

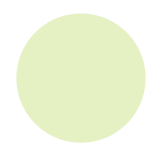
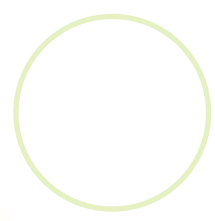
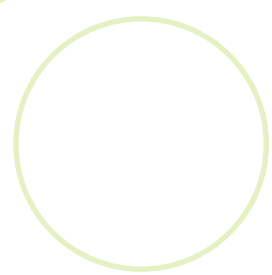


華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited



## 二零一六年環境、社會及管治報告 Environmental, Social and Governance Report 2016



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# 關於本報告 About This Report

## 概覽

本報告是華潤啤酒(控股)有限公司(「本公司」、「華潤啤酒」,連同其附屬公司,統稱「本集團」)發佈的首份環境、社會及管治報告,重點披露本集團由2016年1月1日至2016年12月31日於社會及環境等方面表現的相關資訊。

## 編制依據

本報告根據香港聯合交易所有限公司《主板上市規則》附錄二十七《環境、社會及管治報告指引》(《指引》)進行編制。

本報告內容按照一套系統性的程序而編制,並透過與利益相關方溝通,識別及排列對本集團最重要的環境、社會及管治議題,從而決定本報告的報告範圍、收集相關資料、根據資料準備數據、對報告中的數據進行檢視等。

## 報告範圍及邊界

除非另有說明,本報告中的披露範圍包括本集團總部和其下屬實際控制的控股公司及附屬公司。

## 獲取及回應本報告

本報告提供繁體中文、簡體中文及英文三個版本於本公司網址www.crbeer.com.hk供讀者參閱,如對本報告及其內容有任何疑問或意見,歡迎通過以下方式與我們聯繫:

地址:香港灣仔港灣道26號華潤大廈39樓  
電話:(852) 2829 9889  
傳真:(852) 2596 7610  
電郵地址:ir@cre.com.hk

## OVERVIEW

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

## BASIS OF PREPARATION

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

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

## SCOPE AND EXTENT OF THE REPORT

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

## ACCESS AND FEEDBACK TO THIS REPORT

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

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

# 主席寄語 Message From The Chairman



本集團深信，「共創美好生活」的理念，並不止於營運業績上的優異成績，我們還必須要為利益相關方、社會和環境持續帶來更多更美好的改變。

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

陳朗 CHEN LANG  
主席 Chairman

## 「共創美好生活」

2016年，是本集團發展的重要一年。我們與Anheuser-Busch InBev SA/NV達成協議，以16億美元購入SABMiller Asia Limited持有華潤雪花啤酒有限公司（「華潤雪花啤酒」）的49%股權，這意味著我們獲得了擁有全球銷量第一啤酒品牌業務的完整所有權。同時，本集團於2016年亦持續深化發展戰略，實現效益最大化，成功做到啤酒銷售單價增長和市場份額持續提升的驕人成績。本集團深信，「共創美好生活」的理念，並不止於營運業績上的優異成績，我們還必須要為利益相關方、社會和環境持續帶來更多更美好的改變，這亦與香港聯合交易所有限公司要求上市公司編制環境、社會及管治報告當中的理念不謀而合。本報告的編制，其中建基於與利益相關方進行調研和交流，聆聽他們的意見，讓我們更瞭解他們對本集團的期望和關注，與他們共同攜手，從環境和社會等角度出發，優化自身策略和運營，創造更高價值。

## “BETTER LIFE TOGETHER”

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

## 積極推動環保，革新技術

本集團明白環境保護必須要落實和融入到生產和經營過程中，才是有效、高效的。本集團一直積極響應國家節能減排的方針，執行比國家或地方政府污染物排放要求更嚴格的內控標準，採用先進技術優化生產流程，同時還主動投入研發改良有關技術，推動行業提升環保水平。2014年，我們制定了2015年至2017年煤改氣和脫硫除塵專項改造規劃，提升清潔能源使用比例，加強脫硫除塵等大氣污染防治設備設施管控，確保減少污染物排放。2016年，本集團投入約人民幣4,000萬元於該項目，致力儘早完成。最終，項目提前於2016年年底基本完成。此外，在環保技術研發上，本集團也取得驕人成果。我們的「啤酒二氧化碳高效、優質回收與利用及示範」項目是2016年唯一一個獲得中國酒業協會頒發的科學技術進步獎一等獎的項目，這項技術能為啤酒企業於二氧化碳減排方面作出參考示範，為國家整體氣候治理及利益相關方貢獻我們的力量。

## PROACTIVE PROMOTION OF ENVIRONMENTAL PROTECTION AND TECHNOLOGICAL INNOVATION

The Group understands that effective and efficient environmental protection can only be achieved when it is implemented and incorporated into the production and operation process. The Group has all long actively responded to the direction of the national policy on energy conservation and emission reduction. The Group adopted much stricter internal control standards on pollutant emissions than the national or local government requirements. In addition, the Group has used advanced technologies to optimize its production process. The Group has also taken initiative to invest in research and development of the advancement in relevant technologies to encourage overall industry to improve its level of environmental protection. In 2014, we formulated the transformation plan for the usage of burning natural gas instead of coal as well as desulfurization and dust removal projects for the period from 2015 to 2017. The purpose of the plan is to raise the proportion of the usage on clean resources; strengthen the management and control on those equipment and facilities for desulfurization and dust removal which protect against atmospheric pollution; and assure the reduction of pollutant emissions. In 2016, the Group invested approximately RMB40 million in the transformation projects and endeavored to complete the projects as early as possible. By the end of 2016, the projects on the whole were finally completed ahead of schedule. In addition, the Group achieved remarkable results in the research and development of environmental protection technology. Our “efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration (啤酒二氧化碳高效、優質回收與利用及示範)” project is the only project in 2016 awarded Scientific and Technological Progress Award (First Prize) (科學技術進步獎一等獎) by the China Alcoholic Drinks Association. The technology serves as a reference and an exemplar for beer enterprises in respect of reducing emissions of carbon dioxide, enabling us to make a contribution to the overall climate management in China as well as the stakeholders.

## 提升供應商水平，做好把關

本集團相信，要達致推動社會進步的目標，除自身的力量外，更需要與各合作夥伴積極配合，在更大的範圍形成強大合力。於供應商管理方面，本集團建立了以《採購管理制度》、《供應商管理規定》為基礎的內部採購和供應商管理規章制度體系，對供應商相關行為守則作出了明確指引。此外，我們還向供應商發放《華潤雪花供應商應知應遵知識手冊》，手冊內容主要涉及供應商應當知道的要求和應當恪守的道德準則和行為規範。2016年，本集團首次進行供應商「應知應遵測試」，對手冊上面列出的規定進行測試，確保供應商充分理解手冊內容。考核中未達水平的供應商，一律不能列入我們的《供應商目錄》內，禁止合作。

## 持續邁步向前，追求卓越

作為中國領先的啤酒生產商，本集團義不容辭地對環境和社會責任作出我們應有的承諾。本集團明白，要實現為環境、社會創造可持續價值的長遠目標，絕不會是一蹴而就，我們需要長期努力和持續與利益相關方溝通。我們期待與大家共同合作，並視各利益相關方的監督為動力，促使我們於價值創造的道路上邁出更堅實的每一步，不斷前行，追求卓越。

主席  
陳朗

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

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

## KEEPING ON MOVING FORWARD IN PURSUIT OF EXCELLENCE

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

Chen Lang  
Chairman

# 關於我們 About Us

## 本集團簡介

華潤啤酒(控股)有限公司(香港聯合交易所有限公司股份代號:00291)是華潤(集團)有限公司(「華潤集團」)屬下的啤酒上市公司,專營生產、銷售及分銷啤酒產品。本公司於2015年成功進行業務重組,轉型成為專注發展啤酒業務的企業,公司名稱亦由「華潤創業有限公司」更改為「華潤啤酒(控股)有限公司」。2016年10月,本公司完成收購華潤雪花啤酒有限公司(「華潤雪花啤酒」)49%股權,使華潤雪花啤酒成為本公司的全資附屬公司。

## 產品介紹

本集團自1994年開始在中國發展啤酒業務,旗下啤酒的總銷量自2006年起連續多年位居中國市場第一,旗艦品牌「雪花 Snow」亦自2008年起成為全球銷量最高的啤酒品牌。

本集團通過「雪花 Snow」啤酒品牌,以創新差異化品牌策略覆蓋不同產品檔次,滿足消費者在不同場合的需求,任何時候均可體驗和享受「雪花 Snow」啤酒品牌。

- 「雪花勇闖天涯」——本集團的中檔啤酒系列,其內在的「進取、挑戰、創新」精神,一直深受年輕消費者愛戴。
- 「雪花純生」——本集團的高檔啤酒系列,以「匠心營造」為核心理念,中國經典文化為載體,詮釋著專注、堅持、追求品質的匠人精神。
- 「雪花臉譜」——本集團的超高檔啤酒系列,打造「花臉+花旦」的獨特產品,呈現高端時尚生活方式與中國傳統文化的完美結合。

2016年,華潤雪花啤酒總銷量達到11.7百萬千升,總銷量連續11年領先國內其他啤酒品牌。

## COMPANY PROFILE

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

## PRODUCT INTRODUCTION

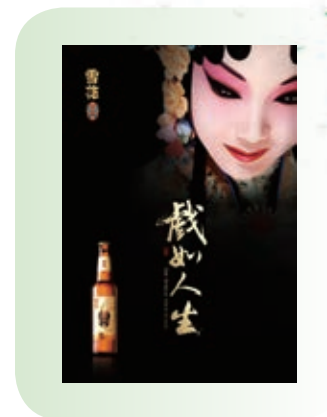
The Group has been in the beer business in China since 1994. Its total sales volume of beer has ranked number one in the China market since 2006. The flagship brand “雪花 Snow” has become the largest single beer brand in terms of sales volume worldwide since 2008.

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

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

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





### 生產基地分佈

### GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

啤酒廠房總數：98（截至2016年12月31日）

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



## 相關獎項及榮譽節錄

## RELEVANT AWARDS AND RECOGNITION

《資本雜誌》－企業社會責任大獎 CAPITAL – Corporate Social Responsibility Awards
《鏡報》－第五屆傑出企業社會責任獎 The Mirror – The 5th Outstanding Corporate Social Responsibility Award
香港投資者關係協會－第二屆香港投資者關係大獎 Hong Kong Investor Relations Association – HKIRA 2nd Investor Relations Awards
《亞洲企業管治》雜誌－2016年度亞洲卓越表現表揚大獎 Corporate Governance Asia – Asian Excellence Recognition Awards 2016
《機構投資者》雜誌－亞洲最受尊敬企業之一 Institutional Investor – One of Asia's Most Honored Companies
香港股票分析師協會－上市公司年度大獎 The Hong Kong Institute of Financial Analysts and Professional Commentators Limited – Outstanding Listed Company of the Year
大公報－最佳投資者關係管理上市公司 Ta Kung Pao – Best Investor Relations Listed Company
《經濟一週》雜誌－香港傑出上市企業 Economic Digest – Hong Kong Outstanding Enterprise Award
《財資》雜誌－卓越企業管治、社會責任及投資者關係白金獎 The Asset – Platinum Award – Excellence in Governance, CSR & Investor Relations
香港董事學會－2016年度傑出董事獎 The Hong Kong Institute of Directors – Directors of The Year Awards 2016
中國酒業協會－啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範項目科學技術進步獎一等獎 China Alcoholic Drinks Association – Scientific and Technological Progress Award (First Prize) for the “Efficient, high quality recycling and utilization of carbon dioxide in beer manufacture and its demonstration” Project (啤酒二氧化碳高效、優質回收與利用技術的研究及工程示範項目科學技術進步獎一等獎)
中國酒業協會－雪花愛爾啤酒－2016青酌獎TOP10獎項 China Alcoholic Drinks Association – Snow Ale Beer – 2016 “QINGZHUO Awards” Top 10
武漢、泰州當地市政府主管部門－當地工廠評定為環保誠信企業或綠色等級企業 Wuhan, Taizhou local governments – Factories were named as “Environmental Credible Enterprise” or “Green Level Enterprise”

有關更多我們獲取的獎項詳情，請參閱本公司的網站或年報。

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



# 環境、社會及管治架構

## Environmental, Social and Governance Structure

本集團視營運中所考慮的環境、社會相關因素為自身可持續發展具有重要影響的元素，並將相關因素的管理融入日常的風險管控。針對客觀環境和自身情況，本集團制定了全面的環境、社會風險識別、管控及處理機制。通過制度設置、日常監控、數據收集、信息披露等多個環節，本集團已建立環境、社會及管治架構，以保證我們的可持續發展和使我們順利履行對各利益相關方的責任。

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

### 環境、社會及管治機制

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE MECHANISM

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
決策層 Decision-making level	高級管理層 Senior management	1. 討論環境、社會及管治重大事務和未來發展 Discuss major issues and future development of environment, society and governance
		2. 識別相關風險 Identify relevant risks
		3. 制定策略及目標 Formulate strategies and objectives
		4. 檢討工作效果 Review working results
		5. 對整體工作機制效果進行評估 Assess effectiveness of overall working mechanism
		6. 分配各職能部門、分公司相關職責 Assign relevant duties and responsibilities for various functional departments and companies
溝通層 Communication level	各職能部門、分公司負責人組成 Composition of responsible persons from various functional departments and companies	1. 執行決議並向決策層彙報工作情況 Implement resolutions and report working status to the decision-making level
		2. 根據整體環境、社會及管治策略和方向研究具體工作 Look into actual work according to the overall strategy and direction on environment, society and governance
		3. 指定相關工作小組執行工作 Assign relevant working groups to implement work
		4. 向決策層提出下一年相關工作的改善建議 Advise decision-making level on work improvement in the coming year

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
執行層 Execution level	各部門及地方公司的工作小組 Working groups of various departments and local companies	<ol style="list-style-type: none"> <li>按溝通層的方向，在自身的職能範圍內完成相關工作 Complete assigned work in respective scope of functions in accordance with the direction from communication level</li> <li>定期收集、整理、上報相關信息 Collect, organize and report relevant information on a regular basis</li> <li>及時反饋實際工作情況，對實際工作的開展進行建議 Make timely feedback of actual working situation and make recommendations on the implementation of work</li> <li>承擔內部信息傳播責任 Take responsibility for dissemination of internal information</li> </ol>

### 利益相關方識別和溝通

### IDENTIFICATION AND COMMUNICATION WITH STAKEHOLDERS

利益相關方組別 Category of stakeholders	訴求與期望 Requests and expectations	溝通方式 Communication method	回應 Responses
政府及監管機構 Government and regulatory authorities	<ul style="list-style-type: none"> <li>遵紀守法，合法經營 Lawful operation by observing laws and disciplines</li> <li>支持地區經濟 Support of local economy</li> <li>促進就業 Promotion of employment</li> <li>按規納稅 Tax payable according to regulations</li> </ul>	<ul style="list-style-type: none"> <li>直接拜訪 Direct visits</li> <li>定期溝通 Regular communication</li> <li>閱讀政策文件 Study of policy documents</li> <li>回應諮詢 Reply to inquiries</li> </ul>	<ul style="list-style-type: none"> <li>持續強化企業管治，確保公司合規運營 Strengthening corporate governance of the Company continuously to ensure compliance of its operation</li> <li>支持政府政策 Support of local policies</li> </ul>
股東 Shareholders	<ul style="list-style-type: none"> <li>信息公開 Information disclosure</li> <li>持續增長 Sustainable growth</li> <li>風險控制 Risk control</li> <li>投資者關係管理 Investor relations management</li> </ul>	<ul style="list-style-type: none"> <li>定期發佈財務報告 Publish financial reports on a regular basis</li> <li>遵守香港上市公司有關規定 Comply with relevant regulations to Hong Kong listed companies</li> <li>召開股東大會 Convening general shareholders meetings</li> <li>投資者關係溝通 Investor relations communication</li> </ul>	<ul style="list-style-type: none"> <li>持續提升公司管治及風險管理水平 Improvement of corporate governance and risk management level</li> <li>及時披露信息 Timely information disclosure</li> <li>加強投資者關係管理 Strengthening investor relations management</li> <li>有效內控及審計 Effective internal control and audit</li> </ul>

利益相關方組別 Category of stakeholders	訴求與期望 Requests and expectations	溝通方式 Communication method	回應 Responses
消費者 Consumers	<ul style="list-style-type: none"> <li>產品安全 Product safety</li> <li>產品質量 Product quality</li> <li>產品信息披露 Disclosure of product information</li> <li>消費者權益維護 Protection of consumer rights</li> </ul>	<ul style="list-style-type: none"> <li>客戶服務熱線 Customer service hotlines</li> <li>商品標籤 Product labels</li> <li>郵件及社交媒體溝通 Communication via mails or social media</li> </ul>	<ul style="list-style-type: none"> <li>保證產品安全 Assurance of product safety</li> <li>披露產品信息 Disclosure of product information</li> <li>設立客戶服務溝通渠道 Establishment of communication channels for customer service</li> <li>建立完善的客戶管理體系和客戶意見反饋機制 Establishment of a comprehensive customer management system and customer feedback mechanism</li> </ul>
員工 Employees	<ul style="list-style-type: none"> <li>保障員工薪酬福利 Safeguard employees' compensation and benefits</li> <li>實現員工發展 Achievement of employee development</li> <li>工作環境安全健康 Safe and healthy working environment</li> <li>倡導企業文化 Promotion of corporate culture</li> <li>參與企業發展 Participation in corporate development</li> </ul>	<ul style="list-style-type: none"> <li>員工信箱或公司內聯網 Employee mailbox or corporate intranet</li> <li>意見調查 Opinion surveys</li> <li>員工培訓 Employee training</li> <li>員工活動 Employee activities</li> </ul>	<ul style="list-style-type: none"> <li>制定具競爭力的薪酬體系 Formulation of a competitive compensation system</li> <li>建立完善福利保障機制 Establishment of a comprehensive welfare protection mechanism</li> <li>建立透明晉升機制和渠道 Establishment of a transparent promotion mechanism and channel</li> <li>針對各崗位特性組織培訓，搭建發展平台 Tailor-made training for each position based on its characteristic and formulation of a development platform</li> <li>改善工作條件，保證工作環境安全 Working condition improvement to ensure safety working environment</li> <li>徵求員工意見 Seeking advice from employees</li> <li>開展員工活動，促進團隊合作 Conduct employee activities to facilitate teamwork</li> </ul>
供應商及合作夥伴 Suppliers and partners	<ul style="list-style-type: none"> <li>誠信營運 Operation with integrity</li> <li>公平競爭 Fair competition</li> <li>履行合同 Contracts fulfillment</li> <li>互利共贏 Mutual beneficial co-operation</li> </ul>	<ul style="list-style-type: none"> <li>定期溝通 Regular communication</li> <li>審核與評估 Audit and evaluation</li> <li>信息共享 Information sharing</li> <li>公平交易 Fair trade</li> </ul>	<ul style="list-style-type: none"> <li>實施陽光採購，打造責任供應鏈 Implementation of transparent procurement and responsible supply chain</li> </ul>

利益相關方組別 Category of stakeholders	訴求與期望 Requests and expectations	溝通方式 Communication method	回應 Responses
行業協會 Industry associations	<ul style="list-style-type: none"> <li>遵守行業規範 Compliance with industry standards</li> <li>促進行業發展 Promotion of industry development</li> <li>研發新產品和技術 Development of new products and technologies</li> </ul>	<ul style="list-style-type: none"> <li>定期交流 Regular communication</li> <li>互相訪問 Reciprocal visits</li> <li>積極參與協會事務 Active participation of the associations' affairs</li> </ul>	<ul style="list-style-type: none"> <li>參與行業評優，對行業規範提出建議 Participation in industry evaluation and advice on industry standards</li> <li>參與行業組織 Participation in industry associations</li> <li>分享先進生產經驗 Experience sharing in production advancement</li> </ul>
社區 Community	<ul style="list-style-type: none"> <li>支持社區發展 Support of community development</li> <li>尊重當地社區文化 Respect local community culture</li> <li>保護當地生態環境 Protection of local ecological environment</li> </ul>	<ul style="list-style-type: none"> <li>社區文化建設 Establishment of community culture</li> <li>幫扶弱勢群體 Offering help to vulnerable groups</li> <li>社區服務 Community services</li> </ul>	<ul style="list-style-type: none"> <li>積極開展慈善捐贈，投身社會公益活動 Active participation of charitable donations and social activities</li> </ul>

利益相關方感言：

COMMENTS OF STAKEHOLDERS:

<p>「華潤啤酒以較低的價格和較好的融資結構回購華潤雪花啤酒49%股權，得益於公司多年積累的強大市場地位形成的談判力，以及資本市場的運作能力，為股東創造了極大的價值，感謝公司各同事的付出！」</p> <p>“Benefiting by the bargaining power built up through strong market position over the years and the operation capacity of the capital market, CR Beer acquired the 49% stake in CRSB at a relatively low price with sound financing structure, which created great value for shareholders. We appreciate the contribution from the colleagues of the Company!”</p> <p>高瓴資本管理 執行董事 李岳 David Li, Executive Director of Hillhouse Capital Management Limited</p>	<p>「公司的發展令我們充滿信心，我們可以感受到公司一直為員工的發展作考慮，給我們提供各樣的培訓，讓我們一直能持續進步，和公司一起成長。」</p> <p>“The development of the Company makes us feel confident. We can feel that the Company has been taking into account of staff development and offered us various training programs, allowing us to have continuous improvement and grow with the Company.”</p> <p>本集團法律及公司秘書部 助理總經理 謝俊庭 Chris Tse, Assistant General Manager of Legal and Secretarial Department of the Group</p>
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重要性議題識別

在本報告籌備期間，本集團對自身在環境、社會及管治相關的議題進行了評估，以瞭解各利益相關方群體對報告的期望，特別是供應商及股東所關注的議題，從而訂立披露框架及內容，回應利益相關方群體的訴求。

IDENTIFICATION OF IMPORTANT ISSUES

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

我們的重大性評估由以下步驟組成：

Our assessment on major issues comprised of the following steps:

1	利益相關方識別 Identification of stakeholders	識別出各重要的利益相關方群體，並特定為各群體制定參與計劃。 Identify each of the important stakeholders and formulate specific participation plans for them.
2	利益相關方參與 Participation of stakeholders	通過問卷和訪談，對利益相關方進行深入調研，瞭解他們對本集團在環境、社會及管治領域上的關注和期望。 Conduct in-depth study of stakeholders through questionnaires and interviews to understand their concerns and expectations on the Group in respect of environment, society and governance.
3	重要性議題排序 Ranking of major issues	通過量化利益相關方調研結果，對各環境、社會及管治議題進行分析排序。 Analyze and rank the environmental, social and governance issues after quantification of the result on study of the stakeholders.
4	公司管理層確定 Confirmation by the Company management	把分析結果遞交公司管理層進行最終確認。 Submit the analysis result to the Company management for final confirmation.

### 重要性議題列表

#### LIST OF MAJOR ISSUES

高度重要性議題 Issues with high importance	環境範疇 Environmental scope	污水排放 Sewage discharges
		水資源使用 Use of water resources
		能源使用 Use of energy
	社會範疇 Social scope	員工健康與安全 Staff health and safety
		員工保留 Staff retention
		產品責任 Product responsibility
		社區投資 Community investment
		員工發展與培訓 Staff training and development
中度重要性議題 Issues with moderate importance	環境範疇 Environmental scope	溫室氣體排放 Greenhouse gas emissions
		材料使用 Use of materials
		生態環境 Ecological environment
		廢棄物處理 Waste disposal
	社會範疇 Social scope	產品質量檢定 Assurance of product quality
		責任供應鏈 Responsible supply chain
		避免使用童工和強制勞動 Avoid the use of child labor and forced labor
		消費者隱私 Consumer privacy
		保障知識產權 Protection of intellectual property rights
		員工多元平等 Employees diversification and equality

## 倡廉善治

本集團深知反腐倡廉對企業發展的重要性，不斷完善相關制度和確保監督機制有效運作。本集團從政治高度出發，以純潔風氣下發展為落腳點，堅定開展黨風廉政建設自查工作，通過自上而下逐級簽訂《黨風廉政建設責任書》，以明確黨風廉政工作的責任主體、責任內容和責任追究，堅持落實黨委主體責任和紀委監督責任，認真貫徹「三重一大」決策機制，加強制度完善和監督執行，認真開展巡視檢查和信訪舉報綫索調查工作，努力實現不敢腐、不能腐、不想腐的目標，紮實推動企業黨風廉政建設和反腐敗工作，形成從上而下、責任明晰的廉政工作體系。在實際工作中，本集團不斷強化經理人明紀守紀意識，狠抓作風建設，持之以恆執行中央八項規定和糾正「四風」，加大從源頭上預防和治理腐敗的力度，著力把反腐倡廉工作提升到一個新水平。

於報告年內，本集團已遵守有關防止賄賂、勒索、欺詐及洗黑錢方面對本公司具有重大影響的相關法律及法規。

## GOVERNANCE OF INTEGRITY

The Group fully understands the importance of anti-corruption to corporate development and continues to enhance the relevant policy to ensure effective operation of supervision mechanism. In view of high degree of political and party consciousness, the Group is committed to carry out self-examination on clean and honest governance under the development of high standards on integrity governance. Through endorsing the Statement of Responsibility for Clean and Honest Governance (《黨風廉政建設責任書》) at all levels, the Group has specified the subject, contents and accountabilities of responsibilities for clean and honest governance and implement the main responsibilities of the Community Party's committee and the supervision responsibilities of discipline committee. With consistent implementation of the "Three Importance and One Greatness (三重一大)" decision-making mechanism, the Group has strengthened the regulations improvement and supervision actions by carrying out walk-around inspections and verifying the petitions raised by whistle-blowing. In order to accomplish the goal of "no one dares to corrupt, no one can corrupt and no one wants to corrupt (不敢腐、不能腐、不想腐)", the Group has also facilitated the construction of clean and honest governance and anti-corruption and formed a top down and well-defined responsibilities of work system. In practice, the Group has further strengthened the discipline awareness and understandings of our managers and paid close attention to build up personal work style. By consistently implementing the "eight requirements (八項規定)" of the central government and combating "four undesirable working styles (四風)", the Group has reinforced the prevention and governance of corruption from the source and strived to raise the quality of anti-corruption to a new high level.

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



## 產品與服務 Products and Services

本集團持續完善質量管理體系建設，通過管理改進，確保產品質量安全達到中華人民共和國國家標準GB4927啤酒優級品的要求。

本集團對全產業鏈質量管理進行系統性研究及開展，從源頭質量抓起，進行質量延伸管理，完善原料食品安全管理保障體系。我們的生產過程實施關鍵控制點管理，並設置實時監控，消除質量安全隱患，並為本集團產品於質量穩定性、受控性及可追溯性方面提供保障，確保產品安全。

本集團啓用了全國統一的客戶服務電話，持續完善和改進客戶服務體系。通過我們的市場投訴快速反應體系，本集團成功規範客戶投訴處理流程，並與消費者建立良好的溝通和服務關係，使消費者享受到高品質服務。

2016年，本集團產品質量合格率達100%，國家監督檢查抽查合格率亦達100%；工廠食品安全培訓及應急演習完成率為100%。

於報告年內，本集團已遵守有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法方面對本公司具有重大影響的相關法律及規例。

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

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

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

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

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

## 質量保證

本集團以「釀造世界最好的啤酒」為目標，秉承「不斷滿足消費者需求，不斷創造價值，回報社會、股東和員工」的理念，制定「質量第一，消費者至上，勇於創新，追求卓越，踐行社會責任」的產品質量方針。本集團繼續提高產品質量標準，嚴格把控食品及包裝安全，不斷創新技術工藝，研發新產品，為消費者創造更多價值。

## 質量標準

質量的保障來自於嚴苛的質量標準及質量管控，本集團根據內部既定方針，不斷完善品質標準體系和食品安全體系，其中本集團於2016年制定和修訂的技術質量標準文件超過30份，體現了我們嚴格控制產品質素的決心。

為了滿足不同消費者需求，根據最新國家法律法規，本集團修訂了《食品添加劑管理規定》、《洗滌劑、消毒劑及涉水產品管理規定》、《食品召回管理制度》、《雪花勇闖天涯生產工藝》、《雪花勇闖天涯產品標準》、《小麥芽標準》、《特種麥芽》、《啤酒鋁易開蓋鋁兩片罐（試行版）》、《啤酒標籤》等多份關於生產工藝、原輔料、產品質量標準及包裝物的質量標準，為消費者提供安全、放心、美觀、口味多元化的產品。本集團還修訂了一系列檢驗分析手冊，如《啤酒生產檢驗手冊》、《原輔料檢驗手冊》、《麥芽檢驗標準化操作規程》，嚴格按照檢驗方法及操作規程監控原輔料和生產過程等質量指標，確保檢驗及時性、操作規範性及數據結果準確性，使產品質量更為可靠，打造「第一釀造」的品牌。

## QUALITY ASSURANCE

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

## QUALITY STANDARDS

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

In order to meet the demand of various consumers, the Group has revised a number of quality standards for production techniques, raw and auxiliary materials, quality standards of products and packaging materials including Management Regulations of Food Additives (《食品添加劑管理規定》), Management Regulations of Detergents, Disinfectants and Water-Related Products (《洗滌劑、消毒劑及涉水產品管理規定》), Management System of Recall on Food Products (《食品召回管理制度》), Production Techniques of “Snow Brave the World” (《雪花勇闖天涯生產工藝》), Product Standard of “Snow Brave the World” (《雪花勇闖天涯產品標準》), Standards on Wheat Malt (《小麥芽標準》), Special Species on Wheat Malt (《特種麥芽》), Two-Piece Aluminum Beer Cans with Ring-Pulls (Trial) (《啤酒鋁易開蓋鋁兩片罐(試行版)》) and Beer Labels (《啤酒標籤》) in accordance with the latest national laws and regulations, such that the Group provides safe, reliable, good appearance and diversified tastes of products for consumers. The Group has also revised a series of manuals about inspection and analysis such as Inspection Manual of Beer Production (《啤酒生產檢驗手冊》), Inspection Manual of Raw and Auxiliary Materials (《原輔料檢驗手冊》) and Standardized Operation Procedures for Wheat Malt Inspection (《麥芽檢驗標準化操作規程》). By strictly monitoring the quality standard of raw and auxiliary materials and production process in accordance to the inspection methods and operation procedures, the Group can ensure the timeliness of inspection, standardization of the operation and accuracy of data results which in turns improve the reliability of its products quality and build the brand of “No. 1 in Brewing (第一釀造)”.

## 質量檢測

本集團運用ISO9001質量管理體系、ISO22000食品安全管理體系、HACCP危害分析及關鍵控制點管理程序對產品質量進行嚴格控制。本集團成立生產原料採購監控小組，以保障產品質素及加強質量延伸管理，由原料產地至加工整個過程進行嚴密監控，從源頭管控質量風險。

## QUALITY REVIEW AND TESTING

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

認真落實食品安全交叉評價與交流、有害生物防控、啤酒瓶蓋墊片材料專項監控、外包裝質量管控工作。  
To strictly carry out cross-assessment and exchanges of food safety, control measures for hazardous organisms, specific monitoring measures for beer bottle caps, gaskets and quality of packaging.

推進產品安全解碼落地，規範各區域公司食品安全評價方法，與不同區域公司、工廠間開展食品安全經驗交流，交叉評價，實現經驗共享和常態化食品安全管理。  
To promote the introduction of product safety system, to regulate assessment of food safety for all regional companies, to engage in exchanges of food safety experience and cross-assessment with various regional companies and plants to encourage experience sharing and achieve optimized food safety management.

### 全面質量管理 Total quality management

與知名第三方蟲害防治公司合作進行蟲害防治研究與應用，對工廠有害生物分佈進行評估，提出針對性解決方案。  
To co-operate with independent famous pest control companies to conduct research and application testing of pest control, assess the distribution of hazardous organisms in plants and propose useful solutions.

本集團內部將雜質酒投訴率列入技術質量考核中，杜絕生產環節中雜質酒的產生，針對投訴量較多的漏氣問題，開展了降低倒瓶項目攻關，降低因倒瓶造成的產品漏氣，在產品各個細節處保障消費者安全。  
The Group categorizes the complaints rate of contaminated beer into the quality assessment to prevent the production of contaminated beer throughout the production process, and initializes research projects on the reduction of inverted beer bottles, resulting from the issues of air leakage of which more complaints were received, to reduce the possibility of air leakage due to inversion of bottles and protect the safety of consumers in terms of all details of the products.

2016年，本集團還重點開展「紙箱飛行檢查活動」，在沒有預先通知的情況下突擊檢查包裝紙箱，進一步提升產品外包裝物的質素。此外，本集團於2016年啤酒產品的品質測試合格率及國家監督檢查抽查合格率均達到100%；品質、外觀品質、綜合品質等評分均高於2015年。

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

## 產品創新

為保障和維護知識產權，本集團嚴格遵守中華人民共和國的知識產權法律法規，包括但不限於《著作權法》、《著作權法實施細則》、《商標法》、《商標法實施條例》、《專利法》、《專利法實施細則》、《反不正當競爭法》及相關司法解釋，同時，本集團嚴格遵守中華人民共和國加入的有關版權的國際公約。為了能有效執行國家法律法規，本集團制定了《知識產權管理制度》、《規避侵犯他人知識產權風險管理規定》、《產品維權工作管理辦法》、《產品標識標注審核工作指引》等。

同時，本集團針對不同市場、不同層次消費者需求，按照「研製一代、開發一代、儲備一代、應用一代」的原則進行新產品研製開發；以培育和提升企業自主知識產權技術改造為出發點，解決制約行業發展的瓶頸技術難題，為行業的技術進步作出貢獻。

## PRODUCT INNOVATION

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

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



## 投訴處理

為實現產品投訴信息統一管理，本集團組建客戶服務中心，為消費者提供良好的售後服務。本集團設立全國統一的專門客戶服務熱線以及顧客投訴機制，除及時為客戶提供專業諮詢及服務外，更為消費者提供滿意的售後服務，以提升顧客滿意度；並定期進行綜合分析與改進，不斷提升產品和服務質素。客戶服務中心由專職人員接聽產品及服務的投訴，並即時傳遞到對應區域人員。按制度規定，區域處理人員會於30分鐘內與投訴人（消費者、終端店及經銷商）取得聯繫，約定時間現場受理。處理人員於三個工作日內向客戶服務中心反饋投訴基本情況，並在處理完成後反饋處理結果。

同時，本集團形成了通過建立產品噴碼以便生產系統追溯溯源、界定責任，從而按有關資料分析原因、制定並落實整改措施的產品質量改善良性循環。此外，本集團客戶服務中心還進行有效的信息監控與數據統計，為管理層分析決策提供可參考依據，最終使消費者獲得滿意的消費體驗。

## PROCESS ON HANDLING CUSTOMER COMPLAINTS

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

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



### 消費者信息保護

本集團通過信息加密和權限設置，對信息管理系統實現對不同區域、不同部門、不同管理層級在使用過程中的信息隔離。本集團按已制定的《信息化安全管理制度》管理設置於北京總部的機房，並通過專用設備、專用綫路管理與維護。

同時，本集團採取密碼安全登錄策略避免信息泄瀉；通過數據備份避免信息丟失。於信息接收、傳遞、處理、反饋各環節上，本集團系統均可支持歷史查找，以追蹤所有潛在問題的根源。於報告年內，本集團已遵守所有與消費者信息保護相關的法規。

### PROTECTION OF CUSTOMER INFORMATION

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

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



## 員工概況

本集團一直嚴格遵守國家勞動法律法規和地方政策要求，致力於保障員工基本權益，遵從有關法律法規，如勞動法、勞動合同法、勞動合同法實施條例、社會保險法、工資支付暫行規定等。

本集團從僱傭制度到薪酬福利方面亦不敢怠慢，制定各守則及制度如員工招聘與錄用管理規定、管理人員行為準則與實施細則，確保員工工資嚴格遵守最低工資保障制度及按時支付足額薪酬及超時薪酬，以及各社會保險、住房公積金及各項法定福利。

於員工招聘與錄用管理制度上，本集團亦有加入反歧視及有關防止童工或強制勞工的考慮，嚴格遵守國家勞動法規如《禁止使用童工規定》及《未成年人保護法》，有效規範人員招聘的流程與要求，確保招聘公平公正。

本集團建立經理人選拔任用管理規定及高層競聘管理規定，經理人選拔及晉升機制都做到流程公開、過程公平、結果公正，履行民主決策，確保員工晉升機會平等。

於報告年內，本集團已遵守有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視、其他待遇及福利、防止童工、強制勞工及其餘與僱傭方面對本集團具有重大影響的相關法律及法規。

## WORKFORCE OVERVIEW

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

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

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

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

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

員工人數  
Number of employees

58,200

總人數  
Total

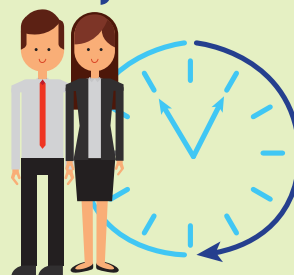


53,000



全職員工  
Full-time  
employees

5,200



非全職員工  
Non-full time  
employees

17,000



全職女員工  
Full-time female employees

36,000



全職男員工  
Full-time male employees

20,000



40歲以上全職員工  
Full-time  
employees aged  
over 40

33,000



40歲或以下全職員工  
Full time employees  
aged 40 or below



全職員工流失率  
Turnover rate of full time employees



薪酬與福利

本集團認為完善的薪酬制度可作激勵作用，透過建立崗位價值圖譜，配合技能薪酬體系和全員績效管理體系，按崗位、技能及績效制訂員工薪酬。員工是公司寶貴的資產，本集團根據各單位經營狀況、員工任職崗位、績效評價、服務年限等關鍵因素，以及參考市場薪酬水平，制訂出合理的薪酬機制，定期檢討員工薪酬和福利，以維持我們就在業市場上的競爭力。

Salary and Welfare

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

## 培訓與發展

本集團一向注重培養人才及提升員工工作水平，透過培訓與發展提升本集團的精英人才數目。2016年，本集團實現員工培訓人均17課時，人均投入人民幣135元，員工培訓覆蓋率100%。

本集團於2016年的其中一個培訓重點為中層勝任力培訓。這是第4年舉辦，課程體系包含「中層勝任力通用素質案例課程轉訓項目」及「中層管理者提升手冊(IDP)應用與跟踪」。

本集團亦與時並進，推廣i-Learning線上平台，提供在綫集中賦能培訓的課程。項目至今已進行2年，未來將繼續開發平台，加入更多在綫課程、在綫考試、優化課程資源、內部專業課程開發等功能。截止2016年12月，綫上平台登錄人數超過52,000人，現已取得4大類課程類別及全部區域上綫的成果。另外，為配合業務導向理念，本集團已確定開發優化13門專門課程。

## TRAINING AND DEVELOPMENT

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

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

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



本集團同樣非常重視新員工之需要，一如以往繼續舉辦「未來之星」新員工訓練營。該訓練營至今已經是第7年舉辦，從起初的混合營辦到獨立營辦，本集團已培訓超過550人。新員工培養亦被納入於基層員工職業發展體系及對接技能等級評定，以加快新員工融入其新的工作崗位。本集團已全面啓動生產工廠基層員工職業發展體系，亦為員工提供專業與管理雙通道發展，使他們有更全面的事業發展空間。

## 健康與安全

本集團一向致力提供理想的工作環境及保障員工的職業安全，遵守法律法規如《生產經營單位安全培訓規定》及《生產安全事故信息報告和處置辦法》，以及國家相關安全生產法律法規，行業安全標準規範等。根據不同工種的特點，本集團建立和制定安全生產管理體系及內部職業健康安全指引和政策。除此之外，員工的身心健康亦是值得關注，本集團定期舉辦運動會、興趣班及聯歡活動等，提供工作之外的生活平衡，亦為員工提供健康檢查，令員工身心取得健康發展。

本集團著重安全生產，緊守安全優先之管理理念。本集團建立和完善安全生產責任制度，將安全生產目標指標、安全責任落實到各崗位及員工，實現安全責任全覆蓋。2016年，本集團開展各層級安全檢查超過6,000次，及共計投入安全專項費用人民幣4,000餘萬元用於完善、改造、維護安全防護設備、設施，評估、整改危險源及安全隱患，確保安全生產。

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

## HEALTH AND SAFETY

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

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

為有效落實安全管理制度，本集團編制及修訂安全生產管理制度標準，部分屬下啤酒廠成功取得職業健康安全管理体系(OHSAS18001)，亦致力開發創新的安全檢查方式，通過在沒有預先通知的情況下突擊檢查、回看視頻監控檢查，組織內部互相檢查等方式，確保落實各項安全生產工作，預先排除及改善安全隱憂。

預防是職業安全的不二法門，因此本集團非常著重各項安全教育工作。於2016年，本集團開展員工安全教育培訓70萬課時、相關方安全教育培訓14萬課時，覆蓋不同課題如職業危害識別、評估和控制工作等。本集團亦發動員工參與安全活動，持續開展全員參與的危險源、危害因素辨識和行為安全觀察活動等。同時，本集團注重過程控制，規範從業人員安全的行為，全面提升組織安全生產教育培訓，強化從業人員的安全意識、知識和技能。

除了教育，本集團亦利用技術改進、設備改造以降低勞動頻率與強度、加強噪音及粉塵控制，保障員工的健康工作權利。在與員工簽訂勞動合同時，本集團積極告知其職業危害風險，依法為員工提供工傷保險，並會在從事接觸職業病危害作業的員工上崗前、在崗期間和離崗時進行職業健康檢查，將檢查結果如實告知員工。

於報告年內，本集團已遵守了有關提供安全工作環境及保障僱員避免職業性危害方面對本集團具有重大影響的相關法律及法規。

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

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

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

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

## 員工關愛活動

員工是本集團成功發展的推動力，人才更是重要資產。我們建立了多種溝通渠道，如意見徵集制度、高級管理層與員工的交流活動、員工滿意度調查等，藉此加強與員工的溝通和接觸。我們的各個業務亦成立了員工互助基金會，探訪和幫助有困難或患病的員工，建立團結互助的企業文化。

本集團亦關注員工工作的舒適度，在設施上關愛員工需要。室內措施包括安裝空調、無動力風扇、懸掛遮陽窗簾、建築外側牆體加設隔熱層等措施，降低生產車間室內溫度。廠區內移栽綠色植物，改善空氣質素、美化工作環境，通過搭建防曬大棚，改善露天作業崗位夏季工作環境，並在叉車作業區完善各類安全標識、安裝人行通道防護欄、規劃非機動車通道，保障員工行道安全。

除了在工作環境上滿足員工所需，本集團的雪花救助基金亦對有需要員工在生活上伸出援手。基金於2006年6月1日成立，成立的原因是希望員工在遇上困難時能獲得緊急支援。截至2016年年底，基金已累計支出人民幣200萬餘元用於救助超過280名於生活、健康面臨困難或處境窘迫的中基層員工。



## STAFF CARE ACTIVITIES

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

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

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



# 供應鏈管理

## Supply Chain Management

本集團對供應商的服務質量、社會責任、質量管理、現場管理等方面進行全方位、多層次的評核從而帶動共同發展，推動行業進步。

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



可供選擇供應商數目  
**No. of available suppliers**

**7,500**

國外供應商  
**Overseas suppliers**

**14**

### 供應商廉潔與自律

本集團以外審、內審、自評等多種檢查方式，完善採購內控管理體系。通過以點帶面的示範作用，規範採購行為，預防和規避管控風險。本集團採招人員簽署「廉潔從業準則」和「陽光宣言」，將採購團隊打造為深度專業化、紀律化的隊伍。投標人和合同履約方亦簽署「陽光承諾」，增強他們自我約束和廉潔從業的意識。

### SUPPLIERS INTEGRITY AND SELF-DISCIPLINE

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

為了讓供應商認知本集團對供應商管理的相關要求、對其遵紀守法和商業道德操守高度準則的要求，本集團於2016年首次執行供應商的「應知應遵測試」，分三階段開展應知應遵百分達標測試。測試前向供應商發放《華潤雪花供應商應知應遵知識手冊》，測試內容主要圍繞手冊內容。測試不達標的供應商會進行補測，連續不達標的或不回應測試的供應商會在《供應商目錄》給予淘汰和禁止合作。2016年參與測試的供應商共計1,100多家，淘汰率約為10%。

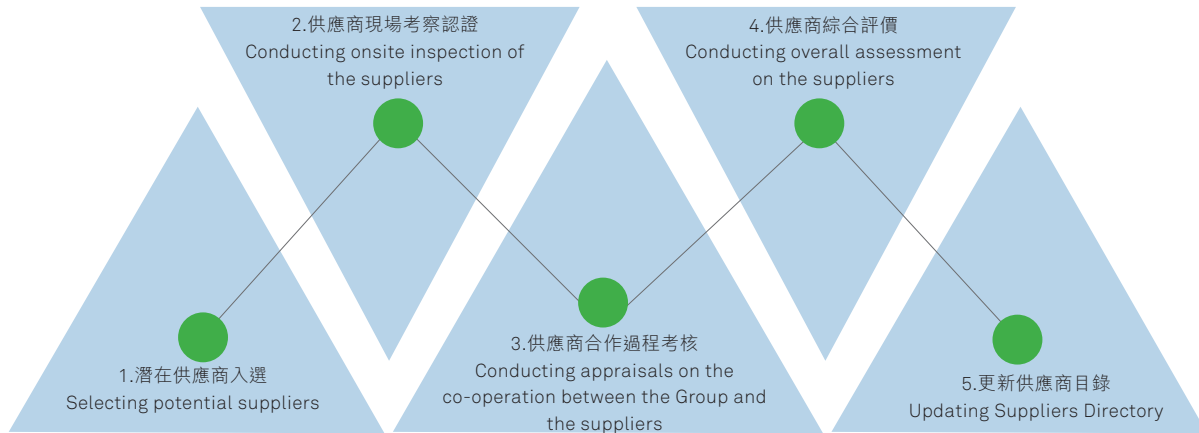
In order to enable the suppliers to recognize the relevant requirements of the Group on supplier management and high-level requirements of the law compliance and business ethics, the Group, in 2016, carried out its first knowledge and compliance test with its the suppliers, in order to ensure all suppliers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

## 供應商管理體系

本集團建立以《採購管理制度》、《供應商管理規定》為基礎的三級內部採購及供應商管理規章制度體系。

## MANAGEMENT MECHANISM OF SUPPLIERS

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



本集團開展供應商於環保、安全、社會責任等方面認證，嚴格要求供應商按照政府環境保護規定，受管制的企業必須取得排污許可證，並按照相關規定或當地環保污染物排放標準規定排放污染物，並向監管機構及本集團提供監測報告。

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



本集團建立原料、輔料、包裝物料等主要採購物資的潛在供應商入選標準、現場考察認證標準、合作過程考核標準、年度綜合評價標準等，規範整體採購過程。

本集團編制各項採購內容的供應商目錄，如《戰略供應商目錄》、《關係供應商目錄》、《關聯供應商目錄》、《不合作供應商目錄》等，重點考察供應商質素情況、歷史業績和履行合同情況。

本集團遵循優勝劣汰，客觀公正原則。通過每月對供應商的合格率、及時率、準確率、拒單率、退貨率、違規行為、質量缺陷等7項指標實施監督，本集團加強了對供應商的過程綜合考核。評價結果不合格的供應商淘汰出《供應商目錄》，以確保生產質量、環保安全的持續穩定。

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

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

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

**案例：**

2016年，本集團依據「潛在供應商入選標準」對91家潛在供應商進行了嚴格篩選，最終39家供應商入選；我們亦依據「供應商考察認證標準」對約70家原輔料及包裝物供應商進行了現場考察認證，90%以上的供應商達到合格標準以上。

**Case:**

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





# 綠色環保 Environmental Protection

我們秉持華潤集團「攜手環境，建設綠色生態文明」的環保理念，堅持綠色發展，參與循環經濟產業園建設，持續完善環境管理體系，加大節能環保投入，加強大眾環保意識，致力於創造優異經營業績時，亦持續降低對環境的影響，促進企業可持續發展。

## 綠色管理政策

本集團嚴格遵守國家或地方政府污染物排放的標準，如《啤酒工業污染物排放標準》、《鍋爐大氣污染物排放標準》、《大氣污染防治法》、《一般工業固體廢物貯存、處置場污染控制標準》等，並訂下比政府標準更嚴格的內部要求，以穩定達標排放。我們亦主動削減污染物的排放量，淘汰高污染和高耗能設備設施，調整能源結構，以及提高清潔能源使用比例。

本集團已建立健全的總部、區域公司和地區工廠三級環保管理組織和責任體系，落實環保管理責任；持續完善組織架構，建立標準化的環境管理文件體系；加強環境和能源使用指標監控，完善環保統計監測體系；優化環保管理制度，不斷促進節能減排管理規範化和制度化；開展環保、能源管理系統性評估和持續改進，不斷提升節能減排管理水平；強化環保全過程管控，實現清潔生產。

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

## GREEN MANAGEMENT POLICY

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

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

於報告年內，本集團已遵守了有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等方面對本集團具有重大影響的相關法例及法規。

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

#### 案例：廣西賀州華潤循環經濟產業園

「廣西賀州華潤循環經濟產業園」的起源氣候變化問題已成為影響全球可持續發展的核心議題，聯合國將「氣候行動」列為17個可持續發展目標之一。廣西賀州華潤循環經濟產業園由華潤集團發揮自身多元化企業資源優勢，聯合外部企業共同打造，產業園按照「減量化、再利用、資源化」的循環經濟發展要求，通過構建由「電廠－水泥廠－啤酒廠」組成的循環經濟產業鏈，使不同產業間廢棄物相互吸收轉化，實現污染物零排放。我們不斷探索自身在應對環境問題上能採取的行動，在創造經濟利潤時，亦積極促進不同產業的協同發展，更有效地實現節能減排、環境保護，平衡經濟發展與生態建設的關係。

#### 「廣西賀州華潤循環經濟產業園」如何實現

我們在產業園的啤酒工廠項目依靠先進技術實現自身設備的節能減排，在企業內部做到低消耗、高利用、低排放。而在產業園內，啤酒工廠生產所需水、電、蒸汽來自電廠；產生的廢矽藻土、污泥被水泥廠作為生產原料綜合利用；處理後的中水作為電廠冷卻用水；產生的酒糟、廢酵母作為飼料原料，不同產業鏈間已基本實現零排放和循環使用。

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

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

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

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

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



產業園運營期每年節能降耗計標煤29萬噸，節水78萬噸，廢水處理再用263萬噸，每年減排二氧化碳(CO<sub>2</sub>)273萬噸、二氧化硫(SO<sub>2</sub>)26萬噸、氮氧化物(NO<sub>x</sub>)4,250噸。

#### 「循環經濟模式」未來展望

以廣西賀州華潤循環經濟產業園模式為典範，我們又深度參與華潤集團在貴州和山西的循環經濟產業園項目，旨在發揮我們啤酒工廠在循環經濟產業鏈中的作用，積極踐行循環經濟，實現綠色環保發展。

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

#### The prospects of “Circular Economy Model”

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



## 綠色生產實踐

### 能源管理

本集團按照國家節能減排計劃，《節約能源法》、《清潔生產標準》、《啤酒單位產品能源消耗限額》等，設立公司內部《節能減排管理制度》、《能源消耗統計標準》、《能源計量器具配備和管理標準》，通過不斷完善能源管理制度，持續推進節能項目改造和新技術的應用。

2016年全年成果較預期好，遠超出本集團原訂計劃，主要因為我們成功在多方面推廣節能技術，如推進低壓動態煮沸、煮沸鍋二次蒸汽回收、麥汁冷卻真空蒸發回收二次蒸汽等節能措施的應用，以及優化生產工藝，如推廣糖漿酒、降低煮沸強度、低PU殺菌等項目。

## IMPLEMENTATION OF GREEN PRODUCTION ENERGY MANAGEMENT

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

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

可再生能源的利用能有效提高能源效率，減少對環境的影響。本集團積極推廣污水沼氣的回收利用，將充分回收的資源用於生產，降低溫室氣體的排放。截至2016年，本集團已有16家工廠配置沼氣鍋爐，回收利用污水沼氣。

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

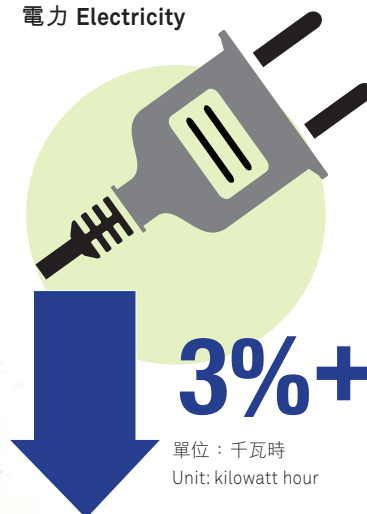
耗用能源 Energy consumption



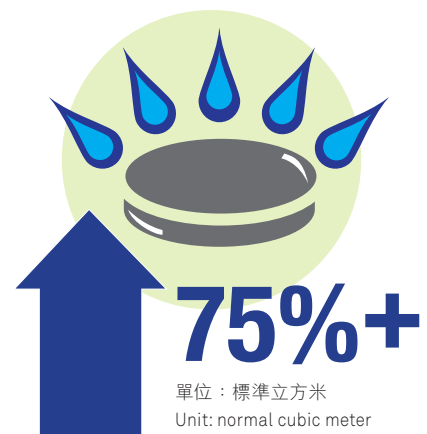
煤炭 Coal



電力 Electricity



天然氣 Natural gas



## 氣體排放管理

本集團嚴格遵守國家或地方政府污染物排放的標準，如《鍋爐大氣污染物排放標準》等。2014年12月，本集團制定並下發《燃煤鍋爐脫硫除塵或煤改氣改造規劃》，規劃2015年至2017年實施部分生產工廠燃煤鍋爐脫硫除塵或煤改氣項目，總體規劃資金人民幣1.5億元。2015年13家工廠實施煤改氣鍋爐，投資金額人民幣5,546萬元，9家工廠實施燃煤鍋爐脫硫除塵升級改造，投資金額人民幣2,667萬元；2016年根據2015年實際實施情況，再次制定2016年煤改氣和脫硫除塵專項改造規劃。2016年11家工廠實施煤改氣，投資金額人民幣3,725萬元，2家工廠實施燃煤鍋爐脫硫除塵升級改造，投資金額人民幣148萬元。該總體專項改造項目提前於2016年年底基本完成。

本集團不斷優化能源消耗結構，淘汰燃煤鍋爐，改用外購蒸汽或天然氣等清潔能源，提升清潔能源消耗比例。

## GAS EMISSION MANAGEMENT

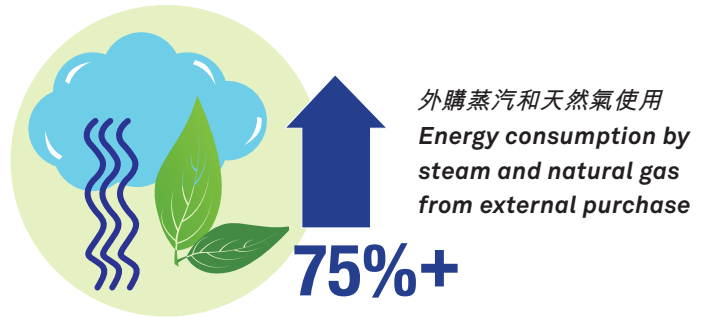
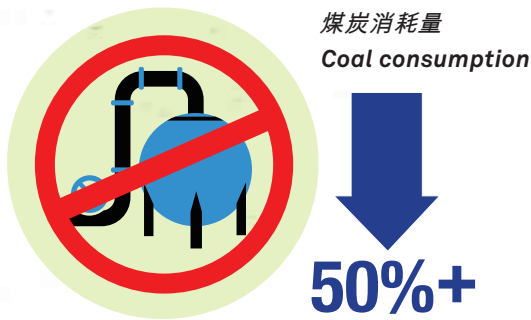
The Group has strictly adopted the standards on pollutant emission promulgated by the central or local government, such as Emission Standard of Air Pollutant for Coal-burning, Oil-burning and Gas-fired Boilers. In December 2014, the Group formulated and issued the transformation plan for the usage of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

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



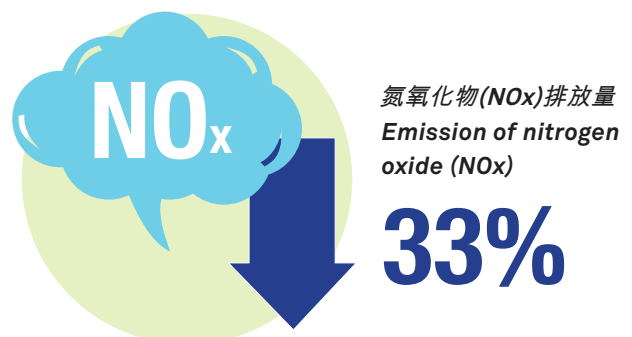
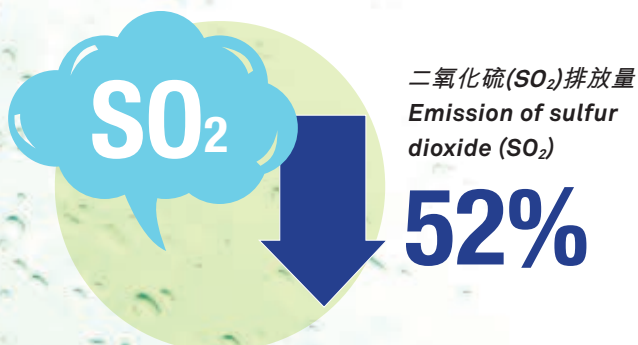
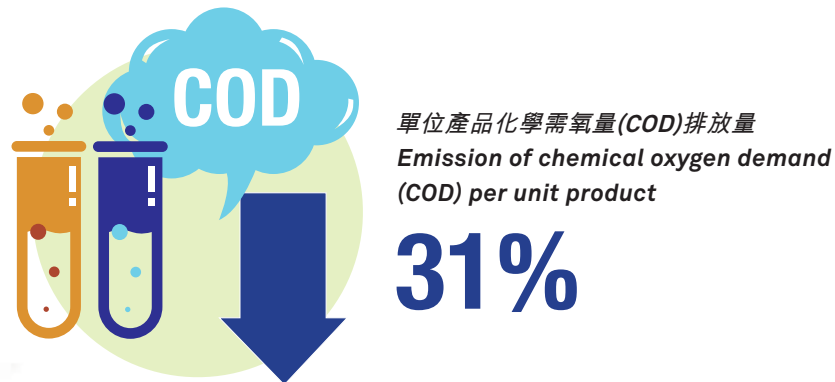
淘汰部分燃煤鍋爐，減少燃煤使用量  
*Discontinue to use certain coal-burning boilers and reduce coal consumption*

加大天然氣、外購蒸汽等清潔能源使用比例  
*Increase the proportion of clean energy consumption, such as natural gas and steam from external purchase*



本集團積極推廣應用節能減排新技術、新工藝、新產品，提高節能減排技術水平。2016年投入節能減排資金約人民幣11,751萬元，實施和正在實施節能減排項目為192項。

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



2016年，本集團屬下公司，華潤雪花啤酒（中國）有限公司的「啤酒二氧化碳高效、優質回收與利用及示範」項目，在中國酒業協會第五屆理事會第五次（擴大）會議上，獲得「中國酒業協會科學技術進步獎」一等獎。該專案已通過中國酒業協會組織的專家鑒定，鑒定委員會一致認為該項目整體技術達到國際先進水平。同時，這已是華潤雪花啤酒（中國）有限公司在近年來第二次榮獲該獎項的桂冠。

該項目實施的「二氧化碳冷量回收」、「氣液化節能改造」、「排雜二氧化碳再利用」等多項節能減排技術，開發了新型啤酒二氧化碳專用選擇吸附劑和淨化工藝，以及分級回收利用於直供技術，成功解決了啤酒二氧化碳回收淨化的技術瓶頸難題，提高了啤酒二氧化碳回收使用的管理和技術水平，有利於行業現代化管理水平提升，具有較大的環境和社會效益。

In 2016, at the fifth (enlarged) meeting of the fifth session of the council board of China Alcoholic Drinks Association, the project of “efficient, high quality recycling and utilization of carbon dioxide in beers manufacture and its demonstration” (啤酒二氧化碳高效、優質回收與利用及示範) conducted by China Resources Snow Breweries (China) Co., Ltd., a subsidiary of the Group, won the Scientific Technological Progress Award (First Prize) (科學技術進步獎一等獎) by the China Alcoholic Drinks Association. The said project was appraised by the experts from the China Alcoholic Drinks Association, and the appraisal committee unanimously agreed that the overall technology of the project has reached international leading standards. At the same time, China Resources Snow Breweries (China) Co., Ltd. has won this award for the second time in recent years.

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



### 用水、污水和水源管理

本集團秉承源頭削減、過程控制、深度處理、梯級利用的節水理念，通過工廠用水系統重新梳理，完善車間內外部水品質分級利用和循環二次利用，減少損耗及浪費。

水源管理方面，本集團注重降低工廠選址和建設對周邊生態環境造成的影響，將水源的水質質量作為新建工廠選址的重要評價指標，排除水質指標不能達到工藝要求的選址。本集團制定並發佈《生產工廠設計規範》，以「零污染、低能耗、清潔生產」為設計原則，要求工廠周邊兩公里範圍內無污染性企業、土地無重金屬和放射性物質污染，並對水源水質進行嚴格的指標控制。

新建工廠選址的水質質量考慮主要包括以下環境評價指標：

- 地下水
- 地表水
- 環境空氣
- 氣象條件
- 地理條件
- 環境噪音
- 衛生防護條件

本集團運營期間定期對水源及生產用水的水質指標進行監測。若取樣水質的物理及化學指標不合格，我們會通過多級水質處理系統：一般包括砂濾、多介質過濾器、離子交換、反滲透等，處理來水後作生產使用。若取樣水質中有關影響食品安全的指標不合格，本集團一概不再使用，並更換水源或停止工廠運作。

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

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

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

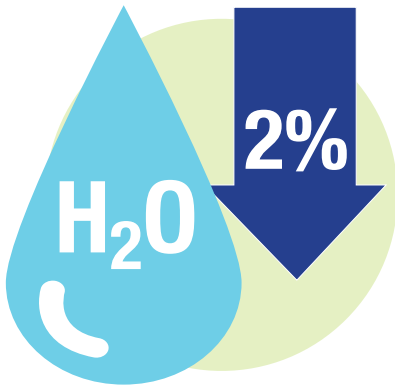
Major consideration of assessment indicators on environmental impact in respect of the water quality of the site selected for construction of a new plant:

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

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



單位耗水量  
Per unit water  
consumption



物料使用

MATERIALS USES



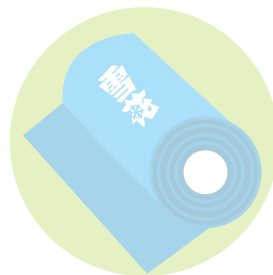
瓶子 *Bottle*  
**1,088,000**  
公噸 tonnes



易拉罐 *Can*  
**57,000**  
公噸 tonnes



紙箱 *Carton*  
**266,000**  
公噸 tonnes



塑膜 *Plastic film*  
**11,000**  
公噸 tonnes

為提高消費者視覺感受，本集團修訂《啤酒易開蓋鋁兩片罐（試行版）》、《啤酒標籤》兩份質量標準，完善包裝物質量相關指標。

In order to bring better visual perception to our customers, the Group has amended two quality standards, namely the “two-piece aluminum for beer cans (trial)” and the “beer labeling”, to optimize the indicators about the quality of packaging material.

本集團組織各區域公司專業技術人員，進行工廠間交叉評價，對不同區域各自提高包裝安全工作的先進經驗進行總結、推廣，實現經驗共享。

The Group conducted cross assessments between breweries by professional technicians from different regional companies, and concluded and promoted the experience in improving safety of packaging works in different region, achieving experience sharing.

### 廢棄物處理措施

本集團對啤酒生產過程中所產生的廢物，如酒糟、廢酵母等全部回收利用，綜合利用價值達人民幣3億元以上，創造了可觀的經濟效益。

本集團一直致力於減少營運對環境所產生之影響，實踐環境管理及資源節約的政策，並已制定優於國家標準的節能減排內部管理指標，優化節能減排技術。在2015年和2016年，本集團每年投入節能減排資金約人民幣3,000萬元，並制定嚴於國家或地方政府標準的污染物排放內部管理指標。本集團管理層從自身做起加強對環境的責任意識，引領全體員工實現企業經濟效益、社會效益與環境效益的和諧統一，注重生產過程中節能減排，實現清潔生產及資源循環的可持續利用。

### MEASURES ON WASTE TREATMENT

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

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



# 社會貢獻 Social Contribution

本集團回饋社區不遺餘力，在社區、公益及文化等各方面亦積極投入資源。在報告年內，本集團經常鼓勵員工、消費者及供應商等利益相關方一起積極參與社區活動，希望將回饋社區的精神傳揚開去。本集團一如以往舉辦多個大型公益活動，涵蓋多個領域，滿足社區所需。

## 關愛社區

「雪花勇闖天涯」是本集團的一個獨特文化品牌活動，活動創立於2005年，至2016年已連續舉辦12年，活動倡導的「進取、挑戰、創新」精神，與時代精神同步。

本集團明白大學生將在未來數年走出象牙塔踏入社會，面對無數個可能性及未知數，正好對應活動所倡導的「進取、挑戰、創新」精神。因此，自2015年開始，「雪花勇闖天涯」活動開放給大學生群體挑戰未登峰。過程中，大學生需要挑戰和克服未知的地形、難度、路線、山中環境等。

於報告年內，本集團成功舉辦第12年「雪花勇闖天涯」系列活動，活動主題為「雪花大學生勇闖天涯挑戰未登峰」。約30名大學生在過百萬名報名登山的選手中脫穎而出，最終登上一座雲南省內從未有登頂而海拔達5,116米的山峰，成功挑戰自己，克服未知，勇闖天涯。

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

## COMMUNITY CARE

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

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

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



## 公益事務

於2016年1月，本集團贊助及支持「樂施扶貧同樂行」。是次活動由香港慈善團體樂施會於大埔白石角海濱長廊舉辦。本集團員工及其家人聯同一眾參加者作慈善步行，目的是希望透過活動，呼籲社會各界支持樂施會在扶貧工作、消除不平等、人道及救災等各方面去關注全球弱勢社群及社會不公義狀況。

## COMMUNITY SERVICES

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



## 志願者服務

本集團除了鼓勵員工貢獻社會外，亦有舉辦其他志願者服務，吸引一些非員工人士參加，令受惠群眾及志願者在不同層面擴寬，給社會帶來更多的互動與交流。本集團更將活動焦點放在中華文化上，主要因為傳承中華文化是需要社會及文化界之參與和推廣。

## VOLUNTEER SERVICES

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

## 文化宣揚

於2016年5月，一年一度「雪花純生匠心營造」中國古建築攝影大賽由本集團聯同清華大學建築學院啟動。2015年主題是「斗拱」，2016年再次繼承「聚焦古建築精巧的細節構件」而定的主題，題名為「戶牖」，即古代單體建築的房屋及門窗。

## CULTURAL PROMOTION

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

「雪花純生匠心營造」已連續成功舉辦第8屆，多年來一共有超過470萬人參與，投稿量累計超過890萬幅作品，已成為全國最具規模的古建築攝影賽事其中之一。這次大賽參加人數眾多，高達百多萬名參賽者。作品經過古建築專家、攝影專家及全國媒體代表一起評選，被選中的攝影師們實地走遍大江南北，收集各地不同戶牖之美，親身拍攝出各古建築的特色作品。最終有10位出色攝影師成功榮膺「雪花純生匠心營造年度攝影師」稱號。

攝影大賽成功鼓勵更多人在比賽過程中，留意及細味中國古建築構件的精巧細節，從而產生興趣，感悟匠工背後的精神態度及中華文化之傳承。另外，為了令更多年輕人加深中國古建築的文化，本屆中國古建築攝影大賽首次為大學生設立賽區，希望藉此鼓勵參與，一同感受及瞭解古建築之獨特氣息。



## 文化保育

在2016年，本集團再次與清華大學建築學院合作，成功出版第2套《古建築地圖》系列叢書，此合作亦成為了與清華大學合作出版的第7套「中國古代建築知識普及與傳承系列叢書」。由來自清華大學建築學院等機構的專家學者編撰而成的第2套《古建築地圖》系列叢書總共有5本，內容涵蓋全國8個省、市中許多的古建築。叢書全面提供古建築各方面的詳細資料，除了圖文並茂地提供實景照片

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

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



## CULTURAL PRESERVATION

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

和建築歷史知識外，還詳細列明古建築之地理位置、交通方法、聯繫資訊等具體信息。讀者更可透過此叢書實地訪問，親身接觸古建築，感受這獨一無二的中華文化魅力。

## 理性飲酒

本集團在源頭上做到理性生產，保證終端消費者的理性飲用。本集團致力於第一釀造、專注於匠心營造，在原材料選配、口味創新、釀造工藝、以及生產銷售配送環節的系統化運作上不斷完善，保障品質，並依照國家相關法律規定，在產品上明確標示酒精含量，提醒消費者，有助於理性飲酒。

同時，本集團通過承辦諸如「全國理性飲酒日」活動，堅持宣導和組織理性飲酒，積極宣傳教育不宜飲酒人群，並利用各類產品標示、宣傳標語等倡議健康飲酒生活。此外，本集團旗下華潤雪花啤酒網站 [www.snowbeer.com.cn](http://www.snowbeer.com.cn)，首頁頁面亦明確提示未滿18歲的消費者請勿飲酒。

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

## RESPONSIBLE DRINKING

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

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



## 支持本地社區經濟

本集團通過在多個地方設立廠房，提供多個就業和實習崗位，通過各種招聘形式積極引進各類人才，為解決當地社會就業作出積極貢獻。本集團在招收大學畢業生、安置社會就業時，對其進行車間培訓，使其掌握基本的啤酒生產工藝，從而實現良好就業。

## SUPPORTING ECONOMY OF LOCAL COMMUNITY

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



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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](http://www.crbeer.com.hk) 電郵 : [info@cre.com.hk](mailto: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](http://www.crbeer.com.hk) Email : [info@cre.com.hk](mailto:info@cre.com.hk)

