



2021

环境、社会及管治报告
ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT



华润啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

环境、社会及管治理念 ENVIRONMENTAL, SOCIAL AND GOVERNANCE PHILOSOPHY

本集团坚持“生命健康至上，绿色低碳发展”的理念，
追求“零污染、零缺陷、零伤害、零事故”的管理目标，
持续完善以价值创造为导向的环境、社会及管治管理体系。

以“引领产业发展，酿造美好生活”为使命，
本集团致力于成为消费者信赖、员工自豪、行业领先的国际化绿色酿酒企业。

Adhering to the philosophy of “life and health first, green and low carbon development”,
the Group pursues the management goal of
“zero pollution, zero defects, zero injuries and zero accidents”
and continue to improve a value-creating-oriented
environmental, social and governance management system.

With the mission of “leading industrial development, brewing a better life”,
the Group strives to become an industrial-leading, international and green brewery enterprise
which has earned consumers’ trust and is the pride of our staff.



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关于本报告

ABOUT THIS REPORT

报告概览

本报告为华润啤酒(控股)有限公司(“本公司”、“华润啤酒”，连同其附属公司，统称“本集团”所发布的年度环境、社会及管治报告(“本报告”)，旨在就本集团由二零二一年一月一日至二零二一年十二月三十一日(“报告期间”、“二零二一年财政年度”、“二零二一年”)的相关信息披露。如欲查阅更多业务相关信息及有关本集团的企业管治常规，请参阅本集团的二零二一年年报。

编制依据

本报告按照了香港联合交易所有限公司《主版上市公司规则》附录二十七《环境、社会及管治报告指引》(“上市规则”)，并参考全球报告倡议组织(Global Reporting Initiative, GRI)《可持续发展报告指南》(“GRI准则”)进行编制。本报告符合上市规则的“重要性”、“量化”、“平衡”，以及“一致性”的汇报原则编制而成：

OVERVIEW OF THE REPORT

This report is the annual environmental, social and governance report (the “Report”) published by China Resources Beer (Holdings) Company Limited (the “Company” or “CR Beer”, and together with its subsidiaries, the “Group”) for the disclosure of relevant information of the Group from 1 January 2021 to 31 December 2021 (the “reporting period”, “FY2021”, or “2021”). For more information relating to the Group’s business and its corporate governance practices, please refer to the Group’s 2021 Annual Report.

BASIS OF PREPARATION

The Report is prepared in accordance with the “Environmental, Social and Governance Reporting Guide” under Appendix 27 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (the “Listing Rules”) and by reference to the Sustainable Development Report Guide of Global Reporting Initiative (GRI) (the “GRI standards”). The Report is prepared in accordance with the reporting principles of “materiality”, “quantitative”, “balance” and “consistency” of the Listing Rules:

重要性 Materiality	<p>本集团在报告期间开展重要性评估，报告编制小组与关键利益相关方共同识别重要性议题，以确定本报告的披露内容及各议题的详细内容。二零二一年重要议题的识别过程及分析结果已分别呈列于“重要议题识别”及“重大性议题矩阵及列表”之章节中。</p> <p>The Group has commenced materiality assessment during the Reporting period, under which our report preparation team works with key stakeholders to identify material issues so as to confirm the disclosable information and details of each issue. The identification process and analysis results in 2021 have been presented in the sections headed “Identification of Material Issues” and “Materiality Matrix and Table”, respectively.</p>
量化 Quantitative	<p>本集团各部门协力收集并记录环境及社会关键绩效数据，希望透过披露定量数据以展现本集团于环境及社会关键绩效指标中的表现。部份同比变幅与所呈列的数字直接计算的结果未必相等，因所呈列数据经四舍五入，但百分比变幅是以原始数据做计算。在个别情况下，该等百分比变幅数字之总和未必为100%。相关计算标准及方式请参照相关章节。</p> <p>Each department of the Group co-ordinates to collect and record the key performance data regarding the environment and the society in hope of presenting the Group’s performance in the environmental and social key performance indicators (“KPIs”) through quantified data. Part of the year-on-year changes may not be equal to the results of direct calculation of the figures presented, as the figures presented are rounded, but the percentage changes are calculated based on the raw data. In individual cases, the sum of these percentage changes may not be 100%. Please refer to the related sections for the relevant measurement standards and methods.</p>
平衡 Balance	<p>本集团以准确、客观及持平的态度描述每项议题，披露本集团在报告期间的正面及负面信息，确保内容平衡和能够让读者合理地评估本集团的整体绩效。</p> <p>The Group describes each issue in an accurate, objective and fair manner and discloses both positive and negative information of the Group during the reporting period to ensure balance of the content and help readers to reasonably assess the overall performance of the Group.</p>
一致性 Consistency	<p>除非另有说明，本报告中披露的数据均根据本集团所建立的统一信息收集流程和工作机制进行统计，因此相关的数据统计方式和编纂报告时所做的假设均保持一致，以确保数据可作逐年比较。</p> <p>Unless stated otherwise, the data disclosed in this Report has been under statistical analysis based on the Group’s standardized information collection process and working mechanism, thereby the relevant data statistical approach remains consistent with the assumptions made during preparation of the Report, to ensure year-to-year comparison of the data.</p>

报告范围

除非另有说明，本报告的政策、案例及数据所涉及的范围主要涵盖本集团总部和其下属实际控制的控股公司及附属公司。报告时间跨度为二零二一年一月一日至十二月三十一日。

报告目的

本报告为华润啤酒(控股)有限公司正式发布的第六份年度环境、社会及管治(“ESG”)报告。本报告旨在就本公司履行社会责任的承诺与利益相关方进行透彻沟通，并重点披露本集团于二零二一年在可持续发展环境、社会及管治(“ESG”)方面表现的相关内容，以回应利益相关方关注的重要议题。

编制流程

本报告参照上市规则订立了一套系统性的报告流程，通过与主要利益相关方定期沟通，针对本集团的ESG议题共同进行识别及重要性评估，以确立本报告的报告范围，并于各业务部门收集及检视相关资料。所有信息均来自本公司的正式文件、统计报告与财务报告中，从而统计分析并编制本报告。

版本信息

本报告提供繁体中文、简体中文及英文三个版本于本公司网址www.crbeer.com.hk供读者参阅。各版本如有歧异，应以繁体中文版为准。

意见回馈

如对本报告及其内容有任何疑问或意见，欢迎通过以下联系方式与我们联系。

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SCOPE OF THE REPORT

Unless otherwise specified, the policies, cases and data of the Report mainly involve in the Group's headquarters as well as holding companies and subsidiaries ultimately controlled by its subordinates. The Report covers the period from 1 January to 31 December 2021.

PURPOSE OF THE REPORT

This is the sixth Environmental, Social and Governance (“ESG”) report officially published by China Resources Beer (Holdings) Company Limited. The purpose of our Report is to communicate transparently with stakeholders about the Company's commitment to fulfill its social responsibilities, and focuses on disclosing the relevant content of the Group's performance on sustainable ESG development in 2021 in responses to material issues concerned by stakeholders

PROCESS OF PREPARATION

The Report has established systematic reporting procedures with reference to the Listing Rules. We identify and assess the materiality of the ESG topics related to the Group through regular communication with our major stakeholders, on the basis of which the scope of the Report is defined. Relevant information is then collected and reviewed from various departments. All information comes from formal documents, statistical reports and financial reports of the Company for statistical analysis and preparation of the Report.

VERSIONS OF THE REPORT

The Report is available in Traditional Chinese, Simplified Chinese and English versions on our website www.crbeer.com.hk. If there is any inconsistency among these versions, the Traditional Chinese version shall prevail.

FEEDBACK

If you have any questions or suggestions on the Report and its contents, please feel free to contact us via the following.

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前言

FOREWORD

ESG管理方针及策略

本集团一直以“引领产业发展，酿造美好生活”为使命，致力于为消费者提供超越期望的产品与体验，为员工打造事业家园，为合作夥伴提升价值，为股东创造长期回报，为环境和社会带来绿色和谐发展，激发和满足人们对美好生活的需求。未来，本公司发展将聚焦“产品高端化、品牌多元化和国际化”，努力打造成为消费者信赖、员工自豪、行业领先的国际化绿色酿酒企业。

引领产业发展，酿造美好生活

中国啤酒行业已进入高质量大繁荣的时代。繁荣与机遇之下，挑战也随之而来。无论是企业自身还是整个啤酒行业，势必要用时代的命题来应对啤酒新世界提出的全新挑战。

为配合第二个三年“决战高端”的策略，二零二一年本集团依托自身优势，积极拥抱啤酒行业升级和品类多元化的新时代；并持续完善中国与国际双品牌的啤酒组合，成功建立高端大客户平台，进一步提升成本效益等。本集团已做好充分准备，在第三个三年里“决胜高端”，继续引领产业发展，成为啤酒新世界中的领导者！

饮水思源，我们深刻认识到本集团的每一次进步、每一点成绩的取得，都与我们对利益相关方的责任感息息相关，也逐步成为我们业务健康发展的基石。因此，我们高度重视并积极回应各利益相关方的意见，努力构建一个良性的商业生态系统。

ESG MANAGEMENT APPROACH AND STRATEGIES

The Group has always upheld the mission of “leading industrial development, brewing a better life” and committed to provide consumers with products and experiences which exceed expectation, to help build career and family for our employees, to empower our co-operative partners and to generate long-term returns to our shareholders. We target to bring green and harmonious development to the environment and the society, and to motivate and fulfill people’s pursuit of better life. In the future, the Company will focus on “product premiumization, brand diversification and internationalization” and will strive to become an industrial-leading, international and green brewery enterprise which has earned consumers’ trust and is the pride of our staff.

LEADING INDUSTRIAL DEVELOPMENT, BREWING A BETTER LIFE

The beer industry in China has entered an era of high quality and prosperity. With prosperity and opportunities come challenges. Whether it is the enterprise itself or the entire beer industry, it is necessary to develop competitive advantages in a timely manner to withstand the new challenges posed by the new world of beer.

Adhering to the strategy of “achieving success in premiumization” for the second three-year period, the Group relied on its unique advantages to actively embrace the new era of beer industry upgrade and category diversification. The Group also established a more robust brand portfolio with both Chinese and international brands, successfully creating a premium key customers platform and further enhancing its cost-effectiveness. The Group is well-prepared to “win at premium segment” during the third three-year period to become the leader of the new world of beer industry.

As the saying goes, “never forget the source when you drink water”, we are deeply aware that every progress and achievement of CR Beer is closely related to our sense of responsibility to our stakeholders, which has gradually become the cornerstone for the healthy development of our businesses. Therefore, we pay close attention to and actively respond to the expectations of all stakeholders and strive to build a healthy business ecosystem.

为了满足不断变化的消费者需求，我们积极完善品牌组合，提供高质量啤酒，倡导理性饮酒、绿色消费和健康生活。我们也保持优于行业水平的品牌投入，构筑各类啤酒消费场景，以富有创意的消费体验，吸引更多年轻消费者群体，并提升旗下高端啤酒的品牌形象。

员工是企业最宝贵的财富。我们关爱员工的身心健康和职业发展，努力创造条件共建快乐、和谐、温暖的事业家园。我们重视安全生产，始终坚持“以人为本、安全发展”的职业健康与安全管理工作理念，追求“零伤害、零事故”。

本集团致力推动中国啤酒产业链健康发展，积极为上游供应商和下游渠道夥伴赋能，通过建立星级供应商体系、振兴国产大麦种植、创立高端大客户平台等方式，带领供应商和渠道夥伴共同成长，共拓啤酒新世界。

我们时刻不忘环保责任，建立严格的环境管理体系，重视绿色生产和节能减排。二零二一年，本集团正式将绿色低碳发展纳入企业发展战略，以积极回应政府碳达峰碳中和政策。

作为负责任的企业公民，我们心系社会，热心公益事业。二零二一年，本集团延续追踪382项社会责任关键指标，组织开展形式多样的志愿者服务活动，积极参与抗击疫情、扶贫攻坚、乡村振兴等，为社会的和谐发展助力，为社会福祉的改善添砖加瓦。

“酿造美好生活”的责任感和使命感已经融入到了我们的企业文化之中，融入到工作的每一个细节当中。惟其如此，我们才能顺利地推进高端化战略，让本集团成长为世界一流的啤酒企业，成为广受社会尊重的企业公民，实现可持续发展。

Consumer needs are becoming increasingly diversified, and we are actively enriching portfolio of brands and providing high quality beer, promoting rational drinking, green consumption and healthy lifestyle. We have maintained our brand building investment higher than industry level to attract more young consumers by building various beer consumption scenarios with innovative consumption experience, which further enhances the image of our premium beer brands.

Employees are the most valuable asset of an enterprise. We care about the physical and mental health as well as career development of our employees, and strive to create conditions to build a happy, harmonious and warm working environment. We emphasize safety production and always adhere to the occupational health and safety management concept of “people-oriented and safe development” in pursuit of “zero injury and zero accident”.

The Group is committed to promote the healthy development of China's beer industrial chain that we have been actively empowering upstream suppliers and downstream channel partners. Through strategic actions such as establishing star-rated supplier system, revitalizing domestic barley cultivation and building premium key customers platform, we lead suppliers and channel partners to grow together and build a new world of beer.

We always put environmental responsibility in mind and have established a strict environmental management system with a focus on green production, energy saving and emission reduction. In 2021, the Group formally incorporated green and low-carbon development into its corporate development strategy to actively respond to the government's carbon emission peak and carbon neutrality policy.

As a responsible corporate citizen, we care about the society and are enthusiastic about public welfare. In 2021, the Group continued to track 382 key social responsibility indicators, organized various forms of volunteer service activities, and actively participated in the fight against the epidemic, poverty alleviation, and rural revitalization, etc. We are committed to make our part of contribution to the harmonious development of society and the improvement of social well-being.

The sense of responsibility and mission of “Brewing a Better Life” has been integrated into our corporate culture and into every detail of our work. Only by doing so can we successfully advance our premiumization strategy, enable the Group to grow into a world-class beer enterprise, become a corporate citizen widely respected by society, and achieve sustainable development.

产品及营运惯例 PRODUCTS AND OPERATING PRACTICES		
<ul style="list-style-type: none"> 本集团凭借具有华润雪花特色的质量和食品安全管理体系(简称 SnowMS·QFS)通过FSSC22000、ISO、HACCP等国际体系认证95项。 The Group established a quality and food safety management system with characteristics of CRSB (short as SnowMS·QFS) passed a total of 95 international systems certifications such as FSSC22000, ISO, HACCP, etc. 	<ul style="list-style-type: none"> 华润雪花啤酒产品及服务投诉数量较去年大幅减少41.2%；投诉处理客户满意度调查得分为86.3分。 The number of complaints received by CRSB regarding products and services decreased largely by 41.2% compared with last year. Rating of customers' satisfaction in complaints handling process was 86.3 points. 	<ul style="list-style-type: none"> 所有啤酒产品出厂质量合格率、国家监督抽查合格率均达到100%，所有产品均符合《啤酒》行业国家标准。 All beer products achieved 100% pass rate in both ex-factory quality test and the spot tests under national supervision. All products were in compliance with the industrial and national standard of "Beer".
关怀员工 Care for Staff		
<ul style="list-style-type: none"> 安全生产：连续两年因工亡故的人数为零，及千人伤害率少于千分之0.6。 Safety production: Injury rate per thousand staff has been less than 0.06% with zero work-related fatalities for the two consecutive years. 	<ul style="list-style-type: none"> 员工培训：全职员工人均线上学习时长和培训投入分别为29.8小时和人民币352元。 Staff training: Average online training hours and cost for each full-time staff are 29.8 hours and RMB352, respectively. 	<ul style="list-style-type: none"> 对员工提供安全教育培训约35.4万课时；对供应商、分包商及承建商等相关方人员提供安全教育培训约19.5万课时。 Approximately 354 thousand hours of safety education and training were provided to staff, while approximately 195 thousand hours of safety education and training were provided to suppliers, subcontractors and contractors and other related parties, respectively.
环境保护 Environmental Protection		
<ul style="list-style-type: none"> 单位综合能耗密度为0.0206吨标准煤/千升产量，较去年降低3.1%。 Consolidated energy consumption intensity per unit was 0.0206 tons of standard coal per kilolitre output, decreased by 3.1% over last year. 	<ul style="list-style-type: none"> 温室气体排放密度(范围1+2)为0.083每千升产量吨二氧化碳当量，较去年降低0.9%。 Greenhouse gas emission intensity (scope 1+2) was 0.083 tons of carbon dioxide (CO₂) equivalent per kilolitre output, decreased by 0.9% over last year. 	<ul style="list-style-type: none"> 无害废弃物回收利用：干酒糟和干废酵母回收率均为100%。 Non-hazardous waste recycling: 100% recycle rate of dried distiller's grains and dried waste yeasts.
<ul style="list-style-type: none"> 可再生能源使用：回收约837万立方米沼气，使用光伏发电量459万千瓦时。 Adoption of renewable energy: approximately 8.37 million cubic meters of biogas recovered and 4.59 million kilowatts hours of photovoltaic power generated. 	<ul style="list-style-type: none"> 二氧化硫和氮氧化物排放量较去年分别减少43.4%和27.8%。 Sulphur dioxide (SO₂) and nitrogen oxides (NO_x) emission decreased by 43.4% and 27.8% respectively over last year. 	<ul style="list-style-type: none"> 啤酒污水排入自然水体的工厂由5家降至2家，并积极推动啤酒废水资源化利用。 The number of plants discharging beer sewage into natural waters decreased from 5 to 2 with active promotion of the resource utilisation of brewery waste water.
社会责任 Social Responsibilities		
<ul style="list-style-type: none"> 员工参与志愿活动的时间达2,200小时。 A total of 2,200 hours of staff participation in volunteer events. 		

公司概况

华润啤酒(控股)有限公司于香港联合交易所有限公司挂牌(股份代号:00291),是华润(集团)有限公司(“华润集团”)属下的啤酒上市公司,专营生产、销售及分销啤酒产品。华润雪花啤酒有限公司(“华润雪花啤酒”)为本公司的全资附属公司。二零一九年,本集团与Heineken集团正式完成交易,开展战略合作。

业务介绍

本集团自一九九三年开始在中国发展啤酒业务,以质量为基础追求精致创新的匠心酿造。二零二一年,本集团在中国营运65家啤酒厂房,啤酒年产能达18.2百万千升,全年啤酒销量达到11.056百万千升。

本集团于二零二一年的综合营业额为人民币333.87亿元,按年增长6.2%。而本集团二零二一年的本公司股东应占综合溢利及未计利息及税项前盈利,按年分别上升119.1%及94.6%至人民币45.87亿元及人民币59.91亿元。

于回顾年度内,本集团持续推进决战高端战略落地,丰富多元品牌组合。二零二一年本集团次高档及以上啤酒销量约186.6万千升,按年增长27.8%,产品结构显著提升。

展望未来,面对疫情的不确定性,本集团将继续做好积极应对局部疫情反复的准备。面对原材料与包装物价格上涨,本集团亦将持续紧密跟踪国内外原材料与包装物市场动态,采取择机合理储备及推行错峰采购等措施,以应对价格上涨的压力。本集团将以“决战高端、质量发展”战略管理主题,于二零二二年计划推出多个新产品,其中包括“雪花全麦纯生”和“喜力®0.0无醇啤酒”,丰富产品多样性,以满足消费者不同的需求。此外,为应对行业竞争对手在酒吧和小酒馆的布局,本集团

OVERVIEW OF THE COMPANY

China Resources Beer (Holdings) Company Limited (stock code under The Stock Exchange of Hong Kong Limited: 00291) is a listed subsidiary of China Resources (Holdings) Company Limited (“CRH”), which focuses on the manufacturing, sales and distribution of beer products. China Resources Snow Breweries Limited (“CRSB”) is a wholly-owned subsidiary of the Company. In 2019, the Group has completed the transaction and commenced the strategic partnership with the Heineken Group.

BUSINESS OF THE COMPANY

The Group has been in the beer business in China since 1993, pursuing fine and innovative craft brew with quality as its foundation. In 2021, the Group operated 65 breweries in China with an annual beer production capacity of 18.2 million kilolitres and a total annual sales volume of 11.056 million kilolitres.

In 2021, the Group recorded consolidated turnover of RMB33,387 million, representing a year-on-year increase of 6.2%, while the consolidated profit attributable to the Company's shareholders and earnings before interest and taxation of the Group in 2021 increased year-on-year by 119.1% and 94.6% to RMB4,587 million and RMB5,991 million, respectively.

During the year under review, the Group continued the promotion of its premiumization strategy and enrichment of its diversified brand portfolio. In 2021, the sales volume of the sub-premium beer segment and above reached approximately 1,866 thousand kilolitres, representing a year-on-year increase of 27.8% with a significant improvement in the product mix.

Looking ahead, despite the uncertainty associated with the ongoing pandemic, the Group will be well-prepared to actively respond to the pandemic recurrence at certain regions. In response to the rising prices of raw materials and packaging materials, the Group will continue to closely monitor the market dynamics of domestic and foreign raw materials and packaging materials, and replenish stocks reasonably at appropriate times and implement staggered peak procurement to mitigate the pressure of rising prices. The Group will adhere to its strategic management philosophy of “Quality Development for Success in Premium Segment”, planning to launch various new products in 2022, including “Snow Draft Pure Malt Beer”

亦会积极研究拓展小酒馆业务，开拓啤酒产品新营销渠道。同时，本集团亦将继续做好中国品牌和国际品牌的推广和渠道营销，推动人才四化、卓越制造、信息化升级、营运变革及营销数字化等业务举措落地，提升本集团的竞争地位。本集团亦会持续关注合适非啤酒酒精类饮品的发展机会，通过有限多元化发展，发掘潜在的协同效益，进一步拓展业务。

作为华润集团的一份子，我们矢志与消费者、股东、员工和商业夥伴一起引领商业进步，共创美好生活，成为大众信赖和喜爱的啤酒企业。

and “Heineken®0.0”, to enrich product diversity and address different consumer needs. In addition, in response to the business development of competitors in bars and bistros, the Group will actively explore the expansion of its bistro business and develop new marketing channels for beer products. At the same time, the Group will continue to effectively strengthen the promotion and channel marketing of its domestic and international brands, promote the implementation of business initiatives such as the four standards of talent selection, manufacturing excellence, upgrading informatization, operational reforms and marketing digitization to enhance the Group’s competitive position. The Group will also continue to pay attention to the development opportunities for appropriate non-beer alcoholic beverages in the pursuit of well defined diversified development to explore potential synergies and further expand its business.

As a member of CRH, we are dedicated to leading the business progress and building a better life together with our consumers, shareholders, staff and business partners, and make the Group a trusted and beloved beer enterprise.





生产基地分布

于二零二一年十二月三十一日，华润啤酒营运啤酒厂房数目为65家，啤酒厂房分布区域如下表：

省份/直辖市 Province/Municipality	啤酒厂房数量 Number of breweries
四川 Sichuan	8
浙江 Zhejiang	5
辽宁 Liaoning	8
河北 Hebei	2
广东 Guangdong	4
黑龙江 Heilongjiang	3
江苏 Jiangsu	4
安徽 Anhui	5
湖北 Hubei	3
河南 Henan	3
贵州 Guizhou	3
山东 Shandong	3
上海 Shanghai	1

GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

As at 31 December 2021, CR Beer had 65 breweries in operation, the geographic distribution of which is indicated in the following table:

省份/直辖市 Province/Municipality	啤酒厂房数量 Number of breweries
吉林 Jilin	1
天津 Tianjin	1
山西 Shanxi	1
甘肃 Gansu	1
内蒙古 Inner Mongolia	2
湖南 Hunan	2
宁夏 Ningxia	1
陕西 Shaanxi	1
广西 Guangxi	1
海南 Hainan	1
西藏 Tibet	1
总计 Total	65

* 不包括年内停止营运和管理层决定关闭的啤酒厂
 * Excluding those breweries ceased operation during the year and determined by management to be closed

相关主要奖项及荣誉

RELEVANT MAJOR AWARDS AND ACCOLADES

奖项 Award	获奖单位/项目 Awarded entity/project
环保、健康及安全管理类 For environmental, health and safety management	
<p>香港环保促进会“香港绿色企业大奖” “Hong Kong Green Awards” by Hong Kong Green Council</p> <ul style="list-style-type: none"> 超卓环保安全健康奖金奖 Environmental, Health and Safety Award – Gold 优越环保管理奖银奖 Green Management Award – Silver 优越环保管理奖银奖 Green Management Award – Silver 	<p>华润雪花啤酒(黑龙江)有限公司 China Resources Snow Breweries (Heilongjiang) Co., Ltd.</p> <p>华润雪花啤酒(广东)有限公司 China Resources Snow Breweries (Guangdong) Co., Ltd.</p> <p>华润雪花啤酒(四川)有限责任公司遂宁分公司 China Resources Snow Breweries (Si Chuan) Co., Ltd. Suining Branch</p>
<p>上海市发改委和经信委评定“绿色工厂” “Green Plant” recognized by Development and Reform Commission and Economic and Information Commission in Shanghai</p>	<p>华润雪花啤酒(上海)有限公司 China Resources Snow Breweries (Shanghai) Co., Ltd.</p>
<p>发改委、工信部、水利部和市场监管总局评定“2020年重点用水企业水效领跑者” “2020 Leading Water Efficient Enterprise” recognized by Development and Reform Commission, Ministry of Industry and Information Technology, Ministry of Water Resources and General Administration of Market Regulation</p>	<p>华润雪花啤酒(上海)有限公司 China Resources Snow Breweries (Shanghai) Co., Ltd.</p>
<p>广东省水利厅评定“广东省节水型企业” “Guangdong Province Water-saving Enterprise” awarded by Water Supplies Bureau of Guangdong Province</p>	<p>雪花啤酒(东莞)有限公司 Snow Breweries (Dongguan) Co., Ltd.</p>
<p>广东省住建厅和发改委评定“节水型企业” “Water-saving Enterprises” recognized by Department of Housing and Construction and Development and Reform Commission of Guangdong Province</p>	<p>华润雪花啤酒(广东)有限公司 China Resources Snow Breweries (Guangdong) Co., Ltd.</p>
<p>安徽省水利厅和经信厅评定“节水型企业” “Water-saving Enterprises” recognized by Water Supplies Bureau and Economic and Information Department of Anhui Province</p>	<p>华润雪花啤酒(安徽)有限公司蚌埠分公司 China Resources Snow Breweries (Anhui) Co., Ltd. Bengbu Branch</p>
<p>浙江省经信厅评定“节水型企业” “Water-saving Enterprises” recognized by Economic and Information Department of Zhejiang Province</p>	<p>华润雪花啤酒(浙江)有限公司 China Resources Snow Breweries (Zhejiang) Co., Ltd.</p> <p>华润雪花啤酒(温州)有限公司 China Resources Snow Breweries (Wenzhou) Co., Ltd.</p>

奖项 Award	获奖单位/项目 Awarded entity/project
产品质量类 For product quality	
中国酒业协会 China Alcoholic Drinks Association <ul style="list-style-type: none"> 中国酒业科技进步特别奖之“中国酒业科技突出贡献奖” “Outstanding Contribution Award in Science and Technology Advancement of China Alcoholic Drinks” under Special Award for Science and Technology Advancement “国际先进水平” “International Advanced Level” 	华润雪花啤酒 CRSB “消费升级下的啤酒瓶设计与质量保障关键技术研究与应用”项目 The project “Research and Application of Key Technologies for Beer Bottle Design and Quality Assurance under Consumption Upgrade”
中国质量协会 China Quality Association <ul style="list-style-type: none"> “2021年中国企业品牌创新成果奖” “China Enterprise Brand Innovation Achievement Award 2021” 最高星级“五星现场” The highest star rating of “Five Star Plant” 六西格玛绿带、QC成果发表赛“专业级”、“改进级”奖项 “Professional Level” and “Improvement Level” in Six Sigma Green Belt Recognition and the QC Achievement Presentation Competition 	“高端多元化产品创新，引领啤酒产业高质量发展”项目 The project of “Premium Diversified Product Innovation to Lead the High-quality Development of the Beer Industry” 贵州省龙里工厂酿造车间 Longli plant in Guizhou Province “提高鲜酒总氧TPO合格率”等多项改进成果 “Improving the TPO (Total Packaging Oxygen) qualification rate of fresh beer” and other improvement projects
宁波市奉化区“质量奖” The Ningbo Fenghua District “Quality Award”	浙江省宁波工厂 The Ningbo plant in Zhejiang Province
湘西自治州“州长质量奖” The Xiangxi Autonomous Prefecture “Governor’s Quality Award”	湖南省湘西工厂 The Xiangxi plant in Hunan Province

奖项 Award	获奖单位/项目 Awarded entity/project
社会责任奖 For social responsibility award	
第十一届中国公益节—企业社会责任行业典范奖 The 11th China Charity Festival – Corporate Social Responsibility Industry Model Award	华润雪花啤酒 CRSB
2021肯耐珂萨星跃奖—人材发展最佳实践奖、最佳雇主奖 The 2021 KNX X Awards – Best Practice in Talent Development and Best Employer Award 中国人力资源开发研究会“企业人力资源开发与管理优秀企业” The “Outstanding Enterprise in Human Resources Development and Quality Assurance Award” by the China Human Resource Development Association 中国企业公民论坛“年度优秀企业文化”奖 The “Outstanding Corporate Culture of the Year” by the China Corporate Citizenship Forum	“雪花企业文化建设” The “Snow Corporate Culture Construction”
“中国示范性企业大学”荣誉认证 The honorary certification of “China Exemplary Enterprise University” 《培训》杂志“2020-2021年度中国人才发展菁英奖·标杆单位”、“最佳学习项目” The “2020-2021 China Talent Development Elite Award – Benchmark Unit” and “Best Learning Project” by Training Magazine HRoot “2021大中华区学习与发展卓越实践奖(HRBP)” The “Best Practice of Learning and Development (HRBP) in Greater China 2021” by HRoot CSTD “第六届中国学习设计大赛金奖” The “6th China Learning Design Competition Gold Award” by Chinese Society for Talent Development (CSTD)	“华润雪花学习与创新中心” The “CRB Learning and Innovation Centre”

奖项 Award	获奖单位/项目 Awarded entity/project
<p>《每日经济新闻》2021中国酒业金樽奖 Golden Goblet Awards of China Liquor Industry 2021 by "National Business Daily"</p> <ul style="list-style-type: none"> 最佳投资回报上市公司 Listed Company with the Best Return on Investment 明星产品—雪花纯生 Star Product – Snow Draft Beer 	<p>华润啤酒 CR Beer</p>
<p>《福布斯》杂志全球2,000强企业名列第1,865位 Ranked 1865th among Global 2000 by "Forbes"</p>	<p>华润啤酒 CR Beer</p>
<p>《财富中国》杂志中国500强企业名列第330位 Ranked 330th among Fortune China 500 by "Fortune China"</p>	<p>华润啤酒 CR Beer</p>
<p>香港投资者关系协会第七届香港投资者关系大奖 HKIRA 7th Investor Relations Awards by Hong Kong Investor Relations Association</p> <ul style="list-style-type: none"> 整体最佳投资者关系公司大奖—大型股 Overall Best IR Company Awards – Large Cap ESG卓越大奖—大型股 Grand ESG Award – Large Cap 最佳投资者关系公司—大型股 Best IR Company – Large Cap 最佳投资者关系(首席执行官)—大型股 Best IR by CEO – Large Cap 最佳投资者关系(首席财务官)—大型股 Best IR by CFO – Large Cap 最佳投资者团队—大型股 Best IR Team – Large Cap 最佳投资者关系专员—大型股 Best IRO (Investor Relations Officer) – Large Cap 最佳环境、社会及管治(环境)—大型股 Best ESG (E) – Large Cap 最佳环境、社会及管治(社会)—大型股 Best ESG (S) – Large Cap 最佳环境、社会及管治(管治)—大型股 Best ESG (G) – Large Cap 最佳投资者会议—大型股 Best Investor Meeting – Large Cap 最佳投资者关系推介材料—大型股 Best Investor Presentation Material – Large Cap 最佳年报—大型股 Best Annual Report – Large Cap 最佳投资者关系5年奖—大型股 5 years IR Awards Winning Company – Large Cap 	<p>华润啤酒 CR Beer</p>

奖项 Award	获奖单位/项目 Awarded entity/project
《经济一周》杂志2021年度香港杰出上市企业杰出啤酒企业奖 Hong Kong Outstanding Listed Enterprises 2021 Outstanding Beer Enterprise Award by "Economic Digest" magazine	华润啤酒 CR Beer
《am730》《亚洲公关》《凤凰网港股》杰出上市公司大奖2021 Listed Company Excellence Awards 2021 by "am730", "PR Asia" and "IFENG HK STOCKS"	华润啤酒 CR Beer
《机构投资者》杂志2021年度亚洲区公司管理团队调查 2021 All-Asia Executive Team survey by "Institutional Investor" <ul style="list-style-type: none"> ● 最受尊崇企业(必需消费品行业) Most Honored Company (Consumer Staples Sector) ● 最佳首席执行官(必需消费品行业第一名) Best CEO (First Place in Consumer Staples Sector) ● 最佳首席财务官(必需消费品行业第一名) Best CFO (First Place in Consumer Staples Sector) ● 最佳投资者关系人员(必需消费品行业第二名) Best Investor Relations Professional (Second Place in Consumer Staples Sector) ● 最佳投资者关系人员(必需消费品行业第三名) Best Investor Relations Professional (Third Place in Consumer Staples Sector) ● 最佳投资者关系团队(必需消费品行业第一名) Best Investor Relations Team (First Place in Consumer Staples Sector) ● 最佳环境·社会及管治(必需消费品行业第一名) Best ESG (First Place in Consumer Staples Sector) ● 最佳投资者关系工作(必需消费品行业第一名) Best Investor Relations Program (First Place in Consumer Staples Sector) 	华润啤酒 CR Beer
《亚洲企业管治》杂志2021年度亚洲卓越表现表扬大奖 Asian Excellence Recognition Awards 2021 by "Corporate Governance Asia" <ul style="list-style-type: none"> ● 亚洲最佳首席执行官(投资者关系) Asia's Best CEO (Investor Relations) ● 亚洲最佳首席财务官(投资者关系) Asia's Best CFO (Investor Relations) ● 最佳投资者关系企业 Best Investor Relations Company ● 最佳环境责任奖 Best Environmental Responsibility ● 最佳投资者关系人员 Best Investor Relations Professional 	华润啤酒 CR Beer

奖项 Award	获奖单位/项目 Awarded entity/project
<p>《亚洲企业管治》杂志2021年度亚洲环境、社会及管治大奖 Asian ESG Awards 2021 by “Corporate Governance Asia”</p> <ul style="list-style-type: none"> 亚洲企业管治典范 Asia’s Icon on Corporate Governance 环境、社会及管治具影响力企业 ESG Influencer 亚洲企业董事表扬大奖 Asian Corporate Director Recognition Awards 	<p>华润啤酒 CR Beer</p>
<p>《镜报》第九届杰出企业社会责任奖 The 9th Outstanding Corporate Social Responsibility Award by “The Mirror”</p> <ul style="list-style-type: none"> 杰出企业社会责任奖 Outstanding Corporate Social Responsibility Award 	<p>华润啤酒 CR Beer</p>
<p>《IR Magazine》奖项 – 2021年大中华地区 IR Magazine Awards – Greater China 2021 by “IR Magazine”</p> <ul style="list-style-type: none"> 最佳整体投资者关系大奖(大型企业) Best Overall Investor Relations (Large Cap) 最佳投资者关系人员大奖(大型企业) Best Investor Relations Officer (Large Cap) 最佳投资者关系大奖：消费品 Best in Sector: Consumer Staples 	<p>华润啤酒 CR Beer</p>
<p>《亚洲货币》2021年亚洲最佳上市公司评选 Asia’s Outstanding Companies Poll 2021 by “Asiamoney”</p> <ul style="list-style-type: none"> 香港最佳消费品行业上市公司 Most Outstanding Company in Hong Kong – Consumer Staples Sector 	<p>华润啤酒 CR Beer</p>
<p>雪球2021年金牌企业榜 – 投资价值TOP榜 2021 Gold Enterprise Ranking by Snowball – TOP Investment Value Ranking</p>	<p>华润啤酒 CR Beer</p>
<p>《每日经济新闻》和清华大学经济管理学院中国企业研究中心2021上市公司品牌价值榜 – 总榜TOP100 2021 List of Chinese Listed Companies by Brand Value TOP100 by “National Business Daily” and “Tsinghua SEM China Business Research Center”</p>	<p>华润啤酒 CR Beer</p>
<p>世界品牌实验室(World Brand Lab)颁发“2021中国品牌年度大奖啤酒NO.1” “Chinese Brand Annual Award – No.1 in Beer Industry 2021” by World Brand Lab</p>	<p>华润雪花啤酒 CRSB</p>
<p>入围凯度发布的“2021 BrandZ™最具价值中国品牌百强”，位列总榜单第28名 Ranked 28th in the “BrandZ™ Top 100 Most Valuable Chinese Brands 2021” by Kantar</p>	<p>华润雪花啤酒 CRSB</p>

环境、社会及管治体系

ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

本集团深信可持续发展是企业成功的基石。因此，我们在企业战略、重大决策及日常运营中加入可持续发展理念，不断提升自身管理水平，务求为客户提供优质的产品，创造价值，推动企业的可持续发展。同时，本集团作为中国领先的啤酒企业之一，我们积极履行企业社会责任，贡献社会经济、社区及环境等多方面，推动社会以至国家的可持续发展。

The Group believes that sustainable development is the cornerstone of business success. Therefore, we consolidate the concept of sustainable development into corporate strategy, major decisions and daily operations, continuously improve our own management standard, strive to provide high-quality products to and create value for customers, and promote the corporate sustainable development. Meanwhile, as one of the leading beer enterprises in China, the Group proactively fulfills its corporate social responsibility, makes contribution to various aspects such as social economy, community and environment, and promotes the sustainable development of the society and the state.

ESG管理架构和董事会声明

为达到利益相关方对企业的ESG的期望，本集团持续完善ESG管理，加强董事会在ESG方面的领导角色和问责性。董事会对本集团的ESG策略及本报告的汇报结果承担整体责任，监督本公司每年评估潜在ESG议题对本集团的影响和相关风险，以及督促本公司确切及持续地实施相关ESG政策。

ESG MANAGEMENT STRUCTURE AND THE BOARD STATEMENT

To meet stakeholders' expectations regarding ESG, the Group continues to improve ESG management by strengthening board leadership and accountability on the ESG matters. The Board assumes overall responsibility for the Group's ESG strategy and the results presented in this report, supervises the Company's annual assessment of the impact of potential ESG issues on the Group and related risks, and urges the Company to implement relevant ESG policies accurately and continuously.

本集团视环境、健康及安全("EHS")为业务的中心之一，本集团的EHS部门明确落实管理权责，专项方案强化管理成效，建立了完善EHS管理要素体系。本集团按客观环境和自身情况制定一个全面的环境及社会风险识别、管控及处理机制，并以制度设置、日常监控、数据收集、信息披露等多项工作推动企业可持续发展，履行对各利益相关方的承诺。以下为四个层级的职能设置和具体职责：

The Group regards environment, health and safety ("EHS") as one of the cores of its business. The EHS Department of the Group clarifies management responsibilities, strengthen the management effectiveness on specific projects, as well as establishes comprehensive EHS management component system. The Group has also established an all-round mechanism on identification of environmental and social risk, management and control and response based on the objective environment and our own situation, and promoted the corporate sustainable development and carried out its undertakings to various stakeholders through the following four work levels of functional settings, specific duties and responsibilities:

工作层级 Work level	职能设置 Functions	具体职责 Specific duties and responsibilities
最高责任层 The highest accountable level	董事会 The Board	<ul style="list-style-type: none">• 监督本公司就有关环境和社会影响的评估 To monitor the Company's assessment on the environmental and social impacts• 了解ESG事宜对本公司业务模式的潜在影响和相关风险 To understand the potential impacts and relevant risk of ESG issue to the Company's business model• 加强重要性评估和汇报过程，以确保政策已确切及持续地执行和实施 To strengthen materiality assessment and reporting process to ensure accurate and persistent execution and implementation of the policies• 根据与ESG相关的目标和指标来检讨进度 To review progress based on ESG-related targets and indicators

工作层级 Work level	职能设置 Functions	具体职责 Specific duties and responsibilities
决策层 Decision-making level	高级管理层 The senior management	<ul style="list-style-type: none"> 讨论ESG重大事务、制订管理方针和未来发展 To discuss major ESG issues, formulate management approach and future development 探讨识别相关风险 To identify relevant risks 确保内部监控系统有效运作 To ensure effective operation of internal control system 制定策略和目标及其优次 To formulate and prioritise strategies 检讨工作效果 To review working results 对整体工作机制效果进行评估 To assess effectiveness of overall working mechanism 由上而下地推动有助促进企业的ESG整合，分配各职能部门、分公司相关职责 To facilitate top-down ESG integration and to assign relevant duties and responsibilities to various functional departments and branches
监督层 Supervision level	各职能部门、分公司负责人 Responsible persons from various functional departments and branches	<ul style="list-style-type: none"> 执行决议并向决策层汇报工作情况 To implement resolutions and report working situation to the decision-making level 根据整体ESG策略和方向研究具体工作 To conduct researches on actual tasks according to the overall ESG strategy and direction 指定相关工作小组执行工作 To assign relevant working groups to implement the tasks 向决策层提出下一年相关工作的改善建议 To suggest work improvement for the coming year to the decision-making level
执行层 Execution level	各部门及地方公司的工作小组 Working groups of various departments and local companies	<ul style="list-style-type: none"> 按监督层的方向，完成职能范围内的相关工作 To complete assigned tasks within own functions in accordance with the direction set by the supervision level 定期收集、整理和上报相关信息 To collect, organize and report relevant information on a regular basis 及时反馈实际工作情况，对实际工作的开展进行建议 To make timely feedback of practical working situation and make recommendations on the implementation of tasks 承担内部信息传播责任 To be responsible for dissemination of internal information

董事会除了要求ESG报告需要符合监管机构新修订条款外，还建议本集团需要合理地兼顾投资者对ESG报告的期望，考虑自愿披露更多在社会责任和企业管治的工作内容，以及回应“碳中和”减排方面的管理目标，同时考虑加强ESG资料的内部审核、加强对原材料供应商在ESG方面的审核、加强本公司董事及高管ESG相关培训和参与度等。报告团队已听取有关意见并将相关内容融入本报告中。

Apart from requiring the ESG report shall be in compliance with the newly revised terms of the regulator, the Board also suggests the Group to reasonably take into account the expectations of investors towards the ESG report, by considering voluntarily disclosure on the content of the work in respect of social responsibilities and corporate governance as well as the management targets of emission reduction in response to “carbon neutrality”, while at the same time strengthening the internal review of ESG information, the review of raw material suppliers in terms of ESG aspects, and the relevant ESG-related trainings and participation of the directors and senior managements of the Company. The report team has listened to these relevant suggestions and incorporated the related contents into this Report.



目标制定和检讨机制

基于中国政府力争达成“2030年碳达峰、2060年碳中和”的政策背景，以及在二零二一年七月香港联合交易所有限公司《上市规则附录二十七》最新修订(“新修订”)的生效，我们正式将绿色低碳发展纳入企业发展战略。本集团亦参考国际领先同业的惯例，结合本集团业务实际，制定了本集团EHS管理“十四五”规划。以二零二零年为基准年，为未来五年的ESG管理设定12项具体目标，并已呈报董事会审批通过。

本集团的EHS部、人力资源部、营运中心、生产中心等部门负责于有关ESG目标的执行，定期召开总结会议，向首席执行官汇报进度。相关ESG工作的成果及重大ESG议题也定期向董事会汇报，以检讨目标及实现有效董事会监督。

TARGETS SETTING AND REVIEW MECHANISM

Considering the policy background of the Chinese government striving to achieve “2030 Carbon Emission Peak, 2060 Carbon Neutrality” targets, and the effectiveness of the latest amendments to Appendix 27 of the Listing Rules of the Stock Exchange of Hong Kong Limited in July 2021, the Group has formally incorporated green and low-carbon development into its development strategies. By reference to the practices adopted by the international leading enterprises in the industry and the actual business conditions of the Group, we have formulated the Group’s EHS management “14th Five-Year” Plan. Taking 2020 as the base year, 12 specific targets for ESG management in the next five years has been formulated, which have been reviewed and approved by the Board.

The EHS Department, the Human Resources Department, Operation Center, Production Center of the Group are responsible for the execution of the relevant ESG targets, convening of regular meetings and reporting of progress to the Chief Executive Officer. The relevant ESG results and material ESG issues have been reported regularly to the Board for target review and effective supervision of the Board.

本集团EHS管理“十四五”规划目标如下： Targets set in the Group's EHS management "14th Five-Year" Plan are as below:

	单位 Unit	二零二五年 目标 2025 Targets	二零二零年 2020	五年期间 变化 Changes in five years
环境(8项) Environmental (8 items)				
单位综合能耗密度 ¹ Consolidated energy consumption intensity per unit ¹	吨标准煤/千升产量 Tons of standard coal/ kilolitre output	0.019	0.021	-9.5%
总耗水密度 Intensity of total water consumption	立方米/千升产量 Cubic metres/ kilolitre output	2.50	2.69	-7.1%
温室气体排放总量 ² Total greenhouse gas emissions ²	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	825	914	-9.7%
温室气体排放密度 ² Greenhouse gas emissions intensity ²	吨二氧化碳当量/ 千升产量 Tons of CO ₂ equivalent/ kilolitre output	0.075	0.084	-10.7%
二氧化硫(SO ₂) Sulphur dioxide (SO ₂)	吨 Tons	20	23	-13.0%
氮氧化物(NO _x) Nitrogen oxides (NO _x)	吨 Tons	100	117	-14.5%
干酒糟回收率 Recycling rate of dried distiller's grains	%	100%	100%	-
干废酵母回收率 Recycling rate of dried waste yeast	%	100%	100%	-
社会(4项) Social (4 items)				
全年全职工人均培训时长 ³ Average training hours for each full-time staff in full year ³	小时 Hours	36.1	29.3	23.2%
全职员工培训总时长 ³ Total training hours for full-time staff ³	千小时 Thousand hours	866	779	11.2%
全职工人均培训投入 Average training cost for each full-time staff	人民币元 RMB	426	341	24.9%
因工亡故的人数 Number of work-related fatalities	人 People	0	0	-

1. 单位综合能耗密度以吨标准煤/千升产量的单位表达，计算参照中华人民共和国国家标准《综合能耗计算通则》。
2. 温室气体排放之计算参照中国国家发展和改革委员会出版之《2012区域电网基准线排放因子》《中国食品、烟草及酒、饮料和精制茶企业温室气体核算方法与报告指南(试行)》及香港联合交易所有限公司发出之《环境关键绩效指标汇报指引》。范围1温室气体的计算范围包括煤炭、汽油、柴油及天然气耗用量。范围2温室气体的计算范围包括外购电力及外购热力消耗量。

自二零二一年起，本集团自愿主动披露更多碳排放相关资料，将啤酒生产过程中外购二氧化碳作为原料在使用过程中的损耗产生的排放和啤酒废水厌氧处理过程中产生的甲烷排放量计入原温室气体排放的统计范围，并以相同口径调整本报告所呈列的二零二零年数据。

3. 相关培训透过本集团自行开发的线上学习平台“雪花啤酒学习与创新中心”进行。

利益相关方沟通

本集团明白利益相关方对本集团的业务管理及发展极其重要，我们定期与利益相关方沟通以了解他们对ESG相关议题的意见。结合自身行业背景及可持续发展影响范围，我们重点识别和遴选出核心利益相关方，包括政府及监管机构、股东、消费者、员工、供应商及合作夥伴、行业协会和社区，并透过以下的沟通方式了解他们对本集团可持续发展的期望与反馈，从而相应提升本集团的运营与实践。

1. The consolidated energy consumption intensity per unit is presented with the unit of tons of standard coal/kilolitre output, which is calculated with reference to the “General principles for calculation of the comprehensive energy consumption” of National Standards of the People’s Republic of China (“PRC”).
2. The greenhouse gas (“GHG”) emission was calculated with reference to the “2012 Baseline Emission Factors for Regional Power Grids” and the “Guidelines for Accounting and Reporting Greenhouse Gas Emissions from China Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial)” published by the National Development and Reform Commission of the PRC, and the “Reporting Guidance on Environmental KPIs” published by the Stock Exchange of Hong Kong Limited. The calculation of GHG scope 1 includes coal, gasoline, diesel and natural gas consumption. The calculation of GHG scope 2 includes externally sourced electricity and heat consumption.

From 2021 onwards, the Group voluntarily discloses more information in relation to carbon emission that we have included the emissions from the loss of purchased carbon dioxide (“CO₂”) as raw material during the beer production process as well as the methane emission generated during the anaerobic treatment process of brewery waste water into the original statistical scope of greenhouse gas emissions. Therefore, GHG data of 2020 presented in this report is also adjusted with the same caliber.

3. The relevant training was carried out through the Group’s self-developed Online Learning Platform – “Snow Breweries Learning and Innovation Center”.

COMMUNICATION WITH STAKEHOLDERS

The Group understands the significant importance of stakeholders to the Group’s business management and development. We have regular communication with stakeholders to understand their opinions on the related ESG issues. Based on our own industry background and the influence scope of the sustainable development, we selectively identified the following stakeholders: the government and regulatory authorities, shareholders, consumers, staff, suppliers and partners, industry associations and the community, and understand their expectations towards, and feedback on the Group’s sustainable development through the following communication means so as to improve the Group’s operation and practices correspondingly.

主要利益相关方 Major stakeholders	沟通方式 Means of communication
政府及监管机构 Government and regulatory authorities	定期交流 Regular exchange 阅读政策文件 Study of policy documents 回应咨询 Response to consultation processes
股东 Shareholders	定期发布财务报告 Regular publication of financial reports 召开股东大会 Convening of general meetings 投资者关系沟通 Investor relations communication
消费者 Consumers	客户服务热线 Customer service hotline 产品标签 Product labels 邮件及社交媒体 Mail and social media
员工 Employees	员工信箱及意见调查 Employee mailbox and opinion survey 公司内联网 Company intranet 员工活动 Staff activities
供应商及合作夥伴 Suppliers and partners	定期交流 Regular exchange 审核与评估 Examination and assessment 信息共享 Information sharing
行业协会 Industry associations	定期交流 Regular exchange 互相访问 Reciprocal visits 积极参与协会事务 Active involvement in association affairs
社区 The community	社区文化建设 Building of community culture 帮扶弱势群体 Aid for underprivileged groups 社区服务 Community services

重要议题识别

本集团遵循以上的方式与利益相关方持续沟通，了解及识别到各利益相关方群体所关注的ESG议题。按照上市规则的披露要求及以关键绩效指标作为依据，结合自身战略和经营重点，并参考行业最佳实践及国内外社会责任标准，本集团从“对企业可持续发展的重要性”与“对利益相关方的重要性”两个维度对所有ESG议题进行了分析与排序，识别了于重大性议题矩阵所显示的重要性议题，并按其结果制定披露框架及报告内容。

IDENTIFICATION OF MATERIAL ISSUES

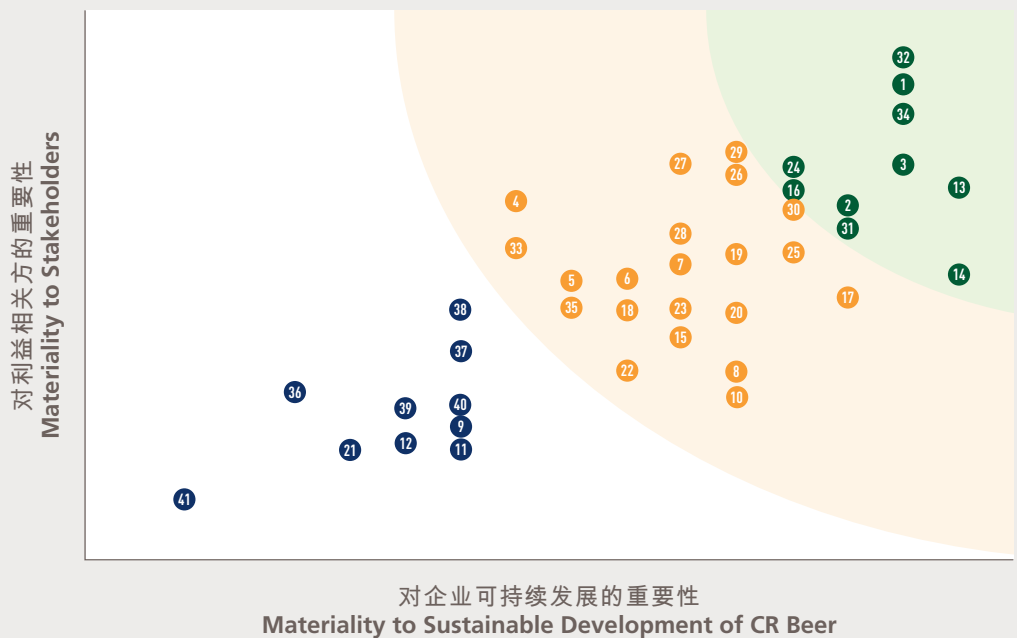
With the continuous communication with stakeholders through the aforementioned means, the Group understands and identifies the ESG issues concerned by each stakeholder group. In compliance with the disclosure requirements of the Listing Rules and based on key performance indicators, taking into account its own strategy and operating focus, with reference to the best practices in the industry and domestic and international social responsibility standards, the Group analyzed and prioritized all ESG issues based on the two dimensions of “Materiality to the sustainable development of CR Beer” and “Materiality to stakeholders”, and identified the material issues as shown in the matrix of material issues, with which the Group formulated the framework of disclosure and information to be disclosed.



通过内部审查及考虑到自身业务类型及运营地点的稳定性，二零二一年的重要性议题列表列出了利益相关方的不同关注点。本报告以下各章节将详细说明有关各个重大性议题的政策、措施及绩效，回应利益相关方对我们的期望，并进一步调整未来的可持续发展策略、内部风险评估与监控。

After internal review and consideration of the stability of its own business and operating location, the list of material issues in 2021 outlined the different concerns of stakeholders. In the following chapters of the Report, we will elaborate on the policies, measures and performance in relation to each material issue in detail, in order to respond to the expectations of stakeholders towards us, and to further adjust future sustainable development strategies, internal risk assessment and monitoring.

所有利益相关方重大性议题矩阵及列表 MATERIALITY MATRIX AND TABLE OF ALL STAKEHOLDERS



● 高度重要性议题 High Materiality
 ● 中度重要性议题 Moderate Materiality
 ● 低度重要性议题 Low Materiality

- 1 诚信合规经营
Integrity and compliance
- 2 公司治理风险管控
Control of corporate governance risk
- 3 反贪腐
Anti-corruptions
- 13 环境合规
Environmental compliance
- 14 低碳运营
Low-carbon operation
- 16 产生有害及无害废弃物管理
Control of hazardous and non-hazardous waste generation
- 24 劳工标准及劳工关系
Labour standards and labour relations
- 31 产品与技术创新
Product and technological innovation
- 32 产品健康及食品安全
Product Health and Food safety
- 34 产品质量和安全管理
Product quality and safety management
- 4 供应商管理
Supply chain management
- 5 反垄断与公平竞争
Anti-trust and fair competition
- 6 供应商多使用环保产品及服务
Use of more eco-friendly products and services by suppliers
- 7 供应链责任管理
Supply chain responsibility management

- 8 营销收益
Marketing revenue
- 10 产品多元化
Product diversification
- 15 重大气候变化对业务之影响
Impact of significant climate change to business
- 17 生产工艺效能提升
Efficiency enhancement for production processes
- 18 资源善用、回收再用
Proper use and recycling of resources
- 19 水资源使用
Use of water resources
- 20 包装材料用量及回收
Consumption and recycling of packaging materials
- 22 环境补偿机制
Environment remediation mechanism
- 23 生态保护和生物多样性保护
Protection of ecology and biodiversity
- 25 员工发展及培训
Staff development and training
- 26 职业健康与安全
Occupational health and safety
- 27 员工薪酬和福利
Staff remunerations and benefits
- 28 员工沟通
Staff communications

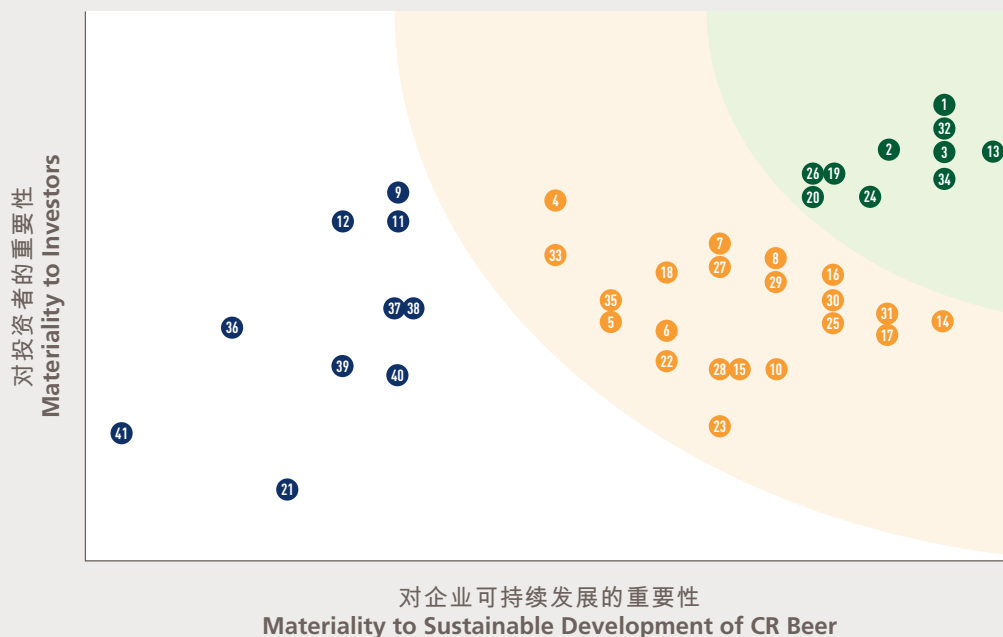
- 29 客户服务
Customer services
- 30 客户隐私保护
Protection of customer privacy
- 33 原材料供应稳定性
Stability of raw materials supply
- 35 公司资产运营效率
Operational efficiency of corporate assets
- 9 产能优化
Capacity optimization
- 11 生产成本控制
Control of production costs
- 12 材料成本控制
Control of material costs
- 21 倡导本地生产及销售
Advocating localized production and sales
- 36 理性饮酒倡导
Advocating rational drinking
- 37 责任消费
Responsible consumptions
- 38 社会公益
Social welfare
- 39 社区沟通与参与
Community communication and involvement
- 40 服务地方经济
Serving local economies
- 41 乡村振兴
Rural revitalizations

投资者重大性议题矩阵及列表

为回应董事会建议本集团需要合理地兼顾投资者对ESG报告的期望，本集团特别列举投资者群体对ESG议题的关注，重要议题识别如下：

MATERIALITY MATRIX AND TABLE OF INVESTORS

In response to the Board's recommendation to the Group regarding reasonably taking the expectations of investors towards the ESG Report into account, the Group has specifically listed the concerns on ESG issues of investors, under which the material issues are as follow:



● 高度重要性议题 High Materiality	● 中度重要性议题 Moderate Materiality	● 低度重要性议题 Low Materiality
1 诚信合规经营 Integrity and compliance	8 营销收益 Marketing revenue	30 客户隐私保护 Protection of customer privacy
2 公司治理风险管控 Control of corporate governance risk	10 产品多元化 Product diversification	31 产品与技术创新 Product and technological innovation
3 反贪腐 Anti-corruptions	14 低碳运营 Low-carbon operation	33 原材料供应稳定性 Stability of raw materials supply
13 环境合规 Environmental compliance	15 重大气候变化对业务之影响 Impact of significant climate change to business	35 公司资产运营效率 Operational efficiency of corporate assets
19 水资源使用 Use of water resources	16 产生有害及无害废弃物管理 Control of hazardous and non-hazardous waste generation	9 产能优化 Capacity optimization
20 包装材料使用量及回收 Consumption and recycling of packaging materials	17 生产工艺效能提升 Efficiency enhancement for production processes	11 生产成本控制 Control of production costs
24 劳工标准及劳工关系 Labour standards and labour relations	18 资源善用、回收再用 Proper use and recycling of resources	12 材料成本控制 Control of material costs
26 职业健康与安全 Occupational health and safety	22 环境补偿机制 Environment remediation mechanism	21 倡导本地生产及销售 Advocating localized production and sales
32 产品健康及食品安全 Product Health and Food safety	23 生态保护和生物多样性保护 Protection of ecology and biodiversity	36 理性饮酒倡导 Advocating rational drinking
34 产品质量和安全管理 Product quality and safety management	25 员工发展及培训 Staff development and training	37 责任消费 Responsible consumptions
4 供应商管理 Management of Suppliers	27 员工薪酬和福利 Staff remunerations and benefits	38 社会公益 Social welfare
5 反垄断与公平竞争 Anti-trust and fair competition	28 员工沟通 Staff communications	39 社区沟通与参与 Community communication and involvement
6 供应商多使用环保产品及服务 Use of more eco-friendly products and services by suppliers	29 客户服务 Customer services	40 服务地方经济 Serving local economies
7 供应链责任管理 Supply chain responsibility management		41 乡村振兴 Rural revitalizations

第一章 产品及营运惯例

CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

华润啤酒作为食品行业的一员，深明优质的产品和服务是企业成功的根本，严格控制食品安全与质量，为广大市场客户带来最优质的啤酒产品。我们积极创新，保护知识产权，领导行业满足不断变化的市场需求。我们亦鼓励消费者理性饮酒，与行业协会一同推广健康文明的生活方式。

(一) 产品健康及食品安全

一直以来，食品安全和质量管理都是我们的运营管理核心。本集团严格遵守中华人民共和国食品安全和质量相关法律法规，如《中华人民共和国食品安全法》及其相关条例《中华人民共和国产品质量法》《中华人民共和国标准化法》《食品安全国家标准食品生产通用卫生规范(GB14881)》《生活饮用水卫生标准(GB5749)》《食品安全国家标准食品添加剂使用标准(GB2760)》《消毒产品生产企业卫生许可规定》《啤酒(GB/T4927)》等。

体系认证及标准建设

本集团以“做世界一流啤酒企业，做世界最好的啤酒”为质量目标，秉持“质量第一，消费者至上，勇于创新，追求卓越，践行社会责任”为质量方针，致力于提供高质量产品。为促进本集团与国际接轨，本集团与第三方专业机构合作，构建华润雪花特色质量和食品安全管理体系(简称SnowMS·QFS)。该体系遵循华润集团EHS管理要素，在华润雪花啤酒过去二十多年的质量管理经验基础上，与国际体系要求接轨，已通过FSSC22000、ISO、HACCP等国际体系认证95项(二零二零年：54项)。为实现一个工厂式管理，达到卓越制造，二零二一年本集团旗下所有工厂已全面推广落实SnowMS·QFS体系。

As a member of the food industry, CR Beer deeply understands that quality products and services are fundamental to an enterprise's success. We strictly control the safety and quality of food to provide beer products of the best quality in the market to customers. We make innovation actively, protect intellectual property rights, and lead the industry to meet evolving market needs. We encourage consumers to drink in a proper manner to promote a healthy and civilized lifestyle together with the industry associations.

(I) PRODUCT HEALTH AND FOOD SAFETY

Over a long time, food safety and quality management are at the core of our operation management. The Group observes strict compliance with the relevant laws and regulations of PRC on food safety and quality, including, among others, the "Food Safety Law of the PRC" and its relevant regulations, the "Product Quality Law of the PRC", the "Standardization Law of the PRC", the "General Hygiene Regulations for Food Production of the National Food Safety Standard (GB14881)", the "Sanitary Standards for Drinking Water (GB5749)", the "Standards for the Use of Food Additives of the National Food Safety Standard (GB2760)", the "Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products", and the "Beer (GB/T4927)".

SYSTEM ACCREDITATION AND STANDARD SETTING

The Group upholds the quality goal of "be an outstanding enterprise to brew the best beer in the world", and maintains the quality philosophy of "quality first, consumers as priority, be innovative and pursue excellence and social responsibilities", striving to offer quality products. To propel the connection between the Group and the globe, the Group co-operates with third-party professional institutions to establish CRSB featured quality and food safety management system (short as SnowMS·QFS). This system abides by CRH's EHS management elements and based on CRSB's past experience of quality management of more than 20 years, integrating with international standards that it has passed a total of 95 international system certifications such as FSSC22000, ISO and HACCP (2020: 54 certifications). In 2021, the SnowMS·QFS system has been applied to all plants of the Group in order to realize one-stop management and achieve manufacturing excellence.

本集团建立有完善的质量和食品安全法规库，及时更新并定期解读相关法规文件，与国家标准、行业标准广泛对标。二零二一年本集团共识别获取133份法规文件，解读《食品安全国家标准预包装食品标签通则》等法规文件48份。为规范及提升管理，本集团不断完善技术质量标准建设，强化“标准值”、“内控值”管理，本集团二零二一年优化原辅料标准、生产工艺标准、产品标准等文件98份（制定新标准文件23份，修订标准文件75份）。本集团还组织开展体系标准学习及内审员培训10余场，共有105人获得内审员资格，保障产品安全及质量合规性。

用料质量管理

为进一步推动高质量发展，我们坚持全供应链质量管控，在物资供应端持续开展供应商质量延伸管理，牢固树立“来料物资质量稳定、好用”的管理目标，进行食品安全抽检、现场质量审核、质量问题专项攻关等。二零二一年，本集团对麦芽、易拉罐等230余批次入厂物资进行抽检；对280余家供应商开展现场质量审核和整改，开展啤酒瓶质量专项攻关，保障了来料物资的质量稳定与提升，从源头助力高质量发展。

本集团制定《生产工厂设计规范》，以“零污染、低能耗、清洁生产”为设计原则，要求工厂周边两公里范围内无污染性企业、无水污染和土地无重金属和放射性物质污染。本集团对水源的水质进行严格的指标控制，生产用水源采用市政供水和自采水，每年均委托专业的第三方机构作水质全指标监测，并定期开展水质自检和品尝，以确保产品质量及安全。

The Group has established a comprehensive database of quality and food safety regulations which is updated timely. Regular interpretation of relevant regulatory documents is also conducted to benchmarking against national standards and industry standards intensively. In 2021, the Group has identified a total of 133 regulatory documents and interpreted 48 regulatory documents including the “National Food Safety – Standard General Standard for the Labeling of Prepackaged Foods”. The Group continuously improves the setting of technical quality standards by strengthens various standards and internal control benchmarks to standardize and improve management. The Group has revised 98 documents (23 newly developed documents and 75 revised documents) covering raw material standards, production processes and product during 2021. Besides, more than 10 training sessions for system standards learning and internal auditors with a total of 105 people were qualified as internal auditors, which ensures product safety and quality compliance.

QUALITY MANAGEMENT ON RAW MATERIALS

To further promote high-quality development, we adhere to quality control of the entire supply chain and continues to build a supplier quality extension management work circle at the material supply side to firmly establish the management objective of “ensuring good and stable quality on raw material purchased and conduct random inspections and onsite quality check for food safety, and implementing special research projects for quality issues. In 2021, the Group conducted food safety inspections on more than 230 batches of incoming materials such as malt and beer cans, performed on-site quality audits and rectifications on more than 280 suppliers and conducted special research on beer bottle quality, which effectively improved the safety and stability of material quality and provided guarantees for product quality from the source.

The Group has formulated the “Design Specifications for Production Plants” based on the design principles of “zero pollution, low energy consumption, and clean production”, requiring no polluting enterprises, no pollution of water sources and no land pollution by heavy metals and radioactive substances within two kilometers around the plants. The Group strictly controls the water quality of the water source. The water sources of the Group for production are municipal water supply and self-collected water. We entrust professional third party agency to monitor all-rounded water quality indicators annually, and regularly conducts water quality self-inspection and tasting to ensure product quality and safety, enhance product quality and continue to increase customers’ satisfaction.

过程质量管理

二零二一年，本集团就产品和服务的健康与安全影响的评估，开创性地制定了华润雪花啤酒危害分析和关键控制点技术规范“4ACCP控制计划”，具体包含HACCP(食品危害分析与关键控制点)、QACCP(质量分析与关键控制点)、TACCP(食品威胁分析与关键控制点)和VACCP(食品欺诈分析与关键控制点)四大要素。本集团“4ACCP控制计划”统一了质量和食品安全关键控制点的分析步骤和方法，对风险等级标准、危害性和可能性标准等进行了规范。本集团亦于年内成立专门的食品安全小组，依据技术规范进行危害分析，制定并执行对危害控制计划。年内，本集团按已制定的EHS管理“十四五”规划，启动食品安全风险分级管控项目，排查生产经营各环节涉及到的物理、化学、微生物污染等食源性疾病风险，当前确立有66个食品安全生产关键控制点，有效预防并化解食品安全风险。

此外，本集团在生产过程中制定了《生产质量控制管理规定》，还采用自检、互检、下道工序对上道工序进行检验的三级检验制度。二零二一年，本集团通过实施建设雪花STTS追踪系统(Snow track and trace system)，完成产品“一物双码”，即快速响应矩阵图码(QR码)和矩阵二维码(DM码)的追溯管理系统；在生产线上实施啤酒瓶、纸箱、托盘的三码关联采集，促进啤酒产品数字化管理改善。从工厂到经销商、终端的产品逐级交付签收，达成产品在线追踪溯源，增强食品追溯的便捷性。

本集团已采用延伸质量管理，总部统一策划、附近区域管理、信息汇总共享，以致总部、区域、工厂三级有效合作。

PROCESS QUALITY MANAGEMENT

During 2021, the Group formulated CRSB technical specifications on hazard analysis and critical control points, “4ACCP Control Plan”, which specifically included 4 elements consisting of HACCP (Hazard Analysis and Critical Control Points), QACCP (Quality Analysis and Critical Control Points), TACCP (Threat Analysis and Critical Control Points) and VACCP (Vulnerability Assessment and Critical Control Points). The Group’s “4ACCP Control Plan” standardized the steps and methodologies for the analysis of critical control points of quality and food safety, and regulated the standards of risk hierarchies, hazard exposure and possibilities. A special food safety team was formed during the year to carry out hazard analysis based on the technical specification and formulate and execute hazard control plan. The Group also commenced hierarchical management of food safety and risks based on the established EHS management “14th Five-Year Plan” to investigate and identify foodborne illness risks which may arise from physical, chemical and microbial contamination involved in all aspects of production and operation. Currently, 66 key control points for food safety production have been established to effectively prevent and resolve food safety risks.

In addition, the Group formulated the “Management Regulations on Control of Production Quality”, while a three-tier inspection system comprising self-inspection, mutual inspection and inspection by comparing downstream processes against upstream processes had been adopted for the production process. In 2021, by implementing and building of STTS (Snow track and trace system), the Group completed “one product two codes”, Quick Response (QR) Code and Data Matrix (DM) Code, tracking management system, which allows better digital management of beer on the production line through collecting and connecting three codes on bottles, cartons, and trays respectively. Nevertheless, online product tracking had been adopted through stepwise delivery and signing for acceptance of end products from factory to distributors, thereby enhancing the level of convenience on food tracking.

The Group has adopted an extended quality management approach to achieve centralized planning at the headquarters, management by regional companies nearby and shared use of consolidated information, such that the three levels of headquarters, regional companies and breweries can co-operate efficiently.

本集团持续建立开展供应商质量延伸管理、工序质量评估、消费者质量评价、质量体系审核等全供应链监督体系。本集团组织落实监督体系要求，采用总部抽查与区域自查的方式对相关标准在工厂的执行情况进行检查。虽受疫情影响，二零二一年本集团仍推动线下检查40厂次，检查项目5,000余项。同时，本集团运用精益管理工具解决质量痛点，共开展微小改善和精益改善项目1,500余项。

为了维持质量监控，本集团持续提升检验及检测的能力。二零二一年，启动名为“雪花之星”的良好实验室规范(SSGLP)和实验室信息管理系统(LIMS)建设工作，按照ISO17025标准要求规范管理实验室。“雪花之星”包含25个质量检定及产品回收的项目，覆盖原料入厂、过程监控、成品检验等啤酒的生产过程，并持续开展内外部检验对标，提升实验室的管理水平。二零二一年“雪花之星”的检验对标包括啤酒、麦芽、啤酒花，累计验证了68家下属实验室和21家供应商的实验室，提升检验及检测的能力。

截至二零二一年年末，本集团拥有一支共36名国家级评委的国内一流品酒师队伍，其中包括5名终身荣誉评委。此外，本集团拥有总部、区域、工厂三级品酒师队伍，实现对原辅料、半成品、成品全生产过程的感官质量控制。

The Group continued to establish and carry out extended supplier quality management, work process quality assessment, consumer quality assessment, quality system review and other full supply chain supervision systems. The Group implemented the requirements of supervision system to conduct random inspections at the headquarters and self-inspections at each region with regard to the implementation of relevant standards in plants. Despite the impact of the pandemic, the Group managed to implement on-site inspections of 40 plant times and more than 5,000 inspection items. Furthermore, the Group resolved quality problems by using refined management method with over 1,500 minor and refined improvement conducted in 2021.

In order to maintain quality monitor and control, the Group has been persistently enhancing the accreditation and testing capabilities. The Group launched the construction of “Snow Star” Good Laboratory Practice (SSGLP) and Laboratory Information Management System (LIMS) during 2021 to standardize laboratory management in accordance with ISO17025 standard requirements. “Snow Star” includes 25 quality verification and product return items, which covers the beer production process such as purchasing raw materials and transporting to the factories, process monitoring, output inspection, etc. We have continued to conduct internal and external verification and benchmarking and enhanced laboratory management standard. During 2021, “Snow Star” verified and benchmarked beer, malt, hops etc., and an accumulated total of 68 subordinate laboratories and 21 supplier laboratories were verified for improvement of inspection and testing capabilities.

As of the end of 2021, the Group has a first-class team of beer tasters in China with a total of 36 national-level judges, 5 of which are lifetime honorary judges. In addition, the Group has established a three-tier team of beer tasters at headquarters, regional and factory respectively to achieve sensory quality control of the entire production process of raw and auxiliary materials, semi-finished products and finished products.



为提升产品质量，继续提升客户满意度，本集团于二零二一年持续推进“消灭杂质酒”行动，在工厂推行“总经理负责制”，由工厂总经理带队，深入一线，在瓶源质量、洗瓶质量、过程控制、设备工况等方面有效监督改善。同时，通过稳定洗瓶剂质量、三大系统协同、杜绝麻包瓶、提升瓶源质量、做好产品防护等措施，杜绝杂质酒的产生。为提升过程质量管理水平，本集团于二零二一年组织80余名工厂质量管理者进行了“精细化酿造赋能培训”，邀请外部专家从用水处理、清洗消毒、微生物控制等方面完善质量管理人员的理论和实践知识。

本集团制订《食品安全应急预案》和《产品召回管理制度》等相关食品安全管理制度，对召回产品进行三级管理，对不同召回等级提出不同的召回要求。二零二一年，本集团所有啤酒产品出厂质量合格率、国家监督抽查合格率均达到100%，所有产品均符合《啤酒》行业国家标准。产品总氧含量控制在十亿分之四十(40ppb)以下，处于行业领先水平。年内无召回已售或已运送产品的情况，质量投诉处理率也达到100%。二零二一年，本集团没有发生重大食品安全事件，保障消费者合法权益，守住食品安全事件零发生的底线。

二零二一年，本集团组织安排各单位进行食品安全应急演练，各工厂演练开展率100%。通过现场演练及视频教学的方式展示如何应对食品安全突发事件，使各部门提升协调配合、责任委派、应变处理上的能力。透过演练，提高了一线人员的食品安全意识，强化应对食品安全事件的处置方式，把好每一道防线，为消费者提供安全、可靠、高质量的啤酒。

With an effort to improve product quality, the Group continued to promote the action of “elimination of impure beer” and implemented the “General Manager Responsibility System” in the plant in 2021, in which the general manager of the plant takes the lead to stand at the frontline and effectively monitors the improvement of the bottle quality, bottle cleaning, process control and equipment working conditions, etc. At the same time, the Group continues to improve customer satisfaction by eliminating the production of impurity beer through measures such as stabilizing the quality of bottle wash, synergizing the three major systems, eliminating the use of hemp bags for recycle bottles, improving the quality of bottle sources, and providing product protection. The Group organized a “Refined Brewing Process Training” for over 80 factory quality managers in 2021, inviting external experts to enrich the theoretical and practical knowledge of quality managers in water treatment, cleaning and disinfection, microbial control, etc.

The Group has formed pertinent food safety management regulations such as the “Contingency Plan on Food Safety” and “Management Regulations on Product Recall”. The Group has conducted three tier management of the recalled products and put forward different recall requirements for different recall levels. In 2021, all beer products of the Group achieved 100% pass rate in both ex-factory quality test and the spot tests under national supervision. All products were in compliance with the industrial and national standard of “Beer”. The total oxygen content of the products was controlled below 40 parts per billion (40 ppb), achieving the leading level in the industry. There was no return of products sold or delivered during the year, and the handling rate of quality related complaints reached 100%. The Group did not encounter any significant food safety incident in 2021 and the legitimate interests of consumers had been safeguarded by maintaining the bottom line of zero food safety incident.

In addition, the Group organized food safety emergency drill across all departments with a 100% implementation rate in each factory. Through on-site drills and video-assisted learning to demonstrate how to handle unexpected food safety incident, all departments promoted the capabilities of co-ordination, responsibility delegation and emergency response. We increased the food safety awareness of frontline staff and strengthen the way of handling of food safety incident through the drills to safeguard each line of defense, so as to provide consumers with safe, reliable and high-quality beer.

疫情下的供应链管理

SUPPLY CHAIN MANAGEMENT UNDER PANDEMIC

- 为贯彻落实国务院对进口冷链食品预防性全面消毒工作要求，有效防范新冠肺炎疫情通过进口冷链食品输入风险，本集团严格按照国家防疫要求，制定下发《关于对进口酒花和酶制剂全面消毒的通知》，对通过冷链进口的颗粒酒花以及酶制剂进行全面消毒，实现全流程闭环管控可追溯。

To consistently implement the requirements of preventive and comprehensive disinfection work on imported cold chain food issued by the State Council and effectively prevent the input risks of the pandemic through imported cold chain food, the Group strictly abide by the pandemic prevention requirements of the nation and established and announced "Notice in relation to Full Disinfection of Imported Hop and Zymin" to fully disinfect particles hop and zymin imported via cold chain and to achieve full-process, closed-loop and traceable control.



质量宣传

QUALITY PROPAGANDA

- 为提高全员质量意识、提升质量水平和创新能力，本集团定期开展微信公众号分享、视频培训、现场活动等多种形式宣传培训，组织了5场专题培训交流活动，包括工艺标准和洗瓶质量研讨、CIP及深度清洗经验分享等，同时通过制作《精细化酿造在路上》宣传视频，深度记录技术质量人员在精细化酿造上取得的成绩。

To enhance the awareness of quality within all staff and increase quality level and innovation capability, the Group regularly conducted various propaganda trainings, such as WeChat official public accounts sharing, video trainings and on-site events. The Group organized 5 special training and sharing activities, including discussions of production process standards and bottle cleaning quality, sharings of CIP and thorough cleaning experiences, etc., while at the same time produced promotion video titled "On the Way to Refined Brewing" to record the achievements made by technical and quality control personnel in refined brewing.



(二) 产品与技术创新

为满足消费者日新月异的需求，本集团一直积极创新，同时致力维护知识产权。为保障和维护知识产权，本集团在中华人民共和国《商标法》《商标法实施条例》《专利法》《专利法实施细则》《著作权法》《著作权法实施条例》等法律法规的指引下开展知识产权申请、维护、维权工作。为了提高在啤酒行业的知识产权管理水平，本集团适时修订了《知识产权管理制度》，并制定了《商标使用证据收集工作指引》《商标打假维权操作指引》《产品标识标注审核工作指引》《功能变数名称、通用网址和无线网址管理制度》《知识产权交易管理办法(试行)》等规章制度，为本集团的知识产权维护、维权工作提供了制度保障。

为驱动持续创新，本集团制定《技术研发管理规定》《新产品研发管理办法》等创新制度，就新产品的发起、调研、试制、结果验证、量产、上市等环节进行规范管理，打造鼓励创新的企业文化氛围。本集团亦会对新研发的产品在上市前进行酒体和包装物的食品安全评估，评估内容包括酒体微生物测试、口味测试、食品安全检验、包装物的性能测试、食品安全验证等。二零二一年，本集团共组织了10次消费者品鉴活动，邀请不同年龄、职业和地区的消费者代表参加。本集团按月开展啤酒质量综合测评，于回顾年度内共对1,407批产品进行了测评，覆盖136个销售城市和所有下属工厂，质量综合测评与消费者品鉴结果为产品质量改进和新品研发提供了有力支持。

(II) PRODUCT AND TECHNOLOGICAL INNOVATION

To satisfy the ever-changing needs of consumers, the Group has been actively innovating while striving to maintain intellectual property rights. To safeguard and maintain intellectual property rights, the Group has conducted application, maintenance and protection of intellectual property rights under the guidance of the laws and regulations of the PRC, such as the "Trademark Law", the "Regulations for the Implementation of the Trademark Law", the "Patent Law", the "Regulation for the Implementation of the Patent Law", the "Copyright Law" and the "Regulations for the Implementation of the Copyright Law". To improve the management standard of intellectual property rights in the beer industry, the Group has timely revised the "Regulations for the Administration of Intellectual Property Rights" and established the "Guidelines on Collection of Evidence for Use of Trademark", the "Guidelines on Anti-counterfeit and Rights Protection of Trademark", the "Guidelines on Examination of Product Labels and Remarks", the "Management System for Domain Name, Universal URL and Wireless URL", the "Management Measures on Trading of Intellectual Property Rights (Trial)" and other rules and systems, providing system guarantee for the Group's protection and maintenance of intellectual property rights.

To drive continuous innovations, the Group has formulated various innovation systems, including the "Management Requirements for Technical Research and Development", the "Administrative Measures for New Product Research and Development", which standardized the management of all stages from new product initiation, research, trial production, result verification, mass production and launch, in order to nurture an innovative corporate culture. Before launching of newly developed products, the beer and packaging materials will undergo food safety assessment, which includes testing of microorganism in beer, taste testing, food safety inspection, functional testing of packaging materials, food safety verification, etc. The Group organized 10 consumer tasting events in 2021, inviting consumer representatives of different ages, occupations and regions to participate. The Group performed thorough monthly quality assessments by pulling out in total 1,407 batches of products from 136 sales cities and regions and all subsidiary factories for quality evaluation during the year under review. The holistic quality assessment and consumer appraisal results underpin the Group's product quality improvement and new product research and development.

二零二一年，本集团研发投入超过人民币8,500万元，科研工作人员达103人，产学研合作支出人民币100万元。

In 2021, the investment made to research and development by the Group exceeded RMB85 million, the number of scientific research staff amounted to 103 and the expenses on industrial, academic and research co-operation was RMB1 million.

本集团秉承著“决战高端、质量发展”的战略，于二零二一年推出多个新品牌产品。二月，推出零酒精碳酸饮料“雪花小啤汽”。四月，推出超高端新品“醴”和首款果啤产品“黑狮果啤”(#485玫瑰红)，并引进国际品牌“红爵”啤酒。十月，引进国际品牌“悠世”。

Adhering to the strategies of “Quality Development for Success in Premium Segment”, the Group launched various new brands of product in 2021. In February, the carbonated beverage “Snow Xiao Pi Qi” with zero alcohol was launched. In April, a super-premium new product, “Li”, and the first fruity beer product “Löwen Fruit Beer” (#485 Rosé) were launched. The international brand, “Amstel”, was introduced. In October, the international brand “Edelweiss” was introduced.

啤酒品鉴会 BEER TASTING EVENT

- 配合新产品上市及产品研发需要，本集团于年内组织多场啤酒品鉴会，邀请客户、媒体、专家等一同品鉴。

For the purpose of new product launching and product research and development, the Group has organized a number of beer tasting sessions during the year, inviting customers, media, experts and others to taste.



产品创新与传统文化传承 PRODUCT INNOVATION AND TRADITIONAL CULTURE HERITAGE

- 本集团二零二一年新品“醴”，重现源自5,000年前的中华啤酒酿造技术，为消费者献上正宗的“中国啤酒”。本次新品发布，不仅传承古人“酒以成礼”的文化内涵，还弘扬了民族自信，重塑中国高档啤酒品牌形象。

Launched in 2021, the Group’s new product “Li” reproduces the beer brewing technology from ancient China 5,000 years ago, offering consumers the authentic “Chinese beer”, which not only inherits the cultural connotation of the ancients “wine as a gift”, but also promotes national self-confidence and reshapes China’s premium beer brand image.



二零二一年，本集团新申请包含“醴”、“黑狮果啤”(#485玫瑰红)和“拉维邦黑啤”等商标255件，并维护境外商标涉及美国、欧盟、韩国、日本和澳大利亚等30余个世界主要国家和地区，为本集团产品出口海外进行知识产权布局。二零二一年本集团已通过注册的商标总数达3,495件，授权专利83件，已登记著作权71件。

In 2021, the Group has applied for a total of new 255 trademarks under “Li”, “Löwen Fruit Beer” (#485 Rosé) and “Lovibond Dark Beer” and maintain overseas trademarks involving the United States, the European Union, South Korea, Japan and Australia, etc. More than 30 major countries and regions in the world have carried out intellectual property layout for the Group's products exported overseas. In 2021, the Group process 3,495 registered trademarks, 83 authorized patents and 71 registered copyrights.

截至二零二一年年末，本集团严格遵守所有关于商标、专利和知识产权保护等对本集团具有重大影响的相关法律及规例，并无发现任何重大违规情况。

As of the end of 2021, the Group strictly complies with the relevant laws and regulations in relation to trademarks, patents and intelligent properties which are significant to the Group, and no material breach thereof has been reported.



(三) 倡导理性饮酒及责任营销推广

本集团作为肩负强烈社会责任感的啤酒生产企业，积极响应国家的理性饮酒倡议，推广适度理性的饮酒行为和健康文明的生活方式，并确保推广信息公正、可靠、负责。除了在产品包装上明确标示成分及酒精含量，我们也刊印“过度饮酒有害健康”及“孕妇和儿童不宜饮酒”等劝说性质的标识及字句，主动给与潜在风险提示。此外，华润雪花啤酒官方网站亦设有年龄限制，禁止未成年人浏览。我们已连续7年与中国酒业协会合作，以中国酒业协会酒与社会责任促进联盟(China SAO)会员的身份呼吁更多人理性饮酒。二零二一年，本集团积极参加二零二一全国理性饮酒宣传周活动，在北京、上海、深圳、宝鸡、承德5个主会场外，在550个县级以上规模城市同步开展，引发社会对“理性饮酒，拒绝酒驾”议题的广泛关注。

(III) ADVOCATING RATIONAL DRINKING AND RESPONSIBLE MARKETING

As a brewing enterprise with a strong sense of social responsibility, the Group highly responds to the advocacy of rational drinking behavior with a healthy and edified lifestyle and strived to provide fair, reliable and responsible promotional information. The Group proactively gives potential risk warning that in addition to clearly indicating the ingredients and alcohol content on package, the Group also print “excessive drinking is harmful to health”, “pregnant women and children should not drink alcohol” and other persuasive sentences or icons on packages. In addition, the official website of CRSB has set up an age limit to prohibit minors from browsing. We have been co-operating with China Alcoholic Drinks Association for 7 years in a row and appealed to more people to attach importance to rational drinking as a member of China SAO. In 2021, the Group actively participated in the 2021 National Responsible Drinking Publicity Week, which has been held simultaneously in 550 cities above the county level in addition to the 5 main venues in Beijing, Shanghai, Shenzhen, Baoji and Chengde, which has aroused wide in the society on the issue of “drinking rationally and rejecting drinking and driving”.

本集团也在广告宣传方面进行严格规范，确保企业广告内容真实、合规，华润雪花啤酒总部营销中心严格遵照《中华人民共和国广告法》，内部积极建设有关责任市场推广销售的制度，制定了《自媒体管理办法》，规定酒类广告中不能出现鼓励或引导消费者饮酒或无节制饮酒的内容，并在制度中明确规定了传播内容及内容审核机制，要求各级人员需对即将发布的企业广告内容进行全面审查，从根源上对消费者进行正确的引导。为更好地对责任营销方面进行管控，针对新出台的酒类广告行为规范，营销中心品牌管理部及法律合规部还会定期对各区域公司进行解读培训，强调宣传理性饮酒内容的重要性，其中包括：

- 不得诱导、怂恿饮酒或宣传无节制饮酒；
- 不得出现饮酒的动作；
- 不得出现未成年人的形象；
- 不得表现驾驶车、船、飞机等具有潜在危险活动；
- 不得出现诸如饮酒可以消除紧张和焦虑、增加体力等不科学的明示或暗示；
- 不得出现把个人、商业、社会、体育、性生活或其他方面的成功归因于饮酒的明示或暗示。

此外，本集团已建立从上至下的管理机制，对各区域的责任营销行为进行监管。同时，员工也承担着责任营销的监察职责，一旦发现转发不实广告，将及时举报妥善处理，将社会影响降至最低，并开展调查追责，从源头杜绝虚假营销。二零二一年，本集团没有发生任何涉及广告宣传方面的重大违法犯罪情况。

The Group also strictly regulates advertising to ensure the truthfulness and compliance of the contents of its advertisements. In strict accordance with the "Advertising Law of the PRC", the Sales and Marketing Center of CRSB at headquarters has actively established responsible internal system for relevant marketing and sales and formulated "We Media Management Measures" under which encouraging or inductive drinking contents or unrestrained drinking are prohibited in the advertisements of alcoholic products. The regulation also clearly stipulates the content of dissemination and review mechanism, requiring personnel at all levels to conduct a comprehensive review of the upcoming corporate advertising content, and guide consumers correctly from the roots. In order to better control the responsible marketing, the Brand Management Department of Sales and Marketing Center and the Legal and Compliance Department also conduct interpretation trainings for regional companies on a regular basis to emphasize the importance of promoting rational drinking content including:

- No induction or encouragement on drinking or promotion of uncontrolled drinking;
- No appearance of drinking behaviors;
- No appearance of minors images;
- No potentially dangerous activities such as driving a car, boat or airplane;
- No unscientific expression or implication that drinking has the effect of eliminating tension and anxiety, increasing physical strength, and others;
- No expression or implication that drinking contributes to the success of personal, business, society, sport, sexual life and others.

In addition, the Group has established a top-down management mechanism for monitoring responsible marketing activities in various regions. In the meantime, employees are responsible for the monitoring of responsible marketing. Once the false advertisements are found forwarded, they will be reported and properly handled in a timely manner to minimize social impact, and investigation and accountability will be conducted to eliminate false marketing from the source. The Group did not involve any material breach of regulations in relations to advertising and promotion in 2021.

(四) 客户服务及隐私保护

“以客户为先”乃本集团秉承的经营理念，为此我们一直以来致力提升客户满意度，建立良好而长远的客户关系。二零二一年，我们继续完善客户服务体系，不断完善和优化客户投诉快速反应机制。我们维护消费者合法利益，为本集团的业务保驾护航。具体措施包括：

- (1) 快速反应：呼叫中心及时调度投诉工单，客服顾问接到客户投诉或反馈后，须在30分钟内联系消费者了解情况，争取第一线为顾客解决问题避免投诉升级；针对产品不良体验的投诉，在72小时内见到涉及投诉的实物酒并上传投诉事实至客户服务系统。
- (2) 系统升级：本集团通过升级系统，实现产品及服务投诉过程线上全留痕，让客服中心能更有效地追踪及定期汇总相关案件数据，督促相关业务部门改善。
- (3) 督促整改：客服团队会实时线上监控投诉进展，对内提供专业的业务指导，定期将投诉报告发送到各级管理层，督促投诉工厂整改。
- (4) 样品分析：针对产品不良体验的投诉，客服团队一直推动实物酒及时返厂，工厂需对收到的实物酒逐瓶逐罐分析并整改。截至二零二一年年末，本集团涉投诉实物酒返厂率已经达到了97%。
- (5) 业务联动：业务营运部门需了解客户投诉问题，通过升级客服系统将服务类投诉设定成上级业务管理人员审核制，让业务营运部门更清楚了解客户投诉问题根源，真正打造客户需求主导型啤酒企业。

(IV) CUSTOMER SERVICES AND PROTECTION OF PRIVACY

Upholding the operating philosophy of “Prioritizing Customers”, the Group has been striving to improve customer satisfaction and build good and long-term customer relationships. In 2021, we continued to optimize our customer service system and improved our rapid response system for client complaints. We protect the legitimate interests of consumers and safeguard the business of the Group by adopting the following measures:

- (1) Rapid response: our call center handles complaints on a timely basis. Once receiving complaints from customers, our customer service officers must contact the customer within 30 minutes to understand and resolve the issue right away to avoid worsening the problem. In respect of bad product experience, our customer service officers must obtain the beer involved in physical form and upload the complaint description form to our customer service system within 72 hours.
- (2) System upgrade: through system upgrade, all product and service complaint process are recorded online, which enable customer service center to conduct effective tracking and regular reporting of consolidated case data, thereby supervising relevant department to improve.
- (3) Rectification: our customer service team conducts real time and online monitoring of the progress of complaint handling, provides professional guidelines internally, submits complaint report to management of all levels and urges rectification of those plants involved in complaints.
- (4) Sampling analysis: in respect of unsatisfactory product experience, our customer service team facilitates timely return of the beer involved in physical form to the factory. The factory should analyze and rectify each bottle or can of beer in physical form. As of the end of 2021, the return rate of beer involving the complaints in physical form reached 97%.
- (5) Business linkage: the business operation departments need to understand customer complaints. By upgrading the customer service system, the service complaints are set to be reviewed by the superior management personnel, so that the business operation departments could gain a better understanding the nature of customer complaints and rectify correspondingly, building a customer-oriented beer enterprise.

受益于产品质量的持续提升，二零二一年本集团收到投诉数量同比大幅减少41.2%，并通过提高投诉回访率、呼叫中心接通率等方法提升客户满意度。本集团下一步会重点关注服务投诉及咨询解答的满意度。

Benefiting from the continuous improvement of product quality, the number of complaints received by the Group decreased significantly by 41.2% in 2021, and the customer satisfaction survey score has been improved by increasing the complaint return visit rate and call center connection rate. The Group will focus on the satisfaction of service complaints and consultation answers in the next steps.

下表为过去两年本集团客户服务指标统计：

The table below is the statistics of customer service indicator for the past two years:

	单位	二零二一年	二零二零年
	Unit	2021	2020
产品及服务投诉数量 Number of products and service complaints	宗 Cases	21,000	36,000
客户投诉反馈处理解决率 Customer complaint settlement rate	%	95.0%	100%
客户投诉回访率 Re-visit rate of customer complaints	%	90.0%	72.1%
呼叫中心的接通率 Effective communication rate of call center	%	99.5%	96.8%
在15秒内接通电话比率 Proportion of phone calls answered within 15 seconds	%	98.5%	91.9%
接到投诉后的回覆时间 Responsive time after receiving complaint	-	30分钟内 Within 30 minutes	30分钟内 Within 30 minutes
投诉处理客户满意度调查得分 Rating of customers' satisfaction in complaints handling process	分 Points	86.3	86.2

下表为过去三年本集团接到投诉性质分类：

The table below is the breakdown of the complaints by nature received by the Group for the past three years:

	单位	二零二一年	二零二零年	二零一九年
	Unit	2021	2020	2019
产品不良体验占比 Proportion of unsatisfactory product experience	%	46%	41%	32%
服务不良体验占比 Proportion of unsatisfactory service experience	%	54%	59%	68%

此外，我们理解客户对个人隐私保护的重视。因此，我们严格遵循统分结合、使用权限分级管理的客户信息保密原则，各层级只能在权限内查看投诉和消费者信息；电话号码对业务人员隐藏，只能通过呼叫中心平台联系消费者；客服业务人员向业务部门提供投诉明细时，需要删除消费者相关信息；通过设置防火墙、入侵检测等技术加强本集团网络防御能力，确保涉密信息系统在本集团内网中安全运行。在营运过程中，我们亦要求涉密人员严格遵守国家保密法律法规和本集团《保密工作管理制度》，本集团要求客服业务人员上岗前签署《保密承诺书》，落实保密责任制，履行保密义务，切实保障信息安全。于报告期间，本集团并无发生经证实关于侵犯客户私隐以及窃取、外泄和丢失客户资料或重要信息的投诉。

(五) 供应链责任管理和供应商管理

本集团秉承诚信经营的理念，加强在采购管理、工作纪律、阳光宣言、招投标流程及规则等环节的管理，防范食品安全风险，保证采购物资符合质量标准，建立稳定的、可控的、安全的且支持我们长期发展的供应渠道。此外，我们细化检查方案步骤，确保对采购质量风险的管控，推行质量优先、产业链延伸共创、与实力供应商达成战略合作实现双赢。

In addition, we understand that the importance of our customers put on the protection of their personal information. Therefore, we are in strict compliance with the customer information confidentiality principle managed through combining uniform management and differential management and hierarchical management. Staff of different level could only access to information relating to complaints and consumer within authorized right. Staff are forbidden to obtain contact numbers of consumers and can only contact consumers through call center platform. When submitting complaint details to the relevant department, our customer service officers must delete the relevant personal information of the consumers. We strengthen the defense capability of the Group's network by establishing firewalls, intrusion detection and other technologies to ensure that the confidential related information system of the Group operates safely in the intranet. During the operation, we also require relevant staff to comply with national laws and regulations on confidentiality and the "Confidentiality Work Management System" of the Group, as well as to sign the "Confidentiality Undertaking". The accountability on confidentiality is implemented for the fulfillment of our confidentiality obligation and the safeguard of information security. During the reporting period, the Group did not receive any complaint involving attested invasion of customers' privacy and hacking, leakage or loss of customer information or important information.

(V) SUPPLY CHAIN RESPONSIBILITY MANAGEMENT AND MANAGEMENT OF SUPPLIERS

Adhering to integrity operation, the Group strengthens management in procurement, work disciplines, sunshine declaration, tendering and bidding process, etc. so as to prevent food safety risks and to ensure that materials purchased are in compliance with quality standards, establishing a stable, controllable, secure and supportive supply channel for our long-term development. In addition, we advance the priority of quality through optimizing the inspection plan and procedure, which helps to achieve win-win situation with strong suppliers through agreement on strategic co-operation.



本集团生产物资供应链管理遵循《华润雪花生产物资采购招标管理规定》和《华润雪花生产物资供应商管理办法》等制度规定执行招标、询价等采购流程，遵循“公平、公开和公正”三大原则。本集团通过拟定供应商筛选标准、现场认证标准以及供应商签署《供应商承诺》的方式，引导供应商对环境保护，减少能源耗用、资源充分循环利用，为社会绿色健康发展做出努力。

为履行本集团在供应链管理方面应履行的社会责任承诺，加强对供应商在环境、社会及管治方面工作的考察及管理，自二零二零年起，本集团已在供应商入选及认证标准中明确了环境保护项目，其中包括：

- 排污许可证；
- 环境评估报告；
- 当季环境监测报告；
- 废水/废气处理设施等。

此外，我们要求所有供应商签署的《供应商承诺书》覆盖以下要求：

- 生产和供应链过程中，能有效利用现有资源并最小化对环境造成不良影响；
- 提倡承担环境保护责任，发展和推动与环保相关的技术应用；
- 严格遵守所有适用的国家相关法律法规；
- 开展供应商应知应遵知识测试工作，强调其应遵循的廉洁自律等社会责任及义务。

The Group's administration on supply chain of productive materials complies with the regulations of "CRSB Administrative Regulations on Procurement Tenders of Productive Materials" and "CRSB Administrative Measures on Suppliers of Productive Materials" and other systems for the procurement process including tendering and price inquiry based on three key principles of "fair, open and justice". By formulating standards of supplier screening and on-site accreditation as well as urging suppliers to sign the "Supplier Commitment", the Group advocates for suppliers to devote to environmental protection, reduction of energy consumption, and full recycling of resources, so as to contribute to the green and healthy development of society.

In order to fulfill our social responsibility in respect of supply chain management and to strengthen the consideration and management in environmental, social and governance aspects of its suppliers, starting from 2020, we have emphasized environment protection in the suppliers' selection and certification criteria, including:

- Waste discharge permit;
- Environmental assessment report;
- Current quarterly environmental monitoring report;
- Waste water/waste gas treatment equipment, etc.

Besides, we require all suppliers to sign the "Supplier Commitment" which covers the following requirements:

- Using effectively existing resources and minimizing negative effect on the environment in the process of production and supply chain;
- Advocating to shoulder environmental protection responsibility, developing and promoting environment-related technological application;
- Strictly complying with all applicable national laws and regulations;
- Carrying out knowledge and compliance test of suppliers and emphasizing on the social responsibility and obligations such as integrity and self-discipline they should perform.

下表概括了本集团过去两年供应商信息：

The following table summarizes the information of suppliers of the Group for the past two years:

	单位 Unit	二零二一年 2021	二零二零年 2020
入选供应商总数目 Total selected suppliers	家 Suppliers	4,800	4,800
供应商循环动态管理 Circulation dynamics management of suppliers			
引进率 Introduction rate	%	9.0%	18.0%
淘汰率 Elimination rate	%	11.0%	15.5%
按地区划分 Breakdown by geographical location			
中国内地 Mainland China	%	99.7%	99.7%
其他地区 Others regions	%	0.3%	0.3%
按供货类别划分 Breakdown by types of products supplied			
生产性物资供应商 (含原辅料、包装物、添加剂等) Suppliers of productive materials (including raw and auxiliary materials, packaging materials and additives, etc.)	家 Suppliers	1,100	1,100
非生产性物资供应商 Suppliers of non-productive materials	家 Suppliers	3,700	3,700

本集团实施供应商目录循环动态管理，基于引进、筛选、认证、考核、评价、淘汰等核心环节，对供应商实现制度化、标准化、专业化管理。相关管理决策报告均按规定由供应商管理委员会及采购委员会审批。

The Group carries out circulation dynamics management of suppliers' list and implemented supplier management system featuring institutionalization, standardization and specialization, based on core areas covering introduction, screening, accreditation, assessment, evaluation and elimination, etc. The relevant management decision report shall be reviewed and approved by the supplier management committee and procurement committee in accordance with the relevant regulations.

(1) 潜在供应商筛选：通过区域上报、供应商自荐、总部发掘等方式筛选潜在供应商。二零二一年，因为社会责任不合规等原因未通过筛选的供应商有51家。

(1) Screening of potential suppliers: potential suppliers will undergo screening through regional reporting, self-recommendation, scout by headquarters, etc. In 2021, 51 suppliers failed in screening due to reasons such as non-compliance with social responsibilities.

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| <p>(2) 现场考察认证：二零二一年，本集团组织进行10次大规模现场考察认证，涵盖新供应商和合作供应商，并提出建议改进项目。</p> | <p>(2) On-site inspection and accreditation: in 2021, the Group organized 10 large-scaled on-site inspections and accreditations covering new suppliers and co-operative suppliers with recommendations for improvements given.</p> |
| <p>(3) 供应商合作考核：每月对供应商合作过程的合格率、及时率、准确率、拒单率、退货率、违规行为、质量缺陷的七项指标进行考核，确保供应商有效履约。</p> | <p>(3) Supplier co-operation assessment: the Group conducts monthly assessments on the co-operation with suppliers to ensure effective performance of the suppliers in terms of seven indicators: quality, timeliness, accuracy, declined orders, returned goods, violations and flawed products.</p> |
| <p>(4) 供应商综合评价：每年对供应商进行综合评价，建立有《不合作供应商目录》，如供应商在采购招标、合作过程中发生严重违规违纪行为，将被取消合作资格并列入该目录，五年内禁止合作。目前该目录内共有34家供应商。</p> | <p>(4) Comprehensive evaluation of supplier: the Group conducts annual comprehensive evaluation of suppliers and has established a “Non-co-operative Supplier Catalog” that those suppliers who commit serious violations of regulations and disciplines during the process of procurement bidding and co-operation shall be disqualified and included into the catalog with 5 years of prohibition time. There are currently total 34 suppliers in the catalog.</p> |
| <p>(5) 供应商分级管理：二零二一年，本集团制定了《华润雪花生产物资星级供应商管理实施细则》，对供应商进行星级评定，共同设立战略合作协议、共用试验基地、共用数据库、沟通交流平台、战略夥伴关系等，构建与供应商合作的新模式。</p> | <p>(5) Hierarchical management of suppliers: in 2021, the Group formulated the “Implementation Details regarding CRSB Management on Star-rated Suppliers of Productive Materials” to carry out star rating of suppliers. By jointly entering into strategic co-operation agreement, we share test sites, database and communication platform with our strategic partners, which has been a new form of co-operation with suppliers.</p> |
| <p>(6) 动态管理供应商目录：本集团依据供应商综合评价和分级管理编制华润雪花供应商目录，并实施动态循环管理。</p> | <p>(6) Dynamic management of supplier list: CSBR supplier list is prepared according to the comprehensive assessment and hierarchical management of suppliers and the circulation dynamics management has been implemented.</p> |

二零二一年，本集团采购部直接管理的核心生产物资供应商有418家，均获得广泛认可的环境、职业安全、产品安全性或质量标准的认证，例如HACCP、ISO9001或同等标准。

In 2021, there were 418 core suppliers of productive materials under direct management of the Procurement Department of the Group, all of which have obtained widely recognized certification in environmental, occupational safety, product safety or quality standard such as HACCP, ISO9001 or equivalent standards.

二零二一年，本集团生产中心质量部全年审核供应商数量575家次，产品质量监控数量1,315批次，生产物资第三方安全检查检测样品数量261份，检测项目7,793项，标准执行检查项目数量3,600项。

During 2021, the Quality Department under the Production Center of the Group had conducted 575 times of inspections on suppliers and 1,315 batches of product. We have invited third party to test 261 product samples and 7,793 items regarding the product safety. There were 3,600 items been inspected regarding the implementation of standards.

本集团生产中心质量部对麦芽、酒花等9种主要物料供应商每年进行现场审核，审核内容分为四个类别：质量保障、HACCP保障、生产过程控制和实验室管理。二零二一年审核发现问题5,300条，并跟踪供应商全部完成改进，实现了对供应商卫生和HACCP的有效管理。

此外，受国内外市场环境变化及全球新冠疫情反复的持续影响，二零二一年大宗原料价格大幅上升。为应对挑战，本集团及时提出针对易拉罐、瓶盖、玻璃瓶等包装材料的保障生产安全采购预案，保证采购物资符合质量标准，进一步防范食品安全风险，并建立长期稳定可控的供应渠道。二零二一年，本集团与关键物资供应商达成战略合作，签订国产酒花采购长期合作协议4份，进口酒花采购长期合作协议11份。

供应商责任管理

二零二一年，我们进一步推动《华润雪花供应商应知应遵知识手册》的宣贯，以督促本集团供应商在绿色生产、持续发展、社会责任等管控过程中应遵循的新规则、新要求，倡导供应商对环境保护，减少能源耗用、资源充分循环利用，为社会绿色健康发展做出努力。

本集团对供应商进行现场认证时，会同时对供应商相关业务人员进行培训以及应知应遵测试，并每三年对现有供应商统一开展应知应遵测试，强化对供应商的管治力度及透明度。本集团会将未达标或未回应的企业淘汰剔除出本集团供应商目录，规定两年内禁止任何合作。在二零二零年完成对现有供应商全面测试后，二零二一年本集团对新加入供应商进行了“应知应遵意识”测试，并在进行认证时累计培训67场次，累计培训新供应商超过300人次。

The Quality Department under the Production Center of the Group conducts annual on-site inspection of suppliers providing 9 major raw materials including malt, hops, etc. The inspection is based on four categories: quality guarantee, HACCP guarantee, production process control and laboratory management. 5,300 issues were discovered throughout 2021 and all have been rectified, achieving an effective management on the hygiene and HACCP of the suppliers.

In addition, affected by the changes in the domestic and foreign market environments and the continued impact of the pandemic, the prices of bulk raw materials increased significantly during 2021. To tackle the challenges, the Group timely proposed a production safety procurement plan for packaging materials such as cans, bottle caps and glass bottles to ensure that purchased materials are in line with quality standards, to further prevent food safety risk, as well as to establish long-term stable and controllable supply channels. In 2021, the Group has reached strategic co-operation with key raw material suppliers and signed 4 long-term co-operation agreements for domestic hops procurement and 11 long-term co-operation agreements for imported hops procurement.

SUPPLY CHAIN RESPONSIBILITY MANAGEMENT

In 2021, we further facilitated the promotion of the “Knowledge Manual for CRSB Suppliers on What Should Understand and Follow” and urged the suppliers of the Group to follow our new rules and requirements in terms of green production, sustainable development and social responsibility. We encouraged the suppliers to devote effort in the development of green and healthy society through environmental protection, reduction of energy consumption and full utilization and recycling of resources.

When conducting on-site accreditation of suppliers, the Group also organized training and test regarding what should understand and follow for the relevant business personnel of the suppliers. A unified test regarding what should understand and follow for the existing suppliers will be carried out every three years to intensify the governance and transparency of the suppliers. Companies who fail to meet the standard or response will be eliminated from the list of supplies of the Group and the co-operation will be ceased for two years. Building on the comprehensive test for the existing suppliers in 2020, the Group had organized a total of 67 trainings for new suppliers joint within the year during verification, of which over 300 participants been trained.

下表概括了本集团过去两年主要生产物资供应商应知应遵知识测试结果：

The following table summarizes the result of the test regarding what should understand and follow for the major productive material suppliers for the past two years:

	单位	二零二一年	二零二零年
	Unit	2021	2020
参与应知应遵测试的供应商 Number of suppliers participated in the test regarding what should understand and follow	家 Suppliers	26	818
测试达标的供应商 Number of suppliers passed the test	家 Suppliers	26	732
未达标或未回应的供应商 Number of suppliers failed the test or failed to response	家 Suppliers	0	86
达标率 Pass rate	%	100%	89.5%
淘汰率 Elimination rate	%	0%	10.5%

* 本集团已于二零二零年完成对现有主要生产物资供应商的全面“应知应遵应识”测试，二零二一年仅对新加入供应商进行相关测试，因而数字较去年少。

* The Group has completed a comprehensive test regarding what should understand and follow for the major existing productive material suppliers in 2020. In 2021, relevant tests were carried out to newly-joint suppliers only, so the number was lower than last year.

扶持国产大麦行业

作为行业龙头企业，本集团积极践行企业使命和担当，于年内启动促进恢复国内大麦产业链发展的前期工作，包括率先现场调研国产大麦产区，组织使用中国西北大麦三个品种进行制麦实验并完成后期的酿酒实验，继续收集国内主要大麦品种和材料完成筛选品种的实验，与育种院所合作繁育新的优质大麦品种等。通过与包括育种、种植、麦芽加工和使用的产业链上游企业，啤酒企业、政府相关部门和行业协会一起研讨，群策群力，我们将共同探索国产大麦行业的振兴之道。

SUPPORTING DOMESTIC BARLEY INDUSTRY

As an industrial leader, the Group takes an active role in realizing its mission and commitment by initiating preparation works for the revitalization of domestic barley industrial chain during the year. The Group has taken the lead in conducting on-site research on domestic barley production areas, put on barley production experiments using three species of barley from Northwest China regions, under which the post brewery experiments had also been completed. The Group continued to collect major domestic barley species and materials to complete the experiments of species screenings and co-operating with breeding institute to breed new and high-quality barley species. Through joint research and discussion with upstream industry chain players such as breeding, planting, malt processing and malt use enterprises, as well as the beer companies, relevant government departments and industry associations, we will work together to explore the revitalization of the domestic barley industry.

(六) 反贪腐及倡廉善治

本集团严格遵循国家有关防止贿赂、勒索、欺诈及洗黑钱方面的法律法规，包括《中华人民共和国宪法》《监察法》《刑事诉讼法》，并深入贯彻落实《中华人民共和国反洗钱法》《反不正当竞争法》中有关商业贿赂、勒索、欺诈、洗黑钱的有关规定。

作为华润集团的下属公司，本集团在生产经营中严格遵守和执行母公司的相关制度文件，切实执行《中国华润有限公司信访件和问题线索集中管理办法(试行)》《华润集团信访处理和执纪审查工作指引》《集团新任经理人廉政谈话制度》《华润集团职工违纪违规处理暂行规定》《中国华润有限公司“大监督”体系工作指引》《华润十诫》等制度规定。同时根据市场和生产经营的实际情况，本集团制定及完善相应管理制度，并严格执行《华润雪花啤酒纪检(监察)机构信访办理和监督执纪工作实施细则》《信访件和问题线索集中管理办法(试行)》《员工违规违纪处理办法》《华润雪花啤酒对不实检举控告的澄清工作指引》《华润集团商业行为守则》《华润雪花啤酒关于对管理人员进行谈话和函询的实施细则》等相关制度流程。本集团旗帜鲜明的打击商业贿赂、行贿受贿、勒索、欺诈、洗黑钱等职务犯罪，预防和严惩各种腐败。本集团组建了专业严谨的法律、审计和纪检监察队伍，为各项业务实施、落地、推动提供支援，并充分发挥法律、审计、纪检监察的支撑作用。在纪律检查监督方面，梳理招标采购、市场营销、重大工程项目建设、中央八项规定精神等廉洁风险点作加以控制，确保本集团营运合法合规。

(VI) ANTI-CORRUPTION AND GOVERNANCE OF INTEGRITY

The Group strictly observes national laws and regulations pertaining to anti-bribery, extortion, fraud and money-laundering, including the “Constitution”, the “Supervision Law” and the “Criminal Procedure Law” of the PRC and implements thoroughly and consistently the relevant provisions pertaining to commercial bribery, extortion, fraud and money laundering under the “Anti-Money Laundering Law of the PRC” and the “Anti-Unfair Competition Law”.

As a subsidiary of CRH, the Group strictly complies with and performs relevant systems and documents of its parent company in its production and operation, including the “Centralized Management Measures for Letters and Visits and Question Clues of China Resources Company Limited (Trial)”, the “Guidance for the Handling of Complaint Letters and Visits and Discipline Execution and Examination of CRH”, the “Integrity Talk System for CRH’s New Managers”, the “China Resources Group Provisional Regulations for Staff Violation of Disciplines and Regulations”, the “Guidance on ‘Big Supervision’ System Work of China Resources Company Limited” and the “Ten Directives of China Resources”, etc. Meanwhile, according to the market and production and operation conditions, the Group establishes and improves relevant management systems, and strictly implements relevant rules and procedures, including the “Implementation Rules of CRSB Disciplinary Inspection (Supervision) Agency Letters and Visits Handling and Disciplinary Work Supervision”, the “Centralized Management Measures for Letters and Visits and Question Clues (Trial)” the “Employee Violation and Discipline Handling Measures”, the “CRSB’s Guidelines for Clarification of False Report and Accusation”, the “CRH’s Business Code of Practice” and the CRSB’s Implementation Rules on Interviews and Inquiries with the Management” etc. The Group clearly combats commercial bribery, offering or taking bribe, extortion, fraud, money-laundering and other office crimes, and prevents and severely punishes corruptions. In addition, the Group has built a professional and rigorous legal, auditing and discipline inspection team to provide support for the implementation, execution and promotion of various businesses, and give full play to the supporting role of the law, audit and discipline inspection. In respect of disciplinary inspection and monitoring, the Group has identified and controlled integrity risks in relation to bidding and procurement, marketing, construction of major projects and spirit of the “Eight Point Regulations” of the Central Government to ensure the legal compliance of its operation.

本集团注重从源头上控制贪污、贿赂等违法犯罪现象，正本清源，注重防微杜渐，加强对招标、采购、工程、营运、资金管理等重点领域、和关键岗位的预防控制，开展廉洁文化教育活动，开展“一岗双责”廉洁警示教育。于报告期内，本集团开展商业道德、反贪污和廉洁相关培训，覆盖中高层人员及工程项目、采购、财务、销售等关键员工岗位，共超过19,600人次参加，相关培训的总时数超过27,500小时。

本集团纪检部也通过召开供应商大会，向供应商弘扬廉政采购文化，营造廉洁工作氛围，正向传递供应商应知应遵的禁止条令、工作纪律、规章制度等，推进反腐倡廉向纵深开展。二零二一年，本集团对集采物资及规模物资供应商的宣传覆盖率达到100%。

本集团明确禁止违规关联交易、以权谋私、设租寻租、贪污受贿、特定关系人经商办企业、收受礼品礼金等违规违纪违法行为。本集团要求超过采购物资金额不少于人民币50万元，必须进行招标；采购非物资金额不少于人民币100万元的，必须采用招标的方式确定供应商。

此外，供应商需在投标文件和采购合同的文件中签署《阳光承诺书》，我们对供应商现场认证的工作人员均须签署《供应商现场认证廉洁守则》，向供应商明确提出需要遵守的与反贪腐、贿赂相关的法规条款，以签约方式进行互相约束，弘扬廉洁正气。二零二一年，本集团新认证供应商100%签署《阳光承诺》，供应商现场认证人员100%签署《廉洁守则》。

The Group focuses on controlling corruption, bribery and other delinquencies from the source to radically reform and concentrate on nipping the bud, enhances precaution control of major areas such as bidding, procurement, engineering, operation and capital management as well as key positions. The Group has conducted integrity cultural education events, carried out integrity alarming education of “Dual Duties in One Position”. During the reporting period, the Group organized trainings relating to business ethics, anti-corruptions and integrity in which over 19,600 enrolments participated the trainings, covering medium and senior management personnel and key staff positions of engineering projects, procurement, finance, sales, etc., with a total of over 27,500 training hours.

The Discipline Inspection Department of the Group convened suppliers’ meeting to advocate integrity procurement culture to create a working atmosphere free from corruption and pass on the prohibitions, work disciplines, rules and regulation which should be understand and comply with to the suppliers so as to facilitate in-depth development of anti-corruption and integrity environment. The Group has reached 100% advocacy coverage of the suppliers for centralized and scaled procurement 2021.

The Group clearly prohibits violations of regulations, disciplines and laws, such as illegal related transactions, taking benefits with power, rent setting and seeking, corruption and bribery, operating enterprises by specific associates through business, receipt of gifts. A call for tender is required to be conducted for procurement of materials with an amount of not less than RMB500,000; while suppliers for non-material procurement with an amount of not less than RMB1 million shall be confirmed through tender.

Besides, suppliers are required to sign a “Sunshine Undertaking” when signing the procurement contract and submitting the tender documents. Meanwhile our staff in charge of suppliers’ inspection and validation are required to sign an “Integrity Code for On-Site Certification of Suppliers”. These kind of mutual constraints by signing contracts promotes honesty and integrity, with the anti-corruption and bribery-related regulations and provisions that suppliers need to be complied with clearly stated. In 2021, 100% of the new certified suppliers of the Group signed the “Sunshine Commitment”, and 100% of the suppliers’ on-site certification personnel signed the “Code of Integrity”.

下表为本集团生产中心采购部，过去两年集中招标采购公开招标的数据统计：

The following table shows the statistical data of the centralized procurement tenders organized by the Procurement Department under the Production Center of the Group in the past two years:

	单位	二零二一年	二零二零年
	Unit	2021	2020
生产中心采购部采购招标次数 Number of procurement tenders organized by the Procurement Department under the Production Center	次 Tenders	56	23
参与投标的供应商数量 Number of suppliers participated	家 Suppliers	196	182
签订合同或协议数量 Contracts or agreements signed	份 Contracts	181	141
供应商“阳光承诺书”的签署率 Signing rate of “Sunshine Undertaking” by suppliers	%	100%	100%

二零二一年，本集团共开展了12个商业道德和廉洁相关的审计项目，包括1个财务及运营管理审计，6个营销及营运业务专项审计，2个工程管理审计，1个资金管理审计，1个研发及科技投入审计，1个信息化审计项目。在审计过程中，我们关注反贪腐、公平竞争、利益冲突、内部交易等商业道德和廉洁相关内容，并没有发现本集团在上述议题中存有重大问题。于报告期间，本集团没有发生任何涉及贪污、贿赂、勒索、欺诈及洗黑钱的诉讼案件，以及重大违法犯罪情况。

In 2021, the Group conducted a total of 12 audit programs in relation with business ethics and integrity, including 1 financial and operational management audits, 6 marketing and operational business project audits, 2 engineering management audits, 1 capital management audit, 1 research and development and technology investment audit and 1 informationization audit. In the course of the audit, we focused on anti-corruption, fair competition, conflict of interest, internal transaction, etc., and did not find that the Group had any material problem in these issues. During the reporting period, the Group was not subject to any litigation involving corruption, bribery, extortion, fraud and money-laundering, nor were any cases of material violation and crime reported.

本集团要求所有员工严守商业道德和商业秘密，保护本集团信息安全，并必须定期参与有关道德守则的培训，增强自我约束和廉洁从业的意识。通过开展“联润我心”主题活动、签订《廉洁承诺》、制作微视频和廉洁文化宣传栏等活动，进一步加强了对员工的廉政教育。此外，每逢节假日前，本集团均透过下发通知、微信公众号和工作微信群推文等，提醒和教育广大员工反贪倡廉，营造风清气正的廉洁文化氛围。

The Group requires all staff to abide by business ethics and business secrets, keep safety of the Group’s information, and participate in regular trainings on code of ethics to enhance awareness of self-restraint and integrity work. Through organizing events such as “Integrity Nurturing My Heart” propaganda education event, execution of “Integrity Undertaking”, producing micro videos, photography works and propaganda column for integrity culture, we further enhanced integrity education on employees. In addition, prior to festival holidays, the Group would remind and educate employees on anti-corruption issues through issuing notifications as well as pushing articles on WeChat official accounts and working WeChat groups to create a clean and honest culture.

第二章 关怀员工

CHAPTER 2: CARE FOR STAFF

本集团多年来一直秉持著“以人为本”的管理及营运原则。我们不仅视员工为业务发展的重要资产，更视他们为重要的服务群体，实践企业愿景。我们不但保障员工各方面的权益，更努力为员工提供一个安全、健康、舒适的工作环境，了解及满足他们在工作及生活上的各种需要。

(一) 平等雇佣政策及员工薪酬福利

员工是本集团业务发展的重要关键，对我们的产品质量、食品安全及服务口碑有著重大影响。故此，本集团投放大量资源培育员工成才，并致力维护员工应有的待遇及法律保障。我们严格遵守《中华人民共和国劳动法》《中华人民共和国劳动合同法》《中华人民共和国社会保险法》《工伤保险条例》等法律法规，秉持平等的雇佣原则，不受人员的性别、年龄、国籍、民族、宗教信仰、肤色、语言、户籍所在地等因素影响，建立一个公平、平等、竞争、择优的招聘环境。本集团旗下的公司已制定相应的管理制度，妥善及有效地管理所有雇佣事务。二零二一年，本集团继续修订《员工福利管理制度》，并下发《华润雪花劳动合同解除操作指引》《华润雪花招聘实施管理操作指引》《人才推荐管理办法》等，为员工缴纳社会保险及住房公积金，同时限制劳务派遣员工、非全日制用工的工作时间，保障员工权益。

The Group has been adhering to the management and operation principle of “people-oriented” for many years. We regard the staff not only as important assets in the development of our business, but also the key service group to realize corporate vision. We not only safeguard the rights and interests of the staff in any aspects, but also endeavor to offer them a safe, healthy and comfortable working environment to understand and meet their various needs on work and life.

(I) EQUAL EMPLOYMENT POLICY AND STAFF REMUNERATION AND BENEFIT

The staff is critical to the development of the Group’s business, and is of great significance to our product quality, food safety and service reputation. Therefore, the Group has considerable investments in cultivation of the staff and is dedicated to safeguarding the staff’s appropriate treatment and law protection. We strictly complied with the employment laws and regulations, such as the “Labour Law of the People’s Republic of China”, the “Labour Contract Law of the People’s Republic of China”, “Social Insurance Law of the People’s Republic of China”, and the “Regulations on Insurance for Work-related Injury”, in order to safeguard the employment principle of equality. We treat our employees fairly and equitably – regardless of age, gender, nationalities, ethnicity, religious belief, skin color, language, and household registration location. We aim to build up a fair, equal, competitive and merit-based recruitment environment. The companies under the Group have set up relevant management regulations in order to manage all employment issues in a proper and effective way. In 2021, the Group continued to amend the “Staff Benefit Management System” and announced the “CSBR’s Guidelines for Termination of Labor Contract”, the “CSBR’s Guidelines for Recruitment Management” and the “Administrative Measures for Talent Recommendation”, etc., and made contributions to the social insurance and housing provident fund for the staff. In the meantime, the Group restricts working time of labour assignment staff and non-full-time workers, thereby safeguarding the staff’s rights and interests.



第二章 关怀员工 | CHAPTER 2: CARE FOR STAFF

本集团坚守“勤奋、专业、成长”的员工价值理念，严格执行国家及地方与劳动用工和薪酬管理相关的法规政策，依法为员工足额缴纳各项社会保险及住房公积金。同时，不断完善及提升员工职业发展通道，建立兼具内部公平性与市场竞争性的薪酬福利体系。按照本集团第二个三年战略部署，我们目前已完成全体员工的薪酬福利体系的改革，尤其是以岗位价值为基准，与员工专业职级评价及年度绩效等级相结合的中基层薪酬福利体系。

在工作时间及假期安排上，本集团严格遵守国家及地方的法律法规，保障员工的基本权益。本集团旗下的各个业务单位均制定了假期管理规定，妥善管理员工的假期安排及申请流程，如法定假期、年度休假、产假、工伤假、婚假、丧假、病事假等。此外，我们按照国家及地方劳动法进行工时管理，按照员工的岗位及实际工作时间支付相应的劳动报酬。

本集团致力为员工提供全面的福利，于本年度继续推进全国福利体系“三个统一”（福利项目、福利标准和支付方式统一），统一管理全国员工的福利，提升了福利基础保障水平及内部公平性。为了保障员工健康，我们为员工提供多种计划，包括基本医疗保险、全员的补充商业保险；并为所有员工安排年度健康体检与特殊工种的职业健康定期体检。本集团已于二零二零年完成统一住房公积金缴存比例，从多方向、多维度地开展薪酬福利推广，加强员工社福保障，并满足员工对薪酬福利的期望及满意度。

在报告期内，本集团并未发现任何对其业务经营、业绩、财政状况及声誉造成重大影响之与人权及劳工权利相关违法违规行为。

The Group insists on passing the employee value concept of “diligence, professionalism and growth”, strictly implemented the national and local regulations and policies on labour and remuneration management with various social insurances and housing provident funds paid in full for employees according to law. At the same time, we continuously improve and enhance the career development channels of employees, with a comprehensive remuneration and benefit system established that combines internal fairness and market competitiveness. In accordance with the second three-year strategic deployment of the Group, we have completed the reform of the remuneration and benefit system for all employees, especially the one designed for the middle and junior level employees which is based on value of work position, evaluation of professional grading and annual performance ranking.

The Group strictly complied with the national and local laws and regulations in respect of the arrangement on staff working hours and holidays to ensure staff can obtain basic rights and interests. The Group’s business units have established the management regulations on staff holidays, regulating the arrangement of various staff holidays and application process properly, such as statutory holidays, annual leave, maternity leave, work injury leave, marriage leave, funeral leave, sick leave and other leaves. Moreover, we followed the national and local labour laws to implement working hour management, and paid corresponding remuneration according to the staff’s job position and actual working hours.

The Group is committed to offering comprehensive benefit for the staff, promoting the national benefit system of “three unifications” (i.e. unifications of benefit project, benefit standard and payment approach) for the first time, unifying the management of the national staff benefit, and improving basic safeguard level and internal fairness for benefits. To safeguard the health of the staff, we provide the staff with various plans, including basic healthcare insurance and complementary commercial insurance of all staff, and arrange annual health examination for all staff and annual professional health examination for special types of the staff. We have unified the housing provident fund payment and deposit ratio since 2020. We carry out the promotion of remuneration and benefit from multi-direction and multi-dimension, strengthening the staff’s social and benefit security, and meet their expectations and satisfaction on remuneration and benefit.

During the reporting period, the Group did not encounter any violation of laws and regulations in relation to human rights and labour rights, which will have significant impact to our business operation, results, financial status and reputation.

(二) 人才招聘及管理

为确保招聘及绩效评价的过程透明、公开、公平、公正，本集团已制定人力资源管理体系及管理制度，并持续进行改善与提升。本集团的员工聘用审批制度全面覆盖各个职位的招聘过程，包括劳务派遣员工和非全日制员工。我们严格遵守《中华人民共和国劳动法》《中华人民共和国劳动合同法》《中华人民共和国就业促进法》的法规要求以及其他对本集团有重大影响的相关法律法规。我们制定有防止童工或强制劳动的政策，在招聘环节管理用工的合规性及质量，所采用的招聘信息化系统在招聘及录用条件中设置有严禁招聘及雇用任何未满18岁的人员，并确保员工在自愿的基础上参加工作或劳动。同时，本集团每年开展总部、区域及业务单位的三级用工检查管理，持续提升改进，确保上述法规要求妥善执行。于报告期间，本集团严格遵照相关法律法规及内部制度，并没有发现违规聘用未成年及强制劳动的情况。

同时，本集团严格执行《用工争议信息呈报管理制度》及《劳动用工规范化管理制度》，及时呈报劳动用工纠纷事件，密切跟进事件及实行改进措施，于《用工案例集》纪录典型案例，并下发参考学习，提升员工对劳动用工纠纷事件的意识。二零二一年，本集团劳动合同签订率100%，社会保险覆盖率100%。

本集团通过使用不同系统及措施妥善管理员工，如招聘和考勤的信息，制定信息系统数据质量与系统应用评价指标，并进行季度检查考核，确保相关统计数据的准确性与数据质量理想。本集团每月不定期对关键词段信息进行检查，定期组织相关培训，确保系统运作正常及员工能妥善操作系统。二零二一年，本集团全职员工总人数约25,000人，员工平均年龄为37.4岁，大专及以上学历占比超过67%，员工离职率约8%。

(II) TALENTS RECRUITMENT AND MANAGEMENT

To assure the recruitment and performance evaluation process on a transparent, open, fair and justice basis, the Group has developed human resources management systems and management regulations as well as continued to improve and upgrade. The Group's staff recruitment, review and approval regulations fully cover the recruitment process of various positions, including contractors and part-time staff. We strictly complied with the requirements of the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", the "Employment Promotion Law of the People's Republic of China" and other relevant laws and regulations which had a significant impact on the Group. We have established policies on preventing child labour or forced labour and managed the compliance and quality of employment from the hiring stage. Hiring informatization system was adopted to restrict hiring any persons below 18 years old in the recruitment and employment condition and ensure the staff join the work or labour force on a voluntary basis. In the meantime, the Group held annual employment inspections and management at the three levels comprising the headquarters, regional companies and business units, and continuously promoted the improvement to ensure the proper execution of the requirements of the aforementioned regulations. During the reporting period, the Group strictly complied with the relevant laws and regulations and internal policies, and was not aware of any illegal hiring of child or forced labour.

Meanwhile, the Group strictly executed the "Management Regulations on Reporting of Employment Disputes" and the "Standardized Management System for Labour and Employment" to report promptly labour employment disputes and follow-up events closely and implement measures on improvement. Typical cases were recorded in the "Employment Case Archive" for reference and learning to raise the awareness of staff on labour employment disputes. In 2021, the labor contract signing rate of the Group was 100% and the social insurance coverage rate was 100%.

The Group properly managed the staff's information, such as recruitment and attendance, through various systems and measures, formulating information system data quality and system application appraisal indicators and conducting inspections and assessments quarterly to ensure the accuracy and quality of relevant statistics. At the same time, key data information was checked on an irregular basis each month by the Group and relevant regular training was organized to ensure the system operate normally and can be operated by the staff properly. In 2021, the Group had approximately 25,000 full-time staff, with an average age of 37.4 years old. Over 67% of the staff had received college qualifications or above, while the turnover rate was approximately 8%.

	单位 Unit	二零二一年 2021	二零二零年 2020
雇员数据 Staff figures			
员工总人数 Total number of staff	人 People	26,900	28,900
按雇佣类型划分的员工总数 Total number of staff by type			
全职员工 Full-time staff	人 People	25,000	26,600
兼职员工 Part-time staff	人 People	1,900	2,300
按性别划分的全职员工总数 Total number of full-time staff by gender			
男员工 Male staff	人 People	18,000	19,000
女员工 Female staff	人 People	7,000	7,600
按年龄组别划分的全职员工总数 Total number of full-time staff by age group			
29岁或以下员工 Staff with age 29 or below	人 People	5,200	4,800
30-39岁员工 Staff with age between 30 and 39	人 People	11,300	12,400
40-49岁员工 Staff with age between 40 and 49	人 People	6,500	7,100
50岁或以上员工 Staff with age 50 or above	人 People	2,000	2,300
按地区划分的全职员工总数 Total number of full-time staff by region			
中国内地和香港 Mainland China and Hong Kong	人 People	25,000	26,600
本地化雇佣率* Local employment rate *	%	95%	95%

* 本地化雇佣率为估算值，指在当地招聘后留在当地工作的雇员比例。

以上员工人数经四舍五入。

* Local employment rate is an estimated figure which represents staff working locally upon employment.

The number of employees presented above is rounded up.

	单位 Unit	二零二一年 2021	二零二零年 2020
按雇佣类别划分的全职员工总数 Total number of full-time staff by grade			
高层员工 Senior management	人 People	900	900
中层员工 Middle-level staff	人 People	2,400	2,400
基层员工 Junior staff	人 People	21,700	23,300
管理层员工(中层+高层) Management staff (middle-level + senior-level)	人 People	3,300	3,300
按性别划分的管理层员工总数 Total number of management staff by gender			
男性管理层员工 Male management staff	人 People	2,800	2,800
女性管理层员工 Female management staff	人 People	500	500
员工主动流失率数据 Volunteer turnover rate of staff			
全职员工 Full-time staff	%	8.4%	6.0%

以上员工人数经四舍五入。

The number of employees presented above is rounded up.

	二零二一年 2021
按性别划分的全职员工主动流失率 Volunteer turnover rate of full-time staff by gender	
男员工 Male staff	11.6%
女员工 Female staff	6.8%
按年龄组别划分的全职员工主动流失率 Volunteer turnover rate of full-time staff by age group	
29岁或以下员工 Staff with age 29 or below	23.8%
30-39岁员工 Staff with age between 30 and 39	6.5%
40-49岁员工 Staff with age between 40 and 49	1.9%
50岁或以上员工 Staff with age 50 or above	0.4%

第二章 关怀员工 | CHAPTER 2: CARE FOR STAFF

本集团的业务遍布中国各地，因此本集团采用本地化用工政策，关注当地居民的就业情况，为社区提供就业机会，以推动当地经济增长。二零二一年，浙江嘉善工厂10万千升产能扩建项目和温州工厂每小时9万罐罐装线项目正式投产运营。华润雪花啤酒(中国)有限公司(“华润雪花”)总部基地暨华润雪花小镇建设项目也已于二零二一年八月正式启动。此外，还有4个搬迁新建或升级改造项目正式启动(分别位于蚌埠、凉山、杭州及黔南)和3个新建项目正式签约(分别位于济南，湖南及厦门)。这些生产基地主要吸纳本地员工以及外出务工人员回乡就业员工，并为其搭建职业培训平台，提供培训计划。二零二一年，本集团新增招聘员工全部为当地招聘当地就业，本地化雇佣率约为95%。

(三) 员工沟通与关怀

透过与员工保持紧密并良好的交流沟通，本集团积极了解员工的需要和要求，维护他们的合法权益，以创造一个平等和谐的工作环境。我们贯彻内部沟通制度，落实一线走访活动、总经理接待、信箱等渠道，并进一步推动信息化沟通渠道与平台建设，加强信息媒介沟通管理，运用社交媒体、微信公众号、移动办公鼓励全体员工参与到本集团的运营管理，提高员工共同参与企业管治的意愿，并保障他们的知情权、参与权、表达权及监督权。就此，本集团定期召开职工代表大会，聆听员工的要求，确立及推广员工为“主人翁”的地位，鼓励员工参与民主管理，以完全发挥职工代表大会及各部门的沟通协调作用。本集团尊重员工参加、组建或者不参加工会的权利，努力把工会建成合格、模范的职工之家。二零二一年，本集团100%遵循《中华人民共和国工会法》第十一条要求建立工会，员工参与率达95%。

Due to the Group's business presence across the country, the Group adopted a localized employment policy and paid attention to the employment situation of local citizens to offer job opportunity for the community to promote local economy. In 2021, the projects in Zhejiang were officially put in operation, including the 100,000 kilolitres capacity expansion project at the Jiashan plant and the 90,000 cans per hour production line project at the Wenzhou plant. The construction of the China Resources Snow Breweries (China) Co., Ltd. ("CR Snow") headquarter and CR Snow beer town was officially launched in August 2021. In addition, 4 relocation or upgrading projects were officially launched (located in Bengbu, Anhui, Liangshan, Hangzhou and Qiannan) and 3 new projects were officially signed (located in Jinan, Hunan and Xiamen respectively). These production bases mainly accommodate local employees and migrant workers back to their hometown for employment. Also, we set up vocational training platform for them and provide training plans. In 2021, all newly employed staff of the Group were recruited and working locally, and the local employment rate of the Group achieved approximately 95%.

(III) STAFF COMMUNICATION AND CARE

The Group understands actively various needs and demands from staff through maintaining close and good communications with them and safeguarding their legitimate rights and interests to create an equal and harmonious working environment. We keep a thorough internal communication system through various channels like the visits to frontline operation, communication with the general manager and mail box. We further promote the informatization of communication channel and setup of platform to strengthen the management on communication with informative media, and make use of social media, WeChat official accounts, mobile office platforms to encourage all staff's participation in the Group's operation management, increasing the staff's willingness to involve in the corporate governance and protect their rights to know, participate, express opinion and monitor. In this regard, the Group holds regular meetings with staff representatives to listen to their appeals, and establishes and promotes their sense of ownership and encourages them to participate in democratic management, giving full play to the communication and co-ordination of the union and various departments. The Group respects the right of the staff to participate, organize, or refuse to participate, the union is respected to enable the union to become a qualified and exemplary home of employees. In 2021, the Group had been in 100% compliance with the requirements under Section 11 of the "Trade Union Law of the People's Republic of China" to establish union with 95% rate on staff participation in the union.

为关怀及促进员工彼此间的沟通，本集团制订了员工关爱工作指引，并以有效、顺畅的内部沟通制度及全面落实本集团团队建设指引制度等方式，全方位关怀员工的安全、情感和自我实现。本集团透过不同渠道，如企业负责人访谈日活动、员工满意度调查、总经理信箱等方式，鼓励员工表达意见和要求。二零二一年，我们继续开展“高层走一线”活动，管理层在活动中深入走访基层一线员工，了解其需求及对公司期望，深化对员工关爱并强化团队建设。我们又持续强化信息化沟通渠道与平台建设，落实全面企业文化宣传平台，以内部刊物、多媒体、微信公众号等，使员工能更多了解企业动态发展。

For staff care and promoting communication with each other, the Group has set up work guidance about staff care and realizes the all-round care to staff safety, emotion and self-realization through the construction of effective and smooth internal communication regulations, as well as the thorough implementation of the regulations on the guidance to build up team work and other methods. The Group encouraged the staff to express opinions and demands through various channels, such as interview days with corporate leaders, survey of staff satisfaction, mailbox of general manager, etc. In 2021, we continued the activities that our senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs and expectations on the company, meanwhile, deepened staff care and strengthened team building. We also continuously strengthened the construction of informatization communication channel and platform and implemented comprehensive corporate culture promotion platform, as well as communicated with the staff through internal publications, multi-media and WeChat official accounts and other channels, which also enables the staff to have more understanding on the dynamic development of the enterprise.

本集团关注员工的身心健康及安全福祉，致力促进员工工作与生活的平衡。我们定期组织举办各项的文化或体育活动，如运动会、兴趣班及联欢活动等，向员工推广健康生活及促进员工之间的交流，加强员工的团队精神。我们又为员工提供健康检查，不定时举办健康培训及相关活动，如在夏日开展“送清凉”活动，为一线生产员工送上防暑品；在节庆时慰问生产、销售一线员工，又会走访慰问困难员工，提醒员工慎防职业病，并定期开展各项拓展及员工俱乐部活动，平衡员工的工作与生活，促进员工身心健康。

The Group cares for the physical health and safety and wellbeing of the staff, and is committed to promoting their work-life balance. We regularly organized and held various cultural or sports activities, like sport days, interest groups and party gatherings, to advocate a healthy life, promote the communication among staff, and strengthen their teamwork spirit. We also provided health examinations for the staff and held health training and relevant activities on an irregular basis, such as carrying out a “Cool Gift” campaign in summer to distribute heat-stroke preventives to frontline workers, and during the festivals and holidays, we expressed appreciation for the frontline production and sales staff and visited the staff in need, reminding the staff to prevent occupational disease, as well as conducted regularly various expansion and staff club activities, striking a balance between work and life and promoting the physical and mental health of the staff.



本集团于二零零六年成立“雪花救助金”，透过内部捐赠的形式为生活或健康方面遇到困难员工及家庭提供紧急支援，以解员工的燃眉之急，致力建立一个充满关爱的工作环境。同时，我们已建立员工帮扶长效机制和管理制度，如《工会经费管理规定》及《华润集团老干部走访慰问及团拜工作指引》等，密切关爱及慰问员工，使他们能感受到本集团的关怀和温暖。我们每年定期走访，了解员工所需并尽力解决员工在工作和生活上的疑难，慰问生病住院或遇上直系亲属亡故的员工。二零二一年，本集团全年救助困难员工402人次、走访慰问困难员工家庭232户、资助困难员工子女助学24人次、救助患病员工125人次，累计资助金额超过人民币87万元。

本集团致力改善工作环境，为员工缔造一个舒适和愉快的工作场所。本集团的不同附属公司按照其厂区的实际情况推行了多项优化项目，如建设集体员工宿舍和提升活动室安全设施、改造生产设备、绿化工作环境及提升就餐质量等，确保员工能够在舒适、安全、健康的工作环境下工作。

With an aim to create a caring working environment, the Group has set up the “Snow Relieve Fund” since 2006 to provide, by way of internal donations, emergency support to those staff and their families with difficulties in their livelihood or health for their immediate relief. Meanwhile, we have established long-term staff help and support system and management regulations, such as the “Management Regulations on Expenditure about Staff Union” and the “Working Guidance on Visit and Care of the Veteran Cadres in CRH”, to closely care for and condole with the staff and deliver the Group’s care and warmth to them. We had regular visits every year to understand the staff’s needs and devote to resolve the problem of the staff on work and livelihood, and took care of those staff who are in sick or stay in hospital, or have direct relatives passed away. In 2021, the Group helped 402 staff with difficulties, visited 232 households of staff with difficulties, provide financial aid to 24 children of staff with difficulties in their schooling, and assisted 125 staff in sick, with an accumulative spending amount of over RMB870,000.

The Group is devoted to improving working environment, to create a comfortable and pleasant working environment for its staff. To achieve this, the Group’s various subsidiaries advocated various modification projects in each plant area based on its actual conditions, such as building of staff dormitories and upgrade of safety facilities in activity rooms, modification of production equipment, greening working environment and improvement of meal quality, ensuring that the staff can work in a comfortable, safe and healthy working environment.

企业文化建设

BUILDING CORPORATE CULTURE

- 二零二一年十二月，本集团举办首届“雪花日”活动，共庆华润雪花啤酒28岁生日。这是本集团历史规模最大的员工活动之一，有效提升员工对本集团的企业文化认同，营造良好工作氛围。

In December 2021, the Group held its first “Snow Day” event to celebrate CRSB’s 28th birthday, which was one of the largest-scale staff activities in the history of the Group. The event had effectively enhanced employees’ recognition of the Group’s corporate culture and created a good working atmosphere.



(四) 员工发展及培训

本集团深明员工成长是业务发展的关键，故此我们一直采纳“人才强企”的发展战略，致力为员工提供多元的培训及发展机会，并以“全面覆盖，重点突出”为人才培训及发展原则，努力构建并不断优化其培训体系，持续拓宽员工职业发展通道，使员工能与本集团携手共进、共同成长。

本集团秉持“学习推动成长、反思促进发展”、“从业务中来、到业务中去”的人才培养理念，持续提升员工的业务与管理能力，围绕“战略承接、梯队培养、资源建设、平台运营、技术赋能”开展人才培养工作，以配合本集团的“决战高端、质量发展”的战略推行与发展。本集团不但为所有员工提供培训，更会按照其工作岗位及资历提供具针对性的技能指导及培训课程，提升他们的工作能力及表现，长远支持本集团的战略转型和促进高质量的业务发展。

受疫情影响，本集团投入更多资源打造线上学习平台“华润雪花学习与创新中心”，便利开展相关员工培训。二零二一年全新上线《CEO讲战略》等21个系列共约400项课程资源，让员工在疫情期间也能获取知识及提升技能。二零二一年，约27,000名员工登录学习，全职员工线上学习人均时长29.8小时。

此外，本集团面向人力资源系统、环境健康与安全系统开展专题社会责任培训，线上线下累计超过500人次参加，增加员工对社会责任的认知。

(IV) STAFF DEVELOPMENT AND TRAINING

To the best of the Group's knowledge, staff growth is the key to business development. In this regard, we have been adhering to the development strategy of "building a strong enterprise through talents" and are committed to offering diverse training and development opportunities to our staff. Furthermore, we adopted the principle of talents training and development of "full coverage and highlighted priorities" and strived to construct and continuously optimize our training systems, as well as continuously expanded the channels for the occupational development of the staff, enabling them to progress and grow with the Group.

The Group adheres to the talent development philosophy of "learning promotes growth, and reflection promotes development" and "learning from and applying to the business practices" and continuously improving the business and management abilities of the staff. The Group's strategy focuses on the following key elements: "strategy undertaking, leaders nurturing, resource building, platform operation and technology empowerment" to carry out talent development work so as to co-operate with the Group's policy of "Quality Development for Success in Premium Segment" for strategic promotion and development. The Group not only provides all staff with trainings, but also offers tailored skill guidance and training programs in accordance with their job positions and qualifications to improve their working ability and performance, supporting the Group's long-term strategic transformation and quality business development.

Affected by the pandemic, the Group invested more resources to build the online learning platform – "CRB Learning and Innovation Center" to facilitate relevant staff training. Approximately 400 lessons under 21 series of trainings such as "CEO's Strategy Talk" were launched in 2021 to enable staff to gain knowledge and improve skills even during pandemic. In 2021, there has been approximately 27,000 staff registered for learning with the online learning hours for each full-time staff in full year was 29.8 hours.

Furthermore, the Group launched social responsibility training for human resources, environment, health and safety systems, with over 500 online and offline participants, to increase employees' awareness of social responsibility.

ESG 高管培训

ESG EXECUTIVE TRAINING

- 二零二一年五月，本集团为所有ESG工作参与，包括EHS部、人力资源部、生产中心采购部、风险管理部、营销中心、行政管理部等，提供ESG专业培训，更邀请外部专业机构进行培训交流，让管理层了解香港上市公司需要履行的ESG合规披露工作要求、香港联合交易所的ESG新修订、资本市场关注重点、本集团现状，以及国际同行最佳实践等信息。

In May 2021, the Group provided ESG professional training to all departments involved in ESG, including the EHS Department, Human Resources Department, Production Center of Purchasing Department, Risk Management Department, Sales and Marketing Center and Administration Department, and invited external professional organizations to conduct training and exchanges to enable management to understand the ESG compliance disclosure requirements for Hong Kong listed companies, the new amendments of the ESG regulations of the Stock Exchange of Hong Kong, capital market concerns, the Group's current status and international peer best practices and other information.

因应香港联合交易所及资本市场对上市公司的ESG披露期望，本集团亦检讨了ESG报告合规披露情况，针对现时表现拟定持续改进的方案，更参考同行企业在ESG报告中的披露现况，提升本集团的ESG管理。本集团提供的培训交流进一步加深了负责同志对于ESG工作的认知，使他们更全面掌握ESG工作的最新要求，以持续改善本集团的ESG表现，达至更有效实施ESG管理提升工作，争取在国际具有影响力ESG评级机构获得更具竞争力的评分及尽快达到国际一流啤酒企业的ESG评分水平。

In response to the ESG disclosure expectations of the Stock Exchange of Hong Kong and the capital markets for listed companies, the Group also reviewed its ESG compliance disclosure status, proposed continuous improvement solutions according to its current performance, made references to the status of ESG disclosure by peer companies, so as to improve the Group's ESG management. The training provided by the Group further enhanced the knowledge of ESG work of the responsible colleagues and enabled them to comprehensively grasp the latest requirements of ESG work, so as to continuously improve the Group's ESG performance, to achieve more effective implementation of ESG management improvement work, to strive to obtain more competitive scores from international influential ESG rating agencies and to reach the ESG rating level of international top-tier beer enterprises as soon as possible.

本集团理解，向主要利益相关方传达愿景和长远战略部署是本集团达成可持续发展的主要推动力，故本集团在年内持续通过内网、官网、海报、会议、社交媒体和电邮等各种沟通渠道传达ESG议题的方向、目标、愿景和战略部署，帮助利益相关方建立ESG使命感，确保所倡导的文化能鼓励利益相关方配合本集团的ESG重要关注事项及关键问题。

The Group understands that communicating the vision and long-term strategic plans to key stakeholders is a key driver for the Group to achieve sustainable development. Therefore, the Group continued to communicate the direction, targets, vision and strategic plans of ESG issues through various communication channels such as the intranet, official website, posters, meetings, social media and emails during the year to help stakeholders build a sense of ESG mission and ensure that the culture promoted by the Group encourages stakeholders to co-operate with the Group on important ESG concerns and key issues.

为积极主动回应外部投资机构对ESG议题的重视，二零二一年本集团邀请国际领先的碳排放专业研究机构开展碳排放调查问卷的专项培训。

In order to actively respond to external institutional investors' increasing awareness of ESG issues, the Group has invited leading international carbon emission professional research institute to conduct special training on carbon emission questionnaires in 2021.

针对不同类型的员工，本集团实施一系列的培训措施：
A series of training measures to address different types of employees:

<p>新入职员工 Newly recruited staff</p>	<ul style="list-style-type: none"> 为增强基层岗位员工队伍培养，本集团开发了独特的一对一培训方式—“师带徒”，在员工入职或转岗后，针对员工实际需要为其选择师傅，匹配并签约成为一对师徒，进行师带徒培养，帮助员工尽快成为能独当一面的合格员工。 To enhance development of junior staff team, the Group has developed a unique one-on-one training method – apprenticeship. After induction or redesignation of a staff, a mentor will be selected for such staff according to his/her actual needs. Such two persons will be matched to contractually form an apprenticeship which will help the staff to quickly become an independent and qualified staff. 组织274名应届新员工参与2021届“未来之星训练营”，通过文化输入、职场职业素养、在岗实践、轮岗及沟通会等方式，建立长效培养的机制。 Organized 274 new employees to participate in the 2021 “Future Stars Training Camp”, which established a long-term training mechanism through cultural input, workplace professionalism, on-the-job practice, job rotation and communication meetings.
<p>中层管理人员 Middle-level management</p>	<ul style="list-style-type: none"> 针对所有中层管理人员举办培训及个人发展计划(IDP)。 Trainings and Individual Development Program (IDP) are organized for all middle-level management personnel. 针对高端餐饮和高端夜场中层经理岗位98人的“两个风火轮”人才培养项目，增强本集团的高端组织能力。 “Two Drive Wheels” talent development project for over 98 middle-level manager positions of premium catering and premium nightlife channels to enhance the premiumization ability of the Group.
<p>高层管理人员 Senior management</p>	<ul style="list-style-type: none"> 组织全国31个中心城市销售大区总经理参与“战略中心城市业务发展工作坊”，助力输出中心城市高端决战解决方案。 CRSB’s Strategic Central City Business Development Workshop was organized to cover general managers to 31 central city sales regions across China, enhancing central cities’ capabilities in premiumization development. 面向区域总经理、营销中心总经理、销售大区总经理等126人的2021届“三级一把手”人才培养项目。 Organized the “Three Level Leaders” 2021 catered to 126 employees including general managers of regional companies, Sales and Marketing Center, as well as regional sale. 面向年轻高层管理者48人的2021届“年轻经理人培养项目”，提升个人、团队、组织的领导力。 Organized the “Young Managers Training Program” 2021 catered to 48 young senior managers to enhance the leadership of individuals, teams and organization.
<p>关键岗位专业人员 Professional staff in key positions</p>	<ul style="list-style-type: none"> 针对渠道营销骨干岗位的2021届“混天绫”人才培养项目成功完成79人培训，培养人才、案例输出和活动范本三管齐下。 The 2021 “Channel Magic Weapon” talent development project tailored to 79 people from key channel marketing positions has been completed with the three outputs of talent training, case study and activity templates at the same time. 开展人力资源业务夥伴培养、TOP财务总监班等培训班，强化人力资源，促进财务转型。 Human resources business partner cultivation, TOP Financial Director Training and other training classes are carried out to strengthen human resources so as to promote financial transformation.
<p>一线业务员工 Frontline operational staff</p>	<ul style="list-style-type: none"> 为一线业务员工和生产工厂班组长提供线上微课、线下专业技能培训，组织微课大赛，培养微课开发师，不断丰富员工学习资源与方式。 Provided online micro-courses and offline expertise trainings, organizing micro-course competitions and cultivating micro-course developers for frontline operational staff and team leaders in breweries to continuously enrich staff learning resources and methods.

下表显示员工过去两年的线上学习平台培训数据：

The following table shows the online learning platform training figures for staff in the past two years:

单位 Unit		二零二一年 2021	二零二零年 2020
员工线上学习平台培训数据 Online learning platform training figures			
全职员工培训覆盖率 Training coverage rate of full-time employees	%	100%	100%
按性别划分的受训全职员工比率 Training coverage rate of full-time employees by gender			
男员工 Male staff	%	100%	100%
女员工 Female staff	%	100%	100%
按雇佣类别划分的受训全职员工比率 Training coverage rate of full-time employees by employment category			
高层员工 Senior management	%	100%	100%
中层员工 Middle-level staff	%	100%	100%
基层员工 Junior staff	%	100%	100%
培训时长 Training hours			
全职员工全年人均培训时长* Average training hours for each full-time staff in full year*	小时 Hours	29.8	29.3
全职员工培训总时长* Total training hours for full-time staff*	小时 Hours	744,900	779,100

* 相关培训透过本集团自行开发的线上学习平台“华润雪花学习与创新中心”进行。

The relevant training was carried out through the Group's self-developed online learning platform – “CRB Learning and Innovation Center”.

相关培训中约65%为行业相关专业培训，约10%为职业通用培训，约5%为企业文化培训，约20%为领导力文化培训。

Among the training, approximately 65% is for industry related professional training, approximately 10% is for occupational general training, approximately 5% is for corporate culture training, and approximately 20% is for leadership training.

相关培训中约90%与改善ESG管理水平相关。

Among the training, approximately 90% is related to ESG management improvement.

	单位 Unit	二零二一年 2021	二零二零年 2020
按性别划分的受训全职员工平均培训时间 Average training hours completed per full-time staff by gender			
男员工 Male staff	小时 Hours	29.9	28.2
女员工 Female staff	小时 Hours	29.1	30.5
按雇佣类别划分的受训全职员工平均培训时间 Average training hours completed per full-time staff by employment category			
高层员工 Senior management	小时 Hours	28.1	25.4
中层员工 Middle-level staff	小时 Hours	28.8	29.6
基层员工 Junior staff	小时 Hours	32.3	32.4
培训投入 Training Investment			
全职员工人均培训投入 Average training cost for each full-time staff	人民币元 RMB	352	341
全职员工培训投入总额 Total amount of training cost for full-time staff	人民币元 RMB	9,065,000	9,069,000

本集团持续优化人才晋升机制和阶梯，完善绩效考核体系以促进员工的事业发展。本集团按照员工的绩效、专业知识、专业技能等多个不同范围进行评价考核，提供员工足够及平等的晋升机会，发展事业。二零二一年度，本集团继续开展人才评定工作，鼓励员工的事业发展。我们又设立了针对一线基层岗位的人才评价与激励机制，提升基层销售团队业务技能和销售业绩，而本集团旗下区域公司也落实了评定方案，如《员工职业发展体系框架方案》，为员工构建职业发展双通道，鼓励员工发展事业。同时，本集团建设了完善的高层人员管理体系，当中的《经理人选拔任用制度》明确经理人的选拔、任用、竞聘、绩效考核、培训培养等标准，确保经理人平等的发展机会，而《经理人任期及轮岗管理办法》及《老干部管理服务实施办法》则维护了高层管理人员的权责利益。

The Group constantly optimizes the talent promotion system and ladder, and modifies the performance assessment system to promote the development of the staff. The Group assesses the staff based on their performance, professional knowledge and skills, etc. to provide adequate and equal promotion opportunity to them for developing career. In 2021, the Group successively conducted talent assessments, encouraging staff's career development. For those frontline junior staff, we have set up a talent assessment and incentive mechanism for junior sales teams to advance their business skills and sales performance. The Group's regional companies have also formulated assessment proposals, such as the "Framework Plan for Staff Occupational Development System", which established a comprehensive dual path for occupational development of the staff, encouraging them to develop their career. Meanwhile, the Group has also formulated a comprehensive management system for senior officers, of which the "Regulation for Selecting and Appointing Managers" clearly states the standards on the selection, appointment, competition, performance appraisal and training of managers to ensure equal opportunities for their development. The "Administrative Measures on Tenure and Rotation of Managers" and the "Implementation Rules on Management and Services for Veteran Cadres" protect the rights, duties and interests of senior management.

(五) 职业健康与安全生产

本集团一直坚持“以人为本、安全发展”的工作管理理念，把保障员工健康和安全生产作为本集团安全管理的首要任务，追求“零伤害、零事故”。我们严格执行国家有关安全生产、职业健康的法律和行政法规，遵守《中华人民共和国安全生产法》《中华人民共和国消防法》《中华人民共和国职业病防治法》等相关法律法规及行业安全标准规范，包括《生产经营单位安全培训规定》《生产安全事故信息报告和处置办法》等，紧守安全优先的管理理念。同时，我们严格落实企业安全生产和职业健康主体责任，建立健全具有华润集团特色、华润雪花啤酒特点的安全生产和职业健康管理体制。通过责任体系、监督保障、教育培训、风险管控等机制的建立和完善，保障政策落实，不断提升企业的安全管理水平。

安全生产是营运中重要的一环，因此，本集团制定了EHS管理“十四五”战略规划目标，以不发生造成员工和供应商及分包商(承建商)重伤、死亡的生产安全事故为目标进行管理。二零二一年，本集团没有发生造成员工和供应商及分包商(承建商)死亡的生产安全事故事件，已连续两年守住安全生产底线。

(V) OCCUPATIONAL HEALTH AND SAFETY PRODUCTION

The Group still adheres to work management philosophy of “people oriented and safety development”, regards safeguarding staff health and safety as primary task for its safety management and pursues “zero injury and zero incident”. We strictly implemented the national laws and regulations pertaining to production safety and occupational health, complied with relevant laws and regulation and safety standards and specifications of the industry such as the “Production Safety Law of the People’s Republic of China”, the “Fire Protection Law of the People’s Republic of China” and the “Law of the People’s Republic of China on Prevention and Control of Occupational Diseases”, including the “Regulations on Safety Training of Production Operation Units” and the “Information Report and Treatment of Production Safety Incidents”, and insisted on the safety-first management principle. At the same time, we strictly carried out main responsibility for corporate safety, production and occupational health, and established a sound safety, production and occupational health management system with CRH characteristics and CRSB’s features. Through the establishment and improvement of responsible system, oversight security, education training, risk control and other systems, we ensured the implementation of policies and enhanced continuously the corporate’s safety management level.

Safety production is an important part of the operation. Therefore, the Group has set the “14th-Five Year” strategic planning target for EHS management, with the goal of no production safety accidents causing serious injury or death to employees, suppliers and subcontractors (contractors). In 2021, the Group recorded zero production safety incident resulting in the death of employees, suppliers and subcontractors (contractors), holding the bottom line of safety production for two consecutive years.

	单位	二零二一年	二零二零年	二零一九年
	Unit	2021	2020	2019
过去三年因工亡故统计				
Statistics on work-related fatalities in past three years				
因工亡故的人数	人	0	0	1
Number of work-related fatalities	People	0	0	1
因工亡故的比率	%	0%	0%	0.003%
Rate of work-related fatalities		0%	0%	0.003%

本集团二零二一年因工伤损失工作日数为330天，较二零二零年因工伤损失工作日数增加，主要因为年内发生一宗员工跌落事故和一宗员工滑跌事故，员工因伤导致骨折，需要较长时间康复所致。本集团持续对轻伤及以下的伤害事件进行管控，管控目标为千人伤害率少于千分之0.6。

我们致力改善职业健康及安全管理相关的管理体系，务求使我们的安全管理水平符合国家认证标准并获得国际认可。本集团通过外部认证的工厂数目统计如下：

The number of working days lost due to work-related injuries in 2021 was 330 days, which is higher than that in 2020 mainly due to a fall accident and a slip and fall accident happened during the year, in which the employees suffered fracture due to the injury and required a longer recovery period. The Group continued to control injuries of minor injuries and below with a control target of keeping the injury rate per thousand staff of less than 0.06%.

We are committed to improving our management systems related to occupational health and safety management so that our safety management standards meet national certification standards and are recognized internationally. The statistics of the number of plants of the Group that have passed external certification are as follows:

外部认证项目 External certifications	单位 Unit	二零二一年 2021
通过国家安全生产标准达标认证工作的工厂数目 Number of plants that passed the assessment and review by the National Production Safety Standardization	家 Plants	61
其中， Of which,		
获得“二级企业”认证的工厂数目 Number of plants that recognized as “the second-class enterprise”	家 Plants	26
获得“三级企业”认证工厂数目 Number of plants that recognized as “the third-class enterprise”	家 Plants	35
获得ISO45001职业健康安全管理体系认证的工厂数目 Number of plants that obtained ISO45001 occupational health and safety management system certification	家 Plants	15

本集团坚持做好供应商及分包商的职安健监督管理工作，在实现公司业务系统化、规范化、专业化管理的同时，对EHS风险进行再辨识、再评估，采取有针对性的风险控制措施，加强相关方安全管理。严格把关准入和审查，按照“谁审查谁把关、谁批准谁负责”的原则，对供应商及分包商(承建商)职安健的资格预审、服务前准备、作业过程检查监督、提供的产品、技术服务、表现评估、续用等进行全面监督管理。而本集团有关安全生产管理的要求，同样适用于供应链，确保供应链中的工作人员在生产过程中受到健康与安全的保障。例如，本集团按照“四统一”原则对供应商进行管控，要求供应商遵守本集团安全守则，在重伤及以上人身伤害事故、火灾事故、场内交通重伤及以上事故等控制指标上，向本集团报告事故信息。

The Group insisted on the supervision and management of the occupational safety and health of suppliers and subcontractors while realizing the systematic, standardized and professional management of the company's business. Through re-identifying and re-evaluating EHS risks, the Group takes targeted risk control measures to strengthen the safety management of related parties. The Group strictly controls the entry and review gates in accordance with the principle of “whoever reviews is the gatekeeper and whoever approves is responsible”, and carries out comprehensive supervision and management of the occupational safety and health of suppliers and subcontractors (contractors) in terms of pre-qualification, pre-service preparation, inspection and supervision during operation, products, technical services, performance evaluation and renewal. The Group's requirements for safe production management are also applicable to the supply chain to ensure that workers in the supply chain are protected in terms of health and safety during the production process. For example, the Group controlled its suppliers in accordance with the “four unified” principle, requiring them to comply with the Group's safety guidelines and report to the Group according to the control indicators such as serious injuries and above, fire accidents and onsite traffic accidents with serious injuries and above.

第二章 关怀员工 | CHAPTER 2: CARE FOR STAFF

我们早于二零一四年制定了《生产工厂设计规范》，规范本集团的新建、改扩建工厂设计，确保所有工厂符合安全建设的要求，以及具备足够的安全设施配置。

为提高从业人员的安全意识，本集团积极开展预防工作及各项职业健康培训。本集团亦以“预防为主，常备不懈”的应急管理原则，加强对应急预案的编制、评审、培训、演练和应急救援队伍的建设工作，落实预案责任和应急救援装备、器材、物资，提高企业应急管理能力。本集团更会安排员工参与安全活动，持续开展全员参与的危险源、危害因素辨识和行为安全观察活动，注重过程控制，规范从业人员安全行为，创新安全检查方式，通过开展飞行检查、回看视频监控检查等方式，排查和整改安全隐患，推动安全生产各项工作落实。二零二一年，本集团充分利用线上会议系统，组织开展EHS专业能力提升培训，对各单位累计4,780人次进行专项培训及安全管理课程，内容包含集团《EHS要素执行指导书》应用、机械防护与安全联锁、厂区人车分流管控、燃气安全管理、LOTO工作坊、安全可记录事故事件管理等，强化从业人员的安全意识。二零二一年本集团组织职业卫生检查290次，职业健康培训参与13,020人次。

本集团继续执行《华润雪花啤酒岗位EHS责任制度》，组织签订各层级安全生产责任书，并制定各职级的安全生产目标，落实到个人。本集团也安排各职级员工签订年度EHS责任书，确保员工了解其工作岗位的责任及EHS责任相关的更新。二零二一年，本集团在岗员工EHS责任书签署率达100%。

本集团鼓励员工考取相关的专业资格。二零二一年，本集团各级企业负责人、安全管理人员全部获得安全管理资格证书，其中专职安全管理人员135人，并另有国家注册安全工程师142人。另外，所有特种工作人员均持有相关有效资格证书。

We have formulated “Production Plant Design Specifications” as early as 2014 to regulate the design of new and expanded plants of the Group, ensuring that all plants meet the requirements for safe construction and have adequate safety facilities.

In order to raise safe awareness of our employee, the Group actively carried out preventive work and vocational health training. The Group also adopts the emergency management principle of “preventive-oriented and constant preparedness” to strengthen the preparation, evaluation, training and drills of emergency plans and the construction of emergency rescue teams, to implement the responsibilities of the plans and emergency rescue equipment, devices and materials, and to improve the emergency management capability of the enterprise. The Group also arranged for staff to participate in safety activities, continuously carried out safety observation activities for hazard source and hazard factor identification and behavior with full participation, focused on process control and regulated staff’s safety behaviors as well as innovating safety inspection methods. The Group also identified and rectified potential dangers through flight inspection and review video monitoring to implement safe production. In 2021, the Group made good use of online meeting system to carry out EHS professional capacity enhancement training, and conducted special training and safety management courses for a total of 4,780 people from all units, covering topics such as the application of the Group’s “EHS Elements Implementation Guide”, mechanical protection and safety interlocking, people-vehicle diversion control in the plants, gas safety management, LOTO workshops, and safety recordable accident management, etc. to enable employees to build up their safety knowledge and skills and emergency handling capabilities, and to strengthen the safety awareness of employees. In 2021, the Group has organized 290 occupational health inspections and provided occupational health training to 13,020 attendances.

The Group continued to carry out “CRSB Regulation on EHS Responsibility of Position”, organized to sign the safety and production responsibility letter at each level, and set the safety and production goals for each position to implement the safety and production goal indicators and responsibilities to each post and each employee. The Group also arranges employees of all ranks to sign annual EHS responsibility letters to ensure that employees are aware of their job responsibilities and updates related to EHS responsibilities. In 2021, the signing rate of EHS responsibility letter for the Group’s employees is 100%.

The Group encouraged its staff to obtain relevant professional qualification. In 2021, all corporate officers and safety management personnel at all levels of the Group obtained safety management certificates, 135 of them are dedicated security management staff, and 142 of them are registered safety engineers. Besides, all specialties employees hold valid qualification certificates.

过去两年本集团的安全培训绩效如下：

The Group's performance in safety training of the past two years:

	单位 Unit	二零二一年 2021	二零二零年 2020
安全生产投入专项资金 Exclusive funds for safe production purposes	人民币万元 RMB0'000	6,900	7,850
对员工提供安全教育培训 Provision of safety education and training to staff	课时 Training hours	354,000	390,000
对供应商、分包商及承建商等 相关方人员提供安全教育培训 Provision of safety education and training to suppliers, subcontractors and contractors and other related parties	课时 Training hours	195,000	140,000
组织应急演练 Emergency drills	次 Times 参与人次 Participants	600 13,000	610 13,500
安全教育培训覆盖率 Safety education training rate	%	100%	100%
职业病防治体检率 Occupational disease-related health checkup rate	%	100%	100%
工作场所职业危害告知和警示标识设置率 Coverage rate of occupational hazard notification and warning sign placement in workplace	%	100%	100%

二零二一年，本集团在各个层级进行了共5,548次安全检查，按照检查结果持续改进，不断提升安全管理成效。为减低环境事故风险，本集团旗下华润雪花啤酒的EHS部门于二零二一年实施氨制冷系统、消防系统、监控视频系统安全升级改造项目，全年投入资金人民币2,230余万元，以提升安全管理和确保啤酒工厂安全生产。我们通过建立“一人一档”的职业健康档案，确保从业人员在安全生产过程的合规情况。

本集团并无因任何上述职业健康与安全相关法律法规的重大违法违规而收到任何政府部门的投诉或通知。

The Group conducted over 5,548 safety inspections at various levels in 2021 and made ongoing improvements based on the inspection results to continuously enhance the effectiveness of safety management. To reduce our environmental risks, the EHS Department of CRSB under the Group in 2021 upgraded and renovated ammonia refrigeration system, firefighting system and video monitoring system for the sake of safety, with investment amount of over RMB22.30 million to improve safety management, in order to ensure safe production at the brewing plants. We ensured the compliance of safety production process of the staff by establishing "One person, one file" occupational health file.

The Group has not received any complaints or notifications from any government authorities for any material violations of occupational health and safety related laws and regulations as mentioned above.

第三章 环境保护

CHAPTER 3: ENVIRONMENTAL PROTECTION

本集团以环境保护为己任，在管理及营运过程中坚持保护环境及确保资源的可持续发展。我们严格遵守国家及地方相关环境保护法律法规，其中包括《环境保护法》《大气污染防治法》《水污染防治法》《固体废物污染环境防治法》《土壤污染防治法》等；同时严格遵守相关污染物排放标准，如《啤酒工业污染物排放标准》《锅炉大气污染物排放标准》《一般工业固体废物贮存、处置场污染控制标准》。本集团致力建立健全环境管理体系及完善环境相关政策，实践行之有效的环境营运及监督惯例，并执行严于国家或地方政府污染物排放标准的企业内控标准，达成最佳的环境绩效。二零二一年内，本集团没有发生任何重大环境污染事故。

(一) 环境管治监督体系

本集团继续完善并实施环境保护制度标准体系。二零二一年，本集团按照中央生态环境督查的标准和要求，细化适用性标准，制定并下发《华润雪花生态环境保护督查要点》和《华润雪花啤酒生态环境保护检查标准》，推进生态环境保护问题排查治理。根据二零二一年新修订的《固体废物污染环境防治法》，制定并下发《华润雪花啤酒固体废物管理制度》以规范固体废物的源头、收集、贮存、处理、处置管理。同时，本集团编制《排污许可管理办法》，规范工厂排污许可证申请、变更、延续、执行、注销等许可管理。此外，本集团亦将单位产品碳排放量纳入EHS管理“十四五”规划，制定并下发《碳排放核算办法》和碳排放核算范本，规范碳排放核算范围、标准及口径，组织开展各单位碳排放量核算核查，并落实分解至各个区域年度EHS绩效考核中。

The Group takes environmental protection as its own responsibility, and adheres to protect environment and ensure the sustainability of resources during its management and operation process. We strictly followed the national and local laws and regulations on environmental protection, including the “Environmental Protection Law”, the “Law on Prevention and Control of Atmospheric Pollution”, the “Law on Prevention and Control of Water Pollution”, the “Law on Prevention and Control of Environmental Pollution by Solid Wastes” and the “Law on Prevention and Control of Soil Pollution”, as well as the relevant pollutant discharge standards, such as the “Pollutant Discharge Standard for Beer Industry”, the “Emission Standard of Air Pollutants for Boilers” and the “Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Wastes”. The Group aims to develop a sound environmental management system and improve environment-related policies, adopted effective environmental operation and supervision rules, and implemented internal control standards for enterprises that are stricter than national or local government standards for pollutant emissions, with a view to achieving the best environmental performance. In 2021, the Group was not aware of any major incident relating to environmental protection.

(I) SUPERVISION SYSTEM ON ENVIRONMENTAL GOVERNANCE

The Group continued to improve and implement the system on environmental protection regulation and standards. In 2021, the Group refined the applicable standards in accordance with the standards and requirements of the Central Ecological Environment Supervision, formulated and issued the “CRSB Ecological Environment Protection Supervision Key Points” and “CRSB Inspection of Ecological and Environmental Protection” to promote the investigation and treatment of ecological environmental protection issues. The “CRSB Solid Waste Management System” has been formulated and issued to regulate the management of solid waste at source, collection, storage, treatment and disposal in accordance with the “Law on Prevention and Control of Environmental Pollution by Solid Waste” which was newly revised in 2021. At the same time, the Group has prepared the “Emission Permit Management Regulations” to regulate the application, change, renewal, enforcement and cancellation of plant emission permits. The Group also included the indicator of carbon emissions per unit product into its EHS management “14th Five-Year Plan”, formulated and issued the “CRSB Carbon Emission Calculation Standard” and template to set the scope and standard of carbon emission calculation. The Group then carried out the carbon emission calculation and verification at each unit, which would be a major component of their annual review on EHS work.

本集团每年年初召开EHS工作年会，部署全年EHS工作安排；年中召开半年总结会，对EHS工作开展再警示、再审视、再部署、再提升、再思考。本集团高管、EHS部和生产中心工程部相关人员、各区域公司和生产工厂的相关人员参加会议。本集团积极开展环保培训，二零二一年总部组织开展围绕中央生态环保督查典型案例、《固体废物污染防治法》《华润雪花啤酒固体废物管理制度》《华润雪花生态环境保护检查标准》、碳达峰碳中和政策宣贯和CDP碳排放等专题的专业培训共计18次，参加培训人员共3,427人次。

二零二一年，本集团组织成立总部、区域、工厂三级督查工作小组，全面推进各单位开展生态环境保护督查工作。为配合全面督查工作落实落细，提升各级专业人员监督检查的技能，本集团组织开展14场关于检查标准的专题培训，累计约有1,500人参加了培训。同时，督查工作小组以工厂自查、区域检查、总部抽查的方式，累计排查各类问题2,194项，截至二零二一年年末基本整改完成。

另外，本集团也非常重视工厂在环保及节能的工作表现，在日常污染物排放报表的基础上，根据目前监管要求，加强节能减排指标攻关，实施专项管理。二零二一年七月，本集团抽调65名专业人员，组成11个检查小组对所辖14间综合型区域公司和22间工厂开展了环境保护和能源节约交叉检查。本次交叉检查共排查问题隐患689项，截至二零二一年年末基本整改完成。

“十三五”期间，本集团各生产工厂用于设置能源节约与生态保护设备设施、污染物处理和处置等费用累计达到人民币5.46亿元。踏入“十四五”新阶段，本集团将继续延续对环保整改的重视，二零二一年环保总投入费用达人民币9,883万元。

The Group regularly hold annual EHS meeting at the beginning of each year to deploy the annual EHS work arrangement. A regular semi-annual meeting would also be held to summarize the EHS work done in the first half, with a view to re-warning, reviewing, redeploying, re-improving and rethinking for the conduct of EHS work. Senior management of the Company, relevant personnel of EHS Department and Engineering Department of Production Center, relevant personnel of regional companies and production plants attended the meeting. The Group actively carried out environmental protection training. In 2021, the headquarters organized 18 sets of professional trainings for 3,427 participants on the topics of Typical Cases of Central Ecological and Environmental Protection Supervision, the “Law on Prevention and Control of Pollution by Solid Waste”, the “CRSB Solid Waste Management System”, the “CRSB Inspection Standards of Ecological and Environmental Protection”, publicity and implementation of carbon emission peak and carbon neutrality, CDP carbon emission, etc.

In 2021, the Group organized a supervision working group at three-level of headquarters, regional and plant respectively, promoting comprehensive inspection of ecological environmental protection at all units. For better implementation of inspection work into details, the Group organized 14 special training sessions on the inspection standards developed with approximately 1,500 participants. The supervision working group has investigated a total of 2,194 issues by conducting factory self-inspection, regional inspection and headquarter random inspection, which have almost been rectified by the end of 2021.

In addition, the Group also attached great importance to the work performance in environmental protection and energy saving. On the basis of the regular statement about pollutant emission, the Group strengthened energy saving and emission reduction targets, and implement special project management. In July 2021, the Group designated 65 professional personnel as required by the current regulatory requirements to form 11 inspection groups to cross-check the environmental protection and energy saving by a total of 14 comprehensive regional companies and 22 plants. During the cross-check, 689 potential issues were found and rectifications were completed as of the end of 2021.

During the period of the “13th Five-Year” Plan, all production plants of the Group incurred expenses amounting to RMB546 million in aggregate about installation of equipment and facilities for energy saving and ecological environmental protection and disposal and treatment of pollutants. As we enter the new phase of the “14th Five-Year Plan”, the Group will continue to place emphasis on environmental protection and has spent a total of RMB98.83 million in environmental protection in 2021.

华润雪花啤酒总部参考二零二零年针对节能减排监管方面的主要风险分析，结合政府监管主要方向，确定二零二一年环保专项费用规划，规划实施专项费用共计人民币3,500万元。截至二零二一年末，本集团已实施26个项目，投资费用近人民币3,000万元，主要用于提升污水处理系统标准改造、污水沼气回收利用项目和污泥隔膜压滤项目。

于报告期间，本集团执行了多项处理及减低产生有害及无害废弃物的措施，开展总部、区域、工厂、车间、班组五级EHS监督检查，从严检查制度执行与落实情况。于二零二一年，各单位共排查各类EHS问题隐患超过47,500项，整改完成率达99.9%。此外，本集团为有效控制产能优化过程中安全环保风险，组织开展对产能优化工厂的EHS合规性排查工作，针对固体废物、危险废物、液氨等处理处置情况等开展排查，排查解决各类风险59项。

The headquarter of CRSB determined the planning for 2021 environmental protection special funds by reference to the principal risks of energy saving and emission reduction supervision in 2020 combined with the major regulatory directions of the government, and planned to implement specialized funds of RMB35 million in total. By the end of 2021, the Group had implemented 26 projects at an investment cost of nearly RMB30 million, mainly for upgrading sewage treatment system to comply with the new standard, sewage biogas recovery and utilization project and sludge membrane filter press project.

During the reporting period, the Group implemented numerous measures to address and reduce the production of hazardous and non-hazardous waste. These included five levels of EHS monitoring and inspection at headquarters, regional companies, factories, production units and working teams to strictly evaluate the implementation of the EHS system. In 2021, a total of more than 47,500 EHS problems were identified among all units and 99.9% of which has been rectified. In order to effectively control the safety and environmental risks in the process of production capacity optimization, the Group carried out the EHS compliance inspection on capacity-optimized plants, evaluating the treatment and disposal of solid waste, hazardous waste and liquid ammonia with 59 types of various risks identified.

华润啤酒环境数据三步管理流程：

Three-step management procedures for environmental data of CR Beer:

第一步：制定检测标准及委托第三方厂商检测

Step 1: Formulation of inspection standards and engagement of collaborating manufacturers for inspection

本集团制定并实施污染物排放检验检测标准，各生产工厂均按照国家标准或企业标准配置在线监测系统，每日开展污染物自行监测，并与所在地方生态环境监管平台联网分享数据。同时，本集团定期为各生产工厂委托具有专业资质能力的第三方厂商单位开展检测，其中包括水体污染物、大气污染物、噪音等进行委托检测，并公开相关环境信息与重点监管工厂的环境绩效。

The Group developed and implemented inspection and testing standards for pollutant discharge. Each production plant established an online monitoring system according to the national standards or corporate standards, for self-monitoring on pollutants on a daily basis, and shared data with the local ecological environmental supervision platform. Meanwhile, the Group regularly engage qualified collaborating manufacturer entity for each production plant to inspect water pollutant, air pollutant, noise, etc., and publicly disclose the relevant environmental information and the environmental performance of the plants subject to key supervision.

第二步：建立数据检测及内部数据直报系统

Step 2: Establishment of system for data inspection and direct reporting of internal data

本集团各级单位均定期对各项环境数据进行监测，利用环境相关信息数据直报系统，由基层单位(工厂)直接填报数据，透过部门、工厂、区域公司、总部四级审核，并进行统计分析，确保数据准确性。

Various-level units of the Group inspects regularly various environmental data. By utilizing the system for direct reporting of environment-related information data, primary-level units (plants) directly reported the data, which subject to the review and statistical analysis by the departments, plants, regional companies and the headquarters to ensure its accuracy.

第三步：开展环境现场检查

Step 3: On-site environmental checks

华润雪花啤酒总部、区域公司、工厂三级单位定期开展环境现场检查，对内部检测数据、在线监测数据、委托检测结果、政府报送环境数据等真实性、准确性、一致性进行检查和审核。现场检查实现所有工厂全覆盖。

The headquarters, regional companies and plants of CRSB conducted regular on-site environmental checks to check and review the truthfulness, accuracy and consistency of internal inspected data, online monitored data, results of entrusted inspection, and environmental data reported to the government. On-site checks realized the full coverage of all plants.

(二) “碳中和”目标及废气排放物管理

低碳营运

二零二一年，本集团正式将绿色低碳发展纳入本公司发展战略，明确碳排放管理职能部门及职责，组织开展“碳达峰、碳中和”专项课题研究，对本集团历史碳排放基础资料进行收集、整理和分析，并结合本公司发展战略，对标国际一流啤酒集团碳排放目标，初步制定“十四五”期间的降碳目标和相应的降碳技术方案。本集团以不同的方式实施节能减排，包括积极调整能源结构、优化生产工艺、增加清洁能源及可再生能源使用比例等。

本集团坚持高标准、高目标、高站位、细谋划，深入推进低碳营运。二零二一年，本集团自愿主动披露更多碳排放相关资料，将啤酒生产过程中外购二氧化碳作为原料在使用过程中的损耗产生的排放，和啤酒废水厌氧处理过程中产生的甲烷排放量，计入原温室气体排放的统计范围。资料统计的扩大反映了我们对企业经营活动对气候产生影响的重视，并采用审慎的态度衡量，积极采取措施，争取可持续发展。

我们持续推动产能优化，优先淘汰、关停效能低、水和大气等污染物排放偏高、碳排放强度偏高、周边居民和环境敏感的工厂。这不但提升本集团的生产，成本效益，更达致控制碳排放。二零二一年，本集团根据本公司产能优化规划，先后推动葫芦岛、德阳、泉州、淮北、无锡等5家工厂全面停产。

(II) “CARBON NEUTRALITY” TARGET AND FLUE GAS EMISSION MANAGEMENT

LOW CARBON OPERATION

In 2021, the Group formally incorporated green and low-carbon development into the Company's development strategy, clarified its carbon emission management functions and responsibilities, organized a special study on "carbon emission peak and carbon neutrality", collected, organized and analyzed the Group's historical carbon emission base data, combined with the Company's development strategy, benchmarked the carbon emission targets of international top-tier beer groups, and initially formulated the carbon reduction targets and corresponding carbon reduction technology plans for the "14th Five-Year". The Group implemented various initiatives in response to the requirements of energy saving and emission reduction, including actively adjusting energy structure, optimizing manufacturing processes, increasing the utilization proportion of clean energy and renewable energy.

The Group insists on high standards, high targets, high positions and careful planning to achieve low-carbon operation. In 2021, the Group voluntarily disclosed more carbon emission related information by including emissions from the loss of purchased CO₂ as raw material during the beer production process as well as the methane emission generated during the anaerobic treatment process of brewery wastewater into the original statistical scope of greenhouse gas emissions. The expansion of data collection reflected that the Group has attached great importance to the climate impact of its business activities. With a prudent attitude in assessing the impact, the Group strives to achieve sustainable development by implementing appropriate measures.

We continuously promote the optimization of production capacity and prioritize to phase out and close down the plants with low energy efficiency, high pollutant emissions including water, air and high carbon emission intensity, and sensitivity to nearby residents and environment. These measures not only increase the Group's efficiency of production costs, but also reach the target of controlling carbon emissions. In 2021, the Group has shut down five plants in Huludao, Deyang, Quanzhou, Huaibei and Wuxi in accordance with the Company's capacity optimization plan.

二零二一年，本集团已经完全淘汰燃煤锅炉的使用，全面实现燃煤零消耗。在此基础上，我们致力提升清洁能源使用比例，在所有生产工厂推动使用外购蒸汽，并继续降低汽油、柴油、天然气等不可再生的天然资源的使用消耗。二零二一年，本集团成功实现：

- 通过公务用车改革，减少公司公务用车使用，汽油消耗量同比下降58.9%；
- 在各工厂改用电叉车替代柴油叉车，合理规划厂内物流减少运输距离，柴油消耗量同比下降35.5%；
- 使用更多外购蒸汽，天然气消耗量同比下降21.1%。

本集团在过去两年的能源使用种类及消耗如下：

能源使用	单位	二零二一年	二零二零年	同比变幅
Energy consumption	Unit	2021	2020	Year-on-year Change
煤炭 Coal	万吨标准煤 10,000 tons of standard coal	-	0.2	-
用电量(外购电力) Electricity consumption (electricity purchased)	千万千瓦时 10,000,000 kilowatt hours	56.4	54.1	4.2%
用电量(光伏发电) Electricity consumption (electricity generated by photovoltaic power)	千万千瓦时 10,000,000 kilowatt hours	0.46	0.45	3.0%
天然气 Natural gas	千万标准立方米 10,000,000 standard cubic metres	4.8	6.1	-21.1%
汽油 Gasoline	千吨 1,000 tons	0.1	0.4	-58.9%
柴油 Diesel	千吨 1,000 tons	1.4	2.2	-35.5%
热力消耗 Heat consumption	十亿千焦耳 1,000,000,000 KJ	2,966.9	2,514.9	18.0%
单位综合能耗密度 Consolidated energy consumption intensity per unit	吨标准煤/千升产量 Tons of standard coal/ kilolitre output	0.0206	0.0213	-3.1%

The Group has completely phased out the use of coal-fired boilers, achieving zero coal consumption comprehensively. We are committed to increasing the proportion of clean energy used by promoting the use of purchased steam in the operation of all production plants and reducing the consumption of fossil energy such as gasoline, diesel, and natural gas. Below are the achievements of the Group in 2021:

- The reform of company-owned vehicles has been completed to reduce the use of company-owned vehicles. Gasoline consumption decreased by 58.9% year-on-year;
- The reform of company-owned logistics vehicle has been completed by switching from diesel forklifts to electric forklifts in all plants. Rational planning of in-plant logistics also helps reducing driving distance. Diesel consumption decreased by 35.5% year-on-year;
- Natural gas consumption decreased by 21.1% year-on-year with more purchased steam used.

Energy consumption types and data of the Group in the past two years are set out as follows:

在可再生能源的使用上，本集团自二零一四年开始积极推动下属工厂回收利用污水厌氧处理后产生的沼气，通过沼气锅炉产生蒸汽供生产使用，减少对环境的污染和能源的消耗。二零二一年，本集团推进武汉、广东、黔南等多家工厂开展提高污水处理效率、提升污水沼气产量的精益管理项目，提高沼气产蒸汽量。二零二一年，本集团下属35家工厂已累计配置共46台沼气锅炉，其锅炉配置能力46.5蒸吨。二零二一年，本集团共回收约8,369,480立方米的沼气，并转化为90,244吨蒸汽量作为工厂生产能源。

此外，本集团自二零一九年起在浙江萧山工厂开展第一个厂区光伏发电项目试点后，积极提升光伏发电量和使用电量。该试点项目建设面积达6.09万平方米，额定发电量6兆瓦。二零二一年，萧山工厂累计利用光伏发电总电量459万千瓦时，光伏使用量相较二零二零年上升3%。使用光伏发电的总电量占该工厂总用电量的比例达到14%，全年减少碳排放3,229吨。本集团积极推进新建工厂或在生产工厂实施光伏发电项目。目前，济南新建项目、蚌埠新建项目等已制定光伏发电项目实施方案，希望于未来进一步提高可再生能源的使用比例。

On the use of renewable energy, since 2014, the Group has actively promoted its subsidiaries' plants to recover and utilize biogas generated from anaerobic digestion of sewage treatment, and then generated steam for production use from biogas boilers, which acts as a renewable energy source to reduce environmental pollution and energy consumption. In 2021, we have promoted lean management projects to improve the efficiency of sewage treatment, and biogas production at several plants in Wuhan, Guangdong and Qiannan to increase the amount of biogas steam produced. In 2021, a total of 46 biogas boilers have been installed in 35 plants of the Group with a total boiler capacity of 46.5 tons of steam. In 2021, the Group has recovered approximately 8,369,480 cubic metres of biogas and converted it into 90,244 tons of steam for energy use in plants.

Besides, the Group has been actively increasing its photovoltaic capacity and electricity usage since 2019 its first pilot photovoltaic power generation project launched in Xiaoshan Plant in Zhejiang, whose construction area reached 60,900 square meters and rated power generation volume amounted to 6 megawatts. The Xiaoshan Plant has used a total of 4.59 million kilowatts hours of photovoltaic power in 2021, representing an increase of 3% compared to 2020. The total electricity generated by photovoltaics accounts for 14% of the total electricity consumption of the Xiaoshan Plant, reducing carbon emissions by 3,229 tons for the whole year. The Group actively promotes the implementation of photovoltaic power generation projects in new plants or plants in operation. Currently, we are planning to carry out photovoltaic power generation projects in the new construction projects in Jinan and Bengbu, hoping to further improve the usage proportion of renewable resources in the future.

温室气体排放管理

本集团在过去两年的温室气体总排放量及密度如下：

GHG EMISSION MANAGEMENT

Total greenhouse gas emissions and density of the Group in the past two years are set out as follows:

项目	单位	二零二一年	二零二零年	同比变幅
Subjects	Unit	2021	2020	Year-on-year Change
温室气体排放量 GHG emission	(范围1) (Scope 1)	110	147	-24.8%
	(范围2) (Scope 2)	821	767	7.1%
	(范围1 + 2) (Scope 1 + 2)	932	914	2.0%
温室气体排放密度 Intensity of GHG emission	(范围1) (Scope 1)	0.010	0.013	-26.9%
	(范围2) (Scope 2)	0.073	0.070	4.0%
	(范围1 + 2) (Scope 1 + 2)	0.083	0.084	-0.9%

* 二零二一年，本集团自愿主动披露更多碳排放相关资料，数据口径扩大，因而二零二零年温室气体排放基准资料较二零二零年ESG报告披露资料有差异。

* In 2021, the Group voluntarily disclosed more carbon emission related information that the data caliber has been expanded. Therefore, there is difference between the baseline data of greenhouse gas emission for 2020 and the information disclosed in 2020 ESG Report.

二零二一年，本集团温室气体排放总量(范围1 + 2)较二零二零年同比增长约2.0%，主要因为产量同比增加2.9%。按单位产品温室气体总排放密度(范围1 + 2)看，按年同比下降0.9%，主要得益于全面淘汰燃煤的基础上，我们加强可再生能源的使用。

废气排放物管理

大气污染物排放方面，本集团所有工厂均已淘汰燃煤锅炉，二零二一年煤炭量消耗量为零。此外，本集团于近年逐步推进燃气锅炉的低氮燃烧改造，成功进一步降低氮氧化物(NO_x)的排放。本集团通过提高沼气回收利用效率，提高可再生能源的使用，减少化石能源如天然气的消耗等，二零二一年实现二氧化硫(SO₂)和氮氧化物(NO_x)排放量分别同比下降43.4%和27.8%。过去两年相关排放物数据如下：

Total GHG emissions (Scope 1 + 2) of the Group increased by approximately 2.0% year-on-year in 2021 compared to 2020, primarily due to a 2.9% year-on-year increase in production volume. Judging from total GHG emissions intensity per unit of product (Scope 1 + 2), we have achieved a 0.9% year-on-year decrease, thanks to the increasing use of renewable energy on the basis of the complete elimination of coal combustion.

FLUE GAS EMISSION MANAGEMENT

In respect of atmospheric pollutant emissions, the Group has phased out coal-fired boilers in all plants, achieving zero coal consumption in 2021. In addition, the Group has implemented low-nitrogen combustion conversion for gas-fired boilers in recent years so as to further decrease nitrogen oxides (NO_x) emissions. The Group is also improving the efficiency of biogas recovery and utilization, increasing the proportion of renewable energy used, and reducing the consumption of fossil energy such as natural gas. In 2021, the Group's sulfur dioxide (SO₂) and nitrogen oxides (NO_x) emissions decreased by 43.4% and 27.8% year-on-year, respectively. Relevant emission data in past two years are set out as follows:

废气排放物种类	单位	二零二一年	二零二零年	同比变幅
Type of air emissions	Unit	2021	2020	Year-on-year Change
二氧化硫(SO ₂)*	吨	13	23	-43.4%
Sulphur dioxide (SO ₂)*	Tons			
氮氧化物(NO _x)*	吨	84	117	-27.8%
Nitrogen oxides (NO _x)*	Tons			

* 主要是为啤酒生产过程中提供热能时燃烧燃料所产生。

* Mainly generated from burning of fuels for heat energy required in the beer production process.

展望未来，本集团将继续推动能源结构优化，提升清洁能源使用比例，尤其是可再生能源的使用比例。我们将继续提升沼气回收利用效率，在更多工厂实施光伏发电，并探索其他可再生能源的使用。在低碳运营方面，本集团争取二零二五年温室气体排放总量和排放密度较二零二零年分别下降9.7%和10.7%。在减少废气排放方面，本集团争取二零二五年二氧化硫(SO₂)和氮氧化物(NO_x)较二零二零年分别下降13.0%和14.5%。

Looking ahead, the Group will continue optimization of energy structure and increase the proportion of clean energy use, especially the use of renewable energy. We will continue to improve the efficiency of biogas recovery and utilization, implement photovoltaic power generation in more factories, and explore the use of other renewable energy sources. In terms of low-carbon operation, the Group strives to achieve low-carbon operations by reducing the total amount of greenhouse gas emissions and emission intensity by 9.7% and 10.7% respectively compared with 2020 in 2025. In terms of reducing air emissions, the Group strives to lower down SO₂ and NO_x by 13.0% and 14.5% respectively compared with 2020 in 2025.

(三) 气候变化风险及机遇

本集团意识到气候变化对企业带来长期和重大的影响和风险，正着力制定策略对应，尽量避免对业务运营造成负面影响。

本集团在二零一六年至二零一七年开展啤酒全生命周期碳足迹研究及核查试点，并与国际同行足迹参考对比。参考研究及核查对比结果，我们在产品结构、能源结构、原材料结构等方面实施降碳举措。比如，我们发现同容量的玻璃瓶产品碳足迹比铝罐的碳足迹高80%，因而逐步调整产品结构，逐步提高铝罐产品比重，降低玻璃瓶使用，加强包装材料的回收利用等方式减少包装材料的碳排放影响。当前，本集团所使用的包装物资中，瓶盖、易拉罐和纸箱等均为可回收物资，玻璃瓶为重复利用物资。二零二一年玻璃瓶使用量同比下降3.3%，铝罐使用量同比上升4.7%。而玻璃瓶使用量中，约80%的酒瓶来自市场回收。另外，我们持续检讨能源结构，希望能在营运生产中减少碳足迹，因此实行产能及能源结构优化项目，提高可再生能源和清洁能源使用比例。

此外，本集团积极与核心供应商沟通，选取麦芽、玻璃、纸品等重点供应商编制其适用性的碳排放核算基础表格，初步拉动主要重点供应商的碳排放统计。二零二一年已完成麦芽核心供应商的碳排放、能源消耗初步统计分析工作。

(III) RISKS AND OPPORTUNITIES OF CLIMATE CHANGE

The Group recognizes that climate change has long-term and material impacts and risks on an enterprise, so we commit to developing corresponding strategies in order to avoid negative impacts on the business operations.

The Group conducted researches for the life cycle of beer's carbon footprint and pilot verifications from 2016 to 2017, and also compared to those of international peers. By referring to the results of such researches, verifications and comparisons, we implemented carbon reduction measures in terms of product structure, energy structure, and raw material structure. For instance, we found out that the carbon footprint of glass bottle products of the same capacity was 80% higher than that of aluminum cans, so we gradually adjusted the product structure by gradually increasing the proportion of aluminum cans, and reducing the use of glass bottles, enhance the recycling of packaging materials to reduce the carbon impact of packaging materials. Currently, among the packaging materials used by the Group, bottle caps, cans and cartons are recyclable materials and glass bottles are reusable materials. In 2021, the use of glass bottles decreased by 3.3% year-on-year, while the use of aluminum cans increased by 4.7% year-on-year. Approximately 80% of the glass bottles used were recycled from the market. In addition, we continue to review our energy structure in order to reduce our carbon footprint in our operations, and have therefore implemented capacity and energy structure optimization projects to increase the use of clean energy as well as renewable energy.

In addition, the Group actively communicated with its core suppliers and selected key suppliers of malt, glass and paper product among others to compile their applicable carbon emission calculation basic forms to initially pull the carbon emission statistics of major key suppliers. The preliminary statistical analysis of carbon emission and energy consumption of core malt suppliers has been completed in 2021.

重大气候变化对业务之影响

气候变化使极端天气事件的出现次数更为频繁，或导致农作物失收或干扰日常的国际航运班次，对原材料进口等上游供应链运营造成影响。有见及此，本集团的采购部门持续对极端天气事件进行监察及风险评估。一旦发现原材料地区出现如干旱、洪涝等极端天气事件，部门将评估事件对当地各个农产品生产的影响，其中包括大麦和酒花，辅料及大米等原材料。这不但使我们可以避免啤酒酿造原材料短缺的问题，更可有效应对价格及生产成本上涨等不稳定性因素。为保障将来运营及供应的稳定性，本集团确保有多个地方的原材料供应来源，避免过分依赖单一地域的供应商，进一步提高供应链应对气候变化的韧性。

另一方面，全球水资源短缺的问题将因为日渐频繁的旱涝灾害恶化，对将来啤酒的生产运营造成影响。为了最大限度的保护水资源，本集团在各地工厂，尤其是位于水资源短缺地区的工厂，采取积极行动措施，如减少使用地下水及增加水的循环再用，优化升级改造啤酒酿造工艺，逐年降低生产水耗。展望未来，本集团将继续在工厂选址过程及产能优化中重点考虑气候变化议题，并把地方水资源短缺问题纳入至其中的评估范围。

本集团正积极考虑以科学方法全面分析气候变化对行业及我们自身未来发展将会产生的实体影响。此举将有助加强本集团对气候变化风险的管控，并制定长、中及短期的气候变化应对策略。本集团同时积极响应国家的“十四五”规划愿景，结合香港联合交易所与监管机构要求，进一步规划减少生产过程中的碳排放及节约资源使用。本集团会继续积极落实清洁能源项目，降低产品全生命周期碳足迹，为消费者提供优质低碳的产品和服务。

IMPACT OF SIGNIFICANT CLIMATE CHANGE ON OUR BUSINESS

Climate change led to more frequent extreme weather occurrence, bad harvest of crops, the disturbance of regular international shipment services, and impacted the operations of upstream supply chain such as the import of raw materials. Given this situation, the Procurement Department of the Group continuously conducted monitoring and risk assessment on extreme weathers. Once extreme weathers such as drought and flood are found in raw material regions, the department will assess the impacts of the events on the production of each local agricultural product, including raw materials like barley, hops, auxiliary materials and rice, which enables us to not only avoid the brewing beer raw material shortage problem, but also effectively respond to uncertainties like rising of prices and production costs. To safeguard the stability of future operation and supply, the Group ensures supply sources of raw materials from various places, with a view to avoiding excessively depending on the suppliers in a single area and further improving the tenacity of supply chain for responding to climate change.

On the other hand, the shortage problem of global water resources will have impacts on the production and operation of beer in the future due to the deterioration of gradually frequent drought and flood disasters. To protect water resources to a maximum extent, the Group took active actions in all plants, especially the plants located in water-scarce areas, such as reducing the usage of underground water and increasing the usage of recycled water, optimizing, upgrading and modifying beer brewing processes, for the purpose of reducing water consumption during production process year by year. Looking ahead, the Group will continue to consider climate change issues as its focus in site selection process for factory and optimization of its production efficiency and include local water shortage in its assessment.

The Group is actively considering and comprehensively analyzing, in a scientific way, the actual impacts of climate change which will be caused on the industry and our own future development. This action will help strengthen the management and control of the Group on climate change risks, and develop long-term, medium-term and short-term strategies to cope with climate change. At the same time, in line with China's "14th Five-Year" Plan vision, we will formulate our plan of further reducing carbon emissions and saving resources used in our production process, taking into account the requirements of the Stock Exchange of Hong Kong and the regulatory authorities. The Group will continue to actively implement the clean energy project, reduce the carbon footprint in whole life cycle of products, aiming at providing quality and low-carbon products and services to consumers.

(四) 水资源管理及污水处理

水资源稀缺是本集团关注的重大环境议题之一。在全球水资源日渐匮乏的情况下，本集团致力保护珍贵的水资源。为了加强水资源管理，我们根据国家标准制定了17项管理指标，当中包括反渗透废水率、冷凝水回收率、循环利用率、重复利用率等，更有效地进行统一监管及统计。

水资源管理

为减少新建工厂对周边生态环境及水源造成影响，本集团制定了《生产工厂设计规范》，要求在工厂周边两公里范围内无污染性企业、土地无重金属和放射性物质污染，并对附近水源的水质进行严格的监控，确保我们的生产能达到“零污染、低能耗、清洁生产”。

本集团十分关注在水资源短缺地区营运过程中的水资源管理，避免过度提取当地水源。二零二一年，本集团参照中国国家水利部发布的二零二零年水资源公告，国家统计局发布的第七次人口普查统计资料，以及全球水资源论坛的界定，更精细地识别出中国有10个省、市、自治区面临水资源短缺。按此口径界定，本集团当前在水资源短缺地区的作业工厂数目为24家。

本集团近年逐步关闭在水资源短缺地区的作业工厂，并注重提升在该地区工厂的水耗效益。二零二一年，本集团关闭两家位于水资源短缺地区的低效工厂葫芦岛工厂和无锡工厂，本集团在水资源短缺地区的作业工厂的平均水耗为每千升产量2.65立方米，较本集团整体平均水耗低，在啤酒行业中表现突出。

(IV) WATER RESOURCES MANAGEMENT AND SEWAGE TREATMENT

Water shortage is one of the major environmental issues concerned by the Group. Under the situation of gradual shortage of global water resources, the Group commits to protecting valuable water resources. To strengthen water resources management, we formulated 17 management indicators, including reverse osmosis sewage rate, condensate water recycling rate, water recycling rate and reuse rate according to national standards, and included them in energy consumption statistics for unified supervision and calculation.

WATER RESOURCES MANAGEMENT

To reduce the impacts of newly-built plants on surrounding ecological environment and water sources, the Group formulated the “Production Plant Design Specifications”, which required that there shall be no polluting operations and land pollution with heavy metal and radioactive substances in the area within 2 kilometers distance from the plant, with stringent monitoring on the water quality of surrounding sources, ensuring “zero pollution, low energy consumption and clean production” in our production.

The Group paid great attention to water resources management during the process of operation in water-scarce areas to avoid excessive extraction of local water resources. In 2021, the Group has identified more precisely 10 provinces, cities and autonomous regions in the PRC that are experiencing water scarcity by making reference to the China Water Resources Bulletin 2020 published by Ministry of Water Resources of the People’s Republic of China, the seventh National Population Census issued by National Bureau of Statistics, and the definitions of the World Water Forum. According to the new definition, the Group currently operates 24 plants in water-scarce areas.

In recent years, the Group has gradually closed its operating plants in water-scarce areas. while focusing on improving the water consumption efficiency of its plants in these areas. In 2021, the Group has shut down two inefficient plants located in water-scarce areas, namely Huludao Plant and Wuxi Plant. The average water consumption of the Group’s operating plants in water-scarce areas was 2.65 cubic metres per kilolitre output, which was lower than the Group’s overall average water consumption and was an outstanding performance in the beer industry.

本集团亦不断投入资源发展创新的节水科技，以减少耗水量并提高用水效率，我们开展的项目包括：

- 包装洗瓶机节水改造；
- 包装杀菌机热平衡改造；
- 全厂蒸汽冷凝水回收综合利用等。

除此之外，我们同时推行各种循环用水的措施，例如：

- 自产蒸汽冷凝水循环利用；
- 灌酒机真空泵冷却水循环利用；
- 糖化麦汁冷却热水回收利用；
- 就地离线化学清洗(CIP)水回收利用；
- 反渗透(RO)浓水回收利用；
- 串联水重复使用等。

透过以上节水技术和工艺，本集团的总用水量由二零一六年的38,781千立方米减少至二零二一年的30,837千立方米；每千升产量总用水密度由二零一六年的3.25立方米减少至二零二一年的2.74立方米，处于国内同行领先水平，并与国际同行比肩。本集团的地下水使用量则由二零一六年的1,500余万立方米使用量(约占总用水量的41%)减至二零二一年的380余万立方米(约占总用水量的13%)，累计减少地下水使用量达1,120余万立方米。

本集团在二零二零年和二零二一年的用水量数据如下：

	单位 Unit	二零二一年 2021	二零二零年 2020	同比变幅 Year-on-year Change
用水量 Water consumption	千立方米 1,000 cubic metres	30,837	29,330	5.1%
水耗密度 Water consumption intensity	立方米/每千升产量 Cubic metres per kilolitre output	2.74	2.69	2.0%

The Group also continuously invested resources to develop and innovate energy saving technology to reduce the water consumption and improve the utilization efficiency of water resources. Our launched projects include:

- Water-saving transformation of packaging bottle washer;
- Heat balance transformation of packaging sterilization machine;
- Steam condensate water recycling and comprehensive utilization of the whole plant, etc.

Besides, we also launched various measures for water recycling, such as:

- Recycling of self-produced steam condensate water;
- Cooling recycled water from filling machine vacuum pump;
- Recycling of saccharified wort cooling hot water;
- Recycling of water from Clean in Place (CIP);
- Recycling of reverse osmosis (RO) concentrated water;
- Reuse of serial water, etc.

Through the aforesaid water saving technologies and processes, the total water consumption of the Group decreased from 38,781 thousand cubic metres in 2016 to 30,837 thousand cubic metres in 2021; the total water intensity per kilolitre output decreased from 3.25 cubic metres in 2016 to 2.74 cubic metres in 2021, which is leading among the domestic industry peers and comparable to the international peers. The underground water consumption of the Group decreased from over 15 million cubic metres in 2016 (representing approximately 41% of the total water consumption) to over 3.8 million cubic metres in 2021 (representing approximately 13% of the total water consumption), with the cumulative reduction of underground water consumption of more than 11.20 million cubic metres.

The water consumption data of the Group in 2020 and 2021 is set out as follows:

污水排放管理

在污水处理方面，本集团严格遵守国家或地方污水排放标准，并制定严于合规要求的内控指标，管控污水排放风险。本集团将工厂环境绩效表现作为选择实施产能优化的重要依据之一，逐步关停污水排入自然水体的工厂；或者在地方政府的大力支持下，持续投入资金改造工厂的污水外排管线，将污水排入市政污水集中处理设施，减少排放污水至自然水体。二零二一年，污水排入自然水体的德阳工厂和葫芦岛工厂已关停；东城工厂的污水由排入自然水体改造为排入市政污水集中处理设施。

为避免污水直接流入自然水体，我们于各厂区采取“清污分流、雨污分流”等措施。截至二零二一年末，华润啤酒仅余2家(二零二零年：5家)工厂的污水排入自然水体。两家工厂均配置有污水处理系统，污水经处理达到当地规定的标准后，才可排入自然水体中。此外，每家工厂污水排放口均设置有化学需氧量(COD)、氨氮、总磷、总氮检测设备，并与所在地生态环境保护监管部门联网，实时传送pH值和污水流量等指标数据，确保数据准确及有效监督。

SEWAGE DISCHARGE MANAGEMENT

In respect to sewage treatment, the Group strictly complied with the national or local sewage discharge standards, formulated the internal control index in compliance with regulations and requirements, managed and controlled sewage discharge risks. The Group regards the environmental performance of plants as one of the important criteria for capacity optimization consideration and shuts down plants that discharge sewage into natural waters step by step. Or, with strong support from the local government, we continuously invest in the pipeline transformation so that sewage could be discharged into the centralized treatment facilities for urban sewage treatment and less would be discharged into nature waters. In 2021, Deyang Plant and Huludao Plant whose sewage was discharged into natural waters have been closed, while Dongcheng Plant has switched from discharging into natural waters to discharging into centralized municipal sewage treatment.

To avoid sewage discharged into nature waters directly, we took various measures such as the “separation of clean water and sewage, separation of rainwater and sewage” in all plants. As of the end of 2021, CR Beer had only 2 plants (2020: 5 plants) that discharged its sewage into natural waters. Both plants have been equipped with sewage treatment systems, and the sewage shall only be discharged into natural waters after being treated to reach the standard set locally. In addition, devices for the inspection and testing of Chemical Oxygen Demand (COD), ammonia nitrogen, total phosphorus and total nitrogen have been installed at sewage outlets at each plant, which is connected to the local ecological and environmental protection supervision department for real-time data transfer of indicators such as pH value and discharging volume to ensure accurate data and effective supervision.



整体而言，本集团二零二一年污水产生量达1,915万吨，其中经工厂初步处理达标后排放至市政污水集中处理设施的废水量约1,866万吨，占比达97.4%。受益于此，本集团二零二一年排入自然水体的化学需氧量(COD)和氨氮分别同比下降43.2%和31.8%。

In 2021, the amount of sewage generated by the Group reached 19.15 million tons, of which the amount of sewage discharged into the centralized municipal sewage treatment after initial treatment to required discharge limit at the factory was 18.66 million tons, representing 97.4% of the total. Benefitted from this, the amount of Chemical Oxygen Demand (COD) and ammonia nitrogen emissions of the Group being discharged into natural waters recorded a year-on-year decrease of 43.2% and 31.8%, respectively.

排放物种类	单位	二零二一年	二零二零年	同比变幅
Emission type	Unit	2021	2020	Year-on-year Change
化学需氧量(COD)	吨	879	959	-8.4%
Chemical Oxygen Demand (COD)	Tons			
化学需氧量(排入市政管网)	吨	851	911	-6.5%
COD (discharged into municipal sewers)	Tons			
化学需氧量(排入自然水体)	吨	28	49	-43.2%
COD (discharged into natural waters)	Tons			
氨氮排放总量	吨	92	94	-1.4%
Total ammonia nitrogen emissions	Tons			
氨氮排放量(排入市政管网)	吨	91	91	-0.6%
Ammonia nitrogen emissions (discharged into municipal sewers)	Tons			
氨氮排放量(排入自然水体)	吨	2	2	-31.8%
Ammonia nitrogen emissions (discharged into natural waters)	Tons			

以上部份同比变幅与所呈列的数字直接计算的结果未必相等，因所呈列数据经四舍五入，但百分比变幅是以原始数据做计算。

Some of the year-on-year changes may not be equal to the results of direct calculation of the figures presented, as the figures presented are rounded, but the percentage changes are calculated based on the raw data.

啤酒废水资源化利用

本集团积极推动啤酒废水资源化利用，响应国家水污染物排放标准中，关于生化性较好的污水排入至集中污水处理设施可以执行“协商限值”的新政策。因此，本集团积极推进各工厂与下游污水处理厂沟通合作，推动工厂执行污水“协商限值”排放。污水“协商限值”排放是一个互惠互利的新政策，一方面可以有效资源化利用啤酒废水，降低企业污水处理成本，减少碳排放；另一方面也协助下游污水处理厂可以减少营养物质的添加，节约向外购买碳源的成本，稳定水质的同时降低运营成本。截至二零二一年末，本集团下属苏州、常州、滨州、绵阳、宜昌等工厂已实施“协商限值”，另有秦皇岛等工厂正在积极沟通协同。

RESOURCEFUL UTILIZATION OF BEER WASTE WATER

The Group actively promoted the resourceful utilization of beer waste water in respond to the new policy stated in National Water Pollutant Discharge Standard that sewage with better biochemical properties discharging into centralized sewage treatment facilities can apply “negotiated discharging limit”. Therefore, the Group has been actively enhancing the communication and co-operation between each plants and downstream sewage treatments facilities to promote the implementation of “negotiated discharging limit”. “Negotiated discharging limit” for sewage is a new policy of mutual benefit. On the one hand, it can effectively recycle brewery wastewater, reduce the cost of enterprise sewage treatment, and reduce carbon emissions. On the other hand, downstream sewage treatments facilities can reduce the addition of nutrients and save the cost of purchasing carbon source externally, which can stabilize water quality while lowering operational costs. As of the end of 2021, the subsidiary plants in Suzhou, Changzhou, Binzhou, Mianyang, Yichang and other cities had implemented “negotiated discharging limit” while plants in Qinhuangdao and other cities are in active communication and co-ordination.

同时，为规范“协商限值”实施所带来的风险，本集团制定《华润雪花啤酒污水执行协商限值指引》，规范事前、事中、事后等执行协商限值过程中的操作要求和注意事项，特别是重点关注污水全指标评估、总量限值变更以及经济效益评估等方面的要求。

二零二一年五月，本集团与华润科学技术研究院、深圳清华大学研究院共同立项开展“工业废水处理关键技术研发与示范”，研究如何针对啤酒废水特质，资源化处理的同时，达到降本增效的目的。该技术研发项目已初步完成实验室阶段，并在华润啤酒佛山、烟台两家工厂开展试验。

展望未来，本集团将继续重视水资源管理，对啤酒生产工程进行梳理，加强内部能效管理，持续提升用水效能，加大用水循环，加强节水改造。我们也将继续研究啤酒废水综合利用，变废为宝，有效循环利用资源。此外，本集团在考虑搬迁、新建工厂时，除了考核水质指标是否达到工艺要求外，会更为注重工厂选址、建设对周边生态环境造成的影响评估。

(五) 包装材料及废弃物处理

本集团致力加强废弃物及包装材料的管理，以减少资源使用。本集团在运营过程中产生的主要废弃物为酒糟、废酵母，而包装材料主要包括玻璃瓶、易拉罐、纸箱和塑膜。为妥善处理以上资源，我们制定了一系列的管理制度，如《华润雪花啤酒固体废物管理制度》《华润雪花啤酒副产品及废旧物资管理规定》等。

At the same time, in order to regulate the risk brought by the implementation of “negotiated discharging limit”, the Group had formulated the “CRSB Guidelines for the Implementation of Sewage Negotiated Discharging Limit”, which standardizes the operation requirements and precautions in the execution process before, during, and after the implementation of “Negotiated Discharging Limit”. In particular, it focuses on the requirements for the evaluation of all indicators of sewage, the change of the total amount limit, and the evaluation of economic benefits.

In May 2021, the Group has co-operated with China Resources Science and Tsinghua University Graduate School in Shenzhen to launch the “R&D and Demonstration of Key Technology for Industrial Sewage Treatment”. The project researched on how to recycle and utilize resources according to the characteristics of brewery wastewater, aiming to reduce cost and increase efficiency. The laboratory experiment of the project has been initially completed, following with two pilot tests carried out in Foshan Plant and Yantai Plant of CR Beer.

In the future, the Group will continue to sort out beer production projects, strengthen internal energy efficiency management, continue to improve water efficiency, increase water recycling, and strengthen watersaving renovations. In addition, we will continue to study the comprehensive utilization of brewery wastewater effectively, turning waste into treasure and recycling resources effectively. When considering relocation and new factories construction, in addition to assessing whether the water quality indicators meet the production requirements, the Group shall pay more attention to the impact assessment of factory site selection and construction on the surrounding ecological environment.

(V) PACKAGING MATERIAL AND WASTE TREATMENT

The Group stays committed to enhancing the management of the waste and packaging material to reduce the use of resources. The waste generated during the Group’s operation mainly includes distiller’s grains and waste yeasts, while the packaging materials mainly include glass bottles, cans, cartons and plastic films. In order to properly dispose of the above resources, we have formulated a series of management regulations such as the “Solid Waste Management System of CRSB” and the “Regulations on the Management of By-products and Waste Materials of CRSB”.

减少包装材料的产生

在保持质量要求的前提下，本集团多年来一直努力透过产品包装的设计及物料选用过程，达致包装物料轻量化，实施源头减废，并取得以下成果：

REDUCE THE OUTPUT OF PACKAGING MATERIALS

On the premise of maintaining quality requirements, the Group has been labouring to achieve the lighter weight of packaging materials through product packaging design and material selection process over the years. By implementing the reduction of waste at source, achievements have been made as follows:

铝罐 Aluminum Cans	铝罐厚度由0.265毫米降低至0.260毫米。 The thickness of aluminum cans reduced from 0.265mm to 0.260mm.
纸箱 Cartons	采用低克重、高强度原纸； Use low-gram, high-strength base paper; 推动预印纸箱替代胶印纸箱，纸箱克重由215克降低到200克； Promote pre-printed cartons to replace offset cartons, decreasing the weight of carton from 215 grams to 200 grams; 使用预印纸箱量的比率从前期的37%提升至二零二一年的82%。 The proportion of the use of pre-printed cartons increases from 37% in the previous period to 82% in 2021.
托盘 Pallets	所有木制托盘、铁制托盘已被塑胶托盘替代。 All wooden pallets and iron pallets have been replaced by plastic pallets.
玻璃瓶 Glass Bottles	建立玻璃瓶回收机制，并由以前散装回收转变为承包商回收，高效快捷。 Develop a glass recycling mechanism, and switch from separate recycling to recycling by contractors which is efficient and fast. 不断研发轻量化玻璃瓶，减重减能耗减碳排放。 Research and development on light glass bottle to reduce weight, energy consumption and carbon emission.

二零二一年，本集团在嘉善工厂成功开展330毫升“喜力®”轻量瓶生产使用测试。该项目的轻量化啤酒瓶在保障啤酒瓶质量和容量不变的前提下，实现瓶身减重17%，每单位啤酒瓶能耗与碳排放减少18%。本集团在过去两年的产品包装材料消耗量数据如下：

In 2021, the Group successfully carried out the production and use test of the 330 milliliters “Heineken®” lightweight bottle in the Jiashan Plant. Under the premise of ensuring the quality and capacity of the beer bottle remain unchanged, the lightweight beer bottle of this project achieved a 17% reduction in bottle weight with energy consumption and carbon emissions per unit of beer bottle decreased by 18%. The data on the Group’s consumption of product packaging materials in the past two years are set out as follows:

	单位 Unit	二零二一年 2021	二零二零年 2020	同比变幅 Year-on-year change
玻璃瓶* Glass Bottle	千吨 1,000 tons	6,436	6,655	-3.3%
铝罐 Aluminum Can	千吨 1,000 tons	114	109	4.7%
纸箱 Carton	千吨 1,000 tons	326	300	8.6%
塑膜 Plastic Film	千吨 1,000 tons	12	12	-2.5%

* 由于采购全新玻璃瓶会对环境造成一定影响，所以我们加大玻璃瓶回收力度，清洁消毒后重复使用。二零二一年本集团使用的玻璃瓶数量中，约80%为回收再利用的旧瓶，约20%为新采购的新瓶。

* Since purchasing new glass bottles would make certain impact on the environment, we increase the recycling of glass bottles put them into use again after cleaning and disinfection. Approximately 80% of the glass bottles used by the Group in 2021 were recycled and approximately 20% were newly purchased.

以上部份同比变幅与所呈列的数字直接计算的结果未必相等，因所呈列数据经四舍五入，但百分比变幅是以原始数据做计算。

Some of the year-on-year changes may not be equal to the results of direct calculation of the figures presented, as the figures presented are rounded, but the percentage changes are calculated based on the raw data.

本集团目前所使用的包装物资中，瓶盖、易拉罐和纸箱等均为可回收物资；玻璃瓶为重复利用物资。我们把回收得到的玻璃瓶进行清洁消毒后再度使用。考虑到玻璃瓶产品碳足迹比铝罐的碳足迹高80%，本集团逐步调整使用更多铝罐替代玻璃瓶包装。二零二一年玻璃瓶使用量同比下降3.3%，铝罐使用量同比上升4.7%。此外，针对未能通过内部质量监控的包装材料，工厂对其废弃铝罐、玻璃渣及废纸箱进行100%回收处理，并重新投入生产过程中，实现生产过程零浪费。

《啤酒瓶》新国标二零二一年八月一日起正式实施，为响应国家节能减排号召及公司高质量发展战略需求，本集团于二零二一年进一步完善全流程回收瓶质量管制体系。通过细化回收瓶标准，开展回收瓶质量延伸管理，推动毛细管式快速回瓶渠道建立，创新聚丙烯箱代替袋装回瓶等多重举措的有效推动实施，本集团有效减少玻璃瓶使用，充分合规利用可回收啤酒瓶，减少流通过程中质量衰减，降低啤酒瓶生产造成的物料和能源浪费。

我们亦积极推动供应商减少使用包装物，如要求上游供应商在运输麦芽的过程中减少使用独立包装，以减少本集团进口原材料时导致产生的包装材料。二零二一年，本集团进口麦芽散装运输比率由二零二零年的49%继续减低至47%，节约共800万个包装袋。

Among the packing materials currently used by the Group, caps, cans and cartons are all recyclable materials; glass bottles are reusable materials. We cleaned and sanitized the recycled glass bottles and reused them. Considering carbon footprint of glass bottle products of the same volume was 80% higher than that of aluminum cans, the Group has gradually adjusted to use more aluminum cans to replace glass bottle packaging. In 2021, the use of glass bottles decreased by 3.3% year-on-year and the use of aluminum cans increased by 4.7% year-on-year. In addition, for the packaging materials that fails to pass the internal quality control, the plant recycles 100% of the discarded aluminum cans, glass slags and waste cartons, and puts them back into the production process to achieve zero waste in the production process.

In response to the new national standard of "Beer Bottle" implemented officially on 1 August 2021, the national call for energy saving and emission reduction and the Group's strategic promotion of high-quality product, the Group has further improved its quality control system for the recycling glass bottle in whole flow. Various initiatives such as refining the standards for recycled bottles, carrying out extended quality management on recycled bottles, promoting the establishment of the capillary-type rapid bottle-returning channels and replacing bag packaging with innovative polypropylene box for returning transportation are promoted and implemented effectively. By making full use of recyclable glass bottles in compliance with regulations with the help of above-mentioned initiatives, the Group has effectively reduced the use of glass bottles and lowered down the quality degradation during the recycling flow, which in turn reduces material and energy waste caused by use of beer bottle.

We also actively encourage suppliers to reduce the use of packaging materials. For example, we require upstream suppliers to reduce the use of individual packaging during the transportation of malt, so as to reduce the packaging materials generated when the Group imports raw materials. In 2021, the bulk transportation ratio of the Group's imported malt using individual packaging continued to decrease from 49% in 2020 to 47%, saving a total of 8 million packaging bags.



固废危废管理

本集团主要通过减少污泥等填埋量，增加固体废物回收利用，目标在“十四五”期间工业固体废物综合利用率不低于98.0%。二零二一年，本集团一般固体废物综合利用率达99.4%，比去年同期提升2个百分点。相关数据如下：

SOLID WASTE AND HAZARDOUS WASTE MANAGEMENT

The Group aims to achieve a comprehensive utilization rate of industrial solid waste of not less than 98.0% during the "14th Five-Year Plan" period by reducing the amount of sludge and other landfills and increasing the recycling of solid waste. In 2021, the general solid waste integrated utilization rate of the Group was 99.4%, representing an increase of 2 percentage points over the same period last year. The relevant data is as follows:

	单位	二零二一年	二零二零年	同比变幅
	Unit	2021	2020	Year-on-year change
一般固体废物产生量	千吨	1,521.6	1,486.9	2.3%
General solid waste production	1,000 tons			
综合利用固体废物利用量	千吨	1,513.0	1,449.0	4.4%
Integrated use of solid waste utilization	1,000 tons			
一般固体废物综合利用率	%	99.4%	97.5%	2百分点
General solid waste integrated utilization rate				2% point

本集团生产过程中并无显著数量的危险废弃物产生。二零二一年本集团危险废弃物产生量约280.4吨(二零二零年：288.6吨)，全部按国家相关要求委托给有资质的外部机构作无害化处置。

There is no significant amount of hazardous waste generated during the Group's production process. The Group generated approximately 280.4 tons (2020: 288.6 tons) of hazardous waste in 2021, all of which were entrusted to external professional agencies for environmentally friendly disposal in accordance with relevant national requirements.

我们持续推动环保回收工作，把啤酒生产过程中所产生的物料循环再用。于二零二一年，干酒糟和干废酵母的回收率稳定维持在100%。回收再利用不但能减少废弃物的产生，更能为本集团创造了约人民币4.2亿元的经济价值，其中，回收的酒糟及废酵母各贡献人民币2.5亿元及人民币0.8亿元。我们积极争取在EHS管理“十四五”计划期间，100%回收干酒糟和干废酵母。

We continue to promote environmental protection and recycling to reuse the materials generated in brewing process. In 2021, the recycle rate of dried distiller's grains and dried waste yeasts remained stable at 100%. Recycling not only reduces the generation of wastes but also creates an economic value of approximately RMB420 million for the Group, of which the recycled distiller's grains and waste yeast contribute RMB250 million and RMB80 million respectively. We strive to achieve 100% recycle rate of dried distiller's grain and dried waste yeast in period of the "14th Five-Year" Plan under the EHS management.

本集团过去两年可回收废弃物数据如下：

The data of recyclable waste in the past two years are as follows:

可回收废弃物种类	单位	二零二一年		二零二零年	
		产生量	回收率	产生量	回收率
Type of recyclable waste	Unit	Output	Recycling rate	Output	Recycling rate
干酒糟	千吨	185	100%	169	100%
Dried distiller's grains	1,000 tons				
干废酵母	千吨	16	100%	16	100%
Dried waste yeasts	1,000 tons				

妥善处置废弃物

于二零二一年，本集团依照《中华人民共和国固体废物污染环境防治法》修定了《华润雪花啤酒固体废物管理制度》，更有效地管理固体废物。本集团减废工作主要遵循减量化、资源化、无害化的原则，从采购到销售，实施全流程的绿色运营模式。危险废物的处理、处置及运输单位均通过公开招标方式，选择具备相关资质能力的单位进行处置和运输，并按照国家相关法律法规要求办理转移手续。为了对运输过程及最终处置去向进行有效监管，工厂采用在运输车辆加装全球定位系统(GPS)定位、运输过程抽查、线路跟踪等方式进行抽样监管，确保废弃物得到妥善的处理。

另外，我们继续执行《华润雪花啤酒副产物及废旧物资管理规定》，要求按类别贮存不同的固体废弃物，通过对废旧物资回收、分类、鉴定、贮存、保管、售卖和处理等全流程进行细化规定，达到防渗漏、防流失及防扬散的三防标准。本集团在回收酒糟时，要求酒糟承销商的运输车辆具备防止酒糟滴漏的防护措施；并鼓励承销商安装烘干设备，一旦未能实时处理，进行暂时烘干，避免造成环境污染。

为了确保废物合规处置，我们亦会在每月对固废物的处置过程进行跟踪验证，致力于做到废旧物资回收有管理、有监督的闭环监控管理。

(六) 环保宣传教育

二零二一年，本集团积极在各级公司组织开展系列线上培训及公益活动，提高员工的环保意识。例如：

- 组织环境日、全国节能宣传周和全国低碳日等环保宣传教育活动；
- 组织线上环保专项检查培训、环境监测管理办法制度培训、环境风险排查及填报培训和环保检查工作要点培训等。

PROPERLY DISPOSE OF WASTES

In 2021, the Group formulated the "Solid Waste Management System of CRSB" in accordance with the newly amended "Law of the PRC on the Prevention and Control of Environment Pollution Caused by Solid Wastes" to manage solid wastes more effectively. The Group's waste reduction efforts mainly follow the principles of reduction, resourcefulness and harmlessness. We have implemented green operation model covering entire process from procurement to sale. The units for hazardous waste treatment, disposal and transport were selected through public tender by which the units with relevant capacity were selected conduct disposal and transport, and the transfer registration was made in accordance with relevant laws and regulations of the country. In order to effectively monitor the transport process and the final disposal location, factories adopted Global Positioning System (GPS) positioning on transport vehicles, sampling in the transport process, route tracking, etc. to carry out sampling regulation, with an aim to ensure the appropriate disposal of wastes.

In addition, we continue to implement the "Regulations on the Management of By-products and Waste Materials of CRSB" to require that different solid wastes shall be stored by category. Through the detailed regulation for the whole process of recycling, classification, identification, storage, maintenance, sale, and treatment of waste materials, we meet the three prevention standards, that is, leakage prevention, loss prevention and scattering prevention. In terms of recycling distiller's grains, contract vendors are required to adopt protective measures for their trucks to prevent leakage or dripping. We also encourage the vendors to install drying equipment, so that distiller's grains that cannot be disposed of for the time being can be dried to prevent pollution of the environment.

In order to ensure that disposal is compliant with pertinent regulations, we also check and verify the process of solid waste disposal on a monthly basis, and are committed to achieving managed and supervised closed-loop control and management of waste and obsolete material recycling.

(VI) PROMOTION AND EDUCATION OF ENVIRONMENTAL PROTECTION

To improve the environmental awareness of staff, the Group carried out series of online training programs and charity events at all levels within the companies in 2021, such as:

- Organized environmental protection publicity and education events such as Environmental Day, National Energy Saving Promotional Week and National Low-carbon Day;
- Organized online training in special environmental inspections, environmental monitoring management measures and systems, environmental risk identification and filling process, environmental inspection, etc.

第四章 社会责任

CHAPTER 4: SOCIAL RESPONSIBILITY

长期以来，本集团一直致力于推动社区关爱慈善公益事务，支持赈灾济难、扶助贫困，促进教育、保护环境等方面来关注社区。二零二一年，本集团秉持“酿造美好生活”的责任及理念，在原有慈善公益活动实施细则和社会责任管理制度基础上，让员工参与关爱社区活动，在利益相关方提升价值的同时，也为环境和社会带来绿色和谐发展。二零二一年，本集团延续追踪382项社会责任关键指标，其中针对社区关爱提出24项关键指标，鼓励本集团各单位按照指标开展关爱社区行动。二零二一年，本集团全年开展慈善公益相关活动，以扶贫、救灾募捐和防疫为核心，参与志愿活动725人次，员工参与志愿活动的时间2,200小时。

(一) 社会公益

本集团在赈灾扶贫、促进教育及保护环境方面，一直推动关爱社会慈善公益事务，积极关注社区发展。于二零二一年，本集团鼓励内部各单位开展形式多样的项目，包括：

- 黔南工厂的关爱留守儿童项目；
- 依兰工厂的“环境日”宣传和“安全月”宣传活动；
- 鞍山销售大区组织“献温暖”活动，向钢城环卫工人赠送御寒抗饥物资；
- 福建区域公司开展系列公益活动，包括“学雷锋”志愿服务、社区大扫除、爱心献血、抗疫志愿服务等；
- 哈尔滨工厂与尚志市公安局反诈中心联合开展电信网络诈骗防范宣传。

For a long time, the Group has been committed to promoting community caring charity affairs, and have paid attention to the community development in several fields including disaster relief and poverty alleviation, education promotion and environmental protection. In 2021, upholding the responsibility and concept of “Brewing a Better Life”, the Group, on the basis of existing implementation rules for charitable activities and social responsibility management system, encouraged employees to engage in community caring activities, bringing green and harmonious development to the environment and society while enhancing stakeholders’ value. In 2021, the Group continued to follow 382 key indicators for social responsibility, of which 24 key indicators were for community caring, and encouraged each unit of the Group to carry out community caring actions in accordance with the guidelines. In 2021, the Group conducted charity events for the entire year, with poverty support, rescue and donation and pandemic prevention as their core. A total of 725 volunteers participated and 2,200 hours recorded for volunteer events.

(I) SOCIAL WELFARE

In disaster relief and poverty alleviation, education promotion and environmental protection, the Group has been promoting social charity affairs and has actively paid attention to the community development. In 2021, the Group encouraged each internal unit to carry out various types of project, including:

- Care for Left-behind Children Project of Qiannan Plant;
- “Environmental Day” and “Safety Month” promotional event at Yilan Plant;
- Anshan Sales Region organized a “Warmth Dedication” event to donate warm clothes and food to Gangcheng sanitation workers;
- Fujian Regional Company commenced a series of public welfare activities, including “Learn from Lei Feng” volunteer service, community cleaning, blood donation, anti-pandemic volunteer service, etc.;
- Harbin Plant and Anti-Fraud Center of Shangzhi City Public Security Bureau jointly launched a prevention publicity on telecom and internet scam.

扶贫助学

POVERTY ALLEVIATION AND EDUCATION SUPPORT ACTIVITY

- 本集团支持抚顺市聚沙公益红十字志愿服务队开展扶贫助学活动，捐款人民币12,000元，并荣获抚顺市聚沙社区服务中心特殊贡献奖。

The Group supported the Fushun City Jusha Charity Red Cross Volunteer Services Team and commenced a poverty and education support activity, with donation of RMB12,000, awarded the Special Contribution Award by Fushun City Jusha Social Services Centre.



抗洪救灾

FIGHTING FLOOD AND HELPING RESCUING

- 二零二一年七月，河南汛灾严重，河南运城工厂积极开展防汛救灾募捐活动，共捐款人民币9,550元。另外，辽宁营销中心下属锦州餐饮业务部组织成立雪花锦州志愿服务队，与锦州当地雏鹰志愿服务队合作，共同助力河南救灾。

In July 2021, Henan Province was affected by serious flood. The Yuncheng factory in Henan actively commence the donation event for flood prevention and rescue and donated in total RMB9,550. Moreover, Jinzhou Catering Business Department under Liaoning Sales and Marketing Center established Snow Jinzhou Volunteer Services Team, who co-operated with the local Eaglet Volunteer Services Team, to offer assistance in rescue in Henan Province.



爱心献血

LOVE BLOOD DONATION

- 二零二一年雷锋纪念日到来之际，沈阳工厂发出无偿献血爱心倡议，组织共27人爱心献血帮助有需要的人。

On the occasion of the Lei Fung's Memorial Day in 2021, the Shenyang factory announced the voluntary blood donation love initiative and organized a total of 27 people to take part in the voluntary blood donation event, in order to help people in need.



(二) 社区沟通与参与

除了经营啤酒业务，本集团始终秉承本地化经营的理念，透过不同方式努力推动当地经济和改善本地居民的就业情况，达致社区共建。

为响应国家政策的号召，本集团在疫情压力下推出一系列就业计划，助力缓解地方受疫情冲击导致的就业问题，为经济复苏提供动力。二零二一年，华润雪花总部基地暨华润雪花小镇建设项目正式开工，并在蚌埠、凉山、杭州、黔南、济南、湖南、厦门等生产基地进行产能升级或搬迁新建专案，吸纳本地员工以及外出务工人员回乡就业。此外，本集团也于近年开展校园招聘，招聘本地应届大学生及本地人员，带动大学生及当地就业的同时，也为本集团业务发展储蓄人才。另外，我们积极与当地院校合作，通过学业及就业支援、专业技能培训等方式，提升本地居民的职业技能及就业机会。

(II) COMMUNITY COMMUNICATION AND ENGAGEMENT

In addition to operating beer business, the Group still upholds the concept of localized operation and strives to promote local economy and improve the employment of local residents to achieve joint community construction.

In response to the national policy, the Group launched a series of employment programs under the pressure of the pandemic, to solve local employment problems caused by pandemic and boost the economic recovery. In 2021, the construction of CR Snow headquarters and CR Snow beer town construction project had been commenced. There have been relocation and construction projects and capacity upgrade projects in plants including Bengbu, Liangshan, Hangzhou, Qiannan, Hunan and Xiamen. These production projects are expected to help recruiting local employees and migrant workers to return to their hometowns for employment. In addition, the Group has also carried out on-campus recruitment in recent years, recruiting local fresh graduates and local personnel, which not only promotes the employment of university students and locals, but also attracts talents for the Group's business development. Besides, we actively co-operated with local universities and colleges to improve local residents' vocational skills and increase their employment opportunities through academic and employment support, and professional skills training.

校园招聘

ON-CAMPUS RECRUITMENT

- 华润雪花2022届秋季校招圆满收官，完成28所高校宣讲，累计收取简历11,599份，有望招徕更多新鲜血液，为本集团带来更多活力。

The 2022 autumn on-campus recruitment of CR Snow has ended successfully with 28 colleges and universities visited and 11,599 resumes received, which is expected to attract more fresh blood and bring more vitality to the Group.



产教融合、校企合作

INDUSTRY-EDUCATION INTEGRATION, SCHOOL-ENTERPRISE CO-OPERATION

- 二零二一年，本集团分别与吉林大学、华中农业大学、湖北师范大学、浙江工商大学和长江大学等学院合作，组织学生到华润雪花啤酒旗下工厂现场参观学习。本集团很自豪可以成为大学生社会实践基地，宣传华润雪花啤酒文化，吸引优质人才。

In 2021, the Group co-operated with institutions including Jilin University, Huazhong Agricultural University, Hubei Normal University, Zhejiang Gongshang University and Yangtze University, organized students for on-site education tours at the plants under CRSB. The Group is proud to flourish as a social practice base for university students, promoting CRSB culture and attracting quality talents at the same time.



(三) 抗疫防控工作

因应新型冠状病毒肺炎疫情，本集团第一时间发布疫情预警信息，启动应急响应，积极组织有效应对。本集团成立的疫情决策小组，继续保持严格的监管工作，明确各单位各部门的职责和措施，确保有效的领导指挥，完善预防控制和监督管理体系，继续认真履行各项防控疫情的职责，确保全面落实防控疫情工作。本集团不但定期召开工作会议，还跟进疫情最新发展、分析形势，协调督促各单位部门遵守落实防疫工作情况。

应对疫情挑战，本集团建立有“外防输入内防扩散”的常态管理机制，以严防疫情输入及在社区爆发。我们根据国家最新政策公布条款订立机制细节，结合地方政策的实际情况，本集团组织返岗复工人员健康管理，常态化疫情防控措施，切实推进本集团各单位顺利复工复产，减低传播风险。同时，本集团仍然实施弹性工作制，避免员工于通勤及办公空间群聚，并允许个别员工因应疫情关系采取远程办公。疫情下，我们也十分关心员工的心理健康，透过内部“润工作—e润心坊”模块，为员工提供心理健康疏导。

(III) PREVENTION AND CONTROL OF COVID-19

In view of the COVID-19, the Group released early warning information of the pandemic, initiated emergency response and actively organized effective response. The pandemic decision-making team set up by the Group continues to maintain strict supervision, clarifies all units and departments responsibility and measures to ensure an effective leadership, and improves the prevention and control system as well as supervision and management system, continuing to strictly and seriously carry out its anti-pandemic duties and ensuring the implementation of all-round anti-pandemic prevention and control work. The Group not only convenes regular work meetings, but also follows up on the latest development of the pandemic, analyzes the situation, co-ordinates and oversees the implementation of the pandemic prevention work by all units and departments.

In response to the challenges imposed by the pandemic, the Group has established a normalized pandemic management mechanism of “preventing imported cases and internal spreading”, in order to prevent imported infection and outbreak in communities. We formulated a detailed mechanism in accordance with the latest national policy announcements. In combination with local policies and actual conditions, the Group conducts health management for staff returning to work and implements normalized pandemic prevention and control measures, effectively promoting smooth resumption of work and production in all units of the Group and reducing the risk of spreading. Meanwhile, the Group still implements a flexible working system to avoid the staff gathering in the commuting and office space and allows certain employees working in remote offices due to the pandemic. We care about the mental health of employees under pandemic by providing mental health counseling through the internal “R work – e-Resources Mind Workshop” module.

本集团矢志为员工创造符合国家职业卫生标准和卫生要求的工作环境，也视持续支援各部门的防疫措施为必要的工作，疫情期间积极定期采购防疫的医疗物资，确认防疫用品清单，为员工提供口罩、消毒液等必要的防疫用品，确保员工有足够安全的防护。本集团重视各个办公区域、生产工地和公共区域的卫生管理，每日安排专人进行杀菌消毒，确保员工有一个整洁的工作环境。同时，本集团亦通过线上线下相结合的方式，向员工宣传防疫知识，传播防护技能，提升员工自我保护意识。

二零二一年，本集团除了在内部严格落实防疫工作外，亦鼓励员工投身志愿者活动，积极加入社区防疫工作。如本集团大连工厂对参加防疫志愿活动的员工视同正常出勤，并通报嘉奖。同时，本集团各下属单位也向全国各地卫生防疫部门捐赠防疫物资和生活保障物资，树立负责任、有担当的企业形象。其中，本集团甘青藏区域公司于二零二一年十月组织“情系金城、共抗疫情者”抗疫物资捐赠活动，向兰州市安宁区捐赠医用防护服等物资500套，价值人民币30,000元。该公司为所在社区抗击疫情贡献一份力量，因此荣获兰州市安宁区慈善协会颁发的“抗击疫情贡献单位”荣誉称号。

The Group is committed to creating a working environment for its employees that meets the national occupational safety and health standard and the requirements of hygiene, and it deems pandemic prevention support measures as a necessary work for each department and regularly procures anti-pandemic medical supplies. Also, during the pandemic, we confirm the list of supplies for pandemic prevention to actively provide employees with necessary masks and disinfectants, ensuring a sufficient and safe protection for employees. The Group strengthens the sanitation management of various office areas, manufacturing sites and public areas, and arranges for specially-assigned personnel to carry out sterilisation and disinfection every day to ensure a clean and tidy working environment for staff. At the same time, the Group publicizes pandemic prevention knowledge, teaches protective skills, and improves employees' awareness of self-protection through the combination of online and offline methods.

In 2021, in addition to the strict implementation of the internal pandemic prevention work, the Group also encourage employees to participate in volunteer activities and actively participate in community pandemic prevention work. For example, the Dalian Plant of the Group has taken the employees who participated in pandemic prevention volunteer activities as normal attendance to work and issued order of commendation accordingly. At the same time, all subsidiaries of the Group also donated anti-pandemic materials and living support materials to health and anti-pandemic departments across the country, establishing a responsible and reliable corporate image. Among which, the Ganqinghai-Tibet regional company of the Group organized the "Love in Jincheng, Fight against the Pandemic Together" anti-pandemic material donation activity in October 2021, donating 500 sets of medical protective clothing and other materials which amounted to RMB30,000 to Anning District, Lanzhou City. That company was therefore awarded the honorary title of "Enterprise Devoted to the Fight against the Pandemic" by Lanzhou Anning District Charity Association due to its contribution to the local community.



附录：香港交易所《环境、社会及管治报告指引》索引

APPENDIX: INDEX OF CONTENTS ACCORDING TO THE ESG REPORTING GUIDE OF HONG KONG STOCK EXCHANGE

环境、社会及管治指标索引 Index of ESG Indicators		GRI准则内容索引 Index of GRI Indicators	披露页码 Page number
A 环境 A Environmental			
A1 排放物Emission			
一般披露 General Disclosure	有关废气及温室气体排放、向水及土地的排污、有害及无害废弃物的产生等的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	GRI103：管理方针：披露项目103-2(c-i)（适用于GRI 305：排放及GRI306：污水及废弃物） GRI305：排放：管理方针披露指引 GRI307：有关环境保护的法规遵守：披露项目307-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 305: Emissions: Management approach disclosures guidance GRI 307: Environmental Compliance: Disclosure 307-1	63-80
A1.1	排放物种类及相关排放资料。 The types of emissions and respective emissions information.	GRI305：排放：披露项目305-1,305-2,305-3 GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3,	68-69, 74-75
A1.2	直接(范围1)及能源间接(范围2)排放温室气体排放量(以吨计算)及(如适用)密度(如以每产量单位、每项设施计算)。 Direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI305：排放：披露项目305-1,305-2,305-3及305-4 GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-4	68
A1.3	所产生有害废弃物总量(以吨计算)及(如适用)密度(如以每产量单位、每项设施计算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI306：污水及废弃物：披露项目306-2(a) GRI 306: Effluents and Waste: Disclosure 306-2(a)	79-80
A1.4	所产生无害废弃物总量(以吨计算)及(如适用)密度(如以每产量单位、每项设施计算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI306：污水及废弃物：披露项目306-2(b) GRI 306: Effluents and Waste: Disclosure 306-2(b)	79
A1.5	描述所订立的排放量目标及为达到这些目标所采取的步骤。 Description of the emissions target(s) set and steps taken to achieve them.	GRI103：管理方针：披露项目103-2(适用于GRI305：排放)GRI305：排放：汇报要求1.2及披露项目305-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 305: Emissions) GRI 305: Emissions: Clause 1.2 and Disclosure 305-5	19, 66-69, 74-76
A1.6	描述处理有害及无害废弃物的方法，及描述所订立的减废目标及为达到这些目标所采取的步骤。 Description of how hazardous and nonhazardous wastes are handled, and description of reduction target(s) set and steps taken to achieve them.	GRI103：管理方针：披露项目103-2(适用于GRI306：污水及废弃物)GRI306：污水及废弃物：披露项目306-2及306-4 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 306: Effluents and Waste) GRI 306: Effluents and Waste: Disclosures 306-2 and 306-4	19, 65, 79-80

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A2 资源使用 Use of Resources			
一般披露 General Disclosure	有效使用资源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	GRI103：管理方针：披露项目103-2(c-i)(用于GRI301：物料，GRI302：能源及GRI303：水) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 301: Materials, GRI 302: Energy, and GRI 303: Water)	63-80
A2.1	按类型划分的直接及/或间接能源(如电、气或油)总耗量(以千个千瓦时计算)及密度(如以每产量单位、每项设施计算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI302：能源：披露项目302-1及302-3 GRI 302: Energy: Disclosures 302-1 and 302-3	67
A2.2	总耗水量及密度(如以每产量单位、每项设施计算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	不适用 N/A	73
A2.3	描述所订立的能源使用效益目标及为达到这些目标所采取的步骤。 Description of the energy use efficiency target(s) set, and steps taken to achieve them.	GRI103：管理方针：披露项目103-2(用于GRI302：能源)GRI302：能源：披露项目302-4及302-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 302: Energy) GRI 302: Energy: Disclosures 302-4 and 302-5	19, 66-69
A2.4	描述求取适用水源上可有任何问题，以及所订立的用水效益目标及为达到这些目标所采取的步骤。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	GRI103：管理方针：披露项目103-2(用于GRI303：水)GRI303：水：披露项目303-3 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water) GRI 303: Water: Disclosure 303-3	19, 72-76
A2.5	制成品所用包装材料的总量(以吨计算)及(如适用)每生产单位占量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI301：物料：披露项目301-1 GRI 301: Materials: Disclosure 301-1	76-78
A3 环境及天然资源 The Environment and Natural Resources			
一般披露 General Disclosure	减低发行人对环境及天然资源造成重大影响的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	GRI103：管理方针：披露项目103-2(c-i)(用于GRI301：物料，GRI302：能源，GRI303：水，GRI304：生物多样性，GRI305：排放及GRI306：污水及废弃物) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste).	66-80
A3.1	描述业务活动对环境及天然资源的重大影响及已采取管理有关影响的行动。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI103：管理方针：披露项目103-1及103-2(用于GRI301：物料，GRI302：能源，GRI303：水，GRI304：生物多样性，GRI305：排放及GRI306：污水及废弃物)GRI303：水：披露项目303-2GRI304：生物多样性：披露项目304-2GRI306：污水及废弃物：披露项目306-3(c)及306-5 GRI 103: Management Approach: Disclosures 103-1 and 103-2 (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 303: Water: Disclosure 303-2 GRI 304: Biodiversity: Disclosure 304-2 GRI 306: Effluents and Waste: Disclosures 306-3(c) and 306-5	66-80

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A4 气候变化Climate Change			
一般披露 General Disclosure	识别及应对已经及可能会对发行人产生影响的重大气候相关事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	GRI103：管理方针：披露项目103-2(c-i)(用于GRI201：经济绩效)GRI 102：一般披露：披露项目102-29 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 201: Economic Performance)GRI 102: General Disclosures: Disclosure 102-29	66-71
A4.1	描述已经及可能会对发行人产生影响的重大气候相关事宜，及应对行动。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	GRI201：经济表现：披露项目201-2气候变迁所产生的财务影响及其他风险与机会 GRI201: Economic Performance Disclosure 201-2 Financial implications and other risks and opportunities due to climate change.	66-71
B. 社会 B. Social			
B1 雇佣Employment			
一般披露 General Disclosure	有关薪酬及解雇、招聘及晋升、工作时数、假期、平等机会、多元化、反歧视以及其他待遇及福利的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI103：管理方针：披露项目103-2(c-i)(用于GRI202：市场地位，GRI401：雇佣，GRI405：员工多元化与平等机会及GRI406：反歧视)GRI419：遵守社会及经济领域的法规：披露项目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 202: Market Presence, GRI 401: Employment, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination) GRI 419: Socioeconomic Compliance: Disclosure 419-1	46-51
B1.1	按性别、雇佣类型(如全职或兼职)、年龄组别及地区划分的雇员总数。 Total workforce by gender, employment type (for example, full-time or part-time), age group and geographical region.	GRI102：一般披露：披露项目102-8(a),102-8(b)及102-8(c)GRI405：员工多元化与平等机会：披露项目405-1(b-ii) GRI 102: General Disclosures: Disclosures 102-8(a), 102-8(b), and 102-8(c) GRI 405: Diversity and Equal Opportunity: Disclosure 405-1(b-ii)	49-50
B1.2	按性别、年龄组别及地区划分的雇员流失比率。 Employee turnover rate by gender, age group and geographical region.	GRI401：雇佣：披露项目401-1(b) GRI 401: Employment: Disclosure 401-1(b)	50
B2 健康与安全Health and Safety			
一般披露 General Disclosure	有关提供安全工作环境及保障雇员避免职业性危害的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	GRI103：管理方针：披露项目103-2(c-i)(用于GRI403：职业健康及安全)GRI419：遵守社会及经济领域的法规：披露项目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 403: Occupational Health and Safety) GRI 419: Socioeconomic Compliance: Disclosure 419-1	59-62

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B2.1	过去三年(包括汇报年度)每年因工亡故的人数及比率。 Number and rate of work-related fatalities occurred in each of the past three years (including reporting years).	GRI403：职业健康及安全：披露项目403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	59
B2.2	因工伤损失工作日数。 Lost days due to work injury.	GRI403：职业健康及安全：披露项目：403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	60
B2.3	描述所采纳的职业健康与安全措施，以及相关执行及监察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	GRI103：管理方针：披露项目103-2及103-3(a-i) (使用于GRI403：职业健康及安全) GRI 103: Management Approach: Disclosure 103-2 and 103-3(a-i) (used together with GRI 403: Occupational Health and Safety)	59-62
B3 发展培训Development and Training			
一般披露 General Disclosure	有关提升雇员履行工作职责的知识及技能的政策。描述培训活动。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	GRI103：管理方针：披露项目103-2(c-i) (使用于GRI404：训练与教育)GRI404：训练与教育：披露项目404-2(a) GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 404: Training and Education) GRI 404: Training and Education: Disclosure 404-2(a)	54-58
B3.1	按性别及雇员类别(如高级管理层、中级管理层等)划分的受训雇员百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	GRI404：训练与教育：披露项目404-1 GRI 404: Training and Education: Disclosure 404-1	57
B3.2	按性别及雇员类别划分，每名雇员完成受训的平均时数。 The average training hours completed per employee by gender and employee category.	GRI404：训练与教育：披露项目404-1 GRI 404: Training and Education: Disclosure 404-1	58
B4 劳工准则Labour Standards			
一般披露 General Disclosure	有关防止童工或强制劳工的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	GRI103：管理方针：披露项目103-2(c-i) (使用于GRI408：童工及GRI409：强迫或强制劳动)GRI419：遵守社会及经济领域的法规：披露项目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 419: Socioeconomic Compliance: Disclosure 419-1	48

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B4.1	描述检讨招聘惯例的措施以避免童工及强制劳工。 Description of measures to review employment practices to avoid child and forced labour.	GRI103：管理方针：披露项目103-2（使用于GRI408：童工及GRI409：强迫或强制劳动）GRI408：童工：披露项目408-1(c)GRI409：强迫或强制劳动：披露项目409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	48
B4.2	描述在发现违规情况时消除有关情况所采取的步骤。 Description of steps taken to eliminate such practices when discovered.	GRI103：管理方针：披露项目103-2（使用于GRI408：童工及GRI409：强迫或强制劳动）GRI408：童工：披露项目408-1(c)GRI409：强迫或强制劳动：披露项目409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	48
B5 供应链管理Supply Chain Management			
一般披露 General Disclosure	管理供应链的环境及社会风险政策。 Policies on managing environmental and social risks of the supply chain.	GRI103：管理方针：披露项目103-2(c-i)（使用于GRI308：供应商环境评估及GRI414：供应商社会评估） GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment)	37-42
B5.1	按地区划分的供应商数目。 Number of suppliers by geographical region.	GRI102：一般披露：披露项目102-9 GRI102: General Disclosures: Disclosure 102-9	39
B5.2	描述有关聘用供应商的惯例，向其执行有关惯例的供应商数目，以及相关执行及监察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	GRI103：管理方针：披露项目103-2（使用于GRI308：供应商环境评估及GRI414：供应商社会评估）GRI308：供应商环境评估：披露项目308-1及308-2GRI414：供应商社会评估：披露项目414-1及414-2 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment) GRI 308: Supplier Environmental Assessment: Disclosures 308-1 and 308-2 GRI 414: Supplier Social Assessment: Disclosures 414-1 and 414-2	37-42

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B6 产品责任 Product Responsibility			
一般披露 General Disclosure	有关所提供产品和服务的健康与安全、广告、标签及私隐事宜以及补救方法的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	GRI103：管理方针：披露项目103-2(c-i)（使用于GRI416：顾客健康与安全，GRI417：行销与标示及GRI418：客户私隐）GRI416：顾客健康与安全：披露项目416-2GRI417：行销与标示：披露项目417-2及417-3GRI418：客户私隐：披露项目418-1GRI419：遵守社会及经济领域的法规：披露项目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 416: Customer Health and Safety, GRI 417: Marketing and Labelling, and GRI 418: Customer Privacy) GRI 416: Customer Health and Safety: Disclosure 416-2 GRI 417: Marketing and Labelling: Disclosures 417-2 and 417-3 GRI 418: Customer Privacy: Disclosure 418-1 GRI 419: Socioeconomic Compliance: Disclosure 419-1	25-29, 33-37
B6.1	已售或已运送产品总数中因安全与健康理由而须回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不适用 N/A	29
B6.2	接获关于产品及服务的投诉数目以及应对方法。 Number of products and service-related complaints received and how they are dealt with.	GRI102：一般披露：披露项目102-43及102-44GRI103：管理方针：披露项目103-2(c-vi)GRI418：客户私隐：披露项目418-1 GRI 102: General Disclosures: Disclosures 102-43 and 102-44 GRI 103: Management Approach: Disclosure 103-2(c-vi) GRI 418: Customer Privacy: Disclosure 418-1	35-36
B6.3	描述与维护及保障知识产权有关的惯例。 Description of practices relating to observing and protecting intellectual property rights.	不适用 N/A	31, 33
B6.4	描述质量检定过程及产品回收程序。 Description of quality assurance process and recall procedures.	不适用 N/A	25-29
B6.5	描述消费者资料保障及私隐政策，以及相关执行及监察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	GRI103：管理方针：披露项目103-2及103-3(a-i)（使用于GRI418：客户私隐） GRI 103: Management Approach: Disclosures 103-2 and 103-3(a-i) (used together with GRI 418: Customer Privacy)	35-37

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B7 反贪污Anti-corruption			
一般披露 General Disclosure	有关防止贿赂、勒索、欺诈及洗黑钱的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	GRI103：管理方针：披露项目103-2(c-i)（用于GRI205：反贪污）GRI205：反贪污：披露项目205-3GRI419：遵守社会及经济领域的法规：披露项目419-1 GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 205: Anti-corruption) GRI 205 Anti-corruption: Disclosure 205-3 GRI 419: Socioeconomic Compliance: Disclosure 419-1	43-45
B7.1	于汇报期内对发行人或其雇员提出并已审结的贪污诉讼案件的数目及诉讼结果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	GRI205：反贪污：披露项目205-3 GRI 205: Anti-corruption: Disclosure 205-3	45
B7.2	描述防范措施及举报程序，以及相关执行及监察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	GRI102：一般披露：披露项目102-17GRI103：管理方针：披露项目103-2及103-3(a-i)（用于GRI205：反贪污）GRI205：反贪污：汇报要求1.2 GRI 102: General Disclosures: Disclosure 102-17 GRI 103: Management Approach: Disclosures 103-2 and 103-3(a-i) (used together with GRI 205: Anti-corruption) GRI 205: Anti-corruption: Clause 1.2	43-45
B7.3	描述向董事及员工提供的反贪污培训。 Description of anticorruption training provided to directors and staff.	GRI103：管理方针：披露项目103-2(c-i)（用于GRI413：本地社区） GRI 103: Management Approach: Disclosures 103-2(c-i) (used together with GRI 413: Local Communities)	44
B8 社区投资Community Investment			
一般披露 General Disclosure	有关以社区参与来了解营运所在社区需要和确保其业务活动会考虑社区利益的政策。 Policies on community engagement to understand the needs of the communities where the operation is located and to ensure its activities take into consideration the communities' interests.	GRI103：管理方针：披露项目103-2(c-i)（用于GRI413：本地社区） GRI 103: Management Approach: Disclosure 103-2(c-i) (used together with GRI 413: Local Communities)	81-85
B8.1	专注贡献范畴（如教育、环境事宜、劳工需求、健康、文化、体育）。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI203：间接经济影响：披露项目203-1(a) GRI 203: Indirect Economic Impacts: Disclosure 203-1(a)	32, 81-85
B8.2	在专注范畴所动用资源（如金钱或时间）。 Resources contributed (e.g. money or time) to the focus area.	GRI201：经济表现：披露项目201-1(a-ii) GRI 201: Economic Performance: Disclosure 201-1(a-ii)	81-82, 85



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