

Developing Talent, Managing Leaders In the New Normal

ORGANIZATIONAL AND HUMAN DEVELOPMENT DIVISION



Petróleos Mexicanos (PEMEX)



OVERVIEW

Petróleos Mexicanos is the largest company in Mexico, and one of the largest in Latin America.	It is one of the few oil companies in the world that develops the entire production chain: <ul style="list-style-type: none">• exploration• drilling• production• transportation• refining• marketing of end products	Under its corporate governance model, Pemex is run and managed by a Board of Directors and a Chief Executive Officer, with three Subsidiary Companies (EPS) and four Corporate Directorates (Vice-Presidencies)
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With more than +130,000 workers, Pemex's human resources are a key part of achieving strategic goals.

HR is key in promoting the development of a respectful, discrimination and harassment-free workplace environment

This environment must exist in order to encourage the participation, contribution and use of skills and talents.

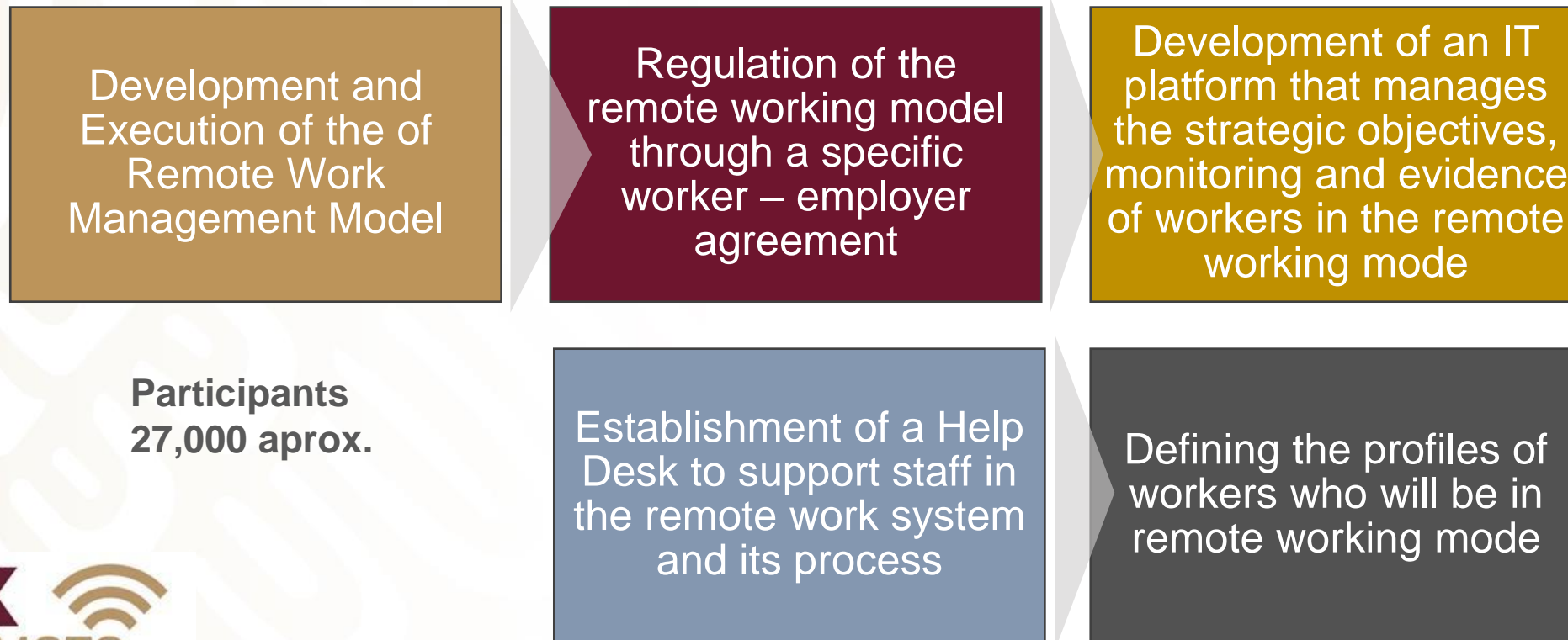
Pemex and its EPS business operations are focused on: process simplification, efficiency and transparency, adopting best practices at the national and international levels, including human resource optimization, in order to strengthen execution, improve performance and reduce costs.

Remote Work at PEMEX

Efficiency & Productivity at a distance



Due to the “New Normal” created by SARS-COV 2 in 2020, Pemex implemented the modality of remote work and make it permanent for approximately 20% of its workforce, optimizing the human and financial resources of the company.



**Participants
27,000 aprox.**

DECO

Assessment of Individual Performance and Organizational Culture/ Climate

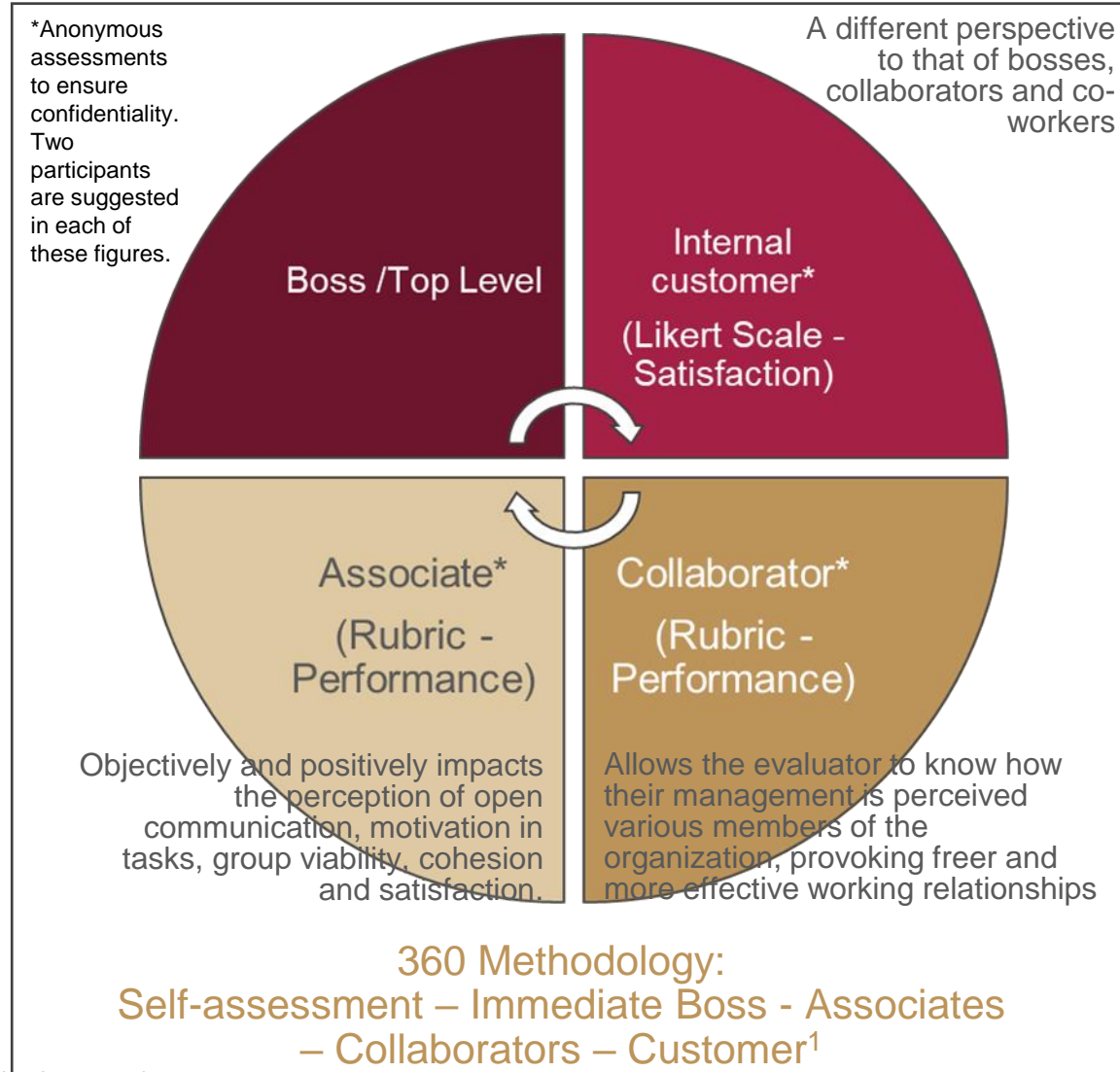
This program aims to provide information on the performance of Pemex workers, EPS and, where appropriate, Subsidiary Companies, to make informed decisions about human capital development.

Population impacted during the first application:

Pemex operational and executive personnel and their EPS:

- ✓ Non-Unionized Personnel (mandatory) – 85%
- ✓ Temporary/ Seasonal and unionized (voluntary) – 3%

With the results obtained from this assessment we can have inputs to identify talent, determine permanence, promotion and distinction, generate training programs, retention and transfer of knowledge, as well as career and succession plans for each employee.



Comprehensive worker development Training and Knowledge Transfer



Comprehensive selection and validation of events.

- *Budget and Operational Programs*
- *Instructors and Infrastructure*



PICADE¹
Integration of individual strategic training needs, aligned to the Business Plan.

Individual identification of training needs. (+130 thousand workers).

- *Online/ Intuitive platform*
- *Communication and ongoing monitoring*

Consolidation of the Institutional catalogue:

- *Events & internal resources – strategic training*
- *External/ additional requirements*

Competency Standards Certification



- Certifying workers in Competency Standards (SC) gives certainty in the fulfillment of the activities and responsibilities being carried out with safety and quality.
- It also promotes positive motivation and healthy competition among workers for belonging to the group of certified area.
- It reduces international reinsurance premiums.
- Certifies and solidifies employee knowledge and professional growth.

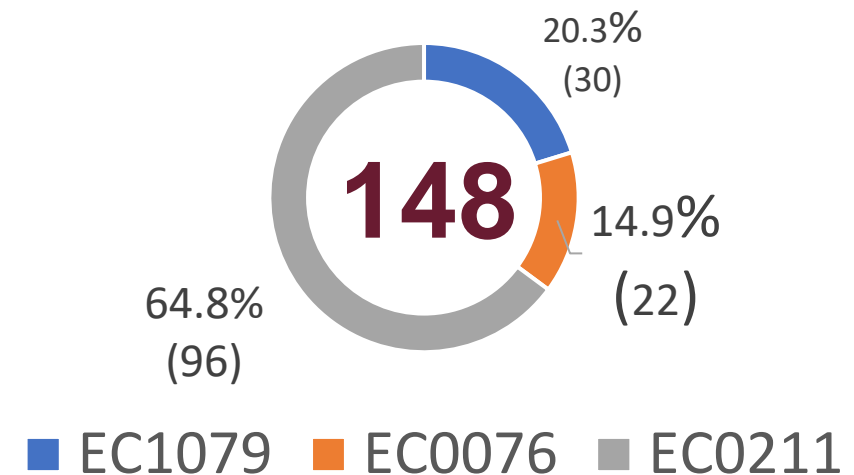
What is a competency standard?

A competency standard documents a person's competence, describing the set of knowledge, skills and attributes that a person must have to perform a work activity with a high level of performance.

Who develops the Competency Standards in PEMEX ?



Workers Certified in 2020, by CS



Certification at Industry Workshops



The PEMEX Corporate University will be carrying out these activities aimed at certifying the employees in various company workshops associated with the maintenance of upstream and downstream components:



Training diagnostics:
analyze training processes and detect the training needs of Maintenance Workshop workers.



Certification and recertifications:
National and international certifications that workers require including those associated with Zero Risk



Training new talents:
Through the government program “Youth Building the Future” people between 18 and 29 years old can be trained in the specialities that the Workshop’s need, with a anual scholarship.

Professionalization of In-house instructors



Objective:

Train and certify employees as in-house instructors with the vision of learning facilitators, able to design and implement innovative teaching strategies, to deliver the events of the Instruction and Training Program at Petroleos Mexicanos.

Instructors in the program as of January 2021:



Professionalized
1,332



In process
630

Strategy development and implementation of training in-house instructors in the distance learning modality.

Instructors were trained in the use of the various online institutional technology platforms.

Training and professionalization of in-house instructors at a national level, complying with the Instruction and Training Program 2020.

Gap-closing and certification Program information was analyzed to update the In-house Instructors Directory.

Updating the In-house Instructors Directory, with the instructors who completed the training module in the distance mode.

Integrated Employee Services



A strategic objective of Human Capital is to **consolidate an organizational climate and culture** capable of attracting, **developing and retaining talented and productive employees** committed to the company.

In order to achieve this, Pemex offers its workers in-house services for various needs.

Among the services available are:



Health Services

65 medical units that provide services to active and retired workers, along with their families.



Child Development Centres (CENDIS in Spanish)

21 Centers which attend employee children aged 45 days to 6 years.



Scholarships

1,800 scholarships per year to workers
8,750 scholarships per year to workers' children.

Conclusions



During this difficult transition to the New Normal, Pemex has retained its permanent workforce and has not applied any redundancy program.

We have maintained our workforce and our pace of work, fully prepared to attend the demand for our products with the global economic recovery.

THANK YOU

