



華潤水泥控股有限公司
China Resources Cement Holdings Limited

(於開曼群島註冊成立之有限公司)
(incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code: 1313



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



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一、前言

1. 董事局致辭

2016年，作為「十三五」的開局之年，是國家深化供給側改革，行業結構持續調整的一年。年內，隨著水泥需求回升，行業競爭環境顯著改善，水泥產量平穩增長，水泥價格自3月起從低位反彈。面對經濟發展新常態，華潤水泥控股有限公司（「華潤水泥」或「本公司」）通過推進標桿基地建設，開展組織優化，加快品牌升級步伐，實施協同處置轉型，研發新產品，拓寬融資渠道，優化債務結構，探尋海外項目機會，踐行企業社會責任，為公司實現轉型創新、共贏發展奠定了基礎。

在創造經濟價值的同時，華潤水泥十分重視並積極參與社會責任實踐，將企業社會責任融入安全、環境、員工、客戶、夥伴和社區中，持續夯實廠區安全管理，提升環保管理水平，推廣節能減排改造措施，實施健康管理，深化協同處置項目，以創新的精神、務實的態度不斷推動中國水泥行業的轉型升級。

I. OVERVIEW

1. Statements of the Board of Directors

As the year of commencement of the “Thirteenth Five-Year Plan”, in 2016, supply-side reform in China and industrial consolidation intensified. During the year, upon recovery of the demand for cement and the significant improvement of the competition environment of the industry, cement production increased steadily and cement price had rebounded from its low since March. Facing the new norm of economic development, China Resources Cement Holdings Limited (“CR Cement” or the “Company”) lay a solid foundation for the transformation and innovation with win-win development through construction of benchmark plants, organizational optimization, brand upgrade, transformation of co-processing treatment, research and development of new products, broadening of financing channels, debt structure optimization, exploration of overseas project opportunities and fulfillment of corporate social responsibilities.

While creating economic value, CR Cement attaches great importance to proactive fulfillment of social responsibilities with integration of safety, environment, employees, customers, business partners and the community. CR Cement has been constantly strengthening safety management in factory areas, improving the standard of environmental protection management, promoting reform measures for energy saving and emission reduction, implementing health management and reinforcing co-processing projects in an endeavor to progressively promote the transformation and upgrade of the cement industry in China with an innovative spirit and a pragmatic attitude.



2. 公司概況

華潤水泥控股有限公司(香港聯合交易所股份代碼: 1313.HK)成立於2003年,是國家重點支持的大型水泥企業集團之一。依托獨特的資源佈局優勢及水泥和混凝土縱向一體化的商業模式,憑藉資源掌控、資源轉化、資源分銷和系統成本最低、區域市場領先的發展戰略,以「潤豐水泥」為主導品牌,華潤水泥已發展成為華南區域最具競爭力的水泥和混凝土供應商,在中國水泥行業中具有重要地位。

截至2016年12月31日止,華潤水泥業務覆蓋廣東、廣西、福建、海南、山西、雲南、貴州、內蒙古及港澳等地區,透過附屬公司掌控以及由聯營公司及合營公司持有並按照權益歸屬於華潤水泥的熟料、水泥及混凝土年產能分別達到7,290萬噸、10,060萬噸及3,850萬立方米,水泥、混凝土產能位居全國前列。

2. Corporate Profile

China Resources Cement Holdings Limited (stock code at The Stock Exchange of Hong Kong Limited: 1313.HK) was incorporated in 2003. The Company is one of the large-scale cement enterprise groups with strong support from the Chinese government. Taking advantages of its unique resources distribution and vertical integration business model for cement and concrete, the Company adopts the development strategy through control, conversion and distribution of resources, achieving the lowest total cost with a leading market position in the region. By using our main brand “Runfeng Cement”, the Company has become the most competitive supplier of cement and concrete in Southern China, with an important status in the cement industry in China.

As of 31 December 2016, the operation of the Company has covered various regions including Guangdong, Guangxi, Fujian, Hainan, Shanxi, Yunnan, Guizhou, Inner Mongolia, Hong Kong and Macau etc. The aggregate annual production capacities of clinker, cement and concrete of the Company controlled by its subsidiaries together with the annual production capacities held by associates and joint ventures attributable to the Company according to its share of equity interests amounted to 72.9 million tons, 100.6 million tons and 38.5 million m³ respectively. The Company’s production capacities of cement and concrete are at a leading position in China.



3. 華潤水泥2016年里程碑

3. Milestones of CR Cement in 2016

- 6月16日**
16 June
- 華潤水泥與安徽海螺水泥股份有限公司簽訂戰略合作協議。
Entered into a strategic co-operation agreement with Anhui Conch Cement Company Limited.
-
- 6月28日**
28 June
- 華潤水泥在廣西南寧舉辦潤豐水泥品牌升級揭幕儀式。「潤豐水泥」已成為市場主推品牌。
Organized an unveiling ceremony in Nanning, Guangxi for the upgraded brand “Runfeng Cement” which has become the major brand in the market.
-
- 6月28日**
28 June
- 華潤環保工程(賓陽)有限公司利用水泥窯協同處置城鄉生活垃圾項目宣佈正式竣工驗收。該項目是華潤水泥第一個竣工驗收的水泥窯協同處置生活垃圾項目，也是廣西利用水泥窯協同處理生活垃圾的第一個嘗試。
Announced official completion of construction and acceptance inspection of its urban and rural waste co-processing project by use of cement kilns in China Resources Environmental Protection Engineering (Binyang) Company Limited. Such project was the first of its kind for CR Cement and Guangxi.
-
- 6月28日**
28 June
- 華潤水泥(封開)有限公司第六條年產160萬噸熟料生產線投產，華潤水泥在廣東省封開縣計劃的生產線已全部建成投產，熟料總年產能為930萬噸，水泥總年產能為800萬噸。
Commenced operation of the sixth clinker production line with annual production capacity of approximately 1.6 million tons in China Resources Cement (Fengkai) Limited. CR Cement has completed the construction and commenced operation of all its production lines in Fengkai County, Guangdong with annual production capacities of 9.3 million tons of clinker and 8.0 million tons of cement.
-
- 7月28日**
28 July
- 華潤水泥(廉江)有限公司年產190萬噸熟料生產線投產。
Commenced operation of the clinker production line with annual production capacity of approximately 1.9 million tons in China Resources Cement (Lianjiang) Limited.
-
- 9月5日**
5 September
- 完成發行首批短期融資券，本金金額為人民幣5億元，期限為365日，票面利率為每年2.96%；以及首批中期票據，本金金額為人民幣30億元，期限為5年，票面利率為每年3.50%。華潤水泥成為首家在中國公開發行熊貓債券的水泥企業。
Completed the issuance of the first tranche of commercial paper in the amount of RMB500.0 million at the coupon rate of 2.96% per annum for a term of 365 days and the first tranche of medium term notes in the amount of RMB3.0 billion at the coupon rate of 3.50% per annum for a term of five years. The Company has become the first cement enterprise to issue panda bonds in China.
-
- 12月19日**
19 December
- 華潤水泥與北京金隅股份有限公司簽署戰略合作協議。
Entered into a strategic co-operation agreement with BBMG Corporation.
-



二、 關鍵績效

II. KEY PERFORMANCE

	統計指標 Statistical Indicators	2014	2015	2016
經濟指標 Economic Indicators	營業額 (百萬港元) Turnover (HK\$ million)	32,669	26,779	25,647
	除稅前盈利 (百萬港元) Profit before tax (HK\$ million)	5,754	984	2,158
	年度盈利 (百萬港元) Profit for the year (HK\$ million)	4,123	937	1,262
	本公司擁有人應佔盈利 (百萬港元) Profit attributable to owners of the Company (HK\$ million)	4,206	1,015	1,326
	資產總值 (百萬港元) Total assets (HK\$ million)	57,537	54,217	52,157
	淨資產 (百萬港元) (註1) Net assets (HK\$ million) (Note 1)	28,715	26,986	26,252
	淨資產收益率 (%) (註2) Return on net assets (%) (Note 2)	15.2	3.4	4.7
	總資產報酬率 (%) (註3) Return on total assets (%) (Note 3)	11.5	2.8	5.4
	息稅前利潤 (百萬港元) (註4) EBIT (HK\$ million) (Note 4)	6,409	1,550	2,851
	成本費用利潤率 (%) (註5) Ratio of profit to cost (%) (Note 5)	20.9	3.9	9.3
	成本 (百萬港元) Cost of sales (HK\$ million)	22,444	20,361	18,622
	銷售及行政費用 (百萬港元) Selling and administrative expenses (HK\$ million)	4,493	4,196	3,977
	財務費用 (百萬港元) Finance costs (HK\$ million)	655	566	692

註：

1. 淨資產等於資產總值減負債總值。
2. 淨資產收益率乃以年度盈利除以平均淨資產計算。
3. 總資產報酬率乃以息稅前利潤除以平均資產總值計算。
4. 息稅前利潤等於除稅前盈利及財務費用總額。
5. 成本費用利潤率乃以除稅前盈利除以成本、銷售及行政費用為財務費用總額計算。

Notes:

1. Net assets equal to total assets less total liabilities.
2. Return on net assets is calculated by dividing profit for the year by average net assets.
3. Return on total assets is calculated by dividing EBIT by average total assets.
4. EBIT equal to total profit before tax and finance costs.
5. Ratio of profit to cost is calculated by dividing profit before tax by total cost of sales, selling and administrative expenses and finance costs.



	統計指標 Statistical Indicators	2014	2015	2016
員工責任 Responsibilities to Employees	員工總數(人) Number of employees	23,669	23,663	21,897
	勞動合同簽訂率(%) Employment contract execution rate (%)	100	100	100
	社會保險覆蓋率(%) Social insurance coverage rate (%)	100	100	100
	體檢覆蓋率(%) Medical examination coverage rate (%)	100	100	100
	健康體檢人數(人) Number of employees attending health body check	23,669	23,663	21,897
	職業病發生次數(人) Number of occupational disease occurrences	0	0	0
	女性管理者比例(%) Proportion of female managerial staff (%)	13	11	13
	殘疾人僱傭人數(人) Number of employees with disabilities	13	43	52
	人均帶薪休假天數(天) Average duration of annual leave per employee (days)	8	10	8
	員工培訓覆蓋率(%) Employee training coverage rate (%)	100	100	100
	員工流失率(%) Employee turnover rate (%)	9.8	7.1	7.5
客戶責任 Responsibilities to Customers	合同履約率(%) Contract compliance rate (%)	98.9	98.7	95.6
	客戶投訴處理率(%) Customer complaint handling rate (%)	100	100	100
	產品合格率(%) Passing rate of product quality (%)	100	100	100
	研發投入額(百萬元人民幣) R&D investment (RMB million)	0.2	4.3	16.8
	研發人員數(人) Number of R&D employees	18	36	38
	參與形成國際、國家或行業標準數(個) Number of international, national or industrial standards contributed	3	5	5
	新增專利證書(項) Number of new patent certificates	5	43	24



	統計指標 Statistical Indicators	2014	2015	2016
夥伴責任 Responsibilities to Business Partners	責任採購比率 (%) Responsible procurement rate (%)	100	100	100
	供應商通過質量、環境和職業健康安全 體系認證比率 (%) Percentage of suppliers passing the quality, environmental and occupational health and safety certifications	100	100	100
	戰略合作協議簽訂數 (份) Number of strategic co-operation agreements signed	-	6	4
	產學研合作支出額 (百萬元人民幣) Expenditure on production-academia-research co-operation (RMB million)	0.25	0.46	0.56
公共責任 Public Responsibilities	新增就業人數 (人) Number of new recruitments	3,747	2,418	1,353
	當地員工僱傭人數 (人) Number of local employees	22,486	22,480	20,816
	慈善捐助總額 (百萬港元) Charitable donations (HK\$ million)	5.1	3.9	6.1
	稅項 (百萬港元) Taxation (HK\$ million)	1,631	48	897
	本地化採購比率 (%) Proportion of local procurement	43	45	41
	工傷事故發生數 (次) Number of industrial accidents	22	13	10
	一般及以上事故發生數 (次) Number of general and above accidents	2	1	1
	事故死亡數 (人) Fatalities	2	1	1
	事故死亡率 (%) Fatalities rate (%)	0.08	0.04	0.04
	安全培訓人次 (人次) Number of participants of safety training	99,478	125,169	199,785
	安全生產投入 (百萬元人民幣) Investment on safety production (RMB million)	73	109	104
	安全培訓覆蓋率 (%) Safety training coverage rate (%)	100	100	100
	安全應急演練數 (次數) Number of safety contingency drills	512	373	474
	專職安全管理人員數量 (人) Number of specialized safety management personnel	160	195	233
安全管理人員持證人數 (人) Number of licensed safety management personnel	760	832	863	



	統計指標 Statistical Indicators	2014	2015	2016
環境責任 Environmental Responsibilities	綜合能源消費量(千噸標煤) Consolidated energy consumption (thousand tons standard coal)	7,213	7,296	7,958
	萬元產值可比價綜合能耗 (噸標煤/萬元人民幣) Consolidated energy consumption per RMB10,000 output (ton standard coal/RMB10,000)	2.52	2.81	3.24
	萬元增加值可比價綜合能耗 (噸標煤/萬元人民幣) Consolidated energy consumption per RMB10,000 value addition (ton standard coal/RMB10,000)	7.27	9.37	10.68
	節能減排技術改造投入(百萬元人民幣) Investment on energy-saving and emission-reduction technological reforms (RMB million)	270	363	223
	環保總投入(百萬元人民幣) Total investment on environmental protection (RMB million)	570	521	401



三、價值創造

2016年，中國政府穩步推進供給側結構性改革，水泥行業亦處於進一步提升區域市場集中度、清理違規建設、推進企業兼併重組的整合階段。華潤水泥圍繞「十三五」戰略規劃，著力打造「系統成本最低、區域市場領先、創新驅動發展」三大核心能力，緊扣「降本提效、創新發展」的管理主題，提升公司管理水平，優化組織結構，改善運營指標，擴展市場份額，持續創造經濟價值。

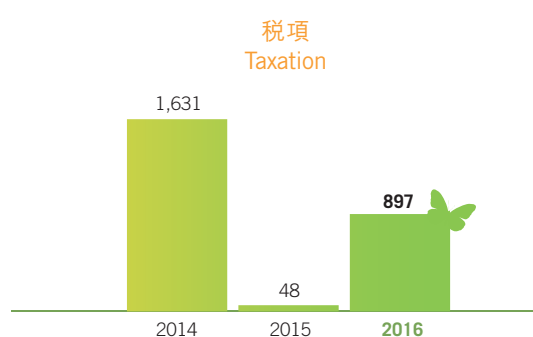
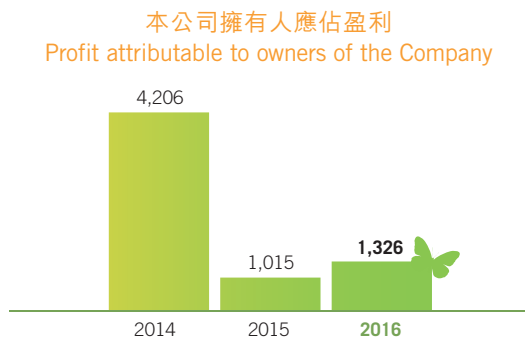
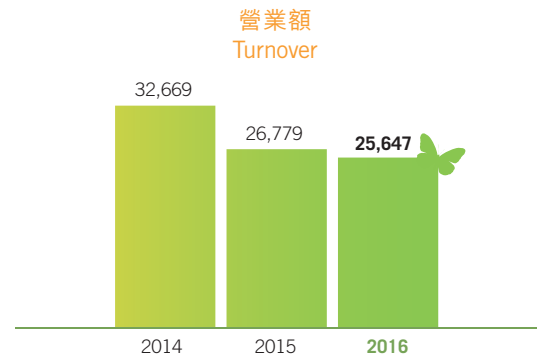
III. VALUE CREATION

In 2016, whilst the Chinese government progressively promoted the supply-side structural reform, the cement industry was also in the consolidation stage of further enhancing the concentration of regional markets and demolition of illegal construction, as well as promotion of corporate merger, acquisition and restructuring. Centering the strategy of the “Thirteenth Five-Year Plan”, CR Cement strived to build up the three core strengths in respect of “the lowest system cost, leading position in regional markets and development driven by innovation” with strong adherence to the management theme of “cost minimization and efficiency enhancement with innovative development” in order to raise the management level of the Company, optimize the organizational structure, improve the operational indicators, increase market share and continuously create economic value.

1、經營業績

1. Operating Results

統計指標 (百萬港元) Statistical Indicators (HK\$ million)	2014	2015	2016
資產總額 Total Assets	57,537	54,217	52,157
營業額 Turnover	32,669	26,779	25,647
本公司擁有人應佔盈利 Profit attributable to owners of the Company	4,206	1,015	1,326
稅項 Taxation	1,631	48	897





2、產品技術與創新

華潤水泥技術創新平台逐步成型，機制逐步完善，研發人才初步就位。2016年發佈實施《研發項目管理制度》，對研發項目進行全流程管理，設立開放性研發項目，鼓勵全體員工開展研發活動。公司中心實驗室已於2016年11月底全面投入運營，現有38人，其中博士2人、碩士15人、高級工程師5人。

(1) 產品研發

華潤水泥以市場需求為導向，不斷研發新型水泥產品，拓展細分市場。目前「王牌工匠」裝修水泥、透水混凝土等新產品已實現工業化生產並進行銷售。

(2) 專利發明

2016年，華潤水泥收到專利授權通知書34項，其中24項已獲得正式專利證書，主要包括應用於節能減排及提升生產運營效率的設備和系統以及新材料等。截至2016年12月底，共持有專利授權通知書87項，其中發明專利11項，實用新型專利76項。

2. Product Technology and Innovation

The technological innovation platform of CR Cement is gradually formed with an improving mechanism and preliminary placement of R&D talents. The “R&D Project Management Regulation” was implemented in 2016 for full-process management on R&D projects and initiation of open-ended R&D projects in order to encourage all employees to engage in R&D activities. The central laboratory of the Company has been in full operation since late November 2016. There are currently 38 staff members, among which 2 hold doctoral degrees, 15 hold master’s degrees and 5 are senior engineers.

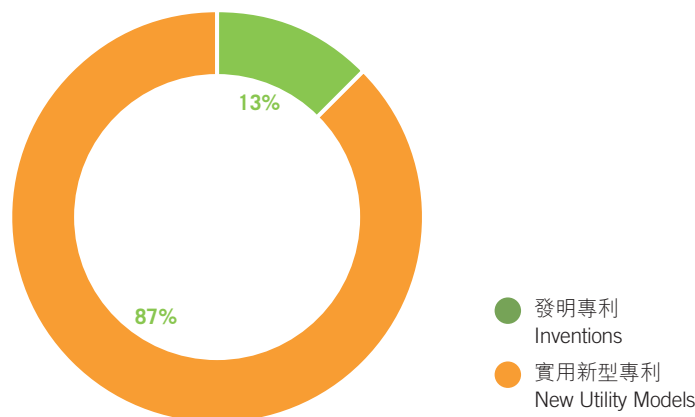
(1) Product Research and Development

Based on the market demand-oriented approach, CR Cement constantly conducts R&D on new forms of cement products and expands in the differentiated market segments. Currently, new products such as “Wang Pai Gong Jiang” branded decorative cement and pervious concrete have been put into industrial production and launched for sale.

(2) Patented Inventions

In 2016, the Company received 34 notices of allowance for patent licenses, among which 24 had been granted official patent certificates, mainly including equipment and systems for energy saving, emission reduction and enhancement of efficiency in production and operation, as well as new materials. As of the end of December 2016, the Company held 87 notices of allowance for patent licenses, including 11 inventions and 76 new utility models.

華潤水泥專利授權通知書情況
Notices of Allowance for Patent Licenses of CR Cement



註：截止2016年12月底
Note: As of the end of December 2016



(3) 全員創新

華潤水泥成立創新領導小組和三個創新專家組（技術、管理、商業模式），保障各項資源的合理調配，推動全員創新，並建立了創意產生、項目運作、創新激勵和創新保障四個機制，打通創新管理全流程。

(3) All-Staff Innovation

CR Cement has established an innovation steering group and three specialist innovation groups (technology, management and business model) to ensure reasonable allocation of every type of resources and promote all-staff innovation. The Company has also pioneered four mechanisms, namely formation of innovative ideas, project operation, innovation stimulation and innovation protection, in a bid to push forward the full-process innovation management.

創新競賽 Innovation Competition

2016年8月啟動華潤水泥第一屆創新競賽，共產生174個創新項目，最終產生15個優秀項目進入決賽。決賽過程進行視頻直播和微信互動，在公司營造了全員創新的氛圍。

CR Cement organized the first innovation competition in August 2016. There were 174 innovation projects in total, and 15 outstanding ones entered the final round. The final-round competition was broadcasted on live video streaming and WeChat Interaction, which created an ambience of all-staff innovation in the Company.



華潤水泥第一屆創新競賽海報
Poster of the First Innovation Competition of CR Cement



創新競賽決賽現場
The Final-Round Presentation of the Innovation Competition





「王牌工匠」裝修水泥
“Wang Pai Gong Jiang” Branded Decorative Cement



「王牌工匠」裝修水泥具有綠色環保、省時省力的特點。首批產品於2016年9月21日在廣東省東部區域正式上市。

“Wang Pai Gong Jiang” branded decorative cement is environmentally friendly and efficient in saving time and energy. The first batch of products was officially launched in eastern Guangdong Province on 21 September 2016.

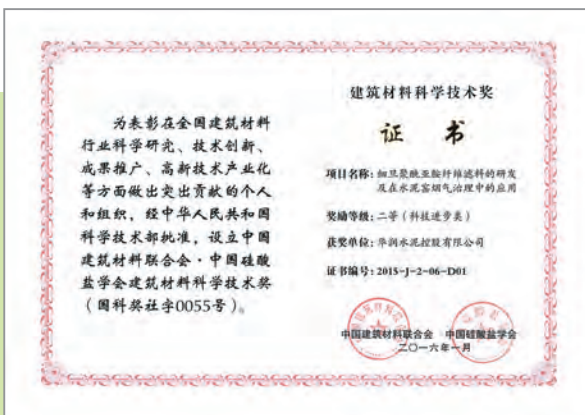
彩色透水混凝土
Multicolored Pervious Concrete

具有透水功能的彩色混凝土，可減少城市內澇。產品已在華潤混凝土（惠州）有限公司和華潤混凝土（南寧）有限公司實現工業化生產。

The multicolored concrete with water permeability could reduce urban waterlogging. Industrial production of the products had commenced in China Resources Concrete (Huizhou) Limited and China Resources Concrete (Nanning) Limited.



專業認證
Professional Recognition



2016年，華潤水泥作為主要完成單位的「細旦聚醯亞胺纖維濾料的研發及在水泥窯煙氣治理中的應用」項目獲得「2015年度中國建築材料聯合會•中國矽酸鹽學會建築材料科學技術獎」二等獎。

In 2016, the “Research and Development of Fine Denier Polyimide Fiber Filter and the Application in Flue Gas Treatment in Cement Kiln” project, which was mainly completed by CR Cement, was honoured the second-class award of the “2015 Building Materials Science and Technology Award by China Building Material Federation • Chinese Ceramic Society”.



3、提升管理效益

2016年，華潤水泥開啓16個試點基地「環安健（環境、健康、安全）、生產運營、組織、信息化」全面標桿建設之路，制定並下發《華潤水泥標桿基地建設方案》及《華潤水泥星級基地認證方案》，通過開展內、外部逐級對標和基地星級認證，推進全面標桿建設，優化組織發展，提升管理效率，有效支持公司「十三五」戰略落地。

3. Enhancement of Management Efficiency

In 2016, CR Cement set comprehensive benchmarks in respect of “environment, safety and health, production and operation, organization and informatization” for 16 pilot production plants. “CR Cement Benchmark Production Plant Construction Plan” and “CR Cement Star Grade Production Plant Certification Plan” were formulated and issued. Through internal and external benchmarking at each level and star grade certification for production plants, CR Cement managed to facilitate the construction of comprehensive benchmarks, optimize organizational development, enhance management efficiency and effectively support the implementation of the Company’s strategy for the “Thirteenth Five-Year Plan”.



標桿基地宣傳海報
Promotion posters of benchmark production plants



四、安全生產

2016年，華潤水泥繼續加大安全投入，開展安全隱患排查和整治，推進安全標準化一級企業和二級礦山企業創建和複評，不斷提升安全管理，同時加強安全教育培訓和職業健康管理工作，提高員工的安全意識，保護員工的健康權益。

2016年，公司各級單位共組織員工安全培訓199,785人次，培訓時間達293,586小時；組織相關方人員培訓30,293人次，培訓時間54,436小時。

1、堅守安全文化

華潤水泥落實「以人為本」和「超越利潤之上的追求」，增強企業核心競爭能力，引導全員參與，實現在法律、法規及政府監管要求之上的安全自我約束，推動公司安全發展、健康發展、持續發展。

IV. PRODUCTION SAFETY

In 2016, CR Cement continued to make more investments on safety, initiated elimination and remediation of latent hazards to safety and promoted the establishment and re-evaluation of the First-Class Enterprise and the Second-Class Mining Enterprise in Production Safety Standardization, thereby constantly enhancing the safety management while strengthening safety education and training and occupational health management to arouse the safety awareness of employees and safeguard their health.

In 2016, there were 199,785 participations of the safety trainings organized by various units of the Company for employees and the training time reached 293,586 hours, whereas there were 30,293 participations in the trainings for the related parties and the training time was 54,436 hours.

1. Upholding Safety Culture

CR Cement puts the concepts of “people orientation” and “pursuit beyond profit making” into practice and enhances the core competitiveness of the enterprise while steering all-staff participation and achieving the self-discipline beyond compliance of laws, regulations and regulatory requirements of the government on safety in order to facilitate the Company’s safe development, healthy development and sustainable development.



2、落實安全責任制

9月19日，華潤水泥頒佈《華潤水泥控股有限公司相關方安全管理制度（試行）》，制度於2017年1月1日起執行。該制度對相關方的資質准入、過程監管和後期評價做出具體規定，執行「黑名單」機制，對相關方管理做到「有法可依」，推動相關方管理安全提升，減少相關方事故的發生。

2. Implementation of Safety Accountability System

On 19 September, CR Cement issued the “Safety Management System for Related Parties of China Resources Cement Holdings Limited (For Trial Implementation)” which has been subsequently executed since 1 January 2017. This system, which sets forth specific requirements on the eligibility of the related parties, supervision during the process and subsequent evaluation, together with the implementation of the “Blacklist” mechanism, has drawn up rules to follow for related parties management and enhanced the safety management of related parties while minimizing the occurrence of accidents of related parties.





3、安全生產專項活動

(1) 開展安全生產標準化一級企業創建

2016年，華潤水泥下屬惠州、東莞、雁石、上思、龍岩、福龍及湛江水泥等7家企業順利通過安全生產標準化一級企業的現場評審，截至2016年底，華潤水泥已有19家基地通過了安全生產標準化一級企業現場評審。

(2) 安全生產月活動

華潤水泥以總部、大區、基地、工段班組等多層級組織開展安全活動，使活動深入崗位員工並輻射到各利益相關方，營造了濃厚的安全文化氛圍。安全生產月期間，各級單位組織開展了安全培訓、安全板報比賽、安全開放日、觀看安全警示視頻、安全知識競賽、安全演講比賽及行為觀察比賽等形式多樣、豐富多彩的安全活動，共開展安全活動項目31項，有57,664人次參加了安全教育和文化推介等活動。

(3) 環安健知識競賽活動

7月11日，華潤水泥舉辦首屆「環安健知識競賽」活動，共有11支代表隊參加決賽，競賽範圍覆蓋各大區、基地及參股公司雲南水泥建材集團和福建水泥公司。知識競賽隊伍實施層層選拔，大區、基地全面開展競賽，持續時間長，覆蓋範圍廣，吸引了廣大員工積極參與，取得了很好的效果，有效提升廣大員工安全環保意識，營造綠色發展的良好氛圍。

3. Special Campaigns for Production Safety

(1) Establishment of First Class Enterprises in Production Safety Standardization

In 2016, 7 subsidiaries of CR Cement in Huizhou, Dongguan, Yanshi, Shangsi, Longyan, Fulong and Zhanjiang successfully passed the on-site assessments as the First Class Enterprises in Production Safety Standardization. As of the end of 2016, 19 cement production plants of the Company had passed the on-site assessments as the First-Class Enterprises in Production Safety Standardization.

(2) Production Safety Month Event

CR Cement organized safety activities at various levels such as the headquarters, regions, production plants and construction groups, in order to permeate the activities through employees at all positions and benefit all stakeholders while creating an atmosphere imbued with safety culture. During the Production Safety Month, units at each level organized assorted and diversified safety activities such as safety trainings, safety news display board competitions, safety open day, broadcast of safety precaution videos, safety quiz competitions, safety speech competitions and behavioral observation competitions. A total of 31 safety activities were organized with 57,664 participations in activities such as safety education and cultural promotion.

(3) Environment, Safety and Health Quiz Competition

CR Cement's first "Environment, Safety and Health Quiz Competition" was organized on 11 July covering all regions, production plants and associates including Yunnan Cement & Building Materials Group and Fujian Cement Company. A total of 11 representative teams entered the final round. The teams participating in the quiz competition had gone through rounds of selections and the competition took place in all regions and production plants. By virtue of its long duration and extensive coverage, the competition attracted a considerable number of employees to participate proactively with satisfactory results. As a result, it had effectively aroused the awareness of safety and environmental protection among all employees and created a good atmosphere for green development.



安全生產月活動
Production Safety Month Event



華潤水泥(貴港)有限公司開放日活動—家屬穿戴勞動防護用品
China Resources Cement (Guigang) Limited Open Day – families putting on labour protection equipment



華潤水泥(雁石)有限公司開放日「交通安全全從我做起」簽名活動
“Transportation Safety, Start with Me” Signature Event on the Open Day of China Resources Cement (Yanshi) Limited



海南大區交通安全周活動
Transportation Safety Week Event in Hainan Region

首屆環安健知識競賽活動
The First Environment, Safety and Health Quiz Competition Event



華潤水泥開展環安健知識競賽活動
The Environment, Safety and Health Quiz Competition Event organized by CR Cement



華潤水泥首屆環安健知識競賽上員工踴躍參與
Enthusiastic participation by staff in the First Environment, Safety and Health Quiz Competition of CR Cement



(4) 參加國家建材行業安全標準修訂及評審

2016年12月，華潤水泥派代表前往北京參加中國建材檢驗認證集團股份有限公司組織的《水泥企業生產安全典型事故解析》研討，及《水泥工廠預分解窯點火和投料安全》、《餘熱發電系統安全規程》等建材行業安全標準的修訂和評審。

4、提高風險辨識和防控能力

(1) 推廣礦山安全管理

華潤水泥在下屬在封開、平南、漳平3家基地礦山進行試點開展礦山安全風險進行辨識，並編製完成露採礦山和硐採礦山的風險辨識與防控手冊，於9月28日下發各大區、基地進行分享和推廣。

(2) 完善應急管理體系

10月14日，華潤水泥頒佈《華潤水泥環境健康和危險源管理制度》、《華潤水泥控股安全生產事故綜合應急預案》及《華潤水泥控股突發環境事件綜合應急預案》，製作完成了《現場處置方案演練培訓視頻》—共15個典型現場應急處置實戰演練培訓視頻。2016年華潤水泥各級單位組織了474次應急演練活動，共11,432人次參加了演練活動。通過應急處置、救援演練，使廣大員工掌握了相應事故發生的應急救援步驟、方法和預防措施，強化了企業應急救援隊伍和社會應急救援組織的聯合處置、救援能力，增強了廣大員工的安全防範意識和應急處置技能。

(4) Participation in Revision and Review of the National Safety Standard for Building Material Industry

In December 2016, CR Cement assigned representatives to Beijing to participate in the “Analysis on Typical Production Safety Accidents of Cement Enterprises” seminar organized by China Building Material Test & Certification Group Co., Ltd., and was involved in the revision and review on the safety standards for building material industry including “Ignition and Feeding Safety for Preclancing Kiln at Cement Factory” and “Safety Regulations of Residual Heat Generation Systems”.

4. Enhancement to the Capability of Identification, Prevention and Control of Risks

(1) Promotion of Safety Management of Mines

CR Cement carried out pilot programmes for safety risk identification in 3 mines based in Fengkai, Pingnan and Zhangping and formulated the manual of identification, prevention and control of risk in open pit mines and cave mines. The manual was distributed to all regions and production plants for sharing and promotion on 28 September.

(2) Consummation of Contingency Management System

On 14 October, CR Cement promulgated the “Hazards Management System for Environment, Health and Safety of CR Cement”, the “Comprehensive Contingency Plan of Production Safety Incident of CR Cement” and the “Comprehensive Contingency Plan for Environmental Emergency of CR Cement”, and completed the production of “On-Site Emergency Handling Drill Videos” comprising a total of 15 videos of practical trainings for typical on-site emergency handling. In 2016, all units of CR Cement at each level organized 474 emergency drills with a total of 11,432 participations. The emergency handling and rescue drills not only let all staff gain a sound grasp of emergency rescue procedures, methods and precautions for the corresponding incidents, but also enhanced the capability of collaborative emergency handling and rescue of the emergency rescue teams of the Company and the social emergency rescue organizations and strengthened the safety precaution awareness and emergency handling skills of all staff.



火災事故演練
Fire Drill

廣東大區開展《火災事故緊急疏散和現場救援應急處置方案》演練
The “Emergency Evacuation and On-Site Rescue Contingency Plan for Fire Accidents” conducted in Guangdong Region



應急救援演練
Emergency Rescue Drill

華潤水泥（龍岩）有限公司的礦山開展排土場坍塌事故應急救援演練
The emergency rescue drill of collapse accident at dumps conducted at the mine of China Resources Cement (Longyan) Limited





五、員工責任

華潤水泥視員工為企業生存和發展最寶貴的資源，把員工及其家人的安寧幸福作為公司努力的立足點，為員工創造、提供廣闊的發展平台和施展個人才華的機會。

1、員工成長

(1) 構建人才培訓分層體系

華潤水泥針對中高層管理人員實施了「卓越經理人」、「卓越中層經理」等領導力培養項目；針對基層管理人員，結合基層班組建設開展工段長、班組長能力提升培養項目；針對大學本科畢業生開展了歷時三十天的「未來之星」訓練營封閉式培訓。全年共2,995名員工參加華潤水泥學院各培訓項目、專業培訓班。截至2016年底，華潤水泥學院已認證內部課程499門，認證兼職內部講師743名。

(2) 全面推廣線上線下混合培訓模式

2016年下半年，華潤水泥i-learning在線學習平台覆蓋全公司，累計開發在線課程43門，涵蓋採購、運營、銷售等多個方面的培訓。2016年，新增在線考試題庫12,600餘道，在線學習人數達到全員65.3%，較2015年增加30%，在線學習總時長超過13萬小時。

V. RESPONSIBILITIES TO EMPLOYEES

The Company views its employees as the most valuable resources for its corporate survival and development, and is committed to creating peace and bliss for its employees and their families. The Company creates and provides a broad career development platform for the employees to display their individual talents.

1. Growth of Employees

(1) Establishment of a Hierarchical System of Talent Cultivation

For middle to high level management personnel, CR Cement implemented leadership training programmes such as the “Excellent Managers” and the “Excellent Middle-level Managers”. For the basic supervisors, CR Cement launched a training project to improve the capabilities of foremen and team leaders with the establishment of basic supervisor group structure. For undergraduates, CR Cement organized a thirty-day “Future Stars” camp to offer an intensive training. Throughout the year, a total of 2,995 employees joined the training programmes and professional training courses offered by China Resources Cement College. As of the end of 2016, China Resources Cement College has 499 certified internal courses and 743 certified part-time internal instructors.

(2) Comprehensive Promotion of Online and Offline Mixed Training Model

In the second half of 2016, the i-learning online learning platform had covered the entire Group with 43 online courses, providing training on procurement, operation and sales. In 2016, over 12,600 questions were added to the online examination question data base and the number of online learners reached 65.3% of the total number of employees, representing an increase of 30% as compared to 2015, while the total online learning time exceeded 130,000 hours.





(3) 暢通員工發展通道

華潤水泥健全管理序列與專業序列人才標準，通過測評、現場答辯等方式對中層人員進行公開公平的考核評估，為人才的選、育、用、留提供一致性的衡量尺度，拓寬員工職業發展平台。同時，對於基層主管及以上人員，出現崗位空缺時，在內部平台發佈招聘信息，面向全體符合任職條件的人進行公開競聘，擇優錄取。

(4) 員工權益保護

華潤水泥貫徹執行《中華人民共和國勞動法》、《中華人民共和國勞動合同法》、《職工帶薪年休假條例》、《中華人民共和國未成年人保護法》、《女職工勞動保護特別規定》等相關法律法規，通過修編與員工權益相關的勞動合同及用工管理、休息休假等人力資源制度，明確杜絕聘用未成年工，要求新聘員工具有與履行勞動合同義務相適應的能力。修編制度經職工代表大會審議通過並實施，主要用於促進企業合法用工，切實保障保護勞動者、未成年人和女職工的合法權益，構建和諧的勞動關係。

公司通過建立工資增長與企業效益增長相適應的聯動機制，鼓勵下屬公司減員增效的同時提高員工收入，進一步優化薪酬體系，完善勞動報酬給付項目和規則。

(3) Smooth Staff Development Paths

CR Cement has sound standards for managing talents by series of management and professions. Through assessments and on-site Q&A, CR Cement conducts open and fair examinations and evaluations on middle-level personnel in an endeavor to provide consistent criteria for the selection, cultivation, engagement and retention of talents and broaden the staff's career development platform. Meanwhile, in respect of basic supervisors or above, when there are job vacancies, recruitment information would be released on internal platforms for open competition among all eligible candidates and outstanding candidates would be admitted.

(4) Protection of Rights and Interests of Staff

CR Cement fully complies with relevant laws and regulations such as the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", the "Regulations on Paid Annual Leave for Employees", the "Juvenile Protection Law of the People's Republic of China" and the "National Special Provisions on the Labour Protection for Female Workers". Through revisions of employment contracts and human resources systems which are related to staff's interests such as labour management as well as schedules of rests and leaves, the Company explicitly prohibits employment of underage workers and requires new employees to possess corresponding capability to perform the obligations under the employment contracts. The revised system implemented upon consideration and approval at the Worker's Congress is mainly used for facilitating legal employment of employees by the corporate, providing practical legal assurance and protection to the employees, the minors and female employees for the construction of harmonious labour relations.

By establishing a co-movement mechanism between salary growth and corporate performance, the Company encourages its subsidiaries to increase the income of employees while downsizing and enhancing efficiency in order to further optimize the remuneration system by consummating payment project and regulations of remuneration.



2、民主管理

華潤水泥鼓勵員工參與公司管理，並建立多個溝通渠道：組織年度員工座談會；董事局主席和總裁不定期召集各級員工座談；員工可以通過公司郵箱、公司內部網站論壇等渠道反映意見和訴求；涉及員工切身利益的相關制度和政策，均逐級徵求員工意見和建議；三重一大事項通過管理層集體決策，拓寬「信、訪、網、電」舉報平台，加強各領域誠信合規經營，防範廉潔風險。

3、誠信建設

華潤水泥一貫以來重視員工誠信建設和廉潔工作，2016年，組織敏感崗位人員廉潔誠信教育5期，受共計249人次；落實經理人述廉制度和任前談話制度，共有176名經理人遞交負責人述廉報告，對新任經理人進行任前談話22人次。公司各級負責人每年均需和直接上級簽訂《華潤水泥廉政建設責任書》，各級管理團隊成員需簽訂《廉潔自律承諾書》。

2. Democratic Management

CR Cement encourages staff members to participate in corporate management and has established various communication channels. For example, the Company organizes annual staff forum; the Chairman of the board of directors and the Chief Executive Officer meet employees of different levels from time to time; employees can express opinions and make requests through various channels such as corporate email and the Company's internal online forum; for relevant systems and policies involving staff's vital interests, opinions and suggestions raised by employees of each level are solicited; "three important and one large" matters should be collectively decided by the management, and whistleblowing platforms of "letter, interview, internet, telephone" are expanded to strengthen integrity and compliance operations of each field and prevent probity risks.

3. Integrity Cultivation

CR Cement always attaches considerable importance to employees' integrity cultivation and probity works. In 2016, the Company organized 5 sessions of probity and integrity education for employees at sensitive positions, which involved an aggregate of 249 participations. Manager integrity reporting system and pre-appointment interview system were implemented. 176 managers submitted integrity reports while 22 pre-appointment interviews were conducted with new managers. Every year, the Company's persons-in-charge at each level are required to sign the "CR Cement's Integrity Cultivation Accountability Statement" with their immediate superiors and the management team at each level is required to sign the "Probity and Self-Discipline Commitment Letter".



4、員工關愛

華潤水泥採取一系列措施，將員工關愛落到實處。每年組織員工進行健康體檢，關注員工職業健康；開展多種文體活動，豐富員工業餘生活；為員工及其兩位直系親屬購買商業保險；每個月組織生日會為當月壽星慶生；關愛不同員工群體，在婦女節、青年節、兒童節、重陽節等節日，組織觀看電影、發放紀念品等。

為大力弘揚互助友愛精神，以群體的力量化解個人遭遇的重大危難，形成扶危難、互助互愛的長效機制，華潤水泥成立了「華潤水泥感恩之心基金」，每年組織員工自願捐款，所籌款項用於為困難和病患員工提供愛心幫扶，2016年，華潤水泥「感恩之心基金」共籌得公司和員工捐款人民幣123萬元，發放救助金人民幣54.6萬餘元，幫助23名困難員工度過難關。

4. Care for Staff

CR Cement has adopted a series of measures to care for its employees. CR Cement concerns about the employees' occupational health and organizes health body check for employees on an annual basis. It carries out various recreational and sports activities which enriches employees' leisure lives. Commercial insurances are taken out for every employee and two immediate family members thereof. It also organizes monthly birthday party to celebrate with the birthday employees of the month. The Company cares for different staff groups, organizes movie-watching activities and distributes souvenirs at festivals such as Women's Day, Youth Day, Children's Day and the Double Ninth Festival.

In order to promote mutual help and fraternity, the Company established the "China Resources Cement Gratitude Fund" to help resolving substantial crises of employees in their personal lives by taking advantage of team efforts. It is encouraged to form a long-term mechanism of mutual help and love in times of distress. The Company encourages the staff to make voluntary donations every year and the proceeds raised are used for caring support to employees with difficulties and illness. In 2016, the Company and its employees donated a total amount of RMB1,230,000 to the China Resources Cement Gratitude Fund. 23 employees with difficulties were subsidized with a total amount of over RMB546,000.

華潤水泥「感恩之心基金」共救助困難員工
China Resources Cement Gratitude Fund helped

23 名
employees with difficulties

為困難員工發放救助金超過人民幣
With subsidies of a total amount of over
RMB

546,000 元

職業健康體檢 Occupational Health Body Check

華潤水泥各生產基地每年組織一次接觸職業危害因素的員工開展職業健康體檢，體檢由符合國家資質的醫院機構進行，將體檢結果報送縣級以上疾病預防控制中心備案，並按照安全標準化管理要求建立職工健康檔案。

Each production plant of CR Cement organizes an occupational health body check once every year for employees who are exposed to occupational hazards. The body check is carried out by hospitals which meet national qualifications. Results of body check are reported to Centers for Disease Control and Prevention at county level or above for filing and employees' health records are established in accordance with the requirements for safety standardization management.



文體活動
Recreational and Sports Activities



華潤水泥員工健康日暨潤豐水泥品牌宣傳徒步活動
CR Cement's Staff Health Day and Runfeng Cement Brand Promotional Walk Activity



華潤水泥2016年「貴州盃」創先爭優籃球賽
CR Cement's 2016 "Guizhou Cup" Pioneer and Excellence Basketball Tournament



廣西華潤紅水河水泥有限公司慰問困難員工
Solicitude expressed by Guangxi China Resources Hongshuihe Cement Co., Ltd. to staff members with difficulties



華潤混凝土（封開）有限公司團隊建設活動
Team Building Activity of China Resources Concrete (Fengkai) Limited



華潤水泥(廉江)有限公司植樹活動
Tree Planting Activity of China Resources Cement (Lianjiang) Limited



華潤水泥(彌渡)有限公司拔河活動
Tug-of-war Activity of China Resources Cement (Midu) Limited



華潤水泥工會與華潤混凝土(寧波)有限公司員工聯誼活動
Staff Mingling Activity of CR Cement's Labour Union and China Resources Concrete (Ningbo) Limited



六、客戶責任

華潤水泥以客戶至上為原則，秉承誠實守信的核心價值觀，嚴守商業道德，加強客戶溝通，悉心維護客戶和消費者權益，為客戶提供優質服務，滿足並超越客戶期望，提升客戶滿意度。

1、客戶溝通管理機制

堅持「以客戶為導向」的經營理念，實行銷售人員、客服人員、公司管理層三級客戶回訪機制，通過定期走訪客戶，了解客戶需求，不斷改善產品性能及服務水平。同時，公司不定期組織客戶會議、基地參觀、技術交流、主題推廣等活動，傳播企業文化，增進與客戶關係，堅定客戶與華潤水泥長期合作的信心。

VI. RESPONSIBILITIES TO CUSTOMERS

Upholding the customers-first principle and the core values of honesty and integrity, CR Cement strictly abides by business ethics, enhances customer communication and meticulously protects the rights and interests of our customers and consumers in order to provide our customers with excellent services which meet or even exceed customers' expectations and raise our customers' satisfaction level.

1. Customer Communication Management Mechanism

Insisting on the "customer-oriented" operational concept, the Company implements a three-tiered customer feedback mechanism consisting of salespersons, customer services officers and the management. Through regular visits of customers, the Company seeks to understand customers' needs better and constantly improve product functionality and service standards. At the same time, the Company organizes activities such as meetings with customers, visits to production plants, sharing meetings on technology and themed promotion events from time to time to disseminate corporate culture, enhance customer relationship and thus strengthen the customers' confidence on working with the Company in the long term.

經銷商培訓 Distributors Training

廣西大區經銷商培訓暨季度銷售總結會議
Distributors Training and Quarterly Sales Summary
Meeting in Guangxi Region





2、客戶投訴及意見處理機制

2016年，華潤水泥對於客戶提出的投訴，公司均在24小時內響應，並由專人負責處理，投訴處理率達100%。投訴處理後，公司定期跟進客戶產品使用情況，提升客戶服務水平。

3、完善售後服務體系

華潤水泥建有較完善的售後服務體系，包括客戶滿意度管理、信息服務、檢測服務、技術及文獻服務、培訓服務、投訴處理和銷售支持等，通過售後服務體系，不斷提升服務水平和服務效率，進而提高客戶滿意度及忠誠度。

4、保護客戶及消費者權益

- (1) 提供真實的產品和服務信息：華潤水泥嚴格按照國家標準規定在產品包裝袋上明確標註產品名稱、生產許可證號、生產廠家、地址及聯繫電話，並向客戶提供產品合格證和產品檢驗報告。
- (2) 客戶信息保護：2016年，華潤水泥為客戶提供的信息化工具，便捷客戶下單、業務查詢、物流跟蹤，將賬戶與個人身份信息關聯匹配，確保客戶信息的安全和準確性。

2. Customers' Complaints and Opinions Handling Mechanism

In 2016, the Company designated personnel to respond to customers' complaints within 24 hours and achieved a handling rate of 100%. After handling the complaints, the Company would regularly follow up with customers on the use of our products in order to enhance customer service standards.

3. Optimization of After-Sales Service System

The Company has a consummated after-sales service system, including customers' satisfaction management, information services, inspection services, technology and literature services, training services, complaints handling and sales support. Through after-sales service system, the Company continuously enhances service standards and service efficiency to raise satisfaction and loyalty of customers.

4. Protection of Rights and Interests of Customers and Consumers

- (1) Providing authentic product and service information: In strict compliance with national standards and requirements, CR Cement clearly labelled the products with the product names, production license numbers, production factories, addresses and contact numbers on the package bags and provided customers with product qualification certificates and product test reports.
- (2) Protecting customers' information: In 2016, CR Cement provided customers with informatized tools for their convenience in respect of order placing, business enquiries and delivery tracking, in which customers' accounts were matched with personal identity information so as to ensure the security and accuracy of customers' information.



- (3) 消費者教育、產品及服務知識普及：2016年華潤水泥開展多樣性消費者教育及產品知識普及活動，通過節假日宣傳推廣、建材展銷、成立技術交流小組、實地走訪等形式，與消費者面對面進行產品推介及產品使用方法宣傳，贏得消費者的認可與支持。
- (3) Promoting consumer education and disseminating knowledge of products and services: In 2016, CR Cement carried out diversified consumer education and product knowledge disseminating activities. Through various measures such as promotions during festivals and holidays, building material exhibitions, establishment of technology exchange groups and field visits, the Company conducted face-to-face meetings with consumers for product introduction and product usage promotions, which gained recognition and support from consumers.



品牌宣傳活動
Brand Promotion Activity

福建大區「學雷鋒」品牌宣傳活動
“Learning from Lei Feng” Brand Promotion
Activity in Fujian Region

品牌打假
Fight against
Counterfeit Brands

深圳市公安局沙河派出所對深圳市南山區的2家涉嫌制售假「華潤」水泥的窩點（深圳市四合智誠建材有限公司和深圳市恒寶通建材商行）開展了打擊行動，共查獲假冒「華潤」牌包裝袋77,600個，當場刑拘主要負責人共計5人。目前深圳市恒寶通建材商行製售假的案件法院已開庭審理，等待判決；深圳市四合智誠建材有限公司製售假的案件在公安機關補充偵查階段。

Shahe Police Station of Shenzhen Municipal Public Security Bureau raided 2 dens (Shenzhen Sihe Zhicheng Building Materials Limited and Shenzhen Hengbaotong Building Materials Trading Company) in Nanshan district, Shenzhen, which were suspected of the production and sale of counterfeit “China Resources” cement. A total of 77,600 counterfeit “China Resources” branded package bags were seized and a total of 5 major persons in charge were arrested at the scene. Currently, the legal proceedings against Shenzhen Hengbaotong Building Materials Trading Company regarding the production and sale of counterfeit products have commenced and the judgement is pending. The case against Shenzhen Sihe Zhicheng Building Materials Limited regarding the production and sale of counterfeit products is at the supplementary investigation stage of the public security authority.



七、夥伴責任

華潤水泥倡導「共贏發展」的理念，通過制定有效溝通機制，開展戰略合作等形式穩定合作關係，形成與合作夥伴攜手共同發展的良好局面。

1、企業合作

華潤水泥與海螺水泥簽署戰略合作協議，雙方將建立溝通機制，定期進行生產、技術、經營管理方面的交流，相互取長補短，實現共同提升、互惠共贏。雙方並同意共同推動中國水泥行業持續健康發展，以及探討於中國境內外合作的可能性。

華潤水泥亦與金隅股份簽署戰略合作協議，雙方一致同意在現有基礎上，攜手開拓國內外市場，進一步促進行業技術進步及產業轉型升級。

VII. RESPONSIBILITIES TO BUSINESS PARTNERS

CR Cement advocated the concept of “Win-Win Development”. Through the formulation of an effective communication mechanism, it built up stable co-operative relationships in forms of strategic co-operation and created a sound situation of joint development with co-operative partners.

1. Corporate Co-Operation

CR Cement entered into a strategic co-operation agreement with Anhui Conch Cement Company Limited. Both parties shall establish a communications mechanism for experience sharing in production, technology and business management on a regular basis, which would allow both parties to learn from each other’s strengths for mutual benefits and to achieve a win-win situation. Both parties also agreed to jointly promote the sustainable and healthy development of the cement industry in China and explore the possibilities of co-operation in China and overseas.

CR Cement also entered into a strategic co-operation agreement with BBMG Corporation. Based on the existing foundation, both parties unanimously agreed to jointly explore the Chinese and overseas markets, further promote the advancement of technology as well as the transformation and upgrade of the cement industry.

物流商溝通管理機制

Logistics Providers Communication Management Mechanism

華潤水泥各大區陸續建立客戶、物流商與公司物流部門的三方溝通機制，通過定期召開物流商溝通交流會，傾聽物流商訴求，優化公司服務流程，保障客戶利益，簡化溝通環節，縮短溝通時間。公司通過年度物流管理評價對大區物流商溝通工作進行檢查。同時開發銷售移動下單應用程序，客戶和物流商可通過手機線上反饋問題，提高了溝通效率和問題處理速度。

CR Cement has gradually built up a three-party communication mechanism among customers, logistics providers and the logistics department of the Company in each region. Through regular convention of communication and exchange meetings with logistics providers, the Company listened to the requests of the logistics providers, optimized the Company’s service process, safeguarded customers’ interests, streamlined communication procedures and reduced communication time. The Company carried out inspections on the communication practices with regional logistics providers through annual logistics management evaluation. Meanwhile, the Company developed applications for mobile sales order placing, which allowed customers and logistics providers to give feedback online through their mobile phones and enhanced communication efficiency and speed of problems handling.



2 · 供應鏈履責

(1) 供應商基本權益維護

華潤水泥從供應商考察、准入、選擇、評價、維護全周期制定了完善的供應商管理機制，並嵌入自主開發的SRM（供應商關係管理系）等信息化系統，切實維護供應商基本權益。

供應商門戶 Supplier Portal

社會潛在供應商可通過華潤水泥供應商門戶(<http://b2b.crcement.com>)註冊，經過相應評審後可自主查看各項採購需求信息並參與相應採購項目。在新供應商開發階段，供應商可在系統查看准入審核條件並提供對應資料證明；華潤水泥將實施考察、評審，最終將滿足條件的供應商納入合格供應商庫，期間供應商可隨時跟進查看准入評審結果。採購報價階段，相應供應商可查看招標採購資格評審標準及評審結果，參與採購報價，並隨時了解定標結果。

Potential suppliers from public can register through the CR Cement's supplier portal (<http://b2b.crcement.com>). After corresponding assessments, they can check the information of each procurement demand and participate in the relevant procurement projects. During the development stage of new suppliers, the suppliers can look up the eligibility conditions on the system and provide relevant supporting information. CR Cement will conduct investigations and assessments, and include suppliers which have fulfilled the conditions into the eligible supplier list. During investigations and assessments, suppliers can follow up and check the results of eligibility assessments any time. During the procurement quotation stage, relevant suppliers can check the criteria of eligibility for procurement tenders and the assessment results, participate in procurement quotation and view the tender results any time.

(2) 反對商業舞弊

華潤水泥將「陽光採購」作為採購踐行的首要原則。進入採購系統的人員均須參加《陽光宣言》儀式，且每年參加兩次廉政教育培訓；公司全面梳理各項採購流程，強化風險管控，並嵌入公司自建的供應商關係管理等信息化系統，確保各項採購信息公開透明、各項採購操作誠信合規。

廉政教育 Integrity Education

採購系統每年會開展不同內容的廉政教育培訓。2016年採購全系統開展了主題為「陽光採購、管控風險」與「廉政、守正、效能、合規」的培訓教育，旨在提高採購人員誠信廉潔意識、警醒採購人員保持誠信廉潔工作標準。

The procurement system conducts integrity educational training of different contents every year. In 2016, educational trainings on the themes of “Sunshine Procurement, Risks Management and Control” and “Integrity, Fairness, Effectiveness, Compliance” were carried out for the entire procurement system, which aimed to arouse the awareness of integrity among procuring staff and remind procuring staff to uphold honesty and integrity standards at work.



採購風險管控培訓
Training for Procurement Risks Management and Control

2. Supply Chain Performance

(1) Protection of Suppliers' Basic Rights and Interests

CR Cement formulated a consummated supplier management mechanism for the whole cycle from inspection, eligibility, selection, evaluation to maintenance of suppliers. Self-developed information systems such as SRM (Supplier Relationship Management) have been installed to practically protect basic rights and interests of suppliers.

(2) Opposition to Business Malpractices

The “Sunshine Procurement” has been regarded as the primary principle of procurement practice of CR Cement. All personnel joining the procurement system must participate in the “Sunshine Declaration” ceremony and attend the integrity education and training twice a year. The Company comprehensively consummated each procurement procedure, strengthened risks management and control, and established the Company's self-developed information systems such as supplier relationship management to ensure the openness and transparency of all procurement information and the integrity and compliance of all procurement practices.



(3) 幫助供應商成長

在誠信合規及尊重市場規律的原則下，華潤水泥致力關注供應商持續成長，對合作供應商開展定期績效評價，從價格、質量、交期交量、服務四方面全方位進行評估並分級（優秀、合格、待整改、待淘汰）差異化管理，查找差距並加以改進；對待整改供應商及時反饋待整改問題，給予相應協助，限期核查整改結果；對不合格供應商調離合格供應商庫，對優秀供應商在符合目標成本的前提下優先採購。2016年優秀供應商93家（佔比41.7%），合格供應商118家（佔比52.9%），待整改供應商7家（佔比3.1%），淘汰供應商5家（佔比2.3%）。

(3) Support for Suppliers' Growth

Under the principles of integrity, compliance and respect for market rules, CR Cement pays close attention to the consistent growth of suppliers. The Company conducts regular performance evaluation on co-operative suppliers and implements differentiation management based on the grades (excellent, passed, to be improved and to be eliminated) of comprehensive assessment on four aspects, namely price, quality, delivery time and quantity as well as services, so as to identify disparity and make improvements: for the suppliers to be improved, the Company provides timely feedback on issues to be rectified, offers corresponding assistance and examines rectification results upon a given time limit; for the failed suppliers, the Company removes them from the eligible supplier list whereas for the excellent suppliers, the Company makes preferential procurement from them when their prices are within the target costs. In 2016, there were 93 excellent suppliers (accounting for 41.7%), 118 passed suppliers (accounting for 52.9%), 7 suppliers to be improved (accounting for 3.1%) and 5 suppliers to be eliminated (accounting for 2.3%).

供應商選擇 Supplier Selection

華潤水泥經過市場考察比對、核定並最終選擇煤炭中轉服務供應商。在合作期間公司與港口管理公司不斷深入探討，完善中轉管理措施，增進港口持續提升中轉能力及效率，既降低了華潤水泥煤炭採購的中轉成本，又提高了港口管理公司的市場競爭水平，實現雙方共贏。

CR Cement's coal transfer service suppliers are compared, approved and eventually selected after market research. During the co-operation period, the Company continuously conducts in-depth study with port management companies in order to consummate transfer management measures and continually improve the transfer capacity and efficiency of ports, which not only reduces the transfer cost of coal procurement by CR Cement, but also enhances the market competitiveness of port management companies and achieves a win-win situation.



(4) 推動供應商履職

華潤水泥將《陽光宣言》從內部員工推廣到合作夥伴，對供應商從准入、選擇及執行各環節採取一系列措施，要求合作夥伴嚴格遵守《華潤水泥廉潔從業規定》，共建風清氣正合作氛圍，推動供應商履職。

(4) *Motivating Suppliers to Perform Duties*

CR Cement promoted the “Sunshine Declaration” from internal staff to co-operative business partners and adopted a series of measures for each procedure in respect of eligibility, selection and engagement of suppliers. It required co-operative business partners to strictly comply with the “CR Cement Business Integrity Provision” in an endeavor to jointly build an upright co-operative atmosphere and motivate the suppliers to perform their duties.

供應商准入標準 Eligibility Standards For Suppliers

公司對潛在供應商有明確的准入標準，相關行業必須有政府或行業的經營許可批文及基本的證照、財稅審查證明文件，以確保供應商經營行為合法、規範；與選擇的供應商簽署安全環保協議，對採購物資明確質量標準，確保物資環保、質量合格；對供應商供貨物流要求明確細化，確保供應過程安全環保。

The Company has clear eligibility standards in respect of potential suppliers. Relevant industry players must possess governmental or industrial operation permits, basic licenses and taxation review certification documents to ensure legal and standard operational behaviors of suppliers. The Company signed safety and environmental protection agreements with the selected suppliers to specify quality standards of the materials being procured and ensure that the materials meet the standards of environmental protection and quality. Logistics requirements for suppliers to supply goods are also clear and detailed to ensure safe and environmentally friendly supply procedures.



《陽光宣言》 “Sunshine Declaration”

2016年1月，廣西大區經銷商年會上與會165名經銷商代表進行《陽光宣言》宣誓。

In January 2016, at the distributors annual meetings of Guangxi Region, 165 distributor representatives made the “Sunshine Declaration”.



3、保護股東及投資者權益

(1) 規範大股東行為

華潤水泥按照香港聯交所上市規則要求，規範與上市公司與關連人士之間的各项關連交易行為及相關安排，確保關連交易公平合理、符合上市規則，並按上市規則進行披露，確保上市公司獨立、規範運作，保障公司利益，維護股東及利益相關方的權益。

公司具有獨立的業務及自主經營能力，與控股公司及其關連公司在人員、資產、財務、機構和業務等方面均為獨立運作，公司董事會和內部機構能夠獨立運作。控股公司通過股東大會行使權利，並無直接或間接干預公司的決策和經營活動。

3. Protecting the Rights and Interests of Shareholders and Investors

(1) Regulating the Behaviors of Major Shareholders

The Company strictly regulates all connected transactions and the relevant arrangements between the Company and its connected persons in accordance with the requirements of the Listing Rules of the Stock Exchange of Hong Kong Limited. This ensures that the connected transactions are fair and reasonable and in compliance with the disclosure and other applicable requirements under the Listing Rules. This also ensures independent and standard operations of the Company, and safeguards the rights and interests of the Company, the shareholders and other stakeholders.

The Company possesses the capability of running the business independently and operating autonomously. Human resources, assets, finance, organization and business of the Company are all independent of the holding company and related companies. The Board and internal organizations of the Company are operating independently. The holding company exercises its rights at general meetings and does not directly or indirectly intervene with the decision making and operations of the Company.

股東週年大會 Annual General Meeting

2016年5月，華潤水泥召開股東週年大會。公司秘書在會議上向股東解釋以投票方式進行表決的詳細程序，並回答股東有關以投票方式表決的任何提問。公司亦聘用第三方獨立機構監察股東大會程序。

In May 2016, the Company held its annual general meeting. The company secretary explained the detailed procedures of voting by poll to the shareholders at the meeting and answered any enquiry from the shareholders regarding voting by poll. The Company also engaged independent third-party institutions to supervise the procedures of the general meeting.



華潤水泥股東週年大會
Annual General Meeting of the Company



(2) 建立投資者溝通機制

作為企業管治的核心原則，華潤水泥高度重視與股東及其他投資者保持高效、透明度及具建設性的溝通，且公司相信與股東的關係對未來成功乃至關重要。董事局透過有效管治業務以創造及帶來價值向股東負責。公司透過不同通訊渠道與股東及其他投資者保持聯繫，以方便他們了解本公司表現、策略、前景及業務所在市場的經營環境。我們相信，通過清晰傳達以上訊息，可以提升股東價值。

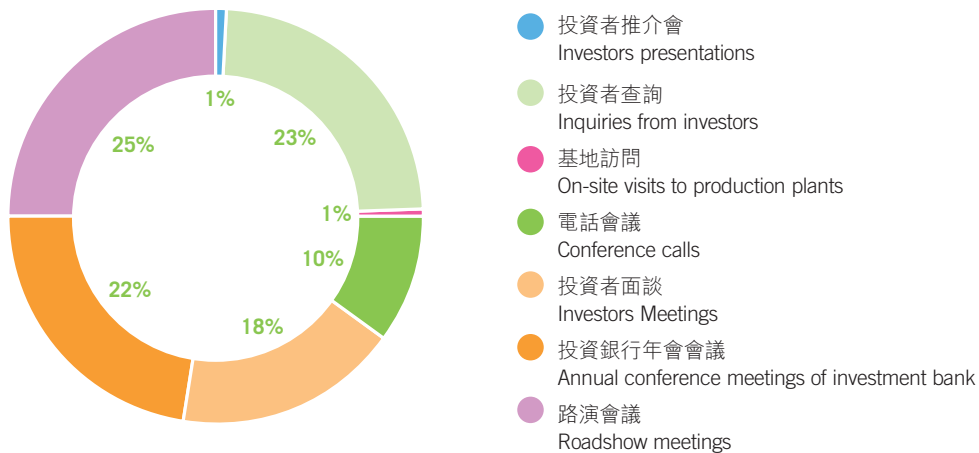
公司與投資界保持緊密聯繫，致力與股東及投資者維持穩定及有效的溝通渠道。為此，公司定期參與投資者會議及路演等不同活動，增加與股東及投資者接觸的機會。

(2) Building the Investor Communication Mechanism

As the core principles of corporate governance, the Company gives high priority to maintaining effective, transparent and constructive communications with shareholders and other investors, and believes that the Company's relationship with shareholders is critical to its future success. The Board is accountable to shareholders for creating and delivering value through effective governance of business. The Company keeps in touch with its shareholders and other investors through different communication channels to facilitate their understanding on the Company's performance, strategies, prospects and the market environment in which the Company operates. We believe shareholders' value can be enhanced through clear communication of the above information.

The Company maintains close connection with the investment sector and endeavors to maintain stable and effective communication channels with shareholders and investors. In this regard, the Company regularly participates in different activities such as investors' meetings and roadshows so as to increase opportunities of interacting with shareholders and investors.

2016年華潤水泥投資者活動分佈
Breakdown of Investor Activities of CR Cement in 2016





投資者反向路演
Investors Reverse Roadshow

2016年11月，華潤水泥舉辦為期兩天的反向路演活動，共19名分析員及銀行代表實地參觀廣西華潤紅水河水泥有限公司和華潤水泥（南寧）有限公司的水泥窯協同處置城市垃圾及污泥項目，了解公司協同處置、綠色發展的優勢及未來發展戰略。

In November 2016, the Company organized a two-day reverse roadshow. A total of 19 analysts and representatives from banks visited the urban waste and sludge co-processing projects by use of cement kilns in Guangxi China Resources Hongshuihe Cement Co., Ltd. and China Resources Cement (Nanning) Limited for a better understanding of the Company's advantages and future strategies on co-processing and green development.



19名分析員及銀行代表參加2016年11月華潤水泥在廣西舉辦的投資者反向路演

19 analysts and representatives from banks joined the investors reverse roadshow held by the Company in Guangxi in November 2016

(3) 規範信息披露

華潤水泥專設投資者關係團隊，作為與股東、投資者及分析員溝通的主要聯絡人。公司積極回應股東及投資者日常查詢，並通過公司通訊的官方網站及公司網站發佈重要訊息，使所有持份者均可平等及適時地獲得通知。公司亦於年度業績及中期業績公佈後舉行投資者業績發佈會，並通過互聯網轉播，以確保海外股東及投資者以視頻方式了解公司營運及未來發展戰略。

(3) Standard Information Disclosure

A dedicated investor relations team has been established as the primary contact of the Company with shareholders, investors and analysts. The Company actively responds to daily inquiries from shareholders and investors, and publishes important information of the Company on the official website for corporate communications and the website of the Company for equal and timely access by all stakeholders. The Company also holds results presentation meetings for investors after the release of annual results and interim results. The presentations are broadcasted on the internet to ensure that overseas shareholders and investors understand the Company's business operations and future development strategies from the online videos.



業績發佈會
Results Presentation



2016年中期業績發佈會
2016 Interim Results Presentation

榮譽與獎項
Honours and Awards

5月26日
26 May

華潤水泥榮獲由香港投資者關係協會頒發的「2016年第二屆香港投資者關係大獎」之優秀投資者關係證書。

CR Cement was granted the Certificate for Excellence in Investor Relations in the “HKIRA 2nd Investor Relations Awards 2016” organized by Hong Kong Investor Relations Association.



榮獲「2016中國融資上市公司大獎」之「最佳投資者關係獎」
The Company was honoured “the Best Investor Relations Award” in “2016 China Financial Market Listed Company Award”

7月6日
6 July

華潤水泥榮獲《機構投資者》舉辦的「2016年亞洲行政團隊」(2016 All-Asia Executive Team)基本原材料類別之最佳投資者關係工作的亞洲企業獎項。

CR Cement was granted the Award of the Best Asian Corporate in Investor Relations in Basic Materials sector in the 2016 All-Asia Executive Team organized by “Institutional Investors”.

12月15日
15 December

華潤水泥榮獲由智通財經和同花順財經主辦的2016年度「金港股」評選之「最佳投資者關係管理獎」。
CR Cement was honoured “the Best Investor Relations Management Award” in 2016 “Golden Hong Kong Equities Awards” co-organized by Zhitong Finance and Tonghuashun Finance.

12月22日
22 December

華潤水泥入圍《IR Magazine》「大中華區2016」工業、材料及能源板塊之「最佳投資者關係獎」並最終排名第三。

CR Cement was awarded the second runner-up in the final-round competition of “the Best Investor Relations Award” in Energy, Industrials & Materials sector in “Greater China 2016” organized by “IR Magazine”.

12月30日
30 December

華潤水泥榮獲由《中國融資》主辦的「2016中國融資上市公司大獎」之「最佳投資者關係獎」。

CR Cement was honoured “the Best Investor Relations Award” in “2016 China Financial Market Listed Company Award” held by “China Financial Market”.



八、 綠色發展

華潤水泥積極履行企業公民的環境責任，大力推行綠色生產，降低污染物排放，嚴格遵循《環境保護法》、《大氣污染防治法》及《水泥工業大氣污染物排放標準》等法律法規。根據國家、行業、地方法律法規要求，開展大氣、廢水以及噪聲等污染防治工作，各項目污染物排放值達到或優於國家或地方污染物標準限值。此外，華潤水泥大力推動資源的綜合利用，致力於資源節約型、環境友好型、綠色環保型企業建設。

1、 參與國內外環保行動，合作共享前沿技術

作為「水泥可持續發展倡議行動組織 (CSI)」中國區聯席主席，華潤水泥長期致力於推動國內水泥行業的轉型升級和可持續發展，提升中國水泥工業在世界水泥工業中的地位和影響力。

VIII. GREEN DEVELOPMENT

CR Cement proactively fulfilled the environmental responsibilities as a corporate citizen, spent great effort promoting green production, reduced emission of pollutants and strictly abode by the laws and regulations including the “Environmental Protection Law”, the “Law on the Prevention and Control of Atmospheric Pollution” and the “Air Pollutants Emission Standard for the Cement Industry”. According to the requirements of national, industrial and local laws and regulations, the Company carried out prevention and control work in respect of pollutants such as exhaust gas, sewage and noise. The emission level of each pollutant reached or was better than the national or local pollutant standard limits. In addition, CR Cement strongly promoted composite utilization of resources and was committed to building an energy-efficient, environment-friendly and green enterprise.

1. Participation in Domestic and International Environmental Protection Activities for Co-Operation and Mutual Sharing of Advanced Technologies

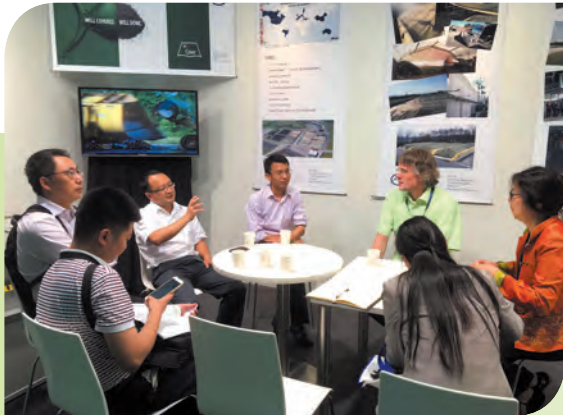
As the co-Chairman of the “Cement Sustainability Initiative” (CSI) in China, the Company has always been committed to the promotion of transformation, upgrade and sustainable development of domestic cement industry to enhance the importance and influence of the Chinese cement industry in the global cement industry.

參加2016年中國環博會廣州展 Participation in the IE Expo 2016, Guangzhou

華潤水泥、藍天眾成環保工程有限公司和丹麥史密斯公司共同在中國環博會·廣州展上設置展台，主要展示三方共同研發、首創的「機械生物法預處理+熱盤爐焚燒」協同處置技術和應用案例，同時通過現場交流，進一步了解了水泥窯協同處置項目相關環保技術。

CR Cement, Sino Environment Protection Engineering Technology Company and FLSmidth jointly built an exhibition booth at the IE Expo, Guangzhou. It mainly demonstrated the “mechanical biological pretreatment + HOTDISC incineration” co-processing technology jointly researched, developed and innovated by the three parties and the application cases. Meanwhile, through on-site exchange, the Company gained a further understanding on environmental protection technologies concerning co-processing projects by use of cement kilns.





參加2016年中國環博會·上海展
Participation in the IE Expo 2016, Shanghai

華潤水泥於2016年5月參加了第十七屆中國環博會，並就固體廢棄物處置、大氣污染治理和污水處理等領域的前沿技術和最新解決方案，與國內外環保組織及相關專家學者深入交流和探討。

In May 2016, the Company participated in the 17th IE Expo and had in-depth exchanges and discussions with domestic and overseas environmental protection organizations and relevant experts and scholars with respect to the advanced technologies and latest solutions to the fields of solid waste disposal, air pollution and sewage treatment.

參加CSI之首席執行官年會
Participation in the Annual Chief Executive Officer Meeting
Held by the Cement Sustainability Initiative

2016年華潤水泥出席CSI組織的首席執行官年會，與全球水泥企業圍繞氣候和能源、產品管理和可持續建築等領域進行交流，並針對中國的環境條件開展協同處置、碳減排等課題研究，推動中國水泥行業可持續發展。

In 2016, the Company attended the annual Chief Executive Officer Meeting held by the Cement Sustainability Initiative, and exchanged views with global cement enterprises on climate and energy, product management and sustainable construction. Research on various topics including co-processing treatment and carbon emission reduction under the environmental condition in China has been conducted for the promotion of sustainable development of the cement industry in China.



華潤水泥出席2016中國煤炭消費總量控制與能源結構轉型國際研討會
CR Cement's Attendance at the 2016 China Coal Consumption Cap and
Energy Transition International Workshop



2016年，華潤水泥加入中國煤控項目組，出席2016中國煤炭消費總量控制與能源結構轉型國際研討會，借鑒其他企業在節煤減排、清潔生產、綠色發展方面的思想理念、實踐經驗和解決方案，努力踐行「綠色低碳發展」的社會責任。

In 2016, CR Cement joined the China Coal Control Committee and attended the 2016 China Coal Consumption Cap and Energy Transition International Workshop. With reference to other enterprises' ideas and concepts, implementation experience and solutions concerning coal saving and emission reduction, clean production and green development, the Company endeavored to fulfill the social responsibility of "Green and Low Carbon Development".



2、開展協同處置，與城市共生共存

華潤水泥充分利用自身產業模式和技術力量，根據國家相關的協同處置項目政策和標準，配合各地水泥基地、混凝土基地，通過第三方技術和資源優勢，不斷對生活垃圾、市政污泥以及工業廢棄物消納方面進行研究探索，緩解廢棄物填埋造成的土地佔用和污染問題，協同處置項目各項環保指標均達到國家最高標準限值。目前華潤水泥在生活垃圾和市政污泥領域已形成全新的、獨特的技術路線，在危險廢物協同處置方面，已形成不同性質和形態危險廢物的處置技術方案，擴大環保業務範圍，對公司乃至中國水泥工業的綠色轉型發展產生了重大積極意義。

2. Initiating Co-Processing for Co-Existence with Cities

CR Cement fully utilized its own business model and technologies and, in accordance with relevant national policies and standards in respect of co-processing project, continuously carried out research and exploration in respect of the utilization of urban waste, urban sludge and industrial waste with third-party advanced technology and resources advantage by co-ordinating cement production plants and concrete production plants in different places in order to relieve issues of land occupation and contamination caused by landfill. Each environmental protection indicator of our co-processing projects met the highest national standard limits. At present, CR Cement has developed a brand new and unique technological roadmap in the fields of urban waste and urban sludge. In respect of co-processing hazardous waste, the Company has formed technical solutions to co-processing hazardous waste in different natures and forms. Such development has expanded the scope of the Company's environmental protection business and brought about substantial and positive significance on the green transformation development of the Company and the cement industry in China.

水泥窯協同處置市政污泥項目建成投產 Urban Sludge Co-Processing Project by Use of Cement Kilns Commenced Operation

2016年7月，華潤水泥下屬公司華潤環保工程（南寧）有限公司水泥窯協同處置市政污泥項目建成投產，該項目設計能力為日處理300噸含水量80%的生活污泥，年無害化處置南寧市生活污泥約11萬噸。截至2016年12月底，累計無害化處置污泥近3萬噸。

In July 2016, the urban sludge co-processing project by use of cement kilns in China Resources Environmental Protection Engineering (Nanning) Company Limited, a subsidiary of CR Cement, commenced operation. The designed capacity of the project is to process 300 tons of urban sludge per day with a water content of 80% and harmlessly process approximately 110,000 tons of urban sludge in Nanning City per year. A total of approximately 30,000 tons of urban sludge had been harmlessly processed as at the end of December 2016.



華潤環保工程（南寧）有限公司協同處置市政污泥示範項目
The demonstration project of urban sludge co-processing of China Resources Environmental Protection Engineering (Nanning) Company Limited



華潤水泥首個水泥窯協同處置生活垃圾項目竣工驗收
Completion and Acceptance Inspection of CR
Cement's First Urban Waste Co-Processing Project by
Use of Cement Kilns

2015年12月，華潤水泥下屬公司華潤環保工程（賓陽）有限公司日處理300噸的協同處置生活垃圾示範項目建成投產，有效地緩解了賓陽縣垃圾圍城的困局。截至2016年12月底，累計無害化處置生活垃圾超過10萬噸。

該項目採用的「機械生物法預處理+熱盤爐焚燒」處置原生態生活垃圾技術是國內首創，可徹底降解二噁英、固化重金屬，各項環保指標執行我國高標準的清潔排放標準，實現水、渣、氣零排放，真正做到垃圾處置的「減量化、資源化、無害化」；有效解決城市垃圾處理大量佔用土地、二次污染的難題，是水泥行業發展循環經濟，打造綠色環保產業的一項重大技術突破。

In December 2015, the demonstration project of urban waste co-processing in China Resources Environmental Protection Engineering (Binyang) Company Limited, a subsidiary of CR Cement, with a daily processing capacity of 300 tons completed construction and commenced operation. It has effectively relieved the predicament of garbage siege in Binyang County. Over 100,000 tons of urban waste had been harmlessly processed as at the end of December 2016.

The “mechanical biological pretreatment + HOTTDISC incineration” technology adopted by the untreated urban waste co-processing project was unprecedented in China, which could fully decompose dioxins and solidified heavy metals and achieve no emission of sewage, waste residues and exhaust gas. All emission levels are in compliance with the high clean emission standards in China. The application of such technology has achieved “mass-reducing, recyclable and hazard-free” waste co-processing and has effectively solved the problems of land occupation and secondary pollution caused by urban waste. It is a major technological breakthrough in developing a circular economy and creating green business in the cement industry.



華潤環保工程（賓陽）有限公司的協同處置生活垃圾示範項目
The demonstration project of urban waste co-processing of China Resources Environmental Protection Engineering (Binyang) Company Limited



協同處置生活垃圾示範項目周邊林山村村民廖裕北
Liao Yubei, a villager from Linshan Village near the urban waste co-processing demonstration project

建廠前我們村民最擔心的是臭氣吹到我們村裏面，影響到我們村村民的生活和健康。建廠之後那麼久了，我們村也沒聞到什麼臭味，我們村民身體仍然健康，我們村的山照樣綠，水照樣清。

Before the plant construction, the greatest concern of our villagers was that the stench would be blown into our village and affect our villagers' lives and health. However, since the plant construction, we had not smelled any stink in our village and our villagers are still healthy. The mountain is still green and the water is still clear in our village.



3、推動節能減排，助力綠色發展

華潤水泥踐行企業綠色環保經營理念，不斷加大環保投入，加快生產線技改步伐。同時，華潤水泥積極開展資源可持續利用，在下屬水泥廠基本不產生固體廢棄物的基礎上，致力於水泥窯系統無害化、安全化、資源化、減量化、穩定化處置城鄉垃圾、市政污泥、工業危險廢棄物，改善城鄉環境，積極推動美麗中國的建設。

3. Promotion of Energy Saving and Emission Reduction to Help Green Development

The Company puts our objectives of green and environment-friendly operation into practice, continues to increase investments on environmental protection and accelerates technological upgrade of production lines. Meanwhile, CR Cement actively developed sustainable use of resources. On the basis that no solid waste would be generally generated by subsidiary cement plants, CR Cement was committed to hazard-free, safe, recyclable, mass-reducing and stable co-processing of urban and rural waste, urban sludge and hazardous industrial waste through cement kiln systems in order to improve urban and rural environment and proactively facilitate the construction of beautiful China.

節能減排示範企業 Energy-Saving Model Enterprises

2016年3月9日，華潤水泥（上思）有限公司、華潤水泥（武宣）有限公司、華潤水泥（昌江）有限公司、廣西華潤紅水河水泥有限公司獲得第三批「建材行業百家節能減排示範企業」稱號。

On 9 March 2016, China Resources Cement (Shangsi) Limited, China Resources Cement (Wuxuan) Limited, China Resources Cement (Changjiang) Limited and Guangxi China Resources Hongshuihe Cement Co., Ltd. were awarded the third batch of “One Hundred Energy-Saving Model Enterprises in Building Materials Industry”.



華潤水泥（陽春）有限公司脫硫系統
The desulphurization systems in China Resources Cement (Yangchun) Limited

建設脫硫系統，降低二氧化硫排放 Construction of Desulphurization Systems for Reduction of Sulphur Dioxide Emission

截至2016年底，華潤水泥共完成了5條熟料生產線共4套煙氣脫硫系統的建設，採用電力行業成熟的「石灰石-石膏濕法脫硫」工藝，改造後系統脫硫效率可達98%，二氧化硫排放濃度可控制在50mg/Nm³以下，遠低於國家排放標準限值。

As of the end of 2016, CR Cement had completed the construction a total of 4 sets of exhaust gas desulphurization systems in 5 clinker production lines and adopted the mature technique of “limestone-gypsum wet desulphurization” in the power industry. Upon transformation, the desulphurization efficiency of the system could reach 98% and emission density of sulphur dioxide could be controlled within 50mg/Nm³, which is far lower than the national emission standard limits.



電除塵器改造為袋式除塵器降低顆粒物排放
Replacing the static electricity dust collection systems
with bag filter systems for particulates emission reduction

截至2016年底，華潤水泥共完成了44條熟料生產線中63台窯頭／窯尾除塵器的技改，將原有電除塵器改造成排放濃度更低和運行穩定性更高的袋式除塵器。改造後收塵效率可達99.99%，顆粒物的排放濃度均優於水泥工業大氣污染物排放標準（GB 4915-2013），有效地降低了廢氣中顆粒物的排放。華潤水泥將於2017年上半年完成剩餘2台電除塵器的改造，實現窯頭／窯尾除塵器全為袋式除塵器的技術改革。

By the end of 2016, the Company had completed technological upgrade of the dust collection systems at the front/rear of a total of 63 kilns in 44 clinker production lines by replacing the existing static electricity dust collection systems with bag filter systems which effected emission of lower concentrations and higher operational stability. Upon the upgrade, the dust collection efficiency reached 99.99% and the concentration of particulate matters emitted was better than the Emission Standard of Air Pollutants for Cement Industry (GB4915-2013), which has effectively reduced emission of particulate matters in exhaust gas. In the first half of 2017, CR Cement will complete the transformation of the remaining 2 static electricity dust collection systems and achieve the technological reform of replacing dust collection systems with bag filter systems for the front/rear of all kilns.



華潤水泥（田陽）有限公司1#窯頭除塵器改造
Transformation of dust collection system at 1# Kiln of China Resources
Cement (Tianyang) Limited

全面建設脫硝系統，降低氮氧化物排放
Comprehensive construction of denitration systems to
reduce emission of nitrogen oxides

截至2014年底，華潤水泥所有水泥窯生產線均配置了SNCR（選擇性非催化還原）脫硝系統，實現了氮氧化物減排的目標。2016年，公司秉承綠色發展的理念，結合水泥行業的生產技術水平和工藝技術特性，探索水泥窯分級燃燒技術，從源頭降低氮氧化物產生量，解決脫硝系統運行成本較高和二次能源浪費問題，確保水泥企業能夠長期有效地滿足氮氧化物減排的控制需求。

By the end of 2014, all production lines of the CR Cement's cement kilns had been equipped with SNCR (selective non-catalytic reduction) denitration systems and achieved the objective of emission reduction of nitrogen oxides. In 2016, persisting in the concept of green development, the Company integrated the production technology level and characteristic of processing technology of cement industry, explored multi-tiered combustion technology at cement kilns and radically reduced the nitrogen oxides generated, in order to resolve the issues of high operational cost of denitration systems and the waste of secondary energy and ensure the cement enterprises' long-term and effective control of emission reduction of nitrogen oxides.



綜合利用工業廢渣
Composite utilization of industrial waste

華潤水泥長期致力於研究和探索工業廢渣在水泥生產中的應用，所處置的廢棄物包括脫硫石膏、粉煤灰、鋼渣、硫酸渣、爐底渣和礦渣等。目前，華潤水泥的所有水泥基地均能大量消納工業廢棄物，2016年消耗工業廢渣超過1,800萬噸。

CR Cement has always been dedicated to the research and exploration on the application of industrial waste in cement production. Waste processed includes de-sulphur gypsum, fly ash, steel slag, sulphuric acid residue, furnace slag and mineral slag. Currently, all cement production plants of CR Cement consume a considerable amount of industrial waste. In 2016, over 18,000,000 tons of industrial waste had been consumed.

華潤水泥全部水泥生產基地配置餘熱發電系統，節煤減排
All cement production plants of CR Cement are equipped with residual heat recovery generators for coal saving and emission reduction

純低溫餘熱發電系統將水泥生產過程中產生的餘熱回收轉化為電能，大大提高了能源利用效率，減少煤炭消耗，減輕大氣污染和溫室效應，具有良好的經濟效益、社會效益和環境效益。華潤水泥44條熟料生產線全部配置餘熱發電系統。2016年，華潤水泥餘熱發電設備共發電20.33億千瓦時，佔所需電耗約31.7%，節能減排效果顯著。

The pure low-temperature residual heat recovery generators recycle and transform residual heat generated in cement production into electricity, which significantly enhances energy efficiency, reduces coal consumption as well as alleviates air pollution and greenhouse effect with sound economic, social and environmental benefits. All 44 clinker production lines of CR Cement are equipped with residual heat recovery generators. Our residual heat recovery generators generated 2,033 million kwh of electricity in 2016, which accounted for approximately 31.7% of our required electricity consumption. Effectiveness of energy saving and emission reduction was remarkable.

華潤水泥積極應對全國碳市場統一
CR Cement proactively responded to the unified national carbon market

華潤水泥積極配合廣東省政府開展碳排放權配額管理試點工作，採用中國核證減排量（CCER）配額置換等方式實現低成本履約，所屬廣東省區域的8家工廠已全部完成2015年碳排放權配額的清繳，是最早完成配額清繳工作的水泥企業之一。華潤水泥目前已完成旗下所有水泥基地和粉磨站2013-2016年度歷史碳排放盤查，將積極應對全國碳市場統一。

CR Cement actively collaborated with Guangdong provincial government in launching the pilot work of carbon emission quota management and achieved low-cost contract performance by adopting quota replacement of the Chinese Certified Emission Reduction (CCER). All 8 plants in Guangdong province have completed settlement of 2015 carbon emission quota, which made them the earliest cement enterprises to complete quota settlement. Currently, CR Cement has completed 2013-2016 historical carbon emission examinations on all of its subsidiary cement production plants and grinding stations and will proactively respond to the unified national carbon market.



4、實施水土治理，保護生物多樣性

華潤水泥高度重視礦山復綠工作，創建綠色礦山，對於新建項目必須開展項目環評，並在開發建設過程中盡量避免對生態造成破壞。以開採方式科學化、資源利用高效化、企業管理規範化、生產工藝環保化、礦山環境生態化為基本要求，將礦山恢復納入公司生產中、長期發展規劃，為轉變單純以消耗資源、破壞生態為代價的開發利用方式提供了現實途徑。

對於開採區域，通過礦內水資源循環利用，污水零排放，廢油及時回收利用，減震、弱震爆破技術的應用等措施，減少生產活動對生物生存環境的影響，進而有效保證區域內物種的棲存和延續。對最終邊坡、永久性區域採取及時復綠、保水固土，減少對生態環境破壞，同時逐步恢復。對於未開採區域，劃定保護及禁入區域，保護原生植被與原生動物種類，減少人為因素造成的物種遷徙。

4. Water and Soil Conservation for Biodiversity Protection

CR Cement places strong emphasis on ecological restoration to the mines and building “green mines”. Environmental assessments must be conducted for new projects and damages on the ecology in the course of development and construction are avoided to the greatest possible extent. The Company advocates scientific mining approaches, efficient resources utilization, enterprise management standardization, environmentally friendly production technology and ecological mining environment as the basic requirements. Restoration of mines is included in the medium and long term production development plans of the Company. This provides a realistic solution to development and exploitation at the expense of simply consuming resources and destroying the ecology.

For the mining areas, through reutilization of water resources in the mines, there is zero discharge of waste water. In order to reduce the impact of production activities on ecological environment and ensure existence and continuity of species in the region, measures for recycling of waste oil in time and application of shock reduction and weak shock blasting technologies are taken. For final slopes and permanent areas, the Company implements ecological restoration, water conservation and soil consolidation in a timely manner for minimizing the damages on the ecological environment and gradual restoration at the same time. For unexplored areas, the Company delimits protected and prohibited areas in order to protect indigenous vegetation and animal species as well as reduce species migrations as a result of human factors.

華潤水泥礦山復綠工程 Ecological restoration to the mines of CR Cement

華潤水泥（鶴慶）有限公司礦山復綠，綠化面積23,000平方米，2016年11月完成初步驗收，符合國家礦山水土保持相關要求，綠化效果顯著，得到了各級政府及社會各界的肯定和讚揚。貴港、田陽、南寧等水泥礦山也對道路、終了邊坡、安全平台進行復綠，取得初步成效。

Ecological restoration to the mines of China Resources Cement (Heqing) Limited with a greening area of 23,000 square meters completed preliminary acceptance and inspection in November 2016. The restoration was in compliance with relevant national requirements for soil and water conservation of mines. The greening effect was significant and has gained recognition and compliments from the government at various levels as well as various sectors of the society. Ecological restoration works have also been carried out on the roads, end of the slopes and security platforms in cement mines in Guigang, Tianyang and Nanning with preliminary achievements.



華潤水泥（鶴慶）有限公司礦山復綠
Ecological restoration to the mines of China Resources Cement (Heqing) Limited



5、提倡綠色辦公

華潤水泥倡導在日常工作中積極踐行綠色辦公，提倡使用環保紙、雙面打印，無紙化網絡辦公，多利用電子郵件、視頻會議，減少一次性辦公用品消耗；倡導4樓以下步行上下樓、空調溫度設置為攝氏26度等節電生活方式；定時檢查水龍頭滴漏情況，堅決避免「長流水」現象的發生。

5. Promoting Green Office

CR Cement advocated proactive implementation of green office in daily operation by promoting the use of environmentally friendly paper, double-sided printing, paperless and Internet office, frequent use of email and video conference, and reducing consumption of disposable office supplies. The Company also advocated electricity saving lifestyles such as use of stairs to/from the fourth floor or below and setting the air-conditioning temperature at 26 degrees Celsius. The Company conducted regular inspection on dripping taps to prevent “persistent water dripping”.



綠色推廣
Green Promotion

下發《華潤水泥節能低碳宣傳冊》
“Brochure of Energy Saving and Low Carbon Emission” distributed by CR Cement

榮譽獎項
Social Recognitions

2016年，華潤水泥榮獲香港環保促進會頒發的「香港綠色企業大獎2016-超卓環保安全健康獎（大型企業）」白金獎，廣西華潤紅水河水泥有限公司獲「香港綠色企業大獎2016-優越環保管理獎-服務提供者（大型企業）」銀獎。

In 2016, the Company was honoured “Hong Kong Green Awards 2016 –Environmental, Health and Safety Award (Large Corporation) – Platinum Award” by Green Council of Hong Kong. Guangxi China Resources Hongshuihe Cement Co., Ltd. was honoured “Hong Kong Green Awards 2016 – Green Management Award – Service Provider (Large Corporation) – Silver Award”.





九、社區共建

華潤水泥堅持「常懷感恩之心」，將企業發展與社會責任、環境友好和可持續發展融為一體，積極參與各項公益事業。通過發揮下屬各生產企業優勢，幫助鄰里鄉親修橋築路，支持教育事業發展，為貧困地區和居民進行捐贈，營造健康、穩定、和諧的社區環境，以實際行動努力回報社會。

2016年，華潤水泥捐贈約6,000噸水泥及石灰石等原材料協助運營區域地方政府修建村鎮道路及開挖水利渠道等基礎設施，並向當地學校及慈善機構捐資。年內，華潤水泥以現金及不同形式的原材料和製成品作出的慈善捐助總額約為609.4萬港元。同時，華潤水泥通過結對幫扶、義工隊進社區等多種形式，開展社區共建工作。

IX. COMMUNITY BUILDING

Abiding by the principle of “gratitude”, CR Cement has integrated social responsibilities, environmental protection and sustainable development into corporate development, and proactively participated in various charity activities. Through utilizing the strengths of each of its production subsidiaries, the Company has helped the neighboring towns and villages in the construction and repairs of roads and bridges, supported education development and made donations to the areas and families in poverty, thereby creating a healthy, stable and harmonious community environment and making contributions to the society with practical actions.

In 2016, CR Cement donated approximately 6,000 tons of cement and limestone to assist the local government of the regions at which the Company has operations in the repair and construction of roads in towns and villages and tapping water channels. During the year, the Company made donations in cash and in various form of raw materials and finished goods in the total amount of approximately HK\$6,094,000. Meanwhile, through multiple measures such as partnering with village enterprises and performing community service by volunteer teams, CR Cement had initiated mutual community building works.



公益事業 Charity Activities

華潤水泥（平南）有限公司關愛「蒲公英」志願者協會資助貧困兒童
Subsidization to Underprivileged Children by the “Dandelion” Care Volunteers Association of China Resources Cement (Pingnan) Limited



附錄：環境、社會及管治一般披露參考表

APPENDIX : REFERENCE TABLE OF ESG GENERAL DISCLOSURE

層面 Aspect	內容 Description	頁碼 Page
環境 Environmental		
A1	<p>排放物 Emissions</p> <p>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.</p>	41-42
A2	<p>資源使用 Use of Resources</p> <p>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.</p>	39-45
A3	<p>環境及天然資源 The Environment and Natural Resources</p> <p>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.</p>	37-44



層面 Aspect	內容 Description	頁碼 Page
社會 Social		
B1	僱傭 Employment 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.	20-25
B2	健康與安全 Health and Safety 有關提供安全工作環境及保障僱員避免職業性危害的：(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.	14-19
B3	發展及培訓 Development and Training 有關提升僱員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.	20
B4	勞工準則 Labour Standards 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.	21
B5	供應鏈管理 Supply Chain Management 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.	30-32
B6	產品責任 Product Responsibility 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.	26-28
B7	反貪污 Anti-corruption 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.	22
B8	社區投資 Community Investment 有關以社區參與來了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 communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	46



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