



华润啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited



## 二零一六年环境、社会及管治报告 Environmental, Social and Governance Report 2016

于香港注册成立的有限公司 Incorporated in Hong Kong with limited liability | 股份代号 Stock Code : 00291





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# 关于本报告 About This Report

## 概览

本报告是华润啤酒(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」)发布的首份环境、社会及管治报告,重点披露本集团由2016年1月1日至2016年12月31日于社会及环境等方面表现的相关资讯。

## 编制依据

本报告根据香港联合交易所有限公司《主板上市规则》附录二十七《环境、社会及管治报告指引》(《指引》)进行编制。

本报告内容按照一套系统性的程序而编制,并透过与利益相关方沟通,识别及排列对本集团最重要的环境、社会及管治议题,从而决定本报告的报告范围、收集相关资料、根据资料准备数据、对报告中的数据进行检视等。

## 报告范围及边界

除非另有说明,本报告中的披露范围包括本集团总部和其下属实际控制的控股公司及附属公司。

## 获取及回应本报告

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](http://www.crbeer.com.hk)供读者参阅,如对本报告及其内容有任何疑问或意见,欢迎通过以下方式与我们联系:

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## OVERVIEW

This is the first environmental, social and governance report published by China Resources Beer (Holdings) Company Limited (the "Company" or "CR Beer", and, together with its subsidiaries, the "Group"), which discloses the relevant information of the performance of the Group in respect of the society, environment and other aspects from 1 January 2016 to 31 December 2016.

## BASIS OF PREPARATION

This report is prepared with reference to the "Environmental, Social and Governance Reporting Guide" (the "Guide") under Appendix 27 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited.

This report is prepared according to a set of systematic procedures which includes identifying and ranking the material environmental, social and governance topics to the Group through communication with its stakeholders, so as to define the scope of this report, collect relevant information, prepare data based on the collected information and examine the data in this report.

## SCOPE AND EXTENT OF THE REPORT

Unless otherwise specified, the scope of the disclosures of this report include the holding companies and subsidiaries under the effective control of the Group's headquarters and subordinates.

## ACCESS AND FEEDBACK TO THIS REPORT

This Report is available in Traditional Chinese, Simplified Chinese and English versions on our website [www.crbeer.com.hk](http://www.crbeer.com.hk). If you have any questions or suggestions on this report and its contents, please feel free to contact us at:

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# 主席寄语 Message From The Chairman



本集团深信，「共创美好生活」的理念，并不止于营运业绩上的优异成绩，我们还必须要为利益相关方、社会和环境持续带来更多更美好的改变。

**The Group believes that its concept of “Better Life Together” goes beyond achieving an outstanding operating performance. We also have to continue to bring about more and better changes to the stakeholders, the society and the environment.**

陈朗 CHEN LANG  
主席 Chairman

## 「共创美好生活」

2016年，是本集团发展的重要一年。我们与Anheuser-Busch InBev SA/NV达成协议，以16亿美元购入SABMiller Asia Limited持有华润雪花啤酒有限公司（「华润雪花啤酒」）的49%股权，这意味着我们获得了拥有全球销量第一啤酒品牌业务的完整所有权。同时，本集团于2016年亦持续深化发展战略，实现效益最大化，成功做到啤酒销售单价增长和市场份额持续提升的骄人成绩。本集团深信，「共创美好生活」的理念，并不止于营运业绩上的优异成绩，我们还必须要为利益相关方、社会和环境持续带来更多更美好的改变，这亦与香港联合交易所有限公司要求上市公司编制环境、社会及管治报告当中的理念不谋而合。本报告的编制，其中建基于与利益相关方进行调研和交流，聆听他们的意见，让我们更了解他们对本集团的期望和关注，与他们共同携手，从环境和社会等角度出发，优化自身策略和运营，创造更高价值。

## “BETTER LIFE TOGETHER”

2016 was an important year for the Group's development. We entered into an agreement with Anheuser-Busch InBev SA/NV to acquire a 49% stake in China Resources Snow Breweries Limited (“CRSB”) held by SABMiller Asia Limited at a consideration of US\$1.6 billion. We thus acquired full ownership of the number one beer brand in terms of sales volume worldwide. In addition, the Group reinforced its development strategy in 2016 to maximize its efficiency and delivered outstanding operating performance with increase in average selling price of beer and continuous expansion on market share. The Group believes that its concept of “Better Life Together” goes beyond achieving an outstanding operating performance. We also have to continue to bring about more and better changes to the stakeholders, the society and the environment, which coincides with the requirement by The Stock Exchange of Hong Kong Limited for listed companies to prepare the environmental, social and governance reports. The report is prepared based on the study conducted with our stakeholders, on discussions with them and listening to their opinions. This enables us with a better understanding of their expectations and concerns about the Group. By joining hands with them, we can further optimize our strategy and operations on the aspect of environment and society so as to create greater value.

## 积极推动环保，革新技术

本集团明白环境保护必须要落实和融入到生产和经营过程中，才是有效、高效的。本集团一直积极响应国家节能减排的方针，执行比国家或地方政府污染物排放要求更严格的内控标准，采用先进技术优化生产流程，同时还主动投入研发改良有关技术，推动行业提升环保水平。2014年，我们制定了2015年至2017年煤改气和脱硫除尘专项改造规划，提升清洁能源使用比例，加强脱硫除尘等大气污染防治设备设施管控，确保减少污染物排放。2016年，本集团投入约人民币4,000万元于该项目，致力尽早完成。最终，项目提前于2016年年底基本完成。此外，在环保技术研发上，本集团也取得骄人成果。我们的「啤酒二氧化碳高效、优质回收与利用及示范」项目是2016年唯一一个获得中国酒业协会颁发的科学技术进步奖一等奖的项目，这项技术能为啤酒企业于二氧化碳减排方面作出参考示范，为国家整体气候治理及利益相关方贡献我们的力量。

## PROACTIVE PROMOTION OF ENVIRONMENTAL PROTECTION AND TECHNOLOGICAL INNOVATION

The Group understands that effective and efficient environmental protection can only be achieved when it is implemented and incorporated into the production and operation process. The Group has all long actively responded to the direction of the national policy on energy conservation and emission reduction. The Group adopted much stricter internal control standards on pollutant emissions than the national or local government requirements. In addition, the Group has used advanced technologies to optimize its production process. The Group has also taken initiative to invest in research and development of the advancement in relevant technologies to encourage overall industry to improve its level of environmental protection. In 2014, we formulated the transformation plan for the usage of burning natural gas instead of coal as well as desulfurization and dust removal projects for the period from 2015 to 2017. The purpose of the plan is to raise the proportion of the usage on clean resources; strengthen the management and control on those equipment and facilities for desulfurization and dust removal which protect against atmospheric pollution; and assure the reduction of pollutant emissions. In 2016, the Group invested approximately RMB40 million in the transformation projects and endeavored to complete the projects as early as possible. By the end of 2016, the projects on the whole were finally completed ahead of schedule. In addition, the Group achieved remarkable results in the research and development of environmental protection technology. Our “efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration (啤酒二氧化碳高效、优质回收与利用及示范)” project is the only project in 2016 awarded Scientific and Technological Progress Award (First Prize) (科学技术进步奖一等奖) by the China Alcoholic Drinks Association. The technology serves as a reference and an exemplar for beer enterprises in respect of reducing emissions of carbon dioxide, enabling us to make a contribution to the overall climate management in China as well as the stakeholders.

## 提升供应商水平，做好把关

本集团相信，要达致推动社会进步的目标，除自身的力量外，更需要与各合作伙伴积极配合，在更大的范围形成强大合力。于供应商管理方面，本集团建立了以《采购管理制度》、《供应商管理规定》为基础的采购和供应商管理规章制度体系，对供应商相关行为守则作出了明确指引。此外，我们还向供应商发放《华润雪花供应商应知应遵知识手册》，手册内容主要涉及供应商应当知道的要求和应当恪守的道德准则和行为规范。2016年，本集团首次进行供应商「应知应遵测试」，对手册上面列出的规定进行测试，确保供应商充分理解手册内容。考核中未达水平的供应商，一律不能列入我们的《供应商目录》内，禁止合作。

## 持续迈步向前，追求卓越

作为中国领先的啤酒生产商，本集团义不容辞地对环境和社会责任作出我们应有的承诺。本集团明白，要实现为环境、社会创造可持续价值的长远目标，绝不会是一蹴而就，我们需要长期努力和持续与利益相关方沟通。我们期待与大家共同合作，并视各利益相关方的监督为动力，促使我们于价值创造的道路上迈出更坚实的每一步，不断前行，追求卓越。

主席  
陈朗

## IMPROVEMENT OF QUALITY LEVEL OF SUPPLIERS WITH GATE-KEEPING MEASURES

The Group believes that proactive co-operation with its partners so as to forge a more powerful joint force in a wider scope, in addition to its own contribution, is a necessity to achieve the goal of advancing societal progress. With respect to its suppliers management, the Group has established an internal procurement and supplier management regulatory system based on the Procurement Management System and the Supplier Management Regulations, which provides specific guidance on the code of conduct of its suppliers. Furthermore, we have also distributed the copies of the "Manual on Information To Be Known and Followed by Suppliers to CRSB" (《华润雪花供应商应知应遵知识手册》) to suppliers. It mainly contains the requirements as well as ethical standards and code of conduct which should be known and followed by the suppliers. To ensure that suppliers have a full understanding of the manual, the Group, in 2016, conducted its first knowledge and compliance test with its suppliers about the regulations stated in the manual. Those suppliers who failed to reach the standard were prohibited to co-operate and excluded from the Supplier Directory of the Group.

## KEEPING ON MOVING FORWARD IN PURSUIT OF EXCELLENCE

As the leading beer manufacturer in China, the Group is duty-bound to undertake its environmental and social responsibility. The Group understands that it needs a long-term effort and continuous communication with the stakeholders, instead of a single move, so as to accomplish the aim of creating sustainable values for the environment and society. We look forward to working with all parties, and view the supervision by the stakeholders as an incentive, that encourages us to take solid stride forward in pursuit of excellence on the road of value creation.

Chen Lang  
Chairman



# 关于我们 About Us

## 本集团简介

华润啤酒（控股）有限公司（香港联合交易所有限公司股份代号：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。本公司于2015年成功进行业务重组，转型成为专注发展啤酒业务的企业，公司名称亦由「华润创业有限公司」更改为「华润啤酒（控股）有限公司」。2016年10月，本公司完成收购华润雪花啤酒有限公司（「华润雪花啤酒」）49%股权，使华润雪花啤酒成为本公司的全资附属公司。

## 产品介绍

本集团自1994年开始在中国发展啤酒业务，旗下啤酒的总销量自2006年起连续多年位居中国市场第一，旗舰品牌「雪花 Snow」亦自2008年起成为全球销量最高的啤酒品牌。

本集团通过「雪花 Snow」啤酒品牌，以创新差异化品牌策略覆盖不同产品档次，满足消费者在不同场合的需求，任何时候均可体验和享受「雪花 Snow」啤酒品牌。

- 「雪花勇闯天涯」——本集团的中档啤酒系列，其内在的「进取、挑战、创新」精神，一直深受年轻消费者爱戴。
- 「雪花纯生」——本集团的高档啤酒系列，以「匠心营造」为核心理念，中国经典文化为载体，诠释着专注、坚持、追求品质的匠人精神。
- 「雪花脸谱」——本集团的超高档啤酒系列，打造「花脸+花旦」的独特产品，呈现高端时尚生活方式与中国传统文化的完美结合。

2016年，华润雪花啤酒总销量达到11.7百万千升，总销量连续11年领先国内其他啤酒品牌。

## COMPANY PROFILE

China Resources Beer (Holdings) Company Limited (stock code under The Stock Exchange of Hong Kong Limited: 00291) is a beer listed subsidiary company of China Resources (Holdings) Company Limited ("CRH"), which focuses on the manufacturing, sales and distribution of beer products. In 2015, the Company successfully completed its business restructuring and transformed itself into a beer-focused enterprise, and was renamed from "China Resources Enterprise, Limited" to "China Resources Beer (Holdings) Company Limited". In October 2016, the Company completed the acquisition of 49% stake of China Resources Snow Breweries Limited ("CRSB"), which became a wholly-owned subsidiary of the Company.

## PRODUCT INTRODUCTION

The Group has been in the beer business in China since 1994. Its total sales volume of beer has ranked number one in the China market since 2006. The flagship brand "雪花 Snow" has become the largest single beer brand in terms of sales volume worldwide since 2008.

The Group provides customers with various product experiences and enjoyments on different occasions, through an innovative branding and segmenting strategy of the beer brand "雪花 Snow" covering different product series.

- "Snow Brave the World" – the mid-end product series of the Group. It is popular among younger consumers with its spirit of "ambitious, challenging and innovative".
- "Snow Draft Beer" – the high-end product series of the Group with "Ingenuity in Craft" as its core value. It is supported by the classic Chinese culture – aiming to present the devoted, persevering and quality-oriented spirit of a craftsman.
- "Snow Opera Mask" – the super-premium product series of the Group featuring unique elements of male and female Chinese opera performers' faces, in addition to showcasing the perfect combination of premium modern lifestyle and traditional Chinese culture.

In 2016, the total sales volume of CRSB reached 11.7 million kiloliters, which outperformed the rest of the domestic beer brands for the 11th consecutive year.





## 生产基地分布

啤酒厂房总数：98（截至2016年12月31日）

## GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

Total number of breweries: 98 (As at 31 December 2016)



## 相关奖项及荣誉节录

## RELEVANT AWARDS AND RECOGNITION

《资本杂志》— 企业社会责任大奖 CAPITAL – Corporate Social Responsibility Awards
《镜报》— 第五届杰出企业社会责任奖 The Mirror – The 5th Outstanding Corporate Social Responsibility Award
香港投资者关系协会 — 第二届香港投资者关系大奖 Hong Kong Investor Relations Association – HKIRA 2nd Investor Relations Awards
《亚洲企业管治》杂志 — 2016年度亚洲卓越表现表扬大奖 Corporate Governance Asia – Asian Excellence Recognition Awards 2016
《机构投资者》杂志 — 亚洲最受尊敬企业之一 Institutional Investor – One of Asia's Most Honored Companies
香港股票分析师协会 — 上市公司年度大奖 The Hong Kong Institute of Financial Analysts and Professional Commentators Limited – Outstanding Listed Company of the Year
大公报 — 最佳投资者关系管理上市公司 Ta Kung Pao – Best Investor Relations Listed Company
《经济一周》杂志 — 香港杰出上市企业 Economic Digest – Hong Kong Outstanding Enterprise Award
《财资》杂志 — 卓越企业管治、社会责任及投资者关系白金奖 The Asset – Platinum Award – Excellence in Governance, CSR & Investor Relations
香港董事学会 — 2016年度杰出董事奖 The Hong Kong Institute of Directors – Directors of The Year Awards 2016
中国酒业协会 — 啤酒二氧化碳高效、优质回收与利用技术的研究及工程示范项目科学技术进步奖一等奖 China Alcoholic Drinks Association – Scientific and Technological Progress Award (First Prize) for the “Efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration” Project (啤酒二氧化碳高效、优质回收与利用技术的研究及工程示范项目科学技术进步奖一等奖)
中国酒业协会 — 雪花爱尔啤酒 — 2016青酌奖TOP10奖项 China Alcoholic Drinks Association – Snow Ale Beer – 2016 “QINGZHUO Awards” Top 10
武汉、泰州当地市政府主管部门 — 当地工厂评定为环保诚信企业或绿色等级企业 Wuhan, Taizhou local governments – Factories were named as “Environmental Credible Enterprise” or “Green Level Enterprise”

有关更多我们获取的奖项详情，请参阅本公司的网站或年报。

For more details of our awards, please refer to the website or annual reports of the Company.





# 环境、社会及管治架构

## Environmental, Social and Governance Structure

本集团视营运中所考虑的环境、社会相关因素为自身可持续发展具有重要影响的元素，并将相关因素的管理融入日常的风险管控。针对客观环境和自身情况，本集团制定了全面的环境、社会风险识别、管控及处理机制。通过制度设置、日常监控、数据收集、信息披露等多个环节，本集团已建立环境、社会及管治架构，以保证我们的可持续发展和我们顺利履行对各利益相关方的责任。

The Group considers the environmental and social factors during its operation as the crucial elements to its sustainable development and has incorporated the same factors into its daily risk management and control. In view of objective circumstance and our own situation, the Group has formulated an all-round mechanism on risk identification, management and control as well as treatment. The Group set up its own environmental, social and governance structure covering system set up, daily monitoring, data collection and information disclosure which can ensure our sustainable development and a smooth implementation of our responsibilities to the stakeholders.

### 环境、社会及管治机制

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE MECHANISM

工作层级 Work level	职能设置 Functions	具体职责 Duties and responsibilities
决策层 Decision-making level	高级管理层 Senior management	1. 讨论环境、社会及管治重大事务和未来发展 Discuss major issues and future development of environment, society and governance
		2. 识别相关风险 Identify relevant risks
		3. 制定策略及目标 Formulate strategies and objectives
		4. 检讨工作效果 Review working results
		5. 对整体工作机制效果进行评估 Assess effectiveness of overall working mechanism
		6. 分配各职能部门、分公司相关职责 Assign relevant duties and responsibilities for various functional departments and companies
沟通层 Communication level	各职能部门、分公司负责人组成 Composition of responsible persons from various functional departments and companies	1. 执行决议并向决策层汇报工作情况 Implement resolutions and report working status to the decision-making level
		2. 根据整体环境、社会及管治策略和方向研究具体工作 Look into actual work according to the overall strategy and direction on environment, society and governance
		3. 指定相关工作小组执行工作 Assign relevant working groups to implement work
		4. 向决策层提出下一年相关工作的改善建议 Advise decision-making level on work improvement in the coming year

工作层级 Work level	职能设置 Functions	具体职责 Duties and responsibilities
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	1. 按沟通层的方向，在自身的职能范围内完成相关工作 Complete assigned work in respective scope of functions in accordance with the direction from communication level
		2. 定期收集、整理、上报相关信息 Collect, organize and report relevant information on a regular basis
		3. 及时反馈实际工作情况，对实际工作的开展进行建议 Make timely feedback of actual working situation and make recommendations on the implementation of work
		4. 承担内部信息传播责任 Take responsibility for dissemination of internal information

## 利益相关方识别和沟通

## IDENTIFICATION AND COMMUNICATION WITH STAKEHOLDERS

利益相关方组别 Category of stakeholders	诉求与期望 Requests and expectations	沟通方式 Communication method	回应 Responses
政府及监管机构 Government and regulatory authorities	<ul style="list-style-type: none"> <li>遵纪守法，合法经营 Lawful operation by observing laws and disciplines</li> <li>支持地区经济 Support of local economy</li> <li>促进就业 Promotion of employment</li> <li>按规纳税 Tax payable according to regulations</li> </ul>	<ul style="list-style-type: none"> <li>直接拜访 Direct visits</li> <li>定期沟通 Regular communication</li> <li>阅读政策文件 Study of policy documents</li> <li>回应咨询 Reply to inquiries</li> </ul>	<ul style="list-style-type: none"> <li>持续强化企业管治，确保公司合规运营 Strengthening corporate governance of the Company continuously to ensure compliance of its operation</li> <li>支持政府政策 Support of local policies</li> </ul>
股东 Shareholders	<ul style="list-style-type: none"> <li>信息公开 Information disclosure</li> <li>持续增长 Sustainable growth</li> <li>风险控制 Risk control</li> <li>投资者关系管理 Investor relations management</li> </ul>	<ul style="list-style-type: none"> <li>定期发布财务报告 Publish financial reports on a regular basis</li> <li>遵守香港上市公司有关规定 Comply with relevant regulations to Hong Kong listed companies</li> <li>召开股东大会 Convening general shareholders meetings</li> <li>投资者关系沟通 Investor relations communication</li> </ul>	<ul style="list-style-type: none"> <li>持续提升公司管治及风险管理水平 Improvement of corporate governance and risk management level</li> <li>及时披露信息 Timely information disclosure</li> <li>加强投资者关系管理 Strengthening investor relations management</li> <li>有效内控及审计 Effective internal control and audit</li> </ul>



利益相关方组别 Category of stakeholders	诉求与期望 Requests and expectations	沟通方式 Communication method	回应 Responses
消费者 Consumers	<ul style="list-style-type: none"> <li>• 产品安全 Product safety</li> <li>• 产品质量 Product quality</li> <li>• 产品信息披露 Disclosure of product information</li> <li>• 消费者权益维护 Protection of consumer rights</li> </ul>	<ul style="list-style-type: none"> <li>• 客户服务热线 Customer service hotlines</li> <li>• 商品标签 Product labels</li> <li>• 邮件及社交媒体沟通 Communication via mails or social media</li> </ul>	<ul style="list-style-type: none"> <li>• 保证产品安全 Assurance of product safety</li> <li>• 披露产品信息 Disclosure of product information</li> <li>• 设立客户服务沟通渠道 Establishment of communication channels for customer service</li> <li>• 建立完善的客户管理体系和客户意见反馈机制 Establishment of a comprehensive customer management system and customer feedback mechanism</li> </ul>
员工 Employees	<ul style="list-style-type: none"> <li>• 保障员工薪酬福利 Safeguard employees' compensation and benefits</li> <li>• 实现员工发展 Achievement of employee development</li> <li>• 工作环境安全健康 Safe and healthy working environment</li> <li>• 倡导企业文化 Promotion of corporate culture</li> <li>• 参与企业发展 Participation in corporate development</li> </ul>	<ul style="list-style-type: none"> <li>• 员工信箱或公司内联网 Employee mailbox or corporate intranet</li> <li>• 意见调查 Opinion surveys</li> <li>• 员工培训 Employee training</li> <li>• 员工活动 Employee activities</li> </ul>	<ul style="list-style-type: none"> <li>• 制定具竞争力的薪酬体系 Formulation of a competitive compensation system</li> <li>• 建立完善福利保障机制 Establishment of a comprehensive welfare protection mechanism</li> <li>• 建立透明晋升机制和渠道 Establishment of a transparent promotion mechanism and channel</li> <li>• 针对各岗位特性组织培训，搭建发展平台 Tailor-made training for each position based on its characteristic and formulation of a development platform</li> <li>• 改善工作条件，保证工作环境安全 Working condition improvement to ensure safety working environment</li> <li>• 征求员工意见 Seeking advice from employees</li> <li>• 开展员工活动，促进团队合作 Conduct employee activities to facilitate teamwork</li> </ul>
供应商及合作夥伴 Suppliers and partners	<ul style="list-style-type: none"> <li>• 诚信营运 Operation with integrity</li> <li>• 公平竞争 Fair competition</li> <li>• 履行合同 Contracts fulfillment</li> <li>• 互利共赢 Mutual beneficial co-operation</li> </ul>	<ul style="list-style-type: none"> <li>• 定期沟通 Regular communication</li> <li>• 审核与评估 Audit and evaluation</li> <li>• 信息共享 Information sharing</li> <li>• 公平交易 Fair trade</li> </ul>	<ul style="list-style-type: none"> <li>• 实施阳光采购，打造责任供应链 Implementation of transparent procurement and responsible supply chain</li> </ul>

利益相关方组别 Category of stakeholders	诉求与期望 Requests and expectations	沟通方式 Communication method	回应 Responses
行业协会 Industry associations	<ul style="list-style-type: none"> <li>遵守行业规范 Compliance with industry standards</li> <li>促进行业发展 Promotion of industry development</li> <li>研发新产品和技术 Development of new products and technologies</li> </ul>	<ul style="list-style-type: none"> <li>定期交流 Regular communication</li> <li>互相访问 Reciprocal visits</li> <li>积极参与协会事务 Active participation of the associations' affairs</li> </ul>	<ul style="list-style-type: none"> <li>参与行业评优，对行业规范提出建议 Participation in industry evaluation and advice on industry standards</li> <li>参与行业组织 Participation in industry associations</li> <li>分享先进生产经验 Experience sharing in production advancement</li> </ul>
社区 Community	<ul style="list-style-type: none"> <li>支持社区发展 Support of community development</li> <li>尊重当地社区文化 Respect local community culture</li> <li>保护当地生态环境 Protection of local ecological environment</li> </ul>	<ul style="list-style-type: none"> <li>社区文化建设 Establishment of community culture</li> <li>帮扶弱势群体 Offering help to vulnerable groups</li> <li>社区服务 Community services</li> </ul>	<ul style="list-style-type: none"> <li>积极开展慈善捐赠，投身社会公益活动 Active participation of charitable donations and social activities</li> </ul>

#### 利益相关方感言：

#### COMMENTS OF STAKEHOLDERS:

<p>「华润啤酒以较低的价格和较好的融资结构回购华润雪花啤酒49%股权，得益于公司多年积累的强大市场地位形成的谈判力，以及资本市场的运作能力，为股东创造了极大的价值，感谢公司各同事的付出！」</p> <p>"Benefiting by the bargaining power built up through strong market position over the years and the operation capacity of the capital market, CR Beer acquired the 49% stake in CRSB at a relatively low price with sound financing structure, which created great value for shareholders. We appreciate the contribution from the colleagues of the Company!"</p> <p>高瓴资本管理 执行董事 李岳 David Li, Executive Director of Hillhouse Capital Management Limited</p>	<p>「公司的发展令我们充满信心，我们可以感受到公司一直为员工的发展作考虑，给我们提供各样的培训，让我们一直能持续进步，和公司一起成长。」</p> <p>"The development of the Company makes us feel confident. We can feel that the Company has been taking into account of staff development and offered us various training programs, allowing us to have continuous improvement and grow with the Company."</p> <p>本集团法律及公司秘书部 助理总经理 谢俊庭 Chris Tse, Assistant General Manager of Legal and Secretarial Department of the Group</p>
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#### 重要性议题识别

在本报告筹备期间，本集团对自身在环境、社会及管治相关的议题进行了评估，以了解各利益相关方群体对报告的期望，特别是供应商及股东所关注的议题，从而订立披露框架及内容，回应利益相关方群体的诉求。

#### IDENTIFICATION OF IMPORTANT ISSUES

During the preparation of this report, the Group has conducted assessments on its related environmental, social and governance issues to have better understanding of the expectation to the report by stakeholders, especially concerns from suppliers and shareholders, so as to formulate the framework on disclosure and contents of disclosure in this report, in response to the requests of the stakeholders.



我们的重大性评估由以下步骤组成：

Our assessment on major issues comprised of the following steps:

1	利益相关方识别 Identification of stakeholders	识别出各重要的利益相关方群体，并特定为各群体制定参与计划。 Identify each of the important stakeholders and formulate specific participation plans for them.
2	利益相关方参与 Participation of stakeholders	通过问卷和访谈，对利益相关方进行深入调研，了解他们对本集团在环境、社会及管治领域上的关注和期望。 Conduct in-depth study of stakeholders through questionnaires and interviews to understand their concerns and expectations on the Group in respect of environment, society and governance.
3	重要性议题排序 Ranking of major issues	通过量化利益相关方调研结果，对各环境、社会及管治议题进行分析排序。 Analyze and rank the environmental, social and governance issues after quantification of the result on study of the stakeholders.
4	公司管理层确定 Confirmation by the Company management	把分析结果递交公司管理层进行最终确认。 Submit the analysis result to the Company management for final confirmation.

## 重要性议题列表

### LIST OF MAJOR ISSUES

高度重要性议题 Issues with high importance	环境范畴 Environmental scope	污水排放 Sewage discharges
		水资源使用 Use of water resources
		能源使用 Use of energy
	社会范畴 Social scope	员工健康与安全 Staff health and safety
		员工保留 Staff retention
		产品责任 Product responsibility
		社区投资 Community investment
		员工发展与培训 Staff training and development
		廉洁反贪腐 Anti-corruption
		产品投诉管道 Channels for product complaint
中度重要性议题 Issues with moderate importance	环境范畴 Environmental scope	温室气体排放 Greenhouse gas emissions
		材料使用 Use of materials
		生态环境 Ecological environment
		废弃物处理 Waste disposal
	社会范畴 Social scope	产品质量检定 Assurance of product quality
		责任供应链 Responsible supply chain
		避免使用童工和强制劳动 Avoid the use of child labor and forced labor
		消费者隐私 Consumer privacy
		保障知识产权 Protection of intellectual property rights
		员工多元平等 Employees diversification and equality

## 倡廉善治

本集团深知反腐倡廉对企业发展的重要性，不断完善相关制度和确保监督机制有效运作。本集团从政治高度出发，以纯洁风气下发展为落脚点，坚定开展党风廉政建设自查工作，通过自上而下逐级签订《党风廉政建设责任书》，以明确党风廉政工作的责任主体、责任内容和责任追究，坚持落实党委主体责任和纪委监督责任，认真贯彻「三重一大」决策机制，加强制度完善和监督执行，认真开展巡视检查和信访举报线索调查工作，努力实现不敢腐、不能腐、不想腐的目标，扎实推动企业党风廉政建设和反腐败工作，形成从上而下、责任明晰的廉政工作体系。在实际工作中，本集团不断强化经理人明纪守纪意识，狠抓作风建设，持之以恒执行中央八项规定和纠正「四风」，加大从源头上预防和治理腐败的力度，著力把反腐倡廉工作提升到一个新水平。

于报告年内，本集团已遵守有关防止贿赂、勒索、欺诈及洗黑钱方面对本公司具有重大影响的相关法律及法规。

## GOVERNANCE OF INTEGRITY

The Group fully understands the importance of anti-corruption to corporate development and continues to enhance the relevant policy to ensure effective operation of supervision mechanism. In view of high degree of political and party consciousness, the Group is committed to carry out self-examination on clean and honest governance under the development of high standards on integrity governance. Through endorsing the Statement of Responsibility for Clean and Honest Governance (《党风廉政建设责任书》) at all levels, the Group has specified the subject, contents and accountabilities of responsibilities for clean and honest governance and implement the main responsibilities of the Community Party's committee and the supervision responsibilities of discipline committee. With consistent implementation of the "Three Importance and One Greatness (三重一大)" decision-making mechanism, the Group has strengthened the regulations improvement and supervision actions by carrying out walk-around inspections and verifying the petitions raised by whistle-blowing. In order to accomplish the goal of "no one dares to corrupt, no one can corrupt and no one wants to corrupt (不敢腐、不能腐、不想腐)", the Group has also facilitated the construction of clean and honest governance and anti-corruption and formed a top down and well-defined responsibilities of work system. In practice, the Group has further strengthened the discipline awareness and understandings of our managers and paid close attention to build up personal work style. By consistently implementing the "eight requirements (八项规定)" of the central government and combating "four undesirable working styles (四风)", the Group has reinforced the prevention and governance of corruption from the source and strived to raise the quality of anti-corruption to a new high level.

During the reporting year, the Group has complied with the laws and regulations on the prevention of bribery, extortion, fraud and money laundering that had a significant impact on the Company.



## 产品与服务 Products and Services

本集团持续完善质量管理体系建设，通过管理改进，确保产品质量安全达到中华人民共和国国家标准GB4927啤酒优级品的要求。

本集团对全产业链质量管理进行系统性研究及开展，从源头质量抓起，进行质量延伸管理，完善原料食品安全管理保障体系。我们的生产过程实施关键控制点管理，并设置实时监控，消除质量安全隐患，并为本集团产品于质量稳定性、受控性及可追溯性方面提供保障，确保产品安全。

本集团启用了全国统一的客户服务电话，持续完善和改进客户服务体系。通过我们的市场投诉快速反应体系，本集团成功规范客户投诉处理流程，并与消费者建立良好的沟通和服务关系，使消费者享受到高品质服务。

2016年，本集团产品质量合格率达100%，国家监督检查抽查合格率亦达100%；工厂食品安全培训及应急演练完成率为100%。

于报告年内，本集团已遵守有关所提供产品和服务的健康与安全、广告、标签及隐私事宜以及补救方法方面对本公司具有重大影响的相关法律及规例。

The Group has been enhancing the establishment of its quality management system in order to ensure the quality and safety of its products fulfilling the National Standard of the People's Republic of China GB4927 requirement for premium beer products through improvements in management.

The Group has conducted a systematic study on the quality management for the whole industry chain. By paying attention to the sources of the quality, the Group has engaged in extended quality management to modify its food safety management and security system on raw materials. We have managed the key control points during the production process and set up real-time monitoring to eliminate quality and safety hazards in order to ensure the stability, controllability and accountability of its products quality and safety.

The Group has further enhanced its customer service system and introduced its national unified customer service hotline in China. The Group has successfully regulated the process for handling customer complaints and established a sound communication and service relationship with consumers through a rapid response system to market complaint, enabling consumers to enjoy a high quality service.

In 2016, the Group's products achieved a pass rate of 100% both in the product quality test and spot tests run by the National Safety Supervision and Inspection. The completion rate of food safety training and emergency drills in factories also reached 100%.

During the reporting year, the Group has complied with the laws and regulations on the matters relating to the health and safety, advertising, labelling and privacy matters relating to its products and services and relevant remedial measures that had a significant impact on the Company.

## 质量保证

本集团以「酿造世界最好的啤酒」为目标，秉承「不断满足消费者需求，不断创造价值，回报社会、股东和员工」的理念，制定「质量第一，消费者至上，勇于创新，追求卓越，践行社会责任」的产品质量方针。本集团继续提高产品质量标准，严格把控食品及包装安全，不断创新技术工艺，研发新产品，为消费者创造更多价值。

## 质量标准

质量的保障来自于严苛的质量标准及质量管控，本集团根据内部既定方针，不断完善品质标准体系和食品安全体系，其中本集团于2016年制定和修订的技术质量标准文件超过30份，体现了我们严格控制产品质量的决心。

为了满足不同消费者需求，根据最新国家法律法规，本集团修订了《食品添加剂管理规定》、《洗涤剂、消毒剂及涉水产品管理规定》、《食品召回管理制度》、《雪花勇闯天涯生产工艺》、《雪花勇闯天涯产品标准》、《小麦芽标准》、《特种麦芽》、《啤酒铝易开盖铝两片罐（试行版）》、《啤酒标签》等多份关于生产工艺、原辅料、产品质量标准及包装物的质量标准，为消费者提供安全、放心、美观、口味多元化的产品。本集团还修订了一系列检验分析手册，如《啤酒生产检验手册》、《原辅料检验手册》、《麦芽检验标准化操作规程》，严格按照检验方法及操作规程监控原辅料和生产过程等质量指标，确保检验及时性、操作规范性及数据结果准确性，使产品质量更为可靠，打造「第一酿造」的品牌。

## QUALITY ASSURANCE

Aiming at “brewing the best beer in the world”, the Group has formulated the policy of product quality, “quality first, consumers as top priority, be innovative, strike for excellence and fulfilling social responsibilities”, which has adhered to the philosophy of “satisfy consumer demand and create value continuously while returning society, the shareholders and employees”. The Group continues to improve its product quality standards and place stringent control on food and packaging safety through consistent innovation on craft and technologies as well as research and development on new products in order to create more value for consumers.

## QUALITY STANDARDS

Quality assurance comes from strict quality standards and control. The Group has been enhancing its quality standard system and food safety system according to its established internal policies. In particular, over 30 documents about quality standards on technology were formulated and revised in 2016 to fulfill our dedication in strict product control.

In order to meet the demand of various consumers, the Group has revised a number of quality standards for production techniques, raw and auxiliary materials, quality standards of products and packaging materials including Management Regulations of Food Additives (《食品添加剂管理规定》), Management Regulations of Detergents, Disinfectants and Water-Related Products (《洗涤剂、消毒剂及涉水产品管理规定》), Management System of Recall on Food Products (《食品召回管理制度》), Production Techniques of “Snow Brave the World” (《雪花勇闯天涯生产工艺》), Product Standard of “Snow Brave the World” (《雪花勇闯天涯产品标准》), Standards on Wheat Malt (《小麦芽标准》), Special Species on Wheat Malt (《特种麦芽》), Two-Piece Aluminum Beer Cans with Ring-Pulls (Trial) (《啤酒铝易开盖铝两片罐(试行版)》) and Beer Labels (《啤酒标签》) in accordance with the latest national laws and regulations, such that the Group provides safe, reliable, good appearance and diversified tastes of products for consumers. The Group has also revised a series of manuals about inspection and analysis such as Inspection Manual of Beer Production (《啤酒生产检验手册》), Inspection Manual of Raw and Auxiliary Materials (《原辅料检验手册》) and Standardized Operation Procedures for Wheat Malt Inspection (《麦芽检验标准化操作规程》). By strictly monitoring the quality standard of raw and auxiliary materials and production process in accordance to the inspection methods and operation procedures, the Group can ensure the timeliness of inspection, standardization of the operation and accuracy of data results which in turns improve the reliability of its products quality and build the brand of “No. 1 in Brewing (第一酿造)”.

## 质量检测

本集团运用ISO9001质量管理体系、ISO22000食品安全管理体系、HACCP危害分析及关键控制点管理程序对产品质量进行严格控制。本集团成立生产原料采购监控小组，以保障产品质素及加强质量延伸管理，由原料产地至加工整个过程进行严密监控，从源头管控质量风险。

## QUALITY REVIEW AND TESTING

The Group has applied strict control on products quality through operating under the ISO9001 quality management system, ISO22000 food safety management system and management procedures of the Hazard Analysis and Critical Control Points system (HACCP). In order to ensure product quality and strengthen extended quality management, the Group has set up a supervising team for raw material procurement to manage quality risks from the source, strictly monitor throughout the entire production process from raw material production place to processing place.



2016年，本集团还重点开展「纸箱飞行检查活动」，在没有预先通知的情况下突击检查包装纸箱，进一步提升产品外包装物的质素。此外，本集团于2016年啤酒产品的品质测试合格率及国家监督检查抽查合格率均达到100%；品质、外观品质、综合品质等评分均高于2015年。

In 2016, the Group rolled out unannounced inspections on carton packaging of the beer products without prior notice, to further enhance the quality of the product packaging. In addition, the Group's beer products had a 100% pass rate both in the quality test and the spot tests run by the National Safety Supervision and Inspection in 2016, respectively. The scores of the beer quality, packaging and integrated product quality were higher than those in 2015.



## 产品创新

为保障和维护知识产权，本集团严格遵守中华人民共和国的知识产权法律法规，包括但不限于《著作权法》、《著作权法实施细则》、《商标法》、《商标法实施条例》、《专利法》、《专利法实施细则》、《反不正当竞争法》及相关司法解释，同时，本集团严格遵守中华人民共和国加入的有关版权的国际公约。为了能有效执行国家法律法规，本集团制定了《知识产权管理制度》、《规避侵犯他人知识产权风险管理规定》、《产品维权工作管理办法》、《产品标识标注审核工作指引》等。

同时，本集团针对不同市场、不同层次消费者需求，按照「研制一代、开发一代、储备一代、应用一代」的原则进行新产品研制开发；以培育和提升企业自主知识产权技术改造为出发点，解决制约行业发展的瓶颈技术难题，为行业的技术进步作出贡献。

## PRODUCT INNOVATION

For the purpose of protecting and safeguarding intellectual property, the Group has strictly complied with the laws and regulations about intellectual property of the People's Republic of China, including but not limited to Copyright Law, Implementing Regulations on Copyright Law, Trademark Law, Implementing Regulations on the Trademark Law, Patent Law, Implementing Regulations on Patent Law, Anti-Unfair Competition Law and relevant judicial interpretations. Moreover, the Group has strictly complied with international copyright conventions entered into by the People's Republic of China. In order to effectively comply with national laws and regulations, the Group has formulated Intellectual Property Management System, Provision on Avoiding Infringement of Intellectual Property Rights of Third Party, Measures for the Administration of Maintenance of Product Copyright, Guideline on Review of Product Trademarks and Labels and others.

Meanwhile, the Group has researched and developed new products which meet customers' demand from various markets and at various levels in accordance with the principle of "research for a generation, development for a generation, reserve for a generation and apply for a generation". The Group has begun to cultivate and promote the technology modification of its own intellectual property, in order to resolve the critical problems on industry technology development and contribute to the technological advancement of the industry.



## 投诉处理

为实现产品投诉信息统一管理，本集团组建客户服务中心，为消费者提供良好的售后服务。本集团设立全国统一的专门客户服务热线以及顾客投诉机制，除及时为客户提供专业咨询及服务外，更为消费者提供满意的售后服务，以提升顾客满意度；并定期进行综合分析改进，不断提升产品和服务质量。客户服务中心由专职人员接听产品及服务的投诉，并即时传递到对应区域人员。按制度规定，区域处理人员会于30分钟内与投诉人（消费者、终端店及经销商）取得联系，约定时间现场受理。处理人员于三个工作日内向客户服务中心反馈投诉基本情况，并在处理完成后反馈处理结果。

同时，本集团形成了通过建立产品喷码以促生产系统追踪溯源、界定责任，从而按有关资料分析原因、制定并落实整改措施的产品质量改善良性循环。此外，本集团客户服务中心还进行有效的信息监控与数据统计，为管理层分析决策提供可参考依据，最终使消费者获得满意的消费体验。

## PROCESS ON HANDLING CUSTOMER COMPLAINTS

In order to centralize the information management on product complaints handling process, the Group has set up a customer services center to provide customers with excellent after-sales services. A specific national unified customer service hotline and a customer complaint mechanism have been established to provide customers with professional advice, services and satisfactory after-sales services so as to increase customer satisfaction. The Group has also conducted regular integrated analysis and modifications in order to improve the quality of products and services. Designated staff in the customer services center are responsible for receiving complaints of products and services, which are immediately delivered to the responsible staff in related regions. According to the regulations, the responsible staff in the regions will contact the complainants (customers, point-of-sales and distributors) within 30 minutes and make appointments to handle in person. The responsible staff will give feedback about the complaints to the customer service center within three working days and revert the outcomes upon settlement of the complaint.

Meanwhile, the Group has introduced inkjet printing of codes on products to facilitate trace of the sources and responsibility identification, which helped analyze reasons and develop corrective measures to improve products quality. In addition, the customer services center of the Group also carried out an effective information monitor and data analysis which serves as a reference to the management for decision-making, resulting in offering a satisfactory consumption experience to customers.





## 消费者信息保护

本集团通过信息加密和权限设置，对信息管理系统实现对不同区域、不同部门、不同管理层级在使用过程中的信息隔离。本集团按已制定的《信息化安全管理制度》管理设置于北京总部的机房，并通过专用设备、专用线路管理与维护。

同时，本集团采取密码安全登录策略避免信息泄漏；通过数据备份避免信息丢失。于信息接收、传递、处理、反馈各环节上，本集团系统均可支持历史查找，以追踪所有潜在问题的根源。于报告年内，本集团已遵守所有与消费者信息保护相关的法规。

## PROTECTION OF CUSTOMER INFORMATION

The Group has set up an information management system with information encryption and authorization limit to separate information of various regions, departments and management levels for use. The Group manages the system server located at the computer room of the Beijing headquarter according to Information Security Management System and carried out management and maintenance works through specific facilities and internet lines.

Meanwhile, the Group has used secure password login strategies to prevent information leakage and data backup to avoid omission of information. The system also supports for browsing history checks on all processes of receipt, transmission, processing and feedback of information to trace the sources of all potential issues. During the reporting year, the Group has complied with all regulations in respect of information protection of customers.





# 员工关爱 Care for Staff

## 员工概况

本集团一直严格遵守国家劳动法律法规和地方政策要求，致力于保障员工基本权益，遵从有关法律法规，如劳动法、劳动合同法、劳动合同法实施条例、社会保险法、工资支付暂行规定等。

本集团从雇佣制度到薪酬福利方面亦不敢怠慢，制定各守则及制度如员工招聘与录用管理规定、管理人员行为准则与实施细则，确保员工工资严格遵守最低工资保障制度及按时支付足额薪酬及超时薪酬，以及各社会保险、住房公积金及各项法定福利。

于员工招聘与录用管理制度上，本集团亦有加入反歧视及有关防止童工或强制劳工的考虑，严格遵守国家劳动法规如《禁止使用童工规定》及《未成年人保护法》，有效规范人员招聘的流程与要求，确保招聘公平公正。

本集团建立经理人选拔任用管理规定及高层竞聘管理规定，经理人选拔及晋升机制都做到流程公开、过程公平、结果公正，履行民主决策，确保员工晋升机会平等。

于报告年内，本集团已遵守有关薪酬及解雇、招聘及晋升、工作时数、假期、平等机会、多元化、反歧视、其他待遇及福利、防止童工、强制劳工及其他与雇佣方面对本集团具有重大影响的相关法律及法规。

## WORKFORCE OVERVIEW

The Group has always been strictly complying with the national labor laws and regulations and the requirements of local policies. The Group is committed to protecting the basic rights and interests of the employees, and conforms to relevant laws and regulations, such as Labor Law, Employment Contract Law, Implementation Regulations on Labor Contract Law, Social Insurance Law, and Tentative Provisions of the Payment of Wages, etc.

The Group also dedicates itself to improving the employment system and employees' compensation and benefit by formulating regulations and policies, such as the regulations on employees' recruitment and appointment, and the standard and implementation regulations of management personnel behavior, so as to ensure the wage of employees strictly complying with the minimum wages protection policy, timely and fully-paid payment of regular and overtime compensation, as well as the social insurance, housing provident fund and all statutory welfare.

With regard to the management policy of employees' recruitment and appointment, the Group has considered anti-discrimination and prevention of child or forced labor, and rigidly complied with the national labor laws such as Provisions on the Prohibition of Using Child Labor and Law in the Protection of Minors. The Group effectively regulates the process and requirements of staff recruitment, and assures the fairness and equity of the recruitment.

The Group has set up the management regulations for managers selection and appointment and open competitive employment of senior management, in order to make the selection and promotion mechanism for managers in an open, fair process and impartial results. The implementation of the regulations has demonstrated the democratic decision and safeguard of equal promotion opportunities for employees of the Group.

During the reporting year, the Group conformed to the relevant laws and regulations relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, other benefits and welfare, preventing child and forced labor, and those aspects that had a significant impact to the Group.

员工人数  
Number of employees

58,200

总人数  
Total

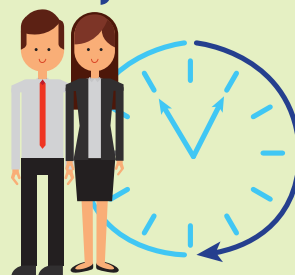


53,000



全职员工  
Full-time  
employees

5,200



非全职员工  
Non-full time  
employees

17,000



全职女员工  
Full-time female employees

36,000



全职男员工  
Full-time male employees

20,000



40岁以上全职员工  
Full-time  
employees aged  
over 40

33,000



40岁或以下全职员工  
Full time employees  
aged 40 or below

全职员工流失率  
Turnover rate of full time employees



薪酬与福利

本集团认为完善的薪酬制度可作激励作用，透过建立岗位价值图谱，配合技能薪酬体系和全员绩效管理体系，按岗位、技能及绩效制订员工薪酬。员工是公司宝贵的资产，本集团根据各单位经营状况、员工任职岗位、绩效评价、服务年限等关键因素，以及参考市场薪酬水平，制订出合理的薪酬机制，定期检讨员工薪酬和福利，以维持我们在就业市场上的竞争力。

Salary and Welfare

The Group believes that a comprehensive compensation system can motivate its staff. Through the establishment of a value spectrum for positions, and the match with skill emolument system and entire personnel performance management system, the Group has formulated the staff's compensation according to the position, skill and performance. Employees are the valuable assets of the Company. The Group has set up a reasonable compensation mechanism according to different key factors including the operation of each unit, the positions, the performance appraisal and length of service of the employees with the reference to market compensation standards. The Group also reviews staff compensation and benefits on a regular basis in order to maintain our competitiveness in the workforce market.



## 培训与发展

本集团一向注重培养人才及提升员工工作水平，透过培训与发展提升本集团的精英人才数目。2016年，本集团实现员工培训人均17课时，人均投入人民币135元，员工培训覆盖率100%。

本集团于2016年的其中一个培训重点为中层胜任力培训。这是第4年举办，课程体系包含「中层胜任力通用素质案例课程转训项目」及「中层管理者提升手册(IDP)应用与跟踪」。

本集团亦与时俱进，推广i-Learning线上平台，提供在线集中赋能培训的课程。项目至今已进行2年，未来将继续开发平台，加入更多在线课程、在线考试、优化课程资源、内部专业课程开发等功能。截止2016年12月，线上平台登录人数超过52,000人，现已取得4大类课程类别及全部区域上线的成果。另外，为配合业务导向理念，本集团已确定开发优化13门专门课程。

## TRAINING AND DEVELOPMENT

The Group has always been emphasizing on talents training and enhancement of employees' working capability, and we have increased the elite number for the Group through training and development. In 2016, the Group's average number of training hours per employee was 17 hours, average training expenses on each employee was RMB135, and the coverage rate of employees training was 100%.

In 2016, one of the focuses on training of the Group was the competence training to middle level staff. It was the forth year of organizing the program which contained the "transfer training projects on common elements of competence to middle level staff by cases" and the "applications and tracking of improvement manual of middle management (IDP)".

The Group has also kept pace with times to promote i-Learning online platform, which provides online courses in concentration of talents training. The project has been in operation for two years so far. The platform will continue to be developed more functions with the inclusion of more online courses, online examinations, optimized course resources and internal professional programs development. As at December 2016, over 52,000 people had logged on to the online platform which has achieved 4 course categories were online and all regions can access the online platform. Moreover, as part of the operation oriented approach, the Group has confirmed to develop and optimize 13 specialized programs.



As in previous years, the Group held the training camp “Rising Star” for new employees, as it greatly values the needs of new employees. It was the seventh year of organizing the training camp. The camp had been held with other organizations at the beginning, and was subsequently held by the Group solely. The camp had trained over 550 employees. The training and development for new employees has been included in employees’ career development system at the fundamental level to link with skills level assessment. The Group has also comprehensively activated the career development system of fundamental level employees of production factories, and offered the employees with all-round career development in both professional and managerial fields.

## HEALTH AND SAFETY

The Group has always been committed to providing an ideal working environment to employees and protecting their occupational safety. The Group has observed the laws and regulations such as Provisions on Safety Training for Production and Operation Entities and Measures for the Reporting and Handling of Work Safety Accident Information, and relevant national laws and regulations regarding production safety, as well as the industry standard specified on work safety. The Group has established and formulated the production safety management system and internal occupational health guidelines and policies based on the characteristics of different natures of work. In addition, the Group is also concerned with the holistic health and wellness of our staff. We organize various regular leisure activities including sports days, interest groups and party gatherings to help employees achieve a balance between work and life. We also provide health check to our employees in order to promote holistic health development to them.

The Group stresses production safety and sticks to the management concept on safety first. It has established and improved the accountability system of production safety, and required all positions and employees to meet the target indicators of production safety and perform the safety responsibility, in realization of full coverage of safety responsibility. In 2016, the Group conducted over 6,000 safety checks at all levels, invested over RMB40 million as safety production project expenses to improve, transform and maintain safety equipment and facilities, assessed and rectified the sources of danger and hidden safety risks, thus ensuring the production safety.

为有效落实安全管理制度，本集团编制及修订安全生产管理制度标准，部分属下啤酒厂成功取得职业健康安全管理体系(OHSAS18001)，亦致力开发创新的安全检查方式，通过在没有预先通知的情况下突击检查、回看视频监控检查，组织内部互相检查等方式，确保落实各项安全生产工作，预先排除及改善安全隐患。

预防是职业安全的不二法门，因此本集团非常著重各项安全教育工作。于2016年，本集团开展员工安全教育培训70万课时、相关方安全教育培训14万课时，覆盖不同课题如职业危害识别、评估和控制工作等。本集团亦发动员工参与安全活动，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等。同时，本集团注重过程控制，规范从业人员安全的行为，全面提升组织安全生产教育培训，强化从业人员的安全意识、知识和技能。

除了教育，本集团亦利用技术改进、设备改造以降低劳动频率与强度、加强噪音及粉尘控制，保障员工的健康工作权利。在与员工签订劳动合同时，本集团积极告知其职业危害风险，依法为员工提供工伤保险，并会在从事接触职业病危害作业的员工上岗前、在岗期间和离岗时进行职业健康检查，将检查结果如实告知员工。

于报告年内，本集团已遵守了有关提供安全工作环境及保障雇员避免职业性危害方面对本集团具有重大影响的相关法律及法规。

In order to effectively implement the safety management system, the Group has established and amended the Production Safety Management System Standards and certain breweries of the Group successfully obtained the Certificate of Occupation Health Safety Management System (OHSAS18001). We have endeavored to develop innovative safety inspection methods. We also have ensured the implementation of all production safety measurements, eliminated and improved the hidden safety risks beforehand by various methods such as surprise inspections without notice in advance, checking video surveillance recordings, and internal cross inspection between departments.

Prevention is the only way to occupational safety, so the Group lays stress on various safety education works. In 2016, the Group carried out a 700,000-hour safety training for staff, and a 140,000-hour training for related parties covering topics including identification, assessment and control of occupational hazards. The Group also organized safety activities allowing employees to participate, and consistently carried out different activities such as identification of danger sources and hazardous factors and observation activities of safety behavior for all staff. Meanwhile, the Group emphasized the process control, regulated the safety conducts of employees, comprehensively enhanced organizational production safety education trainings, and intensified safety awareness, knowledge and skills of employees.

In addition to the education, the Group has also reduced the labor frequency and intensity by improving technology and upgrading equipment and enhanced controls in noise and dust in order to protect employees' rights to work healthy. When entering into labor contracts with the employees, the Group actively notifies them of the occupational diseases and their dangers, and provides them with employment injury insurance according to the law. The Group also provides occupational health checks to the staff who are more vulnerable to occupational hazards before work, during work and when leave, and notifies the employees of the actual check results.

During the reporting year, the Group conformed to the relevant laws and regulations that had a significant impact to the Group relating to providing a safe working environment and protecting employees from occupational hazards.



## 员工关爱活动

员工是本集团成功发展的推动力，人才更是重要资产。我们建立了多种沟通渠道，如意见征集制度、高级管理层与员工的交流活动、员工满意度调查等，藉此加强与员工的沟通和接触。我们的各个业务亦成立了员工互助基金会，探访和帮助有困难或患病的员工，建立团结互助的企业文化。

本集团亦关注员工工作的舒适度，在设施上关爱员工需要。室内措施包括安装空调、无动力风扇、悬挂遮阳窗帘、建筑外侧墙体加设隔热层等措施，降低生产车间室内温度。厂区内移栽绿色植物，改善空气质素、美化工作环境，通过搭建防晒大棚，改善露天作业岗位夏季工作环境，并在叉车作业区完善各类安全标识、安装人行通道防护栏、规划非机动车通道，保障员工行道安全。

除了在工作环境上满足员工所需，本集团的雪花救助基金亦对有需要员工在生活上伸出援手。基金于2006年6月1日成立，成立的原因是希望员工在遇上困难时能获得紧急支援。截至2016年年底，基金已累计支出人民币200万余元用于救助超过280名于生活、健康面临困难或处境窘迫的中基层员工。

## STAFF CARE ACTIVITIES

Employees are the impetus to the successful development of the Group, and talents are the essential assets. Different communications channels and means have been established, such as mechanism on opinion collection, exchange activities for the senior management and the staff, study on staff job satisfaction, to strengthen the communication and interaction with our employees. Our business divisions have also set up their charity funds to visit and help the employees who are in need or are ill so as to promote the spirit of solidarity and culture of mutual help.

The Group is also concerned with staff comfort level when they are at work, and takes care for the needs of the staff by improving the facilities. With regard to indoor facilities, we have taken measures such as installing air-conditioning, unpowered fans and hanging block-out curtains, and laying thermal insulation layers on the outward wall of the buildings to reduce the indoor temperature of manufacturing plants. With regard to the factory environment, we have transplanted green plants to improve the air quality and beautify the working environment. We have improved the working environment for outdoor positions in summer by building sunlight-block-out shed. With regard to forklift working areas, we have improved various safety signs, installed guardrail along pedestrian passageway, and designed forklift-blocking path, to protect the safety of staff.

Apart from fulfilling the needs of staff in working environment, the Group's Snow Relief Fund also provides financial support to those staff in need. The fund was established on June 1, 2006. The setup of the fund aims to provide emergency support to the staff in case of difficulties. As of the end of 2016, the Fund has incurred more than RMB2 million over the years for living support, health difficulties or distress situation of over 280 basic and middle staffs.



# 供应链管理

## Supply Chain Management

本集团对供应商的服务质量、社会责任、质量管理、现场管理等方面进行全方位、多层次的评核从而带动共同发展，推动行业进步。

The Group has conducted detailed and multi-level appraisals on suppliers' in various aspects such as service quality, social responsibility, quality controls and field management, to promote the mutual development and encourage industry advancement.



可供选择供应商数目  
No. of available suppliers

7,500

国外供应商  
Overseas suppliers

14

### 供应商廉洁与自律

本集团以外审、内审、自评等多种检查方式，完善采购内控管理体系。通过以点带面的示范作用，规范采购行为，预防和规避管控风险。本集团招采人员签署「廉洁从业准则」和「阳光宣言」，将采购团队打造为深度专业化、纪律化的队伍。投标人和合同履行方亦签署「阳光承诺」，增强他们自我约束和廉洁从业的意识。

为了让供应商认知本集团对供应商管理的相关要求、对其遵纪守法和商业道德操守高度准则的要求，本集团于2016年首次执行供应商的「应知应遵测试」，分三阶段开展应知应遵百分达标测试。测试前向供应商发放《华润雪花供应商应知应遵知识手册》，测试内容主要围绕手册内容。测试不达标的供应商会进行补测，连续不达标的或不回应测试的供应商会在《供应商目录》给予淘汰和禁止合作。2016年参与测试的供应商共计1,100多家，淘汰率约为10%。

### SUPPLIERS INTEGRITY AND SELF-DISCIPLINE

The Group has optimized the internal control management system of procurement through various inspection methods, such as external review, internal review and self-assessment. Through the demonstration effect of “point-to-an-area”, the Group has regulated the conducts of procurement to prevent and avoid management and control risks. The Group's procurement staff signed “Work Code on Probity” and “Sunshine Declaration”, in order to establish the highly professional and disciplined procurement team. The bidders and the contract parties are required to sign the “The Sunshine Commitment” in order to intensify their awareness of self-discipline and integrity.

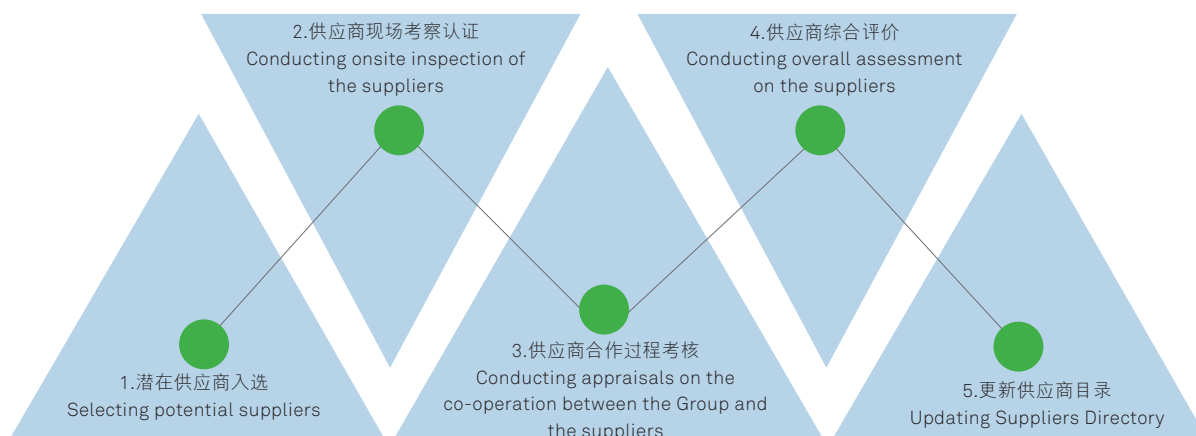
In order to enable the suppliers to recognize the relevant requirements of the Group on supplier management and high-level requirements of the law compliance and business ethics, the Group, in 2016, carried out its first knowledge and compliance test with its the suppliers, in order to ensure all suppliers up to standard in the test in three stages. The Group has distributed the copies of the “Manual on Information To Be Known and Followed by Suppliers to CRSB” to suppliers before the test, and the test are mainly related to the regulations as stated in the manual. Suppliers which have failed in the test can have a make-up test, and suppliers which have failed in the test for consecutive times or refused to participate in the test are prohibited to co-operate and removed from the Supplier Directory of the Group. In 2016, around 1,100 suppliers in total have participated in the test and the fallout rate was approximately 10%.

## 供应商管理体系

本集团建立以《采购管理制度》、《供应商管理规定》为基础的三级内部采购及供应商管理规章制度体系。

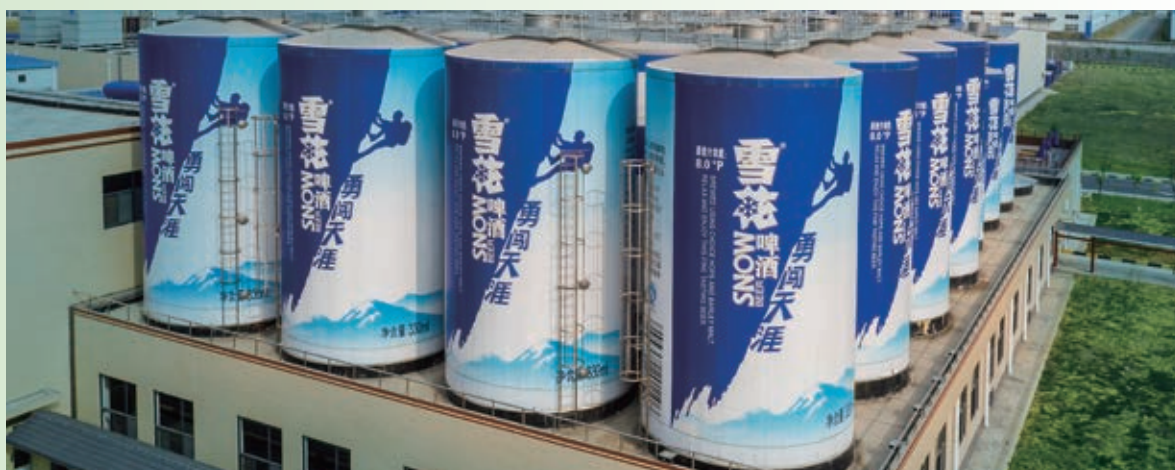
## MANAGEMENT MECHANISM OF SUPPLIERS

The Group has established a three-level internal procurement and supplier management rules and regulations mechanism based on Procurement Management System and Suppliers Management Regulations.



本集团开展供应商于环保、安全、社会责任等方面认证，严格要求供应商按照政府环境保护规定，受管制的企业必须取得排污许可证，并按照规定或当地环保污染物排放标准规定排放污染物，并向监管机构及本集团提供监测报告。

The Group has carried out verifications of suppliers in different aspects such as environmental protection, safety and social responsibility. It has strictly required the suppliers to comply with the government regulations regarding environmental protection and obtain required pollutant discharge permit, and discharge pollutants according to the relevant regulations or the local pollutant discharge standards, and provide the monitoring reports.





本集团建立原料、辅料、包装物料等主要采购物资的潜在供应商入选标准、现场考察认证标准、合作过程考核标准、年度综合评价标准等，规范整体采购过程。

本集团编制各项采购内容的供应商目录，如《战略供应商目录》、《关系供应商目录》、《关联供应商目录》、《不合作供应商目录》等，重点考察供应商质素情况、历史业绩和履行合同情况。

本集团遵循优胜劣汰，客观公正原则。通过每月对供应商的合格率、及时率、准确率、拒单率、退货率、违规行为、质量缺陷等7项指标实施监督，本集团加强了对供应商的过程综合考核。评价结果不合格的供应商淘汰出《供应商目录》，以确保生产质量、环保安全的持续稳定。

The Group has regulated the overall procurement process by different measures including setting up the criteria of potential suppliers, the standard for verification of onsite inspection, the standard for co-operation appraisal and annual overall assessment for suppliers of the major materials to be purchased such as raw materials, auxiliary materials and packaging materials.

The Group has established Suppliers Directory for different procurement items to inspect the quality, historical results and contractual performance of the suppliers, such as Strategic Suppliers Directory, Related Suppliers Directory, Associated Suppliers Directory and the Unco-operative Suppliers Directory and others.

The Group follows the objective and impartial principles of “survival of the fittest”. The Group has strengthened the overall assessment on the co-operation with the suppliers by conducting monthly assessments of the operating process of the suppliers with seven indicators, namely the rate of quality passes, timeliness, accuracy, declined orders, returned goods, violation behaviors and flawed products. The suppliers with unqualified assessment results are removed from the Supplier Directory in order to ensure the continuous stability on production quality and environmental safety.

**案例：**

2016年，本集团依据「潜在供应商入选标准」对91家潜在供应商进行了严格筛选，最终39家供应商入选；我们亦依据「供应商考察认证标准」对约70家原辅料及包装物供应商进行了现场考察认证，90%以上的供应商达到合格标准以上。

**Case:**

In 2016, the Group carried out a strict selection on 91 potential suppliers according to the criteria of potential suppliers, and finally selected 39 suppliers. The Group conducted onsite inspection and verification on approximately 70 suppliers of raw materials, auxiliary materials and packaging materials according to the standard for verification of onsite inspection, and over 90% of suppliers met the standard or above.



# 绿色环保 Environmental Protection

我们秉持华润集团「携手环境，建设绿色生态文明」的环保理念，坚持绿色发展，参与循环经济产业园建设，持续完善环境管理体系，加大节能环保投入，加强大众环保意识，致力于创造优异经营业绩时，亦持续降低对环境的影响，促进企业可持续发展。

## 绿色管理政策

本集团严格遵守国家或地方政府污染物排放的标准，如《啤酒工业污染物排放标准》、《锅炉大气污染物排放标准》、《大气污染防治法》、《一般工业固体废物贮存、处置场污染控制标准》等，并订下比政府标准更严格的内部要求，以稳定达标排放。我们亦主动削减污染物的排放量，淘汰高污染和高耗能设备设施，调整能源结构，以及提高清洁能源使用比例。

本集团已建立健全的总部、区域公司和地区工厂三级环保管理组织和责任体系，落实环保管理责任；持续完善组织架构，建立标准化的环境管理文件体系；加强环境和能源使用指标监控，完善环保统计监测体系；优化环保管理制度，不断促进节能减排管理规范化和信息化；开展环保、能源管理系统性评估和持续改进，不断提升节能减排管理水平；强化环保全过程管控，实现清洁生产。

We adhere to the environmental protection concept of “Be Part of the Environment and Build Up Green Ecological Civilization Together” of CRH, insist on green development, participate in establishing circular economy industry park, improve the environment management system continuously, increase investment in energy conservation, and enhance public awareness regarding to environmental protection. While being committed to achieving outstanding operational performance, we keep on reducing the impact to the environment and promote sustainable corporate development.

## GREEN MANAGEMENT POLICY

The Group has strictly adhered to the national or local standards, such as Emission Standard of Air Pollutants for Breweries Industry, Emission Standard of Air Pollutants for Coal-burning, Oil-burning and Gas-fired Boilers, Atmospheric Pollution Prevention and Control Law and Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Waste, adopted much stricter internal standards to stabilize the emissions following the standards. We also actively reduce pollutant emissions, eliminate the use of heavily polluting and energy intensive equipment, adjust energy structure and increase the proportion of clean energy.

The Group has improved the three-level environmental management organizations and responsibility system comprising of the headquarter, regional companies and local breweries, and implemented environmental protection management responsibility. The Group has continuously optimized organizational structure and established a standardised documental management system for environmental protection. In addition, the Group has strengthened the supervision on environmental and energy consumption indicators, and modified the monitoring system of statistics on environmental protection. In terms of regulations, the Group improved management regulations on environmental protection, and kept on promoting standardization and systematization of the management on energy conservation and emission reduction. The Group has also carried out systematic assessment and constant improvement of environmental protection and energy conservation to continuously promote the corresponding management standard. The Group has reinforced the management and control over the whole process of environmental protection, and achieved clean production.

于报告年内，本集团已遵守了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方面对本集团具有重大影响的相关法例及法规。

During the reporting year, the Group conformed to the relevant laws and regulations that had a significant impact to the Group relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste, and other relevant aspects.

#### 案例：广西贺州华润循环经济产业园

「广西贺州华润循环经济产业园」的起源气候变化问题已成为影响全球可持续发展的核心议题，联合国将「气候行动」列为17个可持续发展目标之一。广西贺州华润循环经济产业园由华润集团发挥自身多元化企业资源优势，联合外部企业共同打造，产业园按照「减量化、再利用、资源化」的循环经济发展要求，通过构建由「电厂—水泥厂—啤酒厂」组成的循环经济产业链，使不同产业间废弃物相互吸收转化，实现污染物零排放。我们不断探索自身在应对环境问题上能采取的行动，在创造经济利润时，亦积极促进不同产业的协同发展，更有效地实现节能减排、环境保护，平衡经济发展与生态建设的关系。

#### 「广西贺州华润循环经济产业园」如何实现

我们在产业园的啤酒工厂项目依靠先进技术实现自身设备的节能减排，在企业内部做到低消耗、高利用、低排放。而在产业园内，啤酒工厂生产所需水、电、蒸汽来自电厂；产生的废矽藻土、污泥被水泥厂作为生产原料综合利用；处理后的中水作为电厂冷却用水；产生的酒糟、废酵母作为饲料原料，不同产业链间已基本实现零排放和循环使用。

#### Case: The Guangxi Hezhou China Resources Circular Economy Industrial Park (“Hezhou CR Circular Economy Industrial Park”)

##### The Origin of “Hezhou CR Circular Economy Industrial Park”

Climate change has become a core topic affecting the sustainable development of the world, and the United Nations has listed “Climate Action” as one of the 17 sustainable development targets. Hezhou CR Circular Economy Industrial Park is jointly established by CRH, which has leveraged its advantage of resources from diversified enterprises, and external enterprises. The industry park enables the waste produced from different industries to be absorbed and transformed by them and reached no pollutant emissions by constructing an industry chain of circular economy composed of “power plant – cement plant – beer factory” according to the requirements of circular economic development of “reduction, reuse and resources”. We constantly explore the actions that we can take to cope with the environmental problems. While creating the economic benefits, we actively promote the synergetic development from different industries in order to achieve energy conservation and emission reduction, environmental protection, and the balance between economic development and ecological construction in a more efficient way.

##### Ways to Realise “Hezhou CR Circular Economy Industrial Park”

Our beer factory project in the industrial park relies on advanced technologies to achieve energy conservation and emission reduction by our equipment and low consumption, high utilization and low emissions from internal operation. In the industry park, the water, electricity and steam required for the production in the beer factory come from power plants; the waste of diatomite and sludge from production are comprehensively utilized by cement plants as raw materials; the water after processing is used as cooling water for power plants; and the distiller’s grains and waste yeast are used as feed ingredients. No pollutant emission and recycling of all materials are basically achieved among the various industry chains.





产业园运营期每年节能降耗计标煤29万吨，节水78万吨，废水处理再用263万吨，每年减排二氧化碳(CO<sub>2</sub>)273万吨、二氧化硫(SO<sub>2</sub>)26万吨、氮氧化物(NO<sub>x</sub>)4,250吨。

#### 「循环经济模式」未来展望

以广西贺州华润循环经济产业园模式为典范，我们又深度参与华润集团在贵州和山西的循环经济产业园项目，旨在发挥我们啤酒工厂在循环经济产业链中的作用，积极践行循环经济，实现绿色环保发展。

During the operating period, the industrial park can save energy and reduce consumption of 290,000 tons of standard coal, save 780,000 tons of water, process and recycle 2.63 million tons of waste water every year. It can reduce emission of carbon dioxide (CO<sub>2</sub>) of 2.73 million tons, sulfur dioxide (SO<sub>2</sub>) of 260,000 tons and nitrogen oxide (NO<sub>x</sub>) of 4,250 tons every year.

#### The prospects of "Circular Economy Model"

By reference to the operating mode of Hezhou CR Circular Economy Industrial Park as a model, we, again, are deeply engaged in the circular economy industrial parks in Guizhou and Shanxi organized by CRH, aiming to fulfill the functions of our breweries in the industry chain of circular economy, actively perform a circular economy and realize green environmental protection development.



## 绿色生产实践

### 能源管理

本集团按照国家节能减排计划，《节约能源法》、《清洁生产标准》、《啤酒单位产品能源消耗限额》等，设立公司内部《节能减排管理制度》、《能源消耗统计标准》、《能源计量器具配备和管理标准》，通过不断完善能源管理制度，持续推进节能项目改造和新技术的应用。

2016年全年成果较预期好，远超出本集团原订计划，主要原因因为我们成功在多方面推广节能技术，如推进低压动态煮沸、煮沸锅二次蒸汽回收、麦汁冷却真空蒸发回收二次蒸汽等节能措施的应用，以及优化生产工艺，如推广糖浆酒、降低煮沸强度、低PU杀菌等项目。

## IMPLEMENTATION OF GREEN PRODUCTION ENERGY MANAGEMENT

The Group has conformed to the national energy conservation and emission reduction schemes, including Renewable Energy Law, Standard for Cleaner Production, and Norm of Energy Consumption Per Unit Product of Beer, and formulated internal policies including Management System of Energy Conservation and Emission Reduction, Statistical Standard of Energy Consumption, and Equipping and Management Standard of Energy Measurement Instruments. By continuous improvement on energy management system, the Group constantly boosts the modification and application of new technologies on energy conservation.

In 2016, our annual results were better than expected, and exceeded the Group's original target significantly. It was primarily attributable to the promotion of energy conservation technology in various aspects, such as the application of energy conservation measures including low-pressure dynamic boiling, reusing boiler steam and steam recycling through cooling wort and vacuum evaporation, and optimization of production technologies, such as the projects of promotion of syrup liquors, lowering of boiling intensity and low-PU sterilization.

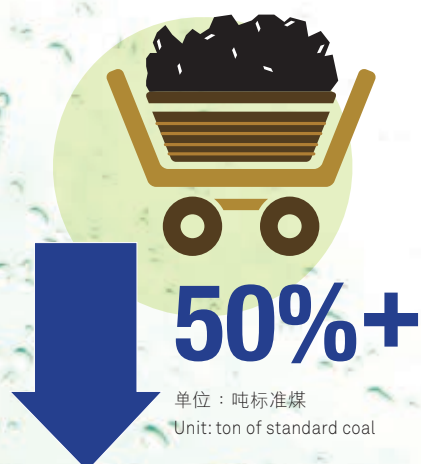
可再生能源的利用能有效提高能源效率，减少对环境的影响。本集团积极推广污水沼气的回收利用，将充分回收的资源用于生产，降低温室气体的排放。截至2016年，本集团已有16家工厂配置沼气锅炉，回收利用污水沼气。

The utilization of renewable energy can effectively improve energy efficiency and reduce the impact on the environment. The Group actively promotes the recycling of biogas generated from sewage treatment. Resources will be fully recycled and reused in production which can reduce the emission of greenhouse gas. As of 2016, the Group has 16 breweries equipped with biogas boilers for the recycling of biogas generated from sewage treatment.

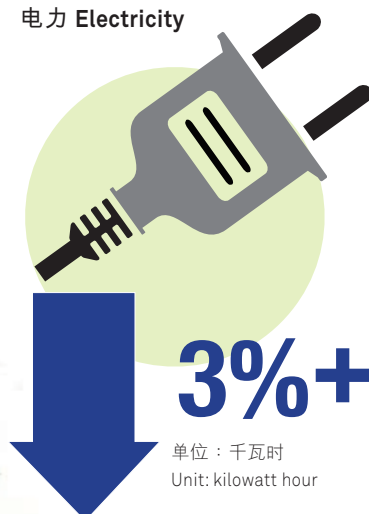
#### 耗用能源 Energy consumption



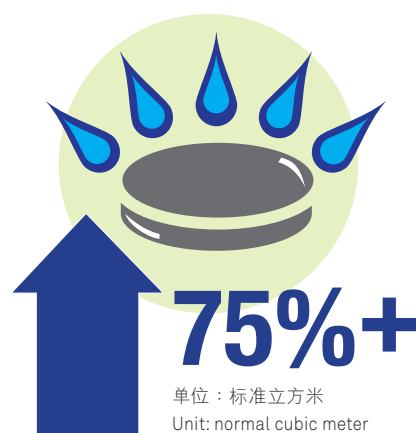
煤炭 Coal



电力 Electricity



天然气 Natural gas



## 气体排放管理

本集团严格遵守国家或地方政府污染物排放的标准，如《锅炉大气污染物排放标准》等。2014年12月，本集团制定并下发《燃煤锅炉脱硫除尘或煤改气改造规划》，规划2015年至2017年实施部分生产工厂燃煤锅炉脱硫除尘或煤改气项目，总体规划资金人民币1.5亿元。2015年13家工厂实施煤改气锅炉，投资金额人民币5,546万元，9家工厂实施燃煤锅炉脱硫除尘升级改造，投资金额人民币2,667万元；2016年根据2015年实际实施情况，再次制定2016年煤改气和脱硫除尘专项改造规划。2016年11家工厂实施煤改气，投资金额人民币3,725万元，2家工厂实施燃煤锅炉脱硫除尘升级改造，投资金额人民币148万元。该总体专项改造项目提前于2016年年底基本完成。

本集团不断优化能源消耗结构，淘汰燃煤锅炉，改用外购蒸汽或天然气等清洁能源，提升清洁能源消耗比例。

## GAS EMISSION MANAGEMENT

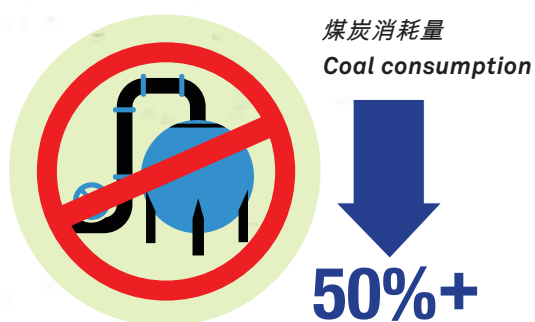
The Group has strictly adopted the standards on pollutant emission promulgated by the central or local government, such as Emission Standard of Air Pollutant for Coal-burning, Oil-burning and Gas-fired Boilers. In December 2014, the Group formulated and issued the transformation plan for the usage of burning natural gas instead of coal in certain breweries as well as desulfurization and dust removal projects. The project covers the period from 2015 to 2017, with total proposed investment of RMB150 million. In 2015, 13 breweries has replaced coal-burning boilers with natural gas fired boilers, with investment amount of RMB55.46 million. Also, 9 breweries has upgraded and transformed the facilities on desulfurization and dust removal of coal-burning boilers, with investment amount of RMB26.67 million. In 2016, based on the implementation status in 2015, another transformation plan for the usage of burning natural gas instead of coal as well as desulfurization and dust removal projects for 2016 was formulated. In 2016, 11 breweries has replaced coal with natural gas for boilers, with investment amount of RMB37.25 million. In addition, 2 breweries has upgraded and transformed the facilities on desulfurization and dust removal of coal-burning boilers, with investment amount of RMB1.48 million. By the end of 2016, the project on the whole were finally completed ahead of schedule.

The Group continues to optimize its structure of energy consumption, eliminate coal-burning boilers, change to use clean energy such as steam or nature gas from external purchase, and increase the proportion of clean energy consumption.

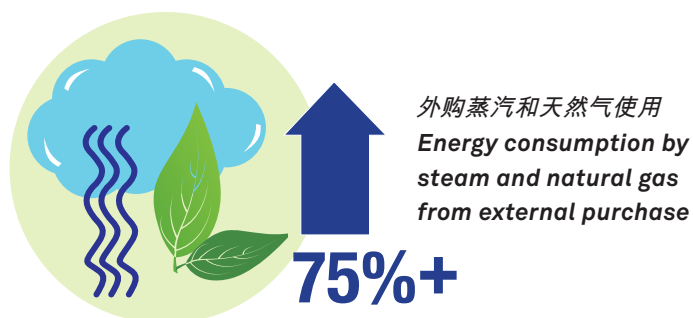




淘汰部分燃煤锅炉，减少燃煤使用量  
Discontinue to use certain coal-burning boilers and reduce coal consumption

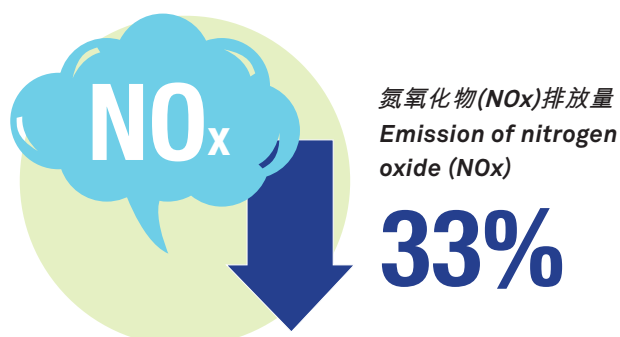
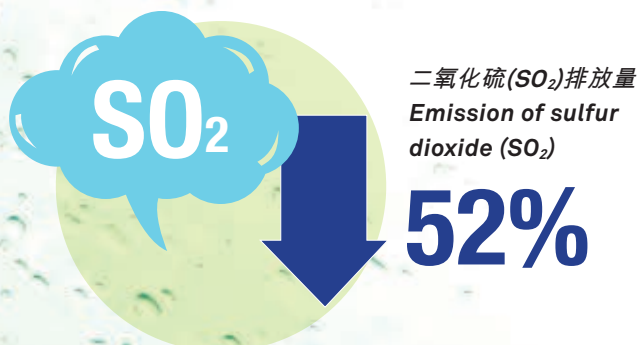
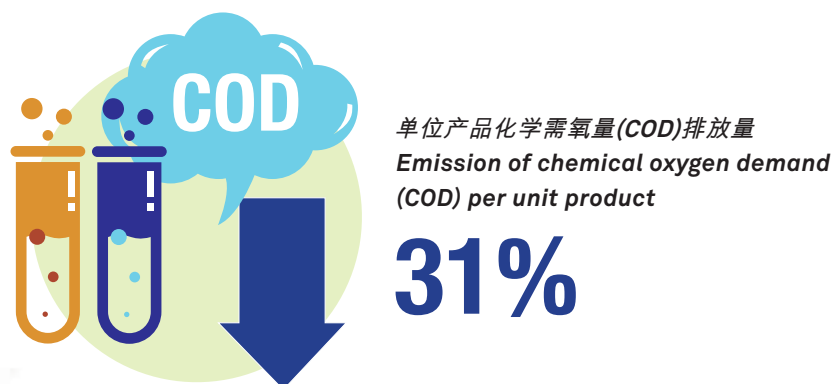


加大天然气、外购蒸汽等清洁能源使用比例  
Increase the proportion of clean energy consumption, such as natural gas and steam from external purchase



本集团积极推广应用节能减排新技术、新工艺、新产品，提高节能减排技术水平。2016年投入节能减排资金约人民币11,751万元，实施和正在实施节能减排项目为192项。

The Group actively promotes the application of new technology, new techniques and new products on energy conservation in order to enhance the standard of technology on energy conservation and emission reduction. In 2016, the Group invested approximately RMB117.51 million in energy conservation and emission reduction, with total 192 relevant projects implemented or to be implemented.



2016年，本集团属下公司，华润雪花啤酒（中国）有限公司的「啤酒二氧化碳高效、优质回收与利用及示范」项目，在中国酒业协会第五届理事会第五次（扩大）会议上，获得「中国酒业协会科学技术进步奖」一等奖。该专案已通过中国酒业协会组织的专家鉴定，鉴定委员会一致认为该项目整体技术达到国际先进水平。同时，这已是华润雪花啤酒（中国）有限公司在近年来第二次荣获该奖项的桂冠。

该项目实施的「二氧化碳冷量回收」、「气液化节能改造」、「排杂二氧化碳再利用」等多项节能减排技术，开发了新型啤酒二氧化碳专用选择吸附剂和净化工艺，以及分级回收利用于直供技术，成功解决了啤酒二氧化碳回收净化的技术瓶颈难题，提高了啤酒二氧化碳回收使用的管理和技术水平，有利于行业现代化管理水平提升，具有较大的环境和社会效益。

In 2016, at the fifth (enlarged) meeting of the fifth session of the council board of China Alcoholic Drinks Association, the project of "efficient, high quality recycling and utilization of carbon dioxide in beers manufacture and its demonstration" (啤酒二氧化碳高效、优质回收与利用及示范) conducted by China Resources Snow Breweries (China) Co., Ltd., a subsidiary of the Group, won the Scientific Technological Progress Award (First Prize) (科学技术进步奖一等奖) by the China Alcoholic Drinks Association. The said project was appraised by the experts from the China Alcoholic Drinks Association, and the appraisal committee unanimously agreed that the overall technology of the project has reached international leading standards. At the same time, China Resources Snow Breweries (China) Co., Ltd. has won this award for the second time in recent years.

Numerous technologies on energy conservation and emission reduction were implemented in the project, including cool down recycling of carbon dioxide, energy conservation upgrade of gas liquefaction and reuse of purified carbon dioxide. In addition, the project developed the technologies on new type of selected absorbent and craft of purification specialized on carbon dioxide emission during beer manufacture, and diversified recycling in direct supply. The technology has successfully resolved the bottle neck problems encountered in recycling and purification of carbon dioxide during beer manufacture and promoted the relevant standards on management and technology, which is beneficial to the improvement of the standard on modernization management in the industry, and create better environmental and social benefits.



## 用水、污水和水源管理

本集团秉承源头削减、过程控制、深度处理、梯级利用的节水理念，通过工厂用水系统重新梳理，完善车间内外部水品质分级利用和循环二次利用，减少损耗及浪费。

水源管理方面，本集团注重降低工厂选址和建设对周边生态环境造成的影响，将水源的水质质量作为新建工厂选址的重要评价指标，排除水质指标不能达到工艺要求的选址。本集团制定并发布《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、土地无重金属和放射性物质污染，并对水源水质进行严格的指标控制。

新建工厂选址的水质质量考虑主要包括以下环境评价指标：

- 地下水
- 地表水
- 环境空气
- 气象条件
- 地理条件
- 环境噪音
- 卫生防护条件

本集团运营期间定期对水源及生产用水的水质指标进行监测。若取样水质的物理及化学指标不合格，我们会通过多级水质处理系统：一般包括砂滤、多介质过滤器、离子交换、反渗透等，处理来水后作生产使用。若取样水质中有关影响食品安全的指标不合格，本集团一概不再使用，并更换水源或停止工厂运作。

## MANAGEMENT OF WATER USE, POLLUTED WATER AND WATER SOURCE

The Group upholds the commitment in the concept of reducing water usage at source, process control, in-depth treatment and cascade use of water. By reorganizing the water use system in breweries, the Group has reduced water use by reusing the water within and outside workshops according to the water quality for reduction in water consumption.

For the management of water source, the Group focuses on minimizing the impacts of site selection and construction of our breweries on surrounding areas. Water quality of the source is an important assessment indicator for site selection of new breweries and we will exclude the potential site when the water quality of that area fails to meet our technical requirements. The Group has formulated and issued the Standards for Design of a Production Plant, with the design principle of “no pollution, low energy consumption and clean production”. It requests no polluting enterprise within 2 km surrounding the new breweries and no heavy metal and radioactive pollutant are located in the land. Moreover, we implement strict control on indicators over water quality of the source.

Major consideration of assessment indicators on environmental impact in respect of the water quality of the site selected for construction of a new plant:

- Underground water
- On-the-Ground water supply
- Air condition of surrounding areas
- Climate condition
- Geographical condition
- Noise condition of surrounding areas
- Hygiene condition

In our operation, the Group conducts regular monitor over water quality indicators for water source and water used in production. If the quality of water sample fails to meet the physical and chemical specifications, the water will be treated under multi-stage water treatment system: normally covers sand filtration, multi-media filter, ion exchange and reverse osmosis etc., and can be used for production after the treatment. If the quality of water sample fails to meet the indicators regarding food safety, that particular water source will no longer be used, and water source will be changed or the relevant breweries will suspend the production.





### 废弃物处理措施

本集团对啤酒生产过程中所产生的废物，如酒糟、废酵母等全部回收利用，综合利用价值达人民币3亿元以上，创造了可观的经济效益。

本集团一直致力于减少营运对环境所产生之影响，实践环境管理及资源节约的政策，并已制定优于国家标准的节能减排内部管理指标，优化节能减排技术。在2015年和2016年，本集团每年投入节能减排资金约人民币3,000万元，并制定严于国家或地方政府标准的污染物排放内部管理指标。本集团管理层从自身做起加强对环境的责任意识，引领全体员工实现企业经济效益、社会效益与环境效益的和谐统一，注重生产过程中节能减排，实现清洁生产及资源循环的可持续利用。

### MEASURES ON WASTE TREATMENT

Waste generated from the process of beer production, such as distiller's grains and waste yeast, will be fully recycled, with comprehensive usable value of over RMB300 million, creating significant economic benefits.

The Group always adheres to reducing the impact of its business operation on the environment. It has implemented the policies of environmental management and resources savings, formulated internal management indicators on energy conservation and emission reduction which are better than the national standards, and optimized the technology on energy conservation and emission reduction. In 2015 and 2016, the Group invested approximately RMB30 million per year in energy conservation and emission reduction. It also formulated stricter internal management indicators for pollutant discharge as compared with national or local government standards. The management initiated themselves to strengthen awareness on environmental accountability, and lead all employees in achieving harmonious integration of corporate economic benefits, social benefits and environmental benefits. The Group focused on energy conservation and emission reduction in production procedures, aiming to achieve clean production and sustainable utilization of resources.





社会贡献  
Social Contribution

本集团回馈社区不遗余力，在社区、公益及文化等各方面亦积极投入资源。在报告年内，本集团经常鼓励员工、消费者及供应商等利益相关方一起积极参与社区活动，希望将回馈社区的精神传扬开去。本集团一如以往举办多个大型公益活动，涵盖多个领域，满足社区所需。

关爱社区

「雪花勇闯天涯」是本集团的一个独特文化品牌活动，活动创立于2005年，至2016年已连续举办12年，活动倡导的「进取、挑战、创新」精神，与时代精神同步。

本集团明白大学生将在未来数年走出象牙塔踏入社会，面对无数个可能性及未知数，正好对应活动所倡导的「进取、挑战、创新」精神。因此，自2015年开始，「雪花勇闯天涯」活动开放给大学生群体挑战未登峰。过程中，大学生需要挑战和克服未知的地形、难度、路线、山中环境等。

于报告年内，本集团成功举办第12年「雪花勇闯天涯」系列活动，活动主题为「雪花大学生勇闯天涯挑战未登峰」。约30名大学生在过百万名报名登山的选手中脱颖而出，最终登上一座云南省内从未有人登顶而海拔达5,116米的山峰，成功挑战自己，克服未知，勇闯天涯。

The Group puts great efforts in contributing to the society, and actively participates and invests in various social, charity and cultural activities. In the reporting year, the Group often encouraged employees, consumers, suppliers and other stakeholders to actively take part in social activities, aiming to spread the spirit of contribution to the society. Same as previous years, the Group has organized several large-scale charity activities covering different aspects to meet the needs of the community.

## COMMUNITY CARE

The “Snow Great Expedition” campaign is a unique brand cultural activity of the Group. The event was established in 2005 and has been organized for 12 consecutive years in 2016. It promotes the spirit of “ambitious, challenging and innovative”, and synchronizes with the modern spirit.

The Group understands college students will step into the society after graduation in the coming years with numerous possibilities and unknowns ahead, which matches with the promotional spirit of “ambitious, challenging and innovative” of the campaign. As such, the “Snow Great Expedition” campaign has been opened to college students since 2015, for them to challenge the unclimbed peaks in groups. Those participants needs to challenge and overcome the unknown unclimbed peaks, landforms, difficulties, routes and environment in the mountains.

During the reporting year, the Group successfully organized the “Snow Great Expedition” series for the 12th year, under the theme of “Snow Great Expedition, Challenge the Unclimbed by College Students”. Out of over a million college student applicants, around 30 conquered an unclimbed 5,116-metre-tall peak in Yunnan Province. They had successfully challenged themselves, overcame the unknowns and travelled bravely.





## 公益事务

于2016年1月，本集团赞助及支持「乐施扶贫同乐行」。是次活动由香港慈善团体乐施会于大埔白石角海滨长廊举办。本集团员工及其家人联同一众参加者作慈善步行，目的是希望透过活动，呼吁社会各界支持乐施会在扶贫工作、消除不平等、人道及救灾等各方面去关注全球弱势社群及社会不公义状况。

## COMMUNITY SERVICES

In January 2016, the Group sponsored and supported the “Oxfam Walkathon” organized by Oxfam, a charity organization in Hong Kong, at Pak Shek Kok Promenade in Tai Po. Employees of the Group and their family participated in the Walkathon, aiming to raise public awareness about global poverty and social injustices, and support Oxfam’s works on global poverty alleviation, injustice elimination, humanitarian aid and disaster relief.



## 志愿者服务

本集团除了鼓励员工贡献社会外，亦有举办其他志愿者服务，吸引一些非员工人士参加，令受惠群众及志愿者在不同层面扩宽，给社会带来更多的互动与交流。本集团更将活动焦点放在中华文化上，主要因为传承中华文化是需要社会及文化界之参与和推广。

## VOLUNTEER SERVICES

Apart from encouraging employees to make contribution to the society, the Group also organized other volunteer services to attract external parties to participate. This can help expand the base of charity service beneficiaries and volunteers, thus bringing more interaction and exchange to the society. Besides, the Group has put more emphasis on Chinese culture. To achieve inheritance of Chinese culture, it is necessary for the participation and promotion of the society and cultural groups.

## 文化宣扬

于2016年5月，一年一度「雪花纯生匠心营造」中国古建筑摄影大赛由本集团联同清华大学建筑学院启动。2015年主题是「斗拱」，2016年再次继承「聚焦古建筑精巧的细节构件」而定的主题，题名为「户牖」，即古代单体建筑的房屋及门窗。

## CULTURAL PROMOTION

In May 2016, the Group, together with the School of Architecture, Tsinghua University, started the annual “Snow Draft Beer Ingenuity in Craft” photo competition on Chinese ancient buildings. The theme for 2015 competition was “Dougong (斗拱)”. In 2016, the theme of “bringing out the beauty in the exquisite structural components of ancient buildings” continued, and the theme of the competition was “Huyou (户牖)”, which are the doors and windows found in ancient standalone buildings in China.

「雪花纯生匠心营造」已连续成功举办第8届，多年来一共有超过470万人参与，投稿量累计超过890万幅作品，已成为全国最具规模的古建筑摄影赛事其中之一。这次大赛参加人数众多，高达百多万名参赛者。作品经过古建筑专家、摄影专家及全国媒体代表一起评选，被选中的摄影师们实地走遍大江南北，收集各地不同户牖之美，亲身拍摄出各古建筑的特色作品。最终有10位出色摄影师成功荣膺「雪花纯生匠心营造年度摄影师」称号。

摄影大赛成功鼓励更多人在比赛过程中，留意及细味中国古建筑构件的精巧细节，从而产生兴趣，感悟匠工背后的精神态度及中华文化之传承。另外，为了令更多年轻人加深中国古建筑的文化，本届中国古建筑摄影大赛首次为大学生设立赛区，希望藉此鼓励参与，一同感受及了解古建筑之独特气息。

The “Snow Draft Beer Ingenuity in Craft” photo competition had been successfully held for eight consecutive years, and attracted over 4.7 million contestants with more than 8.9 million entries over the years, making it one of the largest photography competitions on ancient architecture in China. This year, the competition attracted more than a million contestants. The works were judged by experts on ancient architecture, professional photographers and representatives from national media. The selected photographers physically experienced and took pictures of “Huyou (户牖)” across the country, with 10 outstanding finalists earning the title of “Snow Draft Beer Ingenuity in Craft Photographer of the Year”.

The photo competition successfully attracted more people to look out and enjoy the exquisite structural components of ancient Chinese architecture, making them become interested in the exquisite structural components of ancient Chinese architecture, and facilitating their appreciation for the spirit of architects and the inheritance of Chinese culture. Moreover, in order to enhance the appreciation for Chinese architecture of young people, there was an additional competition debuting this year for college students, aiming to motivate young people to experience and understand the uniqueness of ancient architecture.



## 文化保育

在2016年，本集团再次与清华大学建筑学院合作，成功出版第2套《古建筑地图》系列丛书，此合作亦成为了与清华大学合作出版的第7套「中国古代建筑知识普及与传承系列丛书」。由来自清华大学建筑学院等机构的专家学者编撰而成的第2套《古建筑地图》系列丛书总共有5本，内容涵盖全国8个省、市中许多的古建筑。丛书全面提供古建筑各方面的详细资料，除了图文并茂地提供实景照片



## CULTURAL PRESERVATION

In 2016, once again, the Group co-operated with the School of Architecture, Tsinghua University and successfully published the “Map of the Ancient Architecture” in its second series. It was also the seventh series of “Ancient Chinese Architecture of Popularization and Inheritance Series” that the Group co-published with Tsinghua University. The 5-volume “Map of the Ancient Architecture” in its second series is authored by experts from the School of Architecture at Tsinghua University and includes ancient architecture from eight provinces and



和建筑历史知识外，还详细列明古建筑之地理位置、交通方法、联系资讯等具体信息。读者更可透过此丛书实地访问，亲身接触古建筑，感受这独一无二的中华文化魅力。

## 理性饮酒

本集团在源头上做到理性生产，保证终端消费者的理性饮用。本集团致力于第一酿造、专注于匠心营造，在原材料选配、口味创新、酿造工艺、以及生产销售配送环节的系统化运作上不断完善，保障品质，并依照国家相关法律规定，在产品上明确标示酒精含量，提醒消费者，有助于理性饮酒。

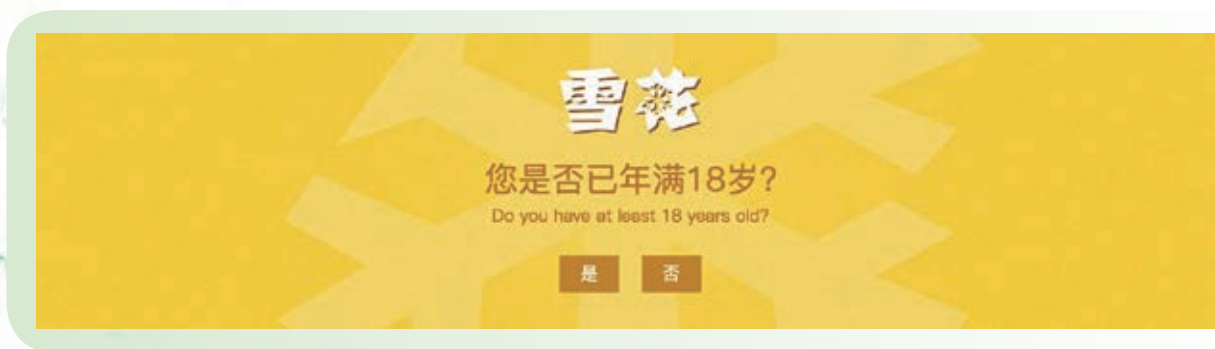
同时，本集团通过承办诸如「全国理性饮酒日」活动，坚持宣导和组织理性饮酒，积极宣传教育不宜饮酒人群，并利用各类产品标示、宣传标语等倡议健康饮酒生活。此外，本集团旗下华润雪花啤酒网站 [www.snowbeer.com.cn](http://www.snowbeer.com.cn)，首页页面亦明确提示未满18岁的消费者请勿饮酒。

cities. They provide readers not only real-life vivid pictures and geographical locations, but also detailed information and systematical knowledge about existing ancient buildings that includes useful information such as local transportation and contact details. In this way, the readers can visit ancient architecture with the use of this book series, and experience the magnificence of the uniqueness of Chinese culture.

## RESPONSIBLE DRINKING

The Group adopts a responsible approach to production at initiation to ensure responsible drinking by end consumers. The Group is committed to No. 1 in Brewing and Ingenuity in Craft. We make constant improvement in terms of selection and blending of raw materials, taste innovation, brewing technologies, and systematic operation in the processes of manufacturing, sales and distribution in order to ensure our beer quality. We specify the alcohol content of our products to remind consumers in accordance with the related national laws, thus facilitating responsible drinking.

Meanwhile, the Group insists on promoting and organizing responsible drinking activities through the activities such as “National Responsible Drinking Day (全国理性饮酒日)”. We actively educate to those people who should not drink through advertisements and promote health drinking with various product labels and advertising slogans. Besides, the front page of our CRSB website, [www.snowbeer.com.cn](http://www.snowbeer.com.cn), has obviously advised no drinking for those consumers with age under 18.



## 支持本地社区经济

本集团通过在多个地方设立厂房，提供多个就业和实习岗位，通过各种招聘形式积极引进各类人才，为解决当地社会就业作出积极贡献。本集团在招收大学毕业生、安置社会就业时，对其进行车间培训，使其掌握基本的啤酒生产工艺，从而实现良好就业。

## SUPPORTING ECONOMY OF LOCAL COMMUNITY

The Group sets up breweries in many places and provides employment and internships which actively attracts various talents by means of various recruitment efforts, thus making a positive contribution to employment in local society. The Group provides workshop training to those newly employed undergraduates and job-seekers to enable them to have a basic understanding of the brewing technologies, thus realizing good work performance.





Environmental  
环境

Social  
社会

Governance  
管治



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