



華潤啤酒(控股)有限公司

China Resources Beer (Holdings) Company Limited

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

環境、社會及管治報告 2019

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT









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## 關於本報告 ABOUT THIS REPORT

### 報告概覽

本報告為華潤啤酒(控股)有限公司(「本公司」)、「華潤啤酒」，連同其附屬公司，統稱「本集團」所發佈的年度環境、社會及管治報告(「本報告」)，旨在就本集團由二零一九年一月一日至二零一九年十二月三十一日(「報告期間」)、「二零一九年財政年度」(「二零一九年」)於環境及社會方面的相關信息披露。如欲查閱更多業務相關信息以及有關本集團的企業管治常規，請參閱本集團二零一九年年報。

### 編制依據

本報告按照了香港聯合交易所有限公司《主板上市規則》附錄二十七《環境、社會及管治報告指引》(「上市規則」)，並參考全球報告倡議組織(Global Reporting Initiative, GRI)《可持續發展報告指南》(「GRI準則」)進行編制。

本報告符合上市規則的「重要性」、「量化」、「平衡」以及「一致性」的匯報原則編制而成。本報告編制小組與關鍵利益相關方共同識別重要性議題，並在本報告中作詳盡披露。

### 報告範圍

除非另有說明，本報告的政策、案例及數據所涉及的範圍主要涵蓋本集團總部和其下屬實際控制的控股公司及附屬公司，包括二零一九年期間完成收購的喜力中國。本報告時間跨度為二零一九年一月一日至十二月三十一日。

### 報告目的

本報告為華潤啤酒(控股)有限公司正式發佈的第四份年度環境、社會及管治報告。本報告旨在就本公司履行社會責任的承諾與利益相關方進行透徹溝通，並重點披露本集團於二零一九年在可持續發展管治、環境及社會方面表現的相關內容，以回應利益相關方關注的重要議題。

### 編制流程

本報告參照香港聯合交易所有限公司《主板上市規則》附錄二十七《環境、社會及管治報告指引》訂立了一套系統性的報告流程，通過與主要利益相關方定期溝通，針對本集團的環境、社會及管治議題共同進行識別及重要性評估，以確立本報告的報告範圍，並於各業務部門收集及

### OVERVIEW OF THE REPORT

This report is the annual environmental, social and governance (“ESG”) report (the “Report”) published by China Resources Beer (Holdings) Company Limited (the “Company” or “CR Beer”, and, together with its subsidiaries, the “Group”) for the disclosure of relevant information of the Group in respect of the environmental, social and other aspects from 1 January 2019 to 31 December 2019 (the “Reporting Period”, “FY2019,” or “2019”). For more information relating to the Group’s business and its corporate governance practices, please refer to the Group’s 2019 Annual Report.

### BASIS OF PREPARATION

This Report is prepared in accordance with the “Environmental, Social and Governance Reporting Guide” under Appendix 27 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (the “Listing Rules”) and by reference to the Sustainable Development Report Guide of Global Reporting Initiative (GRI) (the “GRI standards”).

This Report is prepared in accordance with the reporting principles of “materiality”, “quantification”, “balance” and “consistency” of the Listing Rules. The Report preparation team works with key stakeholders to identify material issues which were disclosed in detail in the Report.

### SCOPE OF THE REPORT

Unless otherwise specified, the scope involved in the policies, cases and data of this Report mainly cover the Group’s headquarter as well as the equity-owned companies and subsidiaries under its effective control, including Heineken China acquired in 2019. The Report covers the period from 1 January to 31 December 2019.

### PURPOSE OF THE REPORT

This is the fourth ESG report officially published by China Resources Beer (Holdings) Company Limited. The purpose of our Report is to communicate transparently and thoroughly with stakeholders about the Company’s commitment to fulfill its social responsibilities, and focus on disclosing the relevant content of the Group’s performance on sustainable ESG development in 2019 in response to material issues concerned by stakeholders.

### PROCESS OF PREPARATION

The Report has established systematic reporting procedures with reference to the “Environmental, Social and Governance Reporting Guide” under Appendix 27 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited. We identify and assess the materiality of the environmental, social and governance topics related to the Group through regular communication with its major stakeholders, on the basis of which the scope of this Report is defined. Relevant information is then collected and



檢視相關資料。所有信息均來自本公司的正式文件、統計報告與財務報告中，從而統計分析並編制本報告。

### 版本信息

本報告提供繁體中文、簡體中文及英文三個版本於本公司網址 [www.crbeer.com.hk](http://www.crbeer.com.hk) 供讀者參閱。各版本如有歧異，應以繁體中文版為準。

### 意見回饋

如對本報告及其內容有任何疑問或意見，歡迎通過以下聯繫方式與我們聯繫。

### 聯繫方式

地址：香港灣仔港灣道二十六號華潤大廈三十九樓  
電話：(852) 2829 9889  
傳真：(852) 2596 7610  
電郵： [ir@cre.com.hk](mailto:ir@cre.com.hk)  
網址： [www.crbeer.com.hk](http://www.crbeer.com.hk)

reviewed from various departments. All information comes from formal documents, statistical reports and financial reports of the Company for statistical analysis and preparation of this Report.

### VERSIONS OF THE REPORT

This Report is available in Traditional Chinese, Simplified Chinese and English versions on our website [www.crbeer.com.hk](http://www.crbeer.com.hk). If there is any inconsistency among these versions, the Traditional Chinese version shall prevail.

### FEEDBACK

If you have any questions or suggestions on this Report and its contents, please feel free to contact us at via the following.

### CONTACT

Address: 39th Floor, China Resources Building, 26 Harbour Road, Wanchai, Hong Kong  
Tel.: (852) 2829 9889  
Fax: (852) 2596 7610  
Email: [ir@cre.com.hk](mailto:ir@cre.com.hk)  
Website: [www.crbeer.com.hk](http://www.crbeer.com.hk)







## 前言 FOREWORD

### 倡導可持續發展理念

二零一九年，本集團明確「決戰高端、質量發展」新管理主題，提出未來三年發展的「新目標、新機遇、新理念、新舉措」等一系列針對性的戰略舉措，抓緊可持續發展機遇。在落實高端化戰略方面，本集團收購喜力中國股份已完成交割，Heineken商標許可協議和框架協議亦已正式落實推進。此長期戰略合作將為本集團提供在中國高端啤酒市場發展的一個重要和戰略性的機遇。

本年度的報告圍繞「堅持建設美麗和諧社會」及「推進履行企業社會責任」兩大工作思路制定了管理方針，從產品及運營慣例、關懷員工、環境保護，以至社會責任方面重點回應本集團於環境、社會及管治上的風險與機遇，矢志成為大眾信賴的品牌和啤酒行業知名領導者。

### 堅持建設美麗和諧社會

構建美麗和諧社會是國家富強、民族振興、人民幸福的重要保證。本集團以此作為主要工作思路之一，以改善環境與資源的使用，重視員工健康與安全以及關懷社會人文為重點工作任務，針對性制定了戰略內容，力求做到多策並舉。

本集團深信，環境保護是企業締造綠色價值的穩健基礎。本集團經過多年積極推動綠色發展，完善廢棄物、包裝材料、污染物、能源消耗以及溫室氣體排放的管理制度和政策，確保相關方面的執行和處理合規；同時亦於日常運營中倡導節能減排的理念，並通過創新技術竭力從源頭減少污染物產生量及排放量。在綠色發展中高度關注的議題上，如水資源稀缺地區的水資源使用管理，使用可再生能源及可重用包裝材料，降低溫室氣體排放等，本集團亦有所進展。在社會方面，本集團瞭解企業發展與回報社會的同向關係，我們穩步發展賴以廣大利益相關方的長期支持。在業務拓展的同時，我

### ADVOCATING THE CONCEPT OF SUSTAINABLE DEVELOPMENT

In 2019, the Group defined the new management theme of “Quality Development for Success in High-end Segment”, and proposed a series of targeted strategic measures such as “new idea and initiatives for new targets and opportunities” for the next three years to seize opportunities for sustainable development. In the implementation of the premiumization strategy, the acquisition of shares of Heineken China has been completed, and the Heineken TMLA and Framework Agreement have been officially implemented and promoted. This long-term strategic co-operation will provide the Group with an important and strategic opportunity to develop in the premium beer market in China.

This Report has formulated management policies around the two major working ideas of “insisting on building a beautiful and harmonious society” and “promoting the fulfillment of corporate social responsibility”, with a focus on responding to the Group’s ESG challenges and opportunities from products and operating practices, caring for staff, environmental protection and social responsibility, determined to become a reliable brand and a well-known leader in the beer industry.

### INSISTING ON BUILDING A BEAUTIFUL AND HARMONIOUS SOCIETY

Building a beautiful and harmonious society is an important guarantee for the prosperity of the country, the rejuvenation of the nation, and the happiness of the people. Regarding the creation of a beautiful society as one of its main working ideas, and taking the improvement of the environment and the use of resources, staff health and safety and caring for social humanities as its key tasks, the Group has formulated strategic content in a targeted manner by adopting multiple strategies.

The Group is convinced that environmental protection lays a solid foundation for companies to create green value. After years of actively promoting green development, the Group has improved management systems and policies for waste, packaging materials, pollutants, energy consumption and greenhouse gas emissions to ensure compliance during implementation and treatment. We also advocated the philosophy of energy conservation and emission reduction in daily operation, and strived to reduce pollutant and emissions from the source through innovative technologies. The Group has also made progress on those highly concern issues in green development, such as the management of water use in water stress areas, the use of renewable energy and reusable packaging materials, and the reduction of greenhouse gas emissions. In terms of society, the Group understands the positive correlation between corporate development and social returns, and we have steadily developed and



們響應社區號召，積極參與扶貧工作和活動；同時亦以「以人為本」的管理及營運原則，保障員工權益、職業安全及健康。

## 推進履行企業社會責任

本集團秉持社會責任擔當，全面踐行可持續發展的經營理念，並透過定期與各利益相關方溝通和反饋，積極推進履行企業社會責任。

中國經濟社會發展現已朝著高質量發展的目標繼續邁進，高端啤酒市場的需求增加。本集團一直著力提升核心產品質量和鼓勵產品創新，包括為滿足年輕人需求之中檔以上品牌「勇闖天涯superX」和為滿足追求質量生活的消費者之高檔品牌「匠心營造」，於二零一九年推出服務年輕化和高端化的「雪花馬爾斯綠啤酒」，以及開展與喜力合作，推出國際高端產品，以聚焦各個消費者對美好生活的需求。我們的產品和品牌形象塑造碩果累累。其中，「勇闖天涯superX」獲取多項中國自主品牌殊榮，「匠心營造」亦摘得「CBC中國國際啤酒挑戰賽」金獎等多項獎項。這些都反映本集團在實踐社會責任方面的高效管理、創新與前瞻的品牌價值上獲得高度肯定。

除內部質量控制及產品創新之外，我們堅信提供優質產品和公司產品及營運慣例是相輔相承的。本集團多年堅持不懈地推動供應商質量延伸管理、生產質量評估、消費者質量測評等質量評估，並開展外部管理體系認證工作，以確保產品出廠質量達優級水平。在供應鏈管理方面，我們從招標採購、產品銷售、工程項目，以至資金管理一貫提倡廉潔和反腐的文化。另外，我們亦深知推廣理性飲酒行為與理念是踐行社會責任的重要一環，據此明確規定了傳播內容及內容審核機制，以從根源上對消費者宣傳理性飲酒的重要性。

obtained long-term support from a wide range of stakeholders. While expanding our business, we responded to the community's call and actively participated in poverty alleviation. We also protect staff's rights, occupational safety and health with the "people-oriented" management and operation principles.

## PROMOTING THE FULFILLMENT OF CORPORATE SOCIAL RESPONSIBILITY

Upholding its social responsibility, the Group fully implemented the business philosophy of sustainable development, and actively promoting the fulfillment of corporate social responsibility through regular communication and feedback with various stakeholders.

China's economic and social development has now continued to move toward the goal of high-quality development, and the demand of the premium beer market has increased. The Group focused on improving the quality of core products and encouraging product innovation, including the mid-end above brand "Brave the World superX" to satisfy the needs of young consumers and the high-end brand "Craftsmanship" to meet the consumers' pursuit of quality life, as well as the "SNOW MARRSGREEN BEER" launched in 2019 to serve the younger and more upscale consumers, and initiated a partnership with Heineken to launch international premium products, so as to satisfy the needs of consumers for a better life. Our products and brands building have made great achievements. Among them, "Brave the World superX" won a number of awards for Chinese independent brands, and "Craftsmanship" also won many awards such as a Gold Award at the "CBC China International Beer Challenge". These all reflected the highly affirmation to the Group on effective management, innovative and forward-looking brand value in practicing social responsibility.

In addition to internal quality control and product innovation, we firmly believe that providing quality products as well as products and operating practices are dependent on each other. For many years, the Group has unwaveringly promoted supplier quality extension management and quality assessments such as production quality assessment, and consumer quality assessment, and carried out external management system certification to ensure that the quality of products from the factories reach an excellent level. In terms of supply chain management, we have consistently promoted a culture of integrity and anti-corruption on bidding and procurement, product sales, engineering projects, and capital management. In addition, we also know that the promotion of responsible drinking behaviors and concepts is an important part of the practice of social responsibility. In this respect, the communication content and the content review mechanism are clearly defined to promote the importance of responsible drinking to consumers from the roots.



為表彰本集團在環境、健康和安全方面的優越表現，香港環保促進會舉辦的「香港綠色企業大獎2019」評選活動中，本集團旗下區域公司共獲得6個獎項，包括3個「超卓環保安全健康獎」和3個「優越環保管理獎」。本集團旗下其他不同規模公司在二零一九年於履行社會責任與綠色發展方面亦取得輝煌成績，顯示出我們一直不遺餘力制定和嚴格執行有關環境、安全和健康的政策，並不分地域及規模的全面履行企業社會責任的承諾。未來我們繼續堅守工匠精神，旨在提升行業水平，釀造最優品質的啤酒。

新型冠狀病毒肺炎疫情肆虐，本集團於疫情發生後積極響應，組織各單位由上而下建立有效領導指揮、防控應急和監督管理體系，實施一系列防控舉措和宣傳，以示將員工生命安全和身體健康放在第一位。戰勝疫情是我們與社會共同的心願，為此，本集團捐贈應急物資予醫護和衛生防疫單位，與社會相連一條心、攜手並肩、同心抗疫、共克時艱。

## 同心築未來 為夢想啟程

展望將來，我們繼續實踐我們遠大目標和企業核心價值觀，矢志不移地向可持續發展前進。我們踐行和發揮企業責任，逐步完善社會責任體系，以提供至臻完善的產品和高效管理諮詢平台，構建環境、社會和管治之全面管理和責任制度。

作為中國國內啤酒行業的市場領先者，本集團承諾持續倡導產業可持續發展理念，與各利益相關方把握可持續發展機遇，並履行企業責任的承諾，與社會達成美好生活的願景，引領全球行業同心同德締造綠色未來。

To commend the Group's superior performance in environment, health and safety, regional companies under the Group received a total of 6 awards at the "Hong Kong Green Awards 2019" hosted by Hong Kong Green Council, including 3 "Environmental, Health and Safety Award", and 3 "Green Management Award". Other companies of different scales under the Group have also achieved brilliant results in fulfilling their social responsibilities and green development in 2019, showing that we have spared no effort to formulate and strictly implement policies related to environment, safety and health, and fully performed the commitment of corporate social responsibilities regardless of region and scale. In the future, we will continue to adhere to the spirit of craftsmen, aiming to improve the industry level and brew the best quality beer.

When the COVID-19 pandemic was rampant, the Group actively responded by organizing all units to establish an effective leadership and command, prevention and control emergency system from top to bottom perspective. It implemented a series of prevention and control measures and publicity to put staff's safety and health in front. To overcome the pandemic is our common wish with the society. To this end, the Group donated emergency supplies to medicare and health and pandemic prevention units to join hands and fight together with the society against the pandemic and overcome difficulties.

## BUILDING FUTURE TOGETHER AND STARTING A JOURNEY FOR DREAM

Looking forward, we will continue to realize our ambitious goals and core corporate values as well as make unremitting efforts towards sustainable development. We practice and give play to corporate responsibilities, gradually modify our social responsibility system, to provide the excellent products and efficient management consultation platform, and build a comprehensive environmental, social and governance management and responsibility system.

As a market leader in domestic beer industry in China, the Group commits to continue advocating the concept of sustainable industrial development and seize opportunities for sustainable development with various stakeholders, to fulfill the commitment of corporate responsibility, achieve our vision of a better life with society, and lead all walks of life in the world to create a green future together.



## 公司概況及業務介紹

華潤啤酒(控股)有限公司於香港聯合交易所有限公司掛牌(股份代號:00291),是華潤(集團)有限公司(「華潤集團」)屬下的啤酒上市公司,專營生產、銷售及分銷啤酒產品。華潤雪花啤酒有限公司(「華潤雪花啤酒」)為本公司的全資附屬公司。二零一九年,本集團與Heineken集團正式完成交易,開展戰略合作。

本集團自一九九三年開始在中國發展啤酒業務。二零一九年年底,本集團在中國營運74家啤酒廠房,啤酒年產能為20.5百萬千升,二零一九年總銷量達到11.4百萬千升。

近年,本集團不斷豐富產品組合,逐步構建了「中國品牌+國際品牌」的高端品牌組合群,中國品牌代表中國文化和中國力量,包括「勇闖天涯superX」、「雪花馬爾斯綠啤酒」、「匠心營造」啤酒、「臉譜」等;國際品牌代表國際性和全球性的力量,包括「喜力」和「蘇爾」啤酒。除主力產品外,為滿足個性化消費市場需求,推出倡導自由我心生活態度的「黑獅白啤」和釋放黑色多元能量的「拉維邦黑啤」。本集團旗下還有「勇闖天涯」和「雪花純生」等多款備受消費者歡迎的啤酒產品。

本集團二零一九年營業額達人民幣33,190百萬元,較二零一八年增長4.2%。本集團二零一九年的股東應佔綜合溢利及未計利息及稅項前盈利,較二零一八年分別上升34.3%及47.6%至人民幣1,312百萬元及人民幣2,163百萬元。作為華潤集團的一份子,我們矢志與消費者、股東、員工和商業夥伴一起引領商業進步,共創美好生活,成為大眾信賴和喜愛的啤酒企業。

## OVERVIEW AND BUSINESS OF THE COMPANY

China Resources Beer (Holdings) Company Limited (stock code under The Stock Exchange of Hong Kong Limited: 00291) is a listed subsidiary of China Resources (Holdings) Company Limited ("CRH"), which focuses on the manufacturing, sales and distribution of beer products. China Resources Snow Breweries Limited ("CRSB") is a wholly-owned subsidiary of the Company. In 2019, the Group has completed the transaction and commenced the strategic partnership with the Heineken Group.

The Group has been in the beer business in China since 1993. At the end of 2019, the Group operated 74 breweries in China with an annual beer production capacity of 20.5 million kiloliters and a total sales volume of 11.4 million kiloliters.

In recent years, the Group has continuously enriched its product portfolio and gradually built up a premium brand portfolio of "Chinese brands + international brands", with Chinese brands representing Chinese culture and power, including "Brave the World superX", "SNOW MARRSGREEN BEER", "Craftsmanship" beers, "Opera Mask" and so on; and international brands representing international and global power, including "Heineken" and "SOL" beers. In addition to our main products, the Group also launched "Löwen White Beer" to meet the needs of the personalized consumer market and promote a free attitude towards life; and "Lavibond Dark Beer", which unleashes the black diverse energy. The Group also has a number of other popular beer products, including "Brave the World" and "Snow Draft Beer".

In 2019, the Group recorded turnover of RMB33,190 million, representing a 4.2% increase as compared to that of 2018. Consolidated profit attributable to the shareholders and earnings before interest and taxation of the Group in 2019 increased by 34.3% and 47.6% to RMB1,312 million and RMB2,163 million, respectively as compared to that of 2018. As a member of CRH, we are dedicated to leading the business progress and building a better life together with our consumers, shareholders, staff and business partners, and make the Group a trusted and beloved beer enterprise.





## 生產基地分佈

截至二零一九年十二月三十一日，華潤啤酒營運啤酒廠房數目為74家<sup>1</sup>，啤酒廠房分佈區域如下表：

## GEOGRAPHICAL DISTRIBUTION OF PRODUCTION BASES

As at 31 December 2019, CR Beer had 74 breweries in operation<sup>1</sup>, the geographic distribution of which is indicated in the following table:

省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries	省份／直轄市 Province/Municipality	啤酒廠房數量 Number of breweries
黑龍江 Heilongjiang	3	浙江 Zhejiang	6
吉林 Jilin	2	福建 Fujian	1
遼寧 Liaoning	9	廣東 Guangdong	4
天津 Tianjin	1	湖南 Hunan	3
河北 Hebei	2	貴州 Guizhou	3
山西 Shanxi	2	四川 Sichuan	9
山東 Shandong	3	西藏 Tibet	1
江蘇 Jiangsu	5	甘肅 Gansu	1
上海 Shanghai	1	內蒙古 Inner Mongolia	2
安徽 Anhui	6	寧夏 Ningxia	1
河南 Henan	3	陝西 Shaanxi	1
湖北 Hubei	3	廣西 Guangxi	1
海南 Hainan	1		

<sup>1</sup> 不包括停止營運和管理層決定關閉的啤酒廠。

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



## 相關主要獎項及榮譽

由香港環保促進會頒發的香港綠色企業大獎

## RELEVANT MAJOR AWARDS AND ACCOLADES

"HONG KONG GREEN AWARDS" HOSTED BY HONG KONG GREEN COUNCIL

		2019	2018
優越環保管理獎 Green Management Award	金獎 Gold	華潤雪花啤酒(河南)有限公司 China Resources Snow Breweries (Henan) Co., Ltd.	—
	銅獎 Bronze	華潤雪花啤酒(黔南)有限公司 China Resources Snow Breweries (Qiannan) Co., Ltd.	華潤雪花啤酒(四川)有限公司 China Resources Snow Breweries (Sichuan) Co., Ltd. 華潤雪花啤酒(河南)有限公司 China Resources Snow Breweries (Henan) Co., Ltd.
	優異獎 Merit	華潤雪花啤酒(遼寧)有限公司 China Resources Snow Breweries (Liaoning) Co., Ltd.	華潤雪花啤酒(深圳)有限公司 China Resources Snow Breweries (Shenzhen) Co., Ltd. 華潤雪花啤酒(杭州)有限公司 China Resources Snow Breweries (Hangzhou) Co., Ltd. 華潤雪花啤酒(西安)有限公司 China Resources Snow Breweries (Xi'an) Co., Ltd.
超卓環保安全健康獎 Environmental, Health and Safety Award	金獎 Gold	華潤雪花啤酒(煙台)有限公司 China Resources Snow Breweries (Yantai) Co., Ltd. 華潤雪花啤酒(武漢)有限公司 China Resources Snow Breweries (Wuhan) Co., Ltd.	—
	銅獎 Bronze	華潤雪花啤酒(興安)有限公司 China Resources Snow Breweries (Xing'an) Co., Ltd.	華潤雪花啤酒(哈爾濱)有限公司 China Resources Snow Breweries (Harbin) Co., Ltd.

二零一九年同比變動 YoY change		2019	2018
金獎總數 Total number of Gold Award	+3	3	—
銅獎總數 Total number of Bronze Award	-1	2	3
優異獎總數 Total number of Merit Award	-2	1	3



## 其他獎項

## OTHER AWARDS

獎項 Award	獲獎單位／項目 Awarding organization/projects
<b>環保安全類</b> <b>For environmental protection and safety</b>	
由省住建廳頒發的安徽省節水型企業 Water-Saving Enterprise in Anhui Province awarded by Anhui Provincial Office of Housing and Urban-Rural Development	華潤雪花啤酒(淮北)有限公司 China Resources Snow Breweries (Huaibei) Co., Ltd.  華潤雪花啤酒(阜陽)有限公司 China Resources Snow Breweries (Fuyang) Co., Ltd.
由省水利廳頒發的安徽省節水型企業 Water-Saving Enterprise in Anhui Province awarded by Provincial Department of Water Resources	華潤雪花啤酒(安慶)有限公司 China Resources Snow Breweries (Anqing) Co., Ltd.
由省水利廳頒發的湖北省節水型企業 Water-Saving Enterprise in Hubei Province awarded by Provincial Department of Water Resources	華潤雪花啤酒(武漢)有限公司 China Resources Snow Breweries (Wuhan) Co., Ltd.
由省生態環境廳頒發的企業環境信譽評價良好企業 Enterprise with Good Corporate Environmental Reputation issued by the Provincial Department of Ecology and Environment	華潤雪花啤酒(六安)有限公司 China Resources Snow Breweries (Liu'an) Co., Ltd.
<b>社會責任類</b> <b>For social responsibility</b>	
中國食品企業社會責任「金鼎獎」 Gold Award in Social Responsibility in Chinese Food Companies	華潤雪花啤酒 CRSB
二零一九年中國公益節企業社會責任獎 Corporate Social Responsibility Award of China Public Welfare Festival 2019	華潤雪花啤酒 CRSB
企業社會責任行業典範獎 Corporate Social Responsibility Industry Model Award	華潤雪花啤酒 CRSB



獎項 Award	獲獎單位／項目 Awarding organization/projects
<b>市場營銷類 For marketing</b>	
二零一八年青酌獎新品 Qingzhuo Awards for New Alcoholic Product of the year 2018	「勇闖天涯superX」啤酒 "Brave the World superX" beer
「改革開放與廣告業恢復40年」大獎 "Reform and Opening-up and Advertising Industry Recovery for 40 Years" award	「勇闖天涯superX」啤酒 "Brave the World superX" beer
最具傳播影響力中國自主品牌 The Most Influential Chinese Independent Brand	「勇闖天涯superX」啤酒 "Brave the World superX" beer
十大品牌風雲人物 Most Influential People from the Top 10 Brands	首席執行官侯孝海 Hou Xiaohai, Chief Executive Officer
由Chnbrand頒發的二零一九年C-BPI黃金品牌以及二零一四至二零一九年C-BPI中國啤酒行業連續六年獲第一名 2019 C-BPI Gold Brand awarded by Chnbrand and the first prize in C-BPI China Beer Industry for six consecutive years from 2014-2019	華潤雪花啤酒 CRSB
由騰訊廣告頒發的智贏增長營銷獎「扶搖直上」獎 "Prosperous" Award of Smart Win Growth Marketing Award by Tencent Advertising	「勇闖天涯superX」啤酒 "Brave the World superX" beer
BrandZ二零一九年最具價值中國百強品牌中位列第62名 Ranked 62nd among the Top 100 Most Valuable Chinese Brands in 2019 by BrandZ	華潤雪花啤酒 CRSB
二零一九年中國上市公司品牌價值榜TOP100 TOP 100 in Chinese Listed Companies By Brand Value 2019	華潤啤酒 CR Beer
由中國商務廣告協會、廣告門頒發的金童獎娛樂營銷組綜藝類銅獎 Golden Boy Award Bronze Award in entertainment category awarded by China Advertising Association of Commerce and ADQuan	「勇闖天涯superX」啤酒的作品 — 「線上助燃線下狂歡，和明日之子一起勇闖天涯」 The works of "Brave the World superX" beer — "Ignite Online and Celebrate Offline, Brave the World with the son of tomorrow"
中國500最具價值品牌中位列第28名 Ranked 28th among the Top 500 Most Valuable Chinese Brands	華潤雪花啤酒 CRSB
由AD+廣告之家網頒發的科睿創新獎文娛創新類金獎 Gold Award for Entertainment and Innovation — Core Innovation Award from AD + adhome.com	「勇闖天涯superX」啤酒的作品 — 「這就是街舞第二季IP立體化營銷」 The work of "Brave the World superX" beer — "Three-dimensionally IP marketing of Street Dance of China Season 2"
「最佳創新營銷影響力」大獎 "Best Innovative Marketing Influence" Award	「雪花馬爾斯綠啤酒」 "SNOW MARRSGREEN BEER"
由《機構投資者》雜誌頒發的二零一九年度亞洲區公司管理團隊調查必需消費品行業八項大獎 Eight awards for the consumer goods staple sector by the 2019 All-Asia Executive Team survey issued by Institutional Investor magazine	華潤啤酒 CR Beer



獎項 Award	獲獎單位／項目 Awarding organization/projects
<b>市場營銷類 For marketing</b>	
由《新營銷》聯合全球市場戰略專家科特勒諮詢集團頒發的二零一九年科特勒•新營銷大獎最佳娛樂營銷獎 Kotler New Marketing Model Platform Award-Outstanding Marketing Case 2019 by “New Marketing Magazine” and Kotler Marketing Group, a global market strategy expert	「勇闖天涯superX」啤酒 “Brave the World superX” beer
由Chnbrand頒發的二零一九年中國TBV全面品牌價值管理大獎、二零一九年C-CSI顧客最滿意品牌及二零一九年ALL-STAR全明星品牌 2019 China TBV Total Brand Value Management Grand Award, 2019 C-CSI China Customer Satisfaction Index Customers’ Most Satisfying Brand and 2019 The Brand of ALL-STAR awarded by Chnbrand	華潤雪花啤酒 CRSB
由中國廣告協會頒發的中國國際廣告節廣告主獎•二零一九年度整合營銷金獎 Advertiser Award of China International Advertising Festival • 2019 Integrated Marketing Gold Award issued by China Advertising Association	「勇闖天涯superX」啤酒 “Brave the World superX” beer
由世界品牌實驗室頒發的中國品牌年度大獎NO.1(啤酒行業)、「中國啤酒十大影響力品牌」第一名 Chinese Brand Annual Award NO.1 in Beer Industry by World Brand Laboratory, First Place in the Top 10 Most Influential Chinese Beer Brands	華潤雪花啤酒 CRSB
由世界品牌實驗室頒發的二零一九年中國品牌年度特別大獎——品牌營銷大獎 China Brand Annual Special Awards 2019 — Brand Marketing Award issued by World Brand Laboratory	「匠心營造」啤酒 “Craftsmanship” beer
由成功營銷頒發的年度創新營銷行業案例獎——食品飲料金獎 Gold Prize in the Annual Innovative Marketing Case in Food and Beverage by V Marketing magazine	「勇闖天涯superX」啤酒的作品——「勇闖天涯superX打通街舞IP營銷全通路」 The work of “Brave the World superX” beer — “Connecting Street Dance with Brave the World superX IP Marketing Guide”
由成功營銷頒發的年度創新營銷行業案例獎——餐飲零售銅獎 Bronze Prize in the Annual Innovative Marketing Case in Dining and Retail by V Marketing magazine	「雪花馬爾斯綠啤酒」的作品——「打破無聊時刻雪花M.SPACE定義啤酒時尚法則」 The work of “SNOW MARRSGREEN BEER” — “Redefine the Modern Trend of beer with M.SPACE of Snow”



獎項 Award	獲獎單位／項目 Awarding organization/projects
<b>市場營銷類 For marketing</b>	
由《哈佛商業評論》頒發的「YUE管理」實踐殊榮 “Young, Useful, Effective (YUE) Management” practice award awarded by Harvard Business Review	華潤雪花啤酒 CRSB
B2C最佳整合營銷獎銀獎 B2C Best Integrated Marketing Award Silver Award	「雪花馬爾斯綠啤酒」的營銷案例 — 「雪花馬爾斯綠新品上市傳播活動」 Marketing case of “SNOW MARRSGREEN BEER” — “New product launch communication activities for Snow Marrsgreen”
B2C最佳社交媒體傳播獎銀獎 B2C Best Social Media Communication Award Silver Award	「勇闖天涯Super X」啤酒的營銷案例 — 「勇闖天涯superX品牌創立一周年傳播活動」 Marketing case of “Brave the World Super X” beer — “Anniversary Communication of Brave the World superX”
B2C最佳品牌IP獎銅獎 B2C Brand IP Award Bronze Award	「匠心營造」啤酒的營銷案例 — 「匠心年夜飯」 CNY自有IP打造 Marketing case of “Craftsmanship” beer — “Jiang Xin Lunar New Year’s Eve Dinner” CNY self-owned IP creation



## 環境、社會及管治體系

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

本集團深信，可持續發展是企業成功的基石。作為中國領先的啤酒企業，我們提倡企業的社會責任，以長遠支持國家和社會共同發展，並在邁向更可持續的發展道路上取得進展。為提供優質產品，我們致力於將可持續發展理念企業戰略、重大決策及日常運營中，提升管理水平；同時亦盡心竭力履行社會責任，在社會經濟、社區及環境多方面作出貢獻，為各方創造長期價值。

### 環境、社會及管治架構

本集團高度重視環境、健康及安全（「EHS」）方面的管控，體系化逐步提高環境、社會和公司管治水平。本集團的環境、健康及安全部門已設有完善的組織架構，明確落實管理權責，專項方案強化管理成效，擇定試點基層企業啟動EHS管理資訊全面建設專案，分為三個層級建設完善EHS管理要素體系，以有效推行相關的內部管理制度和政策，進一步全面加強自身EHS管控。

我們亦根據客觀環境和自身情況，建立了全面的環境及社會風險識別、管控及處理機制。通過制度設置、日常監控、數據收集、信息披露等多個環節，以支持企業可持續發展和促進我們履行對各利益相關方的承諾。

The Group is convinced that sustainable development is the cornerstone of business success. As a leading Chinese beer enterprise, we advocate corporate social responsibility, support the common development of the country and society in the long run, and make progress on the road to more sustainable development. In order to provide high-quality products, we are committed to improving the management level in the corporate strategy, major decisions and daily operations of the sustainable development concept, while doing our utmost to fulfill our social responsibilities and contribute to the social economy, community and environment to create long-term value.

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRUCTURE

The Group attaches great importance of environmental, health and safety (“EHS”) control, systematically and gradually improving the level of environmental, social and corporate governance. The Group’s Environment, Health and Safety Department has established a sound organizational structure, which clearly implements management rights and responsibilities, strengthens management effectiveness through special projects, selects pilot primary-level enterprises to launch a comprehensive construction project on EHS management information, divided into three levels to improve EHS system on management element to effectively implement relevant internal management systems and policies, and to further comprehensively strengthen its own EHS management and control.

We have also established an all-round mechanism on identification of environmental and social risk, management and control and response based on the objective environment and our own situation. We support our sustainable development and facilitate the fulfillment of our commitments to various stakeholders through multiple links such as regulation setting, routine monitoring, data collection and information disclosure.

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
決策層 Decision-making level	高級管理層 The senior management	討論環境、社會及管治重大事務和未來發展 To discuss major issues and future development of environment, society and governance
		探討識別相關風險 To identify relevant risks
		制定策略及目標 To formulate strategies and objectives
		檢討工作效果 To review working results
		對整體工作機制效果進行評估 To assess effectiveness of overall working mechanism
		分配各職能部門、分公司相關職責 To assign relevant duties and responsibilities to various functional departments and branches



## 環境、社會及管治體系 ENVIRONMENTAL, SOCIAL AND GOVERNANCE SYSTEM

工作層級 Work level	職能設置 Functions	具體職責 Duties and responsibilities
監督層 Supervision level	各職能部門、 分公司負責人 Responsible persons from various functional departments and branches	執行決議並向決策層匯報工作情況 To implement resolutions and report working situation to the decision-making level
		根據整體環境、社會及管治策略和方向研究具體工作 To conduct researches on actual tasks as according to the overall strategy and direction on environment, society and governance
		指定相關工作小組執行工作 To assign relevant working groups to implement the tasks
		向決策層提出下一年相關工作的改善建議 To suggest work improvement for the coming year to the decision-making level
執行層 Execution level	各部門及地方 公司的工作小組 Working groups of various departments and local companies	按監督層的方向，完成職能範圍內的相關工作 To complete assigned tasks within own functions in accordance with the direction set by the supervision level
		定期收集、整理、上報相關信息 To collect, organize and report relevant information on a regular basis
		及時反饋實際工作情況，對實際工作的開展進行建議 To make timely feedback of practical working situation and make recommendations on the implementation of tasks
		承擔內部信息傳播責任 To be responsible for dissemination of internal information

### 利益相關方溝通

就環境、社會及管治的相關話題，與利益相關方保持定期溝通，對本集團業務管理及長遠發展極為重要。為此，我們结合自身行業背景及可持續發展影響範圍，重點識別和遴選出核心利益相關方，包括政府及監管機構、股東、消費者、員工、供應商及合作夥伴、行業協會和社區。透過下列針對性的回饋與溝通方式，獲取各方對本集團可持續發展表現之意見和要求，繼而將反饋意見納入運營優化與實踐中。

### COMMUNICATION WITH STAKEHOLDERS

Maintaining regular communication with stakeholders on environmental, social and governance related topics is extremely important for the Group's business management and long-term development. To this end, based on the scope of its influence on the industry background and sustainable development, the Group has selectively identified the following stakeholders: the government and regulatory authorities, shareholders, consumers, staff, suppliers and partners, industry associations and the community. Through the following targeted feedback and means of communication, we can obtain the opinions and requirements of all parties on the performance of the Group's sustainable development, and then incorporate their feedback into our operational upgrades and practices.



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



## 重要議題識別

通過上述與利益相關方的持續溝通，本集團清楚瞭解到各利益相關方群體所關注的環境、社會及管治議題。本集團以《環境、社會及管治報告指引》的披露要求及關鍵績效指標作為依據，結合自身戰略和經營重點，參考行業最佳實踐，以及國內外社會責任標準，按照「對企業可持續發展的重要性」和「對利益相關方的重要性」兩個維度對所有環境、社會及管治議題進行分析與排序，從而識別出下列重要性議題。並制定了披露框架及報告內容。

## IDENTIFICATION OF MATERIAL ISSUES

Based on the aforementioned ongoing communication with stakeholders, the Group understands clearly the ESG issues that each stakeholder is concerned with. Based on the disclosure requirements and key performance indicators of the ESG Reporting Guide, the Group identified the following material issues and formulated the framework of disclosure and information to be disclosed after analyzing and prioritizing all ESG issues based on the two dimensions of "Materiality to the sustainable development of CR Beer" and "Materiality to stakeholders" with full reference to best practices in the industry and domestic and international social responsibility standards and taking into account its own strategy and operating focus.



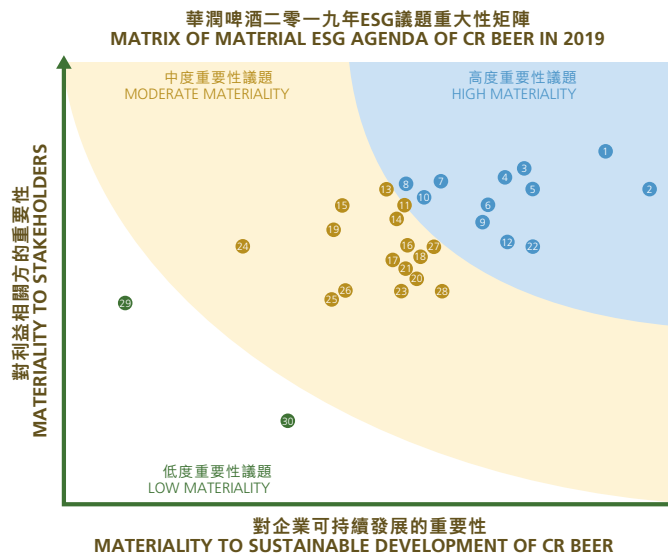
經由內部審查，考慮到自身業務類型及運營地點的穩定性後，二零一九年的重要性議題列表、排序及矩陣在二零一八年詳細深入的利益相關方溝通與調研的基礎上維持不變，據此列明利益相關方的關注點。本報告以下各章節將詳細闡述相關之政策、措施及績效，以確切回應利益相關方對我們的期望，並協助管理層往後的策略調整、內部風險評估與監控。

After internal review and consideration of the stability of its own business and operating location, the list, ranking and matrix of material issues in 2019 remain unchanged basically on the basis of detailed and in-depth stakeholder communication and research in 2018, pursuant to which the concerns of stakeholders are listed. The following chapters of the Report will elaborate on relevant policies, measures and performance in order to accurately respond to the expectations of stakeholders, and assist the management in future strategic adjustments, internal risk assessment and monitoring.



重大性議題矩陣及列表

Materiality matrix and table



- 1 環境合規  
Environmental compliance
- 2 低碳運營  
Low-carbon operation
- 3 食品安全  
Food safety
- 4 勞工標準及勞工關係  
Labour standards and labour relations
- 5 產品質量管理  
Product quality management
- 6 員工發展及培訓  
Staff development and training
- 7 職業健康安全  
Occupational health and safety
- 8 商業合規  
Commercial compliance
- 9 產品與技術創新  
Product and technological innovation
- 10 員工福利  
Staff benefits
- 12 生產工藝效能提升  
Efficiency enhancement for production processes

- 22 水資源使用  
Use of water resources
- 11 反貪污  
Anti-corruption
- 13 供應鏈管理  
Supply chain management
- 14 公司資產的運營效率  
Operational efficiency of corporate assets
- 15 客戶服務  
Customer services
- 16 產能優化及產能使用率  
Capacity optimization and utilization
- 17 客戶信息隱私保護  
Protection of customer data privacy
- 18 社會公益  
Social welfare
- 19 營銷收益  
Marketing revenue
- 20 產品多元化  
Product diversification

- 21 材料供應的穩定性  
Stability of materials supply
- 23 善用資源  
Proper use of resources
- 24 服務地方經濟  
Serving local economies
- 25 社區溝通與參與  
Community communication and involvement
- 26 生產過程的控制  
Control of production processes
- 27 包裝材料的成本控制  
Cost control of packaging materials
- 28 包裝材料回收  
Recycling of packaging materials
- 29 推動公眾理性飲酒  
Promoting rational drinking among the public
- 30 倡導本地生產及銷售  
Advocating localized production and sales



# 第一章 產品及營運慣例

## CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

優質的產品與服務是業務成功的關鍵，也是華潤啤酒作為食品行業的一員引以為傲的立身之本。我們推行嚴謹的食品安全與質量監控機制，以作為控制產品安全及風險的基礎，為廣大市場客戶帶來最優質的啤酒產品。我們積極創新以滿足不斷變化的市場需求，保障和維護知識產權，力爭做行業創新先鋒；我們致力與行業協會一同推廣理性飲酒，健康文明的生活方式；我們極力以提供超乎預期的優質產品及貼心服務提高消費者的滿意度。為滿足對產品安全、客戶滿意度和產品碳足跡的重視，我們採用了一套全面及穩健的供應鏈管理機制，對上游供應商和下游廢棄物處理商嚴格把控。

### (一) 食品安全及品質管理

作為食品行業的一員，我們必須優先考慮和處理食品安全相關的事務。本集團嚴格遵守中華人民共和國食品和質量法律法規，如《中華人民共和國食品安全法》及其相關條例、《中華人民共和國產品質量法》《食品生產經營日常監督檢查管理辦法》《食品安全國家標準食品添加劑使用標準(GB2760-2014)》《消毒產品生產企業衛生許可規定》等。

本集團秉持高標準和嚴格要求，以「做世界一流啤酒企業，做世界最好的啤酒」為品質目標，以「品質第一，消費者至上，勇於創新，追求卓越，踐行社會責任」為品質方針，致力於提供高品質產品，本集團透過系統化、科學化和標準化的方式規範改善質量標準體系和食品安全體系，持續組織下屬公司開展外部管理體系認證工作，包括質量管制體系(ISO9001)、食品安全管理體系(ISO22000)及危害分析和關鍵控制點(HACCP)等，從而增強在整個價值鏈不同環節的高水平質量管控。此外，本集團在生產過程中制定了《生產品質控制管理規定》，還採用自檢、互檢、下道工序對上道工序進行檢驗的三級檢驗制度。以及根據本集團的《食品安全應急預案》《產品召回管理制度》等相關食品安全管理制度。華潤雪花啤酒對召回產品進

High-quality products and services are the keys to business success, and they are also qualities that CR Beer is proud to claim as a member of the food industry. We exercise a rigorous food safety and quality monitoring mechanism as a basis for controlling product safety and risk, and bring the best quality beer products to customers in the market. We are actively engaged in innovation to meet changing market demands, protect and maintain intellectual property rights, as we strive to be a pioneer in innovation in the industry; we work with the industry association to promote a rational way of drinking and healthy and edified lifestyle; we strive to provide quality products and intimate service that exceed expectations to improve consumer satisfaction. To meet the emphasis on product safety, customer satisfaction and carbon footprint of our product, we have adopted a comprehensive and robust supply chain management mechanism to exercise stringent control over upstream suppliers and downstream waste treatment service providers.

### (I) FOOD SAFETY AND QUALITY MANAGEMENT

As a member of the food industry, we must prioritize and deal with food safety related matters. The Group observes strict compliance with the laws and regulations of the People's Republic of China ("PRC") on food and quality, including, among others, the "Food Safety Law of the PRC" and its relevant regulations, "Product Quality Law of the PRC", "Measures for the Administration of the Routine Supervision and Inspection of the Food Production and Operation", "Standards for the Use of Food Additives in Food Safety National Standard (GB2760-2014)" and "Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products".

Upholding high standards and strict requirements as well as with the aim of "be an outstanding enterprise to brew the best beer in the world", the Group has adopted "quality first, consumers as first priority, be innovative and excellent together with fulfill social responsibilities" as its guiding principles in relation to product quality, as we strive to provide high-quality products. The Group regulates and improves its quality standard system and food safety system through systematic, scientific and standardised means, as it continues to organize the conduct of external management system accreditation, including quality control systems (ISO9001), food safety management system (ISO22000) and hazard analysis and critical control points (HACCP), among others, at its subordinates to enhance high-level quality control at different links throughout the value chain. In addition, the Group has formulated the "Management Regulations on Control of Production Quality" as administrative regulations, while a three-tier inspection system comprising self-inspection, mutual inspection and inspection by comparing downstream processes against upstream processes has been adopted for the production process, and according to the Group's pertinent food safety management regulations such as the "Food safety contingency plan" and "Regulations on Product

行三級管理，對不同召回等級提出不同的召回要求。其中，主要產品召回流程為：

1. 停止生產／銷售
2. 召回分級
3. 制定產品召回計劃
4. 實施產品召回
5. 制定預防措施

為了達致總部、區域、工廠三級有效合作，本集團已採用延伸的質量管理體系，使總部統一策劃、附近區域管理、信息匯總共用。另外，我們繼續利用於二零一八年正式成立「技術標準優化項目組」進行技術標準優化工作，並對內控質量標準系統進行排查，與國家標準、行業及市場相關產品的標準廣泛對標，進一步確保產品質量。華潤啤酒於二零一九年除了對內控品質標準進行了全面排查，還組織專家進行優化，二零一九年年內共優化內控品質標準96項，用高標準指導各工廠生產，提升產品品質。此外，華潤啤酒從供應商品質、程式控制、標準執行等方面不斷完善監督體系，於二零一九年優化了《供應商品質與食品安全延伸管理辦法》《啤酒生產檢驗計劃》《技術標準執行評價管理辦法》等6項監督控制標準。華潤啤酒持續開展標準執行監督檢查，通過總部督查，區域與工廠間交叉檢查等多種方式，推動品質標準的落地，提升品質一致性。

華潤啤酒持續開展供應商品質延伸管理、生產品質評估、消費者品質測評等品質評估，提升產品品質。二零一九年，組織總部、區域公司與工廠三級協同對供應商品質體系及品質保障能力進行審核評價，共評價供應商超過650家，對下屬公司生產品質評估101廠次，消費者品質測評321廠次。此外，本集團選擇國家認可的檢驗機構，對啤酒生產使用的原輔料等物資進行了食品安全抽檢，共抽檢物資120批次，涉及供應商超過100家。

Recall". CRSB has conducted three-tier management of the recalled products and put forward different recall requirements for different recall levels. Among them, the main product recall process is:

1. Stopping production/sales
2. Recalling classification
3. Formulating a product recall plan
4. Implementing product recall
5. Formulating preventive measures

The Group has adopted an extended quality management approach to achieve centralised planning at the headquarters, management by regional companies nearby and shared use of consolidated information, such that the three levels of headquarters, regional companies and breweries can work efficiently. Besides, with the "technical standard optimization project team" officially established in 2018, we continue to carry out technical standard optimisation and thorough inspection of the internal control quality standard system through extensive comparisons with national standards as well as industry and market standards for relevant products, with a view to further assuring its products quality. In 2019, CR Beer conducted a comprehensive investigation and organized experts to optimize internal control quality standards. A total of 96 internal control quality standards were optimized in 2019, and high standards were used to guide the production in factories to improve product quality. In addition, CR Beer continued to improve the supervision system in terms of supplier quality, program control and standard implementation. In 2019, it optimized six supervision and control standards, including the "Extended Management Measures for Supplier Quality and Food Safety", the "Beer Production and Inspection Plan", and the "Management Measures for Implementation and Evaluation of Technical Standards". CR Beer continued to carry out standard implementation supervision and inspection, and promoted the formulation of quality standards and improved quality consistency through such means as headquarters inspections and cross-checks in regions and factories.

CR Beer continued to carry out extended supplier quality management and various quality assessments, including production quality assessment and consumer quality assessment to improve its product quality. In 2019, we organized the synergy of the three levels comprising headquarters, regional companies and breweries to evaluate the supplier's quality system and quality assurance capabilities. Over 650 suppliers accepted assessments, and subordinates accepted quality assessments for 101 times and consumer quality assessment for 321 times. In addition, the Group chose a nationally recognized inspection agency to conduct random inspections on raw materials and auxiliary materials used in beer production. A total of 120 batches of materials were checked, involving more than 100 suppliers.



## 第一章 產品及營運慣例

### CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

近期爆發的新冠疫情，為集團食品生產安全帶來了新挑戰。華潤啤酒積極貫徹國家關於做好應對新冠疫情工作重要指示批示精神，在工廠、倉庫、辦公區域等採取更加嚴格的衛生健康標準，提升安全生產防控措施，出廠合格率和國家監督抽查合格率均達到100%。二零一九年，華潤雪花啤酒質量監控指標和生產物資第三方食品安全檢查指標各有731項，而標準執行檢查項目指標有2,200餘項。此外，華潤雪花啤酒推出「無接觸配送」服務，在特殊時期做好食品安全管理，讓消費者放心購買，安心享用。

為了保障產品品質，華潤啤酒於二零一九年開展了4次品質標準內部培訓，涵蓋61份品質相關標準，加強了職工對質量及食品安全意識。我們全年舉行多次食品安全培訓和應急演習，使每個職工都關心和重視品質及食品安全，提升食品安全應急處理救援能力，確保為消費者提供安全、可靠、高品質的啤酒。除了為員工提供相關培訓，我們亦針對大米、紙箱、糖漿、啤酒花四類物資供應商，開展了共計4次供應商品質現場審核培訓。

本集團於報告期間內所有啤酒產品均無召回已售或已運送產品的情況，已遵守所有關於提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法方面對本集團具有重大影響的相關法律及規例，並無發現任何重大違規情況。

The recent pandemic outbreak posed new challenges for the Group's food production safety. CR Beer actively implemented the spirit of the national instructions on responding to the pandemic, and adopted stricter sanitation standards in factories, warehouses, offices and other areas to improve safety production prevention and control measures, achieving 100% pass rate in both ex-factory quality test and the spot tests by the National Safety Supervision and Inspection. In 2019, there were 731 indicators in both quality control and third-party inspection on safety of production materials of CRSB, and more than 2,200 standard implementation inspection indicators. In addition, CRSB has launched a "contactless delivery" service to manage food safety in a special period, so that consumers can buy and enjoy without psychological burden.

In order to ensure product quality, CR Beer carried out 4 internal trainings on quality standards in 2019, covering 61 quality-related standards, and strengthened employees' awareness of quality and food safety. We held several trainings on food safety and emergency drills throughout the year, so that each employee would care about and value the quality and food safety, improve the ability of emergency handling of food safety, and ascertain to offer consumers safe, reliable and high-quality beer. In addition to providing relevant trainings for employees, we have also conducted a total of 4 supplier quality on-site audit trainings for four types of material suppliers, such as rice, carton, syrup and hops.

During the Reporting Period, all sold or delivered beer products of the Group have not suffered from recall, and we have complied with all relevant laws and regulations which have significant impact on the Group with regard to the health and safety of providing products and services, advertising, labeling and privacy matters as well as remedies, involving no major violations.

#### 案例： Case study:

#### 「我是質量官·華潤雪花啤酒消費者品鑒活動」 "I am a quality officer · CRSB Consumer Tasting Event"

為了獲得更加全面、客觀的消費者品質體驗信息，華潤啤酒積極擴展消費者品質測評範圍，開展消費者品鑒活動，二零一九年年內，分別在武漢和大連高校舉辦了「我是質量官·華潤雪花啤酒消費者品鑒活動」，招募大學生作為年輕群體代表參加品鑒活動，站在消費者的角度對產品進行評價，促進品質改進和產品研發創新。

In order to obtain more comprehensive and objective feedback on quality from consumers, CR Beer actively expanded the scope of consumer quality evaluation and launched consumer tasting event. In 2019, "I am a quality officer · CRSB Consumer Tasting Event" was held in Wuhan and Dalian universities. College students participated in tasting activities as the representatives of young groups and evaluated products from the perspective of consumers, to promote quality improvement and product innovation on research and development.

### (二) 產品發展及維護知識產權

作為中國啤酒行業的領先者，本集團積極創新以配合最新的市場動態，同時高度尊重並致力維護知識產權。為保障和維護知識產權，本集團嚴格遵守中華人民共和國知識產權相關的法律法規，包括但不限於《著作權法》《著作權法實施條例》《商標法》《商標法實施條例》《專利法》《專利法實施細則》及相關司法解釋。同時，本集團亦嚴格遵守中華人民共和國已加入的有關版權的國際公約。二零一九年度，本集團結合國家知識產權戰略，進一步貫徹實施華潤集團知識產權管理相關制度。為了提高華潤雪花啤酒在啤酒行業的科技影響力，判別華潤雪花啤酒的科技成果和質量水平，培育華潤雪花啤酒的自主創新能力和自主知識產權，制定了《雪花啤酒知識產權管理制度》《科技成果管理辦法》《專利技術管理辦法》《專利開發管理辦法》及《打假維權操作指引》等，為本集團的知識產權保障和維護工作提供制度保障。目前，華潤雪花啤酒共有各項技術專利約56項。

本集團致力成為世界一流企業，以滿足不斷變化的市場需求，通過不斷投放大量資源研發，進行理論、技術和操作創新，為企業發展創造了更多元化的產品。本集團在產品發展的努力得到業界肯定，二零一九年華潤雪花啤酒技術創新成果再添佳績，「啤酒包裝線高效運行技術的研究與實踐」項目榮獲中國酒業協會科學技術進步二等獎，「高速啤酒罐裝線高效運營暨產品多樣化保障體系研究與應用」榮獲全國品質創新大賽最高獎項QIC-V級技術成果獎。

### (II) PRODUCT DEVELOPMENT AND INTELLECTUAL PROPERTY RIGHTS MAINTENANCE

As a leader in beer industry in China, the Group actively innovates to keep up with the latest market developments, while putting highly respects and efforts to maintain intellectual property rights. To safeguard and protect intellectual property rights, the Group observes strict compliance with the laws and regulations of the PRC on intellectual property rights, including but not limited to the "Copyright Law", "Regulations for the Implementation of the Copyright Law", "Trademark Law", "Regulations for the Implementation of the Trademark Law", "Patent Law", "Regulation for the Implementation of the Patent Law" and pertinent judicial interpretations. In the meantime, the Group also observes strict compliance with relevant international conventions on copyright of which the PRC is a signatory. In 2019, following the strategy relating to intellectual property rights of the nation, the Group further implemented the CRH's intellectual property rights management system. It also implemented the "Regulations for the administration of intellectual property rights for CRSB", "Management Measures for Scientific & Technological Achievements", "Management Measures for Patent Technology", "Management Measures for Patent Development" and "Guidelines on Anti-counterfeiting Rights Protection", etc., in order to improve the scientific and technological influence of CRSB in the beer industry, justify the level of the scientific and technological achievements and quality of CRSB, and cultivate CRSB's independent innovation ability and independent intellectual property rights, providing system guarantee for the Group's intellectual property rights protection and maintenance. At present, CRSB has a total of about 56 technical patents.

The Group strives to become a world-class enterprise to meet the ever-changing market demands. Through continuous huge investment in research and development for innovation in theory, technology and operations, it has created more diversified products for corporate development. The Group's efforts in product development have been recognized by the industry. CRSB's technological innovation has made further achievements in 2019. The "Research and Practice of Highly Efficient Operation Technology for Beer's Packaging Line" project won the second prize of Scientific and Technological Progress Award by China Alcoholic Drinks Association, and the "Research and Application of Efficient Operation Technology for High-speed Packaging Line of Canned Beer and Protection System on Product Diversification" won the QIC-V level technical achievement award, the highest award of the National Quality Innovation Competition.



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



## 第一章 產品及營運慣例

### CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

我們堅守工匠精神，旨在釀造適合國人和高品質的啤酒。二零一九年，我們繼續全力打造兼具傳統文化的現代化啤酒品牌，堅持走創新與融合之路，突破釀造技術、產品包裝、口感品質等傳統風格，加大新產品研發力度。

華潤啤酒自二零一七年以來將品牌重塑作為第一戰略部署，重新制定品牌產品組合規劃，針對不同人群或消費場景，做多元化、個性化、細分化的市場領域，在中高端領域加大投入。二零一九年，華潤啤酒以「決戰高端、質量發展」為導向，持續豐富產品組合，除引進喜力品牌產品外，分別於二零一九年四月和七月推出了「雪花馬爾斯綠啤酒」和「黑獅白啤」兩款高端新產品，配合二零一八年推出高檔的「匠心營造」和中檔以上的「勇闖天涯superX」新產品，引領啤酒市場新潮流。



- 「雪花馬爾斯綠啤酒」因其擁有的別具一格時尚輕奢外觀，獲得了二零一八年國際著名設計賽事——意大利A'DESIGN AWARD設計銀獎。

“SNOW MARRSGREEN BEER” won the Silver Award at A'DESIGN AWARD and Competition in 2018, a world-known design competition, for its unique fashion and light luxury appearance.

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

We uphold the spirit of fine craftsmanship to brew the beer with premium quality appealing to the taste of Chinese. In 2019, we continued to dedicate our full effort to the creation of modern beer brand embodying traditional cultural elements. Persisting in the path of innovation and integration, we introduced a breakaway from traditional styles in brewing technologies, product packaging, quality and textures, as we increased our effort in research and development of new products.

Since 2017, CR Beer has taken brand rebranding as its first strategic deployment, re-formulated its brand product portfolio plan, and put more on mid to high-end market targeted different groups or consumer scenarios in a diversified, personalized and segmented market segment. In 2019, CR Beer further diversified its product portfolio under the guidance of “Quality Development for Success in High-end Segment”. In addition to introducing Heineken brand products, it launched two high-end new products, “SNOW MARRSGREEN BEER” and “Löwen White Beer” in April and July 2019, respectively. The two high-end new products, together with the high-end “Craftsmanship” and the “Brave the World superX” at mid-end above launched in 2018, lead the new trend of beer market.



- 「黑獅白啤」獨特的個性設計，使其成為顏值與內在共存的品質代表。「黑獅白啤」榮獲二零一九年度德國漢諾威iF設計獎以及二零一九年度意大利A'DESIGN AWARD設計金獎，是對「黑獅白啤」這款產品設計理念及效果呈現的最好讚賞。

The unique personality design of “Löwen White Beer” makes it a typical of appearance and inner coexistence. “Löwen White Beer” won iF Product Design Award in Hanover, Germany in 2019 and the Design Gold Award at the A'DESIGN AWARD and Competition in 2019, which are the best appreciation for its concept and effect of the design.

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



### (三) 理性飲酒及負責任推廣

作為一家負責任的啤酒生產企業，本集團支持國家對理性飲酒觀念的提倡，極力推廣消費者適度理性的飲酒行為和健康文明的生活方式，致力提供公正可靠及負責任的推廣信息。作為中國酒業協會與社會責任促進聯盟的會員，我們深知推廣理性飲酒行為與理念、踐行社會責任的重要性。為號召大眾和消費者理性飲酒，我們已連續5年與中國酒業協會合作，以酒與社會責任促進聯盟會員的身份呼籲更多人高度重視理性飲酒行為。二零一九年，本集團資助中國酒業協會在全國9個城市開展了以「關愛成長、非成勿飲」為主題的全國理性飲酒宣傳周活動，拍攝主題微電影《我相信 I Know》，發佈《二零一九年中國預防未成年人飲酒綠皮書》，引起了社會廣泛關注，為宣傳理性飲酒行為做出了應有的貢獻。

在廣告宣傳方面，我們也進行嚴格規範，確保企業廣告內容真實、合規，華潤雪花啤酒總部營銷中心品牌管理部嚴格遵照《中華人民共和國廣告法》，內部制定了媒體管理相關辦法，規定酒類廣告中不能出現鼓勵或引導消費者飲酒或者無節制飲酒的內容，並在制度中明確規定了傳播內容及內容審核機制，要求各級人員需對即將發佈的企業廣告內容進行全面審查，從根源上對消費者進行正確的引導。為更好地對責任營銷方面進行管控，針對新出台的酒類廣告行為規範，華潤雪花啤酒總部營銷中心品牌管理部及法律部還會定期對各區域公司進行解讀培訓，強調宣傳理性飲酒內容的重要性，其中包括：

- 不得誘導、慫恿飲酒或者宣傳無節制飲酒；
- 不得出現飲酒的動作；
- 不得表現駕駛車、船、飛機等活動；
- 不得明示或者暗示飲酒有消除緊張和焦慮、增加體力等功效。

此外，華潤啤酒已建立起從上至下的管理機制，用於對各區域的責任營銷行為進行監測，一旦發現不合規的傳播內容，將第一時間找到區域責任人安排刪除。此外，員工也承擔著責任營銷的監察職責，一旦發現轉發不實廣告，將及時舉報妥善處理，將社會影響降至最低，並開展調查追責，從源頭杜絕虛假營銷。

### (III) RESPONSIBLE DRINKING AND MARKETING

As a responsible brewing enterprise, the Group supported the advocacy of moderate and rational drinking behaviour with a healthy and edified lifestyle and strived to provide fair, reliable and responsible promotional information. As a member of the China SAO of China Alcoholic Drinks Association, we are well aware of the importance of promoting the practice and idea of responsible drinking and implementing the social responsibilities. To call on the public and the consumers to practice responsible drinking, we have co-operated with China Alcoholic Drinks Association for 5 years in a row and appealed to more people to attach importance to rational drinking behavior as a member of China SAO. In 2019, the Group organized a nationwide responsible drinking promotion week campaign with a theme of "Caring for Growth and No Drinks for Minors" in 9 cities across the country and shot a micro-movie with the theme of "I Believe I Know" in co-operation with China Alcoholic Drinks Association, and released the "2019 Green Paper of China on Prevention of Drinking of Minors", which aroused widespread concern in the society and helped to promote responsible drinking behaviour.

We strictly regulate advertising to ensure that our advertisements are true and compliant. In strict accordance with the "Advertising Law of the PRC", the Brand Management Department under sales and marketing center of CRSB at headquarter has formulated relevant internal measures for media management under which the contents that encourage or induce consumers to drink or engage in unrestrained drinking are prohibited in the advertisements of alcoholic products. The regulation also clearly stipulates the content of dissemination and review mechanism, requiring personnel at all levels to conduct a comprehensive review of the upcoming corporate advertising content, and guide consumers correctly from the roots. In order to better control the responsible marketing, the Brand Management Department under sales and marketing center and the Legal Department of CRSB at headquarter also conduct interpretation trainings for regional companies on a regular basis to emphasize the importance of promoting rational drinking content including:

- No induction or encouragement on drinking or promotion of uncontrolled drinking;
- No appearance of drinking behaviors;
- No activities such as driving a car, boat or airplane;
- No expression or implication that drinking has the effect of eliminating tension and anxiety, increasing physical strength, and others.

In addition, CR Beer has established a top-down management mechanism for monitoring responsible marketing activities in various regions. Once the non-compliance content is found, the person-in-charge in the region is requested to delete it. In addition, employees are responsible for the monitoring of responsible marketing. Once the false advertisements are found forwarded, they will be reported and properly handled in a timely manner to minimize social impact, and investigation and accountability will be conducted to eliminate false marketing from the source.

另外，華潤雪花啤酒已在產品包裝上印有「過度飲酒有害健康」的標識，網站也在首頁設有年齡限制，禁止未成年人士瀏覽，明確提示未滿18歲的消費者請勿飲酒。對於國際化品牌，華潤雪花啤酒已完全符合食品安全國家標準《預包裝食品標籤通則》(GB7718)以及品牌戰略合作夥伴Heineken集團關於產品標籤的要求。

#### (四) 客戶滿意度及信息保護

消費者對產品和服務的滿意度，是推動本集團成功不可或缺的一環。因此，我們致力提高客戶滿意度，建立良好而長遠的關係。本集團於二零一九年持續完善客戶服務體系，建立了市場投訴快速反應體系。我們跟蹤全國統一客戶服務電話回饋信息，規範品質投訴、補償及改進管理要求，優化消費者不良體驗回饋及處理流程，提高客戶服務品質，履行企業社會責任。

為消滅雜質酒，降低產品投訴，提升產品品質，本集團於二零一九年年度內推進了消滅品質缺陷和降低品質投訴項目，按照源頭控制、中間消滅、風險可控、穩中求進的原則，制定生產鏈關鍵控制點，強化生產過程管控，杜絕生產環節中雜質酒的產生，提升客戶滿意度。

我們高度重視客戶的反饋，嚴格跟進每宗投訴並在合理時間內做出回應。客戶服務中心所有產品及服務的投訴均由專人接聽及處理，並即時傳遞到對應區域。客服人員接到客戶投訴，即時將投訴信息以電話及短信的形式發送給客服顧問(處理人員)，客服顧問須在30分鐘內聯繫客戶，約定面談時間、地點。客服顧問按照約定時間到指定的地點與客戶見面，拍照，並對產品進行初步判定、協商，回收實物酒並安排返廠，將投訴處理信息及照片送回區域公司營運部。記錄方面，要求區域負責人在三個工作日內向客戶服務中心匯報投訴基本情況及處理結果，保證不斷提升服務質素。此外，客戶服務中心還會進行信息監控與資料統計，檢討生產、銷售及服務多方面的表現，為管理層的分析和決策過程中提供參考依據，進而持續提升消費者對我們產品及服務的體驗。

In addition, the packaging of CRSB products is printed with the sign of "Excessive drinking is harmful to health", and an age restriction is setup to the homepage of the CRSB website, whereby browsing by minors is prohibited in an unequivocal reminder against alcohol consumption by consumers under age 18. For international brands, CRSB has fully complied with the "General Rules for Labeling of Pre-packaged Foods" (GB7718), a national food safety standard, and the requirements of the Heineken Group, our brand strategic partner, for product labeling.

#### (IV) CUSTOMER SATISFACTION AND INFORMATION PROTECTION

Consumer satisfaction with products and services is an integral part of the Group's success. Therefore, we are committed to improving customer satisfaction and building good and long-term relationships. The Group continued to improve its customer service system in 2019 and established a rapid response system for market complaints. We track the nationwide unified customer service hotline for feedback, standardize complaints on product quality, compensation and requirements on management improvement, and optimize negative consumer feedback and handling processes, to improve service quality and fulfill corporate social responsibilities.

In order to eliminate impurity beer, reduce complaints and improve product quality, the Group promoted the project of eliminating quality defects and reducing complaints in 2019, formulated key control points in the production chain based on the principles of controlling at source, eliminating during production, managing risks at controllable level and growing steadily, and strengthened management and control over the production process, to eliminate impurity beer in the production and improve customer satisfaction.

We attach great importance to customer feedback, strictly follow up on each complaint and respond within a reasonable time. All complaints of products and services in the customer service center are replied and handled by designated personnel, and are immediately transmitted to the corresponding region. Once receiving the customer complaint, the customer service staff will immediately send the complaint information to the customer service consultant (handling staff) in the form of telephone and SMS and the customer service consultant shall contact the customer within 30 minutes to agree on the meeting time and location of the interview. The customer service consultant shall meet the customer at the appointed place at the appointed time, take pictures, make preliminary judgments and negotiations on the product, collect the physical product and arrange to return to the plants, as well as return the complaint handling information and photos to the Operation Department of the regional company. In terms of records, the person in charge of the region is required to report the basic information of complaints and the results of handling to the customer service center within three working days to ensure continuous improvement of service quality. In addition, the customer service center will also monitor information and collect data, and review the performance of production, sales and service for management's reference in its analysis and decision-making process, so as to enhance consumers' experience of our products and services.



華潤雪花啤酒產品及服務投訴數量 Number of CRSB products and service complaints	低於46,000 46,000 below
華潤雪花啤酒客戶投訴反饋處理解決率 CRSB customer complaint settlement rate	100%
華潤雪花啤酒客戶投訴回訪率 Re-visit rate of CRSB customer complaints	77.73%
華潤雪花啤酒呼叫中心的接通率 Effective communication rate of CRSB call center	99.1%
華潤雪花啤酒在15秒內接通電話比率 Proportion of phone calls answered within 15 seconds by CRSB	97.35%遠高於業內平均水平 97.35%, far above the industry average
華潤雪花啤酒接收到投訴 When a complaint is received by CRSB	30分鐘內與客戶聯繫 Contact customer within 30 minutes

在客戶信息保密管理方面，我們要求涉密人員嚴格遵守國家保密法律法規和公司《保密工作管理制度》，簽署《保密承諾書》，落實保密責任制，履行保密義務，切實保障信息安全。我們的信息保密工作按照統分結合、分級管理、對口指導的原則進行管理。消費者信息的安全與保護，通過信息加密、許可權設置等方式實現分級管理。涉密信息系統在內網環境運行，互聯網出口使用防火牆、入侵偵測等技術設備進行必要的保護和控制，確保涉密信息系統在內網中安全運行。

In terms of customer information confidentiality management, we require relevant staff to comply with national laws and regulations on confidentiality and the "Confidentiality work management system", as well as to sign the "Confidentiality undertaking". The accountability on confidentiality is implemented for the fulfillment of our confidentiality obligation and the safeguard of information security. Our information confidentiality work is managed by combining uniform management and differential management, hierarchical management, and counterpart guidance. Consumer information security and protection is managed hierarchically through information encryption and permission setting. The secret-related information system operates in the intranet environment. Internet exits are protected and controlled with firewalls, intrusion detection and other technical equipment to ensure that the secret-related information system operates safely in the intranet.

### (五) 供應鏈管理

作為一間負責任的公司，本集團致力於與我們的供應鏈攜手合作，遵從營運有關的法律和法規，如《中華人民共和國食品安全法》《食品安全國家標準食品添加劑使用標準(GB2760-2014)》《消毒產品生產企業衛生許可規定》，同時生產中心採購部制定《華潤雪花生產物資採購招標管理規定》《華潤雪花生產物資供應商管理辦法》等內部制度，對供應商進行管理。為了識別供應鏈上的風險，我們每月會跟蹤市場變化及定期進行業務研討分析。另外，我們還會開展不同的措施及擬定報告或預案，以管理各類風險。為使供應商能夠及時瞭解並掌握華潤雪花啤酒的相關要求，現場認證考察的新供應商必須進行「應知應遵」知識測試，要求供應商法人進行答題，測試滿分才能進入合格供應商目錄。遵從嚴格的科學管理理念，並通過不斷完善改進測試流程，華潤雪花啤酒加強了對供應商產品品質的管理，提升了供應商對社會責任及可持續發展理念的認知。為保障供應商的廉潔透明，在考察認證供應商前要求供應商必須簽署「陽光承諾」等商業道德準則，同時參加考察認證人員必須簽署「廉潔守則」，如供應商在合作過程中發生嚴重違規違紀行為，會將其列入不合作供應商，五年內禁止合作。

為了全面推動體現供應鏈的社會責任，並鼓勵供應商承擔環境和社會責任，我們持續對供應商在環保、安全、社會責任等方面的表現進行考察認證，嚴格要求供應商按照政府環境保護法規運營，受管制的排污企業必須取得排污許可證，並嚴格按照相關規定或當地環保污染物排放標準規定排放污染物。在引入新供應商過程中，我們將供應商的ISO9001認證、ISO14001認證、ISO22000認證、第三方質量檢測報告、第三方食品安全檢測報告納入供應商考察認證範圍。二零一九年，華潤雪花啤酒舉辦5次供應商社會責任培訓，對1,251名供應商進行審核，其中有4家供應商因社會責任不合規而被終止合作。二零一九年，華潤雪花啤酒責任採購比率高達94%。

### (V) SUPPLY CHAIN MANAGEMENT

As a responsible company, the Group is committed to co-operating with our supply chain and observing laws and regulations relating to our operation, the "Food Safety Law of the PRC", "Standards for the Use of Food Additives in Food Safety National Standard (GB2760-2014)" and "Regulations for the Application for Sanitary Work Permit by Manufacturers of Disinfection Products". Meanwhile, the Procurement Department of production center has formulated "CRSB Administrative Regulations on Procurement Tenders of Productive Materials" and "CRSB Administrative Regulations on Suppliers" to manage suppliers. In order to identify risks in the supply chain, we track market changes monthly and conduct regular seminars and analysis on businesses. In addition, we also carry out different measures and prepare reports or plans to manage various types of risks. To enable suppliers' timely understanding of CRSB requirements, new suppliers subject to on-site certification inspection shall attend the "knowledge and compliance" tests, and corporate suppliers must take and attain full score before being granted admission to the CRSB List of Eligible Suppliers. By following strict and scientific management concept and constantly improving testing process, CRSB has strengthened management over the product quality of our suppliers and enhanced their awareness of social responsibility and sustainable development. To safeguard integrity and transparency of suppliers, we also require suppliers to sign a "sunshine undertaking" and other codes of business ethics prior to conducting our inspection and validation. Meanwhile, our staff in charge of inspection and validation must sign a "code of integrity". If a supplier commits serious breach of regulations during the course of co-operation, we will add it to the list of non-compliant suppliers and ban it from co-operation with us for five years.

In order to fully promote the social responsibility of the supply chain and encourage suppliers to assume environmental and social responsibilities, we further appraise and conduct accreditation of suppliers in respect of their performance in environmental protection, safety and social responsibility, setting out stringent requirements for suppliers to operate in accordance with the environmental laws and regulations of the government, whereby waste discharging enterprises subject to the regulation must have obtained the waste discharge permit and carry out such discharge of pollutants in strict accordance with pertinent regulations or local environmental standards for the discharge of pollutants. When introducing a new supplier, we include the supplier's ISO9001, ISO14001, ISO22000, third-party quality inspection/testing report and third-party food safety inspection/testing report in the scope of supplier validation. In 2019, CRSB held 5 social responsibility trainings to suppliers and assessed 1,251 suppliers, 4 of which whose co-operation were terminated due to non-compliance of social responsibility. The responsibility procurement coverage of CRSB reached 94% in 2019.



生產中心採購部為吸收優質供應資源，淘汰落後供應商、促進管理及裝備提升，依據供應資源狀態及物資類別分類，實行差異化修訂或提升22項物資的供應商現場考察認證標準。生產中心採購部供應商目錄實行動態管理，新引進供應商超過300家，引進率約6%。同時，二零一九年對下屬區域公司二零一八至二零一九年度非生產物資供應商的採購類別、金額等現狀進行梳理，根據採購制度規定淘汰二年內未合作的非生產物資供應商。同時，通過執行全程監督和全過程考核，有效地防範食品安全風險。

二零一九年，本集團納入可供選擇的供應商數目超過8,900家，當中超過99%為中國本地供應商。

The Procurement Department of production center adopts differentiated revisions or upgrades 22 requirements for on-site inspection and validation based on the state of supplied resources and classification of materials, to attain quality supply resources, eliminate outdated suppliers and promote management and equipment upgrade. The department also exercises dynamic management of the supplier list, whereby more than 300 new suppliers were introduced, representing an induction rate of approximately 6%. Meanwhile, we sorted out procurement types and amounts of suppliers of non-productive materials in 2018–2019, and eliminated suppliers of non-productive material with whom no trading was made in the past two years based on the procurement system. Also, we effectively prevent food safety risks by implementing supervision and assessment throughout the process.

In 2019, the Group shortlisted over 8,900 suppliers, more than 99% of which were domestic PRC suppliers.

華潤啤酒供應商分解 Breakdown of CR Beer Suppliers	2019	2018
生產性物資供應商(含原輔料、包裝物、添加劑等) Suppliers of productive materials (including raw and auxiliary materials, packaging materials and additives, etc.)	接近1,300家 approximately 1,300	超過1,100家 over 1,100
非生產性物資供應商 Suppliers of non-productive materials	超過7,600家 over 7,600	接近7,500家 approximately 7,500
入選供應商 Shortlisted suppliers	超過8,900家 over 8,900	接近8,600家 approximately 8,600

同時，我們每月對供應商開展合作過程考核，對供應商的合格率、及時率、準確率、拒單率、退貨率、違規行為、品質缺陷等七項指標實施評估。二零一九年現場考察認證供應商總計12家，達到合格標準的供應商數量為10家，未合格供應商2家。

Meanwhile, we conduct co-operation process appraisals on suppliers in every month and assess suppliers in terms of seven benchmarks: quality, timeliness, accuracy, declined orders rate, returned goods, violation behaviours and flawed products. In 2019, the Group conducted overall assessments of 12 suppliers through on-site inspection and accreditation. Among them, 10 suppliers attained the standard, 2 suppliers were assessed as below standard.

## 第一章 產品及營運慣例

### CHAPTER 1: PRODUCTS AND OPERATING PRACTICES

二零一九年華潤雪花啤酒修訂《華潤雪花啤酒副產物及廢舊物資管理制度》等啤酒副產物及廢舊物資管理制度。為保證生產和消費廢舊物資妥善處理，降低對環境造成的影響，本集團通過對廢舊物資回收、分類、鑒定、存儲、保管、售賣、處理等全流程進行細化規定，確定其歸屬管理部門，明確管理職責，細化具體流程和關鍵環節，把握監控要點以及審批許可權等，致力使廢舊物資回收閉環監控管理。在售賣廢舊物資中，本集團考慮在處理過程中對環境的影響及要求，要求酒糟承銷商運輸車輛須具備防止酒糟滴漏的防護措施；鼓勵承銷商安裝烘乾設備，一旦未能即時處理時，則進行暫時烘乾處理，避免造成環境污染。同時，我們優先考慮具備烘乾設備的承銷商。

#### (六) 倡廉善治

華潤啤酒遵循國家有關防止賄賂、勒索、欺詐及洗黑錢方面的法律法規，包括中華人民共和國《憲法》《刑事訴訟法》《監察法》等法律法規，深入貫徹落實《中華人民共和國反洗錢法》《反不正當競爭法》中有關商業賄賂、勒索、欺詐、洗黑錢的法規。

同時，本集團在日常運作中嚴格遵守和執行華潤集團的相關制度，貫徹落實《集團新任職經理人廉政談話制度》《中國華潤有限公司信訪件和問題線索集中管理辦法（試行）》《華潤集團信訪辦理和執紀審查工作指引》《華潤集團職工違紀違規處理暫行規定》及《華潤十誡》等制度規定。為了更有系統地管理商業道德相關的事務，本集團旗下的公司制定了相應的管理制度。以華潤雪花啤酒為例，公司嚴格執行《華潤雪花啤酒紀檢（監察）機構信訪辦理和監督執紀工作實施細則》《員工違紀違紀處理辦法（試行）》《華潤雪花啤酒關於對管理人員進行談話和函詢的實施細則》等相關制度流程。華潤啤酒旗幟鮮明的打擊反貪污、賄賂等職務犯罪，預防和嚴懲各種腐敗。此外，華潤啤酒構建了專業嚴謹的法律隊伍，為各項業務實施、落地、推動提供支援，並充分發揮法律的支撐作用，確保公司營運及業務執行合法合規。

In 2019, CRSB revised the regulations on the management of beer by-products and waste materials such as "Management Regulations on By-Products and Waste Materials of CRSB". To ensure the proper disposal of waste and obsolete materials from production and consumption and alleviate their impact on the environment, the Group has performed detailed regulation over the entire process of recycling, sorting, authentication, storage, maintenance, sale and disposal of waste and obsolete materials and specified competent departments and their responsibilities, provided details of the practical processes and key procedures, and established key control points and delegations for approval. The Group is committed to achieving closed-loop control and management of waste and obsolete material recycling. In connection with the sale of waste and obsolete materials, the Group also considers the impact on the environment during the process of handling and relevant requirements, as we require contract vendors of distiller's grain to adopt protective measures for their trucks to prevent leakage or dripping. We also encourage the vendors to install drying equipment, so that distiller's grain that cannot be disposed of for the time being can be dried to prevent pollution of the environment. Vendors with drying equipment are considered for appointment ahead of others.

#### (VI) GOVERNANCE OF INTEGRITY

CR Beer observes national laws and regulations pertaining to anti-bribery, extortion, fraud and money-laundering, including "Constitution", "Criminal Procedure Law" and "Supervision Law" of the PRC and implement thoroughly and consistently provisions pertaining to commercial bribery, extortion, fraud and money laundering under the "Anti-Money Laundering Law of the PRC" and the "Anti-Unfair Competition Law".

In addition, the Group observes stringent compliance with and implementation of the pertinent regulations of CRH in its daily operation, and implements consistently the "Integrity Talk System for CRH's New Managers", the "Centralized Management Measures for Letters and Visits and Question Clues of China Resources Company Limited (Trial)", the "Guidance for the Handling of Complaint Letters and Visits and Discipline Execution and Examination of CRH", "China Resources Group Provisional Regulations for Staff Violation of Disciplines and Regulations" and the "Ten Directives of China Resources", among others. In order to manage matters regarding business ethics systematically, the companies under the Group have formulated corresponding management regulations. Taking CRSB as an example, CRSB strictly performs relevant rules and procedures, including the "Implementation Rules of CRSB Disciplinary Inspection (Supervision) Agency Letters and Visits Handling and Disciplinary Work Supervision", "Employee Violation and Discipline Handling Measures (Trial)", "CRSB's Implementation Rules on Interviews and Inquiries with the Management". CR Beer clearly combats anti-corruption, bribery and other office crimes, and prevents and severely punishes corruptions. In addition, CR Beer has built a professional and rigorous legal team to provide support for the implementation, execution and promotion of various businesses, and give full play to the supporting role of the law to ensure the legal compliance of its operations and business execution.



華潤啤酒注重從源頭控制貪污賄賂、腐化墮落等現象，對重點領域關鍵崗位人員在招標採購、銷售、工程項目、資金管理等業務過程中廣泛開展廉潔警示教育，禁止以權謀私、關聯交易、貪污受賄、任人唯親及收受禮品禮金等違規違紀行為。同時，本集團員工嚴守商業道德和商業秘密，保護信息安全，增強自我約束和廉潔從業的意識。二零一九年，華潤啤酒繼續推進廉潔文化宣傳教育活動，印發《關於構建雪花啤酒廉潔教育體系的實施方案》，以「不忘初心，牢記使命」為主題，開展多項覆蓋中高層管理層及工程項目、採購、財務、銷售等關鍵崗位員工的廉潔文化主題教育活動，組織員工前往當地廉潔文化教育基地參觀學習，進一步加強廉政教育。此外，我們在重大節假日之前，開展關於中央八項規定精神的學習，通過發送反腐倡廉警示短信，提高員工反貪腐意識，營造風清氣正的廉潔文化氛圍。二零一九年，我們共組織員工參加商業道德和廉潔相關培訓超過74,000小時，提高員工的商業道德意識及對相關法律法規的認知。回顧二零一九年，本集團沒有發生任何涉及貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件，以及重大違規違法情況。

CR Beer focuses on controlling corruption, bribery and other depravations from the source. It has conducted extensive warning education on key personnel in key areas in the process of bidding, procurement, sales, engineering projects, capital management and other business. Violation of rules and disciplines such as taking benefits with power, connected transactions, corruption and bribery, favoritism and receiving gifts are forbidden. Besides, employees of the Group strictly abide by business ethics and business secrets, protect information security, and enhance self-discipline and integrity. In 2019, CR Beer further promoted the integrity culture publicity and education activities, and issued the "Implementation Plan on Constructing Integrity Education System of CRSB". With the theme of "bearing in mind the initial objective and being mindful of the mission", it carried out a series of education activities covering the middle and senior management and key personnel in such key positions as engineering projects, procurement, finance, sales, etc., and organized employees to local education base for study to further strengthen the integrity education. In addition, we carry out learning about the spirit of the eight central regulations before major holidays, and raise employees' awareness of anti-corruption by sending text alert messages regarding anti-corruption, so as to create a culture of integrity. In 2019, we arranged staff to participate in over 74,000 hours of training in business ethics and integrity to improve their business ethics awareness and awareness of relevant laws and regulations. In 2019, the Group was not subject to any litigation involving corruption, bribery, extortion, fraud and money-laundering, nor were any cases of material violation reported.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

本集團的企業願景是成為一家大眾信賴和喜愛的啤酒企業。因此，我們多年來秉持「以人為本」的管理及營運原則。本集團不僅視員工為業務成功的寶貴資產，亦是我們在實踐企業願景時的重要服務群體。為此，我們不遺餘力生產客戶喜愛的啤酒產品，同時亦致力為員工提供一個安全、健康、溫馨的工作環境，維護員工的合法權益，充分瞭解及盡力滿足他們在工作及生活上的不同需要。

### (一) 僱傭待遇及福利

我們相信員工對產品質量、食品安全、服務口碑以及本集團的業務發展有重大影響。因此，本集團投放大量資源以培養高質素的員工，並確保員工得到應有的待遇及相應的法律保障。我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國社會保險法》《工傷保險條例》等法律法規，秉持平等的僱傭原則。此外，本集團旗下的公司已制定相應的管理制度，以更有效及系統地管理僱傭事務，例如，華潤雪花啤酒制定了《華潤雪花啤酒北京區域公司非全日制用工管理規定》和《華潤雪花啤酒北京區域公司標準勞務派遣管理辦法》，當中明確規定為員工繳納社會保險，限制勞務派遣員工及非全日制用工的勞動時間，保障員工權益。

本集團嚴格執行國家及地方有關勞動用工和薪酬管理的法規與政策，並持續推進、完善員工職業發展通道，促進員工專業能力的提升。鑒於組織再造後崗位設置及職責的變化情況，本集團開展了員工崗位價值評估，系統化客觀評價各組織層級中崗位的相對價值。二零一九年年內，本集團啟動了薪酬福利體系優化項目，將員工崗位價值和職級體系有機地結合起來，重新打造兼具內部公平性與市場競爭性的薪酬管理體系。該系統全面對標消費品行業薪酬水平，全面提升中基層員工薪酬競爭力，助力吸引與保留人才，並充分體現以崗定薪、突出能力多薪、鼓勵績優多薪的付薪原則，獎勵並肯定員工在工作崗位上的付出。同時，本集團亦致力完善員工福利體系，統一本集團旗下各業務單位員工的福利科目，並明確員工法定福利不低於國家及地方政府法律法規要求的最低標準。

The Group's corporate vision is to become a trusted and beloved beer enterprise, so we have been adhering to the management and operation principle of "people-oriented" for many years. The Group regards the staff not only the valuable assets in the success of our business, but also the key service group on realization of our corporate vision. In order to achieve the goal, while we make every effort to manufacture the beer products that our customers like, we are also dedicated to offering our staff a safe, healthy and heart-warming working environment to safeguard their legitimate interests and fully understand and try our best to meet their various needs on work and life.

### (I) EMPLOYMENT TREATMENT AND BENEFIT

We believe that staff is of great significance to product quality, food safety, service reputation and business development of the Group. So, the Group has made considerable investments in cultivation of high-quality staff and assured staff can obtain appropriate treatment and law protection. We strictly complied with the employment laws and regulations, such as the "Labour Law of the People's Republic of China", "Labour Contract Law of the People's Republic of China", "Social Insurance Law of the People's Republic of China", and "Regulations on Insurance for Work-related Injury", in order to safeguard the employment principle of equality. In addition, the companies under the Group have set up relevant management regulations in order to manage the employment issue in a more effective and systematic way. For example, CRSB has set up the "Provisions on Non-full Time Staff Management in CRSB Beijing Regional Company" and "Management Methods on Standard Labour Assignment in CRSB Beijing Regional Company", which clearly provide that the staff interests shall be upheld by assuring proper payment of social insurance for them, and restricting the working time of the labour assignment staff and non-full time workers.

The Group strictly implemented the national and local regulations and policies on labour and remuneration management, and continuously promoted and improved the occupational development path for staff to help build up their professional capability. Given the changes in post setting and duties after organizational restructuring, the Group conducted a valuation assessment on staff positions to evaluate the relative valuation of the posts at various levels in a systematic and objective manner. In 2019, the Group launched the remuneration and benefit system optimization project by an organic combination of valuation of the staff position and ranking system to develop a new remuneration management system with both internal fairness and market competitiveness. Such system comprehensively benchmarks the remuneration level in the industry and fully improves the remuneration competitiveness of the junior and middle-level staff to aid talent attraction and retention, and it also fully displays the principle of position-based, competence-based and performance-based remuneration in payment of remuneration to reward and recognize the staff's dedication to work. Meanwhile, the Group also strived to improve staff benefit system through adopting unified benefit items for staff at all business units of the Group and clarifying that the statutory benefit of the staff will not be lower than the minimum standard as required by the national and local laws and regulations.



本集團員工的工作時間和假期安排嚴格遵守國家和地方的法律法規，以確保我們的員工能得到良好的待遇。本集團旗下的各個業務單位均設立了假期管理規定，有效地管理員工的不同假期安排及申請流程，如法定假期、年度休假及產假、工傷假、婚假、喪假、病事假等。此外，我們遵循國家及地方勞動法實施工時管理，根據員工的崗位及實際工作時間支付相應的勞動報酬。

## (二) 僱傭招聘及管理

本集團已訂立並持續改善人力資源管理體系及管理制度，確保招聘及績效評價過程透明、公開、公平、公正。我們具備系統化的員工聘用與審批制度，並應用於各種職位的招聘過程中，包括本集團的勞務派遣員工、非全日制員工等。本集團一貫採取有關防止童工或強制勞工的政策，並遵循對本公司有重大影響的相關法律及規例。在招聘過程中，本集團嚴格執行《中華人民共和國勞動法》《中華人民共和國勞動合同法》法規要求，明確禁止招聘僱用未滿18歲人員。為了規範和完善用工制度體系，從招聘環節控制用工合規性及質量，本集團的招聘信息化系統已經上線，實現了從招聘、錄用等流程管理中限制使用童工，確保避免使用童工的個案發生。為了確保執行上述法規要求，本集團每年開展總部、區域、業務單位三級用工檢查管理，並組織推動改進。另外，本集團嚴格執行《用工爭議信息呈報管理制度》，對出現的用工糾紛事件及時呈報，跟進改進措施，同時將典型案例收錄用工案例集，並下發共享學習。

The Group strictly complied with the national and local laws and regulations in respect of the arrangement on staff working hours and holidays so as to ensure staff can obtain appropriate treatment. The Group's business units have established the management regulations on staff holidays, regulating effectively the arrangement of various staff holidays and application process, such as statutory holidays, annual leave, maternity leave, work injury leave, marriage leave, funeral leave, sick leave and other leave. Moreover, we followed the national and local labour laws to implement working hour management, and pay corresponding remuneration according to the staff's job position and actual working hours.

## (II) STAFF RECRUITMENT AND MANAGEMENT

The Group has developed and continuously improved its human resources management systems and management regulations to assure the recruitment and performance evaluation process on a transparent, open, fair and justice basis. We had a systematic staff recruitment, review and approval regulations which applied for the recruitment process of all positions, including the Group's labour assignment staff, part-time staff and others. The Group consistently adopted the policies on prevention of child labour or forced labour and followed the relevant laws and regulations which have a significant impact on the Company. During the recruitment process, the Group strictly complied with the requirements of the "Labour Law of the People's Republic of China" and the "Labour Contract Law of the People's Republic of China", and explicitly prohibited the hiring of persons below 18 years old. To regulate and modify the employment system, we controlled the compliance and quality of employment from the hiring stage. In addition, the information system on recruitment of the Group was already online and hiring of minor workers was restricted in the recruitment, employment and other procedural management, thus ensuring no case of hiring of minor workers. To ensure the execution of the requirements of the aforementioned regulations, we held annual employment inspections and management at the three levels comprising the headquarters, regional companies and business units, and promoted the improvement. Aside from these, the Group also strictly executed the "Management Regulations on Reporting of Employment Disputes" to allow prompt reporting of employment disputes and follow-up measures on improvement. At the same time, typical cases were recorded in the employment case archive for sharing and learning.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

華潤啤酒利用不同系統開展員工信息管理，包括招聘和考勤，並通過不同形式確保員工相關統計數據的準確性與數據質量，包括制定信息系統數據質量與系統應用評價指標，季度進行檢查考核，同時，每月不定期對關鍵字段信息進行檢查，並定期組織相關培訓。二零一九年，員工總人數約為30,000人，全職員工約為28,400人，高管約3%，中層員工接近10%，餘下為基層員工，平均年齡為37.4歲，大專及以上學歷佔比超過60%，員工離職率7%。

The Company conducted staff information management, including recruitment and attendance through various systems and ensured the accuracy and quality of relevant statistics on staff by means of formulating information system data quality and system application appraisal indicators for quarterly inspections and assessments. In the meantime, key data information was checked on an irregular basis each month and relevant regular training was organized. In 2019, we had a workforce of approximately 30,000 staff. Approximately 28,400 staff were full-time staff, with an average age of 37.4. Among them, about 3% were senior management, near 10% were middle-level staff, and the rest were junior staff. Over 60% of the staff had received college qualifications or above, while the turnover rate was 7%.

僱員人數 Number of employees	二零一九年年末 As at the end of 2019	二零一八年年末 As at the end of 2018
<b>員工總人數</b> <b>All employees</b>	<b>約30,000人</b> <b>Approximately 30,000</b>	約40,000人 Approximately 40,000
<b>非全職員工</b> <b>Part-time and other employees</b>	<b>約1,600人</b> <b>Approximately 1,600</b>	約1,800人 Approximately 1,800
<b>全職員工</b> <b>Full-time employees</b>	<b>約28,400人</b> <b>Approximately 28,400</b>	約38,200人 Approximately 38,200
男員工 Male employees	20,100人 20,100	26,300人 26,300
女員工 Female employees	8,300人 8,300	11,900人 11,900
29歲及以下員工 Employees with age 29 and below	5,500人 5,500	8,500人 8,500
30-39歲員工 Employees with age between 30 and 39	12,600人 12,600	15,200人 15,200
40-49歲員工 Employees with age between 40 and 49	7,900人 7,900	10,900人 10,900
50歲或以上員工 Employees with age 50 or above	2,400人 2,400	3,600人 3,600
<b>管理者員工</b> <b>Management staff</b>	<b>3,300人</b> <b>3,300</b>	4,100人 4,100
男性管理者員工 Male management staff	2,800人 2,800	3,400人 3,400
女性管理者員工 Female management staff	500人 500	700人 700



全職僱員主動離職率 Voluntary turnover rate of full-time employees	2019	2018
<b>全職員工</b> <b>Full-time employees</b>	<b>7%</b>	12%
男員工 Male employees	<b>8%</b>	13%
女員工 Female employees	<b>6%</b>	10%
29歲及以下員工 Employees with age 29 and below	<b>18%</b>	28%
30-39歲員工 Employees with age between 30 and 39	<b>7%</b>	12%
40-49歲員工 Employees with age between 40 and 49	<b>2%</b>	2%
50歲或以上員工 Employees with age 50 or above	<b>1%</b>	1%
<b>基層員工</b> <b>Junior staff</b>	<b>8%</b>	13%
<b>中層員工</b> <b>Middle-level staff</b>	<b>4%</b>	5%
<b>高層員工</b> <b>Senior Management</b>	<b>1%</b>	1%

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

作為業務遍佈全國的生產型企業，本集團奉行本地化用工政策，帶動當地經濟增長，也同時關注當地居民的就業情況。我們一直以來都秉承本地化經營的理念，積極回應各運營點的當地政府政策。本集團旗下華潤雪花啤酒通過與政府溝通，簽署戰略合作，建立和擴大工廠與基地，以吸納本地員工以及外出務工人員回鄉就業人員，並為其搭建職業培訓平台，提供培訓計劃。二零一九年，本集團本地化僱傭率為95%以上。

本集團致力將創新概念融入人力資源管理，以不斷提高本集團管理工作效率及效能。例如，本集團旗下的華潤雪花啤酒已發佈《華潤雪花啤酒企業文化管理制度》《區域公司績效考核指引》《華潤雪花啤酒人力資源系統資料管理規範》及《華潤雪花啤酒慈善公益活動實施細則》等政策，使人力資源管理更加規範化及數字化。

於報告期間，本集團嚴格遵照相關法律法規及內部制度，並沒有發現違規聘用未成年及強制勞工的情況。

As a manufacturing enterprise with its business presence across the country, the Group pursued a localized employment policy to promote the local economy while showing our concerns about the employment situation of local citizens. We have been adhering to the concept of localized operation and responding rapidly to the local government policy of each business unit. The Group's subsidiary, CRSB, had communicated with local governments to sign strategic co-operation agreements on the establishment and expansion of plants and bases to attract local staff and migrant workers, and build an occupation and training platform as well as develop training programmes for them. In 2019, the local employment rate of the Group achieved above 95%.

The Group strived to incorporate innovative concepts into our human resources management, to continuously promote the working efficiency and effectiveness on management. For instance, the Group's subsidiary, CRSB, has issued the "Corporate Culture Management Regulations of CRSB", "Guidance on Performance Assessment of Regional Companies", "Regulations on Data Management of Human Resources System of CRSB" and "Practical Regulations on Social Charity Activities of CRSB" to allow the management on human resources in a more regulated and digital way.

During the Reporting Period, the Group strictly complied with the relevant laws and regulations and internal rules, and was not aware of any illegal hiring of minors or forced labour.

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關於我們  
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附錄二  
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### (三) 員工關係與溝通

本集團致力為員工營造平等和諧的工作環境，透過定期與員工溝通交流，瞭解員工不同的需要，聆聽他們的意見，堅決維護員工合法權益。為達致有效的民主管理及監督機制，強化內部溝通機制，我們持續貫徹內部溝通制度，落實一線走訪活動、總經理接待、信箱等渠道，並進一步發展信息化溝通渠道與平台建設，加強信息媒介溝通管理，運用社交媒體、微信公眾號、移動辦公平台鼓勵全體員工參與到本公司的運營管理，保障他們的知情權，參與權、表達權及監督權，提高員工共同參與企業管治的意願。此外，本集團定期召開職工代表大會，傾聽員工的訴求，推動員工的主人翁地位，調動員工參與民主管理的積極性。二零一九年度，本集團工會建會率達100%，員工參與率達90%。

為了鼓勵員工之間的關懷和溝通，本集團已制定員工關愛工作指引，並透過構建有效及順暢的內部溝通制度，落實公司團隊建設指引制度等，實現對員工安全、情感、自我實現等全方位的關懷。我們透過打造多種員工內部溝通途徑，如企業負責人訪談日活動、員工滿意度調查、總經理信箱等多種不同渠道，瞭解員工訴求。於報告期內，本集團持續開展「高層走一線」活動，通過管理層深入走訪基層一線員工，瞭解其需求，強化團隊建設及深化員工關愛管理。

### (III) STAFF RELATION AND COMMUNICATION

The Group is committed to creating an equal and harmonious working environment for its staff. By maintaining regular communication and exchange with staff, the Group understands various demands from staff, listens to their opinions and firmly safeguards their legally entitled interests. In order to achieve an effective democratic management and monitoring system as well as enhance internal communication mechanism, we keep a thorough internal communication system through various channels like the visits to frontline operation, communication with the general manager and mail box. The Group further developed the informatization of communication channel and setup of platform to strengthen the management on communication with informative media, and made use of social media, WeChat public accounts, mobile office platforms to encourage all staff's participation in the Company's operation management and protect their right to know, participate, express opinion and monitor, increasing the staff's willingness to involve in the corporate governance. In addition, the Group held regular meetings with staff representatives to listen to their appeals, improve their sense of ownership and encourage them to be active in involvement of democratic management. In 2019, the Group had 100% rate on summon of union meetings and 90% rate on staff participation in the union.

For the encouragement of staff care and communication, the Group has set up the work guidance about staff care, and also realized the all-round care to staff safety, emotion and self-realization through the construction of effective and smooth internal communication regulations, as well as the implementation of the regulations on the guidance to build up team work. We understood staff appeals through building various internal communication channels for them, such as interview days with corporate leaders, survey of staff satisfaction, mailbox of general manager, etc. During the Reporting Period, the Group continued the activities that its senior management interacted with the frontline operational staff and conducted in-depth communication with them to find out their needs, strengthen team building and deepen staff care management.

## 第二章 關懷員工 CHAPTER 2: CARE FOR STAFF

我們除了關注員工的身體健康和 safety 之外，還致力於關懷員工的福祉，促進工作與生活的平衡。本集團定期舉辦和支持各類文化或體育活動，如運動會、興趣班及聯歡活動等，推廣健康生活及工作與生活平衡，促進員工之間的交流，加強員工的團隊精神。於夏日生產期間，開展「送清涼」活動，給一線員工送上冰飲防暑品，在節日假期慰問生產、銷售一線員工，並走訪慰問困難員工；為了關注員工身心健康及預防職業病，各區域公司持續開展員工體檢、健康培訓等；定期組織各類拓展活動和員工俱樂部活動，平衡員工的工作與生活。

In addition to the physical health and safety of staff, we are also committed to caring for their well-being to promote work-life balance. The Group regularly organized and supported various cultural or sport activities, like sport days, interest groups and party gatherings, to advocate a healthy life and work-life balance, promote the communication among staff, and strengthen their teamwork spirit. During the production period in summer, we carried out a "Cool Gift" campaign, where cold drinks and heat-stroke preventives were distributed to frontline workers, and during the festivals and holidays, we expressed appreciation for the frontline production and sales staff, and visited the staff in need; to care for physical and mental health of staff and prevent occupational disease, all regional companies provided ongoing health checkups, trainings, etc. for their staff; and regularly organized various outdoor physical activities and club events to help staff strike a balance between work and life.



● 山東區域舉辦員工籃球賽  
Staff Basketball Match held in Shandong Region



● 貴州區域慶祝三八婦女節  
Celebration of the Women's Day on 8 March in Guizhou Region



● 浙江區域舉辦朗誦比賽  
Speech Contest held in Zhejiang Region



● 晉陝區域舉辦紅歌賽  
Red Songs Singing Contest held in Shanxi-Shaanxi Region



● 安慶工廠廠區內小公園 Small park in Anqing plant





本集團致力建立關愛的工作環境，自二零零六年起成立「雪花救助金」，通過內部捐贈的形式，持續協助在生活或健康方面遇到困難的員工及家庭。另外，我們已建立員工幫扶長效機制和管理制度，如《工會經費管理規定》及《華潤集團老幹部走訪慰問及團拜工作指引》等，讓員工感受到公司的關懷和溫暖。我們還會每年定期走訪，瞭解和盡心盡力解決員工在工作和生活上面遇到的問題，並慰問生病住院或遭遇直系親屬亡故的員工。於報告期內，本集團為超過20名員工提供了幫助，以解員工燃眉之急。全年救助有困難員工915人次，走訪慰問有困難員工家庭328戶，資助有困難員工子女助學122人次，救助患病員工375人次，累計金額超過人民幣180萬元。

除此之外，本集團致力為員工締造一個舒適和愉快的工作環境。本集團的不同公司根據各廠區的實際情況推行多項優化項目，如為本集體員工宿舍及活動室升級安全設施、改造生產設備、綠化工作環境及提升就餐品質等，提升員工工作環境的舒適度及愉悅度。

With an aim to create a caring working environment, the Group has set up the "Snow Relieve Fund" since 2006 to provide, by way of internal donations, ongoing assistance to those staff and their families with difficulties in their livelihood or health. Besides, we have established long-term staff help and support system and management regulations, such as the "Management Regulations on Expenditure about Staff Union" and "Working Guidance on Visit and Care of the Veteran Cadres in CRH", to deliver the Company's care and warmth to the staff. We had regular visits every year to understand and devote to resolve staff problems on work and livelihood, and also took care of those staff who are in sick or stay in hospital, or have direct relatives passed away. During the Reporting Period, the Group helped over 20 staff for their immediate relief. We also helped 915 staff with difficulties, visited, with care, 328 households of staff with difficulties, aided 122 children of staff with difficulties in their schooling, and assisted 375 staff in sick, with an accumulative investment amount of over RMB1.80 million.

Other than that, the Group endeavoured to create a comfortable and pleasant working environment for its staff. To achieve this, the Group's various companies advocated various modification projects in each plant area based on its actual conditions, like upgrade of safety facilities in staff dormitories and activity rooms, modification of production equipment, greening working environment and improvement of meal quality.

#### 案例： Case study:

#### 華潤雪花啤酒總部三八婦女節活動

#### Women's Day Activities on 8 March in CRSB headquarter

華潤雪花啤酒工會積極聆聽員工心聲，動員女職工集思廣益，以「既彰顯女職工在社會、家庭、企業裡承擔不同角色，肩負不同責任，又抒發無論角色千般，精彩依然的讚美」為出發點。為提升女員工工作愉悅度，於二零一九年三月七日北京辦公室舉辦花藝分享會，利用清新活潑的形式，讓女職工親手插制花藝，歡聚一堂，共用美好的午後時光。三月八日，又饋贈精心挑選的紅玫瑰予每位女職工，以清晨的花香表達對各位女職工最由衷的節日祝福！

CRSB union actively listened to the voices of staff, mobilized female employees to brainstorm, taking "showing that female employees take different roles and shoulder different responsibilities in society, family and enterprises, and express praise of female employees regardless of their different roles" as a starting point. In order to enhance the work pleasure of female employees, a floral sharing meeting was held in the Beijing office on 7 March 2019. The fresh and lively form allowed female employees to plant flowers and gather together to share a beautiful afternoon time. On 8 March, the selected red roses were presented to each female employee, expressing the most sincere holiday blessings to the female employees with the floral fragrance of the morning!



#### (四) 促進員工發展

員工成長與我們業務發展息息相關，因此我們一直採納「人才強企」的發展策略，積極為員工提供多元的培訓及發展機會。我們以「全面覆蓋、重點突出」的基本原則，一方面構建及改善培訓體系，另一方面持續拓寬員工職業發展通道，讓員工與本集團攜手共進。

本集團以「從業務中來，到業務中去」為人才培養理念，不斷增強員工業務與管理能力，助力本集團「決戰高端、質量發展」。為了支持本集團的戰略轉型和有質量的業務發展，我們為所有員工提供培訓，針對他們的工作崗位及資歷提供相關技能指導及培訓課程，以便他們提升工作能力及效績。其中，本集團的「三級一把手」人才培養項目獲得由中國人才發展社群主辦的CSTD (Chinese Society for Talent Development)全國學習設計大賽金獎第一名，《雪花啤酒業務發展之道》系列微課獲華潤集團微課一等獎。同時，在4,000名內部講師的基礎上，本集團通過遴選組建了「蒲公英」內部訓師團隊共106人，分佈在各區域，覆蓋生產、銷售、職能三大類別的培訓，以提升本集團培訓的品質。

#### (IV) PROMOTION OF STAFF DEVELOPMENT

Staff growth is closely related to our business development. In this regard, we have been adhering to the development strategy of “building a strong enterprise through talents” and actively offering diverse training and development opportunities to our staff. We adopted the principle of “full coverage and highlighted priorities” to construct and optimize the training systems, as well as continuously expand the channels for the occupational development of the employees to enable them to progress with the Group.

The Group adheres to the talent development philosophy of “learning from and applying to the business practices”, and consistently improves the employees’ abilities on business practices and management, to better help to realize the Group’s strategy of “Quality Development for Success in High-end Segment”. To support the Group’s strategic transformation and quality business development, we provided all staff with relevant skill guidances and trainings on their job positions and qualifications so as to help improve their work ability and performance. In particular, the “Three Level Leaders” talent development project conducted by the Group won the First Place in Gold Award in the National Learning and Design Competition organized by the Chinese Society for Talent Development (CSTD), while the series of “CRSB Business Development Philosophy” micro-course won the first prize in the CRH Online Micro-Course Competition. Meanwhile, on the basis of the 4,000 internal lecturers, the Group selected 106 internal trainers to form the “Dandelion” team scattered through various regions to cover the categories of production, sales and functions, thereby improving the training quality of the Group.



培訓績效 Training performance	2019	2018
全年全職員工人均培訓時長 Average training hours for each full-time employee in full year	<b>18.7小時</b> <b>18.7 hours</b>	18.3小時 18.3 hours
全職員工培訓覆蓋率 Training coverage rate of full-time employees	<b>100%</b>	100%
全職員工培訓總時長 Total training hours for full-time employees	<b>555,000小時</b> (當中約70%為行業相關專業培訓， 約25%為職業通用培訓， 約3%為企業文化培訓， 約2%為領導力培訓) (當中約75%與改善環境、社會、 管治管理水平相關的) <b>555,000 hours</b> (of which, approximately 70% was for industry related professional training, approximately 25% was for occupational general training, approximately 3% was for corporate culture training, and approximately 2% was for leadership training) (of which approximately 75% was related to ESG improvement)	699,060小時  699,060 hours

- 華潤啤酒ESG工作高管培訓  
Training on ESG work for senior management of the Company





案例：  
Case study:

環境、社會及管治高管培訓  
ESG-related Training for Senior Management

二零一九年五月二十七日，華潤啤酒為所有ESG工作參與部門提供ESG專業培訓，其中包括環境、健康及安全部、人力資源部、生產中心採購部、風險管理部、營銷中心、行政管理部等多個部門。華潤啤酒邀請外部專業機構對香港上市公司需要履行的ESG披露合規要求、資本市場關注重點、華潤啤酒現狀以及與國際同行最佳實踐進行培訓交流。

On 27 May 2019, the Company provided ESG professional training for all of the departments involved in ESG work, including the Environment, Health and Safety Department, Human Resources Department, Procurement Department under Production Center, Risk Management Department, Sales and Marketing Center, Administrative Management Department etc. An external professional institution was invited to offer training and exchange in respect of the compliance requirements on disclosure of ESG information by a listed company in Hong Kong, key focus in capital market, current situation of the Company and the best practices of international peers.

培訓內容包括如下：

The training covers the following:

- 香港聯交所審閱並指出報告常見問題，對上市公司ESG披露期望
- the frequently asked questions about the ESG report as pointed out by the Hong Kong Stock Exchange upon review, and its expectations on disclosure of ESG information by a listed company
- 檢討華潤啤酒ESG報告合規披露現狀及提升建議
- the review on current compliance disclosure of the ESG report of the Company and suggestions on improvement thereof
- 同行企業在ESG報告中的披露現況
- the current disclosure in ESG report by peers
- 華潤啤酒近年ESG評級表現、案例分享以及提升評級水平的建議
- the Company's ESG performance assessment and cases sharing in recent years and suggestions on advancement thereof

本次培訓交流加深了負責同事對於ESG工作的認知，掌握了最新ESG工作要求，開拓了國際同行ESG工作現狀瞭解。

This training and exchange allowed the persons in charge of ESG work to gain a better understanding of ESG work, grasp the latest ESG work requirements, and broaden their horizons after learning the current status of ESG work performed by international peers.

二零二零年期間亦進行類似線上培訓，確保有關人員了解市場對環境、社會及管治方面的最新關注重點。

In 2020, a similar online training was offered, in order to allow the relevant staff to understand the latest focus of the market on ESG.



針對不同類型的員工，本集團亦實施一系列的培訓措施：

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

#### 新入職員工

#### Newly recruited staff

- 為增強基層崗位員工隊伍培養，幫助新入職員工、新調崗員工及暫時不勝任崗位工作的員工盡快掌握工作所需知識和技能，華潤啤酒開發了獨特的一對一培訓方式——「師帶徒」，在員工入職或轉崗後，針對員工實際需要為其選擇師傅，匹配並簽約成為一對師徒，通過師帶徒培養，幫助員工盡快成長成為能獨當一面的合格員工。此外，華潤啤酒定期對師傅進行培訓，並對「師帶徒」效果進行定制化考核，幫助師傅及時跟進徒弟的成長進度，以便根據徒弟的實際情況做出針對性調整
- To enhance development of junior staff team, and help newly recruited staff, newly re-designated staff and the staff temporarily unfit for their job position rapidly grasp the necessary knowledge and skills, the Company has developed a unique one-on-one training method — apprenticeship. After induction or re-designation of a staff, a mentor will be selected for such staff according to his/her actual needs. Such two persons will be matched to contractually form an apprenticeship which will help the staff to quickly become a professional and qualified staff. Besides, the Company conducted regular trainings for the mentor with customized assessment on the results of the apprenticeship to allow the mentor's timely follow up on the progress of the staff and targeted adjustment based on his/her actual condition

#### 高層管理人員

#### Senior management

- 面向區域總經理、營銷中心總經理、銷售大區總經理等110餘人進行的「三級一把手」人才培養項目
- 面向銷售管理、銷財管理、營運管理中高層崗位150餘人進行的「三個驅動輪」人才培養項目
- “Three Level Leaders” talent development project for over 110 general managers of regional companies, sales and marketing centers and sales regions, etc.
- “Three Drive Wheels” talent development project for over 150 middle and high-level sales management, sales and finance management as well as operational management personnel

#### 關鍵崗位專業人員

#### Professional staff in key positions

- 開展區域及營銷人員中高層培訓、產品創新工作坊及品牌訓練營等項目，以強化相關人員職業技能及業務能力
- Trainings, product innovation workshops and brand training camps for middle and high-level staff in sales and marketing personnel and regional companies to advance their business skills and capabilities

#### 一線業務員工

#### Frontline operational staff

- 為一線業務員工和生產工廠班組長提供線上微課、線下專業技能培訓，組織微課大賽，培養微課開發師，不斷豐富員工學習資源與方式
- Providing online micro-courses and offline expertise trainings, organizing micro-course competitions and cultivating micro-course developers for frontline operational staff and team leaders in breweries to continuously enrich staff learning resources and methods



### 案例： Case study:

#### 案例：「三級一把手」人才培養項目 Case: "Three Level Leaders" Talent Development Project

「三三二二」人才隊伍是決定華潤啤酒業務發展的核心力量，而其中更為關鍵的則是「三級一把手」，即總部一把手，區域公司一把手，工廠一把手。華潤啤酒推動了「三級一把手」開展，項目最終以案例教學研討為載體，通過組織經驗的萃取，輸出營銷發展新理念和《重點業務管理指引》。同時，再匹配華潤集團的行動學習和復盤，切實促進業務的改善和學員行為的轉變。

"Three Three Two Two" talent team is at the core of the business development of the Company, of which, the more important one is the "Three Level Leaders", namely leaders of the headquarters, leaders of regional companies and leaders of breweries. The Company promoted the "Three Level Leaders" project, which finally produced new sales and marketing and development concepts and the "Guidelines on Key Business Management" through extract of organizational experience with cases teaching and study as the carrier. Coupled with the action learning and review of CRH, this project earnestly promoted improvement of our business and change of leaders' behaviour.

項目成立聯合業務中心與工作小組，開展最佳實踐的挖掘與案例賦能，通過群策群力、團隊學習與組織經驗萃取來輸出組織經驗，安排每位學員參與行動實踐，並且在下一期培訓時進行復盤。在項目結尾，對於學員有兩方面的考量與測評，一是基於能力素質模型之下的人才盤點與測評，二是基於業務管理指引的應用情況與績效改善的測評。

In this project, a joint business center and work team was established to explore best practices and conduct cases empowering. Through teamwork, team learning and extract of organizational experience, new organizational experience was produced. We arranged each member to take part in the actions and practices with reviews in the next training programme. At the end of the project, each member received assessment from two aspects, namely talent stock take and assessment based on ability and quality, and assessment on application of business management guidelines and performance improvement.

項目結束後，輸出成果包括：共創啤酒行業的營銷發展新理念；構建營銷和銷售大區總能力素質模型及配套應用手冊；圍繞三個重大戰略，分別輸出重點業務操作指引。同時，輸出16份最佳實踐案例，61份復盤材料，85份行動計劃，為今後開展人才培養項目提供大量知識儲備。從個人行動計劃上，營銷總班正向目標達成率為90.5%，大區總班87.3%，有效助力本集團決戰高端戰略推進。

Upon completion of the project, the results achieved included: co-developing new sales and marketing and development concepts in the beer industry; constructing ability and quality model with supporting application manuals in marketing and regional sales; and producing operational guidelines on key business by focusing on the three major strategies. Meanwhile, we produced 16 cases of best practices, 61 review materials and 85 action plans, which provided a large amount of knowledge reserve for subsequent talent development projects. From individual action plans, the positive target completion rate was 90.5% and 87.3% for sales and marketing class and regional class, respectively, effectively aiding the Group's strategic advancement toward premium segment.



本集團積極促進員工的事業發展，通過持續優化人才晉升機制和階梯，完善績效考核體系。本集團根據員工的績效、專業知識、專業技能等多個不同範圍進行評價考核，確保員工有足夠及平等的事業發展機會。二零一九年年內，本公司建設了25個序列的人才發展通道，並陸續開展了人才評定工作，有效激勵了員工發展。針對一線基層崗位，我們設立了提升基層銷售團隊業務技能和銷售業績的人才評價與激勵機制。本集團旗下區域公司亦制定了評定方案，華潤雪花啤酒於二零一九年發佈《員工職業發展體系框架方案》，全面搭建職業發展雙通道。本集團除了規劃一般員工的考核及晉升體系外，還建立了完善的高層人員管理體系，其中《經理人選拔任用制度》明確了經理人的選拔、任用、競聘、績效考核、培訓培養等標準，同時確保經理人均等的發展機會。另外，我們還制定了《經理人任期及輪崗管理辦法》及《老幹部管理服務實施辦法》，以維護高層管理人員的權責利益。

### (五) 員工健康和安

本集團堅持「以人為本」的環境、健康、安全(EHS)價值觀，把員工的健康和安全作為公司EHS管理工作的首要考慮，緊守安全優先之管理理念，嚴格執行國家有關安全生產和職業健康方面的法律和行政法規，如《中華人民共和國安全生產法》《中華人民共和國消防法》《中華人民共和國職業病防治法》等法律法規及行業安全標準規範，如《生產經營單位安全培訓規定》《生產安全事故信息報告和處置辦法》等。本集團的安全管理工作表現傑出，其中河南省的兩家工廠被河南省評為「安全生產風險隱患雙重預防體系省級標桿企業」，陝西省的一家工廠被陝西省人民政府安委會評為「二零一九年陝西省第一批安全生產領域守信激勵企業」。

The Group proactively advanced the career development of staff by constantly optimizing the talent promotion system and stages, and modifying the performance assessment system. The Group assessed the staff based on their performance, professional knowledge and skills, etc. to ensure adequate and equal opportunities for their career development. In 2019, the Company built a talent development path with 25 sequences and successively conducted talent assessment, effectively encouraging staff development. For those frontline junior staff, we have set up a talent assessment and incentive mechanism for junior sales teams to advance their business skills and sales performance. The Group's regional companies have also formulated assessment proposals. CRSB issued the "Framework Plan for Staff Occupational Development System" in 2019, which established a comprehensive dual path for occupational development. Other than normal system of staff assessment and promotion, the Group has also formulated a comprehensive management system for senior officers, of which the "Regulation for Selecting and Appointing Managers" clearly states the standards on the selection, appointment, competition, performance appraisal and training of managers to ensure equal opportunities for their development. Moreover, we have also formulated the "Administrative Measures on Tenure and Rotation of Managers" and the "Implementation Rules on Management and Services for Veteran Cadres" to protect the interests of senior management.

### (V) STAFF HEALTH AND SAFETY

In firm adherence to "people-oriented" environment, health and safety (EHS) values, the Group regards staff health and safety as a priority concern for its EHS management in strict accordance with the safety-first management principle. We strictly complied with the national laws and regulations pertaining to production safety and occupational health, such as the "Production Safety Law of the People's Republic of China", "Fire Protection Law of the People's Republic of China" and "Law of the People's Republic of China on Prevention and Control of Occupational Diseases", as well as safety standards and specifications of the industry, such as the "Regulations on Safety Training of Production Operation Units" and "Information Report and Treatment of Production Safety Incidents". Our excellent performance in safety management is evidenced by the title of "Provincial Model Enterprise for Production Safety Risks and Hidden Dangers Dual Prevention System" awarded to our two plants in Henan Province and the title of "First Batch of Enterprise with Integrity in Production Safety Sector in Shaanxi Province for 2019" awarded to one of our plants in Shaanxi Province by the Safety Committee of Shaanxi Provincial People's Government.

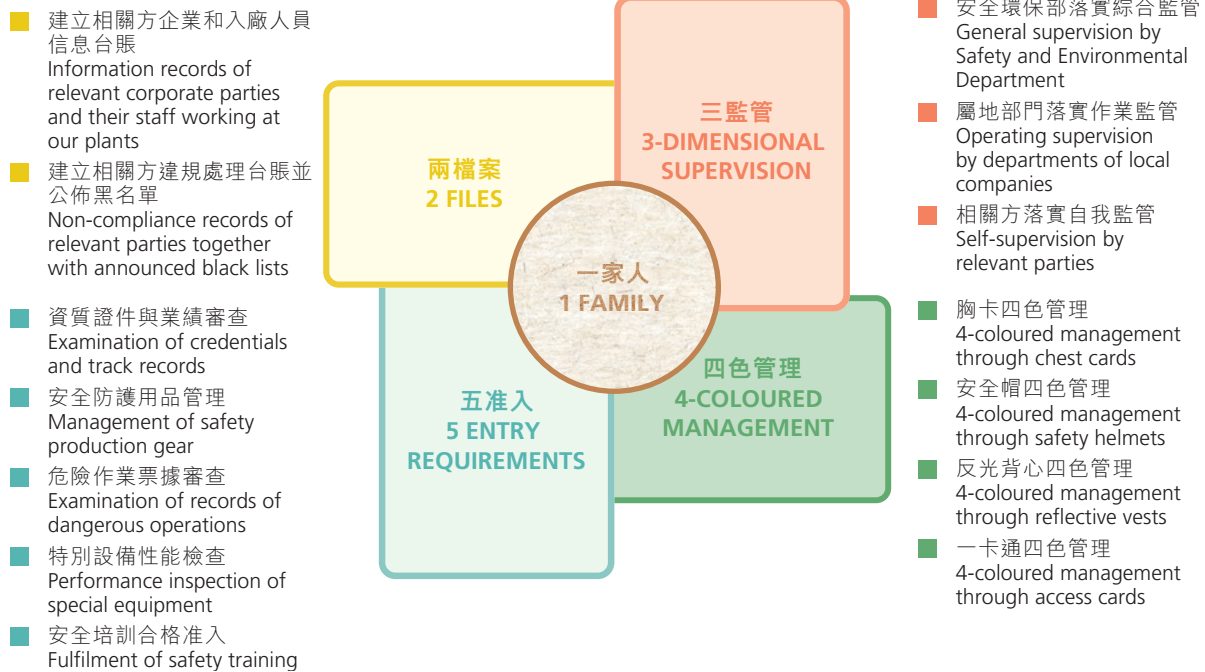
為了保障員工健康和生產安全，達到安全生產目標，我們不斷完善已有的環境、健康、安全管理體系，為整個生產過程制定安全守則。其中，華潤雪花啤酒旗下部份工廠更獲得ISO9001品質管制體系、ISO14001環境管理體系及ISO45001、OHSAS18001職業健康安全管理体系認證，安全管理水平符合並獲得國際認可。本報告期間，華潤啤酒屬下工廠中通過了國家安全生產標準化二級企業和三級企業認證評審的工廠數目分別為33家(佔比41.8%)和41家(佔比51.9%)。以及，獲得ISO14001認證和OHSAS18001認證的工廠數目分別是4家和7家。同時，我們於二零一四年已制定了《生產工廠設計規範》，用於規範華潤啤酒的新建、改擴建工廠設計，保障所有在建項目符合安全建設的要求及具備足夠的安全設施配置。二零一九年，我們深入開展《華潤雪花啤酒崗位EHS責任制度》的落實工作，將安全責任覆蓋全體崗位和員工、以及全部生產經營和管理過程，釐訂各崗位的安全責任覆蓋範圍，並訂立各職級的安全生產目標。各級EHS委員會定期召開會議，解決問題並安排部署工作。二零一九年，華潤啤酒安排各個職級的員工簽訂EHS責任書，共簽訂了責任書超過26,000份，覆蓋員工超過30,000人。

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

To guarantee staff health and production safety and achieve the goal of safe production, we have continuously refined the existing EHS management regime to provide for safety rules governing the entire production process. In particular, CRSB operates on internationally compliant safety standards. Certain factories under CRSB have obtained ISO9001 (quality management system), ISO14001 (environmental management system) and ISO45001, OHSAS18001 (occupational health and safety management system) accreditations which the safety management level met and was recognized by international standard. During the Reporting Period, the number of plants under CR Beer passed the assessment and review as the Second- and Third-Class Enterprise by the National Production Safety Standardization was 33 (accounting for 41.8%) and 41 (accounting for 51.9%), respectively. Also, the number of plants that have obtained ISO14001 accreditation and OHSAS18001 accreditation was 4 and 7 respectively. In the meantime, we formulated the "Production Plant Design Specifications" in 2014 to regulate designs for the new construction, conversion or expansion of the Company's plants and ensure compliance of all projects under construction with construction safety requirements and the availability of sufficient safety facilities. In 2019, we profoundly implemented the "CRSB Regulations on Job-specific EHS Responsibility" covering all positions and staff as well as the entire production, operation and management process, setting out the scope of safety responsibility for each job position and establishing the safe production goals for each grading. Meetings of the EHS committees at various levels are convened on a regular basis to solve issues and make relevant work plans. In 2019, the Company arranged the signing of over 26,000 EHS responsibility undertakings by staff at various grades, covering over 30,000 employees.

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





理理念有助建立一個持之以恆的環境、職業健康安全(「EHS」)管理系統，亦有助為員工提供健康和安全的工作場所。

我們對安全生產管理的要求延伸至供應鏈，以確保生產過程工作人員的健康與安全受到保障。例如，華潤啤酒按照「四統一」原則對供應商進行管控，在重傷及以上人身傷害事故、火災事故、場內交通重傷及以上事故等控制指標上，要求供應商遵守本公司相關的安全守則，向本公司報告事故信息。

本集團堅信預防工作對達到職業安全及安全生產至關重要，因此非常著重各項職業健康培訓的開展。我們通過日常訓練、培訓、技術競賽、經驗交流、模擬實戰演習等多種形式，為員工提供覆蓋不同課題的安全管理課程，其中包括職業危害識別、評估和控制工作。此外，我們為員工組織安全活動，持續開展全員參與的危險源、危害因素辨識和行為安全觀察活動等。同時，本集團建立「一人一檔」的職業健康檔案，以確保從業人員嚴格遵守安全生產程式，強化從業人員的安全意識。

safety training. Through the aforesaid EHS management concepts, the Group is assisted to establish a sustainable EHS management system and provide a healthy and safe workplace for staff.

We extend the requirement of safe production management on the part of supply chains to ensure protection for the health and safety of workers during the production process. For example, CR Beer exercises regulations over the suppliers in accordance with the principle of “four uniformities”, requiring them to comply with the Company’s pertinent safety codes and report information on any incidents in respect of control benchmarks such as serious personal body injury, fire accident and serious injury through on-site transport.

In line with its firm belief in preventive measures as an essential approach to occupational safety and production safety, the Group places a strong emphasis on various occupational health training. We provided staff with safety management courses covering a wide range of topics, such as the identification, assessment and control of occupational hazards, through a variety of activities such as daily coaching, training, skills contest, experience sharing and simulated drill. Moreover, we organized safety activities and ongoing programmes relating to the identification of danger sources and hazards as well as the observation of behavioral safety for all staff. Meanwhile, the Group has established an occupational health filing system, “one employee, one file”, in a bid to ensure strict compliance with safe production procedures by operating staff and strengthen their safety awareness.

案例：  
Case study:

四川區域開展「創建健康企業、共築健康中國」員工健康宣講活動  
“Developing a Healthy Enterprise and Co-building a Healthy China”  
Staff Health Promotional Activity held in Sichuan region

二零一九年四月二十八日至四月三十日，四川區域綿陽工廠、四川工廠開展了為期3天的「創建健康企業、共築健康中國」專項宣傳活動。在活動啟動會上，疾控中心的專家向大家講解了《職業病防治法》的主要內容，並著重講解了職業病的預防知識。本次職業病防治宣傳活動，營造了良好的職業健康工作氛圍，讓員工進一步瞭解了職業病防治法的意義，提升了對職業病的防範意識，為今後的職業健康管理奠定了基礎。

From 28 April to 30 April 2019, the “Developing a Healthy Enterprise and Co-building a Healthy China” special promotional activity, which lasted for three days, was held at Sichuan Mianyang plant and Sichuan plant. At the kick-off ceremony, experts from the Centers for Disease Control and Prevention gave a lecture on the major contents of the Law on Prevention and Control of Occupational Diseases, which emphasized the knowledge on prevention of occupational diseases. Through this activity, we created a sound atmosphere for occupational health work, and allowed our staff to further understand the Law on Prevention and Control of Occupational Diseases with improved awareness of prevention of occupational diseases, which laid a basis for our subsequent occupational health management.

案例：  
Case study:

海拉爾公司發揮科技優勢，VR助力安全生產  
VR technology-aided safe production of Hailaer Company

二零一九年六月十六日，華潤雪花啤酒(海拉爾)有限公司(以下簡稱海拉爾公司)受邀參加了海拉爾區應急管理局組織的「防風險、除隱患、遏事故」第18個安全生產月現場諮詢體驗活動。當天，海拉爾公司在現場設立VR體驗區，配置最新的VR體驗系統。該系統由華潤雪花啤酒黑吉區域公司領導開發，以啤酒工廠為背景，涉及火災應急逃生演練、氨製冷系統知識、氨應急演練、高處作業、動火作業等類比體驗的虛擬實境系統。海拉爾公司利用虛擬實境技術打造沉浸式安全培訓模式，改變了傳統安全教育模式，讓從業人員直觀體驗到事故應急處置帶來的實操體驗，為企業在新形勢下的安全發展走出了一條創新之路。

On 16 June 2019, China Resources Snow Breweries (Hailaer) Co., Ltd. (hereinafter Hailaer Company) was invited to participate in the 18th safe production month on-site consultancy and experience activity themed with “Risks Prevention, Hazards Elimination and Incidents Avoidance” as organized by the Emergency Management Department of Hailaer District. On that day, Hailaer Company set a VR experience zone at the site with its latest VR experience system. Such VR system is developed by China Resources Snow Breweries Heilongjiang-Jilin Regional Company as the leader and covers fire emergency drill, knowledge on ammonia cooling system, ammonia emergency drill, height operations, operating processes involving fire and other similar experiences which are set in the breweries. By use of VR technology, Hailaer Company created an immersed safety training model in replacement of the traditional safety education model, which allowed operational staff to experience the real operation of incident emergency plans, thereby turning a new page for its safe development in the new situation.

為增強員工對於安全管理的認識，我們積極鼓勵員工考取相關的專業資格，以提高員工對安全管理的意識。二零一九年，本集團各級企業負責人、安全管理人員全部獲得安全管理資格證書，並約有125人為國家註冊安全工程師。另外，所有特種工作人員均持有相關有效資格證書。

To enhance staff knowledge of safety management, we actively encourage our staff to acquire relevant professional qualifications to increase their awareness in this regard. In 2019, the Group's corporate officers and safety management personnel at various levels had all obtained qualification certificates in safety management, while approximately 125 employees were PRC registered safety engineers, and all staff who engaged in special operations possessed valid qualification certificates.



於二零一九年財政年度，本集團之安全培訓績效如下：

- 投入安全生產專項資金超過人民幣6,300萬元；
- 開展員工安全教育培訓共計超過38萬課時，相關方安全教育培訓12萬課時；
- 組織應急演練超過540次，超過14,000人次參加；
- 安全教育培訓覆蓋率、職業病防治體檢率、工作場所職業危害告知率和警示標識設置率均達到100%；
- 員工安全培訓人次達致95,900次。

本集團於二零一九年在各個層級進行了共4,300餘次安全檢查，根據檢查結果持續作出改進以不斷提高安全管理成效。為了減低環境事故造成的風險，本集團旗下的華潤雪花啤酒的EHS部門於二零一九年完善突發環境事件應急預案，並對相關責任部門員工進行應急預案培訓。此外，本集團在過去一年合共投入超過人民幣6,300萬元安全專項費用，用以完善、改造、維護安全防護設備及設施，及評估、整改危險源及安全隱患，確保啤酒工廠的安全生產。

本集團視安全生產為營運中重要的一環，並將不發生重傷及死亡事故作為長期的安全管理目標，本集團對輕傷及以下的傷害事件亦進行管控，管控目標為千人傷害率少於千分之0.6。本報告期內，本集團員工因工受傷人數亦逐年減少，其中千人傷害率完成少於千分之0.6的控制目標，與二零一八年相比下降40%。同時，本報告期內因工傷損失工作日數同比下降約44%（二零一八年：225天）。本報告期內發生一件機械傷害事故，造成一名員工死亡。針對該事故，本集團組織了內部調查，對相關負責員工進行行政處分和經濟處罰，並在全國工廠組織開展事故警示教育，組織開展各工廠作業風險再辨識工作，重新審視各工廠操作的潛在風險，同時，強化作業全過程安全管理，加強作業人員教育培訓與技能考核，固化員工安全行為。

The Group's performance in safety training in FY2019 is set out as follows:

- Exclusive funds for safe production purposes over RMB63 million;
- Staff safety education and training for a total of over 380,000 training hours and safety education and training for relevant parties for 120,000 training hours;
- More than 540 emergency drills with over 14,000 enrollments;
- Safety education training rate, occupational disease-related health checkup rate, workplace occupational hazard notification rate and warning sign placement rate all reaching 100%;
- Staff safety training with up to 95,900 enrollments.

The Group conducted over 4,300 safety inspections at various levels in 2019 and made ongoing improvements based on the inspection results to continuously enhance the effectiveness of safety management. To reduce our environmental risks, the EHS Department of CRSB, the Group's subsidiary, improved emergency plans for unforeseen environmental incidents, while organizing emergency drills for staff of relevant responsible departments in 2019. Besides, the Group invested more than RMB63 million in dedicated safety expenses during the past year to improve, upgrade and maintain safety protection equipment and facilities, as well as to assess and rectify sources of danger and safety hazards, in order to ensure safe production at the brewing plants.

With production safety regarded as an important link in our operation, the Group takes no serious injury or death incident as a long-term safety management goal. The Group also manages and controls injury incidents with minor injuries and below, with a control target of injury rate less than 0.06% (out of one thousand persons). During the Reporting Period, the number of staff suffering work injuries had also been decreasing, among which the control target of injury rate of less than 0.06% (out of one thousand persons) was achieved, decreased by 40% as compared to that of 2018. During the Reporting Period, total day lost due to work injuries was declined by around 44% (2018: 225 days). Meanwhile, there was one employee died due to injury by machinery. In response to the accident, the Group organized an internal investigation, imposed administrative sanctions and economic penalties on the relevant responsible employees, and organized accident warning education in plants across the country, organized the re-identification work of operation risk in each plant, re-examined the potential risks of each plant operation, and at the same time, strengthened safety management of the whole process of the operation, reinforced the training and skill assessment of the operator, and solidified the employee's safety behavior.



案例：  
Case study:

戰「疫」復工路上的360度預防與宣傳  
All-round prevention and publicity in fight against COVID-19 and resumption of work

因應新型冠狀病毒肺炎疫情，本集團成立疫情應急決策組織，從快從嚴部署各項防控工作要求，組織各單位建立健全明確職責、運轉有效的領導指揮體系、預防控制體系和監督管理體系，認真履行防控疫情職責，確保全方位防控疫情工作。本集團定期召開工作調度會，協調相關疫情防控應急處置工作，督促各單位按相關要求落實工作。

In view of the coronavirus disease 2019 (COVID-19), the Group has set up an emergency response team that swiftly responded to the prevention and control of the virus. All units of the Group have clearly defined roles and responsibilities on prevention and control work, an effective leadership system, a prevention and control system as well as supervision and management system, in order to carry out its anti-pandemic duties and ensure the all-round preventive and control measures achieve the best results. The Group convenes regular work scheduling meetings to coordinate its emergency work on virus control and oversee the implementation work of all units on various measures under relevant requirements.

本集團在防控疫情不鬆懈情況下，逐步安排復工保穩定。在政府政策允許情況下，各區域公司組織工廠在保障員工安全健康的前提下，做好全方位疫情防控工作，有條不紊地復工，過程順利，無異常情況出現。為保證市場不斷貨，本集團安排營銷團隊陸續復工，及時與終端維護客情。同時，華潤雪花啤酒以《給雪花經銷商合作夥伴的一封信》的形式，在提醒經銷商提高自我防護意識、降低傳染風險的同時，鼓勵大家攜手並肩、共克時艱。

Under strict implementation measures on prevention and control, the Group has arranged for the gradual resumption of work. Regional companies organized the factories to execute all-round anti-pandemic prevention and control measures, as well as arranged for the systematic resumption of work by following government policies and guaranteed the safety and health of staff. The work resumption progress was smooth with no abnormal cases. With a view to maintaining the steady supply of its products, the Group's marketing team has resumed work gradually and has reconnected with customers. Meanwhile, CRSB has reminded distributors in "A Letter to Distribution Partners from CRSB" to be extra vigilante in their personal protection against the virus and reduce risk of infection. Furthermore, it encourages distributors to work together to fight against the virus and overcome the crisis.

為嚴防疫情廣泛傳播，盡量減少員工接觸疫情，本集團建立「外防輸入內防擴散」的常態化疫情管理機制，各分區公司詳細研究國家政策，結合地方政策和實際情況，實行彈性工作制，人員錯峰上下班，涉及一般職務的則採取遠端辦公等靈活方式。為幫助員工安心復工，保障員工健康和生命安全，華潤啤酒製作了「防新冠」系列微課、疫情防控指南及溫馨提示，開展了線上疫情防控學習及線上答題等活動，做到360度全面防控宣傳；科學建立疫情防疫用品清單，特別是口罩、消毒液等緊缺物資，發動全員、全網搜索，多渠道多方式開展採購，為復工人員提供必要的防護。同時，持續跟蹤員工的健康情況和出行信息，徹底摸排疫區或途經疫區員工春節行程。此外，強化環境管理，安排專人每日進行殺菌消毒，確保辦公區域、生產車間和公共區域環境乾淨整潔無污染。

In order to prevent the widespread of virus and minimize the exposure of its employees to the virus, the Group has set up the standardized virus control mechanism, aiming to prevent infection from external parties and avoid any internal spread. The regional companies of the Group have provided flexible working hours and alternating shifts, along with allowing those who work in routine operations to work in remote offices, depending on the requirements of national and local policies alongside actual circumstances. To enhance the security in the workplace for employees back at work, and strengthen their health and safety, CRSB has created a series of micro-lectures on "anti-coronavirus measures", guidelines for virus control, health tips, produced an online learning platform on virus control and an online question-and-answer system, for the delivery of comprehensive virus control messaging to all staff members. The Group has created a checklist of anti-pandemic materials, such as scarce materials including surgical masks and sterilizing liquid, while also mobilizing resources from all sides to search and purchase essential materials for protecting those back at work. Moreover, the Group conducted thorough inspections on employees' health and travel destinations, in order to look at the health condition of employees who came back from or went near quarantine zones after Chinese New Year. The Group arranged for staff to sanitize working areas every day, to ensure the workplace, production plants and the public areas were thoroughly cleaned and sanitized.



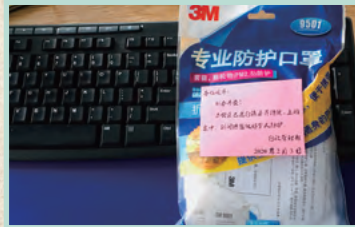
### 案例： Case study:

#### 戰「疫」復工路上的360度預防與宣傳(續)

#### All-round prevention and publicity in fight against COVID-19 and resumption of work (Continued)

在復工復產期間，華潤雪花啤酒實施一系列的防控疫情措施：

A series of measures against COVID-19 adopted by CRSB during resumption of its work and production:



隨著返崗員工越來越多，確保員工生命安全和身體健康成為華潤雪花啤酒當前的頭等大事。在防疫物資緊張的形勢下，本公司克服重重困難，為員工提前準備了口罩、消毒液等各類防護物資，每日進行及時的物資分發及補充供應。

As more staff are getting back to work, the top priority for CRSB is to ensure their life security and physical health. With anti-pandemic products in short supply, the Company overcame various difficulties to prepare in advance various anti-pandemic supplies, such as surgical masks and disinfectants, and made timely distribution thereof on a daily basis and timely supplements.

為提高員工的防疫意識，華潤雪花啤酒進行了360度全面防控宣傳，設置專版專欄、廠區橫幅、食堂橫幅、LED等防疫宣傳，在各大工廠隨處可見。

To improve staff anti-pandemic awareness, CRSB made all-round publicity on anti-pandemic by setting up special columns and editions, placing banners in plant area and canteen, LED, etc., which can be seen everywhere in each plant.





案例：  
Case study:

戰「疫」復工路上的360度預防與宣傳(續)  
All-round prevention and publicity in fight against COVID-19 and  
resumption of work (Continued)



對於廠區、辦公區域、倉庫、操作間、廁所等所有區域，華潤雪花啤酒均安排專人進行嚴格的消毒和通風管理等防控。同時，對廢棄口罩等醫用物質也進行了分類處理，從而防止交叉感染。對於每日進出辦公區人員，都會進行體溫測量，並在員工區前台處配備了紫外線消毒儀，建立一人一檔的「花名冊」，時刻關注員工身體健康。

For plant area, office area, warehouse, operation room, washroom, etc., CRSB arranged designated personnel for strict disinfection, ventilation management and other prevention measures. Meanwhile, waste surgical masks and other medical supplies were classified before treatment to avoid cross infections. Body temperature checkup was conducted for each staff entering or exiting the office area daily, and the staff reception area was equipped with ultraviolet sterilizer. Also, a system of "one file per staff" was established to keep a close eye on the physical health of staff.



在員工食堂，定時消毒，就餐人員錯峰吃飯，餐桌間隔1.5米，打飯間隔一米，各工廠也根據自身的實際條件，手工打造「格子間」「雪花牌」餐桌，最大限度的保障員工用餐安全。

For staff canteens, regular disinfections were conducted, and dining in non-peak hours was encouraged, with 1.5-metre distance between each two dining tables and 1-metre distance between each two persons while queuing up for meal. Various plants also made "cubicles" or "Snow Brand" dining tables by hand based on their own actual conditions to maximize dining safety of staff.







### 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION



環境保護是企業必須肩負的責任，透過在管理及營運過程中堅持不懈的努力，保護環境及資源的可持續發展。為此，本集團致力建立健全本集團的環境管理體系及完善環境相關政策，並實踐恆之有效的環境營運及監督慣例，達成最佳的環境績效。

本集團嚴格遵守國家及地方相關環境保護法律法規，其中包括《大氣污染防治法》《水污染防治法》《固體廢物污染環境防治法》《土壤污染防治法》等；同時嚴格遵守相關污染物排放標準，如《啤酒工業污染物排放標準》《鍋爐大氣污染物排放標準》《一般工業固體廢物貯存、處置場污染控制標準》。二零一九年年內，本集團沒有發生任何重大環境污染事故。

#### (一) 環境管治監督體系

為了提升在環境保護方面的管治水平，本集團建立能源節約與生態環境保護管理組織。組織由總部、區域公司和地區工廠三個層級的專職環境管理人員組成，一共設置89名專職環境管理人員。為了更有效的應對各類潛在環境事故，本集團制定應急機制，並發佈《華潤雪花啤酒突發環境事件綜合應急預案》《環境事件管理規定》等管理文件。按照文件中的管理守則，各生產工廠分別制定突發環境事件應急預案及現場處置方案，配備必要的突發應急物資，並定期開展應急演練，確保應急工作可以有序進行。

Environmental protection responsibility is a must to an enterprise, which shall ensure the sustainability of the environment and resources through committed efforts during its management and operation process. In this connection, the Group aimed to develop a sound environmental management system and improve environment-related policies, and adopted long-effective environmental operation and supervision rules, with a view to achieving the best environmental performance.

The Group strictly followed the national and local laws and regulations on environmental protection, including the “Law on Prevention and Control of Atmospheric Pollution”, “Law on Prevention and Control of Water Pollution”, “Law on Prevention and Control of Environmental Pollution by Solid Wastes” and “Law on Prevention and Control of Soil Pollution”, as well as the relevant pollutant discharge standards, such as the “Pollutant Discharge Standard for Beer Industry”, “Emission Standard of Air Pollutants for Boilers” and “Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Wastes”. In 2019, the Group was not aware of any major incident relating to environmental protection.

#### (II) SUPERVISION SYSTEM ON ENVIRONMENTAL GOVERNANCE

To advance our environmental governance, the Group has set up an organization governing energy saving and ecological environmental protection. This organization comprises 89 designated environmental management personnel from the headquarters, regional companies and regional plants of the Company. For more effective coping with various potential environmental incidents, the Group has formulated an emergency mechanism and issued the “Comprehensive Emergency Proposal for Unexpected Environmental Incidents of CRSB”, “Management Regulation on Environmental Incidents” and other management documents. Under the management principles as set out in the said documents, each production plant has developed its respective emergency proposal and on-site handling plan for unexpected environmental incidents, with necessary emergency supplies equipped, and conducted regular emergency drills to ensure ordered emergency work.

## 第三章 環境保護

### CHAPTER 3: ENVIRONMENTAL PROTECTION

本集團設立系統化的環境管治及監督體系，制定了《環境保護評估標準》，並設置近1,400項環境保護評估指標。為了更加全面的以科學的方式監督各個方面的環境績效，我們設有一套完善的線上數據匯報及監察機制，使各單位人員可以實時報告及檢閱數據狀況及其合規表現。為進一步核查數據的準確度，我們每年通過各種形式開展環境保護系統評估及檢查。在二零一九年，本集團共對14個區域公司、20家生產工廠進行了環境保護評估檢查工作。

The Group has put a systematic environmental governance and monitoring system in place and developed the "Environmental Protection Assessment Standards" with nearly 1,400 assessment indicators for environmental protection. For monitoring of various environmental performance in a more comprehensive and scientific manner, we have set up a sound online data reporting and monitoring mechanism to allow staff of each unit to report the real-time data and review its status and compliance performance. To further increase the data accuracy, we conducted environmental protection system assessments and inspections in various forms each year. In 2019, the Group assessed and inspected the environmental protection work performed by 14 regional companies and 20 production plants.

#### 華潤啤酒環境數據三步管理流程

#### Three-step management procedures for environmental data of CR Beer

##### 第一步：制定檢測標準及委託第三方檢測

##### Step 1: Formulation of inspection standards and engagement of third party for inspection

華潤啤酒制定並實施污染物排放檢驗檢測標準，各生產工廠均按照國家標準或公司標準配置在線監測系統，每日開展污染物自行監測，並與所在地地方生態環境監管平台聯網分享數據。同時，華潤啤酒定期為各生產工廠委託具有專業資質能力的第三方單位開展檢測，其中包括水體污染物、大氣污染物、噪音等進行委託檢測，並公開相關環境信息與重點監管工廠的環境績效。

CR Beer developed and implemented inspection and testing standards for pollutant discharge. Each production plant established an online monitoring system according to the national standards or company standards, for self-monitoring on pollutants on a daily basis, and shared data with the local ecological environmental supervision platform. Meanwhile, CR Beer regularly engaged qualified third party entity for each production plant to inspect water pollutant, atmospheric pollutant, noise, etc., and make public the relevant environmental information and the environmental performance of the plants subject to key supervision.

##### 第二步：建立數據檢測及內部數據直報系統

##### Step 2: Establishment of system for data inspection and direct reporting of internal data

華潤啤酒各級單位均定期對各項環境數據進行監測，利用環境相關信息數據直報系統，由基層單位（工廠）直接填報數據，透過部門、工廠、區域公司、總部四級審核，並進行統計分析，確保數據準確性。Various-level units of CR Beer inspected regularly various environmental data. By use of the system for direct reporting of environment-related information data, primary-level units (plants) directly reported the data, which will be subject to the review and statistical analysis by the departments, plants, regional companies and the headquarters to ensure its accuracy.

##### 第三步：開展環境現場檢查

##### Step 3: On-site environmental checks

華潤啤酒總部、區域公司、工廠三級單位定期開展環境現場檢查，對內部檢測數據、在線監測數據、委託檢測結果、政府報送環境數據等真實性、準確性、一致性進行檢查和審核。現場檢查實現所有工廠全覆蓋。

The headquarters, regional companies and plants of CR Beer conducted regular on-site environmental checks to check and review the truthfulness, accuracy and consistency of internal inspected data, online monitored data, results of entrusted inspection, and environmental data reported to the government. On-site checks realized the whole coverage of all plants.



## (二) 能源使用及溫室氣體排放管理

本集團致力保護環境，努力提升能源使用及溫室氣體排放的管理水平。我們為能源使用和溫室氣體排放訂立管理規範，執行嚴於國家及地方政府標準的企業內控標準，同時建立環境保護和節能減排責任體系，希望通過全面執行管理規範減少能源消耗，達成減排目標。

於二零一二年，我們通過與國際優秀同行企業對標，訂立了EHS管理戰略目標。其中，明確提出將我們的啤酒單位生產綜合能耗在二零二零年降至每千升700兆焦耳。二零一九年，我們的單位產品綜合能耗為每千升713兆焦耳，同比二零一八年下降約11%。

### 能源使用管理

本集團致力透過優化產能與能源消費結構，達到更好的能源使用效益。本集團在二零一九年淘汰7家「低產能、高能耗」工廠。同時，華潤啤酒將清潔能源使用作為綠色工廠選址的優先考慮條件之一，要求選址必須配備外購蒸汽或天然氣配套能力，大幅提升清潔能源的使用比例。二零一九年年底，本集團近99%的工廠使用外購蒸汽或天然氣作為生產用能。另外，工廠在製作麥芽汁及其糖化的工序中採用了動態低氣壓煮沸技術，並回收熱能用作麥芽汁預熱和鍋爐水補水預熱，從根源著手減少對熱能的浪費，降低了蒸汽供熱的需求。

## (II) ENERGY CONSUMPTION AND GHG EMISSION MANAGEMENT

The Group devotes itself to environmental protection and boosting of energy consumption and GHG emission management level. We stipulated management regulations on energy consumption and GHG emission, and implemented corporate internal control standards which are stricter than the national and local standards. Meanwhile, we established an environmental protection and energy saving and emission reduction responsibility regime, with a hope to achieve the goal of emission reduction through comprehensive implementation of the said management regulations for reduction in energy consumption.

In 2012, we benchmarked the standards of outstanding international peers and formulated our strategic EHS management objectives, including the specific target of reducing the consolidated energy consumption per unit of our beer production to 700 MJ/kl in 2020. In 2019, the consolidated energy consumption per unit was 713 MJ/kl, representing a year-on-year decrease of approximately 11% compared to 2018.

### ENERGY CONSUMPTION MANAGEMENT

The Group strives to optimize the production capacity and energy consumption mix for an improved energy utilization efficiency. In 2019, the Group ceased 7 breweries with low production capacity and high energy consumption. Meanwhile, CR Beer prioritized the use of clean energy in the site selection for green plants which shall be ready to use externally sourced steam or natural gas, to significantly increase the proportion of clean energy consumption. By the end of 2019, almost 99% of the plants of the Group used externally sourced steam or natural gas as energy for production purpose. Furthermore, in order to reduce excessive heat consumption at source, the breweries adopted the dynamic low-pressure boiling technology in the making of brewing wort and the saccharification process, and also utilized recycled heat for the preheating of wort and boiler refill, thereby reducing steam requirement in heat supply.

### 案例： Case study:

#### 浙江工廠善用光伏發電，提升可再生的能源使用佔比 Good use of PV power generation at Zhejiang Plant to improve the proportion of renewable energy consumption



為進一步加強與推動可再生能源的使用，二零一九年年內，我們在華潤雪花啤酒浙江工廠，使用分佈式光伏能源作為生產用能。此項目透過在現有生產廠房的頂層加建光伏電路板，為啤酒的生產過程提供可再生能源電力。項目自二零一九年九月投用後，於九月至十二月共累計發電70.65萬千瓦時，其光伏發電比例佔工廠總電力使用量的9.8%。未來，本集團將進一步積極考慮加大可再生能源的投入與使用。

To further strengthen and facilitate the consumption of renewable energy, we utilized distributed PV energy for production purpose at CRSB Zhejiang Plant in 2019. In this project, PV circuit board was added to the top of the existing plant to provide electricity for beer production as generated by renewable energy. Upon commencement of operation in September 2019, this project generated a total of 706,500 kWh of electricity through PV energy from September to December, representing 9.8% of the total electricity utilized by the plant. In the future, the Group will further proactively consider to expand the investment in and use of renewable energy.

與此同時，本集團在營運過程中推行精益化管理，提升能源使用的效率。我們全面推行「削峰填谷、均衡用能」的營運理念，通過分析各工序的能耗特性，採取均衡用能措施。在用電高峰期間，我們將相對減少進行用電負荷較高的工序，並把相關工序調配至非高峰期間執行，減少在非高峰期間的能源浪費。

本集團亦制定了節能守則，如透過開關燈指引避免過度或長期照明、以開關窗標準規範空調使用等，減少不必要的能源消耗。本集團亦逐步安裝節能燈具，建立「一燈一控」的模式，監察在各項生產工序中的能源消耗情況。

In the meantime, the Group promotes lean management during its operation process to advance its energy utilization efficiency. We have implemented the principle of “balanced energy consumption with peak cuts” in all aspects of our operations, and adopted measures for balanced energy consumption through analysis of the energy consumption characteristics of each process. In addition, the processes with higher power loading are rescheduled from peak consumption periods to non-peak periods, so as to reduce energy wastage during non-peak periods.

Moreover, the Group has also formulated the energy conservation codes, setting out rules such as the guideline for light switches (on/off) to avoid excessive lighting for long hours and the regulation of air-conditioning based on the standards for opening/closing windows, with the aim of reducing unnecessary energy consumption. Also, the Group has been installing power-saving lightings to introduce the “one light, one control” model for the monitoring of energy consumption throughout the production process.



### 第三章 環境保護

### CHAPTER 3: ENVIRONMENTAL PROTECTION

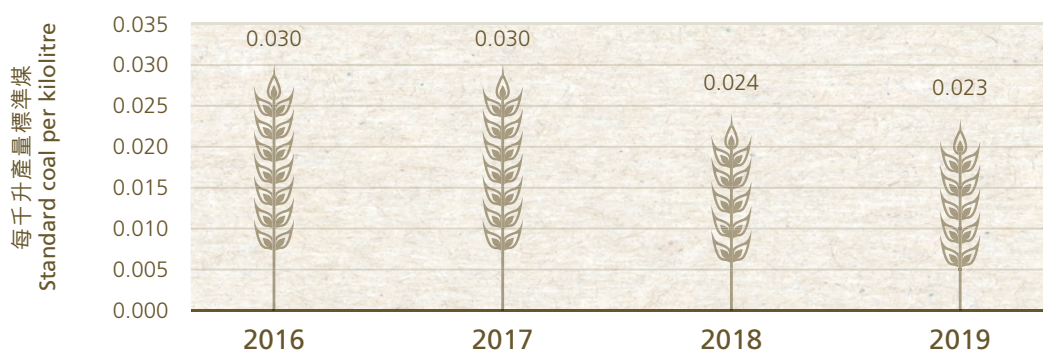
二零一九年，本集團的能源使用種類及消耗如下：

Energy consumption types and data of the Group in 2019 are set out as follows:

能源使用	單位				二零一九年 同比變幅 2019 Year-on-year change
Energy consumption	Unit	2019	2018	2017	
單位綜合能耗密度 Consolidated energy consumption per unit	每千升產量標準煤 Standard coal per kilolitre	<b>0.023</b>	0.024	0.03	-4%
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	<b>0.7</b>	2.6	7.3	-73%
耗電量 Electricity	千萬千瓦時 10,000,000 kilowatt hours	<b>59.6</b>	59.7	64.0	-
太陽能 Solar energy	千萬千瓦時 10,000,000 kilowatt hours	<b>0.07</b>	不適用 N/A	不適用 N/A	不適用 N/A
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	<b>7.5</b>	7.9	8.2	-5%
汽油 Gasoline	千噸 1,000 tons	<b>0.6</b>	0.8	1.2	-25%
柴油 Diesel	千噸 1,000 tons	<b>3.1</b>	3.1	3.3	-2%
熱力消耗 Heat consumption	十億千焦耳 1,000,000,000 KJ	<b>2,854.2</b>	2,765.0	2,747.8	+3%

#### 二零一六至二零一九年的單位綜合能耗密度

#### Consolidated energy consumption per unit for 2016–2019



## 廢氣排放物管理

針對本集團運營過程中的三個主要廢氣排放來源，鍋爐煙氣、污水處理臭氣、工藝廢氣，我們規範自身運營管理以減低空氣污染物排放等問題。我們針對工廠會定期對各項污染物排放及污染防治設備設施運行過程指標進行檢測監控，設置環境風險預警值，有效管控處理過程及排放風險。研判國家環境政策、行業政策及其他企業環境事故案例，及時發佈內部預警信息。同時，本集團嚴格推行廢氣管理，並於大部份工廠聘請第三方機構進行檢測，嚴格控制氣體污染物的達標排放。

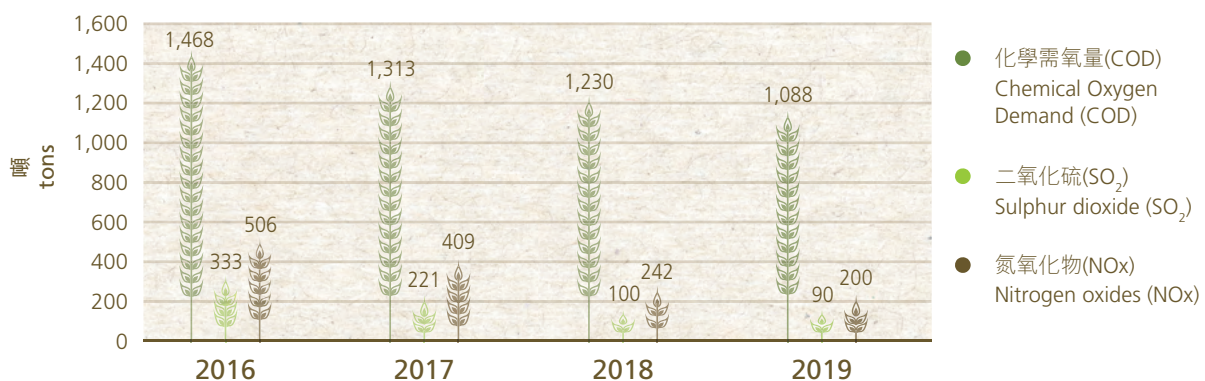
我們亦努力開展燃氣鍋爐低氮燃燒改造工程。截止二零一九年年底，華潤啤酒共有7家下屬工廠已完成或正實施相關工程，佔燃氣鍋爐使用工廠數量的16%，有助於整體燃氣鍋爐氮氧化物排放濃度下降至每立方米30毫克。透過以上措施，華潤啤酒達成良好成果。我們進一步使用更清潔的能源替代煤炭燃料，二零一九年，煤炭消耗量比二零一八年大幅下降73%，有效的降低了因使用煤炭而產生的大氣污染物。

## FLUE GAS EMISSION MANAGEMENT

The Group mainly emits three types of flue gases during its operation, including boiler flue, odor from sewage treatment and process flue gas. In this connection, we regulate our operation management to alleviate the emission of atmospheric pollutants. We conduct regular inspection and monitoring on the discharge of various pollutants and the operating indicators for pollution prevention and control facilities at the plants, and also set alert value on environmental risk to effectively manage the risks relating to pollutant discharge and treatment process. Also, we analyze national environmental policies, industry policies and other enterprises' environmental incident cases and release internal pre-warning information in a timely manner. Meanwhile, the Group exercises stringent flue gas management. Third-party agencies have been engaged to conduct inspection and testing at the majority of plants, while stringent control is exercised to ensure compliance in the emission of gas pollutants.

We endeavour to carry out the project of low-nitrogen combustions conversion for gas-fired boilers. As of the end of 2019, seven of our plants have completed or are in the process of such project, representing 16% of the total number of gas-fired boilers, which gave rise to a decrease in overall NOx emission concentration of gas-fired boilers to below 30mg/m<sup>3</sup>. Through these measures, we have achieved good results. We also further used more environmentally-friendly energy in replacement of coal. In 2019, coal consumption recorded a significant year-on-year decrease by 73% compared to that in 2018, which effectively cut atmospheric pollutants from burning of coal.

二零一六至二零一九年的排放物  
Emissions for 2016–2019





二零一九年，本集團的排放物種類及相關排放數據如下：

Emission types and relevant emission data of the Group in 2019 are set out as follows:

排放物種類	單位				二零一九年 同比變幅 2019 Year-on-year change
Emission type	Unit	2019	2018	2017	
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 tons	<b>1,088</b>	1,230	1,313	-12%
其中： 化學需氧量(排入自然水體) Including: COD (discharged into natural water bodies)	噸 tons	<b>88</b>	236	292	-63%
氨氮排放總量 Total ammonia nitrogen emission	噸 tons	<b>99</b>	不適用 N/A	不適用 N/A	不適用 N/A
其中： 氨氮排放量(排入自然水體) Including: Ammonia nitrogen emission (discharged into natural water bodies)	噸 tons	<b>11</b>	不適用 N/A	不適用 N/A	不適用 N/A
二氧化硫(SO <sub>2</sub> )* Sulphur dioxide (SO <sub>2</sub> )*	噸 tons	<b>90</b>	100	221	-10%
氮氧化物(NO <sub>x</sub> )* Nitrogen oxides (NO <sub>x</sub> )*	噸 tons	<b>200</b>	242	409	-17%

\* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生

\* Mainly generated from burning of fuels for heat energy required in the beer production process

### 溫室氣體排放管理

本集團高度重視產品碳足跡管理，我們監測生產運營中的能耗和減排數據，以計算不同生產工序佔整個產品生產週期的碳足跡，從而更有效的落實相應的減排項目。本集團溫室氣體排放主要來自於使用電力和熱力產生的間接能源排放，以及使用煤炭、汽油、柴油、天然氣而產生的直接排放。

### GHG EMISSION MANAGEMENT

In line with its strong emphasis on carbon footprint management in relation to its products, the Group monitors data relating to energy consumption and emission reduction in its production operations to work out the carbon footprint of various production processes as a percentage of that of the entire product life cycle, thereby implementing corresponding emission reduction projects in a more effective way. The Group's GHG emission is primarily generated from indirect energy emission from power and heat consumption, as well as direct emission generated from coal, gasoline, diesel and natural gas.

於二零一九年，本集團整體的總排放密度，排放密度(範圍1)及排放密度(範圍2)均有不同程度下降。超過9成工廠的總排放密度同比下跌，其中30家工廠下跌10%或以上。2家工廠的總排放密度上升10%以上，其中1家工廠於二零一九年年內關閉，而另外1家工廠於二零一九年年內進行轉換，從外購蒸汽轉換成使用天然氣鍋爐自產蒸汽，導致排放量短期有所上升。

除日常經營中在能源節約與生態環境保護的投入外，華潤啤酒每年均設立環境保護專項資金用於環境保護技術提升與改進。二零一九年，我們的環保專項資金已立項或實施環境保護和節能減排項目共計31項，立項投資金額約人民幣2,900萬元。該專項資金全部用於環境保護技術與改進工程。相關工程有助工廠進一步改善硬件設備配置，減低溫室氣體排放。例如，本集團持續第4年推動「煤改氣」規劃工作。截止二零一九年年底，華潤啤酒僅剩餘1家使用燃煤鍋爐的工廠。

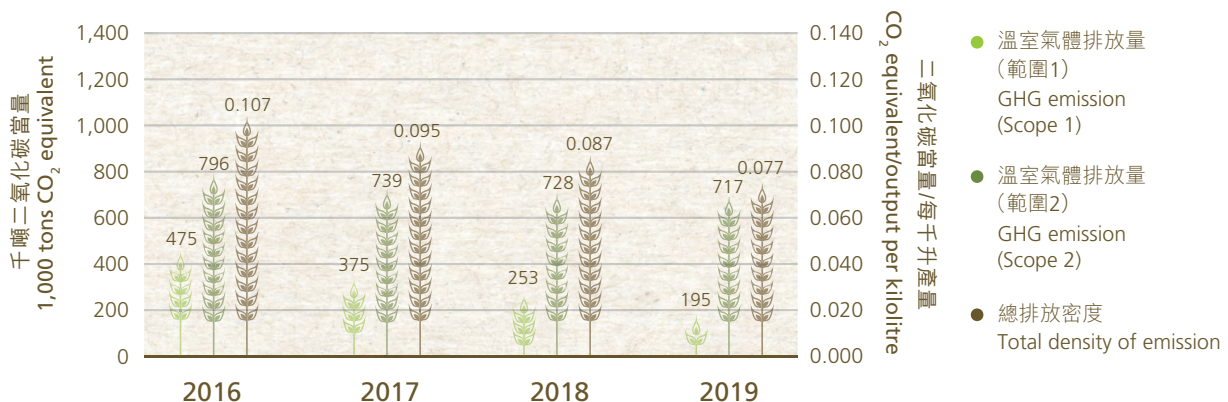
本集團要求工廠把生產過程所產生的二氧化碳進行最大程度的回收，經過淨化乾燥等工序處理後再次利用。

In 2019, all the Group's total density of emission, density of emission (Scope 1) and density of emission (Scope 2) have declined to varying degrees. More than 90% of the plants has decreased year-on-year on the total density of emission, of which 30 plants declined by 10% or more. The total density of emission of the two plants increased by more than 10%, one of which was closed in 2019, and another one was converted in 2019, from the externally sourced steam to the use of steam self-produced by natural gas boilers, resulting in the increase of emissions in the short term.

In addition to the investments in energy saving and ecological environmental protection during its daily operations, CRB also establishes an annual designated fund for environmental protection to improve and upgrade environmental protection technologies. In 2019, our designated environmental protection fund has been approved or utilized for a total of 31 environmental protection and energy saving and emission reduction projects, with an investment amount of approximately RMB29 million. Such fund has been fully utilized for environmental protection technology and renovation projects. Through these projects, the plants are allowed to further improve their hardware equipment and reduce GHG emission. For example, the Group has promoted the "coal-to-gas conversion" planning work for the fourth consecutive year. As of the end of 2019, CRB had only one plant stilling using coal-fired boiler.

The Group requires its plants to recycle, to the largest extent, CO<sub>2</sub> from the production process for reuse after purification and drying.

二零一六至二零一九年的溫室氣體排放  
GHG emissions for 2016–2019





### 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

二零一九年，本集團的溫室氣體總排放量及密度如下：

Total GHG emissions and density of the Group in 2019 are set out as follows:

溫室氣體總量	單位				二零一九年 同比變幅 2019 Year-on-year change
Total GHG	Unit	2019	2018	2017	
總排放量 Total emissions	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	<b>912</b>	981	1,114	-7%
範圍1 Scope 1	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	<b>195</b>	253	375	-24%
範圍2 Scope 2	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	<b>717</b>	728	739	-2%
總排放密度 Total density of emission	每千升產量二氧化碳當量 CO <sub>2</sub> equivalent/output per kilolitre	<b>0.077</b>	0.087	0.095	-11%
排放密度(範圍1) Density of emission (Scope 1)	每千升產量二氧化碳當量 CO <sub>2</sub> equivalent/output per kilolitre	<b>0.016</b>	0.023	0.032	-30%
排放密度(範圍2) Density of emission (Scope 2)	每千升產量二氧化碳當量 CO <sub>2</sub> equivalent/output per kilolitre	<b>0.061</b>	0.065	0.063	-6%

### 氣候變化影響

氣候變化對全球企業可持續發展帶來持續的影響及風險，正為企業運營帶來各式各樣的挑戰，是企業須著力解決的議題。

全球氣候變暖將影響農作物的收成，導致出現啤酒釀造原材料價格上漲及供應短缺等問題，其中包括大麥和酒花，輔料及大米等原材料。這對啤酒生產商未來的供應鏈及啤酒生產管理構成了一定的風險。為了減少對單一原材料由於受氣候、地域因素而帶來的影響，本集團正積極拓展不同地方的原材料供應來源，以保障將來運營及供應的穩定性。

### IMPACT OF CLIMATE CHANGE

Climate change has brought continuous impacts and risks to the sustainable development of global enterprises, bringing numerous challenges to the operation of enterprises, which is an issue that enterprises must spare no efforts to tackle.

Global warming will affect the harvest of crops, leading to problems such as soaring prices and supply shortages of raw materials for beer brewing, including barley, hops, auxiliary materials and rice. This poses a certain risk to the future supply chain and beer production management of beer suppliers. For the sake of reducing the impact of a single raw material from climate and geographical factors, the Group is actively expanding the supply of raw materials from different places to ensure the stability of future operations and supply.

除此之外，全球氣候變化將加劇冰川融化速度，減少影響淡水的儲存量。同時，氣候變化將改變降雨模式，使許多地區或會出現降雨減少、地下水乾涸等情況，旱澇災害的頻率與強度將會日益增強。氣候變化帶來的環境影響，進一步危害了水資源稀缺地區的供水穩定性，並為啤酒將來的生產運營構成影響。

有見及此，本集團正積極為了最大限度的保護水資源而在各地工廠採取積極行動措施，如減少使用地下水及增加水的循環再用，優化升級改造啤酒釀造工藝，逐年降低生產水耗。另外，本集團於二零一九年淘汰了一些位於水資源稀缺地區的生產工廠，同時，更嚴格管控這些生產地區的水資源利用，達至較其他一般生產地區更佳的用水效率。

另一方面，我們正積極考慮透過科學化的方法論，全面分析氣候變化對企業未來發展將會產生的影響，深入瞭解氣候變化對行業帶來的實體影響。我們相信此舉有助加強我們對氣候變化風險的管控，並制定長、中及短期的氣候變化應對策略。

同時，我們將配合國家的「十四五」規劃願景，結合香港聯交所與監管機構要求，制定華潤啤酒自身的規劃，為進一步減少生產過程中的碳排放，節約資源使用，優化在水資源稀缺地區的用水管理，應對氣候變化工作上的目標、管理方針及策略。我們積極落實，推廣應用低碳技術，落實相關的減排及氣候變化適應措施。展望未來，本集團將更努力向低碳經濟轉型，以應對全球氣候變暖、乾旱和洪澇等極端天氣，以及在水資源稀缺地區運營為啤酒產業鏈帶來的潛在風險與政府要求日漸嚴格的能源使用及低碳經濟政策。

In addition, global climate change will increase the rate of glacier melt and reduce freshwater storage. At the same time, climate change will alter rainfall patterns so that many areas may experience reduced rainfall, drying up of groundwater, and gradually increased the frequency and intensity of droughts and floods. The environmental impact of the climate change further jeopardizes the stability of water supplies in water stress regions, thus affecting the production and operation of breweries in the future.

In view of the above, to actively facilitate maximum protection of water resources, the Group has adopted proactive measures at plants in various locations, such as the reduction on use of underground water and increase in application of recycled water, as well as the optimization and upgrade of brewing technologies to reduce water consumption by our production operations on an annual basis. In addition, the Group eliminated some of its production plants located in water stress regions in 2019, and tightened control over the use of water resources in these production areas to achieve better water efficiency than that in other general production areas.

On the other hand, we are actively considering the conduct of a comprehensive analysis of the impact of climate change on the future development of the enterprise through the adoption of scientific methodologies to gain an in-depth understanding of the actual impact of climate change on the industry. We believe this will strengthen our control over risks associated with climate change and make strategies to address climate change for the short, medium and long term.

At the same time, in line with China's Fourteenth Five-Year Plan vision, we will formulate our own plan, taking into account the requirements of the Hong Kong Stock Exchange and the regulatory authorities, to further reduce carbon emissions from production, conserve resources use, optimize water management in water stress regions and address objectives, management policies and strategies over climate change. We are actively implementing and promoting the application of low-carbon technologies and implementing relevant measures to reduce emissions together with adapt to climate change. Looking ahead, the Group will make greater efforts to transition to a low-carbon economy in response to global warming, extreme weather conditions such as droughts and floods, as well as the potential risks to the beer chain posed by operating in water stress regions and the increasingly stringent requirements on energy use and low-carbon economy policies among governments.



### (三) 水資源管理及污水處理

全球的水資源日漸匱乏，為了保護珍貴的水資源，我們根據國家標準與公司標準，制定反滲透廢水率、冷凝水回收率、沼氣使用量等17項水資源管理指標，並納入能源消耗統計進行統一管理，以加強水資源管理，提升用水效率。

按照中國國家水利部發佈的二零一八年水資源公告，國家統計局發佈的第六次人口普查統計資料，中國11個省、市、自治區<sup>1</sup>被界定為水資源較為稀缺的地區。水資源稀缺是本集團關注的重大環境議題之一。於二零一九年，本集團在這些地區淘汰3家產能效益相對落後工廠，水資源消耗年減少超過10萬噸。此外，本集團通過加強這些地區的能源使用管理，提升水資源使用效率，在產量上升時，平均水耗為每千升產量2.66立方米，較二零一八年可比工廠整體水耗輕微下降0.2%，低於本集團整體的每千升產量2.71立方米。此外，可比工廠排入自然水體的整體化學需氧量同比下降87%，反映本集團在水資源較為稀缺地區的水資源管理達到一定成效。

本集團通過技術改進和設備改造，開展包裝洗瓶機節水改造，包裝殺菌機熱平衡改造，全廠蒸汽冷凝水回收及綜合利用等措施，來提高水資源使用效率。本集團積極推行各項循環用水的措施，減少營運過程中的耗水量，所採取的措施主要包括：

- 自產蒸汽冷凝水循環利用；
- 灌酒機真空泵冷卻循環水；
- 糖化麥汁冷卻熱水回收利用；
- 就地離線化學清洗(CIP)水回收利用；

<sup>1</sup> 北京大學國家發展研究院關於《中國水資源的若干問題》的報告

### (III) WATER RESOURCES MANAGEMENT AND SEWAGE TREATMENT

As global water resources are increasingly dwindling, to protect precious water resources, we formulated 17 water resources management indicators such as reverse osmosis sewage rate, condensate water recycling rate and biogas utilisation rate according to national standards and corporate standards, and included them in energy consumption statistics for unification management to strengthen the management of water resources and make the utilisation of water resources more efficient.

According to the 2018 Water Resources Announcement issued by the Ministry of Water Resources of the PRC and the sixth census statistics released by the National Bureau of Statistics, 11 provinces, cities and autonomous region<sup>1</sup> in China are defined as regions with more stress on water resources. Water stress is one of the major environmental issues of concern to the Group. In 2019, the Group eliminated three production plants with relatively low efficiency in these regions, reducing annual water consumption by more than 100,000 tons. In addition, the Group has strengthened energy use management in these regions to improve the efficiency of water resources use. While production in these regions increased, the average water consumption was 2.66 cubic metre per kilolitre output, and a year-on-year total water consumption of comparable plants decreased slightly by 0.2% as compared with that of 2018, which was lower than the Group's overall 2.71 cubic metre per kilolitre output. In addition, the total COD (discharged into natural water bodies) of comparable plants decreased by 87% year-on-year, reflecting that the Group's water resources management in the regions with more stress on water resources has achieved certain results.

Leveraging technical improvement and equipment transformation, the Group adopted measures such as water-saving transformation of packaging bottle washer, heat balance transformation of packaging sterilisation machine, steam condensate water recycling and comprehensive utilisation of the whole plant, etc. to enhance the efficiency of water resource use. The Group actively implements various measures for water recycling to reduce water consumption during operation. The measures adopted mainly include:

- Recycling of self-produced steam condensate;
- Cooling recycled water from filling machine vacuum pump;
- Recycling of saccharified wort cooling hot water;
- Recycling of water from CIP;

<sup>1</sup> Report of the National School of Development at Peking University on "Several issues of water resources in China"

### 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

- 反滲透濃水回收利用；
- 串聯水重複使用等。

透過投入以上高效生產用水工藝流程，我們盡最大努力將珍貴的水資源進行回收及循環利用。本集團的總用水量由二零一六年的38,781千立方米減少至二零一九年的31,992千立方米；每千升產量總用水量密度由二零一六年的3.25立方米減少至二零一九年的2.71立方米。華潤啤酒的地下水使用量則由二零一六年的1,500餘萬立方米使用量（約佔總用水量的41%）減至二零一九年的530餘萬立方米（約佔總用水量的17%），累計減少地下水使用量達1,000萬立方米。

二零一九年，本集團的用水量數據如下：

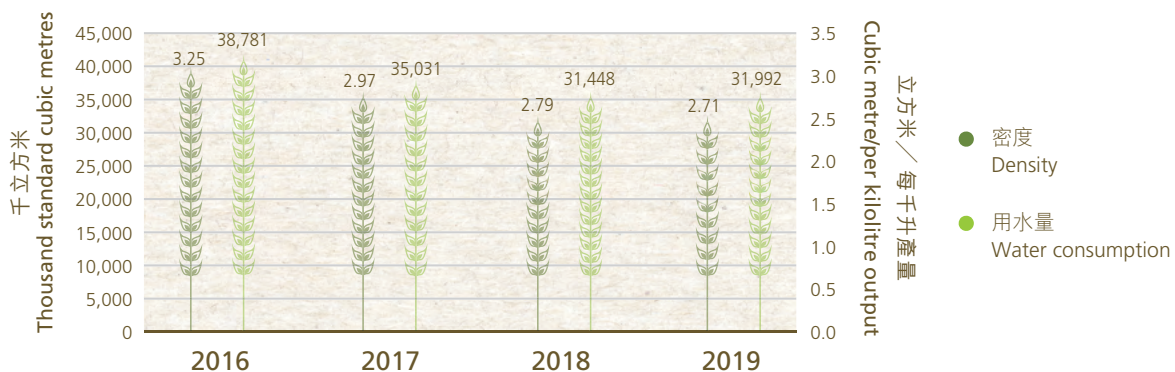
- Recycling of reverse osmosis concentrated water;
- Reuse of serial water, etc.

By investing in the above processes of efficient use on production water, we do our best to recycle precious water resources. The total water consumption of the Group decreased from 38,781 thousand standard cubic metres in 2016 to 31,992 thousand standard cubic metres in 2019; the total water density per kilolitre of production decreased from 3.25 cubic metres in 2016 to 2.71 cubic metres in 2019. The underground water consumption of CR Beer decreased from over 15 million cubic metres in 2016 (representing 41% of total water consumption) to over 5.3 million cubic metres in 2019 (representing 17% of total water consumption), with the cumulative reduction of underground water consumption of 10 million cubic metres.

In 2019, water consumption data of the Group are set out as follows:

	單位 Unit	2019	2018	2017	2019年 同比變幅 2019 Year-on-year change
用水量 Water consumption	千立方米 1,000 standard cubic metres	31,992	31,448	35,031	+2%
密度 Density	立方米／千升產量 Cubic metre/per kilolitre output	2.71	2.79	2.97	-3%

二零一六至二零一九年的用水量和密度  
Water consumption and density for 2016-2019





另外，我們嚴格執行與監控污水處理工作，確保污水達標排放，避免污染其他自然資源。二零一九年，本集團污水產生量達2,008萬噸。我們對污水處理源頭設有嚴格規範，於廠區採取「清污分流、雨污分流」等措施，並於污水排放口安裝有COD、氨氮、總磷、總氮檢測設備，與相關政府部門共同監察排污工作。本集團二零一九年化學需氧量（排入自然水體）同比下降超過63%，氨氮排放量（自然水體）同比下降超過50%。本報告期內，本集團把下屬5家工廠的污水處理方式，由排入自然水體改為排入城鎮污水處理集中處理設施，以減少對自然水體污染。本報告期內，我們已有6家工廠立項新增污水排放總磷總氮在線檢測系統，投資金額人民幣237萬元，項目實施後，可以實現工廠對污水總磷總氮排放情況的實時監控。

为了更好的評估工廠選址對周邊生態環境及水源造成的影響，本集團制定並發佈《生產工廠設計規範》，強調以「零污染、低能耗、清潔生產」為工廠選址的原則，要求工廠周邊兩公里範圍內無污染性企業、土地無重金屬和放射性物質污染，並對水源水質進行嚴格的指標控制。

In addition, we strictly implemented and monitored sewage treatment to ensure sewage discharge in compliance and avoid pollution of other natural resources. In 2019, the amount of sewage generated by the Group reached 20.08 million tons. We exercise stringent control over sources in relation to sewage treatment with the implementation of the “separation of clean water, rain water and sewage”. Devices for the inspection and testing of COD, ammonia nitrogen, total phosphorus and total nitrogen have been installed at sewage outlets and monitored with relevant government authorities. In 2019, the Group’s COD (discharged into natural water bodies) decreased by more than 63% on a year-on-year basis, while ammonia nitrogen emissions (natural water bodies) decreased by more than 50% on a year-on-year basis. During the Reporting Period, the Group altered the sewage treatment methods of its five subsidiaries from discharging into natural water bodies to the centralized treatment facilities for urban sewage treatment, to reduce pollution to natural water bodies. During the Reporting Period, 6 plants commenced projects to build new online systems for the inspection and testing of total phosphorus and total nitrogen in sewage discharge with an aggregate investment of RMB2.37 million. Upon implementation of the project, the plants can conduct real-time monitoring on the discharge of total phosphorus and total nitrogen in sewage.

In order to better assess the impact of the site selection on the surrounding ecological environment and water sources, the Group has formulated and published the “Production Plant Design Specifications”, emphasizing “zero pollution, low energy consumption and clean production” as the principle for site selection. Pollutant-discharging operations and potential land pollution with heavy metal and radioactive substances in the area within a 2-km distance from the plant are prohibited, while stringent benchmark control on the water quality at source is exercised.

## (四) 廢棄物及包裝材料處理

本集團嚴格執行廢棄物及包裝品處理的相關要求。我們在運營過程中生產的廢棄物主要包括酒糟及廢酵母，包裝材料主要包括啤酒灌裝與包裝過程中使用到的瓶子、易拉罐、紙箱和塑膜等。為了減少物料使用及妥善處理固體廢棄物，本集團制定不同的管理制度，致力加強廢棄物及包裝品處理等相關舉措，減少廢棄物所帶來的環境污染問題。

本集團修訂了《華潤雪花啤酒副產物及廢舊物資管理規定》，嚴格地規定不同固體廢棄物須按類別分別存放，並達到防滲漏、防流失及防揚散等三防標準。除此之外，華潤雪花啤酒成立廢舊物資招標工作小組、評標委員會、採購委員會，確定其歸屬管理部門，明確管理職責，在符合國家環保治理要求下有效進行安全處理。為保證生產和消費廢舊物資妥善處理，降低對環境的負面影響，華潤雪花啤酒通過對廢舊物資回收、分類、鑒定、存儲、保管、售賣、處理等全流程進行細化規定，細化具體流程和關鍵環節，把握監控要點以及審批權限等，並在每月對固廢物的處置過程進行跟蹤驗證，確保相關方的處置合規。

同時，本集團更積極推動回收工作，透過在啤酒生產過程把回收物料加以循環利用，達至源頭減廢的效果。我們明確要求對廢鋁、玻璃渣、廢紙箱等不同廢棄物進行回收循環再利用工作。同時，本集團生產過程中並無顯著的有害廢棄物產生。

## (IV) WASTE AND PACKAGING MATERIAL TREATMENT

The Group strictly implemented the relevant requirements for the treatment of waste and packaging materials. The wastes we generated during the operation mainly include distiller's grains and waste yeast, and the packaging materials mainly include bottles, cans, cartons and plastic films used in beer filling and packaging. In order to reduce the use of materials and properly dispose of solid waste, the Group has formulated different management systems, and is committed to strengthening related measures such as waste and packaging material treatment to minimise environmental pollution problems caused by wastes.

The Group revised the "Regulations on the Management of By-products and Waste Materials of China Resources Snow Breweries" to strictly stipulate that different solid wastes shall be stored separately by category, thus meeting the three-prevention standards, that is, leakage prevention, loss prevention and scattering prevention. In addition, CRSB established a waste material bidding working group, bidding evaluation committee, and procurement committee to determine its corresponding departments' management responsibilities, clarify the duties of management and effectively conduct safe treatment in compliance with national environmental governance requirements. In order to ensure the proper disposal of waste materials during the production and consumption, and reduce the negative impact on the environment, CRSB has detailed regulations on the whole process of recycling, classification, identification, storage, reserve, sale and treatment of waste materials, refining the specific processes and key areas, grasping the monitoring points and approval authority, tracking and verifying the solid waste disposal process on a monthly basis to ensure that the disposal of relevant parties is in compliance.

At the same time, the Group is more active in promoting recycling to achieve the effects of reducing waste at sources through reuse of the recycled materials in brewing process. We clearly require to recycle different wastes such as waste aluminum, glass slag, and waste carton for reuse purpose. There was no significant hazardous waste generated in the production process of the Group.



二零一九年，本集團的廢棄物產生數據及回收循環再利用比率如下：

In 2019, the waste generation data and recycling ratio of the Group are as follows:

	單位 Unit	2019			2018		
		產生量	回收量	回收率	產生量	回收量	回收率
		Output	Recycled amount	Recycling rate	Output	Recycled amount	Recycling rate
乾酒糟 Dried distiller's grains	千噸 1,000 tons	195	195	100%	181	181	100%
乾廢酵母 Dried waste yeasts	千噸 1,000 tons	17	17	100%	17	17	100%

與此同時，本集團積極採用鋁罐包裝材料，每年以20%以上的速度增長來替代部分玻璃瓶。除最高檔次的啤酒產品外，約80%玻璃瓶為可回收再用的。二零一九年期間使用的玻璃瓶，超過一半為回收再用，回收再用瓶佔整體使用玻璃瓶的比例亦上升了8個點。

Meanwhile, the Group has actively used packaging materials like aluminum can, with a growing rate of more than 20% each year to replace part of glass bottles. Except for the highest-end products, around 80% of our glass bottles can be recycled. More than half of the glass bottles used in 2019 were recycled, and the proportion of recycled bottles in the overall use of glass bottles has also increased by 8 points.

在包裝製造過程中，由於個別包裝成品未能通過內部品質監控，工廠對其廢棄鋁罐、玻璃渣及廢紙箱進行了100%回收處理，循環投入至生產過程中。同時，我們亦對其他廢紙箱及紙板進行回收，作為加工原紙的原材料。

For the reason that individual packaging products failed to pass internal quality control in the packaging production process, the plant carried out 100% recycling treatment of its waste aluminum cans, glass slags and waste cartons, and recycled them into the production process. At the same time, we also recycled other waste cartons and cardboards as raw materials for processing base paper.

為減少包裝物料對環境產生的影響，在滿足質量要求的前提下，盡量採用低克重，高強度原紙及推動預印紙箱替代膠印紙箱。近年，我們持續把易拉罐等包裝材料進行輕量化提升，其中鋁材厚度由0.275毫米降低至0.265毫米；罐蓋直徑縮減約6.3毫米。

In order to reduce the impact of packaging materials on the environment, we used low-gram, high-strength base paper and promoted pre-printed cartons to replace offset cartons as much as we could, on the condition to satisfy the quality requirement. In recent years, we have continued to minimise the weight of packaging materials such as cans, of which the thickness of aluminum has been reduced from 0.275mm to 0.265mm, and the diameter of the can lid has been reduced by approximately 6.3mm.

### 第三章 環境保護

## CHAPTER 3: ENVIRONMENTAL PROTECTION

二零一九年，本集團的產品包裝物料消耗量數據如下：

In 2019, consumption data about product packaging material of the Group are set out as follows:

	單位				二零一九年 同比變幅 2019 Year-on-year change
	Unit	2019	2018	2017	
瓶子 Bottle	千噸 1,000 tons	1,476	1,484	1,161	-1%
易拉罐 Can	千噸 1,000 tons	96	71	52	34%
紙箱 Carton	千噸 1,000 tons	315	288	287	9%
塑膜 Plastic film	千噸 1,000 tons	14	12	11	15%

通過廢棄物的綜合回收再利用，本集團務求在減廢的過程中亦節省企業成本。二零一九年，本集團通過廢棄物的綜合再利用，創造了約人民幣3.86億元的經濟價值，其中酒糟回收的經濟價值達約人民幣2.37億元，酵母回收的經濟價值達約人民幣0.62億元。

Through the comprehensive recycling and reuse of wastes, the Group is striving to save corporate costs in the process of waste reduction. In 2019, the Group generated an economic value of approximately RMB386 million through the comprehensive recycling of wastes, of which the economic value of recycled distiller's grains amounted to approximately RMB237 million and that of recycled yeasts amounted to approximately RMB62 million.

#### (五) 環保宣傳教育及環保成果

#### (V) PROMOTION OF ENVIRONMENTAL EDUCATION AND ENVIRONMENTAL ACHIEVEMENT

一直以來，本集團積極踐行綠色、健康、安全發展理念，高標準高要求的開展資源節約和生態環境保護、員工健康管理、安全生產工作。為了實踐以上理念，本集團在各級公司為員工開展全國性環保宣傳教育及培訓活動，其中包括：

The Group has been consistently engaged in active implementation of the development principles of eco-friendliness, health and safety, embarking on initiatives in resource conservation, ecological protection, staff health management and safe production with high standards and exacting requirements. In order to practice the above principles, the Group carried out national environmental protection publicity and education as well as training activities for staff at all levels of companies, including:

- 二零一九年一月，組織本公司領導和行政管理人員接受國家生態環境部總工程師楊朝飛教授講授《國家環境保護政策和法律法規解讀》。
- 二零一九年六月，組織各區域公司、工廠開展能源節約與生態環境保護指標填報系統培訓。
- 二零一九年六月，本集團組織開展環境日、全國節能宣傳周和全國低碳日等多個主題宣傳教育活動，並在深圳、河南等多家工廠舉辦工廠開放日活動，提升員工對環境保護的意識。
- In January 2019, we organized our leaders and administrative staff of the Company to participate in a lecture given by Professor Yang Zhaoifei, Chief Engineer of the Ministry of Ecology and Environment on "Interpretation of National Environmental Protection Policies, Laws and Regulations".
- In June 2019, we organized the regional companies and plants to carry out the training on the reporting system relating to the indicators of energy saving and ecological environment protection.
- In June 2019, the Group organized various theme publicity and education activities such as Environment Day, National Energy Conservation Publicity Week and National Low-Carbon Day, and held plant open days in various plants, such as Shenzhen and Henan, to enhance employees' awareness over environmental protection.



#### 案例： Case study:

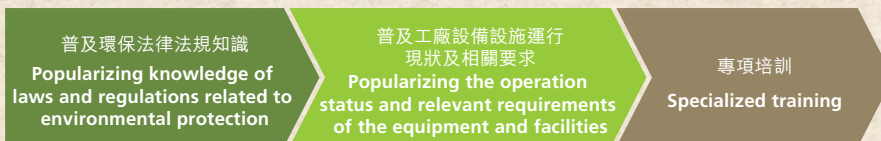
#### 安徽安慶工廠的環保意識宣貫

#### Promotion and awareness over environmental protection in Anqing Plant, Anhui

安徽安慶工廠制定專門的環保知識培訓宣傳材料，利用廠區宣傳欄、食堂視頻、微信掃碼等方式積極宣傳，提升全員環保意識。同時，工廠也通過現場培訓及專項培訓，形成了獨特而高效的環保培訓體系。

The Anqing plant in Anhui formulated the special training and publicity materials in respect of environmental protection knowledge, and actively promoted the environmental protection awareness of all employees leveraging the publicity column in the plant areas, canteen videos, and WeChat scan codes. At the same time, the plant formed a unique and efficient environmental protection training system through on-site and specialized training.

- 1) 現場培訓：每月開展操作崗位與環保相關內容進行培訓，就環保相關最新法律法規進行宣講交流，並就生產過程中發現的環保相關問題進行深入討論，尋求應對與解決方案；
- 1) On-site training: we carry out monthly training on operation positions and environmental protection, publicize and discuss the latest laws and regulations related to environmental protection, and conduct in-depth discussions on environmental protection related problems found in the production process, seeking solutions therefor;
- 2) 專項培訓：每月開展兩次，參加人員為生產運行部門班組長以上人員，崗位主要操作人員。在這個環節，工廠對員工規範崗位安全作業標準，通過問答的方式提升員工環保管理意識。
- 2) Specialized training: we carry it out twice a month, where the participants are the team leaders or above of the Production and Operation Department, and the chief operators. In this regards, the plants regulate the job safety standards for employees, and raise employees' awareness over environmental management through Q&A.



#### 案例： Case study:

#### 天津濱海工廠 — 舉辦多項環保培訓活動

#### Binhai Plant in Tianjin — Various training activities related to environmental protection were held

二零一九年，濱海工廠開展了特殊的環保意識宣貫活動。工廠邀請員工家屬進入工廠，參觀車間及勞動防護設施，並對安全制度、企業安全理念進行宣貫。濱海工廠也成功開展了與各方匯報環保工作的活動，包括參加天津港保稅園區的環境日主題活動，接待天津市發改委領導一行40多人檢查指導污水處理，接待天津市中學生參觀學習綠色工廠建設等。

In 2019, the Binhai plant launched a special publicity activity related to environmental protection awareness. We invited the family members of employees to the plant, visiting the workshop and labour protection facilities, and popularising the safety system and corporate safety concept. Binhai Plant also successfully carried out activities to report environmental protection work with all parties, including the participation in the Thematic Environmental Day of Tianjin Port Bonded Park, with more than 40 leaders from Tianjin Development and Reform Commission inspecting and directing the treatment of sewage, and receiving students from Tianjin secondary school students to visit and study green plant construction, etc.



● 濱海工廠員工廢棄物分類培訓  
Employees of Binhai Plant  
attended the training about waste  
classification



本集團多間下屬工廠取得環境保護方面的榮譽，成效備受公眾及各界的肯定。二零一九年，本集團多間下屬工廠取得環境保護方面的榮譽，其中包括：

Many of the subordinate plants of the Group have obtained honours in terms of environmental protection, and their effectiveness has been highly recognized by the public and all walks of life. In 2019, several subsidiaries of the Group obtained honours in terms of environmental protection, including:

獲得獎項 Award received	二零一九年旗下獲獎公司 Subsidiaries with awards in 2019	二零一八年旗下獲獎公司 Subsidiaries with awards in 2018	變動 Changes
<b>優越環保管理獎</b> <b>Green Management Award</b>			
金獎 Gold	華潤雪花啤酒(河南)有限公司 China Resources Snow Breweries (Henan) Co., Ltd.	—	+1
銅獎 Bronze	華潤雪花啤酒(黔南)有限公司 China Resources Snow Breweries (Qiannan) Co., Ltd.	華潤雪花啤酒(四川)有限公司 China Resources Snow Breweries (Sichuan) Co., Ltd. 華潤雪花啤酒(河南)有限公司 China Resources Snow Breweries (Henan) Co., Ltd.	-1
優異獎 Merit	華潤雪花啤酒(遼寧)有限公司 China Resources Snow Breweries (Liaoning) Co., Ltd.	華潤雪花啤酒(深圳)有限公司 China Resources Snow Breweries (Shenzhen) Co., Ltd. 華潤雪花啤酒(杭州)有限公司 China Resources Snow Breweries (Hangzhou) Co., Ltd. 華潤雪花啤酒(西安)有限公司 China Resources Snow Breweries (Xi'an) Co., Ltd.	-2
<b>超卓環保安全健康獎</b> <b>Environmental, Health and Safety Award</b>			
金獎 Gold	華潤雪花啤酒(煙台)有限公司 China Resources Snow Breweries (Yantai) Co., Ltd. 華潤雪花啤酒(武漢)有限公司 China Resources Snow Breweries (Wuhan) Co., Ltd.	—	+2
銅獎 Bronze	華潤雪花啤酒(興安)有限公司 China Resources Snow Breweries (Xing'an) Co., Ltd.	華潤雪花啤酒(哈爾濱)有限公司 China Resources Snow Breweries (Harbin) Co., Ltd.	-
<b>二零一九年國內環境保護獎項</b> <b>2019 Domestic Environmental Protection Award</b>			
節水型企業 Water-saving enterprises	湖北省： Hubei Province: • 武漢工廠 • Wuhan Plant 安徽省： Anhui Province: • 阜陽工廠 • Fuyang Plant • 淮北工廠 • Huaibei Plant • 安慶工廠 • Anqing Plant	由經信廳、水利廳授予 Awarded by the Ministry of Economics and Information Technology, and Water Supplies Bureau	
企業環境信譽評價良好企業 Enterprises with good corporate environmental reputation	安徽省： Anhui Province: • 六安工廠 • Lu'an Plant	由生態環境廳授予 Awarded by the Ecological Environment Department	



## 第四章 社會責任

### CHAPTER 4: SOCIAL RESPONSIBILITY

本集團深明飲水思源的重要，致力在企業營運所在地積極回饋社會，支持廣大社群以及不同利益相關方的發展。二零一九年，本集團首次發佈社會責任管理制度，明確將股東、社會、環境、員工、公眾、消費者、合作夥伴作為核心利益相關方。為了服務各個利益相關方以及廣大社群，我們開展了各個扶貧項目及社區活動，並提供本地就業及培訓機會，展示出當仁不讓的決心。同時，我們鼓勵消費者與員工共同參與社會事務，以加強與當地政府和居民的溝通交流及連結。

二零一九年，本集團通過在各地開展公益活動，全年累計對外捐贈約人民幣130萬元（不含疫情捐助、員工個人捐助、黨委捐助和工會捐助）。面對突如其來的新型冠狀病毒，我們更心繫社會，不但承擔關注員工健康及評估疫情風險的企業責任，更全力投入各項人力物力用於抗疫活動，幫助醫護人員更加安全地救治病患，與當地社區一同共度時艱。於二零二零年二月一日，本集團向湖北省武漢市捐贈人民幣1,500萬元，用於採購口罩、消毒液、護目鏡、呼吸機等疫情應急物資；華潤啤酒亦向生產工廠所在地政府和衛生防疫單位終端捐贈消毒劑、口罩、一次性手套、食品等物資，金額超過人民幣一百萬元。

#### (一) 參與公益事務

本集團一直致力推動關愛社會慈善公益事務，在賑災扶貧、促進教育及保護環境等領域積極關注社區發展。二零一九年，本集團在內部慈善公益活動實施細則的基礎上，著力推進預算管理、項目過程管理和評估，鼓勵內部各單位開展形式多樣的項目。

這些項目包括：

- 貴州省龍裡縣和黔東南州實施定點扶貧項目；
- 貴州凱裡市下司鎮花橋村定點扶貧項目；

The Group fully understands the importance of that we should always ponder in gratitude the factors which have contributed to our success, and is committed to actively giving back to the community where the Company operates and supporting the development of the communities and various stakeholders. In 2019, the Group released its social responsibility management system for the first time, which clearly defines that shareholders, society, environment, employees, the public, consumers and partners are regarded as its core stakeholders. In order to serve various stakeholders and the communities, we have carried out various poverty alleviation projects and community activities, and provided local employment and training opportunities, demonstrating our determination to shoulder responsibilities. At the same time, we encourage consumers and employees to participate in social affairs together to strengthen the communication and connection with local governments and residents.

In 2019, the Group conducted charitable activities in various places, with an accumulative donation of approximately RMB1.3 million (excluding pandemic donation, employees' personal donation, Party Committee donation and union donation) throughout the year. Faced with the unexpected COVID-19, we are more concerned about our society, not only undertaking corporate responsibilities to concern the health of employees and assess the risk of pandemic outbreaks, but also devoting all our manpower and material resources to anti-pandemic activities to help medical staff treat patients more safely, and sailing through such a difficult time with the local community. On 1 February 2020, the Group donated RMB15 million to Wuhan, Hubei Province, for the purchase of emergency materials such as masks, disinfectants, goggles, ventilators, etc. CR Beer also donated materials such as disinfectants, masks, disposable gloves, food, etc. to the end users of the governments as well as health and pandemic prevention units where our plant is located, with an amount of over RMB1 million.

#### (I) ENGAGEMENT IN PUBLIC WELFARE AFFAIRS

The Group has been committed to promoting social charity affairs, and has actively paid attention to the community development in several fields including disaster relief and poverty alleviation, education promotion and environmental protection. In 2019, on the basis of the implementation rules of internal charity and public welfare activities, the Group focused on promoting budget management, project process management and evaluation, and encouraged various internal units to carry out various types of projects.

Such projects include:

- Implementation of targeted poverty alleviation projects in Longli County and Southeast Guizhou;
- Targeted poverty alleviation project in Huaqiao Village, Xiasi Town, Kaili City, Guizhou;

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- 安徽省望江縣雷池鄉三合村、岳西縣前鎮天台村定點扶貧項目；
- Targeted poverty alleviation projects in Sanhe Village, Leichi Township, Wangjiang County, Anhui Province, and Tiantai Village, Qianzhen Town, Yuexi County;
- 湖北省排市鎮洛元村定點扶貧項目；
- Targeted poverty alleviation project in Luoyuan Village, Paishi Town, Hubei Province;
- 西藏自治區馬裡鎮搬遷集中安置點定點扶貧項目；
- Targeted poverty alleviation project of the centralised relocation site in Mali Town, Tibet Autonomous Region;
- 山東省煙台房家疃村定點捐贈；
- Targeted donation in Fangjiatuan Village, Yantai, Shandong Province;
- 甘青藏區域向海原華潤希望小鎮捐贈公共設施；
- Communal facilities donated to CR Haiyuan Hope Town from Gansu-Qinghai-Tibet region;
- 海原華潤希望小鎮童夢廣場援建項目；
- Assistance construction project of Tongmeng Square in China Resources Hope Town in Haiyuan;
- 安徽省淮北工廠協助臨渙鎮貧困人口中行動不便的長者及殘疾人士採購救助物品等；
- Procurement of aid supplies for elders and the disabled from poverty-stricken households in Linhuan Town with the help of Anhui Huaibei Plant;
- 浙江區域公司蕭山工廠持續開展對浙江蕭山區、新街鎮實施的五年期定向資助或救助款等。
- Xiaoshan Plant of the Company in Zhejiang region continuing to carry out five-year plan to provide targeted subsidies or relief funds for Xiaoshan District and Xinjie Town in Zhejiang Province.

### 案例： Case study:

#### 廣東區域公司開展「攜手共圓中國夢 陽光助殘雪花行」活動 Guangdong regional company carried out the activity of "Realising the Chinese Dream with Joint Efforts, Helping the Disabled with Shining Snow"



- 廣東區域公司走進特殊教育學校為小朋友送祝福  
Guangdong regional company sent blessings to children in a special education school

On the morning of 16 May 2019, volunteers from Xingdong community, Guangdong regional company and Shenzhen Plant formed a team to bring children consolation and love, over 30 of whom walked into a special education school in Baoan District, sending gifts to children in the school such as milk, books and toys and delightfully interacting with them. We offered our holiday greetings and blessings as well as love, warmth and hope.

在第29個法定「全國助殘日」來臨之際，華潤雪花啤酒廣東區域公司及深圳工廠聯合興東社區開展「攜手共圓中國夢，陽光助殘雪花行」為主題的「全國助殘日」活動。

On the occasion of the 29th statutory "National Day for Helping the Disabled", Guangdong regional company of CRSB, Shenzhen Plant and Xingdong community jointly launched the activity of "National Day for Helping the Disabled" with the theme of "Realising the Chinese Dream with Joint Efforts, Helping the Disabled with Shining Snow".

二零一九年五月十六日上午，興東社區、廣東區域公司及深圳工廠志願者組成雪花愛心慰問隊，一行三十餘人走進寶安區特殊教育學校，為特殊學校的孩子們送去了牛奶、圖書及玩具等愛心禮物，並與孩子進行了溫情互動，獻上了節日的關懷和祝福，以及滿滿的愛心、溫暖、關懷和希望。



#### (二) 創建共贏社區

除了用心經營啤酒業務，本集團積極傾聽當地政府和居民的訴求，通過環境改善、學業及就業支援等方式努力推動當地經濟和社區共建。本集團始終秉承本地化經營的理念，關注本地居民的就業情況。我們積極響應政府政策，與當地院校合作，通過各類教育和專業技能培訓提升本地居民的職業技能，為本地居民提供良好的就業機會。

#### (II) CREATE A WIN-WIN COMMUNITY

In addition to operating the beer business with no efforts spared, the Group actively listens to the demands of the local government and residents, and strives to promote the local economy and community building through environmental improvement, academic and employment support. The Group always adheres to the concept of localised operation and pays attention to the employment condition of local residents. We actively respond to government policies and co-operate with local colleges and universities to enhance the professional skills of local residents through various types of trainings on education and professional skills to provide good employment opportunities for local residents.

##### 案例： Case study:

##### 街道衛生環境綜合整治志願服務活動 Voluntary Service Activities for Comprehensive Improvement of the Sanitation and Environment of Street



本集團黑吉區域哈爾濱工廠積極履行社會責任，在「五一」勞動節、「五四」青年節來臨之際，結合「創建文明城市」要求，組織員工開展以「勞動創造美、青春環保行、汗水潤熱土、共建文明城」為主題的尚志市街道衛生環境綜合整治志願服務活動。

The Harbin Plant of the Group in Heilongjiang-Jilin region actively fulfilled its social responsibilities. On the occasion of the Labour Day and the Youth Day, in conjunction with the requirements of "creating a civilised city", it organized employees to carry out voluntary service activities for the comprehensive improvement of the sanitation and environment of the Shangzhi street with the theme of "working hard to create beauty, protecting environment with youth, to build a civilised city with committed efforts".

##### 案例： Case study:

##### 促進本地就業發展 Promoting the development of local employment

二零一九年二月二十一日，貴州區域遵義工廠參加了由該市的總工會、人力資源和社會保障局在老城紀念廣場舉行的「服務困難職工•助力脫貧攻堅」就業現場招聘會，為助力城鎮困難職工解困脫困，打贏脫貧攻堅戰。

On 21 February 2019, the Zunyi Plant in Guizhou region participated in the on-site recruitment of "Serving Workers in Difficulties, Helping to Get Rid of Poverty" held by the city's Federation of Trade Unions, Human Resources and Social Security Bureau in the Old City Memorial Plaza, to help the local employees in difficulties out of poverty and win the battle against poverty.

與此同時，華潤啤酒長期以來積極與政府溝通合作，簽署戰略合作建立、擴大工廠和基地，以吸納本地員工以及外出務工人員回鄉就業人員。二零一九年六月一日，安徽區域公司正式成立蚌埠工廠搬遷項目，計劃投資人民幣16億元並建成年產80萬千升現代化啤酒廠，預計將給當地經濟和就業帶來較大貢獻。

Meanwhile, CR Beer has been actively communicating and co-operating with the government for a long time, and has signed a strategic co-operation to establish and expand plants and bases to attract local employees and migrant workers to return to work. On 1 June 2019, Anhui regional company officially set up the relocation project for Bengbu Plant, which plans to invest RMB1.6 billion and build a modern brewery with an annual output of 800,000 kilolitres, and it is expected to make greater contributions to the local economy and employment.



案例：  
Case study:

學業支援及職業培訓計劃

Academic Support and Vocational Training Programme

二零一九年，華潤啤酒主動融入脫貧攻堅大局，各公司積極開展對口幫扶，以資金、項目、技術、人才精準對接幫扶地區發展需求，如黑吉區域公司捐資人民幣60,000餘元共資助12名困難大學生，讓貧困家庭的應屆大學生不因學費而輟學、棄學，遼寧區域公司幫助解決三頭村基礎設施落後、農民行路難、求學難、就醫難、吃水難、居住難等問題。

In 2019, CR Beer proactively joined the battle against poverty, and its companies actively carried out corresponding assistance to accurately meet regional development needs with funds, projects, technologies and talents. For example, the Heilongjiang-Jilin regional company donated more than RMB60,000 to 12 undergraduates in need, so that current undergraduates from poor families will not drop out of school or give up school due to tuition fees, and Liaoning regional company helped to solve the problems in outdated infrastructure in Santou Village, as well as in traffic, schooling, medical care, water supply, housing, etc.

華潤啤酒主動搭建職業培訓平台，為本地員工提供培訓計劃，提升他們的技能及能力。二零一九年十二月七日，昌都市人力資源和社會保障局為甘青藏區域公司昌都工廠獎勵提供就業創業補貼資金，資金總額達人民幣52,142.86元。華潤啤酒將資金用於本地員工技能培訓及轉崗安置安排，保障當地居民穩定就業工作。

CR Beer took the initiative to build a vocational training platform to provide local employees with training programmes to enhance their skills and abilities. On 7 December 2019, Changdu Human Resources and Social Security Bureau provided employment and entrepreneurship subsidy funds for Changdu Plant, the Gansu-Qinghai-Tibet regional company, with a total amount of RMB52,142.86. CR Beer used the funds in skills training and placement arrangements for local employees to ensure a stable employment for local residents.



- 甘青藏區域公司昌都工廠獲得就業創業補貼資金  
Changdu Plant, the Gansu-Qinghai-Tibet regional company, received employment and entrepreneurship subsidy funds



### (三) 同心抗擊疫情

因應2019冠狀病毒病疫情，本集團成立疫情應急決策小組，嚴格並迅速地部署各項防控工作。我們組織各單位建立健全了職責明確、運轉有效的領導指揮、預防控制和監督管理體系，認真履行防控疫情職責，確保全方位防控疫情工作。本集團定期召開工作會議，跟進疫情最新發展及協調相關處置工作，並督促各單位的防疫工作落實情況。

為嚴防疫情廣泛傳播，盡量減少員工接觸疫情，本集團建立「外防輸入內防擴散」的常態化疫情管理機制。機制詳細參考了國家最新政策公佈，結合地方政策和實際情況，實行彈性工作制，其中涉及一般職務的員工採取遠程辦公，以免人群於通勤及辦公空間內聚集，減低疫情傳播的風險。

為了進一步支援企業內部的防疫行動，本集團更建立疫情防疫用品清單，發動全員從多個渠道採購口罩、消毒液等醫療物資，為復工人員提供必要的防護。同時，我們持續跟進員工的健康情況和出行信息，禁止春節後從疫區或途經疫區的員工返回工作場所。此外，我們加強辦公區域、生產工地和公共區域的衛生管理情況，安排專人每日進行殺菌消毒，確保環境乾淨整潔。

### (III) TOGETHER WE FIGHT AGAINST THE CORONAVIRUS OUTBREAK

In view of the COVID-19, the Group has set up an emergency response team that strictly and swiftly deployed the prevention and control of it. All our units have clearly defined roles and responsibilities on prevention and control work, an effective leadership, a prevention and control system as well as supervision and management system, in order to carry out its anti-pandemic duties and ensure the all-round preventive and control measures in place. The Group convenes regular work scheduling meetings to follow up on the latest development of the pandemic and coordinate related disposal work, and oversee the implementation of all units on the pandemic prevention.

In order to strictly prevent the spread of the pandemic and minimise employees' contact with it, the Group has established a normalized pandemic management mechanism to prevent infection from external parties and avoid any internal spread. The mechanism has detailed reference to the latest national policy announcements, in combination with local policies and actual conditions to implement the flexible working system, in which employees with general duties are required to telecommute, so as to avoid the crowd gathering in the commuting and office space and reduce the risk of spreading the pandemic.

To further support the internal pandemic prevention activities, the Group has also established a list of supplies for pandemic prevention and mobilised all staff to procure masks, disinfectants and other medical supplies from multiple channels to provide necessary protection for the workers returning to work. At the same time, we continue to follow up the health status and travel information of employees, and workers from the pandemic areas or passing through them after the Spring Festival shall be prohibited from returning to the workplace. In addition, we strengthen the health management of public areas, sanitary sites and public areas, and arrange for specially-assigned personnel to carry out sanitary disinfection every day to ensure a clean and tidy environment.

案例：  
Case study:

華潤啤酒的抗疫慈善公益捐贈  
Anti-pandemic charity donation of CR Beer

華潤啤酒一直致力擔當國企責任，承擔並實踐企業的社會責任。在2019新冠病毒病突發事件發生後，華潤啤酒駐鄂機構持續瞭解武漢一線疫情狀況，著力推動捐款並積極與各方溝通，貢獻自己的力量援助受疫情所影響的社區居民。

CR Beer has been committed to shouldering the responsibility of state-owned enterprises, assuming and fulfilling corporate social responsibility. Upon the outbreak of COVID-19, CR Beer's organisation in Hubei continued to keep abreast of the pandemic in Wuhan, actively promoted donations and communicated with all parties, and contributed its own efforts to assist the community residents affected by the COVID-19.

華潤啤酒各區域公司、工廠、營銷中心共33家單位一同參與了本次的應援捐贈行動。除了捐出人民幣1,500萬元善款之外，我們共捐贈口罩61,700片、手套11,750片、消毒液6,000千克、女士用品5,000件、帳篷51個、以及礦泉水和方便面等緊急應援物資，為一線疫區解決燃眉之急。

A total of 33 regional companies, plants, and marketing centres of CR Beer participated in this donation during the pandemic. In addition to donating RMB15 million, we donated a total of 61,700 masks, 11,750 gloves, 6,000 kg of disinfectants, 5,000 supplies for women, 51 tents, and emergency supplies such as mineral water and instant noodles, to solve the urgent needs in pandemic areas.



● 安徽區域公司蚌埠工廠抗疫慈善公益捐贈  
Bengbu Plant, the Anhui regional company, conducted a charitable donation for anti-pandemic

隨後本集團在疫情防控不鬆懈的情況下，逐步安排陸續復工，過程並未出現異常情況。為幫助員工安心復工及保障他們的安全與健康，華潤啤酒製作了「防新冠」系列微課、疫情防控指南及溫馨提示，開展了在線疫情防控學習及在線答題等活動，做到360度全面防控宣傳。

Subsequently, under strict implementation measures on prevention and control, the Group has arranged for the gradual resumption of work, and there were no abnormal cases in the process. In order to help employees resume work and ensure their safety and health, CR Beer has produced a series of "Anti-COVID-19" online micro-courses, guides on pandemic prevention and control as well as warm reminders, and carried out activities such as online teaching related to pandemic prevention and control and online quizzes, so as to achieve an all-round publicity of the prevention and control.



除了考慮政府政策及做好全方位疫情防控工作，我們更以保持啤酒及時、穩定的供應和確保啤酒運送過程不會造成疫情的社區感染為主要目標。為此，華潤啤酒在疫情期間特別推出「無接觸配送」服務。在配送過程中，配送人員均會全天候佩戴口罩及每天進行三次體溫測試，並確保在每單配送前都經過酒精消毒，為消費者及社區的安全保駕護航。



In addition to considering government policies and ensuring the all-round prevention and control of the pandemic, we also aim to maintain the timely and stable supply of beer and ensure that the beer delivery process does not cause any problem of community infection in the pandemic. To this end, during the pandemic, CR Beer rolled out a "contactless delivery" service. During the delivery process, the delivery staff will wear masks and conduct body temperature tests three times a day to ensure that they are disinfected with alcohol before each order is delivered, to protect the safety of consumers and the community.

- 華潤雪花啤酒推出無接觸配送  
CRSB rolled out the contactless delivery service

同時，華潤雪花啤酒以《給雪花經銷商合作夥伴的一封信》的形式，在提醒經銷商提高自我防護意識、降低傳染風險的同時，鼓勵大家攜手並肩、共克時艱。

Meanwhile, CRSB has reminded distributors in "A Letter to Distribution Partners from CRSB" to be extra vigilant in their personal protection against the virus and reduce risk of infection. Furthermore, it encourages distributors to work together to fight against the virus and overcome the crisis.

「華潤雪花啤酒始終是值得信賴的商業夥伴。我們的經營理念主張「客戶為先」，營銷發展新理念中更旗幟鮮明地提出「做大做強經銷商」。在每一次市場遇到困難時，我們都與經銷商肩並肩，共克時艱，做經銷商朋友的堅強後盾：二零零三年的SARS疫情、二零零八年的汶川地震、二零一三年的雅安蘆山地震、二零一七年的九寨溝地震、二零一九年的宜賓地震等，不斷譜寫著華潤雪花啤酒與經銷商攜手並進的美好篇章……我們堅信，疫情一定會很快過去，美好的二零二零年還在等待我們去創造！希望經銷商朋友和我們一起：堅定信心，緊盯年度目標不放鬆，迎難而上，探索創新強高端，多措并举抓增長，勝利一定屬於我們！」

"CRSB has always been a trustworthy business partner, with the operating philosophy of "customer priority", and we even more explicitly put forward the idea of "to be a bigger and stronger distribution partner" in marketing and development new concept. Every time we encountered difficulties in the market, we stood shoulder to shoulder with distribution partners and overcame all obstacles we confronted to give strong support to our distribution partners: the SARS epidemic in 2003, the Wenchuan earthquake in 2008, the Ya'an Lushan earthquake in 2013, the Jiuzhaigou earthquake in 2017, the Yibin earthquake in 2019, and so on, in which CRSB and distribution partners made joint efforts to get over, constantly writing a fabulous chapter about such great achievements. We believe that the epidemic will pass soon, and the wonderful 2020 is still waiting for us to build! We hope that our distribution partners will join us in maintaining our confidence, keeping an eye on the annual goals, tackling difficulties we are facing, exploring new strengths and high-end, taking more measures on spurring growth, so that the victory must belong to us!"

——《給雪花經銷商合作夥伴的一封信》

— "A Letter to Distribution Partners from CRSB"

# 附錄一：環境相關關鍵績效指標

## APPENDIX I: KEY PERFORMANCE INDICATORS ABOUT ENVIRONMENT

環境關鍵績效指標 Environmental KPIs	單位 Unit	2019	2018	2017	2016
<b>A1.1 排放物種類及相關排放數據</b> <b>A1.1 Types of emissions and respective emissions data</b>					
化學需氧量(COD) Chemical Oxygen Demand (COD)	噸 tons	1,088	1,230	1,313	1,468
其中： 化學需氧量(排入自然水體) Including: COD (discharged into natural water bodies)	噸 tons	88	236	292	440
氨氮排放總量 Total ammonia nitrogen emissions	噸 tons	99	不適用 N/A	不適用 N/A	不適用 N/A
其中： 氨氮排放量(排入自然水體) Including: Ammonia nitrogen emissions (discharged into natural water bodies)	噸 tons	11	不適用 N/A	不適用 N/A	不適用 N/A
二氧化硫(SO <sub>2</sub> )* Sulphur dioxide (SO <sub>2</sub> )*	噸 tons	90	100	221	333
氮氧化物(NO <sub>x</sub> )* Nitrogen oxides (NO <sub>x</sub> )*	噸 tons	200	242	409	506
* 主要是為啤酒生產過程中提供熱能時燃燒燃料所產生 * Mainly generated from heat energy required in the beer production process					
<b>A1.2 溫室氣體總排放量<sup>1</sup></b> <b>A1.2 GHG emissions in total<sup>1</sup></b>					
溫室氣體排放總量 Total GHG emissions	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	912	981	1,114	1,271
溫室氣體排放量(範圍1) GHG emission (Scope 1)	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	195	253	375	475
溫室氣體排放量(範圍2) GHG emission (Scope 2)	千噸二氧化碳當量 1,000 tons CO <sub>2</sub> equivalent	717	728	739	796
<b>A1.4 所產生無害廢棄物總量</b> <b>A1.4 Total non-hazardous waste produced</b>					
乾酒糟 Dried distiller's grain	千噸 1,000 tons	195	181	188	184
乾廢酵母 Dried waste yeast	千噸 1,000 tons	17	17	17	18
瓶子 Bottle	千噸 1,000 tons	1,476	1,484	1,161	1,088
易拉罐 Can	千噸 1,000 tons	96	71	52	57
紙箱 Carton	千噸 1,000 tons	315	288	287	266
塑膜 Plastic film	千噸 1,000 tons	14	12	11	11



## 附錄一：環境相關關鍵績效指標

## APPENDIX I: KEY PERFORMANCE INDICATORS ABOUT ENVIRONMENT

環境關鍵績效指標 Environmental KPIs	單位 Unit	2019	2018	2017	2016
<b>A2.1 按類型劃分的直接及／或間接能源總耗量</b>					
<b>A2.1 Direct and/or indirect energy consumption by type in total</b>					
單位綜合能耗 <sup>2</sup> Consolidated energy consumption per unit <sup>2</sup>	每千升產量標準煤 Standard coal per kilolitre	0.023	0.024	0.03	0.03
煤炭 Coal	萬噸標準煤 10,000 tons of standard coal	0.7	2.6	7.3	11.5
天然氣 Natural gas	千萬標準立方米 10,000,000 standard cubic metres	7.5	7.9	8.2	7.8
太陽能 Solar energy	千萬千瓦時 10,000,000 kilowatt hours	0.07	不適用 N/A	不適用 N/A	不適用 N/A
汽油 Gasoline	千噸 1,000 tons	0.6	0.8	1.2	1.4
柴油 Diesel	千噸 1,000 tons	3.1	3.1	3.3	3.8
外購電力總量 Total amount of externally sourced electricity	千萬千瓦時 10,000,000 kilowatt hours	59.6	59.7	64.0	66.3
外購熱力總量 Total amount of externally sourced heat	十億千焦耳 1,000,000,000KJ	2,854.2	2,765.0	2,748.8	3,092.0
<b>A2.2 總耗水量及密度</b>					
<b>A2.2 Water consumption in total and intensity</b>					
耗水量 Water consumption	千立方米 1,000 standard cubic metres	31,992	31,448	35,031	38,781
總耗水量密度 Density of total water consumption	立方米／每千升產量 Cubic metre/per kilolitre	2.71	2.79	2.97	3.25

<sup>1</sup> 碳排放之計算參照中國國家發展和改革委員會出版之《2012區域電網基準線排放因子》《中國食品、煙草及酒、飲料和精製茶企業溫室氣體核算方法與報告指南(試行)》及香港交易所發出之《環境關鍵績效指標匯報指引》。範圍一溫室氣體的計算範圍包括煤炭、汽油、柴油及天然氣耗用量。範圍二溫室氣體的計算範圍包括外購電力及外購熱力消耗量。

<sup>1</sup> The above carbon emission was calculated with reference to the “2012 Baseline Emission Factors for Regional Power Grids” and the “Guidelines for Accounting and Reporting Greenhouse Gas Emissions from China Food, Tobacco, Alcohol, Beverages and Purified Tea Manufacturing Enterprises (Trial)” published by the National Development and Reform Commission of the PRC, and the “Reporting Guidance on Environmental KPIs” published by Hong Kong Stock Exchange. The calculation of scope 1 includes coal, gasoline, diesel and natural gas consumption. The calculation of scope 2 includes externally sourced electricity and heat consumption.

<sup>2</sup> 單位綜合能耗以每千升產量標準煤的單位表達，計算參照中國國家標準《綜合能耗計算通則》。

<sup>2</sup> The consolidated energy consumption per unit is presented with the unit standard coal per kilolitre, which is calculated with reference to the “General principles for calculation of the comprehensive energy consumption” of National Standards of PRC.



## 附錄二：《環境、社會及管治報告指引》內容索引

## APPENDIX II: INDEX OF CONTENTS ACCORDING TO THE ESG REPORTING GUIDE

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環境 Environmental				
A1 : 排放物 A1: Emission	一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的 排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律 及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 305：排放及GRI 306：污水及廢棄物) GRI 305：排放：管理方針披露指引 GRI 307：有關環境保護的法規遵守：披露項目307-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 305: Emissions: Management approach disclosures guidance GRI 307: Environmental Compliance: Disclosure 307-1	52-67
	A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	GRI 305：排放：披露項目305-1, 305-2, 305-3, 305-6及305-7 GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-6, and 305-7	57-58, 77
	A1.2	溫室氣體總排放量(以噸計算)及(如適用)密 度(如以每產量單位、每項設施計算)。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 305：排放：披露項目305-1, 305-2, 305-3及 305-4 GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-4	58-60, 77
	A1.3	所產生有害廢棄物總量(以噸計算)及(如適 用)密度(如以每產量單位、每項設施計算) Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306：污水及廢棄物：披露項目306-2 (a) GRI 306: Effluents and Waste: Disclosure 306-2 (a)	65-67
	A1.4	所產生無害廢棄物總量(以噸計算)及(如適 用)密度(如以每產量單位、每項設施計算) Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306：污水及廢棄物：披露項目306-2 (b) GRI 306: Effluents and Waste: Disclosure 306-2 (b)	65-67, 77
	A1.5	描述減低排放量的措施及所得成果。 Description of measures to mitigate emissions and results achieved.	GRI 103：管理方針：披露項目103-2 (使用於GRI 305： 排放) GRI 305：排放：匯報要求1.2及披露項目305-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 305: Emissions) GRI 305: Emissions: Clause 1.2 and Disclosure 305-5	52-67
	A1.6	描述處理有害及無害廢棄物的方法、減低 產生量的措施及所得成果。 Description of how hazardous and non- hazardous wastes are handled, reduction initiatives and results achieved.	GRI 103：管理方針：披露項目103-2 (使用於GRI 306： 污水及廢棄物) GRI 306：污水及廢棄物：披露項目306-2及306-4 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 306: Effluents and Waste) GRI 306: Effluents and Waste: Disclosures 306-2 and 306-4	65-67

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<b>環境</b> <b>Environmental</b>				
A2：資源使用 A2: Use of Resources	一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 301：物料，GRI 302：能源及GRI 303：水) GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 301: Materials, GRI 302: Energy, and GRI 303: Water)	52-67
	A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI 302：能源：披露項目302-1及302-3 GRI 302: Energy: Disclosures 302-1 and 302-3	56, 78
	A2.2	總耗水量及密度(如以每產量單位、每項設施計算) Water consumption in total and intensity (e.g. per unit of production volume, per facility).	不適用 N/A	63, 78
	A2.3	描述能源使用效益計劃及所得成果。 Description of energy use efficiency initiatives and results achieved.	GRI 103：管理方針：披露項目103-2 (使用於GRI 302：能源) GRI 302：能源：披露項目302-4及302-5 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 302: Energy) GRI 302: Energy: Disclosures 302-4 and 302-5	54-56
	A2.4	描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	GRI 103：管理方針：披露項目103-2 (使用於GRI 303：水) GRI 303：水：披露項目303-3 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water) GRI 303: Water: Disclosure 303-3	62-64
	A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI 301：物料：披露項目301-1 GRI 301: Materials: Disclosure 301-1	67, 77
A3：環境及天然資源 A3: The Environment and Natural Resources	一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 301：物料，GRI 302：能源，GRI 303：水，GRI 304：生物多樣性，GRI 305：排放及GRI 306：污水及廢棄物) GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste).	60-62, 67-69
	A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI 103：管理方針：披露項目103-1及103-2 (使用於GRI 301：物料，GRI 302：能源，GRI 303：水，GRI 304：生物多樣性，GRI 305：排放及GRI 306：污水及廢棄物) GRI 303：水：披露項目303-2 GRI 304：生物多樣性：披露項目304-2 GRI 306：污水及廢棄物：披露項目306-3 (c)及306-5 GRI 103: Management Approach: Disclosures 103-1 and 103-2 (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 303: Water: Disclosure 303-2 GRI 304: Biodiversity: Disclosure 304-2 GRI 306: Effluents and Waste: Disclosures 306-3 (c) and 306-5	60-62, 67-69



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<b>社會</b> <b>Social</b>				
B1： 僱傭 B1: Employment	一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 202：市場地位，GRI 401：僱傭，GRI 405：員工多元化與平等機會及GRI 406：反歧視) GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 202: Market Presence, GRI 401: Employment, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination) GRI 419: Socioeconomic Compliance: Disclosure 419-1	31-35
	B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	GRI 102：一般披露：披露項目102-8 (a), 102-8 (b)及102-8 (c) GRI 405：員工多元化與平等機會：披露項目405-1 (b-ii) GRI 102: General Disclosures: Disclosures 102-8 (a), 102-8 (b), and 102-8 (c) GRI 405: Diversity and Equal Opportunity: Disclosure 405-1 (b-ii)	33
	B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	GRI 401：僱傭：披露項目401-1 (b) GRI 401: Employment: Disclosure 401-1 (b)	34
B2： 健康與安全 B2: Health and Safety	一般披露 General Disclosure	有關提供安全工作環境及保障員工避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 403：職業健康及安全) GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 403: Occupational Health and Safety) GRI 419: Socioeconomic Compliance: Disclosure 419-1	44-51
	B2.1	因工作關係而死亡的人數及比率。 Number and rate of work-related fatalities.	GRI 403：職業健康及安全：披露項目 403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	48
	B2.2	因工傷損失工作日數。 Lost days due to work injury.	GRI 403：職業健康及安全：披露項目：403-2 GRI 403: Occupational Health and Safety: Disclosure 403-2	48
	B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	GRI 103：管理方針：披露項目103-2及103-3 (a-i) (使用於GRI 403：職業健康及安全) GRI 103: Management Approach: Disclosure 103-2 and 103-3 (a-i) (used together with GRI 403: Occupational Health and Safety)	44-51

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<b>社會</b> Social				
B3： 發展及培訓 B3: Development and Training	一般披露 General Disclosure	有關提升員工履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 404：訓練與教育) GRI 404：訓練與教育：披露項目404-2 (a) GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 404: Training and Education) GRI 404: Training and Education: Disclosure 404-2 (a)	39-44
	B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	GRI 404：訓練與教育：披露項目404-1 GRI 404: Training and Education: Disclosure 404-1	40
	B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	GRI 404：訓練與教育：披露項目404-1 GRI 404: Training and Education: Disclosure 404-1	40 計劃在未來披露按性別及僱員類別劃分每名僱員完成受訓的平均時數。 Future disclosure of average training hours by gender and employee category is under planning
B4： 勞工準則 B4: Labour Standards	一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 408：童工及GRI 409：強迫或強制勞動) GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 419: Socioeconomic Compliance: Disclosure 419-1	31-32
	B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	GRI 103：管理方針：披露項目103-2(使用於GRI 408：童工及GRI 409：強迫或強制勞動) GRI 408：童工：披露項目408-1(c) GRI 409：強迫或強制勞動：披露項目409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	31-32
	B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	GRI 103：管理方針：披露項目103-2(使用於GRI 408：童工及GRI 409：強迫或強制勞動) GRI 408：童工：披露項目408-1(c) GRI 409：強迫或強制勞動：披露項目409-1(b) GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	31-32



## 附錄二：《環境、社會及管治報告指引》內容索引

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社會 Social				
B5： 供應鏈管理 B5: Supply Chain Management	一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 308：供應商環境評估及GRI 414：供應商社會評估) GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment)	27-29
	B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	GRI 102：一般披露：披露項目102-9 GRI 102: General Disclosures: Disclosure 102-9	27-29
	B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	GRI 103：管理方針：披露項目103-2 (使用於GRI 308：供應商環境評估及GRI 414：供應商社會評估) GRI 308：供應商環境評估：披露項目308-1及308-2 GRI 414：供應商社會評估：披露項目414-1及414-2 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment) GRI 308: Supplier Environmental Assessment: Disclosures 308-1 and 308-2 GRI 414: Supplier Social Assessment: Disclosures 414-1 and 414-2	27-29
B6： 產品責任 B6: Product Responsibility	一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 416：顧客健康與安全，GRI 417：行銷與標示及GRI 418：客戶私隱) GRI 416：顧客健康與安全：披露項目416-2 GRI 417：行銷與標示：披露項目417-2及417-3 GRI 418：客戶私隱：披露項目418-1 GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 416: Customer Health and Safety, GRI 417: Marketing and Labelling, and GRI 418: Customer Privacy) GRI 416: Customer Health and Safety: Disclosure 416-2 GRI 417: Marketing and Labelling: Disclosures 417-2 and 417-3 GRI 418: Customer Privacy: Disclosure 418-1 GRI 419: Socioeconomic Compliance: Disclosure 419-1	19-26
	B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 N/A	21
	B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service-related complaints received and how they are dealt with.	GRI 102：一般披露：披露項目102-43及102-44 GRI 103：管理方針：披露項目103-2 (c-vi) GRI 418：客戶私隱：披露項目418-1 GRI 102: General Disclosures: Disclosures 102-43 and 102-44 GRI 103: Management Approach: Disclosure 103-2 (c-vi) GRI 418: Customer Privacy: Disclosure 418-1	25-26
	B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	不適用 N/A	22-23
	B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	不適用 N/A	19-21
	B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	GRI 103：管理方針：披露項目103-2及103-3 (a-i) (使用於GRI 418：客戶私隱) GRI 103: Management Approach: Disclosures 103-2 and 103-3 (a-i) (used together with GRI 418: Customer Privacy)	25-26



## 附錄二：《環境、社會及管治報告指引》內容索引

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社會 Social				
B7： 反貪污 B7: Anti-corruption	一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 205：反貪污) GRI 205：反貪污：披露項目205-3 GRI 419：遵守社會及經濟領域的法規：披露項目419-1 GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 205: Anti-corruption) GRI 205 Anti-corruption: Disclosure 205-3 GRI 419: Socioeconomic Compliance: Disclosure 419-1	29-30
	B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	GRI 205：反貪污：披露項目205-3 GRI 205: Anti-corruption: Disclosure 205-3	29-30
	B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	GRI 102：一般披露：披露項目102-17 GRI 103：管理方針：披露項目103-2及103-3 (a-i) (使用於GRI 205：反貪污) GRI 205：反貪污：匯報要求1.2 GRI 102: General Disclosures: Disclosure 102-17 GRI 103: Management Approach: Disclosures 103-2 and 103-3 (a-i) (used together with GRI 205: Anti-corruption); GRI 205: Anti-corruption: Clause 1.2	29-30
B8： 社區投資 B8: Community Investment	一般披露 General Disclosure	有關以社區參與來瞭解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the operation is located and to ensure its activities take into consideration the communities' interests.	GRI 103：管理方針：披露項目103-2 (c-i) (使用於GRI 413：本地社區) GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 413: Local Communities)	70-76
	B8.1	注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI 203：間接經濟影響：披露項目203-1(a) GRI 203: Indirect Economic Impacts: Disclosure 203-1(a)	70-76
	B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	GRI 201：經濟表現：披露項目201-1(a-ii) GRI 201: Economic Performance: Disclosure 201-1(a-ii)	70-76









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

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

