



Feature

## Implementing the talent-driven corporate development program to invigorate the industry and serve the nation

Talent is indispensable for a nation as well as a business. President Xi Jinping pointed out that talent is a strategic resource for realizing national rejuvenation and seizing the initiative in international competition. As the timeframes of the Two Centenary Goals converge, amid the opportunities and challenges coming with the green and low-carbon development in the energy industry, the Company has formulated the talent-driven corporate development program, aiming to create a dynamic human capital ecosystem and an outstanding talent pool to serve our high-quality growth.

### Setting goals for talent-driven corporate development

In 2021, the Company issued the *Action Plan for Talent-Driven Corporate Development*, setting out the guidelines, goals and major tasks for the program.

**In the first stage**, the Company will make new breakthroughs in institutional innovation, high-level talent acquisition and structural optimization to form balanced and coordinated talent strength by 2025.

**In the second stage**, the Company will build up the capabilities in unleashing talent vitality, empowering talent-led innovation and manifesting value creation to form a high-quality talent pool and rank top among SOEs in terms of talent strength by 2030.

**In the third stage**, the Company will tailor the size, quality, structure and succession planning of its talent pool to the strategic goal of building a world-class company and enjoy a world-leading position in terms of value contributed by talent and talent strength by 2035.

### Improving the institutional system for talent

After intensive studies on the measures for talent-driven corporate development, the Company has formulated the work program and supporting documents centered on ten talent schemes and the mechanism to train & groom, attract & pool, appraise & motivate, and use & develop talents, including the *Action Plan for Talent-Driven Corporate Development*, the *Human Resource Value Evaluation Method (Trial)* and the *Talent Development Scheme for New Energies, New Materials and New Businesses, etc.*, to create an integrated policy system for the orderly implementation of the talent-driven corporate development program.

## Creating a coordinated and efficient mechanism

In alignment with the 14th Five-Year Plan and the medium and long-term strategic goals, the Company has developed the *2021-2025 Roadmap for Talent-Driven Corporate Development Program* and the *2022 Schedule of Talent-Driven Corporate Development Program* and formulated the *100 Q&As for CNPC Talent-Driven Corporate Development Program*. Talent review methods are developed by category and the results of work are included in the review of the management in order to push ahead with the talent-driven corporate development program step by step.

### Ten talent schemes

Serving the innovation, resources, market, internationalization, green and low carbon strategies, the overall development of talent pool is based on the optimization of organizational system, guided by talent-driven value creation and powered by the key talent schemes.

- ◆ Organizational System Optimization Scheme
- ◆ Talent-Driven Value Creation Scheme
- ◆ Scheme to Forge Cadres with Firm Stand, Complete Competence and Strong Will
- ◆ 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

## Facilitating talent pool development

At CNPC, we implement and improve the mechanism to train & groom, attract & pool, appraise & motivate, and use & develop talents, press ahead with the ten talent schemes, and step up efforts to provide the ladder, platform and favorable environment for talent with management, R&D and technical expertise to encourage entrepreneurship, scientific spirit, craftsmanship and hard work, continue to inject momentum into our talent pool and boost value contribution by talent.

### To train and groom talent

The Company kept adapting its talent training to the needs of talent at different levels, i.e., key training schemes for top tech talents and “petroleum masters” and training programs for new employees. Based on the “Internet + Training” model, CNPC E-Learning offered online training sessions to 500,000 people in 2021, totaling more than 10 million hours.

### Apprenticeship programs for skill training

During July 4th to 13th, 2021, the ILO (International Labor Organization) Capacity Building Workshops on Quality Apprenticeship & CNPC Top Skilled Talent Development Week was held at Daqing Oilfield. In 2021, the Company was selected by the Ministry of Human Resources and Social Security as the only SOE to work with ILO on an international pilot program on quality apprenticeship.



## To attract and pool talent

The top-level framework designed for talent acquisition was strengthened to attract international talents with strong expertise in key technologies based on specified job requirements via a global recruitment platform. In 2021, the Company recruited 6,599 graduates through on-campus recruitment events, with 40.5% of new recruits holding a master degree or above.

## To appraise and motivate talent

The talent evaluation mechanism continued to improve. The *CNPC Rules for Professional Skill Level Certification* were revised to facilitate the transformation and upgrading in skilled talent evaluation practices. A standardized technical title assessment system was put in place to promote the alignment between talent pool development and business growth.

## To use and develop talent

At CNPC, we respect the basic principles of talent development and technological innovation. An innovation platform for technical experts was developed to facilitate innovation and value creation activities of high-level skilled talents. The first innovation fund for skilled talents in China was set up. As part of the efforts to improve quality and efficiency, top skilled talents were dispatched to provide assistance to member companies. In 2021, 531 technical problems were tackled and 53 national invention patents were granted.

In 2021, the Company's talent-driven corporate development program made solid progress. Under this program, one CNPC employee was elected as an academician of the Chinese Academy of Engineering; one was named as Craftsmen of the Nation; two received the China Skills Award; two were elected fellow of the China Chemical Industry Association; three received the 4th National Outstanding Engineer Award; 14 were awarded the title of National Technical Expert; a total of 28 gold medals, 34 silver medals, and 47 bronze medals were awarded to CNPC employees in national skill competitions, the best results over the past years. At CNPC, talents are marching ahead into the new era with high morale to make new achievements.

The Company has decided to dedicate the year of 2022 to pushing ahead with the talent-driven corporate development program. With a strong commitment to the talent-driven growth strategy and focusing on building a strategic talent force, we strive to provide competent human resources and intellectual support for a world-class enterprise built to last.



### In 2021

#### ■ New Employee Training Program

- ◆ The *Guidance on Strengthening the Training for New Employees* was issued, aiming to create a step-by-step framework for onboarding, follow-up training and further education of new employees
- ◆ The Chairman of the Board of Directors gave nearly 120,000 young employees online their first lecture at the Company

#### ■ Employee Competency Enhancement Plan

- ◆ Training courses were developed for nurturing professional talents in five key areas, i.e., upstream business, refining and chemicals business, oilfield services, engineering and construction, as well as marketing
- ◆ More than 21,000 employees were trained from the headquarters of the Company

#### ■ International Thousand Talents Program

- ◆ More than 140 young employees received training in IT, international business and foreign language skills under the succession plan

## CNPC set up China's first innovation fund for skilled talents

On May 13, the CNPC Skilled Talents Innovation Fund was launched in Beijing as China's first innovation fund for skilled talents. As a measure to implement the innovation strategy on the production front lines, the fund will encourage the innovation activities of front-line technical talents and provide financial support for their efforts in technical upgrading and technological research, facilitating technological commercialization and further enhancing quality and efficiency.