



華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

於香港註冊成立的有限公司 Incorporated in Hong Kong with limited liability
股份代號 Stock Code : 00291



環境、社會及
管治報告 2018
Environmental,
Social and
Governance
Report

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報告概覽

本報告為華潤啤酒(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」所發行的環境、社會及管治報告(「本報告」),披露本集團由二零一八年一月一日至二零一八年十二月三十一日(「報告期間」)、「二零一八年財政年度」(「二零一八年」)於環境及社會方面的相關資訊。如欲查閱更多業務相關資訊及有關集團的企業管治常規,請參閱本集團二零一八年報。

編制依據

本報告根據香港聯合交易所有限公司《主板上市公司規則》附錄二十七《環境、社會及管治報告指引》,並參考全球報告倡議組織(Global Reporting Initiative, GRI)報告準則(「GRI準則」)進行編制。

報告範圍

除非另有說明,本報告內容涵蓋本集團總部及其下屬實際控制的控股公司及附屬公司。

報告目的

這是華潤啤酒連續第三年發佈環境、社會及管治報告。我們的報告目的在於展示我們貫徹對利益相關方的透明化溝通與履行責任的承諾。通過本報告,利益相關方能夠瞭解本集團如何應對二零一八年運營過程中產生的重要環境及社會影響,及本集團在可持續發展管治方面的內容。

編制流程

本集團參照香港聯合交易所有限公司《環境、社會及管治報告指引》訂立一套系統性的報告流程,透過與各主要利益相關方的定期溝通,對本集團相關的環境、社會及管治議題進行識別及重要性評估,從而決定本報告的報告範圍,並於各業務部門收集相關資料,進行檢視分析並編制本報告。

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.

關於本報告 About this Report

版本資訊

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。各版本如有歧異，應以繁體中文版為準。

意見回饋

如對本報告及其內容有任何疑問或意見，歡迎通過以下聯繫方式與我們聯繫。

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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.

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前言 Foreword

提升綠色價值

二零一八年，本集團繼續圍繞「創新發展、轉型升級、有質量增長」三大管理主題紮實推進，落實精益銷售、品牌重塑、營運變革、互聯網銷售、組織再造和產能優化等一系列重大戰略措施，並於二零一八年十一月五日與Heineken集團簽署長期戰略合作框架協議，為集團在中國高端啤酒市場發展提供重要的戰略性機遇。在環境、社會及管治方面，本集團秉持推動社會責任及革新企業文化為使命的價值觀，持續實踐綠色人文精神，與可持續發展的經營理念，向成為行業領先的國際化釀酒企業邁進。本年度的報告圍繞「引領產業發展」及「釀造美好生活」兩大工作思路制定了管理方針，積極針對理性飲酒及責任市場推廣、員工健康與安全、產品質量與安全、節能減排、廢棄物及包裝品處理等多個方面識別本集團於環境、社會及管治上的風險與機遇，並積極履行企業社會責任，矢志成為大眾信賴和喜愛的啤酒企業。

引領產業發展

二零一八年，中國啤酒市場邁向高質量發展階段，高端啤酒市場快速增長，個性化、多元化和高端化的需求正在不斷提升。為迎合行業這些轉變，本集團在二零一八年推出為年輕人量身定做的首支核心產品「勇闖天涯superX」以及專為追求更高品質生活的人士量身定制的「匠心營造」。本集團的產品和品牌形象創新獲得市場認可，其中，「勇闖天涯superX」獲得了二零一八年中國品牌年度大獎等獎項，而「匠心營造」則榮獲Pentawards國際包裝設計大獎「金獎」等獎項。

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.

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除產品創新外，我們堅信優質的產品質量與原材料的質量控制及供應鏈責任管理息息相關。本集團通過建立並執行《供應商管理規定》，對供應商定期進行「應知應遵」測試，堅持戰略、陽光和廉潔採購，嚴格管控供應商的准入流程，並對供應商篩選標準及考察認證標準的相應程序和要求進行定期更新和提升，確保供應商與我們一同履行社會責任，實現共同發展。

本集團在環境、健康和 safety 等可持續發展方面亦進一步獲得肯定。由香港環保促進會舉辦的「香港綠色企業大獎2018」評選活動中，本集團旗下區域公司共獲得6個獎項，其中，華潤雪花啤酒(河南)有限公司和華潤雪花啤酒(四川)有限責任公司從二零一七年獲授予「優越環保管理獎-優異獎」提升至二零一八年的「優越環保管理獎-銅獎」。3家區域公司和1家區域公司亦分別首次獲得「優越環保管理獎-優異獎」和「超卓環保安全健康獎-銅獎」等獎項。本集團旗下部分公司獲得更高殊榮，以及更多旗下不同規模的公司獲得獎項，反映出本集團在環境、安全和健康等方面的政策和執行是全方位的，不會受到地區或啤酒廠規模所限制的。在技術進步方面，本集團一直不遺餘力，堅守工匠精神，旨在提升行業水平，釀造品質最優的啤酒。本集團旗下華潤雪花是目前中國企業中唯一一家兩次獲得中國酒業協會科技進步一等獎的企業。

釀造美好生活

構建和諧美麗社會是國家富強、民族振興、人民幸福的重要保證。我們積極培養大眾理性飲酒的社會文化，重視員工健康與安全，關心及改善環境與資源的使用。二零一八年是本集團連續第4年與中國酒業協會合作開展全國理性飲酒宣傳周活動。此外，我們著重安全生產，緊守安全優先的管理理念，在本報告期間，共計有74家工廠實現了零工傷事故。為進一步提升水平，吉林及黑龍江區域於二零一八年創立安全體驗館，作為體驗式安全培訓項目的推行試點，同時亦開展了虛擬實景安全體驗項目，計劃透過利用虛擬實景技術，教授更多應急及安全操作技巧。

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.

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同時，本集團堅持不懈地優化能源使用結構，淘汰燃煤鍋爐，提升清潔能源使用比例。在二零一八年，我們於降低污染物排放、資源使用和管理等方面獲得顯著成果。溫室氣體總排放量和排放密度分別同比下降12%和8%。我們已實施或在實施的環境保護與節能減排項目接近150項。此外，本集團亦積極關注水資源短缺、產品碳足跡等可持續發展相關議題。我們制定並發佈《生產工廠設計規範》，將「零污染、低能耗、清潔生產」作為生產工廠的設計原則，將對周邊生態環境造成的影響與水源水質作為新建工廠選址的重要評價指標。我們亦積極提升用水效益，二零一八年的用水量和水密度分別下降10%和6%。同時，我們對生產過程中所產生的廢物進行積極處理，儘量降低廢棄物對生態環境的影響。

展望未來 再創新高

放眼未來，我們將按既定的目標和核心企業價值觀，積極參與社會建設和活動，堅定不移地推動社會責任的發展與進步。同時，我們將會多方面進一步完善我們對環境和社會的責任體系，搭建高效的管理諮詢化平台，構建有序的責任制度。

作為中國啤酒行業的領先者，本集團將會全力以赴，持續引領產業發展，釀造美好生活。我們期待與各利益相關方一起創造更高的企業綠色價值，堅定地邁向全球行業前列水平。

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.

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.

關於我們 About Us

公司概况

華潤啤酒(控股)有限公司於香港聯合交易所有限公司掛牌(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。華潤雪花啤酒有限公司(「華潤雪花啤酒」)為本公司的全資附屬公司。

業務介紹

本集團自一九九三年開始在中國發展啤酒業務,旗下啤酒的總銷量自二零零六年起連續多年位居中國市場第一。旗艦品牌「雪花Snow」為全球銷量最高的啤酒品牌。本集團以質量為基礎推動品牌重塑,追求精緻創新的匠心釀造,品味珍稀傳承發展。

二零一八年,本集團啤酒年產能21百萬千升,總銷量達到11.3百萬千升。二零一八年營業額更達人民幣31,867百萬元同比上升7.2%。不計已確認減值虧損、產能優化及組織再造所產生相關的員工補償及安置費用和一次性計提二零一七年員工費用的年金,未計利息及稅項前盈利同比上升20.0%至人民幣3,366百萬元。本公司股東應佔溢利為人民幣977百萬元。作為華潤集團的一份子,我們矢志與消費者、股東、員工和商業夥伴一起引領商業進步,共創美好生活,成為大眾信賴和喜愛的啤酒企業。



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.

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生產基地分佈

截至二零一八年十二月三十一日，華潤啤酒營運啤酒廠房數目為78家¹，啤酒廠房分佈區域如下表：

省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries	省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries
黑龍江 Heilongjiang	4	浙江 Zhejiang	5
吉林 Jilin	2	福建 Fujian	1
遼寧 Liaoning	9	廣東 Guangdong	4
天津 Tianjin	2	湖南 Hunan	1
河北 Hebei	2	貴州 Guizhou	4
山西 Shanxi	2	四川 Sichuan	10
山東 Shandong	3	西藏 Tibet	1
江蘇 Jiangsu	5	甘肅 Gansu	1
上海 Shanghai	1	內蒙古 Inner Mongolia	3
安徽 Anhui	7	寧夏 Ningxia	1
河南 Henan	3	陝西 Shaanxi	1
湖北 Hubei	5	廣西 Guangxi	1

¹ 不包括停止營運和管理層決定關閉的啤酒廠

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.

相關主要獎項及獲取榮譽記錄

RELEVANT MAJOR AWARDS AND ACCOLADES

獎項 Award	頒獎單位 Awarding organization
產品質量類 For product quality	
「9° 勇闖天涯 superX 500ml」和「10° 匠心營造 500ml」獲得「優質新產品」、「酒體設計獎」和「包裝設計金質獎」三項大獎 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"	中國食品協會啤酒分會 Beer Committee, China Food Industry Association

獎項 Award	頒獎單位 Awarding organization
環保安全類 For environmental protection and safety	
四川工廠、鄭州工廠榮獲優越環保管理獎銅獎 Sichuan Plant and Zhengzhou Plant received the "Green Management Award – Bronze"	香港綠色企業大獎 Hong Kong Green Awards
哈爾濱工廠榮獲超卓環保安全健康獎銅獎 Harbin Plant received the "Environmental, Health and Safety Award – Bronze"	香港綠色企業大獎 Hong Kong Green Awards
深圳工廠、杭州工廠、西安工廠榮獲環保管理獎優異獎 Shenzhen Plant, Hangzhou Plant and Xi'an Plant received the "Green Management Award – Merit"	香港綠色企業大獎 Hong Kong Green Awards
山東省三家工廠被評為2017年度山東省輕工業安全生產先進單位 Three plants in Shandong Province received the "2017 Advanced Unit for Safe Production in the Light Industry of Shandong Province"	山東省輕工業安全生產委員會 Shandong Light Industry Safe Production Committee
安徽省一家工廠被評為2018年全省安全文化建設示範企業 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會 Safety Committee of Anhui Provincial People's Government
社會責任類 For social responsibility	
傑出企業社會責任獎 Outstanding Corporate Social Responsibility Award	《鏡報》第七屆傑出企業社會責任獎 7th Outstanding Corporate Social Responsibility Award by The Mirror Post
最佳企業治理第一名(必需消費品行業) Best Corporate Governance with 1 st ranking (Consumer/Staples)	《機構投資者》雜誌 Institutional Investor
最佳環境、社會及管治/社會責任投資指標第一名(必需消費品行業) Best ESG/SRI Metrics with 1 st ranking (Consumer/Staples)	《機構投資者》雜誌 Institutional Investor
傑出環境社會企業管治大獎 Outstanding ESG Award	經濟一周 Economic Digest
其他類 Other categories	
「最受尊崇企業」 The "Most Honored Companies"	《機構投資者》雜誌 Institutional Investor
首席執行官侯孝海先生獲得二零一八年「亞洲最佳CEO」第一名及「特別成就獎 – 最佳CEO獎項」 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"	《機構投資者》雜誌 Institutional Investor
二零一八年傑出上市公司大獎(主板 – 大市值) 2018 Outstanding Listed Company Award (Main Board – Large Cap)	am730、亞洲公關及路訊通 am730, PR Asia and RoadShow

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作為國內領先的啤酒企業，本集團致力於將可持續發展理念融入到企業發展戰略、重大決策和日常運營活動中。我們堅信企業命運依賴於國家和社會的共同發展，社會責任活動是衡量一個企業長遠價值的重要因素。我們不斷努力地為消費者提供優質的產品，為社會貢獻更多效益，為股東創造長期的價值，我們矢志不渝的提升自身管理水平，在豐富的實踐中體現我們的社會責任理念和成就。

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.

環境、社會及管治架構

本集團在二零一八年著力提升環境、社會和公司管治水平，通過內部的環境、健康及安全(EHS)部門重點加大有關方面的管控，進一步完善EHS相關內部管理制度和政策，將管理職責落實到位。二零一八年，信息化平台建設項目得到實質突破，實現了在綫即時監測監控重點風險、關鍵環節流程控制和重大事項應急輔助決策。

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.

針對客觀環境和自身情況，本集團制定了全面的環境及社會風險識別、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，支持我們的可持續發展和促進我們履行對各利益相關方的責任。

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 The senior management	<ul style="list-style-type: none"> 討論環境、社會及管治重大事務和未來發展 To discuss major issues and future development of environment, society and governance
		<ul style="list-style-type: none"> 討識別相關風險 To identify relevant risks
		<ul style="list-style-type: none"> 制定策略及目標 To formulate strategies and objectives
		<ul style="list-style-type: none"> 檢討工作效果 To review working results
		<ul style="list-style-type: none"> 對整體工作機制效果進行評估 To assess effectiveness of overall working mechanism
		<ul style="list-style-type: none"> 分配各職能部門、分公司相關職責 To assign relevant duties and responsibilities to various functional departments and branches

環境、社會及管治架構 Environmental, Social and Governance Structure

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
監督層 Supervision level	各職能部門、分公司負責人 The responsible persons from various functional departments and branches	<ul style="list-style-type: none"> 執行決議並向決策層彙報工作情況 To implement resolutions and report working situation to the decision-making level
		<ul style="list-style-type: none"> 根據整體環境、社會及管治策略和方向研究具體工作 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"> 指定相關工作小組執行工作 To assign relevant working groups to implement the tasks
		<ul style="list-style-type: none"> 向決策層提出下一年相關工作的改善建議 To suggest work improvement for the coming year to the decision-making level
執行層 Execution level	各部門及地方公司的工作小組 The working groups of various departments and local companies	<ul style="list-style-type: none"> 按監督層的方向，完成職能範圍內的相關工作 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、上報相關信息 To collect, organize and report relevant information on a regular basis
		<ul style="list-style-type: none"> 及時反饋實際工作情況，對實際工作的開展進行建議 To make timely feedback of practical working situation and make recommendations on the implementation of tasks
		<ul style="list-style-type: none"> 承擔內部信息傳播責任 To be responsible for dissemination of internal information

利益相關方溝通

結合自身可持續發展影響範圍及行業背景，本集團重點識別和遴選出了核心利益相關方，包括政府及監管機構、股東、消費者、員工、供應商及合作夥伴、行業協會和社區。我們重視與利益相關方的溝通，並及時將溝通反饋意見融入到我們的運營提升和實踐中。

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.

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主要利益相關方 Major stakeholders	溝通方式 Means of communication
政府及監管機構 Government and regulatory authorities	• 定期交流 Regular exchange
	• 閱讀政策文件 Study of policy documents
	• 回應諮詢 Response to consultation processes
股東 Shareholders	• 定期發佈財務報告 Regular publication of financial reports
	• 召開股東大會 Convening of general meetings
	• 投資者關係溝通 Investor relations communication
消費者 Consumers	• 客戶服務熱線 Customer service hotline
	• 產品標籤 Products labels
	• 郵件及社會媒體 Mail and social media
員工 Employees	• 員工信箱及意見調查 Employee mailbox and opinion survey
	• 公司內聯網 Company intranet
	• 員工活動 Staff activities
供應商及合作伙伴 Suppliers and partners	• 定期交流 Regular exchange
	• 審核與評估 Examination and assessment
	• 信息共享 Information sharing
行業協會 Industry associations	• 定期交流 Regular exchange
	• 互相訪問 Reciprocal visits
	• 積極參與協會事務 Active involvement in association affairs
社區 The Community	• 社區文化建設 Building of community culture
	• 幫扶弱勢群體 Aid for underprivileged groups
	• 社區服務 Community services

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二零一八年，公司聘請獨立第三方諮詢顧問機構對本公司利益相關方進行充分調研，協助得到公司運營過程中對於環境、社會及管治的重大性議題。

重要議題識別

本集團根據上述與利益相關方之持續溝通，瞭解到各方關注之環境、社會及管治議題。結合自身發展戰略和經營重點，社會責任管理的需要，以及國內外社會責任標準的相關要求，從而制定披露框架及內容。

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.

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.



我們從「對企業可持續發展的重要性」和「對利益相關方的重要性」兩個維度對所有實質性議題進行排序，充分參考行業最佳實踐、結合實際情況，確定實質性議題並在報告中進行披露。重要議題的識別和確定有助於我們回應利益相關方的期望及協助管理層持續監控相關之風險、內部控制與績效。

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.

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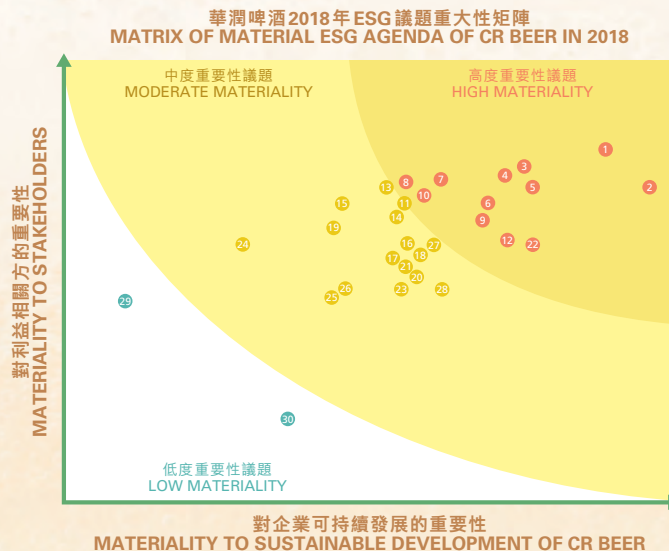
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重大性議題矩陣及列表

Materiality matrix and table



- | | | |
|--|--|---|
| 1 環境合規
Environmental compliance | 22 水資源使用
Use of water resources | 21 材料供應的穩定性
Stability of materials supply |
| 2 低碳運營
Low-carbon operation | 11 反貪污
Anti-corruption | 23 善用資源
Proper use of resources |
| 3 食品安全
Food safety | 13 供應鏈管理
Supply-chain management | 24 服務地方經濟
Serving local economies |
| 4 勞工標準及勞工關係
Labour standards/labour relations | 14 公司資產的運營效率
Operational efficiency of corporate assets | 25 社區溝通與參與
Community communication and involvement |
| 5 產品質量管理
Product quality management | 15 客戶服務
Customer services | 26 生產過程的控制
Control of production processes |
| 6 員工發展及培訓
Staff development and training | 16 產能優化及產能使用率
Capacity optimization and utilization | 27 包裝材料的成本控制
Cost control of packaging materials |
| 7 職業健康安全
Occupational health and safety | 17 客戶信息隱私保護
Protection of customer data eprivacy | 28 包裝材料回收
Recycling of packaging materials |
| 8 商業合規
Commercial compliance | 18 社會公益
Social welfare | 29 推動公眾理性飲酒
Promoting rational drinking among the public |
| 9 產品與技術創新
Product and technological innovation | 19 營銷收益
Marketing revenue | 30 倡導本地生產及銷售
Advocating localised production and sales |
| 10 員工福利
Staff benefits | 20 產品多元化
Product diversification | |
| 12 生產工藝效能提升
Efficiency enhancement for production processes | | |

與以往報告相比，實質性議題列表和議題有一定變化，如推動公眾理性飲酒、職業健康與安全，產品質量管理等議題都在二零一八年獲得了公司與利益相關方更多關注。

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：產品與業務

Chapter 1: Products and Business

優秀的產品與服務是衡量一個企業價值的核心，也是華潤啤酒作為食品行業的一員引以為傲的立身之本。我們嚴控食品安全與質量，對任何安全風險和質量問題零容忍；我們積極創新，保護知識產權，力爭做行業創新先鋒；我們鼓勵消費者理性飲酒，與行業協會一同推進健康文明的生活方式；我們致力提升消費者滿意度；我們改善供應鏈管理，對上游供應商和下游廢棄物處理商嚴格把控，為消費者帶來最好的產品及用戶體驗，為改善環境積極探索降低我們產品的碳足跡。

食品安全及質量

作為食品行業的一員，食品安全和質量管理一直以來處於我們的運營管理核心。本集團嚴格遵守中華人民共和國食品和質量法律法規，如《中華人民共和國食品安全法》及其條例、《中華人民共和國產品質量法》、《食品生產經營日常監督檢查管理辦法》、《食品安全國家標準食品添加劑使用標準(GB2760-2014)》、《消毒產品生產企業衛生許可規定》等。華潤啤酒以「釀造世界最好的啤酒」為目標，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。本集團通過系統化、科學化和標準化的方式規範完善質量標準體系和食品安全體系，繼續組織各生產企業開展管理體系認證工作，包括質量管制體系(ISO9001)、食品安全管理體系(ISO22000)及危害分析和關鍵控制點(HACCP)等，加強從原材料的源頭、加工、運輸和釀造應用等全生命周期環節的高水平質量管控。本集團制定《食品安全應急預案》和《產品召回制度》等相關食品安全管理制度，在生產過程中採用自檢、互檢、下道工序對上道工序進行檢驗的三級檢驗制度，在生產過程中制定了《生產質量控制管理規定》，並且全年舉行多次食品安全培訓，使各職工都重視和關注質量及食品安全，從各個環節確保為消費者提供安全、可靠、高質量的啤酒。

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.

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本集團開展延伸質量管制，總部統一策劃、附近區域管理、信息匯總共用，以達致總部、區域、工廠三級協同合作。於二零一八年，本集團成立「技術標準優化項目組」，開展對技術標準優化工作，並對內控質量標準系統排查，與國家標準、行業及市場相關產品的標準廣泛對標，確保產品質量。此外，雪花剪裁體於二零一八年被認定為馳名商標，對打擊假冒偽劣產品，維護本集團的商標合法權利起到積極作用。

於二零一八年，本集團通過回瓶方式的改革及瓶源管理的優化，從源頭上減少產生雜質酒的隱患。為杜絕生產環節中雜質酒的產生，本集團從瓶源管理、光檢機管理、洗瓶機設備改善、洗瓶工藝改善和考核激勵五方面進行了一系列工作，制定生產鏈關鍵控制點，強化生產過程管控。

二零一八年內，華潤雪花啤酒的產品出廠質量合格率及國家監督抽查合格率均維持100%。有效質量投訴處理率100%。本集團於報告期間內所有啤酒產品並無召回已售產品或已運送產品的情況，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集團具有重大影響的相關法律及規例，並無發現任何重大違規情況。

我們內部成立華潤雪花內控質量標準排查專項工作組，對華潤雪花標準管理制度、內控質量標準等文件進行了排查，基本達到「嚴於國標、優於競品、行業領先」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”.

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產品創新與知識產權

產品創新是我們滿足消費者需求的核心能力，本集團致力於產品能力的提升和知識產權的保護。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》、《著作權法實施條例》、《商標法》、《商標法實施條例》、《專利法》、《專利法實施細則》及相關司法解釋。同時，本集團亦嚴格遵守中華人民共和國已加入的有關版權的國際公約。二零一八年度本集團結合國家知識產權戰略，重新修訂了《知識產權管理制度》並下發全系統執行，與《規避侵犯他人知識產權風險管理規定》、《產品標識標注審核工作指引》等為本集團的知識產權保障和維護工作提供制度保障。

本集團以打造世界一流企業為戰略目標，以滿足市場需求為導向，不斷加大科研投入，利用理論創新、技術創新、操作創新，為企業發展創造更多可能性。近年來，華潤雪花已取得一批重要科研成果，在外包裝質量控制技術、二氧化碳回收利用技術以及全產業鏈延伸控制技術等方面申請多項自主知識產權。目前，華潤雪花是行業中唯一兩次獲得中國酒業協會科技進步一等獎的企業。

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.



中國酒業協會科學技術進步獎
Scientific and Technological Progress Award of China Alcoholic Drinks Association

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我們堅守工匠精神，旨在釀造適合國人，品質最優的啤酒，二零一八年，我們繼續全力打造兼具傳統文化的現代化啤酒品牌，堅持走創新與融合之路，突破產品包裝、釀造技術、口感質量等傳統風格，加大新產品研發力度，推出匠心營造、黑獅金爵、勇闖天涯superX等多支全新產品。

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：華潤雪花以匠心品質匠心營造「旗艦產品」，共榮獲四項國際設計大獎

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

二零一八年八月，華潤雪花全新打造一款進軍高端啤酒市場的「旗艦產品」—匠心營造，專為追求更高品質生活的社會中堅人士量身定制。「匠心營造」採用100%進口全麥芽釀造，低發酵的釀造技術，保留了純麥的芳香和醇厚的口感。在國際大賽中，憑藉這款匠心產品，華潤雪花榮獲各項國際大獎，重塑了高端品牌形象。

A Design Award—鉑金獎

One Show 金鉛筆—優勝獎

2018 Pent Awards—金獎

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



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案例：華潤雪花搭建「總部－區域」共建共享平台

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

我們不斷完善推進產品創新的機制建設，為鼓勵華潤啤酒產品創新和品牌推廣能力提升，二零一八年本集團建立「總部－區域」共建共享平台，並相繼組織實施華潤雪花品牌管理訓練營、產品創新坊等，切實提升華潤雪花產品創新和品牌推廣能力，有效支持「一個好產品、一個好品牌、一支好啤酒」的實現。

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”.



本集團嚴格遵守上述對本集團具有重大影響的法律及法規，於報告期間內，並無任何重大違規情況發生。

理性飲酒及責任市場推廣

本集團作為有巨大社會責任感的啤酒生產企業，響應國家對理性飲酒觀念的提倡，極力倡導適度理性的飲酒行為和健康文明的生活方式。作為中國酒業協會與社會責任促進聯盟的會員，我們深知推廣理性飲酒行為與理念、踐行食品企業社會責任的重要性。為號召大眾和消費者理性飲酒，我們已連續4年與中國酒業協會合作開展全國理性飲酒宣傳周活動，並在官方網站和新媒體上展開宣傳。二零一八年，我們協助發佈中國酒業協會首份理性飲酒調查報告《2017中國飲酒人群適量飲酒狀況白皮書》。我們在營銷過程中嚴格遵照《中華人民共和國廣告法》，並在內部制定了媒體管理相關辦法，規定酒類廣告中不能出現鼓動或引導消費者飲酒或者無節制飲酒的內容。同時，華潤

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.

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

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雪花在產品包裝上明確標示成份及酒精含量，並重視在銷售及市場推廣策略上以多種方式積極幫助消費者獲得飲酒的相關知識，善意提醒及忠告消費者適當飲酒、理性飲酒的重要性。華潤雪花網站首頁設有年齡限制，禁止未成年人士瀏覽，明確提示未滿18歲的消費者請勿飲酒。

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.

我們還圍繞消費者的消費習慣、消費特點具針對性的展開大量獨創性研發工作，率先針對國人的體質特徵對醇酯比進行合理優化，成為中國啤酒行業第一家將醇酯比指標納入管理體系中的企業，有效解決了啤酒飲後上頭的問題，使啤酒更加符合中國人的口味和體質。

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：全國理性飲酒宣傳周活動

Case study: Nationwide responsible drinking promotion week campaign

活動期間，華潤雪花啤酒協助中國酒業協會在全國12個城市開展了「適量飲酒，快樂生活」線下主題活動，拍攝主題微電影《杯酒人生》，並協助發佈中國酒業協會首份理性飲酒調查報告《2017中國飲酒人群適量飲酒狀況白皮書》。該活動引起了社會廣泛關注，上百家媒體及20多個大型媒體公眾號共同參與報道，為宣傳理性飲酒行為做出貢獻。

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.



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客戶滿意度及信息保護

本集團堅持健全完善售後服務及客戶服務體系，不斷提升客戶滿意度，維持良好客戶關係。華潤雪花成立了客戶服務中心，統一管理產品投訴信息系統，並設有全國統一的客戶服務熱線及顧客投訴機制，為客戶提供專業的諮詢及售後服務，積極推動產品品質和服務質量的提升；同時完善工廠生產信息管理，確保生產信息能夠快速、準確追溯。為系統性提升客戶滿意度，本集團持續提升產品及服務水準，並且在減少客戶投訴方面持續優化。

客戶服務中心所有產品及服務的投訴均由專人接聽及處理，並實時傳遞到對應區域人員。區域處理人員必須在三個工作日內向客戶服務中心彙報投訴基本情況及處理結果以作妥善記錄，保證提升服務質量。此外，客戶服務中心還會進行有效的信息監控與數據統計，從多方面檢討生產、銷售及服務表現，為管理層分析決策提供參考依據，使消費者獲得更滿意及安全的消費體驗。

本集團高度重視消費者隱私保護，自建呼叫中心，客戶服務管理系統安裝防火牆，運行和數據存儲均搭建在公司內網，數據間傳輸與交互通過VPN專綫來實現。在客服系統應用過程中，通過密碼登錄、權限設置等方式，實現對不同區域、不同部門、不同管理層級的信息隔離，從源頭建立客戶信息保護體系。同時，我們要求相關工作人員遵守國家保密法律法規和《保密工作管理制度》並簽署《保密承諾書》，避免消費者信息泄露與丟失，履行保密義務，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.

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供應鏈管理

本集團嚴格遵守中華人民共和國的相關法律法規，如《中華人民共和國食品安全法》、《食品安全國家標準食品添加劑使用標準(GB2760-2014)》、《消毒產品生產企業衛生許可規定》，同時，制定並遵循《華潤雪花採購招標管理規定》、《華潤雪花供應商管理規定》、《華潤雪花添加劑管理規定》、《華潤雪花洗滌劑、消毒劑及涉水產品管理規定》等內部管理制度。為使供應商能夠及時瞭解並掌握華潤雪花啤酒對供應商管理的相關要求，我們編制了華潤雪花啤酒供應商「應知應遵」知識手冊，並對供應商進行了「應知應遵」知識測試，要求供應商法人答題，答題滿分才能進入雪花啤酒合格供應商目錄。通過不斷完善改進測試流程和嚴格的科學管理理念，我們加強了對供應商產品質量的管理，提升了他們對社會責任及可持續發展理念的認知。為保障供應商的廉潔透明，我們在考察認證供應商前要求他們必須簽署「陽光承諾」等商業道德準則，同時參加考察認證人員必須簽署「廉潔守則」。如供應商在合作過程中發生嚴重違規違紀行為，我們會將其列入不合作供應商，五年內禁止合作。

本集團亦對供應商在環保、安全、社會責任等方面的表現進行認證，嚴格要求供應商按照政府環境保護法規運營，受管制的排污企業必須取得排污許可證，並嚴格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。在引入新供應商時，我們將供應商的ISO9001認證、ISO14001認證、ISO22000認證、第三方質量檢測報告、第三方食品安全檢測報告納入供應商認證範圍，在報告期內，我們共引入接近300家新供應商(引進率約3%)。同時，在供應商管理過程中將上述認證及檢測報告列為重點管理內容，並對我們的供應商目錄實行動態管理，將未能達到我們評審要求的供應商進行末尾淘汰，於報告期內，我們共淘汰超過150家供應商(淘汰率約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%).

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二零一八年，本集團納入可供選擇的供應商數目約為8,600家，當中超過99%為中國本地供應商。

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

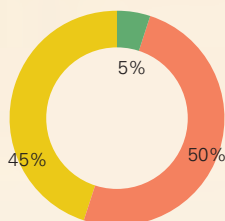
華潤啤酒供應商分解

Breakdown of CR Beer Suppliers

生產性物資供應商 (含原輔料、包裝物、添加劑等) Suppliers of productive materials (including raw and auxiliary materials, packaging materials and additives, etc.)	超過1,100家 over 1,100
非生產性物資供應商 Suppliers of non-productive materials	接近7,500家 approximately 7,500
入選供應商 Shortlisted suppliers	接近8,600家 approximately 8,600

我們每年對供應商展開年度綜合評價，通過對供應商合作過程的考核，供應商現場考察的認證，供應商售後服務考核等維度進行評價打分，並著重考慮涉及食品安全因素，如瓶蓋墊片食品安全第三方檢驗報告、易拉罐內塗料食品安全第三方檢驗報告及生產過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.



● 售後服務
After-sales services

● 合作過程考核
Cooperation process appraisal

● 現場考察認證
On-site inspection and verification

供應商年度綜合評價各維度佔比
PERCENTAGE ANALYSIS OF ANNUAL OVERALL ASSESSMENT OF SUPPLIERS BY DIMENSION

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通過執行全程監督和全過程考核，我們有效地防範食品安全風險。我們每月對供應商開展合作過程考核，既對供應商的合格率、及時率、準確率、拒單率、退貨率、違規行為、質量缺陷等七項指標實施評估；同時，本集團對供應商目錄實行動態管理。二零一八年，本集團針對合作的300多家供應商通過現場考察認證、合作過程考核、售後服務等方式進行了綜合評價，其中約60%供應商達到良好標準、約40%供應商達到合格標準、不合格供應商10家；為保證生產和消費廢舊物資妥善處理，降低對環境的消極影響，我們制定廢舊物資管理制度，通過對廢舊物資回收、分類、鑒定、存儲、保管、售賣、處理等全流程進行細化規定，確定其歸屬管理部門，明確管理職責，細化具體流程和關鍵環節，把握監控要點以及審批權限等。我們致力於做到廢舊物資回收有管理、有監督的閉環監控管理。在售賣廢舊物資中，我們也會考慮在處理過程中對環境的影響及要求，我們要求酒糟承銷商運輸車輛具備防止酒糟滴漏的防護措施；鼓勵承銷商安裝烘乾設備，一旦未能即時處理時，進行暫時烘乾處理，避免造成環境污染，我們優先考慮具備烘乾設備的承銷商。

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.

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倡廉善治

本集團嚴格遵守和執行國家有關防止賄賂、勒索、欺詐及洗黑錢方面的法律法規。嚴格執行中華人民共和國《憲法》、《監察法》、《刑事訴訟法》，並落實《反不正當競爭法》中關於商業賄賂、勒索、欺詐有關規定，以及《中華人民共和國反洗錢法》關於洗黑錢的有關規定。

在日常經營管理中，我們嚴格遵守和執行華潤集團的相關制度，如《華潤十誡》、《華潤(集團)職工違紀違規處理暫行規定》、《信訪辦理和執紀審查工作指引》等制度，不斷強化經理人遵章守紀意識、提倡廉潔和反腐文化，從源頭上預防和控制腐敗，著力把反腐倡廉工作提升到一個新高度。

同時，本集團在工程項目、採購、運輸、財務、銷售等關鍵崗位人員中開展廉潔警示教育，教育員工嚴守商業秘密及商業道德，保護信息安全，增強自我約束和廉潔從業的意識，構建起不能腐、不敢腐、不想腐的體制。二零一八年，集團共組織員工參加商業道德相關培訓26,490小時，通過積極組織員工參與商業道德培訓，強化員工的道德及法律的紅綫意識。二零一八年報告期內，本企業未發生任何涉及貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件，及重大違規情況。

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.

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第二章：員工關愛

Chapter 2: Care for Staff

本集團的企業願景是成為大眾信賴和喜愛的啤酒企業，故此本集團多年來堅持「以人為本」的管理及營運原則。我們認為員工不僅是集團的重要資產，亦是我們在實踐企業願景時的關鍵服務群體。為此，我們致力生產客戶喜愛的啤酒產品，亦致力締造一個安全、愉快的工作環境，保障員工權益，關注他們在工作及生活上的不同需要。

僱傭政策及薪酬福利

本集團相信高質素的員工能保證公司的產品質素、食品安全及服務口碑，推動企業持續發展。因此，本集團非常著重人才培養，並確保員工得到應有的待遇及法律保障。我們嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動合同法》、《中華人民共和國社會保險法》、《工傷保險條例》等法律法規，秉持平等的僱傭原則。為了更有系統地管理僱傭事務，集團旗下的公司制定了相應的管理制度。以華潤雪花啤酒公司（華潤雪花啤酒）為例，公司確立了《華潤雪花啤酒北京區域公司非全日制用工管理規定》和《華潤雪花啤酒北京區域公司標準勞務派遣管理辦法》，不但為員工繳納社會保險，更限制勞務派遣員工、非全日制用工的勞動時間，保障員工權益。

為了響應國家進行供給側改革的工作，化解過剩產能，集團落實「三去一降一補」，在二零一八年財政年度重點推進了「產能優化」工作，分不同階段減少部分效益較低的工廠的工作崗位。積極為他們提供就業輔導，外部就業信息與就業幫扶服務，我們提供了多種分流途徑與政策，協助員工轉型及過渡至下一個工作崗位。我們為有意願留任的員工提供空缺崗位的公示，並考慮優先聘用。

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：員工關愛 Chapter 2: Care for Staff

本集團深明薪酬福利是招攬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崗位價值評估體系。我們建立了完善的綜合薪酬管理系統，通過業務單位經營業績、員工素質、績效結果等不同關鍵因素，再結合市場薪酬水平的調研，為員工制定合理的薪酬，獎勵並肯定員工在工作上的付出。另一方面，我們亦致力完善福利管理體系，確保員工得到法定福利、經營保障類、風險保障類和工作生活類福利，以及非物質報酬等相關的員工福利。

在員工假期及工作時數等安排上，本集團嚴格遵守國家和地方的法律法規。本集團旗下的各個業務公司均確立了假期管理規定，管理員工的不同假期安排及申請流程，如法定假期、年度休假及產假、工傷假、婚假、喪假、病事假等。同時，我們按照國家及地方勞動法實施工時管理，依據員工的崗位及實際工作時間支付相應的勞動報酬。這些政策不但能確保員工努力工作，亦保障他們應得的假期及權益，保持員工身心保持健康愉悅。

人才招聘及管理

在人才招聘工作上，本集團一直秉持流程公開、過程公平、結果公正的平等的僱傭原則，並透過確立並持續改良我們的人力資源管理體系及管理制度，確保招聘及績效評價過程的透明及公開、公平、公正。我們具備完善員工聘用審批制度，並應用於各個職位的招聘過程中，包括本集團的勞務派遣員工、非全日制員工。在招聘錄用的過程中，我們嚴格遵守國家法規及加入內部反歧視及有關防止童工或強制勞工的規定，例如《禁止使用童工規定》及《中華人民共和國未成年入保護法》等。我們要求應聘人員提供有效身份證件，供核對、提報及審批個人資料之用，以防止聘用童工及強制勞工。而於報告期間，本集團嚴格遵照相關法律法規及內部制度，並沒有發現違規聘用未成年及強制勞工的情況。

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.

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第二章：員工關愛

Chapter 2: Care for Staff

二零一八年年末僱員人數如下：

The number of employees as at the end of 2018:

員工總人數：約**40,000**人

All employees: approximately 40,000

非全職員工：約**1,800**人

Part-time employees: approximately 1,800

全職員工：約**38,200**人

Full-time employees: approximately 38,200

女員工：11,900人

Female employees: 11,900

男員工：26,300人

Male employees: 26,300

29歲及以下員工：8,500人

Employees with age

29 and below 8,500

30-39歲員工：

Employees with age

between 30 and 39: 15,200

40-49歲員工：10,900人

Employees with age

between 40 and 49: 10,900

50歲或以上員工：

Employees with age

50 or above: 3,600

管理者員工：**4,100**人

Management staff: 4,100

男性管理者員工：3,400人

Male management staff: 3,400

女性管理者員工：700人

Female management staff: 700

二零一八年全職僱員主動離職率如下：

Voluntary turnover rate of full-time employees for FY2018:

全職員工：12%

Full-time employees: 12%

女員工：

Female employees:

10%

10%

男員工：

Male employees:

13%

13%

29歲及以下員工：28%

Employees with age

29 and below: 28%

30-39歲員工：

Employees with age

between 30 and 39: 12%

40-49歲員工：

Employees with age

between 40 and 49: 2%

50歲或以上員工：

Employees with age

50 or above: 1%

基層員工：

Fundamental staff:

13%

13%

中層員工：

Middle level staff:

5%

5%

高層員工：

Senior Management:

1%

1%

第二章：員工關愛 Chapter 2: Care for Staff

由於本集團的業務遍佈中國各地，故此我們在推動當地經濟發展時，也時刻關注本地居民的就業情況。多年來，我們始終秉承本地化經營的理念，積極響應運營所在地政府政策。本集團旗下華潤雪花啤酒有限公司與政府機構深度合作搭建就業平台，並通過各類教育和專業技能培訓提升本地居民的職業技能，為本地居民提供良好的就業機會。二零一八年度，華潤啤酒本地化僱傭率達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：華潤雪花啤酒的雲南區域公司協助當地殘疾人士就業

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

雲南區域公司積極助力當地殘疾人就業等基礎民生建設工作，根據公司業務發展需要設置殘疾人特招崗，主動參加雲南殘聯主辦的殘疾人就業招聘會，吸納部分勞動能力健全的殘疾求職者，為當地殘疾人創造良好的就業機會。

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，本集團致力推動人力資源管理創新，持續提升人事管理的效率。二零一八年，本集團旗下的雪花啤酒公司陸續發佈《華潤雪花啤酒企業文化管理制度》、《區域公司績效考核指引》、《華潤雪花啤酒人力資源系統數據管理規範》及《華潤雪花啤酒慈善公益活動實施細則》等政策，使公司的人力資源管理數碼化及更具規範。

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.

員工溝通與關懷

本集團致力為員工創造平等和諧的僱傭環境，透過與員工保持緊密並良好的溝通交流，瞭解員工不同訴求，維護他們的合法權益。為了達致有效的民主管理、民主監督機制，同時，我們持續貫徹內部溝通制度，落實一線走訪活動、總經理接待，信箱等渠道，並進一步發展信息化溝通渠道與平台建設，加強信息媒介溝通管理，運用社交媒體、微信公眾號、移動辦公鼓勵全體員工參與到公司的運營管理，保障他們的知情權、

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

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參與權、表達權及監督權，提高員工共同參與企業管治的意願。為此，本集團旗下的不同公司如華潤雪花設立管理委員會，定期召開職工代表大會，傾聽員工的需求，積極發揮工會及各部門的溝通協調作用。二零一八年年度，本集團工會建會率達100%，員工參與率達90%。

為了促進員工之間的關懷和溝通，本集團制訂了員工關愛工作指引，並通過搭建有效、順暢的內部溝通制度，落實公司團隊建設指引制度等，實現對員工安全、情感、自我實現等全方位的關懷。我們透過企業負責人訪談日活動、員工滿意度調查、總經理信箱等多種不同渠道，本集團鼓勵員工表達意見和訴求。另外，我們進一步發展了信息化溝通渠道與平台建設，開發了完善的企業文化宣傳平台，運用內部刊物、多媒體、微信公眾號等信息化宣傳平台，為員工建立了多條渠道展示才華、瞭解企業動態，提升了溝通效率與效果。本集團持續開展「高層走一線」活動，透過管理層深入走訪基層一線員工，瞭解其需要，同時強化團隊建設及深化員工關愛管理。

我們關注員工在工作以外的生活平衡，定期組織各式各項的文化或體育活動，如運動會、興趣班及聯歡活動等，提供工作之外的生活平衡，促進員工之間的交流。另外，我們為員工提供健康檢查，並不時舉辦與健康相關的活動。例如，我們在夏日旺季生產期間開展「送清涼」活動，為一線生產員工送上防暑品，而我們推廣「健康走」活動則有助平衡員工的工作與生活，促進員工身心健康。

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：員工關愛 Chapter 2: Care for Staff

為了加強關愛幫扶，本集團於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難的員工及家庭伸出援手，透過內部捐贈的形式為員工提供緊急支援，以解員工燃眉之急。另外，我們建立員工幫扶長效機制和管理制度，如《工會經費管理規定》及《華潤集團老幹部走訪慰問及團拜工作指引》等，讓員工切身感受到公司的關懷和溫暖。我們每年定期走訪，切實為員工解決在工作和生活上面對的困難，並慰問生病住院或遇上直系親屬亡故的員工。在二零一八年財政年度，「雪花救助基金」為約40名員工提供了援助，並自成立以來累計共支出人民幣330餘萬元用於救助超過430名於生活、健康面臨困難或處境窘迫的中基層員工。

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：華潤雪花啤酒鐵嶺公司幫扶員工一家度過火災

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

二零一八年十二月六日凌晨三點，華潤雪花啤酒的鐵嶺公司釀造部一名員工的住所發生了火災。在經歷這場意外後，讓本已拮据的生活更加雪上加霜，陷入突如其來的財政困難。在得悉火災發生後，華潤雪花組織了送溫暖慰問行動，雪花釀造部同事們紛紛前往員工家中探望，為他們送去慰問金和生活物資，協助他們度過難關。

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，本集團注重改善工作環境，致力提升員工的工作環境的舒適度及愉悅度。本集團的不同品牌公司將根據實際情況，在各廠區推行多項優化項目，如為建設集體員工宿舍及活動室升級安全設施、改造生產設備、綠化工作環境及提升就餐質量等，確保員工能夠在舒適、健康、安全的工作環境中愉快工作。

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.

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鄭州工廠綠化地帶
Green areas in Zhengzhou factory

員工培訓及發展

本集團深知員工成長是推動業務發展的重要基石，故此我們一直採納「人才強企」的發展戰略，致力為員工提供多元的培訓及發展機會。本集團以「全面覆蓋，重點突出」為原則，一方面建構並不斷優化多元的培訓體系，另一方面持續拓寬員工職業發展通道，讓員工與集團攜手共進。

本集團明白員工培訓的重要性，不但為所有全職員工提供培訓，更針對他們的工作崗位及資歷提供相關技能指導及培訓課程，以便他們提升工作能力及效績。其中，我們的「師帶徒」培養體系有效幫助新員工儘快掌握知識和技能、適應企業文化。

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.

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針對不同類型的員工，本集團亦實施一系列的培訓措施：

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

新入職的應屆畢業生

Newly recruited graduates

為協助迅速適應工作生活，本集團持續舉辦「未來之星」新員工訓練營。The Group continued to organize the “Rising Stars” training program for newly recruited graduates to help them quickly adopt to the working life.

基層員工

Junior staff

為提升工作技能，本集團舉辦了渠道、經銷及銷售管理體系 (CDDS)、「師帶徒」等培訓項目。

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.

關鍵崗位的專業人員

Professional staff in key positions

本集團舉辦一系列中層培訓項目，強化他們的職業和專業技能及業務支持的能力。為支持戰略轉型，本集團舉辦以銷售財務等職能為主線的培訓項目。

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.

於報告期間內，本集團共開設 126 個培訓項目提供近 320 個特色培訓課程，以加強管理層及員工的現代管理意識和專業水平。此外，我們建立了專業講師團隊，目前共有內部培訓講師超過 3,900 人，外部講師超過 150 人，分佈在各區域，覆蓋生產，銷售，智能三大類別的培訓。

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，本集團的培訓實現了以下績效：

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

全職員工培訓
總時長：

699,060 小時，當中超過九成
與環境、社會及管治議題
相關的

Total training hours for
full-time employees:

699,060 hours, of which more than
90% were related to the topics
under ESG

全職員工培訓覆蓋率：100%

Training coverage rate of full-time employees: 100%

全年全職員工人均培訓時長 18.3 小時

Average training hours for each full time employees: 18.3
hours

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為了進一步提升培訓效率及擴大培訓範圍，令更多員工受益，本集團除持續優化線上學習系統「i-Learning」線上平台外，於報告期間內更推出線上培訓管理系統及移動學習系統，覆蓋全體業務員工。除了教授員工釀造啤酒的各個工序，我們為員工深入解析行業安全生產和食品安全的相關規定，以幫助員工增強崗位責任感和掌握行業動態。透過舉辦多元化的培訓活動，我們希望提升培訓課程的水平，讓員工學習更多。

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：華潤雪花啤酒山東區域公司開展「學無止境」在綫學習項目

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

區域公司致力協助員工職業發展，提升員工學習能力。華潤雪花山東區域公司結合在綫學習系統及華潤大學移動學習平台，開展了「學無止境」在綫學習項目。2018年第一季度，山東區域公司利用系統作在綫學習的人次已累積達10,841人次，授課時數多於16,560小時。手機在綫培訓提供了內容豐富、使用方便的學習平台，使員工可以隨時隨地學習新的技能及知識。

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.

在員工的職業發展方面，本集團持續優化人才晉升機制和階梯，完善績效考核體系。集團從績效、專業知識、專業技能等多個不同範圍對員工進行評價考核，安排員工的晉升路徑。針對一線基層崗位，我們設立了提升基層銷售團隊業務技能和銷售業績的人才評價與激勵機制。為提升員工專業素養、知識與技能，不同業務公司制定了評定方案，如《雪花啤酒總部內部專業職級、技術等級標準制定及評定辦法管理指引》等。本集團更建立了有效的員工表彰機制，透過各單位開展的優秀員工評選活動，確定員工的付出。其中，本集團的部分員工獲得上級單位表彰。

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.

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除了規劃一般員工的考核及晉升體系外，本集團亦建立完善的高層人員管理體系，其中《經理人選拔任用制度》明確經理人的選拔、任用、競聘、績效考核、培訓培養等已制定相應的標準，確保經理人均等的發展機會。同時，我們亦建立《經理人任期及輪崗管理辦法》及《老幹部管理服務實施辦法》，以保障高層管理人員的權責利益。

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.



華潤雪花啤酒崗位管理與員工職業發展研討會
Discussion Seminar of CR Snow job position management and staff career development

健康與安全

本集團堅持「以人為本」的環境、健康、安全(EHS)價值觀，把保障員工健康和 safety 作為公司EHS管理工作的首要任務，緊守安全優先之管理理念。我們嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國消防法》、《中華人民共和國職業病防治法》等職安健相關法律法規及行業安全標準規範，如《生產經營單位安全培訓規定》、《生產安全事故資訊報告和處置辦法》等。我們的安全管理工作表現優異，其中在山東省的三家工廠被山東省輕工業安全生產委員會評為2017年度山東省輕工業安全生產先進單位，更有安徽省的一家工廠被安徽省人民政府安委會評為2018年全省安全文化建設示範企業，備受業界肯定。

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.

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為了達到安全生產目標，本集團建立環境、健康、安全（「EHS」）管理體系，為整個生產過程定下安全守則。其中，雪花啤酒公司更獲得ISO9001質量管理體系、ISO14001環境管理體系及OHSAS18001職業健康與安全管理體系認證，安全標準符合國際認可。同時，我們早在二零一四年便制定了《生產工廠設計規範》，用於規範雪花啤酒的新建、改擴建工廠設計，保障所有在建項目符合安全建設的要求及具備足夠的安全設施配置。二零一八年，我們落實了《華潤雪花啤酒崗位EHS責任制度》，覆蓋全體員工和崗位、全部生產經營和管理過程，釐訂各崗位的安全責任覆蓋範圍，並訂立各職級的安全生產目標。各級EHS委員會定期召開會議，解決問題並安排部署工作。在二零一八年，雪花啤酒安排各個職級的員工簽訂EHS責任書，共簽訂了責任書超過29,600份，覆蓋員工約40,000人。

本集團積極推廣EHS「12345」相關方管理理念，推行「一家人、兩檔案、三監管、四色管理、五准入」的管理原則。一家人是指採用源頭管控的管理思想，把本集團各工廠的EHS事務統一管理；兩檔案是透過建立相關方企業和入廠人員信息台賬及相關方違規處理台賬並公佈黑名單，使EHS的管理資訊更加透明；三監管則指以安全環保部作綜合監管、以屬地部門作業監管及以相關方落實自我監管的三維監管模式，徹查任何違規行為；四色管理則透過在胸卡、安全帽、反光背心以及一卡通以四種顏色分類，為不同職位的員工制定相關安全措施；五准入清晰界定評估安全工作的準則，包括資質證件與業績審查、安全防護用品管理、危險作業票據審查、特種設備性能檢查及安全培訓合格准入。透過以上的EHS管理理念，本集團希望建立一個有持之以恆的環境、職業健康安全（「EHS」）管理系統，有效的保護員工的職業健康及安全。

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.

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- 建立相關方企業和入廠人員信息台賬
Information records of relevant corporate parties and their staff working at our plants
- 建立相關方違規處理台賬並公佈黑名單
Non-compliance records of relevant parties together with announced black lists
- 資質證件與業績審查
Examination of credentials and track records
- 安全防護用品管理
Management of safety production gear
- 危險作業票據審查
Examination of records of dangerous operations
- 特別設備性能檢查
Performance inspection of special equipment
- 安全培訓合格准入
Fulfillment of safety training



- 安全環保部落實綜合監管
General supervision by Safety and Environmental Department
- 屬地部門落實作業監管
Operating supervision by departments of local companies
- 相關方落實自我監管
Self-supervision by relevant parties
- 胸卡四色管理
4-coloured management through chest cards
- 安全帽四色管理
4-coloured management through safety helmets
- 反光背心四色管理
4-coloured management through reflective vests
- 一卡通四色管理
4-coloured management through access cards

另外，我們要求供應商進行安全生產管理，確保整個生產過程的不同工作人員受到保障。例如，雪花啤酒公司按照「四統一」原則對供應商進行管控，在重傷及以上人身傷害事故、火災事故、場內交通重傷及以上事故等控制指標上，要求供應商遵守公司相關的安全守則，向公司報告事故信息。

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.

本集團堅信預防工作是達到職業安全及安全生產的不二法門，因此非常著重各項安全教育的開展。我們的安全管理課程覆蓋不同課題，其中包括職業危害識別、評估和控制工作，利用日常訓練、培訓、技術競賽、經驗交流、模擬實戰演習等多元的活動形式，提高員工及外來作業人員的救助能力。另外，我們安排員工參與安全活動，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，本集團建立「一人一檔」的職業健康檔案，規範從業人員安全生產程序，強化從業人員的安全意識。

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.

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為了增強員工對安全管理的認識，我們鼓勵員工考取相關的專業資格。在二零一八年，集團各級企業負責人、安全管理人員全部取得安全管理資格證書，並約有120人為國家註冊安全工程師，另外所有特種工作人員均持有相關有效資格證書。

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，本集團之安全培訓績效如下：

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

- 投入安全生產專項資金約人民幣7,600萬元。
- 開展員工安全教育培訓超過13萬人次參加。
- 員工安全教育培訓共計52萬課時，相關方安全教育培訓12萬課時。
- 組織應急演練超過577次，超過18,721人次參加。
- 安全教育培訓覆蓋率、職業病防治體檢率、工作場所職業危害告知率和警示標識設置率均達到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：華潤雪花對外來人員進行安全培訓

Case study: CRSB safety training for external parties

華潤雪花啤酒貫徹落實集團安全管理規定，對外來人員的安全管理，按照「四統一」原則進行管控。其中重傷及以上人身傷害事故、火災事故、場內交通重傷及以上事故等重大控制指標均涵蓋相關方，與此同時，對外來作業人員安全培訓率等指標對相關方進行源頭管控，於報告期內，外來作業人員安全培訓率達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%.

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案例：黑吉區域公司安全體驗館試行「班組十分鐘」警示教育活動及虛擬實景安全培訓 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

本集團推行「一次體驗，終身受益」的培訓原則，並以吉林及黑龍江區域（黑吉區域）作體驗式安全培訓項目的推行試點，創立安全體驗館。黑吉區域安全體驗館於二零一八年開展實施了「班組十分鐘」警示教育活動，區域公司統一制定培訓計劃和匯總事故案例視頻材料，提高案例持續滲透作用，為生產一線班組人員提供更有效的安全培訓。我們計劃2019年在吉林、黑龍江的工廠多建造二間安全體驗館，並計劃於未來向其他區域公司進行推廣，讓其他區域公司參照其模式及結合自身實際情況開展安全相關培訓。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，為了使員工可以切身體驗安全操作的重要性，區域公司開展了虛擬實景安全體驗項目。計劃透過利用虛擬實景技術模擬消防演習、應急處置、疏散等的三維動態場景，教授應急及安全操作技巧。另外，項目可按照不同管理人員的要求，增設如氨氣事故應急處置等不同主題的訓練，為負責各個職位的員工提供相關訓練。虛擬實景技術所呈現生產設備、管綫甚至平台及逃生路綫皆與工廠環境相同，不但使體驗真實感更強，亦能增強實際應用。

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：員工關愛

Chapter 2: Care for Staff

二零一八年，集團於各個層級開展了共6,200餘次安全檢查，根據檢查結果持續改進以提升環保管理成效。為了進一步降低環境事故風險，本集團旗下的雪花啤酒公司進一步修訂環境保護相關制度文件，建立突發環境事件應急預案，並定期組織開展環境應急演練。本集團在過去一年合共投入人民幣7,600餘萬元安全專項費用，以完善、改造、維護安全防護設備及設施，及評估、整改危險源及安全隱患，確保啤酒工廠的安全生產。

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：華潤雪花啤酒各地工廠的EHS交叉飛行檢查工作

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

二零一八年，華潤雪花啤酒完成了14個區域、30間工廠的EHS交叉飛行檢查工作，通過各區域間的互相評議、互相學習，實現區域公司EHS工作的全面提升。另外，公司在各個廠區組建了EHS小組，以落實員工安全健康管理舉措。

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.



本集團視安全生產為持續責任，並訂立了一項長期的環境、健康及安全(EHS)目標，該目標要求本集團於二零一二年至二零二零年期間的重傷級以上人身傷害事故次數為零次，及一般傷害事故率的千人傷害率小於千分之0.6。在二零一八年財政年度，本集團沒有員工因工作原因而死亡，本集團74家工廠實現了零工傷事故。員工因工受傷人數亦逐年減少，其千人傷害率從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，在本集團超過40,000人員工的基礎上，二零一八年財政年度因工傷損失工作日數為225天。這些均反映本集團的安全事務管理水平逐年提升。

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：環境保護 Chapter 3: Environmental Protection

本集團嚴格管理各類污染物的排放，資源消耗，廢棄物及包裝材料，我們提倡節能減排，追求在運營中將溫室氣體排放降低，並採取相應資源回收利用舉措。我們設立內部能源管理制度，推廣使用節水技術，並積極與國際同行業企業對標，竭力從源頭減少污染物產生量及排放量。本報告年度內，本集團符合《中華人民共和國環境保護法》等所有對本集團有重大影響的環境相關法律法規。

節能減排

本集團規範管理能源使用和溫室氣體排放，我們建立環境保護和節能減排責任體系，按環保要求將啤酒生產過程中的碳排放影響及生產過程的綜合能耗降到最低。我們於二零一二年，通過與國際優秀同行企業對標，訂立了EHS管理戰略目標，其中，明確提出將我們的啤酒單位生產綜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

本集團建立健全總部、區域公司和工廠三級節能減排管理體系，持續開展系統性節能評估和檢查，以提升能源使用管理水平。為了達到最佳的能源使用效益，啤酒工廠全面推行「削峰填谷、均衡用能」的營運理念，用好開機組合，明確制定各部門、各崗位、各環節的用能標準，並以精益項目形式創新用能管理，降低能源消耗。通過採取均衡用能措施，先分析各個工序的能耗特性，並在用電高峰期間減少進行用電負荷較高的工序，留待至非高峰期間執行相關工序，減少在非高峰期間的能源浪費。另外，工廠在製作麥芽汁及其糖化的工序中採用了動態低氣壓煮沸技術，並回收熱能用作麥汁預熱和鍋爐水補水預熱，從根源著手減少對熱能的浪費，降低了蒸汽供熱的需求。本集團，研究預計二零二零年全面淘汰燃煤鍋爐，改用天然氣或外購蒸氣，減少能源消耗。

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.

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為了減低工廠用電情況，本集團確立了一系列的節電措施，提升生產階段的能源效果。例如，雪花啤酒鄭州工廠的設備通常在停產期間帶電待機，目前通過增配移動電源等措施，全面實現斷電待機，節約待機電耗300多千瓦時。我們亦通過調整設備綫路組合，優化設備組合，減少投入使用的變壓器數量，降低電力基礎消耗。另外，公司制定了節能守則，如透過開關燈指引避免過度或長期照明、以開關窗標準規範空調使用等，減少不必要的能源消耗。公司亦逐步安裝節能燈具，建立「一燈一控」的模式，監察整個生產過程中的能源消耗情況。

二零一八年，華潤雪花啤酒工廠已實施或在實施環境保護和節能減排項目共計145項，投資金額人民幣7,989萬元。

二零一八年能源使用種類及消耗如下：

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.

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.

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

能源使用 Energy consumption	單位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比變幅 2018 Year-on-year change
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	2.6	7.3	11.5	-64%
耗電量 Electricity	千萬千瓦時 10,000,000 kilowatt hours	59.7	64.0	66.3	-7%
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	7.9	8.2	7.8	-4%
汽油 Gasoline	千噸 1,000 tons	0.8	1.2	1.4	-33%
柴油 Diesel	千噸 1,000 tons	3.1	3.3	3.8	-6%
熱力消耗 Heat consumption	十億千焦耳 1,000,000,000 KJ	2,765.0	2,747.8	3,092.0	+1%
單位綜合能耗 Consolidated energy consumption per unit	每千升產量標準煤 Standard coal per kilolitre	0.024	0.03	0.03	-20%

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本集團不斷優化能源消費結構，淘汰燃煤鍋爐，改用外購蒸汽或天然氣等清潔能源，以提升清潔能源消費比例。年內共有13家工廠淘汰燃煤鍋爐，使二零一八年年末使用燃煤鍋爐的生產工廠降至7家。

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.

於報告期內，雪花啤酒使用外購蒸汽和天然氣的工廠佔比同比提升至90%，煤炭消耗量同比下降64%。同時，本集團推進公務用車改革，實行精益化管理，減少汽油消耗。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%。

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.



此外，我們鼓勵和推進下屬工廠對污水沼氣進行回收利用，通過技術升級改造新增污水沼氣鍋爐和蒸發發生器，在減少蒸汽消耗的同時，有效的降低甲烷等溫室氣體的排放。二零一八年度，我們共有20家工廠投用或正在實施沼氣鍋爐改造工程，年內各工廠回收利用沼氣量3,875,280標準立方米，產生蒸汽46,747噸。

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.

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案例：蕭山工廠沼氣回收再利用

Case study: Biogas recycling and reuse at the Xiaoshan Plant

蕭山工廠對污水處理過程中產生的沼氣進行回收利用，通過開展精益項目和勞動競賽等措施，該工廠的沼氣回收利用率從二零一六年的29.8%提高至75.9%，達到行業先進水平，共產生蒸汽19,660噸，減少碳排放量4,606噸，節約外購蒸汽費用人民幣375萬餘元。

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.

廢氣排放物管理

本集團規範運營過程中的三個工序將排放廢氣，包括鍋爐煙氣、污水處理臭氣、工藝廢氣。為了減低空氣污染物排放等問題，本集團推行嚴格的廢氣管理，並於個別工廠聘請第三方機構進行檢測，嚴格控制氣體污染物的達標排放。其中，雪花啤酒鄭州工廠鍋爐煙氣的廢氣中，二氧化硫、氮氧化物及顆粒物，分別均遠低於每立方米50毫克、每立方米200毫克及每立方米20毫克的標準要求；因工藝而排放的顆粒物遠低於每小時27公斤的國家標準；因污水處理而產生的硫化氫及氨排放量則分別遠少於每小時0.33公斤及4.9公斤的標準要求。

二零一八年，我們投資人民幣1,040萬元對3家工廠實施煤改氣項目，並對天津、河南、北京等工廠進行燃氣鍋爐低氮燃燒改造，降低氮氧化物排放量。年內，廢氣排放總量為412噸，相比二零一七年與二零一六年廢氣排放數據，二氧化硫與氮氧化物排放量均顯著降低，本集團已取得一定廢氣排放管理成效。

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.

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二零一八年排放物種類及相關排放數據如下：

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

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

* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生

* Mainly generated from heat energy required in the beer production process

溫室氣體排放管理

本集團高度重視產品碳足跡管理，我們監測生產運營中的能耗和減排數據，以計算不同生產工序佔整個產品周期的碳足跡，落實相應的減排項目。本集團溫室氣體排放主要來自於使用電力和熱力產生的間接能源排放，以及使用煤炭、汽油、柴油、天然氣而產生的直接排放。二零一八年，本集團溫室氣體排放量為981千噸二氧化碳當量，相較二零一七年溫室氣體排放量降低12%。

本集團嚴格遵守國家或地方污染物排放標準，並執行嚴於國家或地方政府污染物排放標準的內控指標。根據集團下發《國家重點監控企業自行監測及信息公開辦法(試行)》和《國家重點監控企業污染源監控性監測及信息公開辦法(試行)》的通知要求，及時調整內部管理報表，明確工廠日常監測頻次及要求，增加檢測頻次項目監管，以確保排放達標。

除了減少生產過程的碳排放，本集團要求工廠把生產過程所生產二氧化碳進行回收，經過淨化乾燥等工序處理後再次利用。二零一八年，鄭州工廠共回收了10,557噸的二氧化碳。

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.

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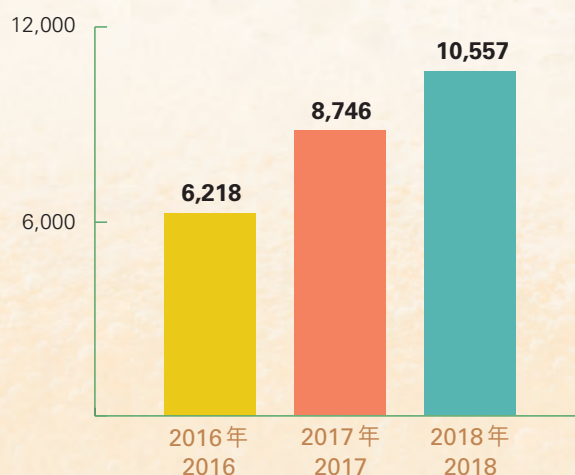
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2016-2018年鄭州工廠的二氧化碳回收量
CO₂ Recycling in (tons) in Zhengzhou plant
from 2016 to 2018



二零一八年溫室氣體總排放量及密度如下： Data of total GHG emissions and density for 2018 are set out as follows:

溫室氣體總量 Total GHG	單位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比變幅 2018 Year-on-year change
總排放量 Total emissions	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	981	1,114	1,271	-12%
範圍1 Scope 1	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	253	375	475	-32%
範圍2 Scope 2	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	728	739	796	-1%
總排放密度 Total density of emission	千克二氧化碳當量／千升產量 1,000 g CO ₂ equivalent/output per kilolitre	0.087	0.095	0.107	-8%
排放密度(範圍1) Density of emission (Scope 1)	千克二氧化碳當量／千升產量 1,000 g CO ₂ equivalent/output per kilolitre	0.023	0.032	0.040	-30%
排放密度(範圍2) Density of emission (Scope 2)	千克二氧化碳當量／千升產量 1,000 g CO ₂ equivalent/output per kilolitre	0.065	0.063	0.067	+3%

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氣候變化影響

本集團高度重視及關注氣候變化可能對企業可持續發展所產生的影響及風險。氣候變化正為現今企業運營帶來不同挑戰，是各行各業須著力解決的全球性議題。全球氣候變暖將對啤酒釀造的主要原材料如大麥和酒花，輔料如大米等農作物的收成造成影響，導致原材料價格上漲及啤酒原材料供應短缺，對啤酒生產商未來的供應鏈管理及原材料供應有一定影響。本集團正積極拓展原材料的多樣性來源，減少對單一原材料由於受氣候、地域因素而帶來的影響，以保障將來運營及啤酒供應的穩定性。

另外，有鑒於氣候變化會增加旱澇災害的頻率與強度，導致水資源短缺，影響啤酒的生產運營。為了最大限度的保護水資源，集團在各地工廠採取積極行動措施，如減少使用地下水及增加水的循環再用，優化升級改造啤酒釀造工藝，逐年降低生產水耗。為了深入瞭解氣候變化對行業帶來的實體影響，我們正積極考慮透過科學化的方法論，對氣候變化對企業未來發展將會產生的影響進行全面分析，加強對氣候變化風險的管控並探討長、中及短期的氣候變化應對策略。

除了分析氣候變化的實體影響外，集團更努力向低碳經濟轉型，以應對國家日漸嚴格的能源使用及低碳經濟政策。因應國家及全球溫室氣體減排的大趨勢，企業在生產過程中通過加大外購熱能的比例，落實推進“煤改氣”項目及污水處理產生的沼氣回收再利用的節能減排措施。盡力降低對環境造成的影響。

本集團上述的應對氣候變化的行動，均希望減低企業對氣候變化所造成的影響，致力成為一家大眾信賴和喜愛的啤酒企業。

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.

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用水、污水和水源管理

本集團重視企業水資源管理，水資源與啤酒質量息息相關。為此，我們不但在生產過程中關注用水的來源，更著力提升工廠用水效率，改進節水工藝，加強排放物管理。

為了保護日漸匱乏的地下水資源，雪花啤酒的地下水使用量由二零一六年的1,500餘萬噸使用量(佔總用水量的41.2%)減至二零一八年的720餘萬噸(佔總用水量的22.5%)，累計減少地下水使用量達780萬噸。另外，本集團根據國際和公司標準，在二零一八年新增反滲透廢水率、冷凝水回收率、沼氣使用量等17項水資源管理指標納入能源消耗統計，以加強管理。此外，我們通過技術改進和設備改造，開展包裝洗瓶機節水改造，包裝殺菌機熱平衡改造，全廠蒸汽冷凝水回收及綜合利用等措施，來提高水資源使用效率。

另外，我們致力做好污水處理工作，以免不達標的污水排放，污染其他自然資源。我們對污水處理源頭嚴格控制，於廠區並實行「清污分流、雨污分流」等措施，並於污水排放口安裝有COD、氨氮、總磷、總氮檢測設備，加強與相關政府部門的共同監察工作。年內，我們已有46家立項新增污水排放總磷總氮在綫檢測系統，已投資金額人民幣1,686萬元，項目實施後，可以實現工廠對污水總磷總氮排放情況的實時監控。

二零一八年用水量數據如下：

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:

	單位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比變幅 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/千升產量 Cubic metre/per kilolitre output	2.79	2.97	3.25	-6%

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本集團注重工廠選址，我們將建設工廠對周邊生態環境及水源造成的影響納入選址的重要考量範圍。我們制定並發佈《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。

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.

廢棄物及包裝品處理

本集團加強廢棄物及包裝品處理等相關舉措。我們運營中產生的廢棄物主要包括酒糟、廢酵母，而包裝材料主要包括瓶子、易拉罐、紙箱和塑膜。同時，我們對廢鋁、玻璃渣、廢紙箱等進行回收循環再利用。年內，我們通過對廢物的綜合回收再利用共產生經濟價值約人民幣3.6億元（2017年約人民幣3.5億元），其中，酒糟約人民幣2.1億元，酵母約人民幣0.7億元。同時，我們為了達到防滲漏、防流失及防揚散等三防標準，我們嚴格地把不同固體廢棄物按類別存放，並與指定具資質的服務供應商進行處理工作。我們亦在每月對固廢物的處置過程進行跟蹤驗證，確保相關方的處置合規。

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.

二零一八年產生的廢棄物數據及回收量：

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

	單位 Unit	2018年 2018			2017年 2017		
		產生量 Output	回收量 Recycled amount	回收率 Recycling rate	產生量 Output	回收量 Recycled amount	回收率 Recycling rate
乾酒糟 Dried Distiller’s grains	千噸 1,000 tons	181	181	100%	188	188	100%
乾廢酵母 Dried Waste yeasts	千噸 1,000 tons	17	17	100%	17	17	100%

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為減少包裝物料對環境產生的影響，在滿足質量要求的前提下，我們儘量採用低克重高強度原紙及推動預印紙箱替代膠印紙箱，並將廢紙箱／紙板100%進行回收作為加工原紙的原材料。與此同時，我們積極開展玻璃包裝瓶、鋁罐等酒類包裝材料的循環使用，我們鋁罐包裝材料每年以20%以上的速度增長來替代部分玻璃包裝瓶。年內，我們對95%以上的玻璃瓶為可回收重新灌裝使用，對100%的廢棄鋁罐回收循環再造。

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.

二零一八年產品包裝物料消耗量數據如下：

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

	單位 Unit	2018年 2018	2017年 2017	2016年 2016	2018年 同比變幅 2018 Year-on-year change
瓶子 Bottle	千噸 1,000 tons	1,484	1,161	1,088	+28%
易拉罐 Can	千噸 1,000 tons	71	52	57	+37%
紙箱 Carton	千噸 1,000 tons	288	287	266	-
塑膜 Plastic film	千噸 1,000 tons	12	11	11	+9%

其他環保影響及環保推廣

一直以來，本集團積極踐行綠色、健康、安全發展理念，高標準高要求的開展資源節約和生態環境保護、員工健康管理、安全生產工作。並主動接受公眾監督，積極落實節能降耗、清潔生產、員工作業環境改善、企業安全、環保水平提升等方面取得一系列成效。二零一八年，本集團旗下的六家公司榮獲於香港具有廣泛影響力的香港環保促進會所頒發的「香港綠色企業大獎」獎項，受到社會各界的肯定。其中，華潤雪花啤酒(河南)有限公司和華潤雪花啤酒(四川)有限責任公司從二零一七年獲授予「優越環保管理獎-優異獎」提升至二零一八年的「優越環保管理獎-銅獎」。4家區域公司則首次獲獎。本集團旗下部分公司獲得更高殊榮，以及更多旗下不同規模的公司獲得獎項，反映本集團在環境、安全和健康等方面的政策和執行是多方面的，不會受到地區或啤酒廠規模所限制。

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.

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本集團旗下各工廠於「香港綠色企業大獎」中所獲得的獎項如下：

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

旗下公司 Subsidiary	2018年獲得獎項 Award received in 2018	2017年獲得獎項 Award received in 2017
優越環保管理獎－企業（大型企業） Green Management Award – Corporate (Large Corporation)		
華潤雪花啤酒（河南）有限公司 China Resources Snow Breweries (Henan) Co., Ltd	銅獎 Bronze	優異獎 Merit
華潤雪花啤酒（四川）有限責任公司 China Resources Snow Breweries (Sichuan) Co., Ltd	銅獎 Bronze	優異獎 Merit
華潤雪花啤酒（杭州）有限公司 China Resources Snow Breweries (Hangzhou) Co., Ltd	優異獎 Merit	—
雪花啤酒（深圳）有限公司 China Resources Snow Breweries (Shenzhen) Co., Ltd	優異獎 Merit	—
雪花啤酒（西安）有限公司 China Resources Snow Breweries (Xi'an) Co., Ltd	優異獎 Merit	—
超卓環保安全健康獎（大型企業） Environmental, Health and Safety Award (Large Corporation)		
華潤雪花啤酒（哈爾濱）有限公司 China Resources Snow Breweries (Harbin) Co., Ltd	銅獎 Bronze	—



與此同時，本集團的環境保護工作在國內亦得到地方政府的認可，如鄭州工廠便分別成為了二零一六年鄭州市環境保護先進單位、二零一八年鄭州市三比兩降先進單位及二零一八年河南省環境保護突出貢獻單位。

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.

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第三章：環境保護

Chapter 3: Environmental Protection

本集團積極組織開展環境日、全國節能宣傳周和全國低碳日等多個主題宣傳教育活動，推進環境保護和節能減排理念宣傳。我們鼓勵工廠開展「工廠公眾開放日活動」，讓利益相關方充分瞭解華潤啤酒生產及環保舉措。二零一八年六月，西昌學院資源與環境管理學院師生參觀了西昌工廠，宣傳啤酒生產工藝、流程，介紹工廠環境保護和節能減排成效。此外，瀋陽工廠參加瀋陽市節能協會組織的二零一八年節能宣傳周企業節能低碳座談交流會，分享華潤啤酒節能環保工作進展。

我們一直深切關注生產工廠運營對周邊環境及居民造成的影響。通過實施噪音防治措施，增設聲音屏障、隔音吸音設施，改善作業流程，增加管理手段等多項舉措，降低工廠廠界噪音對周邊環境敏感區域的影響。並通過增加臭氣收集設施，改善周邊環境空氣質量，努力營造良好友善的社企關係。二零一八年度，我們共計實施噪音防治和臭氣治理項目13項，投入資金約人民幣1,280萬元。

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：社會實踐 Chapter 4: Fulfillment of Social Responsibility

飲水思源，本集團深知企業發展與回報社會的同向關係，華潤啤酒的發展離不開廣大利益相關方的支持。在拓展華潤啤酒業務的同時，我們積極承擔扶貧項目，舉辦全民健身活動，協助改善當地環境，組織公益演出，以加強與當地政府和居民的溝通交流。我們鼓勵消費者與員工參與各類社會活動，並為各地社區發展盡一份力。二零一八年，本集團捐出人民幣247萬元投入公益活動。

參與社會活動

本集團積極組織和參與各類社會活動，並鼓勵員工參與到社會公益行動中。我們制定《慈善公益活動實施細則》，對公益項目進行統籌管理，並通過完善的公益捐款制度，成立公益基金會引導公益項目有效開展。本集團承擔扶貧項目，充分發揮企業的資金、管理、技術和人才優勢，幫助困難家庭實現脫貧。同時，我們積極推廣華潤雪花啤酒「勇闖天涯」的運動理念，組織社會活動，携手公眾參與到運動中，提升全面健身意識。

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：「雪花勇闖天涯2018白雲山全民登山第二季」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，華潤雪花啤酒開展第二季「雪花勇闖天涯2018白雲山全民登山」活動。華潤雪花啤酒通過此次運動，面向全廣州各階層群眾普及登山運動，大力推廣「全民登山」的運動概念，鼓勵更多人參與到運動中，積極支持全民健身的開展。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：社會實踐 Chapter 4: Fulfillment of Social Responsibility



案例：華潤雪花啤酒參與精準扶貧

Case study: CRSB's participation in defined poverty aid

二零一八年，華潤雪花啤酒安徽區域安慶工廠作為安慶市「百企幫百村」扶貧工程對口幫扶企業之一，深入落實幫扶工作，對接幫扶貧困戶，助力幫扶望江縣三河村和岳西縣天台村脫貧。安慶工廠精準扶貧幫扶工作小組成員多次來到安慶工廠對口幫扶的三河村，與三河村進行交流溝通，充分瞭解該村脫貧進展情況。十二月，安慶工廠向三河村捐資人民幣2萬元扶貧資金，用以資助該村的基礎設施完善。截止目前，安慶工廠對接幫扶的七戶貧困家庭全部達到脫貧標準。

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.

湘西工廠參與湘西經開區精準扶貧項目，致力於通過企業和社區共幫共建，為社區和群眾的解決實際困難。湘西工廠幫扶木林坪社區的家庭，每月定期走訪慰問，幫助解決家庭生活、子女就業等問題。

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.

支持社區建設

本集團在業務發展的同時，傾聽當地政府和居民的訴求，通過環境改善、義演活動等方式努力推動當地經濟和社區共建。此外，本集團始終秉承本地化經營的理念，關注本地居民的就業情況。我們積極響應政府政策，與當地院校合作，通過各類教育和專業技能培訓提升本地居民的職業技能，為本地居民提供良好的就業機會。二零一八年，華潤雪花啤酒本地化僱傭率達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：社會實踐 Chapter 4: Fulfillment of Social Responsibility



案例：華潤雪花啤酒協助改善當地環境

Case study: CRSB assistance for the betterment of local environments

二零一八年，安徽區域阜陽工廠積極響應阜陽城市「文明創建」活動，組織志願活動定期對工廠所在區域的道路進行道路清潔，協助維護環境。

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.

四川區域德陽工廠附近的暗渠經常因清淘不便而造成堵塞，影響當地居民用水環境。二零一八年，德陽工廠積極配合鎮政府改造，主動承擔施工現場安全巡查工作，使暗渠改造成明渠，改善了當地村民的用水環境。

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.



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附錄一：2018年關鍵績效指標

Appendix I: Key Performance Indicators 2018

環境關鍵績效指標 Environmental KPIs	單位 Unit	2018年 2018	2017年 2017	2016年 2016
A1.1 排放物種類及相關排放數據 A1.1 Types of emissions and respective emissions data				
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 tons	1,230	1,313	1,468
化學需氧量(排入自然水體) COD (discharged into water bodies)	噸 tons	236	292	440
二氧化硫(SO ₂)* Sulphur dioxide (SO ₂)*	噸 tons	100	221	333
氮氧化物(NO _x)* Nitrogen oxides (NO _x)*	噸 tons	242	409	506
* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生 * Mainly generated from heat energy required in the beer production process				
A1.2 溫室氣體總排放量 A1.2 GHG emissions in total				
溫室氣體排放總量 Total GHG emissions	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	981	1,114	1,271
溫室氣體排放量(範圍1) GHG emission (Scope 1)	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	253	375	475
溫室氣體排放量(範圍2) GHG emission (Scope 2)	千噸二氧化碳當量 1,000 tons CO ₂ equivalent	728	739	796
A1.4 所產生無害廢棄物總量 A1.4 Total non-hazardous waste produced				
乾酒糟 Dried distiller's grain	千噸 1,000 tons	181	188	184
乾廢酵母 Dried waste yeast	千噸 1,000 tons	17	17	18
瓶子 Bottle	千噸 1,000 tons	1,484	1,161	1,088
易拉罐 Can	千噸 1,000 tons	71	52	57
紙箱 Carton	千噸 1,000 tons	288	287	266
塑膜 Plastic film	千噸 1,000 tons	12	11	11

附錄一：2018年關鍵績效指標

Appendix I: Key Performance Indicators 2018

環境關鍵績效指標 Environmental KPIs	單位 Unit	2018年 2018	2017年 2017	2016年 2016
A2.1 按類型劃分的直接及／或間接能源總耗量				
A2.1 Direct and/or indirect energy consumption by type in total				
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	2.6	7.3	11.5
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	7.9	8.2	7.8
汽油 Gasoline	千噸 1,000 tons	0.8	1.2	1.4
柴油 Diesel	千噸 1,000 tons	3.1	3.3	3.8
外購電力總量 Total amount of externally sourced electricity	千萬千瓦時 10,000,000 kilowatt hours	59.7	64.0	66.3
外購熱力總量 Total amount of externally sourced heat	十億千焦耳 1,000,000,000 KJ	2,765.0	2,748.8	3,092.0
單位綜合能耗 Consolidated energy consumption per unit	每千升產量標準煤 Standard coal per kilolitre	0.024	0.03	0.03
A2.2 總耗水量及密度				
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
總耗水量密度 Density of total water consumption	立方米／ 每千升產量 Cubic metre/ per kilolitre	2.79	2.97	3.25

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附錄二：《環境、社會及管治報告指引》內容索引

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環境、社會及管治指標索引		披露頁碼	
Index of ESG Indicators		Page number	
環境			
Environmental			
A1： 排放物 A1： Emission	一般披露 General Disclosure	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的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 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	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	45, 56
	A1.2	溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	46, 56
	A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	49
	A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 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	描述減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	描述處理有害及無害廢棄物的方法、減低產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： 資源使用 A2： Use of Resources	一般披露 General Disclosure	有效使用資源(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	按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 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	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	48, 57
	A2.3	描述能源使用效益計劃及所得成果。 Description of energy use efficiency initiatives and results achieved.	41-44
	A2.4	描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果。 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	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	50, 56
A3： 環境及天然資源 A3： The Environment and Natural Resources	一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	47, 50-52
	A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	47, 50-52

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社會 Social			
B1 : 僱傭 B1: Employment	一般披露 General Disclosure	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、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 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	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	28
	B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	28
B2 : 健康與安全 B2: Health and Safety	一般披露 General Disclosure	有關提供安全工作環境及保障員工避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 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	因工作關係而死亡的人數及比率。 Number and rate of work-related fatalities.	40
	B2.2	因工傷損失工作日數。 Lost days due to work injury.	40
	B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	35-40
B3 : 發展及培訓 B3: Development and Training	一般披露 General Disclosure	有關提升員工履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	32-34
	B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	33
	B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	計劃在未來披露 Future disclosure under planning
B4 : 勞工準則 B4: Labour Standards	一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 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	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	26-27
	B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	26-27

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Appendix II

附錄二：《環境、社會及管治報告指引》內容索引

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

環境、社會及管治指標索引 Index of ESG Indicators			披露頁碼 Page number
社會 Social			
B5： 供應鏈管理 B5: Supply Chain Management	一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	22-24
	B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	22-24
	B5.2	描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目、以及有關慣例的執行及監察方法。 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： 產品責任 B6: Product Responsibility	一般披露 General Disclosure	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的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 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	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	16
	B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	16
	B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	17-19
	B6.4	描述質量檢定過程及產品回收程式。 Description of quality assurance process and recall procedures.	16
	B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	21
B7： 反貪污 B7: Anti-corruption	一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 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	於彙報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 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	描述防範措施及舉報程式，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	25
B8： 社區投資 B8: Community Investment	一般披露 General Disclosure	有關社區參與來瞭解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 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	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	53-55
	B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	53-55



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