

丰业为家

第七章 合作共赢

CHAPTER VII. CO-OPERATION
FOR MUTUAL GAINS

华润水泥倡导“共赢发展”的理念，通过制定有效沟通机制，开展战略合作等形式稳定合作关系，形成与合作伙伴携手共同发展的良好局面。

CR Cement advocates the concept of "development for mutual gains". Through the establishment of stable co-operative relationship such as effective communication mechanism and strategic co-operation, we have formed positive joint development with business partners.

(一) 打造责任供应链 / Creating Responsible Supply Chain

· 规范采购 / Regulating procurement

供应商基本权益维护 / Protection of basic rights and interests of suppliers

华润水泥从供货商考察、准入、选择、评价、维护五个方面，对供应商进行全生命周期的管理，并嵌入自主开发的SRM（供应商关系管理）信息化系统，标准化审批流程，打造公平、公开、公正的竞争环境，切实维护供货商基本权益。

CR Cement formulated a supplier management mechanism for the whole cycle from five aspects including inspection, eligibility, selection, evaluation and maintenance of suppliers. With a view to ensure equal, open and fair competition landscape, we had installed our independently developed information systems such as SRM (Supplier Relationship Management) for standardization of the approval procedure, which is important for us to protect basic rights and interests of suppliers.

反对商业舞弊 / Combatting commercial fraud

公司持续完善供应商管理制度，建立覆盖供应商黑名单库，通过SRM系统在各采购环节进行实时管理，若发现“向采购人员、招标人员、评委、收货基地相关人员等行贿或提供其他不正当利益”、“因行贿、受贿、串通投标、转包或暴力抗法而受到有关政府部门通报或处罚”等情形将永不合作，同时防止进入黑名单库的供应商重新注册新公司继续合作，杜绝供应商的不诚信行为。此外，公司还规范招标管理，招标工作小组成员及评委均须签署《廉洁从业准则》，并将其固化到SRM系统流程中。

华润水泥所有采购人员均须签署《阳光宣言》，每年接受至少两次的廉政教育培训，并执行《华润水泥采购人员与供应商接触的注意事项》。采购合同均增加附则《供应商诚信条款》并形成固定模板，要求所有供应商签署并遵守相关规定。

We continuously improve our supplier management system by establishing a blacklist database of suppliers, and conducting real-time management on every step of procurement through the SRM system. If cases of "bribing or providing other improper benefits to procurement staff, tenderers, adjudicators or relevant staff in the production plants" are found, the suppliers "being reported or punished by relevant government departments for bribery, accepting bribes, collusion for tendering, sub-contracting or violent violation of law" will be banned from any further business co-operation. At the same time, In order to eradicate dishonest behaviour of suppliers, we prevent suppliers in the blacklist database from re-registering a new company to continue co-operation with us. In addition, we also regulated the tendering process management, where the members of the tendering team and the adjudicators had to sign the "Integrity Practice Guideline" and consolidate this process into the SRM system.

All procurement staff of CR Cement are required to sign the "Sunshine Declaration", attend anti-corruption training at least twice a year, and implement the "Things to Note when CR Cement Procurement Staff are in Contact with Suppliers". All procurement contracts have incorporated the standard template of "Integrity Terms of Suppliers", which have to be signed and abided by all suppliers.



阳光宣言签署仪式 Signing Ceremony of Sunshine Declaration

帮助供应商成长 / Support for suppliers' development

在诚信合规及尊重市场规律的原则下，华润水泥关注供应商持续成长，对合作供应商开展定期绩效评价，从价格、质量、交期交量、服务四方面全方位进行评估并分级（优秀、合格、待整改、待淘汰），对不同级别的供应商差异化管理，查找差距并加以改进：优秀供应商在符合目标成本的前提下优先采购；对待整改供应商及时反馈待整改问题，给予相应协助，限期核查整改结果；将不合格供应商调离合格供应商库。

Under the principles of integrity, compliance and respect for market regulations, CR Cement pays keen attention to the development of suppliers. We regularly evaluate our suppliers' performance based on four aspects including price, quality, delivery time and quantity as well as services, with four grades (excellent, passed, to be rectified and to be eliminated). This enables differentiated supplier management in accordance with their different grades, identifies their weakness and let them make improvements. We would procure from the excellent suppliers on a priority basis provided that their prices are consistent with our target costs. For suppliers which require rectifications, we would provide timely feedback on their weaknesses, offer relevant assistance and examine their rectification results upon the deadline, we would remove the failed suppliers from our eligible supplier list.

推动供应商履职 / Suppliers' performance of duties

华润水泥对供应商或合作伙伴提出的责任要求包括遵守法规、保护环境、诚信经营和质量保证等。与供应商在合作关系发生前，实行严格的供应商准入审核，审查内容包含经营资质、行业证书、人员从业资格认证、质量体系，视实际情况辅以现场考察，包括矿山、货场管理，主要设备设施情况等，并将相关条款落实到合同。如果涉及到在厂内有作业行为的，均必须签署《安全环保协议》。

在合作期间，采购人员必须随时关注合作供应商的公司动态，主要考察供应商在诚信经营方面是否遵守国家相关法律法规；此外还要不定期拜访客户，对供应商经营情况、现场情况进行回访，以确保双方履行自身的社会责任。

CR Cement requires its suppliers or business partners to be responsible for compliance with regulations, environmental protection, integrity management and quality assurance. Before establishing any co-operation relationship with suppliers, a strict review of supplier's eligibility would be implemented, which covers the qualification of operation, industry certification, personnel qualification certification and quality system. On-site inspection on mine and warehouse management, major equipment and facilities may be required subject to actual situation. Relevant terms will be incorporated in the contracts. All suppliers involving operating activities at our plants would be required to sign the Safety and Environmental Protection Agreement".

During the co-operation, our procurement staff have to pay attention to the latest development of the suppliers any time, mainly to inspect whether the supplier complies with the relevant national laws and regulations in terms of integrity operation. In addition, we visit our customers from time to time and visit supplier's sites to inspect their operating conditions and site conditions, in order to ensure that both customers and suppliers fulfill their social responsibilities.

(二) 促进行业发展 / Promoting Industry Development

· 推动行业合作 / Promoting industry co-operation

华润水泥积极开展行业的广泛合作，2017年，在装配式建筑、协同处置等业务层面与合作伙伴签署了多项战略合作协议，充分利用产业协同优势和合作伙伴的资源优势，推动行业技术创新，实现合作共赢。

CR Cement actively initiates extensive co-operation within the industry. In 2017, we entered into numerous strategic co-operation agreements with business partners on prefabricated construction and waste co-processing businesses. We promote technological innovation in the industry and achieve co-operation with mutual gain by making full use of advantages on industrial synergies and resources of business partners.

· 促进产学研结合 / Promoting the co-operation of industry, university and research

2017年，华润水泥技术研发中心完善研发平台建设，成立了技术研发中心实验室，全年检测各类样品共达2,682项。截至2017年底，共有研发中心人员41人，其中博士3人、硕士15人。

In 2017, CR Cement Research and Development Center has improved the construction of the R&D platform and set up a laboratory. A total of 2,682 various samples were tested throughout the year. As of the end of 2017, the Center had 41 staff, among which there were 3 holders of doctoral degrees and 15 holders of master's degrees.

截至2017年底，华润水泥技术研发中心共有

研发中心人员 **41** 人

其中博士 **3** 人

硕士 **15** 人

As of the end of 2017, the R&D Center had **41** staff, among which there were **3** holders of doctoral degrees and **15** holders of master's degrees.



华润水泥技术研发中心实验室揭牌仪式

Unveiling ceremony at the laboratory of CR Cement Research and Development Center

对外产学研合作

External industry-academic-research co-operation

与湖南大学合作

开展石灰石粉在混凝土中的作用机理以及对C40混凝土耐久性能的影响研究

Co-operation with Hunan University

Conducting research on the functioning mechanism of limestone powder in concrete and the effect of durability of C40 concrete

对内产学研合作

Internal industry-academic-research co-operation

与平南水泥合作

对生产中的工艺质量问题进行诊断，改善生料易烧性、进行热工标定、检测冷却风机效能等

Co-operation with Pingnan Cement

Diagnosing technology issues in production, improving combustibility of raw materials, performing thermal calibration, testing on performance of cooling fans, etc.

与中国建材总院、华南理工大学、中交四航局等合作
国家十三五项目：《高抗蚀硅酸盐水泥制备技术及工业应用》

Co-operation with China Building Materials Academy, South China University of Technology and CCCC Fourth Harbour Engineering Co., Ltd.

National Thirteenth Five-Year Project: "Preparation Technology and Industrial Application of High-Corrosion-Resistance Portland Cement"

与清华大学、苏博特公司等合作

国家十三五项目：《高抗裂预拌混凝土关键材料及指标技术》

Co-operation with Tsinghua University and Sobute New Materials

National Thirteenth Five-Year Project: "Key Materials and Benchmark Technology for Highly Crack-Proof Ready-mixed Concrete"

与广西大学合作

开发项目：《低品位石灰石煅烧硅酸盐水泥熟料试验研究》

Co-operation with Guangxi University

Development Project: "Experimental Study on Low-Grade Limestone Calcined Portland Cement Clinker"

与昌江水泥合作

推动《低品位石灰石煅烧低钙水泥试验研究及产业化项目》的研究开发工作

Co-operation with Changjiang Cement

Promoting R&D of "Experimental Research and Industrialization Project of Low-Grade Limestone Calcined Low-Calcium Cement"

红水河掺合料示范项目

支持完成红水河掺合料示范项目的可研、立项及示范生产线设备选型、生产线的建设、安装、调试工作

Hongshuihe Additives Model Project

Supporting the completion of feasibility studies, project initiation and equipment selection of model production line, construction, installation and commissioning of production line for the Hongshuihe Additives Demonstration Project

· 参与行业组织 / Participating in industry organizations

结合企业自身实际情况，华润水泥对中国水泥协会主导编制的《水泥产能核定标准》（征求意见稿）提供意见建议；2017年12月23日，公司参与由中国建筑材料联合会和中国水泥协会联合主办的首届全国水泥窑协同处置创新发展大会，公司获得大会颁发的“中国水泥工业水泥窑协同处置示范工程奖”，以及“中国水泥窑协同处置技术推广应用先进典型奖”；12月28日，参与中国水泥协会主办的全国建材行业（回转窑）职业技能竞赛总决赛，参赛员工获得“银牌窑操能手”以及“铜牌窑操能手”等多个称号。

Based on the actual circumstances of the corporate, we provided comments and suggestions on the "Standards for Verification of Cement Production Capacity" (Draft for Soliciting Opinions) prepared by the China Cement Association. On 23 December 2017, we participated in the first National Conference for Innovation and Development of Co-Processing by Use of Cement Kilns jointly held by China Building Materials Federation and China Cement Association. We were awarded the "Model Project of Co-Processing by Use of Cement Kilns in the Cement Industry of China" and "Advanced Model for Promotion and Application of Technology of Co-Processing by Use of Cement Kilns in China". On 28 December, we participated in the finals of National Building Materials Industry (Rotary Kiln) Vocational Skills Competition hosted by China Cement Association, and our staffs won various awards including "Kiln Master (Silver Medal)" and "Kiln Master (Bronze Medal)".