



## Sustainability Report

China Resource Land Limited

**Upholds values as mountain stands,  
Work creatively as water flows.**

Take with kindness, in return for beauty. CR Land, constantly concerns and improves the quality of product and service. As industrial leader, we pursuit high-efficiency, craftsmanship and high quality of services, gratitude to the community and friendliness to the environment, so as to create more possibilities for the city building and ideals of life.

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10,816 Suites

Building affordable housing in 16 projects, expected to provide 10,816 suites

74 Sessions

CR Land organized 74 sessions of legal training, with over 1,300 participants trained

126 Times

CR Land arranged 126 times of anti-corruption education in total, with 3,663 participants trained

35

ESTABLISHING THE CHARACTER WITH STRONG WILL	
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94.3 Points

94.3 points of customer satisfaction

79%

The overall satisfaction of CR Land's homebuyers

\$108 billion

Strong growth in CR Land's contract amount, achieving the full-year contract amount in RMB

## Guide To The Report

04 2016 Highlights

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PRACTISING THE CHARACTER WITH SINCERITY	
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100%

CR Land realizing 100% coverage of social security for employees

33,939 People

CR Land's total number of employee being 33,939 at the end of 2016

14,822 People

14,822 new hires in 2016, with 338 being fresh graduates

61

COMPLETING THE CHARACTER WITH VIRTUE AND KINDNESS	
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\$2.2 Million

RMB 2.2 million of energy costs can be saved upon completion of 5 energy saving projects at hotels

6.29 Million m²

Acquired green building certifications for 28 projects, with qualified area of 6.2967 million m²

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GUIDE TO THE REPORT



Report Period

This Report covers the period from 1 January 2016 to 31 December 2016, with the exception of certain content.



Release cycle

This Report is an annual publication. The last issue was published on 15 July 2016. This report was approved by the Board on 14 July 2017.



Reporting Scope

The Report covers China Resources Land and its 6 regions and 5 business departments.



Addressing and Representation

For ease of expression, “China Resources Land”, “CR Land”, “Company”, “We”, etc. all refer to “China Resources Land and its 6 regions and 5 business departments” as a whole.



Objective

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



Commitment

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



Data

This Report covers the statistical data and formal documents from the founding of CR Land up to 31 December 2016.



Reference

This Report is prepared with reference to the “Environmental, Social and Governance Reporting Guide” issued by the Stock Exchange of Hong Kong Limited, the Guide to the Preparation of Corporate Social Responsibility Reports of China (CASS-CSR3.0) issued by the Chinese Academy of Social Sciences and China Resources Social Responsibility Management Measures.



Preparation process

CR Land strives to make this Report complete, substantial, true and balanced. It was prepared according to international standards and industrial bench-marking through procedural steps including social responsibility survey, report writing, management approval, report rating and other measures to ensure information quality.



Availability of the report

The report is available in simplified Chinese and English. The electronic version of the report is available on the Company website.



Contact Information

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MESSAGE

China Resources Land attaches great importance to fulfilling Corporate Social Responsibility as an important part of its enterprise development strategy. Upholding the value of “honesty, performance orientation, customer orientation, gratitude and returning” and the principle of “strategy orientation, culture-led and brand communication”, CR Land pursues value beyond profit and is dedicated to creating a better life with our stakeholders.

This is our fourth consecutive year of disclosing information in the form of an independent report. We regard the process of preparing the Report as a crucial means of examining responsibility fulfilment and communication with stakeholders. Under the leadership of our headquarters, each CR Land regional and business unit has achieved more comprehensive and quantified disclosure of information and as such we were awarded “Five-star Social Responsibility Report” and “Golden Bull Award – Best Report Completeness” by the Chinese Academy of Social Science. In 2016, CR Land released its first Sustainability Report according to the “Environmental, Social and Governance Reporting Guide” issued by the Stock Exchange of Hong Kong Limited (hereinafter referred to as the “ESG Guide”), and further realised the “Materiality”, “Quantitative”, “Balance”, and “Consistency” reporting disclosure principles.

During the report preparation process, we continued to uphold the principle of “facilitating management with report preparation”, and promoted and implemented the ESG Guidance in practical operation and management. The Company incorporated the environmental protection concept in project development and business operation through strengthening waste management, saving energy and resources, adopting environmentally friendly materials and low-carbon equipment, and minimising the negative impact of our business operation. In 2016, 28 projects were certified as green buildings both nationally and internationally. Other projects also achieved system improvement in terms of pollution reduction, energy savings and emissions reduction. The Company also pays extra attention to anti-corruption, ensures product and service quality, promotes supply chain responsibility, protects intellectual property, respects customers’ privacy, drives community development, protects employees’ rights and promotes their development.

To this end, the Company has formulated and implemented the “China Resources Social Responsibility Management Measures” and established action plan by incorporating social responsibility into the “13th Five-Year Plan”. Furthermore, this year we set up the CR Land corporate cultural and social responsibility advisory committee and the CSR working group which consist of concurrent staff from different functional departments and business unites, so as to ensure strict fulfilment and ownership of responsibilities.

We believe that only through our contributions to sustainability can we truly enhance our stakeholder recognition, build a positive corporate image, and improve our corporate governance management and market competitiveness, which will ultimately help us to achieve sustainable development. In 2017, we will adhere to our mission of “lead business progress and create a better life together”, and promote the idea of corporate responsibility as “better quality better city”. We will continuously improve the level of responsibility fulfilment, and build a responsible brand of “affable, warm and reliable”.

--All CR Land Staff



KEY PERFORMANCE

427	Total assets HKD 427 billion	15.5	Total taxes as of the end of 2016 HKD 15.5 billion
109.33	Revenue HKD 109.33 billion	733	Property bookable area 773 square meters
19.5	Net income attributed to shareholders HKD 19.5 billion	108	Contracted sales RMB 108 billion
33.7%	Consolidated gross margin 33.7%	44.85	Total land reserve 44.85 million square meters
23.8%	Net interest-bearing liabilities to assets ratio 23.8%		
57	Cities covered 57 (Notes: Including management outsourcing project)		
546,467.18	Carbon emissions 546,467.18 tons		
0.05	Carbon intensity (per HKD 10 thousands of revenue) 0.05 tons/ HKD 10 thousands		
7.4254	Total energy consumption 7.4254 million (tons equivalent coal)		
0.0078	Energy intensity (per HKD 10 thousands of revenue) 0.0078 tec/ HKD 10 thousands		
0.0229	Energy intensity (per HKD 10 thousands of value added) 0.0229 tec/ HKD 10 thousands		
0.08	Office water consumption intensity (per HKD 10 thousands of revenue) 0.08 tons/ HKD 10 thousands		
832,817.84	Office water consumption 832,817.84 tons		
6,296.7	Green building certified area 6,296.7 thousands square meters		
770	Community investment RMB 770 thousands	>1000	Community participation rate >1000 people



# 2016 Highlights

## CR Land 2016 Revenue exceeded

### Double hundred billion

As of 31 December 2016, the total revenue generated by CR Land and its subsidiaries exceeded HKD 100 billion. Contracted sales amounted to RMB 108.04 billion and the contracted sales area was around 7.76 million square meters. The company's revenue achieved its target of "double hundred billion".

## Listed for

# 20

years

On 8 November 1996, CR Land was successfully listed on the Hong Kong Stock Exchange. CR Land was also listed on Hong Kong's Hang Seng Index on 8 March 2010. Over the last 20 years, CR Land has become a leading integrated real estate developer.

## Consolidate 9 regions into

# 6

regions

In July, 2016, China Resources Land's nine regions were consolidated into a total of 6 regions: North China, East China, South China, West China, Central China and Northeast China.

## CR Land Digitalisation

In 2016, CR Land focused on "data-based customer interaction, data operations and data insight", and initiated five core projects on business informatisation, property informatisation, financial system optimisation, data standardisation and mobile offices, and set up an information management committee.

## Successfully issued

## The First Panda Bonds

### in the real estate industry

On 30 May 2016, CR Land successfully issued RMB 5 billion of medium-term notes in China's inter-bank bonds market, becoming the first real estate company to issue Panda bonds in the Chinese bonds market.

## A New Page

### in party work

In 2016, CR Land executed government requirements, strengthened integrity within the party, and promoted implementation of the "two responsibilities" system. In the same year, CR Land set up working groups and committees to strengthen party building and cooperation.

## Initiated the first Pension

## Housing Project

On December 9, 2016, CR Land acquired a piece of land for elderly care service in Shenyang, which marked the official entry of CR Land into the elderly care industry.

## Leading

### in the Social Responsibility Index

In 2016, CR Land continuously promoted social responsibility management. We have also set up the CR Land Corporate Cultural and Social Responsibility Advisory committee. In the "China Corporate Social Responsibility Research Report (2016)" issued by the Chinese Academy of Social Sciences, CR Land ranked first in the Social Responsibility Development Index among 30 sampled enterprises in the real estate sector. The "China Resources Land 2015 Social Responsibility Report" was awarded "Five-star" and "Golden Bull Award - the best report completeness award" by the Corporate Social Responsibility Research Center of the Chinese Academy of Social Sciences.

## Received Quality Awards

### for engineering projects

In 2016, CR Land focused on quality management, and built a system from product positioning to product handover, which requires full staff participation. 6 projects have received the Guangsha Award, Zhan Tianyou Award and other quality awards.

# 10

million

### square meters added to the land reserve

In 2016, CR Land actively participated in land sales, prudent pricing and bidding in first and second tier cities, and successfully acquired more than 20 projects. Through partnerships, mergers and acquisitions, CR Land obtained more than 10 projects. 10 million square meters of land was added to the land reserve.



Honours

 CREDIT RATING	<b>Award</b> Three major international credit rating agencies recognised CR Land for its stable outlook rating: Standard & Poor's BBB+ , Moody's Baa 1 Fitch BBB+ , CCXI AAA	<b>Award winning unit/project</b> China Resources Land Limited
 QUALITY OF ENGINEERING	<b>Award</b> Gold Award of the China Zhan Tianyou Civil Engineering Awards  Guangsha Award  China Installation Star Award	<b>Award winning unit/project</b> Qingdao China Resources Center Yue House Phase I Beijing Park Jiuli Residence Rizhao China Resources Center Kunshan China Resources International Community Phase I Dalian Arc de Triomphe Phase II  Qingdao Yue House Nanning Xingfuli Phase I  Hefi the Mixc Zibo MIX ONE
 ENVIRONMENT	<b>Award</b> Environmental, Health and Safety Award (Silver)issued by Green Council  National 2016 annual AAA - level safe and civilised standard construction site	<b>Award winning unit/project</b> China Resources Land Limited  Fuzhou China Resources Center Phase I project Taiyuan China Resources Building Project
 GREEN BUILDING	<b>Award</b> Green building certification (28 projects)  China Construction Industry Association issued the "National construction industry green construction demonstration project (fifth batch)" title	<b>Award winning unit/project</b> Shijiazhuang China Resources Center Project
 SOCIAL RESPONSIBILITY	<b>Award</b> "Five-star", and "Golden Bull Award - the best report in Completeness award" by the Corporate Social Responsibility Research Center of the Chinese Academy of Social Sciences Golden Bee Responsible Procurement Award in China WTO Tribune's Corporate Social Responsibility	<b>Award winning unit/project</b> China Resources Land Limited
 OTHERS	<b>Award</b> Operational Excellence Collaboration Award in Resources for China Metros by China Association of Metros	<b>Award winning unit/project</b> China Resources Land Limited

关于我们  
ABOUT US

COMPANY PROFILE

China Resources Land Limited (HK1109), as the real estate flagship under China Resources Group, is a highly diversified real estate developer. CR Land was founded in Beijing in 1994 and was listed on the Hong Kong Stock Exchange in 1996. In 2010, Hang Seng Indexes Co., Ltd. included CR Land in its constituencies, positioning CR Land among the top 50 blue-chip stocks traded on the Hong Kong Stock Exchange. As of the end of 2016, the Company had more than HKD 427 billion of total assets, net asset value of over 100 billion, land reserve up to 44.85 million square meters, and more than 150 projects under development in 57 cities.

CR Land upholds its brand vision of “better quality, striving for an industry-leading degree of customer satisfaction, providing products and services beyond customer expectation and bringing changes to customers’ lifestyle”.

PRODUCTS AND SERVICES

427 Total asset value of the company exceeding HKD 427 billion

100 Net asset value over HKD 100 billion

44.85 Land bank more than 44.85 million m²

150 Over 150 development projects in 57 cities in mainland China

During the 13th Five-Year Plan, CR Land has operated a business model of "development property + investment property + X", meaning that CR Land continues to strengthen its core development property and investment property businesses, while actively expanding other business development models such as shopping mall + internet ecosystem, branding and outsourcing services, senior housing, overseas investment, construction, decoration and furnitures services, and car park projects.

Business Model

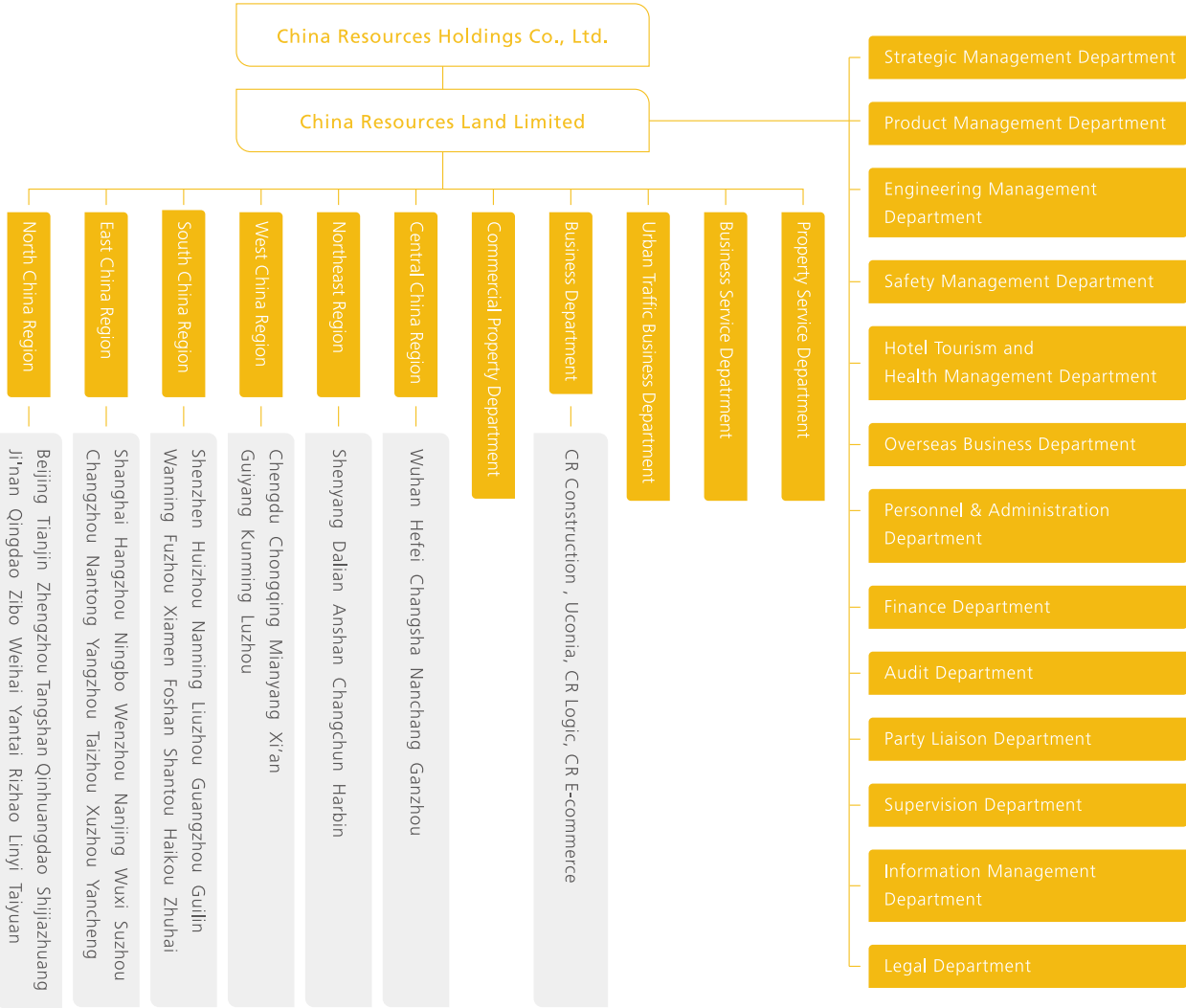
Development Property + Investment Property + X



# ORGANISATIONAL STRUCTURE

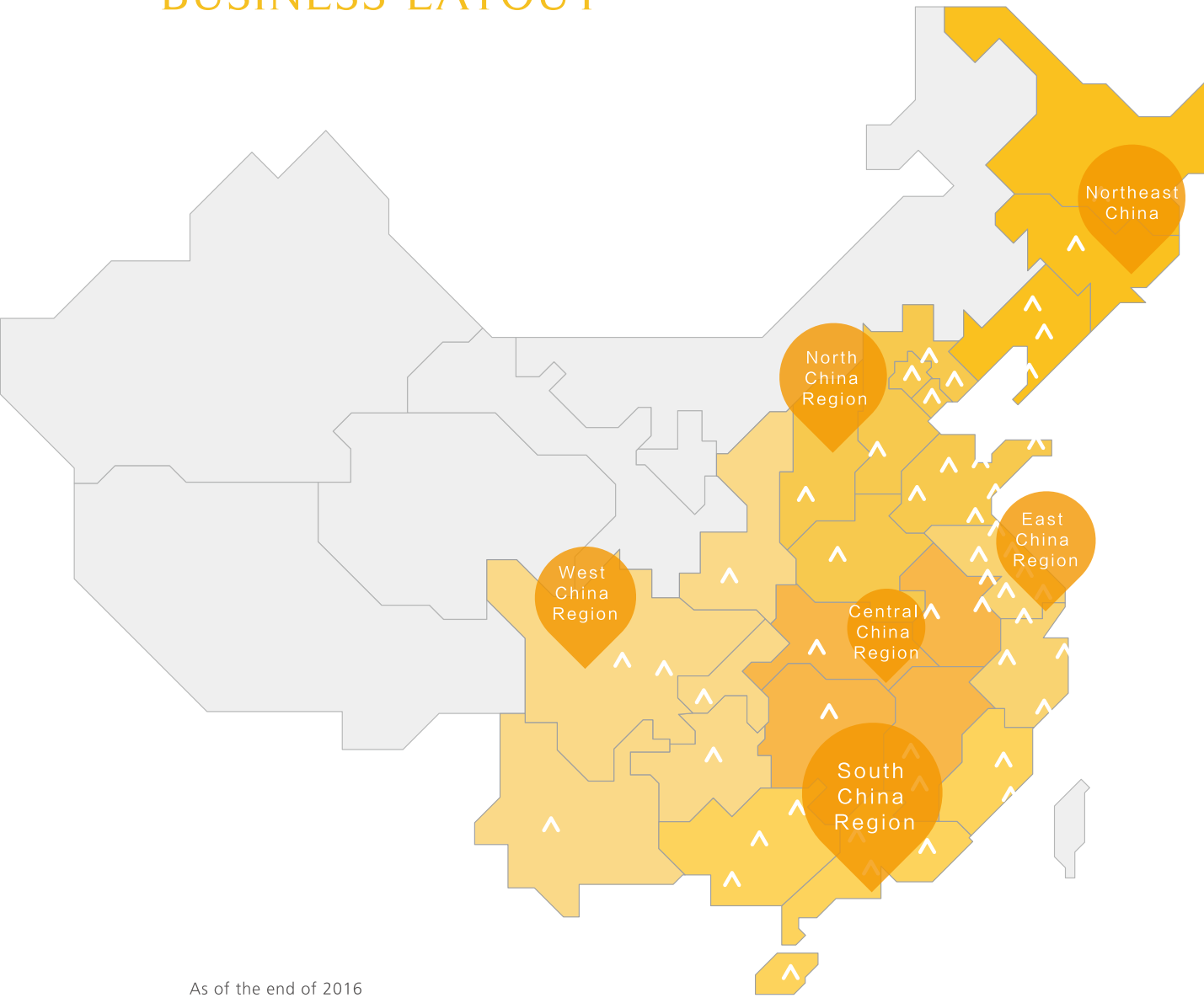
Since the end of 2010, CR Land has followed a three-tier HQ control pattern featuring “headquarters – region – city-based company”, structured for matrix management based on the principle of “specialised HQ, solid regions and thriving city-based companies.” As of today, CR Land had 13 business functional departments, 6 regions, 5 physical business departments.

## DEPARTMENTS



13	Departments	Strategic Management Department, Commercial Property Department, Product Management Department, Engineering Management Department, Safety Management Department, Hotel Tourism and Health Management Department, Overseas Business Department, Personnel & Administration Department, Finance Department, Audit Department, Party Liaison Department, Supervision Department, Information Management Department, Legal Department
6	Regions	North China Region, East China Region, South China Region, West China Region, Northeast Region, Central China Region
5	Physicalized Business Units	Commercial Property Department, Business Department, Urban Traffic Business Department, Business Service Department, Property Service Department

# BUSINESS LAYOUT



As of the end of 2016

- NORTH CHINA REGION**
  - Beijing, Tianjin, Zhengzhou, Tangshan, Qinhuangdao, Shijiazhuang, Jinan, Qingdao, Zibo, Weihai, Yantai, Rizhao, Linyi, Taiyuan
- SOUTH CHINA REGION**
  - Shenzhen, Huizhou, Nanning, Liuzhou, Guangzhou, Guilin, Wanning, Fuzhou, Xiamen, Foshan, Shantou, Haikou, Zhuhai
- NORTHEAST CHINA REGION**
  - Shenyang, Dalian, Anshan, Changchun, Harbin
- EAST CHINA REGION**
  - Shanghai, Hangzhou, Ningbo, Wenzhou, Nanjing, Wuxi, Suzhou, Changzhou, Nantong, Yangzhou, Taizhou, Xuzhou, Yancheng
- WEST CHINA REGION**
  - Chengdu, Chongqing, Mianyang, Xi'an, Guiyang, Kunming, Luzhou
- CENTRAL CHINA REGION**
  - Wuhan, Hefei, Changsha, Nanchang, Ganzhou



# 我们的社会责任

OUR SOCIAL RESPONSIBILITY

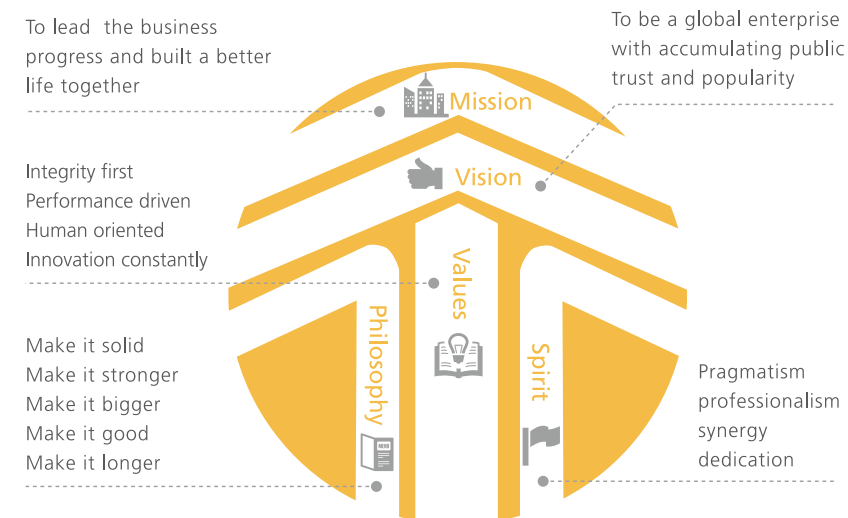
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## Responsibility Strategy

### Responsibility Culture Concept System

Under the guidance of China Resources Group's cultural concept system, China Resources Land, on the basis of the five elements of "mission, vision, values, philosophy and spirit", and in accordance with the principles of "strategy orientation, culture leading, and brand publicity", carries out social responsibility work to provide better products and services to the public and to communicate with interested parties in a more effective way to demonstrate the social responsibility image of the Company.



### Social Responsibility

Philosophy  
Better Quality Better City

CR Land will always consider "social responsibility" as an important part of corporate development, helping more people to experience the true value of a high quality life.

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### SOCIAL RESPONSIBILITY MODEL



<b>Fiduciary duties</b>	Based on tradition, we work together with all fields to make innovation and ensure long-term development Building an honest CR
<b>Public responsibility</b>	Working together with the public to promote the harmonious development of society Building a harmonious CR
<b>Partner responsibility</b>	Working together with partners to create a new pattern of win-win development Building a win-win CR
<b>Environmental responsibility</b>	Working together with nature to build a green ecological civilization Building a green CR
<b>Customer responsibility</b>	Working together with customers to win their satisfaction and trust Building a satisfactory CR
<b>Employee responsibility</b>	Working together with employees to guarantee a happy work life Building a human-oriented CR
<b>Shareholder responsibility</b>	Working together with shareholders to create optimal enterprise value Building a valuable CR



Responsible Governance

Enhance Social Responsibility Management System

Under the guidance of China Resources Group, CR Land has implemented the “Measures for Social Responsibility Work of China Resources Group”. CR Land standardised organisation assurance, planning promotion, indicator systems, communication and publicity, inspection and assessment, performance review and fund guarantee, integrate the social responsibility concept into corporate operation and effectively manage the impact of its operation on interested parties.

Improve Social Responsibility Leadership Mechanism

In order to strengthen the guidance of corporate culture establishment and social responsibility management, in 2016 the CR Land established the CR Land corporate cultural and social responsibility advisory committee to exercise unified leadership over corporate culture and social responsibility management.

CR Land Corporate culture and social responsibility management organisational structure



Strengthen Social Responsibility Propaganda Education

We have always focused on educating all levels of staff on social responsibility to enhance their awareness and increase their knowledge and capability. In 2016, CR Land invited external experts to deliver social responsibility training for the management team from various departments and business units. CR Land also required the person in charge of each business unit to attend “the eighth public welfare lecture hall” training session organised by the Chinese Academy of Social Sciences.



Participate in the Formulation of Social Responsibility Industrial Standards

CR Land and the Chinese Academy of Social Sciences Research Center jointly conducted research and published “Chinese Corporate Social Responsibility Report Preparation Guide 3.0: Real Estate Industry”, sharing CR Land’s social responsibility experience with the industry.

Responsible Communication

Interested party	Needs and expectation	Communication and feedback
Government and regulatory authority	Compliance with laws and regulations Support the regional economy and industry development Implement national economic policies	Strengthen corporate compliance management to ensure complied business operation Attend relevant government meetings and projects Implement the strategic cooperation of China Resources Group Regular reporting, improve reporting and related information
Shareholders	Corporate governance and value creation Information disclosure and risk management	Continuously improve corporate governance and risk management Regularly publish reports and timely disclose information Open Shareholders' General Meeting to enhance investment relationship management communication among business departments
Owners and clients	Product and service quality Comply with contracts, avoid false sales marketing Protect customer rights	Implement customer satisfaction surveys Establish a customer service hotline Improve the customer relationship management system and customer comments and feedback mechanism
Employees	Employee salary and benefits Realise employee development Care for employee health Participate in corporate management	Establish a competitive salary and welfare guarantee mechanism Ensure the promotion channels' transparency, regularly organise training, create development opportunities Improve working conditions and provide financial support and improve employees communication Organise employee activities to promote teamwork
Suppliers and partners	Promote positive and healthy development for the industry Mutual benefit and win-win results for business partners	Implement public and fair procurement, build a responsible supply chain Participate in industrial organisations, establish a cooperation mechanism and partnerships Regularly hold tendering, bidding meetings and supplier meetings
Scientific research institutions, industrial organisations, media and social groups	Comply with industrial standards Facilitate industrial development Propose policies Open and transparent information	Participate in industrial performance evaluation, propose suggestions for industrial standards. Improve company news disclosure system, timely and accurately disclose relevant information Optimise the public opinion feedback mechanism and improve the news spokesman mechanism
Community	Support social charity Provide job opportunities	Actively engage in charitable donations and social welfare activities Campus recruitment and social recruitment
Environment	Rationally use resources Protect the environment	Implement energy savings and emissions reduction Implement green construction and green architecture concept Publish environmental data and establish a communication platform

Materiality analysis of sustainability development issues

During the preparation of CR Land Sustainability Report 2016, in order to understand stakeholders' views and use them as a reference for our report information disclosure and future strategy on sustainable development, we actively consulted stakeholders through various channels,

We have hired a professional third-party agency and conducted a comprehensive consultation with all our stakeholders through various communication channels: questionnaires, face to face meetings and telephone interviews, etc. Through 4,967 questionnaires and interviews with 18 internal and external stakeholders, we fully understand the needs and expectations of our management and stakeholders. According to the survey data analysis, we have formulated a material analysis matrix and selected the 22 most important issues and disclosed them in China Resources Land Sustainability Report 2016.

4,967

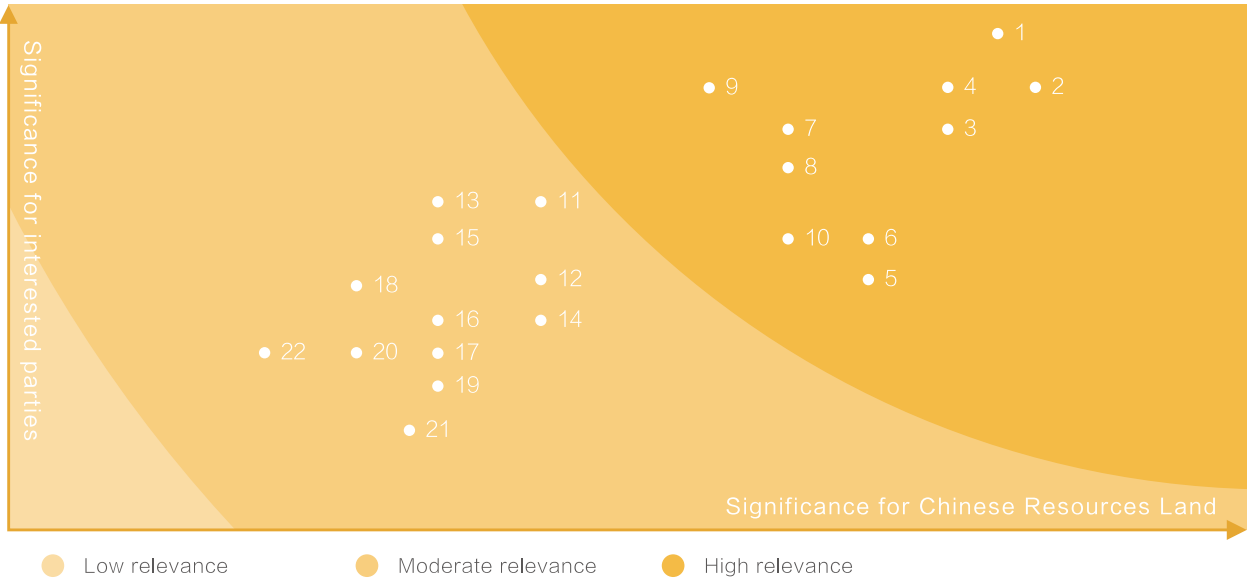
Through 4,967 questionnaires

18

interviews with 18 internal and external stakeholders

we actively consulted stakeholders through various channels,

CR LAND'S MATERIALITY MATRIX OF SUSTAINABILITY ISSUES

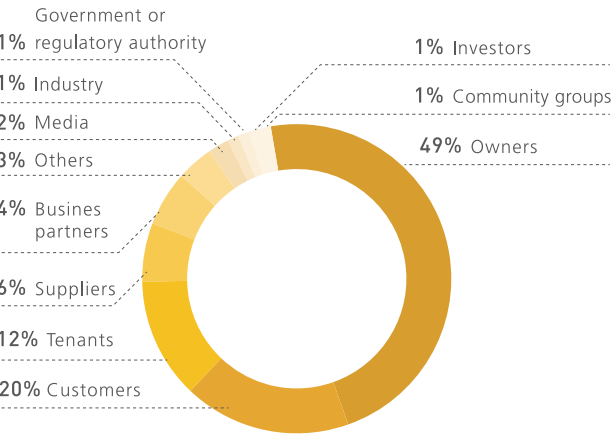


ISSUE MATERIAL PRIORITY (FROM HIGH TO LOW)	
Highly important	Moderately important
1. Employee health and safety	11. Solid waste management
2. Compliance with laws and regulations and anti-competitive behaviour	12. Green architecture and green community
3. Customer information and privacy protection	13. Carbon emission management
4. Product quality and safety	14. Intellectual property protection
5. Financial performance and investors' rights and interests	15. Water conservation and consumption management
6. Customer satisfaction and complaint management	16. Supply chain management and industry development
7. Avoidance of child labour and forced labour	17. Product after-sales management and services
8. Reduce pollution and emissions to protect the environment	18. Energy conservation and consumption management
9. Equal employment opportunities and employee communication	19. Community development and social impact
10. Employee training and development	20. Policy response and public engagement
	21. Charity and voluntary work
	22. Materials and packaging use management

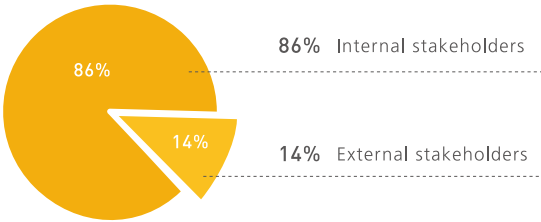


China Academy of Social Sciences awarding China Resources with "Golden Bull Award" and "Five-star" Report Prize

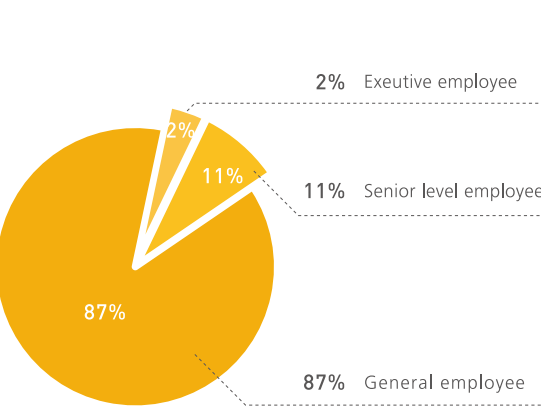
COMPOSITION OF EXTERNAL STAKEHOLDERS



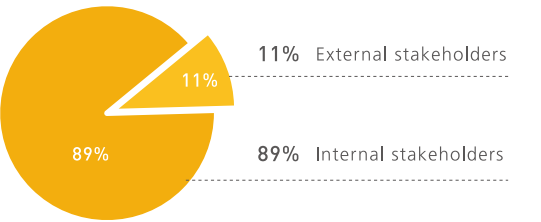
COMPOSITION OF PARTICIPANTS IN THE QUESTIONNAIRE SURVEY



COMPOSITION OF INTERNAL STAKEHOLDERS



COMPOSITION OF INTERVIEWED STAKEHOLDERS



## Sustainability issues in this chapter

### Compliance and anti-unfair competition



### Policy response



- Internal stakeholders' concern
- External stakeholders' concern

## CHAPTER 1

### GOOD GOVERNANCE TO BUILD INTEGRITY

Monitor Corporate Governance ©

Integrity and Compliance ©

Response to Government Policies ©

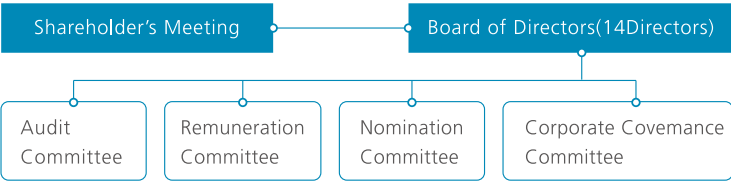
心而正  
修后品  
Integrity



# Monitor Corporate Governance

CR Land and the Board of Directors understand the importance of corporate governance to the healthy development of the company, and therefore we are committed to establishing common practices and procedures for corporate governance. We have adopted the corporate governance rules ("Corporate Governance Code") specified in Annex 14 of the Rules Governing the Listing Securities on the Hong Kong Exchanges and Clearing Limited ("HKEx") ("Listing Rules and Guidance"). We have also conducted constant evaluation with the Board of Directors and committees to ensure good and stable corporate operation.

## STRUCTURE OF CHINA RESOURCE LAND LIMITED'S BOARD



# Integrity and Compliance

## Compliance management system

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CR Land strictly complies with all laws and regulations. In 2016, we continued to implement the requirements of the Management Measures for the Legal Consulting of State-owned Enterprises and based on our established procedures and systems created 4 new systems, i.e., "CR Land External Legal Counsel Selection and Management Guidance", "CR Land External Legal Counsel List", "CR Land Stakeholders List" and "CR Land Insider Information Compliance Management Guidance", to further develop our corporate compliance management.

CR Land includes legal risk in our management system for managing all potential risks within our 9 business sectors. We have formulated associated risk prevention measures and a risk tracking and improvement mechanism, and created the "CR Land Legal Compliance Risk Management Database 1.0" and other risk checking tools.

### Data

74 74 legal training sessions

1,300 Over 1,300 trained participants

In 2016, CR Land organized a total of 74 legal training sessions, with over 1,300 participants.

## Building a "CR Land of integrity"

### Anti-business bribery and anti-corruption

CR Land strictly requests all department levels to "respect and adhere to all contracts, uphold integrity and credibility, oppose corruption and maintain fair competition". Since the official announcement of the Sunshine Declaration of China Resources Land to the public in 2011, CR Land has signed the Honest Cooperation Agreement of China Resources Land with partners for 6 consecutive years to publicly accept supplier monitoring and fight against business bribery. By regarding anti-corruption and honesty as an important means of improving the Company's governance efficiency, we have gradually implemented honesty education and required all management personnel to strictly comply with the Ten Rules of China Resources and Honest Participation Standards of China Resources Land. In 2016, there were no identified cases of non-compliance related to corruption, bribery, fraud and money laundering.

# Corruption risk management monitoring system

Base on the existing "CR Land Compliant Handling Procedure Guidance", in 2016 we amended and formulated 5 working instructions, including "CR Land Corruption Inspection Working Instruction", "CR Land Implementation Guidance for "Three Focuses and One Initiative" Decision Making Policy", "CR Land Discipline Inspection and Supervision Working Instruction", "CR Land Implementation Guidance for Party Anti-corruption Assessment" and "CR Land Anti-Corruption and Accountability Reporting Guidance", to further standardise and provide guidelines for the inspection team on anti-corruption.

In addition, we have eliminated any restrictions in the complaint and whistle-blowing channel and made the whistle-blowing hotline, email and WeChat account available to the public and employees.

## Anti-corruption in the Party Committee

In order to promote anti-corruption governance within the company, CR Land has started to inspect the operation of each functional department, with the aim of completing the inspection of core business regions and operation units within two years.

### [Data]

126 126 training sessions on anti-corruption education

3,633 3,633 participants

26 Organized 26 sessions of different awareness trainings

1,400 Over 1,400 participants

In 2016, CR Land Discipline Inspection Team organised 126 anti-corruption educational training sessions with more than 3,633 participants, and organised 26 awareness training activities with over 1,400 participants.

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# Response to Government Policies

## Support urban development

CR Land has been actively exploring business opportunities in urban development, aiming to improve the city environment and quality. In 2016, CR Land signed the "Nanshan District People's Government and CR Land Limited Strategic Corporation Agreement" with the Nanshan District People's Government, to develop Nanshan into the second city centre of Shenzhen. CR Land is therefore committed to developing Nanshan into a green, low carbon, healthy, creative and international city centre. In addition, CR Land complies with government laws and regulations in project development, controls the timeline of project development and optimises the use of land by improving the construction efficiency.





## Participation in old city renovation

CR Land fulfilled its social responsibilities as a central enterprise and responded to government appeals to actively participate in old city renovation. In 2016, CR Land participated in 7 old city renovation projects in Longhua Dalang, Liantang, Phoenix Kong, Minzhi, Lo Wu Village, Sungang and Hubei.

7 old town transformation projects

## Resident relocation arrangement

In order to cooperate with the government to arrange for relocation, CR Land upholds the principles of “friendly consultation, sufficient communication and respect for the opinions of the community”.

In 2016, for the Shenzhen Dachong Village redevelopment project, all residential and commercial property was delivered and completed on time.



Guangdong Province's inspection group visiting the decommissioning site of Dachong old town transformation.



District B Villager drawing lots for resettling in Dachong Village, Shenzhen.

## Cultural conservation

CR Land focuses the protection of urban culture and heritage in project development process. In the Dachong Village redevelopment project, we reconstructed the King's Temple and Zheng Ancestral Hall to better protect the local culture.

## Development for indemnificatory housing

CR Land fulfilled actively participates in the construction of government indemnificatory housing and security projects to provide liveable residential conditions for medium and low-income residents on the basis of balancing construction costs with the existing cost system. In 2016, we built indemnificatory housing in 16 projects, including Beijing Shoukai CR City, Shanghai Century Park, Shenzhen Bay Yue House, Harbin Xinfu, Dalian Koala residential area, Shenyang Landmark, and Wuhan Taoyuan, which are expected to provide 10,816 indemnificatory housing units upon completion and delivery.

16 built indemnificatory housing in 16 projects

10,816 expected to provide 10,816 indemnificatory housing units upon completion and delivery.

## LIST OF 2016 CR INDEMNIFICATORY HOUSING PROJECTS

Projects	Number of indemnificatory housing units
Beijing Shoukai CR City Project	2,623
Beijing Yilin West Project	735
Century Park – Shanghai Project	251
Shenzhen CR City Project	785
Shenzhen Bay Yue Housing Project	100
Shenzhen Blue Mountain Project	454
Harbin Xinfu Project	32
Harbin Arc de Triomphe Project	222
Dalian Koala residential Area Project	411
Shenyang Landmark Project	249
Century Park – Shenyang Project	80
Jiangsu Taizhou International Community Project	117
Wuhan Taoyuan Project	890
Ganzhou Rongjiang New Town Resettlement Housing Project (build for others)	1,867
Shenzhen Phoenix Kong Project	1,000
Shenzhen Xialilong Project	1,000
Total	10,816



Beijing Shoukai CR City Project



Century Park – Shanghai Project



Beijing Shoukai CR City Project

## Constructing infrastructures for education



Nanshan Foreign Language School (Group) Dachong School

After the overall redevelopment of Shenzhen Nanshan Dachong Village, CR Land sponsored the construction of Nanshan Foreign Language School (Group) Dachong School and Hua Run Cheng School. By developing the two schools into signature campus buildings in Shenzhen District, we hope to improve the educational level in Dachong District.



## Promoting architectural industrialisation

In order to respond to the requirements of national policy for architectural industrialisation, in 2016, CR Land established a research team for architectural industrialisation and carried out fabrication research in Japan. Our research results include the publications of "Fabricated Construction Project Management Guide of CR Land", "Fabricated Construction Project Design Technology Standard of CR Land", "Handbook for Industrial Workers (Slings)" and "Handbook for Industrial Workers (Grouters)".

## Exploring a "Smart City"

In recent years, CR Land has actively participated in the construction of a "Smart City" by the use of modern information technology to increase the artificial intelligence in infrastructures, facilitate the provision of public services and streamline social governance. In 2016, CR Land and Tiexi District, Shenyang signed a Strategic Co-operation Agreement for a partnership on Regional Static Traffic Planning to enhance the level of smart traffic.

Proactively involved  
Construction of a "Smart City"

## Facilitating entrepreneurship and innovation

In response to "Entrepreneurship for public, Innovation for all", we created the CR Land Start-up Accelerator. Up till the end of 2016, we had helped 12 innovative entrepreneur projects to match with resources from CR Land, established a strategic co-operation relationship with over 60 organisations, and hosted around 20 innovation and entrepreneurship activities such as the "CR Accelerating Peers Advisory Group"

12

helped 12 innovative entrepreneur projects to match with resources from CR Land

60

a strategic cooperation relationship with over 60 organisations

20

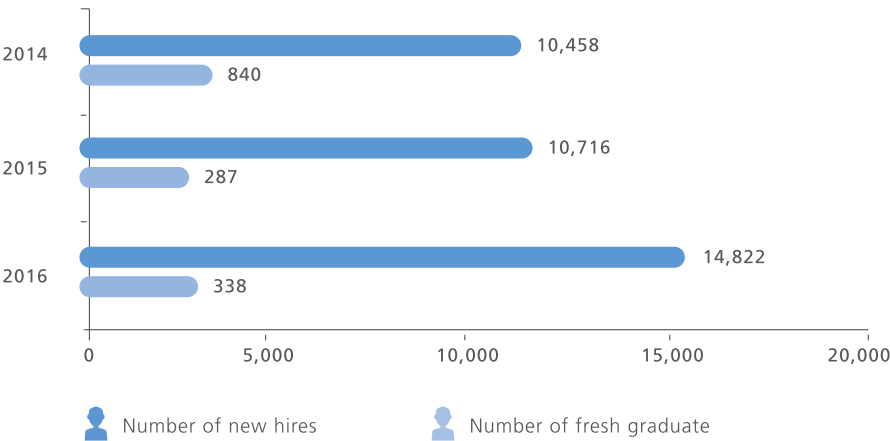
hosted around 20 innovation and entrepreneurship activities such as the "CR Accelerating Peers Advisory Group"



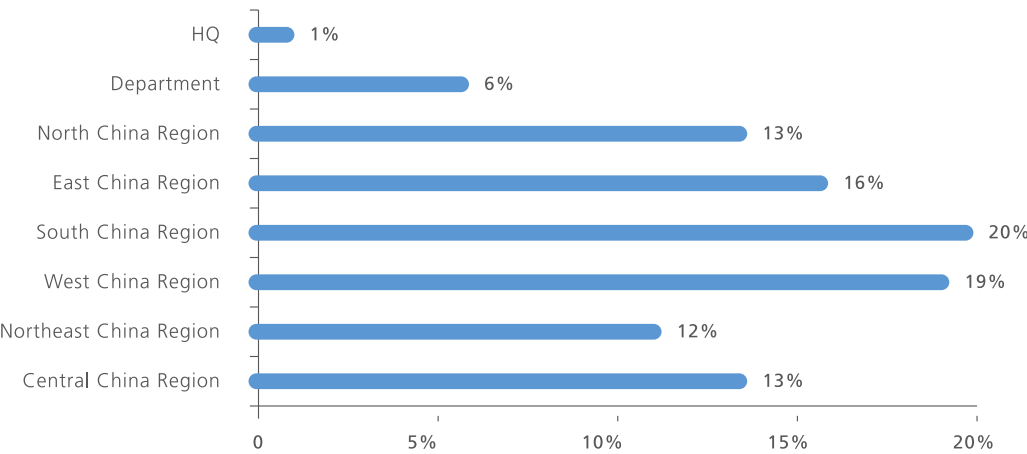
## Creation of employment opportunities

In 2016, CR Land hired 14,822 new staff of which 338 were recent graduates.

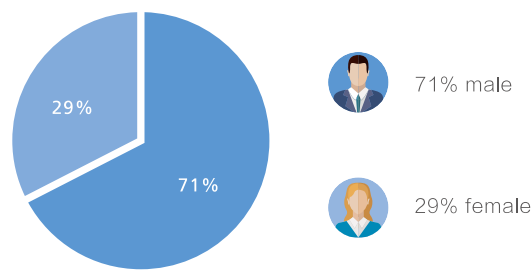
NUMBER OF CR LAND'S NEW HIRES



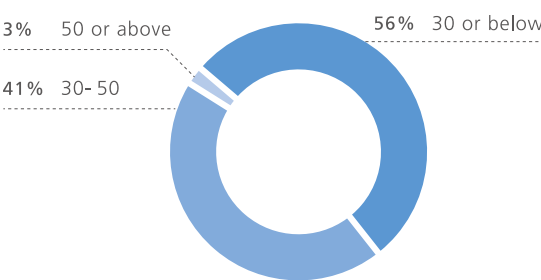
NEW HIRES BY GEOGRAPHICAL REGION (2016)



NEW HIRES BY GENDER (2016)



NEW HIRES BY AGE (2016)



## Sustainability issues in this chapter

### Product quality and safety



- Internal stakeholders' concern
- External stakeholders' concern

## CHAPTER 2

### DELICATED CONSTRUCTION TO ENHANCE CITY BEAUTY

- Building Excellence ◎
- Providing a Wide Variety of Products ◎

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修后品

Delicated

# Providing a Wide Variety of Products



29

## RESIDENCE

In 2016, CR Land’s new phased and constructed residential products had reached 4.87 million square meters, occupying 41% of the total residential development.

## OFFICE BUILDING

The Company aims to become a leader in smart office operation. In 2016, we implemented the Officeasy operation system, using a B2B2C system to build a complete product ecosystem for office life.

## SHOPPING MALL

As of the end of 2016, CR Land operated 24 operating shopping malls in total. The total operating area of commercial real estate properties of CR Land was 5.55 million square meters (excluding outsourced management projects) with 2.01 million members.

## HOTEL

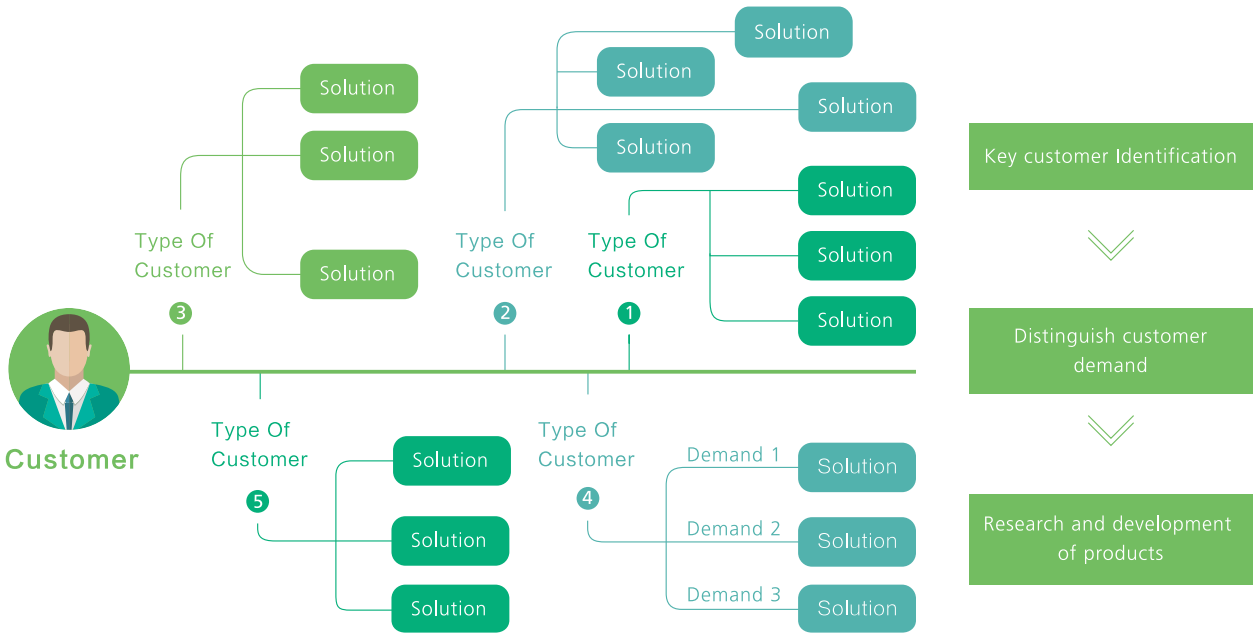
As of the end of 2016, CR Land had opened 8 hotels, with 4 hotels under preparation.

# Product Innovation

## A Product Development System based on the needs of customers

CR Land adheres to a product strategy of “considering the needs of customers with safety, health, comfort and intelligence as core values, establishing the ability to define products as a pioneer in the industry” to form a “customer-centred” product research and development network.

### CUSTOMER-CENTRED PRODUCT RESEARCH AND DEVELOPMENT NETWORK OF CR LAND



30

## Product Innovative Research

In 2016, CR Land re-formulated its sustainability strategies in the “13th Five-Year Plan” by taking a further step to carry out innovative research and development work at professional research and development centres, as well as by setting up cross-departmental research teams in different regions. In 2016, CR Land focused on developing residential property with longer life cycles.

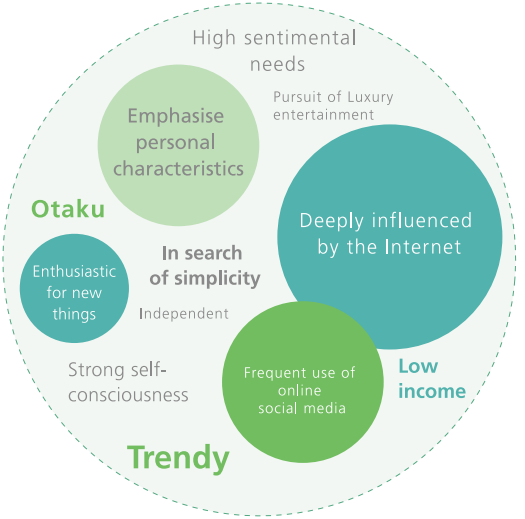
Case Study

### Innovation on apartments

According to the research done by CR Land, apartment users are showing new characteristics of social interaction, which combine the real and virtual worlds. We used this finding as the basis to set up a new demand model for apartment users, and explored a new mode of apartment products: shared space, Internet+, delicate indoor design and soft services.

### Established a long life cycle housing research team

CR Land hoped to achieve the “evolution” of long life cycle housing through this research to fully satisfy the diversified needs of family members in different stages of life.



According to the research done by CR Land, apartment users are showing new characteristics of social interaction



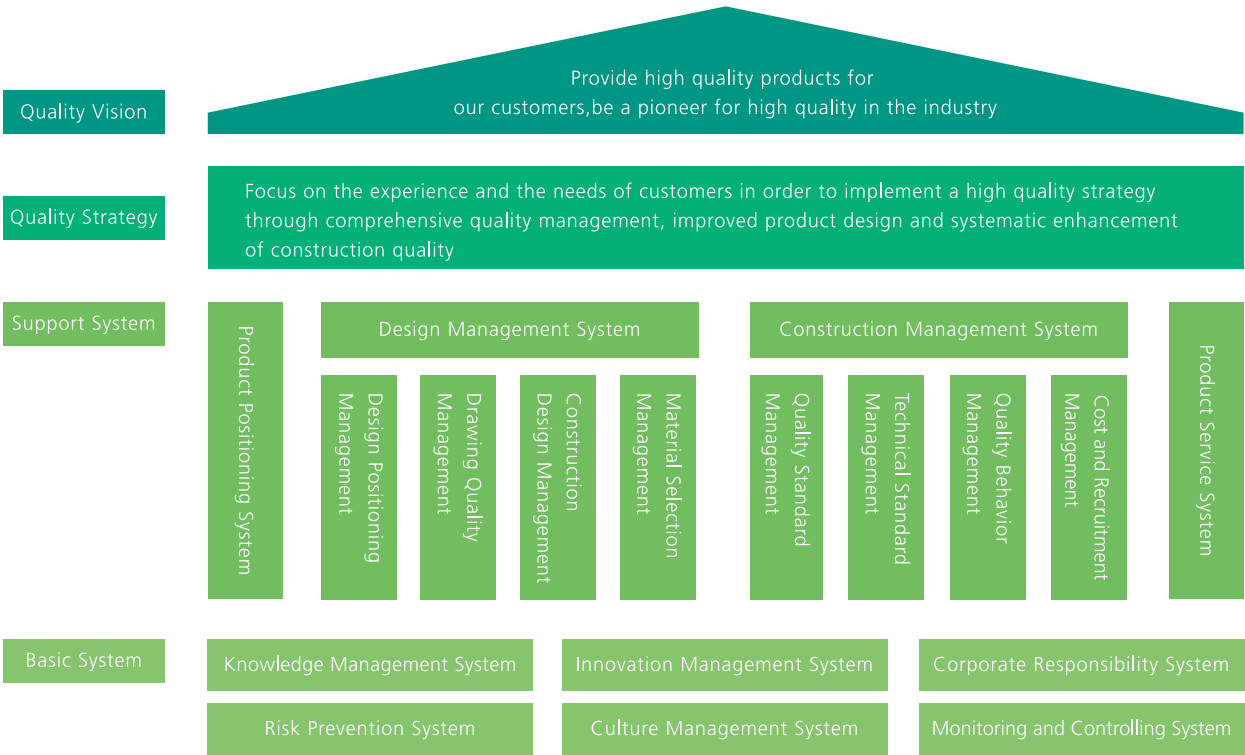
# To Achieve Excellent Quality

## Quality Strategy

### Comprehensive Quality Management Strategy

In order to maintain excellent quality and improve the product quality of CR Land, we have executed a comprehensive quality management strategy through the collaboration of design, recruitment, contracting, engineering and other professions.

#### CR LAND QUALITY MANAGEMENT SYSTEM



31

### Full Cycle of Design Quality Management System

The Design Management System is a key focus of CR Land's comprehensive quality management support system. With the aim of enhancing the complete cycle of the design quality management system, we have identified 31 key concerns on quality management and process improvement during the design stages within the company's headquarters and other regions. This led to the formation of the company's design quality management strategy by systematically increasing the design quality in 4 aspects, namely positioning design, design drawing, structural design and material selection. In 2016, based on the aforementioned factors, we developed the "China Resources Land Design Quality Control Plan" and "2017 Design Quality Work Plan".

**31** identified 31 key concerns on quality management and process improvement during the design stages within the company's headquarters and other regions

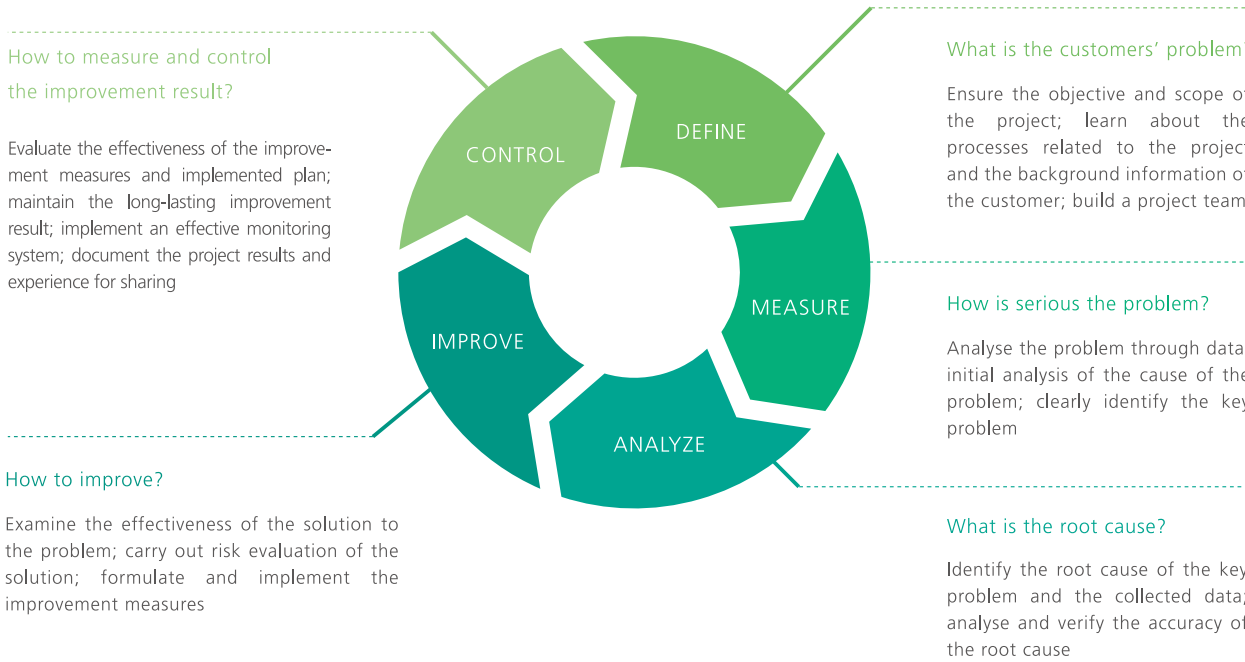
### Full Cycle of Design Quality Management System



### Lean Management and Lean Improvement

CR Land started to fully implement excelsior management in 2012. In 2016, we continued to improve the quality and service of our residential products through initiating various lean improvement projects. We achieved excellent operations by nurturing lean management talents, upholding craftsmanship and increasing the management level.

#### METHODOLOGY OF EXCELSIOR MANAGEMENT OF CR LAND



32

#### CR LAND LEAN MANAGEMENT AND LEAN IMPROVEMENT RESULTS

CR Land's lean improvement projects in 2012-2016	CR Land's lean management personnel in 2012-2016
Black Belt: 25 projects	Lean Black Belt: 2 employees
Green Belt: 261 projects	Lean Green Belt: 339 employees
Yellow Belt: 300 projects	Lean Yellow Belt: 400 employees
KAIZEN Activity: Over 10,000/year	Lean Internal Trainer: 40 employees



1
2 3
4

1. Wanxiangfu project in Beijing
2. Xiaojingwan project in Huizhou
3. Jinganfu project in Shanghai
4. Xinghaiwan project in Dalian

## Quality Standard

CR Land strictly complies with the national requirement on quality standards, especially on quality defects found during inspection. The company has put forward higher requirements on construction quality by setting 27 decoration standards in 6 major categories including structure, secondary structure, leakage prevention, facade, decoration, and electronic and mechanical decoration.

**27** setting 27 decoration standards put forward higher requirements on construction quality

## Quality Evaluation

CR Land always hires a professional third-party agency to carry out 100% coverage quality inspections and evaluation. In 2016, CR Land broadened the scope of quality evaluation so as to increase its coverage on the product line.



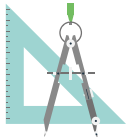
### Housing Quality Evaluation

Enhanced the coverage of third-party quality inspection, including process evaluation, pre-delivery evaluation and delivery evaluation.



### Commercial Property Evaluation

Commenced commercial electric-mechanical and curtain wall inspection covering various types of properties including shopping malls, hotels, office buildings, etc.



### Material Quality Evaluation

Collaborated with third-party quality inspections and carried out on-site sampling of the construction materials.

### Data

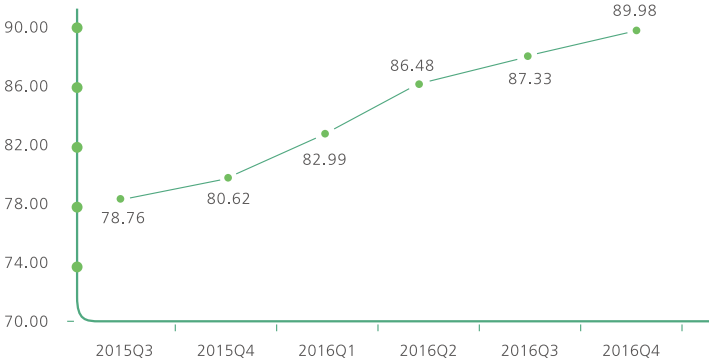
In 2016, Q4 Process Evaluation of CR Land Residential Projects score was 89.98, which was an increase by 11.22 points compared to Q3 2015. This shows the continuous improvement of site engineering quality.

**89.98** Q4 Process Evaluation of CR Land Residential Projects score was 89.98  
**11.22** an increase by 11.22 points compared to Q3 2015

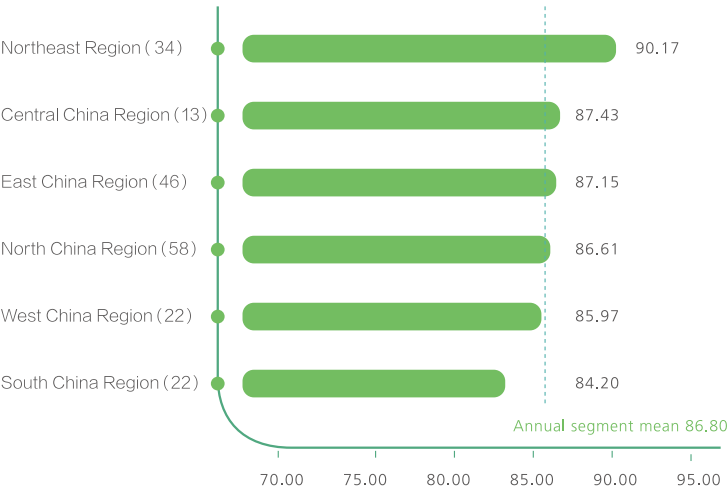
The 2016 Process Evaluation of CR Land Residential Projects covered 6 major regions with 215 site sections. The annual average score was 86.80. Among all regions, the northeast region scored highest with 90.17 points.

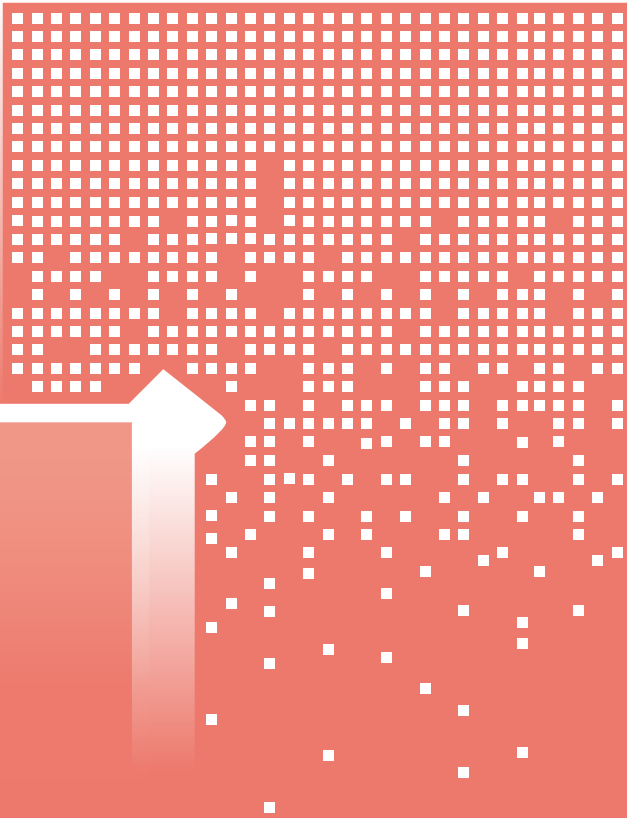
**6** covered 6 major regions **215** 215 site sections  
**86.80** The annual average score was 86.80  
**90.17** the northeast region scored highest with 90.17 points

### THE SCORE TREND CHART



### THE 2016 PROCESS ASSESSMENT AREA SCORING RANK





## CHAPTER 3

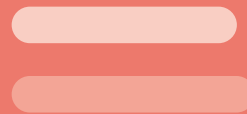
SERVE WITH QUALITY TO BUILD SINCERITY

Excellent Customer Service ◎

Protect Customers Interest ◎

### Sustainability issues in this chapter

#### After-sales products and services management



#### Customer satisfaction and complaint management



#### Customer information and privacy protection



- Internal Stakeholder Concern
- External Stakeholder Concern

Sincerity  
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# Protect Customers Interest

## Deliver according to contract agreements

China Resources Land is in strict accordance with the "People's Republic of China Urban Real Estate Management Law," and other relevant laws and regulations to develop sale contracts, and in strict accordance with the contractual requirements to effectively fulfil delivery standards, regular risk assessments will be conducted to ensure timely delivery.

## Protect customer information

The "CR Land Confidential Working Implementation Details", "CR Land Staff Handbook" and "CR Land Case Management System" have been implemented to ensure customer information is protected and to enhance employee awareness of customer information protection. We have a well-established information management system with specialised persons and computer systems. Through strict management of customer information access rights and security, we aim to protect the safety of customer information.

# Excellent customer service

## Customer service in all stages

CR Land has designed an all-rounded customer service system from pre-sales to after-sales based on customers' concerns in different service stages. In order to continuously provide a better experience to our customers, we listen to and integrate their expectations into our service and product line through the use of CRM as a resource management platform and customer satisfaction analysis. In addition, we provide channels to communicate and receive feedback from consumers. We share and spread our product and service information in different platforms, to enhance the understanding of existing or potential customers and receive feedback.

### 【 Case study 】“The Mixc app and WeChat platform

With reference to consumption behaviour in "Mixc", CR Land has developed the "Mixc" app and WeChat platform in order to provide services and information for car searching and payment, mall activities, member privileges, complaints and suggestions.

### THE MIXC APP AND WECHAT PLATFORM



### 【 Case study 】 The best property man competition

In 2016, CR Land held the third "best property manager" competition. 72 employees from 6 regions made it to the final round.

6 regions

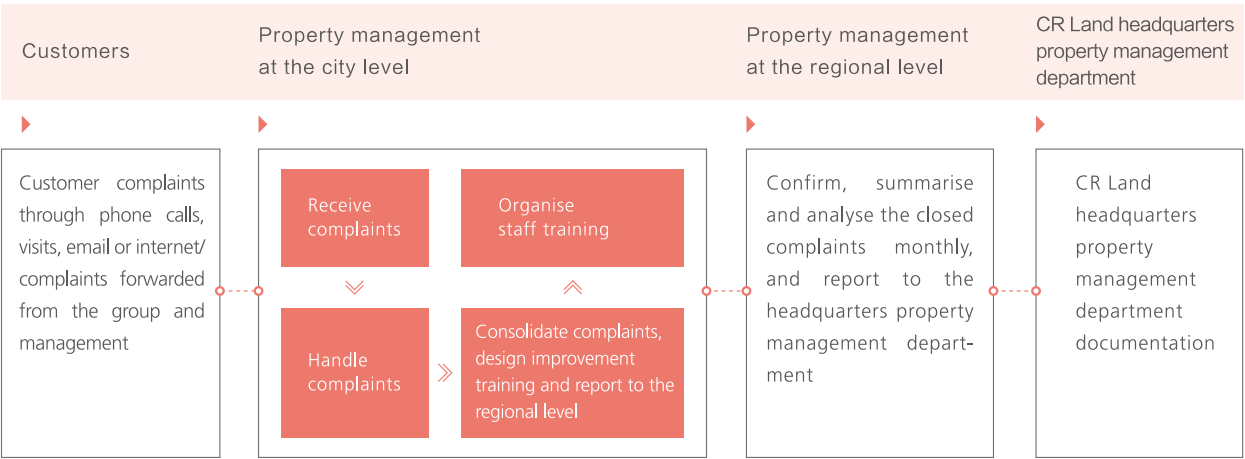
72 72 employees entered the final round



## Prompt response to complaints

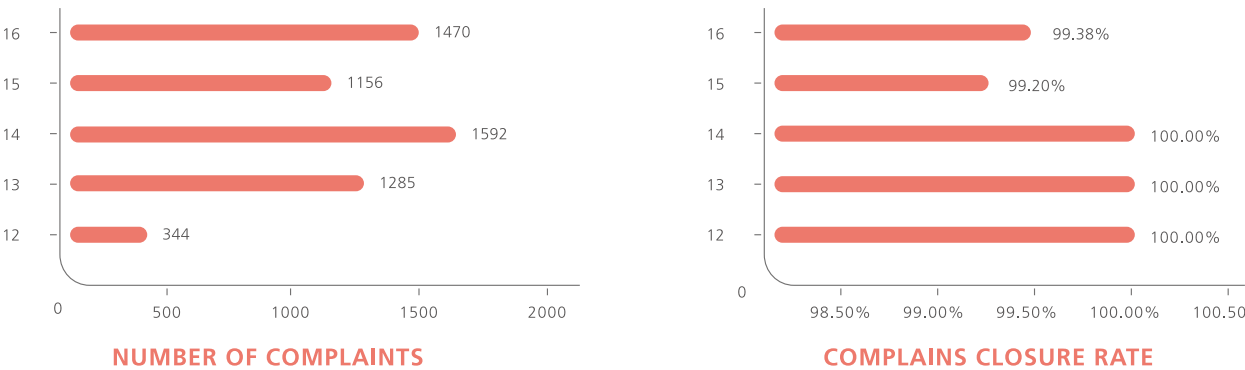
CR Land developed the "China Resources Land Property Complaints and Reporting Operation Guidance", which is divided into 9 categories according to profession. We closely follow and handle customer complaints on specific matters. While we are improving the complaints handling closure rate, we will conduct regular follow ups on closed cases.

### CR LAND PROPERTY CUSTOMER COMPLAINT HANDLING REPORTING SYSTEM



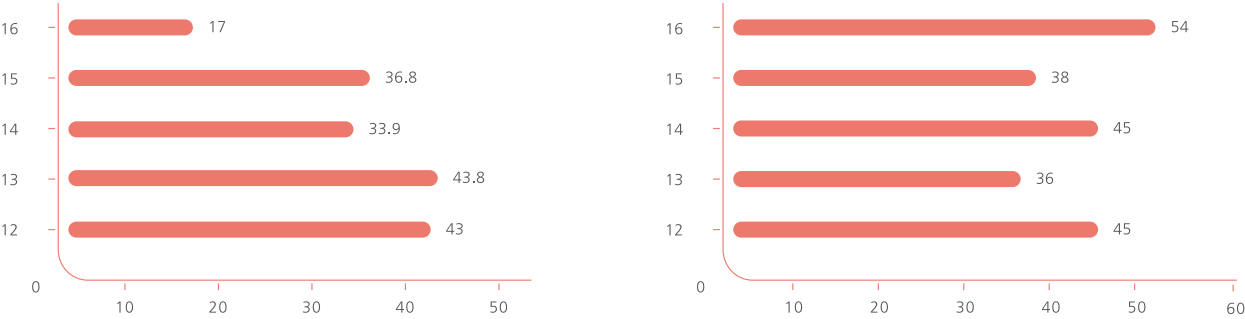
### 【 Case study 】 Data on Northeast China Complaints in 2016

In 2016, the northeast region handled 1,470 customer complaints with a closure rate of 99.38%; complaints handling days decreased to 17 days and the satisfaction score was 54.





【 Case study 】 Data on Northeast China Complaints in 2016



AVERAGE COMPLAINTS HANDLING DAYS

SATISFACTION ON COMPLAINTS HANDLING

Customer satisfaction survey

CR Land has conducted a customer satisfaction survey for the last 12 years. In 2016, CR Land conducted a customer satisfaction survey, organised customer service staff training and summarised 300 improvement plans on informing members about their rights. The overall customer satisfaction rate increased by 2.3 points to 94.3, as compared to last year.

**94.3** The overall customer satisfaction rate increased by 2.3 points to 94.3, as compared to last year.

CUSTOMER SATISFACTION

China Resources Land shopping centre satisfaction rate	2013	2014	2015	2016
Tenants satisfaction rate	95	91	93	95
Customers satisfaction rate	98	93	91	94

CR land to self-owned office customer satisfaction rate	2012	2013	2014	2015	2016
General level of satisfaction	99	99	100	100	99
High level of satisfaction	84	80	80	86	80

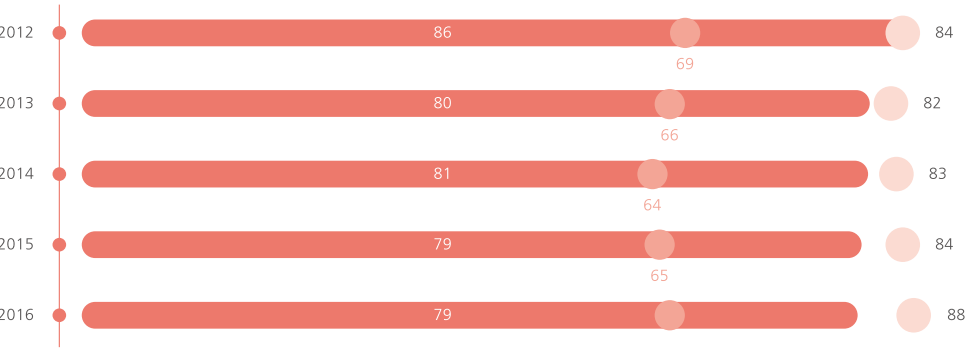
Abundent value-added service

CR Land has organised various activities for the owners, tenants and customers of residential buildings, malls, office buildings and hotels, to enrich their service experience.

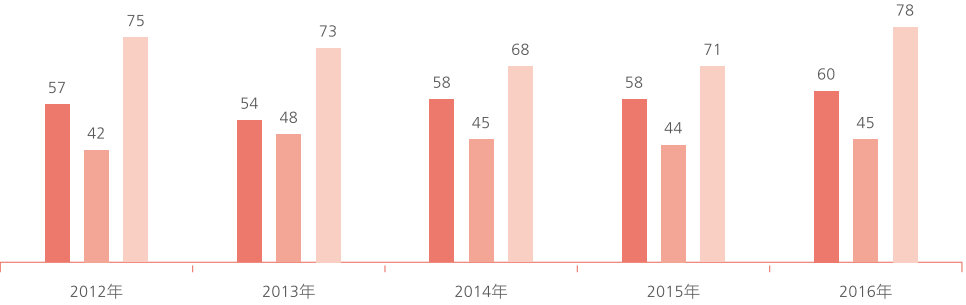


Bubble run in CR Plaza in Dalian

CHINA RESOURCES LAND RESIDENTIAL CUSTOMER SATISFACTION



China Resources Land resident satisfaction rate



China Resources Land customer loyalty



## Sustainability issues in this chapter

### Operating performance and investor rights



- Internal Stakeholder Concern
- External Stakeholder Concern

## CHAPTER 4 REWARD BUSINESS PERFORMANCE TO BUILD HIGH VALUE

- Share Value and Development ◎
- Protect the Rights of Investors ◎

Value  
意而堅  
立后品

# Protect the right of investors

## Strengthen information disclosure and investor communication

CR Land follows the “true and reliable” principle, and timely reports and discloses information to our shareholders and investors. We have formulated investor relationship regulations and hospitality guidance, annually published the ‘CR Land Annual/ Mid-Year financial report’, and responded to investor enquiries through performance briefing sessions, investment research and regular phone enquiries. In order to improve information disclosure, we had added new measures in 2016, including publishing a monthly land acquisition report, hosting a live internet performance briefing session, and promoting our business performance on WeChat H5 and the investor communication board on the official website.

Month	Events
January	BNP Paribas Asia Pacific Financials, Property & Logistics Conference Barclays China Property Corporate Day, UBS Greater China Conference 2016
March	Announcement of 2015 Annual Results *Press Release *Briefing with analysts and fund managers Post Results Roadshow in HK, Singapore
April	CS 19th Asian Investment Conference, J.P. Morgan's Greater China London Forum 2016 UBS Greater China Conference 2016
may	Macquarie Greater China Conference 2016, CIMB Hong Kong/China Property Corporate Day
june	Daiwa Hong Kong China Investment Seminar Tokyo Citi Asia Pacific Property Conference 2016 Ganzhou & Hangzhou Investor Reverse Roadshow
August	Announcement of 2016 Interim Results *Press Release *Briefing with analysts and fund managers Post Results Roadshow in HK
September	Post Results Roadshow in Singapore, England and US, 23rd CLSA Investors' Forum
November	Citi's 11th China Investor Conference 2016 Morgan Stanley 13th Asia Pacific Investment Forum 2016
December	Huatai China Conference in Shenzhen

# Protect the interest of small and medium sized investors

On one hand, we have further increased our transparency, complied with the stock market regulation on balanced protection of shareholders’ interest, continued improving the discussion regulation of shareholder meetings, and strengthened and maintained the interest of small and medium sized shareholders. On the other hand, we have improved our bonus and interests distribution policy, protecting the investment return rights of small and medium shareholders.

At the end of 2016, CR Land and all related transactions did not record a deficit in book value or activities that influenced shareholders’ interests.

# Share Value and Development

## Balanced growth on performance and return in all areas

1,080

In 2016, the number of contracts signed by CR Land grew by 26.9% from the prior year, with an annual business volume of RMB 108 billion.

1093

Business revenue increased by 5.2% to HKD 109.3 billion from the prior year.

195

Profit attributable to shareholders after assessment of the investment property valuation was HKD 19.5 billion, an increase of 10.2% year-on-year.

73

Rental income from investment properties (including hotel operations) was HKD 7.3 billion, an increase of 8.5% year-on-year.

163

Profit attributable to core shareholders after deducting investment property valuation increased by 13.9% year-on-year to HKD 16.3 billion.

## Continuous growth in profit and gross margin

The expected increase in revenue for all business sectors will lead to an overall increase in consolidated revenue

5.0%

Revenue from research and development business increased by 5.0%

8.5%

Revenue from Investment business Increased by 8.5%.

14.0%

Gross profit increased 14.0% annually

13.9%

Core net profit Increased 13.9% annually.

33.7%

Consolidated gross profit margin increased 2.6% to 33.7%, compared to 31.1% in 2015.

7.5%

Earnings per share increased 7.5% annually to HKD 281.4 cents.

25.7%

The Board proposed to distribute a final dividend of HKD 61.2 cents per share, an increase of 25.7% annually.

30%

Annual dividend payout of profit attributable to core shareholders rose from 28% to 30% annually.

23.8%

The net interest-bearing debt ratio slightly increased by 1.2 % to 23.8%

## Maintain healthy balance sheet and improve financial flexibility

36.4%

In 2016, the total interest-bearing debt ratio was 36.4%, a decrease of 0.4 points from the end of the year.

23.8%

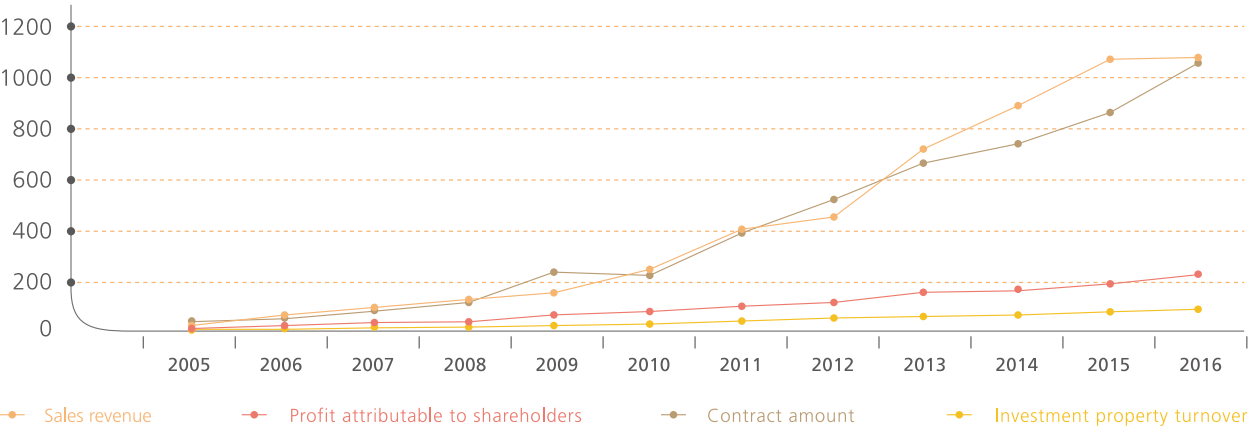
The net interest-bearing debt ratio was 23.8%, an increase of 1.2 points at the end of the year, but remained at a low level among the industry.

467

The cash balance was HKD 46.7 billion which was 3.9 times higher than the one-year short term debt coverage percentage.

4.23%

As of 31 December 2016, Weighted Average Cost of Capital was 4.23%, a decrease of 0.4 points from 2015, which was maintained at the lowest level in the industry.





Sustainability issues  
in this chapter

Supply chain management and  
industrial development



Protection of intellectual property rights



- Internal Stakeholder Concern
- External Stakeholder Concern

CHAPTER 5  
WORK COLLABORATIVELY TO CREATE  
MUTUAL BENEFITS

- Promotion of Industry Development ◎
- Building a Responsible Supply Chain ◎

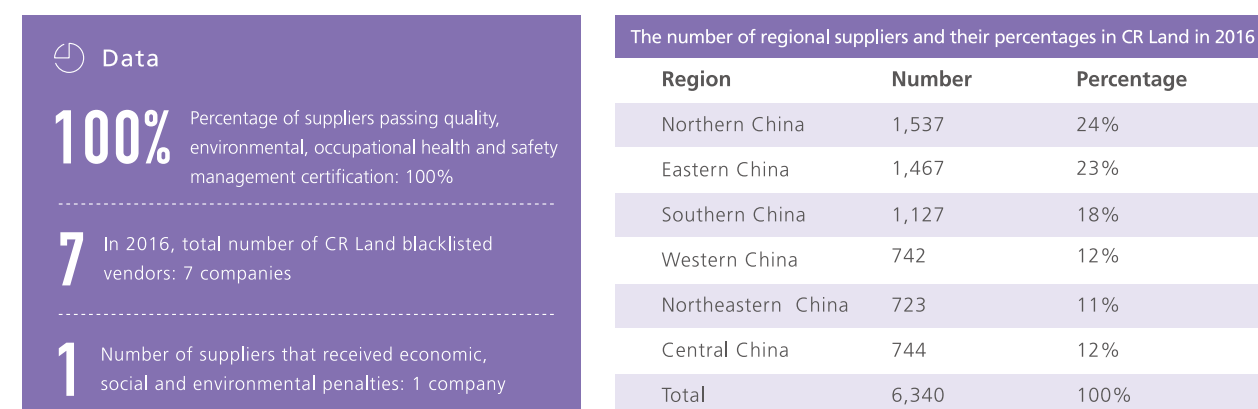
诚而真  
行后品  
Collaboratively

## Building a Responsible Supply Chain

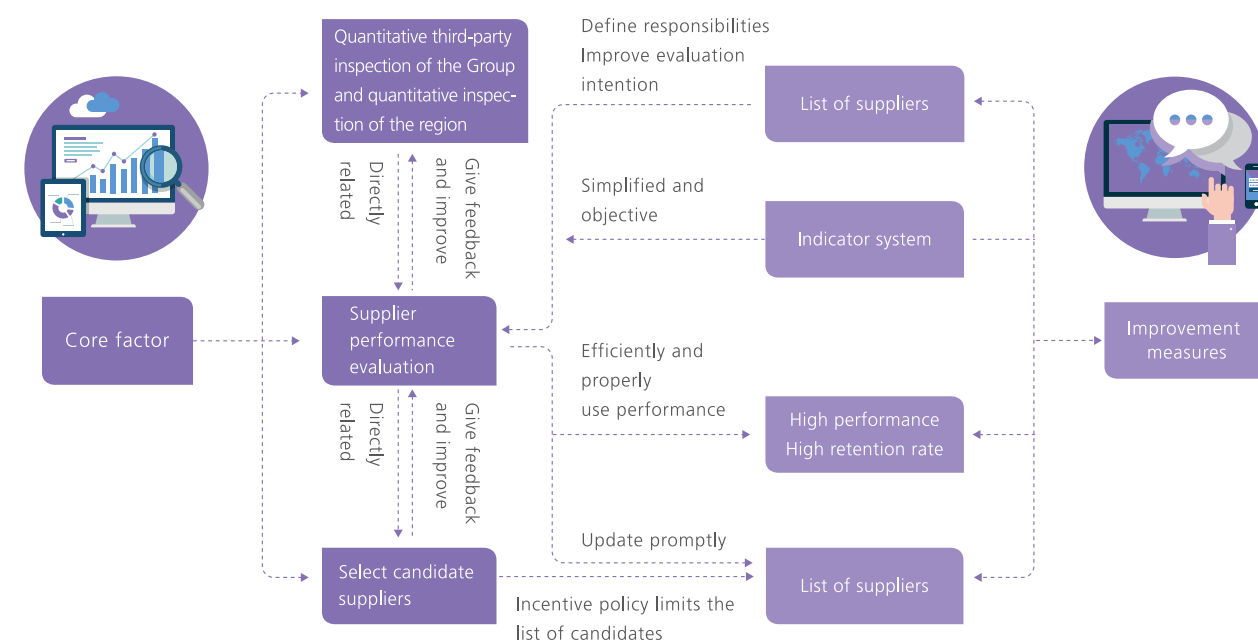
## Regulate procurement

In order to regulate CR Land's procurement and bidding activities, we have formulated the 'Management Rules of CR Land for Bidding-based Procurement' 'Management Rules for the Implementation of Bidding and Procurement Activities in the Headquarters and Departments of CR Land' and 'Management Rules for the Implementation of Strategic Procurement of CR Land' according to the current national bidding and tendering laws. Since 2015, CR Land has used open tendering for all strategic procurements, and progressively promoted the diversity and localisation of our suppliers,

Through supplier evaluation and level-to-level management of contractors, as well as division of responsibilities, we have improved the sense of participation of project staff during the evaluation process. At the same time, we held an annual Quality General Meeting to promote our requirements on high quality, The Company presents Quality Management Awards and A-Level Contractor certificates to outstanding contractors. CR Land also makes use of the performance appraisal results in order to improve the supplier performance and retention rate, and maintain long-term partnerships with excellent suppliers.



## CR LAND BIDDING AND PROCUREMENT PROCESS FLOWCHART



## Green Procurement

In order to improve the environmental responsibility of our supply chain, CR Land has developed strict energy saving and environmental technical requirements for suppliers.

Taking the procurement of central air conditioning systems for commercial properties as an example, the Company requires such devices to meet Level 1 Energy Efficiency based on requirements for energy saving technology, and manufacturers are required to pass ISO9000 management system certification in terms of corporate management and ISO 14000 environment system certification in terms of environmental protection.

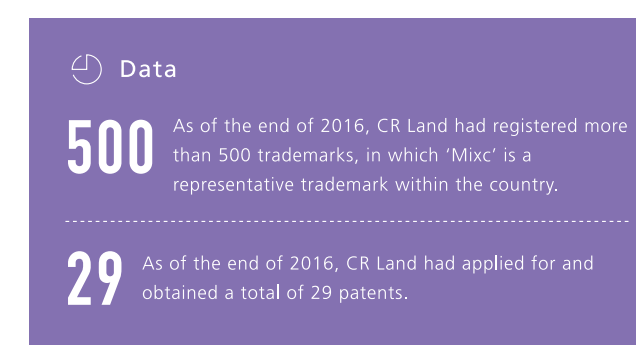
## Promoting Industrial Development

## 'Industry-university-institute' strategic cooperation

CR Land has a long-term partnership with College of Transportation Engineering, Tongji University to jointly study issues related to static traffic. In 2016, we collaborated to complete the research and delivery of 'Beijing New Airport Parking Space Project Consultation Project' and 'Static Traffic Demand Model Optimisation and Final Departure Estimation Software Development Consulting'.

## Protection of intellectual property rights

On the basis of complying with relevant laws and regulations on the protection of international and domestic intellectual property rights, CR Land protects its own intellectual property rights by reviewing the qualifications of our business counterparts, licensing, signing documents on intellectual property protection, trademark monitoring, trademark opposition and litigation. At the same time, we fully respect the intellectual property rights of our business partners, use their rights only as authorised, and offer legal assistance to our partners when their intellectual property rights are infringed upon.



## Industrial Organisation Participation

CR Land is a committee member of the China Property Management Council, and a member of the China Urban Railway and Transportation Council. In 2016, CR Land received the “Excellent Cooperation Award in China Urban Railway and Transportation Resources Operation” in the first general meeting of resources operators’ representatives held by the China Urban Railway and Transportation Council. CR Land was one of three property developers among all winners.

## CHAPTER 6

### VALUE TALENTS TO ACHIEVE SUCCESS

Career Development Support ◎

Employee Health and Safety ◎

Protection of Employee Rights ◎

Employment Overview ◎

#### Sustainability issues in this chapter

##### Fair Employment and Employee Communication



##### Employee Health and Safety



##### Employee Training and Development



##### Prohibit the use of Child Labour and Forced Labour



● Concerns of Internal Interested Parties

● Concerns of External Interested Parties

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行后品  
Talents



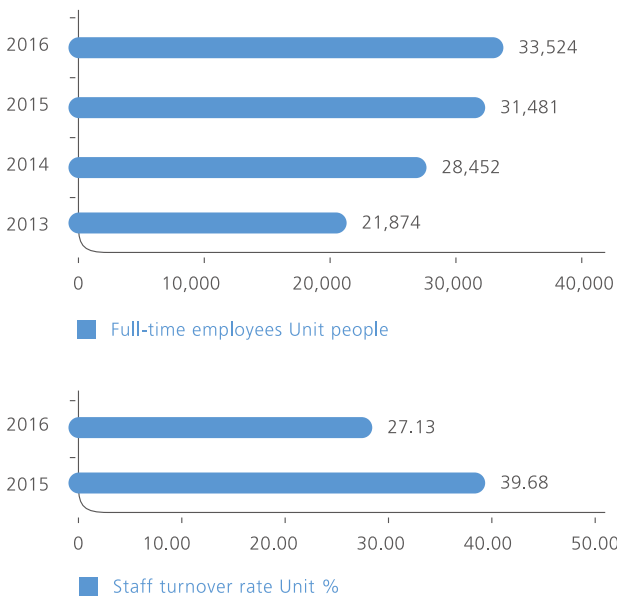
Employment Overview

33,939 By the end of 2016, the total number of employees for CR Land was 33,939

33,524 of which 33,524 were full-time employees, and the staff turnover rate was 27.13%.

34.34% The female employee proportion is 34.34%

28% the female management proportion is 28%.



NUMBER OF EMPLOYEES AND TURNOVER RATE OF CR LAND IN 2016

Employees		Number ( Persons )
Total		33,939
By Gender	Male	22,286
	Female	11,653
By Employment Type	Full Time	33,524
	Part Time	415
By Grade	Senior Management	270
	Middle Management	502
	Staff	33,167
By Educational Background	Postgraduate or above	2,711
	Undergraduate	9,625
	College	7,687
	Senior high or lower	13,916

Employees		Number ( Persons )
Total		33,939
By Age	Below 30 years old	16,112
	30-50 years old	16,364
	Above 50 years old	1,463
By Region	Headquarters	524
	Northern China	6,734
	Eastern China	5,378
	Southern China	6,378
	Western China	4,870
	Northeastern China	3,516
	Central China	3,673
	Business Department	2,866

EMPLOYEE AVERAGE AGE

Years	Units	Development	Business	Property	Construction	Total
2014	Age	30.4	28.4	32.5	32.7	31.6
2015		31.1	28.5	32.4	33.6	31.8
2016		31.7	29.16	32.69	33.86	32.2

Protection of Employee Rights

Basic labour protection

In order to protect employees' legitimate rights in recruitment, salary, benefits, promotion, leave and resignation, and oppose discrimination and use of child or forced labour, CR Land has established a comprehensive labour resources policy and management system, including the "CR Land Employee Handbook", "CR Land Recruitment Management Regulation", "CR Land Position and Promotion Management Regulation" and "CR Land Leave and Holiday Management Regulation".

In 2016, no cases were identified concerning discrimination, or use of child or forced labour within the company. The practice of labour contracting complies with the national requirements of "three characteristics" staff coverage and 10% proportion size.

In 2016, the percentage of CR Land employee's with labour contracts was 100% and social insurance coverage was also 100%.

Data

100%

In 2016, the percentage of CR Land employee's with labour contracts was 100% and social insurance coverage was also 100%.

Improvement of compensation and welfare

Competitive compensation system

Based on high performance, high incentive and growth organisational management principles and performance culture, CR Land has formulated a compensation system for salary, benefits, bonuses and mid-to-long term incentives. This system ensures the overall employee salary level is not lower than the market average, and motivates employees in key positions and professions at the same time.

Apart from normal working compensation, the company approves and issues overtime pay (or compensated leave) for employees that have extended working hours or overtime work due to operational need.

Reasonable welfare policy with human interests

On the basis of providing a competitive salary return, we have combined the relevant legal requirements and staff needs, and formulated a welfare policy with human interest at its heart.

CR LAND EMPLOYEE WELFARE

Statutory welfare	Social insurance Housing provident fund High temperature subsidy Statutory holiday Statutory annual leave, marriage leave and birth leave
Operational welfare	Communication allowance Transportation allowance
Risk protection welfare	Employee commercial insurance Employee body check
Work and living welfare	Holiday compensation (lunar new year, dragon boat festival, mid-autumn festival) ,Marriage, birth, funeral subsidy, Meal allowance, Tea break allowance , Company benefits annual leave, Full paid-sick leave, Employee activates, Foreign work allowance, Graduate housing rent subsidy , Employee housing subsidy



CR Land's family activities for employees



The headquarters of China Resources Land Limited held a congress of staff

Data

26000 people

1.6 million/RMB

Up till 2016, CR Land has purchased commercial insurance for 26,000 staff the total amount of insurance compensation is over RMB 1.6 million.

Promotion of democratic management

CR Land has established a “top down and bottom up” two way communication system, and through the labour union and democratic life club we have set up multiple communication channels between company management and employees.

The company set up the labour union on August 2009 under the Shenzhen Commercial and Financial Labour Union, which has 23 working units. The union has adopted a direct entry membership policy, under which employees are enrolled in the union when they join the company.



CR LAND “TWO WAY COMMUNICATION” SYSTEM

Employee health and safety

Safe production management

EHS management ideas

CR Land adheres to the high level and standards of EHS work, and upholds the “responsibility accelerates improvement, green changes life” EHS principle. CR Land has established a comprehensive EHS responsibility system which covers all workers and businesses, so as to act responsibly in promoting sustainable growth for our company and employees.

EHS management policy

In order to build a full life cycle for the EHS management system, CR Land has issued the “CR Land EHS Management System Construction Guidelines” and “CR Land Regional EHS Management System Documentation Drafting Guidelines”, clearly stating the management levels, organisation and content of CR Land's EHS management. These measures have resulted in document standardisation for different business units within CR Land.

In 2016, CR Land added and revised a total of 11 EHS management documents, including the “CR Land EHS Management Working Guidelines for Opened Hotels”, “CR Land Safety Production Targets and Responsibility Management Regulations”, “CR Land EHS Information Disclosure and Transfer management Guidelines”, etc. In addition, in order to establish a comprehensive EHS integrity system, CR Land formulated and published the “CR Land EHS Integrity Commitment Book”



CR Land EHS Integrity Commitment Book

Measures and Case study

START OF EHS CULTURE ESTABLISHMENT

Through EHS internal research and external benchmarking, publishing EHS practical case studies, creating EHS demonstration projects, and holding training on EHS cultural ambassador certification, we have created a EHS cultural atmosphere with full staff participation.



EHS cultural ambassador certification training

Organise production safety training

In 2016, CR Land organised production safety training for internal staff, with a total of 95,990.5 hours. Training hours for staff from associated parties totalled 96,831 hours, with 100% coverage.

100 Safety training with 100% coverage

Strengthen operational safety check and emergency management

In 2016, CR Land completed operational safety inspection for 18 Mixc, established a commercial project risk database, created a fire safety alert standard for new commercial projects, and organised 2,977 fire safety, elevator safety and gas leakage emergency drills, with 80 and 853 participants.

2,977 organised 2,977 fire safety, elevator safety and gas leakage emergency drills

Strengthen EHS management of related party

In 2016, CR Land headquarters evaluated the EHS management of each business region. We supervised, inspected and reported on the safety performance of general contractors and supervising units, and incorporated the results into the scope of performance evaluation and contract renewal.

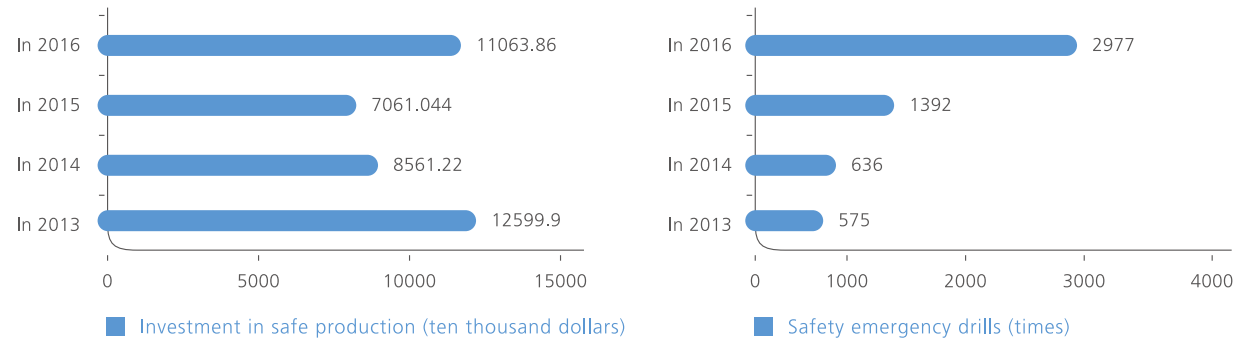
EHS Management Performance

In 2016, CR Land invested RMB 110.63 million in operation safety cost. The normal staff working injury time was 23 days, and no significant injuries were reported.

2016 CR LAND EHS PERFORMANCE DIAGRAM

Items		Indicators	Units	Numbers
General indicators	Accident	Death rate ( thousands ppl )	‰	0
		Heavy injury rate ( thousands ppl )	‰	0
		Working injury frequency rate ( thousands ppl )	‰	0.18
	Business Loss	Death rate of fire safety ( thousands ppl )	‰	0
		Commercial loss rate ( thousands ppl )	‰	0.01
		Commercial loss rate (million revenues)	‰	0
		Death rate (million revenues)	‰	0
Industrial indicators	Property& Engineering	Housing construction death rate (million meter /sq.ft)		0
		Stampede injuries in commercial building		0
		Large scale power outages due to system failure in offices, hotels and shopping malls		0
		Construction safety incidents which damaged the market reputation and social image of the company		0





## Promotion of Occupational Health

CR Land advocates the concept of “enjoyable work and healthy living”, to focus on the implementation of both employee and occupational health.

In 2016, CR Land announced the “Notice about the CR Land Employee Health Program Initiative” and forwarded the “Notice about the Implementation of the State Council ‘National Fitness Program (2016-2020)’ and the Encouragement for Exercise”.

### Data

**1014** The company invested RMB 10,140,000 in employee health management.

**100%** 100% of employees were examined for physical and occupational health.

**5.81%** An increase of 5.81% in the number of employee within the healthy BMI range in 2015.

**13.88%** An increase of 13.88% in participation in physical activities.

**0** We recorded zero occupational diseases per 1,000 employees

### Case study



1 | 2

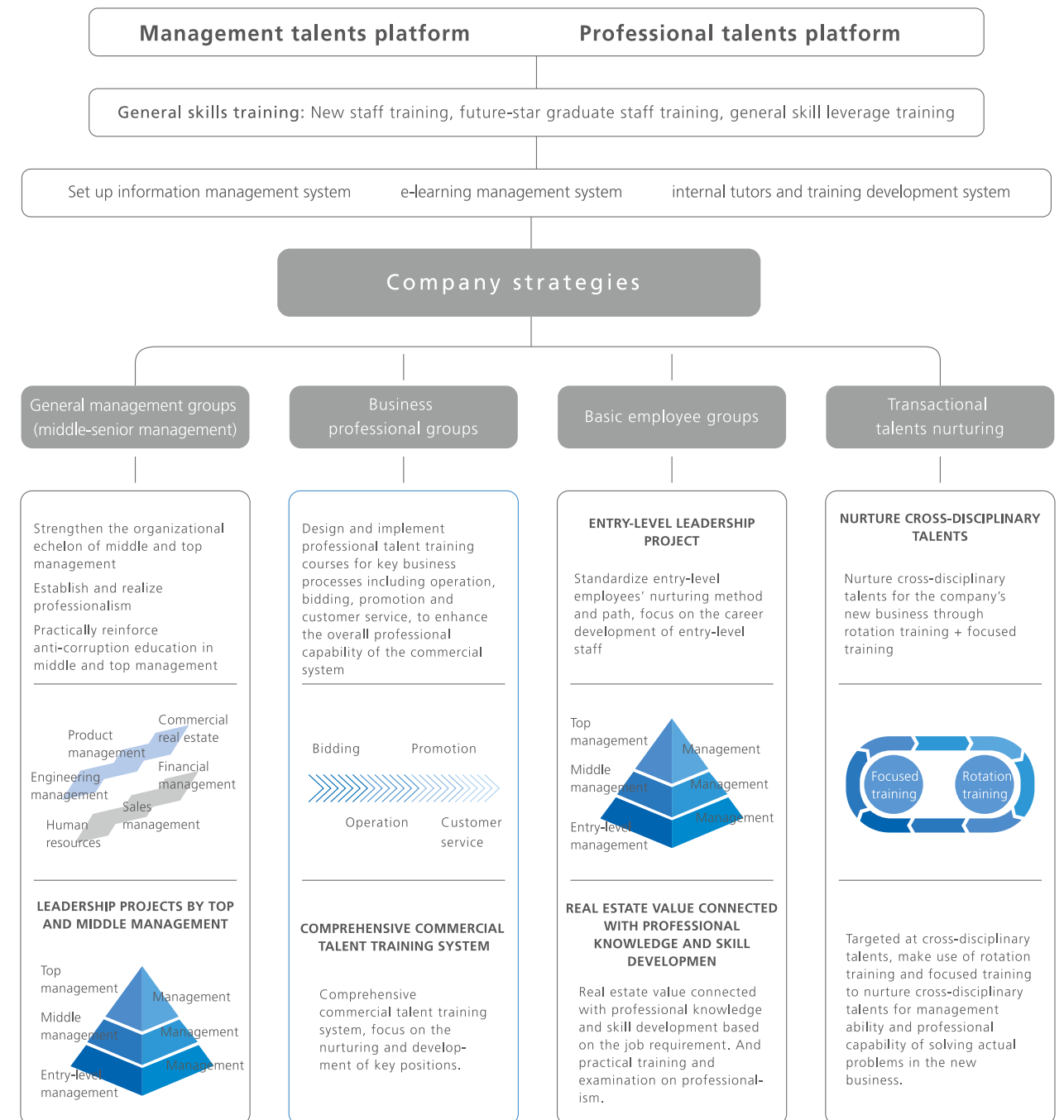
- 1 Encourage employees to organise exercising activities like stretching
- 2 Xian The Mixc Project conduct free blood measurement for employees

## Career Development Support

### Employee Training system

To foster employees' personal growth and career development, CR Land has established a training system combining corporate business development and employee personal development, which includes training management, training courses, instructor development and training implementation, with reference to the “CR Land Training Management Regulations”.

The CR Land training system promotes the company's corporate culture, and consists of three types of training projects and three supporting systems.





Data

In 2016, a total of 20,990 employees were trained with 6.42 average training hours.

2016 CR LAND EMPLOYEES TRAINING DATA

Employee type	Employees	Percentage of trained employees	Training hours	Average training hours
Overall	20,990	100%	134,771	6.42
By gender	17,841	85%	114,555	6.42
	3,149	15%	20,216	6.42

Case study



- 1
- 2

3
1. Boot camp

2. CR Land (Shenyang) Limited facilitator skills training

3. CR Land (Shenyang) Limited security guard training camp

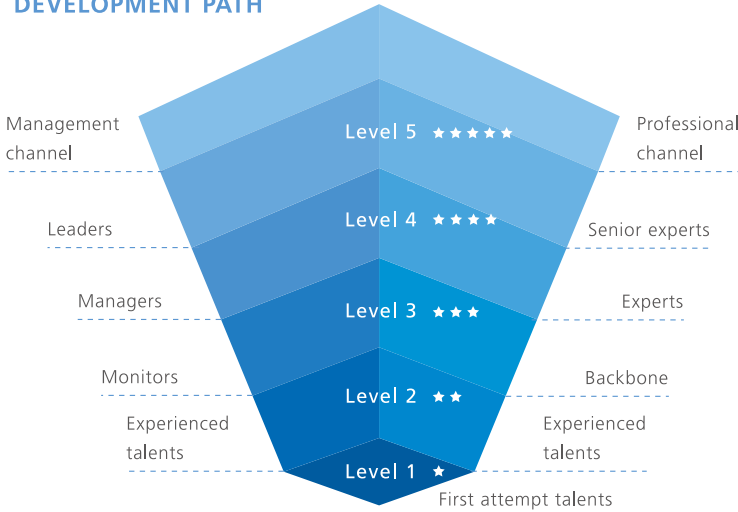
Career development channel

CR Land carries out a two-way development path with a supervisory sequence and professional sequence, guiding our employee to play a positive role in their talent area, realise their potential and contribute to the company. We support employees to become outstanding management personnel, and professionals through policies and initiatives such as our mentor system, rotation system, internal talent flow, career planning for key positions and leadership construction.

In 2016, 4,459 employees were promoted in CR Land, which was a 5% increase compared to 2015.

**4,459** In 2016, 4,459 employees were promoted in CR Land, which was a 5% increase compared to 2015.

ILLUSTRATION OF CR LAND EMPLOYEE TWO-WAY DEVELOPMENT PATH



NUMBER OF EMPLOYEES PROMOTED IN 2016

Employment type		2016Number of employees	2015Number of employees
Overall		4,459	4,265
By gender	Male	2,771	2,637
	Female	1,688	1,628
By educational background	Postgraduate or above	946	941
	Undergraduate	1,910	1,837
	College	884	828
	Senior high school or lower	719	659
By age	<20 years old	7	7
	21-30 years old	2,590	2,605
	31-40 years old	1,537	1,350
	41-50 years old	295	278
	51-60 years old	30	25
By employment type	Management	1,289	1,271
	Professional	2,527	2,522
	Operational	643	472

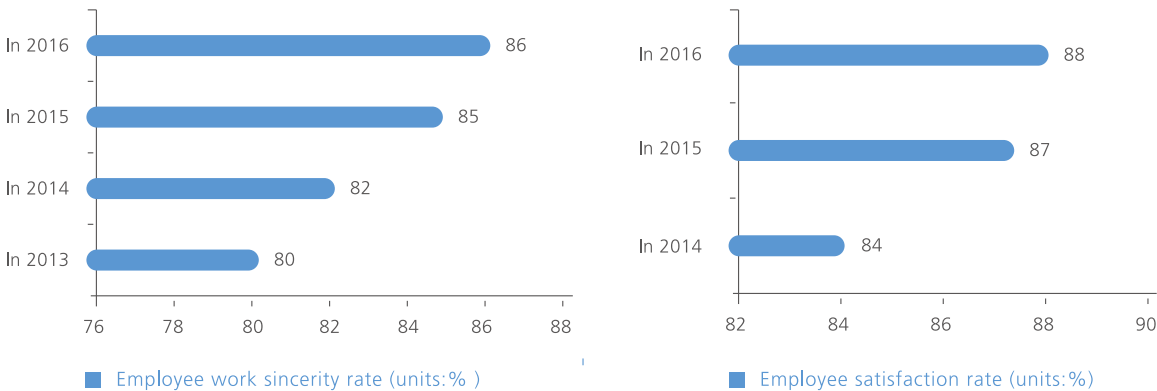
PROPORTION RATE OF CR LAND 2016 EMPLOYEE PROMOTION

Year	Units	Research and Development	Commercial	Property	Construction and Engineering	Overall
2016	%	25.5%	17.4%	7.6%	16.1%	13.8%

Employee engagement survey

CR Land has continuously employed third-party consultancy firms to conduct employee engagement rate surveys for the last 10 years. The results are analysed to improve overall employee productivity.

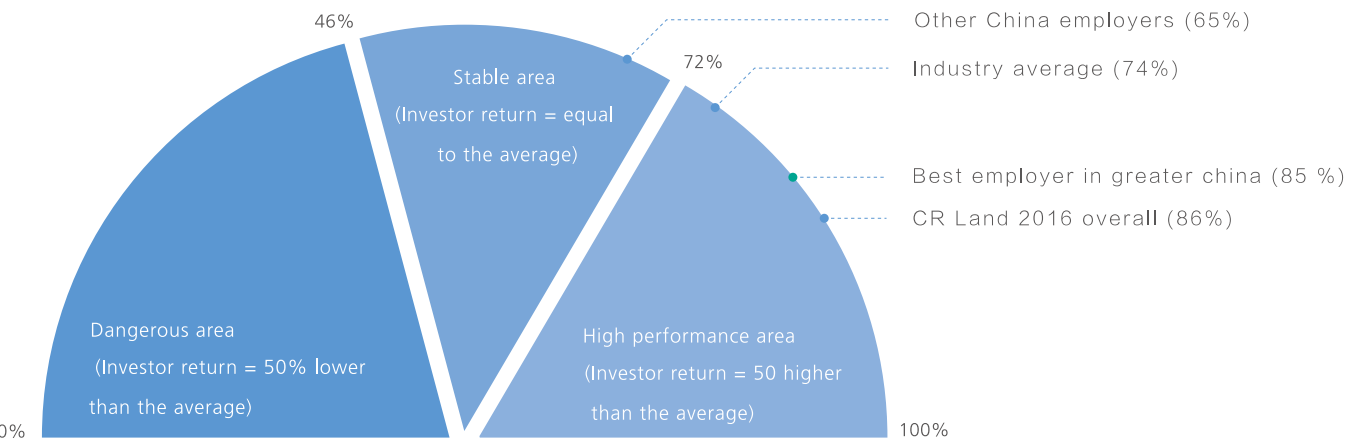
In 2016, the CR Land employee engagement survey received 13,648 responses. Employment engagement reached 86 points. Through analysing the survey results, we determined 6 areas of improvement in salary, welfare, career development potential, etc.



2016 CR Land Employee Engagement Rate

Employment engagement reached 86 points, with a one point increase compared to 2015 (85 points).  
This score was one point higher than the best employer in greater china (85 points) and 12 points higher than the industry average.

THE INDEX DATA COMES FROM THE RESEARCH OF THE BEST EMPLOYER AND REAL ESTATE INDUSTRY IN HEWITT



Caring for our employees

Helping with economic difficulties

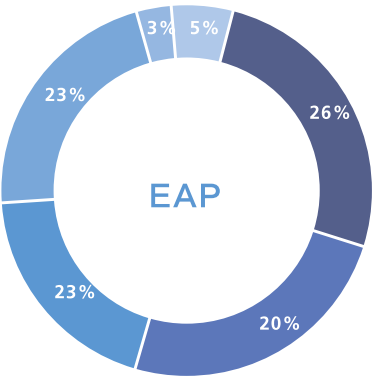
CR Land established the Care Fund for Basic Level Employees as an employee welfare measure. In 2016, the Caring Fund for Basic Level Employees assisted 5 employees with serious diseases and spent RMB 400,000.



Managing mental health

【 Case study 】 CR Land southern china region EAP service

2016 is the first year for CR Land southern china region to provide EAP services. We aim to provide mental support to employees through knowledge promotion of mental health, training and one-to-one counselling. In this year, we have provided counselling services for 39 cases, resulting in a usage rate of 3.9%.



- Marriage (10 cases):** conflict in communication
  - Emotion and Psychology (9 cases):** Stress, anxiety, anger management
  - Career/Work (9 cases):** Stress/burnout, career planning
  - Family (8 cases):** Communication, family planning, children's education
  - Love affection (2 cases)**
  - Law (1 case)**
- |                     |                              |
|---------------------|------------------------------|
| ■ Marriage 26%      | ■ Emotion and psychology 23% |
| ■ Career/work 23%   | ■ Family 20%                 |
| ■ Love affection 5% | ■ Law 3%                     |

Enriching employee daily life

Case study



- |       |
|-------|
| 1     |
| 2     |
| 3   4 |
1. China Resources' Excellent Employee Award Ceremony
  2. 2016 Nanshan Half Marathon
  3. Staff tennis club in Nanning
  4. CR Land Shenzhen's orienteering event in 2016

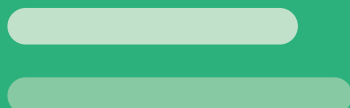


Sustainability issues  
in this chapter

Carbon Emission Management



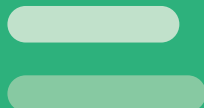
Solid Waste Management



Emission Reduction, Waste Reduction  
and Environmental Protection



Energy and Resources Saving Practices



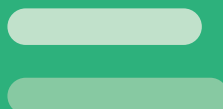
Water Resources Saving Practices



Supplies and Packaging Material Management



Green Building and Green Community



- Level of concern of Internal Stakeholders
- Level of concern of External Stakeholders

CHAPTER 7

GREEN OPERATION TO BUILD  
ECOLOGICAL BEAUTY

Promotion of Environmental Charity Works ◎

Implementation of Green Office ◎

Building a Green Community ◎

Promotion of Green Building ◎

Developing Green Buildings ◎

Environmental Management ◎

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Green  
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# Environmental Management

## Management System

CR Land attaches great importance to environmental protection as well as energy savings and emissions reduction. CR Land has amended the policies of “Energy Saving and Emission Reduction Management Norms of CR Land”, “Energy Platform Construction of CR Land” and “Energy-saving in Property Management Manual of CR Land”.

Data

10.219747

In 2016, CR Land invested a total of \$10.219747 million in environmental protection

595

595 person-time attended the trainings of environment protection

# Developing Green Buildings

## Green Building Construction

The implementation of the Green And Energy-Saving Building Management Plan of CR Land in 2016 has introduced development targets and approaches from the five aspects of “vision, strategy, execution, planning and tactics” during the “13th five year” period.

Meanwhile, we have developed and updated the Selling Strategy of Public and Green Buildings of CR Land and Green Residential Building Strategy of CR Land, and actively drive the study and application on building standards focused exclusively on human health and wellness (WELL Building Standard, USA).

### APPLICATION ON BUILDING STANDARDS FOCUSED EXCLUSIVELY ON HUMAN HEALTH AND WELLNESS



Concerned Aspects of Green Building		Concerned Aspects of WELL Standard	
Land conservation	Conservative and collective use of land	Air quality	Air purification system
Energy conservation	Opening rate for enteral windows Efficiency of energy conservation		Dust controlling
Water conservation	Water saving devices Unordinary use of water sources		Testing of Indoor air density
Material conservation	Unification of construction and decoration	Water quality	Quality improvement of tap water
Indoor environment	Industrialization	Lighting quality	Reflection improvement of wall surface
Outdoor environment	Sound insulation Lighting	Human health	Walking facilities
			Bicycle parking areas
		Indoor comfort	Temperature and Humidity
			Floor warming/ceiling cooling system

## Green Building Label Certifications

In 2016, CR Land acquired green building certification for 28 projects, with qualified construction area of more than 6 million m2.

30.56%

The average rate of greening in the sales projects in 2016 reached 30.56%.

## CR Land Green Building Certified Project List

Region	Project Title and Phase	Award	Certified Area 1000m2
Northern China Region	Beijing Miyun Oak Bay	National standard 2-star	20.2
	Beijing Yalin Si	National standard 1-star	17.90
	Beijing Bai Pen Yao	National standard 1-star	57.46
	Jinan Xinglong South Residence (F2-Region 1-23#)	Shandong Provincial Green Building 2-Star	28.83
	Jinan Xinglong South Residence (F4-Region 1-22#)	Shandong Provincial Green Building 2-Star	29.03
	Rizhao China Resources Plaza (Tower Building T1)	Shandong Provincial Green Building 1-Star	6.02
Eastern China Region	Zibo China Resources Oak Bay (Phase 1-11#F, 20~28#F,30#F)	Shandong Provincial Green Building 2-Star	23.57
	Suzhou Kunshun International Community ( Phase 3 and 4-12#F~23#F )	National standard 1-star	28.63
	Suzhou Wujiang Kaixuanmen (Phase 1 and 2-1#F~14#F)	National standard 2-star	38.2
	Wuxi China Resources Oak Bay Residence (Phase 2-7#F ~ 10#F)	National standard 2-star	12.83
	Wuxi China Resources Oak Bay Residence (Phase 1-1#F ~ 15#F)	National Standard 1-star	10.87
	Wuxi China Resources Oak Bay Residence (Phase 2-1#F ~ 6#F)	National Standard 1-star	16.22
	Changzhou China Resources International Garden Residence (Phase 4-1~3#F,5~9#F)	National Standard 1-star	13.29
	Nanjing Yuefu (Phase 4)	National Standard 2-star	2.81
	Nanjing China Resources International Community (Phase 2)	National Standard 2-star	21.71
Southern China Region	Shantou China Resources Center Residence Phase 1 (Xingfu Lane)	Guangdong Provincial Green Building Labelling 1-star,Grade A	18.38
	Shenzhen Yinhu Lanshan Run Garden (Area 2)	National Standard 1-star; Shenzhen Bronze	37.88
	Shenzhen Yinhu Lanshan Run Garden (10#F)	National Standard 1-star; Shenzhen Bronze Level	3.71
	Run Fu Phase1(Roughcast House)	Shenzhen Bronze Level	35.46
	China Resources Shenzhen Bay Complex-developing projects	1, Headquarter Building: LEED-CS Pre-Certification and National Green Building Design 2-Star 2.Baining Garden (North Region Residence) : Shenzhen Green Building Bronze Level	21 11
	Guilin China Resources Center North Region (18-23#)	National Standard 1-star	4.58
Western China Region	Mianyang Central Park Phase 4	National Standard 1-star	19.77
	Chengdu Twenty-four City Phase 6	National Standard 1-star	24.61
	Chongqing Central Phase 4	Green Ecotype Residential Quarter National Standard 2-star	5.41
	Guiyang International Community Phase 1	National Standard 1-star	35.48
	Guiyang International Community Phase 2	National Standard 2-star	36.11
Central China Region	Wuhan Jade City Project Phase 1	National Standard 1-star	32.71
	Nanchang Kaixuanmen Project	National Standard 1-star	16
Total	28 projects		629.67

# Promotion of Green Building

## Green construction

Over the years, we have conducted comprehensive environmental impact assessments for new construction projects under CR Land. We strictly implement control and management of environmental factors including waste, sewage, dust, noise and biodiversity, and thereby ensure that our projects meet environmental impact assessment standards.

**100%** 100% of environmental impact assessment passed by CR Land and its construction projects

### LAND, WATER AND MATERIALS SAVING AND ECOLOGICAL PROTECTION

During the construction process, we demand a maximum level of land, water and materials saving and ecological protection. Through reasonable planning of green plantations and building density, orientation and design, we have achieved scientific use of land. We promote residential industrialisation and decoration, while accelerating material savings, integration and consolidation to prioritise the use of national certified green materials.

We understand ecological design is an important part of the entire architectural design process. We focus on conservation of biodiversity, soil and water, as well as ecological restoration and management. For example, during the garden design process, we use local tree species and native plants as much as possible to better protect biological diversity.



- 1 | 2  
3
- 1、Interior afforestation  
2、Dust Control Cannon  
3、Automatic Car-Wash System

## 【Case Study】Research on the environmental impact of fine-decorative materials on indoor air quality

In 2016, CR Land and the Shenzhen Aerospace Science and Technology Research Institute conducted a specialised inspection in Shenzhen, Tai Chung Run Fu Phase 2. This study aimed to investigate the environmental impact of decorative materials on indoor air quality, and covered 20 types of common materials for residential projects during the trial material stage. In Q3 2016, we began the material sampling with the Shenzhen Aerospace Science and Technology Research Institute.

**20** covered 20 types of common materials for residential projects during the trial material stage

# Building a green community

## Pollutant Management



### SOLID WASTE TREATMENT

Based on the “collection and segregation, separation in storage and transportation” principles, construction and domestic waste are centrally disposed of, while hazardous waste, such as lamps, batteries and toner cartridges, is handled by third-party agencies for treatment and recycling.



### AIR POLLUTION MANAGEMENT

Indoor air quality in commercial buildings is mainly managed by the air-conditioning system, air ventilation and car park air quality monitoring. At the same time, emissions from restaurant and construction work are also filtered before discharge.



### WASTE WATER TREATMENT

For commercial waste water, rain and sewage diversion, water reuse and other methods are used for treatment. For septic tanks and grease traps, professional third parties are hired for cleaning, collection and disposal.



### LIGHT POLLUTION CONTROL

We conduct strict qualification inspections for light pollution, urge operating staff to wear safety equipment and have set up screening facilities.



### NOISE POLLUTION MANAGEMENT

Noise reduction measures have been taken to reduce the noise generated from equipment. For example, we have installed noise directional diversion shields on the cooling tower fan.



### MATERIAL RECYCLING

We encourage the recycling of waste materials in construction projects and local communities, such as disposable aluminium, steel, bricks, etc



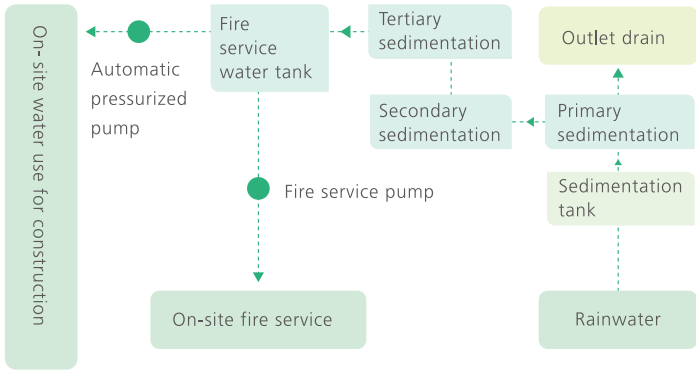
Case Study

RAINWATER RECYCLING SYSTEM

Changsha China Resource Land Plaza Phase II Region A Rainwater Recycling System can collect around 500 cubic meters of waste water per month in the rainy season.

REDUCE HAZE SYSTEM

CR Land has taken the lead in introducing pollution reduction systems in Northeast China that reduce haze and convey fresh air and heat exchange. By the end of 2016, these systems had been implemented and tested at all new projects in Shenyang as a pilot scheme.



Energy Management

BUILD AN ENERGY CONSUMPTION MANAGEMENT PLATFORM

CR Land has been building a commercial project energy management platform since 2015, aiming to promote professionalisation, digitisation and scientific progress in energy management. In 2016, all existing and constructing commercial projects were included within the energy consumption platform. We completed 6 commercial platform construction projects and headquarters data preparation work in more than 20 commercial projects. In addition, we also prepared and issued the "China Resources Land Hotel Energy Consumption Device Setting Guidelines" "China Resources Land EHS Management Practice Case" and other system documents to promote the implementation of an action plan on energy savings and emissions reduction.

Data

5 In 2016, we have completed 5 projects on energy consumption reduction, including Shenzhen Grant Hyatt Hotel.

220 It is estimated that energy consumption can be saved every year. The cost is about 2.2 million yuan

2016 China Resources Land energy-saving targets

Indicators	Unit	2013	2014	2015	2016	2016 Comparison with 2015
Comprehensive energy consumption	Million tons of standard coal	—	4.73	6.0983	7.4254	21.76%
Power consumption	KWh	—	33,633.96	42,091.8424	51,909.6055	23.32%
Gasoline consumption	Tons	—	1,192.92	863.7235	488.7984	-43.41%
Diesel consumption	Tons	—	555.53	418.5135	319.1610	-23.74%
Natural gas consumption	10,000 standard cubic meters	—	219.63	509.9322	661.0159	29.63%
Other energy consumption	Tones of standard coal	—	482.71	589.4841	482.1779	-18.20%
Carbon dioxide emission	Tons	—	346,666.24	436,197.8	546,467.18	25.28%
Comprehensive energy consumption per 10,000 dollars of operating income	Tons of standard coal/ 10,000 yuan	0.0107	0.0096	0.0078	0.0078	Constant
Comprehensive energy consumption per 10,000 dollars of added value	Tons of standard coal/ 10,000 yuan	0.0389	0.0346	0.0259	0.0229	-11.58%

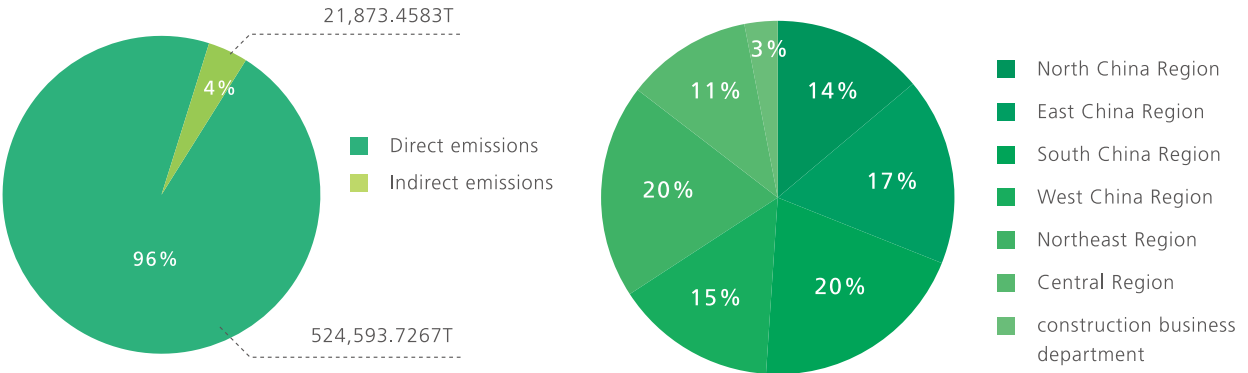
The data analysis of comprehensive energy consumption per ten thousand yuan of operating income and added-value in year 2013 and 2014 was based on year 2010 with CNY as currency units. The data analysis of comprehensive energy consumption per ten thousand yuan of operating income and added-value in year 2015 and 2016 was based on year 2015 with CNY as currency units.

Carbon Resources Management

Building energy consumption management platform

In 2016, China Resources Land emitted 546,467.18 tons of carbon dioxide and there is 0.05 tons of emissions per 10,000 (HKD) operating income. The major source of emissions is the purchase of electricity, accounting for 91.87% of total emissions.

2016 CR LAND TOTAL CARBON EMISSION VOLUME



Implementation of Green Office

CR Land has always focused on the "green office" concept of reducing staff travel, energy and resource consumption through the construction of an OA office system and video conferencing.

2016 CR LAND OFFICE ENERGY AND RESOURCE CONSUMPTION DATA

Type	Unit	Year Consumption	Density (Operating income per 10,000 dollars )
Electricity	kWh	6,171,633.81	0.56
A4 paper	Piece	2,266,667,993	207.38
Water	Tons	832,817,84	0.08

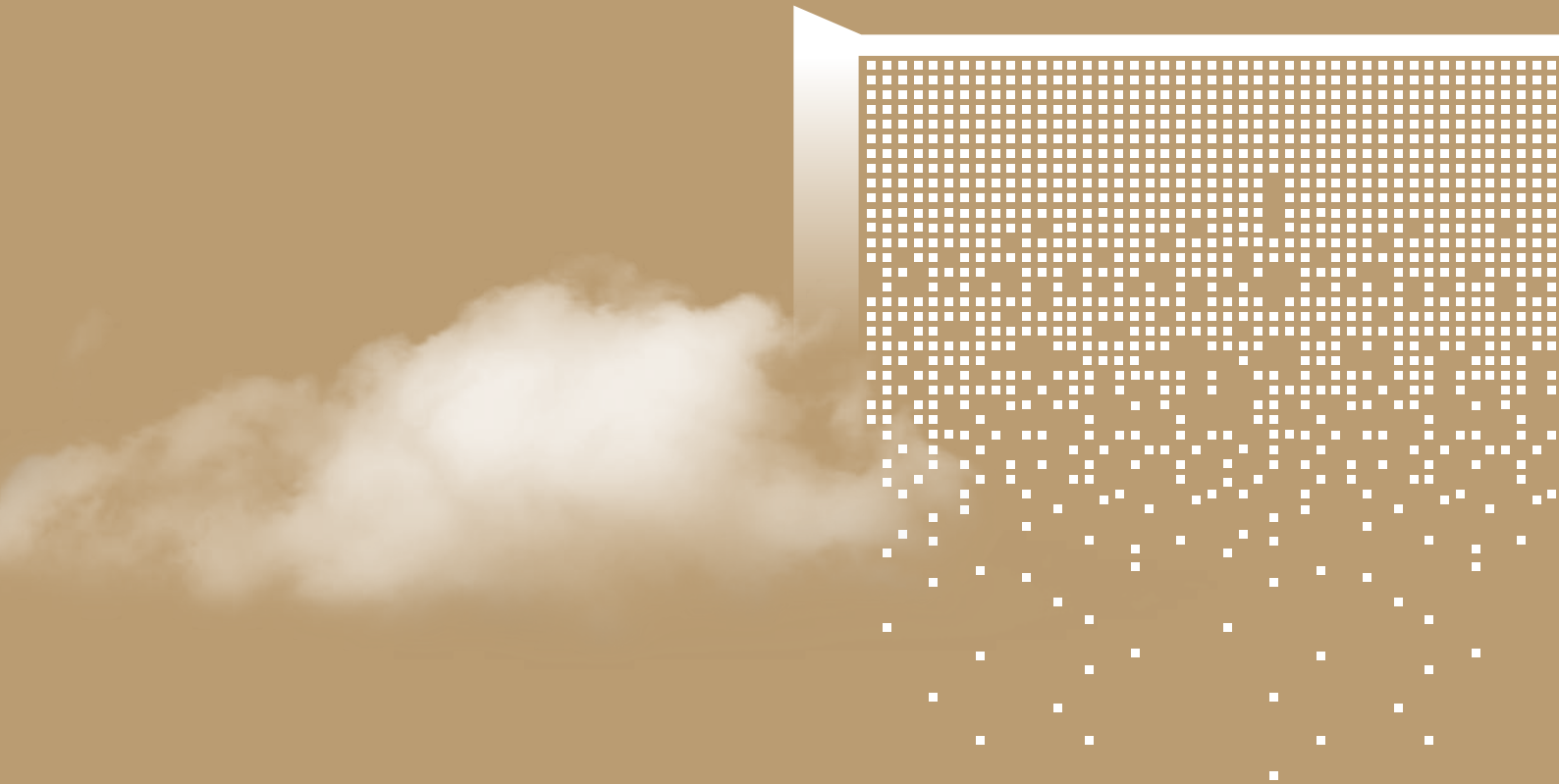
Note: Currency is HKD.

Promotion of Environmental Charity Works



Environmental volunteering work

Besides promoting green operation, CR Land also participates in and has launched a variety of environmental advocacy activities. CR Land also calls for more people join action groups for protection of the environment.



## The sustainability issues in this chapter

### Community Development and Social Impact



### Public Welfare and Volunteering Service



- Level of concern of internal stakeholders
- Level of concern of external stakeholders



## CHAPTER 8 CHARITY WORK TO BUILD BEAUTY OF LOVE

Implementation of Charity Works ◎

Organisation of Charity Works ◎

Charity

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# Organisation of Charity Works



## Run Ma

Run Ma is a self-initiated organization by CR Land’s employees who love marathon. Since its establishment in January 2015, 27 branches have been subsequently set up, with a membership size of over 4,500. Among all the members, more than 200 have completed full marathon, and 500 have done half marathon. Through organizing matches, training, seminars and charity events, it has cumulatively influenced over millions of people.

## CR Land Volunteers Association

CR Land Volunteers Association is a volunteer service organization registered in Shenzhen Volunteer Federation and led by CR Land’s party committee. Upholding the principle of “serving community, communicating civilization”, it advocates the serving spirit of “participation, mutual help, dedication and advancement” and mission of “CR Land – devoted to charity work”. It develops or subsidizes non-profit-making social organizations in terms of disaster relief and poverty alleviation, community care for special need, environmental and animal protection and other charitable projects. It also organizes craftsmanship-related training, forum and other exchange opportunities.

## CR Land Book Club

CR Land Book Club is a reading platform created by CR Land for its employees to enhance their personal abilities and broaden their horizon, as well as for building a learning organization.

# Implementation of Charity Works

## Charitable Donations

CR Land’s human resource and executive department, under the “CR Land Corporate Citizenship Establishment Guidelines” and CR Land’s charitable foundation, coordinated the organisation, implementation and management of public charity and volunteer service activities in the headquarters and regional and business units. In 2016, CR Land donated RMB 770,000 mainly for poverty alleviation.

**770** The total amount of donation for external charitable activities reaching RMB 770 thousand

# Participating in volunteering activities

In 2015, CR Land Volunteer Association was officially established. In 2016, CR Land Volunteer Association carried out over 60 volunteer services in 14 cities including Beijing, Shenzhen, Tianjin, Qingdao, Shenyang, Dalian, Anshan, Zibo, Taiyuan, Wuhan, Hefei, Ganzhou, Nanchang and Ningbo, with over 1,000 participants.

**60** More than 60 sessions of volunteer activities organized in 14 cities

**1000** Over 1,000 participants

# Support the construction of a new countryside

In accordance with the overall planning of CR Charitable Fund, CR Land is deeply engaged in the construction of a new countryside by comprehensively undertaking the non-profit construction work for 8 towns including Baise (Guangxi), Xibaipo (Hebei), Shaoshan (Henan), Wanning (Hainan), Miyun (Beijing), Gutian (Fujian) and Jinzhai (Anhui), and assigning more than 40 volunteers to participate in the process of town construction.

In 2016, CR Land participated in the Haiyuan fixed-point poverty alleviation and Jinggangshan and Jianhe hope town projects. Through the three major themes of environmental transformation, industrial support and organisation remodelling, we helped local villagers to reshape the rural spirit, reorganised village and town organisations, and involved villagers in the process of community development to jointly promote new rural construction.

# Concern of social vulnerable groups



- 1

2 | 3
1. CR Jinzhai hope town “Children’s paintings summer camp” (first prize winner)
  2. CR Charitable Fund “June 1st” Book Donation Day (second prize winner)
  3. “Hyatt Thrive”: Grand Hyatt Shenyang spent Teacher’s Day with teachers and students from Ruizhi School



Enrich the recreational life of people in the community



1	
2	
3	

- 1. CR Lu Xun Cultural Run 2016
- 2. Spring Cocoon Children Theater was organised by the Nanshan District Shenzhen Propaganda Department and co-organised by CR Land Shenzhen Bay Sports Center. It provides children's dramas free-of-charge for kids aged between 3-12 and their parents. A total of 20 performances were staged in 2016.
- 3. 'Wonderful Ice Mixc' skating rink in Shenyang, 'Winter Olympics on Campus' charitable activities

2017 OUTLOOK

Looking forward to 2017, the China's economy will continue to maintain steady growth despite the complex international environment. The national regulations and control policies on real estate emphasise the return of property residency, while demand and supply will show a phased adjustment. CR Land will continue to adhere to the concept of "better quality build better life", maintaining an open mind for learning, presenting a brave working spirit, constantly enlarging our business scale, professional management, improving operational capacity, providing customers with higher quality of products and services, exploring new performance growth points, and further strengthening the industry competitive advantage", for the sustainable and stable growth of our company.

We will further integrate the concept of social responsibility into our development. We are committed to 3 strategic measures: strengthening responsible communication, creating a responsible brand, and poverty alleviation. In order to achieve the long-term sustainable development of CR Land, we will constantly improve our sense of responsibility, deepen responsible management and promote the integration of responsibility into our business.

Customer Responsibility

We will continue to focus on customer centric and commit to our promise on quality, as to provide comfortable, environmental friendly and safe products. At the same time, we will continue to enlarge our business model, actively explore industrial innovation, increase customer spending experience, strengthen service quality and maintain our leadership within the industry.

Economic Responsibility

CR Land pursues long-term, sustainable and quality growth. Our group adheres to the "Development property + Investment property + X" business model and "Precise Investment" by accessing and integrating land resources in various channels, while initiating innovative research. We will also ensure sustainable and stable growth by improving the efficiency of asset returns and consolidating our market position, so as to further achieve business transformation.

Supplier Responsibility

CR Land adheres to the pursuit of high quality, we impose a strict entry requirement on suppliers to strengthen supervision and improve procurement process. We advocate sunshine procurement and green procurement, to create a responsible supply chain. As a result we aim to promote low carbon and sustainable development in our industry.

Employee Responsibility

Human resources comprise the core competitive advantage of CR Land. We will establish a scientific and systematic human resources management system and competitive remuneration system. Further, by virtue of continuously cultivating and encouraging our staff, we will build intellectual support for our company's strategies.

Environmental Responsibility

CR Land will continue to integrate the ideas and requirements of ESG governance into all operation processes. We will maximise resource conservation, protect the environment and reduce pollution throughout the entire life cycle of our construction projects. We will also implement green engineering, construct green buildings and create green communities. By doing this we will provide the public with healthy, suitable and efficient use of space.

Community Responsibility

CR Land will continue the spirit of CRVA, 'serving the community and promoting civilisation'. We will increase our efforts in public charity and volunteer service activities. At the same time, we will continue to operate the existing 8 hope towns with a focus on the three development directions of "transformation of the environment, industry support, and organisation remodelling" to achieve the objective of "remembrance of hometown"

APPENDIX: POLICY AND REGULATIONS LIST

ESG Guidelines	Policy and Regulations	
A1. Emissions	CR Land Waster Water Discharge Management Regulations	
	CR Land Replacement of Office Equipment Regulations	
	CR Land EHS Management Practical Case Examples	
	Notice on the Deployment of EHS Management in 2016	
A2. Use of Resources	CR Land Energy Conservation And Waste Reduction Management Regulations	
	CR Land Green/ Energy-Efficient Building Management Regulations	
	CR Land Consolidated Energy Consumption, Energy Efficiency Management Platform Design and Implementation Guidelines	
	CR Land Existing Consolidated Energy Consumption, Energy Efficiency Management Platform Set-up Guidelines	
	CR Land Property Management on Energy Conservation Handbook	
A3. Environmental and Natural resources	CR Land Devices Set Up Guidelines for Hotels' Energy Consumption Calculations	
	CR Land Green Buildings Management Plan and Layout	
	CR Land Green Buildings Technical Standard	
	CR Land Green Buildings and Public Constrictions Sales Strategy	
	CR Land Residential Green Buildings Strategy	
B1. Employment	CR Land EHS Injuries and Accidents Management Regulations	
	CR Land Employee Handbooks	CR Land Recruitment Management Policy
	CR Land Promotion and Position Management Policy	CR Land Leave and Holiday Management Policy
	CR Land Implementation Guidelines of HQs Employee Performance Appraisal Management System	
	CR Land Management Guidelines of HQs Employee (HK) Housing Subsidy	
B2. Health and Safety	CR Land Implementation Guidelines of Care Fund for General Employee	
	CR Land Safety Management Policy	CR Land EHS Management System Set-up Guidelines
	CR Land Implementation Guidelines of Annual Performance Evaluation in EHS Management	
	CR Land Education and Training Guidelines of Safe Production	CR Land Safe Production Objectives and Responsibilities Conduct
	CR Land Labour Protective Equipment Use Guidelines	CR Land Woking Guidelines of EHS Management in Opened Hotels
B3. Training and Development	CR Land Objectives and Responsibility Management Conduct of Safe Production	
	CR Land EHS Information Reporting and Transfer Management Guidelines	
	CR Land Working Guidelines of Gas Safety Management in Commercial Projects	
	CR Land EHS Legal Compliance Management Guidelines	CR Land EHS Documentation Management Guidelines
	CR Land Practice Guidelines of Developed Projects Safety Management in	
B4. Labour standard	CR Land Working Guidelines of Natural Disasters Emergency Management	
	CR Land Management Guidelines of Regional Safety Checks and Evaluations	
	CR Land Implementation Guidelines of Regular Checks and Governance on Potential Accidents	
	CR Land EHS Specialized Governance Plan for Related Party	CR Land EHS Integrity Commitment Letter
	CR Land EHS Injuries and Accidents Management Regulations	
B5. Supply chain management	CR Land Training Management Regulations	
	CR Land Internal Trainer Management Regulations	
	CR Land Employee Handbooks	
	CR Land Recruitment Management Policy	
	CR Land Sourcing And Tendering Management Policy	
B6. Product responsibility	CR Land Implementation Guidelines Of Procurement Management In HQs Departments	
	CR Land Implementation Guidelines Of Strategic Procurement Management	
	City Property Management Law of People's Republic of China	CR Land Quality Management System Set-up Regulations
	CR Land Engineering Quality Standard	Engineering Works Completion Management Policy
	Engineering Works Quality Management Practice Guidelines	CR Land Design Quality Control Plan
B7. Anti- corruption	Implementation Guidelines of Key Process Checkpoints in Residential Constructions	
	Quality Checks and Evaluation Standards of Residential Construction	
	Process and Handover Evaluation Standard of Residential Construction	
	Inspection Standard of Electricity and Mechanical Quality in Owned Commercial Building	
	Annul Performance Appraisals Management Guidelines of Quality accidents	
B8. Community investment	CR Land Key Groove Mold Support And Reinforcement Process Guidelines" And Other 27 Process Standards	
	CR Land Case Management Policy	CR Land Property Complaints and Escalation Process Guidelines
	CR Land Intellectual Property Management Policy	CR Land Implementation Guidelines of Confidential Work
	CR Land Sunshine Dedaration	CR Land Integrity Partnership Agreement
	CR Land 10 Commandments	CR Land Integrity Working Standards
B9. Social	CR Land Integrity Implementation Guidelines	
	CR Land Petition Handling Work Instructions	CR Land Integrity Governance Work Instructions
	CR Land Implementation Guidelines of "Three Focus One Major" Decision Making Policy	
	CR Land Discipline Investigation and Monitoring, and Case Handling Work Instructions	
	CR Land Implementation Guidelines Of Responsibility Evaluation In Party Integrity Governance	
B10. Environmental and Natural resources	Opinions on Implementation of Setting-up Party Committee's Responsibility and the Supervision Responsibility On Discipline Monitoring	
	CR Land Social Responsibility Work Management Solutions	
	CR Land Corporate Citizenship Establishment Guidelines	
	Notice on the Establishment of CR Land Corporate Culture and Social Responsibility Steering Committee	
	CR Land Volunteer Management Guidelines	

APPENDIX: ESG PERFORMANCE INDEX

ESG KPIs		Units	2016 Performance Data
A.Environment			
A1. Emissions			
A1.2	Greenhouse gas emissions		
	Greenhouse gas emissions from fossil fuel combustion	Tons	546,467.18
	Greenhouse gas emissions from the use of electricity	Tons/ 10,000(HKD)	0.05
A2 Greenhouse gas emissions from the use of electricity			
A2.1	Energy consumption and density		
	Comprehensive energy consumption	10,000 tons of standard coal	7.4254
	Power consumption	10,000kWh	51,909.6055
	Gasoline consumption	Tons	488.7984
	Diesel consumption	Tons	319.1610
	Natural gas consumption	10,000 standard of cubic meter (m³)	661.0159
	Other energy consumption	Tons of standard coal	482.1779
	Comprehensive energy consumption per ten thousand dollars operating income	Tons of standard coal/ 10,000 (CNY)	0.0078
	Comprehensive energy consumption per ten thousand dollars added-value	Tons of standard coal/ 10,000 (CNY)	0.0229
A2.2	Water consumption and density		
	Office water consumption	Tons	832817.84
	Water consumption per ten thousand dollars operating income	Tons/10,000 (HKD)	0.08
B. Social			
B1. Employment			
B1.1	Total workforce by gender, employment type, age group, and geographical region		
Gender	Total Employee Number	People	33939
	Male	People	22286
	Female	People	11653
Employment type	Full time	People	33524
	Part time	People	415
Employment level	Senior management	People	270
	Middle management	People	502
	General staff	People	33167
Education background	Postgraduate or above	People	2711
	Bachelor	People	9625
	High school diploma	People	7687
	Secondary school or above	People	13916
Age group	<30 years old	People	16112
	30-50 years old	People	16364
	>50 years old	People	1463
Region	Headquarter	People	524
	Northern China	People	6734

ESG KPIs		Units	2016 Performance Data
	Eastern China	People	5,378
	Southern China	People	6,378
	Western China	People	4,870
	Northeastern China	People	3,516
	Central China	People	3,673
B1.2	Business units	People	2,866
	Employee turnover rate by gender, age group and geographical region		
	Consolidated turnover rate	%	27.13
	B2.1 Health and Safety		
	Number and percentage of work-related fatalities	People (10,000 kWh)	n
B2.2	Number of fatalities	%	0
	Lost days due to work injury		
	General working injuries	Day	23
	B3.1 Training and development		
	Total number of trained employees	People	20,990
B3.2	Male	%	85
	Female	%	15
B5.1	Average training hours completed per employee by gender		
	Male	Hours	6.42
	Female	Hours	6.42
	Number of suppliers by geographical region		
	Total supplier number	Numbers	6,340
B6.2	Northern China	Numbers	1,,537
	Eastern China	Numbers	1,467
	Southern China	Numbers	1,127
	Western China	Numbers	742
	Northeastern China	Numbers	723
B7.1	Central China	Numbers	744
	Number of products and service related complaints received and how they are dealt with		
	Northeastern China	Numbers	1470
	Anti- corruption		
	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	Numbers	0
B8.2	Resources used in focused aspects		
	Charity donation	10 thousand (RMB)	77
	Number of volunteers	People	>1000



CASS-CSR3.0	Units	2013	2014	2015	2016
Economic contribution					
Total assets	Billion (HKD)	2,818	3,303	3892	4422
Revenue	Billion (HKD)	713.89	883.81	1033.93	1,093.30
Net income attributed to shareholders	Billion (HKD)	146.96	147.08	175.27	195
Property sales area	10,000 square meters	578.23	660.09	675.9	733
Contracted sales	Billion (RMB)	663.06	692.1	851.5	1,080
Investment property sales	Billion (HKD)	46.22	54.36	66.5	73
Total land reserve	10,000 square meters	3,580.91	4,004.41	4,126	4,485
Social contribution					
Total employee number	People	21,874	28,452	31,481	33,524
New recruited employee number	People	—	10,458	10,716	14,822
New recruited graduate number	People	466	840	287	338
Total tax payment	Billion (RMB)	96	122	167	158
Green building certification area	10,000 square meters	62.27	477.74	438	629.67
Customer responsibility					
Overall customer satisfaction rate	Marks	—	—	92	94.3
Residential customer satisfaction rate	Marks	80	81	79	79
Office customer satisfaction rate	Marks	99	100	100	99
Office customer excellent satisfaction rate	Marks	80	80	86	80
Shopping mall tenants satisfaction rate	Marks	95	91	93	95
Shopping mall customer satisfaction rate	Marks	98	93	91	94
Employee responsibility					
Employee labour contract signing rate	%	100	100	100	100
Employee social insurance coverage	%	100	100	100	100
Employee work sincerity rate	%	80	82	85	86
Employee satisfaction rate	%	—	84	87	88
Employee average age	Ages	—	31.6	31.8	32.2
Female employee proportion	%	35	34.5	34.05	34.34
Annual average paid leave per employee	Day	>6	>6	>6	>6
Employee consolidated turnover rate	%	—	—	39.68	27.13

CASS-CSR3.0	Units	2013	2014	2015	2016
Safe production					
Death rate thousands ppl	‰	0	0	0	0
Heavy injury rate thousands ppl	‰	—	0	0	0
Working injury frequency rate thousands ppl	‰	—	0.12	0	0.18
Death rate of fire incident thousands ppl	‰	—	0	0	0
Commercial loss rate thousands ppl	‰	—	0	0.17	0.01
Commercial loss rate (million revenue)	%	—	0	0	0
Death rate (million revenue)	%	0	0	0	0
Housing construction death rate (million meter sq.ft)	%	0	0	0	0
People injuries due to stepping in commercial building	Times	—	0	0	0
Large scale power outages due to system failure in offices, hotels, shopping malls	Times	—	0	0	0
Construction safety incidents which damaged the market reputation and social image of the company	Times	—	0	0	0
Number of fire emergency drills	Times	575	636	1392	2977
Investment cost on safe production	10,000 (RMB)	12,599	8,561.22	7,061.044	11,063.86
Environmental contribution					
Comprehensive energy consumption	10,000 tons of standard coal	—	4.73	6.0983	7.4254
Power consumption	10,000kWh	—	33,633.96	42,091.8424	51,909.6055
Gasoline consumption	Tons	—	1,192.92	863.7235	488.7984
Diesel consumption	Tons	—	555.53	418.5135	319.1610
Natural gas consumption	10,000 standard of cubic meter (m³)	—	219.63	509.9322	661.0159
Other energy consumption	Tons of standard coal	—	482.71	589.4841	482.1779
Carbon emission	Tons	—	346,666.24	436,197.8	546,467.18
Area of certified green buildings	Ten thousand Square meters	62.27	477.74	438	629.67
Comprehensive energy consumption per ten thousand dollars of operating income	10,000 tons of standard coal	0.0107	0.0096	0.0078	0.0078
Comprehensive energy consumption per ten thousand dollars of added-value	10,000 tons of standard coal	0.0389	0.0346	0.0259	0.0229



APPENDIX: INDICATOR REFERENCE

Chapters	ESG Guidelines	CASS-CSR3.0	SGDs
Guide to the report	-	P1.1/P1.2/P1.3/P1.4/P1.5/P2.1	
Message	-	P3.1/P3.2	
Highlight 2016	-	P4.7/P5.1/P5.2 M1.5/M1.6/M1.7/M5.1/M5.2/M5.3 /S4.10	
Performance indicators	-	M1.5/M1.6/M1.7/S1.7	
Honours	-	P5.3/M2.10	
About us	-	P4.1/P4.2/P4.3/P4.4	
Our Social Responsibility	-	P2.2/P2.3 G1.1/G1.3/G1.4/G2.1/G2.2/G2.3 /G2.4//G2.5/G3.1/G4.1/G4.2 /G5.1/G5.2/G5.3/G5.4/G5.5 /G5.6/G6.1/G6.2/G6.3/G6.4	
Chapter 1	B7.1/B7.2	M2.2/M3.3/M3.4/S1.1/S1.2/S1.3 /S1.4/S1.5/S1.6/1.8/S1.9/S1.10 /S4.2/S4.3/S4.4/S4.5	
Chapter 2	B6.1/B6.4	M2.4/M2.7/M2.9	
Chapter 3	B6.2/B6.5	M2.1/M2.3/M2.5/M2.6/M2.13 /M2.14/M2.15/M2.16	
Chapter 4	-	M1.1/M1.2/M1.3/M1.4/M1.5/M1.6 /M1.7	
Chapter 5	B5.1/B5.2/B6.3	P4.6/G3.2/M2.11/M3.1/M3.2 /M3.6/M3.7/M3.8/M3.9/M3.10 /M3.11/S4.9/	
Chapter 6	B1.1/B1.2/B2.1/B2.2/B2.3 /B3.1/B3.2/B4.1/B4.2	P4.5/G4.4/S2.1/S2.3/S2.4/S2.5 /S2.9/S2.10/S2.12/S2.16/S2.17 /S2.18/S2.19/S2.20/S2.21 /S2.22/S2.23/S2.24/S2.25 /S2.26/S2.27/S3.1/S3.2/S3.3 /S3.4/S3.5/S3.6/S3.7/S3.8	
Chapter 7	A1.1/A1.2/A1.5/A1.6/A2.1 /A2.2/A2.3/A2.4/A3.1	M2.8/S4.1/E1.1/E1.2/E1.3/E1.4 /E1.5/E1.6/E1.7/E1.8/E2.1 /E2.2/E2.3/E3.1/E3.2/E3.3 /E3.4/E3.5/E3.7/E3.8/E4.1 /E4.2/E4.3/E4.4/E4.5/E4.6 /E4.7/E5.1/E5.3/E5.4	
Chapter 8	B8.1/B8.2	S4.1/S4.2/S4.3/S4.4/S4.5 /S4.10/S4.11/S4.13/S4.14 /S4.15	
2017 Outlook	-	A1	
Policy and regulation list	-	-	
ESG performance indicators	-	-	
Indicator reference	-	A3	
Report rating	-	A2	
Feedback form	-	A4	

Rating Report on the Sustainable Development Report  
of China Resource Land Limited 2016

Upon the request of China Resource Land Limited, the “Chinese Expert Committee on CSR Report Rating” invited experts to form rating team to rate the “ Sustainable Development Report of China Resource Land Limited 2016 ” (hereinafter referred to as “the Report”).

I. Rating Criteria

Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 3.0) and Rating Standard on Corporate Social Responsibility Reporting for Chinese Enterprises (2014).

II. Rating process

(1) The panel for process appraisal makes interview to key members of the Report preparation team and examines materials related to the preparation process;

(2) The rating group draws up the rating report based on its appraisal made toward the preparation process and information disclosure of the Report.

(3) The rating report is submitted to and signed by both the vice-chairman of the Expert Committee and head of the rating group.

III. Rating results

Process Management (★★★★☆)

The Personnel & Administration took the lead in setting up the report preparation team, and the Executive leaders were responsible for the reporting topics and direction, as well as the final review of the report. The preparation team was responsible for the identification of stakeholders, and collected opinions of stakeholders by holding seminars, carrying out questionnaire surveys, and conducting interviews. The substantive issues were identified in accordance with major corporate matters, national policies, industry benchmarking analysis, and stakeholder engagement. It is planned to release the report on the official website and to present the print and online versions of report, Chinese and English report, achieving leading performance in the aspect of process.

Materiality (★★★★★)

The Report systematically disclosed key industrial issues relating to macro policy, housing quality, protection of old urban area, customer service improvement, work safety management, environmental assessment on new projects, recycling use of resources, and advocating of green building practices, and the information was adequate and detailed, achieving outstanding performance in the aspect of materiality.

Completeness (★★★★★)

The main contents of the Report disclosed 94.3 percent of core indicators of the industry from the aspects of “Good Governance To Build Integrity”, “Delicated Construction To Build City Beauty”, “Serve With Quality To Build Sincerity”, “Reward Business Performance To Build High Value”, “Work Collaboratively To Create Mutual Benefits”, “Value Talents To Achieve Success”, “Green Operation To Build Ecological Beauty” and “Charity Work To Build Beauty Of Love” achieving outstanding performance in the aspect of integrity.

Balance (★★★★☆)

The Report disclosed detailed negative indicator information such as the “Working injury frequency rate”, “Employee consolidated turnover rate”, “Commercial loss rate”, “normal staff working injury time”, “number of customer complaints”, achieving leading performance in the aspect of balance.







Comparability (★★★★★)

The Report disclosed 55 key indicators including “revenue,” “Net income attributed to shareholders,” “Total tax payment,” “Green building certification area,” and “Comprehensive energy consumption per ten thousand dollars of operating income,” for three years in a row, and conducted horizontal comparison on “customer satisfaction,” “net interest-bearing debt ratio,” “customer loyalty,” and other indicators with industrial peers, achieving outstanding performance in the aspect of comparability.

Readability (★★★★☆)

The report took “Quality makes life beautiful” as the main topic, and its content and design are melted with the element of Chinese character which not only embodies the significant responsibility of the company, but prompts the integrality of the report, and highlights the main topic. It is characterized by the brevity of language with profound foundation. The structure is interrelated and logical. It represents the insight and integrality of fulfilling cooperate social responsibility. The cover design featured the idea of fulfilling CSR. Besides, it highlights the industry characteristics and enhances the distinction of the report, achieving leading performance in the aspect of readability.

Innovativeness (★★★★★)

The report employs six stories to express the highlights of fulfilling CSR, increasing the enjoyment of reading and the value of communication. Setting the special subject “The Ten Events of 2016” clearly focuses on annual important practices, and provides a convenient approach to be aware of the results of CSR fulfilment. Through employing the questionnaire and interviews, and improving the involvement of every stakeholders, it is the validity that the report is being prompted. To some extent, benchmarking the SDGs of UN reinforces the guidingness of the report. It achieved outstanding performance in the aspect of innovation.

Overall rating (★★★★★)

According to the assessment of the rating team, the “Sustainable Development Report of China Resource Land Limited 2016” was awarded a rating of five-star. It is an outstanding CSR report.

IV. Suggestions for improvement

The negative information disclosure and deficiencies relating to responsibility performance shall be enhanced, so as to further improve the reporting balance.

Rating team

Team leader: Zhong Hongwu, director of the Research Center for Corporate Social Responsibility of the Economics Division of Chinese Academy of Social Sciences.

Team Members: Wei Xiuli, Associate Professor, School of economics and management, North China University of Technology

Process evaluator: Wang Zhimin

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Committee on CSR Report

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