



華潤燃氣控股有限公司 China Resources Gas Group Limited

(於百慕達註冊成立之有限公司)
(Incorporated in Bermuda with limited liability)

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2019

環境、社會及管治報告
Environmental, Social and
Governance Report



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1 主席寄語

1 Message from the Chairman



2019年是中華人民共和國成立70周年，也是華潤燃氣穩健提升發展的一年。華潤燃氣在市場上積極應變、主動求變，堅持外延式擴張和內涵式增長並進，實現了經濟效益、環境效益、社會效益的多維提升，逐步發展成為中國領先的燃氣公用事業單位，開創了高質量發展的新局面。

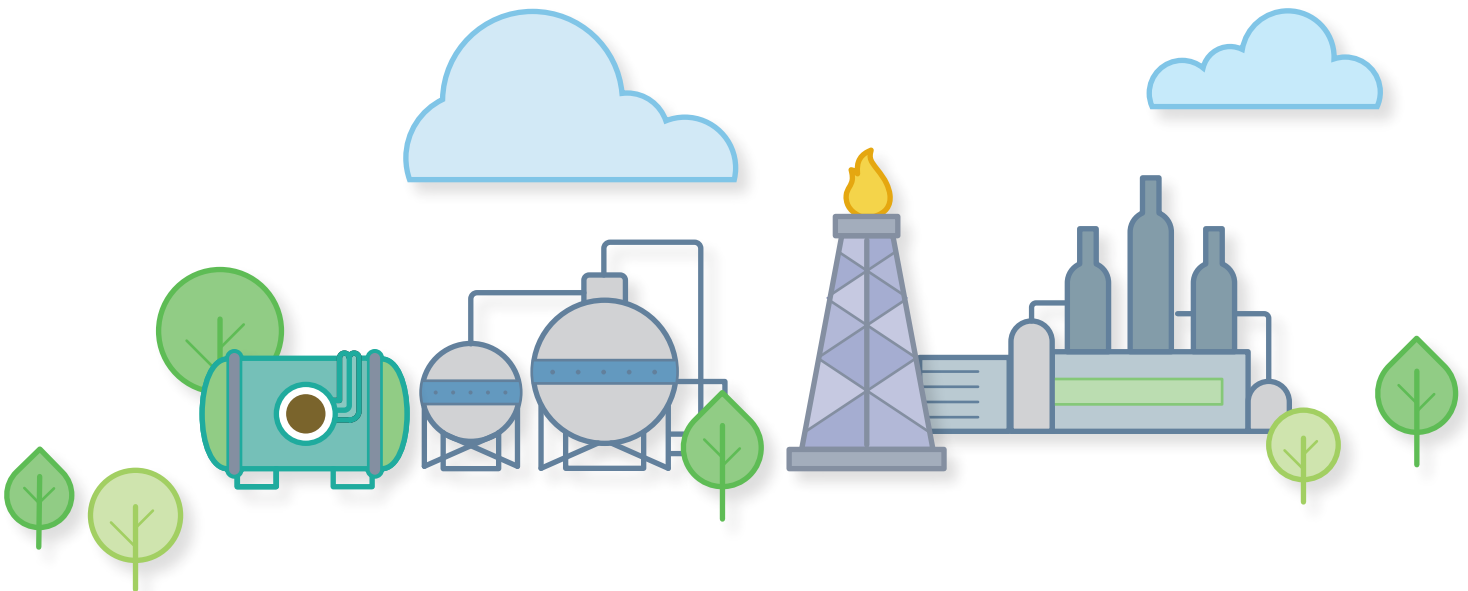
2019 marked the 70th anniversary of the founding of the People's Republic of China, and was also a year of steady improvement and development for CR Gas. CR Gas actively responded to and embraced changes in the market. By consistently expanding through both external and organic growths, it has enhanced benefits for the economy, the environment and the society in multiple dimensions, thereby gradually establishing itself as a leading gas utilities enterprise in China and creating new prospects for high-quality development.

華潤燃氣充分利用有利的經營環境，在追求卓越表現的同時，努力提升經營效率、提供安全可靠的清潔能源供應，並向客戶提供體貼、周到及高效的服務，向股東提供不斷增長且可持續的業績表現，為員工創造廣泛且專業的個人發展機會，為中國乃至世界的環境保護及改善作出貢獻，成為中國燃氣行業最受尊敬的領導者之一。

2008年至2019年，公司股價實現11.51倍增長，市值實現29.88倍增長。2019年，三大國際知名評級機構持續維持公司A3、A-和A-級評級，充分表明了公司的發展戰略和業務表現得到市場廣泛認可。截至2019年12月31日，華潤燃氣的城市燃氣項目總共達251個，遍及全國22個省份及3個直轄市，包括14個省會城市，年燃氣總銷量達約280.1億立方米，客戶數達3,795萬戶，總接駁覆蓋人口達2.64億人。華潤燃氣第七次入選「普氏能源資訊全球能源企業250強」，2019年排名129位。

CR Gas is well placed to take advantage of the favorable operating environment and to become one of the most respectable leaders in China's gas industry by diligently enhancing its operational efficiency in pursuit of excellence; delivering a safe and reliable supply of clean energy as well as caring, competent and efficient services to our customers; offering growing and sustainable results performance to shareholders; creating extensive and professional personal development opportunities for employees; and contributing to the protection and improvement of the Chinese and global environment.

From 2008 to 2019, the share price of the Company has increased by 11.51 times and its market capitalisation has increased by 29.88 times. In 2019, the world's top three renowned rating agencies remained A3, A- and A- ratings, respectively to CR Gas, fully demonstrating that the development strategies and operating performance of the Company have been widely recognized by the market. As of 31st December, 2019, CR Gas had a total of 251 city gas projects covering 22 provinces and 3 municipalities across the country, including 14 provincial capitals, with a total annual gas sales volume of approximately 280.1 billion cubic meters, 37.95 million customers, and total connectable population of 264 million. In 2019, CR Gas was enlisted among Platts Top 250 Global Energy Company Rankings for the seventh time, ranking no. 129.



華潤燃氣是生態文明建設的踐行者。近年來，國家出台多項環保政策，持續推進大氣污染防治工作，強化重點區域民用、採暖、工業等行業的煤改氣，公司主動配合「打贏大氣污染防治攻堅戰」的號召，積極配合各級政府天然氣推廣利用政策，持續推動煤改氣項目，加大對綜合能源、充電樁等新業務的拓展力度。

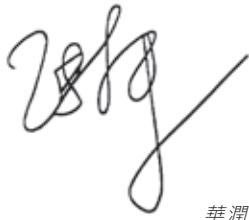
華潤燃氣的成長發展離不開各個利益相關方的支持和信任，在實現自身發展的同時，公司強化管理，保障運營，致力於為客戶提供更為優質、安全、穩定、環保和人性化的產品和服務。2019年，我們堅持從用戶需求角度出發，暢通服務渠道，認真落實服務承諾，並使得用戶滿意度調查得分再創新高，達93.2分，較2018年提升1.5分。同時，我們將員工視為集團的寶貴財富，截至2019年底，本集團共聘用48,570名員工。我們秉持「尊重人的價值、開發人的潛能、昇華人的心靈」的人才宗旨，高度重視員工權益保障，始終堅持以教育為先，聚焦關鍵人才的科學發展，致力為員工提供安全舒適的工作環境，為員工創造溫馨、和諧的工作氛圍。飲水思源，華潤燃氣以「常懷感恩之心，努力回饋社會」為公司責任文化，繼續圍繞「扶貧助困，捐資助學、關愛特殊群體、志願服務」四個方向為社會做出貢獻。2019年，聯動各區域公司、成員公司在多地廣泛開展責任志願活動，向社會捐贈總額達到940.8萬港元。在2020年初的新冠肺炎疫情大爆發期，公司積極落實政府及華潤集團各項部署要求，精心組織，迎難而上，安全穩定供氣。

CR Gas is a practitioner of building ecological civilization. In recent years, the PRC government introduced a number of environmental protection policies, with an aim to continue to promote prevention and control measures for air pollution and reinforce "coal-to-gas conversion" plan in the key areas of civil, heating, industrial and other industries. In active response to the call for "winning the critical battle of preventing and controlling air pollution", the Company proactively cooperated with the natural gas promotion and utilization policies of governments at all levels to further promote "coal-to-gas conversion" projects and step up its efforts in expanding new businesses such as comprehensive energy and charging posts.

The growth and development of CR Gas would not be possible without the support and trust of its stakeholders. While realizing its own development, the Company also strengthened its management and ensured safe operation, striving to provide its customers with safer, greener and more user-friendly products and services with better quality and higher stability. In 2019, we established smooth access to our services and duly fulfill our service commitments from the perspective of user demand, leading to a record-high score in the user satisfaction survey of 93.2 points, up by 1.5 points from that of 2018. Meanwhile, we regarded staff as valuable treasures of the Group. As of the end of 2019, the Group had a total of 48,570 employees. Adhering to the talent principle "to respect people's value, exploit people's potential and sublimate people's soul", we attached great importance to the protection of rights and interests of the employees. Education has always been our priority and we placed strong emphasis on the scientific development of key talents, striving to provide a safe and comfortable working environment as well as fostering a warm and harmonious working atmosphere for our staff. As the saying goes, "One should never forget the bridge that carries him over". CR Gas took "always appreciative and work hard to give back to the society" as its corporate responsibility culture and continued to make contributions to the society by focusing on the four directions of "poverty alleviation, education aid, caring for groups with special needs and volunteer services". In 2019, the Company joined hands with various regional companies and member enterprises to launch responsibility volunteer services in different places, and donated a total of HK\$9.408 million to the society. During the outbreak of the COVID-19 epidemic at the beginning of 2020, the Company actively implemented various deployment requirements of the government and China Resources Group and ensured safe and stable supply of natural gas by making detailed organization and overcoming the challenges encountered.

未來，華潤燃氣將不忘初心，牢記使命，持續貫徹落實國家能源戰略，積極傾聽利益相關方聲音，肩負責任，向著「中國第一、世界一流」的燃氣夢不斷努力。

Looking forward, CR Gas will stay true to its original aspiration and bear in mind its mission to consistently implement the energy strategies of the government. Meanwhile, it will actively listen to stakeholders' feedback and fulfill its responsibilities, working ceaselessly towards its dream of becoming the "best in China, first class in the world" in the gas industry.



王傳棟
華潤燃氣董事局主席

Wang Chuandong
Chairman of the Board of CR Gas

2 關於本報告

2 About this Report

2.1 報告目的

本報告為華潤燃氣控股有限公司及其附屬公司（統稱「華潤燃氣」或「本集團」）發佈的第三份獨立《環境、社會及管治報告》。本著公開、透明的原則，華潤燃氣以全面且客觀的方式向社會各界人士匯報本集團過去一年中在環境管理、社會責任及集團管治議題上的策略和承諾，同時通過數據披露詳細展示本集團在相關範圍的表現及績效考核。本報告以中文和英文發佈，如有內容不一致，請以中文版為準。同時，報告已上載至香港聯合交易所（聯交所）及本公司網站 www.crcgas.com。

2.2 報告範圍

本報告涵蓋本集團的核心業務，在二零一九年一月一日至二零一九年十二月三十一日（「本年度」或「年內」）的環境、社會及管治表現，個別部分內容超出上述範圍。目前，本報告覆蓋本集團所有業務（包括燃氣接駁、銷售燃氣器具、設計及建設服務及加氣站）和營運地點。

2.3 報告標準

本報告根據香港聯合交易所有限公司《主板上市規則》附錄二十七《環境、社會及管治報告指引》進行編製，依照「不遵守就解釋」條文規定，並以其載列的四項匯報原則—重要性、量化、平衡及一致性，作為披露的基礎。

2.4 報告審批

董事會負責領導、決策及監督在環境、社會及管治方面的措施、政策及程序，並於2020年7月10日審核通過此份ESG報告的發佈。

2.1 REPORTING PURPOSE

This report is the third standalone Environmental, Social and Governance Report published by China Resources Gas Group Limited and its subsidiaries (collectively "CR Gas" or "the Group"). CR Gas reports its strategies and commitments on the topic of environmental management, social responsibilities and group governance in the past year in a comprehensive and objective manner to all levels of the society in the principles of being open and transparent, while disclosing and displaying in details the Group's performance and performance appraisal in the relevant areas through data. This report is published in both Chinese and English. In case of any inconsistency, the Chinese version shall prevail. Meanwhile, the report has been uploaded to the website of The Stock Exchange of Hong Kong Limited (the Stock Exchange) and the Company's website at www.crcgas.com.

2.2 REPORTING SCOPE

This report covers the environmental, social and governance performance of the core business of the Group during the period from 1st January, 2019 to 31st December, 2019 (the "Year"), with contents of certain sections exceeding the aforementioned timeframe. Currently, this report covers all businesses (including gas connection, sale of gas appliances, design and construction services as well as gas stations) and operational locations of the Group.

2.3 REPORTING STANDARDS

In compliance with the "comply or explain" provisions as stipulated in the Environmental, Social and Governance Reporting Guide in Appendix 27 of the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited, this report has made disclosure based on four reporting principles, namely materiality, quantitative, balance and consistency, as set out in the Guide.

2.4 APPROVAL OF THE REPORT

The Board is responsible for leadership, decision-making and supervision of the measures, policies and processes in environmental, social and governance aspects, and has reviewed and approved the issuance of this ESG report on 10th July, 2020.

3 關於我們 3 About Us

3.1 集團簡介

華潤燃氣成立於2007年1月，公司總部設在廣東深圳，是華潤集團戰略業務單元之一。2008年10月底，公司在香港成功上市，成為華潤集團旗下燃氣板塊的上市平台，現已位列香港恒生綜合指數成份股和香港恒生中資企業指數成份股。

截至2019年底，公司已先後在全國多座大中城市投資設立城市燃氣項目251個，業務遍及全國22個省份及3個直轄市，包括14個省會城市。2019年，公司共銷售天然氣280.1億立方米，服務用戶數達3,795萬戶，總接駁人口達2.64億，其中工業銷氣量，商業銷氣量，民用銷氣量，及加氣站銷氣量分別錄得為139.7億立方米，61.3億立方米，63.2億立方米，及15.9億立方米。

本集團業績表現及業務持續增長，並獲穆迪、標準普爾，及惠譽三大國際知名評級機構維持公司評級A3、A-和A-級。另外，公司連續7年入選「普氏能源信息全球能源企業250強」，本年排名第129名，較上年度上躍9名。

3.1 GROUP PROFILE

Established in January 2007 and headquartered in Shenzhen, Guangdong, CR Gas is one of the key strategic business units under China Resources Group. The Company was successfully listed in Hong Kong at the end of October 2008 and became the listing platform of the gas segment of China Resources Group. It is now one of the constituent stocks of the Hong Kong Hang Seng Composite Index and Hong Kong Hang Seng China-Affiliated Corporations Index.

As of the end of 2019, the Company has successively invested in and established 251 city gas projects in various large and medium cities in China, with its footprint covering 22 provinces and 3 municipalities across the country, including 14 provincial capitals. In 2019, the Company's total natural gas sales volume reached 28.01 billion cubic meters, serving 37.95 million users with a total connectable population of 264 million, among which, the industrial gas sales volume, commercial gas sales volume, residential gas sales volume and gas sales volume of gas stations reached 13.97 billion cubic meters, 6.13 billion cubic meters, 6.32 billion cubic meters and 1.59 billion cubic meters, respectively.

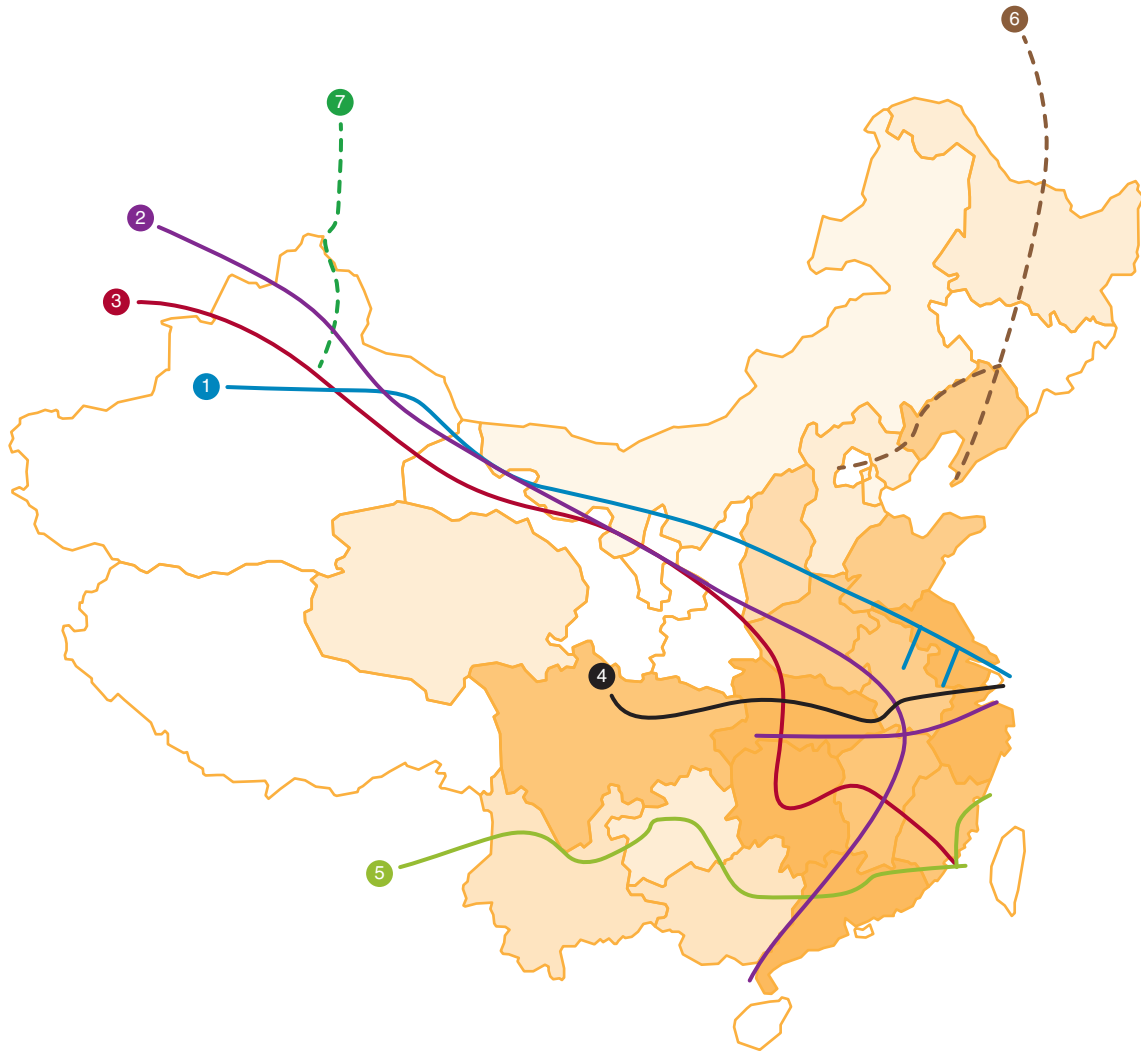
Given the constantly growing results performance and businesses of the Group, Moody's, Standard & Poor's and Fitch Ratings, being three internationally-renowned rating agencies, remained A3, A- and A- ratings, respectively to the Company. In addition, the Company was enlisted among Platts Top 250 Global Energy Company Rankings for the seventh consecutive year, ranking no. 129 this year, up by 9 ranks as compared with last year.



燃氣產業鏈示意圖
Illustration of the gas industry chain

業務分佈圖

BUSINESS NETWORK



- | | | |
|---|--------------------------------|---|
| — ① 西氣東輸一期
"West to East 1" | — ② 西氣東輸二期
"West to East 2" | — ③ 西氣東輸三期
"West to East 3" |
| — ④ 川氣東送
"Sichuan to East" | — ⑤ 中緬油氣
"Myanmar to China" | — ⑥ 俄羅斯天然氣東線
"Russia to China"
Eastern Pipeline |
| --- ⑦ 俄羅斯天然氣西線
"Russia to China"
Western Pipeline | | |

3.2 集團理念

華潤燃氣致力實踐「提供專業、高效、親切的服務，供應安全清潔燃氣；致力於改善環境質量，提升生活品質；不斷追求卓越，實現股東價值、員工價值和社會價值最大化」的企業使命。並以成為「中國最受尊重的燃氣行業領導者」為願景，開展可持續經營工作，追求卓越發展，把華潤燃氣建設成為具有國際競爭力的世界一流企業，實現超越利潤之上的追求。

(1) 綠色發展理念

在集團營運過程中，本集團承諾謹守所有營運地區所在地的環境法律法規。為響應中國國家大氣污染防治號召，華潤燃氣致力將低碳發展理念融入企業營運慣例、供應穩定綠色清潔能源，共建美麗家園。本集團積極引入新設備及新技術，大力推廣清潔能源，配合全面提倡節能減排的營運模式，以及向集團利益相關方宣揚綠色文化，以此全面的促進城市低碳經濟發展，保護生態環境，改善城市形象。運營過程中，本集團從「排放物」、「資源使用」以及「環境和天然資源」等三大方面考慮不同公司的營運地區及業務性質，再制定對應的環境管理措施，以妥善管理並減少營運過程中對環境造成的影響。

(2) 企業責任理念

本集團繼續肩負「攜手共創美好生活」的企業使命，並堅守四大價值觀，分別為「誠實守信」、「業績導向」、「客戶至上」，及「感恩回報」。華潤燃氣承諾致力將企業責任融入日常經營策略當中，並將本集團打造成為具有極強責任感的企業，以實踐「追求卓越發展，把華潤燃氣建設成為具有國際競爭力的世界一流企業，實現超越利潤之上的追求」的願景。營運過程中，本集團從「僱傭」、「健康與安全」、「發展及培訓」、「勞工準則」、「供應鏈管理」、「產品責任」、「反貪污」以及「社區投資」等八大方面制定及履行企業責任，努力成為中國最受尊重的燃氣行業領導者，為客戶、員工、股東、社會，及政府創造最大價值。

3.2 GROUP IDEOLOGY

Committed to realizing the corporate mission of “providing professional, efficient and intimate services as well as safe and clean gas; being committed to improving the quality of the environment and enhancing the quality of life; constant pursuit of excellence while achieving maximization of shareholder value, employee value and social value”, and adhered to the vision of becoming “the most respectable leader in China’s gas industry”, CR Gas commenced work in relation to sustainable operation in pursuit of remarkable development, striving to establish CR Gas as a world-class enterprise with international competitiveness and realise qualities above profitability.

(1) Ideology on green development

In the course of Group’s operation, the Group was committed to strictly complying with the environmental laws and regulations in each of the regions where it operates. In response to the call of the Chinese government to prevent and combat air pollution, CR Gas made dedicated efforts to incorporate the principle of low-carbon development into its corporate operation practices and make available stable supply of green and clean energy with an aim to build a beautiful home with concerted efforts. The Group actively introduced new equipment and new technologies and strenuously promoted the use of clean energy to align with the operation model that comprehensively advocate the energy saving and emission reduction principle. At the same time, the Group promoted green culture among stakeholders in an effort to drive low-carbon economic development in urban regions with full force, protect the ecological environment and polish the cities’ images. In the course of operation, the Group formulated corresponding environmental management measures after taking into account the operating regions and business natures of different companies from three perspectives, namely “Emissions”, “Use of Resources” and “the Environment and Natural Resources”, so as to properly manage and reduce the impact on the environment in the course of its operation.

(2) Ideology on Corporate Responsibility

The Group continued to shoulder the corporate mission of “to create a better life together” and uphold the four core values of “to be honest and trustworthy”, “performance-oriented”, “customers first”, and “be thankful”. CR Gas undertook to make every effort to incorporate corporate responsibilities into its daily operation strategies, and to establish itself as an enterprise with extremely strong sense of responsibilities, thereby realising the vision of “Pursuit of Remarkable Development, Turning CR Gas into a World-class Enterprise with International Competitiveness Through Pursuing Qualities above Profitability”. In the course of operation, the Group has formulated measures and fulfilled its corporate responsibilities in eight major areas, namely “Employment”, “Health and Safety”, “Development and Training”, “Labor Standards”, “Supply Chain Management”, “Product Responsibility”, “Anti-Corruption” and “Community Investment”, devoting great efforts to become the most respectable leader in China’s gas industry and maximize the value for the customers, employees, shareholders, the society and the government.

3.3 獎項與榮譽

華潤燃氣榮獲華潤集團「最佳科技創新獎銅獎」及「社會責任獎銅獎」

華潤燃氣連續第7年入選「普氏能源信息全球能源企業250強」，位列第129名

3.4 業務回顧

(1) 主要業務

華潤燃氣主要投資及經營下游城市燃氣分銷業務，包括管道天然氣分銷、天然氣加氣站業務及燃氣器具銷售。華潤燃氣的業務策略性地分佈於全國各地，主要位於經濟較發達和人口密集的地區以及天然氣儲量豐富的地區。

為實踐本集團的低碳發展理念，華潤燃氣全力發展煤改氣、瓶改管項目，推動工商業及市民用戶使用天然氣。截至2019年底，公司已先後在全國多座大中城市投資設立城市燃氣項目251個，業務遍及全國22個省份及3個直轄市，包括14個省會城市。2019年，公司共銷售天然氣280.1億立方米，燃氣用戶達3,795萬戶，總接駁人口達2.64億人。共鋪設管網總長度約18萬公里，加氣站共354座，其中CNG加氣站225座，LNG加氣站82座，L-CNG加氣站47座。

(2) 新業務

隨著國家經濟結構不斷優化，清潔能源需求持續增長，本集團積極配合政府推廣天然氣使用的政策，抓緊燃氣項目龐大的市場，以及善用集團客戶資源優勢，大力推進綜合能源及充電樁等新業務。報告年內，本集團新批准10個綜合能源項目，預計未來投資總額40億港元，該等項目建成後將帶來340MW的裝機容量。杭州、南京、蘇州、鎮江公司亦已投入充電樁業務領域並穩定營運，年充電量12,933萬度，實現經營利潤4,037萬港元。於2020年，華潤燃氣更多公司的充電樁項目將會陸續投運，進一步擴大充電業務規模。

3.3 AWARDS AND HONORS

CR Gas was awarded “Best Technology Innovation Award – Bronze Award (最佳科技創新獎銅獎)” and “Social Responsibility Award – Bronze Award (社會責任獎銅獎)” by China Resources Group

CR Gas was enlisted among “Platts Top 250 Global Energy Company Rankings” for 7 consecutive years, ranking no. 129

3.4 BUSINESS REVIEW

(1) Principal activities

CR Gas is principally engaged in the investment and operation of downstream city gas distribution business, including piped natural gas distribution, natural gas filling stations operation and sales of gas appliances. Its operations are strategically located across China, mainly in areas which are economically more developed and densely populated and those with rich reserves of natural gas.

In order to implement the Group's ideology on low-carbon development, CR Gas spares no effort in the development of “coal-to-gas conversion” and “jar-to-pipeline conversion” projects and promotes the consumption of natural gas by industrial, commercial and residential users. As of the end of 2019, the Company has successively invested in and established 251 city gas projects in various large and medium cities in China, with its footprint covering 22 provinces and 3 municipalities across the country, including 14 provincial capitals. In 2019, the Company recorded a total natural gas sales volume of 28.01 billion cubic meters while the number of gas users reached 37.95 million, with a total connectable population of 264 million. The total length of gas pipelines amounted to around 180,000 kilometers. It established a total of 354 gas filling stations, of which 225 were CNG stations, 82 were LNG stations and 47 were L-CNG stations.

(2) New business

Following the continuous optimization of economic structure in China, the demand for clean energy has been constantly increasing. In active response to the government's policy regarding promotion of natural gas consumption, the Group has capitalized on the huge market for gas projects and put great efforts in developing new businesses such as comprehensive energy and charging posts by leveraging the resources advantage of the Group's customers. During the reporting year, 10 new comprehensive energy projects were approved by the Group, with a total future investment estimated to be HK\$4.0 billion. Upon completion, these projects will contribute an installed capacity of 340MW. The charging post business of Hangzhou, Nanjing, Suzhou and Zhenjiang companies were also put into service with stable operation, with an annual charging capacity of 129.33 million kWh and an operating profit of HK\$40.37 million. More charging posts project of companies within CR Gas will commence operation successively in 2020, further expanding the scale of charging business.



3.5 企業管治

華潤燃氣以「誠實守信」為集團核心價值觀，不斷標桿最佳企業管治常規，以完善公司內部治理結構，加強內部制度建設，及提升本集團企業管治水平。華潤燃氣透過不斷完善公司管治及風險管控架構，強化合規培訓，增強與股東及投資者溝通互動，規範企業內部信息披露，以實踐本集團核心價值觀「誠信於股東、誠信於客戶、誠信於員工、誠信於社會」。

3.5 CORPORATE GOVERNANCE

Adhering to its core value of being honest and trustworthy, CR Gas continued to benchmark with good corporate governance practices so as to optimize the internal corporate governance structure, reinforce its internal system construction and enhance the standard of corporate governance of the Group. CR Gas implemented the Group's core value of "practicing integrity among shareholders, customers, employees and society" through continuous optimization of its corporate governance as well as risk management and control structure, strengthened compliance training, enhanced communication and interaction with its shareholders and investors, and regulated information disclosure within the Company.

(1) 管治架構

華潤燃氣一直致力維持一個優良可靠、責任分明的企業管治架構，為其股東提供一個具透明度、公開和職責分明的架構。董事局是最高決策機構，負責持續完善公司管理體系，維持高水平的管治標準，並對公司的戰略規劃、業務運營和經營業績負最終責任。報告年內，董事局下轄審核與風險管理委員會、薪酬委員會、提名委員會、投資委員會、企業管治委員會，各委員會主席會定期向董事局匯報，並就討論事宜按需要提出建議。

(2) 誠信合規

誠實守信是華潤燃氣的核心價值觀，也是公司實踐成為「中國最受尊重的燃氣行業領導者」的願景的根本。為不斷提升本集團誠信水平，本集團制定了一系列誠信合規管理制度，包括《華潤燃氣誠信合規管理辦法》《華潤燃氣誠信合規專員工作制度》及《華潤燃氣誠信合規十要十戒》等。同時，本集團要求員工簽署《華潤燃氣員工誠信合規宣言》，及各企業中層以上經理人全員簽署《誠信合規責任書》，以確保本集團員工堅守公司有關誠信合規的職業操守。華潤燃氣亦在企業內部積極開展誠信合規培訓，並編製了《華潤燃氣經理人普法教育百問百答手冊》，以增強華潤燃氣經理人的合法合規意識。本集團在供應商評選活動中，亦堅持公開、公平、公正和誠實信用的原則，要求參加供應商實地考察的專家100%簽訂《物資考察陽光宣言》，並將誠信合規條款嵌入供應商合同，開通工程物資誠信跟蹤郵箱，有效推進誠信合規落到實處，提升透明度。

(1) Governance structure

CR Gas is always dedicated to maintaining a good and credible corporate governance structure with clear division of responsibilities with a view to providing a transparent and open structure with clear division of duties to its shareholders. The board of directors is the highest decision-making body responsible for the continuous enhancement of the Company's management system while maintaining a high standard of governance, and is ultimately responsible for the Company's strategic planning, business operations and operating performance. During the reporting year, the board of directors has set up audit and risk management committee, remuneration committee, nomination committee, investment committee and corporate governance committee. Each of the chairmen of these committees reported to the board of directors on a regular basis and made recommendations on matters discussed as necessary.

(2) Integrity and compliance

Integrity is the core value of CR Gas, which is also the foundation upon which the Company is able to achieve its vision of becoming "the most respectable leader in China's gas industry". To ensure continuous enhancement of integrity, the Group has established a series of integrity and compliance management systems, including Integrity and Compliance Management Method of CR Gas (《華潤燃氣誠信合規管理辦法》), Working System of Integrity and Compliance Officer of CR Gas (《華潤燃氣誠信合規專員工作制度》) and 10 Dos and Don'ts for Integrity and Compliance of CR Gas (《華潤燃氣誠信合規十要十戒》). Meanwhile, the Group required its employees to sign the Staff Integrity and Compliance Declaration of CR Gas (《華潤燃氣員工誠信合規宣言》) and all managers at mid-level and above of the Company to sign the Integrity and Compliance Responsibility Document (《誠信合規責任書》) so as to ensure that employees of the Group uphold the Company's professional ethics regarding integrity and compliance. CR Gas also actively conducted in-house training on integrity and compliance, and prepared the Q&A Manual for Legal Education of Managers of CR Gas (《華潤燃氣經理人普法教育百問百答手冊》), with a view to increasing the awareness of compliance with laws and regulations of CR Gas's managers. In selecting suppliers, the Group also adhered to the principle of openness, fairness, impartiality, integrity and trustworthiness that requires all the experts who participate in site visit and review of suppliers to sign the Material Inspection Declaration (《物資考察陽光宣言》). Moreover, the Group has included the terms of integrity and compliance in the supplier contracts and set up mailbox for integrity tracking of engineering materials, so that the integrity and compliance system was effectively implemented to enhance transparency.

(3) 反貪污

華潤燃氣持續推進反貪污工作，建立三級誠信合規管理體系。本集團注重廉潔教育，定期通過簡報、風險提示、指南及授課等方式對員工進行培訓，向員工普及公司制度和法律知識。同時，公司先後開展「廉政談話月」及「廉潔教育學習月」等培訓活動，鞏固員工反貪污思維，築牢規矩意識。另外，本集團要求所有員工嚴格遵從《華潤燃氣誠信合規管理辦法》《華潤燃氣廉政談話實施辦法》及《十大紀律》等制度，並要求員工當廉潔自律，避免與公司發生利益衝突，並不得以任何形式接受或要求客戶、供應商、分包商或其他與本集團業務有往來人士的回扣、不當利益，以杜絕貪污、勒索、賄賂及洗黑錢等不法行為。以此要求集團全體成員信守承諾、合規守法。本著守行規、守信譽、重合同、重公平、不賄賂的原則依法治企。

同時，華潤燃氣嚴格遵循《中華人民共和國反壟斷法》《中華人民共和國反不正當競爭法》及《中華人民共和國招標投標法》等國家法律法規，以及積極響應國家工商總局《關於禁止公用企業限制競爭和壟斷行為突出問題的公告》。本集團持續展開反不正當競爭活動，包括要求各區域公司對反壟斷及反不正當競爭（雙反）相關的法律風險進行篩查，及編寫《華潤集團法律風險管理手冊系列叢書（燃氣分冊）之「雙反」篇》。華潤燃氣更參與華潤集團反壟斷合規指引項目風險梳理，協助開展項目調研等工作，不斷加強風險管理工作。

(3) Anti-Corruption

CR Gas has established a three-tier integrity and compliance management system to push ahead with works relating to anti-corruption on a continuous basis. The Group placed strong emphasis on integrity education and provided regular training to the employees through briefing, risk warning, guidelines and lectures, conveying general knowledge on corporate system and legal knowledge to them. Meanwhile, training activities such as the "Month of Incorrupt Governance Discussion (廉政談話月)" and the "Month of Integrity Education and Learning (廉潔教育學習月)" have been organized successively to reinforce the anti-corruption mindset of the employees and strengthen their awareness of rule compliance. In addition, to eradicate illegal acts such as corruption, extortion, bribery and money laundering, all employees were required to strictly comply with systems such as the Integrity and Compliance Management Method of CR Gas (《華潤燃氣誠信合規管理辦法》), Incorrupt Governance Discussion Implementation Methods of CR Gas (《華潤燃氣廉政談話實施辦法》) and Ten Disciplines (《十大紀律》), pursuant to which employees shall be incorrupt and self-disciplined, avoid any conflict of interest with the Company and shall not accept or solicit any rebates or inappropriate benefits from customers, suppliers, subcontractors or other persons affiliated with the Group's businesses in any form. On this basis, all employees of the Group were required to abide by their promises and the laws and regulations, and shall manage the companies in accordance with the law by complying with the code of practice for the industry and placing due emphasis on credibility, contract, fair competition and anti-bribery.

Meanwhile, CR Gas strictly adheres to national laws and regulations including the Anti-Monopoly Law of the People's Republic of China, Anti-unfair Competition Law of the People's Republic of China and the Tender and Bidding Law of the People's Republic of China, and actively responds to the Announcement on Prominent Problems about Restrictive Competition Practices and Monopoly Behavior of Public Companies (《關於禁止公用企業限制競爭和壟斷行為突出問題的公告》) promulgated by the State Administration of Industry and Commerce. The Group continues to carry out anti-unfair competition activities, including requiring each of the regional companies to screen out risks relating to anti-monopoly and anti-unfair competition (AM & AU) laws and preparing the Legal Risk Management Manual Series of China Resources Group for Gas Companies – AM & AU (《華潤集團法律風險管理手冊系列叢書（燃氣分冊）之「雙反」篇》). CR Gas also participates in the risk management of China Resources Group's project regarding guidelines on anti-monopoly compliance and provides assistance for research, study and other works of the project with an aim to reinforce risk management on an ongoing basis.

華潤燃氣設立完善的舉報、調查及處理懷疑不當行為的程序。任何人士可以在保密情況下通過郵箱、電話、電郵等方式舉報涉及本集團的違規行為。為保障舉報人士的權益，華潤燃氣制定了《華潤燃氣控股有限公司紀律審查保密工作規定》，列明執紀工作人員必需嚴格遵守保密規定，對舉報人及舉報內容嚴格保密。另外，本集團對一切違規行為，堅持「三個一律」原則，即「一律處分、一律通報、一律曝光」，所有違反本集團守則的員工均會按公司規定予以內部處分，若發現違反法規行為，本集團會將個案移交至司法機關處理，並追究涉案人員的法律責任。二零一九年，本集團及其員工均沒有發生與貪污相關的訴訟案件或重大違法違紀違規事項。

(4) 風險管控

華潤燃氣以「強內控、防風險、促合規」為建設目標，持續建立健全「二級管理三級防範」的風險控制體系，明確風險控制管理層級及工作機制，落實主體責任，實現風險控制管理的縱深落地，全面提升風險管控水平。2019年，公司持續推進風險管控工作，全年未發生系統性風險。

公司亦建立了風險預警機制，實現重大風險的量化管理、動態管理與閉環管理，並開展10餘項專項風險治理，有效提升風險防控能力。

同時，公司加大監督力度，推動區域公司以兩年為週期開展內控評價，組織所有成員企業開展內控自查，促進內控體系規範有效運行。

CR Gas has well-established procedures for whistle-blowing, investigation and handling of suspected misconduct. Anyone can confidentially report violations concerning the Group through mailbox, hotline and email. In order to protect the rights and interests of the whistle-blower, CR Gas has formulated the Regulation on Confidentiality of Disciplinary Review of China Resources Gas Group Limited (《華潤燃氣控股有限公司紀律審查保密工作規定》), specifying that all personnel in charge of disciplinary review shall strictly comply with the confidentiality requirements to keep the identities of the whistle-blowers and contents of the reports strictly confidential. Furthermore, all illegal practices are subject to punishment, reporting and disclosure with no exceptions, and all employees violating the codes of the Group are subject to internal punishment in accordance with the requirements of the Company. For unlawful acts, the Group will hand over the case to the judicial authorities and take legal action against the personnel involved. In 2019, the Group and its employees had not been involved in any corruption-related lawsuit or major illegal acts.

(4) Risk management and control

Targeting to “enhance internal control, prevent risk and promote compliance” in respect of development, CR Gas has continued to establish a sound risk control system of “Two-tier Management and Three-tier Prevention (二級管理三級防範)”, which clearly defines the level and working mechanisms of risk control and management and clarifies the responsibilities of the responsible person, thereby realizing an in-depth implementation of risk control and management and improving the risk management and control in all aspects. In 2019, the Company pushed forward its risk management and control with continuous efforts and no systemic risk has occurred throughout the year.

The Company has also established a risk alert mechanism, implemented quantitative management, dynamic management and closed-loop management for material risk and carried out more than 10 special risk governance with a view to enhancing its risk prevention and control capabilities effectively.

Meanwhile, the Company has scaled up its efforts in supervision and evaluation, promoted regional companies to carry out internal control evaluation for every two years, organized self-inspection of internal control among all member companies and facilitated an effective operation of internal control system and standards.

公司致力完善公司治理體系，明確治理主體的決策權限，決策標準以及決策程序，有效提升決策活動的合規性、高效性和科學性。

另外，公司開展了制度體系梳理，完善制度分級管理及制度建設規劃，強化公司合規經營，促進公司健康穩步發展。

二級管理

結合區域一體化進程，建立總部、區域公司二級風險控制管理體系，分別負責跟進總部層面、區域公司層面風控工作的具體實施。

Two-tier Management

Based on the progress of regional integration, the Group has developed a two-tier risk control and management system comprising the headquarters and regional companies, which are responsible for following up the specific implementation of work in relation to risk control at headquarters and regional companies level, respectively.

The Company has strived to optimize its corporate governance system and clearly defined the authorization, standards and procedures of decision making of the governance entities, which effectively enhanced the compliance level, efficiency and scientific level when making decision.

In addition, the Company has streamlined its institutional system, improved its tiered management system and system establishment plan, in a bid to reinforce compliance operation and propel the healthy and steady development of the Company.



三級防範

風險管理覆蓋至最末級管理單位，通過總部、區域公司、成員企業三級防範全面提升風險防控能力。

Three-tier Prevention

The risk management coverage was extended to the management units at the lowest level and aimed to comprehensively improve the risk prevention and control ability at all levels through the three-tier prevention comprising the headquarters, regional companies and member companies.

「二級管理三級防範」風控體系

Risk control system with a "Two-tier Management and Three-tier Prevention (二級管理三級防範)" structure

4 可持續發展管治 4 Sustainable Governance

4.1 責任企業管理

華潤燃氣致力將社會責任融入企業經營策略當中，開展可持續經營工作，將本集團打造成為具有極強責任感的企業。同時，亦與政府、股東、客戶、員工、夥伴、社區等利益相關方攜手合作，共同履行社會責任。本集團承諾提供專業、高效、親切的服務，供應安全清潔燃氣；致力於改善環境質量，提升生活品質；不斷追求卓越，實現股東價值、員工價值和社會價值最大化，攜手共創美好生活。

4.1 RESPONSIBLE CORPORATE MANAGEMENT

CR Gas is committed to incorporating social responsibility into its operation strategy and carrying out sustainable operation, so as to become an enterprise with extremely strong sense of responsibility. At the same time, the Group joins hands with stakeholders such as government, shareholders, customers, employees, partners and local community, with a view to fulfilling social responsibilities together. The Group undertakes to provide professional, efficient and thoughtful services, and to supply safe and clean gas. In order to create a better life together, the Group strives to improve the quality of environment and the standards of living, at the same time constantly pursuing excellence, and maximizing shareholder value, employee value and social value.

使命 Mission	攜手共創美好生活 To create a better life together
願景 Vision	追求卓越發展，把華潤燃氣建設成為具有國際競爭力的世界一流企業，實現超越利潤之上的追求 To pursue remarkable development, turning CR Gas into a world-class enterprise with international competitiveness through pursuing qualities above profitability
價值觀 Value	誠實守信、業績導向、客戶至上、感恩回報 To be honest and trustworthy, performance-oriented, customers first, and be thankful

<p>責任文化 Responsibility culture</p>	<ul style="list-style-type: none"> • 正確對待業績、辛苦和價值觀，業績不向辛苦妥協，價值觀不向業績妥協。 To treat performance, hardworking and value correctly with performance over hard work and culture over performance. • 努力打造「簡單、坦誠、陽光」的組織文化。 Strive for an organizational culture with simplicity, frankness and transparency. • 對經理人要嚴，對員工要善。 To be strict with managers and be kind with employees. • 尊重人的價值，開發人的潛能，昇華人的心靈，保護員工權益，實現企業價值和員工價值最大化。 To respect people's value, exploit people's potential and sublimate people's soul, as well as to protect interests of employees, so as to maximize corporate value and employee value. • 誠信是華潤燃氣文化的基石，是必須堅守的底線。 The cultural foundation of CR Gas lies in integrity, which is the bottom line we must keep up. • 為客戶提供更為優質、環保和人性化的產品和服務，不斷超越用戶的期望。 To provide customers with more quality, environmental friendly and customized products and services, continuously going beyond expectations of users. • 攜手合作夥伴互惠互利，共同發展，合作共贏。 To work together with partners to achieve mutual benefits, common development and win-win situation. • 不以犧牲環境為代價謀求企業發展，不以犧牲環境的長遠利益換取企業的短期效益，不以損害員工健康為前提美化工作空間。 To avoid seeking enterprise development in jeopardy of environment, avoid obtaining short term benefits of the enterprise in jeopardy of long term interests of environment and avoid beautifying work space in jeopardy of employee's health. • 不以犧牲公民的健康和生命謀取沒有良心利潤，不以損毀品牌為代價謀求企業短暫輝煌。 Earning immoral profits at the expense of people's health and life and achieving a brief success through trashing brand are not acceptable. • 常懷感恩之心，努力回饋社會。 To always embrace thankfulness and work hard to return to the society.
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華潤燃氣構建了完善的可持續發展架構，從上而下統一規劃公司可持續發展工作。董事會為可持續發展工作的統籌部門，負責環境、社會及管治相關風險的評估、釐定和管理，以及華潤燃氣可持續發展工作的決策和審核；集團的辦公室則負責研究集團可持續發展管理的政策、治理、戰略及規劃等，以及審閱公司年度可持續發展計劃及各部門的執行情況，其他部門負責在相應的工作領域配合集團的可持續發展工作的落實與執行。

CR Gas planned and aligned the sustainable development work of the Company on top-down approach through developing a comprehensive sustainable development structure. As a coordinator of the sustainable development work, the Board is responsible for assessing, determining and managing risks in relation to environment, society and governance, as well as decision and review of the sustainable development work of CR Gas. The Office of the Group is responsible for, amongst others, researching the policy, governance, strategy and planning of the Group's sustainable development management, as well as reviewing the Company's annual sustainable development plan and the implementation status across various departments. Other departments are responsible for facilitating the implementation and execution of the Group's sustainable development work in their respective working fields.

董事會 Board of Directors	辦公室 Office	社會責任日常管理負責部門；責任管理、股東關係、慈善公益、媒體關係、誠信文化 Day-to-day management department for social responsibility; responsibility management, shareholder relations, charity, media relations, integrity culture
	人力資源部／黨委組織部 Human Resources Department/Organization department of the Party Committee	員工活動、員工關係、員工關愛、黨群關係、員工權益、成長與培訓、民主管理 Employee activities, staff relations, employee caring, relationship between the Party and the public, employee rights, development and training, democratic management
	財務部 Finance Department	股東權益、依法納稅 Shareholder rights, tax payment according to law
	戰略投資部 Strategic Investment Department	戰略發展、宏觀政策響應 Strategic development, macro policy response
	市場客服部 Marketing and Customer Service Department	市場開發、客戶服務 Market development, customer service
	營運部 Operation Department	工程管理、責任採購、供應商管理、技術創新 Project management, responsible procurement, supplier management, technology innovations
	安全管理部 Safety Management Department	安全生產、節能減排 Safe production, energy saving and emission reduction
	審計部 Audit Department	效能監察、風險管控 Efficiency monitoring and risk management
	法律合規部 Legal and Compliance Department	守法合規、權益保護 Legal compliance, protection of rights
	智能與信息化部 Intelligence and Information Department	信息技術支持 Information technology support
	黨群工作部 Department of Party-Mass Relations	員工活動、員工關係、員工關愛、黨群關係 Employee activities, staff relations, employee caring, relationship between the Party and the public
	紀委辦公室 Disciplinary Committee Office	誠信經營、合規管理 Integrity operation, compliance management
	設計研究中心 Design Research Center	產品設計、產品研究 Product design, product research
	工程管理中心 Engineering Management Center	工程管理 Engineering management
	產業發展公司 Industry Development Company	增值業務、「PERCEN百尊」、產品多元 Value-added business, PERCEN gas appliance, product diversification
	潤智科技公司 Run Zhi Technology Company	數字化平台建設、科技創新孵化、智慧裝備製造 Digitalized platform development, technological innovation incubation, manufacturing of smart equipment

4.2 利益相關方溝通

華潤燃氣高度重視與內外部利益相關方的溝通，以了解他們的期望並增進他們對公司的理解及支持。本集團已制定常態化溝通機制，主動從多渠道接觸政府及監管機構、股東、客戶、員工、業務夥伴及社區團體等利益相關方，積極聆聽他們要求，並將他們的期望融入公司決策過程、可持續發展工作的計劃及執行過程中。

4.2 STAKEHOLDER ENGAGEMENT

CR Gas attached great importance to its communication with both the internal and external stakeholders, so as to understand their expectations and enhance their understanding of and support for the Company. The Group formulated a mechanism for regular communication, and took the initiative to approach different stakeholders, such as government and regulatory bodies, shareholders, customers, employees, business partners and community groups via various channels. The Group also actively listened to their requests and took their expectations into consideration when making corporate decision, planning for and implementing sustainable development work.

華潤燃氣與利益相關方的溝通方式 Communication Channels between CR Gas and Stakeholders			
利益相關方 Stakeholders	溝通方式 Communication Channels	對公司的期望 Expectations for the Company	華潤燃氣的回應 Responses from CR Gas
政府及監管機構 Government and regulatory bodies	訪問 Interviews	依法合規經營 Compliant management according to law 安全穩定供氣 Safe and stable gas supply 綠色低碳發展 Green and low-carbon development	健全「二級管理三級防範」風控體系 Healthy risk control system with "two-tier management and three-tier prevention" 開展安全文化建設 Carried out safety culture development 深化安全管理體系建設 Furthered development of safety management systems 環保指標滿足國家標準 Met national standards on environmental protection indicators

華潤燃氣與利益相關方的溝通方式 Communication Channels between CR Gas and Stakeholders			
利益相關方 Stakeholders	溝通方式 Communication Channels	對公司的期望 Expectations for the Company	華潤燃氣的回應 Responses from CR Gas
股東／投資者 Shareholders/investors	問卷調查 Questionnaire surveys 面談及電話會議 Interviews and conference calls 投資者論壇及會議 Investor seminars and meetings 分析員簡報會及股東周年大會 Analysts briefings and annual general meeting 年報及中期報告 Annual and interim reports 集團網站的「投資者關係」分頁 “Investor Relations” web page on the Group’s website	保障股東權益 Protection of shareholders’ rights 公司持續盈利 Sustainable corporate profitability 資金使用規範 Fund usage regulation	召開股東大會 Convened Shareholders’ meetings 刊發《中期報告／年度報告》及演示稿 Published Interim Report/ Annual Report and presentation documents 開展內部審計 Conducted internal audit 商業風險自評 Self-assessment of business risk
客戶 Customers	問卷調查 Questionnaire surveys 客戶滿意度調查 Satisfactory survey of customers 客戶服務熱線 Customer services hotline 網站及社交媒體 Websites and social media	保障用戶權益 Protection of users’ rights 提供溫馨服務 Providing considerate service 便捷繳費 Convenient payment methods	提供穩定、可靠、環保的清潔能源 Provided stable, reliable, environmentally friendly and clean energy 制訂完善的服務目標 Set comprehensive service targets 完善用戶投訴管理 Improved customer complaint management 開通多元化繳費通道 Opened up diversified payment channels

華潤燃氣與利益相關方的溝通方式 Communication Channels between CR Gas and Stakeholders			
利益相關方 Stakeholders	溝通方式 Communication Channels	對公司的期望 Expectations for the Company	華潤燃氣的回應 Responses from CR Gas
員工 Employees	問卷調查 Questionnaire surveys 訪問 Interviews 會議 Meetings 內部網絡 Intranet 培訓會 Trainings 與員工溝通的活動 Employee engagement activities 持續溝通 Continuous communication	合法權益保護 Protection of legal rights 暢通職業發展通道 Smooth career path 職業健康安全保護 Occupational health and safety protection	依法簽訂勞動合同 Signed labor contracts according to law 開展各類培訓學習 Conducted various types of training 開展各類文體活動 Conducted various cultural and sports activities 全方位保障職業健康 Provided all-round protection for occupational health
業務夥伴 Business partners	問卷調查 Questionnaire surveys 訪問 Interviews 審核及評估 Audits and assessment 戰略合作 Strategic cooperation 持續的直接溝通 Continuous direct communication	保障供應商權益 Protection of rights of suppliers 加強供應商管理 Strengthening management over suppliers 帶動供應商成長 Propelling suppliers to grow	誠信合規採購 Carried out compliant procurement with integrity 規範供應鏈管理 Regulated supply chain management 簽訂戰略合作協議 Entered into strategic cooperation agreements 建設綠色產業鏈 Developed green industrial chain

華潤燃氣與利益相關方的溝通方式 Communication Channels between CR Gas and Stakeholders			
利益相關方 Stakeholders	溝通方式 Communication Channels	對公司的期望 Expectations for the Company	華潤燃氣的回應 Responses from CR Gas
社區團體 Community groups	公益活動 Public welfare activities 志願服務 Volunteer services	扶貧助困 Poverty alleviation 捐資助學 Donations to schools 關愛特殊群體 Caring for groups with special needs 志願服務 Volunteer service	響應脫貧攻堅號召 Responded to the call for poverty alleviation 支持教育事業發展 Supported educational development 慰問幫扶弱勢群體 Visited and provided assistance for the underprivileged 參與社區共建 Participated in community co-building

4.3 重大性議題判定過程

2019年，華潤燃氣繼續委託第三方顧問進行獨立利益相關方問卷調查，以了解他們對於華潤燃氣有關的環境、社會及管治議題的關注和期望。本集團利用調查結果進行重大性議題分析，讓公司審視公司環境、社會及管治的潛在風險與機會，以及幫助公司及早規劃日後集團可持續發展工作的範圍及優先次序，並制定可持續發展政策和行動內容。華潤燃氣在準備二零一九年報告時，以下步驟識別相關的議題及重大性：

4.3 MATERIALITY ANALYSIS PROCESS

In 2019, CR Gas continued to commission a third-party consultant to conduct questionnaire survey with independent stakeholders to understand their concerns and expectations regarding environmental, social and governance issues related to CR Gas. The Group conducted a materiality analysis based on the survey results, thereby enabling the Company to review potential risks of and opportunities for the Company in the aspects of environment, society and governance as well as helping the Company to timely determine the scope and priority of work in relation to sustainable development of the Group in the future and lay down details of the policies and actions in this regard. In preparation of 2019 annual report, CR Gas has identified the following issues and determined their materiality by using the following steps:

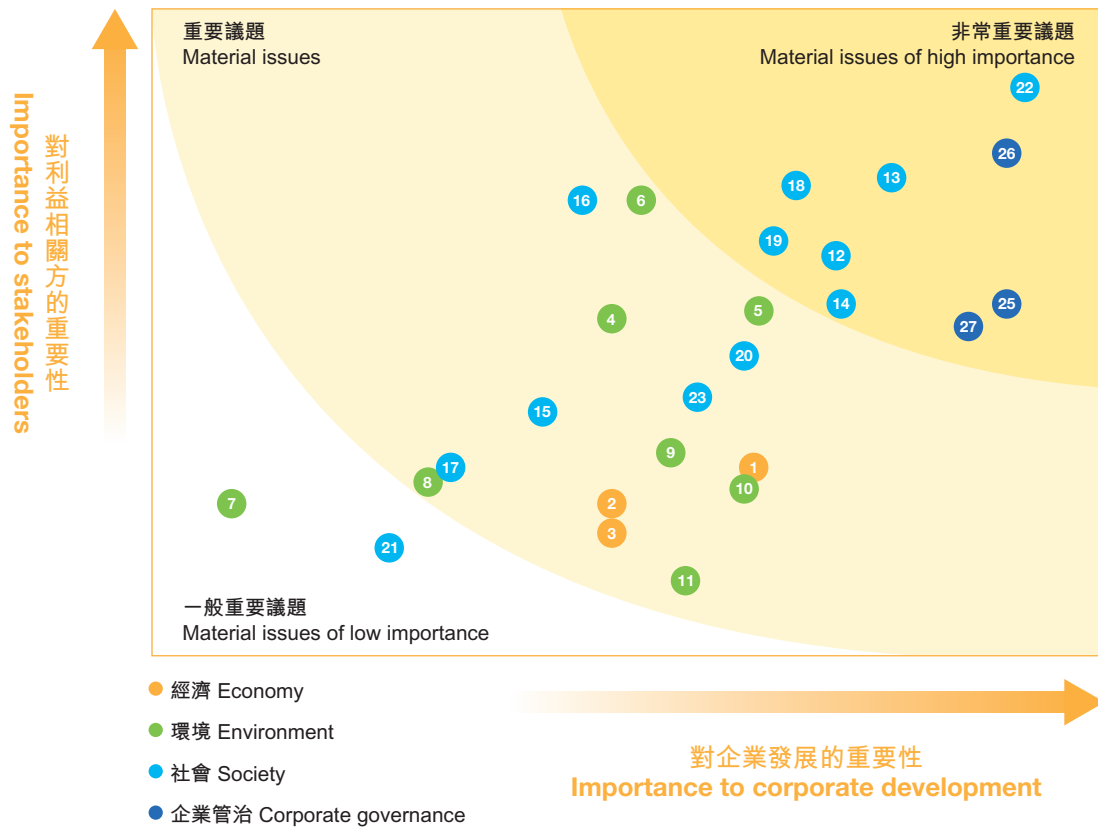
<p>背景分析 Background analysis</p>	<p>政策趨勢分析：深入解讀國家宏觀政策及能源行業相關政策法規，理解能源及燃氣行業可持續發展趨勢。</p> <p>Policy trend analysis: To carry out in-depth interpretation of national macroeconomic policies and energy industry-related policies and regulations to understand the sustainable development trend of the energy and gas industries.</p> <p>報告標準分析：梳理國內外社會責任標準，把握最新可持續發展議題管理標準及信息披露要求。</p> <p>Report standard analysis: To sort out domestic and international social responsibility standards, and to keep abreast of the management standards and information disclosure requirements for sustainable development issues.</p> <p>優秀企業對標：選取國內外可持續發展優秀企業，深入進行實質性議題對標，分析確定燃氣行業熱點議題及自我差距。</p> <p>Excellent company benchmarks: To select domestic and international corporation with outstanding performance in terms of sustainable development to conduct in-depth benchmarking on substantive issues, and to analyze and identify hot issues in the gas industry and the gap between the Company and those benchmark companies.</p> <p>相關方期望分析：以訪談和問卷調查形式了解華潤燃氣利益相關方關注的問題，並分析利益相關方最關心的重點議題。</p> <p>Stakeholder expectation analysis: To understand the concerns of CR Gas's stakeholders by way of interviews and questionnaire surveys and to analyze the most concerned key issues of them.</p> <p>公司發展戰略：結合華潤燃氣發展戰略，識別對華潤燃氣發展意義重大的關鍵議題。</p> <p>Development strategy of the Company: To identify key issues that are of significance to the development of CR Gas in conjunction with its development strategy.</p>
<p>議題的初步確定 Preliminary determination of the issues</p>	<p>通過梳理國內外可持續發展標準、公司發展戰略規劃和公司實踐，並結合各利益相關方關注點，確定27項華潤燃氣相關的環境、社會及管治議題。</p> <p>To identify 27 environmental, social and governance issues related to CR Gas by reviewing domestic and international standards for sustainable development, strategic plans for corporate development and company practices in conjunction with stakeholders' concerns.</p>
<p>議題評估 Evaluation of the issues</p>	<p>根據初步梳理出的27項可持續發展議題，制定華潤燃氣可持續發展報告重大性議題分析問卷，並向內外部利益相關方進行問卷調查。</p> <p>Based on the 27 sustainable development issues that have been preliminarily identified, a questionnaire on materiality analysis for CR Gas's sustainable development report was compiled and a questionnaire survey was conducted with internal and external stakeholders.</p>
<p>議題篩選 Screening of the issues</p>	<p>根據調查結果，以「對公司發展的重要性」及「對利益相關方的重要性」兩個維度，建立重大議題分析矩陣，對議題進行優先等級排序，並對篩選出的議題進行審核，確定公司可持續發展重大性議題。</p> <p>In accordance with the results of the survey, an analysis matrix for material issues was established with two dimensions of "Importance to corporate development" and "Importance to stakeholders" to prioritize the issues and review the selected issues to determine the material issues for sustainable development of the Company.</p>

<p>議題審核 Review of the issues</p>	<p>將重大性議題轉化為報告的內容，制定報告的初步框架，並對報告內容框架進行內外部審核。 To translate the material issues into the content of the report, to develop a preliminary framework for the report and to conduct internal and external reviews of the content and framework of the report.</p>
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華潤燃氣董事會和管理層定期檢討已識別重大議題的有效性和影響。二零一九年重要性評估的結果以下列的重要性矩陣及表格呈現。下表中以**粗體**顯示的項目為與華潤燃氣相關的非常重要議題，有關議題將會在本報告內重點描述及討論。

The board of directors and management of CR Gas regularly review and the effectiveness and impact of the material issues identified. The following materiality matrix and table illustrate the results of materiality assessment conducted in 2019. The items in **bold** in the following table are material issues of high importance related to CR Gas, which will be highlighted and discussed in this report.

華潤燃氣2019年ESG議題重要性矩陣
2019 ESG Materiality Matrix of CR Gas



可持續發展議題 Sustainable Development Issues	
經濟 Economy	<ol style="list-style-type: none"> 1. 持續穩定回報 Sustainable and stable return 2. 帶動本地經濟 Contribution to local economy 3. 深化自主創新 Deepening independent innovation
環境 Environment	<ol style="list-style-type: none"> 4. 倡導節能減排 Encouraging energy saving and emission reduction 5. 把握清潔能源機遇 Seizing opportunities regarding clean energy 6. 加強洩漏及廢棄物管理 Strengthening leakage and waste management 7. 促進物料回收及重用 Promoting recycling and reuse of materials 8. 提升資源使用效益 Enhancing efficiency of resource utilization 9. 加強生態保護與恢復 Strengthening ecological conservation and restoration 10. 減少溫室氣體排放 Reducing greenhouse gas emission 11. 加強氣候風險管理 Strengthening climate risk management

可持續發展議題 Sustainable Development Issues	
<p>社會 Society</p>	<p>12. 建立良好的勞資關係 Establishing good employer-employee relationship</p> <p>13. 職業安全健康 Occupational safety and health</p> <p>14. 員工培訓與發展 Staff trainings and development</p> <p>15. 僱傭多元化及平等機會 Employment diversity and equal opportunity</p> <p>16. 防止童工或強制勞工 Prohibiting employment of child labor or forced labor</p> <p>17. 尊重原住民權利 Respecting rights and interests of the natives</p> <p>18. 信息安全與客戶隱私保護 Information security and client privacy protection</p> <p>19. 質量管理與客戶服務 Quality management and customer services</p> <p>20. 保護知識產權 Protecting intellectual property rights</p> <p>21. 社區公益與共建 Community welfare and co-building</p> <p>22. 保障安全穩定供氣 Ensuring safe and stable gas supply</p> <p>23. 供應商管理與評估 Supplier management and assessment</p>
<p>企業管治 Corporate governance</p>	<p>24. 懲治貪污腐敗 Punishment on corruption</p> <p>25. 完善公司治理 Improving corporate governance</p> <p>26. 合規守法經營 Compliant and legal operation</p> <p>27. 反對不當競爭行為 Anti-unfair competition</p>



05

清潔能源 創造綠色價值

Clean Energy
Creating Green Value



5 清潔能源 創造綠色價值

5 Clean Energy Creating Green Value

華潤燃氣持續融入「加快生態文明體制改革、推進綠色發展、建設美麗中國」的戰略部署，全面踐行生態文明建設，將低碳發展理念融入企業基因，強化環境管理制度體系建設，穩定供應綠色清潔能源，助力建設資源節約型、環境友好型企業，助力建設美麗中國，實現中華民族偉大復興中國夢，實現人與自然和諧共生。

5.1 環境管理

華潤燃氣以「致力於改善環境質量，提升生活質量」為企業使命。懷著「推廣清潔能源，持續改善環境，堅持綠色發展，共建美麗家園」的環保願景，華潤燃氣在「不以犧牲環境為代價，謀求企業發展；不以犧牲環境的長遠利益換取企業的短期效益；珍惜資源，節能降耗，杜絕浪費」的企業價值觀下，訂立了「零污染、低能耗、低排放」的環保目標，作為業務管理和運營方向。

遵守外部法律法規

華潤燃氣支持國家政府和國際間的環保工作，並恪守國家環保法例及行業標準，包括《中華人民共和國環境保護法》《中華人民共和國水污染防治法》《中華人民共和國大氣污染防治法》《中華人民共和國環境噪聲污染防治法》《中華人民共和國固體廢物污染環境防治法》《中華人民共和國環境影響評價法》《中華人民共和國節約能源法》和《中華人民共和國清潔生產促進法》。報告期內，華潤燃氣沒有違反與環境相關的法例法規。

CR Gas continues to implement the strategic initiative of “speeding up reform of the system for developing an ecological civilization, promoting green development and building a beautiful China” by practicing ecological civilization construction in all respects, integrating the low-carbon development concept into the corporation, strengthening the establishment of environmental management systems and stabilizing the supply of green and clean energy to support the establishment of a resources-saving and environmentally-friendly enterprise and the building of a beautiful China, thereby realizing the Chinese Dream of the great rejuvenation of the Chinese nation and the harmonious co-existence of people and the nature.

5.1 ENVIRONMENTAL MANAGEMENT

CR Gas takes “committing to improve the quality of environment and people’s life quality” as its corporate mission. In compliance with its vision for environmental protection of “Promoting clean energy, continuously improving the environment, insisting on green development, working together for a beautiful homeland”, and under the guidance of its corporate values of “Seeking for corporate development but never at the cost of the environment; Never exchanging the long-term benefit of environment for our corporate’s short-term profit; Treasuring resources, saving energy and reducing consumption, avoiding waste”, CR Gas has set its objective for environmental protection of “Zero pollution, low energy consumption, low emission” as the direction for its business management and operation.

COMPLIANCE WITH EXTERNAL LAWS AND REGULATIONS

CR Gas supports the environmental protection work of the state and those between countries, and strictly complies with national environmental regulations and industry standards, including the Environmental Protection Law of the People’s Republic of China, Law of the People’s Republic of China on the Prevention and Control of Water Pollution, Law of the People’s Republic of China on the Prevention and Control of Atmospheric Pollution, Law of the People’s Republic of China on Prevention and Control of Pollution From Environmental Noise, Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, Law of the People’s Republic of China on Environmental Impact Assessment, Law of the People’s Republic of China on Energy Conservation and Law of the People’s Republic of China on Promoting Clean Production. During the reporting period, CR Gas did not violate any environmental laws or regulations.

制定內部環境管理制度

華潤燃氣內部制定了《節能減排管理制度》和《用水、用電、用油管理標準》等制度，指導各級單位做好節能減排工作。集團鼓勵各級單位完善環境管理體系，並鼓勵各級單位通過ISO9001、ISO14001等國際管理體系認證。公司每年設立節能減排控制目標，對與燃氣行業相關的各類能源的消耗量、二氧化碳排放量、營業額、增加值等數據進行實時跟蹤。集團定期向公司收集排放量、碳排放、用能、用水，以及廢物產生量和回收量，以了解內部使用資源的情況和環境表現，適時檢討措施的成效。

設定環境管理目標

2019年，集團總部下發了《關於發佈2019年節能減排控制目標的通知》，對重點監控企業和一般企業分別訂立了年度節能減排控制目標，將萬港元增加值綜合能耗（可比價）、萬港元營業收入綜合能耗（可比價）納入考核指針，對各級附屬單位進行年度的考評，並要求編寫季度節能減排工作總結，對每季度能源消費整體情況、節能減排控制目標進行詳細分析。此外，集團發佈了《關於確定2020和2021年度能源節約與生態環境保護指標目標的通知》，確定了未來兩年的能源節約與生態環境保護目標。

Establishment of Internal Environmental Management Systems

CR Gas has formulated a series of internal systems, such as the Management System on Energy Saving and Emission Reduction and Management Standards on the Usage of Water, Electricity and Oil, to guide departments at all levels to carry out energy saving and emission reduction work. The Group encourages the units at all levels to improve their environmental management systems and also encourage them to obtain the certification of ISO9001, ISO14001 and other international management systems. Every year, the Company sets energy saving and emission reduction control targets and carries out real-time tracking on the consumption volume of various energy, the emission volume of carbon dioxide, turnover, value added and other data which are related to the gas sector. The Group collects data on the volume of emission, carbon emission, the consumption volume of energy and water, as well as the amount of waste produced and recycled regularly from the Company, in order to understand its internal resources usage and environmental performance and review the effectiveness of its measures in due course.

SETTING ENVIRONMENTAL MANAGEMENT TARGETS

In 2019, the headquarter of the Group issued the Notice on the Release of Energy Saving and Emission Reduction Control Targets for 2019 (《關於發佈2019年節能減排控制目標的通知》), which sets out the annual targets for energy saving and emission reduction control for enterprise under special supervision and general enterprises respectively, among which, comprehensive energy consumption per HK\$10,000 added value (comparable price) and comprehensive energy consumption per HK\$10,000 revenue (comparable price) are included in the list of assessment indicators for the annual assessment of affiliated units at all levels and the enterprises are required to prepare summary report on energy saving and emission reduction on a quarterly basis to provide detailed analysis on the overall energy consumption and energy saving and emission reduction control targets in each quarter. In addition, the Group issued the Notice on the Determination of Energy Saving and Ecological Environment Protection Indicators and Targets for 2020-2021 (《關於確定2020和2021年度能源節約與生態環境保護指標目標的通知》), which sets the Group's targets for energy saving and ecological environment protection for the next two years.

構建環境應急預案

華潤燃氣亦積極構建突發環境事件應急預案體系，完善突發環境事件的分級標準和應急組織架構。目前，集團按照影響程度將事件分為紅色、橙色、黃色和藍色四級預警，並對應I級、II級、III級應急響應，其中I級應急響應對應紅色預警，由華潤集團（含專家組）與華潤燃氣共同組織實施；II級應急響應對應橙色預警，由華潤燃氣組織實施；III級應急響應對應黃色和藍色預警，由區域管理中心統籌負責事發單位具體組織實施。

2019年，集團加強環境監測預警管理，完善突發環境事件應急預案體系，要求各層級單位根據企業實際和業務特點，建立環境風險監測監控系統，明確負責管理機構和人員，持續減低突發環境事故發生對集團和周邊環境的負面影響。

5.2 提供綠色清潔能源

華潤燃氣積極響應國家發展潔淨能源和保護環境的工作，積極引入新設備、新技術、新方法，大力推廣清潔能源，以求在滿足不同用戶用能需求的同時，為低碳產業發展作貢獻。公司依託政策支持以及燃氣項目龐大的市場和用戶資源優勢，在不同地區加快鋪設燃氣管網，以及對老舊燃氣管網進行更換等，進一步減低社會對用煤碳的依賴，讓清潔環保的天然氣覆蓋更為廣泛。

FORMULATION OF ENVIRONMENTAL EMERGENCY RESPONSE PLAN

In addition, CR Gas also actively establishes emergency response plan system for emergency environment accidents, and optimizes grading standards and emergency structures of these accidents. Currently, four levels of early warning system, i.e. red, orange, yellow and blue, are introduced by the Group based on the extent of impact of the accidents, which could trigger Grade I, II and III emergency response. In particular, Grade I emergency response, corresponding to the red early warnings, is jointly implemented by China Resources Group (experts team inclusive) and CR Gas; Grade II emergency response, corresponding to the orange early warnings, is implemented by CR Gas; and Grade III emergency response, corresponding to the yellow and blue early warnings, is implemented by responsible departments under the arrangement of regional management center.

In 2019, the Group strengthened the management of environment monitoring and alerting systems and improved the environmental emergency response plan system in relation to emergency environment accidents. Units at all levels are required to establish their own environmental risk monitoring and control systems in line with their actual conditions and business characteristics, specifying the responsible institution and personnel to minimize the negative effect of the emergency environment accidents on the Group and the surrounding environment on an ongoing basis.

5.2 PROVISION OF GREEN AND CLEAN ENERGY

In active response to the development of clean energy and environmental protection of the government, CR Gas introduces new equipment, new technologies and new methods to vigorously promote the use of clean energy, aiming to contribute to the development of a low-carbon industry while satisfying the energy needs of different users. With policy support and leveraging the advantage of the huge market of gas projects and extensive user resources, the Company accelerates the construction of gas pipeline networks and the replacement of aged gas pipeline networks in different areas with a view to further reducing the society's dependence on coal and expanding the coverage of the clean and environmentally-friendly natural gas networks.

車用能源

華潤燃氣積極推廣車用天然氣，截至2019年底，公司共建設天然氣汽車加氣站354座，銷售車用天然氣159,600萬立方米。此外，華潤燃氣積極推進汽車充電業務發展，在杭州、廈門、青島、岳陽、鄭州等多地投資建設充電樁，為新能源汽車的應用推廣貢獻力量。截至2019年底，杭州、南京充電樁公司穩定運營，日均充電量35萬度，為綠色交通作出顯著貢獻。與此同時，華潤燃氣在無錫、武漢、濰坊、襄陽等地投資建設加氫站，配合當地氫能源產業發展，為氫燃料客車提供加氫服務，創新探索清潔能源應用新方向。未來，華潤燃氣將形成「氣—電—氫」多種形式的清潔交通能源供應服務體系。

Vehicle-Use Energy

CR Gas proactively promotes automotive natural gas. The Company has established 354 natural gas vehicle filling stations in total and sold automotive natural gas of 1,596 million cubic meters by the end of 2019. Besides, CR Gas actively develops the vehicle charging business by investing and constructing charging posts in many cities, including Hangzhou, Xiamen, Qingdao, Yueyang and Zhengzhou, which contributes to the application and promotion of new energy vehicles. By the end of 2019, our charging posts companies in Hangzhou and Nanjing maintained stable operation with a daily charging capacity of 350,000 kWh, which made significant contribution to green transportation. Meanwhile, CR Gas invests and constructs hydrogen refueling stations in Wuxi, Wuhan, Weifang and Xiangyang to provide hydrogen refueling service to hydrogen buses for the purpose of supporting the development of local hydrogen industry and innovatively exploring new trends of clean energy application. Looking forward, CR Gas will form clean transportation energy supply system with the combination of "Gas-Electricity-Hydrogen" in various forms.



工商業能源

華潤燃氣積極響應國家大氣污染防治號召，科學推動「煤改氣」、「瓶改管」項目，助力打贏藍天保衛戰。

華潤燃氣積極按照國務院印發的《打贏藍天保衛戰三年行動計劃》，推動農村煤改氣工作，並在推進過程中始終堅持「以氣定改」的原則，確保所承擔的農村煤改氣地區既能實現清潔取暖，又能溫暖過冬，獲得中央電視台、地方電視台多次正面宣傳報道。2019年，公司共幫助20萬農村用戶完成改造使用天然氣，涉及改造村莊900餘個，對改善空氣質量起到積極作用。

Industrial and Commercial-Use Energy

CR Gas proactively responds to the government's call for air pollution control by scientifically promoting the "coal-to-gas conversion" and "jar-to-pipeline conversion" projects in a bid to support the blue sky protection campaign.

Pursuant to the Three-Year Action Plan for the Blue Sky Protection Campaign (《打贏藍天保衛戰三年行動計劃》) issued by the State Council, CR Gas actively pushes forward with the "coal-to-gas conversion" project in rural areas by adhering to the principle of "changing with gas" throughout the process, thereby making sure that clean energy heating is available in all areas where CR Gas carried out "coal-to-gas conversion" project to help people warmly get through the winter. Such efforts have received positive coverage from China Central Television and regional TV stations for multiple times. In 2019, the Company helped 200,000 rural users from more than 900 villages to complete conversion towards the use of natural gas and contributed positively to the improvement of air quality.

案例：推行清潔能源生產設備改造

Case: Promoting upgrade of clean energy production equipment

吉安縣恒興攪拌站原有燃燒設備為一台英國ALP-TITAN2000使用重油的瀝青拌合機，改造前每月重油用量120噸左右。吉安縣華潤燃氣有限公司通過多次對接企業，將其改造成以天然氣作為能源的生產設備。改造後，2019年該企業用氣量為355.5萬立方米，相當於減少重油消耗3,906噸。

The original combustion equipment used in Ji'an County Hengxing Mixing Plant (吉安縣恒興攪拌站) was a heavy-oil-fueled asphalt mixing plant (ALP-TITAN2000) made in UK, with monthly heavy oil consumption of approximately 120 tons before the upgrade. Through various negotiations with the company, Ji'an China Resources Gas Co., Ltd. (吉安縣華潤燃氣有限公司) transformed it into natural-gas-fueled production equipment. After the upgrade, the company recorded gas consumption of 3.555 million cubic meters for 2019, representing a decrease in heavy oil consumption of 3,906 tons.

5.3 推進節能減排

華潤燃氣倡導「珍惜資源、節能降耗、杜絕浪費」的環保理念，積極推行節能改造，持續探索清潔能源改造模式，實踐節能減排。

華潤燃氣大力拓展天然氣綜合能源業務，這是一種分佈在用戶端的能源綜合利用系統，可獨立運行，也可併網運行，該系統將用戶多種能源需求，以及資源配置狀況進行系統整合優化，採用需求應對式設計和模塊化配置，是相對於集中供能的分散式供能方式。通過綜合能源業務的應用，可以將能源綜合利用效率提高70%以上。

5.3 PROMOTION OF ENERGY SAVING AND EMISSION REDUCTION

CR Gas advocates the environmental protection principle of "treasuring resources, saving energy and reducing consumption, avoiding waste", pursuant to which it actively promotes upgrade for energy saving and continuously explores mode of clean energy upgrade with a view to realizing energy saving and emission reduction.

CR Gas make great efforts to expand the natural gas comprehensive energy business, which is a comprehensive energy utilization system distributed on the users' side that can be operated independently or in a grid-connected manner. The system integrates different energy demands of users with resource allocation in an orderly manner and optimizes such process. With a demand-responsive design and modular configuration, the system adopts a distributed energy supply method as opposed to centralized energy supply. The application of such comprehensive energy business is able to improve the comprehensive energy utilization rate by over 70%.

同時，集團將綠色理念加入原材料採購及產品設計過程中，將綠色包裝理念融入燃氣具產品外包裝設計及使用環節，降低公司生產運營對環境造成的影響。2019年，通過積極引入新科技、新工藝，「壓差發電」、「壓差液化」項目順利落地，進一步提升能源效益。公司旗下百尊燃氣器具以節能產品的推廣應用為重要契機，在參與激烈市場激烈競爭的同時，不斷推陳出新，更新技術，設計出「體積更小、更節能、更環保、更安全」的百尊商用冷凝燃氣熱水系統。

此外，集團鼓勵發展循環經濟，提高能源資源綜合利用效率。華潤燃氣合理選擇運輸工具和路線，克服迂回和重複運輸，以期實現更大程度上的節能減排。

華潤燃氣不斷加大環境保護力度，2019年，公司共配置133人從事環保管理工作，投入節能資金1,774.216萬港元、減排資金955.347萬港元，實現萬港元營業額可比價綜合能耗、萬港元增加值可比價綜合能耗較2018年分別下降14.45%和7.45%。

Meanwhile, the Group incorporates the green concept into the process of raw material purchase and product design, and the green packaging concept into the design and usage of external package of gas appliances in order to reduce the effect of the Company's production and operation on the environment. In 2019, the Company actively introduced new technologies and new processes and launched "differential pressure power generation" and "differential pressure liquefaction" projects successfully to further improve energy efficiency. Taking the major opportunity for the promotion and application of energy-saving products, the Company continuously eliminates its obsolete products and launch new ones, and makes technological upgrade of its gas appliances under the brand name of PERCEN amid intensive market competitions. In particular, the commercial condensing gas water heating system under PERCEN was launched, featuring "smaller size, higher energy efficiency, more environmentally-friendly and higher safety level".

Additionally, the Group encourages the development of circular economy to improve its comprehensive energy and resource utilization efficiency. CR Gas chooses reasonable transportation modes and routes to avoid detoured and repeated logistics so as to maximize the effect of energy saving and emission reduction.

CR Gas continues to step up its efforts in environmental protection. In 2019, the Company had 133 employees working on environmental management, invested HK\$17.74216 million into energy saving and HK\$9.55347 million into emission reduction and realized decrease in comprehensive energy consumption per HK\$10,000 revenue (comparable price) and comprehensive energy consumption per HK\$10,000 added value (comparable price) of 14.45% and 7.45% respectively as compared to 2018.

案例：無錫馬山天然氣綜合能源項目成功獲得國家能源局批覆

Case: Natural gas comprehensive energy project in Mashan, Wuxi successfully obtained approval from the National Energy Administration

2019年，國家能源局發佈第一批燃氣輪機創新發展示範項目的覆函，華潤燃氣無錫馬山天然氣綜合能源項目順利申報成功。此項目自2016年被列為華潤燃氣第一批綜合能源試點以來，前期工作持續穩步推進。項目達產運行後，預計每年淨發電約12,052萬千瓦時，供蒸汽約57.97萬噸，節約標煤15,322噸，節能率達21.4%，減排二氧化碳64,501噸，減排率達41.1%，可帶來顯著的社會效益和經濟效益，同時對後續其他能源項目具有引領示範意義。

In 2019, the National Energy Administration issued the reply letter in relation to the first batch of demonstration projects for innovative development of gas turbines, pursuant to which CR Gas's natural gas comprehensive energy project in Mashan, Wuxi was successfully approved. Since being listed as one of the first batch of pilot comprehensive energy projects of CR Gas in 2016, the preliminary work of the project has been progressing steadily. Upon reaching its production capacity, the project is expected to have an annual net power generation of approximately 120.52 million kWh, steam supply of approximately 579,700 tons, save standard coal of 15,322 tons or 21.4% and reduce carbon dioxide emission of 64,501 tons or 41.1%, which will bring significant social and economic benefits, and also set a good example for other subsequent energy projects.



案例：鄭州公司應急調峰儲配站能源壓差液化項目

Case: Differential pressure liquefaction project of Zhengzhou Company's emergency peak load regulation energy storage and distribution station

鄭州公司應急調峰儲配站能源壓差液化項目，利用高壓天然氣降壓到中壓的過程中釋放的冷量，將高壓天然氣中的一部分液化為LNG，可節能標準煤2.104t/天。同時，還避免了土地凍脹、調壓器工作噪音等環境問題。

The differential pressure liquefaction project of Zhengzhou Company's emergency peak load regulation energy storage and distribution station makes use of the refrigerating capacity generated during the decompression of high-pressure natural gas to medium-pressure to liquefy a portion of the high-pressure natural gas into LNG, which may save standard coal of 2.104 tons per day and prevent soil from being frozen or expanded, noise from pressure regulators and other environmental problems.



案例：百尊開發節能環保商用冷凝燃氣熱水系統

Case: Energy-saving and environmentally-friendly commercial condensing gas water heating system developed by PERCEN

百尊新型節能環保商用冷凝燃氣熱水系統採用先進的全預混燃燒方式，在30%負荷，50/30℃工況下，熱效率可達108%，NO_x排放量≤30mg/Nm³，CO的排放濃度<40ppm，遠低於國家排放標準。百尊商用冷凝燃氣熱水系統廣泛適合應用於工業、商業、政府機關、學校、連鎖酒店、商務會所等供暖、熱水場所。

PERCEN's new energy-saving and environmentally-friendly commercial condensing gas water heating system adopts advanced fully-premixed combustion technology. Under the working condition of 30% loaded and 50/30℃, the system can achieve thermal efficiency up to 108% with NO_x emission less than or equals to 30mg/Nm³ and CO emission concentration less than 40ppm, both far lower than the national emission standards. PERCEN's commercial condensing gas water heating system is widely used in industry, business, government authorities, schools, chain hotels, business clubs and other places with heating or hot water needs.



5.4 保護社區環境

華潤燃氣規定所有建設項目實施「三同時制度」，即要求環境保護設施必須與主體工程同時設計、同時施工、同時投入使用。同時，公司要求100%開展環境和社會影響評價，以減小項目建設對周邊自然生態及生物多樣性的影響。

在項目建設前，華潤燃氣嚴格按照《中華人民共和國環境保護法》《中華人民共和國環境影響評價法》《建設項目環境保護管理條例》和《建設項目環境影響評價分類管理名錄》等法律法規有關規定，進行嚴格環境影響評價，識別主要環境影響因素和相關污染物產生及預計排放情況，明確計劃擬採取的措施。

在項目設計過程中，華潤燃氣根據《輸氣管道工程設計規範》等規範要求，管道路由選擇不通過軍事設施、易燃易爆倉庫、國家重點文物保護單位的安全保護區、飛機場、火車站、海(河)港碼頭。另外，設計充分考慮土地的植被分佈和生長情況，最大限度保護原有土地生態系統的平衡。

5.4 PROTECTING COMMUNITY ENVIRONMENT

CR Gas requires all construction projects to implement the "three-simultaneous system" (三同時制度), i.e. environmental protection facility should be designed, constructed and put into use simultaneously with the main work of the project. Meanwhile, the Company requires to conduct 100% environmental and social impact assessment to minimize the impact of project construction on the natural ecology and biodiversity in the surrounding area.

In strict compliance with the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), Law of the People's Republic of China on Environmental Impact Assessment (《中華人民共和國環境影響評價法》), Regulations Governing Environmental Protection for Construction Projects (《建設項目環境保護管理條例》), Classified Management Directory for Environmental Impact Assessment of Construction Projects (《建設項目環境影響評價分類管理名錄》) and the relevant requirements under other laws and regulations, CR Gas conducts strict environmental impact assessment, identifies key factors affecting the environment and generation and estimated emission of relevant pollutants, as well as determines and makes plan for measures to be taken before the commencement of project construction.

During the process of project design, CR Gas complies with the regulatory requirements under Gas Pipeline Project Design Specifications (《輸氣管道工程設計規範》) and selectively distributes its pipelines away from military facilities, flammable and explosive warehouses, key cultural heritage sites under state-level safety protection, airports, train stations and seaport (river port). Furthermore, the design takes into full consideration the vegetation distribution and growth on the land to protect the balance of the original land ecosystem to the largest extent.

在項目施工過程中，華潤燃氣制定嚴格的施工方案，並根據環評報告，控制環境影響因素和相關污染物產生。嚴格按照操作規程，嚴格控制施工作業帶寬度，依據管位周邊環境差異，分別採用直埋、定向鑽穿越、頂管施工方式，結合沿線植被、地形、地下水平情況，合理確定埋深。嚴格管理施工中的噪聲、揚塵及尾氣、廢水排放。在施工現場通過加裝隔音、吸音裝置，確保廠界噪音符合國家標準，降低場站輸配工藝噪音對附近居民日常生活產生的影響。要求施工完後壓實回填土，及時清理各類施工廢棄物，做到現場整潔、無雜物，減少社區周邊污染物排放。同時，會根據當地氣候情況，合理確定施工季節，並做好水土保持工作，以求減少對當地農業生態和植被、動物生存環境和珍稀瀕危動物的影響。

During the process of project construction, CR Gas formulates stringent construction plan and controls factors affecting the environment and generation of relevant pollutants pursuant to the environmental assessment report. In strict compliance with the standard operating procedures, we rigorously control the width of construction area and, depending on the differences of the surrounding environment of the pipelines, adopt direct burial, directional drilling crossing or pipe-jacking construction technologies, and in combination with vegetation along the pipelines, landform and underground level, to determine the buried depth of pipelines in a reasonable manner. We strictly manage the noises, dusts, exhausts and waste water emission generated from construction. At the construction site, we install soundproof and sound-absorbing devices to make sure the noises within the boundaries of our plants meet the national standards and reduce the impact of the noises from our transmission and distribution process on the daily lives of residents nearby. Upon completion of construction, backfills shall be tamped and all construction wastes shall be cleaned in a timely manner so as to maintain a clean and tidy on-site environment and reduce the emission of pollutants to the surrounding communities. In the meantime, we will reasonably determine the season for construction according to the local climate and properly carry out soil and water conservation to minimize the impact on local agroecology, as well as the vegetation and habitats of animals, including rare and endangered species.

案例：鄭州市次高壓入市項目

Case: Intermediate pressure entry project in Zhengzhou

在鄭州市次高壓入市項目設計中，華潤燃氣採用仿真模擬軟件TG-NET對鄭州市整體高、次高壓系統建模，對多種水力工況進行分析，結合G-NET軟件對中壓管網的分析，確定管道建設方案、場站建設時序以及配套的中壓管道改造方案，有效的解決了該市低壓區供氣狀況。

項目設計貫徹管道全生命周期管理理念，實現管道的完整性管理。項目採用隨管道敷設光纖，使用智能陰保測試系統，在穿越地鐵處實現陰保數據實時上傳，具備預警功能，確保及時發現並處理陰保故障。項目採用集裝箱式、無人值守遠程控制的調壓站，實現節約用地和智能控制。項目獲得2019年度中國勘察設計協會優秀市政公用工程設計三等獎。

In the design of intermediate pressure entry project in Zhengzhou, CR Gas adopts TG-NET, a simulation software, to model the high and intermediate pressure system of Zhengzhou. By combining the analysis of working conditions under various hydraulic regimes and the analysis by G-NET software in respect of intermediate pressure pipeline networks, CR Gas determines the pipeline construction plan, timeline for station construction and the supporting intermediate pressure pipeline upgrade plan to effectively solve the problem of gas supply in low pressure areas of the city.

The project design adheres to the concept of management for whole pipeline life circle and hence realizes comprehensive management of the pipelines. The project places optical fibers along the pipelines and uses a smart cathodic protection testing system, enabling the upload of cathodic protection data in a real-time manner in areas crossing subways. It is also equipped with pre-warning function to ensure identification and troubleshooting for cathodic protection in a timely manner. The pressure regulating station of the project is designed as a container with unattended remote control, which realizes land efficiency and smart control. The project won the third prize of Outstanding Municipal Utilities Design (優秀市政公用工程設計) of China Engineering and Consulting Association in 2019.

案例：長興公司長興門站噪音治理項目

Case: Noise abatement of Changxing gate station by Changxing Company

華潤燃氣於2015年進入浙江省長興縣，通過幾年的發展，長興公司的銷氣量從2015年的4,000多萬方增長到2019年的2.5億方，銷氣量快速增長給場站的運行帶來了巨大挑戰。由於長興門站的調壓撬建於2003年，且僅有一級調壓，從3.5Mpa高壓調到0.36Mpa中壓輸往城市管網。巨大的壓降所產生的噪音上升，高分貝的嘯叫聲給場站運行人員及周邊居民的身心健康帶來較大影響。

華潤燃氣秉持以保護員工和周邊居民健康為理念，公司組成專業團隊，展開行動，研究解決方案。最終通過調整工藝運行參數、給匯管包裹隔音棉、在居民區一側安裝隔音牆等措施，成功將工藝區現場噪音從最高95分貝降到75分貝以下，工藝區圍牆外噪聲從最高60分貝降到45分貝以下，有效將生產噪聲降到合理的範圍內，給員工創造健康的作業環境，還給周邊居民清靜的生活環境。

CR Gas set foot in Changxing County, Zhejiang Province in 2015. After a few years of development, the sales volume of gas of Changxing Company has boosted from over 40 million cubic meters in 2015 to 250 million cubic meters in 2019. The rapid growth of sales volume of gas has brought about huge challenges for the operation of the gate station. Since the pressure-regulating skid of the gate station in Changxing was built in 2003 and only features one-stage pressure-regulating function that reduces high pressure of 3.5Mpa to medium pressure of 0.36Mpa when transmitting gas into the urban pipeline networks, the noise produced by the substantial reduction of pressure rose. The high decibel squealing has exerted great influence on the mental and physical health of the operators at the gate station and the residents in the surrounding areas.



CR Gas upholds the philosophy of safeguarding the health of its staff and the residents in the surrounding areas. The company has formed a professional team to take actions and seek for solutions. Eventually, through measures such as adjusting the operating parameters of the process, wrapping soundproof cotton around the transmission pipelines and installing soundproof walls in the residential areas, the company has successfully reduced noise level within the processing zone from the highest of 95 decibel to below 75 decibel, and the noise level of the area outside the walls of the processing zone from the highest of 60 decibel to below 45 decibel, thereby effectively reducing the noise from its production to a reasonable range, and hence creating a healthy operating environment for its staff and a quiet living environment for the residents in the surrounding areas.

5.5 綠色宣教

華潤燃氣鼓勵實行多項環保管理機制和措施，在內部日常運營層面兌現低碳和「珍惜資源、節能降耗、杜絕浪費」的環保理念。2019年，華潤燃氣大力開展節能降耗行動，逐步淘汰高能耗燈具器具，並更換為節能型燈具和節水型器具。集團堅持營造綠色文化氛圍，在辦公區域張貼海報，鼓勵員工有節制地用水、用電和用紙，以降低辦公對環境的影響，提升資源效率。此外，公司以全國節能宣傳週、全國低碳日等為契機，開展環保主題公益宣傳活動，組織「低碳日」、節能宣傳週等活動，強化員工綠色辦公、低碳生活的意識。

同時，本集團通過對辦公設施的優化，讓員工在工作中付諸環保實踐。公司利用信息體系，一方面令工作流程更為自動化，另一方面透過加入在線合同審批等功能，有效地減少紙張使用。集團設有視頻和電話會議系統，大幅減少公務出行的必要，降低管理成本、資源消耗和碳排放。

華潤燃氣以全國節能宣傳週和全國低碳日為契機，通過製作「節能低碳」宣傳展板、橫幅、手冊等資料，開展了節能宣傳公開活動、小區節能宣傳活動、知識講座以及節能減排知識競賽等活動，鼓勵市民提升氣候變化意識，強化低碳行動力度。

5.5 PROMOTION AND EDUCATION OF GREEN DEVELOPMENT

CR Gas encourages the implementation of various environmental protection management systems and measures and is committed to practicing low carbon and the environmental concept of “treasuring resources, saving energy and reducing consumption, avoiding waste” during its internal daily operation. In 2019, CR Gas made great efforts in energy saving and emission reduction. It gradually phased out lightings and appliances with high energy consumption and replaced them with energy-saving and water-saving ones. The Group insists on creating an atmosphere of green culture. It puts up posters in the office areas to encourage its employees to use water, electricity and paper conservatively in order to minimize the effect of its operation on the environment and improve resource efficiency. In addition, taking the opportunities of the National Energy Efficiency Promotion Week and the National Low-Carbon Day, the Company launches various environmentally-themed charity campaigns, including the “low-carbon day” and “energy efficiency promotion week”, to raise the employees’ awareness of green office and low-carbon lifestyle.

Meanwhile, the Group enables its employees to practice environmental protection at work by optimizing the office facilities. The Company uses information system to improve the automation level of its working process and effectively minimize the use of paper by introducing functions like online contract approval. The Group has videoconference and teleconference systems in place to significantly reduce the number of business trips, which has in turn lowered the administrative costs, consumption of resource and carbon emission.

Leveraging the opportunity of the National Energy Efficiency Promotion Week and the National Low-Carbon Day, through preparing various kind of exhibition boards, banners and brochures on “Energy Saving and Low Carbon”, CR Gas organized public energy saving promotion campaigns, energy saving promotion campaigns in the community, educational lectures and contests on knowledge about energy saving and emission reduction with a view to encouraging the residents to increase their awareness of climate changes and devote more efforts in low carbon activities.

案例：環保培訓與宣傳

Case: Environmental protection trainings and promotion

為了讓更多人理解EHS工作的重要性，華潤燃氣以全國節能宣傳周和全國低碳日為契機開展環保主題活動，鼓勵市民提升氣候變化意識，強化低碳行動力度；加大環保培訓力度，提升員工對環境保護的理解度。

In order to let more people understand the importance of EHS-related works, CR Gas launched various environmental protection activities by taking the opportunities of the National Energy Efficiency Promotion Week and the National Low-Carbon Day to encourage the residents to increase their awareness of climate changes and devote more efforts in low carbon activities. Meanwhile, CR Gas also stepped up its efforts in environmental protection trainings to help its staff to gain better understanding of environmental protection.



▲ 東營公司青年員工環保活動
Environmental protection activity organized by Dongying Company for young staff members



▲ 鎮江公司開展節能宣傳活動
Energy saving promotion activity of Zhenjiang Company

5.6 環境績效指標的表現

本集團的溫室氣體排放主要來源於生產、辦公所消耗的汽油、柴油、電力、天然氣等能源；有害廢棄物主要為少量的加臭劑桶；無害廢棄物主要分為辦公生活垃圾、報廢的廢舊管線兩大類。本集團對於有害廢棄物均實施返場或交由有資質的第三方合規處置，無害廢棄物亦統一集中處理。

5.6 PERFORMANCE OF ENVIRONMENTAL PERFORMANCE INDICATORS

Greenhouse gas emissions by the Group are mainly caused by the use of gasoline, diesel, electricity, natural gas, and other energy sources consumed by production and office. The hazardous waste mainly includes a small amount of odorant barrels; non-hazardous waste mainly includes office trash and scrapped old pipes and cables. The Group implements hazardous waste return or deliver them to qualified third parties for compliant disposal, while non-hazardous waste is processed centrally.

排放物種類	Types of emissions	單位 Unit	2019	2018
溫室氣體排放總量	Total greenhouse gas emission	噸二氧化碳當量 tons CO ₂ e	243,086.402	252,784.778
溫室氣體排放密度	Greenhouse gas emission density	噸二氧化碳當量 / 萬港元營業額 tons CO ₂ e/revenue of HK\$10,000	0.0435	0.0494
SO _x 排放總量 ¹	Total SO _x emission ¹	千克 kg	96.59	115.234

資源種類	Resource type	單位 Unit	2019	2018
柴油消耗量	Diesel consumption volume	噸 tons	987.53	1,200.034
汽油消耗量	Gasoline consumption volume	噸 tons	3,910.35	4,549.886
天然氣消耗量	Natural gas consumption volume	萬標準立方米 10,000 standard m ³	954.996	961.229
外購電力消耗量	Externally purchased power consumption volume	萬千瓦時 10,000 kWh	22,014.732	22,083.148
綜合能源消耗折標煤總量	Total comprehensive energy consumption (converted to standard coal)	萬噸標煤 10,000 tons of standard coal	4.695	4.837
柴油消耗密度	Diesel consumption density	噸 / 億港元營業額 tons/revenue of HK\$100 million	1.769	2.345
汽油消耗密度	Gasoline consumption density	噸 / 億港元營業額 tons/revenue of HK\$100 million	7.003	8.893
天然氣消耗密度	Natural gas consumption density	萬標準立方米 / 億港元營業額 10,000 standard m ³ /revenue of HK\$100 million	1.710	1.879
外購電力消耗密度	Externally purchased power consumption density	萬千瓦時 / 億港元營業額 10,000 kWh/revenue of HK\$100 million	39.428	43.160
綜合能耗折標煤密度	Comprehensive energy consumption density (converted to standard coal)	萬噸標煤 / 億港元營業額 10,000 tons of standard coal/revenue of HK\$100 million	0.0084	0.0095
燃氣具包裝材料 ²	Packaging materials of gas appliances ²	噸 Tons	387.60	374.48

附註：

Notes:

1. 本集團硫氧化物排放量為車輛日常使用過程中燃燒汽油、柴油所產生的排放量；
2. 本集團產品包裝材料基本僅用於百尊燃氣具的包裝，根據2019年百尊燃氣具實際銷售量及使用紙箱種類根據GB6543-2008進行估算。

1. The sulphur oxides emissions of the Group were emissions from the combustion of gasoline and diesel in the course of ordinary use of vehicles;
2. The packaging materials of the Group's products were basically only used for packaging of gas appliances under PERCEN, and the data was estimated based on the actual sales volume of gas appliances under PERCEN and the types of carton used in 2019 pursuant to GB6543-2008.



06

強化管理
保障 運營安全

Reinforced Management
To Secure Operational Safety

6 強化管理 保障運營安全

6 Reinforced Management to Secure Operational Safety

華潤燃氣堅持安全發展道路，將安全視為企業發展的重要保障，全面落實維護安全穩定措施，建立安全生產運營長效機制，持續加大安全管理、安全培訓投入，提升全員安全技能，推進安全文化建設，保障職業安全健康與運營安全。

6.1 構建安全管理體系

華潤燃氣在每個營運環節都十分重視安全管理，致力於從經營管理、危機處理等方面全方位地執行職業安全與健康管理，將燃氣相關的風險減低，以保障員工的安全。華潤燃氣以「超越零責任，追求零事故」為安全目標，並以零工傷作為內部的表現目標，實現成為「中國燃氣行業安全標桿企業」。

本集團嚴格遵守《中華人民共和國安全生產法》《中華人民共和國消防法》及《中華人民共和國職業病防治法》等國家法例法規和行業標準。報告期內，華潤燃氣沒有違反與職業安全與健康相關的法例法規。

本集團配合外部法律法規的監管，積極完善內部安全相關制度規範，制定了《華潤燃氣EHS管理體系文件》《華潤燃氣崗位EHS責任制度》和《華潤燃氣EHS責任追責制度》等安全制度，指導所有員工明確EHS責任和遵守內部規定。管理制度融合ISO9001、ISO14001、ISO45001等國際標準，全面涵蓋安全、健康、環保等內容，以此有效保障員工及公眾的生命、財產安全。

CR Gas insists on the path of safe development and deems safety as the key safeguard to business development. It implements comprehensive measures to maintain safety and stability, establishes a long-term mechanism for safe production and operation, and continuously dedicates more resources in safety management and safety training, with a view to improving safety skills of all employees and promoting the development of safety culture, thereby ensuring occupational safety and health, as well as operation safety.

6.1 ESTABLISHMENT OF SAFETY MANAGEMENT SYSTEM

CR Gas emphasizes safety management throughout its operation process and is committed to managing occupational safety and health in all aspects, including operation management and crisis management, so as to minimize the risks associated with gas and ensure the security of its staff. CR Gas takes “beyond zero responsibilities and pursuing zero accident” as its safety target and zero working injury as its internal performance target, while seeking to become a “safety benchmarking enterprise in the gas industry of China”.

The Group strictly complies with national laws and regulations and industrial standards, such as Work Safety Law of the People's Republic of China (《中華人民共和國安全生產法》), Fire Protection Law of the People's Republic of China (《中華人民共和國消防法》) and Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases (《中華人民共和國職業病防治法》). During the reporting period, CR Gas had not violated any laws or regulations relating to occupational safety and health.

Subject to external laws and regulations, the Group actively improves its internal rules and regulations in relation to safety and has established CR Gas EHS Management System Document (《華潤燃氣EHS管理體系文件》), CR Gas Job EHS Accountability System (《華潤燃氣崗位EHS責任制度》), CR Gas EHS Accountability System (《華潤燃氣EHS責任追責制度》) and other safety systems, through which provide all employees with clear guidelines on EHS responsibility and require them to comply with internal rules. These management systems are integrated with international standards, such as ISO9001, ISO14001 and ISO45001, and adequately cover safety, health, environmental protection and other aspects to safeguard the safety of life and properties of employees and the public effectively.

安全管理體系

本集團構建了「層層簽訂、層層落實、定期考核」「層層負責、人人有責、各負其責」的全員安全責任體系，並要求華潤燃氣控股EHS委員會秘書處按規定向華潤集團EHS委員會報告。2019年，我們聯合8家成員公司開展EHS管理體系要素化課題研究，修編《華潤燃氣EHS管理體系文件》，明確公司區域一體化管控規定。此外，集團建立了定期評審機制，不斷吸收優秀經驗，持續優化EHS管理體系。集團總部安全管理部以標桿基地建設為抓手，通過確定《本職能年度重點工作清單》、與各單位簽訂《區域職能重點工作目標責任書》及例會制度全面推進EHS示範基地建設，提升EHS管理水平。

安全應急機制

本集團制定了《華潤燃氣EHS應急管理指引》《華潤燃氣安全生產事故綜合應急預案》，構建了優秀的應急預案體系框架。2019年，並再次梳理了應急預案體系工作方法和成果，促進應急管理水平持續提升。

安全監督管理

本集團制定了《華潤燃氣EHS監督檢查管理制度》，明確各級主要負責人EHS生產監督職責，完善EHS生產監督機制，有效指導各單位EHS監督管理工作，確保各項工作落實到位，實現預期EHS目標。

Safety Management System

The Group has established safety responsibility systems for all employees, pursuant to which units at all levels shall enter into and execute their own letters of responsibility respectively and are subject to regular assessments, while each employee from each unit at each level shall take its own responsibility. Besides, the secretariat of CR Gas's EHS Committee shall report to China Resources Group's EHS Committee according to regulations. In 2019, in collaboration with 8 member companies, we conducted studies on elements of the EHS management systems, amended CR Gas EHS Management System Document (《華潤燃氣EHS管理體系文件》) and specified the integrated regional management and control rules of the Company. Additionally, the Group has established a periodic review mechanism to gain quality experience and optimize the EHS management systems on an ongoing basis. On the basis of the establishment of benchmarking bases, the safety management department of the headquarters of the Group determined the List of Annual Priorities of Headquarters Functions (《本職能年度重點工作清單》) and entered into the Letter of Responsibility on Target of Priorities of Regional Functions (《區域職能重點工作目標責任書》) and a regular meeting system with each unit to facilitate the establishment of EHS benchmarking bases and improve EHS management level.

Safety Emergency Response Mechanism

The Group has established CR Gas EHS Emergency Management Guidelines (《華潤燃氣EHS應急管理指引》) and CR Gas Comprehensive Emergency Response Plans for Safety Production Incidents (《華潤燃氣安全生產事故綜合應急預案》), constituting a sound framework of emergency response system, and once again reviewed the methodology and result of the emergency response system to continuously improve our emergency response management in 2019.

Safety Monitoring and Management

The Group has established CR Gas EHS Monitoring and Inspection Management System (《華潤燃氣EHS監督檢查管理制度》), which specifies the responsibility of the main person in charge at each level to monitor EHS production, improves EHS production monitoring mechanism, and provides effective instructions to all units on EHS monitoring and management, so as to ensure the successful implementation of various tasks and meet the expected EHS targets.

6.2 提升安全技能

華潤燃氣積極為員工提供安全培訓，傳播企業安全文化，提升全員安全意識，提高員工安全技能，保障員工職業健康安全。

華潤燃氣制定了《危險源辨識工作指引》《班組危險源辨識手冊》等制度文件，通過危險源辨識活動及其他各項專項培訓活動等宣傳灌輸管控要點，以識別職業健康與安全的風險點。同時，集團落實了多項控制措施以降低職業安全與健康風險。集團為員工提供充足的個人安全防護裝備；定期為全體員工和特殊工種安排身體檢查；對任職高危崗位的員工實行輪替和強制休假；委任季度安全標兵和安全人員，鼓勵員工積極參與安全建設工作。

為提升各級人員EHS知識和技能，增強EHS素質和能力，華潤燃氣廣泛徵求意見，緊貼崗位實際，制定多元化安全培訓制度。2019年，各區域公司積極開展「安全操作程序培訓」、「安全管理培訓會」等多項內部培訓活動。2019年，華潤燃氣共培訓、考核認證了918名內審員，每位審核員均具備安全、輸配、場站和工程客戶一項或多項板塊的證書。

為了進一步提升員工全面的消防安全素質，集團鼓勵各區域公司安排當地消防部門向員工現場講解消防理論知識和實操技能，特別是對燃氣突發火災事故的應急處理，提出實質性的解決方案。確保受訓人員熟悉消防基本知識，掌握消防栓、滅火器等基本消防設施的使用，並了解對初期火災的撲救和火場救助與逃生的方法。

6.2 IMPROVEMENT OF SAFETY SKILLS

CR Gas actively provides safety trainings to its employees to promote corporate safety culture, improve safety awareness and safety skills of employees, and ensure their occupational health and safety.

CR Gas has established, among others, Guidelines for Hazardous Source Identification (《危險源辨識工作指引》) and Team Handbook for Hazardous Sources Identification (《班組危險源辨識手冊》). Through hazardous sources identification activities and other special training activities, the Group propagates the key points of management and control, and hence enabling employees to identify risk factors in relation to occupational health and safety. In the meantime, the Group has implemented various control measures to mitigate occupational safety and health risks. The Group provides employees with sufficient personal protective equipment, arranges regular physical examination for all employees and personnel engaged in special work, and adopts a rotation and mandatory leave system for employees in high-risk posts, at the same time appointing quarter safety model and safety personnel to encourage employees to actively participate in safety construction.

In order to improve the EHS knowledge and skills as well as the EHS quality and capability of employees at different levels, CR Gas has widely sought opinions and established a diversified safety training system that is in line with the actual working conditions. In 2019, the regional companies actively conducted various internal training activities, such as "safety operation procedure training" and "safety management training sessions". In 2019, a total of 918 employees became certified internal reviewers of CR Gas upon training and assessment, each with one or more certificates in the area of safety, transmission and distribution, terminals and project customers.

To further enhance employees' general awareness of fire safety, the Group encourages regional companies to arrange for the local fire department to explain theoretical knowledge and practical operation of firefighting to employees, especially put forward substantial solutions to emergency treatments to a sudden fire disaster resulting from gas, thus ensuring that the trainees would acquire basic fire knowledge, master the use of fire infrastructures such as fire hydrants and fire extinguishers, and know about methods of extinguishing a fire in early stage and rescuing and escaping from fire scene.

此外，集團鼓勵各區域公司組織開展「安全生產月」、「安全教育片觀看」、「安全知識學習」、「職業病防止宣傳週」和「安全反思日」等活動，致力促進員工健康的質素。

In addition, the Group encourages regional companies to organize different activities, such as the “safe production month”, “safety educational film viewing sessions”, “safety knowledge learning”, “occupational disease prevention publicity week” and “safety reflection day”, striving to improve the health quality of its employees.

2019年，公司在安全培訓方面共投入2,246萬港元，開展安全培訓596,897小時，共計263,187人次參與，安全培訓覆蓋率達100%。

In 2019, the Company invested HK\$22.46 million in organizing safety trainings of 596,897 hours to 263,187 participants in total, with coverage of safety training up to 100%.

指標	Indicator	單位 Unit	2019	2018
安全培訓投入	Safety training investment	萬港元 HK\$'0,000	2,246	2,032
安全培訓總時數	Total hours of safety training	小時 Hour	596,897	594,970
安全培訓參與人次	Participants of safety training	人次 Person	263,187	249,812
安全培訓覆蓋率	Coverage of safety training	百分比 Percentage %	100	100

案例：2019年8月組織埋地燃氣管道腐蝕與防護技術、高壓燃氣管道管理專題培訓

Case: Special training on corrosion and protection technology of buried gas pipeline and high-pressure gas pipeline management in August 2019

為進一步提升華潤燃氣輸配系統安全運行水平，落實高壓燃氣管道安全管理工作，提高各成員企業識別、評價和預防埋地燃氣管道運行風險的能力，華潤燃氣組織各區域公司80餘名業務骨幹於2019年8月通過現場培訓與遠程視頻相結合的形式，在南京燃氣學院開展了「埋地燃氣管道腐蝕與防護技術、高壓燃氣管道管理專題培訓」，總參訓人數近1,000人。

本次培訓圍繞「埋地燃氣管道腐蝕與防護技術」和「高壓燃氣管道管理」兩大主題。來自內、外部的近20位資深專家進行了專業授課，全面覆蓋從原理到設計、施工、從運行到檢測、「四新技術」及案例經驗等相關內容。通過培訓，華潤燃氣腐蝕防護及高壓管道管理能力得到進一步提升。

In order to further enhance the safe operation level of CR Gas's transmission and distribution system, carry out the safety management work in relation to high-pressure gas pipeline, and improve the ability of each of the member companies in identifying, assessing and preventing the operational risks of buried gas pipelines, CR Gas has organized over 80 key business staff from various regional companies to attend the “Special Training on Corrosion and Protection Technology of Buried Gas Pipeline and High-pressure Gas Pipeline Management (埋地燃氣管道腐蝕與防護技術、高壓燃氣管道管理專題培訓)” in August 2019 at Nanjing Gas Faculty, which was conducted by way of both on-site training and remote video. A total of about 1,000 staff participated in the training.

The training focused on the two main themes of “corrosion and protection technology of buried gas pipeline” and “high-pressure gas pipeline management”. About 20 senior internal and external experts provided specialized trainings that cover all aspects of the relevant businesses ranging from basic principles to design and construction, from operation to inspection and testing, “Four New Technologies”, as well as experience from case studies. Through these trainings, CR Gas's capabilities in respect of corrosion protection and high-pressure gas pipeline management have been further enhanced.

6.3 強化安全監察及應急管理

華潤燃氣通過嚴格的檢查、考核制度，持續改進內部生產安全監察工作，提升生產及運營安全。

安全審核

自2009年起，集團已連續開展11輪安全專項審核工作。2019年，華潤燃氣以區域公司為單位，開展為期4個月的安全專項審核，以交叉審核等方式完成對172家成員公司的安全專項審核，共計下發糾正預防通知書1,084份，識別了運營中職業安全健康隱患並明確了各成員公司年度整改重點，促進了區域一體化工作，有力推動了各單位安全管理水平持續提升。

安全檢查

華潤燃氣構建了從總部到各成員公司的安全檢查體系，由總部提出對成員公司的安全檢查要求、內容、頻次、形式，通過各類安全檢查有效消除安全隱患。2019年，總部領導到成員公司開展安全檢查15次，大區總經理／副總經理到各公司開展安全檢查104次，區域公司總經理開展安全檢查780次，成員公司總經理開展安全檢查2,642次，全公司共檢查項目96,144個，檢查合格率为95%。另外，通過自查自糾、交叉檢查、飛行檢查等方式，集團重點對16家薄弱公司進行檢查，推進高風險隱患整改，有效管控風險。

6.3 STRENGTHENING SAFETY SUPERVISION AND EMERGENCY RESPONSE MANAGEMENT

CR Gas continues to enhance its internal production safety supervision and improve production and operation safety through strict inspection and assessment systems.

Safety Review

Since 2009, the Group has conducted 11 rounds of special safety review works successively. In 2019, with each regional company as a unit, CR Gas conducted a four months long special safety review, during which special safety reviews for 172 member companies were completed through crosschecking and other means, with a total of 1,084 notices of rectification and prevention being issued. Through these reviews, CR Gas identified potential occupational safety and health hazards in operation and determined the focus of annual rectification for member companies, and thus promoting regional integration and facilitating the continuous improvement of safety management of various units.

Safety Inspection

CR Gas has established its safety inspection systems covering the headquarters and member companies, pursuant to which, the headquarters determines the requirement, contents, frequency and forms of safety inspection on its member companies to effectively eliminate potential safety concerns through various types of safety inspection. In 2019, leaders from the headquarters, general managers/vice general managers from top zones, general managers from regional companies and general managers from member companies conducted 15, 104, 780 and 2,642 safety inspections on a total of 96,144 projects of the member companies respectively, with a pass rate of 95%. Further, by means of self-inspection and rectification, crosscheck and unannounced inspection and with focuses on 16 underperformed companies, the Group continuously promoted the rectification of potential concerns with high risks to control risks effectively.

安全應急

安全管理需要未雨綢繆，因此集團建立了突發環境事件應急預案體系，設立了分級標準和應急組織架構。公司就有可能發生的安全事故準備應急預案，並定期安排演練，而應急演練的效果將會作為集團安全評估的重要標準之一。

安全演練

華潤燃氣要求各成員公司每年至少開展各類應急演練一次，每三年連同當地政府開展大型綜合應急演練一次，並將應急管理作為年度安全審核重點項目，通過應急演練不斷檢驗應急預案可行性、完備性，提高人員應急素質，檢驗應急物資、設施配備情況。2019年「安全生產月」期間，公司組織各區域公司和成員公司有針對性開展應急演練，共有200餘家成員公司參與，參與總人數約11,000人。

Safety Emergency Response

Precautions should be taken for safety management. Therefore, the Group has environmental emergency response system in place, which determines criteria for grading and organizational structure of emergency response. The Company prepares emergency response plans for the potential safety incidents, and arranges regular drills. The results of the emergency drills will be used as one of the important criteria for the safety assessment of the Group.

Safety Drills

CR Gas requires all member companies to conduct emergency drills in various forms at least annually and large comprehensive emergency drills together with local government every three years. It takes emergency response management as a key project for annual safety review and, by organizing emergency drills, conducts inspection on the feasibility and completeness of its emergency response planning continuously, improves the emergency response quality of its employees and checks the readiness of emergency response materials and facilities. During the "safe production month" in 2019, the Company organized each regional company and member company to conduct targeted emergency drills. Approximately 11,000 employees from more than 200 member companies participated in the drills.



▲ 寧波區域公司開展LNG應急調峰站突發事故應急演練
Ningbo Regional Company organized emergency drills in respect of incidents in LNG emergency peak load regulation station



▲ 鄭州公司在第三儲配站舉行2019年場站綜合應急演練
Zhengzhou Company organized 2019 comprehensive emergency drills in the third gas storage and distribution station

6.4 創新安全技術

華潤燃氣積極創新安全技術，應用大數據、智能化等新技術，探索燃氣智能監控和調度管理，加強關鍵環節的重點隱患治理，及時發現預警信息並派單給值班搶修人員處置，有效避免燃氣洩漏等安全事故的發生。

區域公司應用創新科技，強化營運上的自動化安全監察，有效監控燃氣風險。無錫華潤燃氣「雲搶修」項目藉助雲計算、物聯網和移動互聯網等技術的應用，構建了一套以「雲管理」理念為基礎的「互聯網+燃氣搶修」系統。通過物聯網技術，加強對燃氣管網設施的監測能力，實現對生產運營過程的實時監控和調度。通過雲計算技術，對數據庫進行深度挖掘和大數據分析，提高了業務決策水平。通過智能服務雲平台，對各類搶修資源進行重新定義和劃分，突出資源的共享性和復用性，大大降低了燃氣搶修派單時間、到達時間，讓燃氣事故的風險得到及時的控制。

6.4 SAFETY TECHNOLOGY INNOVATION

With the adoption of big data, intelligent technology and other cutting-edge technologies, CR Gas has actively carried out safety technology innovation, explored gas intelligent control and dispatch management, enhanced control over major hidden dangers of key procedures, identified warning information and dispatched to the repair personnel on duty in a timely manner in order to avoid gas leakage and other safety incidents effectively.

Our regional companies have reinforced the automatic safety monitoring of operation with the application of innovative technologies to control gas-related risks in an effective manner. The “cloud-based repair (雲搶修)” project of Wuxi CR Gas has developed an “internet + gas repair” system based on the concept of “cloud management” with the application of various technologies, such as cloud computing, internet of things (IoT) and mobile internet. By adopting the IoT technology, the company has strengthened its ability of monitoring gas pipeline networks and facilities, realizing a real-time monitoring and dispatch during the course of production and operation. The company has carried out in-depth exploration of the database and conducted big data analysis through cloud computing technology, which has improved its business decision-making level. At the same time, the application of smart cloud service platform has redefined and reclassified the maintenance and repairing resources, which enhanced the commonality and reusability of resources, greatly shortened the time necessary for dispatching gas repairing order and arrival time, thereby controlling the risk of gas accidents in a timely manner.

此外，慈溪華潤燃氣引進陀螺儀推進定向鑽PE管段位置探測工作，利用先進儀器查明定向鑽PE管段位置，並健全圖檔信息，消除定向鑽PE管段位置不清楚、偏差大等安全隱患，減少施工破壞，有效降低安全隱患。

6.5 宣傳安全知識

華潤燃氣凝聚宣教合力，拓展宣教陣地，創新宣教方式，廣泛開展各類安全宣教活動，普及安全知識，營造全社會講安全、促和諧的良好氛圍。

為提升客戶的安全用氣意識，華潤燃氣依託日常入戶抄錶和安檢契機，向用戶廣泛宣傳安全知識，使用戶進一步了解產品性能與特徵，提示客戶安全用氣。同時，向用戶印發安全用氣常識與用氣注意事項手冊，降低用氣安全事故發生率。

本集團積極利用互聯網渠道、大眾媒體，向公眾普及安全用氣知識，加深公眾對安全用氣的了解。本集團大力開展燃氣安全進社區、燃氣安全進校園、工商安全用氣講座等活動，向公眾普及燃氣業務和安全常識。

Besides, Cixi CR Gas introduces gyroscopes to facilitate the detection of the location of directional drilling PE pipeline section. With the advanced instrument, the location of directional drilling PE pipeline section may be detected accurately and it is also helpful for maintaining complete drawing files, thus avoiding vagueness or large deviation of the location of directional drilling PE pipeline section and other safety concerns, decreasing construction destruction and effectively minimizing potential safety concerns.

6.5 DISSEMINATION OF SAFETY KNOWLEDGE

With joint efforts in dissemination and education on a wider basis and in an innovative manner, CR Gas organizes various safety dissemination and education activities to popularize safety knowledge and create a safe and harmonious atmosphere in the society.

In order to improve our customers' awareness of gas safety, CR Gas disseminates safety knowledge to users when we pay visits to them for meter-reading and safety inspection in order to let them further understand product performance and features and remind them to use gas in a safe manner. Meanwhile, we print and issue gas safety manuals setting out gas instructions as well as important issues to users to decrease the occurrence of gas safety incidents.

The Group also uses the internet and public media to disseminate gas safety knowledge to the public to deepen their understanding of gas safety. The Group actively organizes various safety awareness talks and campaigns to bring gas safety knowledge to the communities, campuses and the industrial and commercial users to make the public aware of gas business and related safety knowledge.

案例：無錫公司舉行全市燃氣安全宣講員培訓

Case: Wuxi Company organized gas safety lecturer training in the city

為保障居民安全用氣環境，提高廣大居民燃氣安全用氣知識以及用氣安全意識，無錫華潤燃氣邀請來自全市5個區、7個鎮、41個街道的近百名社區工作者來到公司參加燃氣安全宣講員培訓。講解培訓內容覆蓋燃氣基本知識、常見隱患、應急處置和案例分析等，講師授課時將用戶最關心、最需要掌握的內容進行著重講解，確保每位社區宣講員能盡快掌握宣傳重點，達到良好的燃氣安全宣傳效果。

通過此次培訓，積極引導了社區工作者將安全知識傳遞到社區，提高居民防範燃氣事故的能力，重視燃氣用氣安全，真正把燃氣安全宣傳工作深入到千家萬戶。

In order to safeguard a safe environment for gas usage by the residents and enhance their knowledge of gas safety and improve their gas safety awareness, Wuxi CR Gas invited nearly 100 community service workers from 5 districts, 7 towns and 41 sub-districts in the city to attend the gas safety lecturer training organized by the company, which covers basic gas knowledge, common hidden dangers, emergency response and case studies. During the training session, our lecturer focused on topics that users are most concerned with and contents most necessary for users to master in order to make sure every community lecturer to master the key points as soon as possible and achieve good results of gas safety dissemination.

The training played an active role in instructing the community service workers to bring safety knowledge to the communities and enhanced the residents' ability to prevent gas accident and awareness of gas usage safety, and through which the company has practically carried out in-depth promotion of gas safety among thousands of households.



案例：福州公司舉辦「燃氣安全教育從娃娃抓起」燃氣安全宣傳活動

Case: Fuzhou Company organized a gas safety promotional campaign “Gas Safety Education Starts with Children”

為了宣傳燃氣安全知識，從小樹立安全用氣的觀念，福州華潤燃氣舉行以「燃氣安全教育從娃娃抓起」為主題的燃氣安全宣傳活動。數十名孩子與家長一起，共同學習安全用氣知識。

課堂上，華潤燃氣講解員從生活中的例子出發，為孩子們普及了天然氣的基礎知識、使用天然氣的注意事項和家中用氣常見的安全隱患等知識，並引導孩子們參與互動討論。課後，講解員帶著孩子們到「百尊」燃氣具體驗中心參觀各種灶具，講解灶具的使用原理與使用灶具的安全規範。

此次活動讓孩子們從小樹立安全用氣意識，通過「大手拉小手」的方式，將安全用氣知識通過校園傳遞至家庭，實現「教育一個孩子、影響一個家庭、帶動整個社會」的目標。

In order to promote gas safety knowledge and develop the concept of gas usage safety of the children, Fuzhou CR Gas organized a gas safety promotional campaign, namely “Gas Safety Education Starts with Children (燃氣安全教育從娃娃抓起)”. Dozens of children studied the gas safety knowledge together with their parents.

During class, the lecturer of CR Gas started with examples in our daily lives and taught the children with basic gas knowledge, precaution for gas usage and common concerns in relation to gas usage safety at home and guided them to participate in the interactive discussion. After the class, the lecturer visited “PERCEN” gas appliance experience center with the children to observe various types of gas appliances and explained the working theory and safety standards of gas appliances.

The campaign has built gas safety awareness of the children at a very young age and brought gas safety knowledge to families via schools in a way of “holding children’s hand with our hand”, thus realizing the target of “educating a kid, influencing a family and leading the whole society”.



案例：慈溪、杭州寧波灣公司組織開展第一屆「燃氣安全嘉年華」親子教育活動

Case: Cixi and Hangzhou Ningbowan Company organized the first parent-child educational activity “Gas Safety Carnival (燃氣安全嘉年華)”



6.6 安全績效指標的表現

6.6 PERFORMANCE OF SAFETY PERFORMANCE INDICATORS

指標	Indicator	單位 Unit	2019	2018
安全生產投入	Investment in safe production	萬港元 HK\$'0,000	63,923	43,619
安全應急演練次數	Number of safety emergency response drills conducted	次 Time	2,885	2,816
安全生產事故次數	Number of safe production accidents	次 Time	0	0
員工傷亡人數	Employee casualties	人 Person	0	0
安全管理人員持證人數	Number of licensed safety management personnel	人 Person	2,685	2,978
註冊安全工程師人數	Number of registered safety engineers	人 Person	935	892

安全責任榮譽

Safety Responsibility Honors

榮譽名稱	Name of Honor	獲獎單位	Awarded Unit
2019年全國應急管理普法知識競賽決賽並榮獲「優秀組織獎」	“Outstanding Organization Award” in the finals of 2019 National Emergency Management Legal Knowledge Contest	華潤燃氣集團	CR Gas Group
全國燃氣行業工會聯委會「2019年度全國燃氣行業安全班組」	2019 Safety Team of National Gas Industry by National Gas Industry Union Joint Committee	福州華潤燃氣	Fuzhou CR Gas
四川省「省級安全文化建設示範企業」	Provincial Model Enterprise for Safety Culture Construction of Sichuan Province	內江華潤燃氣 隆昌華潤燃氣 達州華潤燃氣	Neijiang CR Gas Longchang CR Gas Dazhou CR Gas
江蘇省住建系統2019年安康杯競賽優勝單位	Winner of 2019 Safety and Health Cup by Housing and Urban-Rural Development System of Jiangsu Province	鎮江華潤燃氣	Zhenjiang CR Gas
河南省安全生產和職業健康協會「優秀會員單位」	“Excellent Member Award” by Henan Safe Production and Occupational Health Association	安陽華潤燃氣	Anyang CR Gas
江蘇省單位治安保衛工作先進集體	Advanced Unit of Corporate Security Work of Jiangsu Province	無錫華潤燃氣	Wuxi CR Gas
江蘇省燃氣熱力協會成立三十周年「突出貢獻單位」	“Outstanding Contribution Award” of the 30th Anniversary of Jiangsu Gas and Heat Association	無錫華潤燃氣	Wuxi CR Gas
安徽省「安康杯」競賽優勝單位	Winner of “Safety and Health Cup” of Anhui Province	淮北華潤燃氣 沈陽華潤燃氣	Huaibei CR Gas Shuyang CR Gas



07

以人為本

關注員工成長

Being People-Oriented

And Concerned For The

Growth Of Employees

7 以人為本 關注員工成長

7 Being People-Oriented and Concerned for the Growth of Employees

人才除了是推動公司不斷發展的原動力，也是為公司注入活力和創新思維的重要元素，華潤燃氣的僱傭管理方針以人為本，本著「海納百川，唯才是用」的用人理念以及「尊重人的價值、開發人的潛能、昇華人的心靈」的人才工作宗旨，與員工建立和維系良好的僱傭關係，使每位員工能在工作上得到支持和得著。對於所有僱傭工作，集團內恪守國家及地區適用的勞工法律法規，包括但不限於《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國婦女權益保護法》《禁止使用童工規定》《僱傭條例》(中國香港)及《僱員補償條例》(中國香港)。

集團自身也制定和落實了人力資源的執行規範。《華潤燃氣員工手冊》向各管理及職能階層釐清有關企業文化、員工守則、勞動關係管理、薪酬福利等規定。本集團按僱員的表現、工作經驗及現行市場工資水平支付薪酬。此外，本集團會按成績及表現向僱員發放花紅及授予獎勵，相信此舉有助本集團吸納及留聘優秀員工，並鼓勵員工發揮最佳表現。年內，集團透過改進員工招聘、考核、薪酬及員工挽留政策，以加強人力資源管理流程，利用內部或外部資源達致招募、擢升及挽留最優秀人才的目標，並提供一個令員工滿意的工作環境。

In addition to being the driver for the Company's continuing development, talents are also an important element that brings vitality and innovative thinking to the Company. CR Gas has developed and maintained a good employment relationship with employees by adhering to its people-oriented employment management guidelines, the motto of "All rivers run into the sea, and appointing all persons with talents", as well as the philosophy of "respecting human value, developing human potential and sublimating human spirit" in talent management, enabling each of its employees to be supported and benefited from work. Regarding all employment, the Group strictly complies with applicable national and regional labor laws and regulations, including but not limited to the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Rights and Interests of Women, the Provisions on Prohibition of Child Labor, Employment Ordinance (Hong Kong, PRC) and Employee's Compensation Ordinance (Hong Kong, PRC).

The Group has also formulated and implemented its own execution standards in respect of human resources management. The Employee Handbook of CR Gas (《華潤燃氣員工手冊》) clarifies the provisions relating to the corporate culture, code of conduct for employees, labor relations management and salary and welfare for the management from different levels and all functions of the Company. The Group remunerates its employees based on their performance, work experience and the prevailing market wage level. Furthermore, bonuses and incentive awards are granted to employees based on their merit and performance. The Group believes this will assist to attract and retain quality staff and at the same time encourage the employees to give their best performances. During the Year, the Group has enhanced its human resources management process by improving the employee recruitment, assessment, remuneration and staff retention policies, with a view to recruiting, promoting and retaining the best talents by capitalizing on its internal or external resources, and providing employees a satisfactory working environment.

截至2019年12月31日，有關本集團的員工數據如下：

As of 31st December, 2019, the Group's employee information is as follows:

		2019		2018	
		僱員人數(人)	流失率(%)	僱員人數(人)	流失率(%)
		Number of employees (person)	Turnover Rate (%)	Number of employees (person)	Turnover Rate (%)
總數	Total	48,570	5%	48,031	6%
按性別劃分	By gender				
男	Male	33,028	4%	31,701	5%
女	Female	15,542	6%	16,330	7%
按年齡組別劃分	By age group				
20-30歲	20-30	10,703	7%	12,204	8%
31-40歲	31-40	17,452	3%	16,027	3%
41-50歲	41-50	14,478	2%	14,309	3%
50歲以上	Above 50	5,937	15%	5,491	17%
按受僱職級劃	By employment category				
高層員工	Senior staff	1,111	4%	1,067	2%
中層員工	Middle-level staff	3,137	3%	3,181	3%
基層員工	Elementary staff	44,322	5%	43,783	6%
按地區劃分	By regions				
北方大區	Northern areas	3,920	8%	2,202	12%
中西大區	Midwest areas	8,565	4%	8,579	6%
華北大區	North China	8,739	2%	7,716	2%
華中大區	Central China	3,638	8%	3,859	6%
華東大區	East China	5,534	5%	5,441	6%
東南大區	Southeast areas	4,993	5%	4,891	7%
西南大區	Southwest areas	6,874	5%	7,402	6%
華南大區	South China	4,400	8%	4,520	9%
其他地區	Other areas	1,907	6%	3,421	4%

7.1 關注員工成長

本集團一向重視人才，深明培訓優秀員工為致勝之道，努力讓僱員獲得培訓及專業發展，保持集團的優勢。華潤燃氣投放資源於多元化的內部培訓計劃和課程上，讓員工獲得配合公司和行業發展方向的所需工作技能，使員工在工作崗位上盡展所長，進一步促進員工個人的專業發展。

本集團透過《培訓管理制度》內的培訓政策，根據集團和下屬公司的需求制定按職級劃分的年度培訓計劃和目標，並繼而訂定公司整體年度培訓計劃表的內容，包括培訓項目、形式、主題、對象和費用等。另外，本集團的培訓組織體系使公司、各部門和各項目的責任分工更為明確，配合培訓項目具體實施流程與安排，令年內的培訓工作能有效地落實。

而為了有系統、更「接地氣」地培養專業燃氣人才，華潤燃氣於2012年6月成立了燃氣學院，作為集團「1+5」（即一間全國性培訓學院為主，五個區域培訓中心為輔助）的發展策略及人才培養體系。此體系可以促成資源共享、互補優勢的願景，協助各區域基層、中層和高層員工在文化、行業專業能力以及領導才能上的技能。當中，「領導力發展項目」、「燃氣工程職業資格認證培訓」及「混合性培養項目」旨在發掘優秀的管理及前線人才，並為其進行職業及發展規劃，增潤集團的人才庫。

7.1 FOCUS ON EMPLOYEE GROWTH

The Group values human resources and recognizes the importance of training quality staff for its success. It has strived to provide training and professional development for employees in order to maintain the Group's competitive edges. CR Gas has invested resources in diversified internal training plans and courses to equip employees with the required job skills that align with the development direction of both the Company and the industry, enabling employees to realize their full potential at work and further foster employees' personal professional development.

According to the training policy set out in the Training Management System, the Group has prepared annual training plans and targets by rank based on the Group and its subsidiaries' needs, and further developed the overall annual training schedule of the Company, including the training programs, training forms, training subjects, training targets and cost. In addition, the Group's training organizational system defined the assignment of responsibility of the Company, each department and each project. With the specific implementation procedures and arrangements of training programs, training programs were able to carry out effectively during the Year.

For the purpose of fostering talents with gas expertise in a more systematic and practical way, CR Gas established CR Gas Institute in June 2012 as the Group's "1+5" (i.e. a national training institute, which is complemented by five regional training centers) development strategy and talent training system. This system can facilitate the fulfillment of the vision of sharing resources and complementing with each other, and help the staff at elementary, middle and senior level of each field to improve their skills in respect of culture, industrial expertise and leadership. In particular, courses such as "Leadership Development Project", "Professional Certification Training Project" and "Hybrid Training Project" are designed to identify outstanding management and frontline talents, and career development planning will be provided for them with an aim to strengthen the Group's talent pool.

燃氣學院在2019年累計開展培訓3,300餘場次，參訓人數超過20萬人次，其中線上培訓14萬人次，線下培訓6.3萬人次；新增講師59人；新開發課程及案例52個，人均培訓投入達2,100港元／人。憑藉在培訓工作上優秀的表現，學院獲得中國人才發展菁英獎「中國企業大學50強」第20名及「最佳學習項目」獎。

除華潤大學的「燃氣學院」為本集團員工開設課程及提供培訓計劃以外，本集團亦設立了涵蓋華東、華北、華中、華南及西南的五個培訓中心，該等中心位於無錫、濟寧、鄭州、福州及成都的區域中心。配合學院下的人才發展中心和運營管理中心，使集團能有系統、分層、分類的開展定制化培養，培訓公司人才。

本集團為不同級別的員工提供多種類型的管理及技術培訓，以提高員工的知識和技術水平。2019年重點培訓項目如下：

- 華潤燃氣學院聚焦管理者、行業專家、操作工人、新員工四類關鍵人群，制定「藍焰」學習地圖，科學匹配學習資源，打通管理及專業發展信道，將職業培訓與職業發展緊密結合，形成人才標準、規劃、選拔、培養、使用和保留的管理閉環。
- 隨著科學技術的創新，華潤燃氣學院通過線上學習平台、VR體驗式教學等多元化手段開展培訓，培養員工創新意識，激發潛能，助力職業發展。

In 2019, CR Gas Institute carried out more than 3,300 training programs accumulatively with over 200,000 trainees participated, including 140,000 trainees and 63,000 trainees received online and offline training, respectively; 59 newly hired instructors; 52 newly developed courses and cases, and the training investment per person amounted to HK\$2,100. Leveraging on its outstanding performance in respect of training, the institute ranked the 20th in the “Chinese Corporate University Top 50 (中國企業大學50強)” and awarded the “Best Learning Project (最佳學習項目)” in the China Talent Development Awards.

In addition to the “CR Gas Institute” in China Resources University, which designs courses and provides training programs to the Group’s workforce, the Group also operates five training centers covering Eastern, Northern, Central, Southern and South-Western China. These centers are located in regional centers of Wuxi, Jining, Zhengzhou, Fuzhou and Chengdu. In cooperation with the Talent Development Center and Operation Management Center of the institute, the Group is able to carry out customized training by levels and categories in a systematic manner to cultivate talents for the Company.

The Group has provided various types of training on management and technique for the staff at different levels to enhance their expertise and skill level. The key training programs in 2019 were as follows:

- CR Gas Institute has developed the “Blue Flame” learning map targeting four groups of key personnel, namely managers, industry experts, operators and new employees. Through the scientific matching of learning resources, CR Gas Institute breaks the barrier between management and professional development and closely integrates career trainings with career development, hence forming a management closed loop covering the criteria setting, planning, recruitment, cultivation, employment and retention of talents.
- With the innovation in science and technology, CR Gas Institute cultivates employees’ innovative consciousness and unleashes their potential through diverse training methods, such as online learning platform and VR experiential teaching, so as to facilitate their career development.

華潤燃氣海納百川，唯才是用。開朗外向、組織協調能力強的員工通過努力，會成為團隊的核心；不善言辭，但鑽研肯幹、耐得住寂寞、能下苦功夫的員工，最終也會成為領域專家。堅持與華潤燃氣共同成長，讓我收獲了更美好的今天。

—— 工程管理中心 智海濤

有幸作為第一批管培生加入華潤燃氣，在華潤燃氣海納百川、包容開放的組織氛圍中學習成長，在華潤燃氣堅忍不拔、永不言敗的創業精神感召下奮鬥拼搏，這對於我來說是幸運與幸福的，我為能夠成為華潤燃氣人而倍感自豪。

—— 安全管理部 常蛟

CR Gas is embrace to diversity and appointments are made on merit basis. Vibrant and outgoing personnel with excellent organizational and coordination skills would become core team members through their hard work; while those who are not good with words but willing to learn, endure loneliness and take painstaking efforts to succeed would eventually become experts in their fields. My better today is indeed a reward from growing with CR Gas.

—— Zhi Haitao, Engineering Management Center

I am lucky and happy to be admitted as the first batch of management trainees of CR Gas, which allows me to learn and grow under the inclusive and open-minded organizational atmosphere of CR Gas, and to go all out in work by following CR Gas's entrepreneurship that is characterized by perseverance and an unbeatable spirit. I am genuinely proud to be part of the CR Gas family.

—— Chang Jiao, Safety Management Department

報告期內和2018年所提供的培訓數據如下：

The training information provided during the reporting period and 2018 is as follows:

		單位 Unit	2019	2018
培訓總時數	Total hours of training	小時 Hour	3,267,600	3,110,294
人均受訓時數	Training hours per person	小時 Hour	77.8	64.8
受訓僱員總百分比	Total percentage of employees trained %		100%	87.5%
按性別劃分的人均受訓時數				
男	Male	小時 Hour	74.7	60.6
女	Female	小時 Hour	80.9	72.9
受僱職級劃分的人均受訓時數				
管理層	Management	小時 Hour	56.3	46.1
中層員工	Middle-level staff	小時 Hour	52.9	43.3
基層員工	Elementary staff	小時 Hour	68.4	66.8
按性別劃分的受訓僱員百分比				
男	Male	%	100%	83.8%
女	Female	%	100%	94.6%
按受僱職級劃分的受訓僱員百分比				
管理層	Management	%	100%	82.3%
中層員工	Middle-level staff	%	100%	80.2%
基層員工	Elementary staff	%	100%	88.1%

員工在華潤燃氣內的成長是集團人才發展的重要一環，因此集團搭建了人才發展體系，幫助員工追尋職業發展方向。如果管理、專業職能崗位出現空缺，集團會以公開競聘形式進行人員選拔，當中評估作風、工作能力、工作實績、群眾公認程度等方面，務求將有優秀表現的人員配置到合適的崗位。集團也有以師帶徒、技能比賽、達標認證等以提升員工的技能，並設有技能考核認證員工，讓員工可以在公司內部有職業發展的機會。

7.2 保障員工平等權益

華潤燃氣員工的權益受到如《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年保護法》《中華人民共和國婦女權益保障法》《性別歧視條例》(中國香港)《種族歧視條例》(中國香港)《殘疾歧視條例》(中國香港)《家庭崗位歧視條例》(中國香港)等法律法規所保障，在勞動用工制度、勞動合同、合法勞動、反歧視等方面有所規範。公司實際的舉措包括：

- 集團與員工平等協商簽訂勞動合同，為員工提供合規合理的薪酬待遇
- 在評估個人薪資時採用「3P」付薪原則，包括職業價值、綜合能力和職效考核
- 嚴格遵循最低工資制度，按時足額支付向員工報酬，並依時繳納五險一金

The development of employees in CR Gas is an important part of the Group's talent development. Accordingly, the Group has established the talent development system to assist employees in their career orientation. In case of vacancies in management and professional positions, the Group will select employees by way of open recruitment, through which the working style, competence, work performance and public recognition will be assessed with a view to ensuring that employees with outstanding performance will be assigned to the right positions. The Group also enhances the employees' skills by measures such as leading apprentices with masters, skill competitions and certification standards. Assessment will be conducted to certify the skills of the employees, so that employees can be offered a career development opportunity within the Company.

7.2 SAFEGUARDING THE EQUAL RIGHTS OF EMPLOYEES

The rights of CR Gas's employees are safeguarded by the laws and regulations such as the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Minors, the Law of the People's Republic of China on the Protection of Rights and Interests of Women, Sex Discrimination Ordinance (Hong Kong, PRC), Race Discrimination Ordinance (Hong Kong, PRC), Disability Discrimination Ordinance (Hong Kong, PRC) and Family Status Discrimination Ordinance (Hong Kong, PRC), which regulate the employment system, labor contracts, legal labor, anti-discrimination and other aspects. The Company's practical measures include:

- The Group enters into the labor contracts with employees after arms-length negotiation to provide employees with legal and reasonable remuneration packages
- Adopting the "3P" payment principle in assessing individual salaries, including professional values, comprehensive ability and performance appraisal
- Strictly following the minimum salary policy, paying employees' remuneration on time and in full, and making timely contribution to five social insurances and one housing fund

- 購買如補充醫療保險、意外傷害保險等商業保險，繳納企業年金，保障員工退休後的生活
- 建立具有內部公平性、外部競爭性的薪酬體系，貫徹以崗位價值、寬帶薪酬為導向的薪酬管理理念，通過構建科學合理的薪酬體系，有效激發員工的工作激情
- 在國家的帶薪休假制度要求之上，為員工提供節假日禮品、食宿等額外福利。其中，集團設有哺乳假、公益假等合法員工權益。
- Maintaining commercial insurance such as supplementary medical insurance and accidental injury insurance, and paying occupational pension contribution to protect employees' living upon retirement
- Establishing a remuneration system which is fair internally and competitive externally, implementing the remuneration management concept with an orientation towards position value and broadband salary, and effectively motivating employees' enthusiasm for work by establishing a scientific and reasonable remuneration system
- Providing employees with additional benefits such as holiday gifts, accommodation and others in addition to the requirements of the national paid leave system. In particular, the Group establishes legitimate employees' interests such as breastfeeding leave and charitable leave.

集團也嚴格遵守國際公約，以構建一個平等多元、互相尊重的工作環境。華潤燃氣確保員工不會因性別、殘疾、懷孕、家庭狀況、種族、膚色、宗教、年齡、性取向、國籍、學歷、工會會籍或其他因素受列差別待遇，並努力在僱傭、培訓和職業發展等事情上向員工提供平等機會，基於對員工個人背景和文化差異的尊重建立多元化的工作團隊。集團保障女員工在「三期」期間的權益。另外，集團聘用殘疾人士，更為其提供無障礙工作環境，推動傷健共融的工作環境。本報告期內，本集團沒有發生侵害女職工或個別職工及群體的合法權益事件。

The Group also strictly complies with international convention with a view to building an equal, diverse and respectful working environment. CR Gas ensures that employees will not be treated differently on the grounds of their gender, disability, pregnancy, family status, ethnicity, skin color, religion, age, sexual orientation, nationality, academic qualification, union membership or other factors, and is committed to providing equal opportunities for all staff in respect of matters such as employment, training and career development. The Group has established a diversified working team based on its respect for employees' individual background and cultural differences, and protects the interests of its female employees during their pregnant, confinement or lactation period (collectively as the "Three Periods"). In addition, the Group not only employs the disabled, but also provides them with a barrier-free working environment, thereby fostering a working environment where both the disabled and non-disabled work together. During the reporting period, no infringement of the legitimate interests of female employees or any individual employee and group was found in the Group.

而在集團的內部政策中已列明禁止以任何形式僱用童工和強制勞工。集團會在招聘時對應聘者的年齡進行核查，以確認應聘者符合當地法律規定的僱傭年齡標準，杜絕招收童工。倘若發現誤聘童工，其工作會被立即終止，並由集團派員將有關人士送回至監護人所在地，所有費用均由集團承擔。華潤燃氣也嚴禁內部以任何理由或形式進行強制勞工，每位員工均有權利自願提出工作或離職。集團於本報告期內沒有發現任何童工或強制勞工的違法違規事件。

為了令有關員工權益的管理在日常運營中行之有效，集團已設立了舉報機制，讓員工將顧慮和不合規事件盡快各負責部門舉報及提供信息。機制在政策的保障下確保所有舉報均得以公平處理，而一旦發現不公平或涉及歧視的情況屬實，集團將會依法懲處相關人員。

另外，集團也看顧員工在工作場所中的健康與安全。集團有健全EHS管理規章制度和管理体系，並鼓勵成員企業對體系進行認證。公司會委託專業職業危害評價機構對其所管轄的場站進行檢測，識別和評估作業場所的職業危害因素，然後安排緩解措施。公司也會給予員工職業健康體檢和培訓，以及發放勞保物資，保障全體員工的生理健康。在心理健康方面，以《員工幫助計劃》(EAP項目)為重點，持續為員工提供福利與支持項目，通過專業人員的診斷及建議，對員工及其家屬提供專業指導、培訓和諮詢，幫助員工科學地解決的各種心理和行為問題，提高員工工作效率。

The Group's internal policies clearly prohibit the employment of child labor and forced labor in any form. In the course of recruitment, the Group verifies the age of the applicants to confirm that they meet the minimum age for employment as required under the local laws, so as to prohibit the use of child labor. In case of discovery of employment of any child labor by mistake, the Group will promptly terminate his/her work and have the person sent back to the location of his/her guardianship, and all relevant costs incurred will be borne by the Group. CR Gas also strictly prohibits forced labor within the Company for any reason or in any form, and each of its employees has the right to work or leave employment on a voluntary basis. During the reporting period, no breach of the laws or regulations in relation to child labor or forced labor was found in the Group.

In order to maintain effective management of employees' rights and interests in daily operations, the Group has set up a whistleblowing mechanism, which enables its staff to report their concerns and non-compliance incidents to the respective department in charge and provide information in a timely manner. The mechanism ensures that all concerns raised would be dealt with fairly under the protection of the relevant policies, and once any cases in relation to inequality or discrimination was verified, the responsible person(s) will be punished by the Group according to the laws.

In addition, the Group also cares about the health and safety of its employees in the workplace. The Group has comprehensive EHS management rules and regulations and management system in place, and encourages member companies to obtain certification for their systems. The Company commissions professional occupational hazards assessing agencies to inspect the premises under its governance, identify and assess the occupational hazard factors in the workplaces, as well as formulate mitigation measures. The Company also provides employees with occupational health check-ups and training, and offers labor protection supplies in order to protect the physical health of all employees. With regard to psychological health, focusing on "Employee Assistance Plan" (EAP Program), we continuously provide welfare and support program for employees, under which professionals will provide diagnosis and advice as well as professional guidance, training and consultancy to employees and their families, aiming to help employees to scientifically resolve various psychological or behavioral issues and to enhance employees' efficiency at work.

7.3 員工關愛活動

以人為本是集團在人力資源管理上堅守的理念，因此除了對員工提供基本保障外，華潤燃氣也關心員工的家庭生活條件、身心健康、工作生活平衡等，藉此也可以與員工維持良好的關係。

華潤燃氣投入資源以有系統和長遠的方法幫扶有困難的員工，公司在2019年困難員工幫扶投入超過710萬港元。集團早於2015年已成立困難員工輔助基金制度，用於幫扶困難員工，並在有需要的時候號召所有員工幫助有困難的員工。另外，集團通過提供信訪接待、職業培訓、法律援助及生活援助等多種形式，實際地協助員工解決生活上的困難和需求。

7.3 EMPLOYEE CARING ACTIVITIES

Being people-oriented is the Group's philosophy in human resources management. Therefore, in addition to the provision of basic protections for employees, CR Gas also cares about employees' living conditions, physical and psychological health and work-life balance, thereby maintaining a positive relationship with the employees at the same time.

CR Gas devotes resources to help employees in hardships in a systematic and long-lasting manner. In 2019, the Company invested more than HK\$7.10 million in helping employees in hardships. Early in 2015, the Group has established the employee assistance fund system to help relieving employees in hardships, while actively calling for all employees to give them a helping hand when necessary. In addition, the Group practically assists employees in solving their difficulties and needs in lives through various channels such as the provision of petition reception, occupational training, legal aid and life aid.

指標	Index	幫扶數量 Number of assistance	金額 (萬港元) Amount (HK\$'0,000)
救助困難員工 (人次)	Assisting employees in hardships (persons)	344	42.69
走訪慰問困難員工家庭 (戶)	Visiting families of employees in hardships (households)	592	54.33
資助困難員工子女入學 (人次)	Financing the education of children of employees in hardships (persons)	42	6.86
救助患病員工 (人次)	Assisting disease-ridden employees (persons)	2,342	183.96

集團希望員工可以在工作和生活之間作出平衡，所以為員工舉辦多個活動和開設不同的設施。在年內，公司組織了如運動比賽、生日會、文化沙龍、員工大講堂、詩文書畫採風等員工活動，讓員工享受工餘時間。

The Group organizes various activities and opens different facilities for its employees in the hope of helping them to maintain a work-life balance. During the Year, the Company organized employee activities such as sports competitions, birthday parties, culture salons, employee lectures, poetry, calligraphy and painting classes so that employees can enjoy their spare time.



^ 鎮江公司開展婦女節花藝學習活動
Zhenjiang Company organized floriculture learning activities for Women's Day



^ 中山公司組織開展全員消防運動會
Zhongshan Company organized a sports day on fire safety for all staff



^ 江門區域中心召開第二屆趣味運動會
Jiangmen Regional Center held its second fun sports meeting



^ 設計研究中心在成都舉辦足球賽
Design Research Center held a football match in Chengdu



^ 濰博公司開展中基層管理人員素質拓展運動會
Zibo Company held a sports day on quality development for middle-level and elementary-level management personnel



^ 濟寧公司舉辦「迎新春·運動會」職工大賽
Jining Company held a staff competition under the theme of "sports day in celebration of the New Year" ("迎新春·運動會")

積極了解和響應員工的意見和顧慮能促進集團的正面發展，為了有系統地掌握員工對公司的評價，集團安排員工滿意度調查，收集有關工作環境、工作氛圍等員工工作感受。調查可以讓管理人員聚焦相關問題，並及時制定具針對性的改善措施，加強有效提升員工滿意度的方法和措施。

華潤燃氣也建立了暢通的基層員工要求收集反饋機制，透過工會等機構深入了解各部門、班組等基層的心聲。此外，集團的「學標竿蹲點」以每季度近一天的一線工作和談心談話、走訪調研等方式作為基層員工要求收集機制，及後分析有關要求、研究問題的解決方法，並及時提供反饋。

Actively understanding and responding to employees' opinions and concerns can promote the positive development of the Group. In order to systematically capture the employees' opinions on the Company, the Group arranges employee satisfaction surveys to collect employees' feelings at work towards the working environment and the working atmosphere. The survey allows the management to focus on related problems and formulate targeted improvement measures in a timely manner, which is conducive to strengthening the methods and measures to effectively improve employee satisfaction.

CR Gas has also established a smooth feedback mechanism for its staff at elementary level to collect information on their needs. Through labor union and other organs, it has gained deep understanding of the thoughts of the staff at elementary level from different departments and teams. In addition, the Group implements "Work On-site for Benchmarking (學標竿蹲點)", a mechanism for collecting information on needs of staff at elementary level through various methods such as nearly one day's front-line work every quarter, regular communication, visits and studies, and subsequently analyzes the relevant requests, works out solutions on relevant issues, and provides feedback in a timely manner.



▲ 本溪和南芬公司組織開展業務大講堂活動
Benxi Company and Nanfen Company organized "Business Lecture" activities



08

匠人精神 共建美好生活

The Spirit of **Craftsman:**
Creating a **Better Life** Together



8 匠人精神 共建美好生活

8 The Spirit of Craftsman: Creating a Better Life Together

8.1 提升服務品質

「供應安全、清潔的燃氣；提供親切、專業、高效的服務」是華潤燃氣的企業使命，不斷提升公司的產品和服務質量對達成這使命十分重要。因此，集團持續完善客戶服務管理制度和政策，並透過客戶服務中心，在包括穩定供氣、安全保障、預約服務、燃氣具售後服務、熱線接聽、服務質量、意見處理七個方面維持服務標準，悉心回應客戶的需求。為了進一步保障優質服務，公司完善客戶信息系統和標準體系，梳理服務流程和規範化有關工作。

集團致力保護客戶的權益。集團嚴格遵守《反不正當競爭法》《中華人民共和國廣告法》等法律法規，預防虛假宣傳，公開經營範圍內產品和服務的特徵、質量、價格等信息，保障用戶知情權。尤其在價格方面，華潤燃氣在客服中心及網上營業廳設有價格公示，涉及價格調整的情況均以政府物價部門通知為依據，並通過媒體廣泛告知調價信息，營造資費透明的營商環境。

在向用戶提供服務及產品時，華潤燃氣始終秉持平等協商、互利共贏的經營理念，恪守雙方自願、公平交易的原則，簽訂合同同時明確供用氣雙方權利和義務。在私隱保障上，集團會在用戶信息系統加密用戶敏感信息，並設置嚴格的分級審批和權限管理要求。

8.1 IMPROVING SERVICE QUALITY

It is the corporate mission of CR Gas "to supply safe and clean gas, and to provide thoughtful, professional and efficient service", and it is of paramount importance to continuously improve product and service quality of the Company in order to achieve such mission. As such, the Group has been consistently improving its customer service management systems and policies and maintaining its service standards and carefully responding to the demands of customers through its customer service centers in terms of seven aspects, namely stable gas supply, safety protection, reservation service, after-sale service for gas appliances, hotline answering, service quality and comment handling. To further ensure quality services, the Company has also improved the customer information system and service standard and system, optimized the service procedures and standardized the relevant works.

Committed to safeguarding customer's interests, the Group strictly adheres to laws and regulations including the Anti-unfair Competition Law and Advertising Law of the People's Republic of China, aiming to prevent false publicity and safeguard customers' information rights by publishing information on the characteristics, quality and prices of products and services within our operating scope. In particular, CR Gas publishes the prices in its customer service centers and on the online business hall. Price adjustments should only be made on the basis of the notice issued by the pricing authorities of the government and the public should be widely informed of the details of such adjustments via the media to build an operating environment with transparency of all fees and expenses.

In the course of providing services and products to the customers, CR Gas always adheres to the operating philosophy of arms-length negotiation and mutual benefit as well as the principle of willingness of both parties and fair transaction. Rights and obligations of both gas supplying and using parties should be specified when entering into contracts. In terms of privacy protection, the Group will encrypt user sensitive information on the user information system and set up highly regulated system for review and approval as well as authority management requirements.

供氣質量方面，公司加強氣源採購管理及氣質檢測，確保天然氣質量符合《天然氣》(GB 17820-2018)相關規定，以及天然氣供氣壓力和加臭劑含量符合《城鎮燃氣設計規範》(GB 50028-2006)相關規定。

創新管理

創新是引領華潤燃氣業務發展和為客戶提供優質產品服務的關鍵，集團通過鞏固體系全面地開展先進科技及創新技術工作。例如，創新工作領導小組於2017年成立，統籌規劃全集團的創新工作，帶動成員公司進行創新工作和項目，並審議創新課題立項。集團也透過設計研究中心制定落實《創新研發工作管理辦法》，加強八個創新工作方向，並在華潤燃氣學院設立創新工作辦公室。華潤燃氣工程管理中心下設有創新管理委員會，確立了包括《技術創新管理辦法》《技術創新激勵管理辦法》《技術創新項目評選辦法》以及《技術創新實施方案》，鼓勵員工參與科技創新。

In terms of quality of gas supply, the Company has strengthened the procurement management of gas sources and testing of gas quality so as to ensure that the natural gas quality meets the relevant requirements of Natural Gas (GB 17820-2018) and that the pressure and odorant content of natural gas supply meet the relevant requirements of Code for Design of City Gas Engineering (《城鎮燃氣設計規範》) (GB 50028-2006).

Innovation Management

Innovation is the key to leading the business development of CR Gas and offering quality products and services to customers. The Group comprehensively carries out its work regarding advanced technologies and innovative technology through consolidation of its systems. For instance, the Innovation Work Leading Team established in 2017 is responsible for the overall planning of innovation work of the Group, promoting the innovation work and projects of all member companies, as well as reviewing and deliberating the initiation of innovation projects. In addition, through the Design Research Center, the Group has formulated and implemented Measures on Management of Innovation and Research & Development to strengthen innovation work in eight directions. Furthermore, we have established an Innovation Office at CR Gas Institute. CR Gas Engineering Management Center has established Innovation Management Committee, and formulated, among others, the Measures on Technological Innovation Management, the Measures on Management of Technological Innovation Incentive, the Measures on Evaluation and Selection of Technological Innovation Projects and Measures on Technological Innovation Implementation, with an aim to encourage staff to participate in technological innovation.

集團定期召開創新工作會和智慧燃氣工作會，讓員工了解工作進度和分享經驗。相關員工積極開展有關智慧燃氣的研究，針對業務難題在燃氣智能化建設和發展，以及「雲管理」升級提出建議，加強信息系統之間的互聯和共享，提升智能燃氣建設管理效率。

專利、商標和著作權等在創新管理上不容忽視，除了以日常監管保護知識產權，集團也在內部提高員工對知識產權的意識和尊重，在合作過程中決不侵犯他人的相關權利。同時為公司自身開發的項目申請專利。公司在2019年共獲得專利授權18項，包含17項實用新型專利授權和1項外觀設計專利授權。

智慧運營

智慧運營是集團業務開發中的重點，於報告期內也有所進展。例如，百尊首次推出「防乾燒」安心灶，採用高敏感溫技術，靈敏感知鍋底溫度變化，高溫超標及時切斷氣源，有效減少用戶用灶過程中的安全風險。此外，華潤燃氣積極擴充民用燃氣保險產品，引入家財險產品，全方位保障用氣安全。公司年內開發「熱線+短信」在線推廣管道，將保險推廣業務與熱線業務相結合，方便用戶享受燃氣保險的後續保障服務。公司累計已為170萬戶家庭提供安全保障服務，通過保險公司為使用者理賠750起，共計挽回財產損失364萬港元。

The Group holds innovation work conference and smart gas work conference regularly to keep its staff informed of the work progress and allow them to share their experiences. The staff involved will carry out research on smart gas proactively, and raise suggestions on gas intelligitization construction and development and the upgrade of "Cloud Management" centering around the difficulties in operation in an effort to enhance the interconnection and sharing between information systems and improve the efficiency of the management of smart gas construction.

Patents, trademarks and copyrights are indispensable in innovation management. In addition to protecting intellectual property rights through daily monitoring, the Group also raises the employees' awareness of and respect to intellectual property rights internally, at the same time avoiding infringement of such rights of others in the process of cooperation. Meanwhile, we will apply for patents for the self-developed projects of the Company. In 2019, the Company obtained a total of 18 licensed patents, comprising 17 utility model patents and 1 exterior design patent.

Smart Operation

Smart operation is the key focus in the Group's business development. During the reporting period, the Group also made progress on it. For instance, PERCEN launched safety stove with "boil-dry protection" for the first time. It adopts highly sensitive temperature sensing technology that is able to swiftly sense the temperature change at the bottom of the pot, and promptly cut the gas source in case of excessively high temperature, thereby effectively reducing the safety risks of users when using the stove. In addition, CR Gas proactively expanded its domestic gas insurance offerings and introduced home insurance products to comprehensively ensure safe use of gas. During the Year, the Company developed an online marketing channel named "Hotline + SMS", through which it has integrated its insurance marketing business with the hotline business so that users may enjoy subsequent gas insurance coverage and services conveniently. The Company has provided safety protection services for a total of 1.7 million households and handled 750 claims of users through insurance companies and recovered property loss totaling HK\$3.64 million.

潤智科技自主研發7大智能化應用。其中，安檢系統2019年共在130餘家成員公司上線使用，承擔約1,100萬用戶的安檢管理，而管網巡檢系統自2019年10月上線至2019年底，完成了13個區域、29家成員公司的上線使用，有效提升了巡檢作業效率與質量。另外，該公司推出了如大數據氣量負荷預測產品和場站自動化巡檢機器人等4項科技創新類產品。

針對集團持續的科研工作，潤智科技打造了統一的軟件研發底層平台，實現了「快速回應需求、系統融合貫通、統一技術架構」的目標，並提升了研發效能，降低了創新試錯成本，有助於加快創新項目複製推廣。

Run Zhi Technology initiated the research and development of 7 smart applications. Among them, the security inspection system was launched and put into service in over 130 member companies in 2019 and has undertaken security inspection management for approximately 11 million users. The pipeline network inspection system was launched in October 2019 and was put into service in 29 member companies covering 13 regions as at the end of 2019, which has effectively enhanced the operational efficiency and quality of inspection. The company has also introduced 4 technological innovation products such as big data products for gas load prediction and on-site automated inspection robots.

Regarding the continuous scientific research of the Group, Run Zhi Technology has established a standardized underlying platform for software research and development, thereby achieving the goal of “quick response to needs, system integration and standardized technological structure”. It also enhances efficiency of research and development and reduces cost of trial and error of innovation works, which is in turn conducive to accelerating the duplication and promotion of the innovation projects.

案例：大口徑PE球閥技術解決方案解決行業難題

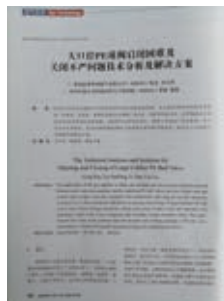
Case: Solving industry challenges with technological solution for large diameter PE ball valve

國內燃氣行業普遍存在大口徑（ $\geq DN250$ ）PE球閥啟閉困難與關閉不嚴的問題，強行啟閉易損壞閥門。行業內通用解決辦法是用鋼塑轉換加法蘭連接鋼製球閥或直接採用進口閘閥（帶鋼塑轉換）。但青島高新區為鹽池回填區，鋼製球閥腐蝕速度快，且建設、維護成本高。高新公司青年技術攻關團隊認真分析研究，提出了PE球閥啟閉困難與關閉不嚴問題的技術觀點，並探索出經濟、可行的解決方案，較鋼製閥門方案節省支出6至8萬港元／個，且無後期維護成本。

青島公司所屬泰能高新燃氣公司耿堅等就此撰寫的技術論文《大口徑PE球閥啟閉困難及關閉不嚴問題技術分析及解決方案》被國家期刊《城市燃氣》（2019年第四期）全文刊發，該技術創新成果獲得第三屆青島能源華潤燃氣創新杯一等獎、全國城市燃氣行業創新優秀成果一等獎、青島能源集團2019年安全生產技術成果交流會第二名。

Difficulties in opening and closing PE ball valve with large diameter ($\geq DN250$) and their incomplete closure are common problems faced by the domestic gas industry as forced opening and closing would easily damage the valves. The general solution in the industry is to connect the steel ball valve with a steel-plastic adapter and a flange or directly use an import gate valve (with a steel-plastic adapter). However, in the case of Qingdao High-tech Development Zone, which is a salt pan backfilled zone, steel ball valves erode very quickly and the cost of construction and maintenance is high. The Youth Technical Team of the Hi-tech Company, after careful analysis and research, put forward opinions on the difficulties in opening and closing of PE ball valves and their incomplete closure from a technical perspective and successfully developed economical and feasible solutions that can reduce expenses by HK\$60,000 to HK\$80,000/unit as compared to steel valves with no subsequent maintenance costs required.

The technical thesis titled Technical Analysis on and Solutions for Difficulties in Opening and Closing of PE Ball Valves with Large Diameters and Their Incomplete Closure (《大口徑PE球閥啟閉困難及關閉不嚴問題技術分析及解決方案》) in this regard written by, among others, Geng Jian from Taineng High-tech Gas Company (泰能高新燃氣公司), the parent of Qingdao Company, was published in full in the national journal Urban Gas (《城市燃氣》) (Issue 4, 2019). This technological innovation achievement was awarded first prize in the Third Innovation Cup of Qingdao Energy of CR Gas (第三屆青島能源華潤燃氣創新杯一等獎), first prize in Outstanding Innovation Achievements in Urban Gas Industry in China (全國城市燃氣行業創新優秀成果一等獎) and ranked second in 2019 Exchange Conference on Technological Achievements in Safety Production of Qingdao Energy Group (青島能源集團2019年安全生產技術成果交流會第二名).



8.2 客戶溝通

華潤燃氣視每一個客戶意見為提升服務的機會，因此集團積極在各方面傾聽客戶的意見和反饋。華潤燃氣按照國家規定、行業相關規範主動為客戶提供上門抄表、安全用氣檢查、用點維修搶修等售後服務，設置熱線服務電話，及時受理客戶訴求，在線答疑解問，通過建立統一的作業服務標準、作業流程、服務禮儀要求等提供專業、高效、親切的服務。為方便用戶，華潤燃氣積極致力於提供依托互聯網的線上服務，為客戶提供華潤燃氣通APP、微信公眾號、網上營業廳等渠道以實現用戶繳費、業務辦理、賬單查詢、信息諮詢等功能。

針對客戶投訴，華潤燃氣設置專崗負責客戶投訴監測、分析、應對、處置工作，及時跟進和處理客戶的訴求意見，確保投訴得到及時有效處理，並對客戶投訴進行剖析和歸納，對重點和頻發事件進行跟進並制定工作改進計劃，建立高效的投訴預防處理機制。

8.2 CUSTOMER COMMUNICATION

CR Gas regards the opinion of each of its customer as an opportunity for improving its services, and thus the Group proactively listens to customers' comments and feedbacks in all respects. Subject to national regulations and relevant industry standards, CR Gas actively offers after-sale services to customers, such as in-home meter reading, gas safety inspection and on-site repair, and at the same time setting up service hotline to handle customer's request and reply to online enquiries in a timely manner. Professional, efficient and faithful services are provided by establishing standardized operation and service standards, operation procedures and requirements of service etiquette. Striving to actively offer Internet-based online services for users' convenience, CR Gas provides customers with different channels, such as CR Gas APP (華潤燃氣通), WeChat Official Account and online business hall, for user services such as bill payment, business handling, billing query and consultation.

In terms of customer complaints, CR Gas assigned designated personnel to be responsible for monitoring, analyzing, responding to and handling customer complaints, so as to promptly follow up and handle customers' requests and opinions, and hence ensuring that complaints are being dealt with in a timely and efficient manner. CR Gas also analyzes and summarizes those customer complaints, as well as performing follow-up works and formulating work improvement plan in relation to key and frequently-occurred incidents, with a view to developing an efficient complaint prevention and handling mechanism.

集團在2019年共接獲關於產品及服務相關投訴3,866起(2018年:3,920起),投訴跟蹤解決率100%。

In 2019, the Group received 3,866 complaints (2018: 3,920) about its products and services in total, with tracking and resolving rate of complaint being 100%.

案例：真情服務客戶，用心創造感動

Case: Attracting customers with sincere and wholehearted services

2019年10月，彭州公司接到投訴，用戶已於2010年繳納天然氣安裝費用，並將工程安裝款轉存到成都農商銀行磁峰分理處，後由於房屋一直未建，遂到燃氣公司申請退款，卻被告知無法辦理退款。

接到用戶投訴後，彭州公司客服人員立即與用戶取得聯繫，並了解到成都農商銀行僅為彭州公司當初設置的代收機構，如要辦理退款手續，需用戶提供彭州公司開具的原始收據或發票，但時間久遠，用戶無法提供原始憑證，遂未能成功辦理退款。

在客服人員的積極協調下，用戶在彭州公司客服人員的陪同下前往成都農商銀行磁峰分理處進行提檔查詢，經過彭州公司客服人員的多次申請，最終成功提檔。查詢到款項的當天，彭州公司立即為用戶辦理退款手續。

此次投訴處理過程中，彭州公司客服人員始終站在用戶立場上，展現了良好的工作態度和職業素養，用戶對客服人員及時高效的工作表示滿意。

In October 2019, Pengzhou Company received a complaint from a user that he had paid the natural gas installation fee in 2010 and transferred the project installation fee to Chengdu Rural Commercial Bank Cifeng Branch. However, as the construction of the building has not commenced since then, the customer subsequently applied for refund from the gas company and was informed that the refund could not be processed.

Upon receiving the user's complaint, the customer service staff of Pengzhou Company immediately contacted the user and found out that Chengdu Rural Commercial Bank only served as the then initial collection agency for Pengzhou Company. For refund, the user would need to provide the original receipt or invoice issued by Pengzhou Company. However, as the payment was made long time ago, the user was unable to provide the original receipt and thus the refund was not processed successful.

The customer service staff of Pengzhou Company actively coordinated and accompanied the user to visit Chengdu Rural Commercial Bank Cifeng Branch for retrieval of payment record and enquiry. After multiple applications, the customer service staff of Pengzhou Company eventually retrieved the relevant record successfully. On the date of retrieval of payment record, Pengzhou Company immediately processed the refund for the user.

The customer service staff of Pengzhou Company has been thinking from the standpoint of the user throughout the handling process of the complaint, demonstrating positive work attitude and professionalism, and the user was satisfied with the prompt response and efficient services of the customer service staff.

華潤燃氣在2019年繼續開展客戶滿意度調查，涵蓋78家區域公司，整體滿意度得分達到93.2分，較2018年提升1.5分。調查結果讓集團更了解客戶服務中存在的問題，並督促區域公司改進服務管理和客戶服務體驗，以爭取更佳客戶滿意度。

8.3 供應商管理

秉承「打破邊界、協同共贏」的管理哲學，華潤燃氣在經營活動中高度重視與政府、用戶、供應商、學術科研機構等合作夥伴的溝通交流與攜手合作，從中發掘機遇、發揮影響，推動打造高效的產業鏈條，帶動行業轉型升級發展。

集團著眼於區域上的發展。為持續推動粵港澳大灣區創新業務發展，華潤燃氣穩步推進副中心項目建設、實施落地創新中心、穩健運營產業公司和潤智科技公司，參與粵港澳大灣區建設。本集團通過華潤集團雄安工作組接洽雄安集團基建公司，並派駐華潤燃氣專業設計要員，參與燃氣規劃、招標相關工作，積極準備投標雄安高鐵、容東片區燃氣項目。

此外，集團鼓勵符合條件的企業上市，並積極爭取在下屬上市公司增持股權，進一步發揮管理體系、薪酬機制等在上市公司市場化機制中的影響力。2019年，華潤燃氣成都公司在上交所完成上市。

In 2019, CR Gas continued to conduct customer satisfaction survey at 78 regional companies, reaching an overall customer satisfaction of 93.2 points, up by 1.5 points from that of 2018. Such results enabled the Group to better identify shortcomings in customer services, and facilitated regional companies to improve their service management, so as to enhance the experience of customer services and hence endeavour to achieve better customer satisfactory.

8.3 SUPPLIER MANAGEMENT

Upholding the management philosophy of “Breaking the boundaries to achieve synergies and mutual benefits”, CR Gas attaches great importance to its communication and cooperation with various partners, such as governments, users, suppliers and academic and scientific research institutions, to explore opportunities for and play an influential role in the promotion and establishment of industry chains with high efficiency, thereby fostering the transformation and upgrade of the industry.

The Group focuses on regional development. In an effort to further promote the development of innovative businesses in Guangdong-Hong Kong-Macao Greater Bay Area, CR Gas steadily pushed ahead with the development of sub-center projects, established innovative centers and maintained stable operation of the industrial companies and Run Zhi Technology Company (潤智科技公司) as a way to take part in the development of Guangdong-Hong Kong-Macao Greater Bay Area. The Group also proactively prepared for the bidding of Xiongan Expressway and gas project in the eastern area of Rongcheng County by approaching the infrastructure company of Xiongan Group through Xiongan taskforce under the China Resources Group. CR Gas's professional designers were assigned to participate in works in relation to gas planning and the bidding.

Furthermore, the Group encouraged eligible corporations to be listed and endeavoured to increase our shareholdings in the listed subsidiaries, so as to further demonstrate the influence of our management systems and remuneration mechanisms among market-based mechanisms of listed companies. In 2019, Chengdu Company of CR Gas completed its listing on the Shanghai Stock Exchange.

責任採購

華潤燃氣把自身的可持續發展的承諾延伸至供應鏈管理上，希望通過負責任採購，令與其合作的供貨商除了合法合規的運營，也保持公司服務和燃氣產品的質量和可持續性，以及更好的管理集團的環境和社會績效。供貨商管理的政策包括《集團招標採購管理制度》《合格供貨商管理制度》。所有供貨商都需要達到集團在政策中列出對環境保護、員工健康與安全、勞工準則等期望。集團的三級供貨商選拔機制旨在保持公司服務的穩定性，並減低有關質量和環境破壞的風險。

Responsible Procurement

CR Gas extends the commitment to sustainable development to its supply chain management, with the expectation to ensure the collaboration with suppliers is in compliance with the laws and regulations, maintain the quality and sustainability of the Company's services and gas products and better manage the Group's environmental and social performances through responsible procurement. The policies regarding supplier management include the "Management System for Tendering and Procurement of the Group" and the "Management System of Qualified Suppliers". All suppliers must meet the Group's expectations in aspects of environmental protection, employees' health and safety and labour standards as stipulated in the relevant policies. The objective of the Group's Three-step Supplier Screening Mechanism is to maintain the stability of the Company's services and to mitigate risks in relation to quality and environmental damage.

三級供貨商選拔機制 Three-step Supplier Screening Mechanism	
資格預審 Pre-qualification	<ul style="list-style-type: none"> 關注供貨商的生產能力、生產資格、資信情況及行業影響力 We are concerned about the production capability, production qualification, credit position and industry influence of suppliers 要求提供企業生產及檢測能力介紹、產品生產相關許可、銀行資信情況、企業審計報告及業績等證明 Enterprises are required to provide brief description of its production and testing capability, relevant production licenses of products, bank credit position, its audit report and results for verification
現場考察 On-site assessment	<ul style="list-style-type: none"> 關注供貨商的生產管理、質量管理、對職工的保護及企業對環境的保護等 We pay attention to the suppliers' production management, quality management, the protection of employees and the enterprise's protection of environment 確保其生產流程、工藝及產品質量均符合既定環境和質量要求 Ensure that their production procedures, craftsmanship and product quality are in line with the established environmental and quality requirements 要求供貨商提供職業健康安全體系、環境管理體系，以及質量管理體系之認證（如ISO 14001及OHSAS 18001） Suppliers are required to provide certificates for occupational health and safety management system, environmental management system and quality management system (e.g. ISO 14001 and OHSAS 18001)
綜合評審 Comprehensive appraisal	<ul style="list-style-type: none"> 供貨商須通過綜合評估，確保具備相關資質 Suppliers are subject to comprehensive evaluation to ensure that they possess the relevant qualifications

其他用於供應鏈管理的機制包括供貨商履約和分級管理制度，以及監察供貨商在經濟、社會或環境方面的處罰數量，包括供貨商是否存在強迫勞動或其他嚴重違反勞動法規的行為。公司會每年進行供貨商抽查，對不達目標供貨商提供及時現場指導和要求整改，持續未能符合目標的則會被淘汰。

公司也定期對供貨商進行重新入圍審查，按照現場考察標準，進行針對生產管理、質量控制、勞動保護、環境保護等方面的突擊復審。集團會取消不能滿足要求的供貨商的合作資格。除此以外，華潤燃氣組織成員公司對供應商進行年度評價，並不定期地把抽查的供貨商產品送往國家相關第三方檢測機構檢驗。公司會就產品質量、售後服務等評價情況向供應商反饋，提出改進建議，幫助供應商持續提升產品質量和服務水平。

為了讓成員公司與供貨商互相反映意見和提出要求，以促進它們的合作關係，集團有組織成員公司與供貨商進行雙向互評，成員公司可對於供貨商的產品質量、售後服務、合作情況等作出評價；供貨商則評價成員公司的誠信合規、合同履約、採購管理等事項。

Other mechanisms used in supply chain management include supplier performance and tiered management system. It also monitors the number of economic, social or environmental penalties imposed on the suppliers, including whether the suppliers used any forced labour or committed other material breach of labour regulations. The Company performs annual random inspections on the suppliers and provides prompt on-site guidance for substandard suppliers which are required to make rectifications. Those failed to meet the requirements continuously would be eliminated.

The Company also regularly reviews suppliers' readmission qualifications by way of unannounced reassessments concerning production management, quality control, labour protection, environmental protection and other aspects in accordance with on-site inspection standards. Suppliers which failed to meet our requirements will be disqualified for partnership by the Group. Moreover, CR Gas organizes its member companies to conduct annual assessments on suppliers, and deliver samples of suppliers' products to the relevant third-party testing organizations of the government for inspection on a non-regular basis. The Company provides the suppliers with assessment feedbacks on aspects such as product quality and after-sale services and made suggestions for their improvements in order to assist suppliers to continuously enhance product quality and service standards.

In an effort to promote our member companies' partnership with suppliers, the Group facilitates their exchange of opinions and requests by organizing two-way assessments between our member companies and suppliers, through which our member companies may give ratings to the suppliers' product quality, after-sale services and attitude of cooperation, while suppliers may evaluate the integrity and compliance, contract performance and procurement management of our member companies.

集團一直秉持廉潔誠信的供貨商管理方針，期望與供貨商建立長遠互信的合作關係。公司堅持公開、公平、公正的原則，嚴格要求雙方人員廉潔守規，倡導誠信經營，反對商業舞弊。針對進行實地考察的專家人員，在開展工作前公司會重申考察紀律、要求和應該關注的重點問題。集團要求100%參加供應商實地考察的專家簽訂《物資考察陽光宣言》，對其廉潔責任作出聲明。另一方面，集團設有誠信跟蹤郵箱，讓發現成員公司在採購、合作、管理過程中有誠信合規等問題的供貨商主動接觸集團，讓成員公司跟進和反饋。

於2019年，通過質量、環境和職業健康安全管理体系認證的供應商佔所有與集團合作的供貨商96%，集團責任採購比例為93.9%。項目建設所需的大宗原材料及區域公司所需的辦公設施盡可能在本地採購。年內，集團共聘用293家供應商，全部來自中國內地。

華潤燃氣持續帶動供應商成長，不定期舉辦供應商培訓活動，向供應商傳遞環保、安全、健康等方面的社會責任理念，幫助建設綠色產業鏈。

The Group always adopts the approach of integrity and honesty for supplier management with an expectation to establish trusting partnership with suppliers in the long run. Adhering to the principle of openness, fairness and justice, the Company strictly requires itself and the suppliers to uphold integrity and compliance, advocate honest operation and stand up against corrupt practice. For experts who carry out field inspections, the Company restates the discipline, requirements and major issues to focus on before they commence such inspections. The Group requests 100% of the experts who are engaged in the field inspections to sign the Declaration of Sunshine Investigation of Goods (《物資考察陽光宣言》) as a declaration of their duties on integrity. On the other hand, the Group has set up its integrity tracking mailbox (誠信跟蹤郵箱), through which suppliers may actively contact the Group for member companies' follow-ups and feedbacks if they discover any issues concerning our member companies' integrity and compliance in the course of procurement, cooperation and management.

In 2019, 96% of the Group's suppliers passed the certification of our quality, environment and occupational health and safety management system, while the proportion of responsible procurement of the Group reached 93.9%. Bulk raw materials required for project construction and office equipment required by regional companies were purchased from local sources whenever possible. During the Year, the Group engaged a total of 293 suppliers, all of which were based in mainland China.

By organizing training activities for suppliers on an ad hoc basis, CR Gas conveys to suppliers the philosophy of social responsibilities in relation to environmental protection, safety, health and other aspects, with an aim to constantly fuel the growth of suppliers and hence contributing to the development of a green industry chain.

行業協作

作為行業領先的企業，華潤燃氣積極與各級政府合作，支持地方產業轉型升級，擴大地方稅收，帶動地方就業。集團通過行業交流與研討、經營管理經驗分享，在整合內部資源的基礎上，與其他資源豐富的企業在技術、市場等方面深入交流，發揮各自優勢，實現資源共享，與行業共同發展進步。

Industry Collaboration

As a leading enterprise in the industry, CR Gas actively cooperates with government authorities at all levels to support the transformation and upgrades of local industries, aiming to increase the local tax revenue and promote local employment. On the basis of integrating internal resources, the Group conducts indepth communications on technology, market and others with enterprises with rich resources through industry exchange and seminar as well as management experience sharing. This leverages our respective advantages to realize resource sharing and the growth and improvement of the industry.

案例：與寧波城投及興光燃氣三方簽署《合資合作協議書》

Case: Signing Joint Venture Cooperation Agreement with Ningbo Urban Construction Investment and Xingguang Gas

2019年12月12日，華潤燃氣與寧波城投及興光燃氣三方簽署《中外合資經營合同》。

On 12th December, 2019, CR Gas entered into the Sino-foreign Joint Venture Contract with Ningbo Urban Construction Investment and Xingguang Gas.

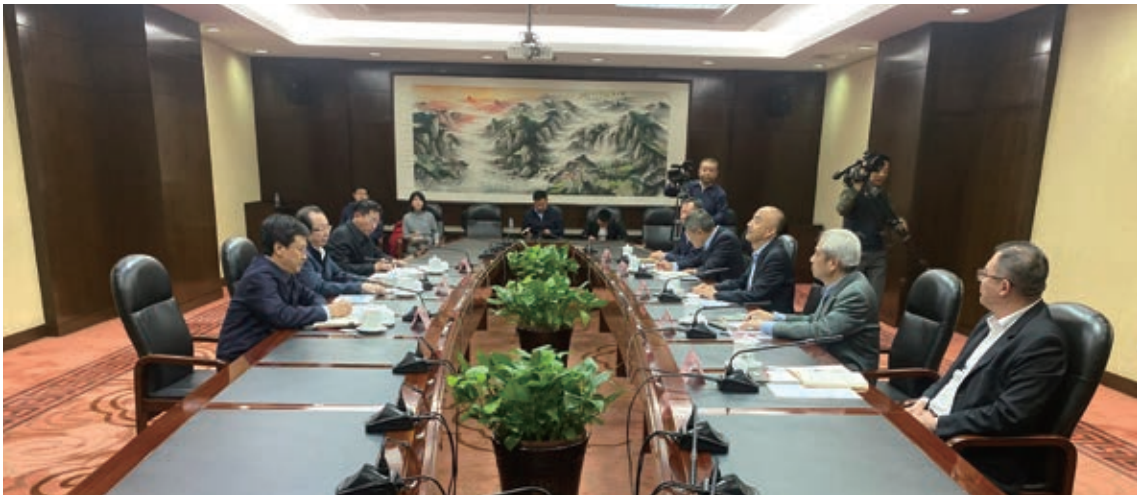


案例：與山西燃氣集團簽訂《合作協議》

Case: Entering into Cooperation Agreement
with Shanxi Gas Group

在華潤集團的大力推動和支持下，2019年10月22日，華潤燃氣與山西燃氣集團簽訂《合作協議》。

With the strong promotion and support of China Resources Group, CR Gas entered into the Cooperation Agreement with Shanxi Gas Group on 22nd October, 2019.



8.4 參與社區共建

華潤燃氣著力與利益相關方一同建設和諧的社會，積極以「扶貧助困、捐資助學、關愛特殊群體、志願服務」履行社會責任。2019年，集團共捐贈907.5萬港元；動員員工參與志願活動共28,630人次，志願活動總時長約48,986小時，投入488.3萬港元幫扶專項資金。

扶貧助困

對於國家「匯聚各方力量精準扶貧，打贏脫貧攻堅戰，全面建成小康社會」的扶貧助困方針，華潤燃氣自身透過「人才培育、產業扶貧、基礎設施建設」等方面落實支持工作，為貧困者提供有效脫貧的方法。集團下屬公司在年內繼續大力推動扶貧助困事業，其中萬年公司、福州區域公司和吉安公司的項目尤其有代表性。

8.4 PARTICIPATION IN COMMUNITY CO-BUILDING

CR Gas made remarkable efforts to co-build a harmonious society with its stakeholders and proactively fulfilled its social responsibilities by means of "poverty alleviation, education aid, caring for groups with special needs and volunteer services". In 2019, the Group donated HK\$9.075 million in total, and encouraged employees to participate in volunteer activities, totaling 28,630 attendances. The time committed for volunteer activities was approximately 48,986 hours in total, and a total of HK\$4.883 million was provided to a specialized assistance fund.

Poverty Alleviation

In response to the poverty alleviation approach of the government of "bringing together diverse strengths for targeted poverty alleviation, winning the critical battle in poverty aid and building a well-off society in an all-round way", CR Gas carried out relevant supportive works in aspects such as "talent cultivation, industry poverty alleviation and infrastructure construction" on its own to explore effective ways to lift poor people from poverty. During the Year, companies under the Group continued to vigorously push ahead with poverty alleviation works, among which, the projects carried out by Wannian Company, Fuzhou Regional Company and Ji'an Company were the most representative ones.

案例：萬年公司精準發力助脫貧

Case: Wannian Company devoted precise efforts in poverty alleviation

為響應中央和江西省、市、縣精準扶貧、精準脫貧基本方略和戰略部署，萬年公司自2017年8月起結對幫扶楊芳村、井路村兩個貧困村共28戶貧困戶。

萬年公司下派駐村幹部常年駐村實地幫扶，並建立職工幹部和貧困人口結對幫扶計劃；通過花鰱鯽魚養殖、野鴨養殖、油茶種植、光伏發電入股分紅及金融貸款等方式，帶動貧困戶精準脫貧；幫助楊芳村紮實開展危房改造、森林防火防汛、美麗鄉村建設等工作，構建良好的鄉村環境；每個月至少走訪慰問貧困戶一次，宣傳健康扶貧政策，且在國家扶貧日組織幫扶幹部和貧困戶吃連心飯。

萬年公司扶貧工作成效突出，獲得萬年縣委縣政府頒發的「2018年度結對幫扶工作先進單位」榮譽。

In response to the basic principles and strategic deployments for targeted poverty alleviation and relief of the central government and Jiangxi at provincial-, city- and county-level, Wannian Company provided pair-up support for two poor villages, namely Yangfang Village and Jinglu Village, from August 2017, benefitting a total of 28 poor households.

Wannian Company assigned cadres to regularly station at the villages to provide on-site support. Pair-up support program that matches the company's cadres and the poor households was also established. On the other hand, the company sought to lift poor households from poverty through targeted measures such as breeding bighead carps and goldfishes, raising wild ducks, planting oil tea, investing in photovoltaic power generation and sharing dividends therefrom and financial loans, etc.. The company also helped Yangfang Village to practically commence works such as dilapidated house transformation, wildfire prevention and flood control, building of beautiful villages, so as to create a pleasant rural environment. The company visited the poor households at least once a month to promote health and poverty alleviation policies, and arranged supporting cadres and poor households to enjoy "heart-to-heart dinner" together on National Poverty Relief Day.

In recognition of its outstanding poverty alleviation works, Wannian Company was honoured with the title of "2018 Advanced Unit in Pair-Up Support" by Wannian County Party Committee and County Government.



案例：福州區域公司積極配合消費扶貧

Case: Fuzhou Regional Company actively supported consumption-based poverty alleviation

2019年初，福州區域公司積極配合福州市委市政府開展的消費扶貧政策，選擇東部地區貧困地區貧困群眾的產品和服務，以消費促進貧困群眾增收。

此外，福州區域公司根據市領導指示和福建省第十批援寧工作隊的請求，通過消費扶貧的方式，幫助寧夏「黃土地」粉絲系列產品拓寬福州市場銷路。福州區域公司共計採購1,850份粉絲產品，在幫助貧困群眾的同時，享用了實實在在的農副產品。贈人玫瑰，手有餘香，福州區域公司相信扶貧消費是一種高尚消費。

另外，福州區域公司向福州大眾推出了古田華潤希望小鎮農副產品，為大眾提供安全、健康的食品，創造健康美好生活，助力農業產業化、現代化發展。

At the beginning of 2019, Fuzhou Regional Company actively supported the consumption-based poverty alleviation policies introduced by Fuzhou Municipal Committee and Municipal Government by choosing the products and services provided by the poor households in the poverty-stricken regions in eastern Fuzhou, so as to increase the income of the poor people through consumption.

Moreover, following the instructions of leaders of the city and the request of the 10th Ningxia-support working team in Fujian Province, Fuzhou Regional Company helped expand the sales of the Ningxia "Yellow Earth" Vermicelli Series to Fuzhou market by way of consumption-based poverty alleviation. Fuzhou Regional Company purchased a total of 1,850 sets of vermicelli products, which not only helped the poor households, but also enjoyed the real agricultural by-products. As the saying goes, "the rose's in her hand, the flavor in mine." Fuzhou Regional Company believes that consumption-based poverty alleviation is a kind of noble consumption.

Furthermore, Fuzhou Regional Company launched the agricultural by-products from Gutian China Resources Hope Town to the public in Fuzhou with an aim to provide safe and healthy food products to the general public, creating healthy and better lives, and promoting industrialized and modern development of the agricultural industry.



▲ 吉安公司員工為江西廣昌縣獻愛心
Staff of Ji'an Company share their love with Guangchang County, Jiangxi

捐資助學

集團相信讓孩童得到優質教育是消除貧困的長遠方法。為此，華潤燃氣通過捐贈教學物資與設備、設立獎助學金、開展助學公益活動等方式，令貧困地區的辦學水平得以提升，更使當地兒童獲得關心與愛護。

Education Aid

The Group believes that the long-term solution to poverty elimination is to provide quality education to children. In this regard, CR Gas has enhanced the level of schooling in poor areas as well as extended its care and love to local children by donating educational resources and equipment, setting up scholarships and study grants and launching charitable education aid.



▲ 赤峰公司開展捐資助學活動
Chifeng Company organized education aid campaigns



▲ 臨沂公司團委牽手關愛點亮微心願
The Communist Youth League Committee of Linyi Company joined hands to light up small wishes with love

關愛特殊群體

特殊群體需要社會各方的關愛，華潤燃氣通過長期而持續的工作，關心、慰問和救助貧困群體、殘障人士、留守兒童、孤寡老人、退伍老兵、「三無」和「五老」人員，希望他們能夠得到和諧美好的生活。

Caring for Groups with Special Needs

Caring from the society is essential to groups with special needs. With long-term and continuous efforts, CR Gas has extended its care, arranged visits and provided aids to the poor, the disabled, left-behind children, lonely senior citizens, retired veterans, the “three withouts people” and “senior Party members, veteran specialists, aged teachers, veterans and old models”, hoping that they can enjoy a harmonious and beautiful life.



▲ 鄒城公司關愛老年群體
Zoucheng Company extended care to the elderly



▲ 赤峰公司組織慰問光榮院老戰士
Chifeng Company organized a condolence visit to veterans in nursing home

志願服務

華潤燃氣堅持「奉獻、友愛、互助、進步」的志願服務精神，壯大在各區域公司的員工志願者隊伍，並打造多個志願服務品牌，為地方小區開展志願者活動和服務。集團在2019年累計奉獻義工時長約48,986小時，捐款、捐物折合313.7萬港元，以及組織180餘次的大型公益活動。

Volunteer Services

Adhering to the voluntary service spirit of “dedication, fraternity, mutual support and improvement”, CR Gas has strengthened the staff volunteer teams among its regional companies and built various volunteer service brands to organize voluntary activities and services in local communities. In 2019, the Group has contributed approximately 48,986 volunteer hours in total and organized more than 180 large-scale charitable activities, with donations of money and materials equivalent to HK\$3.137 million.

案例：宜賓公司爭分奪秒履初心使命

Case: Yibin Company made the most of every opportunity to fulfill its original aspirations

2019年6月17日，四川宜賓長寧縣雙河鎮附近發生6.0級地震，地震發生後，宜賓公司第一時間行動，為震後抗災提供重要力量。

第一時間：成立抗震救災領導小組，32個風險隱患排查組和10個抗震救災黨員突擊隊；實行24小時值班制，調集應急搶險隊24小時待命，做好災區支持準備工作。

第一速度：迅速啟動應急預案，地震發生當晚，宜賓公司共計派出30餘個檢查小組，對供氣區域內的用戶進行排查，處置險情。

第一要務：將抗震救災作為最優先級，不計成本投入一線救災，宜賓公司領導層深入現場督導，前後投入設備50餘套，人員120餘人，協助災區恢復供氣5萬餘戶、處置重大險情1處。

捐款行動：宜賓公司黨委組織全體職工開展抗震救災捐款活動，共募捐愛心款66,604港元。華潤燃氣、華潤置地也積極響應號召，分別向災區各捐款284.1萬港元，用樸素的真愛詮釋央企的社會責任和擔當。

抗震救災行動只是宜賓華潤燃氣救災行動的縮影。在整場行動中，宜賓公司與時間賽跑，為生命接力，堅持奮戰在第一線，用行動書寫了長寧地震抗震救援的「華潤力量」。

On 17th June, 2019, a 6.0-magnitude earthquake struck Shuanghe Town, Changning County, Yibin, Sichuan. After the earthquake, Yibin Company took prompt actions and played an important role in supporting the post-earthquake disaster relief works.

Prompt actions: The company established an earthquake relief leading team, 32 risk inspection teams, 10 earthquake relief taskforces comprised of Communist Party members; implemented a 24-hour shift schedule; and assembled a 24-hour standby emergency rescue team, so as to support and prepare for the rescue and relief works in the disaster areas.

Swift response: The company spared no time to execute the emergency plan. At the night of the earthquake, Yibin Company assigned more than 30 inspection teams in total to conduct inspection for users located within the gas supply area, thereby managing the dangerous conditions.

Top priority: The company put the earthquake relief as its top priority and participated in the relief work at the frontline at all costs. Yibin Company's leadership visited the earthquake field to provide on-site supervision with more than 50 sets of equipment and more than 120 personnel deployed successively, which assisted more than 50,000 households to resume gas supply in the disaster area and tackled a critically dangerous condition.

Donation: The Party Committee of Yibin Company launched an earthquake relief donation campaign with all staff and raised HK\$66,604 in total. CR Gas and China Resources Land also actively responded to the call and donated HK\$2.841 million to the disaster area respectively, aiming to perform their social responsibilities and undertakings as a central government-owned enterprise with simple acts of love.

The earthquake relief works carried out was only an epitome of the relief works performed by Yibin CR Gas. Throughout the relief work, Yibin Company raced against time to save lives. The company adamantly stayed at the frontline, demonstrating "the power of China Resources" with its earthquake relief and rescue efforts in Changning.



宜賓公司組建抗震救災突擊隊，開展救援行動
Yibin Company formed an earthquake relief taskforce to carry out rescue operation



宜賓公司組織員工開展抗震救災捐款活動
Yibin Company organized an earthquake relief donation campaign for its employees



大連公司成立「郭明義愛心團隊大連分隊」
Dalian Company established "Dalian Sub-team of Guo Mingyi Volunteer Team"



南京江寧公司成立「橙心」服務隊
Jiangning Company in Nanjing established the "Orange Heart" Service Team ("橙心"服務隊)



09

同心 抗疫
築起 疫情 防控的
嚴密 防線

Together Fight the Virus and
Build a Robust Defense
against the Epidemic

9 同心抗疫 築起疫情防控的嚴密防線

9 Together Fight the Virus and Build a Robust Defense against the Epidemic

新冠病毒肺炎疫情蔓延，牽動著全國人民的心。疫情無情，人間有愛。在這場沒有硝煙的戰爭中，華潤燃氣積極落實各級政府和華潤集團的部署要求，精心組織、迎難而上，奮戰在防疫一線，以高標準及嚴格要求確保各項工作部署落實到位，築起疫情防控的嚴密防線。

9.1 防疫領導

在抗疫的關鍵時期，華潤燃氣落實「三保一優」工作指導原則，保客服、保運營、保發展，優先做好防疫。同時，成立以總裁史寶峰為組長的新冠病毒肺炎疫情防控領導小組，全面領導部署公司防疫保供工作。隨後，各大區、各區域公司紛紛成立疫情防控工作小組，負責統籌區域內防疫工作，建立健全相關工作機制，並準備防疫物資。

The widespread COVID-19 epidemic has captured the nation's concern. This epidemic may be ruthless, yet love is always present in the society. In this smokeless battle, CR Gas actively implemented the deployment and requirements of government authorities at different levels and China Resources Group, and firmly stood at the battlefield against the epidemic with a meticulous plan of action in the face of adversity. Various deployments were put in place under high standards and stringent requirements, thereby building a robust defense for epidemic prevention and control.

9.1 LEADING THE EPIDEMIC PREVENTION INITIATIVES

During this critical period of combating the epidemic, CR Gas implemented the guiding work principle of "Three Guarantees and One Priority", namely safeguarding customer service, operation and development, at the same time prioritizing epidemic prevention. Meanwhile, an epidemic prevention and control leading team for COVID-19, headed by Shi Baofeng, the chief executive officer, was formed to helm the planning for epidemic prevention and maintaining a stable gas supply of the Company. Subsequently, different regional companies also established epidemic prevention and control teams. These teams were responsible for organizing the epidemic prevention within their respective regions, developing a sound and relevant work mechanism and preparing supplies for epidemic prevention.

9.2 穩定供氣

疫情期間，華潤燃氣全力保障燃氣安全穩定供應。對於抗疫期間欠費的居民用戶暫緩實施停氣；對醫院等場所及設施加強巡查維護；強化氣源調度，加強上下游溝通；嚴格執行領導值班和關鍵崗位24小時值班制度，第一時間出警維修涉及洩漏事件；鼓勵用戶使用網上渠道辦理業務，合理安排減少疫情防控期營業廳服務時間。各城市公司攜手做好安全穩定供氣工作，抗疫期間未發生任何停氣事件。

在湖北地區，華潤燃氣承擔著18個城市合共147萬用戶的天然氣供應工作。公司在當地共有場站58座、門站17座、高中壓調壓站56座、LNG儲配站4座，疫情期間皆正常運行。武漢公司每日有217名員工在前線奮戰，全力保障用戶用氣需求。而在武漢地區的5家營業廳全部正常運作，如常服務用戶，並堅持落實「漏氣40分鐘到場處理、非漏氣維修24小時內處理、客戶服務熱線24小時運作」的服務承諾。為積極有效地應對突發情況，各區域燃氣場站更實行24小時值班制度。

9.2 GUARANTEED STABLE GAS SUPPLY

During the epidemic, CR Gas spared no effort in safeguarding safe and stable supply of gas. Gas suspension was held off for residential users failing to pay gas fees during the time of epidemic. CR Gas also strengthened the inspection and maintenance of various facilities and equipment, such as hospitals, improved dispatching of gas resources and enhanced its communication with stakeholders along the supply chain. A 24-hour duty system for team leaders and personnel in key positions was strictly enforced, while emergency repair services for leakage incidents were promptly arranged. CR Gas also encouraged its users to handle business through online channels, so as to reasonably reduce the opening hours of business hall during the epidemic. Owing to the concerted effort of branches in different cities in terms of maintaining a safe and stable supply of gas, no gas suspension was reported during this period of epidemic prevention.

In Hubei region, CR Gas is responsible for supplying natural gas to a total of 1.47 million users in 18 cities. The Company has set up 58 terminals, 17 gate stations, 56 mid-and-high pressure regulating stations and 4 LNG storage and distribution stations in those areas, all of which were under normal operation during the epidemic. 217 employees of Wuhan Company remained in the frontline every day, endeavoring to guarantee the gas usage needs of its users. Furthermore, all 5 business halls in Wuhan region were open as usual and provided regular services to users, while upholding the unwavering service commitments of "Arriving on the scene within 40 minutes of leakage incidents, conducting repair works within 24 hours of non-leakage incidents and maintaining 24-hour operation of customer service hotline". In order to proactively and effectively cope with emergencies, the gas supply stations in different regions have also implemented a 24-hour on-duty system.

9.3 關愛員工

抗疫期間，華潤燃氣非常注重員工安全保障，本集團為有需要的員工及其家屬，提供口罩、消毒液等應急物資。同時，確立了員工工作安排，並妥善安排隔離工作，所有下屬公司均100%順利復工，未發生任何突發事件。

順利復工後，集團制定了生產及辦公場所的消毒及員工防護管理等要求。在疫情嚴重地區，公司落實了「3+1」防護標準（即對口、手、眼的防護，對外衣和鞋的消毒），並確保工作場所通風狀況良好，妥善處理消毒消殺工作。集團為於來往重點疫區工作人員做好隔離觀察，集團確診的8位員工均為非上班期間感染，辦公場所均為零感染。

9.4 慈善捐助

抗疫期間，華潤燃氣積極組織採購防疫物資支援抗疫前線，並鼓勵下屬公司對外捐贈。期間共計捐贈超過738.76萬港元，其中累計向地方紅十字會、衛健委、醫院、社區等單位捐贈約592.87萬港元。

9.5 奮戰一線

在疫情關鍵時刻，華潤燃氣員工主動請纓，緊守崗位，為的就是穩定供氣服務，除了展示出敬業盡責的一面，更實踐了集團的企業使命。

9.3 CARE FOR EMPLOYEES

When fighting against the epidemic, CR Gas placed great emphasis on protecting the safety of its employees, and offered emergency supplies, such as masks and sanitizers, to the employees in need, as well as their families. At the same time, working arrangements for employees were sorted out with proper quarantine arrangement in place, and hence all subsidiaries have restored to full capacity successfully without any emergencies.

Upon successful resumption of operation, the Group formulated different requirements in relation to, amongst others, sanitization and employee protection management in production plant and office. In areas seriously affected by COVID-19, the Company implemented the "3+1" protection standard (i.e. protection over mouth, hands and eyes, as well as sanitizing clothes and shoes), while ensuring proper ventilation in the workplace and adequate sanitization and sterilization being carried out. Quarantine and observation have been arranged for employees working in key epidemic-stricken areas by the Group. The 8 confirmed cases involving employees of the Group were all infected during off-hours, resulting in a zero infection rate in the office.

9.4 CHARITABLE DONATION

During the fight against the epidemic, CR Gas actively coordinated purchase of anti-epidemic supplies to support the frontline of this epidemic battle and encouraged subsidiaries to donate to external charities. Total donations for the period amounted to over HK\$7.3876 million, of which approximately HK\$5.9287 million in aggregate was donated to different organizations, such as local Red Cross, Health Commission, hospitals and the local community.

9.5 FIGHTING AT THE BATTLEFRONT

Employees of the CR Gas have come forward and showed tenacity during this critical time of the epidemic for the purpose of maintaining a stable gas supply. They not only demonstrated dedication in their duties, but also contributed to realizing the corporate mission of the Group.

抗疫紀實：奮戰6天5夜，雷神山醫院提前通氣

True Stories in the Time of COVID-19: Gas connection for Leishenshan Hospital was completed ahead of schedule upon working relentlessly for 6 days

為應對疫情，2020年1月25日，武漢市決定在正在建設的火神山醫院基礎上，另建一座雷神山醫院。當得知雷神山醫院選址在華潤燃氣經營範圍內的江夏區軍運村後，武漢公司立即行動，做好人員、物資準備，迅速成立雷神突擊隊以及後勤保障隊伍，投入86人參與醫院建設及後期運行保障。

在醫院還未確定是否使用燃氣的情況下，武漢公司立即展開專題研究，主動對接雷神山醫院項目組，安排專人於3天內完成雷神山醫院外圍約1千米範圍內的氣源支管改造及建設任務，為後續醫院建設爭取了寶貴的時間。

In response to the epidemic, on 25th January, 2020, Wuhan City decided to build Leishenshan Hospital in addition to Huoshenshan Hospital that was already under construction. Upon knowing that Leishenshan Hospital would be located in Junyun Village, Jiangxia District where CR Gas operates in, Wuhan Company swiftly took actions by arranging sufficient manpower and resources for this project. Leishenshan Taskforce and a logistics support team were promptly formed with 86 people participating in construction of the hospital and maintaining its subsequent operation.

While it was still uncertain whether gas would be used in the hospital, Wuhan Company conducted specialised research right away and maintained active communication with the Leishenshan Hospital project team. Dedicated employees were sent to complete the upgrade and construction of the gas branch pipes covering the area within approximately 1,000 meters of Leishenshan Hospital in a matter of 3 days, thereby saving valuable time for subsequent construction of the hospital.



雷神山醫院現場探勘

On-site inspection of Leishenshan Hospital

2020年1月31日晚，雷神山醫院臨時提出高於原用氣量三倍的用氣需求，雷神突擊隊連夜協調資源，當夜完成材料及工器具組織，有效的保障了施工進度。

2020年2月1日，在定向鑽拖管施工環節，雷神突擊隊又遭遇了現場無法滿足管道焊接預製的困難，雷神突擊隊依靠自己人力，克服場地限制。

2020年2月4日上午10時40分，隨著一簇橘色火苗的燃起，雷神山醫院燃氣工程完成調試並置換點火，燃氣管道雙向氣源正式投入使用，為雷神山醫院按計劃投入使用奠定了堅實的基礎。

On the evening of 31st January, 2020, Leishenshan Hospital abruptly demanded to triple the gas supply from its original usage. As such, the Leishenshan Taskforce coordinated resources overnight and completed the allocation of materials and equipment on the same night, hence effectively keeping the construction on schedule.

On 1st February, 2020, the Leishenshan Taskforce once again encountered the problem of unable to perform pipe welding and precasting on site at the construction stage of directional drilling and dragging of pipelines. Relying on its own manpower, the Leishenshan Taskforce overcame this site constraint.

At 10:40 on the morning of 4th February, 2020, a beam of orange flame was ignited, signifying that the debugging, replacement and ignition of the gas project at Leishenshan Hospital had been completed. The gas pipeline with dual gas source was officially put into service, which has laid a solid foundation for the commencement of operation of Leishenshan Hospital as planned.



▲ 雷神山醫院成功通氣點火
Successful gas connection and ignition at Leishenshan Hospital

現場突擊隊員中有很多是臨時接受徵召，從家中返回武漢參與工程的「逆行者」。經過「逆行者」6天5夜的奮戰，先後完成雷神山醫院2千米管道的鋪設、1座燃氣調壓計量櫃的安裝以及管道設備設施的安裝，投入約136.39萬港元，後續用氣及運行保障還將投入約204.58萬港元，合計約340.97萬港元的費用均由華潤燃氣無償捐助。華潤燃氣承諾，雷神山醫院後期用氣全部免費，並安排專人值班，24小時監控，確保雷神山醫院用氣不出故障。

Most of the members of the on-site taskforce were recruited at short notice and chose to be heroes in harm's way by going to Wuhan from their hometown to take part in the project. Upon working relentlessly for 6 days, they have successively completed the construction of a 2,000 meters gas pipeline, the installation of a gas pressure regulating and measuring cabinet, and the installation of pipe facilities and equipment at Leishenshan Hospital. The project involved an investment of approximately HK\$1.3639 million and an additional investment of approximately HK\$2.0458 million will be made to safeguard the subsequent gas usage and operation, bringing the total investment to approximately HK\$3.4097 million, which will be contributed by CR Gas at nil consideration. CR Gas undertook that all the subsequent gas usage at Leishenshan Hospital would be free of charge, and designated personnel would be arranged to keep the project under 24-hour surveillance to ensure a fault-free usage of gas at Leishenshan Hospital.

抗疫紀實：服務用戶「不打烊」，多措並舉保供氣

True Stories in the Time of COVID-19: Around-the-clock services for users with multiple measures to ensure the supply of natural gas

隨著新冠病毒肺炎疫情的蔓延，武漢市疫情防控工作逐步推進，居民小區實行封閉管理。為解決居民IC卡用戶繳費、圈存問題，武漢公司提前謀劃，在春節前增設IC卡圈存機，堅持營業廳開門營業，服務用戶「永不打烊」。

- **提前謀劃，在春節前增設IC卡圈存機**

疫情之初，為減少用戶出行，華潤燃氣於春節前緊急加裝40台圈存繳費設備，用戶在小區內即可完成IC卡圈存，避免社區產生交叉感染。

With the spread of the COVID-19 epidemic, the work in relation to prevention and control of the epidemic were carried out gradually in Wuhan city, under which lock-down management has been implemented in residential communities. In order to solve the problems faced by the residents regarding users' bill payment and recharge of IC cards, Wuhan Company formulated plans in advance to install additional IC card rechargers before the Chinese New Year. Business halls also remained opened for business so as to provide "around-the-clock" services for users.

- **Advance planning to install additional IC card rechargers before the Chinese New Year**

At the beginning of the outbreak of the epidemic, in order to reduce travelling of users, CR Gas urgently installed 40 additional recharge and bill payment facilities before the Chinese New Year, so that users may complete recharging of IC cards within their communities and hence prevented cross-infection in the community.



▲ 小區安裝IC卡圈存機

Installation of IC card rechargers within the community

- 特事特辦，提供上門圈存繳費服務

隨著武漢市管控措施的不斷升級，住宅小區實行封閉管理，華潤燃氣為無法出行的老人提供免費IC卡上門圈存繳費服務；部分卡表用戶因IC卡故障，無法充值導致停氣，公司及時聯繫用戶，通過微信獲取用戶用氣相關信息，為用戶補卡，並將補卡送至用戶家中。

- **Adopting special measures for special cases to provide door-to-door recharging and bill payment services**

With the continuous upgrade of management and control measures in Wuhan city, lock-down management has been implemented in the residential communities. As such, CR Gas provided complimentary door-to-door IC card recharge and bill payment services for elderly who are not able to travel. Certain meter users experienced suspension of gas supply as they were not able to recharge their faulty IC cards. The Company contacted such users in a timely manner to obtain relevant information about their gas consumption via WeChat, and arranged delivery of a new card to their homes.



▲ 為隔離小區提供免費上門繳費服務
Complimentary door-to-door bill payment services for communities under quarantine

- **堅持營業，服務用戶「永不打烊」**

隨著疫情的發展，很多單位營業廳逐步關門停業，但考慮到用戶的基本用氣需求，華潤燃氣武漢地區5家營業廳全部正常營業。營業廳堅持「開門不開放」的原則，在大廳入口設置引導台，形成「隔離帶」，避免人員直接進入，同時做好用戶及員工體溫測量和消毒工作，既確保用戶緊急事務辦理，又強化人員安全防護。截至2020年2月15日，華潤燃氣武漢地區櫃台共受理業務15,000餘起、處結維修業務4,038餘起。

- **Remained opened for business to provide “around-the-clock” services for users**

With the spread of the epidemic, many enterprises gradually closed down their business halls and suspended their operations. However, considering the basic needs for gas consumption of our users, all the five business halls of CR Gas in Wuhan region remained open for business. The business halls uphold the principle of “open for business but not open for public” and set up a reception counter at the entrance of the hall, which served as a “quarantine zone” to avoid people from directly entering the premise. Meanwhile, mandatory body temperature check and sterilization of users and employees were carried out properly, which not only ensured that urgent matters of users would be addressed, but also strengthened the safety protection for our staff. As of 15th February, 2020, the counters of CR Gas in Wuhan region received a total of over 15,000 cases, and handled and completed maintenance work for over 4,038 cases.

- **推行藍牙圈存寶，做好特殊時期便民服務**

在疫情特殊時期，武鋼公司及時響應政府疫情防控措施，積極與社區物業對接，向有需要的物業免費提供藍牙圈存寶，並協調物業安排專人負責管理，幫助居民及時就近繳費圈存，最大限度減少人員流動。

- **客服熱線，堅持24小時在線**

華潤燃氣湖北地區客服熱線96517，為用戶提供24小時不間斷服務，指導用戶排查表具故障、宣傳自助充值繳費等業務，做到「有呼必應」。

特殊時期社區雖被隔離，但華潤燃氣並不隔離服務。面對嚴峻的疫情形勢，華潤燃氣為全民抗疫提供有力、溫暖的支持。

- **Launch of Bluetooth-based rechargers to provide convenient services to the public during this special period of time**

During this special period of epidemic, Wugang Company timely responded to the epidemic prevention and control measures of the government and actively ensured connection to the properties in the community by offering free Bluetooth-based rechargers to properties as necessary. It also coordinated with the properties to arrange designated personnel to be responsible for the management, helping residents to make bill payment or recharge in the nearby regions in a timely manner, so as to minimize travelling of our personnel.

- **24 hours service offered by the customer hotline**

CR Gas's customer hotline in Hubei region (96517) offered 24 hours around-the-clock services for users, including services such as guiding users to inspect faulty meters, promoting self-service recharging and bill payment services, etc., effectively responding to every request received.

During this special period of time, although the communities were under quarantine, the services of CR Gas remained uninterrupted. In face of the severe outbreak of the epidemic, CR Gas provided strong and heart-warming support for all people to combat the virus with joint efforts.

10 可持續發展績效指標

10 Sustainability Performance Indicators

環境績效

Environmental Performance

指標	Index	單位 Unit	2017	2018	2019
環保總投入	Total environmental investment	萬港元 HK\$'0,000	2,453.52	2,903.55	2,839.66
節能減排技術改造投入	Investment in technological upgrade for energy saving and emission reduction	萬港元 HK\$'0,000	2,320.89	2,745.47	2,729.56
環保培訓參與人次	Participants of environmental protection training	人次 Attendance	121,231	139,416	143,242
環保培訓總時長	Total hours of environmental protection training	小時 Hour	211,054	242,712	251,726
召開視頻電話會議次數	Times of video conferencing	場次 Time	151	253	262
視頻會議涉及會議室	Conference rooms for video conferencing	個次 Number	1,577	2,438	2,598
環保培訓總投入	Total investment in environmental protection training	萬港元 HK\$'0,000	94.63	111.95	110.10
綜合能源消費量	Comprehensive energy consumption	萬噸標準煤 10,000 tons of standard coal	4.8452	4.8368	4.6947
全年能源消耗總量	Total annual energy consumption	萬噸標準煤 10,000 tons of standard coal	4.8452	4.8368	4.6947
萬港元營業收入綜合能耗 (可比價)	Comprehensive energy consumption per HK\$10,000 revenue (comparables)	噸標準煤 / 萬港元 tons of standard coal/HK\$'0,000	0.0080	0.0070	0.0062
萬港元增加值綜合能耗 (可比價)	Comprehensive energy consumption per HK\$10,000 value added (comparables)	噸標準煤 / 萬港元 tons of standard coal/HK\$'0,000	0.0248	0.0238	0.0230
溫室氣體總排放量	Greenhouse gas emissions in total	萬噸 10,000 tons	25.02	25.28	24.31
新建項目執行環境和社會影響評估的比率	Ratio of accessing environment and social impact of new projects	百分比 %	100	100	100

社會績效

Social Performance

指標	Index	單位 Unit	2017	2018	2019
安全培訓投入	Safety training investment	萬港元 HK\$'0,000	1,552	2,032	2,246
安全培訓總時長	Total hours of safety training	小時 Hour	763,359	594,970	596,897
安全培訓參與人次	Participants of safety training	人次 Attendance	258,865	249,812	263,187
安全培訓覆蓋率	Coverage of safety training	百分比 %	100	100	100
安全應急演練次數	Number of safety emergency response drills conducted	次 Time	2,593	2,816	2,885
安全生產投入	Safe production investment	萬港元 HK\$'0,000	33,311	43,620	63,923
安全生產事故數	Number of safe production accidents	次 Time	0	0	0
員工傷亡人數	Employee casualties	人 Person	0	0	0
安全管理人員持證人數	Number of licensed safety management personnel	人 Person	2,485	2,978	2,685
註冊安全工程師人數	Number of registered safety engineers	人 Person	790	892	935
供應商通過質量、環境和職業健康安全管理体系認證的比例	Percentage of certified suppliers of the quality, environment and occupational health and safety management system	百分比 %	95	95	96
供應商受到經濟、社會或環境方面處罰的個數	Number of suppliers being imposed with economic, social or environmental penalties	個 Individual	0	0	0
責任採購比率	Responsible procurement coverage	百分比 %	84.20	85.13	93.90
員工總人數	Total number of employees	人 Person	42,011	48,031	48,570
女性員工人數	Number of female employees	人 Person	15,434	15,451	15,542
新增就業人數	Number of newly employed employees	人 Person	1,890	6,020	539
女性管理者比例	Ratio of female managers	百分比 %	24.70	27.00	24.90
殘疾人僱傭人數	Number of disabled persons employed	人 Person	93	94	61
少數民族員工人數	Number of ethnic minorities employed	人 Person	1,087	1,102	1,388
員工流失率	Employee turnover rate	百分比 %	4.30	4.50	5.20
接收應屆畢業生人數	Number of fresh graduates employed	人 Person	866	785	592

指標	Index	單位 Unit	2017	2018	2019
勞動合同簽訂率	Coverage of labor contracts	百分比 %	100	100	100
社會保險覆蓋率	Coverage rate of social insurance	百分比 %	100	100	100
人均帶薪休假天數	Average paid leave days per person	天 Day	11	11	11
員工平均工資水平	Average salary of employees	萬港元 HK\$'0,000	9.08	10.27	10.39
年度新增職業病和企業累計職業病	New occupational disease and accumulative occupational disease during the year	例 Case	0	0	0
體檢及健康檔案覆蓋率	Coverage for physical examination and health archiving	百分比 %	100	100	100
人均培訓投入	Training investment per person	港元 HK\$	2,322	2,076	2,100
人均培訓時長	Training hours per person	學時 Hour	87.00	74.00	77.80
員工培訓覆蓋率	Employee training coverage	百分比 %	100	100	100
產品合格率(百尊)	Product qualification rate (PERCEN)	百分比 %	100	100	100
客戶滿意度	Customer satisfaction	分 Point	91.00	91.70	93.20
困難員工幫扶投入	Investment in employees in hardships	萬港元 HK\$'0,000	450.09	468.91	287.84
救助困難員工投入	Investment in employees in difficulty	萬港元 HK\$'0,000	138.49	147.20	42.69
走訪慰問困難員工家庭投入	Investment in visits and comforts delivered to families of employees in difficulty	萬港元 HK\$'0,000	92.33	106.84	54.33
資助困難員工子女入學投入	Investment in the education of children of employees in difficulty	萬港元 HK\$'0,000	69.24	75.98	6.86
社會捐贈總額	Total social donations	萬港元 HK\$'0,000	485.80	633.60	907.50
員工志願活動人次	Participants of volunteer activities	人次 Attendance	21,782	23,489	28,630
扶貧專項資金投入	Special funds for poverty alleviation	萬港元 HK\$'0,000	71.90	311.22	488.23

* 報告披露內容中涉及金額部分均按照當年平均匯率折換為港元，因部分抗擊疫情相關捐贈款項發生時間略超出報告披露時間範圍，此處亦按照二零一九年平均匯率折換港元。

* The amounts disclosed in the report were translated into HK\$ at the average exchange rates for the year. Although the time of the occurrence of certain donations for fighting the epidemic slightly went beyond the disclosure time frame of the report, such amounts were also translated into HK\$ at the average exchange rate in 2019.

11 附錄：《環境、社會及管治報告指引》內容索引

11 Appendix: ESG Reporting Guide Content Index

環境、社會及管治指標索引			披露頁碼
Reference Table of ESG Indices			Pages of Disclosure
環境 Environmental			
A1：排放物 Emissions	一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and nonhazardous waste	P30-32
	A1.1	排放物種類及相關排放數據 The types of emissions and respective emissions data	P45
	A1.2	溫室氣體總排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Greenhouse gas emissions in total (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	P45
	A1.3	所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	P45
	A1.4	所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	P45
	A1.5	描述減低排放量的措施及所得成果 Description of measures to mitigate emissions and results achieved	P30-44
	A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	P30-44

環境、社會及管治指標索引			披露頁碼
Reference Table of ESG Indices			Pages of Disclosure
A2：資源使用 Use of Resources	一般披露 General Disclosure	有效使用資源（包括能源、水及其他原材料）的政策 Policies on the efficient use of resources, including energy, water and other raw materials	P32-44
	A2.1	按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算） Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility)	P45
	A2.2	總耗水量及密度（如以每產量單位、每項設施計算） Water consumption in total and intensity (e.g. per unit of production volume, per facility)	P45
	A2.3	描述能源使用效益計劃及所得成果 Description of energy use efficiency initiatives and results achieved	P32-38
	A2.4	描述求取適用水源上可有任何問題，以及提升水效益計劃及所得成果 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	P43
	A2.5	製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位估量 Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced	主要業務不適用 Not applicable to the major business operations
	A3： 環境及天然資源 The Environment and Natural Resources	一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策 Policies on minimizing the issuer's significant impact on the environment and natural resources
A3.1		描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	P39-44

環境、社會及管治指標索引			披露頁碼
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社會 Social			
B1：僱傭 Employment	一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	P62
	B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數 Total workforce by gender, employment type, age group and geographical region	P63
	B1.2	按性別、年齡組別及地區劃分的僱員流失比率 Employee turnover rate by gender, age group and geographical region	P63
B2：健康與安全 Health and Safety	一般披露 General Disclosure	有關提供安全工作環境及保障員工避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environmental and protecting employees from occupational hazards	P48-51
	B2.1	因工作關係而死亡的人數及比率 Number and rate of work-related fatalities	P58
	B2.2	因工傷損失工作日數 Lost days due to work injury	P58
	B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法 Description of occupational health and safety measures adopted, how they are implemented and monitored	P48-59

環境、社會及管治指標索引			披露頁碼
Reference Table of ESG Indices			Pages of Disclosure
B3：發展及培訓 Development and Training	一般披露 General Disclosure	有關提升員工履行工作職責的知識及技能的政策。描述培訓活動 Information on policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	P64-68
	B3.1	按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	P67
	B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數 The average training hours completed per employee by gender and employee category	P67
B4：勞工準則 Labor Standards	一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor	P68-70
	B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工 Description of measures to review employment practices to avoid child and forced labor	P68-70
	B4.2	描述在發現違規情況時消除有關情況所採取的步驟 Description of steps taken to eliminate such malpractices when discovered	未出現使用童工及強制勞工的情況，不適用 Not applicable because no cases of child and forced labor were reported

環境、社會及管治指標索引			披露頁碼
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B5：供應鏈管理 Supply Chain Management	一般披露 General Disclosure	管理供應鏈的環境及社會風險政策 Policies on managing environmental and social risks of the supply chain	P83-88
	B5.1	按地區劃分的供應商數目 Number of suppliers by geographical region	P86
	B5.2	描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目、以及有關慣例的執行及監察方法 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	P83-88
B6：產品責任 Product Responsibility	一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, label and privacy matters relating to products and services provided and methods of redress	P76-83
	B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比 Percentage of total products sold or shipped subject to recalls for safety and health reasons	主營業務不適用 Not applicable to the major business operations
	B6.2	接獲關於產品及服務的投訴數目以及應對方法 Number of products and service related complaints received and how they are dealt with	P81-83
	B6.3	描述與維護及保障知識產權有關的慣例 Description of practices relating to observing and protecting intellectual property rights	P77-80
	B6.4	描述質量檢定過程及產品回收程序 Description of quality assurance process and recall procedures	主營業務不適用 Not applicable to the major business operations
	B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法 Description of consumer data protection and privacy policies, how they are implemented and monitored	P76

環境、社會及管治指標索引			披露頁碼
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B7:反貪污 Anti-Corruption	一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	P14-15
	B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	P15
	B7.2	描述防範措施及舉報程序，以及相關執行及監察方法 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	P14-15
B8：社區投資 Community Investment	一般披露 General Disclosure	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	P89-107
	B8.1	專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育） Focus on areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport)	P89-107
	B8.2	在專注範疇所動用資源（如金錢或時間） Resources contributed (e.g. money or time) to the focus area	P89, 93, 110



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