



华润啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

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



环境、社会及
管治报告 2018
Environmental,
Social and
Governance
Report

目录 Contents

关于本报告 About this Report

前言 Foreword

关于我们 About Us

环境、社会及管治架构 Environmental, Social and Governance Structure

第一章：产品与业务 Chapter 1: Products and Business

第二章：员工关爱 Chapter 2: Care for Staff

02 关于本报告 | About this Report

04 前言 | Foreword

07 公司概况 | Overview of the Company

07 业务介绍 | Our business

08 生产基地分布 | Geographical distribution of production bases

08 相关主要奖项及获取荣誉记录 | Relevant major awards and accolades

10 环境、社会及管治架构 | Environmental, Social and Governance structure

11 利益相关方沟通 | Communication with stakeholders

13 重要议题识别 | Identification of material issues

15 食品安全及质量 | Food safety and quality

17 产品创新与知识产权 | Product innovation and intellectual property rights

19 理性饮酒及责任市场推广 | Responsible drinking and responsible marketing

21 客户满意度及信息保护 | Customer satisfaction and information protection

22 供应链管理 | Supply-chain management

25 倡廉善治 | Governance of integrity

26 雇佣政策及薪酬福利 | Employment policy and remuneration benefit

27 人才招聘及管理 | Staff recruitment and management

29 员工沟通与关怀 | Staff communication and care

32 员工培训及发展 | Staff training and development

35 健康与安全 | Health and safety



第三章：环境保护

Chapter 3: Environmental Protection

- 41 节能减排 | Energy conservation and emission reduction
- 41 能源使用 | Energy consumption
- 44 废气排放物管理 | Flue gas emission management
- 45 温室气体排放管理 | GHG emission management
- 47 气候变化影响 | Impact of climate change
- 48 用水、污水和水源管理 | Management of water use, sewage and water source
- 49 废弃物及包装品处理 | Waste and packaging material treatment
- 50 其他环保影响及环保推广 | Other environmental impact and the promotion of environmental protection

第四章：社会实践

Chapter 4: Fulfillment of Social Responsibility

- 53 参与社会活动 | Engagement in social activities
- 54 支持社区建设 | Support for community building

附录一

Appendix I

- 56 2018年关键绩效指标 | Key performance indicators 2018

附录二

Appendix II

- 58 《环境、社会及管治报告指引》内容索引 | Index of contents according to the ESG Reporting Guide



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」)所发行的环境、社会及管治报告(「本报告」),披露本集团由二零一八年一月一日至二零一八年十二月三十一日(「报告期间」、「二零一八年财政年度」、「二零一八年」)于环境及社会方面的相关资讯。如欲查阅更多业务相关资讯及有关集团的企业管治常规,请参阅本集团二零一八年报。

编制依据

本报告根据香港联合交易所有限公司《主板上市公司规则》附录二十七《环境、社会及管治报告指引》,并参考全球报告倡议组织(Global Reporting Initiative, GRI)报告准则(「GRI准则」)进行编制。

报告范围

除非另有说明,本报告内容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。

报告目的

这是华润啤酒连续第三年发布环境、社会及管治报告。我们的报告目的在于展示我们贯彻对利益相关方的透明化沟通与履行责任的承诺。通过本报告,利益相关方能够了解本集团如何应对二零一八年运营过程中产生的重要环境及社会影响,及本集团在可持续发展管治方面的内容。

编制流程

本集团参照香港联合交易所有限公司《环境、社会及管治报告指引》订立一套系统性的报告流程,透过与各主要利益相关方的定期沟通,对本集团相关的环境、社会及管治议题进行识别及重要性评估,从而决定本报告的报告范围,并于各业务部门收集相关资料,进行检视分析并编制本报告。

OVERVIEW OF THE REPORT

This report is the environmental, social and governance (“ESG”) 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 in respect of the environmental, social and other aspects from 1 January 2018 to 31 December 2018 (the “Reporting Period”, “FY2018,” or “2018”). For more information relating to the Group’s business and its corporate governance practices, please refer to the Group’s 2018 Annual Report.

BASIS OF PREPARATION

This 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 and by reference to the reporting standard of Global Reporting Initiative (GRI).

SCOPE OF THE REPORT

Unless otherwise specified, the scope of the contents herein includes the Group’s headquarter as well as the equity-owned companies and subsidiaries under its effective control.

PURPOSE OF THE REPORT

This is the third consecutive year of the publication of the ESG report by CR Beer. Our report is aimed at showing how we have fulfilled our undertaking to communicate with stakeholders in an open manner and performed our responsibilities towards them. Through this Report, stakeholders can understand how the Group has addressed the material environmental and social impact of our operations in 2018, as well as details in the Group’s governance of sustainable development.

PROCESS OF PREPARATION

The Group has established systematic reporting procedures with reference to the “Environmental, Social and Governance Reporting Guide” of The Stock Exchange of Hong Kong Limited. We identify and assess the materiality of the environmental, social and governance topics related to the Group through regular communication with its major stakeholders, on the basis of which the scope of this Report is defined. Relevant information is then collected from various departments for review and analysis, and this Report is prepared accordingly.

关于本报告 About this Report

版本资讯

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。

联系方式

地址：香港湾仔港湾道二十六号华润大厦三十九楼
电话：(852) 2829 9889
传真：(852) 2596 7610
电邮：ir@cre.com.hk

VERSIONS OF THE REPORT

This 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 this Report and its contents, please feel free to contact us at via the following.

CONTACT

Address: 39th Floor, China Resources Building, 26 Harbour Road, Wanchai, Hong Kong
Tel.: (852) 2829 9889
Fax: (852) 2596 7610
Email: ir@cre.com.hk



前言 Foreword

提升绿色价值

二零一八年，本集团继续围绕「创新发展、转型升级、有质量增长」三大管理主题扎实推进，落实精益销售、品牌重塑、营运变革、互联网销售、组织再造和产能优化等一系列重大战略措施，并于二零一八年十一月五日与Heineken集团签署长期战略合作框架协议，为集团在中国高端啤酒市场发展提供重要的战略性机遇。在环境、社会及管治方面，本集团秉持推动社会责任及革新企业文化为使命的价值观，持续实践绿色人文精神，与可持续发展的经营理念，向成为行业领先的国际化酿酒企业迈进。本年度的报告围绕「引领产业发展」及「酿造美好生活」两大工作思路制定了管理方针，积极针对理性饮酒及责任市场推广、员工健康与安全、产品质量与安全、节能减排、废弃物及包装品处理等多个方面识别本集团于环境、社会及管治上的风险与机遇，并积极履行企业社会责任，矢志成为大众信赖和喜爱的啤酒企业。

引领产业发展

二零一八年，中国啤酒市场迈向高质量发展阶段，高端啤酒市场快速增长，个性化、多元化和高端化的需求正在不断提升。为迎合行业这些转变，本集团在二零一八年推出为年轻人量身定做的首支核心产品「勇闯天涯superX」以及专为追求更高品质生活的人士量身定制的「匠心营造」。本集团的产品和品牌塑造创新获得市场认可，其中，「勇闯天涯superX」获得了二零一八年中国品牌年度大奖等奖项，而「匠心营造」则荣获Pentawards国际包装设计大奖「金奖」等奖项。

ENHANCING GREEN VALUE

In 2018, we continued to make solid progress under our three main management themes of “innovative development, transformation and upgrade, quality growth”, as we implemented a series of important strategic measures, such as lean sales management, brand repositioning, operational reform, expanding Internet sales channel, organizational restructuring and capacity optimization, among others. Furthermore, on 5 November 2018, we entered into a framework agreement for long-term strategic cooperation with Heineken Group, a move that was set to provide us with important strategic opportunities for development in China’s premium beer market. In connection with the environment, society and governance, we upheld our core value of promoting social responsibility and reshaping corporate culture, as we continued to practice the business concept of green humanistic spirit and sustainable development, in a bid to grow into an internationalised brewing enterprise with a leading position in the industry. In this Report, we formulated management principles by focusing on the two major guiding principles of “leading the development of the industry” and “brewing a better life” and proactively identified the ESG risks and opportunities for the Group in connection with responsible drinking and responsible marketing, staff health and safety, product quality and safety, energy conservation and emission reduction, and the handling of waste and packaging materials. The Group has also been engaged in vigorous performance of its corporate social responsibilities in a determined effort to grow into a trusted and beloved beer enterprise.

LEADING THE DEVELOPMENT OF THE INDUSTRY

In 2018, the Chinese beer market was shifting to the stage of high-quality development, as the premium beer market expanded in a fast pace with an increasing demand for customised, diverse and premium products. To address such changes in the industry, the Group launched the “Brave the World superX”, the first core product tailored for young consumers, and “Craftsmanship”, a bespoke product for people in quest of higher-quality living, in 2018. Market recognition for the Group’s products and brand innovation was underpinned by the “2018 China Brands Annual Award” for “Brave the World superX” and a “Gold Award” for “Craftsmanship” in the Pentawards, an international packaging design awarding event.

前言 Foreword

除产品创新外，我们坚信优质的产品质量与原材料的质量控制及供应链责任管理息息相关。本集团通过建立并执行《供应商管理规定》，对供应商定期进行「应知应遵」测试，坚持战略、阳光和廉洁采购，严格管控供应商的准入流程，并对供应商筛选标准及考察认证标准的相应程序和要求进行定期更新和提升，确保供应商与我们一同履行社会责任，实现共同发展。

本集团在环境、健康和安​​全等可持续发展方面亦进一步获得肯定。由香港环保促进会举办的「香港绿色企业大奖2018」评选活动中，本集团旗下区域公司共获得6个奖项，其中，华润雪花啤酒（河南）有限公司和华润雪花啤酒（四川）有限责任公司从二零一七年获授予「优越环保管理奖—优异奖」提升至二零一八年的「优越环保管理奖—铜奖」。3家区域公司和1家区域公司亦分别首次获得「优越环保管理奖—优异奖」和「卓越环保安全健康奖—铜奖」等奖项。本集团旗下部分公司获得更高殊荣，以及更多旗下不同规模的公司获得奖项，反映出本集团在环境、安​​全和健康等方面的政策和执行是全方位的，不会受到地区或啤酒厂规模所限制的。在技术进步方面，本集团一直不遗余力，坚守工匠精神，旨在提升行业水平，酿造品质最优的啤酒。本集团旗下华润雪花是目前中国企业中唯一一家两次获得中国酒业协会科技进步一等奖的企业。

酿造美好生活

构建和谐美丽社会是国家富强、民族振兴、人民幸福的重要保证。我们积极培养大众理性饮酒的社会文化，重视员工健康与安全，关心及改善环境与资源的使用。二零一八年是本集团连续第4年与中国酒业协会合作开展全国理性饮酒宣传周活动。此外，我们著重安全生产，紧守安全优先的管理理念，在本报告期间，共计有74家工厂实现了零工伤事故。为进一步提升水平，吉林及黑龙江区域于二零一八年创立安全体验馆，作为体验式安全培训项目的推行试点，同时亦开展了虚拟实景安全体验项目，计划透过利用虚拟实景技术，教授更多应急及安全操作技巧。

In addition to product innovation, we firmly believe that the quality of premium product is closely related to the quality control of raw materials and responsibility management of supply chain. Through the establishment and implementation of the "Regulations for Suppliers Management", the Group conducts "knowledge and compliance" tests on suppliers on a regular basis, persists in the practice of strategic, sunshine and corruption-free procurement, and exercises stringent control over the process of suppliers' admission. Our standards for screening suppliers and procedures and requirements for inspection and validation are regularly updated and upgraded to ensure fulfillment of social responsibilities and achieve development together with suppliers.

The Group garnered further recognition for sustainable development on environment, health and safety ("EHS"). At the "Hong Kong Green Awards 2018" hosted by Hong Kong Green Council, the Group's regional companies received 6 awards, including the "Green Management Award – Bronze" won by China Resources Snow Breweries (Henan) Co., Ltd and China Resources Snow Breweries (Sichuan) Co., Ltd in 2018, which was an upgrade from the "Green Management Award – Merit" they had received in 2017. Three regional companies received the "Green Management Award – Merit" and 1 regional company received the "Environmental, Health and Safety Award – Bronze" for the first time. The upgrade in awards received by certain of our subsidiaries and the winning of more awards by subsidiaries of various scales reflected the versatility of the Group's EHS policy and execution which was not limited by the geographic location or size of our breweries. In terms of technological progress, the Group has spared no effort to enhance industry standards by making beer with the best quality in resolute adherence to its craftsmanship. At present, CRSB, a subsidiary of the Group, is the only enterprise in the industry to have twice received the Scientific and Technological Progress Award (Class I) from China Alcoholic Drinks Association.

BREWING A BETTER LIFE

Building a harmonious and beautiful society is an important guarantee for a strong and prosperous country, national rejuvenation and people's happiness. We are actively fostering a culture of responsible drinking, with an emphasis on staff health and safety and care for and improvement of the environment and use of resources. In 2018, the Group joined forces with China Alcoholic Drinks Association for the fourth year in a row in a nationwide campaign week for the promotion of responsible drinking. Moreover, we prioritise safe production and adhere strictly to the "safety first" management concept. During the Reporting Period, 74 plants achieved zero work injury. To further improve the standard, safety experience houses were set up in Jilin and Heilongjiang in 2018 as pilot operations of the experiential safety training programme. A virtual reality ("VR") safety experiential programme has also been launched, with plans to teach the skills of emergency response and safe operation with the application of VR technologies.

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：
产品与业务
Chapter 1:
Products and
Business第二章：
员工关爱
Chapter 2:
Care for Staff第三章：
环境保护
Chapter 3:
Environmental
Protection第四章：
社会实践
Chapter 4:
Fulfillment of
Social
Responsibility附录一
Appendix I附录二
Appendix II

前言 Foreword

同时，本集团坚持不懈地优化能源使用结构，淘汰燃煤锅炉，提升清洁能源使用比例。在二零一八年，我们于降低污染物排放、资源使用和管理等方面均获得显著成果。温室气体总排放量和排放密度分别同比下降12%和8%。我们已实施或在实施的环境保护与节能减排项目接近150项。此外，本集团亦积极关注水资源短缺、产品碳足迹等可持续发展相关议题。我们制定并发布《生产工厂设计规范》，将「零污染、低能耗、清洁生产」作为生产工厂的设计原则，将对周边生态环境造成的影响与水源水质作为新建工厂选址的重要评价指标。我们亦积极提升用水效益，二零一八年的用水量和用水密度分别下降10%和6%。同时，我们对生产过程中所产生的废物进行积极处理，尽量降低废弃物对生态环境的影响。

In the meantime, the Group persistently seeks to increase the proportion of the use of clean energy by optimising the mix of its energy consumption and phasing out coal-fired boilers. In 2018, we achieved notable results in emission reduction and resource application and management. Total emission and emission density of greenhouse gas ("GHG") decreased by 12% and 8%, respectively, while close to 150 environmental protection and energy conservation/emission reduction projects had been completed or were under implementation. Furthermore, the Group also concerns itself with agenda in sustainable development, such as the shortage of water resources and the carbon footprint of our products. We have formulated and announced the "Design Standards for Production Plants" which provide for the design principles of "zero pollution, low consumption and clean production" and consider the impact on surrounding ecological environments and water sources and water quality an important factor for consideration in the choice of sites for new plants. We also work vigorously to increase our efficiency in water consumption. The total volume and density of water consumption in 2018 decreased by 10% and 6%, respectively. At the same time, we were taking proactive actions in treatment of the waste from the production process to minimise the impact on the ecological environment.

展望未来 再创新高

放眼未来，我们将按既定的目标和核心企业价值观，积极参与社会建设和活动，坚定不移地推动社会责任的发展与进步。同时，我们将会多方面进一步完善我们对环境和社会的责任体系，搭建高效的管理咨询化平台，构建有序的责任制度。

作为中国啤酒行业的领先者，本集团将会全力以赴，持续引领产业发展，酿造美好生活。我们期待与各利益相关方一起创造更高的企业绿色价值，坚定地迈向全球行业前列水平。

LOOKING TO THE FUTURE: CHARTING NEW HEIGHTS

Looking to the future, we will continue to be actively involved in community development and campaigns to drive the development and progress of social responsibility in a resolute manner in accordance with our stated objectives and core corporate values. Meanwhile, we will develop a well-structured responsibility system by further improving our environmental and social responsibility regimes in an all-round manner and establishing an efficient platform for consultation-based management.

As a leader in China's beer industry, the Group will make every effort to provide ongoing leadership over the development of the industry and brew a better life. We look forward to working with all stakeholders to deliver greater green enterprise value and progress steadfastly to rank among the top tiers in the global brewery industry.

关于我们 About Us

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。

业务介绍

本集团自一九九三年开始在中国发展啤酒业务,旗下啤酒的总销量自二零零六年起连续多年位居中国市场第一。旗舰品牌「雪花Snow」为全球销量最高的啤酒品牌。本集团以质量为基础推动品牌重塑,追求精致创新的匠心酿造,品味珍稀传承发展。

二零一八年,本集团啤酒年产能21百万千升,总销量达到11.3百万千升。二零一八年营业额更达人民币31,867百万元同比上升7.2%。不计已确认减值亏损、产能优化及组织再造所产生相关的员工补偿及安置费用和一次性计提二零一七年员工费用的年金,未计利息及税项前盈利同比上升20.0%至人民币3,366百万元。本公司股东应占溢利为人民币977百万元。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。

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.

OUR BUSINESS

The Group has been in the beer business in China since 1993 and has ranked first in terms of total beer sales in the China market for consecutive years since 2006. Its flagship brand "雪花 Snow" is the largest beer brand worldwide by volume. The Group promotes brand re-positioning on the basis of its quality, pursues exquisite and innovative beer-making craft to ensure customers' enjoyment of the unique flavours and heritage.

In 2018, the Group recorded an annual beer production capacity of 21 million kiloliters and a total sales volume of 11.3 million kiloliters, generating turnover of RMB31,867 million, representing a 7.2% increase. Excluding the recognised impairment loss, compensation and staff resettlement expenses related to production capacity optimisation and operational reform, as well as the one-off annuity provision of its staff cost for 2017, EBIT would have increased by 20.0%, year-on-year, to RMB3,366 million. Profit attributable to the shareholders of the Company amounted to RMB977 million. As a member of CRH, we are dedicated to guiding our business towards progress and building a better life together with our consumers, shareholders, staff and business partners, so that we become a trusted and beloved beer enterprise.



关于我们
About Us

生产基地分布

截至二零一八年十二月三十一日，华润啤酒营运啤酒厂房数目为78家¹，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	省份／直辖市 Province/Municipality	啤酒厂房数量 Number of breweries
黑龙江 Heilongjiang	4	浙江 Zhejiang	5
吉林 Jilin	2	福建 Fujian	1
辽宁 Liaoning	9	广东 Guangdong	4
天津 Tianjin	2	湖南 Hunan	1
河北 Hebei	2	贵州 Guizhou	4
山西 Shanxi	2	四川 Sichuan	10
山东 Shandong	3	西藏 Tibet	1
江苏 Jiangsu	5	甘肃 Gansu	1
上海 Shanghai	1	内蒙古 Inner Mongolia	3
安徽 Anhui	7	宁夏 Ningxia	1
河南 Henan	3	陕西 Shaanxi	1
湖北 Hubei	5	广西 Guangxi	1

¹ 不包括停止营运和管理层决定关闭的啤酒厂

GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

As at 31 December 2018, China Resources had 78 breweries in operation¹, the geographic distribution of which is indicated in the following table:

¹ Excluding those breweries which had ceased operation and determined by management to be closed.

相关主要奖项及获取荣誉记录

RELEVANT MAJOR AWARDS AND ACCOLADES

奖项 Award	颁奖单位 Awarding organization
产品质量类 For product quality	
「9° 勇闯天涯 superX 500ml」和「10° 匠心营造 500ml」获得「优质新产品」、「酒体设计奖」和「包装设计金质奖」三项大奖 The “9° Brave the World superX 500ml” and “10° Craftsmanship 500ml” received three major awards: “Premium New Product”, “Wine Body Design Award” and “Packaging Design Gold Award”	中国食品协会啤酒分会 Beer Committee, China Food Industry Association

奖项 Award	颁奖单位 Awarding organization
环保安全类 For environmental protection and safety	
四川工厂、郑州工厂荣获优越环保管理奖铜奖 Sichuan Plant and Zhengzhou Plant received the "Green Management Award – Bronze"	香港绿色企业大奖 Hong Kong Green Awards
哈尔滨工厂荣获超卓环保安全健康奖铜奖 Harbin Plant received the "Environmental, Health and Safety Award – Bronze"	香港绿色企业大奖 Hong Kong Green Awards
深圳工厂、杭州工厂、西安工厂荣获环保管理奖优异奖 Shenzhen Plant, Hangzhou Plant and Xi'an Plant received the "Green Management Award – Merit"	香港绿色企业大奖 Hong Kong Green Awards
山东省三家工厂被评为2017年度山东省轻工行业安全生产先进单位 Three plants in Shandong Province received the "2017 Advanced Unit for Safe Production in the Light Industry of Shandong Province"	山东省轻工业安全生产委员会 Shandong Light Industry Safe Production Committee
安徽省一家工厂被评为2018年全省安全文化建设示范企业 One plant in Anhui received the "2018 Provincial Model Enterprise for the Development of Safe Culture"	安徽省人民政府安委会 Safety Committee of Anhui Provincial People's Government
社会责任类 For social responsibility	
杰出企业社会责任奖 Outstanding Corporate Social Responsibility Award	《镜报》第七届杰出企业社会责任奖 7th Outstanding Corporate Social Responsibility Award by The Mirror Post
最佳企业治理第一名(必需消费品行业) Best Corporate Governance with 1 st ranking (Consumer/Staples)	《机构投资者》杂志 Institutional Investor
最佳环境、社会及管治/社会责任投资指标第一名(必需消费品行业) Best ESG/SRI Metrics with 1 st ranking (Consumer/Staples)	《机构投资者》杂志 Institutional Investor
杰出环境社会企业管治大奖 Outstanding ESG Award	经济一周 Economic Digest
其他类 Other categories	
「最受尊崇企业」 The "Most Honored Companies"	《机构投资者》杂志 Institutional Investor
首席执行官侯孝海先生获得二零一八年「亚洲最佳CEO」第一名及「特别成就奖 – 最佳CEO奖项」 Mr. Hou Xiaohai, CEO, was named among Asia's Best CEOs 2018 with a 1 st ranking and received the "Special Achievement Award – Best CEO Award"	《机构投资者》杂志 Institutional Investor
二零一八年杰出上市公司大奖(主板 – 大市值) 2018 Outstanding Listed Company Award (Main Board – Large Cap)	am730、亚洲公关及路讯通 am730, PR Asia and RoadShow

环境、社会及管治架构 Environmental, Social and Governance Structure

作为国内领先的啤酒企业，本集团致力于将可持续发展理念融入到企业发展战略、重大决策和日常运营活动中。我们坚信企业命运依赖于国家和社会的共同发展，社会责任活动是衡量一个企业长远价值的重要因素。我们不断地为消费者提供优质的产品，为社会贡献更多效益，为股东创造长期的价值，我们矢志不渝的提升自身管理水平，在丰富的实践中体现我们的社会责任理念和成就。

As a leading Chinese beer enterprise, the Group is committed to incorporating the idea of sustainable development into its corporate development strategies, significant decisions and day-to-day operations. We firmly believe that the destiny of the enterprise is closely associated with its co-development and progress with its country and society. Social responsibility initiatives represent an important factor by which to gauge the long-term value of an enterprise. We provide high quality products to consumers with incessant efforts, in order to bring more benefits to the society and deliver long-term value to shareholders. We are unwaveringly committed to the enhancement of our management standards, as we seek to fulfill our beliefs and achievements in social responsibility through a wide array of practical efforts.

环境、社会及管治架构

本集团在二零一八年着力提升环境、社会和公司管治水平，通过内部的环境、健康及安全(EHS)部门重点加大有关方面的管控，进一步完善EHS相关内部管理制度和政策，将管理职责落实到位。二零一八年，信息化平台建设项目得到实质突破，实现了在线即时监测监控重点风险、关键环节流程控制和重大事项应急辅助决策。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRUCTURE

In 2018, the Group focused on enhancing its ESG standards with a special emphasis on EHS management and control through the internal EHS department, as it further improved its EHS-related internal management systems and policies to properly implement its management duties. We accomplished qualitative breakthrough in the construction of the informatisation platform in 2018 with the achievement of online real-time key risk monitoring and control, key process control and auxiliary emergency decision for material matters.

针对客观环境和自身情况，本集团制定了全面的环境及社会风险识别、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，支持我们的可持续发展并促进我们履行对各利益相关方的责任。

Based on objective environment and our own situation, the Group has set up an all-round mechanism on environmental and social risk identification, management and control and response. Through setting up of the systems, day-to-day monitoring, data collection, information disclosure and other measures, the Group supports sustainable development and facilitates the fulfilment of its responsibilities to the stakeholders.

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 The senior management	• 讨论环境、社会及管治重大事务和未来发展 To discuss major issues and future development of environment, society and governance
		• 讨识别相关风险 To identify relevant risks
		• 制定策略及目标 To formulate strategies and objectives
		• 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
		• 分配各职能部门、分公司相关职责 To assign relevant duties and responsibilities to various functional departments and branches

环境、社会及管治架构 Environmental, Social and Governance Structure

工作层级 Work level	职能设置 Functions	具体职责 Duties and responsibilities
监督层 Supervision level	各职能部门、分公司负责人 The 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
		<ul style="list-style-type: none"> 根据整体环境、社会及管治策略和方向研究具体工作 To conduct researches on actual tasks as according to the overall strategy and direction on environment, society and governance
		<ul style="list-style-type: none"> 指定相关工作小组执行工作 To assign relevant working groups to implement the tasks
		<ul style="list-style-type: none"> 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 The 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
		<ul style="list-style-type: none"> 定期收集、整理、上报相关信息 To collect, organize and report relevant information on a regular basis
		<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> 承担内部信息传播责任 To be responsible for dissemination of internal information

利益相关方沟通

结合自身可持续发展影响范围及行业背景，本集团重点识别和遴选出了核心利益相关方，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。我们重视与利益相关方的沟通，并及时将沟通反馈意见融入到我们的运营提升和实践中。

COMMUNICATION WITH STAKEHOLDERS

Based on the scope of its influence on sustainable development and the industry background, the Group has selectively identified the following stakeholders: the government and regulatory authorities, shareholders, consumers, staff, suppliers and partners, industry associations and the community. We appreciate the importance of communication with stakeholders and incorporate their feedback from such communication into our operational upgrades and practices in a timely manner.

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：
产品与业务
Chapter 1:
Products and
Business第二章：
员工关爱
Chapter 2:
Care for Staff第三章：
环境保护
Chapter 3:
Environmental
Protection第四章：
社会实践
Chapter 4:
Fulfillment of
Social
Responsibility附录一
Appendix I附录二
Appendix II

环境、社会及管治架构

Environmental, Social and Governance Structure

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	<ul style="list-style-type: none"> 定期交流 Regular exchange
	<ul style="list-style-type: none"> 阅读政策文件 Study of policy documents
	<ul style="list-style-type: none"> 回应咨询 Response to consultation processes
股东 Shareholders	<ul style="list-style-type: none"> 定期发布财务报告 Regular publication of financial reports
	<ul style="list-style-type: none"> 召开股东大会 Convening of general meetings
	<ul style="list-style-type: none"> 投资者关系沟通 Investor relations communication
消费者 Consumers	<ul style="list-style-type: none"> 客户服务热线 Customer service hotline
	<ul style="list-style-type: none"> 产品标签 Products labels
	<ul style="list-style-type: none"> 邮件及社交媒体 Mail and social media
员工 Employees	<ul style="list-style-type: none"> 员工信箱及意见调查 Employee mailbox and opinion survey
	<ul style="list-style-type: none"> 公司内联网 Company intranet
	<ul style="list-style-type: none"> 员工活动 Staff activities
供应商及合作伙伴 Suppliers and partners	<ul style="list-style-type: none"> 定期交流 Regular exchange
	<ul style="list-style-type: none"> 审核与评估 Examination and assessment
	<ul style="list-style-type: none"> 信息共享 Information sharing
行业协会 Industry associations	<ul style="list-style-type: none"> 定期交流 Regular exchange
	<ul style="list-style-type: none"> 互相访问 Reciprocal visits
	<ul style="list-style-type: none"> 积极参与协会事务 Active involvement in association affairs
社区 The Community	<ul style="list-style-type: none"> 社区文化建设 Building of community culture
	<ul style="list-style-type: none"> 帮扶弱势群体 Aid for underprivileged groups
	<ul style="list-style-type: none"> 社区服务 Community services

环境、社会及管治架构 Environmental, Social and Governance Structure

二零一八年，公司聘请独立第三方咨询顾问机构对本公司利益相关方进行充分调研，协助得到公司运营过程中对于环境、社会及管治的重大性议题。

In 2018, the Company engaged an independent third-party consultant to conduct a thorough research on the Company's stakeholders to help determining material ESG issues in the course of the Company's operations.

重要议题识别

本集团根据上述与利益相关方之持续沟通，了解到各方关注之环境、社会及管治议题。结合自身发展战略和经营重点，社会责任管理的需要，以及国内外社会责任标准的相关要求，从而制定披露框架及内容。

IDENTIFICATION OF MATERIAL ISSUES

Based on the aforementioned ongoing communication with stakeholders, the Group understands the ESG issues that each party is concerned with and formulates the framework and contents of disclosure taking account of its development strategy and operating highlights, demands in corporate social responsibility ("CSR") management and relevant requirements of domestic and international CSR standards.



我们从「对企业可持续发展的重要性」和「对利益相关方的重要性」两个维度对所有实质性议题进行排序，充分参考行业最佳实践、结合实际情况，确定实质性议题并在报告中进行披露。重要议题的识别和确定有助于我们回应利益相关方的期望及协助管理层持续监控相关之风险、内部控制与绩效。

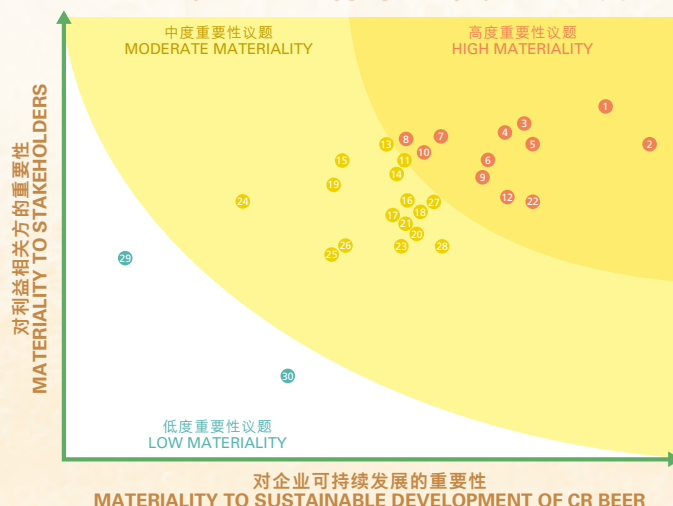
We confirm the practical issues and disclosure them in the report after prioritising based on the two dimensions of "Materiality to the sustainable development of CR Beer" and "Materiality to stakeholders" with full reference to best practices in the industry and taking in account the actual circumstances. The identification and determination of material issues helps us to respond to stakeholders' expectations and assists the management to monitor relevant risks, internal control and performance on an ongoing basis.

环境、社会及管治架构 Environmental, Social and Governance Structure

重大性议题矩阵及列表

Materiality matrix and table

华润啤酒2018年ESG议题重大性矩阵
MATRIX OF MATERIAL ESG AGENDA OF CR BEER IN 2018



- | | | |
|--|--|---|
| 1 环境合规
Environmental compliance | 22 水资源使用
Use of water resources | 21 材料供应的稳定性
Stability of materials supply |
| 2 低碳运营
Low-carbon operation | 11 反贪污
Anti-corruption | 23 善用资源
Proper use of resources |
| 3 食品安全
Food safety | 13 供应链管理
Supply-chain management | 24 服务地方经济
Serving local economies |
| 4 劳工标准及劳工关系
Labour standards/labour relations | 14 公司资产的运营效率
Operational efficiency of corporate assets | 25 社区沟通与参与
Community communication and involvement |
| 5 产品质量管理
Product quality management | 15 客户服务
Customer services | 26 生产过程的控制
Control of production processes |
| 6 员工发展及培训
Staff development and training | 16 产能优化及产能使用率
Capacity optimization and utilization | 27 包装材料的成本控制
Cost control of packaging materials |
| 7 职业健康安全
Occupational health and safety | 17 客户信息隐私保护
Protection of customer data eprivacy | 28 包装材料回收
Recycling of packaging materials |
| 8 商业合规
Commercial compliance | 18 社会公益
Social welfare | 29 推动公众理性饮酒
Promoting rational drinking among the public |
| 9 产品与技术创新
Product and technological innovation | 19 营销收益
Marketing revenue | 30 倡导本地生产及销售
Advocating localised production and sales |
| 10 员工福利
Staff benefits | 20 产品多元化
Product diversification | |
| 12 生产工艺效能提升
Efficiency enhancement for production processes | | |

与以往报告相比，实质性议题列表和议题有一定变化，如推动公众理性饮酒、职业健康与安全，产品质量管理等议题都在二零一八年获得了公司与利益相关方更多关注。

In comparison with the previous reports, there were changes to the list and topics of practical issues. For example, the promotion of responsible drinking among the public, occupational health and safety and product quality management were some of the topics to which the Company and stakeholders attached more concerns in 2018.

第一章：产品与业务

Chapter 1: Products and Business

优秀的产品与服务是衡量一个企业价值的核心，也是华润啤酒作为食品行业的一员引以为傲的立身之本。我们严控食品安全与质量，对任何安全风险和质量问题零容忍；我们积极创新，保护知识产权，力争做行业创新先锋；我们鼓励消费者理性饮酒，与行业协会一同推进健康文明的生活方式；我们致力提升消费者满意度；我们改善供应链管理，对上游供应商和下游废弃物处理商严格把控，为消费者带来最好的产品及用户体验，为改善环境积极探索降低我们产品的碳足迹。

食品安全及质量

作为食品行业的一员，食品安全和质量管理一直以来处于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和质量法律法规，如《中华人民共和国食品安全法》及其条例、《中华人民共和国产品质量法》、《食品生产经营日常监督检查管理办法》、《食品安全国家标准食品添加剂使用标准(GB2760-2014)》、《消毒产品生产企业卫生许可规定》等。华润啤酒以「酿造世界最好的啤酒」为目标，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。本集团通过系统化、科学化和标准化的方式规范完善质量标准体系和食品安全体系，继续组织各生产企业开展管理体系认证工作，包括质量管理体系(ISO9001)、食品安全管理体系(ISO22000)及危害分析和关键控制点(HACCP)等，加强从原材料的源头、加工、运输和酿造应用等全生命周期环节的高水平质量管控。本集团制定《食品安全应急预案》和《产品召回制度》等相关食品安全管理制度，在生产过程中采用自检、互检、下道工序对上道工序进行检验的三级检验制度，在生产过程中制定了《生产质量控制管理规定》，并且全年举行多次食品安全培训，使各职工都重视和关注质量及食品安全，从各个环节确保为消费者提供安全、可靠、高质量的啤酒。

Excellence in products and services is a key benchmark by which we gauge an enterprise, and it is also a quality that CR Beer is proud to claim as a member of the food industry. We exercise stringent control over food safety and quality and adopt a zero-tolerance policy in respect of any safety risks and quality issues; we are actively engaged in innovation and the protection of intellectual property rights, as we strive to be a pioneer in innovation in the industry; we encourage responsible drinking on the part of consumers and work with the industry association to promote a healthy and edified lifestyle; we endeavour to enhance consumers' satisfaction; we make improvements to supply chain management by exercising stringent control over upstream suppliers and downstream waste treatment service providers, so as to offer consumers with the best products and experience, while also vigorously exploring ways to improve the environment and reduce the carbon footprint of our products.

FOOD SAFETY AND QUALITY

As a member of the food industry, food safety and quality management have always been central to our operational management. The Group observes strict compliance with the laws and regulations of the People's Republic of China ("PRC") on food and quality, including, among others, the "Food Safety Law of the PRC" and its regulations, "Product Quality Law of the PRC", "Measures for the Administration of the Routine Supervision and Inspection of the Food Production and Operation", "Standards for the Use of Food Additives in Food Safety National Standard (GB2760-2014)" and "Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products". With the aim of "brewing the world's best beer", CR Beer has adopted "quality as top priority, supremacy of consumers, dare to innovate, pursuit of excellence, practice of social responsibility" as its guiding principles in relation to product quality. The Group regulates and improves its quality standard system and food safety system through systematic, scientific and standardised means, as it continues to organise the conduct of management system accreditation, including quality control systems (ISO9001), food safety management system (ISO22000) and hazard analysis and critical control points (HACCP), among others, at its production enterprises to enhance high-standard quality controls throughout the entire life cycle from the source of raw materials, processing and transportation to brewing and application. The Group has formulated pertinent food safety management regulations such as the "food safety contingency plan" and "Regulations on Product Recall", while a three-tier inspection system comprising self-inspection, mutual inspection and inspection by comparing downstream processes against upstream processes, as well as the "Management Regulations on Control of Production Quality" as administrative regulations, have been adopted for the production process. Numerous food safety training sessions are being held throughout the year, such that every employee is concerned with quality and food safety as a matter of priority matter, and the supply of safe, reliable and high quality beer to consumers is assured at every step in the process.

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：产品与业务
Chapter 1: Products and Business第二章：员工关爱
Chapter 2: Care for Staff第三章：环境保护
Chapter 3: Environmental Protection第四章：社会实践
Chapter 4: Fulfillment of Social Responsibility附录一
Appendix I附录二
Appendix II

第一章：产品与业务 Chapter 1: Products and Business

本集团开展延伸质量管制，总部统一策划、附近区域管理、信息汇总共用，以达致总部、区域、工厂三级协同合作。于二零一八年，本集团成立「技术标准优化项目组」，开展对技术标准优化工作，并对内控质量标准系统排查，与国家标准、行业及市场相关产品的标准广泛对标，确保产品质量。此外，雪花剪裁体于二零一八年被认定为驰名商标，对打击假冒伪劣产品，维护本集团的商标合法权利起到积极作用。

于二零一八年，本集团通过回瓶方式的改革及瓶源管理的优化，从源头上减少产生杂质酒的隐患。为杜绝生产环节中杂质酒的产生，本集团从瓶源管理、光检机管理、洗瓶机设备改善、洗瓶工艺改善和考核激励五方面进行了一系列工作，制定生产链关键控制点，强化生产过程管控。

二零一八年内，华润雪花啤酒的产品出厂质量合格率及国家监督抽查合格率均维持100%。有效质量投诉处理率100%。本集团于报告期间内所有啤酒产品并无召回已售产品或已运送产品的情况，已遵守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方面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。

我们内部成立华润雪花内控质量标准排查专项工作组，对华润雪花标准管理制度、内控质量标准等文件进行了排查，基本达到「严于国标、优于竞品、行业领先」的要求。



The Group implements an extended quality management approach comprising centralised 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 work in coordination. In 2018, the Group formed a “technical standard optimisation project team” to carry out technical standard optimisation and inspection of the internal control quality standard system through extensive comparisons with national standards as well as industry and market standards for relevant products, with a view to assuring the quality of its products. In addition, the paper-cut snowflake was recognised as a famous trademark in 2018, to the immense benefit of our effort to curb counterfeit products and protect our lawful trademark rights.

In 2018, the Group mitigated the hazard of contaminated beer at source by improving the method of bottle recycling and bottle source management. To prevent the making of contaminated beer in the production process, the Group has made a range of efforts in five aspects, namely, bottle source management, management of optical detectors, improvements to bottle washers, improvements to bottle washing technologies, and appraisal and incentives, designating key control points along the production chain to strengthen control over the production process.

For 2018, CRSB’s ex-factory quality conformity rate and the conformity rate for National Safety Supervision and Inspection random inspection were both 100%. Our effective quality complaint handling rate was also 100%. None of the Group’s beer products sold or delivered was subject to recall during the reporting period. In connection with our products and services provided, we were in compliance with laws and regulations pertaining to health and safety, advertisements, labels, privacy and remedies that had a material impact on the Group, and no material breach was reported.

We have established internally the CRSB internal control quality standard inspection task force for the inspection of documents such as the CRSB standard management regulations and internal control quality standards, etc, and have generally fulfilled the requirement of being “more exacting than international standards, superior to competition’s standards and atop of industry standards”.

第一章：产品与业务 Chapter 1: Products and Business

产品创新与知识产权

产品创新是我们满足消费者需求的核心能力，本集团致力于产品能力的提升和知识产权的保护。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》、《著作权法实施条例》、《商标法》、《商标法实施条例》、《专利法》、《专利法实施细则》及相关司法解释。同时，本集团亦严格遵守中华人民共和国已加入的有关版权的国际公约。二零一八年度本集团结合国家知识产权战略，重新修订了《知识产权管理制度》并下发全系统执行，与《规避侵犯他人知识产权风险管理规定》、《产品标识标注审核工作指引》等为本集团的知识产权保障和维护工作提供制度保障。

本集团以打造世界一流企业为战略目标，以满足市场需求为导向，不断加大科研投入，利用理论创新、技术创新、操作创新，为企业发展创造更多可能性。近年来，华润雪花已取得一批重要科研成果，在外包装质量控制技术、二氧化碳回收利用技术以及全产业链延伸控制技术等方面申请多项自主知识产权。目前，华润雪花是行业中唯一两次获得中国酒业协会科技进步一等奖的企业。

PRODUCT INNOVATION AND INTELLECTUAL PROPERTY RIGHTS

Given the importance of product innovation as a core capability for meeting consumers' requirements, the Group is committed to the enhancement of its product capabilities and the protection of its intellectual property rights. To safeguard and protect intellectual property rights, the Group observes strict compliance with the laws and regulations of the PRC on intellectual property rights, including but not limited to the "Copyright Law", "Regulations for the Implementation of the Copyright Law", "Trademark Law", "Regulations for the Implementation of the Trademark Law", "Patent Law", "Rules for the Implementation of the Patent Law" and pertinent judicial interpretations. In the meantime, the Group also observes strict compliance with relevant international conventions on copyright of which the PRC is a signatory. In 2018, the Group revised the "Regulations for the administration of intellectual property rights" by reference to the national strategy on intellectual property rights for implementation in all systems. Together with the "administrative regulations for the avoidance of the risk of infringement upon third-party intellectual property rights" and "guidance for the audit work of product marks and labels", this will provide institutional support for the safeguard and protection of the Group's intellectual property rights.

With the strategic target of being a world-class enterprise and focusing on meeting market demands, the Group has continued to increase its investment in scientific research to foster new possibilities in corporate development through innovations in theory, technology and operation. In recent years, CRSB has attained a host of important achievements in scientific research and applied for a number of proprietary intellectual property rights for exterior packaging quality control technology, carbon dioxide recycling technology and end-to-end industry chain extended control technology. At present, CRSB is the only enterprise in the industry to have twice received the Scientific and Technological Progress Award (Class I) from China Alcoholic Drinks Association.



中国酒业协会科学技术进步奖
Scientific and Technological Progress Award of China Alcoholic Drinks Association

第一章：产品与业务 Chapter 1: Products and Business

我们坚守工匠精神，旨在酿造适合国人，品质最优的啤酒，二零一八年，我们继续全力打造兼具传统文化的现代化啤酒品牌，坚持走创新与融合之路，突破产品包装、酿造技术、口感质量等传统风格，加大新产品研发力度，推出匠心营造、黑狮金爵、勇闯天涯superX等多支全新产品。

We uphold the principle of fine craftsmanship as we makes beer with premium quality appealing to the taste of Chinese. In 2018, we continued to dedicate our full effort to the creation of modern beer brand embodying traditional cultural elements. Persisting in the path of innovation and integration, we introduced a breakaway from traditional styles in product packaging, brewing technologies and textures, as we increased our effort in research and development of new products and launched a variety of brand new products such as Craftsmanship, Löwen Jinjue and Brave the World superX.



案例：华润雪花以匠心品质匠心营造「旗舰产品」，共荣获四项国际设计大奖

Case study: CRSB won four international design awards for the exquisite craftsmanship of its “flagship products”

二零一八年八月，华润雪花全新打造一款进军高端啤酒市场的「旗舰产品」—匠心营造，专为追求更高品质生活的社会中坚人士量身定制。「匠心营造」采用100%进口全麦芽酿造，低发酵的酿造技术，保留了纯麦的芳香和醇厚的口感。在国际大赛中，凭藉这款匠心产品，华润雪花荣获各项国际大奖，重塑了高端品牌形象。

A Design Award—铂金奖

One Show 金铅笔—优胜奖

2018 Pent Awards—金奖

German Design Award

In August 2018, CRSB introduced Craftsmanship, a brand new upmarket “flagship product” tailored for the elite with discerning taste for quality living. “Craftsmanship” is an all-malt beer made with 100% imported malt using the low-fermentation brewing

technique that retains the aroma and thick texture of pure malt. In international contests, this meticulously crafted product has won numerous international awards for CRSB and reshaped it as a high-end brand.

A’ Design Award – Platinum Award

One Show Gold Pencil – Merit

2018 Pent Awards – Gold Award

German Design Award



第一章：产品与业务 Chapter 1: Products and Business



案例：华润雪花搭建「总部－区域」共建共享平台

Case study: CRSB builds the “headquarters – regional companies” jointly built and sharing platform

我们不断完善推进产品创新的机制建设，为鼓励华润啤酒产品创新和品牌推广能力提升，二零一八年本集团建立「总部－区域」共建共享平台，并相继组织实施华润雪花品牌管理训练营、产品创新坊等，切实提升华润雪花产品创新和品牌推广能力，有效支持「一个好产品、一个好品牌、一支好啤酒」的实现。

We have also been improving and advancing our product innovation mechanism on an ongoing basis. To encourage the enhancement of CR Beer's ability in product innovation and brand promotion, the Group built the “headquarters – regional companies” jointly built and sharing platform in 2018, followed by the organisation of CRSB brand management training camps, product innovation workshops and other programmes, in a genuine improvement of CRSB's ability in product innovation and brand promotion and effective support of the realisation of “One Good Product, One Good Brand and One Good Beer”.



本集团严格遵守上述对本集团具有重大影响的法律及法规，于报告期间内，并无任何重大违规情况发生。

The Group was in strict compliance with the aforesaid laws and regulations that had a material impact on the Group during the reporting period, and no material breach was reported.

理性饮酒及责任市场推广

本集团作为有巨大社会责任感的啤酒生产企业，响应国家对理性饮酒观念的提倡，极力倡导适度理性的饮酒行为和健康文明的生活方式。作为中国酒业协会与社会责任促进联盟的会员，我们深知推广理性饮酒行为与理念、践行食品企业社会责任的重要性。为号召大众和消费者理性饮酒，我们已连续4年与中国酒业协会合作开展全国性饮酒宣传周活动，并在官方网站和新媒体上展开宣传。二零一八年，我们协助发布中国酒业协会首份理性饮酒调查报告《2017中国饮酒人群适量饮酒状况白皮书》。我们在营销过程中严格遵照《中华人民共和国广告法》，并在内部制定了媒体管理相关办法，规定酒类广告中不能出现鼓动或引导消费者饮酒或者无节制饮酒的内容。同时，华润

RESPONSIBLE DRINKING AND RESPONSIBLE MARKETING

As a brewing enterprise with a strong sense of social responsibility, the Group has been diligently advocating moderate and rational drinking behaviour and a healthy and edified lifestyle. As a member of the China SAO of China Alcoholic Drinks Association, We are well aware of the importance of promoting the practice and idea of responsible drinking and implementing the social responsibilities of a food company. To call on the public and the consumers to practice responsible drinking, we have organised a nationwide responsible drinking promotion week campaign in cooperation with China Alcoholic Drinks Association for 4 years in a row, which campaign has been well publicised on our official website and new media. In 2018, we assisted in the publication of “2017 White Paper on the Status of Moderate Drinking Among China's Drinking Population”, the first responsible drinking survey report of China Alcoholic Drinks Association. In addition to strictly complying with the “Advertising Law of the PRC” in our marketing, we have also formulated internal

第一章：产品与业务 Chapter 1: Products and Business

雪花在产品包装上明确标示成份及酒精含量，并重视在销售及市场推广策略上以多种方式积极帮助消费者获得饮酒的相关知识，善意提醒及忠告消费者适当饮酒、理性饮酒的重要性。华润雪花网站首页设有年龄限制，禁止未成年人士浏览，明确提示未满18岁的消费者请勿饮酒。

我们还围绕消费者的消费习惯、消费特点具针对性的展开大量独创性研发工作，率先针对国人的体质特征对醇酯比进行合理优化，成为中国啤酒行业第一家将醇酯比指标纳入管理体系中的企业，有效解决了啤酒饮后上头的问题，使啤酒更加符合中国人的口味和体质。

measures for media management under which the contents that encourage or induce consumers to drink or engage in unrestrained drinking are prohibited in the advertisements of alcoholic products. At the same time, information on ingredients and alcoholic contents are clearly indicated on the packaging of CRSB products, while our sales and marketing strategy also emphasises proactive help for consumers to acquire drinking-related information through a variety of means, providing friendly reminders and advice to consumers about the importance of moderate and responsible drinking. An age restriction applies to the homepage of the CRSB website, whereby browsing by minors is prohibited in an unequivocal reminder against alcohol consumption by consumers under age 18.

We have also conducted a massive number of unique research and development projects addressing on specific issues in consumer habits and spending characteristics. One of our leading research projects is related to the optimisation of the alcohol/ester ratio to cater for the health characteristics of the Chinese people, making us the first company in the PRC brewing industry to incorporate the alcohol/ester ratio as a benchmark of its management regime. Our study has effectively solved the problem of beer drinking causing subsequent headache, such that our beer becomes more adapted to Chinese tastes and health characteristics.



案例：全国理性饮酒宣传周活动

Case study: Nationwide responsible drinking promotion week campaign

活动期间，华润雪花啤酒协助中国酒业协会在全国12个城市开展了「适量饮酒，快乐生活」线下主题活动，拍摄主题微电影《杯酒人生》，并协助发布中国酒业协会首份理性饮酒调查报告《2017中国饮酒人群适量饮酒状况白皮书》。该活动引起了社会广泛关注，上百家媒体及20多个大型媒体公众号共同参与报道，为宣传理性饮酒行为做出贡献。

During the campaign, CRSB assisted China Alcoholic Drinks Association with the launch of an offline campaign dubbed “Moderate Drinking, Happy Living” in 12 cities across the nation, highlighted by the making of a feature micro-film “Life as a Drinker” (“杯酒人生”), as well as the publication of “2017 White Paper on the Status of Moderate Drinking Among China’s Drinking Population”, the first responsible drinking survey report of China Alcoholic Drinks Association. With up to 100 media and more than 20 large-scale media public accounts reporting on the event, the campaign aroused extensive public concern and helped to promote responsible drinking behaviour.



第一章：产品与业务 Chapter 1: Products and Business

客户满意度及信息保护

本集团坚持健全完善售后服务及客户服务体系，不断提升客户满意度，维持良好客户关系。华润雪花成立了客户服务中心，统一管理产品投诉信息系统，并设有全国统一的客户服务热线及顾客投诉机制，为客户提供专业的咨询及售后服务，积极推动产品品质和服务质量的提升；同时完善工厂生产信息管理，确保生产信息能够快速、准确追溯。为系统性提升客户满意度，本集团持续提升产品及服务水平，并且在减少客户投诉方面持续优化。

客户服务中心所有产品及服务的投诉均由专人接听及处理，并实时传递到对应区域人员。区域处理人员必须在三个工作日内向客户服务中心汇报投诉基本情况及处理结果以作妥善记录，保证提升服务质量。此外，客户服务中心还会进行有效的信息监控与数据统计，从多方面检讨生产、销售及表现，为管理层分析决策提供参考依据，使消费者获得更满意及安全的消费体验。

本集团高度重视消费者隐私保护，自建呼叫中心，客户服务管理系统安装防火墙，运行和数据存储均搭建在公司内网，数据间传输与交互通过VPN专线来实现。在客服系统应用过程中，通过密码登录、权限设置等方式，实现对不同区域、不同部门、不同管理层级的信息隔离，从源头建立客户信息保护体系。同时，我们要求相关工作人员遵守国家保密法律法规和《保密工作管理制度》并签署《保密承诺书》，避免消费者信息泄露与丢失，履行保密义务，保障信息安全。

CUSTOMER SATISFACTION AND INFORMATION PROTECTION

The Group persists in the ongoing improvement of its after-sales services and customer service regime, with a view to enhancing customer satisfaction and maintaining sound customer relations. CRSB has set up a customer service centre and a system for the centralised management of product complaint information, supported by a nationwide centralised customer service hotline and customer complaint mechanism to provide customers with professional consultation and after-sales services and to drive improvements in the quality of our products and services; meanwhile, we also made improvements to our plant production information management to ensure swift and accurate tracking of production information. To enhance customer satisfaction in a systematic manner, the Group seeks to improve the standard of its products and services and reduce customer complaints on an ongoing basis.

All product and service complaints directed to the customer service centre are received and handled by dedicated staff and instantly passed on to relevant regional staff. The responsible regional staff must report the general status of the subject matter of the complaint and the outcome achieved as a result of the handling to the customer service centre within three working days for record purposes, so as to ensure enhancement in service quality. Moreover, the customer service centre will also examine production, sales and service performance from multiple perspectives through effective information monitoring and data statistics and provide their findings to the management as references and bases for analysis and decision, to the end that consumers may enjoy safer products and a more satisfactory spending experience.

The Group views the protection of consumer privacy as a matter of high priority. We have set up our own call centre, and our customer service management system is firewall-protected. Operation and data storage take place within the intranet, while data transmission and exchange is facilitated through a VPN lease line. Information segregation between different regions, departments and management hierarchies during the operation of the customer service system is facilitated through pin logins and access restrictions, in a bid to build the customer information protection regime at source. Meanwhile, we require relevant staff to comply with national laws and regulations on confidentiality and the "Confidentiality work management system", as well as to sign the "Confidentiality undertaking". The measures are to avoid the leakage or loss of consumer information for the fulfillment of our confidentiality obligation and the safeguard of information security.

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：产品与业务
Chapter 1: Products and Business第二章：员工关爱
Chapter 2: Care for Staff第三章：环境保护
Chapter 3: Environmental Protection第四章：社会实践
Chapter 4: Fulfillment of Social Responsibility附录一
Appendix I附录二
Appendix II

第一章：产品与业务

Chapter 1: Products and Business

供应链管理

本集团严格遵守中华人民共和国的相关法律法规，如《中华人民共和国食品安全法》、《食品安全国家标准食品添加剂使用标准(GB2760-2014)》、《消毒产品生产企业卫生许可规定》，同时，制定并遵循《华润雪花采购招标管理规定》、《华润雪花供应商管理规定》、《华润雪花添加剂管理规定》、《华润雪花洗涤剂、消毒剂及涉水产品管理规定》等内部管理制度。为使供应商能够及时了解并掌握华润雪花啤酒对供应商管理的相关要求，我们编制了华润雪花啤酒供应商「应知应遵」知识手册，并对供应商进行了「应知应遵」知识测试，要求供应商法人答题，答题满分才能进入雪花啤酒合格供应商目录。通过不断完善改进测试流程和严格的科学管理理念，我们加强了对供应商产品质量的管理，提升了他们对社会责任及可持续发展理念的认知。为保障供应商的廉洁透明，我们在考察认证供应商前要求他们必须签署「阳光承诺」等商业道德准则，同时参加考察认证人员必须签署「廉洁守则」。如供应商在合作过程中发生严重违规违纪行为，我们会将其列入不合作供应商，五年内禁止合作。

本集团亦对供应商在环保、安全、社会责任等方面的表现进行认证，严格要求供应商按照政府环境保护法规运营，受管制的排污企业必须取得排污许可证，并严格按照相关规定或当地环保污染物排放标准规定排放污染物。在引入新供应商时，我们将供应商的ISO9001认证、ISO14001认证、ISO22000认证、第三方质量检测报告、第三方食品安全检测报告纳入供应商认证范围，在报告期内，我们共引入接近300家新供应商(引进率约3%)。同时，在供应商管理过程中将上述认证及检测报告列为重点管理内容，并对我们的供应商目录实行动态管理，将未能达到我们评审要求的供应商进行末尾淘汰，于报告期内，我们共淘汰超过150家供应商(淘汰率约2%)。

SUPPLY-CHAIN MANAGEMENT

The Group observes strict compliance with pertinent laws and regulations of the PRC, including the “Food Safety Law of the PRC”, “Standards for the Use of Food Additives in Food Safety National Standard (GB2760-2014)” and “Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products”. Meanwhile, we have also formulated internal administrative regulations, such as the “CRSB Administrative Regulations on Procurement Tenders”, “CRSB Administrative Regulations on Suppliers”, “CRSB Administrative Regulations on Additives” and “CRSB Administrative Regulations on Detergents, Disinfectants and Drinking Water-related Products”, among others, for stringent compliance. To enable suppliers’ timely understanding of CRSB requirements in suppliers management, we have drafted a “knowledge and compliance” handbook for CRSB suppliers and conducted “knowledge and compliance” tests, which corporate suppliers must take and attain full score before being granted admission to the CRSB List of Eligible Suppliers. By consistently improving our test processes and adhering to stringent scientific management concepts, we have strengthened management over the product quality of our suppliers and enhanced their awareness of social responsibility and sustainable development. To safeguard integrity and transparency of suppliers, we require suppliers to sign a “sunshine undertaking” and other codes of business ethics prior to conducting our inspection and validation. Meanwhile, our staff in charge of inspection and validation must also sign a “code of integrity”. If a supplier commits serious breach of regulations during the course of cooperation, we will add it to the list of non-compliant suppliers and ban it from cooperation with us for five years.

The Group also conducts accreditation of suppliers in respect of their performance in environmental protection, safety and social responsibility, setting out stringent requirements for suppliers to operate in accordance with the environmental laws and regulations of the government, whereby waste discharging enterprises subject to the regulation must have obtained the waste discharge permit and carry out such discharge of pollutants in strict accordance with pertinent regulations or local environmental standards for the discharge of pollutants. When introducing a new supplier, we include the supplier’s ISO9001, ISO14001, ISO22000, third-party quality inspection/testing report and third-party food safety inspection/testing report in the scope of supplier validation. During the reporting period, we introduced approximately 300 new suppliers (an induction rate of around 3%). Meanwhile, in the course of supplier management, the aforesaid validation and inspection/testing report is classified as a key management content. We also exercise dynamic management of our supplier list, whereby a bottom group of suppliers failing to comply with our assessment requirements are removed. During the reporting period, we eliminated over 150 suppliers (an elimination rate of around 2%).

第一章：产品与业务
Chapter 1: Products and Business

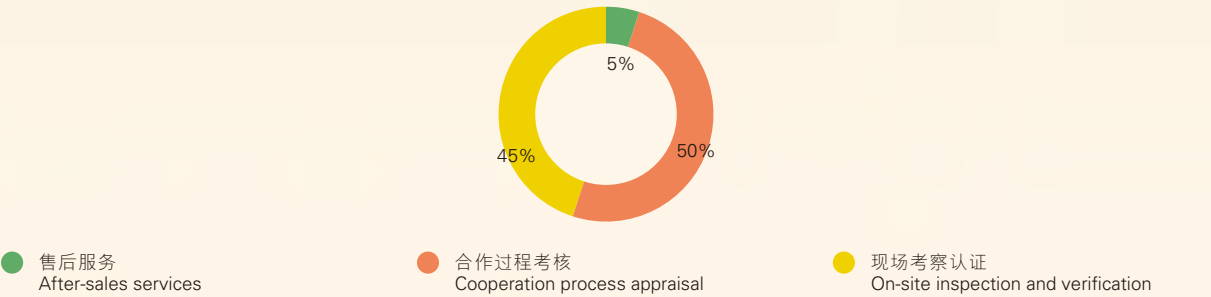
二零一八年，本集团纳入可供选择的供应商数目约为8,600家，当中超过99%为中国本地供应商。

In 2018, the Group shortlisted approximately 8,600 suppliers, more than 99% of which were domestic PRC suppliers.

华润啤酒供应商分解 Breakdown of CR Beer Suppliers	
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.)	超过1,100家 over 1,100
非生产性物资供应商 Suppliers of non-productive materials	接近7,500家 approximately 7,500
入选供应商 Shortlisted suppliers	接近8,600家 approximately 8,600

我们每年对供应商展开年度综合评价，通过对供应商合作过程的考核，供应商现场考察的认证，供应商售后服务考核等维度进行评价打分，并着重考虑涉及食品安全因素，如瓶盖垫片食品安全第三方检验报告、易拉罐内涂料食品安全第三方检验报告及生产过程食品安全管理控制等。

We assess the overall performance of suppliers each year and award scores based on several dimensions, including cooperation process appraisal, on-site inspection and validation and suppliers' after-sales services, with a special emphasis on food safety considerations, such as third-party food safety inspection reports on bottle cap gaskets and inner coating materials of cans, as well as food safety management controls during production processes.



供应商年度综合评价各维度占比
PERCENTAGE ANALYSIS OF ANNUAL OVERALL ASSESSMENT OF SUPPLIERS BY DIMENSION

关于本报告 About this Report
前言 Foreword
关于我们 About Us
环境、社会及管治架构 Environmental, Social and Governance Structure
第一章：产品与业务 Chapter 1: Products and Business
第二章：员工关爱 Chapter 2: Care for Staff
第三章：环境保护 Chapter 3: Environmental Protection
第四章：社会实践 Chapter 4: Fulfillment of Social Responsibility
附录一 Appendix I
附录二 Appendix II

第一章：产品与业务 Chapter 1: Products and Business

通过执行全程监督和全过程考核，我们有效地防范食品安全风险。我们每月对供应商开展合作过程考核，既对供应商的合格率、及时率、准确率、拒单率、退货率、违规行为、质量缺陷等七项指标实施评估；同时，本集团对供应商目录实行动态管理。二零一八年，本集团针对合作的300多家供应商通过现场考察认证、合作过程考核、售后服务等方式进行了综合评价，其中约60%供应商达到良好标准、约40%供应商达到合格标准、不合格供应商10家；为保证生产和消费废旧物资妥善处理，降低对环境的消极影响，我们制定废旧物资管理制度，通过对废旧物资回收、分类、鉴定、存储、保管、售卖、处理等全流程进行细化规定，确定其归属管理部门，明确管理职责，细化具体流程和关键环节，把握监控要点以及审批权限等。我们致力于做到废旧物资回收有管理、有监督的闭环监控管理。在售卖废旧物资中，我们也会考虑在处理过程中对环境的影响及要求，我们要求酒糟承销商运输车辆具备防止酒糟滴漏的防护措施；鼓励承销商安装烘乾设备，一旦未能即时处理时，进行暂时烘乾处理，避免造成环境污染，我们优先考虑具备烘乾设备的承销商。

Through end-to-end supervision and appraisal, we have effectively prevented food safety risks. We conduct cooperation process appraisals on suppliers on a monthly basis and assess suppliers in terms of seven benchmarks: quality, timeliness, accuracy, declined orders rate, returned goods, violation behaviours and flawed products; meanwhile, the Group practices dynamic management in respect of the supplier list. In 2018, the Group conducted overall assessments of more than 300 suppliers through on-site inspection and accreditation, cooperation process appraisal, and after-sales services. Among them, around 60% of suppliers attained the satisfactory standard, around 40% of suppliers attained the required standard and 10 suppliers were assessed as below standard; to ensure the proper disposal of waste and obsolete materials from production and consumption and alleviate their negative impact on the environment, we have formulated regulations for the management of waste and obsolete materials. Through detailed regulation over the entire process of recycling, sorting, authentication, storage, maintenance, sale and disposal of waste and obsolete materials, we have specified competent departments and their responsibilities, provided details of the actual processes and key procedures, and established key control points and delegations for approval. We are committed to achieving managed and supervised closed-loop control and management of waste and obsolete material recycling. In connection with the sale of waste and obsolete materials, we also consider the impact on the environment during the process of handling and relevant requirements, as we require contract vendors of distiller's grain 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 grain that cannot be disposed of for the time being can be dried to prevent pollution of the environment. Vendors with drying equipment are considered for appointment ahead of others.

第一章：产品与业务 Chapter 1: Products and Business

倡廉善治

本集团严格遵守和执行国家有关防止贿赂、勒索、欺诈及洗黑钱方面的法律法规。严格执行中华人民共和国《宪法》、《监察法》、《刑事诉讼法》，并落实《反不正当竞争法》中关于商业贿赂、勒索、欺诈有关规定，以及《中华人民共和国反洗钱法》关于洗黑钱的有关规定。

在日常经营管理中，我们严格遵守和执行华润集团的相关制度，如《华润十诫》、《华润（集团）职工违纪违规处理暂行规定》、《信访办理和执纪审查工作指引》等制度，不断强化经理人遵章守纪意识、提倡廉洁和反腐文化，从源头上预防和控制腐败，着力把反腐倡廉工作提升到一个新高度。

同时，本集团在工程项目、采购、运输、财务、销售等关键岗位人员中开展廉洁警示教育，教育员工严守商业秘密及商业道德，保护信息安全，增强自我约束和廉洁从业的意识，构建起不能腐、不敢腐、不想腐的体制。二零一八年，集团共组织员工参加商业道德相关培训26,490小时，通过积极组织员工参与商业道德培训，强化员工的道德及法律的红线意识。二零一八年报告期内，本企业未发生任何涉及贪污、贿赂、勒索、欺诈及洗黑钱的诉讼案件，及重大违规情况。

GOVERNANCE OF INTEGRITY

The Group observes stringent compliance with and implementation of national laws and regulations pertaining to anti-bribery, extortion, fraud and money-laundering. We act in strict accordance with the "Constitution", "Supervision Law" and "Criminal Procedure Law" of the PRC and implement provisions pertaining to commercial bribery, extortion and fraud under the Anti-Unfair Competition Law, as well as provisions pertaining to money laundering under the "Anti-Money Laundering Law of the PRC".

In our daily operation and management, we observe stringent compliance with and implementation of the pertinent regulations of China Resources, such as the "Ten Directives of China Resources", "China Resources (Group) Provisional Regulations for Staff Violation of Disciplines and Regulations" and "Guidance for the Handling of Complaint Letters and Visits and Discipline Execution and Examination", among others, while constantly enhancing managers' awareness of compliance with rules and discipline and promoting the culture of integrity and anti-corruption, with a view to preventing and containing corruption at source and bringing our anti-corruption efforts to a new level.

Meanwhile, the Group organised cautionary integrity education for staff occupying key positions in work projects, procurement, transportation, finance and sales, instructing stringent confidentiality of commercial secrets and compliance with business ethics, protection of information security, stronger awareness of self-restraint and integrity in work, in an effort to build a system that prevents, deters and discourages corruption. In 2018, the Group arranged staff to participate in 26,490 hours of training in business ethics. Through pro-active organisation staff participation in such training, we have strengthened staff awareness of the ethical and legal bottom-lines. During the reporting period of 2018, the Company was not subject to any litigation involving corruption, bribery, extortion, fraud and money-laundering, nor were any cases of material violation reported.

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：产品与业务
Chapter 1: Products and Business第二章：员工关爱
Chapter 2: Care for Staff第三章：环境保护
Chapter 3: Environmental Protection第四章：社会实践
Chapter 4: Fulfillment of Social Responsibility附录一
Appendix I附录二
Appendix II

第二章：员工关爱 Chapter 2: Care for Staff

本集团的企业愿景是成为大众信赖和喜爱的啤酒企业，故此本集团多年来坚持「以人为本」的管理及营运原则。我们认为员工不仅是集团的重要资产，亦是我们在实践企业愿景时的关键服务群体。为此，我们致力生产客户喜爱的啤酒产品，亦致力缔造一个安全、愉快的工作环境，保障员工权益，关注他们在工作及生活上的不同需要。

雇佣政策及薪酬福利

本集团相信高质素的员工能保证公司的产品质素、食品安全及服务口碑，推动企业持续发展。因此，本集团非常著重人才培养，并确保员工得到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。为了更有系统地管理雇佣事务，集团旗下的公司制定了相应的管理制度。以华润雪花啤酒公司（华润雪花啤酒）为例，公司确立了《华润雪花啤酒北京区域公司非全日制用工管理规定》和《华润雪花啤酒北京区域公司标准劳务派遣管理办法》，不但为员工缴纳社会保险，更限制劳务派遣员工、非全日制用工的劳动时间，保障员工权益。

为了响应国家进行供给侧改革的工作，化解过剩产能，集团落实「三去一降一补」，在二零一八年财政年度重点推进了「产能优化」工作，分不同阶段减少部分效益较低的工厂的工作岗位。积极为他们提供就业辅导，外部就业信息与就业帮扶服务，我们提供了多种分流途径与政策，协助员工转型及过渡至下一个工作岗位。我们为有意愿留任的员工提供空缺岗位的公示，并考虑优先聘用。

The Group's corporate vision is to become the trusted and beloved beer enterprise, so the Group insists on the management and operation principle of "People orientated" for many years. We regard the staff not only the important assets of the Group, but also the key services group on realization of our corporate vision. In order to achieve the goal, while we manufacture the beer products that our customers like, we are also dedicated to offer a safe and pleasant working environment to safeguard staff equity and take care of their various needs on work and life.

EMPLOYMENT POLICY AND REMUNERATION BENEFIT

The Group believes that high quality staff can assure the corporation's product quality, food safety and service reputation and promote the continuous development of the corporation. So, the Group focuses on staff cultivation and assures staff can obtain appropriate treatment and law protection. We strictly compile with the employment law and regulations, such as "Labour Law of the PRC", "Labour Contract Law of the PRC", "Regulations about work injury and insurance", in order to safeguard the employment principle of equality. In order to manage the employment issue in a more effective way, the Group's companies set up relevant management regulations. Take China Resources Snow Breweries Limited ("CRSB") as an example, the Company set up the "Provisions about non-full time staff management in CRSB Beijing regional company" and "Management method on standard labour assignment in CRSB Beijing regional company". The setup upholds the staff equity by not only assuring proper payment of staff's social insurance, but also restricting the working time of the labour assignment and non-full time workers.

To echo the national's work on reform of supply front to resolve the problem of idle capacity, the Group implemented "three elimination on production capacity, inventory and leverage, one reduction on cost, one subsidy on shortcomings", mainly promoted "optimization of production capacity" in 2018, cut down the job positions with lower efficiency in certain breweries at various stages. The Group also actively offered staff on employment counselling, external employment messages and employment assistance services, provided different re-distribution path and policy, in order to assist them to transform and pass to the next job positions. For those staff who are willing to stay, we provided public notice about job vacancy and will consider to employ them in top priority.

第二章：员工关爱 Chapter 2: Care for Staff

本集团深明薪酬福利是招揽及挽留人才的重要因素，故此致力完善薪酬福利管理制度及岗位价值评估体系。我们建立了完善的综合薪酬管理系统，通过业务单位经营业绩、员工素质、绩效结果等不同关键因素，再结合市场薪酬水平的调研，为员工制定合理的薪酬，奖励并肯定员工在工作上的付出。另一方面，我们亦致力完善福利管理体系，确保员工得到法定福利、经营保障类、风险保障类和工作生活类福利，以及非物质报酬等相关的员工福利。

在员工假期及工作时数等安排上，本集团严格遵守国家和地方的法律法规。本集团旗下的各个业务公司均确立了假期管理规定，管理员工的不同假期安排及申请流程，如法定假期、年度休假及产假、工伤假、婚假、丧假、病事假等。同时，我们按照国家及地方劳动法实施工时管理，依据员工的岗位及实际工作时间支付相应的劳动报酬。这些政策不但能确保员工努力工作，亦保障他们应得的假期及权益，保持员工身心保持健康愉悦。

人才招聘及管理

在人才招聘工作上，本集团一直秉持流程公开、过程公平、结果公正的平等的雇佣原则，并透过确立并持续改良我们的人力资源管理体系及管理制度，确保招聘及绩效评价过程的透明及公开、公平、公正。我们具备完善员工聘用审批制度，并应用于各个职位的招聘过程中，包括本集团的劳务派遣员工、非全日制员工。在招聘录用的过程中，我们严格遵守国家法规及加入内部反歧视及有关防止童工或强制劳工的规定，例如《禁止使用童工规定》及《中华人民共和国未成年人保护法》等。我们要求应聘人员提供有效身份证件，供核对、提报及审批个人资料之用，以防止聘用童工及强制劳工。而于报告期间，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工的情况。

The Group fully understand that the compensation and benefit is one of the important factors to attract and retain talent. The Group strives to consummate the regulation on compensation and benefit management, and also the assessment system on contribution of each job position. We constructed a comprehensive integrated remuneration management system. Through the various key factors like operating performance of business units, staff quality, and performance results, together with the study of the remuneration standards in the market, we offered reasonable staff remuneration and awards as well as assured staff's effort and contribution on work. On the other side, we tried to modify the benefit management system to ensure the staff have the benefit from the statutory, the benefit of operation protection, risk protection and work life related, as well as no materialized compensation.

In respect of the arrangement on staff holidays and working hours, the Group strictly complied with the national and regional law and regulations. The Group's operating companies have established the regulations on staff holidays management, regulating the arrangement of various staff holidays and application process, such as statutory holidays, annual leave, maternity leave, work injury leave, marriage leave, funeral leave, sick leave and other leave. Meanwhile, we followed the national and regional labour law to implement working hour management, according to the staff's job position and actual working hours to pay for corresponding remuneration. The abovementioned policies can not only assure the staff to work hard, but also protect their entitled holidays and equity as well as maintain their physical and mental health.

STAFF RECRUITMENT AND MANAGEMENT

On the aspect of staff recruitment, the Group continued to follow the equal employment principle on open process, fair procedures and justice results, and also assured the recruitment and assessment evaluation process in a transparent, open, fair and justice basis through the construction and continuous improvement on our human resources management system and management regulations. We had a comprehensive staff review and approval regulations which applied for the recruitment process of all positions, including the Group's labour assignment staff and non-full time staff. During the recruitment process, we strictly complied with the national rules and included internal anti-discrimination and prevention of child labour or forced labour related regulations, such as "Regulations on Forbidden Child Labours" and "Minors Protection Law in the PRC". We requested the applicants to provide valid identification documents for checking, submission and approval of personal information, so as to prevent recruitment or use of minors and forced workers. During the Reporting Period, the Group strictly complied with the relevant law, regulations and internal rules to prohibit the employment of minors and forced workers, and no violation thereof is found.

第二章：员工关爱

Chapter 2: Care for Staff

二零一八年年末雇员人数如下：

The number of employees as at the end of 2018:

员工总人数：约 40,000 人

All employees: approximately 40,000

非全职员工：约 1,800 人

Part-time employees: approximately 1,800

全职员工：约 38,200 人

Full-time employees: approximately 38,200

女员工：11,900 人

Female employees: 11,900

男员工：26,300 人

Male employees: 26,300

29岁及以下员工：8,500 人

Employees with age

29 and below: 8,500

30-39岁员工：

Employees with age

between 30 and 39: 15,200

40-49岁员工：

Employees with age

between 40 and 49: 10,900

50岁或以上员工：

Employees with age

50 or above: 3,600

管理者员工：4,100 人

Management staff: 4,100

男性管理者员工：3,400 人

Male management staff: 3,400

女性管理者员工：700 人

Female management staff: 700

二零一八年全职雇员主动离职率如下：

Voluntary turnover rate of full-time employees for FY2018:

全职员工：12%

Full-time employees: 12%

女员工：10%

Female employees: 10%

男员工：13%

Male employees: 13%

29岁及以下员工：28%

Employees with age

29 and below: 28%

30-39岁员工：12%

Employees with age

between 30 and 39: 12%

40-49岁员工：2%

Employees with age

between 40 and 49: 2%

50岁或以上员工：1%

Employees with age

50 or above: 1%

基层员工：13%

Fundamental staff: 13%

中层员工：5%

Middle level staff: 5%

高层员工：1%

Senior Management: 1%

第二章：员工关爱 Chapter 2: Care for Staff

由于本集团的业务遍布中国各地，故此我们在推动当地经济发展时，也时刻关注本地居民的就业情况。多年来，我们始终秉承本地化经营的理念，积极响应运营所在地政府政策。本集团旗下华润雪花啤酒有限公司与政府机构深度合作搭建就业平台，并通过各类教育和专业技能培训提升本地居民的职业技能，为本地居民提供良好的就业机会。二零一八年度，华润啤酒本地化雇佣率达95%以上。

As the Group's business covered various regions in China, we promoted the local economy as well as showed our concerns about the employment situation of local citizen. In the past many years, we insisted on the concept of localized operation and responded rapidly to the local government policy. The Group's subsidiary, CRSB, had deeply co-operated with local government organizations to construct an employment platform, and also promoted the occupational capabilities of local citizen through different trainings on educational and professional capabilities, offered an excellent working opportunities. In 2018, the local employment rate of the Company achieved above 95%.



案例：华润雪花啤酒的云南区域公司协助当地残疾人士就业

Case: Yunnan regional company of CRSB helped local disabled to find jobs

云南区域公司积极助力当地残疾人就业等基础民生建设工作，根据公司业务发展的需要设置残疾人特招岗，主动参加云南残联主办的残疾人就业招聘会，吸纳部分劳动能力健全的残疾求职者，为当地残疾人创造良好的就业机会。

Yunnan regional company proactively participated in construction work of local people life such as assistance of local disabled to find jobs. Based on the needs of business development of the Company, it offered job positions to disabled, actively participated the recruitment seminar for the disabled organized by the Yunnan disabled association, and employed those disabled with good working abilities, creating a good working opportunity to those local disabled.

另外，本集团致力推动人力资源管理创新，持续提升人事管理的效率。二零一八年，本集团旗下的雪花啤酒公司陆续发布《华润雪花啤酒企业文化管理制度》、《区域公司绩效考核指引》、《华润雪花啤酒人力资源系统数据管理规范》及《华润雪花啤酒慈善公益活动实施细则》等政策，使公司的人力资源管理数码化及更具规范。

Besides, the Group strived to promote the creativity of human resources management, continuously promoted the efficiency of human resources management. In 2018, the Group's subsidiary, CRSB issued "CRSB's corporate culture management regulations", "Guidance about performance assessment of regional companies", "Regulations about data management of CRSB's human resources system" and "Practical Regulations about CRSB's Social Charity Activities" to allow the Company's management on human resources in a more regulated and digital way.

员工沟通与关怀

本集团致力为员工创造平等和谐的雇佣环境，透过与员工保持紧密并良好的沟通交流，了解员工不同诉求，维护他们的合法权益。为了达致有效的民主管理、民主监督机制，同时，我们持续贯彻内部沟通制度，落实一线走访活动、总经理接待，信箱等渠道，并进一步发展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公司的运营管理，保障他们的知情权、

STAFF COMMUNICATION AND CARE

The Group devotes to create an equal and harmonious employment environment for its staff. By maintaining close and good communication and exchange with staff, the Group understand various demands from staff and safeguard their legal equity. In order to achieve an effective democratic management and monitor system, we keep a thorough internal communication system through various communication channels like the visits to frontline operation, communication with the General Manager and mail box. The Group further develop the informatization of communication channel and setup of platform to strengthen the management

关于本报告
About this Report

前言
Foreword

关于我们
About Us

环境、社会及
管治架构
Environmental,
Social and
Governance
Structure

第一章：
产品与业务
Chapter 1:
Products and
Business

第二章：
员工关爱
Chapter 2:
Care for Staff

第三章：
环境保护
Chapter 3:
Environmental
Protection

第四章：
社会实践
Chapter 4:
Fulfillment of
Social
Responsibility

附录一
Appendix I

附录二
Appendix II

第二章：员工关爱 Chapter 2: Care for Staff

参与权、表达权及监督权，提高员工共同参与企业管治的意愿。为此，本集团旗下的不同公司如华润雪花设立管理委员会，定期召开职工代表大会，倾听员工的需求，积极发挥工会及各部门的沟通协调作用。二零一八年年度，本集团工会建会率达100%，员工参与率达90%。

为了促进员工之间的关怀和沟通，本集团制订了员工关爱工作指引，并通过搭建有效、顺畅的内部沟通制度，落实公司团队建设指引制度等，实现对员工安全、情感、自我实现等全方位的关怀。我们透过企业负责人访谈日活动、员工满意度调查、总经理信箱等多种不同渠道，本集团鼓励员工表达意见和诉求。另外，我们进一步发展了信息化沟通渠道与平台建设，开发了完善的企业文化宣传平台，运用内部刊物、多媒体、微信公众号等信息化宣传平台，为员工建立了多条渠道展示才华、了解企业动态，提升了沟通效率与效果。本集团持续开展「高层走一线」活动，透过管理层深入走访基层一线员工，了解其需要，同时强化团队建设及深化员工关爱管理。

我们关注员工在工作以外的生活平衡，定期组织各式各样的文化或体育活动，如运动会、兴趣班及联欢活动等，提供工作之外的生活平衡，促进员工之间的交流。另外，我们为员提供健康检查，并不时举办与健康相关的活动。例如，我们在夏日旺季生产期间开展「送清凉」活动，为一线生产员工送上防暑品，而我们推广「健康走」活动则有助平衡员工的工作与生活，促进员工身心健康。

on communication with informative media, made use of social media, wechat public account, mobile office to encourage all staff's participation in the Company's operation and protect their right to know, participate, express opinion and monitor, increase the staff's willingness to involve in the corporate governance. Therefore, the Group's various subsidiaries, like CRSB, set up management committee and had regular meetings with staff representatives to listen their opinion, and actively communicated and coordinated between the unions and various departments. In 2018, the Group had 100% rate on summon of union meetings and 90% rate on staff participation in the union.

For the promotion of staff communication and concerns, the Group set up the guidance about staff care work, and also realized 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 implementation of the regulations on the guidance to build up team work. We made through the activities like interview days with corporate leaders, survey of staff satisfaction, mailbox of general manager in various channels to advocate staff to express their view and needs. Besides, we further expanded the informatization of communication channel and platform setup to develop a comprehensive promotional platform about corporate culture. Making use of different informative promotional platforms, like internal magazines, multi-media and wechat public accounts, various channels for staff have been established to allow them to demonstrate their talents and understand the corporate activities, which in return to improve the communication efficiency and results. the Group continued the activities that their senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs and challenges. strengthening team building and deepening staff care.

We took care of the work life balance of our staff, organized various cultural or sport activities regularly, like sports days, interest groups and party gatherings to help employees achieve a balance between work and life and promote the communication between staff. Besides, we provided health checks for our employees and organized different health related activities to them. For example, we carried out a "Cool Gift" campaign during the peak production period in the summer, where heat stroke prevention products were distributed to frontline production workers. Meanwhile, our advocated "Running Health" campaign helped promote a work-life balance to improve the physical and mental health of all staff.

第二章：员工关爱 Chapter 2: Care for Staff

为了加强关爱帮扶，本集团于二零零六年六月一日成立「雪花救助基金」，向在生活或健康方面遇到困难的员工及家庭伸出援手，透过内部捐赠的形式为员工提供紧急支援，以解员工燃眉之急。另外，我们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，让员工切身感受到公司的关怀和温暖。我们每年定期走访，切实为员工解决在工作和生活上面面对的困难，并慰问生病住院或遇上直系亲属亡故的员工。在二零一八年财政年度，「雪花救助基金」为约40名员工提供了援助，并自成立已来累计共支出人民币330余万元用于救助超过430名于生活、健康面临困难或处境窘迫的中基层员工。

In order to reinforce the care, help and support to the staff, the Group set up "Snow Relieve Fund" at 1 June 2006 to provide the financial support to those staff and their families who have difficulties with their livelihood or health, by way of internal donations to provide emergency support for those staff in need. Besides, we established long-term staff help and support system and management regulations, such as "Management Regulations of Expenditure about Staff Union" and "Working Guidance on Visit and Care of those Veteran Cadres in CR Group", to show Company's care to the staff. We had regular visits every year to practically resolve staff problems on work and livelihood, and also took care of those staff who are in sick or stay in hospital, or have direct relatives passed away. The "Snow Relieve Fund" helped approximately 40 staff in 2018. Since establishment, the Fund had incurred more than RMB3.3 million for assistance of over 430 basic and middle staff with living or health difficulties or in distress situation.



案例：华润雪花啤酒铁岭公司帮扶员工一家度过火灾

Case: CR Snow Tie Ling Company helped staff from fire disaster

二零一八年十二月六日凌晨三点，华润雪花啤酒的铁岭公司酿造部一名员工的住所发生了火灾。在经历这场意外后，让本已拮据的生活更加雪上加霜，陷入突如其来的财政困难。在得悉火灾发生后，华润雪花组织了送温暖慰问行动，雪花酿造部同事们纷纷前往员工家中探望，为他们送去慰问金和生活物资，协助他们度过难关。

At 3am 6 December 2018, the house of a staff in brewing department of CR Snow Tie Ling Company got fire. The accident made the impoverished to be worsen and faced with financial difficulties. After being informed, CR Snow organized an warm care action to the staff, the colleagues in the brewing department visited to the staff's house and gifted the consolation money and livelihood resources to assist the staff.

除此之外，本集团注重改善工作环境，致力提升员工的工作环境的舒适度及愉悦度。本集团的不同品牌公司将根据实际情况，在各厂区推行多项优化项目，如为建设集体员工宿舍及活动室升级安全设施、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、健康、安全的工作环境中愉快工作。

Other than that, the Group focused on improvement and promotion of a comfort and pleasant working environment. The Group's various companies based on the actual situation to advocate various modification projects in different regions, like construction of staff dormitory and upgrade of safety facilities in activity rooms, modification of production equipment, green working environment and improvement of meal quality, so as to assure staff work in a comfort, healthy and safety working environment.

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：
产品与业务
Chapter 1:
Products and
Business第二章：
员工关爱
Chapter 2:
Care for Staff第三章：
环境保护
Chapter 3:
Environmental
Protection第四章：
社会实践
Chapter 4:
Fulfillment of
Social
Responsibility附录一
Appendix I附录二
Appendix II

第二章：员工关爱

Chapter 2: Care for Staff



郑州工厂绿化地带

Green areas in Zhengzhou factory

员工培训及发展

本集团深知员工成长是推动业务发展的重要基石，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。本集团以「全面覆盖，重点突出」为原则，一方面建构并不断优化多元的培训体系，另一方面持续拓宽员工职业发展通道，让员工与集团携手共进。

本集团明白员工培训的重要性，不但为所有全职员工提供培训，更针对他们的工作岗位及资历提供相关技能指导及培训课程，以便他们提升工作能力及效绩。其中，我们的「师带徒」培养体系有效帮助新员工尽快掌握知识和技能、适应企业文化。

STAFF TRAINING AND DEVELOPMENT

The Group deeply acknowledged that the growth of employees is the cornerstone to propel business development. We adhered to the development strategy of “building a strong enterprise through talents” and was committed to offering various training and development opportunity to employees. The Group adopted the principle of “full coverage and highlighted priorities” to construct and constantly optimize the various training systems, as well as continuously expand the channels for the occupational development of the employees to enable them to progress with the Group.

The Group understood the importance of staff training. It offered not only the trainings to all staff, but also the relevant technological guidance and training courses to address their job positions and experience, in order to promote their working capabilities and performance. The apprenticeship schemes are effective to assist the new employees to quickly pick up the knowledge, skills and adopt the corporate culture.

第二章：员工关爱 Chapter 2: Care for Staff

针对不同类型的员工，本集团亦实施一系列的培训措施：

A series of training measures to address to different types of employees:

新入职的应届毕业生
Newly recruited graduates

为协助迅速适应工作生活，本集团持续举办「未来之星」新员工训练营。The Group continued to organize the "Rising Stars" training program for newly recruited graduates to help them quickly adopt to the working life.

基层员工
Junior staff

为提升工作技能，本集团举办了渠道、经销及销售管理体系(CDDS)、「师带徒」等培训项目。To enhance the work skills of junior staff, various training programs were organized, including the management system on Channel, Distribution, Dealers and Sellers (CDDS), and apprenticeship schemes.

关键岗位的专业人员
Professional staff in key positions

本集团举办一系列中层培训项目，强化他们的职业和专业技能及业务支持的能力。为支持战略转型，本集团举办以销售财务等职能为主线的培训项目。The Group organized a series of training programs for the middle management to strengthen their specialization, professional skills and business support capabilities. In addition, training programs focusing on sales, finance and other functions were organized in support of the Group's strategic transformation.

于报告期间内，本集团共开设 126 个培训项目提供近 320 个特色培训课程，以加强管理层及员工的现代管理意识和专业水平。此外，我们建立了专业讲师团队，目前共有内部培训讲师超过 3,900 人，外部讲师超过 150 人，分布在各区域，覆盖生产，销售，智能三大类别的培训。

During the reporting period, the Group set up 126 training programs and offered approximately 320 specialty training courses, so as to strengthen the sense of modern management and professional standard to the management and the staff. Besides, we set up a professional lecturers teams which have over 3,900 internal training lecturers and 150 external training lecturers, who have been scattered through various districts to cover the categories of production, sales and intelligence.

二零一八年，本集团的培训实现了以下绩效：

In 2018, the Group's training has achieved the following performance:

全职员工培训 总时长：	699,060 小时，当中超过九成 与环境、社会及管治议题 相关的	Total training hours for full-time employees:	699,060 hours, of which more than 90% were related to the topics under ESG
全职员工培训覆盖率：	100%	Training coverage rate of full-time employees:	100%
全年全职员工人均培训时长	18.3 小时	Average training hours for each full time employees:	18.3 hours

第二章：员工关爱

Chapter 2: Care for Staff

为了进一步提升培训效率及扩大培训范围，令更多员工受益，本集团除持续优化线上学习系统「i-Learning」线上平台外，于报告期内更推出线上培训管理系统及移动学习系统，覆盖全体业务员工。除了教授员工酿造啤酒的各个工序，我们为员工深入解析行业安全生产和食品安全的相关规定，以帮助员工增强岗位责任感和掌握行业动态。透过举办多元化的培训活动，我们希望提升培训课程的水平，让员工学习更多。

In order to further promote the training efficiency and expand the coverage such that more staff would be beneficial, the Group continued to modify the online learning system "i-Learning" online platform, and also launched the online training management system and mobile learning system to cover all operating staff. Other than various brewing procedures, we also offered knowledge on analyzing the regulations of safety production and food safety in details, to help the employees strength their job position responsibilities and familiarize the latest situation in industry. Through organization of various training activities, we hope to uplift the standard of training courses and allow employees to learn more.



案例：华润雪花啤酒山东区域公司开展「学无止境」在线学习项目

Case: CR Snow Shangdong regional company expanded "Learning Unlimited" online learning program

区域公司致力协助员工职业发展，提升员工学习能力。华润雪花山东区域公司结合在线学习系统及华润大学移动学习平台，开展了「学无止境」在线学习项目。2018年第一季度，山东区域公司利用系统作在线学习的人次已累积达10,841人次，授课时数多于16,560小时。手机在线培训提供了内容丰富、使用方便的学习平台，使员工可以随时随地学习新的技能及知识。

Regional companies strive to assist staff for better career development and promote their learning abilities, CR Snow Shangdong regional company combined the online learning system and CR University mobile learning platform to expand "Learning Unlimited" online learning program. In the first quarter of 2018, it has accumulated 10,841 staff using the online learning system and the teaching hour was over 16,560 hours. Mobile online training can offer the learning platform with inclusive content and convenient to use, which allow staff learn new skills and knowledge anytime.

在员工的职业发展方面，本集团持续优化人才晋升机制和阶梯，完善绩效考核体系。集团从绩效、专业知识、专业技能等多个不同范围对员工进行评价考核，安排员工的晋升路径。针对一线基层岗位，我们设立了提升基层销售团队业务技能和销售业绩的人才评价与激励机制。为提升员工专业素养、知识与技能，不同业务公司制定了评定方案，如《雪花啤酒总部内部专业职级、技术等级标准制定及评定办法管理指引》等。本集团更建立了有效的员工表彰机制，透过各单位开展的优秀员工评选活动，确定员工的付出。其中，本集团的部分员工获得上级单位表彰。

In the aspect of staff career development, the Group constantly optimize the promotional system and stages, modify the performance assessment system. The Group assesses the employee from various aspects, like performance, professional knowledge and skills, and arrange the promotional path. For those frontline junior staff, we have set up a talent assessment and incentive mechanism for junior sales teams to advance the business skills and sales performance. In order to promote the professional attainment, knowledge and skills, the companies formulated the assessment proposals, like "Management Guidance on Standard Regulations and Assessment Methods of Internal Professional Ranking and corresponding skills in Headquarter of Snow beer", The Group further established an effective staff commendation system to affirm the staff contribution through various outstanding staff assessment activities organized by different business units. In those activities, certain staff of the Group has been honored by senior business units.

第二章：员工关爱 Chapter 2: Care for Staff

除了规划一般员工的考核及晋升体系外，本集团亦建立完善的高层人员管理体系，其中《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、培训培养等已制定相应的标准，确保经理人均等的发展机会。同时，我们亦建立《经理人任期及轮岗管理办法》及《老干部管理服务实施办法》，以保障高层管理人员的权责利益。

Other than normal system of staff assessment and promotion, the Group has also formulated a comprehensive management system for senior officers, of which the "Policy for Selecting and Appointing Managers" clearly states that the selection, appointment, competition, performance appraisal and training of managers follow certain established standards to ensure equal opportunities for their development. Moreover, the Group has formed "Administrative Rules on Tenure and Rotation of Managers" and the "Implementation Rules on Management and Services for Veteran Cadres" to protect the interests of senior management.



华润雪花啤酒岗位管理与员工职业发展研讨会
Discussion Seminar of CR Snow job position management and staff career development

健康与安全

本集团坚持「以人为本」的环境、健康、安全(EHS)价值观，把保障员工健康和安全作为公司EHS管理工作的首要任务，紧守安全优先之管理理念。我们严格遵守《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》等职安健相关法律法规及行业安全标准规范，如《生产经营单位安全培训规定》、《生产安全事故资讯报告和处置办法》等。我们的安全管理工作表现优异，其中在山东省的三家工厂被山东省轻工业安全生产委员会评为2017年度山东省轻工行业安全生产先进单位，更有安徽省的一家工厂被安徽省人民政府安委会评为2018年全省安全文化建设示范企业，备受业界肯定。

HEALTH AND SAFETY

In firm adherence to "people-oriented" environment, health and safety (EHS) values, the Group regards staff health and safety as a priority concern for its EHS management in strict accordance with the "safety first" management principle. We strictly complied with laws and regulations pertaining to occupational health and safety ("OHS"), such as the "Work Safety Law of the PRC", "Fire Protection Law of the PRC" and "Law of the PRC on the Prevention and Control of Occupational Diseases", as well as safety standards and specifications of the industry, such as "Regulations on Safety Training of Production Operation Units" and "Information Report and Disposal Method of Production Safety Incidents". Our excellent performance in safety management is well recognised in the industry, as reflected by the title of "2017 Advanced Unit for Safe Production in the Light Industry of Shandong Province" awarded to our three plants in Shandong Province by the Shandong Light Industry Safe Production Committee and the title of "2018 Provincial Model Enterprise for the Development of Safe Culture" awarded to one of our plants in Anhui by the Safety Committee of Anhui Provincial People's Government.

第二章：员工关爱

Chapter 2: Care for Staff

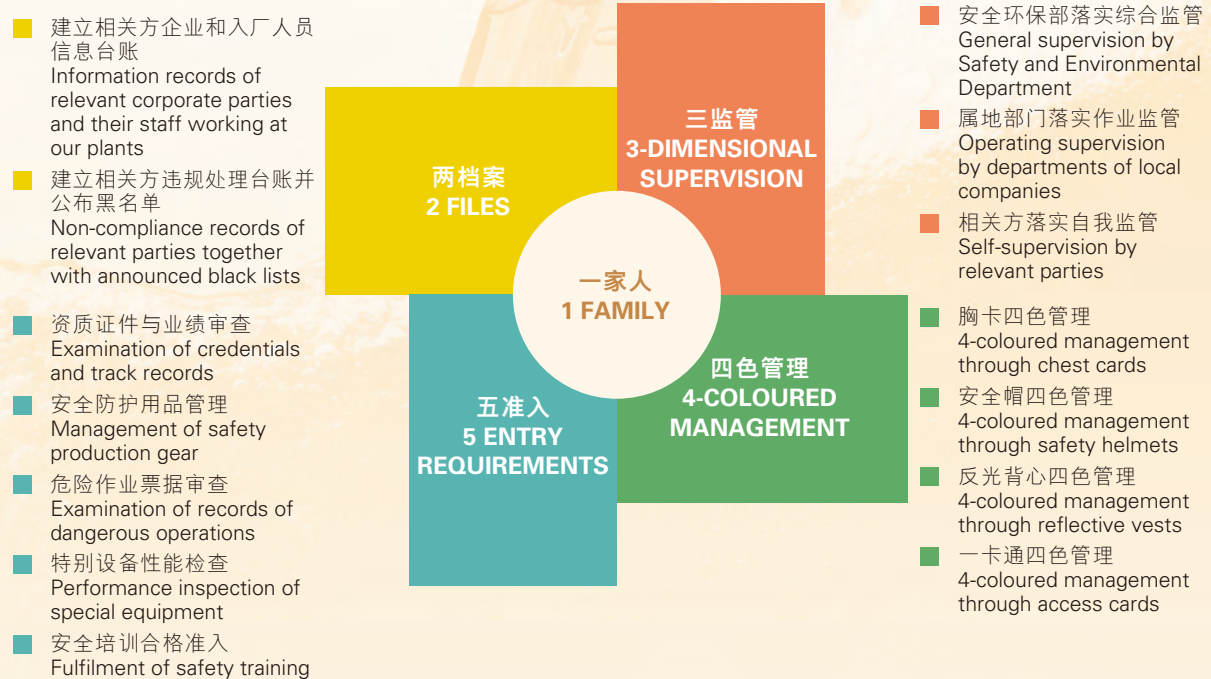
为了达到安全生产目标，本集团建立环境、健康、安全（「EHS」）管理体系，为整个生产过程定下安全守则。其中，雪花啤酒公司更获得ISO9001质量管理体系、ISO14001环境管理体系及OHSAS18001职业健康与安全管理体系认证，安全标准符合国际认可。同时，我们早在二零一四年便制定了《生产工厂设计规范》，用于规范雪花啤酒的新建、改扩建工厂设计，保障所有在建项目符合安全建设的要求及具备足够的安全设施配置。二零一八年，我们落实了《华润雪花啤酒岗位EHS责任制度》，覆盖全体员工和岗位、全部生产经营和管理过程，厘订各岗位的安全责任覆盖范围，并订立各职级的安全生产目标。各级EHS委员会定期召开会议，解决问题并安排部署工作。在二零一八年，雪花啤酒安排各个职级的员工签订EHS责任书，共签订了责任书超过29,600份，覆盖员工约40,000人。

本集团积极推广EHS「12345」相关方管理理念，推行「一家人、两档案、三监管、四色管理、五准入」的管理原则。一家人是指采用源头管控的管理思想，把本集团各工厂的EHS事务统一管理；两档案是透过建立相关方企业和入厂人员信息台账及相关方违规处理台账并公布黑名单，使EHS的管理资讯更加透明；三监管则指以安全环保部作综合监管、以属地部门作业监管及以相关方落实自我监管的三维监管模式，彻查任何违规行为；四色管理则透过在胸卡、安全帽、反光背心以及一卡通以四种颜色分类，为不同职位的员工制定相关安全措施；五准入清晰界定评估安全工作的准则，包括资质证件与业绩审查、安全防护用品管理、危险作业票据审查、特种设备性能检查及安全培训合格准入。透过以上的EHS管理理念，本集团希望建立一个有持之以恒的环境、职业健康安全（「EHS」）管理系统，有效的保护员工的职业健康及安全。

To achieve the goal of safe production, the Group has established an EHS management regime to provide for safety rules governing the entire production process. The CRSB operates on internationally compliant safety standards, having obtained ISO9001 (quality management system), ISO14001 (environmental management system) and OHSAS18001 (occupational health and safety and management system) accreditations. In the meantime, we formulated the "Production Plant Design Specifications" in as early as 2014 to regulate designs for the new construction, conversion or expansion of CRSB plants and ensure compliance of all projects under construction with construction safety requirements and the availability of sufficient safety facilities. In 2018, we implemented the "CRSB Regulation on Job-specific EHS Responsibility" covering all staff and positions and the entire production operation and management process, setting out the scope of safety responsibility for each job position and establishing the safe production goals for each rank. Meetings of the EHS committees at various levels are convened on a regular basis to solve issues and make relevant work plans. In 2018, CRSB arranged the signing of over 29,600 EHS responsibility undertakings by staff at various grades, covering around 40,000 employees.

The Group has been vigorously promoting the EHS "12345" concept for the management of relevant parties, namely, the management principle of "1 family, 2 files, 3-dimensional supervision, 4-coloured management and 5 entry requirements". By "1 family", we mean the management concept of controlling at source, and managing EHS matters at all of the Group's plants in a centralised manner; "2 files" refers to the information records of relevant corporate parties and their staff working at our plants and the non-compliance records of relevant parties together with announced black lists which facilitate more transparent information on EHS management; "3-dimensional supervision" refers to general supervision by the Safety and Environmental Department, operating supervision by the departments of the local companies and self-supervision by the relevant parties to ensure thorough investigation of any non-compliant behaviour; "4-coloured management" refers to the use of four different colours for the chest card, safety helmet, reflective vest and access card to distinguish relevant safety measures for employees in different positions; "5 entry requirements" provides clearly defined criteria for the assessment of safety work, including the examination of credentials and track records, management of safety production gear, examination of records of dangerous operations, performance inspection of special equipment and the fulfilment of safety training. Through the aforesaid EHS management concepts, the Group hopes to establish a sustainable EHS management system to provide effective protection of staff occupational health and safety.

第二章：员工关爱 Chapter 2: Care for Staff



另外，我们要求供应商进行安全生产管理，确保整个生产过程的不同工作人员受到保障。例如，雪花啤酒公司按照「四统一」原则对供应商进行管控，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，要求供应商遵守公司相关的安全守则，向公司报告事故信息。

本集团坚信预防工作是达到职业安全及安全生产的不二法门，因此非常著重各项安全教育工作的开展。我们的安全管理课程覆盖不同课题，其中包括职业危害识别、评估和控制工作，利用日常训练、培训、技术竞赛、经验交流、模拟实战演习等多元的活动形式，提高员工及外来作业人员的救助能力。另外，我们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等。同时，本集团建立「一人一档」的职业健康档案，规范从业人员安全生产程序，强化从业人员的安全意识。

In addition, we require safe production management on the part of suppliers to ensure protection for different workers throughout the entire production process. For example, CRSB exercises regulations over the suppliers in accordance with the principle of "four uniformities", requiring them to comply with the Company's pertinent safety codes and report information on any incidents in respect of control benchmarks such as serious bodily injury, fire accident and serious injury through on-site transport.

In line with its firm belief in preventive measures as an essential approach to occupational safety and production safety, the Group places a strong emphasis on safety education. Our safety management courses cover a wide range of topics, such as the identification of occupational hazards and assessment and control work, as we seek to enhance the relief ability of our staff and external workers through a variety of activities such as daily coaching, training, skills contest, experience sharing and simulated drill. Moreover, we arrange staff participation in safety activities and organise programmes relating to the identification of danger sources and hazards and the observation of behavioral safety for all staff. Meanwhile, the Group has established an occupational health filing system, "one employee, one file", in a bid to ensure compliance with safe production procedures by operating staff and strengthen their safety awareness.

第二章：员工关爱 Chapter 2: Care for Staff

为了增强员工对安全管理的认识，我们鼓励员工考取相关的专业资格。在二零一八年，集团各级企业负责人、安全管理人员全部取得安全管理资格证书，并约有120人为国家注册安全工程师，另外所有特种工作人员均持有相关有效资格证书。

To enhance staff knowledge of safety management, we encourage our staff to acquire relevant professional qualifications. In FY2018, the Group's corporate officers and safety management personnel at various levels had obtained certificates in safety management, while approximately 120 employees were registered national safety engineers, and all specialised staff were holding valid certificates for relevant qualifications.

在二零一八年，本集团之安全培训绩效如下：

The Group's performance in safety training in 2018 is set out as follows:

- 投入安全生产专项资金约人民币7,600万元。
- 开展员工安全教育培训超过13万人次参加。
- 员工安全教育培训共计52万课时，相关方安全教育培训12万课时。
- 组织应急演练超过577次，超过18,721人次参加。
- 安全教育培训覆盖率、职业病防治体检率、工作场所职业危害告知率和警示标识设置率均达到100%。
- Exclusive funds for safe production purposes amounted to approximately RMB76 million.
- Staff safety education and training with over 130,000 enrolments.
- Staff safety education and training for a total of 520,000 training hours and safety education and training for relevant parties for 120,000 training hours.
- More than 577 emergency drills with over 18,721 enrolments.
- Safety education training rate, occupational disease-related health check rate, workplace occupational hazard notification rate and warning sign placement rate all reaching 100%.



案例：华润雪花对外来人员进行安全培训

Case study: CRSB safety training for external parties

华润雪花啤酒贯彻落实集团安全管理规定，对外来人员的安全管理，按照「四统一」原则进行管控。其中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重大控制指标均涵盖相关方，与此同时，对外来作业人员安全培训率等指标对相关方进行源头管控，于报告期内，外来作业人员安全培训率达100%。

To implement its safety management regulations, CRSB exercises control over management of the safety of external parties in accordance with the principle of "four uniformities". Our significant control indicators, such as those in relation to serious bodily injury, fire accident and serious injury through on-site transport, have taken the relevant parties into account. At the same time, we exercise control at source



over the relevant parties in respect of indicators such as the safety training rate for external personnel in operation. The safety training rate for external personnel in operation during the reporting period reached 100%.

第二章：员工关爱 Chapter 2: Care for Staff



案例：黑吉区域公司安全体验馆试行「班组十分钟」警示教育及虚拟实景安全培训 Case study: Trial operations of the "10-minute at shift" warning and education programme and virtual-reality safety training at the safety experience houses of Heilongjiang and Jilin regional company

本集团推行「一次体验，终身受益」的培训原则，并以吉林及黑龙江区域（黑吉区域）作体验式安全培训项目的推行试点，创立安全体验馆。黑吉区域安全体验馆于二零一八年开展实施了「班组十分钟」警示教育活动，区域公司统一制定培训计划和汇总事故案例视频材料，提高案例持续渗透作用，为生产一线班组人员提供更有效的安全培训。我们计划2019年在吉林、黑龙江的工厂多建造二间安全体验馆，并计划于未来向其他区域公司进行推广，让其他区域公司参照其模式及结合自身实际情况开展安全相关培训。Based on the principle of "providing life-long benefits with one-off experiences", the Group set up safety experience houses as part of the trial experiential safety training conducted in the Jilin and Heilongjiang regions. The safety experience house in Heiji regions held a "10-minute at shift" warning and education programme in 2018, aiming to formulate training programmes and collate video materials of incident cases in a centralised manner, so that the penetrating effect of such cases could be enhanced to provide effective safety training to frontline production staff. We plan to build two more safety experience houses at our Jilin and Heilongjiang plants in 2019, and to promote this practice at other regional companies in the future, such that other regional companies will be able to conduct safety training with reference to this model and their own actual conditions.



除此之外，为了使员工可以切身体验安全操作的重要性，区域公司开展了虚拟实景安全体验项目。计划透过利用虚拟实景技术模拟消防演习、应急处置、疏散等的三维动态场景，教授应急及安全操作技巧。另外，项目可按照不同管理人员的要求，增设如氨气事故应急处置等不同主题的训练，为负责各个职位的员工提供相关训练。虚拟实景技术所呈现生产设备、管线甚至平台及逃生路线皆与工厂环境相同，不但使体验真实感更强，亦能增强实际应用。

In addition, in order for employees to appreciate the importance of safe operation through first-hand experience, the regional companies have commenced the project of virtual reality safety experience. The plan is to teach skills in emergency and safe operation using dynamic 3D scenarios simulating fire drills, emergency responses and evacuations, etc enabled by virtual reality technologies. In addition, training for different topics, such as emergency response to ammonia incidents, can be tailored upon the request of different management personnel to provide relevant trainings for staff in different job capacities. The production equipment, ducts and even platforms and escape routes displayed through virtual reality technologies are identical with those actual environment in the plant, providing a stronger sense of reality in the experience and enabling more robust application.

第二章：员工关爱 Chapter 2: Care for Staff

二零一八年，集团于各个层级开展了共6,200余次安全检查，根据检查结果持续改进以提升环保管理成效。为了进一步降低环境事故风险，本集团旗下的雪花啤酒公司进一步修订环境保护相关制度文件，建立突发环境事件应急预案，并定期组织开展环境应急演练。本集团在过去一年合共投入人民币7,600余万元安全专项费用，以完善、改造、维护安全防护设备及设施，及评估、整改危险源及安全隐患，确保啤酒工厂的安全生产。

The Group conducted over 6,200 safety inspections at various levels in 2018 and made ongoing improvements based on the inspection results to enhance the effectiveness of environmental management. To further reduce our environmental risks, the Group's CRSB companies further revised their environmental regulations and developed established contingency plans for unforeseen environmental incidents, while organising environmental emergency drillings on a regular basis. The Group invested more than RMB76 million in dedicated safety expenses during the past year to improve, upgrade and maintain safety protection equipment and facilities, as well as to assess and rectify sources of danger and safety hazards, in order to ensure safe production at the brewing plants.



案例：华润雪花啤酒各地工厂的EHS交叉飞行检查工作

Case study: EHS cross inspections among CRSB plants in various locations

二零一八年，华润雪花啤酒完成了14个区域、30间工厂的EHS交叉飞行检查工作，通过各区域间的互相评议、互相学习，实现区域公司EHS工作的全面提升。另外，公司在各个厂区组建了EHS小组，以落实员工安全健康管理举措。

In 2018, CRSB completed EHS cross inspections at 30 plants in 14 regions. By providing suggestions to and learning from each other, the regional companies reported comprehensive improvements in their EHS work. In addition, the Company has set up EHS teams at various plants to implement staff safety and health management measures.



本集团视安全生产为持续责任，并订立了一项长期的环境、健康及安全(EHS)目标，该目标要求本集团于二零一二年至二零二零年期间的重伤级以上人身伤害事故次数为零次，及一般伤害事故率的千人伤害率小于千分之0.6。在二零一八年财政年度，本集团没有员工因工作原因而死亡，本集团74家工厂实现了零工伤事故。员工因工受伤人数亦逐年减少，其千人伤害率从二零一七年的千分之0.6下降至二零一八年的千分之0.57。此外，在本集团超过40,000人员工的基础上，二零一八年财政年度因工伤损失工作日数为225天。这些均反映本集团的安全事务管理水平逐年提升。

To ensure production safety as an ongoing responsibility, the Group has set a long-term EHS target for the 10-year period from 2012 to 2020: zero incident of serious bodily injury and a general injury incident rate (out of one thousand persons) of less than 0.06%. In FY2018, no staff fatality caused by work was recorded, 74 of the Group's plants achieved zero work injury. The number of work injuries had also been decreasing, from 0.06% for 2017 to 0.057% for 2018. Also, on top of over 40,000 staff of the Group, total 225 days was lost due to work injury in 2018. All these reflected year-on-year improvement in the standard of the Group's safety management.

第三章：环境保护

Chapter 3: Environmental Protection

本集团严格管理各类污染物的排放，资源消耗，废弃物及包装材料，我们提倡节能减排，追求在运营中将温室气体排放降低，并采取相应资源回收利用举措。我们设立内部能源管理制度，推广使用节水技术，并积极与国际同行业企业对标，竭力从源头减少污染物产生量及排放量。本报告年度内，本集团符合《中华人民共和国环境保护法》等所有对本集团有重大影响的环境相关法律法规。

节能减排

本集团规范管理能源使用和温室气体排放，我们建立环境保护和节能减排责任体系，按环保要求将啤酒生产过程中的碳排放影响及生产过程的综合能耗降到最低。我们于二零一二年，通过与国际优秀同行企业对标，订立了EHS管理战略目标，其中，明确提出将我们的啤酒单位生产综合能耗在二零二零年降至每千升700兆焦耳（二零一八年：每千升796兆焦耳）。

能源使用

本集团建立健全总部、区域公司和工厂三级节能减排管理体系，持续开展系统性节能评估和检查，以提升能源使用管理水平。为了达到更佳的能源使用效益，啤酒工厂全面推行「削峰填谷、均衡用能」的营运理念，用好开机组，明确制定各部门、各岗位、各环节的用能标准，并以精益项目形式创新用能管理，降低能源消耗。通过采取均衡用能措施，先分析各个工序的能耗特性，并在用电高峰期间减少进行用电负荷较高的工序，留待至非高峰期间执行相关工序，减少在非高峰期间的能源浪费。另外，工厂在制作麦芽汁及其糖化的工序中采用了动态低气压煮沸技术，并回收热能用作麦汁预热和锅炉水补水预热，从根源著手减少对热能的浪费，降低了蒸汽供热的需求。本集团，研究预计二零二零年全面淘汰燃煤锅炉，改用天然气或外购蒸气，减少能源消耗。

The Group exercises stringent management over the emission of various types of pollutants, consumption of resources, wastes and packaging materials. In line with our promotion of energy conservation and emission reduction, we seek to minimise GHG emission in our operations and adopt measures to facilitate the recycling of resources. We have established an internal energy management system and promoted the use of water conservation technologies. We have also taken pro-active efforts to match with the standards of international peers and use our best ability to reduce the generation and emission of pollutants at source. During the reporting year, the Group was in compliance with all environmental laws and regulations with material impact on the Group, including the "Environmental Protection Law of the PRC", among others.

ENERGY CONSERVATION AND EMISSION REDUCTION

The Group manages its energy consumption and GHG emission in a regulated manner. We have established an environmental protection and energy conservation/emission reduction responsibility regime. The impact of carbon emissions from the beer production process and the consolidated energy consumption of our production process is kept to the minimum according to environmental requirements. In 2012, we benchmarked the standards of outstanding international peers and formulated our strategic EHS management objectives, including the specific target of reducing the consolidated energy consumption per unit of our beer production to 700 MJ/kl (2018: 796 MJ/kl) by 2020.

ENERGY CONSUMPTION

The Group has established, and continued to improve, a three-tier energy conservation emission reduction management regime comprising the headquarters, regional companies and breweries. Ongoing systematic evaluation and inspection of energy conservation has been conducted to enhance the standard of energy consumption management. To achieve higher efficiency in energy consumption, the breweries have implemented the principle of "balanced energy consumption with peak cuts" in all aspects of its operations, underpinned by an optimised mix of power operation and specified standards of energy consumption for each department, job position and process. An innovative approach to energy consumption management has been introduced by way of lean projects to reduce energy consumption. Through the adoption of measures for balanced energy consumption, the energy consumption characteristics of each process are analysed, whereby processes with higher power loading are rescheduled from peak consumption periods to non-peak periods, so as to reduce energy wastage during non-peak periods. Furthermore, in order to reduce excessive heat consumption at source, the breweries have adopted the dynamic low-pressure boiling technology in the making of brewing wort and the saccharification process, and has also utilised recycled heat for the preheating of wort and boiler refill, and has reduced steam requirement in heat supply as a result. The Group has studied the full utilisation of natural gas or externally supplied steam to completely phase out coal-fired boilers by 2020, with a view to reducing energy consumption.

第三章：环境保护

Chapter 3: Environmental Protection

为了减低工厂用电情况，本集团确立了一系列的节电措施，提升生产阶段的能源效果。例如，雪花啤酒郑州工厂的设备通常在停产期间带电待机，目前通过增配移动电源等措施，全面实现断电待机，节约待机能耗300多千瓦时。我们亦通过调整设备线路组合，优化设备组合，减少投入使用的变压器数量，降低电力基础消耗。另外，公司制定了节能守则，如透过开关灯指引避免过度或长期照明、以开关窗标准规范空调使用等，减少不必要的能源消耗。公司亦逐步安装节能灯具，建立「一灯一控」的模式，监察整个生产过程中的能源消耗情况。

To reduce power consumption at the plants, the Group has adopted a series of power-saving measures that enhance the energy efficiency of the production stages. For example, machinery at CRSB Zhengzhou Plant used to remain in a “power-on” mode when production was halted. Through the installation of additional mobile power sources and other measures, the machines are now cut off from power when not in use, reducing power consumption during non-operating periods by more than 300 kWh. We have also adjusted the wiring combinations of our equipment and optimised our equipment mix to reduce the number of transformers used, in order to reduce fundamental power consumption. Moreover, the Company has formulated the energy conservation code, setting out rules such as the guideline for light switches (on/off) to avoid excessive lighting for long hours and the regulation of air-conditioning based on the standards for opening/closing windows, with the aim of reducing unnecessary energy consumption. The Company has been installing power-saving lightings to introduce the “one light, one control” model for the monitoring of energy consumption throughout the production process.

二零一八年，华润雪花啤酒工厂已实施或在实施环境保护和节能减排项目共计145项，投资金额人民币7,989万元。

In 2018, there were 145 environmental and energy conservation/emission reduction projects with a total investment of RMB79.89 million which had been implemented or were being implemented at CRSB plants.

二零一八年能源使用种类及消耗如下：

Energy consumption types and data for 2018 are set out as follows:

能源使用 Energy consumption	单位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比变幅 2018 Year-on-year change
煤炭 Coal	万吨标准煤 10,000 tons of standard coal	2.6	7.3	11.5	-64%
耗电量 Electricity	千万千瓦时 10,000,000 kilowatt hours	59.7	64.0	66.3	-7%
天然气 Natural gas	千万标准立方米 10,000,000 standard cubic metres	7.9	8.2	7.8	-4%
汽油 Gasoline	千吨 1,000 tons	0.8	1.2	1.4	-33%
柴油 Diesel	千吨 1,000 tons	3.1	3.3	3.8	-6%
热力消耗 Heat consumption	十亿千焦耳 1,000,000,000 KJ	2,765.0	2,747.8	3,092.0	+1%
单位综合能耗 Consolidated energy consumption per unit	每千升产量标准煤 Standard coal per kilolitre	0.024	0.03	0.03	-20%

第三章：环境保护 Chapter 3: Environmental Protection

本集团不断优化能源消费结构，淘汰燃煤锅炉，改用外购蒸汽或天然气等清洁能源，以提升清洁能源消费比例。年内共有13家工厂淘汰燃煤锅炉，使二零一八年年底使用燃煤锅炉的生产工厂降至7家。

于报告期内，雪花啤酒使用外购蒸汽和天然气的工厂占比同比提升至90%，煤炭消耗量同比下降64%。同时，本集团推进公务用车改革，实行精益化管理，减少汽油消耗。二零一八年度，汽油消耗量同比下降33%，柴油消耗量同比下降6%。



此外，我们鼓励和推进下属工厂对污水沼气进行回收利用，通过技术升级改造新增污水沼气锅炉和蒸发发生器，在减少蒸汽消耗的同时，有效的降低甲烷等温室气体的排放。二零一八年度，我们共有20家工厂投用或正在实施沼气锅炉改造工程，年内各工厂回收利用沼气量3,875,280标准立方米，产生蒸汽46,747吨。

The Group has been engaged in ongoing optimisation of its mix of energy consumption by phasing out coal-fired boilers and sourcing clean energy such as steam or natural gas from external suppliers to increase the proportion of clean energy consumption. During the Reporting Period, coal-fired boilers at 13 breweries were phased out and the number of factories with coal-fired boilers had been reduced to 7 as at the end of 2018.

For the year, the percentage of CRSB plants using externally sourced steam and natural gas increased to 90%, while coal consumption decreased by 64%, year-on-year. Meanwhile, the Group was advancing reform regarding business vehicles with the implementation of lean management to reduce gasoline consumption. For 2018, gasoline consumption and diesel consumption decreased by 33% and 6%, year-on-year.

Moreover, we encourage and procure our subsidiary plants to recycle and reuse sewage biogas by converting through technological upgrade or acquiring new sewage biogas boilers and evaporation generators, in order to effectively lower methane and other GHG emissions, while reducing steam consumption. In 2018, biogas boiler conversion projects was in operation or under implementation at 20 plants. During the year, the plants recycled and reused 3,875,280 m³ of biogas and generated 46,747 tons of steam.

关于本报告
About this Report

前言
Foreword

关于我们
About Us

环境、社会及
管治架构
Environmental,
Social and
Governance
Structure

第一章：
产品与业务
Chapter 1:
Products and
Business

第二章：
员工关爱
Chapter 2:
Care for Staff

第三章：
环境保护
Chapter 3:
Environmental
Protection

第四章：
社会实践
Chapter 4:
Fulfillment of
Social
Responsibility

附录一
Appendix I

附录二
Appendix II

第三章：环境保护

Chapter 3: Environmental Protection



案例：萧山工厂沼气回收再利用

Case study: Biogas recycling and reuse at the Xiaoshan Plant

萧山工厂对污水处理过程中产生的沼气进行回收利用，通过开展精益项目和劳动竞赛等措施，该工厂的沼气回收利用率从二零一六年的29.8%提高至75.9%，达到行业先进水平，共产生蒸汽19,660吨，减少碳排放量4,606吨，节约外购蒸汽费用人民币375万余元。

Biogas generated from Xiaoshan plant's sewage treatment is recycled for reuse. Through the implementation of measures like lean projects and workers' contest, the biogas recycling rate rose from 29.8% in 2016 to 75.9%, representing an advanced standard among peers. Such biogas generated 19,660 tons of steam and reduced carbon emission by 4,606 tons, saving expenses on external purchase of steam by more than RMB3.75 million.

废气排放物管理

本集团规范运营过程中的三个工序将排放废气，包括锅炉烟气、污水处理臭气、工艺废气。为了减低空气污染物排放等问题，本集团推行严格的废气管理，并于个别工厂聘请第三方机构进行检测，严格控制气体污染物的达标排放。其中，雪花啤酒郑州工厂锅炉烟气的废气中，二氧化硫、氮氧化物及颗粒物，分别均远低于每立方米50毫克、每立方米200毫克及每立方米20毫克的标准要求；因工艺而排放的颗粒物远低于每小时27公斤的国家标准；因污水处理而产生的硫化氢及氨排放量则分别远少于每小时0.33公斤及4.9公斤的标准要求。

二零一八年，我们投资人民币1,040万元对3家工厂实施煤改气项目，并对天津、河南、北京等工厂进行燃气锅炉低氮燃烧改造，降低氮氧化物排放量。年内，废气排放总量为412吨，相比二零一七年与二零一六年废气排放数据，二氧化硫与氮氧化物排放量均显著降低，本集团已取得一定废气排放管理成效。

FLUE GAS EMISSION MANAGEMENT

The Group regulates flue gas emissions from the three processes of its operations, such as boiler flue, odor from sewage treatment and process flue gas. To alleviate the emission of atmospheric pollutants, the Group exercises stringent flue gas management. Third-party agencies have been engaged to conduct inspection and testing at selected plants, while stringent control is exercised to ensure compliance in the emission of gas pollutants. The amount of SO₂, NO_x and particles in the boiler flue gas of CRSB Zhengzhou Plant are significantly less than the respective standard requirements of 50 mg per m³, 200 mg per m³ and 20 mg per m³; the emission of particles from production processes was significantly less than the national standard of 27 kg per hour; hydrogen sulfide and ammonia emissions from sewage treatment were significantly less than the respective the standard requirements of 0.33 kg per hour and 4.9 kg per hour.

In 2018, we invested RMB10.40 million in coal-to-gas conversion projects at 3 plants, while carrying out low-nitrogen combustions conversion for gas-fired boilers at our plants in Tianjin, Henan and Beijing to lower NO_x emission. During the year, we recorded total flue gas emission of 412 tons with significant reductions in SO₂ and NO_x emissions as compared to flue gas emission in 2017 and 2016, underlining solid achievement by our effort in flue gas emission management.

第三章：环境保护

Chapter 3: Environmental Protection

二零一八年排放物种类及相关排放数据如下：

Emission types and relevant emission data for 2018 are set out as follows:

	单位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比变幅 2018 Year-on-year change
化学需氧量(COD) Chemical Oxygen Demand (COD)	吨 tons	1,230	1,313	1,468	-6%
化学需氧量(排入自然水体) COD (discharged into natural water system)	吨 tons	236	292	440	-19%
二氧化硫(SO ₂)* Sulphur dioxide (SO ₂)*	吨 tons	100	221	333	-55%
氮氧化物(NO _x)* Nitrogen oxides (NO _x)*	吨 tons	242	409	506	-41%

* 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 heat energy required in the beer production process

温室气体排放管理

本集团高度重视产品碳足迹管理，我们监测生产运营中的能耗和减排数据，以计算不同生产工序占整个产品周期的碳足迹，落实相应的减排项目。本集团温室气体排放主要来自于使用电力和热力产生的间接能源排放，以及使用煤炭、汽油、柴油、天然气而产生的直接排放。二零一八年，本集团温室气体排放量为981千吨二氧化碳当量，相较二零一七年温室气体排放量降低12%。

本集团严格遵守国家或地方污染物排放标准，并执行严于国家或地方政府污染物排放标准的内控指标。根据集团下发《国家重点监控企业自行监测及信息公开办法(试行)》和《国家重点监控企业污染源监控性监测及信息公开办法(试行)》的通知要求，及时调整内部管理报表，明确工厂日常监测频次及要求，增加检测频次项目监管，以确保排放达标。

除了减少生产过程的碳排放，本集团要求工厂把生产过程所生产二氧化碳进行回收，经过净化干燥等工序处理后再次利用。二零一八年，郑州工厂共回收了10,557吨的二氧化碳。

GHG EMISSION MANAGEMENT

In line with its strong emphasis on carbon footprint management in relation to its products priority, the Group monitors data relating to energy consumption and emission reduction in its production operations to work out the carbon footprint of various production processes as a percentage of that of the entire product life cycle, and then implements emission reduction projects accordingly. The Group's GHG emission is primarily generated from indirect energy emission generated by power and heat consumption, as well as direct emission generated from coal, gasoline, diesel and natural gas. In 2018, the Group reported GHG emission of 981 thousand tons CO₂ equivalent, a 12% reduction as compared to 2017.

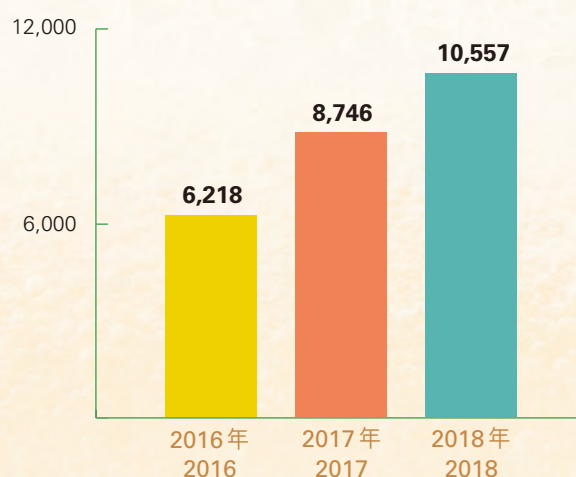
The Group observes stringent compliance with national or local pollutant discharge standards and implements internal control benchmarks more exacting than national or local pollutant discharge standards. In accordance with the requirements set out in the notices "Measures for Self-monitoring and Information Disclosure by Key Enterprises subject to National Monitoring (Trial)" and "Measures for Monitoring Tests and Information Disclosure in relation to Pollution Sources by Key Enterprises subject to National Monitoring (Trial)", timely adjustments have been made to the internal management reports to specify the frequency of and requirement for daily monitoring and tests at plants and supervise the increase of the frequency of inspection and testing to ensure compliance in discharge.

Apart from reducing carbon emission in the production process, the Group also requires its plants to recycle CO₂ from the production process for reuse after purification and drying. In 2018, the Zhengzhou Plant recycled 10,557 tons of CO₂.

第三章：环境保护

Chapter 3: Environmental Protection

2016-2018年郑州工厂的二氧化碳回收量
CO₂ Recycling in (tons) in Zhengzhou plant
from 2016 to 2018



二零一八年温室气体总排放量及密度如下：

Data of total GHG emissions and density for 2018 are set out as follows:

温室气体总量 Total GHG	单位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比变幅 2018 Year-on-year change
总排放量 Total emissions	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	981	1,114	1,271	-12%
范围1 Scope 1	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	253	375	475	-32%
范围2 Scope 2	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	728	739	796	-1%
总排放密度 Total density of emission	千克二氧化碳当量/千升产量 1,000 g CO ₂ equivalent/output per kilolitre	0.087	0.095	0.107	-8%
排放密度(范围1) Density of emission (Scope 1)	千克二氧化碳当量/千升产量 1,000 g CO ₂ equivalent/output per kilolitre	0.023	0.032	0.040	-30%
排放密度(范围2) Density of emission (Scope 2)	千克二氧化碳当量/千升产量 1,000 g CO ₂ equivalent/output per kilolitre	0.065	0.063	0.067	+3%

第三章：环境保护

Chapter 3: Environmental Protection

气候变化影响

本集团高度重视及关注气候变化可能对企业可持续发展所产生的影响及风险。气候变化正为现今企业运营带来不同挑战，是各行各业须着力解决的全球性议题。全球气候变暖将对啤酒酿造的主要原材料如大麦和酒花，辅料如大米等农作物的收成造成影响，导致原材料价格上涨及啤酒原材料供应短缺，对啤酒生产商未来的供应链管理及原材料供应有一定影响。本集团正积极拓展原材料的多样性来源，减少对单一原材料由于受气候、地域因素而带来的影响，以保障将来运营及啤酒供应的稳定性。

另外，有鉴于气候变化会增加旱涝灾害的频率与强度，导致水资源短缺，影响啤酒的生产运营。为了最大限度的保护水资源，集团在各地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。为了深入了解气候变化对行业带来的实体影响，我们正积极考虑透过科学化的方法论，对气候变化对企业未来发展将会产生的影响进行全面分析，加强对气候变化风险的管控并探讨长、中及短期的气候变化应对策略。

除了分析气候变化的实体影响外，集团更努力向低碳经济转型，以应对国家日渐严格的能源使用及低碳经济政策。因应国家及全球温室气体减排的大趋势，企业在生产过程中通过加大外购热能的比例，落实推进“煤改气”项目及污水处理产生的沼气回收再利用的节能减排措施。尽力降低对环境造成的影响。

本集团上述的应对气候变化的行动，均希望减低企业对气候变化所造成的影响，致力成为一家大众信赖和喜爱的啤酒企业。

IMPACT OF CLIMATE CHANGE

The Group is highly concerned with the impact of climate change on sustainable corporate development and the associated risks. Given different challenges brought to corporate operations nowadays, climate change is a global issue that every industry and enterprise must solve with committed effort. Global warming has impact on the future supply-chain management of suppliers, as it affects the harvest of primary raw materials, such as malt and hop, and supplementary materials, such as rice and other agricultural produces, and might result in rising prices for raw materials and undersupply of raw materials for brewing. The Group is actively expanding the variety on source of raw materials to reduce the impact of the change of individual raw material due from climate or geographical factors and ensure stability in future operations and beer supply.

Moreover, as climate change would increase the frequency and magnitude of droughts and floods, which will induce the shortage of water resources, and thus affect the production operations of breweries. To facilitate maximum protection of water resources, the Group has adopted proactive measures at plants in various locations, such as the reduction of underground water and increased application of recycled water, as well as the optimisation and upgrade of brewing technologies to reduce water consumption by our production operations on an annual basis. To gain an in-depth understanding of the actual impact of climate change on the industry, we are actively considering the conduct of a comprehensive analysis of the impact of climate change on the future development of the enterprise through the adoption of scientific methodologies, in order to strengthen our control over risks associated with climate change and explore strategies to address climate change for the short, medium and long term.

In addition to analysing the actual impact of climate change, the Group is also endeavouring to transform itself into a low-carbon economic operation to comply with increasingly stringent national policies on energy consumption and low-carbon economy. In line with the prevailing trend of GHG reduction both at home and elsewhere in the world, we have implemented “coal-to-gas” conversion by increasing the proportion of externally purchased heat energy in our production processes, as well as energy conservation and discharge reduction measures such as the recycled use of biogas generated by sewage treatment processes, in a bid to minimise impact on the environment.

The Group's initiatives to address climate change described above are aimed at reducing the impact of the enterprise on climate change and making itself a trusted and beloved beer enterprise.

第三章：环境保护

Chapter 3: Environmental Protection

用水、污水和水源管理

本集团重视企业水资源管理，水资源与啤酒质量息息相关。为此，我们不但在生产过程中关注用水的来源，更着力提升工厂用水效率，改进节水工艺，加强排放物管理。

为了保护日渐匮乏的地下水资源，雪花啤酒的地下水使用量由二零一六年的1,500余万吨使用量(占总用水量的41.2%)减至二零一八年的720余万吨(占总用水量的22.5%)，累计减少地下水使用量达780万吨。另外，本集团根据国际和公司标准，在二零一八年新增反渗透废水率、冷凝水回收率、沼气使用量等17项水资源管理指标纳入能源消耗统计，以加强管理。此外，我们通过技术改进和设备改造，开展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及综合利用等措施，来提高水资源使用效率。

另外，我们致力做好污水处理工作，以免不达标的污水排放，污染其他自然资源。我们对污水处理源头严格控制，于厂区并实行「清污分流、雨污分流」等措施，并于污水排放口安装有COD、氨氮、总磷、总氮检测设备，加强与相关政府部门的共同监察工作。年内，我们已有46家立项新增污水排放总磷总氮在线检测系统，已投资金额人民币1,686万元，项目实施后，可以实现工厂对污水总磷总氮排放情况的实时监控。

二零一八年用水量数据如下：

MANAGEMENT OF WATER USE, SEWAGE AND WATER SOURCE

The Group places a strong emphasis on the management of corporate water resources, as water resources are closely related to the quality of our beer. For this reason, we are not only concerned with the water sources for our production process, but are also committed to enhancing the efficiency of water consumption at our plants, improving water conservation technologies and strengthening discharge management.

To protect the dwindling underground water resources, CRSB reduced underground water consumption from more than 15.0 million tons (accounting for 41.2% of its total water consumption) in 2016 to around 7.2 million tons (accounting for 22.5% of its total water consumption) in 2018, representing a decrease in underground water consumption by 7.8 million tons in aggregate. Moreover, the Group added 17 water resource management benchmarks, such as the reverse osmosis sewage rate, condensate water recycling rate and biogas utilization rate, among others, to our energy consumption statistics in 2018 to enhance management in accordance with international and corporate standards. In addition, we have adopted measures such as package bottle washer water conservation conversion, package steriliser heat balance conversion, and plant-wide steam condensate water recycling and integrated use through technological and equipment upgrade to make the utilisation of water resources more efficient.

Besides, we strive to proper conduct of sewage treatment processes to avoid polluting other natural resources as a result of non-compliant sewage discharge. We exercise stringent control at source in relation to sewage treatment with the implementation of the "separation of clean water and sewage" and "separation of rainwater and sewage". Devices for the inspection and testing of COD, ammonia nitrogen, total phosphorus and total nitrogen have been installed at sewage outlets and co-monitoring with relevant government authorities has been strengthened. During the year, 46 plants commenced projects to build new online systems for the inspection and testing of total phosphorus and total nitrogen in sewage discharge with an aggregate investment of RMB16.86 million. Upon implementation of the project, the plants can conduct real-time monitoring of the discharge of total phosphorus and total nitrogen in sewage.

Water consumption data for 2018 are set out as follows:

	单位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比变幅 2018 Year-on-year change
用水量 Water consumption	千立方米 Thousand standard cubic metres	31,448	35,031	38,781	-10%
密度 Density	立方米/千升产量 Cubic metre/per kilolitre output	2.79	2.97	3.25	-6%

第三章：环境保护

Chapter 3: Environmental Protection

本集团注重工厂选址，我们将建设工厂对周边生态环境及水源造成的影响纳入选址的重要考量范围。我们制定并发布《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。

Plant site selection is a very important task for the Group, which includes the impact of site construction on the surrounding areas and water sources as an important consideration. According to the "Production Plant Design Specifications" formulated and published by the Group, plants shall be built in adherence to the principle of "zero pollution, low energy consumption and clean production". Pollutant-discharging operations and potential land pollution with heavy metal and radioactive substances in the area within a 2-km distance from the plant are prohibited, while stringent benchmark control on the water quality at source is exercised.

废弃物及包装品处理

本集团加强废弃物及包装品处理等相关举措。我们运营中产生的废弃物主要包括酒糟、废酵母，而包装材料主要包括瓶子、易拉罐、纸箱和塑膜。同时，我们对废铝、玻璃渣、废纸箱等进行回收循环再利用。年内，我们通过对废物的综合回收再利用共产生经济价值约人民币3.6亿元（2017年约人民币3.5亿元），其中，酒糟约人民币2.1亿元，酵母约人民币0.7亿元。同时，我们为了达到防渗漏、防流失及防扬散等三防标准，我们严格地把不同固体废弃物按类别存放，并与指定具资质的服务供应商进行处理工作。我们亦在每月对固废物的处置过程进行跟踪验证，确保相关方的处置合规。

WASTE AND PACKAGING MATERIAL TREATMENT

The Group has enhanced measures relating to the handling of waste and packaging materials. Wastes generated during our operations include mainly distiller's grains and waste yeasts, while packaging materials include mainly bottles, cans, cartons and plastic films. Meanwhile, we recycle aluminum waste, waste glass and waste cartons for reuse. During the year, we generated economic value of approximately RMB360 million (2017: around RMB350 million) through consolidated recycling and reuse of wastes, which comprised distiller's grains amounting to roughly RMB210 million, waste yeasts amounting to around RMB70 million. At the same time, to meet the standards for the prevention of leakage, depletion and diffusion, the separate storage of different types of solid wastes is strictly implemented, and handling is undertaken in association with designated qualified service suppliers. We also track and verify the process of solid waste disposal to ensure that disposal by the relevant parties is compliant with pertinent regulations.

二零一八年产生的废弃物数据及回收量：

Data of wastes generated and recycled in 2018 are set out as follows:

	单位 Unit	2018年 2018			2017年 2017		
		产生量 Output	回收量 Recycled amount	回收率 Recycling rate	产生量 Output	回收量 Recycled amount	回收率 Recycling rate
干酒糟 Dried Distiller's grains	千吨 1,000 tons	181	181	100%	188	188	100%
干废酵母 Dried Waste yeasts	千吨 1,000 tons	17	17	100%	17	17	100%

第三章：环境保护

Chapter 3: Environmental Protection

为减少包装物料对环境产生的影响，在满足质量要求的前提下，我们尽量采用低克重高强度原纸及推动预印纸箱替代胶印纸箱，并将废纸箱／纸板100%进行回收作为加工原纸的原材料。与此同时，我们积极开展玻璃包装瓶、铝罐等酒类包装材料的循环使用，我们铝罐包装材料每年以20%以上的速度增长来替代部分玻璃包装瓶。年内，我们对95%以上的玻璃瓶为可回收重新灌装使用，对100%的废弃铝罐回收循环再造。

To reduce the environmental impact of packaging materials, we endeavor to use light-weight and high-strength raw paper and replace rubber-print cartons with pre-printed cartons, to the extent practicable. We also practice 100% recycling of waste carton/paperboard as raw materials of processed raw paper, subject to fulfillment of quality requirements. In the meantime, we made vigorous efforts to recycle alcohol packaging materials such as glass packaging bottles and aluminum cans, as our aluminum can packaging materials have been replacing certain glass packaging bottles at a pace of above 20%. During the year, over 95% of our glass bottles were available for refill, while 100% of our waste aluminum cans were recycled.

二零一八年产品包装物料消耗量数据如下：

Data of product packaging material consumption for 2018 are set out as follows:

	单位 Unit	2018 年 2018	2017 年 2017	2016 年 2016	2018 年 同比变幅 2018 Year-on-year change
瓶子 Bottle	千吨 1,000 tons	1,484	1,161	1,088	+28%
易拉罐 Can	千吨 1,000 tons	71	52	57	+37%
纸箱 Carton	千吨 1,000 tons	288	287	266	—
塑膜 Plastic film	千吨 1,000 tons	12	11	11	+9%

其他环保影响及环保推广

一直以来，本集团积极践行绿色、健康、安全发展理念，高标准高要求的开展资源节约和生态环境保护、员工健康管理、安全生产工作。并主动接受公众监督，积极落实节能降耗、清洁生产、员工作业环境改善、企业安全、环保水平提升等方面取得一系列成效。二零一八年，本集团旗下的六家公司荣获于香港具有广泛影响力的香港环保促进会颁发的「香港绿色企业大奖」奖项，受到社会各界的肯定。其中，华润雪花啤酒(河南)有限公司和华润雪花啤酒(四川)有限责任公司从二零一七年获授予「优越环保管理奖—优秀奖」提升至二零一八年的「优越环保管理奖—铜奖」。4家区域公司则首次获奖。本集团旗下部分公司获得更高殊荣，以及更多旗下不同规模的公司获得奖项，反映本集团在环境、安全和健康等方面的政策和执行是多方面的，不会受到地区或啤酒厂规模所限制。

OTHER ENVIRONMENTAL IMPACT AND THE PROMOTION OF ENVIRONMENTAL PROTECTION

The Group has been consistently engaged in active implementation of the development principles of eco-friendliness, health and safety, embarking on initiatives in resource conservation, ecological protection, staff health management and safe production with high standards and exacting requirements. We subject ourselves to public supervision in a proactive manner and have achieved success in energy conservation and emission reduction, clean production, improvement of the work environment for staff, corporate safety and enhancement in environmental standards. In 2018, six subsidiaries of the Group received awards at the “Hong Kong Green Awards” hosted by Hong Kong Green Council, an influential group in Hong Kong, reflecting broad recognition by the public. In 2018, China Resources Snow Breweries (Henan) Co., Ltd and China Resources Snow Breweries (Sichuan) Co., Ltd were honoured with the “Green Management Award – Bronze”, an upgrade from the “Green Management Award – Merit” they had received in 2017. There were 4 regional companies which received their first awards. The higher honours received by our subsidiaries and the winning of awards by more subsidiaries of different scales reflected the versatility of the Group’s EHS policy and execution which was not limited by the geographic location or size of our breweries.

第三章：环境保护 Chapter 3: Environmental Protection

本集团旗下各工厂于「香港绿色企业大奖」中所获得的奖项如下：

Awards garnered by the Group's plants in "Hong Kong Green Award" are listed as follows:

旗下公司 Subsidiary	2018年获得奖项 Award received in 2018	2017年获得奖项 Award received in 2017
优越环保管理奖－企业（大型企业） Green Management Award – Corporate (Large Corporation)		
华润雪花啤酒（河南）有限公司 China Resources Snow Breweries (Henan) Co., Ltd	铜奖 Bronze	优异奖 Merit
华润雪花啤酒（四川）有限责任公司 China Resources Snow Breweries (Sichuan) Co., Ltd	铜奖 Bronze	优异奖 Merit
华润雪花啤酒（杭州）有限公司 China Resources Snow Breweries (Hangzhou) Co., Ltd	优异奖 Merit	—
雪花啤酒（深圳）有限公司 China Resources Snow Breweries (Shenzhen) Co., Ltd	优异奖 Merit	—
雪花啤酒（西安）有限公司 China Resources Snow Breweries (Xi'an) Co., Ltd	优异奖 Merit	—
超卓环保安全健康奖（大型企业） Environmental, Health and Safety Award (Large Corporation)		
华润雪花啤酒（哈尔滨）有限公司 China Resources Snow Breweries (Harbin) Co., Ltd	铜奖 Bronze	—



与此同时，本集团的环境保护工作在国内亦得到地方政府的认可，如郑州工厂便分别成为了二零一六年郑州市环境保护先进单位、二零一八年郑州市三比两降先进单位及二零一八年河南省环境保护突出贡献单位。

Meanwhile, the Group's effort in environmental protection has been well recognised by the local governments in Mainland China. For example, Zhengzhou Plant was named an Advanced Unit in Environmental Protection in Zhengzhou 2016, Advanced Unit in management innovation, technology improvement, employee execution, energy and emission reduction in Zhengzhou 2018, and Unit with Outstanding Contributions in Environmental Protection in Henan Province 2018.

第三章：环境保护

Chapter 3: Environmental Protection

本集团积极组织开展环境日、全国节能宣传周和全国低碳日等多个主题宣传教育活动，推进环境保护和节能减排理念宣传。我们鼓励工厂开展「工厂公众开放日活动」，让利益相关方充分了解华润啤酒生产及环保举措。二零一八年六月，西昌学院资源与环境管理学院师生参观了西昌工厂，宣传啤酒生产工艺、流程，介绍工厂环境保护和节能减排成效。此外，沈阳工厂参加沈阳市节能协会组织的二零一八年节能宣传周企业节能低碳座谈交流会，分享华润啤酒节能环保工作进展。

我们一直深切关注生产工厂运营对周边环境及居民造成的影响。通过实施噪音防治措施，增设声音屏障、隔音吸音设施，改善作业流程，增加管理手段等多项举措，降低工厂厂界噪音对周边环境敏感区域的影响。并通过增加臭气收集设施，改善周边环境空气质量，努力营造良好友善的社企关系。二零一八年度，我们共计实施噪音防治和臭气治理项目13项，投入资金约人民币1,280万元。

The Group is actively engaged in the organisation of a number of themed promotional and educational activities, such as the environmental day, nationwide energy conservation promotion week and nationwide low carbon day, in an effort to drive the promotion of the ideas of environmental protection, energy conservation and emission reduction. We encourage our plants to organise “open days for the public”, so that stakeholders will have sufficient understanding of CR Beer’s production and environmental initiatives. In June 2018, the faculty and students of the Resource and Environmental Management Institute of Xichang Academy visited the Xichang Plant, during which we promoted our beer production technologies and processes and briefed them on the plant’s accomplishments in environmental protection, energy conservation and emission reduction. Moreover, our Shenyang Plant participated in the corporate energy conservation and low carbon forum as part of the 2018 energy conservation promotion week hosted by Shenyang Energy Conservation Association to share CR Beer’s progress in energy conservation and environmental protection.

We have always been deeply concerned with the impact of our plant operations on the surrounding environments and residents. Through the implementation of various measures, such as noise prevention arrangements, construction of additional acoustic barriers, sound insulation and absorption devices, improvements to our operating processes and additional management initiatives, we have reduced the impact of noise from the plant on sensitive areas in the surrounding environments. Furthermore, through the construction of additional odor collection facilities and improvement of air quality in the surrounding environments, we have endeavoured to foster a positive and friendly relationship between our enterprise and the community. In 2018, we implemented 13 noise prevention and odor collection projects with an investment of approximately RMB12.80 million.

第四章：社会实践 Chapter 4: Fulfillment of Social Responsibility

饮水思源，本集团深知企业发展与回报社会的同向关系，华润啤酒的发展离不开广大利益相关方的支持。在拓展华润啤酒业务的同时，我们积极承担扶贫项目，举办全民健身活动，协助改善当地环境，组织公益演出，以加强与当地政府和居民的沟通交流。我们鼓励消费者与员工参与各类社会活动，并为各地社区发展尽一份力。二零一八年，本集团捐出人民币247万元投入公益活动。

参与社会活动

本集团积极组织和参与各类社会活动，并鼓励员工参与到社会公益行动中。我们制定《慈善公益活动实施细则》，对公益项目进行统筹管理，并通过完善的公益捐款制度，成立公益基金会引导公益项目有效开展。本集团承担扶贫项目，充分发挥企业的资金、管理、技术和人才优势，帮助困难家庭实现脱贫。同时，我们积极推广华润雪花啤酒「勇闯天涯」的运动理念，组织社会活动，携手公众参与到运动中，提升全面健身意识。

We should always ponder in gratitude the factors that have contributed to our success. The Group is well aware of the positive correlation between corporate development and the reward of the society. The development of the Company would not have been possible without the support of its stakeholders in general. In addition to the business development of the Company, we are also committed to the organisation of poverty aid projects, fitness-for-all programmes, assistance for local environmental improvements and charity shows, in a bid to enhance our engagement with local governments and residents. We encourage consumers and staff to participate various social activities and play their due part in promoting community development in various regions. In 2018, the Group made community welfare donations of RMB2.47 million.

ENGAGEMENT IN SOCIAL ACTIVITIES

The Group organises and takes part in various types of social activities with vigorous efforts and encourages staff participation in community welfare campaigns. We have formulated the "Implementation Rules for Charity and Public Welfare Activities" to facilitate coordination and management of our community welfare initiatives. Through a well-established welfare donation system, we have set up a community welfare foundation to guide the effective implementation of community welfare programmes. The Group undertakes poverty aid projects to help lift underprivileged families from poverty by leveraging our strengths in funding, management, technology and talent. Meanwhile, we actively promote the sporting notion of "Brave the World", as we organise community programmes and team up with the public for participation in sports to enhance general awareness for fitness.



案例：「雪花勇闯天涯2018白云山全民登山第二季」普及全民健身 Case study: "CRSB Brave the World 2018 Baiyun Mountain Hike For All Season 2", a fitness-for-all campaign

二零一八年八月，华润雪花啤酒开展第二季「雪花勇闯天涯2018白云山全民登山」活动。华润雪花啤酒通过此次运动，面向全广州各阶层群众普及登山运动，大力推广「全民登山」的运动概念，鼓励更多人参与到运动中，积极支持全民健身的开展。In August 2018, CRSB launched the second season of "CRSB Brave the World 2018 Baiyun Mountain Hike For All Season 2". Through this initiative, CRSB called on the citizens of Guangzhou from all walks of life to participate in the hiking sport, in a vigorous promotion of the sporting idea of "hike for all" to encourage more extensive participation in sports and support fitness for all.



第四章：社会实践 Chapter 4: Fulfillment of Social Responsibility



案例：华润雪花啤酒参与精准扶贫

Case study: CRSB's participation in defined poverty aid

二零一八年，华润雪花啤酒安徽区域安庆工厂作为安庆市「百企帮百村」扶贫工程对口帮扶企业之一，深入落实帮扶工作，对接帮扶贫困户，助力帮扶望江县三河村和岳西县天台村脱贫。安庆工厂精准扶贫帮扶工作小组成员多次来到安庆工厂对口帮扶的三河村，与三河村进行交流沟通，充分了解该村脱贫进展情况。十二月，安庆工厂向三河村捐资人民币2万元扶贫资金，用以资助该村的基础设施完善。截止目前，安庆工厂对接帮扶的七户贫困家庭全部达到脱贫标准。

As one of the designated enterprises in the "100 enterprises helping 100 villages" poverty aid programme, CRSB Anhui Regional Company Anqing Plant implemented its poverty assistance tasks in 2018 and offered assistance to designated households in poverty in Sanhe Village of Wangjiang County and Tiantai Village of Yuexi County. Members of the Anqing Plant defined poverty aid team paid multiple visits to Sanhe Village, a village matched for assistance, to discuss with local officials and understand the progress of poverty alleviation in the village. In December, Anqing Plant made a RMB20,000 poverty aid donation to Sanhe Village to fund infrastructure improvement projects in the village. As of now, seven underprivileged households designated for assistance by Anqing Plant have all been lifted from poverty by relevant poverty alleviation standards.

湘西工厂参与湘西经开区精准扶贫项目，致力于通过企业和社区共帮共建，为社区和群众的解决实际困难。湘西工厂帮扶木林坪社区的家庭，每月定期走访慰问，帮助解决家庭生活、子女就业等问题。

Xiangxi Plant participated in the defined poverty aid programme of Xiangxi Economic Development Zone by committing itself to the solving of practical problems faced by the community and the mass through joint efforts of the enterprise and the community to assist and build. Xiangxi Plant assisted a family in Mulinping Community and its team paid regular monthly visits to help solve family issues and procure employment for its children.

支持社区建设

本集团在业务发展的同时，倾听当地政府和居民的诉求，通过环境改善、义演活动等方式努力推动当地经济和社会共建。此外，本集团始终秉承本地化经营的理念，关注本地居民的就业情况。我们积极响应政府政策，与当地院校合作，通过各类教育和专业技能培训提升本地居民的职业技能，为本地居民提供良好的就业机会。二零一八年，华润雪花啤酒本地化雇佣率达95%以上。

SUPPORT FOR COMMUNITY BUILDING

While focusing on business development, the Group also takes heed to listen to the demands of local governments and residents and strives to promote the co-development of local economies and communities through initiatives such as environmental betterment and fundraising shows. Moreover, in consistent adherence to the principle of the localisation of business, we are concerned with employment opportunities for local residents. In active response to government policies, we offer educational and vocational skills training in cooperation with local schools and colleges to enhance the professional skills of local residents and provide them with sound job opportunities. In 2018, CRSB had a localised employment rate of over 95%.

第四章：社会实践 Chapter 4: Fulfillment of Social Responsibility



案例：华润雪花啤酒协助改善当地环境

Case study: CRSB assistance for the betterment of local environments

二零一八年，安徽区域阜阳工厂积极响应阜阳市「文明创建」活动，组织志愿活动定期对工厂所在区域的道路进行道路清洁，协助维护环境。

In 2018, Anhui Regional Company Fuyang Plant organised volunteer activities to clean up the roads in home district of the plant on a regular basis in active response to the “civility building” campaign of Fuyang City, in order to help protect the environment.

四川区域德阳工厂附近的暗渠经常因清淘不便而造成堵塞，影响当地居民用水环境。二零一八年，德阳工厂积极配合镇政府改造，主动承担施工现场安全巡查工作，使暗渠改造成明渠，改善了当地村民的用水环境。

The covered sewer near Deyang Plant of Sichuan Regional Company had often been blocked owing to the difficulty of clearing, resulting in an undesirable environment for local residents in relation to water consumption. In 2018, Deyang Plant undertook safety patrol and inspection duties at the construction site in support of the township government’s work to convert the covered sewer into an open sewer for the improvement of the local villagers’ environment.



附录一：2018年关键绩效指标

Appendix I: Key Performance Indicators 2018

环境关键绩效指标 Environmental KPIs	单位 Unit	2018年 2018	2017年 2017	2016年 2016
A1.1 排放物种类及相关排放数据 A1.1 Types of emissions and respective emissions data				
化学需氧量(COD) Chemical Oxygen Demand (COD)	吨 tons	1,230	1,313	1,468
化学需氧量(排入自然水体) COD (discharged into water bodies)	吨 tons	236	292	440
二氧化硫(SO ₂)* Sulphur dioxide (SO ₂)*	吨 tons	100	221	333
氮氧化物(NO _x)* Nitrogen oxides (NO _x)*	吨 tons	242	409	506
* 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 heat energy required in the beer production process				
A1.2 温室气体总排放量 A1.2 GHG emissions in total				
温室气体排放总量 Total GHG emissions	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	981	1,114	1,271
温室气体排放量(范围1) GHG emission (Scope 1)	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	253	375	475
温室气体排放量(范围2) GHG emission (Scope 2)	千吨二氧化碳当量 1,000 tons CO ₂ equivalent	728	739	796
A1.4 所产生无害废弃物总量 A1.4 Total non-hazardous waste produced				
干酒糟 Dried distiller's grain	千吨 1,000 tons	181	188	184
干废酵母 Dried waste yeast	千吨 1,000 tons	17	17	18
瓶子 Bottle	千吨 1,000 tons	1,484	1,161	1,088
易拉罐 Can	千吨 1,000 tons	71	52	57
纸箱 Carton	千吨 1,000 tons	288	287	266
塑膜 Plastic film	千吨 1,000 tons	12	11	11

附录一：2018年关键绩效指标

Appendix I: Key Performance Indicators 2018

环境关键绩效指标 Environmental KPIs	单位 Unit	2018年 2018	2017年 2017	2016年 2016
A2.1 按类型划分的直接及／或间接能源总耗量 A2.1 Direct and/or indirect energy consumption by type in total				
煤炭 Coal	万吨标准煤 10,000 tons of standard coal	2.6	7.3	11.5
天然气 Natural gas	千万标准立方米 10,000,000 standard cubic metres	7.9	8.2	7.8
汽油 Gasoline	千吨 1,000 tons	0.8	1.2	1.4
柴油 Diesel	千吨 1,000 tons	3.1	3.3	3.8
外购电力总量 Total amount of externally sourced electricity	千万千瓦时 10,000,000 kilowatt hours	59.7	64.0	66.3
外购热力总量 Total amount of externally sourced heat	十亿千焦耳 1,000,000,000 KJ	2,765.0	2,748.8	3,092.0
单位综合能耗 Consolidated energy consumption per unit	每千升产量标准煤 Standard coal per kilolitre	0.024	0.03	0.03
A2.2 总耗水量及密度 A2.2 Water consumption in total and intensity				
耗水量 Water consumption	千立方米 1,000 standard cubic metres	31,448	35,031	38,781
总耗水量密度 Density of total water consumption	立方米／ 每千升产量 Cubic metre/ per kilolitre	2.79	2.97	3.25

关于本报告
About this Report前言
Foreword关于我们
About Us环境、社会及
管治架构
Environmental,
Social and
Governance
Structure第一章：
产品与业务
Chapter 1:
Products and
Business第二章：
员工关爱
Chapter 2:
Care for Staff第三章：
环境保护
Chapter 3:
Environmental
Protection第四章：
社会实践
Chapter 4:
Fulfillment of
Social
Responsibility附录一
Appendix I附录二
Appendix II

附录二：《环境、社会及管治报告指引》内容索引

Appendix II: Index of Contents According to the ESG Reporting Guide

环境、社会及管治指标索引 Index of ESG Indicators			披露页码 Page number
环境 Environmental			
A1： 排放物 A1: 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 air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	41-50
	A1.1	排放物种类及相关排放数据。 The types of emissions and respective emissions data.	45, 56
	A1.2	温室气体总排放量(以吨计算)及(如适用)密度(如以每产量单位、每项设施计算)。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	46, 56
	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).	49
	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).	49-50, 56
	A1.5	描述减低排放量的措施及所得成果。 Description of measures to mitigate emissions and results achieved.	41-50
	A1.6	描述处理有害及无害废弃物的方法、减低产生量的措施及所得成果。 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	49-50
A2： 资源使用 A2: 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.	41-50
	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).	42, 57
	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).	48, 57
	A2.3	描述能源使用效益计划及所得成果。 Description of energy use efficiency initiatives and results achieved.	41-44
	A2.4	描述求取适用水源上可有任何问题，以及提升用水效益计划及所得成果。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	48-49
	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.	50, 56
A3： 环境及天然资源 A3: 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.	47, 50-52
	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.	47, 50-52

附录二：《环境、社会及管治报告指引》内容索引

Appendix II: Index of Contents According to the ESG Reporting Guide

环境、社会及管治指标索引 Index of ESG Indicators			披露页码 Page number
社会 Social			
B1： 雇佣 B1: 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.	26-29
	B1.1	按性别、雇佣类型、年龄组别及地区划分的雇员总数。 Total workforce by gender, employment type, age group and geographical region.	28
	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.	28
B2： 健康与安全 B2: Health and Safety	一般披露 General Disclosure	有关提供安全工作环境及保障员工避免职业性危害的： (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.	35-40
	B2.1	因工作关系而死亡的人数及比率。 Number and rate of work-related fatalities.	40
	B2.2	因工伤损失工作日数。 Lost days due to work injury.	40
	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.	35-40
B3： 发展及培训 B3: Development and Training	一般披露 General Disclosure	有关提升员工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.	32-34
	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).	33
	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.	计划在未来披露 Future disclosure under planning
B4： 劳工准则 B4: 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.	26-27
	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.	26-27
	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.	26-27

附录二：《环境、社会及管治报告指引》内容索引

Appendix II: Index of Contents According to the ESG Reporting Guide

环境、社会及管治指标索引 Index of ESG Indicators			披露页码 Page number
社会 Social			
B5： 供应链管理 B5: 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.	22-24
	B5.1	按地区划分的供应商数目。 Number of suppliers by geographical region.	22-24
	B5.2	描述有关聘用供货商的惯例，向其执行有关惯例的供货商数目、以及有关惯例的执行及监察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	22-24
B6： 产品责任 B6: 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、标签及隐私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.	15-21
	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.	16
	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.	16
	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.	17-19
	B6.4	描述质量检定过程及产品回收程式。 Description of quality assurance process and recall procedures.	16
	B6.5	描述消费者资料保障及隐私政策，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.	21
B7： 反贪污 B7: 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.	25
	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.	25
	B7.2	描述防范措施及举报程式，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.	25
B8： 社区投资 B8: Community Investment	一般披露 General Disclosure	有关社区参与与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.	53-55
	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).	53-55
	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.	53-55



香港灣仔港灣道26號華潤大廈39樓
電話：852-2827-1028 傳真：852-2598-8453
網址：www.crbeer.com.hk 電郵：info@cre.com.hk

39/F, China Resources Building, 26 Harbour Road, Wanchai, Hong Kong
Tel: 852-2827-1028 Fax: 852-2598-8453
Website: www.crbeer.com.hk Email: info@cre.com.hk