



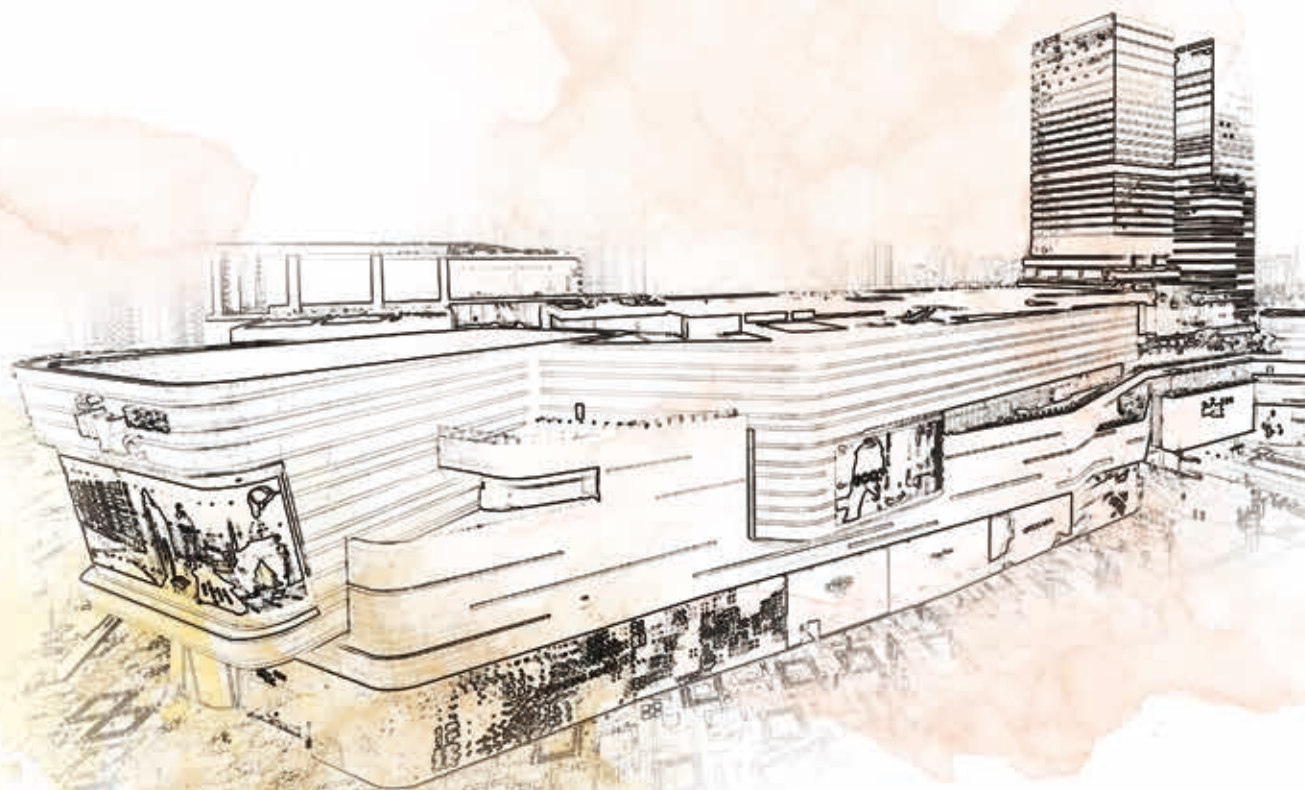
品质给城市更多改变
Better Quality, Better City

(股份代号：1109)
(Stock code：1109)

華潤置地有限公司
社會責任報告

Social Responsibility Report of
China Resources Land Limited

2014



情感悉心服務 品質改變生活
Service with Heart, Change through Quality

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FAIR OPERATION

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CORPORATE GOVERNING

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報告導讀

GUIDE TO THE REPORT

時間範圍

2014年1月1日至2014年12月31日，部分內容超出上述範圍。

發佈週期

本報告為年度報告，上年度報告發佈時間為2014年7月15日。

組織範圍

報告覆蓋華潤置地及附屬9個大區、2個事業部，為便於表達，在報告的表述中分別使用「華潤置地」、「公司」、「我們」等稱謂。

報告目的

報告旨在對公司社會責任理念、實踐和績效與利益相關方進行坦誠溝通，回應利益相關方關注的主題，華潤置地11家附屬單位也獨立編製了社會責任報告。

報告承諾

公司承諾本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，並對其內容真實性、準確性和完整性負責。

數據說明

本報告包含的信息以華潤置地成立以來至2014年12月31日的統計數據和正式文件為主，並包含編寫時在經營方針和戰略方面對未來的預測。

參考標準

本報告撰寫參照國際標準化組織社會責任國際標準ISO26000，中國社會科學院《中國企業社會責任報告編製指南(CASS-CSR3.0)》，全球報告倡議組織(Global Reporting Initiative, GRI)可持續發展報告指南(G4)，《華潤企業公民建設指引》和《華潤集團社會責任管理辦法》。

Period

From 1 January 2014 to 31 December 2014, except some contents.

Release cycle

This Report is an annual publication. The last issue was published on 15 July 2014.

Organization scope

This Report covers China Resources Land and its 9 regions and 2 business departments, hereinafter referred to as "China Resources Land", "Company", "We", etc.

Objectives

This Report aims to sincerely communicate with the stakeholders about the social responsibility practices and performance of the Company and to respond to topics concerning the stakeholders. The 11 subsidiaries under China Resources Land have also prepared their social responsibility reports independently.

Representation and warranty

Committed to the truthfulness, accuracy and completeness of this Report, the Company ensures that this Report contains no false records, misrepresentations or material omissions.

Data

This Report covers the statistical data and formal documents from the founding of China Resources Land up to 31 December 2014 in addition to the prospecting on operation policies and strategies during its preparation.

Reference

This Report is prepared with reference to ISO 26000, "International Standards of Social Responsibility", the Guide to the Preparation of Corporate Social Responsibility Reports of China (CASS-CSR3.0) of the China Academy of Social Sciences, the Guide to Sustainable Development Reports (G4) of the Global Reporting Initiative (GRI), the Guide to China Resources Corporate Citizenship Construction and China Resources Social Responsibility Management Measures.

編製流程

華潤置地努力保證報告內容的完整性、實質性、真實性和平衡性。報告編寫參考國際標準、按照同業對標、社會責任調研、報告寫作、管理層審定、報告評級等步驟進行，確保信息質量。

聯繫方式

華潤置地人事行政部
地址：香港灣仔港灣道26號華潤大廈46樓
電話：(852) 2877 2330

您可通過公司官網獲取華潤置地更多社會責任信息：
www.crland.com.hk

Preparation process

China Resources Land strives to make this Report complete, substantial, true and balanced. It is prepared through international standards, industrial benchmarking, social responsibility investigations, report writing, approval by the management, report rating and other measures to ensure information quality.

Contact information

Personnel and Administration Department of China Resources Land
Address: 46/F, China Resources Building,
26 Harbor Road, Wanchai, Hong Kong
Telephone: (852) 2877 2330

You can acquire more information on social responsibility from the official website of the Company: www.crland.com.hk



致辭 MESSAGE

這是華潤置地的第二份獨立社會責任報告。

通過實踐，我們知道，華潤置地的社會責任工作仍然「在路上」。因為企業社會責任工作需要長期堅守，不斷改進；企業履行社會責任是加強與利益相關方溝通，形成相關方認同、塑造品牌形象的重要手段；也是加快轉變發展方式，培育、提升企業責任競爭力的重要戰略舉措。

一年來，華潤置地全體員工繼續秉承「誠實守信、業績導向、客戶至上、感恩回報」的價值觀，積極踐行社會責任管理工作。我們堅持精細設計準則、毫釐工程標準、情感悉心服務的高品質原則，堅持把企業社會責任貫穿至業務的方方面面，與業務融會貫通。為客戶提供高品質的產品及情感悉心服務，為合作夥伴創造合作共贏、公平競爭的商業條件，為員工提供舒適健康的工作場所，為社會營造綠色環保的生態環境。

我們通過自上而下的推動，將管理延伸至各下屬基層單位。華潤置地所屬9個大區和2個事業部均編寫了獨立的社會責任報告。按照社會責任工作的核心議題和績效指標，華潤置地所有基層單位在過去一年均取得了一定成效，並且通過社會責任報告的編製發現企業管理和社會責任踐行中的不足和問題，從而推動了管理改善和提升。同時，華潤置地還會通過媒體等多種渠道和方式將社會責任報告呈現給利益相關方，期望優化社會責任的溝通方式，通過系統、有效的溝通，努力爭取廣大員工和社會各界的「利益認同、情感認同和價值認同」。

目前，華潤置地的社會責任工作還「在路上」，還需要繼續改進和提升，各項制度和機制還需要更加完善。如在公益慈善方面，還需更系統的組織、管理，公益投入的效果還需要繼續加強。這些正是我們2015年度的重點工作之一。

展望2015，華潤置地將繼續堅持業務發展與承擔社會責任並重，進一步完善社會責任管理體系，強化社會責任管理，優化社會責任工作，與利益相關方共生、共融、共發展。

情感悉心服務，品質改變生活！

華潤置地全體員工



This is the second independent social responsibility report of China Resources Land.

From experience, we know that the social responsibility work of China Resources Land is still “work in progress”. Corporate social responsibility work requires patient persistence and constant improvement; social responsibility performance is a key method for an enterprise to strengthen its communication with its stakeholders, reach agreements among its stakeholders and shape its brand image. It is also a key strategic action in order to speed up transforming means of development and both cultivate and improve the competitiveness of corporate social responsibility.

Over the last year, the employees of China Resources Land continued to adhere to the principles of “honesty, performance orientation, customer-centric focus and gratitude”, actively practicing social responsibility management. We stick to the principle of “Design with Details, Execution with Standardization, Service with Heart”, to introduce corporate social responsibility in all aspects of the business for effective integration, to provide the customers with quality products and considerate services, to create win-win cooperation and fair competition with business partners, to provide a comfortable and healthy workplace for our employees and to create a green and environmentally friendly ecological environment for society.

Through a top-down approach, we extended management to all subordinate units. All 9 regions and 2 business departments under China Resources Land prepared independent social responsibility reports. According to the core topics and performance indicators of social responsibility work, every unit of China Resources Land achieved some degree of success during the past year and also identified some problems and shortcomings in corporate management and social responsibility practices, providing us with opportunities to improve management efficiency. Furthermore, we intend to present the report to our stakeholders through a range of media channels in order to optimize our social responsibility communication means and increase the “identification of interest, feelings and affection” of our employees and the community at large through systematic and effective communication.

So far, the social responsibility work of China Resources Land is still “work in progress” and requires further improvement, as do all systems and mechanisms. In terms of public charity, we require enhanced systematic organization and management and stronger input in charity. This is one of our key goals in 2015.

In 2015, China Resources Land will place an equal priority on business development and social responsibility, make further improvements to our social responsibility management system, strengthen our social responsibility management, optimize social responsibility and achieve a harmonious and constantly developing mutual co-existence with our stakeholders.

Service with Heart, Change through Quality!

All employees of China Resources Land

公司簡介

COMPANY PROFILE

華潤置地有限公司(HK1109)是華潤集團旗下的地產業務旗艦，中國內地最具實力的綜合型地產發展商之一，從2010年3月8日起香港恒生指數有限公司把華潤置地納入恒生指數成份股，成為香港藍籌之一。截至2014年12月底，公司總資產超過3,000億港元，淨資產超過1,000億港元，土地儲備面積超過4,000萬平方米，華潤置地已進入中國內地52個城市，發展項目超過120個。

華潤置地以「品質給城市更多改變」為品牌理念，致力於達到行業內客戶滿意度的領先水準，致力於在產品和服務上超越客戶預期，為客戶帶來生活方式的改變。華潤置地堅持「住宅開發+投資物業+增值服務」的生意模式，住宅開發方面，已形成八條產品線：萬象高端系列、城市高端系列、郊區高端系列、城市品質系列、城郊品質系列、城市改善系列、郊區改善系列、旅遊度假系列。投資物業發展了萬象城城市綜合體、區域商業中心萬象匯／五彩城和體驗式時尚潮人生活館1234space三種模式，在引領城市生活方式改變的同時，改善城市面貌，促進經濟發展。其中，截至2014年12月，萬象城城市綜合體項目已進入中國內地20個城市，並已在深圳、杭州、瀋陽、成都、南寧、鄭州、重慶、無錫先後開業；萬象匯／五彩城項目已進入中國內地20個城市，北京清河、合肥蜀山、浙江余姚、上海南翔華潤五彩城已相繼開業；首個華潤萬象空間(MIXC 1234space)於2013年在深圳羅湖開業。

華潤置地深度挖掘品質需求，從客戶起居行為出發，提供從戶型佈局、人性化收納設計、活動家具、變形家具、地下車庫、大堂公共空間的增值服務，並在管家服務、園區服務、地下空間利用、可售商業增值服務、園林增值服務等方面進行試點研發。

華潤置地通過內涵式的管理提升，推動全國發展戰略實施，持續提高地產價值鏈生產力，致力於成為中國地產行業中最具競爭力和領導地位的公司。



China Resources Land Limited (HK1109) is the real estate flagship under China Resources Holdings and one of the strongest comprehensive real estate developers in China. On 8 March 2010, Hang Seng Indexes Company Limited incorporated China Resources Land into Hang Seng Indexes Constituent Stocks as one of the blue chips in Hong Kong. As of 31 December 2014, the Company had over HK\$300,000 million total equity, over HK\$100,000 million in net assets and over 40 million m² of land bank. China Resources Land has entered 52 cities in Mainland China with over 120 development projects.

With “Changing Lives through Considerate Service and Quality” as its key brand concept, China Resources Land is committed to achieving the greatest customer satisfaction in the industry, exceeding customer expectations of its products and services and changing the lifestyles of its customers. Holding onto the business model of “residential property development + investment property + value-added service”, it has developed eight product lines in residential property development: THE MIXC High-end Series, Urban High-end Series, Suburban High-end Series, Urban Quality Series, Suburban Quality Series, Urban Improvement Series, Suburban Improvement Series and Tourism & Vacation Series. Three product lines have been developed for investment property, including THE MIXC Complex, THE MIXC One/Hi5 and the Experience-based Fashion Salon 1234space. While leading the transformation of urban living, China Resources Land is also improving the appearance of the urban landscape and promoting economic development. For example, in December 2014, THE MIXC Complex Project was introduced to 20 cities across Mainland China and had operation in Shenzhen, Hangzhou, Shenyang, Chengdu, Nanning, Zhengzhou, Chongqing and Wuxi; THE MIXC One/Hi5 Project had entered into 20 cities in Mainland China and in operation in Qinghe of Beijing, Shushan of Hefei, Yuyao of Zhejiang and Nanxiang of Shanghai; the first China Resources MIXC 1234space started operation in Luohu, Shenzhen in 2013.

Through an in-depth exploration of the demand for quality, China Resources Land provides value-added services to meet the living needs of the customers, including unit layout designs, personal self-contained designs, moveable furniture, underground garages and public lobby spaces as well as pilot services in housekeeping, park services, the utilization of underground space, saleable commercial value-added services, value-added gardening services and so on.

With an aim to become the most competitive and leader in the industry, China Resources Land improves its internal management, promotes the implementation of a national development strategy, and continuously improves the productivity of the real estate chain.



2014 年度大事記 MILESTONES IN 2014

6 個購物中心成功開業

6 Shopping Centers

Successfully Started Business

2014年，華潤置地6個購物中心(鄭州/重慶/無錫萬象城和合肥蜀山/浙江余姚/上海南翔五彩城)成功開業。

In 2014, six shopping centers of China Resources Land successfully started operations (THE MIXC in Zhengzhou, Chongqing and Wuxi, and MIXC One/Hi5 in Hefei Shushan, Zhejiang Yuyao and Shanghai Nanxiang).



馳名商標

Well-known Trademark

2014年，華潤置地「萬象城」被國家商標評審委員會認定為馳名商標。

In 2014, China Resources Land's THE MIXC was recognized by the SAIC Trademark Review and Adjudication Board as a "Well-known Trademark".



中國商業地產領導者 Chinese Commercial Real Estate Leader

2014年7月26日，華潤置地在深圳舉辦商業地產戰略發佈會，明確提出了「中國商業地產領導者」的戰略目標定位。

On 26 July 2014, China Resources Land held the Commercial Property Strategy Press Conference in Shenzhen and clearly announced the strategic target of becoming the "Chinese Commercial Property Leader".

萬象城系列推廣活動

Vientiane promotion events

2014年，華潤置地開展萬象城系列推廣活動，全面提升商業品牌形象。

In 2014, China Resources Land launched THE MIXC promotion events to maximally improve the image of the commercial brand.



成立建設事業部

founded the Construction Business Department

2014年，華潤置地成立建設事業部，統一管控華潤建築、優高雅、勵致家俬三家利潤中心。

In 2014 China Resources Land founded the Construction Business Department to control the three profit centers of China Resources Construction, Uconia and Logic.

五家酒店投入運營

Five Hotels Were Put Into Operation

截至2014年，華潤置地石梅灣艾美酒店、深圳君悅酒店、深圳灣木棉花酒店、瀋陽君悅酒店、大連君悅酒店等五家酒店投入運營。

By 2014, five hotels under China Resources Land were in operation: Shimei Bay Le Meridien Hotel, Shenzhen Grand Hyatt Hotel, Hotel Kapok Shenzhen Bay, Shenyang Grand Hyatt Hotel and Dalian Grand Hyatt Hotel.

三次全國性整合營銷活動

three national integrated marketing events

華潤置地2014年舉辦三次全國性整合營銷活動，「國慶放價」、「鑽10新房」、「購房年終獎」，給客戶帶來比平時更多的優惠讓利。

In 2014, China Resources Land held three national integrated marketing events, namely "National Day Price Promotions", "Diamond 10 New Property" and the "Property Purchase Year-end Award", creating more benefits for the customers than ever before at lower costs.



關鍵績效 KEY RESULTS

88.381 billion

綜合營業額港幣 883.81 億元，同比增長 23.8%。

Consolidated revenue for Year 2014 amounted to HK\$88,381 million, up by 23.8% YoY.

6.601 million

年度銷售面積 660.09 萬平方米，同比增長 14.2%。

In Year 2014, the Group achieved contracted GFA of 66,009 million square meters, up by 14.2% YoY.

69.210 billion

年度銷售金額港幣 692.10 億元，同比增長 4.4%。

Annual sales for Year 2014 amounted to HK\$69,210 million, up by 4.4% YoY.

5.436 billion

包括酒店經營在內的投資物業實現營業額港幣 54.36 億元，同比增長 17.6%。

Rental income of investment property (including hotel operations) up by 17.6% YoY to HK\$ 5,436 million.

11.802 billion

扣除投資物業評估增值後核心股東應佔溢利港幣 118.02 億元，同比增長 25.0%。

Core profit attributable to the owners of the Company excluding revaluation gain from investment properties reached HK\$11,802 million, representing a YoY growth of 25.0%.

↑24.9%

每股核心盈利港幣 202.4 仙，同比增長 24.9%。

Core EPS of HK202.4 cents representing a YOY growth of 24.9%.

16.695 billion

納稅總額 166.95 億港幣元。

Total tax for Year 2014 reached HK\$16.695 billion.

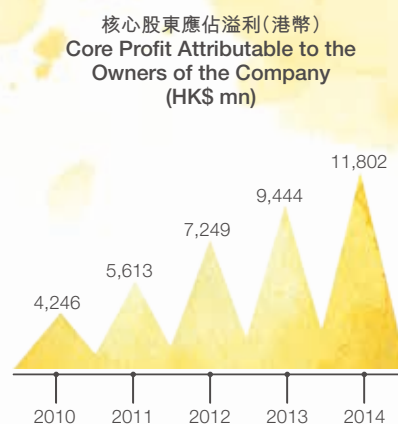
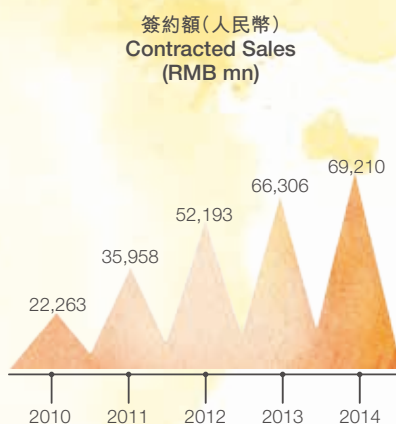
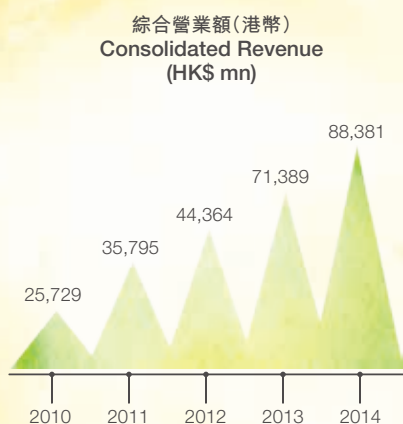
4.777 million

綠色建築認證面積 477.74 萬平方米。

Certified area of green buildings: 4.777 million m².

人民幣兌港幣匯率 = 1:1.2625

Note: RMB VS. HKD=1:1.2625



公司榮譽 HONORS

獎項 Award	獲獎單位／項目	Award winning unit/project
工程質量類 Project Quality		
中國土木工程詹天佑獎 優秀住宅小區金獎 China Civil Engineering Jeme Tien Yow Award Excellent Estate Block Gold Award	<ul style="list-style-type: none"> • 上海橡樹灣三期 • 福州橡樹灣三期 • 綿陽中央公園(一、二期) • 大連海中國三期 	<ul style="list-style-type: none"> • Shanghai Oak Bay (Phase III) • Fuzhou Oak Bay (Phase III) • Mianyang Central Park (Phase I and II) • Dalian Maritime (Phase III)
廣廈獎 Guangsha Award	<ul style="list-style-type: none"> • 北京西堤紅山 • 瀋陽華潤中心二期(酒店) • 瀋陽華潤中心三期(悅府) • 南寧華潤中心購物中心 • 南寧華潤中心西寫字樓 	<ul style="list-style-type: none"> • Beijing Eco Living • Shenyang City Crossing (Phase II – Hotel) • Shenyang City Crossing (Phase III – Residential) • Nanning City Crossing (Shopping Mall) • Nanning City Crossing West Office Building
安全生產類 Production Safety		
國家AAA級安全文明 標準化工地 National AAA Safety and Civilized Standard Construction Site	<ul style="list-style-type: none"> • 長沙鳳凰城三期 • 日照凱旋門二期 • 大連凱旋門二期一標段 • 鞍山橡樹灣二期 • 大連海中國 	<ul style="list-style-type: none"> • Changsha Phoenix City (Phase III) • Rizhao the Arch (Phase II) • Dalian the Arch (Phase II, Section 1) • Anshan Oak Bay (Phase II) • Dalian Maritime
綠色建築類 Green Building		
綠建一星設計標識 Green Building One-star Design Certification	<ul style="list-style-type: none"> • 廈門橡樹灣 	<ul style="list-style-type: none"> • Xiamen Oak Bay
業務管理類 Business Management		
全國城市物業管理優秀小區／大廈／工業區 (物業管理) National Urban Property Management Excellent Estate Block/Building/Industrial Park (Property Management)	<ul style="list-style-type: none"> • 瀋陽華潤大廈 • 大連星海灣壹號 	<ul style="list-style-type: none"> • Shenyang China Resources Building • Dalian Oriental Xanadu 1
全國內部審計先進集體(審計管理) National Internal Audit Advanced Collective (Audit Management)	<ul style="list-style-type: none"> • 華潤置地有限公司審計部 	<ul style="list-style-type: none"> • Audit Department of China Resources Land Limited
中國最具特色購物中心大獎(商業管理) The Most Characteristic Shopping Mall in China Award (Business Management)	<ul style="list-style-type: none"> • 北京鳳凰匯購物中心 	<ul style="list-style-type: none"> • Beijing Phoenix Commercial
2014 TTG中國旅游大獎深圳最佳豪華酒店(酒店管理) 2014 TTG China Travel Awards Best Luxury Hotel in Shenzhen (Hospitality Management)	<ul style="list-style-type: none"> • 深圳君悅酒店 	<ul style="list-style-type: none"> • Luxury Hotel in Shenzhen
第十二屆中國大學生最佳僱主(人力資源管理) The Twelve Best Employers of Chinese College Students (Human Resources Management)	<ul style="list-style-type: none"> • 華潤置地有限公司 	<ul style="list-style-type: none"> • China Resources Land Limited

獎項 Award	獲獎單位／項目	Award winning unit/project
綜合類 Comprehensive Category		
中國地產年度領袖企業 Annual Leading Enterprise of the Chinese Real Estate Industry	• 華潤置地有限公司	• China Resources Land Limited
2014年度最佳品牌影響力房地產企業 Real Estate Enterprise with the Best Brand Influence 2014	• 華潤置地有限公司	• China Resources Land Limited
2014中國商業地產價值榜「卓越公司獎」 2014 “Remarkable Company Award” of the China Commercial Real Estate Value Chart	• 華潤置地有限公司	• China Resources Land Limited
2014年度價值地產企業 Valuable Real Estate Enterprise 2014	• 華潤置地有限公司	• China Resources Land Limited
2014年度城市最佳綜合運營商 The Best Comprehensive Urban Operator 2014	• 華潤置地有限公司	• China Resources Land Limited



責任專題一：

情感悉心服務

RESPONSIBILITY THEME I:

SERVICE WITH HEART

責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART

1. 客戶關係管理 CUSTOMER RELATIONS MANAGEMENT

以客戶至上為原則，嚴守商業道德，努力提供更優質、更環保、更人性化的產品和服務，悉心維護客戶和消費者權益，不斷超越用戶的期望。

Our core principles include a “customer first” attitude, a close adherence to business ethics, the supply of environmental-friendly and personalized products and services with higher quality, careful maintenance of customer and consumer interests, and constant exceeding of user expectations.



- 2005 年起，連續十年進行第三方滿意度調查，基本覆蓋地產開發整個環節。

Since 2005, we have conducted the third-party satisfaction surveys in ten consecutive years, covering all aspects in the real estate development chain.

- 2011 年，成為業內首家試點上線專業客戶關係管理系統 (CRM) 的開發商。

In 2011, we became the first developer that pilot online professional customer relations management system (CRM).

- 2011 年，旗下會員品牌「置地會」全新上線，為客戶提供多元化、高品質的服務選擇。

In 2011, the member brand “Property Club” started online operation to provide customers with diversified high-quality services.

- 2012 年，全國統一客戶服務熱線 4001099888 上線。

In 2012, the national customer service hotline 4001099888 started operation.

- 2014 年，啟動輿情監測系統，建立總部—大區—城市公司三級預警管理機制，對客戶投訴及時反應、跟蹤和處理。

In 2014, the public opinion surveillance system was launched and the headquarters-region-city company 3-tier warning management mechanism started operation for timely response, tracking and handling of customer complaints.

責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART

品質管理 Quality Management

- 滿意度管理：利用精益管理工具，結合項目運營計劃節點，全面梳理華潤置地現行滿意度調查，考評指標及工作方式，制定解決方案。有效、及時地為前端業務部門提供建議指導，提升華潤置地滿意度調查含金量。
- Satisfaction management: the current satisfaction survey system, assessment indicators and methods of developing solutions should be comprehensively streamlined through the use of lean management tools and project operation nodes; effective and timely suggestions and advice should be provided to key departments, improving the efficiency of China Resources Land's satisfaction survey system.
- 投訴管理：結合華潤置地總部現行業務及與集團／上級單位、各大區現有投訴處理方式，製定華潤置地總部投訴處理指引或流程，實現總部層面投訴處理標準化。
- Complaint management: In consideration of the current business of the China Resources Land headquarters, as well as the current complaint-handling means of the Group/governing authorities/regions, a China Resources Land complaint handling guide or process should be formulated for standard complaint handling at a headquarters level.
- 4001099888全國統一客服熱線平台建設及優化。
- The building and optimization of national customer hotline platform, 4001099888.

風險管理 Risk Management

- 提升華潤置地主動進行風險防範的意識，推動華潤置地進行開盤前和交付前客戶風險檢查及相關制度建設，減少、避免發生重大投訴、群訴及群體性事件的風險。
- We should actively improve the risk prevention awareness of China Resources Land by promoting the customer risk inspection and the building of the related systems before the opening and delivery in order to reduce or avoid the risk of major complaints, group complaints and collective events.

客戶價值管理 Customer Value Management

- CRM系統管理：深化落地瀋陽大區、武漢大區機會轉成交的試點成果，推動江蘇等大區的試點推廣，提升公司銷售機會轉成交水平。梳理CRM原有客戶信息字段及相關分析報表，結合當下業務需求進行優化改善，開發適用於手機、平板電腦的信息錄入界面，提升CRM系統的可操作性。
- CRM system management: we should seek to deepen and implement the pilot chance-to-deal achievements in Shenyang and Wuhan and promote the pilot promotion of in Jiangsu and other regions. The original customer information fields of CRM and related analysis statements should be streamlined, optimized and improved according to current business demands. The development of a sophisticated mobile and tablet information entry interface will also improve the operability of CRM.
- 會員管理：發揮華潤「置地會」可全面接觸從營銷、交付到物業服務等整個客戶生命周期的獨特優勢，利用會員服務、活動、客戶調研等環節增加客戶黏度，挖掘客戶需求，推動全民營銷並探索客戶「剩餘價值」。
- Membership management: we should make full use of China Resources Land's unique advantage in full involvement in entire customer service line from marketing to delivery, property service, etc. and increase customer cohesion through membership services, events, customer surveys and other aspects, tap customer demand, promote "all-people" marketing and explore the "surplus value" of the customers.

投訴流程、平台 (400 熱線和輿情監測應急預警處理機制) Complaints process and platform (400 hotline and public opinion surveillance emergency warning and handling mechanism)



責任專題一：情感悉心服務

RESPONSIBILITY THEME 1: SERVICE WITH HEART

2. 會員管理體系 MEMBERSHIP MANAGEMENT SYSTEM

會員增值服務 Value-Added Membership Service

- 探索網絡平台 Explore the Network Platform
- 會員積分權益 Intermets of Membership Points
- 商家聯盟擴大 Expand Business Alliances
- 服務引進社區 Introduce Service Into the Community
- 商業權益共享 Share Business Interests

完善會員增值服務體系

- 推薦、重複購房收益：商業權益獲取（萬象城、五彩城）。
- 物業增值服務、積分兌換通暢。
- 優享華潤業務單元優質資源。
- 聯盟商家平台搭建，獲取專屬優惠產品和服務。

Improving the membership value-added service system:

- Recommend and repeat home purchase benefits in order to gain business interest (for THE MIXC and MIXC One).
- Value-added appreciation service and smooth points redemption.
- Enjoy the quality resources of China Resources business units.
- Establish a merchant alliance platform and acquire exclusive preferential products and services.

試水信息管理服務

- 基礎錄入準確 建立考核標準
Ensure Accurate Basic Entry. Establish Assessment Standards.
- 個性化信息維護 實現精準推送
Maintain Personal Information. Achieve Accurate placements
- 形成報表分析 挖掘會員價值
Analyze Statments Tap Membership Value

試水信息管理服務

- 實現高效、準確的會員信息管理體系，打通客戶全生命服務周期；豐富會員信息維護維度和深度，如購房偏好、興趣愛好、需求等。
- 圍繞數據做活動、圍繞數據定方向、圍繞數據挖掘潛在客戶價值，客戶細分、精準推送。

Testing the information management service:

- Develop an efficient and accurate membership information management system and establish full life cycle customer services; increase the depth and breadth of membership information maintenance, e.g. property purchase preferences, interests, demands and so on.
- Hold events, set directions, tap potential customer value, segment the customers and make accurate placements according to the data.

打造生活體驗服務平台：

- 建立「類型化」「持續性」的華潤業主活動系列，形成華潤特有的「圈層」文化，讓業主更加幸福、快樂、有歸屬感。

Creating a lifestyle experience service platform:

- Establish 'type-based' sustainable China Resources Land owner events in order to create a special inclusive 'circle' culture around China Resources Land and provide the owners with enhanced happiness, joy and a sense of belonging.

會員互動服務整合：

- 整合與會員（業主）相關的全方位資訊，依靠微信、微博、網站、雜誌等平台，形成持續關注和互動；打造華潤與會員、會員之間的情感維繫通道。

Integrating the membership services:

- Integrate comprehensive information in relation to owner membership by generating continuous attention and interaction through WeChat, Weibo, websites, journals and other platforms; create emotional maintenance channels between China Resources and its members.

3. 客戶滿意度調查 CUSTOMER SATISFACTION SURVEY

2014年，華潤置地繼續聘請第三方對住宅業主、購物中心、酒店業務的滿意度進行調查。

In 2014, China Resources Land continued to employ a third party to conduct satisfaction surveys covering residential property owners, shopping malls and hotel businesses.

調查目的： The Purpose of the Survey:

- 評估華潤置地客戶滿意度在市場上的水平，測量客戶體驗表現。

To assess customer satisfaction and evaluate the customer's experience of China Resources Land.

- 分析華潤置地在客戶滿意度管理方面的優劣勢和存在的問題。

To analyze the advantages/disadvantages or shortcomings of China Resources Land in customer satisfaction management.

- 識別影響表現的主要因素，並提出改善建議和行動優先分析。

To identify key factors influencing the performance, suggest recommendations for improvements and conduct action priority analysis.



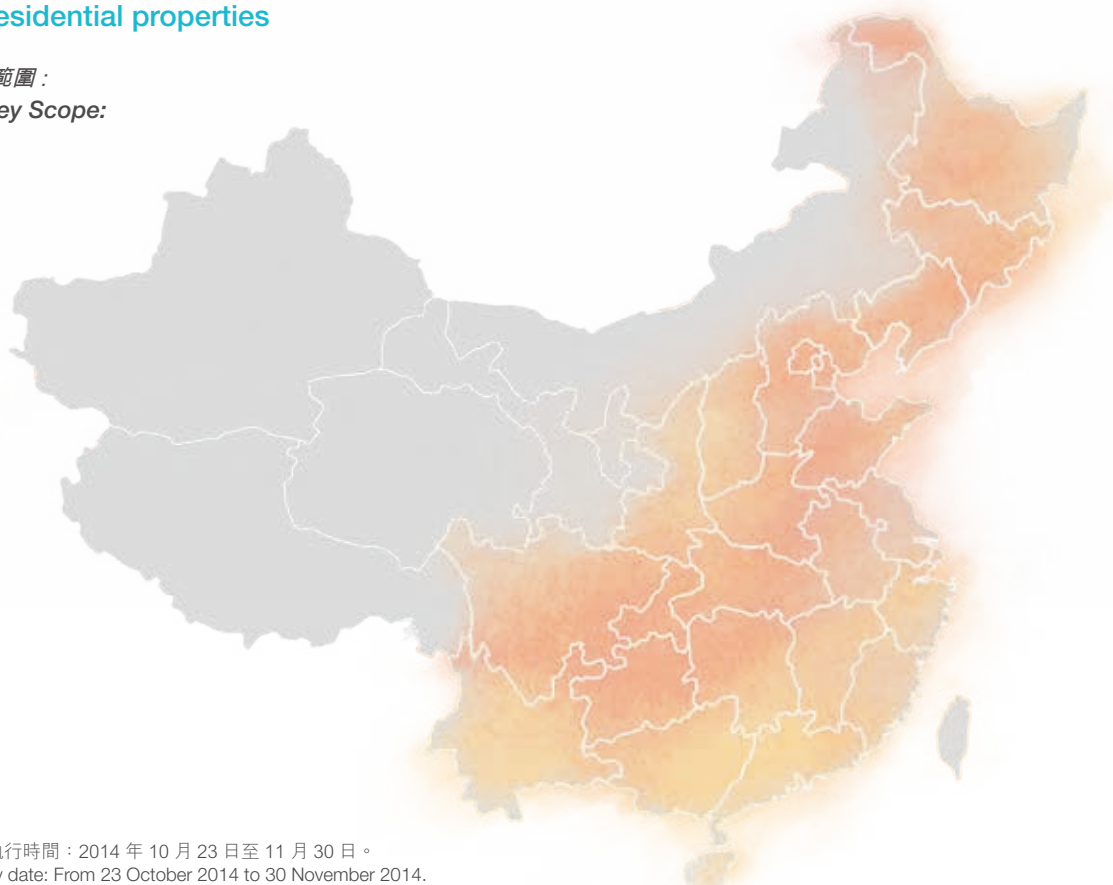
責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART

1. 住宅 Residential properties

調查範圍：

Survey Scope:



調研執行時間：2014年10月23日至11月30日。

Survey date: From 23 October 2014 to 30 November 2014.

總共完成9個大區、43個城市、93個項目的9,050個樣本。

It covers 9,050 samples over 9 regions, 43 cities and 93 projects.

未入住電話訪問：
Telephone interviews
with unsettled owners:

4803

已入住入戶面訪：
Site visits to
settled owners:

3903

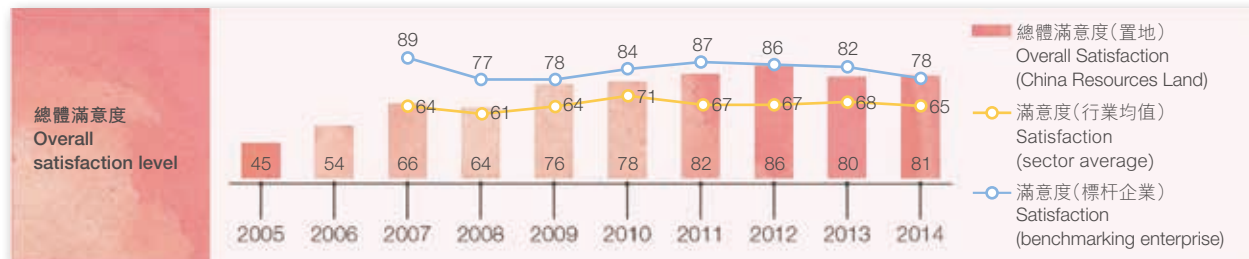
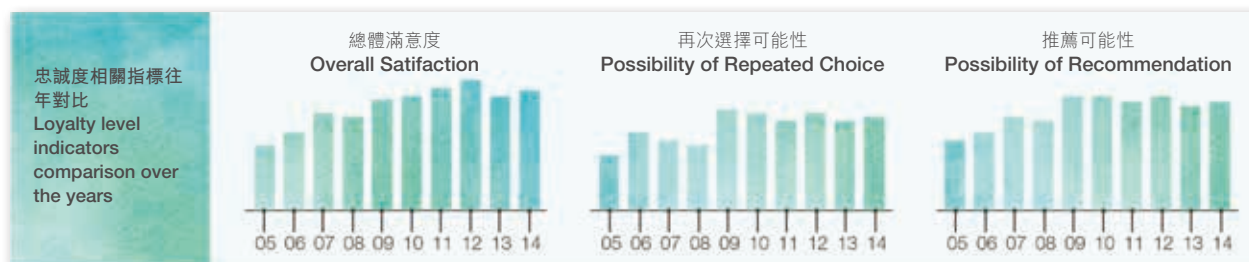
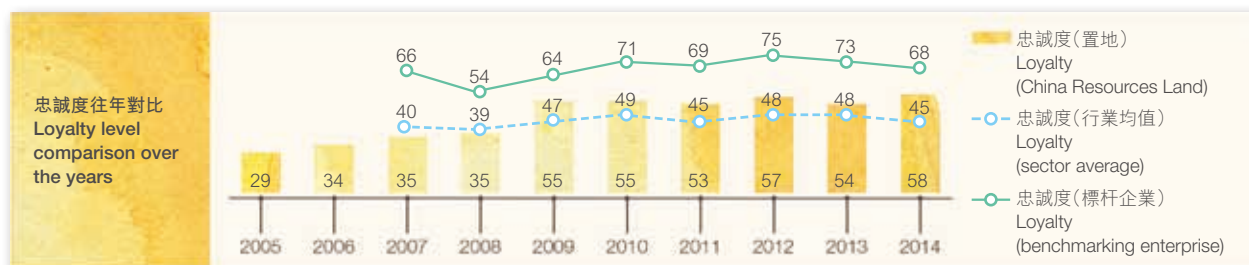
未實際調研項目樣本：
Unsurveyed
project samples:

344

北京大區Beijing Region	北京Beijing	唐山Tangshan	天津Tianjin	秦皇島Qinhuangdao	鄭州Zhengzhou		
956	377	194	249	90	46		
上海大區Shanghai Region	上海Shanghai	杭州Hangzhou	寧波Ningbo	溫州Wenzhou			
641	325	78	212	26			
深圳大區Shenzhen Region	深圳Shenzhen	南寧Nanning	萬寧Wanning	惠州Huizhou			
217	69	32	43	73			
成都大區Chengdu Region	成都Chengdu	重慶Chongqing	綿陽Mianyang	西安Xi'An			
1,403	794	394	143	72			
瀋陽大區Shenyang Region	大連Dalian	瀋陽Shenyang	鞍山Anshan	長春Changchun	哈爾濱Harbin		
1,747	599	787	107	191	63		
山東大區Shandong Region	濰博Zibo	青島Qingdao	威海Weihai	濟南Jinan	日照Rizhao	煙台Yantai	
623	154	41	120	176	69	63	
江蘇大區Jiangsu Region	無錫Wuxi	常州Changzhou	蘇州Suzhou	揚泰Yangtai	通鹽Tongyan	南京Nanjing	徐州Xuzhou
1,560	355	256	205	187	396	99	62
武漢大區Wuhan Region	武漢Wuhan	合肥Hefei	長沙Changsha				
1,376	375	479	522				
福建大區Fujian Region	福州Fuzhou	廈門Xiamen	南昌Nanchang	贛州Ganzhou			
527	195	131	134	67			

責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART



現狀及改進措施：

Status quo and Improvements:

現狀

Status quo

2014年，總體滿意度和客戶忠誠度均有所回升，分別達到81和58分；
In 2014, both overall satisfaction and customer loyalty level improved to 81p and 58p respectively.

附屬單位之間的滿意度不平衡，呈現大幅上升與大幅下滑並存的現象；
Satisfaction level between subordinate units fluctuated, recording both significant growth and significant drop.

在已入住客群中得到更高的認可，對未入住業主的管理工作存在較大的缺陷。
More recognition was gained from the settled customers, but the unsettled customers reported serious flaws in management.

改進

Improvements

將企業戰略中的客戶導向，通過貫標及日常檢查和宣傳，落實到每個員工的日常工作中；

We should put the customer-oriented corporate strategy into the routine work of every employee through the implementation of standards as well as routine inspections and promotions.

以「客戶視角」代表的方式參與項目開發、設計、建設、銷售、交付、售後服務等工作；

We should participate in project development, design, construction, sales, delivery, customer services and other work from the "customer perspective".

加強系統內部成熟公司和成熟項目的經驗交流與分享。

We should strengthen the communication and sharing of experience among the mature companies and projects within the Group.

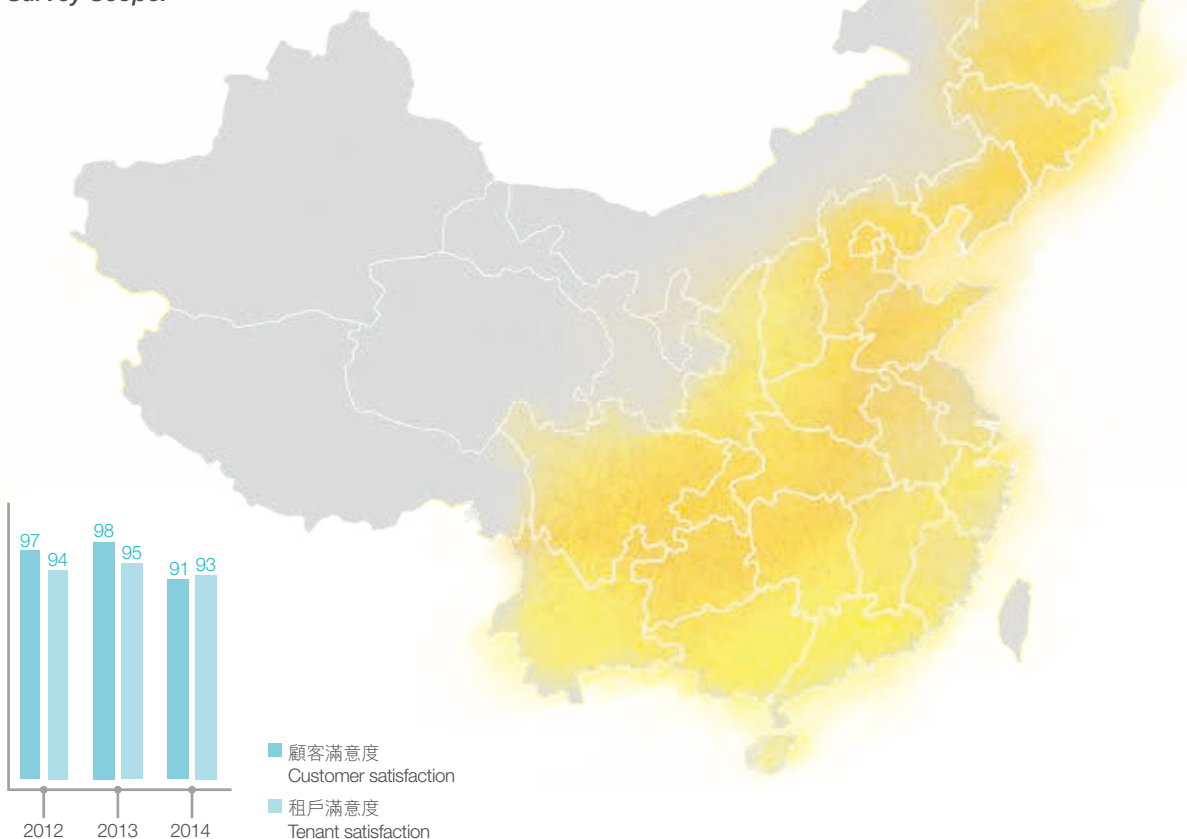
責任專題一：情感悉心服務

RESPONSIBILITY THEME 1: SERVICE WITH HEART

2. 購物中心 Shopping Malls

調查範圍：

Survey Scope:



現狀及改進措施：

Status quo and Improvements:

現狀

Status quo

新項目租戶和顧客滿意度均低於前兩年新開購物中心水平；
Both tenant and customer satisfaction levels were lower for newly opened malls as compared with those opened over the past years.

商品與品牌宣傳推廣、餐飲組合、休閒娛樂等問題突出；
There are significant problems in products and brand promotion, F&B combination, entertainment, etc.

區域競爭加劇，顧客與租戶對華潤各方面的期望提升。
With the increasing local competition, the customers and tenants have higher expectations for China Resources in all aspects.

改進

Improvements

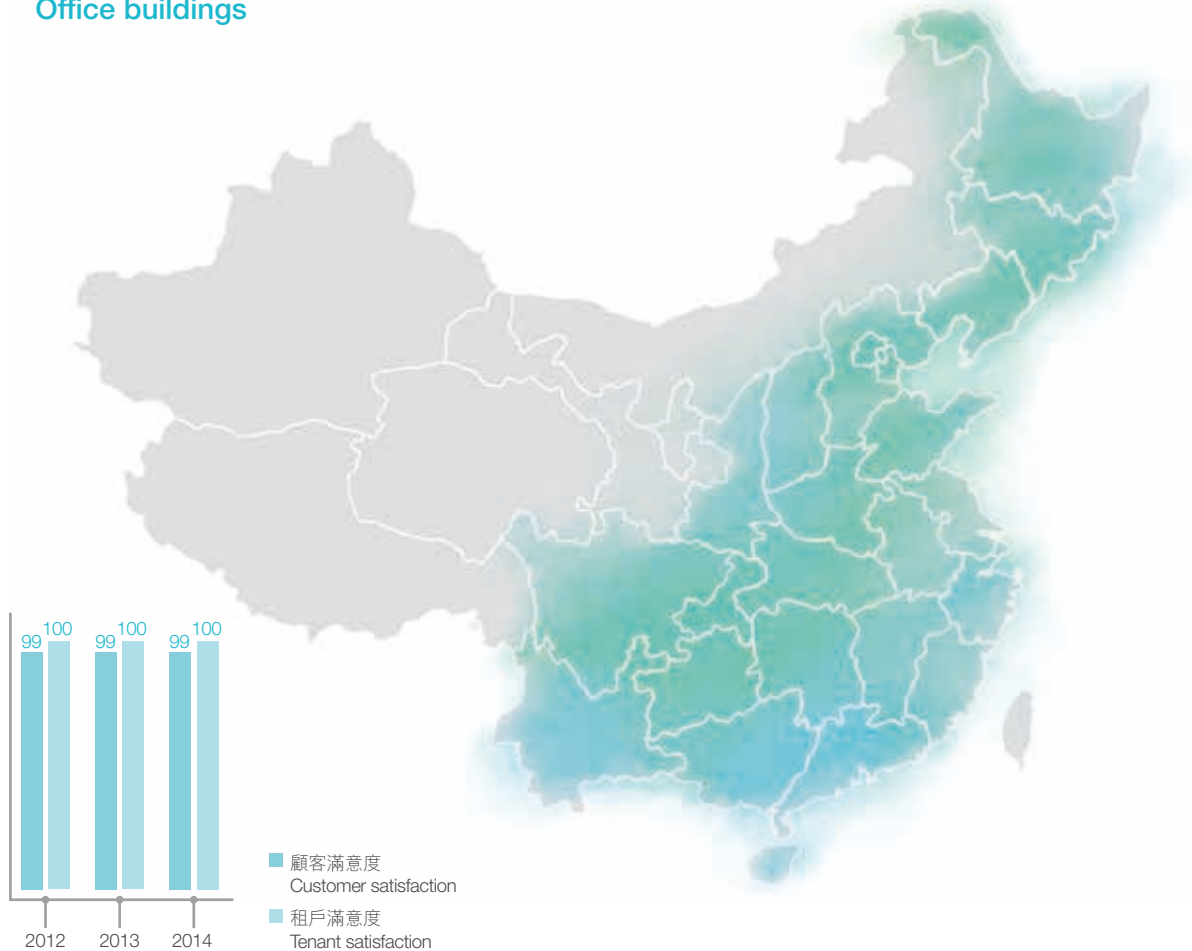
修煉「內功」，加快產品線與流程的標準化工作、對當地市場的深入洞察、人才的快速培養
We should improve "inner strength", speed up the process of standardizing the product line and process, seek to gain an in-depth understanding of local markets and cultivate talents.

學習香港與國外標杆購物中心的最佳實踐，探查目標群體需求、把握需求趨勢變化
We should adopt the best practice of benchmark shopping malls both in Hong Kong and in other countries, investigate the demands of target groups and identify the changes of demand trends.

責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART

3. 寫字樓 Office buildings



現狀及改進措施：

Status quo and Improvements:

現狀

Status quo

客戶對寫字樓品質的滿意度降低。
Customer satisfaction towards the quality of office buildings dropped.

品牌影響，一二線城市的品牌建設需要加強。
Brand development needs to be strengthened within tier-1/2 cities.

租戶與華潤大廈間的黏性有待加強。
The cohesion between tenants and China Resources buildings is expected to be strengthened.

改進

Improvements

寫字樓硬件設施與配套的持續維護與更新完善。
We should continuously maintain, update and improve the office building hardware facilities and supporting services.

打造寫字樓品牌形象與口碑。
We should cultivate the brand image and reputation of our office buildings.

與租戶企業共同研討、應對擴張、變化的需求。
We should communicate with tenant enterprises to meet demands for expansion and changes.

責任專題一：情感悉心服務

RESPONSIBILITY THEME 1: SERVICE WITH HEART

案例：「21315」報事快速響應機制 Case: "21315" Quick Response Mechanism

2014年，華潤置地在瀋陽大區全面推廣「21315」報事快速響應機制的同時，完成「1865」報事快速處理黑帶精益項目研究，區域內全面實現投訴快速處理。2014年，投訴處理客戶滿意度結果較2013年提升11分。

In 2014, while comprehensively promoting the "21315" Quick Response Mechanism in the region of Shenyang, China Resources Land completed the Black Belt Lean Research on the "1865" Quick Handling Program for complete quick complaint handling within the region. In 2014, customer satisfaction with complaint handling improved by 11 points over that in 2013.



案例：客戶服務「精益管理」 Case: Lean Management of Customer Service

華潤置地北京大區客戶關係部的精益綠帶項目《縮短新房入住維保期》，針對房屋交付以後需要維修的客戶，制定更為專業化的維保流程，提高維保效率，縮短維保週期，讓客戶儘快入住。

For the Lean Green Belt Program "Shortening New Property Settling Maintenance Warranty Period", the Customer Relations Department of China Resources Land's Beijing Region formulated a professional maintenance process for customers requiring maintenance following property delivery in order to improve maintenance efficiency, shorten the maintenance period and speed up the settling of the customers.

改善後，數據整理時間縮短 **4** 小時，
The improvement can quicken data processing by 4 hours

效率提升 **3** 倍；
and increase efficiency by three times;

單條錄入縮短 **1** 分鐘，
Quicken single entry by 1min

效率提升 **30%**。
and increase efficiency by 30%.

改善後，建立維修完成時間參考標準，能夠對滯後項進行催促，對施工單位明確維修要求。

The improvement can establish maintenance completion time benchmark, urge the lagged items, and raise clear maintenance requirements against the contractors.

責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART

案例：客服八步精進法

Case: Eight-step Enhancement Method of Customer Service

華潤置地武漢大區以客戶全生命週期觸點為軸線，通過樹立客戶關鍵感受節點的標準化動作，從客戶的初次到訪到認購、簽約、交付入住的全過程中，對客戶關係進行全方位全鏈條地管理，實現客戶與華潤置地從「溫馨邂逅」到「鍾愛一生」。

With full-lifecycle customer contact as its core, China Resources Land's Wuhan Region conducts comprehensive chain management of customer relations from "Warm Encounter" to "Life-long Love" by establishing the standard action of key customer emotion nodes throughout the process from initial visit to the purchase, the signing of the contract and moving in.

1 溫馨邂逅 Warm greeting

陽光購房
提示風險
Sunny home purchase
Risk Flagging

2 緣定今生 Life's destiny

明確條款
信息透明
Clear terms Information
transparency

3 翹首期盼 Earnest expectation

工地開放
進展通報
Site opening
Progress Notification

4 明媒正娶 Legal marriage

裝扮家庭
恭賀喬遷
Home decoration
Moving-in
celebration

華潤置地
悉心關懷八步精進法
Eight-step
Considerate
Care Enhancement of
China Resources Land

5 共築愛巢 Building a love nest

關注體驗
排優解難
Attention on
users' experience
Problem solving

6 喬遷之喜 Happy moving-in

質量維修
社區完善
Quality maintenance
Community
improvement

7 風雨同舟 Common goal

無界溝通
精益求精
Boundless
communication
Incessant refinement

8 鐘愛一生 Life-long love

用心關懷
持續改善
Whole-heartedcare
Continuous
improvement

案例：客戶體驗

Case: Customer Experience

祝林影，最早一批入住幸福裡的業主。2004年，萬象城開業，家住深圳福田的祝女士便成了這裡的常客，週末常與丈夫來這裡看電影，逛街。琳琅滿目的商鋪、豐富多彩的活動、形形色色的人，讓她覺得這裡的生活如同萬象城的名字，包羅萬象。因為喜歡萬象城的氛圍，她選擇了幸福裡，每當想起這樣的氛圍就在自己家門口，便覺得安心、舒適，這也是她所理解的幸福的本質。

Zhu Linying is one of the first property owners to settle in Park Lane Manor. When Shenzhen MIXC started operation in 2004, Ms. Zhu, who lived in Futian, became a frequent customer there. She used to go shopping or watch movies with her husband there. With new shops, exciting events and diverse people, she feels that life there is exactly what the name THE MIXC suggests. Because she loved the atmosphere of THE MIXC, she chose to move into Park Lane Manor. Whenever she reflects that such an atmosphere is near to her home, she feels the comfort and assurance that defines happiness for her.



祝林影
深圳幸福里業主

Ms. Zhu Linying
A property owner of
Shenzhen Park
Lane Manor

“在幸福裡，我找到了最適合自己的生活。我喜歡逛萬象城，沒事就到萬象城轉轉，因為我很享受被“美”包圍的感覺。”

"In Park Lane Manor, I found the most suitable life for me. I love to visit THE MIXC and spend time there. I love the feeling of being surrounded by beauty."

4 增值服務 ● VALUE-ADDED SERVICES

華潤置地積極為客戶提供多項增值服務，除營銷與物業組織的增值服務外，公司設有為客戶提供高品質增值服務的部門—置地會，華潤置地各大區置地會根據自身情況針對本地區特點開展多種形式的增值服務。

China Resources Land actively provides its customers with many value-added services. In addition to the value-added services organized by the marketing and property departments, the Company provides the value-added quality service of property clubs in all regions, in which various value-added services are organized catering to the local conditions and characteristics.

案例：個性化項目交付
Case: Personalized Project Delivery



2014年，華潤置地成都大區優化交付流程，制訂個性化的交付服務方案，讓業主感受到順暢、細緻、增值、快捷、專業的情感悉心服務。

In 2014, China Resources Land's Chengdu Region optimized the delivery process and formulated a personalized delivery plan to provide a smooth, meticulous, value-added, quick, professional and warm service.

- 一個專業化的陪驗服務小組針對一位客戶提供全程服務。
- 給每位客戶設立「專屬手續辦理區及休息區」，工作人員提供「一站式的上門服務」。
- 為客戶私人訂制專屬禮品。
- They established a professional inspection service group to provide customers with a full range of services.
- They created an Exclusive Procedures Handling Area and a Rest Area for every customer in which the working staff provide a "one-stop service".
- Customers are offered exclusive gifts.

責任專題一：情感悉心服務

RESPONSIBILITY THEME I: SERVICE WITH HEART

案例：物業員工技能大比武活動
Case: Property Staff Competition



2014年5月，華潤置地啟動首屆物業系統員工技能大比武活動。本次物業員工技能大比武活動共分為城市公司初賽、大區複賽、全國總決賽三個階段，比賽內容涵蓋崗位操作技能、常見法律法規、崗位禮儀規範、應急事件處理等。物業系統近1萬員工報名參加，經過3輪近10個環節的層層選拔，最終由81人脫穎而出參加全國總決賽。



慰問社區獨居老人
Visiting the Elderly People Who Live Alone in the Community

In May 2014, China Resources Land launched the first property staff competition. The competition was divided into three stages: primary competition between the city-based companies, secondary competition between regions and the national final competition. The competition covers operating skills, regular laws and regulations, post etiquette norms, emergency response and so on. Nearly 10,000 employees of the property team were registered for the event. After 3 rounds and nearly 10 selection steps, 81 contestants entered the national final.



慰問社區生活困難戶
Visiting the Poor Families in the Region



「春潤環保年·低碳出行紀」第九屆華潤中老年業主踏青活動
The "Spring-nurturing Environmental Protection and Low-Carbon Travel", the Ninth China Resources Middle-Aged to Elderly Property Owners Spring Tour Event



責任專題二：

品質改變生活

RESPONSIBILITY THEME II:

CHANGE THROUGH QUALITY

責任專題二：品質改變生活 RESPONSIBILITY THEME II: CHANGE THROUGH QUALITY

為努力實現成為「中國商業地產領導者」的戰略目標，華潤置地投資物業發展了萬象城城市綜合體、區域商業中心萬象匯／五彩城和體驗式時尚潮人生活館1234space三種模式，已開業和正在建造的50多座購物中心，覆蓋全國40多個城市。截至2014年，華潤置地已開業商業項目14個，其中萬象城城市綜合體項目8個，區域商業中心萬象匯／五彩城項目4個；體驗式時尚潮人生活館1234space1個，在建／待建項目40多個，建築面積達500多萬平方米。

2014年，華潤置地新開業商業項目包括3座萬象城（鄭州華潤萬象城、重慶華潤萬象城、無錫華潤萬象城）與3座五彩城（浙江余姚華潤五彩城、上海南翔華潤五彩城、合肥蜀山華潤五彩城），分別為所在區域注入了新的商業活力，豐富了消費者不同的消費需求，改善了消費體驗，提升了當地市場的商業規格，升級當地商圈。

To achieve the goal of becoming “The Commercial Property Leader of China”, China Resources Land has developed three product lines of MIXC Complexes, MIXC One/Hi5 and 1234space Experience-based Fashion Salons. Over 50 shopping malls are either in operation or under construction in over 40 cities across China. By 2014, China Resources Land had 14 projects in operation including eight MIXC Complexes, four MIXC One/Hi5 and one Experience-based Fashion Salon 1234space project, as well as over 40 projects under or pending construction, with the floor area of over 5 million m².

Newly opened malls in 2014 include 3 MIXCs (The MIXC (ZHENGZHOU), The MIXC (CHONGQING) and The MIXC (WUXI)) and 3 MIXC Ones (Zhejiang Yuyao, Shanghai Nanxiang and Hefei Shushan). They have injected new vibes into their respective regions, enriched the different needs of the consumers, improved the shopping experience, promoted local business specifications and upgraded local business circles.



鄭州萬象城於2014年4月19日開業，一期面積12萬平方米，總建築面積共22萬平方米，位於鄭州市二七商圈，擁有國內第十三家蘋果直營店、當地首家MCM、Dunhill，以及Tod's、G Givenchy、Versace、CERRUTI 1881等國際大牌，為目前中原地區檔次最高、規模最大、業態最全、最具影響力的綜合性國際消費中心，也是當地的全客層一站式消費場所。

The MIXC (ZHENGZHOU) was opened on 19 April 2014 in the Erqi Business Circle of Zhengzhou, with a total floor area of 120,000m² in Phase I and 220,000m² in total. It houses the 13th Apple Direct-sales Store in China and the first local MCM and Dunhill as well as Tod's, G Givenchy, Versace, CERRUTI 1881 and many other reputable international brands. It is a comprehensive international consumption center of the highest level and the largest scale with the most complete business form and the greatest influence in Central China, providing a one-stop solution for all local customers.



重慶萬象城於2014年9月19日開業，總建築面積共35萬平方米，位於重慶市九龍坡區楊家坪商圈，Anne Karen、UNDER ARMOUR、Moncler、Gianfranco Lotti旗艦店等國際名品均為當地首家，更有Tod's、Roger Vivier、Coach、ALFRED DUNHILL等國際品牌入駐，打造中國最具示範效應的時尚體驗型購物中心，為重慶消費者帶來全新的消費概念和生活體驗。

The MIXC (CHONGQING) was opened on 19 September 2014 in Yangjiaping Business Circle, Jiulongpo District, Chongqing, with a total floor area of 350,000m². It houses first flagship stores in the region of Anne Karen, UNDER ARMOUR, Moncler and Gianfranco Lotti as well as Tod's, Roger Vivier, Coach, ALFRED DUNHILL and other international brands. It aims to be a fashionable experience shopping center of the largest demonstration effect while also providing a fresh concept and lifestyle for Chongqing consumers.



無錫萬象城於2014年12月20日開業，總建築面積共12萬平方米，位於無錫市濱湖商業區，作為首個臨湖而設的萬象城，濱湖區域因地制宜引入特色知名餐飲品牌，打造成為無錫最具代表性的商業地標，亦是無錫城市生活的新中心，成為無錫同時具備購物、休閒、娛樂、聚會、商務、服務配套等多重功能於一體的濱湖城市綜合體。

The MIXC (WUXI) was opened on 20 December 2014 in Binhu Business District of Wuxi City, with a total floor area of 120,000m². As the first MIXC to be constructed beside a lake, it has introduced well-known specialty restaurant brands of local appeal and integrated them into the most representative business landmark in Wuxi. As the new urban center in Wuxi, it is a lakeside urban complex comprising shopping, leisure, entertainment, socializing, business, support services and many other functions.

1. 良好的購物環境 EXCELLENT SHOPPING ENVIRONMENT

華潤置地的購物中心旨在為顧客提供最舒適的購物環境，注重設計人性化，採用最先進的科學模擬技術，對商場內熱環境及光環境進行模擬評估，結合科學的商場動線排布，優選最佳設計方案，全面提升顧客的購物體驗。

在技術友好化方面，率先採用的商場中庭豎向變風量技術，可控制局部熱環境，保證所有位置的溫度舒適宜人；此外，所有項目公共區域均設有免費WIFI覆蓋，全面滿足顧客的購物休閒娛樂需求。

商場均聘請第三方單位對商場系統運行情況及室內環境進行檢測，定期對空調系統進行清洗與消毒，配合商場內繽紛五彩的花藝與主題裝飾，保證服務高標準，為顧客提供潔淨、綠色、人文的購物場所。

The shopping malls of China Resources Land aim to provide the most comfortable shopping environment for their customers. Basing the design on human touch, China Resources Land has adopted the most advanced scientific simulation technology to assess internal temperature and lighting environment of the mall with a scientific layout and an optimal design plan, creating a fully improved shopping experience for the customers.

On technology-friendliness, China Resources Land is the first to adopt vertical mall atrium variable air rate technology to control the local environment for a comfortable temperature at all times; in addition, the public areas of all our projects offer free WIFI coverage in order to meet the demands of customers with regards to shopping, leisure and entertainment.

China Resources Land employs third parties to test the operation of the mall system and interior environment, make regular cleaning and sterilization of the air-conditioning systems, maintains the mall's colorful flower art and thematic decorations, ensures high service standards and provides its customers with a clean, green and humane shopping environment.



瀋陽萬象城中庭豎向變風量技術應用
Application of vertical variable air rate technology for the mall atrium in The MIXC (SHENYANG)



深圳萬象城科學的商場動線排布
Scientific Flow Line Layout at The MIXC (SHENZHEN)

2. 豐富的產品選擇 RICH PRODUCT OPTIONS



重慶萬象城 The MIXC (CHONGQING)



重慶萬象城 The MIXC (CHONGQING)



CLUB MONA

目前，華潤置地商業中心已與1100多個國內外知名品牌建立合作關係，其中包括50多家的國際一線品牌，如Louis Vuitton、Prada等服飾品牌；COACH、BALLY等皮具品牌；以及Tiffany、亨吉利等配飾品牌；此外，還包括眾多國內知名餐飲、娛樂等品牌。

每一次萬象城的進駐，包羅萬象，伴隨著大量新品牌進駐，活躍了當地商業氛圍，豐富了市民的生活，並且有效提升了當地商業的發展水平。

So far, China Resources Land's shopping malls have established partnerships with over 1,100 brands well-known locally and abroad, including over 50 international first-tier brands such as Louis Vuitton, Prada and other apparels brands; Coach, Bally and other leather brands; Tiffany, Harmony and other accessories brands, as well as a wide variety of restaurant and entertainment brands.

The introduction of numerous new brands in THE MIXC enriches the local shopping atmosphere and the lives of the citizens and effectively improves the development of local business.



萬象城豐富多彩的商業活動
The Lively Business Events of
THE MIXC

3. 多彩的商業活動 DIVERSE BUSINESS ACTIVITIES

華潤置地會利用地處城市核心地段的優勢，組織豐富多彩的線上線下的商業活動，包括開業活動、跨界合作活動、商業推廣活動及公益活動等。

2014年，鄭州萬象城、重慶萬象城、無錫萬象城舉行豐富多彩的開業活動，為消費者帶來不一樣的購物消費體驗。

華潤置地與全國各地與各類國際優質資源進行跨界合作，如深圳萬象城的「泰迪來了」、杭州萬象城的「迪士尼90周年」展、成都萬象城「芭比娃娃展」等活動。

華潤置地多次開展社會公益活動，如青島萬象城5,000人包餃子活動獲得了吉尼斯世界紀錄、無錫萬象城舉辦的「Color Run」活動，引發全城熱議和參與，成為年度大型城市事件。

除了線下活動，華潤置地在線上也不斷進行活動推廣，各購物中心已開通近40個微信公眾號和官方微博，給顧客帶來豐富多彩的各類資訊。截至2014年12月，共有136萬新媒體粉絲，每天有3,000多名粉絲加入我們的微信、微博。除了分享最新活動資訊、最潮生活趣聞，我們還提供便捷的線上會員卡服務，與粉絲共同享受購物樂趣！

Leveraging its advantageous prime location in the city, China Resources Land organizes rich and diverse off/online business activities including store opening activities, inter-sector cooperation, business promotions, public events etc.

In 2014, The MIXC (ZHENGZHOU), The MIXC (CHONGQING) and The MIXC (WUXI) held a variety of lively opening events, offering a different consumption experience for the consumers.

China Resources Land conducts inter-sector events with all kinds of excellent partners from all over China and the world, such as the “Teddy Here” show in The MIXC (SHENZHEN), “Disney’s 90th Anniversary” exhibition in The MIXC (HANGZHOU), the Barbie show in The MIXC (CHENGDU) and many other events.

China Resources Land has held many public events such as the 5,000 People Making Dumplings Event in The MIXC (QINGDAO) which made it into the Guinness Book of World Records and the Color Run Event in The MIXC (WUXI) which became the hottest topic in the city and the largest event of the year.

Besides offline events, China Resources Land constantly conducts online event promotions. Our shopping malls have opened nearly 40 public WeChat accounts and official micro-blogs, bringing all kinds of fun and interesting information to the customers. By December 2014, 1.36 million new media fans, and over 3,000 new members per day participated in our WeChat and micro-blog communication. Besides sharing the latest event news and the most popular lifestyle stories, we also provide a convenient online membership card service for the fans to share their shopping experiences!



萬象會
THE MIXC Club

4. 人性化的客戶體驗 HUMANE CUSTOMER EXPERIENCE

各大商業中心均為消費者提供專人導購、嬰兒車租借、禮品包裝、移動電源、披肩租用、雨傘租借、複印、停車券兌換、急救藥箱、手機充電等多項顧客服務。此外，華潤置地還為租戶提供了會議室租用、24小時呼叫中心、租戶員工餐廳、倉儲支持、特賣場、大客戶邀約、來訪客群引流進店等多項服務。

對於經營商戶，除提供常規物業支持外，還給予業績支持與店鋪風險管控建議，最大限度維護客戶權益。

All major shopping malls provide shopping guides, pram rental, gift wrapping, mobile device charging points, shawl rental, umbrella rental, photocopying, parking ticket exchange, first aid and many other customer services. In addition, China Resources Land provides the tenants with meeting room leasing, a 24-hour call center, a cafeteria for the employees of the tenants, warehousing support, special sales points, major customer offers, the introduction of visiting customers to their stores and other services.

Besides regular property support, China Resources Land provides advice to its tenants on performance support and store risk control in order to safeguard customer interests.

關於華潤置地

ABOUT

CHINA RESOURCES LAND



關於華潤置地 ABOUT CHINA RESOURCES LAND

1. 組織架構 ORGANIZATION STRUCTURE

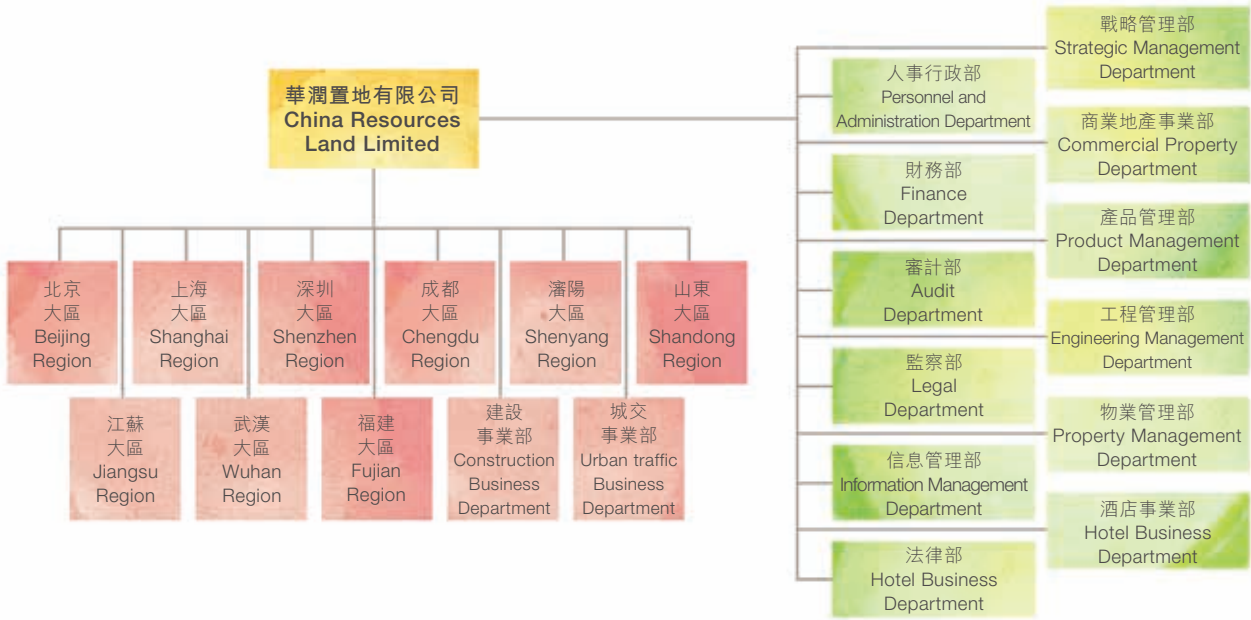
華潤置地按照「總部－大區－城市公司」三級管控模式，推進「總部做強、大區做實、城市公司做精」，實施矩陣式管理，並根據業務發展需要，對組織機構進行合理調整。2014年，設有12個總部部門、9個大區、2個事業部。

China Resources Land follows the three-tier control pattern, “headquarters – region – city-based company”, structured to promote “stronger headquarters, substantial regions and thriving city-based companies” and for matrix management, subject to reasonable adjustment based on business development. In 2014, it had 12 headquarter departments, 9 regions and 2 business departments.



關於華潤置地

ABOUT CHINA RESOURCES LAND



運營類：

- 統一流程、規範和標準
- 對業務關鍵節點進行管理
- 內外部標杆研究和學習
- 專業支持和輔導

Operation category:

- Unify processes, specifications and standards
- Manage key business nodes
- Study internal and external benchmarking
- Professional support and counseling

事業部類：

- 逐步實行獨立規劃運作
- 建立專業標準
- 改善運營效率
- 協同效應

Business department category:

- Gradually achieve independent planning and operation
- Establish professional standards
- Improve operational efficiency
- Synergy

風險控制類：

- 建立標準
- 專業支持
- 風險監控

Risk control category:

- Establish standards
- Provide professional support
- Conduct risk monitoring

資源管理類：

- 集中管理關鍵資源
- 關鍵崗位矩陣管理
- 搭建資源管理信息平台

Resource management category:

- Concentrate management of key resources
- Conduct matrix management over key positions
- Build a resources management information platform

12個總部部門：戰略管理部、商業地產事業部、產品管理部、工程管理部、物業管理部、酒店事業部、人事行政部、財務部、審計部、信息管理部、監察部、法律部

12 headquarter departments: Strategic Management Department, Commercial Property Department, Product Management Department, Engineering Management Department, Property Management Department, Hotel Business Department, Personnel and Administration Department, Finance Department, Audit Department, Information Management Department, Legal Department and Supervision Department.

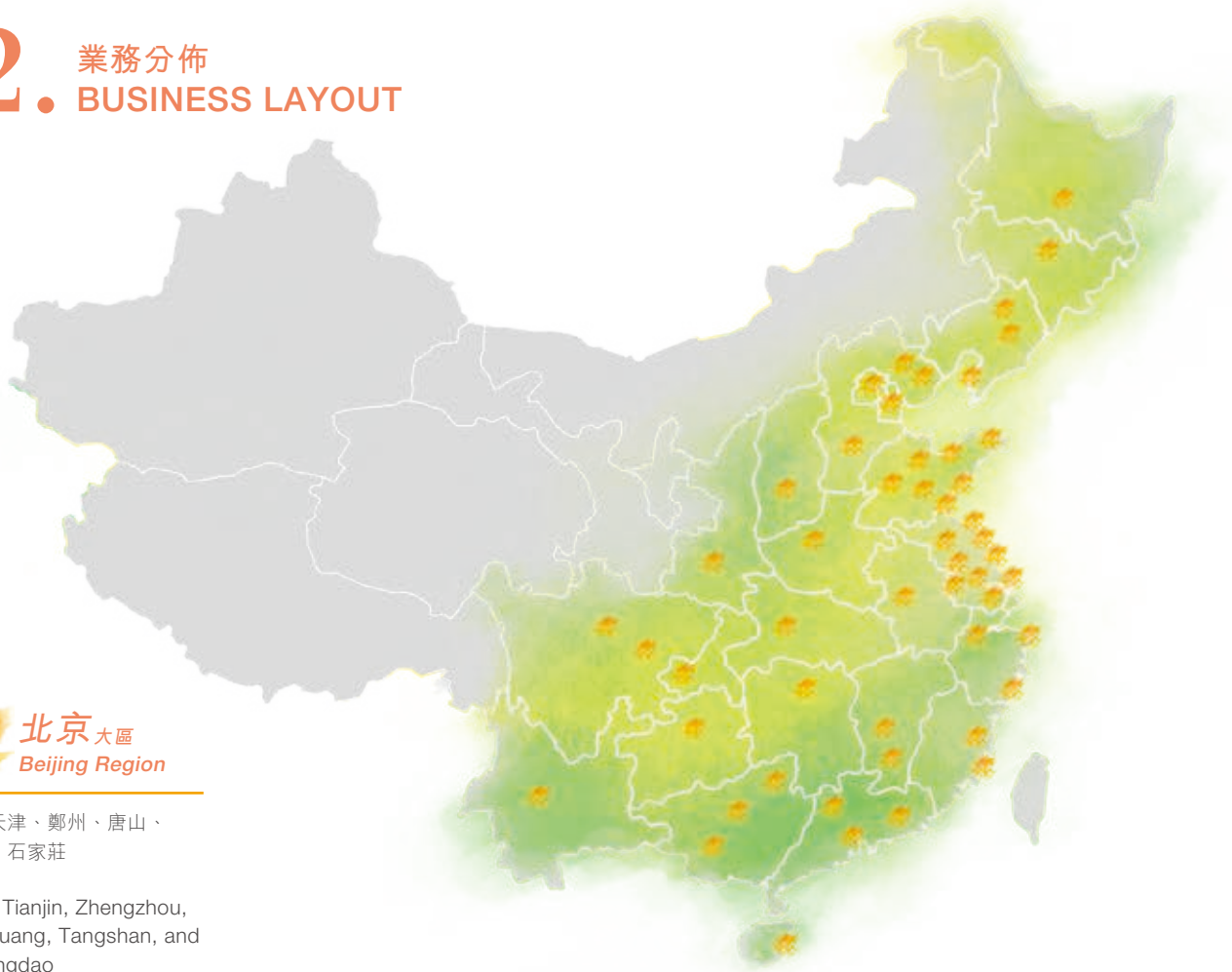
9個大區：北京大區、上海大區、深圳大區、成都大區、瀋陽大區、山東大區、江蘇大區、武漢大區、福建大區

Nine regions: Beijing Region, Shanghai Region, Shenzhen Region, Chengdu Region, Shenyang Region, Shandong Region, Jiangsu Region, Wuhan Region and Fujian Region.

2個事業部：建設事業部、城交事業部

2 business departments: Construction Business Department and Urban Traffic Business Department.

2. 業務分佈 BUSINESS LAYOUT



北京大區 Beijing Region

北京、天津、鄭州、唐山、
秦皇島、石家莊

Beijing, Tianjin, Zhengzhou,
Shijiazhuang, Tangshan, and
Qinhuangdao

上海大區 Shanghai Region

上海、杭州、寧波、溫州

Shanghai, Hangzhou,
Ningbo, Wenzhou

深圳大區 Shenzhen Region

深圳、廣州、南寧、惠州、
柳州、汕頭、萬寧

Shenzhen,
Huizhou, Guangzhou, Nanning,
Liuzhou, Shantou, Wanning

成都大區 Chengdu Region

成都、重慶、西安、綿陽、
昆明、貴陽

Chengdu, Chongqing, Xi'an,
Mianyang, Kunming and
Guiyang

瀋陽大區 Shenyang Region

瀋陽、大連、長春、哈爾濱、
鞍山

Shenyang, Dalian,
Changchun, Harbin and
Anshan

山東大區 Shandong Region

濟南、青島、太原、日照、煙
臺、濰博、威海、臨沂

Jinan, Qingdao, Taiyuan,
Rizhao, Yantai, Zibo, Weihai
and Linyi

江蘇大區 Jiangsu Region

南京、蘇州、無錫、徐州、
常州、南通、揚州、鹽城、
泰州

Nanjing, Suzhou, Wuxi,
Xuzhou, Changzhou,
Nantong, Yangzhou,
Yancheng and Taizhou

武漢大區 Wuhan Region

武漢、合肥、長沙

Wuhan, Hefei
and Changsha

福建大區 Fujian Region

福州、廈門、南昌、贛州

Fuzhou, Xiamen, Nanchang
and Ganzhou

3. 產品服務 PRODUCTS AND SERVICES

華潤置地堅持「住宅開發+投資物業+增值服務」的生意模式，主營業務包括住宅開發、投資物業開發與運營、物業管理、工程承包、裝修、傢俬製造及銷售等。

China Resources Land adheres to the business model of “residential property development + investment property + value-added service”. Its main business covers residential property development, investment property development and operations, property management, project contracting, decoration, furniture manufacture and sales etc.

1. 住宅開發

房地產業務分佈在全國52個城市，在建、在售、擬建項目超過120個，已形成八條產品線：萬象高端系列、城市高端系列、郊區高端系列、城市品質系列、城郊品質系列、城市改善系列、郊區改善系列、旅遊度假系列。

1. Residential property development

The residential business is distributed across 52 cities in China with over 120 projects under or pending construction and sales. Eight product lines have been created: THE MIXC high-end series, Urban high-end series, Suburban high-end series, Urban quality series, Suburban quality series, Urban improvement series, Suburban improvement series, and the Tourism & Vacation series.

2. 投資物業開發與運營

投資物業發展了「萬象城」城市綜合體、區域商業中心萬象匯／五彩城和體驗式時尚潮人生活館1234space三種模式（詳見專題二）。華潤置地旗下目前已開業酒店五家，分別是石梅灣艾美酒店、深圳君悅酒店、深圳灣木棉花酒店、瀋陽君悅酒店、大連君悅酒店，五家酒店共有客房數量1,686間房，總建築面積超過三十萬平方米。

2. The development and operation of investment property

Three product lines have been developed for investment property: THE MIXC Complex, the MIXC One/Hi5 and the Experience-based Fashion Salon 1234space. China Resources Land also operates five hotels: Shimei Bay Le Meridien Hotel, Shenzhen Grand Hyatt Hotel, Hotel Kapok Shenzhen Bay, Shenyang Grand Hyatt Hotel and Dalian Grand Hyatt Hotel, with a total of 1,686 guestrooms and a total floor area of over 300,000m².

3. 物業管理

「情感悉心服務」是華潤置地高品質戰略的重要環節，包括專業化、規範化的物業服務，行業領先的100個細節，樂意服務的滿意員工，高層次的情感需求，無處不在的服務體驗等五個方面的內涵。截至2014年底，共管理住宅項目145個，面積超過2,929.9萬平方米，商業項目（購物中心、寫字樓）28個，面積超過367.4萬平方米。

3. Property Management

“Service with Heart” is the key concept in China Resources Land’s quality strategy, including professional and standardized property services, leading the sector on 100 detailed points, satisfied employees willing to serve customers, high-level emotional satisfaction and experienced service at every level. By the end of 2014, China Resources Land managed 145 residential properties covering over 29.299 million m², and over 28 commercial properties (including shopping malls and office buildings) covering over 3.674 million m².

4. 工程承包、精裝修、傢俬製造及銷售

華潤建築有限公司、優高雅有限公司、華潤勵致洋行傢俬(珠海)有限公司是華潤置地的主要業務單元，負責工程承包、精裝修、傢俬製造及銷售業務。2014年，華潤置地將上述三家利潤中心整合為建設事業部。截至2014年底，建設事業部實現營業額86.61億港元。

4. Engineering contracting, fine decoration, furniture manufacturing and sales

China Resources Construction Co., Ltd, Uconia Co., Ltd. and China Resources Logic Office Furniture (Zhuhai) Ltd. are the key business units responsible for engineering contracting, fine decoration, furniture manufacturing and sales. In 2014, China Resources Land integrated the above three profit centers into the Construction Business Department. By the end of 2014, the Construction Business Department achieved a turnover of HK\$8,661 million.



責任管理
RESPONSIBILITY
MANAGEMENT

責任管理 RESPONSIBILITY MANAGEMENT

1. 責任文化 RESPONSIBILITY CULTURE

華潤置地始終關注經濟、社會和環境價值，追求卓越發展，努力打造「投資者信任、員工熱愛、社會尊重、大眾稱道」的優秀企業形象，把公司建設成為房地產行業的領導者，實現超越利潤之上的追求。

China Resources Land pays close attention to economic, social and environmental values and pursues remarkable development. It strives to create the excellent enterprise image, "trusted by investors, loved by employees, respected by the society and praised by the public". As a result, the Company will become the leader of the real estate industry through pursuing qualities above profitability.

誠信理念： Credibility:

誠實守信是華潤文化的基石，是華潤立業之本，是華潤人必須堅守的底線。
honesty and credibility form the cultural base, business foundation and firm bottom line of China Resources.

合規理念： Compliance:

遵守行業規範，重合同、守信譽、不賄賂、公平競爭。
adherence to sector norms, respect for contracts, keeping credit, avoiding bribery and conducting fair competition.

經濟責任理念： Economic responsibility:

業績是華潤選人、用人、評價人、激勵人的基本標準。
performance is the basic standard by which China Resources selects, assigns, assesses and motivates employees.

客戶責任理念： Customer responsibility:

尊供更為優質、更為環保、更為人性化的產品和服務，不斷超越用戶期望，與客戶精誠合作，為客戶創造價值，與客戶共同成長。
we should provide higher quality, environment-friendly and personal products and services, constantly exceed the expectations of the users, cooperate with and create value for our customers and thereby develop together.

公共責任理念： Public responsibility:

常懷感恩之心，努力回饋社會。
cultivating gratitude and trying to reward the society.

員工責任理念： Employee responsibility:

尊重人的價值，開發人的潛能，昇華人的心靈，保護員工權益，實現企業價值和員工價值最大化。
to respect human value, develop human potential, sublimate the human mind, protect the interests of fellow employees and maximize the value of the enterprise and its people.

供應鏈責任理念： Supply chain responsibility:

攜手合作夥伴互惠互利，共同發展，合作共贏。
working with the partners for mutual benefit, joint development and win-win success.

環境責任理念： Environmental responsibility:

不以犧牲環境為代價謀求企業發展，不以犧牲環境的長遠利益換取企業的短期效益；不以犧牲公民的健康和生命謀取黑心利潤，不以損毀品牌為代價謀求企業短暫輝煌。
never sacrifice the environment for the development of the enterprise, never sacrifice the long-term interests of the enterprise for its short-term interests, never sacrifice the health and lives of the public for evil profits, and never sacrifice brand reputation for short-term, short-lived glory.

責任管理
RESPONSIBILITY MANAGEMENT



華潤置地社會責任模型
Social Responsibility Model of China
Resources Land

2. 責任體系 RESPONSIBILITY SYSTEM

華潤置地按照「做實、做強、做大、做好、做長」(5M) 的理念，通過社會責任工作推動公司內部管理改善和 提升，形成了具有自身特色的「5M」社會責任體系。

China Resources Land created its characteristic “5M” social responsibility system according to the philosophy of being “firmer, stronger, larger, better and longer” (5M) in order to improve the internal management of the Company through social responsibility.

5M	具體要求 Specific requirements	社會責任體現 Display of Social responsibility
做實 Firmer	誠信合規 依法治企 基礎管理 Credibility and compliance Enterprise governed by law; Basic management	<ul style="list-style-type: none"> • 遵守法律、制度和商業倫理，依法納稅 • Respect laws, rules and business ethics and pay lawful taxes • 防範商業腐敗，建立懲防協同長效機制 • Prevent business corruption and establish a long-term mechanism combining prevention and punishment • 保護中小投資者和消費者權益 • Protect the rights of small and medium-sized investors and consumers • 加強信息披露 • Enhance information disclosure • 杜絕形式合法，實質違背商業道德、破壞資源環境的項目建設 • Avoid projects that appear legal but violate business ethics and harm resources and the environment • 決策規範化、透明化、專業化 • Normal, transparent and professional decision making • 將社會責任融入企業決策、制度、運營與員工行為 • Merge social responsibility with enterprise decision making, systems, operations and employee behavior
做強 Stronger	核心競爭力 專業能力 Core competitive strengths; Professional capability	<ul style="list-style-type: none"> • 華潤特色的社會責任管理能力 • Social responsibility management capacity characteristic of China Resources • 引領中國企業的社會責任管理水平 • Attain the leading social responsibility management level among Chinese enterprises • 建設一流人才與管理隊伍 • Build first-class talent and management teams

責任管理

RESPONSIBILITY MANAGEMENT

5M	具體要求 Specific requirements	社會責任體現 Display of Social responsibility
做大 Larger	經營規模 市場地位 Operational scale Market position	<ul style="list-style-type: none"> • 保護員工權益、促進員工成長、開展員工關愛，實現與員工共成長 • Safeguard the interests of, enhance the development of, provide care to and achieve mutual growth with the employees • 推動供應鏈履責 • Promote the responsibility performance of the supply chain • 維護市場競爭秩序，公平競爭 • Maintain a market competitive landscape for fair competition • 社區共建，合作共贏 • Joint community construction and win-win cooperation • 開展慈善公益，與社會分享發展成果 • Carry out charitable acts in the public interests and share the achievements of development with the society
做好 Better	好業績 好產品 好服務 Excellent performance, products and service	<ul style="list-style-type: none"> • 安全性、收益性、成長性好 • Good safety, profitability and growth • 為消費者和客戶提供一流產品和服務 • Provide first-class products and services for the consumers and customers • 完善的客戶服務管理體系 • Maintain a consummate customer service management system • 不斷超越用戶期望，為消費者和客戶提供價值 • Constantly exceed the expectations of users and provide value to consumers and customers
做長 Longer	發展戰略 商業模式 創新能力 國際化水平 企業形象 Development strategy Business model Innovation ability Internationality Corporate image	<ul style="list-style-type: none"> • 依靠社會責任引領企業發展 • Enterprise development guided by social responsibility • 建設資源節約型和環境友好型企業 • Construct a resource-saving and environmental-friendly enterprise • 實現安全生產 • Achieve safety in production • 打造產學研合作平臺，增強研發投入 • Create a platform for industrial, academic and research cooperation and enhance the input to research and development • 嚴守商業倫理與道德理念，遵守行業規範，重合同守信譽 • Strictly observe business ethics and moral philosophy, abide by sector norms, respect contracts and keep credit • 關注負面輿情，改善媒體關係 • Pay attention to negative public opinions and improve media relations • 以利益相關方意見導向，聚焦實質議題，改進工作，促進融合 • Follow the advice of the stakeholders, focus on important topics, improve work process and promote reconciliation

3 責任治理 RESPONSIBILITY GOVERNANCE

1. 制度體系

華潤置地執行華潤集團《華潤企業公民建設指引》、《華潤集團社會責任工作管理辦法》，在華潤集團指導下，對社會責任的組織保障、規劃推動、指標體系、溝通傳播、檢查考核、經費保障等問題進行了規範，通過管理體系，有效管理企業運營對利益相關方、社會和環境的影響，實現社會責任理念融入企業經營。

2. 組織體系

華潤置地的社會責任組織體系按照矩陣式管理的要求設置。董事會是社會責任決策領導機構，總部人事行政部是主責部門，總部各部門是各項社會責任落實的監管和推動部門。華潤置地所屬各大區、各事業部與總部各部門進行職能對接，接受總部的工作指導和考核評價。

1. System

In line with the *Guide to Corporate Citizenship Construction and Social Responsibility Management Measures of China Resources Holdings*, and under the guidance of China Resources Holdings, China Resources Land has formulated regulations on organization security, planning promotion, index systems, communication, checking and assessment, funding security and other issues for effective management over the impact of business operations on the stakeholders, the society and environment, so as to merge the social responsibility philosophy with business operations.

2. Organization system

The social responsibility organization system of China Resources Land is set for matrix management. The Board of Directors is the leading body of social responsibility decision making, the Personnel and Administration Department of the Headquarters is the responsible body and all departments of the Headquarters are the supervising and promotion units for the implementation of all social responsibilities. All regions, business departments and headquarters departments of China Resources Land cooperate with each other in practice and receive working instructions and assessment from the Headquarters.

4. 責任溝通

RESPONSIBILITY COMMUNICATION

華潤置地積極加強與利益相關方的溝通，在多方平臺下學習領先企業的優秀實踐，傳遞華潤置地的責任理念、實踐和成效。不斷拓展溝通渠道，提升溝通頻率，豐富溝通內容，積極回應利益相關方訴求。

China Resources Land actively enhances communication with stakeholders, learns excellent practices of the leading enterprises under the multi-party platform and conveys its philosophy of responsibility, practice and effect. It constantly expands communication channels, improves communication frequency, enriches communication contents and actively responds to the demands of stakeholders.

利益相關方 Stakeholder	責任要求 Responsibility requirement	採取措施 Measures	溝通實踐 Communication
政府 Government	貫徹執行國家經濟政策，落實政府管理要求，促進社會持續發展 Implement national economic policies and government management requirements and promote sustainable development of the society.	守法合規，誠信經營 依法納稅，增加就業 公平競爭，促進行業健康發展 Abide by the laws, conduct honest and credible operations, pay lawful taxes, increase employment, value fair competition and promote healthy development of the industry.	參與政府相關會議 參與政府項目，落實華潤集團戰略合作機制 定期和專項彙報，完善報表和相關信息 Attend relevant government meetings, participate in government projects, implement the strategic cooperation mechanism with China Resources Holdings, make regular and special reportings, improve the format and content of statements and related information.
股東 Shareholder	企業合法合規 資產保值增值 滿意的投資回報率 瞭解公司經營情況 Ensure the legality and compliance of the enterprise, value preservation and appreciation, satisfactory return on investment and update information concerning the operation of the Company.	完善公司管理體系，提高公司經營水平，防範經營風險，保障和提升股東權益 Improve the Company's management system, raise the operation level of the Company, prevent operation risk and secure/improve the interests of shareholders.	及時披露信息，加強投資者關係管理，業務部門日常溝通，專項匯總，公司年報，投資者會議 Disclose information appropriately, improve the management of investor relations, conduct daily communication with business departments, summarize special projects, prepare the Company's annual reports and hold investor meetings.
客戶 Customer	嚴格遵照合同，杜絕虛假銷售宣傳 提供優質產品，及時妥當處理客戶合理訴求 Strictly follow contracts, avoid false sales promotion, provide quality products and address the reasonable demands of the customers in a full and timely fashion.	保證產品品質，豐富服務種類，提升服務質量 Ensure product quality, enrich service options and improve service quality.	客戶滿意度調查，客戶服務熱線，完善客戶關係管理體系和客戶意見搜集反饋機制 Conduct customer satisfaction surveys, maintain the customer service hotline and improve the customer relations management system as well as the customer comment collection and feedback mechanism.

利益相關方 Stakeholder	責任要求 Responsibility requirement	採取措施 Measures	溝通實踐 Communication
員工 Employee	保障員工權益 實現員工發展 關愛員工健康 參與公司管理 Secure the interests of employees, help them develop, care for their health and engage them in company management.	維護員工合法權益，完善收入分配和福利保障機制，關注員工培訓，改善工作條件，提供員工關愛基金，開展員工活動 Maintain the legal interests of employees, improve the income distribution and welfare security mechanism, pay attention to employee training, improve working conditions, establish an employee care fund and organize employee activities.	定期和不定期徵求員工意見，員工座談會，網站群 Regularly and irregularly collect suggestions from employees, hold employee seminars and create websites for employee clusters.
供應商及合作夥伴 Suppliers and partners	誠信合作，和諧平等，互利共贏，促進行業積極健康發展 Promote the positive and healthy development of the industry through honest cooperation, harmony, equality, mutual benefit and win-win success.	公平陽光採購，打造責任供應鏈，參與行業組織，建立合作機制和夥伴關係 Conduct fair and amicable purchases, create a responsible supply chain, join industrial organizations and establish mechanisms of cooperation with partners.	招投標大會，供應商大會，商業談判，責任採購 Tendering/bidding conference, supplier conference, business negotiation and responsible purchases.
科研院所、行業組織、媒體、社會團體 Research institutions, industrial organizations, media and social groups	遵守行業規範，促進行業發展，提供政策建議 Abide by industrial norms, promote industrial development and provide policy suggestions.	參與行業評優，對行業規範提出建議，完善新聞管理制度，及時準確披露相關信息 Participate in industrial selection, provide advice on industrial norms, complete the press management system and disclose relevant and accurate information in a timely fashion.	健全新聞發言人機制，優化輿情反饋機制 Improve the press spokesperson mechanism and optimize the opinion feedback mechanism.
社區與環境 Community and environment	合理利用資源，保護生態環境，促進社區發展 Reasonably utilize resources, protect the ecological environment and promote the development of the community.	實施節能減排措施，落實綠色施工、綠色建築理念，開展社區活動 Implement energy saving and emission reduction measures, adhere to the green construction and green building philosophy and organize community activities.	發佈環保相關數據，開展社區溝通、共建活動，積極投身社區公益 Publish relevant environmental protection data, carry out community communication and joint construction and actively engage in community charitable events.

責任管理

RESPONSIBILITY MANAGEMENT

案例：媒體對華潤置地社會責任報告進行專題報道

Case: The media make a special report on the social responsibility report of China Resources Land

2014年7-10月份，華潤置地通過官方網站、微信自媒體對《華潤置地2013年社會責任報告》進行宣傳，並將印刷品分發給全國50多個城市的利益相關方。《21世紀經濟報道》、《經濟觀察報》、《中國經營報》以及香港《明報》對華潤置地社會責任工作進行了專題報道。

During July-October 2014, China Resources Land promoted its 2013 Social Responsibility Report through its official website and WeChat and distributed printed copies to stakeholders in over 50 cities across China. The 21st Century Business Herald, The Economic Observer, China Business and Mingpao Daily (Hong Kong) made special reports on the social responsibility of China Resources Land.



2015年1月22日，華潤置地應邀參加了由中國社科院主辦的「分享責任年會(2015)暨第四屆中國企業社會責任報告峰會」。

On 22 January 2015, China Resources Land was invited to attend the Responsibility Sharing Annual Conference (2015) & the Fourth China Corporate Social Responsibility Report Summit held by the Chinese Academy of Social Sciences.



2014年7月22日，《瞭望週刊》、《財經國家週刊》、《東方週刊》、新華社深圳支社等媒體調研華潤置地。

On 22 July 2014, *Outlook Weekly*, *Economic National Weekly*, *Oriental Weekly*, wnhua News Agency Shenzhen Branch and other media visited and interviewed China Resources Land.



5. 責任能力 RESPONSIBILITY CAPACITY

1. 參與行業標準研究

Participating in research on industrial standards



《中國企業社會責任報告編寫指南3.0之房地產行業》研討會

Guide to China Corporate social responsibility Report Preparation (3.0) – Property Industry seminar

2014年9月29日，華潤置地應邀參加華潤醫藥集團主辦的《中國企業社會責任報告編寫指南3.0之醫藥行業》修編工作專家研討會。

2015年2月11日，華潤置地在深圳召開啟動會，參與《中國企業社會責任報告編寫指南3.0之房地產行業》的編寫工作。

On 29 September 2014, China Resources Land was invited to attend a seminar on the *Guide to China Corporate Social Responsibility Report Preparation (3.0) – Pharmaceutical Industry* held by the China Resources Pharmaceutical Group.

On 11 February 2015, China Resources Land held a kick-off meeting in Shenzhen and participated in the preparation of the *Guide to China Corporate Social Responsibility Report Preparation (3.0) – Property Industry* seminar.

2. 開展責任培訓

Conducting responsibility training



中國社科院專家、華潤集團董事會辦公室領導為華潤置地培訓

The experts of the Chinese Academy of Social Sciences and the China Resources Board of Directors conducted training for China Resources Land

2014年5月28日，華潤置地邀請中國社科院專家為華潤置地社會責任工作組成員26人進行了社會責任工作專題培訓。

On 28 May 2014, China Resources Land invited experts from the Chinese Academy of Social Sciences to conduct social responsibility training for 26 social responsibility working group members of China Resources Land.

6. 責任榮譽 RESPONSIBILITY AND HONORS



《中國企業社會責任藍皮書(2014)》

The *Bluebook of Corporate Social Responsibility* (2014)

2014年11月13日，由中國社會科學院編著的《企業社會責任藍皮書(2014)》發佈，披露了房地產行業31家樣本公司的社會責任發展指數，華潤置地為房地產行業唯一獲得「四星級」評價的企業，社會責任發展指數位列行業第一名。

On 13 November 2014, the *Bluebook of Corporate Social Responsibility (2014)* edited by the Chinese Academy of Social Sciences was published, containing a social responsibility development index of 31 companies in the real estate industry. China Resources Land was the only enterprise to be awarded a “four-star” rating in the industry, ranking first in the social responsibility development index.



華潤置地榮獲「中國責任地產TOP100」

China Resources Land was included in the Top 100 Social Responsibility Chinese Real Estate Enterprises

2015年1月17日，由《中國建設報》主辦，住房和城鄉建設部政策研究中心、住宅產業化促進中心獨家支持的第四屆「中國責任地產TOP100」推介活動暨《中國房地產企業社會責任評價指標體系》課題成果發佈會在北京舉行，發佈了第四屆中國房企社會責任百強榜單，華潤置地榮列其中。

On 17 January 2015, the Fourth “China Responsibility Real Estate Top 100” Promotion Event & *China Real Estate Social Responsibility Assessment Indicator System* Project Achievements Publishing Ceremony was held in Beijing, and was organized by Construction News and exclusively sponsored by the Policy Research Center of the Ministry of Housing and the Urban-Rural Construction and Housing Industrialization Promotion Center. The top 100 social responsibility Chinese enterprises this year were announced, which included China Resources Land.

一、公司治理

I. CORPORATE GOVERNANCE



一、公司治理

I. CORPORATE GOVERNANCE

1. 治理結構和決策機制 GOVERNING STRUCTURE AND DECISION MAKING MECHANISM

華潤置地積極採納香港聯合交易所有限公司證券上市規則要求的企業管治守則。2014年，公司執行董事吳向東先生辭任公司主席，由執行董事唐勇先生擔任公司董事會副主席，負責主持公司董事會工作。副主席唐勇先生有效主持、經營及管理董事會日常工作。另外，公司日常業務亦由董事會直接授權所有執行董事負責管理，因此公司董事會及日常業務並未受到影響。公司將定期檢討董事會及管理架構情況，以維持董事會及公司業務良好營運，並於合適時委派適合人選出任主席或行政總裁一職。

China Resources Land actively adopts the Corporate Governance Code Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited. During Year 2014, Mr. Wu Xiangdong, Executive Director of the Company, tendered his resignation as Chairman of the Company. Mr. Tang Yong, Executive Director of the Company, was appointed as the Vice Chairman of the Company to lead the Board. The Vice Chairman has effectively presided over the daily operations and management of the Board after his appointment. Moreover, the Company's daily operations were managed by all executive directors duly delegated by the Board. Hence, the board's operations and the company's business were not adversely impacted. The Company will review the Board and management structure so as to maintain the quality of the Board and the Company's business operations. The Company will also identify suitable candidates for the appointment of Chairman or chief executive officer at an appropriate time.

董事會結構圖：

The Structure of the Board:

- | | |
|---|--|
| • 執行董事：吳向東先生、唐勇先生(副主席)、俞建先生 | • Executive Directors: Mr. Wu Xiangdong, Mr. Tang Yong (Vice Chairman) and Mr. Yu Jian |
| • 非執行董事：閻颯先生、杜文民先生、丁潔民先生、魏斌先生、陳鷹先生、王彥先生 | • Non-Executive Directors: Mr. Yan Biao, Mr. Du Wenmin, Mr. Ding Jiemin, Mr. Wei Bin, Mr. Chen Ying and Mr. Wang Yan |
| • 獨立非執行董事：王石先生、何顯毅先生、閻焱先生、尹錦滔先生、馬蔚華先生 | • Independent Non-Executive Directors: Mr. Wang Shi, Mr. Ho Hin Ngai, Mr. Andrew Y. Yan, Mr. Wan Kam To and Mr. Ma Weihua |
| • 審核委員會：尹錦滔先生(主席)、何顯毅先生、閻焱先生、馬蔚華先生、魏斌先生、陳鷹先生 | • Audit Committee: Wan Kam To (Chairman), Mr. Ho Hin Ngai, Mr. Andrew Y. Yan, Mr. Ma Weihua, Mr. Wei Bin and Mr. Chen Ying |
| • 薪酬委員會：閻焱先生(主席)、何顯毅先生、尹錦滔先生、馬蔚華先生、杜文民先生 | • Remuneration Committee: Mr. Andrew Y. Yan (Chairman), Mr. Ho Hin Ngai, Mr. Wan Kam To, Mr. Ma Weihua and Mr. Du Wenmin |
| • 提名委員會：吳向東先生(主席)、何顯毅先生、閻焱先生、尹錦滔先生、馬蔚華先生、杜文民先生 | • Nomination Committee: Mr. Wu Xiangdong (Chairman), Mr. Ho Hin Ngai, Mr. Andrew Y. Yan, Mr. Wan Kam To, Mr. Ma Weihua and Mr. Du Wenmin |
| • 企業管治委員會：何顯毅先生(主席)、尹錦滔先生、閻焱先生、馬蔚華先生、吳向東先生、唐勇先生 | • Corporate Governance Committee: Mr. Ho Hin Ngai (Chairman), Wan Kam To, Mr. Andrew Y. Yan, Mr. Ma Weihua, Mr. Wu Xiangdong and Mr. Tang Yong |

一、公司治理

I. CORPORATE GOVERNANCE

董事會

董事會之責任

董事會負責制訂本公司的戰略、目標及業務計劃，監督及控制本公司的戰略執行、營運及財務表現，並制定適當的風險控制政策與程序，以確保實現本公司之戰略目標。此外，董事會亦負責將本公司之企業管治維持於高水平。董事負責促進本公司之成功，以及客觀地作出符合本公司最佳利益之決定。

為保持高效運作和經營決策的靈活與迅捷，董事會必要時亦將其管理及行政權力轉授予管理層，並就授權行為提供清晰的指引，以避免嚴重妨礙或削弱董事會整體履行其職權的能力。管理層定期會面，檢討本公司之戰略目標、企業架構、營運程序、預算執行、主要項目及經營計劃。

董事會應具備平衡的技巧及經驗以切合本公司業務所需。執行董事及非執行董事的平衡架構有助於確保董事會的獨立性並可令董事會作出有效的獨立判斷。董事會的運作及管理及本公司業務的日常管理應在董事會的層面清晰劃分以確保權力及授權的平衡，而該權力將不會集中於任何個人。

BOARD OF DIRECTORS

Responsibilities of the Board

The Board is responsible for the formulation of strategies, objectives and business plans for the Company, and to supervise and control the implementation of strategies of the Company and its operations and financial performance, and formulation of appropriate risk control policies and procedures to ensure the achievement of the Company's strategic objectives. In addition, the Board is also responsible for maintaining a high standard of corporate governance of the Company. The Directors are accountable for promoting the success of the Company and making decisions objectively in the best interests of the Company.

In order to maintain a highly efficient operation, as well as flexibility and swiftness in operational decision-making, the Board, when necessary, may delegate its managing and administrative powers to the management, and provide clear guidance regarding such delegation so as to avoid seriously impeding or undermining the overall capabilities of the Board in exercising its powers. The management meets regularly to review the strategic goals, corporate structure, operating procedures, budget implementation, major projects and business plans of the Company.

The Board should have a balance of skills and experience appropriate for the requirements of the business of the Company. A balanced composition of executive Directors and non-executive Directors helps to ensure the independence of the Board and enables the Board to make independent judgments effectively. The operation and management of the Board and the day-to-day management of the Company's business should be clearly divided at the Board level to ensure that there is a balance of power and authority and that power will not be concentrated in any one individual.



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I. CORPORATE GOVERNANCE

2. 投資者關係管理 MANAGEMENT OF INVESTOR RELATIONS

1. 股權結構

截至2014年底，華潤集團持股比例為67.95%，流通股比例為32.05%，其中機構股東總持股比例為14.19%，佔流通股數44.28%，個人股東總持股比例為17.86%，佔流通股數55.72%。

2. 信息披露

實時安排公告、年報、中報、定期經營情況披露工作，向股東和社會披露公司治理及股權結構變化的制度和實踐。

3. 投資者溝通

2014年，本公司通過業績路演、投資者論壇、反向路演、項目考察及日常會議等各種形式與現有股東、債券持有人及潛在投資者保持積極溝通。

- 組織高層投資者見面會1次
- 組織並參與路演活動4次
- 參與投行舉辦的投資者會議16次
- 接待投資者及分析師公司拜訪及電話會議118次
- 組織基金經理及投資者考察項目超過700人次

1. Equity structure

By the end of 2014, 67.95% of the Company's shares were held by China Resources Holdings and 32.05% were free float, of which 14.19% were held by institutional shareholders, accounting for 44.28% of the total number of floating shares, and 17.86% by individual shareholders, accounting for 55.72% of the total number of floating shares.

2. Information disclosure

We disclose announcements, annual reports, interim reports and regular operational updates as well as corporate governance practices and equity changes to both the shareholders and the society in a timely manner.

3. Communication with investors

In 2014, the Company maintained active communication with existing shareholders, bond holders and potential investors through results roadshows, investors' forum, reverse road shows, project visits, routine meetings and other channels.

- Organized 1 meeting between senior management and investors
- Organized and participated in 4 roadshows
- Participated in 16 investors' forums hosted by investment banks
- Received 118 company visits or teleconferences with investors and analysts
- Organized over 700 fund managers and investors to visit our projects

案例：反向路演 Case: Reverse roadshow

2014年9月24-26日，華潤置地組織了反向路演，安排參觀本公司新開業項目成都及重慶萬象城。除項目現場參觀外，在調研活動中特別安排投資者與項目公司管理層交流互動環節，就投資者關心的財務、市場、招商、銷售、營運及策略等各方面問題做出解答。

On 24-26 September 2014, China Resources Land organized a reverse roadshow at the Company's newly opened Chengdu/Chongqing MIXC. Besides the site visits to the projects, investors got a chance to interact with the company's management and communicate on issues like financial performance, market performance, leasing, sales, operations and strategy.

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3. 內控與監督 INTERNAL CONTROL AND SUPERVISION

華潤置地樹立「嚴謹、嚴肅、嚴格、嚴厲」的內審工作理念，建立了較為完善的內部控制體系。定期開展多種類型的審計項目和內控專題工作，及時督促業務單元進行整改。通過內部審計工作，一方面監督內控制度的執行，另一方面持續檢討、修訂、完善內控系統。2014年，公司審計部榮獲「全國內部審計先進集體」榮譽稱號。

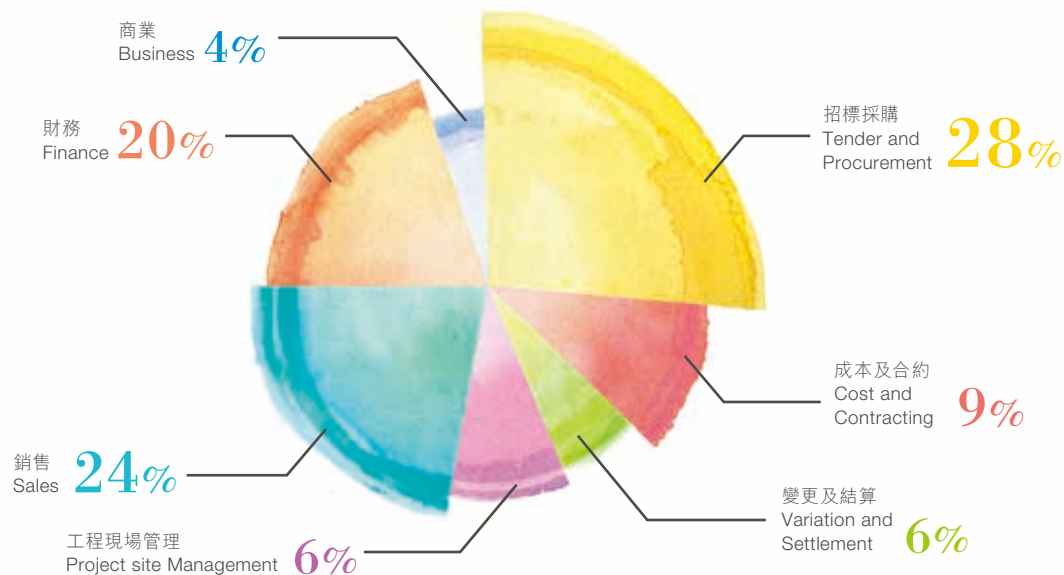
China Resources Land has established the “meticulous, serious, strict and rigorous” working philosophy and established a sound internal control system. It regularly conducts diversified audit projects and thematic internal control projects and urges business units to rectify and improve in time. Through internal audits, it supervises the implementation of internal control system on one hand and reviews/revises/improves that system on the other hand. In 2014, the Company’s Audit Department won the honorable title of “National Advanced Collective of Internal Audit”.

1. 內控自評

連續三年組織一線業務人員開展內控自評。聚焦制度的健全性和執行的有效性，通過內控自評，指導業務人員對日常工作進行自查和問題整改，將「事後審計」變成「事前預防」。通過內控自查及整改，從公司層面到各業務流程層面均建立了系統的內部控制及必要的內部監督機制，為公司經營管理的合法合規、資產安全完整、財務報告及相關信息的真實可靠提供了合理保障。2014年，內控自評共完成107,812個抽樣樣本，自查發現缺陷樣本3,459個，缺陷率3.2%，處於較低水平。

1. Internal Control Self-Assessment

For three consecutive years, China Resources Land has organized the front-line staff to conduct internal control self-assessment. By focusing on the soundness of the system and the effectiveness of implementation through (internal control self-assessment, the process enables the staff to conduct self-inspection and rectification, turning “post audit” into “prior prevention”. Through self-inspection and rectification of internal control, it has established systematic internal control and necessary internal supervision mechanism from the enterprise level to all business process levels, providing reasonable assurance on legal compliance of operation and management, safety and integrity of assets, reality and reliability of financial reports and related information. In 2014, the self-assessment of internal control completed 107,812 samples and found 3,459 defect samples, giving a defect rate of 3.2%, which is considered a low level.



注：有效樣本總量107,812個，招標採購、銷售、財務、成本及合約、工程現場管理、變更及結算、商業各佔比例為28%、24%、20%、9%、9%、6%、4%。

Note: There are 107,812 effective samples in total, with tender and procurement, sales, finance, cost and contracting, project site management, change and settlement and business accounting for 28%, 24%, 20%, 9%, 9%, 6% and 4% respectively.

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2. 風險管理

華潤置地自2011年以來持續開展風險管理工作，採取「以主題風險管理為切入點，完善內控建設為基礎，逐步搭建風險管理體系」的實施路徑，每年開展多個專項風險管理項目，對風險進行差異化分類管理，建立起常態化的風險評估及應對機制，包括：

- 從戰略、市場、運營、財務、法律等5個方面梳理出了符合公司特點的風險類型；
- 根據行業特點及公司管控現狀，對華潤置地整體層面的前十大風險進行辨識、評估，有針對性地制定風險應對方案；
- 針對公司管控重點和管理薄弱環節，有計劃的開展專題風險管理項目，已完成如：招標採購風險管理、持有物業營運安全風險管理、工程結算風險管理等；
- 每季度對公司重大內控風險進行監控，對重大內控風險及時報告公司管理層；
- 通過每年內控自評，使各大區、事業部及時識別風險，反思風險發生原因，研討改進和防範措施，以實現管理改進與提升。

2. Risk Management

Since 2011, China Resources Land has continuously conducted risk management work. With “thematic risk management as the penetrating point, improving internal control set-up as the basis and the gradual establishment of a risk management system” as the implementation approach, it has conducted many special risk management projects, made differential management for different risks and established regular risk control and responding mechanisms, including:

- Streamlining the risk types according to the characteristics of the Company in respect of strategy, market, operation, finance and legal;
- Identifying and estimating the top ten risks at the enterprise level of China Resources Land according to the sector characteristics and company control status, and formulating relevant risk response plans;
- Conducting regular thematic risk management projects on key controlling points and weak management links of the company: Completed projects include tendering and procurement risk management, operating safety risk management of investment properties, project settlement risk management, etc.
- Monitoring major internal control risks of the Company every quarter and reporting those risks to the management of the Company in a timely manner;
- Identifying existing risks in all regions and business units through internal control and self-assessment each year, reviewing the causes of the risks and exploring improvement and prevention measures for enhanced management.

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實施要求 Implementation requirement	<ul style="list-style-type: none"> • 實效、創新、專業。 • Effective, innovative and professional.
組織實施 Organizing and implementing	<ul style="list-style-type: none"> • 審計部組織、推動，與業務部門共同開展，與現有管控體系融合。 • The Audit Department organizes, promotes and develops with the business departments and merges with the existing management and control system.
內控基礎上的主題風險管理 Thematic risk management on the basis of internal control	<ul style="list-style-type: none"> • 以主題風險管理為切入點，完善內控建設為基礎，逐步搭建風險管理體系。 • With the thematic risk management as the penetrating point and internal control set-up optimization as the basis, a risk management system is established step-by-step. • 以解決重大風險為首要目標，逐步完成主要業務鏈條風險梳理和對應的內控體系再造，實現基礎合規，強化總部管控。 • Target primarily on solving major risks, review risks in key business links gradually and rebuild the corresponding internal control system, achieve basic compliance and strengthen control over the headquarters. • 建立內控評價機制，對內控體系持續監控、循環改進、不斷提升整體風險管理能力。 • Establish internal control assessment mechanisms, continuously monitor the internal control system and constantly improve overall risk management ability.



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4. 法律風險管理 LEGAL RISK MANAGEMENT

2014年，華潤置地在法律風險防控試點工作的基礎上，啟動全面法律風險管理項目。以業務開展流程為主線，分別在兩個試點單位梳理出九個業務模塊法律風險點共444個。通過總結全面法律風險管理項目第一輪開展工作經驗，公司於2014年底制定《華潤置地法律風險管理工作指引(V1.0)》，不斷完善公司法律風險管理機制，提高法律風險管理水平。

In 2014, China Resources Land started a comprehensive legal risk management project based on legal risk prevention and control. With the business operation process as its main thread, it identified 444 legal risk points in nine business modules of two pilot units. By summarizing the working experience of the first round of the comprehensive legal risk management project, the Company formulated the *Guide to China Resources Land Legal Risk Management Work (V1.0)* at the end of 2014 to constantly improve the legal risk management mechanism and the management level of the Company.

問題與不足

Problems and inadequacy

從**制度流程**角度出發，法律風險發生原因主要為制度流程未充分考慮對供應商的背景調查流程化及重大合同的履約跟蹤與檢查。

從**法律風險點**發生頻率及風險後果分析，公司的重點風險多集中在項目前期、工程管理、合約管理及銷售管理等方面。

From the perspective of **system process**, legal risk occurs due to the fact that the system process fails to consider a process-based background investigation against the suppliers as well as the performance tracking and survey of major contracts.

According to **legal risk** incidence and risk consequence analysis, the key risks of the Company concentrate in project preparation, project management, contracting management, sales management, etc.

目標與改進

Targets and improvement

針對已梳理出的法律風險點，公司對各業務單位進行法律風險管理培訓，共計20餘場，參訓逾500人次。

Concerning the identified legal risk points, the Company conducted legal risk management training for all business units on over 20 occasions with over 500 participants.

案例：合規宣傳與交付

Case: Compliance propagation and delivery

為確保項目銷售過程中的合規宣傳與交付，2014年，華潤置地一方面組織開展各大區商品房銷售風險專項檢查工作，分項目推廣、銷售和交付三個階段全面規範公司主營業務開展。嚴格遵循《房地產廣告發佈暫行規定》、《中華人民共和國城市房地產管理法》、《中華人民共和國合同法》等法律法規，杜絕虛假承諾、違規銷售和瑕疵交付出現。另一方面，啟動項目前期銷售承諾及交付前風險排查、整改工作。對於與承諾不符項目，嚴格依照整改計劃整改。

In 2014, to ensure compliance propagation and delivery of projects during sales, China Resources Land organized special investigations of commercial property sales risks in all regions and comprehensively controlled the risks relating to three aspects: promotion, sales and delivery. Strictly in line with *Temporary Provisions on Real Estate Advertising, Urban Real Estate Management Law of the People's Republic of China, Contract Law of the People's Republic of China* and other laws and regulations, it prohibits any false undertakings, illegal sales and defective delivery. On the other hand, it started initial project warranty as well as pre-delivery risk identification and correction, wherein any project in violation of the warranty will be strictly corrected according to the correction plan.

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案例：哈爾濱歡樂頌客戶群訴群訪事件

Case: Group Complaint Incident of Harbin Fun Square Customers

2014年初，哈爾濱“歡樂頌”項目因規劃發生重大轉變引發了客戶強烈不滿，爆發了大規模的客戶集中維權事件。

事件發生後，華潤置地管理層高度重視，緊急成立由總部法律、客服等職能部門及大區共同組成的專項工作小組，深入調查，積極與當地相關主管部門溝通協調。針對歡樂頌業主的訴求，坦誠溝通，擬定了合理的退房及補償方案，並快速執行，獲得了業主的理解和支持。

In early 2014, a major planning change raised strong complaints from customers for the Harbin Fun Square Project, which subsequently became a large and concentrated customer claim incident.

The management of China Resources Land immediately paid strong attention to the complaints and formed a special emergency team composed of employees from the legal, customer service and other departments of both the Headquarters and the region. They conducted an in-depth investigation and actively communicated with the local authorities. In regards to the claims of the Fun Square owners, they communicated sincerely and quickly formulated and implemented a reasonable plan for the return of the property and compensation, thereby winning the understanding and support of the owners.

案例：海南石梅灣垃圾場事件

Case: Hainan Shimei Bay Dumping Ground Incident

由萬寧市政府規劃建設的無公害垃圾清理場位於華潤置地海南石梅灣九裡一期住宅項目紅線外距離約1千米處，2014年2月份開始，該垃圾場引發業主對生活環境的擔憂，部分業主進行了持續維權活動，並引起媒體關注。

因垃圾場是政府項目，停用搬遷都由政府決定。事件發生後，華潤置地積極應對、主動溝通，緊急成立專項小組，就垃圾填埋場搬遷事宜，負責與政府和業主進行溝通。經過多次溝通協調，當地政府及相關部門目前已初步選好新垃圾場場址，並開展前期的可行性研究工作。

The harmless dumping ground planned and constructed by Wanning Municipal Government was located about 1km from the red line of Hainan Shimei Bay Jiuli Project (Phase I) of China Resources Land. Since February 2014, the dumping ground triggered the worry of the property owners. Some owner claimed against the dumping ground and attracted attention of the media.

As a government project, the closing and relocation of the dumping ground shall be determined by the government. After the incident, China Resources Land made active response and actively communicated with the government and the owners by an emergency group. Through numerous occasions of communication and coordination, the local government and relevant authorities primarily chose a new site for the dumping ground and started initial feasibility research.



二、公平運營

II. FAIR

OPERATION

二、公平運營

II. FAIR OPERATION

華潤置地注重誠信建設，致力構建健康、透明的供應商合作體系。

- **對內**，將華潤集團的《華潤十戒》、《華潤置地員工廉潔從業準則》作為經理人和員工的行為準則，結合公司規章制度、法律法規進行宣導和教育，要求經理人和員工在與供應商的合作過程中嚴格執行。
- **對外**，將《陽光宣言》、《廉潔協議》作為各項招標邀請的附件，在向供應商發出招標邀請時即傳達華潤置地的誠信建設思想，只有認同華潤置地《陽光宣言》、《廉潔協議》的供應商才有資格進行投標。中標單位均須簽訂《廉潔協議》。

2014年，為進一步加強和規範招標採購活動，保護公司權益，提高經濟效益，保證項目質量，華潤置地修訂了招標採購管理制度，並相應制定了採購實施指引。

Valuing honest construction, China Resources Land is dedicated to a healthy and transparent supplier cooperation system.

- **Internally**, we should adhere to the *China Resources Ten Commandments and the China Resources Land Employee Honest Employment Codes* as the principles of the conduct of managers and employees, carry out promotion and education in line with the laws, regulations and bylaws of the Company and require all managers and employees to strictly abide by them.
- **Externally**, we should use the *Sunny Declaration and Honest Agreement* as the appendices of all tendering invitations and convey the honest construction ideology of China Resources Land to the suppliers together with our bidding invitation. The qualified suppliers must accept the *Sunny Declaration and Honest Agreement*. The winners of the contract shall sign the *Honest Agreement*.

In 2014, in order to strengthen and regulate the bidding-based procurement, protect the rights of the Company, improve its economic interests and secure project quality, China Resources Land revised its tendering and purchase management system and formulated a guide to purchase implementation.

信息公正 Open Information

2014年華潤置地實現採購信息公開，在官方網站上面向社會公示採購信息，廣泛接受優秀的供應商報名參加相關招標，供應商可以在公開的招標平臺進行報名和入庫。
In 2014, China Resources Land started to openly disclose its procurement information, announce the procurement information on its official website accessible to the public and widely accept excellent suppliers to register for relevant tendering. The suppliers can be registered and entered through the open tendering platform.

過程公正 Just process

設置招標採購委員會、招標工作小組、評標委員會三大機構作為招標組織和執行機構，實現「三權分立、評定分離」，杜絕暗箱操作，從機構設置保障招標過程的公平性。
We should appoint a bidding procurement committee, tendering work group and bid evaluation committee as tendering organizations and executive bodies, adopt the "separation of powers as well as separation of evaluation and determination" principle in order to avoid black-box operation and ensure the fairness of the tendering process by organizational settings.

結果公平 Fair results

採用「價低者得」的中標原則，確保招標結果的公平。
We should adopt the principle that "the bidder offering the lowest price wins" to promote fair results of tendering.

二、公平運營

II. FAIR OPERATION

1. 供應鏈管理

SUPPLY CHAIN MANAGEMENT

1. 設計階段

通過制度建設，規範設計供應商及建築、景觀、裝飾材料的選擇過程。

- 建立設計供應商庫並定期測評
- 建立設計供應商選擇和管理辦法
- 設計階段不推薦建築及裝飾材料供應商

2. 招采和施工階段

選擇產品品質最優的企業作為合作方，打造高效率、低成本、高品質的供應鏈體系。2014年，華潤置地上線ERP網上供應商門戶，供應商通過網上報名註冊，參加項目招投標。對供應商履約管理實行供應商名冊管理制度，對合作供應商實行履約評價管理，確保高品質、高效率、低成本的戰略管控目標，提高合作夥伴的穩定性，營造公平的供應商環境，控制履約風險。

通過供應商管理制度體系的建立，對上市公司、大區、城市的供應商的考察、入冊、評估、定級等流程及要求進行了體系化的梳理和規定，每年對供應商進行履約評價，對於合作履約良好的供應商，列入《合格供應商名冊》，可參與項目投標，提供長期合作機會；對於違反廉潔合作協議、不能有效履約的供應商，實行嚴格的淘汰制度，列入《不合格供應商名冊》，不得參與項目投標。各項目的入圍投標單位優先從《合格供應商名冊》中選擇，不得從《不合格供應商名冊》中選擇。

1. Design stage

Through system set-up, we should regulate the selection process of design suppliers as well as the building, landscaping and decoration materials.

- Establish a supplier database and conduct regular assessment
- Establish the selection and management measures of design suppliers
- Not recommend building or decoration suppliers at the design stage

2. Bidding procurement and construction stage

Enterprises offering the best-quality products are selected as partners to create a highly efficient, low cost and high quality supply chain system. In 2014, China Resources Land put the ERP network supplier portal website into production, enabling the suppliers to register online and participate in project bidding. The supplier registry management system has been adopted to manage and assess the supplier contract performance, ensure strategic control goal of high quality, high efficiency and low cost, improve the stability of the partners, create a fair supplier environment and control contract performance risk.

By establishing the supplier management system, the Company systematically streamlines and regulates survey, registration, assessment, grading and other processes and requirements of suppliers for the listed company, regions and cities, conducts contract performance assessment for suppliers, lists suppliers that display excellent performance on the *Registry of Qualified Suppliers* and provides them with long-term cooperation opportunities. Suppliers violating the *Honest Agreement* or failing to achieve effective performance will be judged by a strict elimination system, listed on the *Registry of Unqualified Suppliers* and disqualified for participating in project tendering. Short-listed bidders for all projects will be selected preferentially from the *Registry of Qualified Suppliers* and never from the *Registry of Unqualified Suppliers*.

二、公平運營

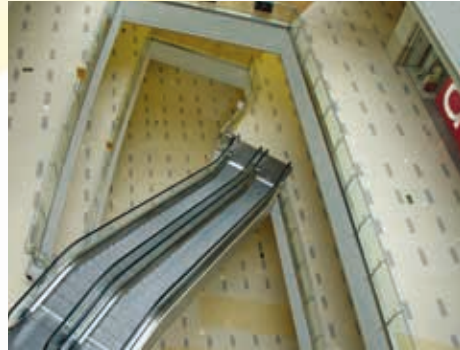
II. FAIR OPERATION

案例：實地考察，確保供應商質量

Case: site surveys to ensure the quality of the suppliers

華潤置地實地考察國內外天然、人造大理石廠家，選擇健康環保、美觀精緻、耐久性好的進口人造大理石作為地面材料，提供給客戶高品質的購物體驗。通過創新地採用「拋開代理商，廠家直接供應」的方式，直接與國外廠家達成戰略合作，下屬公司負責進口石材大板的報關、運輸、切割、配送、施工管理，取得了國內進口人造大理石最低的價格、最好的質量、最優的服務。

China Resources Land conducts site surveys of natural and artificial marble manufacturers at home and abroad, selects high quality, healthy, environment-friendly, beautiful and durable imported marble as ground material and provides its customers with a high-quality shopping experience. By innovatively adopting "direct supply from the manufacturers without agents" approach, it directly enters into strategic partnerships with foreign manufacturers, employs subordinate companies to be responsible for the customs declarations, transportation, cutting, delivery and construction management of imported stone boards and acquires imported artificial marble with the lowest prices, the best quality and the most excellent service in China.



3. 招商運營階段

華潤置地每一個項目的前期投資、籌建、運營均有一系列嚴格的規章與流程制度，所有流程透明公開。

3. Leasing and operation stage

With all processes transparent and open, China Resources Land has strict rules and process systems for the initial investment, preparation and operation of each project.



二、公平運營

II. FAIR OPERATION

招商管理

嚴格執行《華潤置地持有商業物業計劃管理指引》、《關於重大招商審批規定》等相關文件，對項目招商每個階段的重要節點進行管控，以加強規範經營選擇綜合評價最優的租戶。

租戶管理

建立一套獨有的租戶管理方法，包括租戶信息和檔案管理規範、店鋪信息傳達機制、租戶會議、店鋪智能信息管理系統等，配合《租戶二次裝修風險管理工作指引》、《消防風險管理工作指引》、《大型群體活動風險管理工作指引》等規範，有效降低店鋪運營過程中的各類風險，保證各租戶的穩定經營。

酒店管理

華潤置地針對酒店採購業務以及營運出品要求，對供應商的素質及安全標準有嚴格的規定，自第一家君悅酒店成立就已經運用FSMS系統，並於2013年12月經Intertek審核通過了HACCP體系的認證。

根據《危害分析與關鍵控制點(HACCP)體系食品生產企業通用要求》等國家標準，深圳君悅對供應商制定了新供應商資質審查制度、食品驗收標準、食品添加劑採購標準等管理制度，全面保證食品安全。同時，酒店嚴格根據管理制度對食品供應商進行不定期的實地考察與審核。審核範圍包括供應商資質證件檢查、食品儲存情況及溫度、化學品管理系統，以及衛生狀況。酒店還將審核供應商所有涉及食品安全方面的資格證書，並對現場進行拍照記錄，根據食品的特殊性不定期進行抽檢。

Leasing management

We should strictly implement the *Guide to China Resources Land Commercial Property Planning Management*, the *Regulations on Major Leasing Approval* and other related documents, control key nodes at every stage of leasing and select tenants with the best comprehensive assessments.

Tenant management

We should build up a set of unique tenant management methods including tenant information and database management, a store information conveying mechanism, tenant meetings, an intelligent store information management system and so on, in order to effectively reduce all risks during store operation and guarantee stable operation of tenants in line with the *Guide to Secondary Decoration Risk Management of Tenants*, the *Guide to Fire Risk Management*, the *Guide to Large Group Event Risk Management* etc.

Hotel management

According to the requirements on hotel purchase and operation, China Resources Land places strict restrictions on the quality and safety standards of the suppliers. FSMS, adopted since the founding of the first Grand Hyatt Hotel, passed the certification of the Hazard Analysis and Critical Control Point System (HACCP) by an Intertek review in December 2013.

According to the HACCP system, the *General Requirements on Food Manufacturers* and other national standards, Shenzhen Grand Hyatt Hotel formulated a new supplier qualification review system, food acceptance standard, food additive purchase standard and other management systems to ensure that suppliers can fully guarantee food safety. Furthermore, the Hotel strictly conducts irregular site examinations and reviews of food suppliers according to the management system. The review scope covers the checking of supplier qualification certificates, food storage and temperature, chemical management systems and sanitation conditions. In addition, the hotel reviews all qualification certificates related to food safety, takes site photos as records and conducts irregular sampling according to the special properties of the food.

二、公平運營

II. FAIR OPERATION

4. 交付使用階段

物業管理方面，華潤置地在緊抓核心業務確保服務品質的前提下，積極推動服務外包，從制度、流程各方面律己律人，參與供應商選擇和監管，履行合作夥伴社會責任。

物業外包業務招投標管理

所有外包業務均嚴格按照《華潤置地招標採購管理制度》要求，採用公開招投標或邀請招投標的方式選擇外包方，確保公平公正。

建立了外包服務合同審批流程，所有外包服務合同均經過多方評審後簽訂，杜絕暗箱操作。

物業外包方品質管理

建立外包方品質管理流程，對外包方的服務質量進行日常督導管理。

定期開展評議和年度綜合評估，形成合格供應商名錄，建立穩定的合作關係，降低合作風險。

4. Stage of delivery for use

In terms of property management, subject to the tight control of core business and sound service quality, China Resources Land actively promotes service outsourcing and the discipline of both itself and others in systems and processes, participates in supplier selection and supervision and fulfills the social responsibilities of the partners.

Tendering-based management for property outsourcing business

All outsourcing businesses are conducted in line with the *Bidding-based Procurement Management System of China Resources Land*. Outsourcing suppliers are selected through open tendering or tendering invitations for fairness and equality.

We should establish an outsourcing service contract approval process, requiring all outsourcing service contracts to be reviewed and signed by all parties and avoiding any black-box operation.

Management of property outsourcing suppliers

We should establish a quality management process of the outsourcing parties and conduct routine management supervision of the quality of the outsourcing parties's services.

We should also conduct regular evaluations and annual comprehensive assessments, prepare a list of qualified suppliers, establish stable partnerships and lower the cooperation risks.

二、公平運營

II. FAIR OPERATION

2 公平競爭 FAIR COMPETITION

公平自律

華潤置地在業務開展過程中，遵守商業道德，開展公平競爭，並通過宣傳和培訓等方式宣傳公平競爭理念，提高員工公平競爭自律。

Fairness and self-discipline

During business operations, China Resources Land abides by business ethics, conducts fair competition, endorses the fair competition philosophy through promotion, training and other means and improves fair competition and the self-discipline of the employees.

行業交流

華潤置地不僅在企業內部推動公平競爭理念宣傳和實踐，還通過溝通交流的方式與行業內競爭對手一起，促進行業公平競爭。華潤置地積極參與行業交流，不斷推動所在行業的整體發展與進步，維護良好的市場秩序和競爭環境。

Industrial exchange

China Resources Land not only conducts the promotion and practice of the fair competition philosophy within the enterprise, but also promotes industry-wide fair competition with its sector competitors through communication. China Resources Land takes active part in industrial exchange, constantly promotes overall development and progress of the industry and works to maintain an excellent market order and competition environment.

案例：華潤置地參加第十五屆中國西部國際博覽會暨第七屆中國西部國際合作論壇

Case: China Resources Land participates in the Fifth Western China International Fair & the Seventh Western China International Cooperation Forum

2014年10月24日，第十五屆中國西部國際博覽會暨第七屆中國西部國際合作論壇在四川成都開幕，華潤置地參加了本屆西博會展覽。展示了公司的業務概況以及在四川的投資項目，吸引了眾多參觀者。

On 24 October 2014, the Fifteenth Western China International Fair & the Seventh Western China International Cooperation Forum kicked off in Chengdu, Sichuan. China Resources Land participated in the event and showcased the overall business of the Company as well as its investment projects in Chengdu, attracting many visitors.

保護知識產權

截至2014年，華潤置地已取得國內註冊商標176件，正在申請註冊中的商標321件。同時，公司已獲得國內專利授權的專利數量達42件，進一步提升了企業的市場競爭力。

Intellectual property right protection

By 2014, China Resources Land had acquired 176 domestic registered trademarks in addition to 321 trademarks under registration. Furthermore, the Company acquired 42 domestic patents licensed in China, further increasing its market competitiveness.

2013年以來，公司逐步開展對其他房地產開發企業的侵權監測工作，並積極配合華潤集團主導的各類維權訴訟或行政投訴工作，有力打擊侵權行為，保護公司合法權益。同時，公司充分尊重他人的技術、軟件、肖像、文字等知識產權，做到有效授權並合理、合法使用。

Since 2013, the Company had gradually conducted the right infringement monitoring of other real estate development enterprises and actively assisted in all claim lawsuits or administrative complaints lodged by China Resources Holdings to fight against the right infringements and protect the legal rights of the Company. Additionally, the Company fully respects the technology, software, photographs, texts and other intellectual property rights of others for effective licensing and due and legal use.

二、公平運營

II. FAIR OPERATION

3 ● 戰略合作 STRATEGIC COOPERATION

華潤置地倡導與合作夥伴共同發展、長期共贏的合作理念，通過戰略合作的形式建立長期、穩定合作關係，有效避免建築市場的無序競爭和不規範競爭行為。

China Resources Land advocates joint development and long-term win-win success with its partners and effectively avoids the disordered and irregular competition of the building construction market through strategic partnership.

案例：政企合作

Case: Cooperation between government and enterprise



2008年，為探索體育場館等公共設施投融資改革，深圳市政府決定將深圳灣體育中心以BOT方式由華潤置地投資、建設並運營50年。50年運營期滿後，體育中心整體無償移交給市政府。此舉為深圳市政府節省了建設資金，甩掉了後續運營包袱，同時城市形象得以提升，為深圳市民創造了設施完備的公共健身與娛樂場所，生活環境和生活方式得以改善。

In 2008, in order to explore an innovation of investment and financing in stadiums and other public facilities, the Shenzhen Municipal Government decided to employ China Resources Land to fund, construct and operate Shenzhen Bay Sports Center for 50 years by way of BOT. Upon the expiry of 50 years of operation, the entire stadium center will be transferred to the Municipal Government for free. This move will save the Shenzhen Government the construction funds and the burden of subsequent operation, improve the image of the city, create excellent facilities for the exercise and entertainment of the public and improve their living environment and lifestyle.

案例：企企合作

Case: Enterprise – enterprise cooperation

2012-2014年，華潤置地與五礦發展股份有限公司、浙江物產金屬集團有限公司建立鋼筋採購戰略合作關係，在鋼材採購方面進行嚴格的成本控制、質量控制、風險控制。

During 2012 - 2014, China Resources Land, Minmetals Development Co., Ltd. and Zhejiang Metals and Materials Co., Ltd. established a strategic partnership for the purchase of reinforcement bars, focusing on strict cost control, quality control and risk control during the steel purchase process.



二、公平運營

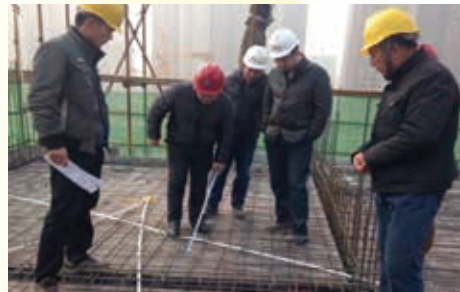
II. FAIR OPERATION

案例：校企合作

Case: School – Enterprise Cooperation

在總部層面持續推進與清華大學、同濟大學等高校在安全、質量進行第三方檢測的同時，2014年華潤置地在所屬大區層面也開展校企合作。武漢大區與重慶大學開展合作，對大區各項目進行季度質量及安全檢查，提高項目的整體施工質量，減少施工隱患。同時，大區與華中科技大學展開合作，借助其在安全、風險預警方面的專業能力，協助編製武漢大區EHS體系文件。

While continuously promoting a third-party testing system for safety and quality with Tsinghua University, Tongji University and other universities at the level of the headquarters, China Resources Land conducted the enterprise-school cooperation at a regional level in 2014. Wuhan Region and Chongqing University cooperated in quarterly quality and safety inspections over all projects in the region in order to improve overall construction quality of the projects and remove construction hazards. Furthermore, the region cooperated with Huazhong University of Science and Technology in compiling the Wuhan Region's EHS System Document through its professional ability in safety and risk forewarning.



重慶大學對項目現場進行檢查
Chongqing University is conducting site inspections



華中科技大學編製文件的評審會
The meeting to review documents prepared by
Huazhong University of Science and Technology

案例：供應商合作

Case: Cooperation with the suppliers

通過供應鏈再造，與生產廠家直接建立合作關係，縮短交易環節，降低交易成本。同時，科學合理地制定採購計劃，有利於供應商生產更有預見性和計劃性，降低原料採購成本、穩定生產量，實現供應鏈各方共贏。

Supply chain reengineering establishes direct partnerships with manufacturers, narrows trade links and lowers trade costs. The purchase plans are scientifically and rationally formulated to make the production of the manufacturers more foreseeable and more regular with lower material purchase costs and steadier production, promoting the win-win success of the supply chain.



三、質量保障

III. QUALITY ASSURANCE

三、質量保障

III. QUALITY ASSURANCE

1. 質量戰略

1. QUALITY STRATEGY

華潤置地通過「精細設計準則、毫釐工程標準、情感悉心服務」三大舉措，紮實推進工程高品質戰略。

China Resources Land steadily enhances its project quality strategy through three key measures, that is, "Design with Details, Execution with Standard, Service with Heart".

聘請同濟諮詢作為獨立第三方對下屬公司開發住宅項目進行檢查和評價，並將項目檢查評價得分納入業績合同進行嚴格考核，確保項目質量符合華潤置地工程高品質標準。

The Company invited Tongji Consulting as an independent third party to inspect and evaluate residential property projects developed by subsidiaries and incorporate their inspection feedback into a strictly assessed performance contract. This will ensure that our projects meet the high quality standards of China Resources Land Construction.

華潤置地工程高品質
High quality rooms of China Resources Land Construction



三、質量保障

III. QUALITY ASSURANCE

2. 質量標準

2. QUALITY STANDARD

為保證交付客戶產品高品質，公司構建了最為嚴格的質量標準體系。在嚴格遵守國家規範的基礎上，針對客戶質量敏感點，制定更為嚴苛的企業質量標準。從《華潤置地工程高品質標準V1.0》到《華潤置地工程高品質標準V2.0》，華潤置地始終從客戶角度出發，在防滲漏、隔聲、空間尺寸、使用功能與安全、節能環保、室內空氣質量等方面的質量管理標準均高於國家標準，並嚴格檢驗試驗，確保交付產品的高品質。

2014年8月，華潤置地制定並發佈了《華潤置地住宅工程質量檢查與評價標準》，涵蓋工程實體質量、質量管理體系兩方面檢查與評價標準，顯著提升華潤置地住宅工程質量標準的一致性，有效推動華潤置地高品質戰略進一步落地。

To ensure high quality of the delivered products, the Company has established the strictest quality standard system. Subject to national standards, it has formulated more rigorous enterprise quality standards against the quality-sensitive points of the customers. From the *High Quality Standard of China Resources Land Construction V1.0* to the *High Quality Standard of China Resources Land Construction V2.0*, China Resources Land has higher quality standards than its national counterparts in seepage prevention, sound insulation, space dimension, function and safety, energy conservation, environmental protection, indoor air quality, etc. from the perspective of its customers. These aspects are subjected to strict tests to ensure the high quality of delivered products.

In August 2014, China Resources Land formulated and announced the *Residential Building Quality Inspection and Evaluation Standards of China Resources Land Construction*, which covers physical project quality and quality management systems, in order to significantly improve the consistency of its residential building construction quality and effectively implement its high quality strategy.

三、質量保障

III. QUALITY ASSURANCE

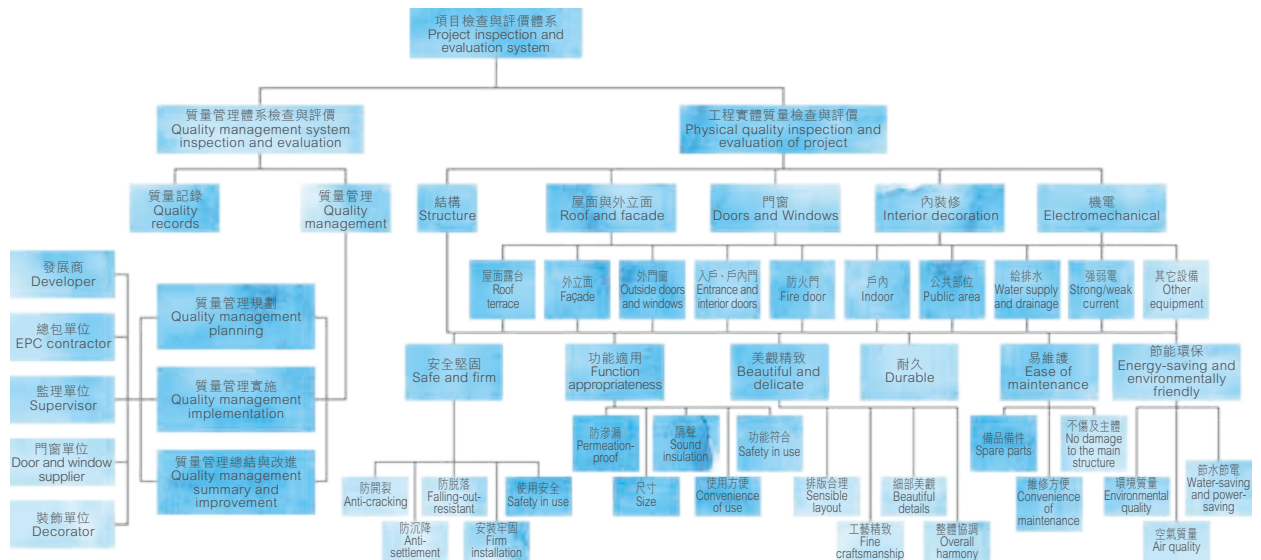
3. 檢查評估 INSPECTION AND ASSESSMENT

為確保開發的每一個項目都合格交付，華潤置地聘請國內土木工程綜合實力最強的同濟諮詢作為獨立第三方，對下屬9個大區的住宅開發項目進行100%全覆蓋抽檢，確保產品交付質量和合格率100%滿足企業標準。

To ensure that every developed project is qualified for delivery, China Resources Land employed Tongji Consulting, the third party with the strongest comprehensive strength in civil engineering in China, to conduct the sampled inspections of residential property development projects in the nine subordinate regions with 100% coverage. In this way, the product delivery quality and qualification rate are expected to fully meet enterprise standards.

2014年，公司更為重視過程質量管控，在第三方質量檢查中引入過程檢查項目，通過對項目建設過程中實體質量及管理體系進行檢查和評價，找出存在的問題和不足，從前端預控、改善，最終確保項目的合格交付。

In 2014, the Company paid greater attention to process quality control, introduced process inspection to third-party quality inspections, discovered problems and shortcomings through the inspection and evaluation of the physical quality management system during project construction and ensured the qualified delivery of projects from upfront control and improvement.



華潤置地第三方項目質量檢查與評價體系

The Third-party Project Quality Inspection and Evaluation System of China Resources Land



華潤置地第三方質量檢查與評價團隊

The Third-party Quality Inspection and Evaluation team of China Resources Land

三、質量保障

III. QUALITY ASSURANCE

4 產品創優

HONORS AWARDED TO PRODUCTS

華潤置地持續追求產品高品質，並不斷強化質量管控，公司旗下住宅／商業產品屢獲國家級權威質量大獎。截至目前，公司開發的項目已獲得魯班獎、廣廈獎、詹天佑獎等國家級優質獎項共26項；其中僅2014年即獲詹天佑獎5項，廣廈獎6項，共計攬11項國家級質量大獎，獲獎數量和質量均位居房地產行業前列。

China Resources Land continuously pursues high quality of its products and constantly enhances quality control. Its residential properties and commercial products have won many prestigious national quality awards. So far, projects developed by the Company have won 26 national quality awards including the Luban Award, the Guangsha Award, the Jeme Tien Yow Award and so on. Among others, it won 5 Jeme Tien Yow Awards and 6 Guangsha Awards for a total of 11 national quality awards in 2014, demonstrating that China Resources Land leads the industry in awards and quality.



成都萬象城 – 2014年度廣廈獎
Chengdu MIXC – 2014 Guangsha Award



福州橡樹灣三期 – 2014年度詹天佑獎
Fuzhou Oak Bay (Phase III) – 2014 Jeme Tien Yow Award

三、質量保障

III. QUALITY ASSURANCE

案例：用心打造住宅典範

Case: Creating a Residential Property Model with Heart

青島華潤中心悅府一期項目位於青島市南區中央核心政務、商務區，東靠山東路，南臨香港路，毗鄰市政府及金融中心區，商業配套條件成熟優越，2014年項目已全部交付。

The Qingdao City Crossing (Phase I) Project is located in the core government and business Shinan District, Qingdao, bordering Shandong Road to the east and Hong Kong Road to the south and close to the site of Municipal Government and the Financial Central District, with mature and advantageous business conditions. It was completed and delivered in 2014.

規劃設計：青島悅府一期堅持社會、經濟、環境效益的均好性原則。充分尊重當地人居生活習慣，注重以人為本的原則。項目打造內部立體交通，將與外部主幹道一起，交織成東西貫穿、南北暢通的交通網絡，為日常出行提供極為便捷的交通服務。在寸土寸金的香港中路，在綜合體循環共生的體系內，悅府盡攬都市繁華，成為香港路沿線規模最大、最適宜居住的城市核心府邸。

Planning and design: adhering to the principle of balanced benefits for the society, the economy and the environment, Qingdao City Crossing (Phase I) fully respects the local living habits and embodies a human-centered philosophy. The Project incorporates an internal three-dimensional transport that weaves through the traffic network in all directions along external main road trunks, providing a very convenient traffic service for daily travel. Located on Hong Kong Central Road with its extremely high land price and complex circulation system, City Crossing harbors all the prosperity of the city as the largest and most habitable urban core mansion in the area.

環境設計：項目注重社區整體居住品質及文化氛圍，致力於營造一種精神家園的歸屬感。

Environmental design: the Project highlights the overall living quality and cultural atmosphere of the community and nurtures a home-like sense of belonging.

技術創新：注重對於新材料、新設備以及新工藝的應用，例如改性瀝青防水卷材、JS聚合物防水塗料、節能變頻水泵、節能環保型變壓器、遇水膨脹止水膠施工技術等。且項目充分考慮建築的節能環保設計，包括節能、節水、節材的應用，室內採用自然通風的新風系統，將建築節能與高品質工程相結合。

Technological innovation: the project values the application of new materials, new equipment and new techniques, e.g. modified asphalt waterproofing coiled materials, JS polymer waterproof coating, energy-saving variable-frequency pumps, energy-efficient and environmentally friendly transformers, water-swelling water-stop rubber construction technology and more. Furthermore, it takes into full consideration the energy-saving and environment-protecting design possibilities of modern architecture, incorporating energy saving, water saving and material saving technology. The rooms adopt a natural primary air system, combining the saving of energy with the quality of the project.

科技創新與應用：大量應用新型智能技術及管理系統，例如，無線電子巡更系統、紅外線對射系統、室內緊急報警系統等，全面打造一流的安全、智能住宅。

Technological innovation and application: the project adopts such new intelligent technology and management systems as the wireless electronic night patrol system, the infrared detector system, the interior emergency alarm system and so on, resulting in first-class, safe and intelligent residential buildings.



青島悅府一期項目實景
Actual View of Qingdao City Crossing (Phase I)

四、勞工實踐

IV.LABOR

PRACTICES



四、勞工實踐

IV. LABOR PRACTICES

華潤置地重視員工管理工作，不僅為員工提供具有市場競爭力的薪酬和福利體系，而且還通過搭建職業發展平臺，構築系統的培訓與發展體系，為員工提供公平公開的職業發展機會，幫助員工個人成長。同時，華潤置地也關注員工的健康與安全，為員工提供平等的、與職業健康與安全相關的保障措施。

Valuing employee management, China Resources Land not only provides its employees with market-competitive remuneration and welfare, but also establishes a career development platform as well as a training and development system. The platform creates fair and open career development opportunities and helps employees to achieve personal growth. Furthermore, China Resources Land also highly values the health and safety of employees and provides them with health and safety protection measures throughout their employment.

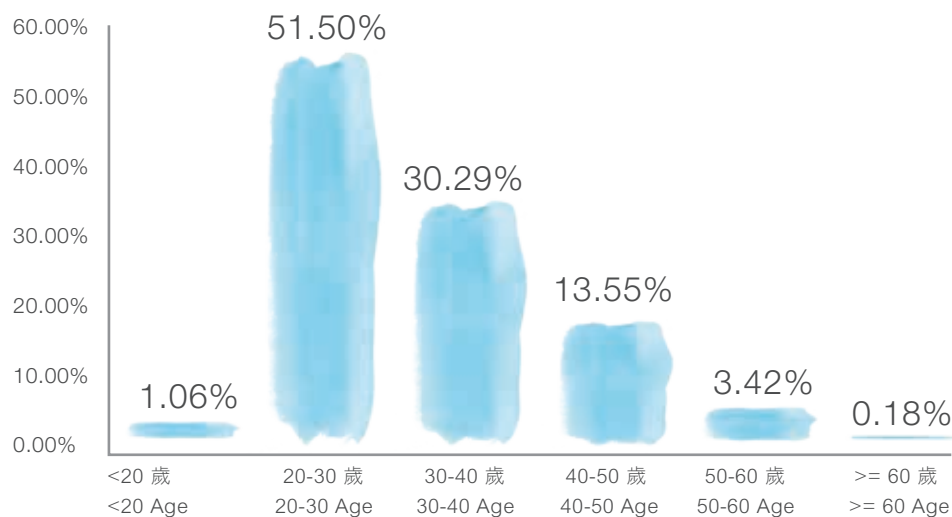
指標名稱 Name of indicator	2014年期末員工 Employees at the end of 2014	2014年新入職員工 New Employees in 2014
人數 Number	28,452	10,458

指標名稱 Name of indicator	開發系統 Development system	物業系統 Property system	商業系統 Commercial system	建設事業部 Construction business department	整體 Total
平均年齡(歲) Average age (years)	30.4	32.5	28.4	32.7	31.6

年齡構成：

Age composition:

各年齡段人數佔比
Distribution of all age groups



四、勞工實踐

IV. LABOR PRACTICES

性別構成：

Gender composition:

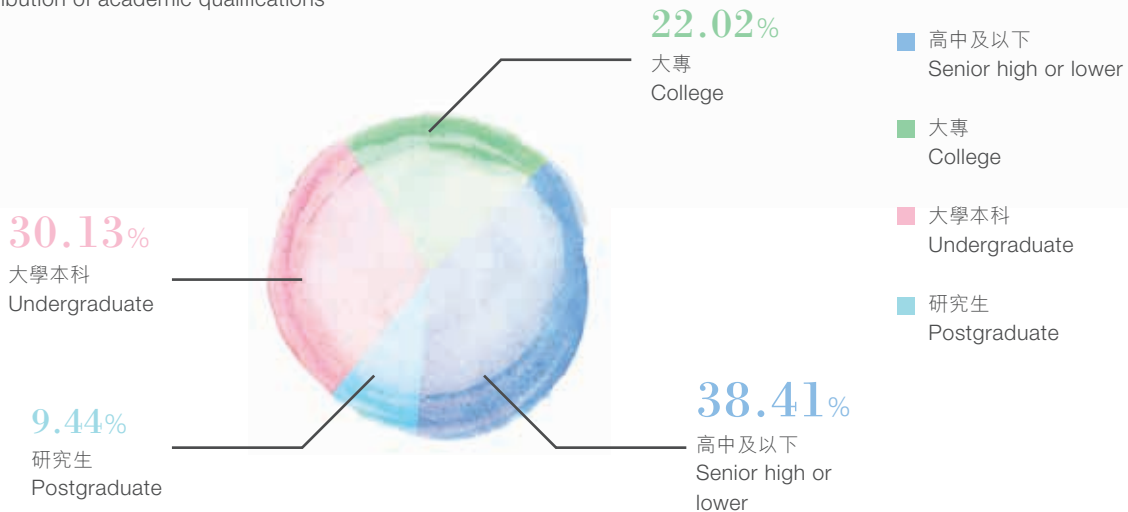
	全體員工 All employees	管理團隊 Management Team
男／女 Male/female	65.5%/34.5%	100%/0%

學歷構成：

Education composition:

各學歷人數佔比

Distribution of academic qualifications

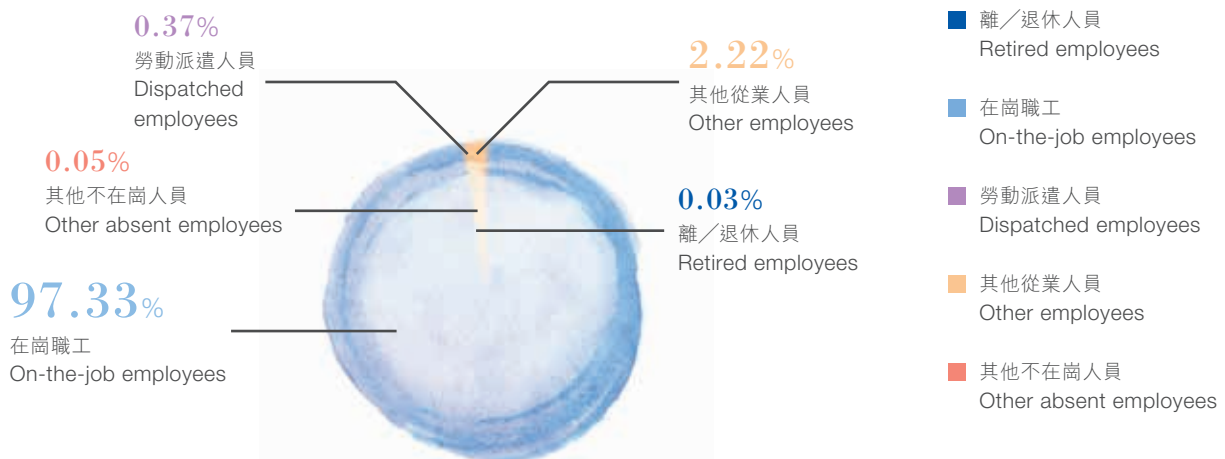


人員類別：

Employee types:

月(年)末人收

Number of employees at end of month (year)

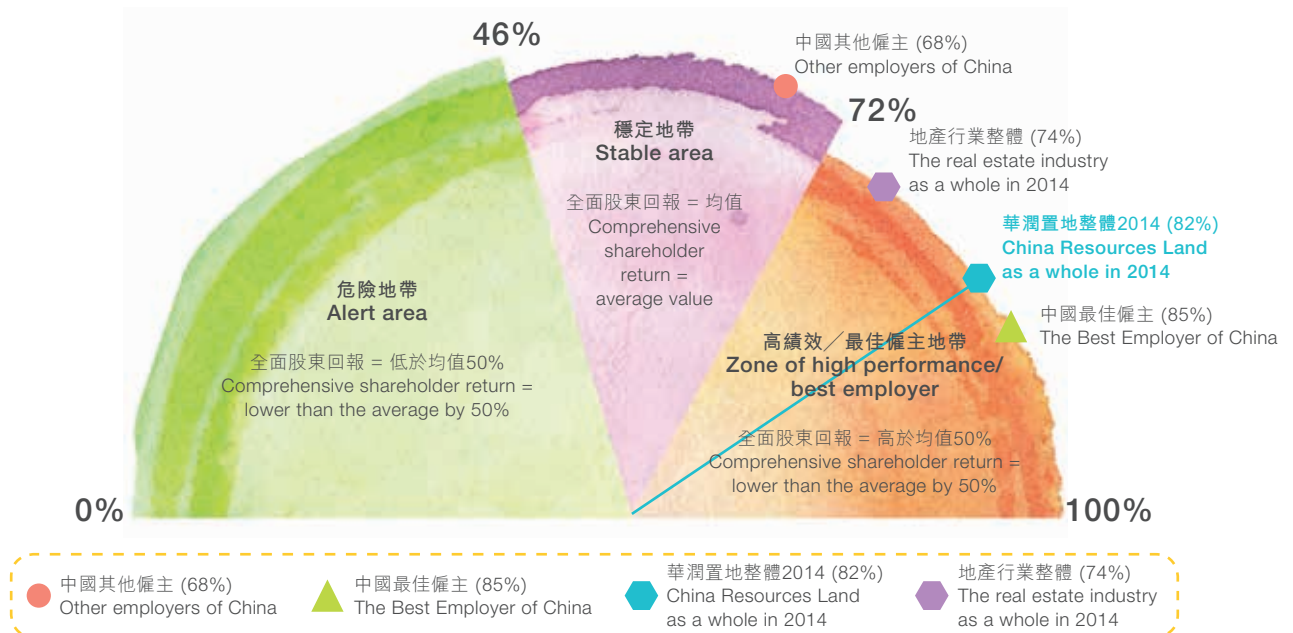


四、勞工實踐

IV. LABOR PRACTICES

2014年，華潤置地整體員工敬業度：82分，員工滿意度：84分，持續維持在高績效／最佳僱主地帶。

In 2014, the overall employee engagement of China Resources Land rose to 82 points while employee satisfaction reached 84 points, remaining within the high performance/best employer zone.



對標數據來源於翰威特中國區最佳僱主和地產行業調研

Resources: Aon Hewitt Best Employers China 2015 and real estate industry survey.

員工流失率：

Loss of employees

業態 Business form	離職率 Resignation rate	
開發系統 Development system	20.3%	
數據來源：韜睿惠悅 Data source: Towers Watson	2013年一線城市 Tier-1 city in 2013	2014年一線城市 Tier-1 city in 2014
地產行業整體(不含物業) Real estate industry as a whole (excluding property)	16.4%	16.3%

	2012年 2012	2013年 2013	2014年 2014
勞動合同簽訂率 Signing rate of labor contracts	100%	100%	100%
社會保險覆蓋率 Social insurance coverage	100%	100%	100%

四、勞工實踐

IV. LABOR PRACTICES

I 人才戰略

● TALENT STRATEGY

華潤置地以「尊重人的價值、開發人的潛能、昇華人的心靈」為宗旨，將普通的人變成優秀的人，優秀的人變成卓越的人，力圖讓員工在這裡實現自己的人生夢想。

Aiming to “respect human value, develop human potential and sublimate the China Resources Land mindset”, China Resources Land will make an average person excellent and an excellent person remarkable, helping its employees to realize the dreams and ambitions of their lives.



華潤置地制定了與五年業務規劃相匹配的人才發展規劃。十二五期間(2011年—2015年)，華潤置地針對住宅開發業務發展需求，提出了「511」目標，即五年內培養50個優秀城市總經理，10個優秀的購物中心總經理，100個優秀項目總經理。2014年，為支持公司「雙輪驅動」戰略，華潤置地針對商業地產業務發展需要，提出了「532」人才培養目標，即至2017年，培養50個優秀的購物中心總經理，300個優秀的商業中層經理，2,000個合格的商業基層專業骨幹。

China Resources Land has formulated a talent development plan in line with its five-year business plan. During the Twelfth Five-Year Plan (2011-2015), China Resources Land suggested the “511” target according to residential development business needs, i.e. to cultivate 50 excellent city general managers, 10 excellent shopping center general managers and 100 excellent project general managers within five years. In 2014, to support the Company’s “dual growth-engine” strategy, China Resources Land suggested the “532” personnel training target according to commercial real estate development needs, i.e. to cultivate 50 excellent shopping mall general managers, 300 excellent business mid-level managers and 2,000 qualified key basic-level employees by 2017.

四、勞工實踐

IV. LABOR PRACTICES

人力資源核心競爭力 Core competitive strength of human resources

不斷探索、發展、創新有巨大吸引力的組織制度和組織文化。
To constantly explore, develop and innovate a hugely attractive organizational structure and culture.
把普通的人變成優秀的人，優秀的人變成卓越的人。
To make an average person excellent and an excellent person remarkable.
幫助人在這裡實現自己的人生夢想。
To help the employees realize the dreams and goals of their lives.

人力資源戰略 Strategy of human resources

建立科學、系統的人力資源管理體系和有競爭力的市場化薪酬體系，創造尊重人的價值、開發人的潛能、昇華人的心靈的人才成長環境和工作氛圍，通過持續吸收、培養和激勵國內外代表地產行業先進水平的優秀人才，為公司戰略的推進和實現提供人力資源保障，實現員工價值最大化。
To establish a scientific and systematic human resources management system and a market-competitive remuneration system, to create a talent-nurturing environment and a working atmosphere that respects human value, to develop human potential and sublimate the human mind, to introduce/cultivate/motivate excellent and above-industry-average talent, to provide human resources support for the implementation and realization of corporate strategy and to maximize the value of employees.

人力資源目標 Target of human resources

以人為本 知人善用 業績主導 誠信為先 注重培訓 市場化薪酬
以業績為導向的考核體系 實現員工價值最大化。
Human orientation, proper employment, performance driven, priority on honesty, emphasis on training, market-based remuneration, performance-oriented assessment system, employee value maximization.

人力資源的選人標準 Human resources selection standards

華潤置地關注員工：
China Resources Land values the following qualities in its employees:



四、勞工實踐

IV. LABOR PRACTICES

案例：「百匠新人」校園招聘

Case: "Potential Masters" Campus Recruitment

自2007年起，華潤置地以「百匠新人」為校園招聘品牌，面向十所內地院校以及香港大學、香港中文大學等港澳地區院校開展優秀人才招聘。公司為其搭建發展平臺，提供多種崗位培訓，大批校園招聘應屆生通過自身的努力實現了在華潤置地的職業發展。

Since 2007, China Resources Land has recruited excellent talent from ten universities across Mainland China as well as from Hong Kong University, the Chinese University of Hong Kong and other universities in Hong Kong and Macao with its "Potential Masters" campus recruitment campaign. The Company has established a development platform and provided many post training opportunities. Many fresh graduates joined China Resources Land and achieved career development through their own efforts.

公正公平公開的招聘流程 Fair, just and open recruitment process



歷年「百匠新人」招聘總人數 Total employees from "Potential Masters" recruitment project in the past years

2010年度 2010	148人 148 people
2011年度 2011	924人 924 people
2012年度 2012	472人 472 people
2013年度 2013	466人 466 people
2014年度 2014	850人 850 people

四、勞工實踐

IV. LABOR PRACTICES



2014年7月25日，由中華英才网主辦的「第十二屆中國大學生最佳僱主頒獎典禮」在京舉行，華潤置地位列房地產行業最佳僱主TOP10第六位。

On 25 July 2014, the Twelfth Best Employer of Chinese College Students Awarding Ceremony was held by ChinaHR.com in Beijing. China Resources Land ranked in the sixth position among the top ten best real estate employers.

2. 薪酬福利 REMUNERATION AND WELFARE

華潤置地薪酬體系由固定薪酬、浮動薪酬、津貼福利等構成。薪酬向對公司貢獻大的關鍵崗位傾斜，關鍵崗位薪酬定位不低於當地市場75分位，其他崗位薪酬不低於市場平均水平。同時，公司以業績為導向，為員工提供與業績表現緊密掛鉤的浮動薪酬。

公司依法為員工繳納各項社會保險及住房公積金，員工可享受法定休假日及公休日、年假、婚假、生育假（含產前檢查、產假、哺乳、陪護假等）、喪假等法定福利。公司還為員工制定除法律規定之外的其他福利，如：公司補充年假、公假、過節費、結婚禮金、生育禮金、生育賀儀、工作午餐、年度體檢、補充商業保險等。

China Resources Land's remuneration system is composed of fixed salary, floating salary, subsidies, welfare, etc. Key positions with larger contributions to the company enjoy greater remuneration. The remuneration of key positions is not less than 75 percentile of that of the local market, while the remuneration of other positions is not less than the market average. In addition, the Company adheres to performance orientation by providing employees with the floating remuneration closely related to performance.

The Company purchases social insurance and contributes to a public accumulation housing fund for employees. They are entitled to statutory and public holidays, annual leave, wedding leave, birth leave (including prenatal examination, maternity leave, nursing leave, accompanying leave, etc.), funeral leave and other statutory leaves. The Company has also established other forms of welfare for employees besides those set by the laws and regulations, e.g. additional Spring Festival leave, public leave, festival fees, wedding cash gifts, birth cash gifts, childbirth celebrations, working lunches, annual physical examinations, additional commercial insurance and much more.

四、勞工實踐

IV. LABOR PRACTICES

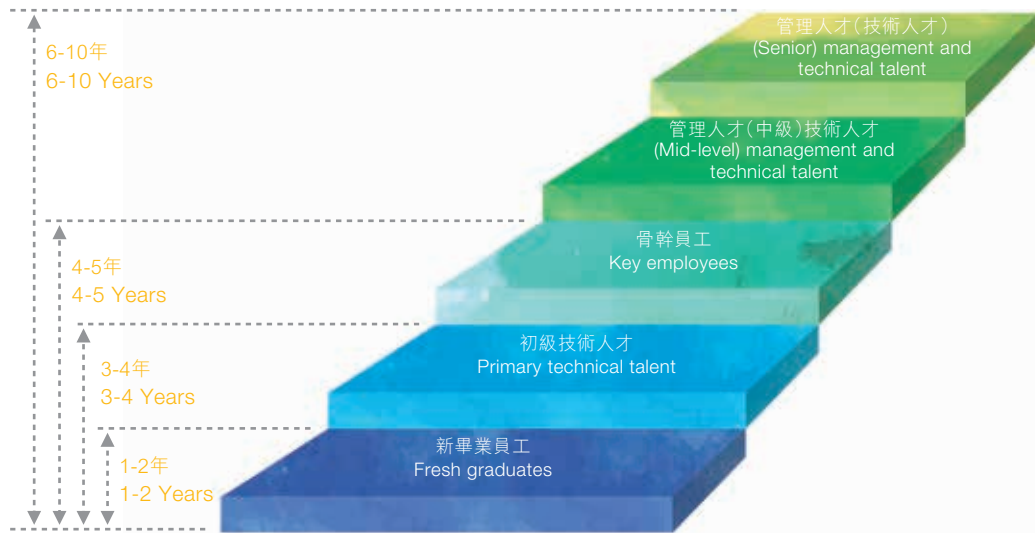
3. 員工發展 DEVELOPMENT OF EMPLOYEES

1. 職業發展

公司推行管理序列和專業序列的雙軌制發展路徑，通過帶崗人制度、輪崗制度、內部人才流動、關鍵崗位職業生涯規劃、領導力建設等政策與措施支持員工成為行業內優秀、有影響力的高級管理人才和專業人才。公司60%以上的高級管理人員都是由畢業生直接培養和社招後內部培養成才。

1. Career development

The Company promotes the double-track development approach, i.e. the supervisory sequence and the professional sequence. It motivates the employees to become excellent and influential advanced management talents and professional talents in the industry through the foreman system, job rotation system, internal talent flow, positional career planning of key positions, leadership construction and other policies and measures. Over 60% of the advanced officers of the Company have been cultivated directly from graduates and basic-level employees recruited from the society.



員工職業發展路徑

Career development path for employees

四、勞工實踐

IV. LABOR PRACTICES

關鍵崗位職業生涯規劃

Career development planning of key positions

公司給予關鍵崗位更多的施展才能的空間和責任，階段性地安排到其他城市公司進行工作、學習以及參加相關的專業及管理培訓，促進員工快速成長。

The Company provides key positions with more responsibilities and more space to demonstrate their potential and gradually assigns them to companies in other cities for work, education or related professional/management training in order to accelerate their development.

帶崗人制度

Foreman system

公司為每位新入職員工安排一名業務骨幹或管理人員作為帶崗人，幫助、指導新員工熟悉工作環境及環節，促進新員工快速成長。

The Company assigns one business staff member or officer to each newly recruited employee as their foreman who will instruct them and help them to understand the work environment and the available opportunities for rapid growth.

輪崗制度

Rotation system

公司為有潛力的員工創造崗位輪換機會，全面瞭解公司業務，增加全方位的經驗；通過輪崗挖掘員工個人潛能，發現人才、培養人才。

The Company creates rotation chances for potential employees to understand the business of the Company and increase their comprehensive experience. Through this system, the Company can explore the potential of employees and cultivate identified talents.

內部人才交流

Internal talent exchange

公司鼓勵人才在系統內和集團內部有序交流。內部人才流動為員工提供平臺，充分發揮潛能，展示自身能力。為員工成長和職業發展提供了更多的機會。

The Company encourages orderly exchange among its talent in the system and within the Group. Internal talent flow creates a platform for employees to make full use of their potential and demonstrate their abilities and provides more chances for employee growth and career development.

四、勞工實踐

IV. LABOR PRACTICES

2. 員工培訓

華潤置地堅持人才戰略承接業務戰略理念，以「務實，與業務結合」為導向，統籌健全培訓體系，以「培訓信息化」、「電子學習」、「內部講師發展」三大平臺，開展以培養管理人才、提高領導能力為目的的高、中、基層領導力項目；以總結貫徹專業管理之道、提高組織能力為目的的專業管理之道項目；以系統培養後備人才、提高通用職業技能為目的的新員工及通用技能項目。

2. Employee training

China Resources Land adheres to a business strategy based on talent with “practice and business combination” at the heart of its orientation and comprehensively strengthens its training system. With “information-based training”, “electronic study” and “internal lecturer development” as its three major platforms, the Company carries out basic-level, middle-level and senior leadership programs to train the management talents and improve their leadership; it keeps to a professional management philosophy program to summarize and implement professional management and improve organizational capability; it also has a general skill program for new employees for systematic training of fresh talent and for the improvement of their general professional skills.

華潤置地內部培訓 Internal training of China Resources Land						外派培訓 Dispatched training				
類型 Type	發展重點 Development priority					匹配項目 Matching projects		學習重點 Leadership training		
華潤文化 宣貫 Promotion and implementation of China Resources culture	領導力培訓 Leadership training	高層領導力培訓 Senior leadership training				高級經理人班 Senior managers program	置地70班 Land 70 program	<ul style="list-style-type: none"> 專業資格認證 專業技術提升 國家/行業要求 Professional qualification certification Professional technical improvement National/ industrial requirements 		
		中層領導力培訓 Middle leadership training				中層領導力班 Middle-level leadership program	總部中層班 Key employees program			
		基層領導力培訓 Junior leadership training				新經理訓練營 New manager training camp	基干班 New manager training camp			
	專業培訓 Professional training	地產價值鏈各專業職能高層業務管理能力 Intelligent senior business management skills of all aspects in the real estate value chain				管理之道研修班 Management philosophy workshop	工程管理之道 Project management philosophy			
		工程 Engineering	設計 Design	商業 Business	財務 Financial	人力 Manpower	中層專業管理能力 Middle-level professional management skills		業務高級研修班 Advanced business workshop	產品管理之道 Product management philosophy
		地產價值鏈各專業基層專業業務能力 Junior professional business management skills on the real estate value chain				專業技能研修班 Professional skills workshop	商業管理之道 Business management philosophy			
	員工發展培訓 Employee development training	員工職業發展 Employees' career development				專業任職資格班 Professional qualification program	工程通道 Engineering channel			
		員工通用技能 General skills of employees				員工課堂 Employee class	設計通道 Design channel			
		校招新員工崗前封閉培訓 Pre-service closed training for new employees from the campus		社會招募新員工崗前培訓 Pre-service closed training for new employees from the public		未來之星訓練營 Future stars training camp	總部課堂 Headquarters class			
	管理支持平台 Management support platform	講師、課程、案例管理平台 Lectures, courses and cases management platform				內部認證 Internal certification				
電子移動學習平台 Electronic mobile learning platform				華潤文化、管理、專業、通用課程/案例開發 China Resources cultural, management, professional and general course/case development						
培訓管理系統 Training management system				E-learning/M-learning平台 E-learning/M-learning platform						

四、勞工實踐

IV. LABOR PRACTICES

4. 職業健康與安全 OCCUPATIONAL HEALTH AND SAFETY

華潤置地以成為房地產行業安全生產管理標準、實踐、文化的領先者為管理目標，持續推動建築全壽命週期EHS管理。2014年，榮獲國家、省市級安全生產獎項共41項，其中日照凱旋門二期等5個項目獲全國「AAA級安全文明標準化工地」稱號。2014年安全費用投入8561.22萬元。

With the management goal of becoming the leader in production safety management standards, practices and culture in the real estate industry, China Resources Land continuously promotes full-life building EHS management. In 2014, it won 41 national, provincial and municipal safe production awards, among which 5 projects, including the Rizhao the Arch (Phase II), won the national title "AAA-Rated Safe and Civilized Standard Site". In 2014, RMB85.6122 million was put into construction safety.

Item 項目	Indicator 指標	Unit 單位	Value 數值	
通用指標 General indicator	千人死亡率 Deaths per 1k persons	%	0.00	
	千人重傷率 Major injury per 1k persons	%	0.00	
	事故頻率 Accident frequency	火災千人死亡率 Deaths per 1k persons due to fire	%	0.00
		工傷事故頻率(千人負傷率) Industrial accident frequency (or injury per 1k person)	%	0.12
	事故頻率 Accident frequency	千人經濟損失率 Financial loss per 1k persons	%	0.00
		百萬營業額(產值)經濟損失率 Financial loss per RMB 1mn of turnover (output)	%	0.00
百萬營業額(產值)死亡率 Deaths per RMB 1mn of turnover (output)		%	0.00	
行業指標 Industrial indicator	地產建築 Real estate construction			
	百萬平方米房屋建築死亡率 Deaths per 1 mn m ² of building	-	0.00	

四、勞工實踐

IV. LABOR PRACTICES

1. 建築全壽命週期EHS管理體系

華潤置地總部共有35個EHS管理體系文件，2014年新增、修訂《華潤置地EHS管理體系建設指引(2014版)》等6個安全生產體系文件。下屬北京、上海等9個大區均已構建運行EHS管理體系。

1. Full-life cycle EHS management system

China Resources Land headquarters has 35 EHS management system documents with 6 production safety system documents added or amended in 2014, including *Guide to China Resources Land EHS Management System Construction (2014)*. In all of the nine regions, including Beijing and Shanghai, EHS management systems have been built and put them into operation.

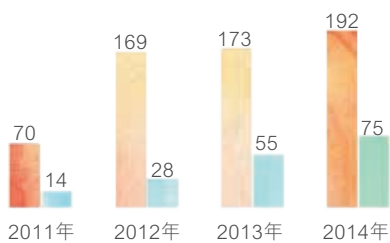


華潤置地EHS管理體系模型

China Resources Land EHS management system model

華潤置地層層分解、落實安全生產責任，2014年共簽訂6,678份安全生產責任；加強安全組織建設，共配備192名專職安全管理人員；重視EHS教育培訓，2014年共組織EHS培訓1,830次，員工參與36,484人次，相關方員工參與77,155人次。

China Resources Land breaks down and implements production safety responsibilities level by level (with 6,678 production safety responsibilities signed in 2014), strengthens the safety organizational set-up with 192 full-time safety managers and gives priority to EHS training (with 1,830 EHS training sessions organized in 2014 and the participation of 36,484 person-times of its employees (plus 77,155 employees from related parties)).



華潤置地專職EHS管理人員呈逐漸遞增趨勢
Gradual growth of China Resources Land full-time EHS managers



華潤置地2014年度EHS管理工作會議
2014 EHS management work meeting of China Resources Land

四、勞工實踐

IV. LABOR PRACTICES

華潤置地實行「總部－大區－城市公司－基層單位」四級EHS監督管理模式，部署全年安全監督管理工作。2014年，共對9個大區等48個安全管理單位進行考核評價；出臺《華潤置地持有購物中心消防管理指引(V1.0版)》，開展消防、電梯、用電專項檢查與檢測。

China Resources Land adopts the “headquarters – region – city company – basic-level” four-level EHS supervision management model to arrange the safety supervision management throughout the year. In 2014, it conducted the assessment and evaluation of 48 safety management units in 9 regions and published the *Guide to China Resources Land Legal Risk Management Work (V1.0)* for fire control, lifts, electric inspection and testing.



2. 安全生產應急機制

華潤置地形成總部－大區－城市公司－基層單位四級EHS事故事件應急救援體系。2014年共開展636次實戰應急演練，員工參與28,929人次。其中消防演練203次，電梯傷(困)人演練87次，深基坑坍塌演練14次，高處墜落演練35次，防觸電演練26次，防汛演練66次，治安事件演練82次，高空拋物演練16次，其他演練107次。

2. Production safety emergency mechanism

China Resources Land adopts the “headquarters – region – city company – basic level” four-level EHS accident and emergency rescue system. In 2014, 636 practical emergency training sessions were conducted in which 28,929 employees participated. There were 203 fire control drills, 87 lift injury (trapping) drills, 14 deep foundation pit collapse drills, 35 high drop drills, 26 anti-electric shock drills, 66 anti-flood drills, 82 public security accident drills, 16 drills of throwing objects from a high level and 107 other drills.



重慶公司開展「119」消防疏散應急演練

“119” fire fighting and emergency evacuation drill of Chongqing Company

四、勞工實踐

IV. LABOR PRACTICES

3. 安全生產文化建設

3. Production safety culture building

案例：溫州萬象城和南通華潤中心設立安全體驗館

Case: Wenzhou MIXC and Nantong City Crossing hold safety experience halls

溫州萬象城和南通華潤中心項目分別在現場設立安全體驗館和開展安全行為體驗活動，組織人員進入體驗區親身體驗物體打擊、高空墜落等發生過程和自救防範辦法。

Wenzhou MIXC and Nantong City Crossing held safety experience halls and carried out experience events respectively, organizing people to experience the impact of objects, throwing objects from a high level and other incidents as well as related self-rescue methods.



溫州萬象城項目設立安全體驗館

Wenzhou MIXC safety experience halls

四、勞工實踐

IV. LABOR PRACTICES

4. 保護員工身心健康

為了保障員工的健康，華潤置地致力於為員工提供舒適健康的工作場所，各大區均制定了職業健康管理規定，開展職業健康管理。2014年，公司千人職業病發生率為0。公司積極參與全國職業病防治知識競賽，累計答題卡4,667份，獲得全國職業病防治知識競賽優勝單位。

4. Protecting physical and mental health of the employees

To protect the health of its employees, China Resources Land provides comfortable and healthy workplaces and formulates occupational health management regulations for all regions. In 2014, the Company achieved zero occupational diseases per 1,000 employees. It actively participated in a national occupational disease prevention and treatment knowledge contest, accumulatively submitted 4,667 answer sheets and finally stood out as an outperformer.

案例：舉行職業健康活動

Case: Occupational health training

華潤置地福建大區和成都大區物業公司邀請職業健康專家和瑜伽老師為全體員工進行職業健康保健知識培訓和現場示範教授減壓操實操活動，幫助員工釋放工作壓力。

The property management companies of China Resources Land Fujian Region and Chengdu Region invited occupational health experts and yoga teachers to conduct occupational health knowledge training and demonstrate pressure-reducing exercises on-site for all employees.



成都大區物業公司舉行職業健康活動

Rectangular occupational health event of the Chengdu Region Property Management Company

案例：開展職業健康月

Case: Occupational Health Month

華潤置地江蘇大區將每年4月份定為職業健康月，張貼活動宣傳畫報，開展職業健康培訓和體檢演練。

China Resources Land Jiangsu Region has named every April as "Occupational Health Month", during which the event promotion posters are distributed for occupational health training and physical examination drills.



江蘇大區職業健康月

Occupational health month of China Resources Land Jiangsu Region

四、勞工實踐

IV. LABOR PRACTICES

5. 員工關愛 CARING FOR EMPLOYEES

1. 民主溝通

華潤置地通過「自上而下、自下而上」的雙渠道溝通管理，形成了各種正式與非正式的溝通渠道，如部門聯絡人溝通會、總經理信箱等。在鼓勵員工積極表達對公司的意見、建議的同時，也督促各級管理層深入一線瞭解員工的期望和需求，積極維護所有員工的權益。對於收集到的各類員工訴求，公司制定相應行動計劃及時改進並做出反饋，公司與員工之間形成有效的雙向溝通，從而提升公司服務質量及員工滿意度。

2014年，華潤置地繼續深入推進經理人與員工溝通。董事會副主席唐勇先生、公司其他高管及經理人分批組織召開置地總部、各大區、城市公司的民主生活會及員工代表座談會，參加人數達400多人，收集員工意見及建議675條。此外，華潤置地還通過管理下午茶、管理圓桌會、員工生日會等多種形式的活動，增強公司與員工之間的交流，幫助員工解決生活、工作中的問題。

1. Democratic communication

Through “from top to bottom and vice versa” double-way communication management, China Resources Land has established all kinds of formal and informal communication channels including communication meetings of department contacts, the general manager mailbox and more. While encouraging employees to actively express their complaints and suggestions about the Company, it urges the management to seek an in-depth understanding of their expectations and needs and to actively maintain their interests. In order to collect employee demands, the Company has formulated proper actions and correction through feedback, established effective double-way communication with all employees and improved the service quality and employee satisfaction of the Company.

In 2014, China Resources Land continuously enhanced in-depth communication between managers and employees. Mr. Tang Yong, the Vice Chairman of the Board and other senior officers and managers of the Company organized domestic activities and employee representation seminars in the headquarters, regional sites and city companies of China Resources Land in batches. These events attracted over 400 participants and generated 675 suggestions from the employees. In addition, China Resources Land also enhanced communication between the Company and the employees, helping employees to solve the problems in their lives and work through the officers’ afternoon tea parties, round-table meetings, employee birthday parties and other events.



四、勞工實踐

IV. LABOR PRACTICES

2. 員工幫扶

公司設立基層員工關愛基金及相關運作機制，為全體員工購買補充商業保險，建立「三維一體」的福利保障體系。2014年，華潤置地基層員工關愛基金幫扶重大疾病員工6人，幫扶生活困難員工124人，幫扶金額99萬元人民幣。

2. Helping the needy employees

With the basic-level employee care fund and a relevant operation mechanism, the Company purchases supplemental business insurance and establishes a "three-in-one" welfare security system. In 2014, the basic-level employee care fund of China Resources Land helped 6 employees with serious diseases and 124 employees with poverty issues, amounting to a total outlay of RMB990,000.

案例：幫扶基層員工

Case: Helping grass-roots employees

2012年8月底，華潤置地基層員工付亮查出早期白血病（MDS-RAEB-II，骨髓異常綜合症）。2012年12月25日，在華潤置地關愛基金和員工捐款的幫助下，付亮進行了異體幹細胞移植手術，手術後恢復順利。2014年3月，醫院複查結果顯示恢復良好，不需要抗排異藥物的維持，建議恢復工作。

In end-August 2012, one basic-level employee of China Resources Land, Fu Liang, was diagnosed with early leukemia (myelodysplastic syndrome or MDS-RAEB-II). With the help of the China Resources Land care fund and the donations of other employees, Fu Liang received an allogeneic stem cell transplant operation on 25 December 2012 and recovered successfully. In March 2014, according to the reexamination results of the hospital, he had made a sound recovery and it was unnecessary for him to continue taking anti-rejection drugs. As a result, he was allowed to go back to work.

2014年4月20日，付亮給公司寫了感謝信：

Fu Liang wrote to the Company on 20 April 2014:

華潤大家庭的全體同仁：

我終於將重返曾經無比熱愛的工作崗位，此時此刻，我的心情無比激動。感謝華潤大家庭所有關心過我的同事，是你們的關愛给了我戰勝病魔的希望。

這一路走來，感謝華潤给了我太多關愛和支助，讓我感受到華潤大家庭的溫暖。期待我工作了以後，將這份愛傳遞下去，為社會，為公司其他的人提供正能量，奉獻愛心，希望大家面對困難的時候始終要保持樂觀向上的心態，對未來的生活充滿憧憬和希望，一切都好起來！不要等到生活好起來才微笑，而是因為微笑，生活才變得越來越光彩奪目！

To all my colleagues in China Resources Land, our big family,

.....I will finally resume the job I love very much. I feel very excited at this moment. Many thanks to my colleagues from China Resources, our big family. It is your care that gave me the hope I needed to beat the disease. Throughout my experience, China Resources has provided me with a great deal of care and support. You make me feel the warmth of China Resources, our big family. After returning to my position, I will pass the love on and provide positive energy and care to other people in the Company. I hope that you will always keep an optimistic attitude in the face of hardships and fill yourselves with hopes and dreams. Every hardship will be overcome! Don't delay your smile until all the misery is gone, for your smile will make life more and more brilliant.

四、勞工實踐

IV. LABOR PRACTICES

3. 工作生活平衡

3. Striking a balance between work and life



參加香港中企協第六屆運動會

Participating in the Sixth Sport Meeting of the Hong Kong Association of Chinese Enterprises



參加華潤第二屆「相聚小徑灣，協同創佳績」聯誼活動

Participating in the Second "Meeting at Xiaojing Bay for Joint Success" Party



公司團隊建設活動

Company Team-Building Activity



五、環境保護

IV. ENVIRONMENTAL
PROTECTION

五、環境保護

V. ENVIRONMENTAL PROTECTION

1. 環境管理 ENVIRONMENTAL MANAGEMENT

不以犧牲環境為代價謀求企業發展；不以犧牲環境的長遠利益換取企業的短期效益；不以損害員工健康為前提美化工作空間
Never sacrifice the environment for the development of the enterprise, its long-term interests for its short-term interests or the health and lives of the public for the beauty of the workplace.

華潤置地總部不斷建立健全環境保護與節能減排指標體系、監測體系和考核體系，指導和規範大區開展日常節能減排管理工作。北京、上海、山東、江蘇等大區相繼建立《大區節能減排管理規定》和《綠色建築操作指引》等制度。

China Resources Land headquarters constantly improves environmental protection and its energy-saving indicator system, monitoring system and assessment system, and instructs and regulates every region to carry out routine energy saving and emission reduction measures. *The Regional Energy Saving and Emission Reduction Management Regulations, the Guide to Green Building Operations* and other regulations have been formulated by Beijing, Shanghai, Shandong, Jiangsu and other regions.

序號 S/N	2014年新增節能體系文件 Additional energy saving system documents in 2014
1	華潤置地商業綜合體能耗、能效平臺設計及實施指引（1.0版） Guide to Business Complex Energy Consumption, Energy Platform Design and Implementation of China Resources Land (1.0)
2	華潤置地節能減排管理規定（2014版） Energy Saving and Emission Reduction Management Regulations of China Resources Land (2014)
3	華潤置地EHS管理體系維護指引（2014版） Guide to EHS Management System Maintenance (2014)
4	華潤置地綠建技術標準 Green Building Technology Standards of China Resources Land

華潤置地開展大區節能管理考核評價工作，進行新開業商業機電系統調試和已運營商業節能管理研究，促進節能減排管理，重點加強持有商業物業節能減排管理。

China Resources Land carries out energy saving management evaluation in all regions, conducts electromechanical systems commissioning for newly started businesses, researches the energy saving management of the operating businesses and promotes energy saving and emission reduction management with an emphasis on commercial properties.

五、環境保護

V. ENVIRONMENTAL PROTECTION

<p>節能考核試評價 Primary evaluation of energy saving assessments</p>	<p>制定節能減排管理考核評價標準(2014版)·由管理通則和業務管理2部分構成·共設置2個一級指標·8個二級指標·37個三級指標·包含組織體系、目標與責任體系、考核評價、綠色建築實施等8個維度。 Formulate energy saving and emission reduction evaluation standards (2014), composed of general management principles and business management with 2 tier-1 indicators, 8 tier-2 indicators and 37 tier-3 indicators, covering 8 dimensions including organization systems, target and responsibility systems, assessment and evaluation, green building implementation, etc.</p>	<p>對9個大區開展節能減排管理考核試評價·促進大區節能減排工作開展。 Conduct energy saving and emission reduction management assessment and evaluation of the 9 regions and promote their energy saving and emission reduction capability.</p>
<p>新開商業項目機電系統調試檢查 Electromechanical system commissioning and testing for new businesses</p>	<p>對余姚五彩城、重慶萬象城和無錫萬象城機電系統進行開業前的調試工檢查。 Conduct pre-commencement commissioning inspections of the electromechanical systems of Hi5 (YUYAO), The MIXC (CHONGQING) and The MIXC (WUXI).</p>	<p>提前發現機電系統存在不足·提高機電系統能效利用。 Identify shortcomings in the electromechanical systems early on and improve their energy efficiency.</p>
<p>已運營商業物業節能管理工作研究 Energy saving management research on commercial properties already in operation</p>	<p>對深圳萬象城、杭州萬象城、沈陽萬象城、成都萬象城、南寧萬象城等5個已運營萬象城商業項目現場測評和評估工作。 Conduct onsite testing and assessment of the 5 MIXC projects already in operation, namely The MIXC (SHENZHEN), The MIXC (HANGZHOU), The MIXC (SHENYANG), The MIXC (CHENGDU) and The MIXC (NANNING).</p>	<p>形成《華潤置地五城市華潤中心(一期)項目節能實施路線規劃報告》和2015-2019節能規劃。 Formulate China Resources Land's Five-city City Crossing (Phase I) Project Energy Saving and Emission Reduction Implementation Planning Report and its 2015-2019 five-year energy saving plan.</p>

華潤置地不斷完善環保預警機制，開展環保輿情信息監測，建立輿情信息快報機制，同時建立EHS事故事件管理規定，對事故事件進行分級響應，應急響應從高到低分為Ⅰ級、Ⅱ級、Ⅲ級、Ⅳ級四個級別。

China Resources Land constantly improves its environmental protection early warning mechanism, conducts environmental public opinion surveys, establishes quick report mechanisms for those opinions, formulates EHS accident and incident management regulations and establishes a four-level response to accidents or incidents: levels I, II, III and IV.

2011-2012年，華潤置地萬元營業收入可比價綜合能耗和萬元增加值同比2010年下降2%；2013-2015年，華潤置地萬元營業收入可比價綜合能耗和增加值可比價綜合能耗同比上一年度均下降1%。

During 2011-2012, the comparable-price comprehensive energy consumption per RMB10,000 of turnover income and added value per RMB10,000 of China Resources Land dropped by 2% as compared with that in 2010; during 2013-2015, the comparable-price comprehensive energy consumption per RMB10,000 of turnover income and added value per RMB10,000 of China Resources Land dropped 1% as compared that for the previous period.

新建項目環評

2014年，華潤置地共新開工66個項目，均按照當地政府要求開展了項目環境影響評價，並獲得當地環保部門批復，新建項目環評達標率100%。

Environmental impact assessment of new projects

In 2014, China Resources Land started 66 projects, conducted environmental impact assessment for each of them as required by the local government and acquired approval from the local environmental protection authorities with an environmental impact assessment qualification rate of 100%.

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節能減排培訓

華潤置地組織進行了綠色建築知識培訓、節能減排信息管理培訓、節能改造經驗分享、商業物業管理人員節能培訓、新員工安全環保培訓等，培訓人次達640人次。

Energy saving and emission reduction training

China Resources Land organized green building knowledge training, energy saving and emission reduction information management training, energy saving and reform experience sharing, energy saving training for commercial property officers, safety and environmental protection training for new employees etc., with the participation of as many as 640 staff.

環保公益活動

華潤置地積極參與地球一小時、綠色出行等環保公益活動，以實際行動在公司內外傳遞節能環保的理念，培育綠色未來。

Environmental protection – oriented public welfare activity

China Resources Land actively participates in Earth Hour, Green Travel and other environmental protection-oriented public welfare activity in order to promote the philosophy of environmental protection and cultivate a green future through solid actions both within and beyond the Company.

案例：參加「地球一小時」公益活動

Case: Participating in Earth Hour

深圳華潤大廈、北京鳳凰置地廣場、成都萬象城等3個商業物業和無錫、常州、武漢、淄博、福州等5個住宅物業開展「地球一小時」宣傳和倡議，參與「地球一小時」熄燈活動。

Three commercial properties including Shenzhen CR Building, Beijing Phoenix CR Plaza The MIXC (CHENGDU), along with five residential properties in Wuxi, Changzhou, Wuhan, Zibo, and Fuzhou promoted and participated in the Earth Hour lights-out event.



北京鳳凰匯管理中心開展「我做綠V客」的公益活動
The Beijing Phoenix Commercial Management Center kicked off "I am a Green VIP" event

案例：組織開展綠色出行活動

Case: Organizing and holding green travel events

華潤置地太原公司發起「越跑越幸福」活動，北京大區配套商業管理中心舉行了「低碳從我做起，宣傳綠色騎行」的活動，參觀「第五屆中國(深圳)國際節能和新能源產業博覽會」等。

China Resources Land Taiyuan Company initiated the "More Running, More Happiness" event; the Beijing Region Supporting Management Center held the "Low Carbon through Green Cycling" event, visited the "Fifth China (Shenzhen) International Energy Saving and New Energy Industry Expo", and so on.



參觀「第五屆中國(深圳)國際節能和新能源產業博覽會」
The visit to the Fifth China (Shenzhen) International Energy Saving and New Energy Industry Expo

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2. 節約資源能源

SAVING RESOURCES AND ENERGY

1. 節約能源

2014年，華潤置地重點實施深圳萬象城冷中心一次冷泵增裝4台變頻泵項目、北京五彩城8部客梯變頻改造等4項節能改造項目，改造費用385.88萬元，實現年節約標準煤約282.7692噸、節水4000噸。在深圳華潤中心一期，通過開展能源管理體系建設和加強節能改造項目實施，2011-2014年累計實現節能2578噸標準煤，能夠完成國資委下達的在「十二五」末期實現2608噸標準煤目標。

1. Saving energy

In 2014, China Resources Land carried out 4 energy-saving projects, including the addition of 4 variable-frequency pumps to the primary refrigeration pump of The MIXC (SHENZHEN) Cooling Center and the variable-frequency upgrade of 8 passenger escalators in the Beijing Hi5 with reconstruction fees of 3.8588 million yuan, thereby saving about 282.7692 tons of coal (tce) and 4,000 tons of water per year. By constructing an energy management system and strengthening its energy-saving reform project, Shenzhen City Crossing (Phase I) accumulatively saved 2,578 tce during 2011-2014 and is well on track towards the goal of saving 2,608 tce by the end of "Twelfth Five-Year Plan" as set by SASAC.

案例：深圳華潤中心製冷系統一次冷凍泵變頻改造

Case: Primary refrigeration pump variable-frequency upgrade of the Shenzhen MIXC Cooling Center

深圳華潤物業管理公司發現深圳萬象城一次冷凍泵後的動態平衡閥阻力過大，壓降佔水泵揚程的38.9%(大冷凍泵)、51.3%(小冷凍泵)，阻力過大，比較耗能。投資139萬元，於2014年9-12月對深圳萬象城製冷系統一次冷凍泵進行變頻改造。預期可實現每年節約約27.8萬度電，折算為標準煤約34.17噸，減少CO₂排放277.17噸。

Shenzhen China Resources Property Management Company found that the primary refrigeration pumps The MIXC (SHENZHEN) had too high resistance of dynamic balance valve with pressure drops accounting for 38.9% (in the large refrigeration pump) and 51.3% (in the small refrigeration pump), meaning high energy consumption. At a cost of RMB1.39 million, they conducted variable-frequency upgrades of the The MIXC (SHENZHEN) refrigeration system's primary refrigeration pumps during September – December 2014. This is expected to save 278,000 kWh of electricity each year, equivalent to 34.17 tce, and reduce CO₂ emission by 277.17 tons.

案例：北京五彩城電梯變頻改造

Case: Variable-frequency escalator upgrades in Hi5 (QINGHE)

2014年北京五彩城物管中心投資11.88萬元，對利用率不高的8台電梯進行了變頻改造，可實現每年節約6.132萬千瓦時，折算標準煤為7.54噸，減少CO₂排放61.64噸。

In 2014, at a cost of RMB118,800, the Hi5 (QINGHE) Property Management Center conducted the variable-frequency upgrade of 8 escalators with low utilization rate. This is expected to save 61,320 kWh of electricity each year, equivalent to 7.54 tce, and reduce CO₂ emission by 61.64 tons.



華潤五彩城電梯變頻改造項目
Variable-frequency escalator upgrades
in Beijing Hi5

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案例：勵致傢俬鐵廠靜電噴塗系統改造

Case: Electrostatic Spraying System of Logic Furniture Iron Works

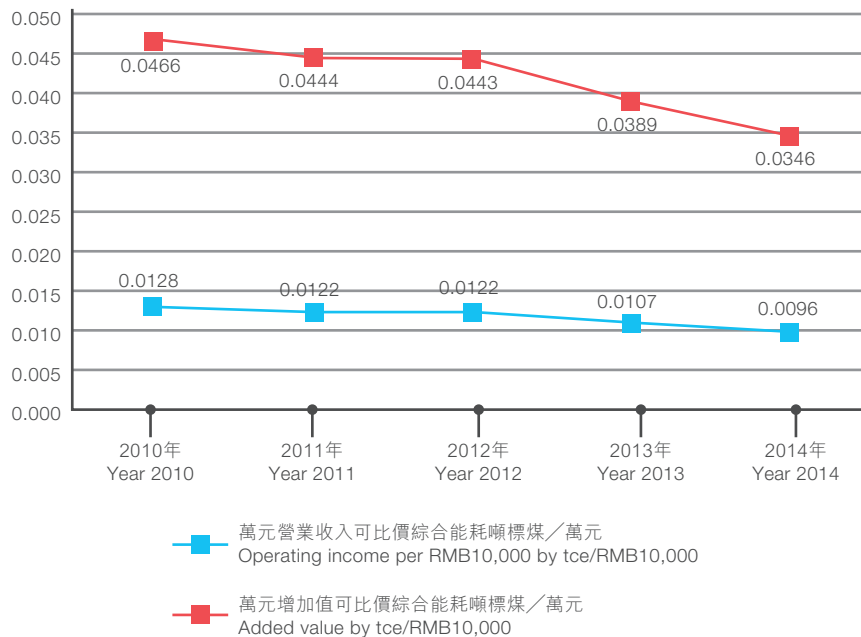
勵致傢俬投資365萬元對鐵廠靜電噴塗系統進行了改造，改造後人均勞效提高15%，年累計節約用水4000噸左右，熱能利用率達到95%以上，年節約能源折標準煤約240噸，每萬元產品減少粉末浪費100元以上。

Costing RMB3.65 million, Logic Furniture reformed its Electrostatic Spraying System, thereby increasing labor efficiency per capita by 15%, cumulatively saving about 4,000 tons of water each year, increasing heat efficiency by over 95%, saving energy equivalent to about 240 tce and saving over RMB100 of power for every RMB10,000 of product.

2010-2014年，華潤置地萬元營業收入可比價綜合能耗和增加值可比價綜合能耗呈逐年下降趨勢。2014年，華潤置地萬元營業收入可比價綜合能耗和增加值可比價綜合能耗分別為0.0096和0.0346，較2010年基期分別下降25.0%和25.8%。

During 2010-2014, China Resources Land saw a decline in comprehensive energy consumption on a year-on-year basis at comparable prices of both operating income per RMB10,000 and added value, e.g. 0.0096 and 0.0346 respectively in 2014, down 25.0% and 25.8% respectively from the same figures in the base period in 2010.

華潤置地節能減排績效
Energy Saving and Emission Reduction of China Resources Land



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指標名稱 Name of indicator	單位 Unit	2014年 2014
綜合能源消費量 Comprehensive energy consumption	萬噸標煤 10,000 tce	4.73
電力 Power	萬千瓦時 10,000 kWh	33,633.96
汽油 Gasoline	噸 T	1,192.92
柴油 Diesel	噸 T	555.53
天然氣 Natural gas	萬標準立方米 10,000 scm	219.63
其他能源 Other energies	噸標煤 tce	482.71
CO ₂ 排放量 CO ₂ emission	噸 t	346,666.24

2. 節約水資源

華潤置地將節水理念和實踐貫穿於建築全生命週期。在項目建設階段，要求在項目收集基坑降水，用於進出車輛的清洗和現場道路的清洗。在物業服務階段，不斷開展節能節水宣傳，建設節水型小區。廈門華潤橡樹灣等多個項目採取雨水收集系統，收集部分屋面和地面雨水，處理後回收用於景觀灌溉和道路澆灑；採取噴灌等高效灌溉措施，降低景觀水耗。

2. SAVING WATER RESOURCES

China Resources Land infuses water-saving philosophy and practices throughout the entire construction life-cycle. At the project construction stage, it requires the projects under construction to collect water from foundation pits for cleaning vehicles and roads at the site. During the property service stage, it constantly promotes energy and water saving to build water-saving estate blocks. Xiamen China Resources Oak Bay and many other projects adopted rain collection systems to collect rain from roofs and the ground for garden irrigation and road sprinkling.

案例：華潤合肥紫雲府、幸福裡住宅物業項目獲「安徽省節水型小區」稱號

Case: China Resources Hefei Palace Glorious and Park Lane Manor Residential Properties won the title “Anhui Water-saving Estate Blocks”

華潤置地合肥紫雲府和幸福裡兩個住宅物業項目響應政府號召，積極創建「節水型小區」，深入開展節水宣傳，榮獲安徽省住房和城鄉建設廳頒發的「省級節水型小區」稱號。

In line with government's initiatives, the two residential properties China Resources Hefei Palace Glorious and Park Lane Manor actively constructed “Water-saving Estate Blocks” and conducted in-depth water-saving promotion, winning the title “Anhui Water-saving Estate Block” from the Anhui Provincial Department of Housing and Urban-Rural Construction.

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3. 污染防治

PREVENTION OF DUST POLLUTION

揚塵污染防治

在施工過程中採取裸土覆蓋、道路自動噴灑系統和塔吊噴灑等措施，防止施工過程中的揚塵污染。

噪聲污染防治

在建項目合理安排施工計劃和施工機械設備的組合，避免夜間(22:00-06:00)施工；選擇低噪聲設備，為高噪聲設備配置消聲器等；在局部聲環境敏感處設置臨時性聲屏障。

建築垃圾減排

在項目開發時與施工單位簽訂環保責任書，由施工單位加強現場管理，負責施工期固體廢棄物的處理。項目部會同有關部門加強施工環保監理，發現問題，及時進行處罰和限期改正。對施工期生活垃圾經工地垃圾箱收集以後，統一由環衛部門集中處置。

工業廢水減排

華潤置地所屬勵致家傢俬於水處理站處理的生產廢水回收用於綠化及生產車間循環用水，本年度循環用水近19,000立方米。

Pollution Prevention

During construction, we adopt soil covering, automatic road sprinkling systems, tower crane sprinkling and other measures to prevent fugitive dust pollution.

Prevention of noise pollution

Projects under construction should reasonably arrange construction plans with construction equipment, avoid construction at night (22:00-06:00), choose low-noise equipment, equip mufflers to high-noise equipment and set temporary screening around the sensitive local acoustic environment.

Building waste reduction

The environmental protection warranty should be signed during project development, motivating the builder to strengthen the site management and dispose of solid waste during construction. The Project Department joins other departments in strengthening the supervision of environmental protection measures during construction, identifying problems, imposing instant penalties and requiring correction within the limited time. Organic wastes should be collected in bins for disposal by the sanitation company.

Industrial wastewater discharge reduction

Logic Furniture under China Resources Land recovers the treated wastewater from production for use in gardens and landscaping, thereby saving nearly 19,000m³ each year.



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4. 應對氣候變化 RESPONDING TO CLIMATE CHANGE

1. 住宅產業化

為節約能源降低污染，2014年，華潤置地正式開啟住宅產業化的研究及生產。2014年5月，華潤置地在瀋陽成立裝配式研發小組，對裝配式進行整體研究，確定瀋陽中央公園及紫雲府項目進行相應的裝配式設計及施工。

1. Residential property industrialization

In 2014, China Resources Land started the research and production of residential property industrialization with a view to saving energy and reducing pollution. In May 2014, China Resources Land set up a fabrication R&D group in Shenyang for overall research into fabrication and decided to conduct fabricating design and construction for Shenyang Central Park and Palace Glorious.

案例：瀋陽中央公園項目 Case: Shenyang Central Park Project

瀋陽中央公園項目住宅產業化設計面積為32,200m²，瀋陽紫雲府項目住宅產業化設計面積為46,850m²，合計79,050m²，開創了華潤置地在住宅產業化方向的先河。

The residential property industrialization design area of the Shenyang Central Park Project covers 32,200m², and Shenyang Palace Glorious covers 46,850m², making a total of 79,050m², which formally started the residential property industrialization of China Resources Land.

2. 精装修房

在現有增值服務產品體系基礎上，華潤置地試點進行公寓型增值服務產品的研發；2014年，增值服務精装修產品在華潤置地25個項目上得到推廣落實，推廣面積約為130萬平方米，套數約9,100套。

2. Finely fitted products

On the basis of current value-added service and products system, China Resources Land conducted R&D concerning pilot apartment value-added products and services; in 2014, the value-added fine-decoration products and services were promoted and implemented across over 25 China Resources Land projects with an area of about 1.30 mn m² covering 9,100 units.

3. 綠色建築

從2011年1月至2014年底，華潤置地共有21個項目獲得綠色建築認證證書，其中國家級綠色三星項目1個，國家級綠色二星項目4個，國家級綠色建築一星項目7個，地方級綠色一星項目1個，美國LEED金獎認證8個。

3. Green building

From January 2011 to the end of 2014, China Resources Land acquired green building certificates for 21 projects: 1 national green 3-star project, 4 national green 2-star projects, 7 national green 1-star projects, 1 local green 1-star project and 8 U.S. LEED gold prizes.

2014年，華潤置地新增通過綠色建築認證並獲取證書的住宅項目4個，總計建築面積為126.76萬平方米；新增通過綠色建築認證並獲取證書的公建項目4個，總計建築面積為54.5萬平方米。

In 2014, China Resources Land had 4 more residential projects passing green building certification and acquiring certificates with a total floor area of 1.2676mn m², and 4 more public projects passing green building certification and acquiring certificates with a total floor area of 545,000m².

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華潤置地2014年綠色建築認證榮譽
Green Building Certification Honors of China Resources Land in 2014

	序號	項目名稱	參評標準	認證通過時間	面積
	S/N	Name of project	Selection standards	Date of passing certification	Area
住宅項目 Residential projects	1	重慶中央公園1、2、3期 Chongqing Central Park (Phases 1, 2 and 3)	重慶綠色生態小區 Chongqing Green Ecological Estate Block	2014年5月15日 15 May 2014	65萬 650,000
	2	成都二十四城5期 Chengdu 24 City (Phase 5)	綠建一星設計標識 Green Building 1-Star Design Mark	2014年6月30日 30 June 2014	18.63萬 188,630
	3	西安二十四城1、2期 Xi'an 24 City (Phases 1 and 2)	綠建一星設計標識 Green Building 1-Star Design Mark	2014年1月24日 24 January 2014	29.5萬 295,000
	4	廈門橡樹灣三期 Xiamen Oak Bay (Phase 3)	綠建一星設計標識 Green Building 1-Star Design Mark	2014年11月2日 2 November 2014	13.63萬 136,300
公建項目 Public projects	5	深圳萬象天地項目一期(T1) Shenzhen MIXC World Project (Phase 1, T1)	美國LEED金獎 U.S. LEED gold prize	2014年 2014	6.5萬 65,000
	6	深圳萬象天地項目一期(T2) Shenzhen MIXC World Project (Phase 1, T2)	美國LEED金獎 U.S. LEED gold prize	2014年 2014	3萬 30,000
	7	深圳萬象天地項目一期(T4/5/6) Shenzhen MIXC World Project (Phase 1, T4/5/6)	美國LEED金獎 U.S. LEED gold prize	2014年 2014	17.9萬 179,000
	8	深圳灣華潤總部大廈 Shenzhen Bay China Resources Headquarters Building	美國LEED金獎 U.S. LEED gold prize	2014年 2014	27萬 270,000

案例： Case

重慶華潤中央公園以100.61的高分通過重慶市建設技術發展中心評審團終審，獲得2013年《重慶綠色生態小區》的稱號。

Chongqing China Resources Central Park passed the final assessment of the Chongqing Building Technology Development Center Assessment Group with a score of 100.61 points and won the title *2013 Chongqing Green Ecological Estate Block*.

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4. 綠色辦公

OA辦公平臺

2014年，華潤置地對OA系統審批時效進行優化提升，實現了所有單位統一工作平臺。全年平均審批時長由2013年的21小時縮短至10小時。

視頻會議

2014年，華潤置地視頻會議終端規模突破100套，覆蓋率100%；視頻會議管理系統正式上線以來，視頻終端多達157台，其中硬件104台和軟件53台。截至2014年，視頻會議總會議量已達到5804場。截至2014年底，華潤置地總共節省差旅費4759萬元。

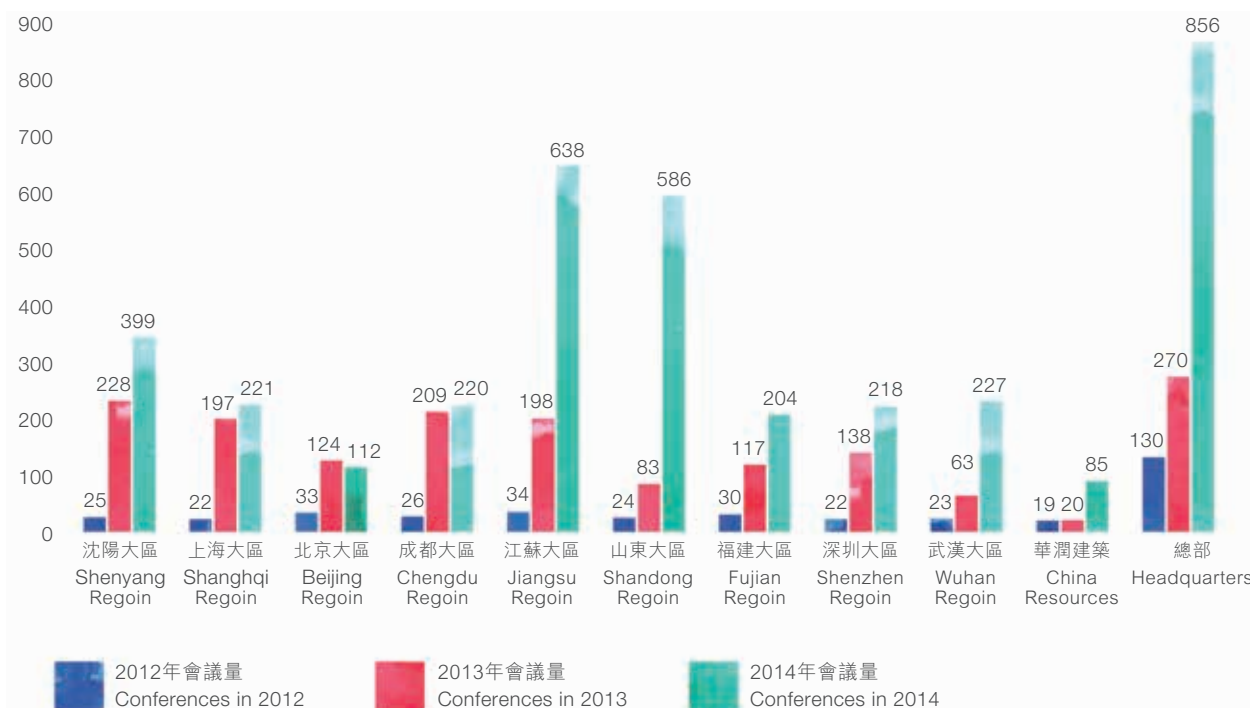
4. Green office

OA office platform

In 2014, China Resources Land optimized and upgraded the OA system approval time with one working platform for all units. The average approval time of the year narrowed from 21 hours in 2013 to 10 hours in 2014.

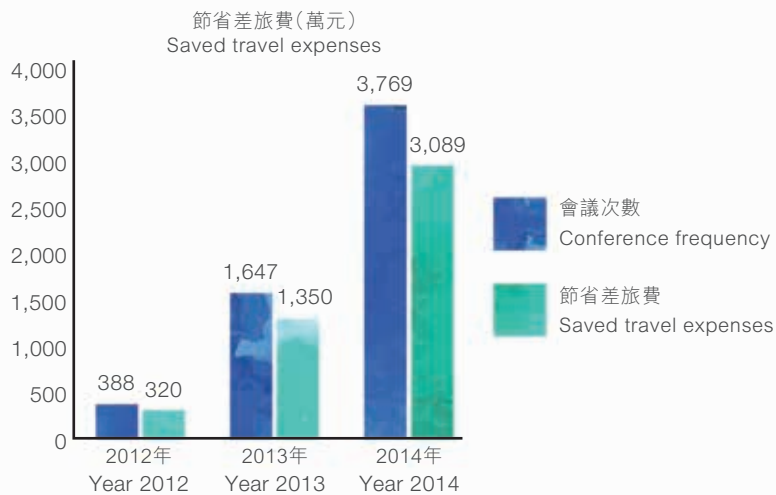
Teleconference

In 2014, China Resources Land's teleconference terminals numbered over 100 sets with 100% coverage; since the online operation of the teleconference management system began, over 157 video terminals have been provided including 104 sets of hardware and 53 sets of software. By the end of 2014, a total of 5,804 teleconferences were held. By the end of 2014, China Resources Land saved a total of RMB47.59mn in travel expenses.



五、環境保護

V. ENVIRONMENTAL PROTECTION



5. 保護生物多樣性

華潤置地在項目開發中遵循「適地適樹」的原則，根據各城市不同的環境氣候差異，選擇適合本地生長的園林景觀苗木樹種，選擇所在城市的本區域原生品種，減少外來異地樹種的使用，儘量保留地塊原生樹木。每個項目中保證有三十至四十個苗木品種，從大喬木，中小喬木到大灌木，小灌木及花灌木，地被，草本植物，花境草坪等。

5. Biodiversity protection

Sticking to the principle of “proper land for proper trees” during construction, China Resources Land chooses gardening and landscaping seedlings suitable for the different environments, climates and growing conditions of each city. Preference is given to native varieties from that city over those varieties from other regions. 30-40 seedling varieties are guaranteed for each project including large/mid/small trees, large shrubs, small shrubs, flowering shrubs, ground cover, herbaceous plants, flower borders, lawns, etc.

六、社區參與

VI. COMMUNITY

ENGAGEMENT



六、社區參與

VI. COMMUNITY ENGAGEMENT

1. 公益管理

MANAGEMENT OF PUBLIC INTERESTS

華潤置地依據《華潤集團企業公民建設指引》和華潤慈善基金會規定，由華潤置地人事行政部統籌協調，各大區、各事業部組織實施的管理機制，開展公益慈善活動。2014年，華潤置地持續開展各類慈善公益活動，累計捐贈724.7萬元人民幣。

In accordance with the *Guide to Corporate Citizenship Construction of China Resources Group* and the regulations of the China Resources Charity Foundation, China Resources Land set up a management mechanism for charitable and public activities comprehensively coordinated by the Personnel and Administration Department and organized and implemented by all regions and business departments. In 2014, China Resources Land held many charitable and public events and accumulatively donated RMB7.247 million.

受贈對象 Donation receiver	受贈對象所在區域 Region of the donation receiver	捐贈性質 Nature of donation	捐贈財產類別 Type of donated property	捐贈途徑 Approach to donation	捐贈金額 (萬元) Donation amount (RMB10,000)
西鹹新區灃東新城慈善會 Xixian New Area Fengdong New City Charity Society	西安 Xi'an	其他公益救濟和公共福利事業捐贈 Other charity subsidy and donation for public interests	貨幣資金 Monetary funds	通過其他公益性社會團體 Through other charity social groups	10
華潤慈善基金會 China Resources Charity Foundation	深圳 Shenzhen	向企業內部困難員工捐款 Donation to poor employees of the enterprise	貨幣資金 Monetary funds	通過華潤慈善基金會 Through China Resources Charity Foundation	100
杭州市西湖區教育教育基金會 Hangzhou Xihu District Education Foundation	杭州 Hangzhou	向教育事業捐贈(助學) Donation to education	貨幣資金 Monetary funds	通過其他公益性社會團體 Through other charity social groups	454
萬寧市民政局 Wanning Civil Affairs Bureau	萬寧市 Wanning	向受災地區捐贈 Donation to disaster-struck areas	貨幣資金 Monetary funds	通過縣級以上人民政府(所屬部門) Through county or higher people's government (and subsidiary agencies)	10
青海玉樹「希望少兒之家」 Qinghai Yushu Hope Children's Home	玉樹 Yushu	其他公益救濟和公共福利事業捐贈 Other charity subsidy and donation for public interests	實物資產 Physical assets	直接向受益人捐贈 Directly to the beneficiaries	15.7
華潤慈善基金會 China Resources Charity Foundation	深圳 Shenzhen	向企業內部困難員工捐款 Donation to poor employees of the enterprise	貨幣資金 Monetary funds	通過華潤慈善基金會 Through China Resources Charity Foundation	30
萬寧市民政局 Wanning Civil Affairs Bureau	萬寧市 Wanning	向殘疾人捐贈 Donation to the disabled people	貨幣資金 Monetary funds	通過縣級以上人民政府(所屬部門) Through county or higher people's government (and subsidiary agencies)	5
和諧貴陽促進會 Harmony Guiyang Promotion Society	貴陽市 Guiyang	向企業內部困難員工捐款 Donation to poor employees in the enterprise	貨幣資金 Monetary funds	通過縣級以上人民政府(所屬部門) Through county or higher people's government (and subsidiary agencies)	100

六、社區參與

VI. COMMUNITY ENGAGEMENT

2. 公益實踐 CHARITABLE PRACTICE

1. 拆遷補償及保障房建設

在拆遷補償過程中，華潤置地始終堅持配合政府、友好協商、充分溝通、尊重社區居民意願的原則，穩步推進拆遷、安置工作。

為滿足社會各層次人群的購房需求，向市場提供多層次的住宅產品，增加市場供給，華潤置地響應政府號召，積極投身保障住房建設開發中。

1. Relocation, compensation and the construction of affordable housing

During relocation and compensation, China Resources Land always sticks to the principles of assisting the government, making friendly negotiation and full communication, and respecting the desires of community residents, for steady progress of relocation and settlement arrangements.

To meet the house purchase demands of the public on all levels, the Company provides diverse residential building products to increase the market supply. In line with the government's call, China Resources Land actively engages in housing construction and development.

案例：深圳大沖村舊城改造項目

Case: Old city renovation project in Dachong Village, Shenzhen

華潤置地在深圳華潤城項目與村民就拆遷安置補償標準的協商過程中，多次召開全體村民大會，最終制定出當期總體最優化的補償標準，獲得大沖村民的普遍認同，在啟動舊改簽約工作後62天裡達到了97.4%的簽約率。

項目建設中華潤置地積極響應深圳關於在項目中配建保障房的要求，共承擔近6萬平米保障房建設任務，並建設同村民的回遷物業一起作為規劃為首批建設物業，並最終實現部分物業在2014年底順利完成分配和交付工作。

During negotiations with villagers concerning the compensation standards of relocation settlement for the Shenzhen China Resources City Project, China Resources Land held many general meetings with the villagers and finally formulated the current, generally most optimal compensation standards to win the universal praise of the villagers. For 62 days after contracting started for the old city renovation, the Company achieved a 97.4% contracting rate.

In line with the requirements of Shenzhen concerning the construction of affordable houses during the construction of the project, China Resources Land undertook nearly 60,000m² of affordable housing units as the planned initial properties together with relocation properties for the villagers. Finally, part of the properties were successfully distributed and delivered in 2014.



六、社區參與

VI. COMMUNITY ENGAGEMENT



2. 參與新農村建設

華潤置地在華潤慈善基金會的統籌下，積極參與新農村建設，全面承擔了廣西百色、河北西柏坡、湖南韶山、海南萬寧、北京密雲、福建古田、貴州遵義、安徽金寨等八個希望小鎮的非盈利施工工作，並派出志願者全程參與小鎮籌建。

3. 保護歷史文脈

華潤置地在華潤城項目建設過程中，對深圳大沖石、大榕樹、大王古廟、鄭氏宗祠等都得以完整保留，這些承載大沖文化和記憶的設施在新的華潤城裡得到傳承及延續。為了更好的保護和建設古建築，華潤置地組織村民代表專門對大王古廟、鄭氏宗祠的保護性重建方案進行專家論證，多次對周邊的類似建築進行考察和參觀，並聘請專業文物研究機構參與保護和重建工作。

2. Participating in New Countryside Construction

Under the comprehensive arrangement of the China Resources Charity Foundation, China Resources Land actively participated in New Countryside Construction, assigning volunteers to the preparation and non-profit construction of eight hope towns in Guangxi Baise, Hebei Xibaipo, Hunan Shaoshan, Hainan Wanning, Beijing Miyun, Fujian Gutian, Guizhou Zunyi and Anhui Jinzhai.

3. Protecting our historical and cultural heritage

During the construction of China Resources City in Shenzhen, China Resources Land completely preserved the Dachong Stone, large Banyan tree, Dawang Ancient Temple, Temple of the Zheng Family and more. These structures are records of Dachong culture and history that must be inherited and passed on to future generations. To better protect and conserve these ancient buildings, China Resources Land organized representatives of the villagers to conduct an expert analysis of protective renovation possibilities for the Dawang Ancient Temple and the Temple of the Zheng Family, made surveys and visits to the buildings and invited professional cultural and historical research institutions to participate in their protection and reconstruction.

案例：保護深圳古建築大王古廟

Case: Protecting Dawang Ancient Temple, an ancient building in Shenzhen



六、社區參與

VI. COMMUNITY ENGAGEMENT

4. 幫扶弱勢群體

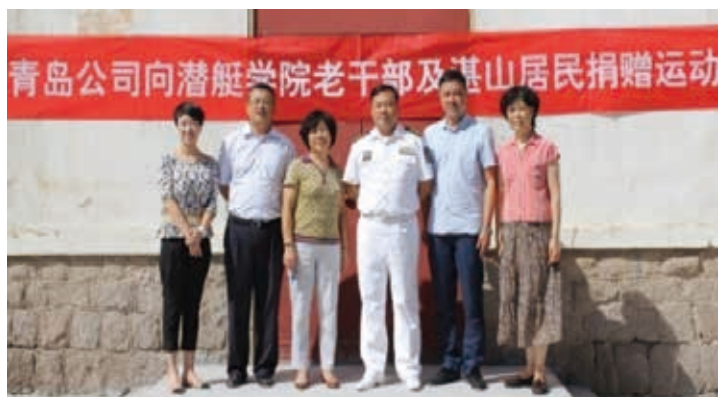
華潤置地積極倡導員工參與社會慈善公益事業，組織開展多種形式的幫扶社會弱勢群體的活動。



「點滴關懷、溫暖你我」義賣捐贈活動
“Warm Care for You and Me” charity sales

4. Helping the vulnerables

China Resources Land actively encourages its employees to participate in social charity and organizes various charity activities to benefit the vulnerable people.



青島公司向退休軍人捐贈運動器材
Qingdao Company donates sports equipment to retired military officers



發起華潤希望行動「走進青海玉樹希望少兒之家」系列公益活動，向青海玉樹希望少兒之家捐贈了近16萬元左右的生活物資
China Resources Hope Action's "Approach to Qinghai Yushu Hope Children's Home" Charity Event donates nearly RMB160,000 of daily living materials to Qinghai Yushu Hope Children's Home

六、社區參與

VI. COMMUNITY ENGAGEMENT

案例：為自閉症兒童建音樂教室

Case: Building a music classroom for autistic children

2014年8-10月，華潤置地在山東開展「月滿華潤，為愛圓夢」關愛自閉症兒童系列活動。在濟南、青島、淄博、威海、煙臺、日照、臨沂、太原等八個城市協同開展關愛自閉症兒童公益活動，通過愛心義賣、拍賣、實地探訪、捐贈愛心音樂教室等形式，共籌集善款31905元，被自閉症兒童康復中心授予「愛心大使」的榮譽稱號。

In August-October 2014, China Resources Land conducted the "Dream Realization with China Resources and the Moon" events to raise funds for autistic children in Shandong. In eight cities including Jinan, Qingdao, Zibo, Weihai, Yantai, Rizhao, Linyi and Taiyuan, China Resources Land held charity events to care for autistic children and raised funds of RMB31,905 through charity sales, auction, site visit, the donation of music classroom and other means. The Autistic Children Rehabilitation Center awarded the Company with the honor, "Ambassador of Love".



案例：「淄博市留守兒童關愛中心年會」

Case: Annual Conference of the Zibo Left-behind Children Care Center

2014年12月22日，華潤置地在山東淄博舉辦「淄博市留守兒童關愛中心年會」。

活動以「關愛從心開始·讓愛溫暖彼此」為主題，進行書畫作品拍賣，所得善款均將捐贈給留守兒童。

On 22 December 2014, China Resources Land held the Annual Conference of the Zibo Left-behind Children Care Center in Zibo, Shandong. With "Care Coming from the Mind and Love Warming Each Other" as its theme, calligraphy and paintings were auctioned and the funds were donated to the left-behind children.



六、社區參與

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5. 支持文化教育

華潤置地重視教育扶貧，充分發揮公司的資金優勢和產業鏈優勢，充分發動員工參與，通過多種渠道，為貧困地區教育發展和貧困學生教育資源改善貢獻力量。

5. Supporting education

Valuing education and the elimination of poverty, China Resources Land makes full use of its monetary and industrial chain advantages, mobilizing its employees to participate in education development and the improvement of education for children of impoverished families through many channels.

案例：「華潤獻愛心，助你快成長」幫困助學基金

Case: "Rapid Growth with the Love of China Resources" Poverty Alleviation and Education Support Foundation

在上海，華潤置地自2005年成立「華潤獻愛心，助你快成長」幫困助學基金以來，已連續9年對社區近8個居委的貧困家庭子女進行捐助。2014年，在上海浦東灘坊社區的幫困助學的對象從以往13人增加到49人，助學金從26,000元增加到98,000元。

Since the inception of the "Rapid Growth with the Love of China Resources" Poverty Alleviation and Education Support Foundation in Shanghai in 2005, China Resources Land has made donations for 9 consecutive years to children from poor families in 8 neighborhood committees. In 2014, Poverty Alleviation and Education Support benefited 49 people, while only 13 benefited from this at the beginning. Total financial aid donated to students through the Foundation has increased from RMB26,000 to RMB98,000.



案例：「愛心傳遞共享書香」- 華潤置地會社區捐書公益行動

Case: "Sharing Books with Linked Love" - China Resources Land's Book Donation Charity Event

2014年8-10月，華潤置地在北京各社區舉辦「愛心傳遞，共享書香」捐書公益行動，共開展32場社區專場，收到業主捐書4,600餘本。10月12日，華潤置地志願者前往河北省張北縣大團圍鎮中心小學進行愛心回訪，將本次活動捐贈的7,350冊書籍獻給學校。'

In August-October 2014, China Resources Land held "Sharing Books with Linked Love" book donation charity events in the communities of Beijing City with 32 special community sessions and over 4,600 books received. On 12 October, China Resources Land volunteers revisited Dahulun Town Central Primary School, Zhangbei County, Hebei Province and donated 7,350 books.



社區專場捐書活動現場圖
Book Donations at a Community Session

六、社區參與

VI. COMMUNITY ENGAGEMENT



2015年1月11日，華潤置地在港的經理人和員工代表參加了由香港公益金組織的「港島、九龍公益金百萬行」慈善活動。
On 11 January 2015, the managers and employee representatives of China Resources Land Hong Kong participated in the “Hong Kong Island and Kowloon Walks for Millions” Charity Event organized by the Hong Kong Community Chest.

6. 推廣健康生活

華潤置地一貫重視推廣健康生活方式，幫助市民提高健康生活意識，樹立科學、文明、進步的健康生活理念。

6. Promoting healthy living

Consistently valuing and promoting healthy lifestyles, China Resources Land has established a scientific, civilized and advanced healthy living philosophy to help citizens improve their healthy living awareness.

案例：與萬象城一起綠動

Case: Green Action with THE MIXC

2014年5月23日，華潤置地在青島舉辦了「與萬象城一起綠動」青島萬象城禮獻城市系列公益行正式啟幕，向青島全城發起「綠色出行、綠色生活」的倡導，並提供切實可行的系列公益助力。

On 23 May 2014, China Resources Land held the “Green Action with THE MIXC” Qingdao MIXC charity events. Its goal was to promote “green travel and green life” among Qingdao residents and generate substantial charity funds.



「與萬象城一起綠動」騎行活動
The “Green Action with THE MIXC” cycling event



2015年展望 PROSPECTS FOR 2015

展望2015，華潤置地將堅持業務發展與承擔社會責任並重，進一步推進社會責任理念的融入和實踐的落地，完善社會責任管理體系，強化社會責任管理，優化社會責任工作，全面提升社會責任能力，與利益相關方一起，共生、共融、共發展，為美好城市生活添彩！

客戶方面：在「品質給城市更多改變」的品質理念指導下，華潤置地堅持客戶導向，以不斷提升客戶滿意為目標，加強科技創新，為客戶提供更優質、更安全的產品；提升服務品質，為客戶提供更健全、更完善的服務。2015年，公司將進一步加強品質管理和客戶服務工作，致力於打造讓客戶滿意的華潤置地。

夥伴方面：華潤置地的發展與合作夥伴密不可分，因此，公司通過各種方式實現與夥伴之間的資源互補，追求與合作夥伴共贏。2015年，華潤置地將更加重視與合作夥伴的關係，建立和完善戰略管理平臺，加強供應商管理，建設綠色供應鏈；對供應商負責，積極帶動供應商發展，共享華潤置地的成長動力。

環境方面：面對當前的環境問題，華潤置地倡導綠色低碳理念，在建築開發和運營中盡可能減少對環境的影響，開發綠色建築，推行綠色辦公，減少資源消耗；在項目開發中重視環境影響，建立完善的環保措施，保護城市生態環境。

員工方面：華潤置地重視人才，秉承「以人為本、尊重人的價值」的理念，華潤置地保障員工基本權益，不斷完善員工培訓體系，優化員工培訓項目，為員工發展創造公平開放的機會和渠道；保障安全施工，健全職業健康管理，關注員工身體健康和心理健康，為員工提供健康安全的工作環境。

社區方面：在自身發展的同時，華潤置地不忘與社區共享自身發展成果，與社區共生共長。2015年，公司將繼續踐行社會公益，建立健全公益戰略和體系，打造華潤置地公益品牌，提升公益投入的效果，幫助更多弱勢人群；鼓勵員工積極參加志願活動，為社會和諧積極貢獻力量。

In 2015, China Resources Land will put equal priority on business development and social responsibility, advance the development of social responsibility philosophy, its practical implementation and its infusion throughout all aspects of the Company, improve social responsibility management system, strengthen social responsibility management, optimize social responsibility, update social responsibility and achieve harmony, mutual coexistence and mutual growth with our stakeholders to bring more glory to the beautiful city!

Customers: following the principle of “Transforming the city through quality”, China Resources Land adheres to a customer-centric approach, constantly improves the levels of customer satisfaction, strengthens technological innovation, provides customers with products of higher quality and greater safety and improves the quality of its operations, providing its customers with a more comprehensive service. In 2015, the Company will strengthen its quality management and customer service and create a China Resources Land base that its customers will find highly satisfactory.

Partners: the development of China Resources Land is closely tied to that of its partners. To this end, the Company tries to achieve the complementation of resources and win-win success with its partners by any means. In 2015, China Resources Land will give more priority to partner relations, establish and improve its strategic management platform, strengthen supplier management and construct a green supply chain. We will remain committed to our suppliers, actively drive their development and share the growth power of China Resources Land.

Environment: in the face of current environmental problems, China Resources Land advocates a green low-carbon philosophy and strives to reduce harm to the environment as much as possible during the construction development and operations. China Resources Land also develops green buildings, promotes green offices and reduces the consumption of resources. We will continue to be mindful of potential harm to the environment during project development, to establish comprehensive environmental protection measures and to protect the urban ecological environment.

Employees: China Resources Land values talent and adheres to the philosophy of “maintaining a human-oriented perspective and respecting human value”. It guarantees the basic interests of the employees, constantly improves their training systems, optimizes their training projects and creates fair and open opportunities and channels for their career development. We will continue to guarantee construction safety and healthy occupational management, to value the physical and mental health of our employees and to provide them with a healthy and safe workplace.

Communities: as China Resources Land develops, it shares the fruits of its development among the communities with which it coexists. In 2015, the Company will hold more social charity events, establish a complete charity strategy and system, create an official China Resources Land charity brand, improve the effect of its charity input and help more vulnerable people. We will continue to encourage our employees to actively participate in voluntary events and make positive contributions to a harmonious society.

附錄：報告評級

APPENDIX: REPORT RATING



《华润置地有限公司 2014 年社会责任报告》评级报告

Rating Report of Social Responsibility Report of China Resources Land Limited In 2014

中国社会科学院经济学部企业社会责任研究中心（以下简称“中心”）受华润置地有限公司委托，从“中国企业社会责任报告评级专家委员会”中抽选专家组成评级小组，对《华润置地有限公司 2014 年社会责任报告》（以下简称《报告》）进行评级。

Research Centre for Corporate Social Responsibility Chinese Academy of Social Sciences (hereinafter referred to as the "Centre") commissioned by China Resources Land Limited, has selected experts from "Chinese Expert Committee on CSR Report Rating" to establish a rating team, and the rating team has rated *Social Responsibility Report of China Resources Land Limited In 2014* (hereinafter referred to as the "Report").

一、评级依据

I. Rating Ground

《中国企业社会责任报告编写指南（CASS-CSR 3.0）》暨《中国企业社会责任报告评级标准（2014）》。
China Enterprises Social Responsibility Report Writing Guidelines (CASS-CSR 3.0) and China Enterprises Social Responsibility Report Rating Criteria (2014).

二、评级过程

II. Rating Process

- 过程性评估小组访谈华润置地有限公司社会责任相关部门成员；
1. The Process Assessment Team interviewed the members of the departments that are related to social responsibility of China Resources Land Limited;
- 过程性评估小组现场审查华润置地有限公司社会责任报告编写过程相关资料；
2. The Process Assessment Team examined the relevant materials of the writing process of *China Resources Land Limited Social Responsibility Report* onsite;
- 评级小组对社会责任报告的管理过程及《报告》的披露内容进行评价。
3. The Rating Team evaluated the social responsibility report management process and the content disclosed by the *Report*.

三、评级结论

III. Rating Conclusions

过程性 (★★★★)

Process (★★★★)

公司人事行政部牵头成立报告编写组，高层领导负责报告审定；通过专家研讨、部门访谈等方式收集相关方意见；根据专家意见、行业对标分析等对实质性议题进行界定；推动附属 9 个大区、2 个事业部发布社会责任报告；计划在公司重大活动中发布报告，并将以印刷品、电子版、多语种版本等形式呈现报告，具有优秀的过程性表现。

The company's personnel administration department led the establishment of the Report writing team,



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the senior leadership are responsible for approving the Report; through experts' discussion, department interviews and other methods of collecting the relevant parties' opinions; defined the substantive issues according to the experts' opinions, benchmarking of the industry etc.; promoted the affiliated nine major areas, two divisions to release the social responsibility report; planed to release reports in major activities of the company, and will present the report in print, electronic version, multilingual version etc., and had excellent procedural performance.

实质性 (★★★★☆)

Substance (★★★★☆)

《报告》系统披露了“确保房屋住宅质量”、“合规拆迁与老城区保护”、“新建项目环评”、“供应链管理”、“噪音污染控制”、“绿色建筑”等房地产开发业关键性议题，叙述较详细充分，具有领先的实质性。

The *Report* systemically disclosed "ensuring residential housing quality" and "demolition in compliance with regulations and the old town protection", "new project environmental impact assessment", "supply chain management", "noise pollution control," "green construction" and other key issues of real estate development industry, the description is relatively in detail and sufficient, and has a leading substance.

完整性 (★★★★)

Integrity (★★★★)

《报告》从“责任管理”、“公司治理”、“公平运营”、“质量保障”、“劳工实践”、“环境保护”、“社区参与”等角度披露了房地产开发业核心指标的 76.0%，完整性表现优秀。

The *Report* disclosed 76.0% core indicators of real estate development industry from the aspects of "responsibility management", "corporate governance", "fair operation", "quality guarantee", "labour practices", "environmental protection", "community participation", its integrity appears to be outstanding.

平衡性 (★★★★★)

Balance (★★★★★)

《报告》披露了“千人死亡率”、“百万平方米房屋建筑死亡率”、“职业病发生数”等负面数据信息，并以案例形式，对哈尔滨欢乐颂客户投诉事件、海南石梅湾垃圾场事件的原因、经过和处理措施进行详细阐述，平衡性表现卓越。

The *Report* disclosed "mortality of per thousand people", "mortality of per million square meters of housing construction", "incidence of occupational diseases" and other negative data and information, and in the form of cases, gave detailed description of the causes, process, and measures of dealing with the incidences of Harbin Huanlesong clients complaints and Hainan Shimei Bay garbage dumping, its balance appears to be outstanding.

可比性 (★★★★★)

Comparability (★★★★★)

《报告》披露了 30 余个关键绩效指标连续 3 年的历史数据，并就“满意度”、“忠诚度”等数据进行横向比较，可比性表现卓越。

The *Report* disclosed three consecutive years' historical data of over 30 key performance indicators, and compared horizontally on the date of "satisfaction," "loyalty" etc., its comparability appears to be excellent.



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可读性 (★★★★☆)

Readability (★★★★☆)

《报告》逻辑清楚，语言流畅，案例生动；图片、表格等形式丰富，与文字叙述相得益彰；封面使用水墨画风格设计，淡雅别致，具有领先的可读性表现。

The *Report* had clear logic, fluent language, and vivid cases; it has pictures, tables and other abundant forms, and these complemented the narrative with each other; the cover was designed with ink painting style, elegant and special, has leading readability performance.

创新性 (★★★★☆)

Innovation (★★★★☆)

《报告》设置责任专题，突出“情感悉心服务品质改变生活”的责任主题；采用中英文语言形式，满足不同相关方阅读需求，创新性表现领先。

The *Report* set the topic of responsibility, highlighted the responsibility theme of "sensitive and careful service quality changes life"; it used both Chinese and English language to meet the reading needs of different parties, its innovation performance appears to be leading.

综合评级 (★★★★☆)

Overall Rating (★★★★☆)

经评级小组评价，《华润置地有限公司 2014 年社会责任报告》为四星半级，是一份领先的企业社会责任报告。

By the rating team's evaluation, *Social Responsibility Report China Resources Land Limited In 2014* is rated at the level of four stars and a half, is a leading enterprise social responsibility report.

三、改进建议

IV. Suggestions on Improvement

1. 加强对实质性议题的管理，提高报告过程性。

1. Strengthening the substantive issues management, and improving the process of the Report.

2. 增加行业核心指标的披露，进一步提高报告完整性。

2. Increasing disclosure of the core indicators of the industry, and further enhancing the integrity of the Report.

评级小组

The Rating Team

组长：中国社科院经济学部企业社会责任研究中心主任钟宏武

Leader of the team: Zhong Hongwu, director of the Research Centre for Corporate Social Responsibility Chinese Academy of Social Sciences

成员：清华大学创新与社会责任研究中心主任邓国胜

Members: Deng Guosheng, director of the Innovation and Social Responsibility Research Centre of Tsinghua University



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上海证券交易所总监助理杨金忠

Yang Jinzhong, director Assistant of Shanghai Stock Exchange

中心过程性评估员王梦娟、王宁

Wang Mengjuan, Wang Ning, the Centre's process assessor

评级专家委员会主席
The President of the Experts Rating
Committee
中心常务副理事长
Executive Vice President of the
Centre

Zhong Hongwu
评级小组组长
Leader of the Rating Team
中心主任
Director of the Centre



附錄：指標索引

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APPENDIX: THE FEEDBACK FORM

尊敬的讀者：

Dear Reader:

您好！感謝您閱讀本報告。為持續改進華潤置地社會責任工作及社會責任報告編製工作。我們特別希望傾聽您的意見和建議。請您協助完成意見反饋表中提出的相關問題，並傳真到-00852-28779068。

Thank you for reading this report. For the continuous improvement of China Resources Land's social responsibility work and its social responsibility report writing and producing work. In particular, we would like to hear your comments and suggestions. Please assist in completing the related questions raised in this feedback form, and fax the completed form to -00852-28779068.

1、	您對公司社會責任報告的總體評價是 Your overall assessment of the company's social responsibility report is												
	<input type="radio"/> 好 <input type="radio"/> 較好 <input type="radio"/> 一般 <input type="radio"/> Good <input type="radio"/> Relatively good <input type="radio"/> Average												
2、	您認為本報告是否能反映公司對經濟、社會和環境的重大影響 Do you think whether this report can reflect the company's significant impact on the economy, society and environment												
	<input type="radio"/> 能 <input type="radio"/> 一般 <input type="radio"/> 不了解 <input type="radio"/> Yes <input type="radio"/> Average <input type="radio"/> Don't know												
3、	您認為本報告所披露信息、數據、指標的清晰、準確、完整度如何 How do you think about the clarity, accuracy and integrity of the information, data, and pointer disclosed in this report												
	<input type="radio"/> 高 <input type="radio"/> 較高 <input type="radio"/> 一般 <input type="radio"/> 較低 <input type="radio"/> 低 <input type="radio"/> High <input type="radio"/> Relatively high <input type="radio"/> Average <input type="radio"/> Relatively low <input type="radio"/> Low												
4、	您認為公司在服務客戶、保護相關方利益方面做得如何 How do you think about what the company has done in the aspects of serving clients and protecting relevant parties' interests												
	<input type="radio"/> 好 <input type="radio"/> 較好 <input type="radio"/> 一般 <input type="radio"/> 差 <input type="radio"/> 不了解 <input type="radio"/> Good <input type="radio"/> Relatively good <input type="radio"/> Average <input type="radio"/> Poor <input type="radio"/> Don't know												
5、	您對公司社會責任工作和本報告的意見和建議，歡迎在此提出： You are welcome to raise your comments and suggestions on the company's social responsibility work and this report here:												
<p>如果方便，請告訴我們關於您的信息： If convenient, please let me know the information about you：</p> <table><tbody><tr><td>姓名： _____ Name： _____</td><td>職業： _____ Occupation： _____</td></tr><tr><td>機構： _____ Organization： _____</td><td>關系地址： _____ Address： _____</td></tr><tr><td>郵編： _____ Postcode： _____</td><td>e-mail： _____</td></tr><tr><td>電話： _____ Telephone： _____</td><td>網址： _____</td></tr><tr><td></td><td>Fax： _____</td></tr><tr><td></td><td>傳真： _____</td></tr></tbody></table>		姓名： _____ Name： _____	職業： _____ Occupation： _____	機構： _____ Organization： _____	關系地址： _____ Address： _____	郵編： _____ Postcode： _____	e-mail： _____	電話： _____ Telephone： _____	網址： _____		Fax： _____		傳真： _____
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機構： _____ Organization： _____	關系地址： _____ Address： _____												
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電話： _____ Telephone： _____	網址： _____												
	Fax： _____												
	傳真： _____												

附錄：報告編製組

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公司 Company	2014年華潤置地及附屬企業社會責任報告 2014 Social Responsibility Report of China Resources Land and its Subsidiary Enterprises	編製工作組 Preparation Group
華潤置地有限公司 China Resources Land Limited	華潤置地有限公司社會責任報告 Social Responsibility Report of China Resources Land Limited	<p>組長：唐勇 Team Leader: Tang Yong</p> <p>副組長：孫永強 Vice Team Leader: Sun Yongqiang</p> <p>組員：王盼盼、王靜、王蕾、王賀、王少軍、 任傳耕、閻博毅、劉捷、劉江龍、劉仰樺、劉淨、 劉明珊、陳力、張天、李斌瑜、李武陽、李玲、 任安敏、朱旭波、許禮標、吳嘉穎、黃智峰、 龐民秀、胡震、趙萍、黃河、黃夢婷、程向雷、 韓元婷、黎媛</p> <p>Members: Wang Panpan, Wang Jing, Wang Lei, Wang He, Wang Shaojun, Ren Chuan'geng, Yan Boyi, Liu Jie, Liu Jianglong, Liu Yanghua, Liu Jing, Liu Mingshan, Chen Li, Zhang Tian, Li Binyu, Li Wuyang, Li Ling, Ren Anmin, Zhu Xubo, Xu Libiao, Wu Jiaying, Huang Zhifeng, Pang Minxiu, Hu Zhen, Zhao Ping, Huang He, Huang Mengting, Cheng Xianglei, Han Yuanting, Li Yuan</p>
北京大區 Beijing Region	華潤置地北京大區社會責任報告 Social Responsibility Report of China Resources Land in Beijing Region	<p>組長：劉師迅 Team Leader: Liu Shixun</p> <p>組員：李葉楠、張函瑜 Members: Li Yanan, Zhang Hanyu</p>
上海大區 Shanghai Region	華潤置地上海大區社會責任報告 Social Responsibility Report of China Resources Land in Shanghai Region	<p>組長：蔣正明 Team Leader: Jiang Zhengming</p> <p>組員：曹車、張穎、曹璟、洪迎春、湯龍飛 Members: Cao Ju, Zhang Ying, Cao Jing, Hong Yingchun, Tang Longfei</p>
深圳大區 Shenzhen Region	華潤置地深圳大區社會責任報告 Social Responsibility Report of China Resources Land in Shenzhen Region	<p>組長：孔小凱 Team Leader: Kong Xiaokai</p> <p>副組長：曹敏、張偉偉 Vice Team Leader: Cao Min, Zhang Weiwei</p> <p>組員：艾劍鋒、段軍、付月、富麗、高卓尔、 郭振、何庆波、江慧英、姜峰、姜凌燕、李磊、 李广学、林芳菲、劉婧、劉玫、劉婷、 劉弘毅、龙莹、羅胜師、龐慧、商碧元、宋瑞振、 孫利昌、王靜、王淵、王晨曦、魏巍巍、 夏綺曼、晓曼、徐林、許凡、殷其樂、張俊濤、 趙娜、鐘滢</p> <p>Members: Ai Jianfeng, Duan Jun, Fu Yue, Fu Li, Gao Zhuo'er, Guo Zhen, He Qingbo, Jiang Huiying, Jiang Feng, Jiang Lingyan, Li Lei, Li Guangxue, Lin Fangfei, Liu Jing, Liu Mei, Liu Ting, Liu Hongyi, Long Ying, Luo Shengshi, Pang Hui, Shang Biyun, Song Ruizhen, Sun Lichang, Wang Jing, Wang Yuan, Wang Chenxi, Wei Weiwei, Xia Qiman, Xiao Man, Xu Lin, Xu Fan, Yin Qile, Zhang Juntao, Zhao Na, Zhong Ying</p>

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公司 Company	2014年華潤置地及附屬企業社會責任報告 2014 Social Responsibility Report of China Resources Land and its Subsidiary Enterprises	編製工作組 Preparation Group
成都大區 Chengdu Region	華潤置地成都大區社會責任報告 Social Responsibility Report of China Resources Land in Chengdu Region	組長：吳秉琪 Team Leader: Wu Bingqi 副組長：楊光、楊莉萍 Vice Team Leader: Yang Guang, Yang Liping 組員：宋啓昀、代世光、張梅、鐘康水、 王鋒、任孝武、徐方杰、朱虹楠、任瑞川、 甄文笑、李鑫、師健、李剛、張軍、雷春燕、 陳鵬鏞 Members: Song Qiyun, Dai Shiguang, Zhang Mei, Zhong Kangshui, Wang Feng, Ren Xiaowu, Xu Fangjie, Zhu Ya'nan, Ren Ruichuan, Zhen Wenxiao, Li Xin, Shuai Jian, Li Gang, Zhang Jun, Lei Chunyan, Chen Pengkai
瀋陽大區 Shenyang Region	華潤置地瀋陽大區社會責任報告 Social Responsibility Report of China Resources Land in Shenyang Region	組長：李欣 Team Leader: Li Xin 副組長：向陽 Vice Team Leader: Xiang Yang 執行組長：陳秀寧 Execute Team Leader: Chen Xiuning 組員：馬師、羅揚、楊鵬、井曉丹、李維志、 張雪、梁策、楊鵬、彭嘉、趙萌、楊博文、 姜明月、王子微、王德新 Members: Ma Shuai, Luo Yang, Yang Peng, Jing Xiaodan, Li Weizhi, Zhang Xue, Liang Ce, Yang Peng, Peng Jia, Zhao Meng, Yang Bowen, Jiang Mingyue, Wang Ziwei, Wang Dexin
山東大區 Shandong Region	華潤置地山東大區社會責任報告 Social Responsibility Report of China Resources Land in Shandong Region	組長：張大為 Team Leader: Zhang Dawei 副組長：邵丹丹 Vice Team Leader: Shao Dandan 組員：包偉、陳群生、董曉帆、范玄、方紹軍、 黃靖欽、黃婉瑩、賈明翔、姜建岳、李濱、 李丹、李康、李樂、李銳、梁爽、劉春宇、 劉莎、馬眾、莫巍、牟維政、彭彬彬、錢明陽、 邵靖茹、沈玉國、孫璐璐、王波、王鋒、 王立、王立超、吳相維、謝岩、楊柳、于灝、 雲建平、張麗金、張衛強、張文秀、張鑫、 張園園、趙秀杰、趙雲星、鄭天 Members: Bao Wei, Chen Qunsheng, Dong Xiaofan, Fan Xuan, Fang Shaojun, Huang Jingqin, Huang Wanying, Jia Mingxiang, Jiang Jianyue, Li Bin, Li Dan, Li Kang, Li Le, Li Rui, Li Wei, Liang Shuang, Li Chunyu, Liu Sha, Ma Cong, Mo Wei, Mou Weizheng, Peng Shanshan, Qian Mingyang, Shao Jingru, Shen Yuguo, Sun Lulu, Wang Bo, Wang Feng, Wang Li, Wang Lichao, Wu Xiangwei, Xie Yan, Yang Liu, Yu Hao, Yun Jianping, Zhang Lijin, Zhang Weiqiang, Zhang Wenxiu, Zhang Xin, Zhang Yuanyuan, Zhao Xiujie, Zhao Yunxing, Zheng Tian

附錄：報告編製組

APPENDIX: REPORT PREPARATION GROUP

公司 Company	2014年華潤置地及附屬企業社會責任報告 2014 Social Responsibility Report of China Resources Land and its Subsidiary Enterprises	編製工作組 Preparation Group
江蘇大區 Jiangsu Region	華潤置地江蘇大區社會責任報告 Social Responsibility Report of China Resources Land in Jiangsu Region	組長：王爽 Team Leader: Wang Shuang 副組長：王鵬宇 Vice Team Leader: Wang Pengyu 組員：王吉翔、馬晉、石峰、莫玲、高波、宗建華、 邢曉燕 Member: Wang Jixiang, Ma Jin, Shi Feng, Mo Ling, Gao Bo, Zong Jianhua, Xing Xiaoyan
武漢大區 Wuhan Region	華潤置地武漢大區社會責任報告 Social Responsibility Report of China Resources Land in Wuhan Region	組長：喻霖康 Team Leader: Yu Linkang 副組長：馬洪 Vice Team Leader: Ma Hong 組員：田苑、劉斌、劉英堅、張靜、張建偉、 李璟、吳波、楊丹、陳運來、房志紅、趙婷 婷、胡彩橋、胡偉昶、郭安、徐長棟、唐婧 嬋、耿穎、高陽、崔建清、曹海瑩、謝黎黎、 熊俊武 Members: Tian Yuan, Liu Bin, Liu Yingjian, Zhang Jing, Zhang Jianwei, Li Jing, Wu Bo, Yang Dan, Chen Yunlai, Fang Zhihong, Zhao Tingting, Hu Caiqiao, Hu Chuanchang, Guo An, Xu Changdong, Tang Jingchan, Geng Ying, Gao Yang, Cui Jianqing, Cao Haiying, Xie Lili, Xiong Junwu
福建大區 Fujian Region	華潤置地福建大區社會責任報告 Social Responsibility Report of China Resources Land in Fujian Region	組長：許松 Team Leader: Xu Song 組長：余慧玲、鄭毅鋒、楊浩、張亮、肖妤 Members: Yu Huiling, Deng Yifeng, Yang Jie, Zhang Liang, Xiao Yu
建設事業部 Construction Business Department	華潤置地建設事業部社會責任報告 Social Responsibility Report of Construction Business Department of China Resources Land	組長：燕現軍 Team Leader: Yan Xianjun 副組長：俞敏、余建明 Vice Team Leader: Yu Min, Yu Jianming 組員：郭禮金、賀秋源、洪先煜、黃偉光、 黃炫瑛、李波、李猛、李巍、李晶鑫、錢龍、 喬明啓、盛鳳、拾晶、宋穎博、譚新華、 王培校、王小杰、汪洪江、魏璋、吳師溶、 鄭星、朱蔚馨、莊偉、鄒俊前 Members: Guo Lijin, He Qiuyuan, Hong Xianyu, Huang Weiguang, Huang Xuanying, Li Bo, Li Meng, Li Wei, Li Jingxin, Qian Long, Qiao Mingqi, Sheng Feng, Shi Jing, Song Yingbo, Tan Xinhua, Wang Peixiao, Wang Xiaojie, Wang Hongjiang, Wei Wei, Wu Shirong, Zheng Xing, Zhu Weixin, Zhuang Wei, Zou Junqian
城交事業部 Urban Traffic Department	華潤置地城交事業部社會責任報告 Social Responsibility Report of Urban Transport Department of China Resources Land	組長：范軍 Team Leader: Fan Jun 副組長：鐘其喆 Vice Team Leader: Zhong Qizhe 組長：王韜、米勇軍、林利林、陳科、鐘明 Members: Wang Ren, Mi Yongjun, Lin Lilin, Chen Ke, Zhong Ming

華潤置地有限公司

China Resources Land Limited

香港灣仔港灣道26號華潤大廈46樓
46/F, China Resources Building, 26 Harbour Road, Wanchai, Hong Kong

電話 Tel: (852) 2877 2330

傳真 Fax: (852) 2877 9068

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