

# 润心为您

## 第四章 以人为本

CHAPTER IV. PEOPLE-ORIENTED  
CULTURE



华润水泥视员工为企业生存和发展最宝贵的资源，把员工及其家人的安宁幸福作为公司努力的立足点，为员工提供、创造广阔的发展平台和施展个人才华的机会。

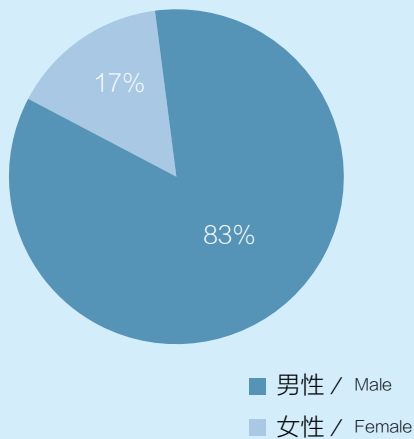
We view our employees as the most valuable resources for our corporate survival and development, and are committed to creating peace and bliss for our employees and their families. We provide and create a broad career development platform for the employees to display their individual talents.

### （一）员工雇佣概况 / Employment Information

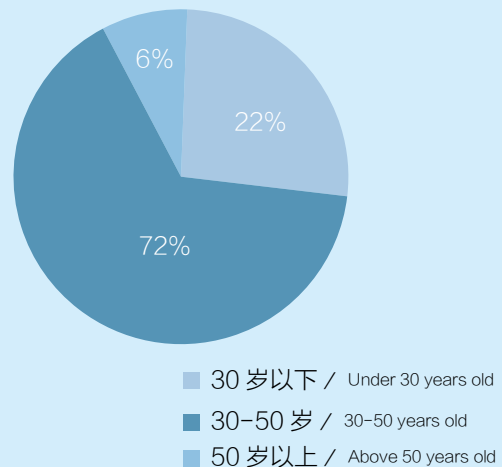
截至 2017 年末，华润水泥全职员工总人数为 20,592 人，女性员工比例为 17%，管理层当中的女性比例为 11%。少数民族员工比例为 21%，残疾人雇佣人数为 57 人，员工流失率 7.8%。

As of the end of 2017, the Company employed a total of 20,592 full-time employees, among which 17% were female. 11% of our managerial staff were female. 21% were of ethnic minorities, and we had 57 employees with disabilities. Employee turnover rate was 7.8%.

按性别划分 / By Gender



按年龄划分 / By Age



### （二）保护员工权益 / Protecting the Rights and Interests of Employees

华润水泥贯彻执行《中华人民共和国劳动法》《中华人民共和国劳动合同法》《职工带薪年休假条例》《中华人民共和国未成年人保护法》《女职工劳动保护特别规定》等相关法律法规，并依据法规建立了完善的内部人力资源制度和管理体系，保障员工在招聘、薪酬、福利、晋升、休假、离职等各方面的合法权益，反对任何形式的歧视、使用童工或强制劳工。2017 年，华润水泥全体员工劳动合同签订率 100%，社会保险覆盖率 100%。

在保障员工基本权益的同时，华润水泥还持续为员工提供多元化的体检套餐，给员工提供更有针对性的体检项目，并为员工及其两位直系亲属购买商业保险。

We fully comply with relevant laws and regulations such as the "Labour Law of the People's Republic of China", the "Labour Contract Law of the People's Republic of China", the "Regulations on Paid Annual Leave for Employees", the "Juvenile Protection Law of the People's Republic of China" and the "National Special Provisions on the Labour Protection for Female Workers". In accordance with these laws and regulations, we have formulated a well-established internal human resources system and management system to protect the legal rights and interests of our employees in every aspect such as recruitment, remuneration, welfare, promotion, vacation and departure. We explicitly prohibit any form of discrimination, employment of underage workers or forced labour. In 2017, the employment contract execution rate of the Company and social insurance coverage rate both reached 100%.

While protecting the basic rights and interests of our employees, we also continuously provide diversified body check packages with more customized items for employees, and offer commercial insurance to each employee along with two of their immediate family members.

### (三) 助力职业发展 / Facilitating Career Development

华润水泥根据人力资源管理战略和人才培养实践经验，建立了由培养内容、培养对象、培养平台、培养方法和责任主体组成的人才培养体系，明确三级培养分工，形成完整清晰的人才培养职责权限。针对不同层级人员，以打造领导力、专业能力和技术能力提升为核心，形成了“高级经理人发展项目”“卓越关键岗培养项目”“关键岗培养温故知新项目”“卓越中层培养项目”“合格中层培养项目”等系列培训项目。

According to our human resources management strategies and practical experiences in talent development, we had established a talent development system consisting of training contents, training targets, training platforms, training methods and subjects of responsibility. The three-tiered training functions had fully and clearly defined the duties and rights of talent development. With core focuses on building leadership, professional capabilities and technical capabilities, we offered series of training projects for various levels of staff such as the "Senior Manager Development Project", the "Excellent Key Position Training Project", the "Key Position Refresher Project," the "Excellent Middle-level Training Project" and the "Qualified Middle-level Training Project".



班组建设培训暨基层主管现场管理技能认证活动  
Team building training and certification of basic supervisors' on-site management skills



混凝土 C100 基层管理人才培养项目  
Talent development project for Concrete C100 basic supervisors



卓越关键岗一期 80KM 徒步挑战赛

The 80 km Expedition Challenge for Excellent Key Positions (phase one)

## 华润水泥学院 / China Resources Cement College

2017 年，华润水泥学院组织开展

培训班 47 个

参训学员 2,800 人次

i-learning 平台共计开发课程

490 门

培训员工逾 11,000 人

总学习时长约 47,000 小时

In 2017, China Resources Cement College organized a total of 47 training courses with 2,800 participants

490 online courses has been developed on the i-learning platform over 11,000 online learners studied on the i-learning system for approximately 47,000 hours in total

- 为全面实现公司战略目标，打造领导力、专业能力和技术能力等符合企业特色的人才培养体系而设立的内部培训机构；
- An internal training institute set up for achieving corporate strategic goals of building a talent development system consistent with corporate features in terms of leadership, professional capabilities and technical capabilities.
- 通过邀请国内外咨询机构、培训机构及科研机构的专家学者授课，配合部门主管指导和解决实际工作难题，为公司业务发展提供人才保障；
- Experts and scholars from local and overseas consultancy firms, training institutions and scientific research institutions were invited to give lectures. Department supervisors also provided guidance and helped to solve practical problems at work. These have secured talents in coping with the business development of the Company.
- 2017 年，华润水泥学院组织开展培训班共计 47 个，参训学员 2,800 人次，较 2016 年分别增加 20.5% 及 56.3%。
- In 2017, China Resources Cement College organized a total of 47 training courses with 2,800 participants, representing increases of 20.5% and 56.3% respectively over 2016.

## 培训资讯化和 i-learning 在线学习平台 / Optimization of Information System for Training and the I-learning Online Learning Platform

- i-learning 平台共计开发课程 490 门；
- 490 online courses has been developed on the i-learning platform.
- 2017 年培训员工逾 11,000 人，总学习时长约 47,000 小时；
- In 2017, over 11,000 online learners studied on the i-learning system for approximately 47,000 hours in total.
- 推动培训 APP 开发及应用，鼓励员工通过移动平台进行自主学习及培训。
- The development and application of mobile training application was promoted for encouraging staff's initiatives to self-study through the mobile platform.

“卓越工匠”

"Excellent Craftsmen"

2017年，华润水泥开展了针对基层管理者的“卓越基层管理培训系列项目”。各大区、基地积极开展技术大比武、技能竞赛等“卓越工匠”系列项目，培育新时代“工匠”。

In 2017, we launched the "Excellent Basic Supervisor Management Training Series Project" for basic supervisors. All major regions and production plants have proactively organized series of projects of "Excellent Craftsmen" such as technical contests and skill competitions to develop "craftsmen" in the new era.



“卓越工匠”设备维修（机械）技能大赛

Equipment maintenance (machinery) talent competition

#### （四）诚信建设 / Integrity Cultivation

华润水泥一贯重视并持续强化员工诚信建设和廉洁教育工作。在2017年2月、11月分别组织集体廉政谈话，共有246名晋升或调整职务的经理人参与。2017年2月开始组织“廉洁教育送上门”活动，深入各大区和基地开展廉洁教育宣贯，受众合计约1,500人次，基本实现关键岗、敏感岗位和重点基地的全覆盖。公司还进一步落实经理人述职述廉工作，2017年度共有352名经理人递交述廉报告。

公司致力于维护良好的企业管治，强调问责精神及高度透明度，制定了《举报政策》并通过公司网站对外发布，鼓励员工及与公司有往来者（如客户、承办商、供应商、债权人、债务人等）对公司内的不当行为作出举报。同时，持续畅通来电、来访、网络等举报渠道，坚持“有权必有责、有责要担当、失责必追究”，对违纪违规问题严肃查处。

CR Cement always places strong emphasis on and continuously strengthens the work for integrity cultivation and probity education. We organized group discussions on integrity in February and November 2017 respectively with a total of 246 promoted or relocated managers in attendance. In February 2017, we organized the "Door-to-Door Delivery of Integrity Education" events, conducting in-depth integrity education in all major regions and production plants with a total of approximately 1,500 participants, which basically achieved full coverage of key positions, sensitive positions and key production plants. We also further implemented the integrity report work of managers. In 2017, a total of 352 managers submitted their integrity reports.

We are committed to maintaining good corporate governance with an emphasis on the spirit of accountability and a high level of transparency. We formulated the

共有 **246** 名晋升或调整职务的经理人参与

**246** promoted or relocated managers in attendance

2017年2月开始组织“廉洁教育送上门”活动，深入各大区和基地开展廉洁教育宣贯，受众合计约

**1,500** 人次

In February 2017, we organized the "Door-to-Door Delivery of Integrity Education" events, conducting in-depth integrity education in all major regions and production plants with a total of approximately **1,500** participants

2017年度共有 **352** 名经理人递交述廉报告

A total of **352** managers submitted their integrity reports

Whistleblowing Policy and published it on the Company's website to encourage employees and parties who deal with us (for example, customers, contractors, suppliers, creditors and debtors) to report any misconducts within the Company. At the same time, we maintain smooth channels of whistle-blowing including telephone, visits and the internet. We would take all non-compliance issues seriously in our investigations on the principle that "power comes with responsibility, responsibility comes with commitment, and any default must be investigated".

#### 集体廉政谈话

Group discussion on integrity

2017年11月28日，华润水泥在广州华润水泥学院组织召开了年度第二次集体廉政谈话。

总裁纪友红作了专题报告，全面阐述了反腐败斗争最新形势，回顾了华润水泥2017年廉政建设工作成果，对今后工作提出了新的要求。

On 28 November 2017, we organized the second annual group discussion on integrity at China Resources Cement College in Guangzhou.

Our CEO, Mr. Ji Youhong, delivered a special speech to elaborate on the latest status of our anti-corruption performance, review the performance of our integrity cultivation work in 2017, and made new requirements for future work.



### (五) 悉心关爱员工 / Care for Employees

华润水泥为保障员工工作与生活平衡，开展了多种文体活动，丰富员工业余生活；为了使员工感受到家的温暖，积极创新每月生日会主题和形式，包括组织美诗美文朗读会、纪念屈原诗朗诵、古筝和小提琴欣赏、草地生日会等形式多样的生日会活动。

To ensure work-life balance for employees, we launched various recreational and sports activities which enriches employees' leisure lives. To make employees feel the warmth at home, we have been innovative in creating a wide variety of themes and forms of the monthly birthday parties, such as organizing poetry and article reading club, poetry reading in memory of Qu Yuan, Chinese zither and violin concerts, and lawn birthday parties.



国际妇女节花艺活动  
Floral arrangement activity on International Women's Day



美诗美文朗读会  
Poetry and article reading club



重阳节登山活动  
Hiking at Double-Ninth Festival



员工家庭日游园  
Park-tour for employees' family day



户外拓展活动  
Outward bound activity



华润深圳南山半程马拉松赛  
China Resources Group Shenzhen Nanshan half marathon