



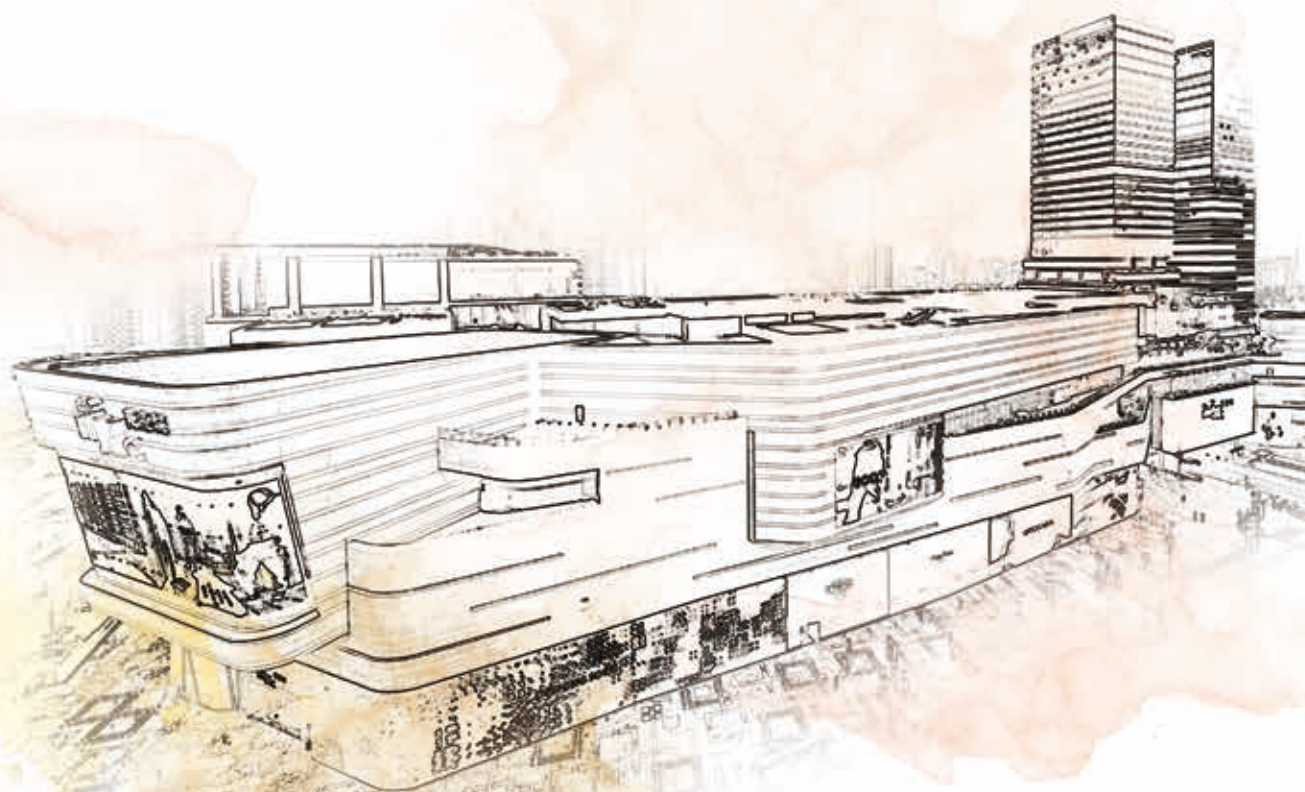
品质给城市更多改变
Better Quality, Better City

(股份代号：1109)
(Stock code：1109)

华润置地有限公司
社会责任报告

Social Responsibility Report of
China Resources Land Limited

2014



情感 悉心服务 品质 改变生活
Service with Heart, Change through Quality

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报告导读

GUIDE TO THE REPORT

时间范围

2014年1月1日至2014年12月31日，部分内容超出上述范围。

发布周期

本报告为年度报告，上年度报告发布时间为2014年7月15日。

组织范围

报告覆盖华润置地及附属9个大区、2个事业部，为便于表达，在报告的表述中分别使用「华润置地」、「公司」、「我们」等称谓。

报告目的

报告旨在对公司社会责任理念、实践和绩效与利益相关方进行坦诚沟通，回应利益相关方关注的主题，华润置地11家附属单位也独立编制了社会责任报告。

报告承诺

公司承诺本报告内容不存在任何虚假记载、误导性陈述或重大遗漏，并对其内容的真实性、准确性和完整性负责。

数据说明

本报告包含的信息以华润置地成立以来至2014年12月31日的统计数据 and 正式文件为主，并包含编写时在经营方针和战略方面对未来的预测。

参考标准

本报告撰写参照国际标准化组织社会责任国际标准ISO26000，中国社会科学院《中国企业社会责任报告编制指南(CASS-CSR3.0)》，全球报告倡议组织(Global Reporting Initiative, GRI)可持续发展报告指南(G4)，《华润企业公民建设指引》和《华润集团社会责任管理办法》。

Period

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

Release cycle

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

Organization scope

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

Objectives

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

Representation and warranty

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

Data

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

Reference

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

编制流程

华润置地努力保证报告内容的完整性、实质性、真实性和平衡性。报告编写参考国际标准、按照同业对标、社会责任调研、报告写作、管理层审定、报告评级等步骤进行，确保信息质量。

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您可通过公司官网获取华润置地更多社会责任信息：
www.crland.com.hk

Preparation process

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

Contact information

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



致辞 MESSAGE

这是华润置地的第二份独立社会责任报告。

通过实践，我们知道，华润置地的社会责任工作仍然「在路上」。因为企业社会责任工作需要长期坚持，不断改进；企业履行社会责任是加强与利益相关方沟通，形成相关方认同、塑造品牌形象的重要手段；也是加快转变发展方式，培育、提升企业责任竞争力的重要战略举措。

一年来，华润置地全体员工继续秉承「诚实守信、业绩导向、客户至上、感恩回报」的价值观，积极践行社会责任管理工作。我们坚持精细设计准则、毫厘工程标准、情感悉心服务的高品质原则，坚持把企业社会责任贯穿至业务的方方面面，与业务融会贯通。为客户提供高品质的产品及情感悉心服务，为合作伙伴创造合作共赢、公平竞争的商业条件，为员工提供舒适健康的工作场所，为社会营造绿色环保的生态环境。

我们通过自上而下的推动，将管理延伸至各下属基层单位。华润置地所属9个大区和2个事业部均编写了独立的社会责任报告。按照社会责任工作的核心议题和绩效指标，华润置地所有基层单位在过去一年均取得了一定成效，并且通过社会责任报告的编制发现企业和社会责任践行中的不足和问题，从而推动了管理改善和提升。同时，华润置地还会通过媒体等多种渠道和方式将社会责任报告呈现给利益相关方，期望优化社会责任的沟通方式，通过系统、有效的沟通，努力争取广大员工和社会各界的「利益认同、情感认同和价值认同」。

目前，华润置地的社会责任工作还「在路上」，还需要继续改进和提升，各项制度和机制还需要更加完善。如在公益慈善方面，还需更系统的组织、管理，公益投入的效果还需要继续加强。这些正是我们2015年度的重点工作之一。

展望2015，华润置地将继续坚持业务发展与承担社会责任并重，进一步完善社会责任管理体系，强化社会责任管理，优化社会责任工作，与利益相关方共生、共融、共发展。

情感悉心服务，品质改变生活！

华润置地全体员工



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

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

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

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

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

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

Service with Heart, Change through Quality!

All employees of China Resources Land

公司简介

COMPANY PROFILE

华润置地有限公司(HK1109)是华润集团旗下的地产业务旗舰，中国内地最具实力的综合型地产发展商之一，从2010年3月8日起香港恒生指数有限公司把华润置地纳入恒生指数成份股，成为香港蓝筹之一。截至2014年12月底，公司总资产超过3,000亿港元，净资产超过1,000亿港元，土地储备面积超过4,000万平方米，华润置地已进入中国内地52个城市，发展项目超过120个。

华润置地以「品质给城市更多改变」为品牌理念，致力于达到行业内客户满意度的领先水准，致力于在产品和服务上超越客户预期，为客户带来生活方式的改变。华润置地坚持「住宅开发+投资物业+增值服务」的生意模式，住宅开发方面，已形成八条产品线：万象高端系列、城市高端系列、郊区高端系列、城市品质系列、城郊品质系列、城市改善系列、郊区改善系列、旅游度假系列。投资物业发展了万象城城市综合体、区域商业中心万象汇/五彩城和体验式时尚潮人生活馆1234space三种模式，在引领城市生活方式改变的同时，改善城市面貌，促进经济发展。其中，截至2014年12月，万象城城市综合体项目已进入中国内地20个城市，并已在深圳、杭州、沈阳、成都、南宁、郑州、重庆、无锡先后开业；万象汇/五彩城项目已进入中国内地20个城市，北京清河、合肥蜀山、浙江余姚、上海南翔华润五彩城已相继开业；首个华润万象空间(MIXC 1234space)于2013年在深圳罗湖开业。

华润置地深度挖掘品质需求，从客户起居行为出发，提供从户型布局，人性化收纳设计、活动家具、变形家具、地下车库、大堂公共空间的增值服务，并在管家服务、园区服务、地下空间利用、可售商业增值服务、园林增值服务等方面进行试点研发。

华润置地通过内涵式的管理提升，推动全国发展战略实施，持续提高地产价值链生产力，致力于成为中国地产行业中最具竞争力和领导地位的公司。



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

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

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

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



2014 年度大事记 MILESTONES IN 2014

6 个购物中心成功开业 6 Shopping Centers Successfully Started Business

2014年·华润置地6个购物中心(郑州/重庆/无锡万象城和合肥蜀山/浙江余姚/上海南翔五彩城)成功开业。

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



驰名商标 Well-known Trademark

2014年·华润置地「万象城」被国家商标评审委员会认定为驰名商标。

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



中国商业地产领导者 Chinese Commercial Real Estate Leader

2014年7月26日·华润置地在深圳举办商业地产战略发布会·明确提出了「中国商业地产领导者」的战略目标定位。

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

万象城系列推广活动

Vientiane promotion events

2014年，华润置地开展万象城系列推广活动，全面提升商业品牌形象。

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



成立建设事业部

founded the Construction Business Department

2014年，华润置地成立建设事业部，统一管控华润建筑、优高雅、励致家私三家利润中心。

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

五家酒店投入运营

Five Hotels Were Put Into Operation

截至2014年，华润置地石梅湾艾美酒店、深圳君悦酒店、深圳湾木棉花酒店、沈阳君悦酒店、大连君悦酒店等五家酒店投入运营。

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

三次全国性整合营销活动

three national integrated marketing events

华润置地2014年举办三次全国性整合营销活动，「国庆放价」、「钻10新房」、「购房年终奖」，给客户带来比平时更多的优惠让利。

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



关键绩效 KEY RESULTS

88.381 billion

综合营业额港币 883.81 亿元，同比增长 23.8%。

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

6.601 million

年度销售面积 660.09 万平方米，同比增长 14.2%。

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

69.210 billion

年度销售金额港币 692.10 亿元，同比增长 4.4%。

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

5.436 billion

包括酒店经营在内的投资物业实现营业收入港币 54.36 亿元，同比增长 17.6%。

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

11.802 billion

扣除投资物业评估增值后核心股东应占溢利港币 118.02 亿元，同比增长 25.0%。

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

↑24.9%

每股核心盈利港币 202.4 仙，同比增长 24.9%。

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

16.695 billion

纳税总额 166.95 亿港元元。

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

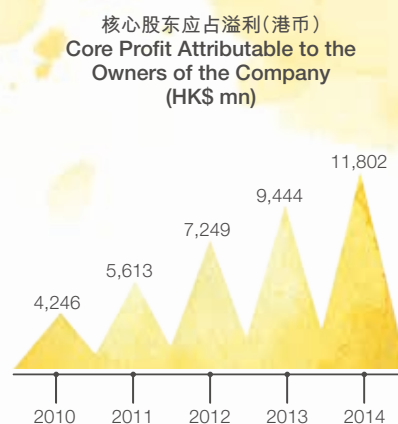
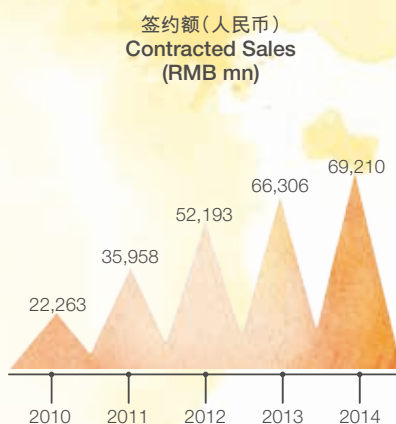
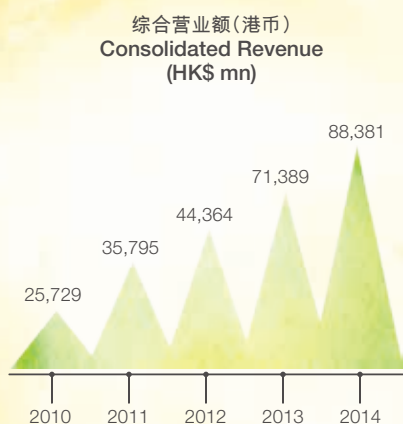
4.777 million

绿色建筑认证面积 477.74 万平方米。

Certified area of green buildings: 4.777 million m².

人民币兑港币汇率 = 1:1.2625

Note: RMB VS. HKD=1:1.2625



公司荣誉 HONORS

奖项 Award	获奖单位/项目	Award winning unit/project
工程质量类 Project Quality		
中国土木工程詹天佑奖 优秀住宅小区金奖 China Civil Engineering Jeme Tien Yow Award Excellent Estate Block Gold Award	<ul style="list-style-type: none"> • 上海橡树湾三期 • 福州橡树湾三期 • 绵阳中央公园(一、二期) • 大连海中国三期 	<ul style="list-style-type: none"> • Shanghai Oak Bay (Phase III) • Fuzhou Oak Bay (Phase III) • Mianyang Central Park (Phase I and II) • Dalian Maritime (Phase III)
广厦奖 Guangsha Award	<ul style="list-style-type: none"> • 北京西堤红山 • 沈阳华润中心二期(酒店) • 沈阳华润中心三期(悦府) • 南宁华润中心购物中心 • 南宁华润中心西写字楼 	<ul style="list-style-type: none"> • Beijing Eco Living • Shenyang City Crossing (Phase II – Hotel) • Shenyang City Crossing (Phase III – Residential) • Nanning City Crossing (Shopping Mall) • Nanning City Crossing West Office Building
安全生产类 Production Safety		
国家AAA级安全文明 标准化工地 National AAA Safety and Civilized Standard Construction Site	<ul style="list-style-type: none"> • 长沙凤凰城三期 • 日照凯旋门二期 • 大连凯旋门二期一标段 • 鞍山橡树湾二期 • 大连海中国 	<ul style="list-style-type: none"> • Changsha Phoenix City (Phase III) • Rizhao the Arch (Phase II) • Dalian the Arch (Phase II, Section 1) • Anshan Oak Bay (Phase II) • Dalian Maritime
绿色建筑类 Green Building		
绿建一星设计标识 Green Building One-star Design Certification	<ul style="list-style-type: none"> • 厦门橡树湾 	<ul style="list-style-type: none"> • Xiamen Oak Bay
业务管理类 Business Management		
全国城市物业管理优秀小区/大厦/工业区 (物业管理) National Urban Property Management Excellent Estate Block/Building/Industrial Park (Property Management)	<ul style="list-style-type: none"> • 沈阳华润大厦 • 大连星海湾壹号 	<ul style="list-style-type: none"> • Shenyang China Resources Building • Dalian Oriental Xanadu 1
全国内部审计先进集体(审计管理) National Internal Audit Advanced Collective (Audit Management)	<ul style="list-style-type: none"> • 华润置地有限公司审计部 	<ul style="list-style-type: none"> • Audit Department of China Resources Land Limited
中国最具特色购物中心大奖(商业管理) The Most Characteristic Shopping Mall in China Award (Business Management)	<ul style="list-style-type: none"> • 北京凤凰汇购物中心 	<ul style="list-style-type: none"> • Beijing Phoenix Commercial
2014 TTG中国旅游大奖深圳最佳豪华酒店(酒店管理) 2014 TTG China Travel Awards Best Luxury Hotel in Shenzhen (Hospitality Management)	<ul style="list-style-type: none"> • 深圳君悦酒店 	<ul style="list-style-type: none"> • Luxury Hotel in Shenzhen
第十二届中国大学生最佳雇主(人力资源管理) The Twelve Best Employers of Chinese College Students (Human Resources Management)	<ul style="list-style-type: none"> • 华润置地有限公司 	<ul style="list-style-type: none"> • China Resources Land Limited

奖项 Award	获奖单位/项目	Award winning unit/project
综合类 Comprehensive Category		
中国地产年度领袖企业 Annual Leading Enterprise of the Chinese Real Estate Industry	• 华润置地有限公司	• China Resources Land Limited
2014年度最佳品牌影响力房地产企业 Real Estate Enterprise with the Best Brand Influence 2014	• 华润置地有限公司	• China Resources Land Limited
2014中国商业地产价值榜「卓越公司奖」 2014 “Remarkable Company Award” of the China Commercial Real Estate Value Chart	• 华润置地有限公司	• China Resources Land Limited
2014年度价值地产企业 Valuable Real Estate Enterprise 2014	• 华润置地有限公司	• China Resources Land Limited
2014年度城市最佳综合运营商 The Best Comprehensive Urban Operator 2014	• 华润置地有限公司	• China Resources Land Limited



责任专题一：
情感悉心服务

RESPONSIBILITY THEME I:
SERVICE WITH HEART

责任专题一：情感悉心服务

RESPONSIBILITY THEME I: SERVICE WITH HEART

1. 客户关系管理 CUSTOMER RELATIONS MANAGEMENT

以客户至上为原则，严守商业道德，努力提供更优质、更环保、更人性化的产品和服务，悉心维护客户和消费者权益，不断超越用户的期望。

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



• 2005 年起，连续十年进行第三方满意度调查，基本覆盖地产开发整个环节。

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

• 2011 年，成为业内首家试点上线专业客户关系管理系统 (CRM) 的开发商。

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

• 2011 年，旗下会员品牌「置地会」全新上线，为客户提供多元化、高品质的服务选择。

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

• 2012 年，全国统一客户服务热线 4001099888 上线。

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

• 2014 年，启动舆情监测系统，建立总部—大区—城市公司三级预警管理机制，对客户投诉及时反应、跟踪和处理。

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

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品质管理 Quality Management

- 满意度管理：利用精益管理工具，结合项目运营计划节点，全面梳理华润置地现行满意度调查，考评指标及工作方式，制定解决方案。有效、及时地为前端业务部门提供建议指导，提升华润置地满意度调查含金量。
- 投诉管理：结合华润置地总部现行业务及与集团/上级单位、各大区现有投诉处理方式，制定华润置地总部投诉处理指引或流程，实现总部层面投诉处理标准化。
- 4001099888全国统一客服热线平台建设及优化。
- Satisfaction management: the current satisfaction survey system, assessment indicators and methods of developing solutions should be comprehensively streamlined through the use of lean management tools and project operation nodes; effective and timely suggestions and advice should be provided to key departments, improving the efficiency of China Resources Land's satisfaction survey system.
- Complaint management: In consideration of the current business of the China Resources Land headquarters, as well as the current complaint-handling means of the Group/governing authorities/regions, a China Resources Land complaint handling guide or process should be formulated for standard complaint handling at a headquarters level.
- The building and optimization of national customer hotline platform, 4001099888.

风险管理 Risk Management

- 提升华润置地主动进行风险防范的意识，推动华润置地进行开盘前和交付前客户风险检查及相关制度建设，减少、避免发生重大投诉、群诉及群体性事件的风险。
- We should actively improve the risk prevention awareness of China Resources Land by promoting the customer risk inspection and the building of the related systems before the opening and delivery in order to reduce or avoid the risk of major complaints, group complaints and collective events.

客户价值管理 Customer Value Management

- CRM系统管理：深化落地沈阳大区、武汉大区机会转成交的试点成果，推动江苏等大区的试点推广，提升公司销售机会转成交水平。梳理CRM原有客户信息字段及相关分析报表，结合当下业务需求进行优化改善，开发适用于手机、平板电脑的信息录入界面，提升CRM系统的可操作性。
- CRM system management: we should seek to deepen and implement the pilot chance-to-deal achievements in Shenyang and Wuhan and promote the pilot promotion of in Jiangsu and other regions. The original customer information fields of CRM and related analysis statements should be streamlined, optimized and improved according to current business demands. The development of a sophisticated mobile and tablet information entry interface will also improve the operability of CRM.
- 会员管理：发挥华润「置地会」可全面接触从营销、交付到物业服务等整个客户生命周期的独特优势，利用会员服务、活动、客户调研等环节增加客户粘度，挖掘客户需求，推动全民营销并探索客户「剩余价值」。
- Membership management: we should make full use of China Resources Land's unique advantage in full involvement in entire customer service line from marketing to delivery, property service, etc. and increase customer cohesion through membership services, events, customer surveys and other aspects, tap customer demand, promote "all-people" marketing and explore the "surplus value" of the customers.

投诉流程、平台 (400 热线和舆情监测应急预警处理机制) Complaints process and platform (400 hotline and public opinion surveillance emergency warning and handling mechanism)



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2. 会员管理体系 MEMBERSHIP MANAGEMENT SYSTEM

完善会员增值服务体系

- 推荐、重复购房收益：商业权益获取（万象城、五彩城）。
- 物业增值服务、积分兑换通畅。
- 优享华润业务单元优质资源。
- 联盟商家平台搭建，获取专属优惠产品和服务。

Improving the membership value-added service system:

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

试水信息管理服务

- 实现高效、准确的会员信息管理体系，打通客户全生命服务周期；丰富会员信息维护维度和深度，如购房偏好、兴趣爱好、需求等。
- 围绕数据做活动、围绕数据定方向、围绕数据挖掘潜在客户价值，客户细分、精准推送。

Testing the information management service:

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

打造生活体验服务平台：

- 建立「类型化」「持续性」的华润业主活动系列，形成华润特有的「圈层」文化，让业主更加幸福、快乐、有归属感。

Creating a lifestyle experience service platform:

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

会员互动服务整合：

- 整合与会员（业主）相关的全方位资讯，依靠微信、微博、网站、杂志等平台，形成持续关注 and 互动；打造华润与会员、会员之间的情感维系通道。

Integrating the membership services:

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

3. 客户满意度调查 CUSTOMER SATISFACTION SURVEY

2014年，华润置地继续聘请第三方对住宅业主、购物中心、酒店业务的满意度进行调查。

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

调查目的： The Purpose of the Survey:

- 评估华润置地客户满意度在市场上的水平，测量客户体验表现。

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

- 分析华润置地在客户满意度管理方面的优势和存在的问题。

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

- 识别影响表现的主要因素，并提出改善建议和行动优先分析。

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



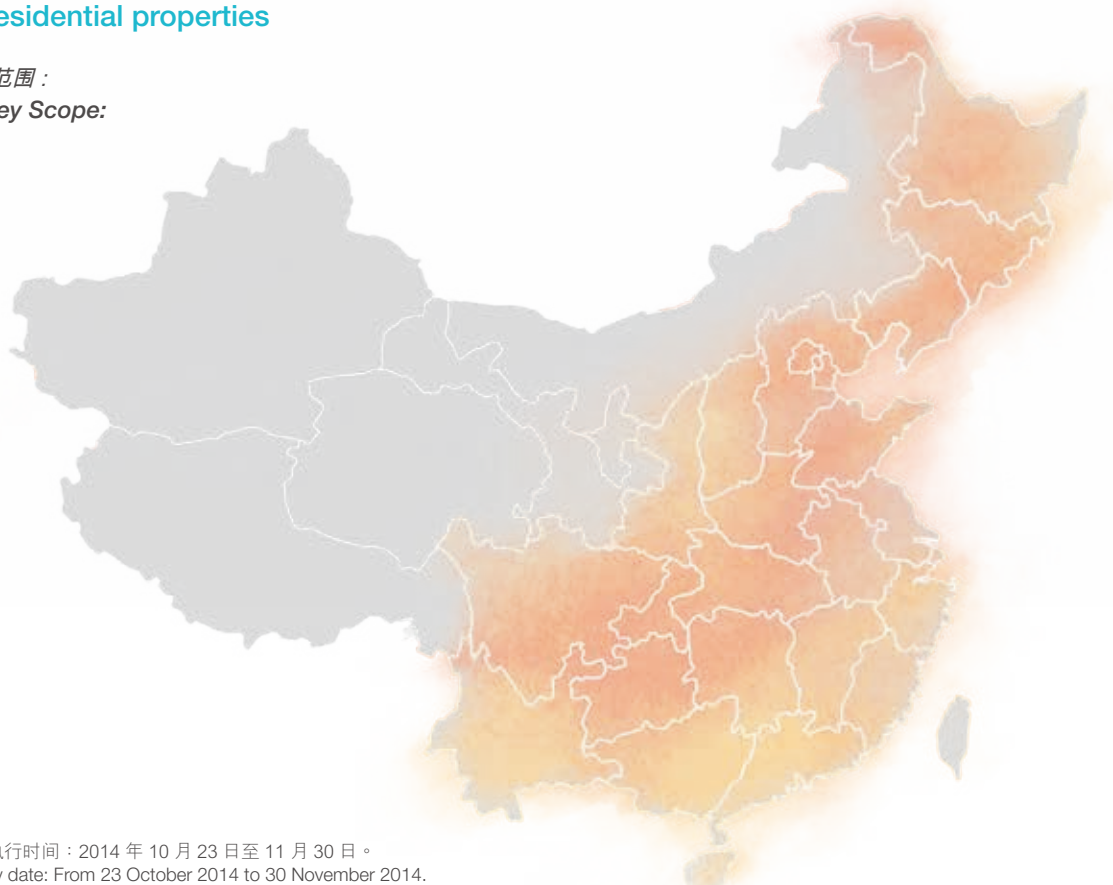
责任专题一：情感悉心服务

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1. 住宅 Residential properties

调查范围：

Survey Scope:



调研执行时间：2014年10月23日至11月30日。

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

总共完成9个大区、43个城市、93个项目的9,050个样本。

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

未入住电话访问：
Telephone interviews
with unsettled owners:

4803

已入住入户面访：
Site visits to
settled owners:

3903

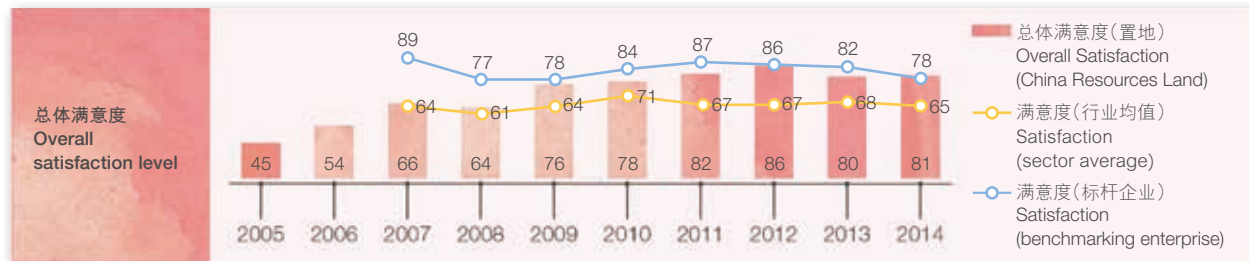
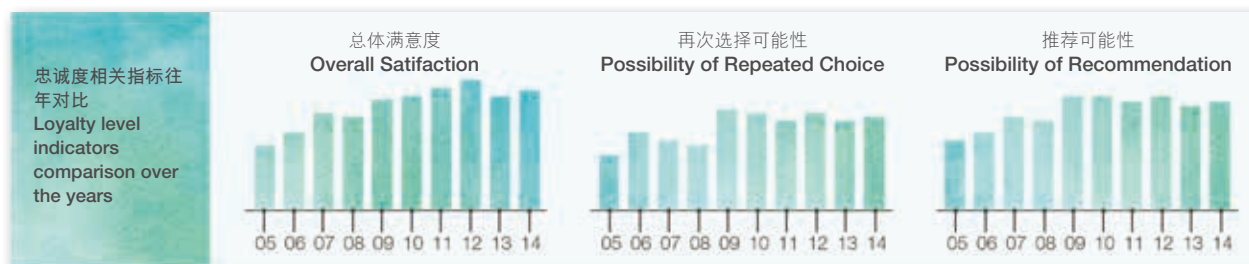
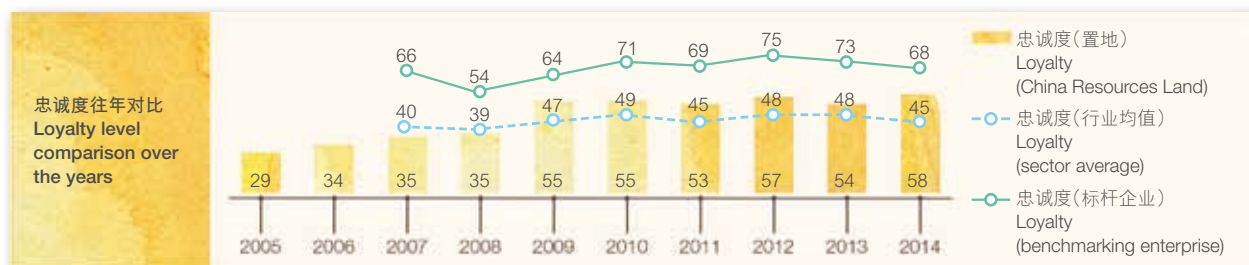
未实际调研项目样本：
Unsurveyed
project samples:

344

北京大区Beijing Region	北京Beijing	唐山Tangshan	天津Tianjin	秦皇岛Qinhuangdao	郑州Zhengzhou		
956	377	194	249	90	46		
上海大区Shanghai Region	上海Shanghai	杭州Hangzhou	宁波Ningbo	温州Wenzhou			
641	325	78	212	26			
深圳大区Shenzhen Region	深圳Shenzhen	南宁Nanning	万宁Wanning	惠州Huizhou			
217	69	32	43	73			
成都大区Chengdu Region	成都Chengdu	重庆Chongqing	绵阳Mianyang	西安Xi'An			
1,403	794	394	143	72			
沈阳大区Shenyang Region	大连Dalian	沈阳Shenyang	鞍山Anshan	长春Changchun	哈尔滨Harbin		
1,747	599	787	107	191	63		
山东大区Shandong Region	淄博Zibo	青岛Qingdao	威海Weihai	济南Jinan	日照Rizhao	烟台Yantai	
623	154	41	120	176	69	63	
江苏大区Jiangsu Region	无锡Wuxi	常州Changzhou	苏州Suzhou	杨泰Yangtai	通盐Tongyan	南京Nanjing	徐州Xuzhou
1,560	355	256	205	187	396	99	62
武汉大区Wuhan Region	武汉Wuhan	合肥Hefei	长沙Changsha				
1,376	375	479	522				
福建大区Fujian Region	福州Fuzhou	厦门Xiamen	南昌Nanchang	赣州Ganzhou			
527	195	131	134	67			

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现状及改进措施：

Status quo and Improvements:

现状

Status quo

2014年，总体满意度和客户忠诚度均有所回升，分别达到81和58分；
In 2014, both overall satisfaction and customer loyalty level improved to 81p and 58p respectively.

附属单位之间的满意度不平衡，呈现大幅上升与大幅下滑并存的现象；
Satisfaction level between subordinate units fluctuated, recording both significant growth and significant drop.

在已入住客群中得到更高的认可，对未入住业主的管理工作存在较大的缺陷。
More recognition was gained from the settled customers, but the unsettled customers reported serious flaws in management.

改进

Improvements

将企业战略中的客户导向，通过贯标及日常检查和宣传，落实到每个员工的日常工作中；

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

以「客户视角」代表的方式参与项目开发、设计、建设、销售、交付、售后服务等工作；

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

加强系统内部成熟公司和成熟项目的经验交流与分享。

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

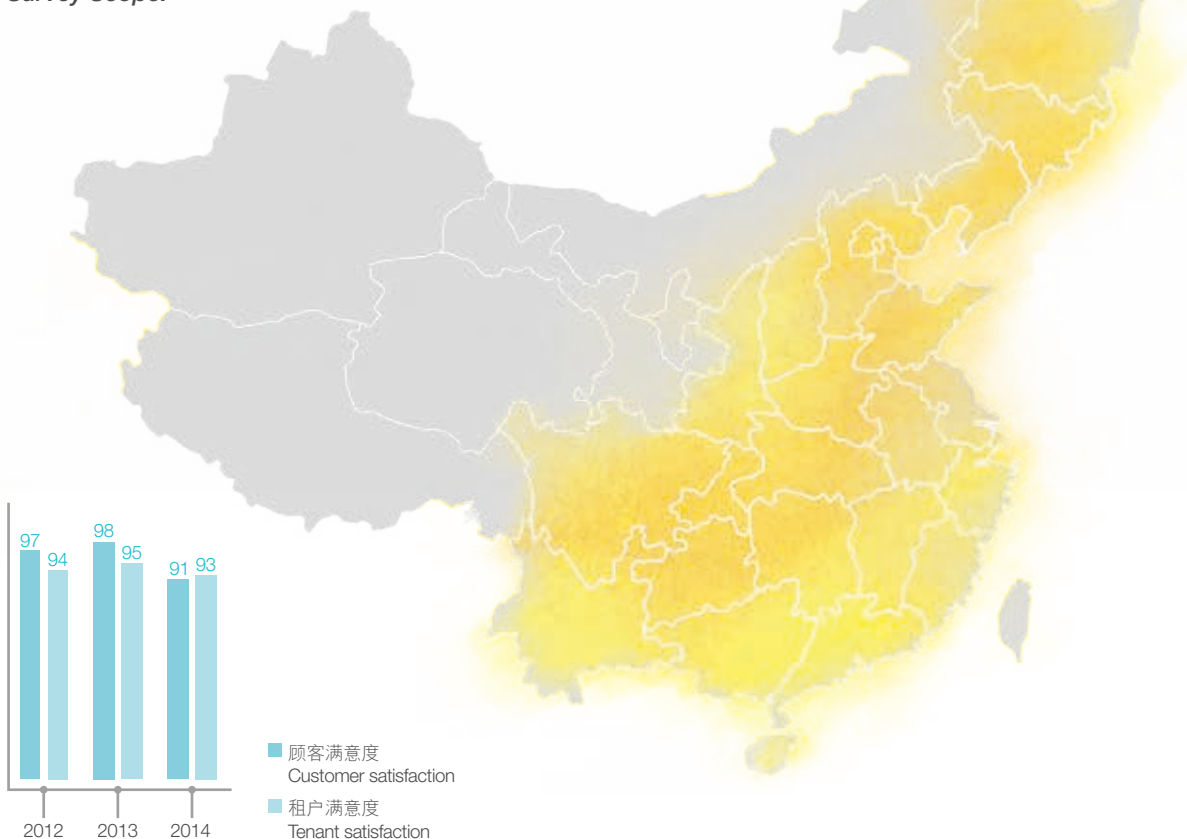
责任专题一：情感悉心服务

RESPONSIBILITY THEME 1: SERVICE WITH HEART

2. 购物中心 Shopping Malls

调查范围：

Survey Scope:



现状及改进措施：

Status quo and Improvements:

现状

Status quo

新项目租户和顾客满意度均低于前两年新开购物中心水平；
Both tenant and customer satisfaction levels were lower for newly opened malls as compared with those opened over the past years.

商品与品牌宣传推广、餐饮组合、休闲娱乐等问题突出；
There are significant problems in products and brand promotion, F&B combination, entertainment, etc.

区域竞争加剧，顾客与租户对华润各方面的期望提升。
With the increasing local competition, the customers and tenants have higher expectations for China Resources in all aspects.

改进

Improvements

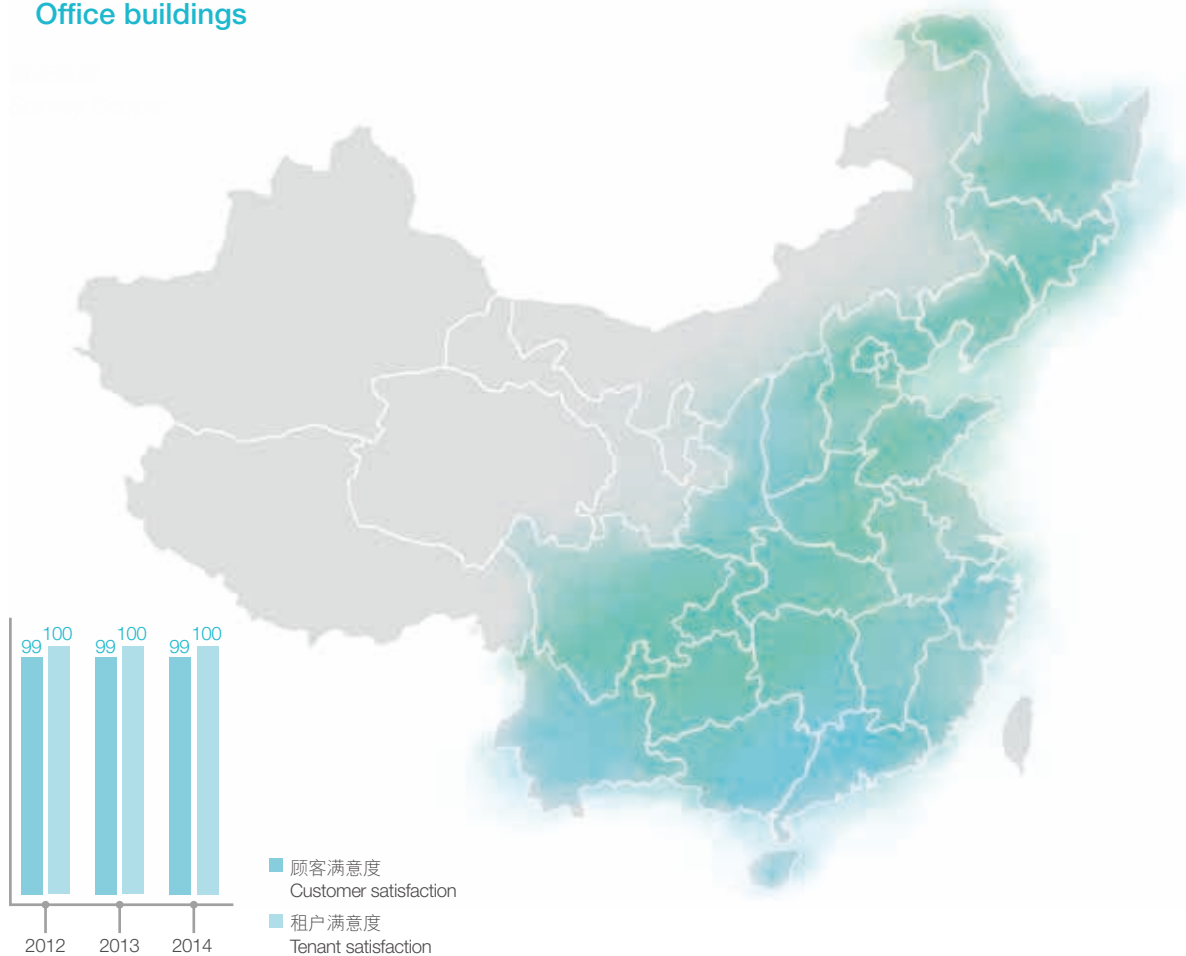
修炼「内功」，加快产品线与流程的标准化工作、对当地市场的深入洞察、人才的快速培养
We should improve "inner strength", speed up the process of standardizing the product line and process, seek to gain an in-depth understanding of local markets and cultivate talents.

学习香港与国外标杆购物中心的最佳实践，探查目标群体需求、把握需求趋势变化
We should adopt the best practice of benchmark shopping malls both in Hong Kong and in other countries, investigate the demands of target groups and identify the changes of demand trends.

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3. 写字楼 Office buildings



现状及改进措施：

Status quo and Improvements:

现状

Status quo

客户对写字楼品质的满意度降低。
Customer satisfaction towards the quality of office buildings dropped.

品牌影响，一二线城市的品牌建设需要加强。
Brand development needs to be strengthened within tier-1/2 cities.

租户与华润大厦间的粘性有待加强。
The cohesion between tenants and China Resources buildings is expected to be strengthened.

改进

Improvements

写字楼硬件设施与配套的持续维护与更新完善。
We should continuously maintain, update and improve the office building hardware facilities and supporting services.

打造写字楼品牌形象与口碑。
We should cultivate the brand image and reputation of our office buildings.

与租户企业共同研讨、应对扩张、变化的需求。
We should communicate with tenant enterprises to meet demands for expansion and changes.

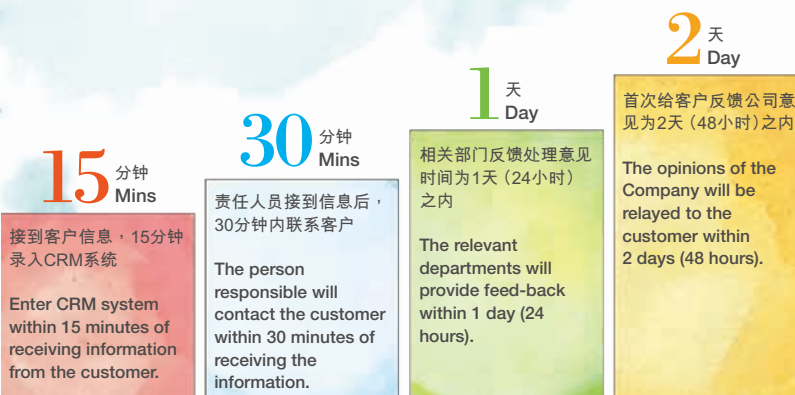
责任专题一：情感悉心服务

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案例：「21315」报事快速响应机制 Case: "21315" Quick Response Mechanism

2014年，华润置地在沈阳大区全面推广「21315」报事快速响应机制的同时，完成「1865」报事快速处理黑带精益项目研究，区域内全面实现投诉快速处理。2014年，投诉处理客户满意度结果较2013年提升11分。

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



案例：客户服务「精益管理」 Case: Lean Management of Customer Service

华润置地北京大区客户关系部的精益绿带项目《缩短新房入住维保期》，针对房屋交付以后需要维修的客户，制定更为专业化的维保流程，提高维保效率，缩短维保周期，让客户尽快入住。

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

改善后，数据整理时间缩短 **4 小时**，
The improvement can quicken data processing by 4 hours

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

单条录入缩短 **1 分钟**，
Quicken single entry by 1min

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

改善后，建立维修完成时间参考标准，能够对滞后项进行催促，对施工单位明确维修要求。

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

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案例：客服八步精进法 Case: Eight-step Enhancement Method of Customer Service

华润置地武汉大区以客户全生命周期触点为轴线，通过树立客户关键感受节点的标准化动作，从客户的初次到访到认购、签约、交付入住的全过程中，对客户关系进行全方位全链条地管理，实现客户与华润置地从「温馨邂逅」到「钟爱一生」。

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

1 温馨邂逅 Warm greeting

阳光购房
提示风险
Sunny home purchase
Risk Flagging

2 缘定今生 Life's destiny

明确条款
信息透明
Clear terms Information
transparency

3 翘首期盼 Earnest expectation

工地开放
进展通报
Site opening
Progress Notification

4 明媒正娶 Legal marriage

装扮家庭
恭贺乔迁
Home decoration
Moving-in
celebration

华润置地
悉心关怀八步精进法
Eight-step
Considerate
Care Enhancement of
China Resources Land

5 共筑爱巢 Building a love nest

关注体验
排忧解难
Attention on
users' experience
Problem solving

6 乔迁之喜 Happy moving-in

质量维修
社区完善
Quality maintenance
Community
improvement

7 风雨同舟 Common goal

无界沟通
精益求精
Boundless
communication
Incessant refinement

8 钟爱一生 Life-long love

用心关怀
持续改善
Whole-heartedcare
Continuous
improvement

案例：客户体验 Case: Customer Experience

祝林影，最早一批入住幸福里的业主。2004年，万象城开业，家住深圳福田的祝女士便成了这里的常客，周末常与丈夫来这里看电影，逛街。琳琅满目的商铺、丰富多彩的活动、形形色色的人，让她觉得这里的生活如同万象城的名字，包罗万象。因为喜欢万象城的氛围，她选择了幸福里，每当想起这样的氛围就在自己家门口，便觉得安心、舒适，这也是她所理解的幸福的本质。

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



祝林影
深圳幸福里业主

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

“在幸福里，我找到了最适合自己的生活。我喜欢逛万象城，没事就到万象城转转，因为我很喜欢被“美”包围的感觉。”

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

4. 增值服务 VALUE-ADDED SERVICES

华润置地积极为客户提供多项增值服务，除营销与物业组织的增值服务外，公司设有为客户提供高品质增值服务的部门—置地会，华润置地各大区置地会根据自身情况针对本地区特点开展多种形式的增值服务。

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

案例：个性化项目交付
Case: Personalized Project Delivery



2014年，华润置地成都大区优化交付流程，制订个性化的交付服务方案，让业主感受到顺畅、细致、增值、快捷、专业的情感悉心服务。

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

- 一个专业化的陪验服务小组针对一位客户提供全程服务。
- 给每位客户设立「专属手续办理区及休息区」，工作人员提供「一站式的上门服务」。
- 为客户私人订制专属礼品。
- They established a professional inspection service group to provide customers with a full range of services.
- They created an Exclusive Procedures Handling Area and a Rest Area for every customer in which the working staff provide a "one-stop service".
- Customers are offered exclusive gifts.

责任专题一：情感悉心服务

RESPONSIBILITY THEME I: SERVICE WITH HEART

案例：物业员工技能大比武活动
Case: Property Staff Competition



2014年5月，华润置地启动首届物业系统员工技能大比武活动。本次物业员工技能大比武活动共分为城市公司初赛、大区复赛、全国总决赛三个阶段，比赛内容涵盖岗位操作技能、常见法律法规、岗位礼仪规范、应急事件处理等。物业系统近1万员工报名参加，经过3轮近10个环节的层层选拔，最终由81人脱颖而出参加全国总决赛。



慰问社区独居老人
Visiting the Elderly People Who Live Alone in the Community

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



慰问社区生活困难户
Visiting the Poor Families in the Region



「春润环保年·低碳出行纪」第九届华润中老年业主踏青活动
The "Spring-nurturing Environmental Protection and Low-Carbon Travel", the Ninth China Resources Middle-Aged to Elderly Property Owners Spring Tour Event



责任专题二：

品质改变生活

RESPONSIBILITY THEME II:

CHANGE THROUGH QUALITY

责任专题二：品质改变生活 RESPONSIBILITY THEME II: CHANGE THROUGH QUALITY

为努力实现成为「中国商业地产领导者」的战略目标，华润置地投资物业发展了万象城城市综合体、区域商业中心万象汇/五彩城和体验式时尚潮人生活馆1234space三种模式，已开业和正在建造的50多座购物中心，覆盖全国40多个城市。截至2014年，华润置地已开业商业项目14个，其中万象城城市综合体项目8个，区域商业中心万象汇/五彩城项目4个；体验式时尚潮人生活馆1234space 1个，在建/待建项目40多个，建筑面积达500多万平方米。

2014年，华润置地新开业商业项目包括3座万象城（郑州华润万象城、重庆华润万象城、无锡华润万象城）与3座五彩城（浙江余姚华润五彩城、上海南翔华润五彩城、合肥蜀山华润五彩城），分别为所在区域注入了新的商业活力，丰富了消费者不同的消费需求，改善了消费体验，提升了当地市场的商业规格，升级当地商圈。

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

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



郑州万象城于2014年4月19日开业，一期面积12万平方米，总建筑面积共22万平方米，位于郑州市二七商圈，拥有国内第十三家苹果直营店、当地首家MCM、Dunhill，以及Tod's、G Givenchy、Versace、CERRUTI 1881等国际大牌，为目前中原地区档次最高、规模最大、业态最全、最具影响力的综合性国际消费中心，也是当地的全客层一站式消费场所。

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



重庆万象城于2014年9月19日开业，总建筑面积共35万平方米，位于重庆市九龙坡区杨家坪商圈，Anne Karen、UNDER ARMOUR、Moncler、Gianfranco Lotti旗舰店等国际名品均为当地首家，更有Tod's、Roger Vivier、Coach、ALFRED DUNHILL等国际品牌入驻，打造中国最具示范效应的时尚体验型购物中心，为重庆消费者带来全新的消费概念和生活体验。

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



无锡万象城于2014年12月20日开业，总建筑面积共12万平方米，位于无锡市滨湖商业区，作为首个临湖而设的万象城，滨湖区域因地制宜引入特色知名餐饮品牌，打造成为无锡最具代表性的商业地标，亦是无锡城市生活的新中心，成为无锡同时具备购物、休闲、娱乐、聚会、商务、服务配套等多重功能于一体的滨湖城市综合体。

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

1. 良好的购物环境 EXCELLENT SHOPPING ENVIRONMENT

华润置地的购物中心旨在为顾客提供最舒适的购物环境，注重设计人性化，采用最先进的科学模拟技术，对商场内热环境及光环境进行模拟评估，结合科学的商场动线排布，优选最佳设计方案，全面提升顾客的购物体验。

在技术友好化方面，率先采用的商场中庭竖向变风量技术，可控制局部热环境，保证所有位置的温度舒适宜人；此外，所有项目公共区域均设有免费WIFI覆盖，全面满足顾客的购物休闲娱乐需求。

商场均聘请第三方单位对商场系统运行情况及室内环境进行检测，定期对空调系统进行清洗与消毒，配合商场内缤纷五彩的花艺与主题装饰，保证服务高标准，为顾客提供洁净、绿色、人文的购物场所。

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

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

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



沈阳万象城中庭竖向变风量技术应用
Application of vertical variable air rate technology
for the mall atrium in The MIXC (SHENYANG)



深圳万象城科学的商场动线排布
Scientific Flow Line Layout at The MIXC (SHENZHEN)

2. 丰富的产品选择 RICH PRODUCT OPTIONS



重庆万象城 The MIXC (CHONGQING)



重庆万象城 The MIXC (CHONGQING)

目前，华润置地商业中心已与1100多个国内外知名品牌建立合作关系，其中包括50多家的国际一线品牌，如Louis Vuitton、Prada等服饰品牌；COACH、BALLY等皮具品牌；以及Tiffany、亨吉利等配饰品牌；此外，还包括众多国内知名餐饮、娱乐等品牌。

每一次万象城的进驻，包罗万象，伴随著大量新品牌进驻，活跃了当地商业氛围，丰富了市民的生活，并且有效提升了当地商业的发展水平。



CLUB MONA

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

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



万象城丰富多彩的商业活动
The Lively Business Events of
THE MIXC

3. 多彩的商业活动 DIVERSE BUSINESS ACTIVITIES

华润置地会利用地处城市核心地段的优势，组织丰富多彩的线上线下的商业活动，包括开业活动、跨界合作活动、商业推广活动及公益活动等。

2014年，郑州万象城、重庆万象城、无锡万象城举行丰富多彩的开业活动，为消费者带来不一样的购物消费体验。

华润置地与全国各地与各类国际优质资源进行跨界合作，如深圳万象城的「泰迪来了」、杭州万象城的「迪士尼90周年」展、成都万象城「芭比娃娃展」等活动。

华润置地多次开展社会公益活动，如青岛万象城5,000人包饺子活动获得了吉尼斯世界纪录、无锡万象城举办的「Color Run」活动，引发全城热议和参与，成为年度大型城市事件。

除了线下活动，华润置地在在线上也不断进行活动推广，各购物中心已开通近40个微信公众号和官方微博，给顾客带来丰富多彩各类资讯。截至2014年12月，共有136万新媒体粉丝，每天有3,000多名粉丝加入我们的微信、微博。除了分享最新活动资讯、最潮生活趣闻，我们还提供便捷的线上会员卡服务，与粉丝共同享受购物乐趣！

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

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

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

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

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



万象会
THE MIXC Club

4. 人性化的客户体验 HUMANE CUSTOMER EXPERIENCE

各大商业中心均为消费者提供专人导购、婴儿车租借、礼品包装、移动电源、披肩租用、雨伞租借、复印、停车券兑换、急救药箱、手机充电等多项顾客服务。此外，华润置地还为租户提供了会议室租用、24小时呼叫中心、租户员工餐厅、仓储支持、特卖场、大客户邀约、来访客群引流进店等多项服务。

对于经营商户，除提供常规物业支持外，还给予业绩支持与店铺风险管控建议，最大限度维护客户权益。

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

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

关于华润置地

ABOUT

CHINA RESOURCES LAND



关于华润置地 ABOUT CHINA RESOURCES LAND

1. 组织架构 ORGANIZATION STRUCTURE

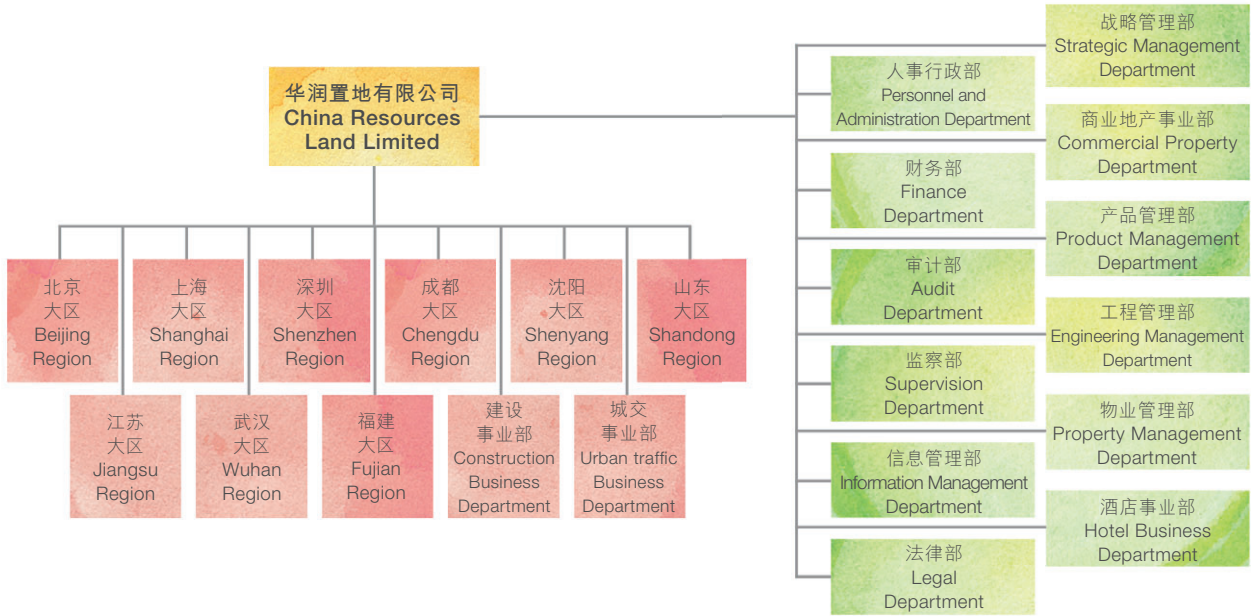
华润置地按照「总部—大区—城市公司」三级管控模式，推进「总部做强、大区做实、城市公司做精」，实施矩阵式管理，并根据业务发展需要，对组织机构进行合理调整。2014年，设有12个总部部门、9个大区、2个事业部。

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



关于华润置地

ABOUT CHINA RESOURCES LAND



运营类：

- 统一流程、规范和标准
- 对业务关键节点进行管理
- 内外部标杆研究和学习
- 专业支持和辅导

Operation category:

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

事业部类：

- 逐步实行独立规划运作
- 建立专业标准
- 改善运营效率
- 协同效应

Business department category:

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

风险控制类：

- 建立标准
- 专业支持
- 风险监控

Risk control category:

- Establish standards
- Provide professional support
- Conduct risk monitoring

资源管理类：

- 集中管理关键资源
- 关键岗位矩阵管理
- 搭建资源管理信息平台

Resource management category:

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

12个总部部门：战略管理部、商业地产事业部、产品管理部、工程管理部、物业管理部、酒店事业部、人事行政部、财务部、审计部、信息管理部、监察部、法律部。

9个大区：北京大区、上海大区、深圳大区、成都大区、沈阳大区、山东大区、江苏大区、武汉大区、福建大区。

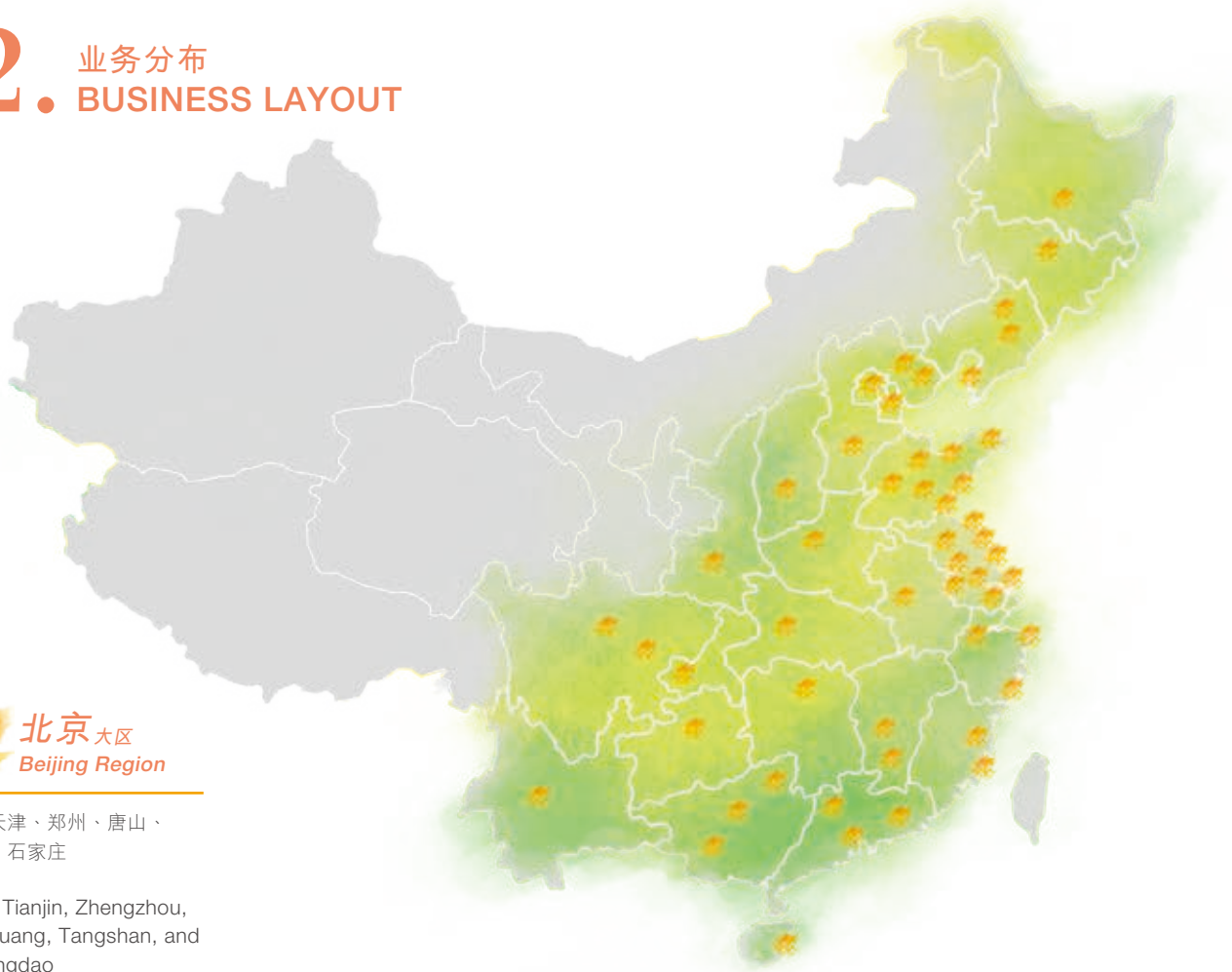
2个事业部：建设事业部、城交事业部。

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

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

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

2. 业务分布 BUSINESS LAYOUT



北京大区 Beijing Region

北京、天津、郑州、唐山、
秦皇岛、石家庄

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

上海大区 Shanghai Region

上海、杭州、宁波、温州

Shanghai, Hangzhou,
Ningbo, Wenzhou

深圳大区 Shenzhen Region

深圳、广州、南宁、惠州、
柳州、汕头、万宁

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

成都大区 Chengdu Region

成都、重庆、西安、绵阳、
昆明、贵阳

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

沈阳大区 Shenyang Region

沈阳、大连、长春、哈尔滨、
鞍山

Shenyang, Dalian,
Changchun, Harbin and
Anshan

山东大区 Shandong Region

济南、青岛、太原、日照、烟
台、淄博、威海、临沂

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

江苏大区 Jiangsu Region

南京、苏州、无锡、徐州、
常州、南通、扬州、盐城、
泰州

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

武汉大区 Wuhan Region

武汉、合肥、长沙

Wuhan, Hefei
and Changsha

福建大区 Fujian Region

福州、厦门、南昌、赣州

Fuzhou, Xiamen, Nanchang
and Ganzhou

3. 产品服务 PRODUCTS AND SERVICES

华润置地坚持「住宅开发+投资物业+增值服务」的生意模式，主营业务包括住宅开发、投资物业开发与运营、物业管理、工程承包、装修、家私制造及销售等。

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

1. 住宅开发

房地产业务分布在全国52个城市，在建、在售、拟建项目超过120个，已形成八条产品线：万象高端系列、城市高端系列、郊区高端系列、城市品质系列、城郊品质系列、城市改善系列、郊区改善系列、旅游度假系列。

1. Residential property development

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

2. 投资物业开发与运营

投资物业发展了「万象城」城市综合体、区域商业中心万象汇/五彩城和体验式时尚潮人生活馆1234space三种模式（详见专题二）。华润置地旗下目前已开业酒店五家，分别是石梅湾艾美酒店、深圳君悦酒店、深圳湾木棉花酒店、沈阳君悦酒店、大连君悦酒店，五家酒店共有客房数量1,686间房，总建筑面积超过三十万平方米。

2. The development and operation of investment property

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

3. 物业管理

「情感悉心服务」是华润置地高品质战略的重要环节，包括专业化、规范化的物业服务，行业领先的100个细节，乐意服务的满意员工，高层次的情感需求，无处不在的服务体验等五个方面的内涵。截至2014年底，共管理住宅项目145个，面积超过2,929.9万平方米，商业项目（购物中心、写字楼）28个，面积超过367.4万平方米。

3. Property Management

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

4. 工程承包、精装修、家私制造及销售

华润建筑有限公司、优高雅有限公司、华润励致洋行家私(珠海)有限公司是华润置地的重要业务单元，负责工程承包、精装修、家私制造及销售业务。2014年，华润置地上述三家利润中心整合为建设事业部。截至2014年底，建设事业部实现营业额86.61亿港元。

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

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



责任管理
RESPONSIBILITY
MANAGEMENT

责任管理 RESPONSIBILITY MANAGEMENT

1. 责任文化 RESPONSIBILITY CULTURE

华润置地始终关注经济、社会和环境价值，追求卓越发展，努力打造「投资者信任、员工热爱、社会尊重、大众称道」的优秀企业形象，把公司建设成为房地产行业的领导者，实现超越利润之上的追求。

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

诚信理念： Credibility:

诚实守信是华润文化的基石，是华润立业之本，是华润人必须坚守的底线。
honesty and credibility form the cultural base, business foundation and firm bottom line of China Resources.

合规理念： Compliance:

遵守行业规范，重合同、守信誉、不贿赂、公平竞争。
adherence to sector norms, respect for contracts, keeping credit, avoiding bribery and conducting fair competition.

经济责任理念： Economic responsibility:

业绩是华润选人、用人、评价人、激励人的基本标准。
performance is the basic standard by which China Resources selects, assigns, assesses and motivates employees.

客户责任理念： Customer responsibility:

尊供更为优质、更为环保、更为人性化的产品和服务，不断超越用户期望，与客户精诚合作，为客户创造价值，与客户共同成长。
we should provide higher quality, environment-friendly and personal products and services, constantly exceed the expectations of the users, cooperate with and create value for our customers and thereby develop together.

公共责任理念： Public responsibility:

常怀感恩之心，努力回馈社会。
cultivating gratitude and trying to reward the society.

员工责任理念： Employee responsibility:

尊重人的价值，开发人的潜能，升华人的心灵，保护员工权益，实现企业价值和员工价值最大化。
to respect human value, develop human potential, sublimate the human mind, protect the interests of fellow employees and maximize the value of the enterprise and its people.

供应链责任理念： Supply chain responsibility:

携手合作伙伴互惠互利，共同发展，合作共赢。
working with the partners for mutual benefit, joint development and win-win success.

环境责任理念： Environmental responsibility:

不以牺牲环境为代价谋求企业发展，不以牺牲环境的长远利益换取企业的短期效益；不以牺牲公民的健康和生命谋取黑心利润，不以损毁品牌为代价谋求企业短暂辉煌。
never sacrifice the environment for the development of the enterprise, never sacrifice the long-term interests of the enterprise for its short-term interests, never sacrifice the health and lives of the public for evil profits, and never sacrifice brand reputation for short-term, short-lived glory.

责任管理

RESPONSIBILITY MANAGEMENT



华润置地社会责任模型
Social Responsibility Model of China
Resources Land

2. 责任体系 RESPONSIBILITY SYSTEM

华润置地按照「做实、做强、做大、做好、做长」(5M)的理念，通过社会责任工作推动公司内部管理改善和提升，形成了具有自身特色的「5M」社会责任体系。

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

5M	具体要求 Specific requirements	社会责任体现 Display of Social responsibility
做实 Firmer	诚信合规 依法治企 基础管理 Creditability and compliance Enterprise governed by law; Basic management	<ul style="list-style-type: none"> • 遵守法律、制度和商业伦理，依法纳税 • Respect laws, rules and business ethics and pay lawful taxes • 防范商业腐败，建立惩防协同长效机制 • Prevent business corruption and establish a long-term mechanism combining prevention and punishment • 保护中小投资者和消费者权益 • Protect the rights of small and medium-sized investors and consumers • 加强信息披露 • Enhance information disclosure • 杜绝形式合法，实质违背商业道德、破坏资源环境的项目建设 • Avoid projects that appear legal but violate business ethics and harm resources and the environment • 决策规范化、透明化、专业化 • Normal, transparent and professional decision making • 将社会责任融入企业决策、制度、运营与员工行为 • Merge social responsibility with enterprise decision making, systems, operations and employee behavior
做强 Stronger	核心竞争力 专业能力 Core competitive strengths; Professional capability	<ul style="list-style-type: none"> • 华润特色的社会责任管理能力 • Social responsibility management capacity characteristic of China Resources • 引领中国企业的社会责任管理水平 • Attain the leading social responsibility management level among Chinese enterprises • 建设一流人才与管理队伍 • Build first-class talent and management teams

5M	具体要求 Specific requirements	社会责任体现 Display of Social responsibility
做大 Larger	经营规模 市场地位 Operational scale Market position	<ul style="list-style-type: none"> • 保护员工权益·促进员工成长·开展员工关爱·实现与员工共成长 • Safeguard the interests of, enhance the development of, provide care to and achieve mutual growth with the employees • 推动供应链履责 • Promote the responsibility performance of the supply chain • 维护市场竞争秩序·公平竞争 • Maintain a market competitive landscape for fair competition • 社区共建·合作共赢 • Joint community construction and win-win cooperation • 开展慈善公益·与社会分享发展成果 • Carry out charitable acts in the public interests and share the achievements of development with the society
做好 Better	好业绩 好产品 好服务 Excellent performance, products and service	<ul style="list-style-type: none"> • 安全性·收益性·成长性好 • Good safety, profitability and growth • 为消费者和客户 提供一流产品和服务 • Provide first-class products and services for the consumers and customers • 完善的客户服务管理体系 • Maintain a consummate customer service management system • 不断超越用户期望·为消费者和客户 提供价值 • Constantly exceed the expectations of users and provide value to consumers and customers
做长 Longer	发展战略 商业模式 创新能力 国际化水平 企业形象 Development strategy Business model Innovation ability Internationality Corporate image	<ul style="list-style-type: none"> • 依靠社会责任引领企业发展 • Enterprise development guided by social responsibility • 建设资源节约型和环境友好型企业 • Construct a resource-saving and environmental-friendly enterprise • 实现安全生产 • Achieve safety in production • 打造产学研合作平台·增强研发投入 • Create a platform for industrial, academic and research cooperation and enhance the input to research and development • 严守商业伦理与道德理念·遵守行业规范·重合同守信誉 • Strictly observe business ethics and moral philosophy, abide by sector norms, respect contracts and keep credit • 关注负面舆情·改善媒体关系 • Pay attention to negative public opinions and improve media relations • 以利益相关方意见导向·聚焦实质议题·改进工作·促进融合 • Follow the advice of the stakeholders, focus on important topics, improve work process and promote reconciliation

3 责任治理 RESPONSIBILITY GOVERNANCE

1. 制度体系

华润置地执行华润集团《华润企业公民建设指引》、《华润集团社会责任工作管理办法》，在华润集团指导下，对社会责任的组织保障、规划推动、指标体系、沟通传播、检查考核、经费保障等问题进行了规范，通过管理体系，有效管理企业运营对利益相关方、社会和环境的影响，实现社会责任理念融入企业经营。

2. 组织体系

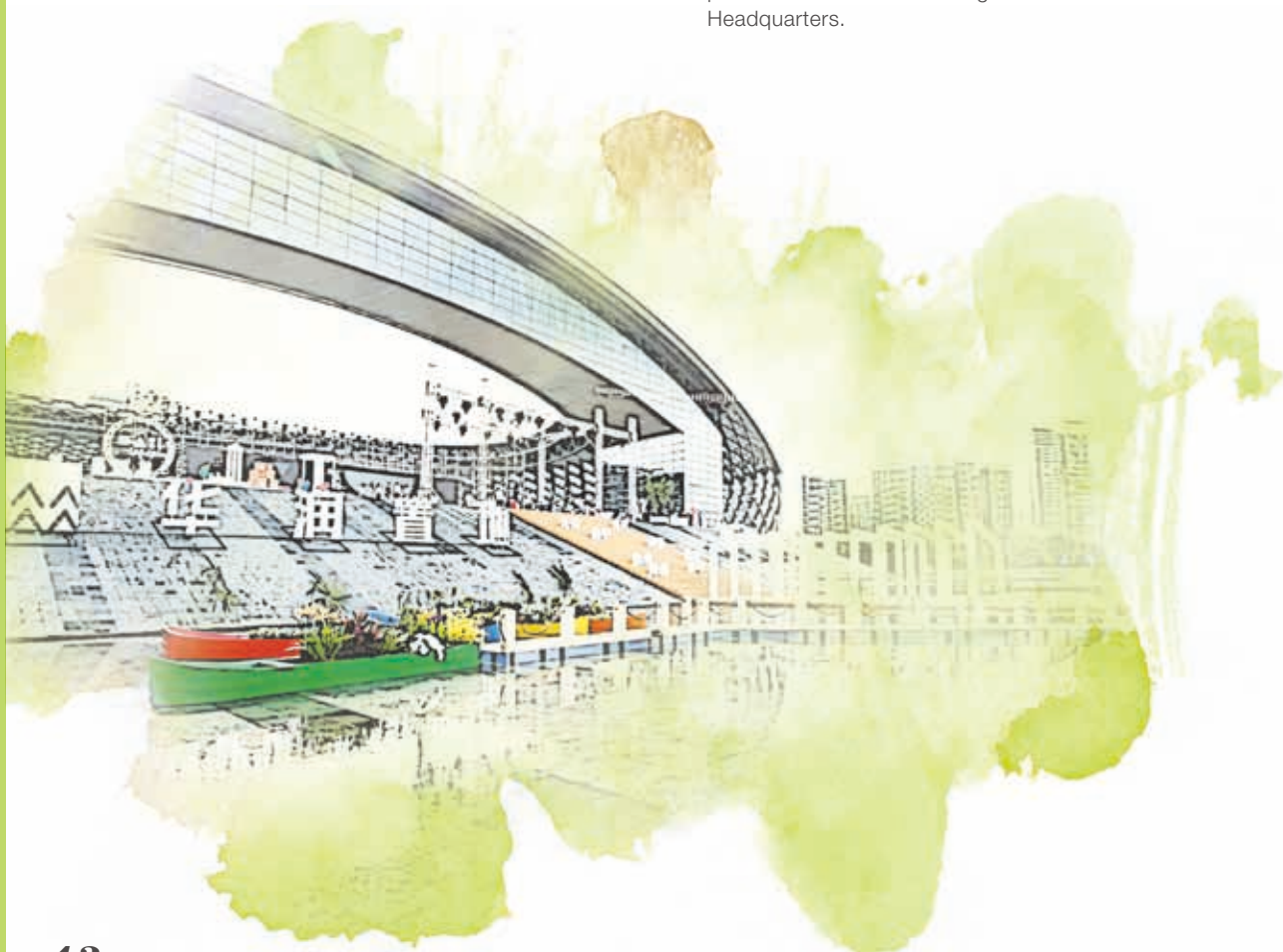
华润置地的社会责任组织体系按照矩阵式管理的要求设置。董事会是社会责任决策领导机构，总部人事行政部是主责部门，总部各部门是各项社会责任落实的监管和推动部门。华润置地所属各大区、各事业部与总部各部门进行职能对接，接受总部的工作指导和考核评价。

1. System

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

2. Organization system

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



4. 责任沟通

RESPONSIBILITY COMMUNICATION

华润置地积极加强与利益相关方的沟通，在多方平台下学习领先企业的优秀实践，传递华润置地的责任理念、实践和成效。不断拓展沟通渠道，提升沟通频率，丰富沟通内容，积极回应利益相关方诉求。

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

利益相关方 Stakeholder	责任要求 Responsibility requirement	采取措施 Measures	沟通实践 Communication
政府 Government	贯彻执行国家经济政策，落实政府管理要求，促进社会持续发展 Implement national economic policies and government management requirements and promote sustainable development of the society.	守法合规，诚信经营 依法纳税，增加就业 公平竞争，促进行业健康发展 Abide by the laws, conduct honest and credible operations, pay lawful taxes, increase employment, value fair competition and promote healthy development of the industry.	参与政府相关会议 参与政府项目，落实华润集团战略合作机制 定期和专项汇报，完善报表和相关信息 Attend relevant government meetings, participate in government projects, implement the strategic cooperation mechanism with China Resources Holdings, make regular and special reportings, improve the format and content of statements and related information.
股东 Shareholder	企业合法合规 资产保值增值 满意的投资回报率 了解公司经营情况 Ensure the legality and compliance of the enterprise, value preservation and appreciation, satisfactory return on investment and update information concerning the operation of the Company.	完善公司管理体系，提高公司经营水平，防范经营风险，保障和提升股东权益 Improve the Company's management system, raise the operation level of the Company, prevent operation risk and secure/improve the interests of shareholders.	及时披露信息，加强投资者关系管理，业务部门日常沟通，专项汇总，公司年报，投资者会议 Disclose information appropriately, improve the management of investor relations, conduct daily communication with business departments, summarize special projects, prepare the Company's annual reports and hold investor meetings.
客户 Customer	严格遵照合同，杜绝虚假销售宣传 提供优质产品，及时妥当处理客户合理诉求 Strictly follow contracts, avoid false sales promotion, provide quality products and address the reasonable demands of the customers in a full and timely fashion.	保证产品品质，丰富服务种类，提升服务质量 Ensure product quality, enrich service options and improve service quality.	客户满意度调查，客户服务热线，完善客户关系管理体系和客户意见搜集反馈机制 Conduct customer satisfaction surveys, maintain the customer service hotline and improve the customer relations management system as well as the customer comment collection and feedback mechanism.

利益相关方 Stakeholder	责任要求 Responsibility requirement	采取措施 Measures	沟通实践 Communication
员工 Employee	保障员工权益 实现员工发展 关爱员工健康 参与公司管理 Secure the interests of employees, help them develop, care for their health and engage them in company management.	维护员工合法权益，完善收入分配和福利保障机制，关注员工培训，改善工作条件，提供员工关爱基金，开展员工活动 Maintain the legal interests of employees, improve the income distribution and welfare security mechanism, pay attention to employee training, improve working conditions, establish an employee care fund and organize employee activities.	定期和不定期征求员工意见，员工座谈会，网站群 Regularly and irregularly collect suggestions from employees, hold employee seminars and create websites for employee clusters.
供应商及合作伙伴 Suppliers and partners	诚信合作，和谐平等，互利共赢，促进行业积极健康发展 Promote the positive and healthy development of the industry through honest cooperation, harmony, equality, mutual benefit and win-win success.	公平阳光采购，打造责任供应链，参与行业组织，建立合作机制和伙伴关系 Conduct fair and amicable purchases, create a responsible supply chain, join industrial organizations and establish mechanisms of cooperation with partners.	招投标大会，供应商大会，商业谈判，责任采购 Tendering/bidding conference, supplier conference, business negotiation and responsible purchases.
科研院所、行业组织、媒体、社会团体 Research institutions, industrial organizations, media and social groups	遵守行业规范，促进行业发展，提供政策建议 Abide by industrial norms, promote industrial development and provide policy suggestions.	参与行业评优，对行业规范提出建议，完善新闻管理制度，及时准确披露相关信息 Participate in industrial selection, provide advice on industrial norms, complete the press management system and disclose relevant and accurate information in a timely fashion.	健全新闻发言人机制，优化舆情反馈机制 Improve the press spokesperson mechanism and optimize the opinion feedback mechanism.
社区与环境 Community and environment	合理利用资源，保护生态环境，促进社区发展 Reasonably utilize resources, protect the ecological environment and promote the development of the community.	实施节能减排措施，落实绿色施工、绿色建筑理念，开展社区活动 Implement energy saving and emission reduction measures, adhere to the green construction and green building philosophy and organize community activities.	发布环保相关数据，开展社区沟通、共建活动，积极投身社区公益 Publish relevant environmental protection data, carry out community communication and joint construction and actively engage in community charitable events.

责任管理

RESPONSIBILITY MANAGEMENT

案例：媒体对华润置地社会责任报告进行专题报道

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

2014年7-10月份，华润置地通过官方网站、微信自媒体对《华润置地2013年社会责任报告》进行宣传，并将印刷品分发给全国50多个城市的利益相关方。《21世纪经济报道》、《经济观察报》、《中国经营报》以及香港《明报》对华润置地社会责任工作进行了专题报道。

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



2015年1月22日，华润置地应邀参加了由中国社科院主办的「分享责任年会(2015)暨第四届中国企业社会责任报告峰会」。

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



2014年7月22日，《瞭望周刊》、《财经国家周刊》、《东方周刊》、新华社深圳支社等媒体调研华润置地。

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



5. 责任能力 RESPONSIBILITY CAPACITY

1. 参与行业标准研究

Participating in research on industrial standards



《中国企业社会责任报告编写指南3.0之房地产行业》研讨会

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

2014年9月29日，华润置地应邀参加华润医药集团主办的《中国企业社会责任报告编写指南3.0之医药行业》修编工作专家研讨会。

2015年2月11日，华润置地在深圳召开启动会，参与《中国企业社会责任报告编写指南3.0之房地产行业》的编写工作。

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

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

2. 开展责任培训

Conducting responsibility training



中国社科院专家、华润集团董事会办公室领导为华润置地培训

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

2014年5月28日，华润置地邀请中国社科院专家为华润置地社会责任工作组26人进行了社会责任工作专题培训。

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

6. 责任荣誉 RESPONSIBILITY AND HONORS



《中国企业社会责任蓝皮书(2014)》

The *Bluebook of Corporate Social Responsibility* (2014)

2014年11月13日，由中国社会科学院编著的《企业社会责任蓝皮书(2014)》发布，披露了房地产行业31家样本公司的社会责任发展指数，华润置地为房地产行业唯一获得「四星级」评价的企业，社会责任发展指数位列行业第一名。

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



华润置地荣获「中国责任地产TOP100」

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

2015年1月17日，由《中国建设报》主办，住房和城乡建设部政策研究中心、住宅产业化促进中心独家支持的第四届「中国责任地产TOP100」推介活动暨《中国房地产企业社会责任评价指标体系》课题成果发布会在北京举行，发布了第四届中国房企社会责任百强榜单，华润置地荣列其中。

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

一、公司治理

I. CORPORATE GOVERNANCE



一、公司治理

I. CORPORATE GOVERNANCE

1. 治理结构和决策机制 GOVERNING STRUCTURE AND DECISION MAKING MECHANISM

华润置地积极采纳香港联合交易所有限公司证券上市规则要求的企业管治守则。2014年，公司执行董事吴向东先生辞任公司主席，由执行董事唐勇先生担任公司董事会副主席，负责主持公司董事会工作。副主席唐勇先生有效主持、经营及管理董事会日常工作。另外，公司日常业务亦由董事会直接授权所有执行董事负责管理，因此公司董事会及日常业务并未受到影响。公司将定期检讨董事会及管理架构情况，以维持董事会及公司业务良好营运，并于合适时委派合适人选出任主席或行政总裁一职。

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

董事会结构图：

The Structure of the Board:

- | | |
|---|--|
| • 执行董事：吴向东先生、唐勇先生(副主席)、俞建先生 | • Executive Directors: Mr. Wu Xiangdong, Mr. Tang Yong (Vice Chairman) and Mr. Yu Jian |
| • 非执行董事：阎颢先生、杜文民先生、丁洁民先生、魏斌先生、陈鹰先生、王彦先生 | • Non-Executive Directors: Mr. Yan Biao, Mr. Du Wenmin, Mr. Ding Jiemin, Mr. Wei Bin, Mr. Chen Ying and Mr. Wang Yan |
| • 独立非执行董事：王石先生、何显毅先生、阎焱先生、尹锦滔先生、马蔚华先生 | • Independent Non-Executive Directors: Mr. Wang Shi, Mr. Ho Hin Ngai, Mr. Andrew Y. Yan, Mr. Wan Kam To and Mr. Ma Weihua |
| • 审核委员会：尹锦滔先生(主席)、何显毅先生、阎焱先生、马蔚华先生、魏斌先生、陈鹰先生 | • Audit Committee: Wan Kam To (Chairman), Mr. Ho Hin Ngai, Mr. Andrew Y. Yan, Mr. Ma Weihua, Mr. Wei Bin and Mr. Chen Ying |
| • 薪酬委员会：阎焱先生(主席)、何显毅先生、尹锦滔先生、马蔚华先生、杜文民先生 | • Remuneration Committee: Mr. Andrew Y. Yan (Chairman), Mr. Ho Hin Ngai, Mr. Wan Kam To, Mr. Ma Weihua and Mr. Du Wenmin |
| • 提名委员会：吴向东先生(主席)、何显毅先生、阎焱先生、尹锦滔先生、马蔚华先生、杜文民先生 | • Nomination Committee: Mr. Wu Xiangdong (Chairman), Mr. Ho Hin Ngai, Mr. Andrew Y. Yan, Mr. Wan Kam To, Mr. Ma Weihua and Mr. Du Wenmin |
| • 企业管治委员会：何显毅先生(主席)、尹锦滔先生、阎焱先生、马蔚华先生、吴向东先生、唐勇先生 | • Corporate Governance Committee: Mr. Ho Hin Ngai (Chairman), Wan Kam To, Mr. Andrew Y. Yan, Mr. Ma Weihua, Mr. Wu Xiangdong and Mr. Tang Yong |

一、公司治理

I. CORPORATE GOVERNANCE

董事会

董事会之责任

董事会负责制订本公司的战略、目标及业务计划，监督及控制本公司的战略执行、营运及财务表现，并制定适当的风险控制政策与程序，以确保实现本公司之战略目标。此外，董事会亦负责将本公司之企业管治维持于高水平。董事负责促进本公司之成功，以及客观地作出符合本公司最佳利益之决定。

为保持高效运作和经营决策的灵活与迅捷，董事会必要时亦将其管理及行政权力转授予管理层，并就授权行为提供清晰的指引，以避免严重妨碍或削弱董事会整体履行其职权的能力。管理层定期会面，检讨本公司之战略目标、企业架构、营运程序、预算执行、主要项目及经营计划。

董事会应具备平衡的技巧及经验以切合本公司业务所需。执行董事及非执行董事的平衡架构有助于确保董事会的独立性并可令董事会作出有效的独立判断。董事会的运作及管理及本公司业务的日常管理应在董事会的层面清晰划分以确保权力及授权的平衡，而该权力将不会集中于任何个人。

BOARD OF DIRECTORS

Responsibilities of the Board

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

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

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



一、公司治理

I. CORPORATE GOVERNANCE

2. 投资者关系管理 MANAGEMENT OF INVESTOR RELATIONS

1. 股权结构

截至2014年底，华润集团持股比例为67.95%，流通股比例为32.05%，其中机构股东总持股比例为14.19%，占流通股数44.28%，个人股东总持股比例为17.86%，占流通股数55.72%。

2. 信息披露

实时安排公告、年报、中报、定期经营情况披露工作，向股东和社会披露公司治理及股权结构变化的制度和实践。

3. 投资者沟通

2014年，本公司通过业绩路演、投资者论坛、反向路演、项目考察及日常会议等各种形式与现有股东、债券持有人及潜在投资者保持积极沟通。

- 组织高层投资者见面会1次
- 组织并参与路演活动4次
- 参与投行举办的投资者会议16次
- 接待投资者及分析师公司拜访及电话会议118次
- 组织基金经理及投资者考察项目超过700人次

1. Equity structure

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

2. Information disclosure

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

3. Communication with investors

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

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

案例：反向路演 Case: Reverse roadshow

2014年9月24-26日，华润置地组织了反向路演，安排参观本公司新开业项目成都及重庆万象城。除项目现场参观外，在调研活动中特别安排投资者与项目公司管理层交流互动环节，就投资者关心的财务、市场、招商、销售、营运及策略等各方面问题做出解答。

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

一、公司治理

I. CORPORATE GOVERNANCE

3. 内控与监督 INTERNAL CONTROL AND SUPERVISION

华润置地树立「严谨、严肃、严格、严厉」的内审工作理念，建立了较为完善的内部控制体系。定期开展多种类型的审计项目和内控专题工作，及时督促业务单元进行整改。通过内部审计工作，一方面监督内部控制制度的执行，另一方面持续检讨、修订、完善内控系统。2014年，公司审计部荣获「全国内部审计先进集体」荣誉称号。

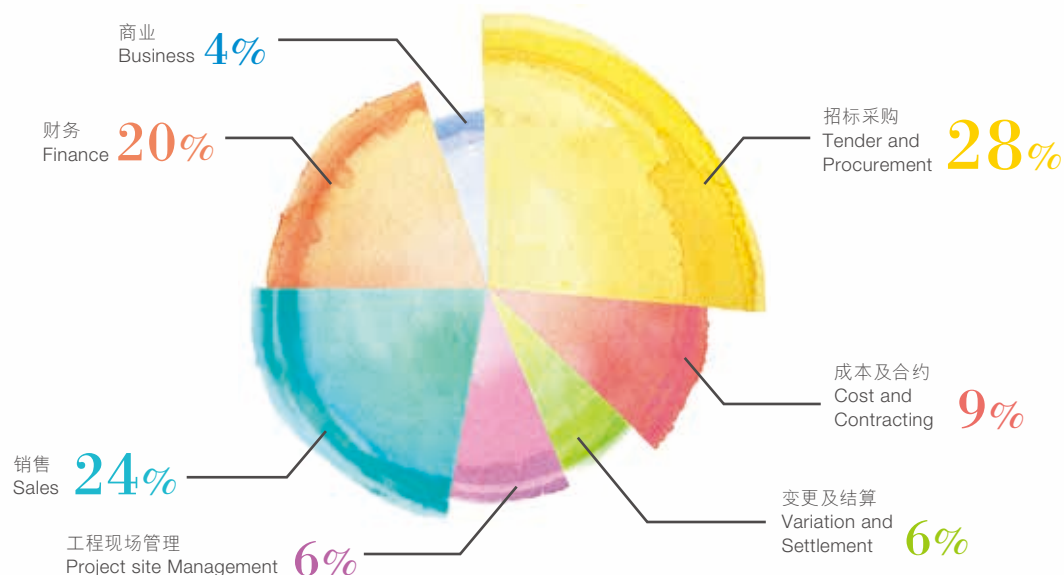
China Resources Land has established the “meticulous, serious, strict and rigorous” working philosophy and established a sound internal control system. It regularly conducts diversified audit projects and thematic internal control projects and urges business units to rectify and improve in time. Through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

1. 内控自评

连续三年组织一线业务人员开展内控自评。聚焦制度的健全性和执行的有效性，通过内控自评，指导业务人员对日常工作进行自查和问题整改，将「事后审计」变成「事前预防」。通过内控自查及整改，从公司层面到各业务流程层面均建立了系统的内部控制及必要的内部监督机制，为公司经营管理的合法合规、资产安全完整、财务报告及相关信息的真实可靠提供了合理保障。2014年，内控自评共完成107,812个抽样样本，自查发现缺陷样本3,459个，缺陷率3.2%，处于较低水平。

1. Internal Control Self-Assessment

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



注：有效样本总量107,812个，招标采购、销售、财务、成本及合约、工程现场管理、变更及结算、商业各占比例为28%、24%、20%、9%、9%、6%、4%。
Note: There are 107,812 effective samples in total, with tender and procurement, sales, finance, cost and contracting, project site management, change and settlement and business accounting for 28%, 24%, 20%, 9%, 9%, 6% and 4% respectively.

一、公司治理

I. CORPORATE GOVERNANCE

2. 风险管理

华润置地自2011年以来持续开展风险管理工作，采取「以主题风险管理为切入点，完善内控建设为基础，逐步搭建风险管理体系」的实施路径，每年开展多个专项风险管理项目，对风险进行差异化分类管理，建立起常态化的风险评估及应对机制，包括：

- 从战略、市场、运营、财务、法律等5个方面梳理出了符合公司特点的风险类型；
- 根据行业特点及公司管控现状，对华润置地整体层面的前十大风险进行辨识、评估，有针对性地制定风险应对方案；
- 针对公司管控重点和管理薄弱环节，有计划的开展专题风险管理项目，已完成如：招标采购风险管理、持有物业营运安全风险、工程结算风险管理等；
- 每季度对公司重大内控风险进行监控，对重大内控风险及时报告公司管理层；
- 通过每年内控自评，使各大区、事业部及时识别风险，反思风险发生原因，研讨改进和防范措施，以实现管理改进与提升。

2. Risk Management

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

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

一、公司治理

I. CORPORATE GOVERNANCE

实施要求 Implementation requirement	<ul style="list-style-type: none"> • 实效、创新、专业。 • Effective, innovative and professional.
组织实施 Organizing and implementing	<ul style="list-style-type: none"> • 审计部组织、推动，与业务部门共同开展，与现有管控体系融合。 • The Audit Department organizes, promotes and develops with the business departments and merges with the existing management and control system.
内控基础上的主题风险管理 Thematic risk management on the basis of internal control	<ul style="list-style-type: none"> • 以主题风险管理为切入点，完善内控建设为基础，逐步搭建风险管理体系。 • With the thematic risk management as the penetrating point and internal control set-up optimization as the basis, a risk management system is established step-by-step. • 以解决重大风险为首要目标，逐步完成主要业务链条风险梳理和对应的内控体系再造，实现基础合规，强化总部管控。 • Target primarily on solving major risks, review risks in key business links gradually and rebuild the corresponding internal control system, achieve basic compliance and strengthen control over the headquarters. • 建立内控评价机制，对内控体系持续监控、循环改进，不断提升整体风险管理能力。 • Establish internal control assessment mechanisms, continuously monitor the internal control system and constantly improve overall risk management ability.



一、公司治理

I. CORPORATE GOVERNANCE

4. 法律风险管理 LEGAL RISK MANAGEMENT

2014年，华润置地在法律风险防控试点工作的基础上，启动全面法律风险管理项目。以业务开展流程为主线，分别在两个试点单位梳理出九个业务模块法律风险点共444个。通过总结全面法律风险管理项目第一轮开展工作经验，公司于2014年底制定《华润置地法律风险管理工作指引(V1.0)》，不断完善公司法律风险管理机制，提高法律风险管理水平。

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

问题与不足

Problems and inadequacy

从**制度流程**角度出发，法律风险发生原因主要为制度流程未充分考虑对供应商的背景调查流程化及重大合同的履约跟踪与检查。

从**法律风险**点发生频率及风险后果分析，公司的重点风险多集中在项目前期、工程管理、合约管理及销售管理等方面。

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

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

目标与改进

Targets and improvement

针对已梳理出的法律风险点，公司对各业务单位进行法律风险管理培训，共计20余场，参训逾500人次。

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

案例：合规宣传与交付

Case: Compliance propagation and delivery

为确保项目销售过程中的合规宣传与交付，2014年，华润置地一方面组织开展各大区商品房销售风险专项检查工作，分项目推广、销售和交付三个阶段全面规范公司主营业务开展。严格遵循《房地产广告发布暂行规定》、《中华人民共和国城市房地产管理法》、《中华人民共和国合同法》等法律法规，杜绝虚假承诺、违规销售和瑕疵交付出现。另一方面，启动项目前期销售承诺及交付前风险排查、整改工作。对于与承诺不符项目，严格依照整改计划整改。

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

一、公司治理

I. CORPORATE GOVERNANCE

案例：哈尔滨欢乐颂客户群诉群访事件

Case: Group Complaint Incident of Harbin Fun Square Customers

2014年初，哈尔滨“欢乐颂”项目因规划发生重大转变引发了客户强烈不满，爆发了大规模的客户集中维权事件。

事件发生后，华润置地管理层高度重视，紧急成立由总部法律、客服等职能部门及大区共同组成的专项工作小组，深入调查，积极与当地相关主管部门沟通协调。针对欢乐颂业主的诉求，坦诚沟通，拟定了合理的退房及补偿方案，并快速执行，获得了业主的理解和支持。

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

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

案例：海南石梅湾垃圾场事件

Case: Hainan Shimei Bay Dumping Ground Incident

由万宁市政府规划建设的无公害垃圾清理场位于华润置地海南石梅湾九里一期住宅项目红线外距离约1千米处，2014年2月份开始，该垃圾场引发业主对生活环境的担忧，部分业主进行了持续维权活动，并引起媒体关注。

因垃圾场是政府项目，停用搬迁都由政府决定。事件发生后，华润置地积极应对、主动沟通，紧急成立专项小组，就垃圾填埋场搬迁事宜，负责与政府和业主进行沟通。经过多次沟通协调，当地政府及相关部门目前已初步选好新垃圾场场址，并开展前期的可行性研究工作。

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

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



二、公平运营

II. FAIR

OPERATION

二、公平运营

II. FAIR OPERATION

华润置地注重诚信建设，致力构建健康、透明的供应商合作体系。

- **对内**，将华润集团的《华润十戒》、《华润置地员工廉洁从业准则》作为经理人和员工的行为准则，结合公司规章制度、法律法规进行宣导和教育，要求经理人和员工在与供应商的合作过程中严格执行。
- **对外**，将《阳光宣言》、《廉洁协议》作为各项招标邀请的附件，在向供应商发出招标邀请时即传达华润置地的诚信建设思想，只有认同华润置地《阳光宣言》、《廉洁协议》的供应商才有资格进行投标。中标单位均须签订《廉洁协议》。

2014年，为进一步加强和规范招标采购活动，保护公司权益，提高经济效益，保证项目质量，华润置地修订了招标采购管理制度，并相应制定了采购实施指引。

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

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

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

信息公正 Open Information

2014年华润置地实现采购信息公开，在官方网站上面向社会公示采购信息，广泛接受优秀的供应商报名参加相关招标，供应商可以在公开的招标平台进行报名和入库。
In 2014, China Resources Land started to openly disclose its procurement information, announce the procurement information on its official website accessible to the public and widely accept excellent suppliers to register for relevant tendering. The suppliers can be registered and entered through the open tendering platform.

过程公正 Just process

设置招标采购委员会、招标工作小组、评标委员会三大机构作为招标组织和执行机构，实现「三权分立、评定分离」，杜绝暗箱操作，从机构设置保障招标过程的公平性。
We should appoint a bidding procurement committee, tendering work group and bid evaluation committee as tendering organizations and executive bodies, adopt the "separation of powers as well as separation of evaluation and determination" principle in order to avoid black-box operation and ensure the fairness of the tendering process by organizational settings.

结果公平 Fair results

采用「价低者得」的中标原则，确保招标结果的公平。
We should adopt the principle that "the bidder offering the lowest price wins" to promote fair results of tendering.

二、公平运营

II. FAIR OPERATION

1. 供应链管理

SUPPLY CHAIN MANAGEMENT

1. 设计阶段

通过制度建设，规范设计供应商及建筑、景观、装饰材料的选择过程。

- 建立设计供应商库并定期测评
- 建立设计供应商选择和管理办法
- 设计阶段不推荐建筑及装饰材料供应商

2. 招采和施工阶段

选择产品品质最优的企业作为合作方，打造高效率、低成本、高品质的供应链体系。2014年，华润置地上线ERP网上供应商门户，供应商通过网上报名注册，参加项目招投标。对供应商履约管理实行供应商名册管理制度，对合作供应商实行履约评价管理，确保高品质、高效率、低成本的战略管控目标，提高合作伙伴的稳定性，营造公平的供应商环境，控制履约风险。

通过供应商管理制度体系的建立，对上市公司、大区、城市的供应商的考察、入册、评估、定级等流程及要求进行了体系化的梳理和规定，每年对供应商进行履约评价，对于合作履约良好的供应商，列入《合格供应商名册》，可参与项目投标，提供长期合作机会；对于违反廉洁合作协议、不能有效履约的供应商，实行严格的淘汰制度，列入《不合格供应商名册》，不得参与项目投标。各项目的入围投标单位优先从《合格供应商名册》中选择，不得从《不合格供应商名册》中选择。

1. Design stage

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

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

2. Bidding procurement and construction stage

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

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

二、公平运营

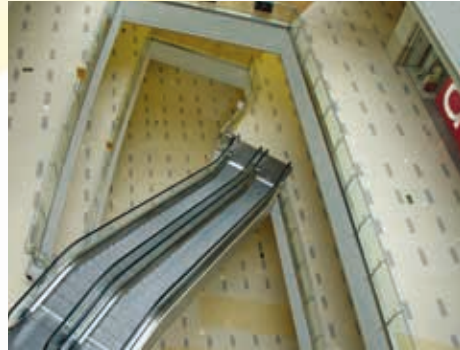
II. FAIR OPERATION

案例：实地考察，确保供应商质量

Case: site surveys to ensure the quality of the suppliers

华润置地实地考察国内外天然、人造大理石厂家，选择健康环保、美观精致、耐久性好的进口人造大理石作为地面材料，提供给客户高品质的购物体验。通过创新地采用「抛开代理商，厂家直接供应」的方式，直接与国外厂家达成战略合作，下属公司负责进口石材大板的报关、运输、切割、配送、施工管理，取得了国内进口人造大理石最低的价格、最好的质量、最优的服务。

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



3. 招商运营阶段

华润置地每一个项目的前期投资、筹建、运营均有一系列严格的规章与流程制度，所有流程透明公开。

3. Leasing and operation stage

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



二、公平运营

II. FAIR OPERATION

招商管理

严格执行《华润置地持有商业物业计划管理指引》、《关于重大招商审批规定》等相关文件，对项目招商每个阶段的重要节点进行管控，以加强规范经营选择综合评价最优的租户。

租户管理

建立一套独有的租户管理方法，包括租户信息和档案管理规范、店铺信息传达机制、租户会议、店铺智能信息管理系统等，配合《租户二次装修风险管理工作指引》、《消防风险管理工作指引》、《大型群体活动风险管理工作指引》等规范，有效降低店铺运营过程中的各类风险，保证各租户的稳定经营。

酒店管理

华润置地针对酒店采购业务以及营运出品要求，对供应商的素质及安全标准有严格的规定，自第一家君悦酒店成立就已经运用FSMS系统，并于2013年12月经Intertek审核通过了HACCP体系的认证。

根据《危害分析与关键控制点(HACCP)体系食品生产企业通用要求》等国家标准，深圳君悦对供应商制定了新供应商资质审查制度、食品验收标准、食品添加剂采购标准等管理制度，全面保证食品安全。同时，酒店严格根据管理制度对食品供应商进行不定期的实地考察与审核。审核范围包括供应商资质证件检查、食品储存情况及温度、化学品管理系统，以及卫生状况。酒店还将审核供应商所有涉及食品安全方面的资格证书，并对现场进行拍照记录，根据食品的特殊性不定期进行抽检。

Leasing management

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

Tenant management

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

Hotel management

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

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

二、公平运营

II. FAIR OPERATION

4. 交付使用阶段

物业管理方面，华润置地在紧抓核心业务确保服务品质的前提下，积极推动服务外包，从制度、流程各方面律己律人，参与供应商选择和监管，履行合作伙伴社会责任。

物业外包业务招投标管理

所有外包业务均严格按照《华润置地招标采购管理制度》要求，采用公开招投标或邀请招投标的方式选择外包方，确保公平公正。

建立了外包服务合同审批流程，所有外包服务合同均经过多方评审后签订，杜绝暗箱操作。

物业外包方品质管理

建立外包方品质管理流程，对外包方的服务质量进行日常督导管理。

定期开展评议和年度综合评估，形成合格供应商名录，建立稳定的合作关系，降低合作风险。

4. Stage of delivery for use

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

Tendering-based management for property outsourcing business

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

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

Management of property outsourcing suppliers

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

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

二、公平运营

II. FAIR OPERATION

2 公平竞争 FAIR COMPETITION

公平自律

华润置地 在业务开展过程中，遵守商业道德，开展公平竞争，并通过宣传和培训等方式宣传公平竞争理念，提高员工公平竞争自律。

Fairness and self-discipline

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

行业交流

华润置地 不仅在企业内部推动公平竞争理念宣传和实践，还通过沟通交流的方式与行业内竞争对手一起，促进行业公平竞争。华润置地积极参与行业交流，不断推动所在行业的整体发展与进步，维护良好的市场秩序和竞争环境。

Industrial exchange

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

案例：华润置地参加第十五届中国西部国际博览会暨第七届中国西部国际合作论坛

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

2014年10月24日，第十五届中国西部国际博览会暨第七届中国西部国际合作论坛在四川成都开幕，华润置地参加了本届西博会展览。展示了公司的业务概况以及在四川的投资项目，吸引了众多参观者。

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

保护知识产权

截至2014年，华润置地已取得国内注册商标176件，正在申请注册中的商标321件。同时，公司已获得国内专利授权的专利数量达42件，进一步提升了企业的市场竞争力。

Intellectual property right protection

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

2013年以来，公司逐步开展对其他房地产开发企业的侵权监测工作，并积极配合华润集团主导的各类维权诉讼或行政投诉工作，有力打击侵权行为，保护公司合法权益。同时，公司充分尊重他人的技术、软件、肖像、文字等知识产权，做到有效授权并合理、合法使用。

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

二、公平运营

II. FAIR OPERATION

3 战略合作

STRATEGIC COOPERATION

华润置地倡导与合作伙伴共同发展、长期共赢的合作理念，通过战略合作的形式建立长期、稳定合作关系，有效避免建筑市场的无序竞争和不规范竞争行为。

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

案例：政企合作

Case: Cooperation between government and enterprise



2008年，为探索体育场馆等公共设施投融资改革，深圳市政府决定将深圳湾体育中心以BOT方式由华润置地投资、建设并运营50年。50年运营期满后，体育中心整体无偿移交给市政府。此举为深圳市政府节省了建设资金，甩掉了后续运营包袱，同时城市形象得以提升，为深圳市民创造了设施完备的公共健身与娱乐场所，生活环境和生活方式得以改善。

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

案例：企企合作

Case: Enterprise – enterprise cooperation

2012-2014年，华润置地与五矿发展股份有限公司、浙江物产金属集团有限公司建立钢筋采购战略合作关系，在钢材采购方面进行严格的成本控制、质量控制、风险控制。

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



二、公平运营

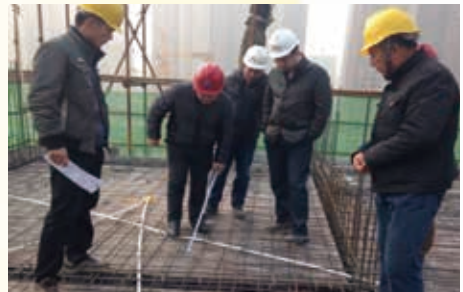
II. FAIR OPERATION

案例：校企合作

Case: School – Enterprise Cooperation

在总部层面持续推进与清华大学、同济大学等高校在安全、质量进行第三方检测的同时，2014年华润置地在其所属大区层面也开展校企合作。武汉大区与重庆大学开展合作，对大区各项目进行季度质量及安全巡查，提高项目的整体施工质量，减少施工隐患。同时，大区与华中科技大学展开合作，借助其在安全、风险预警方面的专业能力，协助编制武汉大区EHS体系文件。

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



重庆大学对项目现场进行检查
Chongqing University is conducting site inspections



华中科技大学编制文件的评审会
The meeting to review documents prepared by
Huazhong University of Science and Technology

案例：供应商合作

Case: Cooperation with the suppliers

通过供应链再造，与生产厂家直接建立合作关系，缩短交易环节，降低交易成本。同时，科学合理地制定采购计划，有利于供应商生产更有预见性和计划性，降低原料采购成本、稳定生产量，实现供应链各方共赢。

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



三、质量保障

III. QUALITY ASSURANCE

三、质量保障

III. QUALITY ASSURANCE

1. 质量战略

1. QUALITY STRATEGY

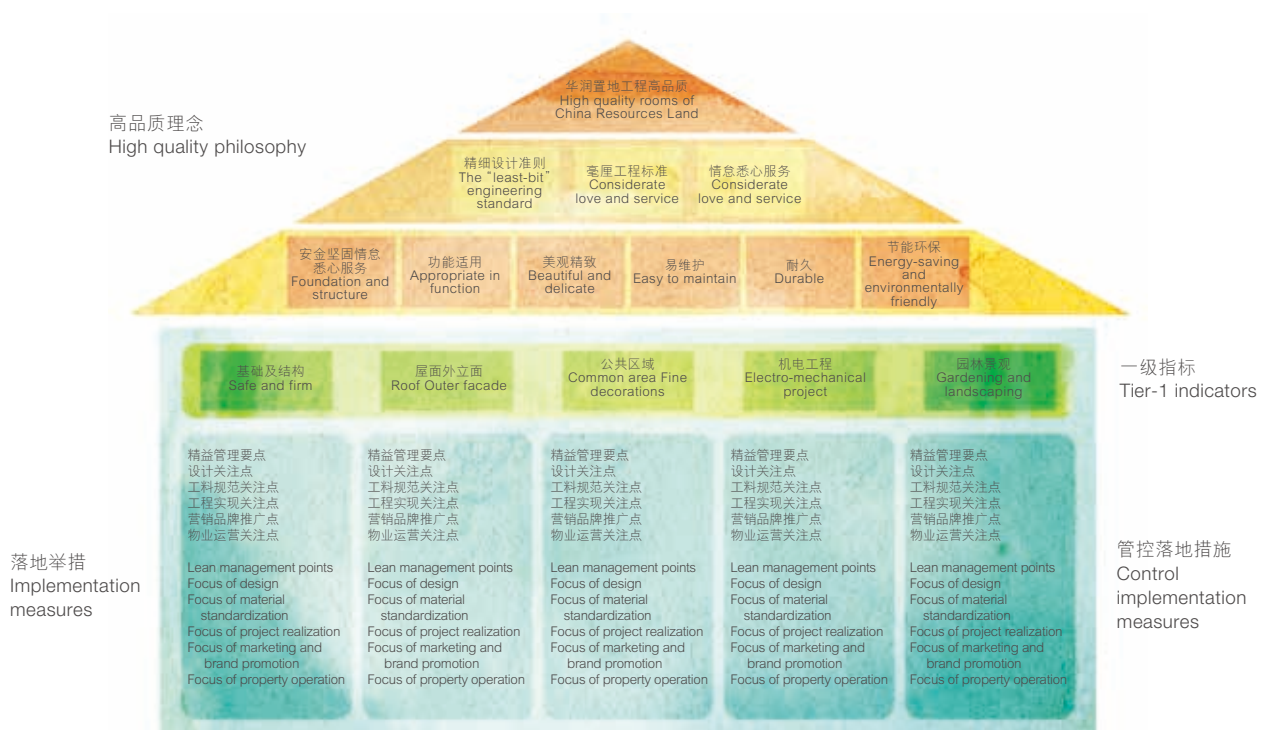
华润置地通过「精细设计准则、毫厘工程标准、情感悉心服务」三大举措，扎实推进工程高品质战略。

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

聘请同济咨询作为独立第三方对下属公司开发住宅项目进行检查和评价，并将项目检查评价得分纳入业绩合同进行严格考核，确保项目质量符合华润置地工程高品质标准。

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

华润置地工程高品质
High quality rooms of China Resources Land Construction



三、质量保障

III. QUALITY ASSURANCE

2. 质量标准

QUALITY STANDARD

为保证交付客户产品高品质，公司构建了最为严格的质量标准体系。在严格遵守国家规范的基础上，针对客户质量敏感点，制定更为严苛的企业质量标准。从《华润置地工程高品质标准V1.0》到《华润置地工程高品质标准V2.0》，华润置地始终从客户角度出发，在防渗漏、隔声、空间尺寸、使用功能与安全、节能环保、室内空气质量等方面的质量管理标准均高于国家标准，并严格检验试验，确保交付产品的高品质。

2014年8月，华润置地制定并发布了《华润置地住宅工程质量检查与评价标准》，涵盖工程实体质量、质量管理体系两方面检查与评价标准，显著提升华润置地住宅工程质量标准的一致性，有效推动华润置地高品质战略进一步落地。

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

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

三、质量保障

III. QUALITY ASSURANCE

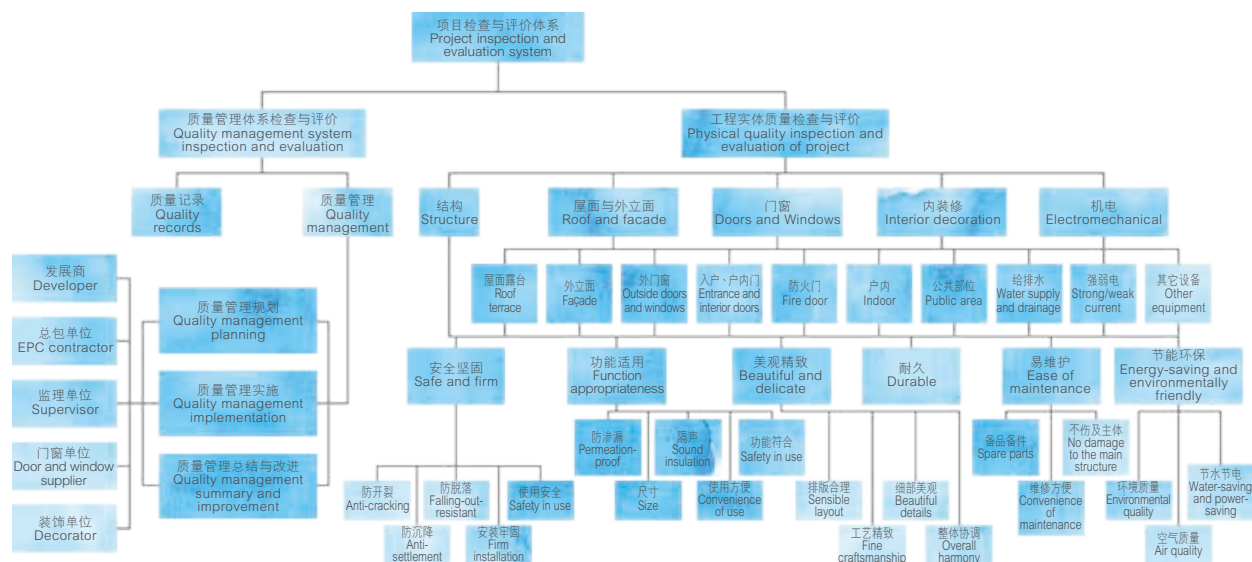
3. 检查评估 INSPECTION AND ASSESSMENT

为确保开发的每一个项目都合格交付，华润置地聘请国内土木工程综合实力最强的同济咨询作为独立第三方，对下属9个大区的住宅开发项目进行100%全覆盖抽检，确保产品交付质量和合格率100%满足企业标准。

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

2014年，公司更为重视过程质量管控，在第三方质量检查中引入过程检查项目，通过对项目建设过程中实体质量及管理体系进行检查和评价，找出存在的问题和不足，从前端预控、改善，最终确保项目的合格交付。

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



华润置地第三方项目质量检查与评价体系

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



华润置地第三方质量检查与评价团队

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

三、质量保障

III. QUALITY ASSURANCE

4 产品创优

HONORS AWARDED TO PRODUCTS

华润置地持续追求产品高品质，并不断强化质量管控，公司旗下住宅/商业产品屡获国家级权威质量大奖。截至目前，公司开发的项目已获得鲁班奖、广厦奖、詹天佑奖等国家级优质奖项共26项；其中仅2014年即获詹天佑奖5项，广厦奖6项，共计揽11项国家级质量大奖，获奖数量和质量均位居房地产行业前列。

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



成都万象城 - 2014年度广厦奖
Chengdu MIXC - 2014 Guangsha Award



福州橡树湾三期 - 2014年度詹天佑奖
Fuzhou Oak Bay (Phase III) - 2014 Jeme Tien Yow Award

三、质量保障

III. QUALITY ASSURANCE

案例：用心打造住宅典范

Case: Creating a Residential Property Model with Heart

青岛华润中心悦府一期项目位于青岛市南区中央核心政务、商务区，东靠山东路，南临香港路，毗邻市政府及金融中心区，商业配套条件成熟优越，2014年项目已全部交付。

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

规划设计：青岛悦府一期坚持社会、经济、环境效益的均好性原则。充分尊重当地人居生活习惯，注重以人为本的原则。项目打造内部立体交通，将与外部主干道一起，交织成东西贯穿、南北畅通的交通网络，为日常出行提供极为便捷的交通服务。在寸土寸金的香港中路，在综合体循环共生的体系内，悦府尽揽都市繁华，成为香港路沿线规模最大、最适宜居住的城市核心府邸。

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

环境设计：项目注重社区整体居住品质及文化氛围，致力于营造一种精神家园的归属感。

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

技术创新：注重对于新材料、新设备以及新工艺的应用，例如改性沥青防水卷材、JS聚合物防水涂料、节能变频水泵、节能环保型变压器、遇水膨胀止水胶施工技术等等。且项目充分考虑建筑的节能环保设计，包括节能、节水、节材的应用，室内采用自然通风的新风系统，将建筑节能与高品质工程相结合。

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

科技创新与应用：大量应用新型智能技术及管理系统，例如，无线电子巡更系统、红外线对射系统、室内紧急报警系统等，全面打造一流的安全、智能住宅。

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



青岛悦府一期项目实景
Actual View of Qingdao City Crossing (Phase I)

四、劳工实践

IV. LABOR

PRACTICES



四、劳工实践

IV. LABOR PRACTICES

华润置地重视员工管理工作，不仅为员工提供具有市场竞争力的薪酬和福利体系，而且还通过搭建职业发展平台，构筑系统的培训与发展体系，为员工提供公平公开的职业发展机会，帮助员工个人成长。同时，华润置地也关注员工的健康与安全，为员工提供平等的、与职业健康与安全相关的保障措施。

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

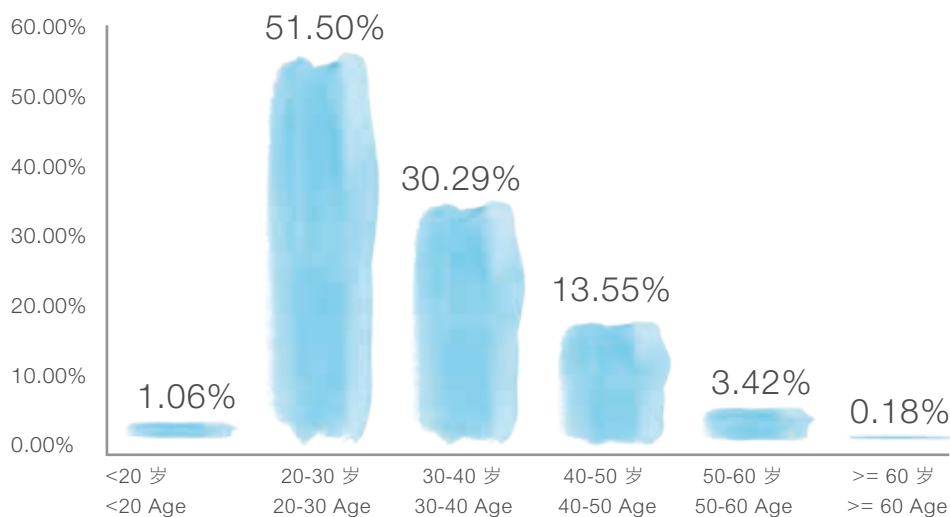
指标名称 Name of indicator	2014年期末员工 Employees at the end of 2014	2014年新入职员工 New Employees in 2014
人数 Number	28,452	10,458

指标名称 Name of indicator	开发系统 Development system	物业系统 Property system	商业系统 Commercial system	建设事业部 Construction business department	整体 Total
平均年龄(岁) Average age (years)	30.4	32.5	28.4	32.7	31.6

年龄构成：

Age composition:

各年龄段人数占比
Distribution of all age groups



四、劳工实践

IV. LABOR PRACTICES

性别构成：

Gender composition:

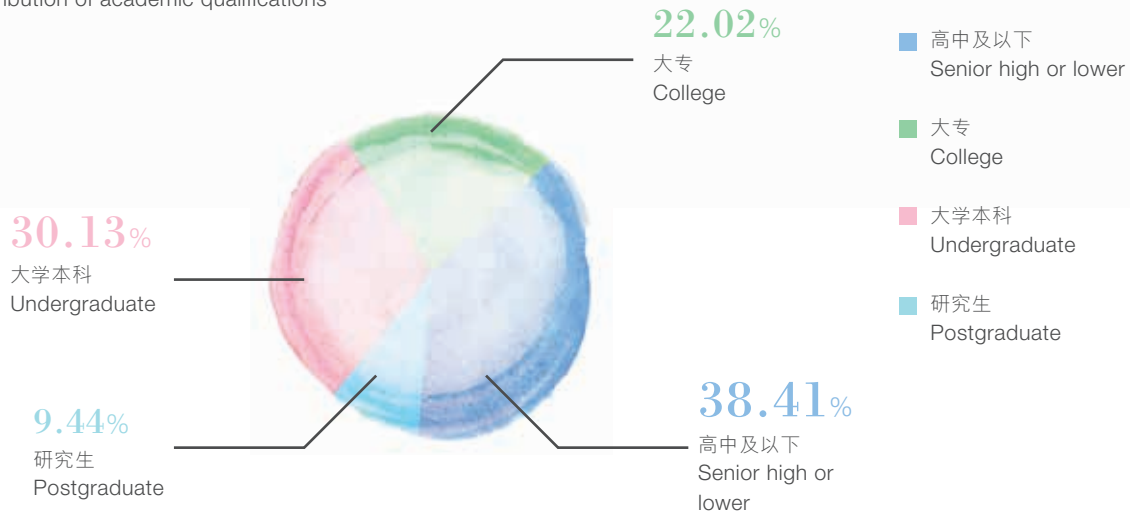
	全体员工 All employees	管理团队 Management Team
男/女 Male/female	65.5%/34.5%	100%/0%

学历构成：

Education composition:

各学历人数占比

Distribution of academic qualifications

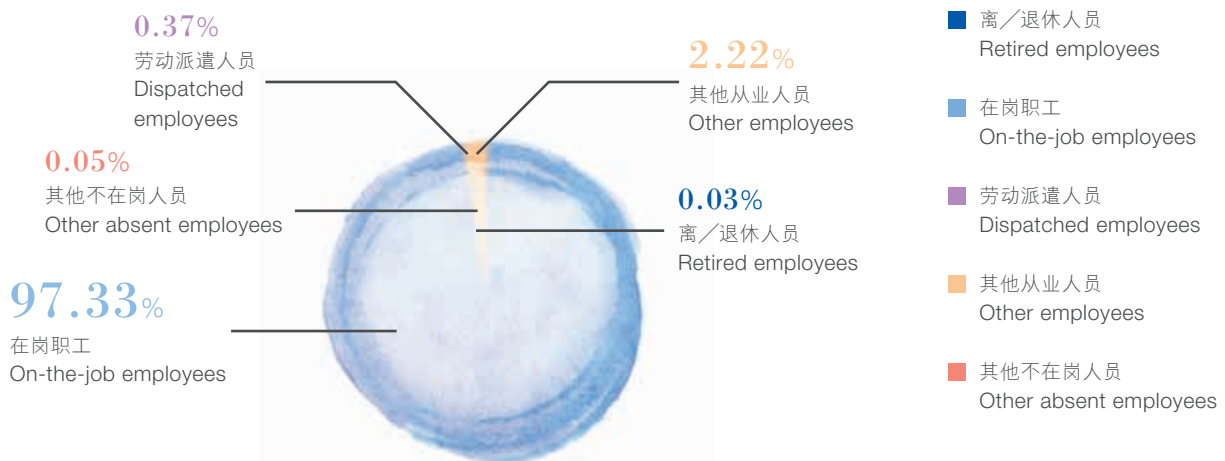


人员类别：

Employee types:

月(年)末人收

Number of employees at end of month (year)

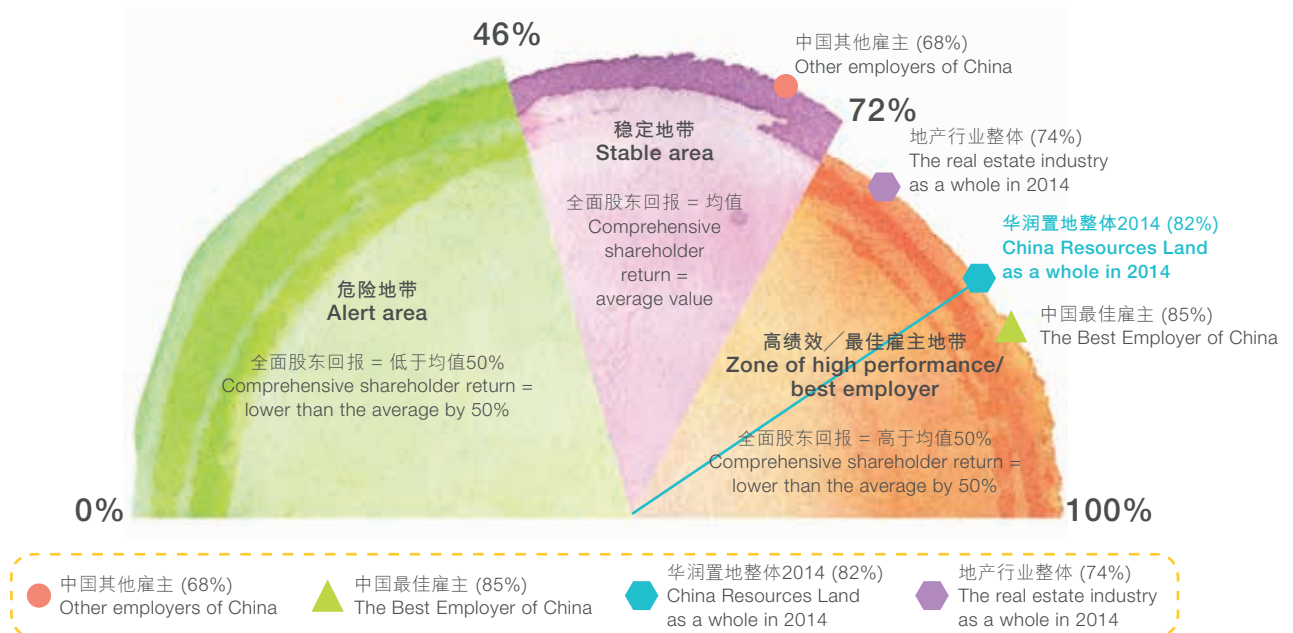


四、劳工实践

IV. LABOR PRACTICES

2014年，华润置地整体员工敬业度：82分，员工满意度：84分，持续维持在高绩效/最佳雇主地带。

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



对标数据来源于翰威特中国区最佳雇主和地产行业调研

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

员工流失率：

Loss of employees

业态 Business form	离职率 Resignation rate	
开发系统 Development system	20.3%	
数据来源：韬睿惠悦 Data source: Towers Watson	2013年一线城市 Tier-1 city in 2013	2014年一线城市 Tier-1 city in 2014
地产行业整体(不含物业) Real estate industry as a whole (excluding property)	16.4%	16.3%

	2012年 2012	2013年 2013	2014年 2014
劳动合同签订率 Signing rate of labor contracts	100%	100%	100%
社会保险覆盖率 Social insurance coverage	100%	100%	100%

四、劳工实践

IV. LABOR PRACTICES

1. 人才战略 TALENT STRATEGY

华润置地以「尊重人的价值、开发人的潜能、升华人的心灵」为宗旨，将普通的人变成优秀的人，优秀的人变成卓越的人，力图让员工在这里实现自己的人生梦想。

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



华润置地制定了与五年业务规划相匹配的人才发展规划。十二五期间(2011年—2015年)，华润置地针对住宅开发业务发展需求，提出了「511」目标，即五年内培养50个优秀城市总经理，10个优秀的购物中心总经理，100个优秀项目总经理。2014年，为支持公司「双轮驱动」战略，华润置地针对商业地产业务发展需要，提出了「532」人才培养目标，即至2017年，培养50个优秀的购物中心总经理，300个优秀的商业中层经理，2,000个合格的商业基层专业骨干。

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

四、劳工实践

IV. LABOR PRACTICES

人力资源核心竞争力 Core competitive strength of human resources

不断探索、发展、创新有巨大吸引力的组织制度和组织文化。
To constantly explore, develop and innovate a hugely attractive organizational structure and culture.
把普通的人变成优秀的人，优秀的人变成卓越的人。
To make an average person excellent and an excellent person remarkable.
帮助人在这里实现自己的人生梦想。
To help the employees realize the dreams and goals of their lives.

人力资源战略 Strategy of human resources

建立科学、系统的人力资源管理体系和有竞争力的市场化薪酬体系，创造尊重人的价值、开发人的潜能、升华人的心灵的人才成长环境和工作氛围，通过持续吸收、培养和激励国内外代表地产行业先进水平的优秀人才，为公司战略的推进和实现提供人力资源保障，实现员工价值最大化。
To establish a scientific and systematic human resources management system and a market-competitive remuneration system, to create a talent-nurturing environment and a working atmosphere that respects human value, to develop human potential and sublimate the human mind, to introduce/cultivate/motivate excellent and above-industry-average talent, to provide human resources support for the implementation and realization of corporate strategy and to maximize the value of employees.

人力资源目标 Target of human resources

以人为本 知人善用 业绩主导 诚信为先 注重培训 市场化薪酬
以业绩为导向的考核体系 实现员工价值最大化。
Human orientation, proper employment, performance driven, priority on honesty, emphasis on training, market-based remuneration, performance-oriented assessment system, employee value maximization.

人力资源的选人标准 Human resources selection standards

华润置地关注员工：
China Resources Land values the following qualities in its employees:



四、劳工实践

IV. LABOR PRACTICES

案例：「百匠新人」校园招聘

Case: "Potential Masters" Campus Recruitment

自2007年起，华润置地以「百匠新人」为校园招聘品牌，面向十所内地院校以及香港大学、香港中文大学等港澳地区院校开展优秀人才招聘。公司为其搭建发展平台，提供多种岗位培训，大批校园招聘应届生通过自身的努力实现了在华润置地的职业发展。

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

公正公平公开的招聘流程 Fair, just and open recruitment process



历年「百匠新人」招聘总人数 Total employees from "Potential Masters" recruitment project in the past years

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

四、劳工实践

IV. LABOR PRACTICES



2014年7月25日，由中华英才网主办的「第十二届中国大学生最佳雇主颁奖典礼」在京举行，华润置地位列房地产行业最佳雇主TOP10第六位。

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

2. 薪酬福利 REMUNERATION AND WELFARE

华润置地薪酬体系由固定薪酬、浮动薪酬、津贴福利等构成。薪酬向对公司贡献大的关键岗位倾斜，关键岗位薪酬定位不低于当地市场75分位，其他岗位薪酬不低于市场平均水平。同时，公司以业绩为导向，为员工提供与业绩表现紧密挂钩的浮动薪酬。

公司依法为员工缴纳各项社会保险及住房公积金，员工可享受法定节假日及公休日、年假、婚假、生育假（含产前检查、产假、哺乳、陪护假等）、丧假等法定福利。公司还为员工制定除法律规定之外的其他福利，如：公司补充年假、公假、过节费、结婚礼金、生育礼金、生育贺仪、工作午餐、年度体检、补充商业保险等。

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

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

四、劳工实践

IV. LABOR PRACTICES

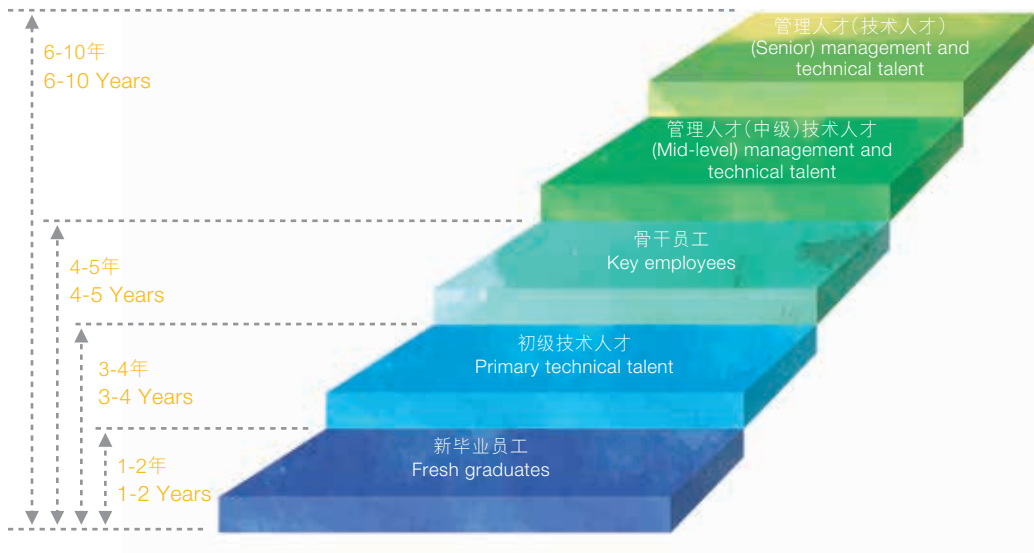
3. 员工发展 DEVELOPMENT OF EMPLOYEES

1. 职业发展

公司推行管理序列和专业序列的双轨制发展路径，通过带岗人制度、轮岗制度、内部人才流动、关键岗位职业生涯规划、领导力建设等政策与措施支持员工成为行业内优秀，有影响力的高级管理人才和专业人才。公司60%以上的高级管理人员都是由毕业生直接培养和社招后内部培养成才。

1. Career development

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



员工职业发展路径

Career development path for employees

四、劳工实践

IV. LABOR PRACTICES

关键岗位职业生涯规划 Career development planning of key positions

公司给予关键岗位更多的施展才能的空间和责任，阶段性地安排到其他城市公司进行工作、学习以及参加相关的专业及管理培训，促进员工快速成长。

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

带岗人制度 Foreman system

公司为每位新入职员工安排一名业务骨干或管理人员作为带岗人，帮助、指导新员工熟悉工作环境及环节，促进新员工快速成长。

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

轮岗制度 Rotation system

公司为有潜力的员工创造岗位轮换机会，全面了解公司业务，增加全方位的经验；通过轮岗挖掘员工个人潜能，发现人才、培养人才。

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

内部人才交流 Internal talent exchange

公司鼓励人才在系统内和集团内部有序交流。内部人才流动为员工提供平台，充分发挥潜能，展示自身能力。为员工成长和职业发展提供了更多的机会。

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

四、劳工实践

IV. LABOR PRACTICES

2. 员工培训

华润置地坚持人才战略承接业务战略理念、以「务实·与业务结合」为导向，统筹健全培训体系，以「培训信息化」、「电子学习」、「内部讲师发展」三大平台，开展以培养管理人才、提高领导能力为目的的高、中、基层领导力项目；以总结贯彻专业管理之道、提高组织能力为目的的专业管理之道项目；以系统培养后备人才、提高通用职业技能为目的的新员工及通用技能项目。

2. Employee training

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

华润置地内部培训 Internal training of China Resources Land										外派培训 Dispatched training
类型 Type	发展重点 Development priority						匹配项目 Matching projects			学习重点 Leadership training
华润文化 宣贯 Promotion and implementation of China Resources culture	领导力培训 Leadership training	高层领导力培训 Senior leadership training						高级经理人班 Senior managers program	置地70班 Land 70 program	<ul style="list-style-type: none"> • 专业资格认证 • 专业技术提升 • 国家/行业要求 • Professional qualification certification • Professional technical improvement • National/ industrial requirements
		中层领导力培训 Middle leadership training						中层领导力班 Middle-level leadership program	总部中层班 Key employees program	
		基层领导力培训 Junior leadership training						新经理训练营 New manager training camp	基干班 New manager training camp	
	专业培训 Professional training	地产价值链各专业职能高层业务管理能力 Intelligent senior business management skills of all aspects in the real estate value chain						管理之道研修班 Management philosophy workshop	工程管理之道 Project management philosophy	
		工程 Engineering	设计 Design	商业 Business	财务 Financial	人力 Manpower	中层专业管理能力 Middle-level professional management skills	业务高级研修班 Advanced business workshop	产品管理之道 Product management philosophy	
		地产价值链各专业基层专业业务能力 Junior professional business management skills on the real estate value chain						专业技能研修班 Professional skills workshop	商业管理之道 Business management philosophy	
	员工发展培训 Employee development training	员工职业发展 Employees' career development						专业任职资格班 Professional qualification program	工程通道 Engineering channel	
		员工通用技能 General skills of employees						员工课堂 Employee class	设计通道 Design channel	
		校招新员工岗前封闭培训 Pre-service closed training for new employees from the campus			社会招募新员工岗前培训 Pre-service closed training for new employees from the public			未来之星训练营 Future stars training camp	总部课堂 Headquarters class	
	管理支持平台 Management support platform	讲师、课程、案例管理平台 Lectures, courses and cases management platform						内部认证 Internal certification		
电子移动学习平台 Electronic mobile learning platform						华润文化、管理、专业、通用课程/案例开发 China Resources cultural, management, professional and general course/case development				
培训管理系统 Training management system						E-learning/M-learning平台 E-learning/M-learning platform				

四、劳工实践

IV. LABOR PRACTICES

4. 职业健康与安全 OCCUPATIONAL HEALTH AND SAFETY

华润置地以成为房地产行业安全生产管理标准、实践、文化的领先者为管理目标，持续推动建筑全寿命周期EHS管理。2014年，荣获国家、省市级安全生产奖项共41项，其中日照凯旋门二期等5个项目获全国「AAA级安全文明标准化工地」称号。2014年安全费用投入8561.22万元。

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

Item 项目	Indicator 指标	Unit 单位	Value 数值	
通用指标 General indicator	千人死亡率 Deaths per 1k persons	%	0.00	
	千人重伤率 Major injury per 1k persons	%	0.00	
	事故频率 Accident frequency	火灾千人死亡率 Deaths per 1k persons due to fire	%	0.00
	工伤事故频率(千人负伤率) Industrial accident frequency (or injury per 1k person)	%	0.12	
	千人经济损失率 Financial loss per 1k persons	%	0.00	
事故频率 Accident frequency	百万营业额(产值)经济损失率 Financial loss per RMB 1mn of turnover (output)	%	0.00	
	百万营业额(产值)死亡率 Deaths per RMB 1mn of turnover (output)	%	0.00	
行业指标 Industrial indicator	地产建筑 Real estate construction	百万平方米房屋建筑死亡率 Deaths per 1 mn m ² of building	-	0.00

四、劳工实践

IV. LABOR PRACTICES

1. 建筑全寿命周期EHS管理体系

华润置地总部共有35个EHS管理体系文件，2014年新增、修订《华润置地EHS管理体系建设指引(2014版)》等6个安全生产体系文件。下属北京、上海等9个大区均已构建运行EHS管理体系。

1. Full-life cycle EHS management system

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

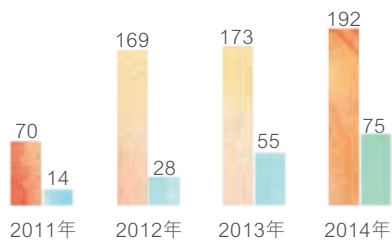


华润置地EHS管理体系模型

China Resources Land EHS management system model

华润置地层层分解、落实安全生产责任，2014年共签订6,678份安全生产责任；加强安全组织建设，共配备192名专职安全管理人员；重视EHS教育培训，2014年共组织EHS培训1,830次，员工参与36,484人次，相关方员工参与77,155人次。

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



华润置地专职EHS管理人员呈逐渐递增趋势
Gradual growth of China Resources Land full-time EHS managers



华润置地2014年度EHS管理工作会议
2014 EHS management work meeting of China Resources Land

四、劳工实践

IV. LABOR PRACTICES

华润置地实行「总部 - 大区 - 城市公司 - 基层单位」四级EHS监督管理模式，部署全年安全监督管理工作。2014年，共对9个大区等48个安全管理单位进行考核评价；出台《华润置地持有购物中心消防管理指引(V1.0版)》，开展消防、电梯、用电专项检查与检测。

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



2. 安全生产应急机制

华润置地形成总部 - 大区 - 城市公司 - 基层单位四级EHS事故事件应急救援体系。2014年共开展636次实战应急演练，员工参与28,929人次。其中消防演练203次，电梯伤(困)人演练87次，深基坑坍塌演练14次，高处坠落演练35次，防触电演练26次，防汛演练66次，治安事件演练82次，高空抛物演练16次，其他演练107次。

2. Production safety emergency mechanism

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



重庆公司开展「119」消防疏散应急演练

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

四、劳工实践

IV. LABOR PRACTICES

3. 安全生产文化建设

3. Production safety culture building

案例：温州万象城和南通华润中心设立安全体验馆

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

温州万象城和南通华润中心项目分别在现场设立安全体验馆和开展安全行为体验活动，组织人员进入体验区亲身体验物体打击、高空坠落等发生过程和自救防范办法。

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



温州万象城项目设立安全体验馆

Wenzhou MIXC safety experience halls

四、劳工实践

IV. LABOR PRACTICES

4. 保护员工身心健康

为了保障员工的健康，华润置地致力于为员工提供舒适健康的工作场所，各大区均制定了职业健康管理规定，开展职业健康管理。2014年，公司千人职业病发生率为0。公司积极参与全国职业病防治知识竞赛，累计答题卡4,667份，获得全国职业病防治知识竞赛优胜单位。

4. Protecting physical and mental health of the employees

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

案例：举行职业健康活动

Case: Occupational health training

华润置地福建大区和成都大区物业公司邀请职业健康专家和瑜伽老师为全体员工进行职业健康保健知识培训和现场示范教授减压操实操活动，帮助员工释放工作压力。

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



成都大区物业公司举行职业健康活动

Rectangular occupational health event of the Chengdu Region Property Management Company

案例：开展职业健康月

Case: Occupational Health Month

华润置地江苏大区将每年4月份定为职业健康月，张贴活动宣传画报，开展职业健康培训和体检演练。

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



江苏大区职业健康月

Occupational health month of China Resources Land Jiangsu Region

四、劳工实践

IV. LABOR PRACTICES

5. 员工关爱 CARING FOR EMPLOYEES

1. 民主沟通

华润置地通过「自上而下、自下而上」的双渠道沟通管理，形成了各种正式与非正式的沟通渠道，如部门联络人沟通会、总经理信箱等。在鼓励员工积极表达对公司的意见、建议的同时，也督促各级管理层深入一线了解员工的期望和需求，积极维护所有员工的权益。对于收集到的各类员工诉求，公司制定相应行动计划及时改进并做出反馈，公司与员工之间形成有效的双向沟通，从而提升公司服务质量及员工满意度。

2014年，华润置地继续深入推进经理人与员工沟通。董事会副主席唐勇先生、公司其他高管及经理人分批组织召开置地总部、各大区、城市公司的民主生活会及员工代表座谈会，参加人数达400多人，收集员工意见及建议675条。此外，华润置地还通过管理下午茶、管理圆桌会、员工生日会等多种形式的活动，增强公司与员工之间的交流，帮助员工解决生活、工作中的问题。

1. Democratic communication

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

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



四、劳工实践

IV. LABOR PRACTICES

2. 员工帮扶

公司设立基层员工关爱基金及相关运作机制，为全体员工购买补充商业保险，建立「三维一体」的福利保障体系。2014年，华润置地基层员工关爱基金帮扶重大疾病员工6人，帮扶生活困难员工124人，帮扶金额99万元人民币。

2. Helping the needy employees

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

案例：帮扶基层员工

Case: Helping grass-roots employees

2012年8月底，华润置地基层员工付亮查出早期白血病（MDS-RAEB-II，骨髓异常综合征）。2012年12月25日，在华润置地关爱基金和员工捐款的帮助下，付亮进行了异体干细胞移植手术，手术后恢复顺利。2014年3月，医院复查结果显示恢复良好，不需要抗排异药物的维持，建议恢复工作。

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

2014年4月20日，付亮给公司写了感谢信：

Fu Liang wrote to the Company on 20 April 2014:

华润大家庭的全体同仁：

我终于将重返曾经无比热爱的工作岗位，此时此刻，我的心情无比激动。感谢华润大家庭所有关心过我的同事，是你们的爱给了我战胜病魔的希望。

这一路走来，感谢华润给了我太多关爱和支助，让我感受到华润大家庭的温暖。期待我工作了以后，将这份爱传递下去，为社会，为公司其他的人提供正能量，奉献爱心，希望大家面对困难的时候始终要保持乐观向上的心态，对未来的生活充满憧憬和希望，一切都会好起来！不要等到生活好起来才微笑，而是因为微笑，生活才变得越来越越来越光彩夺目！

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

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

四、劳工实践

IV. LABOR PRACTICES

3. 工作生活平衡

3. Striking a balance between work and life



参加香港中企协第六届运动会

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



参加华润第二届「相聚小径湾，协同创佳绩」联谊活动

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



公司团队建设活动

Company Team-Building Activity



五、环境保护

IV. ENVIRONMENTAL PROTECTION

五、环境保护

V. ENVIRONMENTAL PROTECTION

1. 环境管理 ENVIRONMENTAL MANAGEMENT

不以牺牲环境为代价谋求企业发展；不以牺牲环境的长远利益换取企业的短期效益；不以损害员工健康为前提美化工作空间
Never sacrifice the environment for the development of the enterprise, its long-term interests for its short-term interests or the health and lives of the public for the beauty of the workplace.

华润置地总部不断建立健全环境保护与节能减排指标体系、监测体系和考核体系，指导和规范大区开展日常节能减排管理工作。北京、上海、山东、江苏等大区相继建立《大区节能减排管理规定》和《绿色建筑操作指引》等制度。

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

序号 S/N	2014年新增节能体系文件 Additional energy saving system documents in 2014
1	华润置地商业综合体能耗、能效平台设计及实施指引（1.0版） Guide to Business Complex Energy Consumption, Energy Platform Design and Implementation of China Resources Land (1.0)
2	华润置地节能减排管理规定（2014版） Energy Saving and Emission Reduction Management Regulations of China Resources Land (2014)
3	华润置地EHS管理体系维护指引（2014版） Guide to EHS Management System Maintenance (2014)
4	华润置地绿建技术标准 Green Building Technology Standards of China Resources Land

华润置地开展大区节能管理考核评价工作，进行新开业商业机电系统调试和已运营商业节能管理研究，促进节能减排管理，重点加强持有商业物业节能减排管理。

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

五、环境保护

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<p>节能考核试评价 Primary evaluation of energy saving assessments</p>	<p>制定节能减排管理考核评价标准(2014版)·由管理通则和业务管理2部分构成·共设置2个一级指标·8个二级指标·37个三级指标·包含组织体系、目标与责任体系、考核评价、绿色建筑实施等8个维度。 Formulate energy saving and emission reduction evaluation standards (2014), composed of general management principles and business management with 2 tier-1 indicators, 8 tier-2 indicators and 37 tier-3 indicators, covering 8 dimensions including organization systems, target and responsibility systems, assessment and evaluation, green building implementation, etc.</p>	<p>对9个大区开展节能减排管理考核试评价·促进大区节能减排工作开展。 Conduct energy saving and emission reduction management assessment and evaluation of the 9 regions and promote their energy saving and emission reduction capability.</p>
<p>新开商业项目机电系统调试检查 Electromechanical system commissioning and testing for new businesses</p>	<p>对余姚五彩城、重庆万象城和无锡万象城机电系统进行开业前的调试工检查。 Conduct pre-commencement commissioning inspections of the electromechanical systems of Hi5 (YUYAO), The MIXC (CHONGQING) and The MIXC (WUXI).</p>	<p>提前发现机电系统存在不足·提高机电系统能效利用。 Identify shortcomings in the electromechanical systems early on and improve their energy efficiency.</p>
<p>已运营商业物业节能管理工作研究 Energy saving management research on commercial properties already in operation</p>	<p>对深圳万象城、杭州万象城、沈阳万象城、成都万象城、南宁万象城等5个已运营万象城商业项目现场测评和评估工作。 Conduct onsite testing and assessment of the 5 MIXC projects already in operation, namely The MIXC (SHENZHEN), The MIXC (HANGZHOU), The MIXC (SHENYANG), The MIXC (CHENGDU) and The MIXC (NANNING).</p>	<p>形成《华润置地五城市华润中心(一期)项目节能实施路线规划报告》和2015-2019节能规划。 Formulate China Resources Land's Five-city City Crossing (Phase I) Project Energy Saving and Emission Reduction Implementation Planning Report and its 2015-2019 five-year energy saving plan.</p>

华润置地不断完善环保预警机制，开展环保舆情信息监测，建立舆情信息快报机制，同时建立EHS事故事件管理规定，对事故事件进行分级响应，应急响应从高到低分为Ⅰ级、Ⅱ级、Ⅲ级、Ⅳ级四个级别。

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

2011-2012年，华润置地万元营业收入可比价综合能耗和万元增加值同比2010年下降2%；2013-2015年，华润置地万元营业收入可比价综合能耗和增加值可比价综合能耗同比上一年度均下降1%。

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

新建项目环评

2014年，华润置地共新开工66个项目，均按照当地政府要求开展了项目环境影响评价，并获得当地环保部门批复，新建项目环评达标率100%。

Environmental impact assessment of new projects

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

五、环境保护

V. ENVIRONMENTAL PROTECTION

节能减排培训

华润置地组织进行了绿色建筑知识培训、节能减排信息管理培训、节能改造经验分享、商业物业管理人员节能培训、新员工安全环保培训等，培训人次达640人次。

Energy saving and emission reduction training

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

环保公益活动

华润置地积极参与地球一小时、绿色出行等环保公益活动，以实际行动在公司内外传递节能环保的理念，培育绿色未来。

Environmental protection – oriented public welfare activity

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

案例：参加「地球一小时」公益活动

Case: Participating in Earth Hour

深圳华润大厦、北京凤凰置地广场、成都万象城等3个商业物业和无锡、常州、武汉、淄博、福州等5个住宅物业开展「地球一小时」宣传和倡议，参与「地球一小时」熄灯活动。

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



北京凤凰汇管理中心开展「我做绿V客」的公益活动
The Beijing Phoenix Commercial Management Center kicked off "I am a Green VIP" event

案例：组织开展绿色出行活动

Case: Organizing and holding green travel events

华润置地太原公司发起「越跑越幸福」活动，北京大区配套商业管理中心举行了「低碳从我做起，宣传绿色骑行」的活动，参观「第五届中国(深圳)国际节能和新能源产业博览会」等。

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



参观「第五届中国(深圳)国际节能和新能源产业博览会」
The visit to the Fifth China (Shenzhen) International Energy Saving and New Energy Industry Expo

五、环境保护

V. ENVIRONMENTAL PROTECTION

2. 节约资源能源 SAVING RESOURCES AND ENERGY

1. 节约能源

2014年，华润置地重点实施深圳万象城冷中心一次冷泵增装4台变频泵项目、北京五彩城8部客梯变频改造等4项节能改造项目，改造费用385.88万元，实现年节约标准煤约282.7692吨、节水4000吨。在深圳华润中心一期，通过开展能源管理体系建设和加强节能改造项目实施，2011-2014年累计实现节能2578吨标准煤，能够完成国资委下达的在「十二五」末期实现2608吨标准煤目标。

1. Saving energy

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

案例：深圳华润中心制冷系统一次冷冻泵变频改造

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

深圳华润物业管理公司发现深圳万象城一次冷冻泵后的动态平衡阀阻力过大，压降占水泵扬程的38.9%（大冷冻泵）、51.3%（小冷冻泵），阻力过大，比较耗能。投资139万元，于2014年9-12月对深圳万象城制冷系统一次冷冻泵进行变频改造。预期可实现每年节约约27.8万度电，折算为标准煤约34.17吨，减少CO₂排放277.17吨。

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

案例：北京五彩城电梯变频改造

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

2014年北京五彩城物管中心投资11.88万元，对利用率不高的8台电梯进行了变频改造，可实现每年节约6.132万千瓦时，折算标准煤为7.54吨，减少CO₂排放61.64吨。

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



华润五彩城电梯变频改造项目
Variable-frequency escalator upgrades
in Beijing Hi5

五、环境保护

V. ENVIRONMENTAL PROTECTION

案例：励致家私铁厂静电喷涂系统改造

Case: Electrostatic Spraying System of Logic Furniture Iron Works

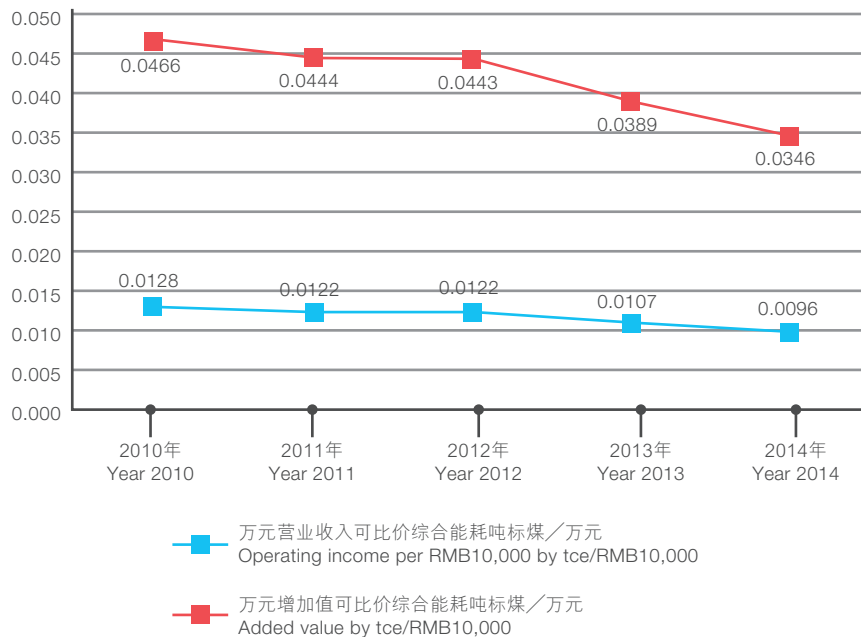
励致家私投资365万元对铁厂静电喷涂系统进行了改造，改造后人均劳效提高15%，年累计节约用水4000吨左右，热能利用率达到95%以上，年节约能源折标准煤约240吨，每万元产品减少粉末浪费100元以上。

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

2010-2014年，华润置地万元营业收入可比价综合能耗和增加值可比价综合能耗呈逐年下降趋势。2014年，华润置地万元营业收入可比价综合能耗和增加值可比价综合能耗分别为0.0096和0.0346，较2010年基期分别下降25.0%和25.8%。

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

华润置地节能减排绩效
Energy Saving and Emission Reduction of China Resources Land



五、环境保护

V. ENVIRONMENTAL PROTECTION

指标名称 Name of indicator	单位 Unit	2014年 2014
综合能源消费量 Comprehensive energy consumption	万吨标煤 10,000 tce	4.73
电力 Power	万千瓦时 10,000 kWh	33,633.96
汽油 Gasoline	吨 T	1,192.92
柴油 Diesel	吨 T	555.53
天然气 Natural gas	万标准立方米 10,000 scm	219.63
其他能源 Other energies	吨标煤 tce	482.71
CO ₂ 排放量 CO ₂ emission	吨 t	346,666.24

2. 节约水资源

华润置地将节水理念和实践贯穿于建筑全生命周期。在项目建设阶段，要求在建设项目收集基坑降水，用于进出车辆的清洗和现场道路的清洗。在物业服务阶段，不断开展节能节水宣传，建设节水型小区。厦门华润橡树湾等多个项目采取雨水收集系统，收集部分屋面和地面雨水，处理后回收用于景观灌溉和道路浇洒；采取喷灌等高效灌溉措施，降低景观水耗。

2. SAVING WATER RESOURCES

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

案例：华润合肥紫云府、幸福里住宅物业项目获「安徽省节水型小区」称号

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

华润置地合肥紫云府和幸福里两个住宅物业项目响应政府号召，积极创建「节水型小区」，深入开展节水宣传，荣获安徽省住房和城乡建设厅颁发的「省级节水型小区」称号。

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

五、环境保护

V. ENVIRONMENTAL PROTECTION

3. 污染防治

PREVENTION OF DUST POLLUTION

扬尘污染防治

在施工过程中采取裸土覆盖、道路自动喷洒系统和塔吊喷洒等措施，防止施工过程中的扬尘污染。

噪声污染防治

在建项目合理安排施工计划和施工机械设备的组合，避免夜间(22:00-06:00)施工；选择低噪声设备，为高噪声设备配置消声器等；在局部声环境敏感处设置临时性声屏障。

建筑垃圾减排

在项目开发时与施工单位签订环保责任书，由施工单位加强现场管理，负责施工期固体废弃物的处理。项目部会同有关部门加强施工环保监理，发现问题，及时进行处罚和限期改正。对施工期生活垃圾经工地垃圾箱收集以后，统一由环卫部门集中处置。

工业废水减排

华润置地所属励致家私将污水处理站处理的生产废水回收用于绿化及生产车间循环用水，本年度循环用水近19,000立方米。

Pollution Prevention

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

Prevention of noise pollution

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

Building waste reduction

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

Industrial wastewater discharge reduction

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



五、环境保护

V. ENVIRONMENTAL PROTECTION

4. 应对气候变化 RESPONDING TO CLIMATE CHANGE

1. 住宅产业化

为节约能源降低污染，2014年，华润置地正式开启住宅产业化的研究及生产。2014年5月，华润置地在沈阳成立装配式研发小组，对装配式进行整体研究，确定沈阳中央公园及紫云府项目进行相应的装配式设计及施工。

1. Residential property industrialization

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

案例：沈阳中央公园项目 Case: Shenyang Central Park Project

沈阳中央公园项目住宅产业化设计面积为32,200m²，沈阳紫云府项目住宅产业化设计面积为46,850m²，合计79,050m²，开创了华润置地在住宅产业化方向的先河。

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

2. 精装修房

在现有增值服务产品体系基础上，华润置地试点进行公寓型增值服务产品的研发；2014年，增值服务精装修产品在华润置地25个项目上得到推广落实，推广面积约为130万平方米，套数约9,100套。

2. Finely fitted products

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

3. 绿色建筑

从2011年1月至2014年底，华润置地共有21个项目获得绿色建筑认证证书，其中国家级绿色三星项目1个，国家级绿色二星项目4个，国家级绿色建筑一星项目7个，地方级绿色一星项目1个，美国LEED金奖认证8个。

3. Green building

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

2014年，华润置地新增通过绿色建筑认证并获取证书的住宅项目4个，总计建筑面积为126.76万平方米；新增通过绿色建筑认证并获取证书的公建项目4个，总计建筑面积为54.5万平方米。

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

五、环境保护

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华润置地2014年绿色建筑认证荣誉
Green Building Certification Honors of China Resources Land in 2014

	序号	项目名称	参评标准	认证通过时间	面积
	S/N	Name of project	Selection standards	Date of passing certification	Area
住宅项目 Residential projects	1	重庆中央公园1、2、3期 Chongqing Central Park (Phases 1, 2 and 3)	重庆绿色生态小区 Chongqing Green Ecological Estate Block	2014年5月15日 15 May 2014	65万 650,000
	2	成都二十四城5期 Chengdu 24 City (Phase 5)	绿建一星设计标识 Green Building 1-Star Design Mark	2014年6月30日 30 June 2014	18.63万 188,630
	3	西安二十四城1、2期 Xi'an 24 City (Phases 1 and 2)	绿建一星设计标识 Green Building 1-Star Design Mark	2014年1月24日 24 January 2014	29.5万 295,000
	4	厦门橡树湾三期 Xiamen Oak Bay (Phase 3)	绿建一星设计标识 Green Building 1-Star Design Mark	2014年11月2日 2 November 2014	13.63万 136,300
公建项目 Public projects	5	深圳万象天地项目一期(T1) Shenzhen MIXC World Project (Phase 1, T1)	美国LEED金奖 U.S. LEED gold prize	2014年 2014	6.5万 65,000
	6	深圳万象天地项目一期(T2) Shenzhen MIXC World Project (Phase 1, T2)	美国LEED金奖 U.S. LEED gold prize	2014年 2014	3万 30,000
	7	深圳万象天地项目一期(T4/5/6) Shenzhen MIXC World Project (Phase 1, T4/5/6)	美国LEED金奖 U.S. LEED gold prize	2014年 2014	17.9万 179,000
	8	深圳湾华润总部大厦 Shenzhen Bay China Resources Headquarters Building	美国LEED金奖 U.S. LEED gold prize	2014年 2014	27万 270,000

案例： Case

重庆华润中央公园以100.61的高分通过重庆市建设技术发展中心评审团终审，获得2013年《重庆绿色生态小区》的称号。

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

五、环境保护

V. ENVIRONMENTAL PROTECTION

4. 绿色办公

OA办公平台

2014年，华润置地对OA系统审批时效进行优化提升，实现了所有单位统一工作平台。全年平均审批时长由2013年的21小时缩短至10小时。

视频会议

2014年，华润置地视频会议终端规模突破100套，覆盖率100%；视频会议管理系统正式上线以来，视频终端多达157台，其中硬件104台和软件53台。截至2014年，视频会议总会议量已达到5804场。截至2014年底，华润置地总共节省差旅费4759万元。

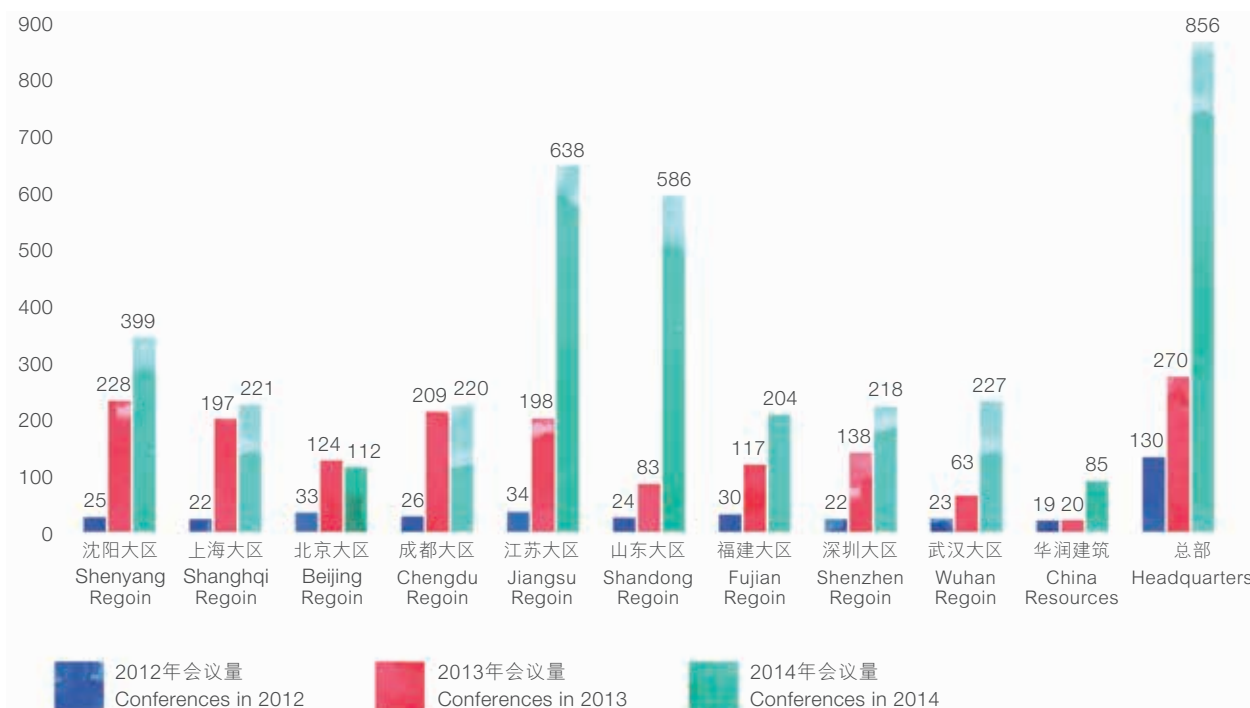
4. Green office

OA office platform

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

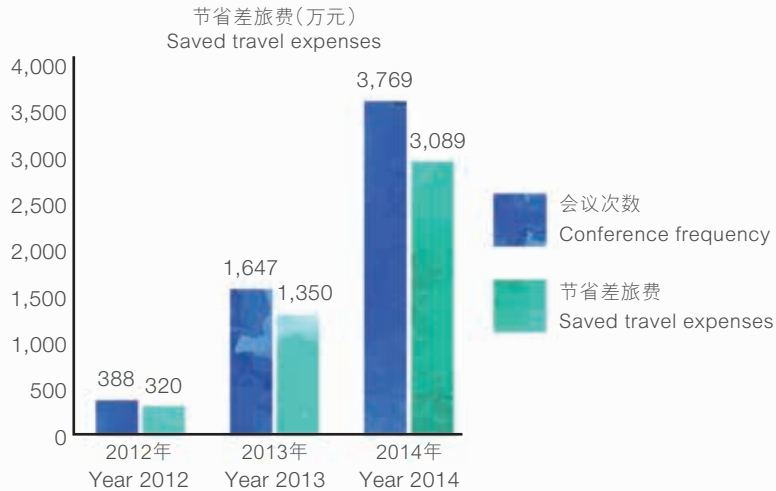
Teleconference

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



五、环境保护

V. ENVIRONMENTAL PROTECTION



5. 保护生物多样性

华润置地在项目开发中遵循「适地适树」的原则，根据各城市不同的环境气候差异，选择适合本地生长的园林景观苗木树种，选择所在城市的本区域原生品种，减少外来异地树种的使用，尽量保留地块原生树木。每个项目中保证有三十至四十个苗木品种，从大乔木，中小乔木到大灌木，小灌木及花灌木，地被，草本植物，花境草坪等。

5. Biodiversity protection

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

六、社区参与

VI. COMMUNITY

ENGAGEMENT



六、社区参与

VI. COMMUNITY ENGAGEMENT

1. 公益管理

MANAGEMENT OF PUBLIC INTERESTS

华润置地依据《华润集团企业公民建设指引》和华润慈善基金会规定，由华润置地人事行政部统筹协调，各大区、各事业部组织实施的管理机制，开展公益慈善活动。2014年，华润置地持续开展各类慈善公益活动，累计捐赠724.7万元人民币。

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

受赠对象 Donation receiver	受赠对象所在区域 Region of the donation receiver	捐赠性质 Nature of donation	捐赠财产类别 Type of donated property	捐赠途径 Approach to donation	捐赠金额 (万元) Donation amount (RMB10,000)
西咸新区沣东新城慈善会 Xixian New Area Fengdong New City Charity Society	西安 Xi'an	其他公益救济和公共福利事业捐赠 Other charity subsidy and donation for public interests	货币资金 Monetary funds	通过其他公益性社会团体 Through other charity social groups	10
华润慈善基金会 China Resources Charity Foundation	深圳 Shenzhen	向企业内部困难员工捐款 Donation to poor employees of the enterprise	货币资金 Monetary funds	通过华润慈善基金 Through China Resources Charity Foundation	100
杭州市西湖区教育基金会 Hangzhou Xihu District Education Foundation	杭州 Hangzhou	向教育事业捐赠(助学) Donation to education	货币资金 Monetary funds	通过其他公益性社会团体 Through other charity social groups	454
万宁市民政局 Wanning Civil Affairs Bureau	万宁市 Wanning	向受灾地区捐赠 Donation to disaster-struck areas	货币资金 Monetary funds	通过县级以上人民政府(所属部门) Through county or higher people's government (and subsidiary agencies)	10
青海玉树「希望少儿之家」 Qinghai Yushu Hope Children's Home	玉树 Yushu	其他公益救济和公共福利事业捐赠 Other charity subsidy and donation for public interests	实物资产 Physical assets	直接向受益人捐赠 Directly to the beneficiaries	15.7
华润慈善基金会 China Resources Charity Foundation	深圳 Shenzhen	向企业内部困难员工捐款 Donation to poor employees of the enterprise	货币资金 Monetary funds	通过华润慈善基金 Through China Resources Charity Foundation	30
万宁市民政局 Wanning Civil Affairs Bureau	万宁市 Wanning	向残疾人捐赠 Donation to the disabled people	货币资金 Monetary funds	通过县级以上人民政府(所属部门) Through county or higher people's government (and subsidiary agencies)	5
和谐贵阳促进会 Harmony Guiyang Promotion Society	贵阳市 Guiyang	向企业内部困难员工捐款 Donation to poor employees in the enterprise	货币资金 Monetary funds	通过县级以上人民政府(所属部门) Through county or higher people's government (and subsidiary agencies)	100

六、社区参与

VI. COMMUNITY ENGAGEMENT

2. 公益实践 CHARITABLE PRACTICE

1. 拆迁补偿及保障房建设

在拆迁补偿过程中，华润置地始终坚持配合政府、友好协商、充分沟通、尊重社区居民意愿的原则，稳步推进拆迁、安置工作。

为满足社会各层次人群的购房需求，向市场提供多层次的住宅产品，增加市场供给，华润置地响应政府号召，积极投身保障住房建设开发中。

1. Relocation, compensation and the construction of affordable housing

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

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

案例：深圳大冲村旧城改造项目

Case: Old city renovation project in Dachong Village, Shenzhen

华润置地在深圳华润城项目与村民就拆迁安置补偿标准的协商过程中，多次召开全体村民大会，最终制定出当期总体最优化的补偿标准，获得大冲村民的普遍认同，在启动旧改签约工作后62天里达到了97.4%的签约率。

项目建设中华润置地积极响应深圳关于在项目中配建保障房的要求，共承担近6万平米保障房建设任务，并建设同村民的回迁物业一起作为规划为首批建设物业，并最终实现部分物业在2014年底顺利完成分配和交付工作。

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

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



六、社区参与

VI. COMMUNITY ENGAGEMENT



2. 参与新农村建设

华润置地在中国资源慈善基金会的统筹下，积极参与新农村建设，全面承担了广西百色、河北西柏坡、湖南韶山、海南万宁、北京密云、福建古田、贵州遵义、安徽金寨等八个希望小镇的非盈利施工工作，并派出志愿者全程参与小镇筹建。

3. 保护历史文脉

华润置地在华润城项目建设过程中，对深圳大冲石、大榕树、大王古庙、郑氏宗祠等都得以完整保留，这些承载大冲文化和记忆的设施在新的华润城里得到传承及延续。为了更好的保护和建设古建筑，华润置地组织村民代表专门对大王古庙、郑氏宗祠的保护性重建方案进行专家论证，多次对周边的类似建筑进行考察和参观，并聘请专业文物研究机构参与保护和重建工作。

2. Participating in New Countryside Construction

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

3. Protecting our historical and cultural heritage

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

案例：保护深圳古建筑大王古庙

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



六、社区参与

VI. COMMUNITY ENGAGEMENT

4. 帮扶弱势群体

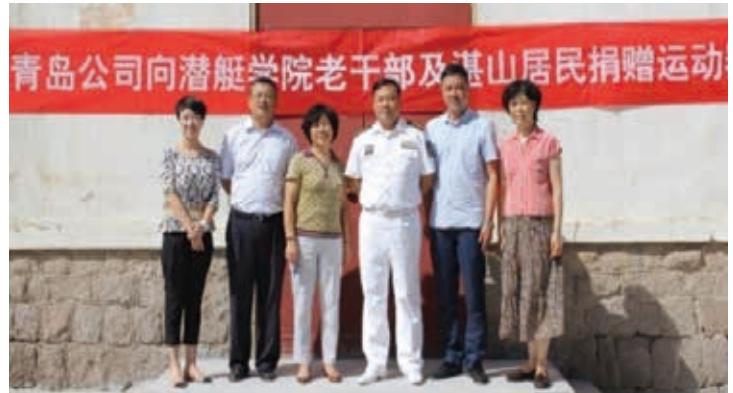
华润置地积极倡导员工参与社会慈善公益事业，组织开展多种形式的帮扶社会弱势群体的活动。



「点滴关怀、温暖你我」义卖捐赠活动
“Warm Care for You and Me” charity sales

4. Helping the vulnerables

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



青岛公司向退休军人捐赠运动器材
Qingdao Company donates sports equipment to retired military officers



发起华润希望行动「走进青海玉树希望少儿之家」系列公益活动，向青海玉树希望少儿之家捐赠了近16万元左右的生活物资
China Resources Hope Action's "Approach to Qinghai Yushu Hope Children's Home" Charity Event donates nearly RMB160,000 of daily living materials to Qinghai Yushu Hope Children's Home

六、社区参与

VI. COMMUNITY ENGAGEMENT

案例：为自闭症儿童建音乐教室

Case: Building a music classroom for autistic children

2014年8-10月，华润置地在山东开展「月满华润，为爱圆梦」关爱自闭症儿童系列活动。在济南、青岛、淄博、威海、烟台、日照、临沂、太原等八个城市协同开展关爱自闭症儿童公益活动，通过爱心义卖、拍卖、实地探访、捐赠爱心音乐教室等形式，共筹集善款31905元，被自闭症儿童康复中心授予「爱心大使」的荣誉称号。

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



案例：「淄博市留守儿童关爱中心年会」

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

2014年12月22日，华润置地在山东淄博举办「淄博市留守儿童关爱中心年会」。

活动以「关爱从心开始·让爱温暖彼此」为主题，进行书画作品拍卖，所得善款均将捐赠给留守儿童。

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



六、社区参与

VI. COMMUNITY ENGAGEMENT

5. 支持文化教育

华润置地重视教育扶贫，充分发挥公司的资金优势和产业链优势，充分发动员工参与，通过多种渠道，为贫困地区教育发展和贫困学生教育资源改善贡献力量。

5. Supporting education

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

案例：「华润献爱心，助你快成长」帮困助学基金

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

在上海，华润置地自2005年成立「华润献爱心，助你快成长」帮困助学基金以来，已连续9年对社区近8个居委的贫困家庭子女进行捐助。2014年，在上海浦东潍坊社区的帮困助学的对象从以往13人增加到49人，助学金从26,000元增加到98,000元。

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



案例：「爱心传递共享书香」- 华润置地社区捐书公益活动

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

2014年8-10月，华润置地在北京各社区举办「爱心传递，共享书香」捐书公益活动，共开展32场社区专场，收到业主捐书4,600余本。10月12日，华润置地志愿者前往河北省张北县大囿图镇中心小学进行爱心回访，将本次活动捐赠的7,350册书籍献给学校。'

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



社区专场捐书活动现场图
Book Donations at a Community Session

六、社区参与

VI. COMMUNITY ENGAGEMENT



2015年1月11日，华润置地在港的经理人和员工代表参加了由香港公益金组织的「港岛、九龙公益金百万行」慈善活动。
On 11 January 2015, the managers and employee representatives of China Resources Land Hong Kong participated in the “Hong Kong Island and Kowloon Walks for Millions” Charity Event organized by the Hong Kong Community Chest.

6. 推广健康生活

华润置地一贯重视推广健康生活方式，帮助市民提高健康生活意识，树立科学、文明、进步的健康生活理念。

6. Promoting healthy living

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

案例：与万象城一起绿动

Case: Green Action with THE MIXC

2014年5月23日，华润置地在青岛举办了「与万象城一起绿动」青岛万象城礼献城市系列公益行正式启幕，向青岛全城发起「绿色出行、绿色生活」的倡导，并提供切实可行的系列公益助力。

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



「与万象城一起绿动」骑行活动
The “Green Action with THE MIXC” cycling event

2015年展望

PROSPECTS FOR 2015

展望2015，华润置地将坚持业务发展与承担社会责任并重，进一步推进社会责任理念的融入和实践的落地，完善社会责任管理体系，强化社会责任管理，优化社会责任工作，全面提升社会责任能力，与利益相关方一起，共生、共融、共发展，为美好城市生活添彩！

客户方面：在「品质给城市更多改变」的品质理念指导下，华润置地坚持客户导向，以不断提升客户满意为目标，加强科技创新，为客户提供更优质、更安全的产品；提升服务品质，为客户提供更健全、更完善的服务。2015年，公司将进一步加强品质管理和客户服务工作，致力于打造让客户满意的华润置地。

伙伴方面：华润置地的发展与合作伙伴密不可分，因此，公司通过各种方式实现与伙伴之间的资源互补，追求与合作伙伴共赢。2015年，华润置地将更加重视与合作伙伴的关系，建立和完善战略管理平台，加强供应商管理，建设绿色供应链；对供应商负责，积极带动供应商发展，共享华润置地的成长动力。

环境方面：面对当前的环境问题，华润置地倡导绿色低碳理念，在建筑开发和运营中尽可能减少对环境的影响，开发绿色建筑，推行绿色办公，减少资源消耗；在项目开发中重视环境影响，建立完善的环保措施，保护城市生态环境。

员工方面：华润置地重视人才，秉承「以人为本、尊重人的价值」的理念，华润置地保障员工基本权益，不断完善员工培训体系，优化员工培训项目，为员工发展创造公平开放的机会和渠道；保障安全施工，健全职业健康管理，关注员工身体健康和心理健康，为员工提供健康安全的工作环境。

社区方面：在自身发展的同时，华润置地不忘与社区共享自身发展成果，与社区共生生长。2015年，公司将继续践行社会公益，建立健全公益战略和体系，打造华润置地公益品牌，提升公益投入的效果，帮助更多弱势群体；鼓励员工积极参加志愿活动，为社会和谐积极贡献力量。

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

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

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

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

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

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

附录：报告评级

APPENDIX: REPORT RATING



《华润置地有限公司 2014 年社会责任报告》评级报告

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

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

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

一、评级依据

I. Rating Ground

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

二、评级过程

II. Rating Process

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

三、评级结论

III. Rating Conclusions

过程性 (★★★★)

Process (★★★★)

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

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



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

实质性 (★★★★☆)

Substance (★★★★☆)

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

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

完整性 (★★★★)

Integrity (★★★★)

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

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

平衡性 (★★★★★)

Balance (★★★★★)

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

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

可比性 (★★★★★)

Comparability (★★★★★)

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

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



附录：报告评级

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可读性 (★★★★☆)

Readability (★★★★☆)

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

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

创新性 (★★★★☆)

Innovation (★★★★☆)

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

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

综合评级 (★★★★☆)

Overall Rating (★★★★☆)

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

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

三、改进建议

IV. Suggestions on Improvement

1. 加强对实质性议题的管理，提高报告过程性。

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

2. 增加行业核心指标的披露，进一步提高报告完整性。

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

评级小组

The Rating Team

组长：中国社科院经济学部企业社会责任研究中心主任钟宏武

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

成员：清华大学创新与社会责任研究中心主任邓国胜

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



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上海证券交易所总监助理杨金忠

Yang Jinzhong, director Assistant of Shanghai Stock Exchange

中心过程性评估员王梦娟、王宁

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

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

Centre

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



附录：指标索引

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关键绩效 Key Results	P5.2, M1.4-M1.5, E1.13	P11	
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薪酬福利 Remuneration and Welfare	S2.8, S2.11-S2.12	P80	
劳工实践 Labor Practices	员工发展 Development of Employees	S2.24-S2.25	P81-P83
	职业健康与安全 Occupational Health and Safety	S3.1-S3.7, S2.17-S2.18	P84-P88
	员工关爱 Caring for Employees	S2.3, S2.27-S2.29	P89-P91
环境保护 Environmental Protection	环境管理 Environmental Management	E1.1-E1.2, E2.4, E1.6-E1.7, E4.5	P93-P95
	节约资源能源 Saving Resources and Energy	S2.1-S2.4, E2.7-E2.10, E2.17, E2.18-E2.19	P96-P98
	污染防治 Prevention of Dust Pollution	E2.9-E2.12	P99
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社区参与 Community Engagement	公益管理 Management of Public Interests	S4.9-S4.10	P105
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2015年展望 Prospects for 2015	A1	P112	
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附录：意见反馈表

APPENDIX: THE FEEDBACK FORM

尊敬的读者：

Dear Reader:

您好！感谢您阅读本报告。为持续改进华润置地社会责任工作及社会责任报告编制工作。我们特别希望倾听您的意见和建议。请您协助完成意见反馈表中提出的相关问题，并传真到-00852-28779068。

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

1、	<p>您对公司社会责任报告的总体评价是</p> <p>Your overall assessment of the company's social responsibility report is</p> <p><input type="radio"/> 好 <input type="radio"/> 较好 <input type="radio"/> 一般</p> <p><input type="radio"/> Good <input type="radio"/> Relatively good <input type="radio"/> Average</p>																
2、	<p>您认为本报告是否能反映公司对经济、社会和环境的影响</p> <p>Do you think whether this report can reflect the company's significant impact on the economy, society and environment</p> <p><input type="radio"/> 能 <input type="radio"/> 一般 <input type="radio"/> 不了解</p> <p><input type="radio"/> Yes <input type="radio"/> Average <input type="radio"/> Don't know</p>																
3、	<p>您认为本报告所披露信息、数据、指标的清晰、准确、完整度如何</p> <p>How do you think about the clarity, accuracy and integrity of the information, data, and pointer disclosed in this report</p> <p><input type="radio"/> 高 <input type="radio"/> 较高 <input type="radio"/> 一般 <input type="radio"/> 较低 <input type="radio"/> 低</p> <p><input type="radio"/> High <input type="radio"/> Relatively high <input type="radio"/> Average <input type="radio"/> Relatively low <input type="radio"/> Low</p>																
4、	<p>您认为公司在服务客户、保护相关方利益方面做得如何</p> <p>How do you think about what the company has done in the aspects of serving clients and protecting relevant parties' interests</p> <p><input type="radio"/> 好 <input type="radio"/> 较好 <input type="radio"/> 一般 <input type="radio"/> 差 <input type="radio"/> 不了解</p> <p><input type="radio"/> Good <input type="radio"/> Relatively good <input type="radio"/> Average <input type="radio"/> Poor <input type="radio"/> Don't know</p>																
5、	<p>您对公司社会责任工作和本报告的意见和建议，欢迎在此提出：</p> <p>You are welcome to raise your comments and suggestions on the company's social responsibility work and this report here:</p>																
<p>如果方便，请告诉我们关于您的信息：</p> <p>If convenient, please let me know the information about you：</p> <table style="width: 100%; border: none;"> <tbody> <tr> <td style="width: 50%;">姓名： _____</td> <td style="width: 50%;">职业： _____</td> </tr> <tr> <td>Name： _____</td> <td>Occupation： _____</td> </tr> <tr> <td>机构： _____</td> <td>关系地址： _____</td> </tr> <tr> <td>Organization： _____</td> <td>Address： _____</td> </tr> <tr> <td>邮编： _____</td> <td>e-mail： _____</td> </tr> <tr> <td>Postcode： _____</td> <td>网址： _____</td> </tr> <tr> <td>电话： _____</td> <td>Fax： _____</td> </tr> <tr> <td>Telephone： _____</td> <td>传真： _____</td> </tr> </tbody> </table>		姓名： _____	职业： _____	Name： _____	Occupation： _____	机构： _____	关系地址： _____	Organization： _____	Address： _____	邮编： _____	e-mail： _____	Postcode： _____	网址： _____	电话： _____	Fax： _____	Telephone： _____	传真： _____
姓名： _____	职业： _____																
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Postcode： _____	网址： _____																
电话： _____	Fax： _____																
Telephone： _____	传真： _____																

附录：报告编制组

APPENDIX: REPORT PREPARATION GROUP

公司 Company	2014年华润置地及附属企业社会责任报告 2014 Social Responsibility Report of China Resources Land and its Subsidiary Enterprises	编制工作组 Preparation Group
华润置地有限公司 China Resources Land Limited	华润置地有限公司社会责任报告 Social Responsibility Report of China Resources Land Limited	组长：唐勇 Team Leader: Tang Yong 副组长：孙永强 Vice Team Leader: Sun Yongqiang 组员：王盼盼、王静、王蕾、王贺、王少军、 任传耕、闫博毅、刘捷、刘江龙、刘仰桦、刘净、 刘明珊、陈力、张天、李斌瑜、李武阳、李玲、 任安敏、朱旭波、许礼标、吴嘉颖、黄智峰、 庞民秀、胡震、赵萍、黄河、黄梦婷、程向雷、 韩元婷、黎媛 Members: Wang Panpan, Wang Jing, Wang Lei, Wang He, Wang Shaojun, Ren Chuan'geng, Yan Boyi, Liu Jie, Liu Jianglong, Liu Yanghua, Liu Jing, Liu Mingshan, Chen Li, Zhang Tian, Li Binyu, Li Wuyang, Li Ling, Ren Anmin, Zhu Xubo, Xu Libiao, Wu Jiaying, Huang Zhifeng, Pang Minxiu, Hu Zhen, Zhao Ping, Huang He, Huang Mengting, Cheng Xianglei, Han Yuanting, Li Yuan
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