University of Petroleum (Beijing) to hold the 15th Advanced Academic Training Program for Mid- to Senior-Level Experts, training 32 participants. We also partnered with Tianjin University, East China University of Science and Technology, and Changzhou University to hold an innovation capacity building program for young technology professionals in the refining and new materials sector, training 85 participants.

- Launched separate training programs on "IT skills enhancement" and "financial knowledge enhancement" for full-time internal auditors and candidates selected through open recruitment. The first cohort trained 232 participants, including 72 selected through open recruitment.

- Rolled out large-scale, integrated ERP training programs by level, developing 11 online learning modules and training over 100,000 participants.

AI Talent Training

- Established an AI talent training system. We delivered targeted training across 8 categories and 31 sessions, including "mindset shift" training for managers, "empowerment" training for R&D, production, and business personnel, and "skills enhancement" training for AI technical professionals, accelerating the integration of AI with our core businesses.



Career Development >>

We value career planning and strive to help our employees realize their full potential and advance their careers. In 2025, we focused on incentivizing value creation through talent, deepened reforms in talent evaluation mechanisms, intensified efforts to attract and develop high-level technological innovation talent, and accelerated the development of our young technology professionals, providing clear and stable career development pathways.

As of the end of 2025, we had 216 senior-level experts and 309 skill masters and technical experts. A total of 128 corporate-level skill master studios had been established, including 38 national-level skill master studios.

Deepening the "Petroleum Masters" Training Program

Three employees were named candidates for the "National Master Craftsman" program and **five** for the "Central SOE Master Craftsman" program. The number of key candidates in our "Petroleum Masters" program increased to **172**.

We held a series of forums on innovation and career development for young technology professionals, focusing on seven core areas: E&P, refining and chemicals, engineering technology, new energies, new materials, high-end equipment manufacturing, and digital and intelligent information. We also implemented policies to optimize the age structure for chief expert appointments in R&D and production enterprises, as well as a dedicated "youth track" and a "green channel" for professional title reviews, designed to inspire innovation among our young technology talent.

Scaling up the "Young Technology Talent Training Program"

Case Study

Three CNPC employees named National Master Craftsmen

On September 23, the 3rd National Innovation and Exchange Conference and National Master Craftsmen Forum was held in Chongqing. A total of 200 individuals across China were named National Master Craftsmen, including three from CNPC: Liu Kefu, digital operations and maintenance (O&M) technician and master technician at the No. 3 Oil Production Plant of Daqing Oilfield; Yang Yixing, downhole operations expert and master technician at the Oil and Gas Technology Research Institute of Changqing Oilfield; and Liu Hui, workshop leader, technical expert, and master technician at the Chongqing Gas Mine of Southwest Oil & Gasfield Company.

This cohort of National Master Craftsmen, selected and cultivated by the All-China Federation of Trade Unions, represents a group of highly skilled talent who excel in leadership, impact, innovation, dedication, and mentorship, across major industries and key sectors in China. The three CNPC employees named National Master Craftsmen are all leading skilled professionals who have worked on the front lines for decades and delivered outstanding results in their respective fields.

Recognition and Incentives >>

We recognize employees through a wide range of programs, including the selection of Model Workers, Outstanding Employees, Technical Experts, and Academic Leaders, and encourage them to compete for domestic and international awards. We provide both recognition and financial rewards. We also value the growth of our technical professionals, selecting young research leaders from key domestic and international projects and research bases to lead major national and corporate science and technology initiatives.



We integrate training and competition, using competitions to drive training. We continued to advance three national leading labor and skills competitions in Changqing, Southwest, and Xinjiang, and recognized nine corporate-level labor competitions as part of the second batch. We held 96 technical and skills competitions throughout the year, in which 169 employees won national awards. We also organized skill experts to go to the frontlines, where they solved 735 production problems and secured 188 patents for their achievements. This has fully demonstrated the significant value of skilled personnel in driving innovation and efficiency in frontline production.

2025 Competition Awards



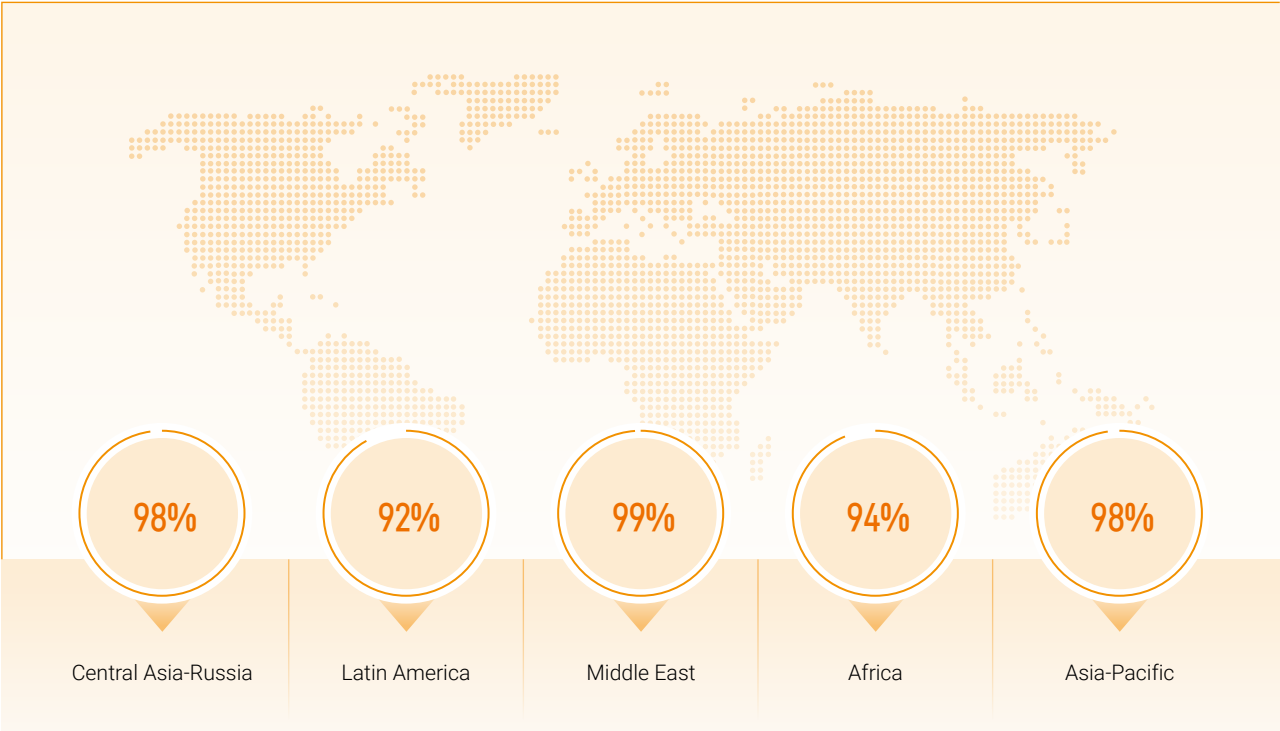
Localization and Diversity

We advocate a corporate culture built on respect, openness, and inclusiveness, following the principle of "localized, specialized, and market-driven" overseas talent management. While strictly complying with host country laws and regulations, we have developed and implemented the *Administrative Measures for Overseas Local Employees*, continuously driving innovation and practice in overseas employment management. We have established a comprehensive system covering recruitment, appointment, performance assessment, and incentives. By providing local employees with broad career development platforms, we attract and cultivate more localized professionals, enabling every employee to realize their personal value as CNPC grows.

Promoting Local Employment >>

We actively recruit local employees and provide professional skills training, identifying and developing local management talent without rigid constraints and creating tangible employment opportunities for local communities. Professionals employed in our overseas projects span key areas such as E&P, refining and chemicals, pipeline operations, international trade, finance, accounting, and human resources. Through diverse career development pathways, we enable local employees to participate deeply in project execution, grow professionally, and share in CNPC's growth, making them a vital force for deeply integrating CNPC into the local economy. In 2025, the share of local employees in our overseas investment operations reached 91.2%.

Share of Local Employees in Major Overseas Cooperation Zones



Case Study China-Iraq partnership for oil talent development

In December 2025, a cooperation agreement on oil talent training and development was signed and the first training program was launched at the Basra Oil Training Institute in Iraq, marking the first cooperation between the two countries in oil vocational education. The program was led by China Petroleum Engineering & Construction Corporation (CPECC), a subsidiary of CNPC, in partnership with Hebei Petroleum University of Technology (HEBPU) and the Basra Oil Training Institute. Its goal is to provide systematic, standardized skills training to develop highly skilled talent for Iraq's oil industry, support local youth employment, and promote the integration of technology, education, and culture. Through this program, CPECC provides training for 100 young Iraqis each year in more than ten trades, including carpentry, electrical work, and welding, giving top performers priority placement in key positions. In addition, each year, CPECC selects three to four outstanding instructors from the Basra Oil Training Institute for exchange programs in China and arranges for more than five top trainees to pursue advanced studies there. Through these exchanges and training programs, we share expertise, co-develop skilled personnel, and create shared value with our Iraqi partners, contributing CNPC's strength to the development of Iraq's oil industry.

Respect for Diversity



We respect the diverse backgrounds, abilities, and experiences of our employees and value their unique perspectives and talents. We firmly oppose all forms of workplace discrimination and prejudice and are committed to fostering an open and inclusive work environment while promoting mutual respect and understanding among employees of different ethnicities, regions, and cultural backgrounds.

Case Study Promoting multicultural integration

Along the nearly 4,000 km pipeline route in Kazakhstan, Chinese employees made up less than 10% of the workforce at Asia Gas Pipeline LLP (AGP), with 15 station teams scattered like pearls across this vast land. Differences in language, culture, beliefs, customs, and lifestyles were once barriers but have been transformed into bridges connecting people. The company promoted the philosophy of "working, living, learning, and celebrating together", fostering multicultural integration through a series of thoughtful initiatives.

Celebrating Chinese and Kazakh holidays together

On important occasions such as China's National Day and Spring Festival, as well as Kazakhstan's National Day and Nauryz, the company held joint celebrations and made China-Kazakhstan friendship cakes. These "celebrate and integrate" events demonstrated the deep bond of "one family" among employees and strengthened team cohesion.

Mutual learning through mentoring

Under the "one-on-one mentor-apprentice" program, 92 training agreements were signed pairing Chinese and Kazakh employees. The program enabled them to share technical skills while learning about each other's cultures, building friendships and fostering team growth.

Sending off departing employees with warmth

For departing employees, the company held farewell ceremonies with a distinctly Kazakh flavor, exchanging traditional clothing and offering sincere blessings. At the Shymkent Management Office, a photo wall was set up to capture the hard work and bright smiles of those who once served there. These warm ceremonies not only expressed gratitude for past contributions but also reflected the team's deep humanity and care.

Physical and Mental Health

We value the physical and mental health of our employees. To that end, we have implemented a series of policies and measures to continuously improve working conditions and provide a work environment that promotes employee well-being, helping our employees stay healthy and maintain a positive mindset.

Occupational Health >>

We focus on enhancing occupational health protection, accelerating the development of healthy enterprises, and actively observing *Occupational Disease Prevention and Control Law* Publicity Week. We have achieved a 100% rate in employee occupational health examinations, a 100% rate in workplace occupational hazard monitoring, and a 100% rate in occupational health record establishment.

Key Occupational Health Initiatives

Occupational Health Awareness	Launched the Publicity Week of the <i>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</i> under the theme "Caring for the Mental Health of Workers", reaching over 890,000 people.
Deepening the "Weight Management Year" Initiative and Advancing Healthy Enterprise Development	- Identified effective management of chronic diseases and weight, along with addressing suboptimal health conditions, as key indicators of healthy enterprise development, focusing on shifting health management toward preventive care. - Refined the list of health restrictions for special operations and raised health protection standards in challenging environments, enhancing employees' well-being and sense of fulfillment. - Conducted health enterprise certification reviews. In 2025, 118 subsidiaries passed CNPC's health enterprise certification reviews, and 20 cases from 17 subsidiaries were recognized as outstanding examples in the fourth batch of the National Health Commission's Healthy Enterprise Development initiative, ranking among the top central SOEs.
Strengthening Occupational Health Management Fundamentals	- Launched a special initiative to identify and address occupational hazards, established a regular coordination mechanism, and gathered baseline data on occupational hazards at production sites. - Verified and resolved identified issues at each level, ensuring accurate identification and protection against occupational hazards, with full health surveillance coverage for employees in hazardous positions.
Health Management for Overseas Employees	- Completed 24,600 health assessments for employees assigned to overseas posts over the year. - Provided comprehensive emergency assistance for overseas employees with critical illnesses, delivered remote emergency medical care 33 times, and successfully arranged cross-border medical evacuations for 4 patients. - Promoted the pilot experience of an integrated health security system in Africa covering monitoring, early warning, prevention and control, and treatment. Based on project types, workforce size, and local medical conditions in each country, we developed a matrix for health security systems across five dimensions, including monitoring capacity and clinic establishment, tailored to the specific needs of each country and project. - The <i>Innovation and Practice of the "Monitor, Assess, Diagnose, and Record" Health Management System for Overseas Employees in Africa</i> won a first-class award in the 6th Modern Industrial Enterprise Management Innovation competition.

Mental Health >>

We continuously improve employee recuperation and leave policies. We advance the Employee Assistance Program (EAP) and organize training programs. We also strengthen mental health hotlines and websites while conducting various forms of mental health awareness training to encourage employees to adopt a positive and healthy mindset.

In 2025, CNPC

CNPC continued to implement the Employee Assistance Program (EAP) for overseas employees. We strengthened the mental health support system through “preventive screening” and “immediate intervention,” shifting from reactive to proactive care.

- ▶ The overseas hotline provided **1,294 hours** of service and addressed **10** crisis cases.
- ▶ We conducted mental health assessments for over **5,000** overseas employees and provided follow-up interviews based on the results.
- ▶ We launched the “Peace of Mind, Joyful Health” campaign for overseas employees. The campaign included **13** online and offline events, such as psychological observer training, online weight management courses, parent-child open days, corporate visits, family well-being camps, and on-site support for overseas staff. These events attracted nearly **160,000** participants and received approximately **720,000** views, earning high praise from overseas employees and their families.
- ▶ The *Overseas Employee Mental Health Care Campaign* won a **First-Class Award** for “Outstanding Achievement in Mental Health Promotion” from the China Culture Administration Association and was recognized as a national recommended case for corporate mental health services.

Caring for Our Employees

We advocate a healthy work-life balance, provide support to employees in difficulty, enrich their cultural lives, and strive to create a healthy and comfortable living environment that enhances their overall happiness.

Employee Assistance >>

We focus on addressing the most urgent needs of our employees, retirees, their families, and dependents, and continue to provide care and support through outreach activities designed to bring warmth to their lives.



Case Study Warm care in the cold winter

In the depths of winter, CNPC's frontline employees worked tirelessly to meet the energy needs of millions of households, whether stationed at remote sites in the Gobi Desert, on frigid offshore platforms, or at windswept gas stations. Their well-being was a top concern for the company. Across CNPC, subsidiaries focused on addressing employees' most urgent needs, turning "problem lists" into "happiness lists" and "employee expectations" into "corporate actions", delivering tangible results that truly matter to employees.

Xinjiang Marketing "Warm Care Packages" at -20°C

After mid-November, temperatures in parts of Xinjiang dropped below -20°C due to multiple snowfalls. Frontline employees of PetroChina Xinjiang Marketing Company had already received their "warm care packages." Recognizing the different needs of various job types, the company introduced a "customized + independent choice" model, which allowed each branch to tailor supplies based on local climate conditions and employees to choose equipment according to their specific work scenarios, creating a "warm defense line" for employees.

Tarim Oilfield A "Community Supermarket" in the Desert

The Hade Oil and Gas Production Management Area of Tarim Oilfield is over 100 kilometers from the nearest city, with limited access to local services. To address the difficulty employees faced in purchasing daily necessities, the management area opened a "desert community supermarket" offering nearly 100 items, including daily essentials, snacks, and beverages. This solved an urgent problem for employees. Over the past five years, the management area has implemented more than 130 initiatives to improve employees' lives, gradually transforming the desert oilfield into a "happy home" where employees can work with peace of mind and live comfortably.

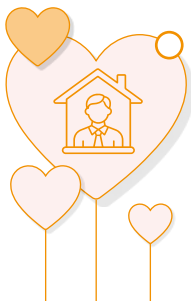
Bohai Drilling Solving Problems to Build Team Cohesion

After winter set in, No. 4 Drilling Company of CNPC Bohai Drilling Engineering Company Limited launched a series of "health, warmth, and care" initiatives at the frontline. The company not only purchased and distributed a new batch of winter protective gear but also brought professional medical services directly to employees. A medical team visited drilling crews in the field, offering consultations, treatment, and first-aid training — a service that field workers, who spend most of the year away from home, called "timely and thoughtful". At the same time, the company focused on employees stationed in remote areas, conducting visits, caring conversations, and one-on-one talks to create a "frontline needs list", ensuring that support services are precisely targeted so that heartfelt service translates into team spirit.

Cultural and Recreational Activities



We offer a wide range of cultural and recreational activities, such as company-sponsored clubs, cultural events, and sports and intellectual competitions, to enrich our employees' cultural lives, enhance their overall competence, and strengthen team cohesion.



Case Study The "Employee Home": A happy place to work and live

China National Logging Corporation's (CNLC) Huabei Branch actively built an "Employee Home", establishing a regular mechanism featuring "one activity a month, one competition a quarter, and one showcase a year". It created specialized homes for arts, sports, and reading, offering activities such as calligraphy, choir, music lessons, reading clubs, film screenings, badminton, and volleyball, greatly enriching the after-work lives of employees. Through these activities, employees learned new skills, expanded their cultural horizons, and improved their overall well-being outside of their busy work schedules. As they developed their talents, they also gradually became a key force in the branch's community outreach, contributing their oil worker spirit to the community. Employees regularly visited nursing homes and welfare centers to offer companionship and care, spreading warmth through music. Before the Spring Festival, they also organized a "New Year Blessings" event, presenting bright red couplets and "Fu" characters (symbolizing good fortune) to community residents, conveying best wishes for the new year and showcasing the positive spirit of CNPC's workforce.