



中國建築股份有限公司  
CHINA STATE CONSTRUCTION ENGRG . CORP. LTD



2010 Sustainability Report  
可持续发展报告

# To Do MORE

奉献精品工程 营造和谐家园  
我们正在努力成为全球建筑 地产业的领先者

Dedicated to excellent projects, building  
harmonious homes  
We aim to become a global leader in  
building real estate

# Striving

中国建筑 服务跨越五洲  
过程精品 质量重于泰山

China Construction provides  
excellent construction services  
across five continents, with  
product quality as a top priority



- 获国务院国资委中央企业第二任期考核“业绩优秀企业”称号和2009年度经营业绩考核A级荣誉
  - 在《财富》“2010年度全球500强企业”中排名187位
  - 在《财富》杂志推出的“最受赞赏中国公司”评选中，中国建筑位列建筑业第一名
  - 入选英国品牌价值咨询公司Brand Finance发布的“全球最有价值500品牌”
  - 荣获第五届中国投资者关系年会“IPO最佳投资者关系奖”
  - 荣获人民网2010年度“人民社会责任奖”
  - 入围《财富》中国企业社会责任100排行榜——中国本土公司50强
  - 荣获“全国厂务公开民主管理先进单位”称号
- 
- Awarded the title of “Enterprise with Excellent Business Performance” in the second term of examinations for state-owned enterprises, and the Class-A Prize in the Examination of Business Performance for 2009 by the State-owned Assets Supervision and Administration Commission of the State Council.
  - Ranked No. 187 in the *Fortune* Global 500 2010.
  - Rated among “China’s Most Admired Companies” and ranked first in the construction industry, in the “China’s Most Admired Companies” awards by *Fortune* magazine.
  - Listed among the most valuable brands in the Brand Finance Global 500, by Brand Finance, a leading British brand valuation consultancy.
  - Awarded “Best Investor Relations for an IPO” in the fifth China Investor Relations Annual Conference & IR Awards.
  - Won the “People and Social Responsibility Award” from People’s Daily Online, the leading online newspaper in China.
  - Listed on the *Fortune* China Enterprise 100 of Social Responsibility and also among the Top 50 Socially Responsible China Enterprises.
  - Received the “Advanced Unit of Open and Democratic Management of National Factory Affairs” award.

# Going

一最：最具国际竞争力的建筑地产集团

两跨：2015年前 跨入世界500强前百强 跨入全球建筑地产集团前3强

One Most: most international competitive building  
real estate group

Two Entries: by 2015, aiming to enter the top fifth  
of the Top 500 Global Enterprises, and one of the  
world's three strongest construction and real  
estate groups



## 中国建筑可持续发展模式

## China Construction's Sustainability Model

中国建筑通过透明和道德行为，为自身决策、活动给社会和环境带来的影响承担责任。中国建筑致力于成为全球建筑、地产业的领先者，追求与利益相关方合作共赢，可持续发展是我们取得不断成功，创造更大价值的最佳路径选择。

By emphasising corporate transparency and corporate ethics, China Construction is responsible for the impacts of its business decisions and activities on society and the environment. We are committed to being the leading construction and property development enterprise worldwide. We pursue win-win cooperation with our stakeholders. Furthermore, sustainability is the best option to achieve continuous success and create greater value.

# Chairman's Message

## 致 辞

浩荡而来的全球企业社会责任浪潮，是对企业发展目标本源和发展方式的深刻反思，既带来社会对企业的全新认识，重新定位企业的价值，也为企业发展带来全新的视角和机遇。企业对社会的影响和价值已成为评价其成功与否的重要标尺。企业对商业伦理的参悟和修炼，对引领行业道德和行业发展的贡献，对社会责任认同和践行，将成为走向世界并赢得尊重、实现可持续发展的必由之路。

建筑是人类文明的重要象征，中国建筑作为一家中央重要骨干企业，致力于成为全球建筑、地产业领先者的上市公司，肩负着“奉献精品工程，营造和谐家园”的崇高使命。中国建筑用七色光诠释自己的责任，用责任凝聚成阳光一样的力量。中国建筑从引领行业发展的战略高度认识社会责任对提高公司和行业核心竞争力、实现可持续发展的重要性，并在系统推进社会责任的管理和实践中积极探索，寻求将对社会和环境的关注融入企业战略、管理和日常运营的有效模式，创造公司在经济、社会、环境三方面的最优综合价值，引领行业实现持续发展。

2010年，是中国建筑在高起点再铸辉煌的一年。中国建筑深入推动“五个转变”，在强化企业经营管理、政治责任、社会责任等方面取得新的成绩，实现了高起点上的新发展。

### **中国建筑追求品质保障，推动企业发展方式的转变。**

全年新签合同额、营业收入、利润总额三项主要经营指标再创历史新高，其中，合同额达8015亿元人民币，同比增长74.5%，营业收入达3704多亿元人民币，同比增长42.3%。

**中国建筑抢抓国家投资机遇，推动企业经营结构的转变。**房屋建筑、房地产投资、基础设施建设三大主业收入所占比重更趋合理。

**中国建筑整合资源，推动企业商业模式的转变。**与多个省市签订战略合作协议，与北京门头沟区签订滚动投资500亿元人民币合作协议，推进“四位一体”的城市综合体开发建设业务。

**中国建筑强化资本运作，推动企业竞争地位的转变。**全年总投资达到900亿元人民币，以投融资带动总承包，

通过参与地方政府经济发展战略，创造更加广阔的发展空间。

**中国建筑深化“三大”市场策略，推动企业经营质量的转变。**通过强力推进“大市场、大业主、大项目”营销策略，有力促进了产品结构升级。

过去五年，是中国建筑硕果累累的五年。中国建筑坚持科学发展观，坚持产权结构改革、产业结构调整、经营布局优化、集团管控集约，坚持有中国建筑特色的绩效文化，坚持加强党的建设、班子建设和人才队伍建设，在规模扩张2.1倍的同时，效益提升5倍，员工收入实现同步增长，圆满完成国资委下达的万元营业收入综合能耗比2005年下降20%的“十一五”节能减排目标，为引领行业发展树立了新的标杆。

展望未来，中国建筑正处于难得的发展机遇期，中国建筑将以科学发展为主题，以加快企业发展方式转变为主线，遵循“升级、创新、开放、学习、领先、和谐”的思路，描绘“一最两跨、科学发展”的宏伟蓝图，在新的征程中引领行业实现新跨越和新发展。

责任需要透明，责任也需要沟通。我们希望借此阳光报告，与各利益相关方坦诚沟通，共创美好未来！

董事长  
Chairman



Corporate social responsibility is a major trend across the world. This involves an in-depth review of the fundamental objectives of enterprise development and modes of development, provides the community with a new understanding of enterprises, re-positions the values of enterprises, and results in new visions and new opportunities for enterprise development. The impacts of an enterprise on society and its value to society are the important benchmarks to evaluate its success. The understanding and practice of business ethics, contributions to guiding industry codes and promoting the development of the industry, and the recognition and implementation of social responsibility will be the path to sustainability that all enterprises must choose, in order to achieve global development and command respect from the public worldwide.

The construction industry is pivotal to human civilisation. As an important state-owned enterprise, China Construction is committed to its role as a leading listed enterprise in global architectural construction and property development. We are committed to the great mission of "Providing excellent construction projects and creating homes in harmony." We have employed the seven colours of light to interpret our responsibilities, and consolidated them into power like sunshine. With the vision to lead development of the industry, China Construction recognises the significant role social responsibility can play in enhancing the Company and industry's core competitiveness, and achieving sustainability. We will actively explore improved management, and practice social responsibility in our operations, seeking ways to integrate our social and environmental concerns into our business strategies, management and daily operations. The aim is to maximise the Company's economic, social and environmental benefits, and lead the whole industry towards sustainability.

In 2010, China Construction enjoyed another stellar year of implementing our strategy based on local and international experience. We have "Five changes" as our guiding principles, including: strengthening enterprise management and operation, political responsibility, and social responsibility. In all these, we achieved new progress and new developments.

**China Construction pursues quality assurance and promotes reforms in enterprise development.** In 2010, we achieved especially high growth in three operational benchmarks: value of new contracts signed, operating revenue, and net profits. The value of signed contracts was 801.5 billion RMB, 74.5 percent higher than in the previous year. Operating revenue increased by 42.3% percent, to 370.4 billion RMB.

**China Construction seizes national investment opportunities and promotes structural change in enterprise operations.** As a result, we achieved a better balance between our three major sources of revenue: building construction, real estate investment, and infrastructure development.

**China Construction consolidates resources to promote new changes to our business model.** We have signed agreements for strategic cooperation with various provincial and municipal governments. For instance, we signed a cooperation agreement valued at 500 billion RMB with the district authority of Beijing Mentou Gou. This is to promote the "Four in One" integrated construction and development of the city.

**China Construction strengthens our operating capital, to raise our competitiveness.** Our total annual investment is 90 billion RMB. Together with financing, the investment can leverage the advantages of ensuring general contracting of projects. By participating in strategic development by local governments, we can broaden our scope for development.

**China Construction extensively promotes our three major marketing strategies, to improve the quality of enterprise operations.** Guided by the sales strategy of "Big market, big developer, big projects", we significantly enhance our product portfolios.

The past five years proved a most fruitful half-decade for China Construction. We steadfastly upheld the concept of scientific development, restructuring of asset ownership, optimisation of asset restructuring, progressive business planning, enhanced integrated management, a results-focused corporate culture, the development of the Communist Party, and our management team and talented staff. When the Company grows by 2.1 times, our cost-effectiveness will increase five times over, together with strong growth in staff remuneration. We shall fully reach the energy-efficiency and emission reduction targets of the Eleventh Five-year Plan, and follow the State-owned Assets Supervision and Administration Commission of the State Council's recommendation for enterprises to reduce consolidated energy consumption by 20 percent compared with 2005. We shall pioneer development of the industry, and set new benchmarks for other enterprises.

Looking ahead, China Construction is entering an era of invaluable development opportunity. We will adopt scientific development as a key principle, advance along the route towards expediting enterprise development reforms, and follow the ways of thinking in terms of upgrading, innovation, open-mindedness, learning, pioneering, and harmony – to draw up the great master plan of "Becoming the most competitive enterprise in China and entering the list of top 500 enterprises worldwide and top 10 building contracting enterprises worldwide" together with the practice of scientific development. In this new expedition, we are committed to leading the industry to achieve new heights and development.

Responsibility requires transparency and communication. We wish to openly communicate with our stakeholders through this sunshine report in order to create a better future.



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# Introduction

## 报告导读

### 报告目的

本报告为中国建筑股份有限公司正式发布的第二份可持续发展报告。报告旨在对公司可持续发展的理念、实践和绩效与利益相关方进行坦诚沟通，引领行业可持续发展。

上年度报告于2010年4月20日正式对外发布。

### 报告范围

报告披露2010年1月1日-12月31日期间中国建筑股份有限公司及所属五大业务板块的31个全资公司和15个控股公司在经济、环境和社会责任方面的信息，相关典型案例来自公司所属单位。

### 编写依据

报告遵循国务院国资委《关于中央企业履行社会责任的指导意见》、上海证券交易所《公司履行社会责任的报告》编制指引等规定要求，参照全球报告倡议组织《可持续发展报告指南》（GRI G3.1）、国际标准化组织《ISO26000：社会责任指南（2010）》、中国企业社会责任报告编写指南（CASS-CSR 2.0）等编制。

### 报告承诺

本报告由中国建筑社会责任管理团队组织编制，由公司相关高管审核，经公司董事会、监事会审议批准。中国建筑保证报告内容不存在任何虚假、误导性陈述。

### 报告改进

在理念上，坚持引领和推动行业发展作为公司对全球可持续发展的基本责任；

在形式上，遵循可持续发展报告的一般规范，充分体现可持续发展报告的一般要求；

在结构上，延续2009年度阳光报告的基本框架，并增加科技创新议题；

在内容上，扩大社会责任指标披露的覆盖面，加大社会责任核心指标的披露深度，并首次以责任专题形式披露报告年度公司广受各利益相关方关注的重大社会责任实践。

### 称谓说明

为表述方便，中国建筑股份有限公司在报告中简称“中国建筑”或“公司”。

### 获取方式

报告语言为中英文，以印刷品和PDF电子文件两种方式发布，欢迎登陆公司网站www.cscec.com获取。

### 联系方式

中国建筑股份有限公司  
地址：中国北京三里河路15号中建大厦  
邮政编码：100037  
电话：(8610) 88082888  
传真：(8610) 88082789  
网址：<http://www.cscec.com>

### Objectives

This is the second sustainability report to have been officially released by China State Construction Engineering Corporation Limited. The report aims to openly share our sustainability ideals, practices and results with our stakeholders, and lead the industry to achieve sustainable development in business operations.

The Sustainability Report 2009 was released on 20 April 2010.

### Scope

This report covers economic, environmental and social responsibility news and information for China State Construction Engineering Corporation Limited, its 31 wholly owned subsidiaries and 15 holding companies in its five business sectors, as well as related case studies from group members, for the year from 1 January to 31 December 2010.

### References

This report has been developed according to the requirements of *the Advice on the Guidelines for State-owned Enterprises to Undertake Social Responsibility*, released by the State-owned Assets Supervision and Administration Commission of the State Council and the *Guidelines for Compiling Reports of the Practice of Social Responsibilities by Enterprises*, released by the Shanghai Stock Exchange, and references international reports including the *Sustainability Reporting Guidelines (GRI G3.1)* from the Global Reporting Initiative (GRI) and *ISO 26000:2010, Guidance on social responsibility* from the International Organization for Standardization(CASS-CSR 2.0).

### Undertakings

The report is developed by the Taskforce of the Management of Social Responsibilities of the Company, examined by the senior management and approved by the Board of Directors and the Supervision Committee. China State Construction Engineering Corporation Ltd promises that the report contains no false records and misleading information.

### Progress and Improvements

The major improvements in this report include:

Principles – we continue to uphold the tenet of pioneering and driving the development of the industry, to achieve our goal of undertaking basic responsibility for global sustainability;

Business model – we follow the general regulations and fully meet the general requirements of sustainability reporting;

Structural aspects – we extend the framework of Sunshine 2009, and add technology innovation as a topic;

Content – we expand the coverage and depth of the report to disclose our social responsibility benchmarks.

Additionally, this is the first time the Company has presented our major contributions to social responsibility under various themes for the year. This change is in response to stakeholder concerns.

### Notes on Abbreviations

For the convenience of presentation, China State Construction Engineering Corporation Limited will be hereafter called “China Construction” or “The Company”.

### Chinese and English electronic access

This report is released in two formats – print and electronic – and in Chinese and English editions. You are welcome to visit the Company website to download the report at: [www.cscec.com](http://www.cscec.com).

### Contact Us

China State Construction Engineering Corporation Limited  
Address: CSCEC Mansion, NO.15 Sanlihe Road, Beijing, China  
Postcode: 100037  
Telephone: (8610) 88082888  
Fax: (8610) 88082789  
Website: <http://www.cscec.com>

# About Us

## 关于我们

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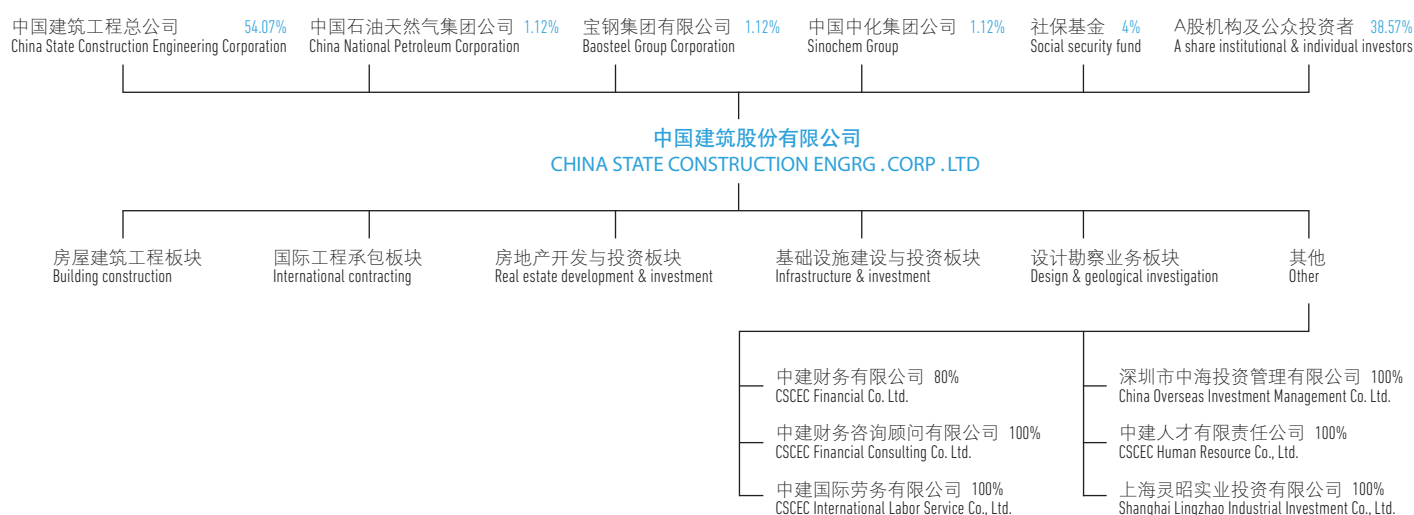
## 公司概况 Company Profile

中国建筑股份有限公司（股票代码：601668）是由国务院国有资产监督管理委员会直接管理的大型国有重要骨干企业中国建筑工程总公司、中国石油天然气集团公司、宝钢集团有限公司、中国中化集团公司等4家世界500强企业共同发起，于2007年12月10日正式创立的国有控股建筑地产综合集团企业，并于2009年7月29日在上海证券交易所成功上市。

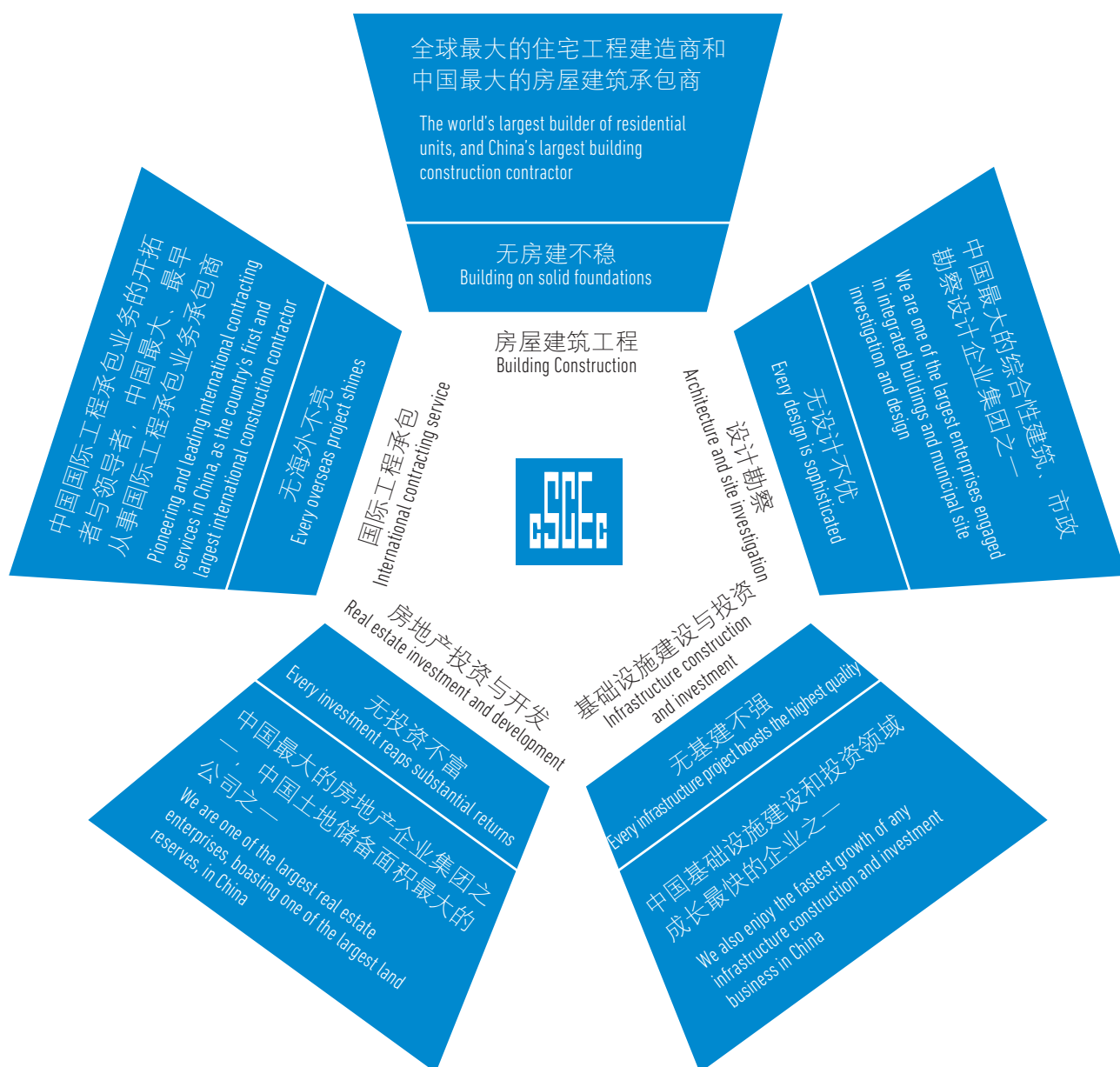
中国建筑传承中国建筑工程总公司的全部资产和企业文化，主营业务包括房屋建筑工程、国际工程承包、房地产开发与投资、基础设施建设与投资以及设计勘察五大领域，遍及世界5大洲，是中国最大的建筑房地产综合企业集团和全球最大的住宅工程建造商。

China State Construction Engineering Corporation Limited (Stock Code: 611668) is a backbone enterprise directly under the State-owned Assets Supervision and Administration Commission of the State Council, and was jointly established by four leading enterprises among the Fortune Top Global 500 Enterprises: China State Construction Engineering Corp (CSCEC), China National Petroleum Corporation (CNPC), Baosteel Group Company Ltd. and Sinochem Corporation. The state-owned construction and real estate conglomerate was formally established on 10 December 2007, and listed on the Shanghai Stock Exchange on 29 July 2009.

China Construction inherited all the assets and corporate culture of China State Construction Engineering Corporation. Its major businesses are in five sectors, across five continents: building construction, international contracting services, real estate development and investment, infrastructure construction and investment, and architecture and site investigation. China Construction is now the world's largest consolidated construction and real estate enterprise, and the world's largest builder of residential units.



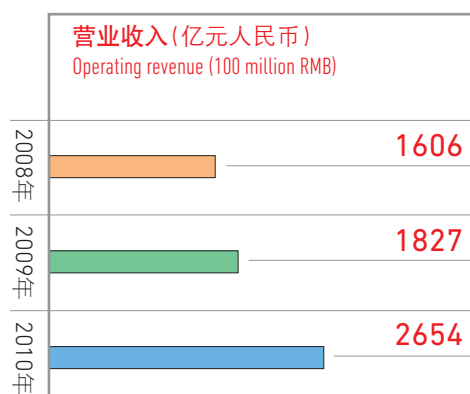
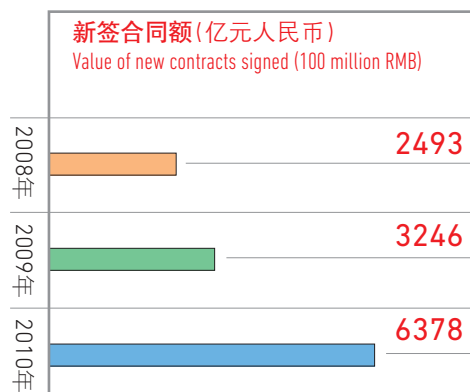
## 业务板块 Business Segments



## 房屋建筑工程 Building construction

行业地位 Industry Presence	<p>全球最大的住宅工程建造商和中国最大的房屋建筑承包商，连续13年被评为全球十大房屋承建商。中国建筑引领中国房屋建造领域发展和创新，以承建“高、大、精、尖、新”工程著称于世，承建大量中国及其他国家或地区的地标性建筑，创造了中国乃至世界建筑史上多项“第一”。</p> <p>The world's largest builder of residential units, and China's largest building construction contractor. We are rated as the largest housing construction contractor in the world for 13 years.</p> <p>We are pioneering the development of and innovations in the building construction sector in China, with the tenets of "High quality, large-scale, excellent architecture, advanced technology and innovation", in order to secure contracts to build a substantial number of landmark architectural projects in China and elsewhere. We have created several projects rated "Number One" in the history of architecture, both in China and around the world.</p>
发展战略 Development Strategy	<p><b>无房建不稳</b></p> <p>房屋建筑工程业务是中国建筑各项业务的基础和保障。继续保持行业绝对领先优势，提升超高层、大跨度等高端业务竞争力，稳定中国建筑业务规模；发挥好各项业务领头羊的作用，加快向技术密集型转型，并为其他建筑板块和地产业务提供管理、人才、技术等方面的支持。</p> <p><b>Building on solid foundations</b></p> <p>Building construction is the foundation and guarantee of all the businesses of China Construction. We are maintaining positions of absolute advantage in the industry, enhancing already strong competitiveness in high-end business in terms of vision and international reputation, and effectively managing the expansion of the Company; Construction plays a flagship role for our other business sectors, expediting the transformation to technology-driven production models, and providing support to other construction and real estate businesses in terms of management, expertise and technology.</p>

中国建筑一局(集团)有限公司 China Construction First Building (Group) Corporation Ltd.	100%
中国建筑第二工程局有限公司 China Construction 2nd Engineering Bureau Ltd.	100%
中国建筑第三工程局有限公司 China Construction 3rd Engineering Bureau Co., Ltd.	100%
中国建筑第四工程局有限公司 China Construction 4th Engineering Division Co., Ltd.	100%
中国建筑第五工程局有限公司 China Construction 5th Engineering Division Co., Ltd.	100%
中国建筑第六工程局有限公司 China Construction 6th Engineering Bureau	100%
中国建筑第七工程局有限公司 China Construction 7th Engineering Bureau	100%
中国建筑第八工程局有限公司 China Construction 8th Engineering Bureau	100%
中国建筑装饰集团有限公司 China Construction Decoration Co., Ltd.	50%
中建工业设备安装有限公司 CSCEC Industrial Equipment Installation Co., Ltd.	50%
中建钢构有限公司 China Construction Steel Structure Co., Ltd.	50%
中建商品混凝土有限公司 CSCEC Concrete Co., Ltd.	50%
中国建筑发展有限公司 China Construction Development Co., Ltd.	100%
中建一大成建设有限责任公司 CSCEC-Taisei Construction Co., Ltd.	50%
中建镇江建设发展有限公司 CSCEC Zhenjiang Construction & Development Co., Ltd.	100%
中建惠泰无锡建设发展有限公司 CSCEC Huitai Construction & Development Co., Ltd, Wuxi	100%
中建济南西区城市建设发展有限公司 CSCEC Jinan West District Urban Construction & Development Co., Ltd.	70%
中建京西建设发展有限公司 CSCEC West-Beijing Construction & Development Co., Ltd.	100%



## 国际工程承包 International contracting service

行业地位 Industry Presence	<p>中国国际工程承包业务的开拓者与领导者，中国最大、最早从事国际工程承包业务承包商，连续27年进入世界最大225家国际承包商和环球承包商行列。2010年，中国建筑在225家最大国际承包商排名中排名第22位。</p> <p>Pioneering and leading international contracting services in China, as the country's first and largest international construction contractor; listed among the world's top 225 international contractors for 27 consecutive years – ranking 22nd in 2010.</p> <p>Iconic buildings built under contract by China Construction in many countries and regions have helped establish the prestigious "China Construction – CSCEC" Brand.</p>
发展战略 Development Strategy	<p><b>无海外不亮</b></p> <p>国际工程承包业务是建筑领域“走出去”的排头兵，维系着中国建筑的政治地位和品牌形象；吸收国外先进理念、经验，持续提升中国建筑的管理能力，增强参与国际竞争的實力。</p> <p><b>Every overseas project shines</b></p> <p>The Company's international contracting business leads the way in realising our strategy of "Reaching-out", helping to reinforce China Construction's industry presence and brand image. By learning from advanced ideas and experience overseas, China Construction will constantly improve its management capacity and strengthen its role as a player in the highly competitive international market.</p>

中国建筑(南洋)发展有限公司  
China Construction (South Pacific) Development Pty. Ltd

100%

中建俄罗斯有限责任公司  
China Construction Russia Co., Ltd.

100%

中建(哈萨克斯坦)有限责任公司  
China Construction Kazakhstan Co., Ltd.

100%

中国建筑博茨瓦纳有限公司  
China Construction Botswana Co., Ltd.

100%

中国建筑南非有限公司  
China Construction South Africa Co., Ltd.

100%

中建纳米比亚有限公司  
China Construction Namibia Co., Ltd.

100%

中国建筑(菲律宾)有限公司  
China Construction Philippines Co., Ltd.

100%

中建中东有限责任公司  
China Construction Middle East Co., Ltd.

100%

中建企业(新加坡)有限公司  
CSCEC Enterprise(Singapore) Pty. Ltd.

100%

中国建筑工程(泰国)有限公司  
China Construction Thailand Co., Ltd.

100%

中建美国有限公司  
China Construction American Co., Ltd.

100%

中建阿尔及利亚股份公司  
China Construction Algeria Co. Ltd.

100%

中建刚果(布)有限公司  
China Construction Congo Co., Ltd.

100%

中建赤道几内亚有限公司  
China Construction Equatorial Guinea Co., Ltd.

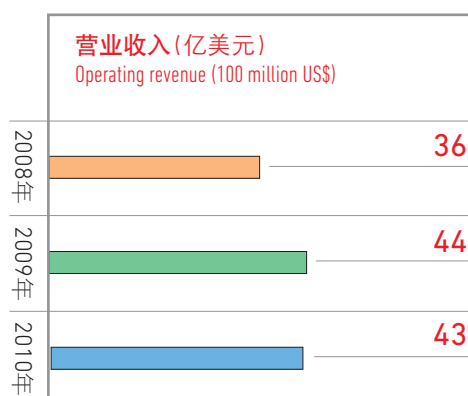
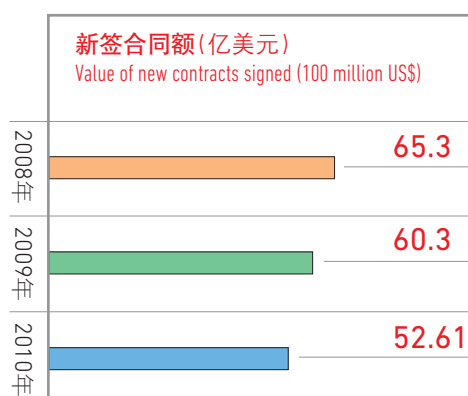
100%

博昂建筑贸易简易股份公司  
Bo-ang Construction Trade Co., Ltd.

100%

中建股份卡塔尔有限公司  
CSCEC Ltd. (Qatar)

100%

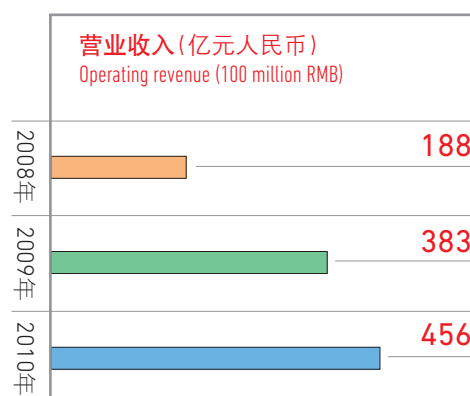
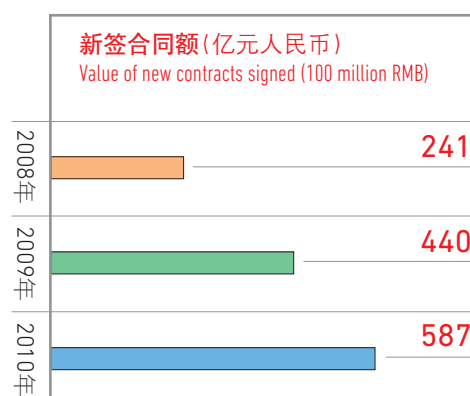


## 房地产投资与开发

## Real estate investment and development

行业地位 Industry Presence	<p>中国最大的房地产企业集团之一，中国土地储备面积最大的公司之一。</p> <p>旗下中国海外是中国房地产行业的领军企业，在中国房地产开发中始终居于领先地位，也是中国最具价值的房地产品牌之一。</p> <p>旗下中建地产以“家·国·天下”为核心价值，依托集团优势，成为“大地产模式”的创新者、实践者和领导者。</p> <p>We are one of the largest real estate enterprises, boasting one of the largest land reserves, in China.</p> <p>China Overseas, the Company's Chinese real estate business arm, maintains a leading position in China's real estate development sector and is the highest valued Chinese real estate brand.</p> <p>Another Company operation, China State Construction Land, rides on our strengths and core values of "Home•Country•The World" and has pioneered, realised and led large-scale real estate development in China.</p>
发展战略 Development Strategy	<p><b>无投资不富</b></p> <p>房地产投资与开发是实现利润最主要的途径。促进公司产业结构调整，实现在中国地产业绝对领先战略定位；通过综合地产开发，推进地产板块与其业务他板块的联动协同效应。</p> <p><b>Every investment reaps substantial returns</b></p> <p>Real estate investment and development is a major path to realising profits. Through modifications to the Company's industry structure, we will increase the robustness of our strategic leadership position in China's real estate industry. Our integrated approach to real estate development will promote joint activities between the real estate business and other business sectors, realising our synergy.</p>

中国海外集团有限公司 China Overseas Holdings Co., Ltd.	100%
中国中建地产有限公司 China Zhongjian Real Estate Co., Ltd.	100%
中国国际建设有限公司 China State Construction International Co., Ltd.	100%
上海中建投资有限公司 Shanghai Zhongjian Investment Co., Ltd.	40%





## 基础设施建设与投资

## Infrastructure construction and investment

行业地位 Industry Presence	国内唯一拥有房屋建筑、公路工程和市政公用三个总承包特级资质的工程建设企业，中国基础设施建设和投资领域成长最快的企业之一。 We are the only general contractor and construction enterprise in mainland China to have been certified across all three categories of housing construction, highway construction and public utilities work. We also enjoy the fastest growth of any infrastructure construction and investment business in China.
发展战略 Development Strategy	<b>无基建不强</b> 基础设施建设与投资成为新业务和利润增长点。实现业务超常规发展，努力成为中国基础设施领域一流投资商和优质承建商；加强专业领域的培育，掌握专业技术，在专业领域具有稳定市场能力与品牌影响力，保障业务发展的延续性；在新领域寻求商业机会，强化抵御传统业务行业周期风险能力。 <b>Every infrastructure project boasts the highest quality</b> Infrastructure construction and investment has become our new business and new source of growth. We will strive to promote new development of the Company's business, in order to become China's top infrastructure investor and contractor. We will enhance our professionalism in terms of knowledge and skills, to increase market stability and our brand influence, and maintain business sustainability. We will also seek business opportunities in new sectors, to enhance our ability to survive industry life cycle risks faced by traditional businesses.

中国建设基础设施有限公司 100%  
China Construction Infrastructure Construction Co., Ltd.

中建铁路建设有限公司 92%  
CSCEC Railway Construction Co., Ltd.

中建市政建设有限公司 50%  
China Construction Municipal Construction Co., Ltd.

中建电力建设有限公司 50%  
China Construction Power Co., Ltd.

中国建筑港集团有限公司 51%  
China Construction Port Engineering Co., Ltd.

中国通达建设有限公司 34%  
China Tongda Construction Co., Ltd.

中建唐山基础设施开发建设有限公司 50%  
CSCEC Tangshan Infrastructure Development Co., Ltd.

中建武汉投资有限责任公司 20%  
CSCEC Wuhan Investment Co., Ltd.

南宁中建邕申城市建设投资有限公司 30%  
CSCEC Yongshen Urban Construction & Investment Co., Ltd.

南宁中建信和基础设施投资有限公司 30%  
CSCEC Nanning Xinhe Infrastructure Investment Co., Ltd.

中建青岛董家口港口项目管理有限公司 30%  
CSCEC Qingdao Dongjiakou Port Project Management Co., Ltd.

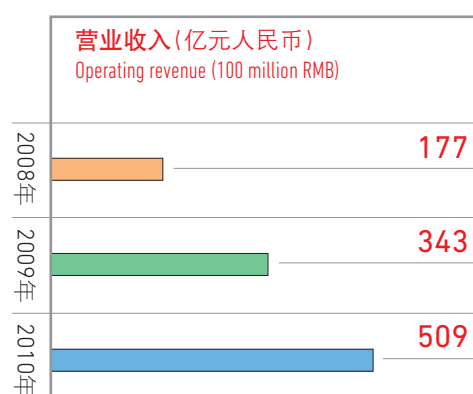
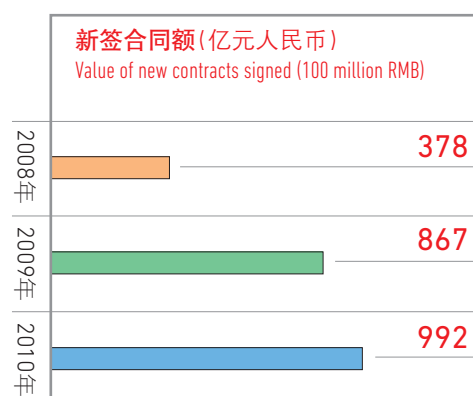
中建铜陵投资开发有限公司 40%  
CSCEC Tongling Investment & Development Co., Ltd.

中建桂林基础设施投资建设有限公司 40%  
CSCEC Guilin Infrastructure Investment & Construction Co., Ltd.

中建怀化基础设施开发建设有限公司 30%  
CSCEC Huaihua Infrastructure Development & Construction Co., Ltd.

中建济南基础设施投资建设有限公司 40%  
CSCEC Jinan Infrastructure Investment & Construction Co., Ltd.

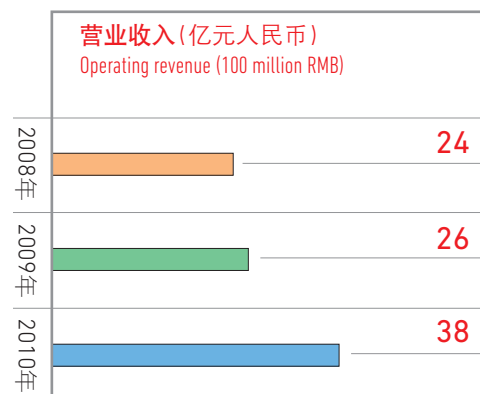
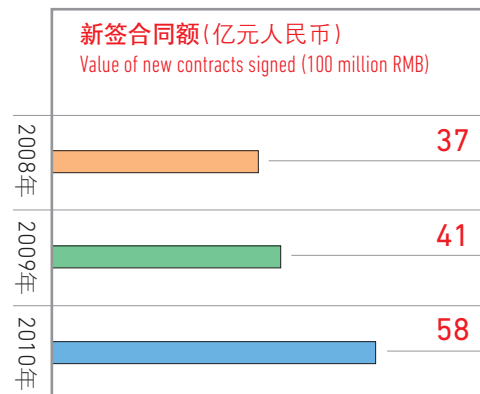
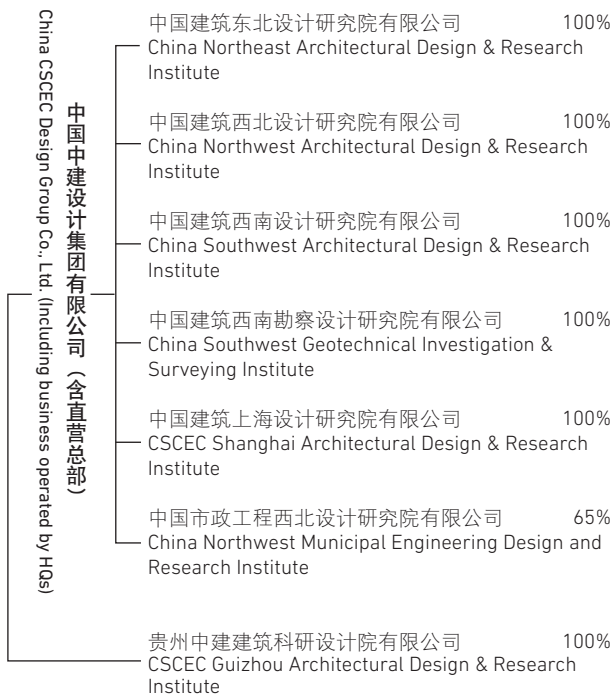
中建重庆基础设施投资发展有限公司 30%  
CSCEC Chongqing Infrastructure Investment & Development Co., Ltd.



## 设计勘察

## Architecture and site investigation

行业地位 Industry Presence	<p>中国最大的综合性建筑、市政勘察设计企业集团之一。</p> <p>2010年位列ENR全球最大150家设计公司第71位，为中国同行之首。高端专业人才储备量居行业前列。</p> <p>We are one of the largest enterprises engaged in integrated buildings and municipal site investigation and design. We ranked 71st on <i>Engineering News Record's</i> Top 150 Global Design Firm list in 2010 – ahead of all our competitors in China. Our wealth of high-end professionals keeps us at the top of the industry.</p>
发展战略 Development Strategy	<p><b>无设计不优</b></p> <p>通过高端服务促品牌，实现规模倍增；打造行业标准，保证国内最大房建设计企业地位；实施业务转型，加大在基础设施领域的设计占比；对产业链上下游的业务实施集成，向综合国际型工程公司方向发展。</p> <p><b>Every design is sophisticated</b></p> <p>We aim to double our size through brand promotion coupled with high-end services. We will set industrial standards and maintain our position as mainland China's largest building construction design company. We will also modify our business structure, to increase the proportion of design in our infrastructure business. By integrating our upstream and downstream businesses along the industrial chain, we aim to gradually position ourselves as a comprehensive international construction company.</p>



## 可持续发展背景

### Background Information on Sustainability

中国建筑正处于战略发展机遇期。作为国内最大的建筑地产综合企业集团，中国建筑保持高度的紧迫感和敏感性，系统分析自身及行业面临的机遇和挑战，在实现自身可持续发展的同时，引领建筑和地产行业转变发展方式，进一步提升国际竞争力。

China Construction has entered a period of strategic development opportunities. As the largest comprehensive construction and real estate enterprise in mainland China, we are highly alert and sensitive to the opportunities and challenges we face, and we maintain systematic analysis of them. We strive not only to achieve sustainability in our business, but also to lead the way for the construction and real estate industry to shift to a new development approach, and so boost our international competitiveness.

### 机 遇

中国经济的高速发展推动建筑市场持续增长  
城市化进程带来的城镇综合建设需求  
国家政策和立法推进绿色建筑技术的推广

### 风 险

房地产市场不规范和不稳定性  
建筑行业的竞争日趋激烈  
资源成本上升  
世界经济形势仍不明朗，地区动荡

### 优 势

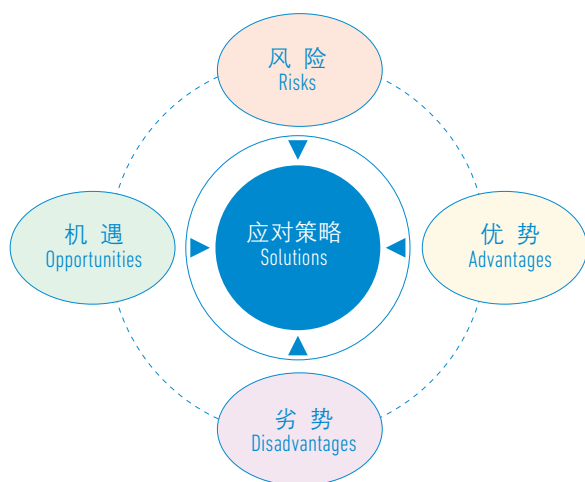
拥有国内同行业中最具影响力的两大品牌  
拥有国际化视野的管理团队和专业化、国际化的人才队伍  
在国际承包商排名中名列前茅  
在市场营销、项目管理、质量管理、成本控制等方面具有管理优势

### 劣 势

产业结构不合理  
公司内部发展不平衡  
与国际标杆企业相比存在差距

### 应对策略

实施“走出去”战略，打造公司海外经营核心竞争力  
实施管理与组织创新战略，提高质量安全管控能力，推进区域化、专业化改造  
实施科技兴企战略，发展绿色、节能、环保技术，增强自主创新能力  
实施人才战略，完善人才政策和激励机制，优化人力资源结构  
加大保障性住房的参与力度  
加大投资力度，以融投资快速进入基础设施高端领域，并带动工程总承包  
加强内外部资源整合重组，稳步扩大房地产经营规模  
积极参与扶贫救助和慈善捐助事业  
创建“和谐中建”，真正成为“诚信经营、创造财富、回报社会、福利员工”的优秀企业



## Opportunities

The rapid economic development of China's economy drives the constant growth of the construction market.

Urbanisation gives rise to the need for comprehensive and integrated urban development.

State policies and legislation help promote green architecture and technologies.

## Risks

The real estate market lacks some requisite standardisation in its practices and has a tendency to instability.

Competitiveness in the construction industry is increasing by the day.

Costs of resources are constantly increasing.

Clouds hang over the global economy, as a result of regional turmoil.

## Advantages

We possess the two most influential brands in the industry in mainland China.

A management team with global vision, and a professional, international elite team.

High on lists ranking international contractors.

Strengths in marketing, project management, quality control and cost control.

## Disadvantages

Imperfect industry structure.

Unbalanced intra-company development.

Lagging behind international benchmark enterprises.

## Solutions

Implement the "reaching-out" strategy and build the Company's core competitiveness in overseas operations.

Implement new management and organisational strategies; increase quality control capability; promote regional development and professionalism through transformation.

Implement the strategy of technology-led enterprise development; develop green, energy-saving and environmentally friendly technologies; increase both autonomy and capacity in driving innovation.

Implement personnel strategies by improving policies and incentive systems, as well as optimising the human resources structure.

Increase participation in low-income housing development.

Increase investment to quickly enter the high-end infrastructure development sector, and boost general contracting of construction work.

Enhance integration and restructuring of internal and external resources; steadily expand the real estate business.

Active participation in poverty relief work, and charitable donation.

Achieve operational harmony within China Construction; build a truly excellent enterprise that operates with integrity, generates wealth, serves the community, and benefits our employees.

## 社会责任管理 Management of Social Responsibility

### 社会责任工作体系

中国建筑高度重视社会责任工作，完善社会责任管理，建立涵盖公司总部和成员单位的社会责任工作体系。公司成立社会责任委员会，负责领导公司整体社会责任工作，审批公司社会责任工作规划及管理制度，审议公司社会责任管理重大事项。社会责任委员会在董事会领导下，由公司高级管理层和职能部门负责人组成。

社会责任委员会下设社会责任工作办公室，由总部相关部门工作人员组成，主要负责编制社会责任工作规划、管理制度，组织实施社会责任实践，对外开展社会责任交流，编制发布社会责任报告。

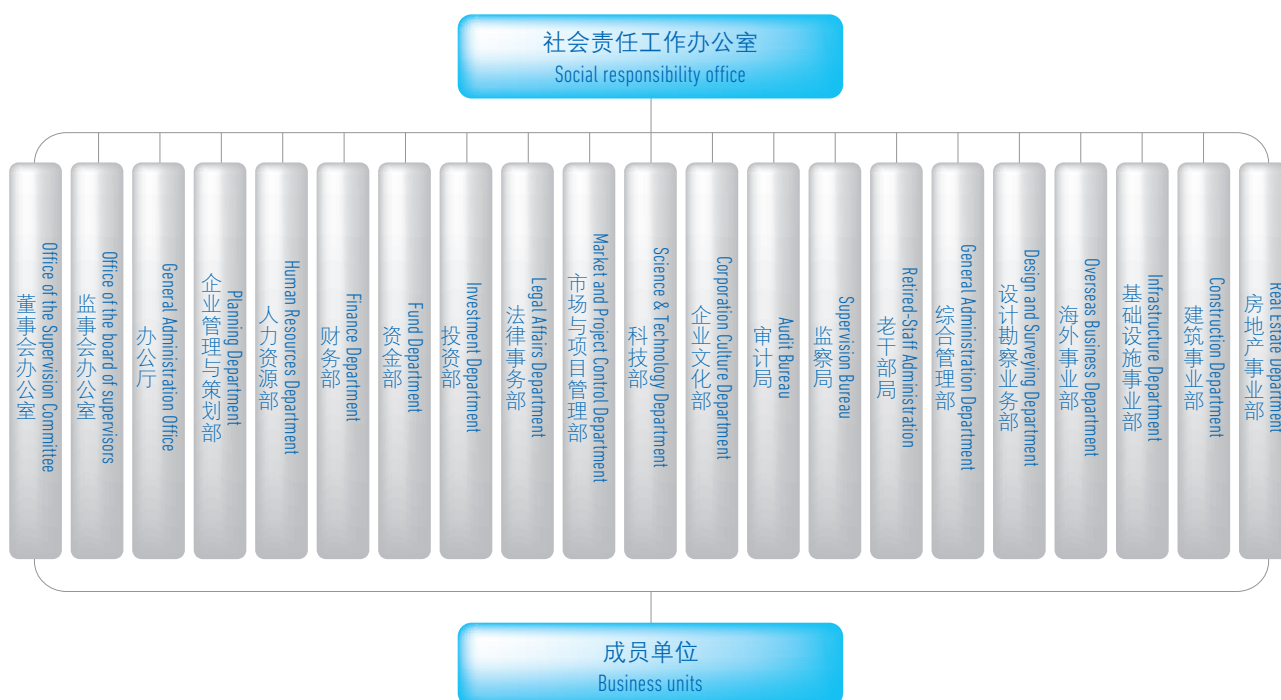
中国建筑社会责任委员会组织架构  
Organisation of the Social Responsibility Committee



### System of social responsibility initiatives

China Construction attaches great importance to social responsibility and constantly strives to enhance the social responsibility component of our management. We have established a system of social responsibility initiatives encompassing the headquarters and all business units, and have set up a social responsibility committee that is responsible for steering the Company's overall social responsibility initiatives, reviewing and approving plans and management systems, and considering major aspects of the Company's social responsibility management. Reporting to the Board of Directors, the social responsibility committee comprises the Company's senior management and functional heads.

Under the social responsibility committee is the social responsibility office, comprising executives of relevant departments from our headquarters. The office is mainly responsible for developing plans to implement social responsibility initiatives, arranging management systems, organising the fulfilment of social responsibility and external exchanges, as well as compiling relevant reports.



## 利益相关方 Stakeholders

为利益相关方创造最大价值，与利益相关方共同成长，是中国建筑不懈努力的方向。公司不断完善沟通与反馈方式，努力打造畅通沟通的平台，真诚回应利益相关方期望和要求，与利益相关方实现和谐发展。

China Construction is committed to maximising value for all stakeholders as well as to achieving mutual growth. The Company constantly seeks to improve its two-way communication to build an effective communication platform, and sincerely responds to stakeholders' expectations and requests, in order to realise harmonious mutual growth.

利益相关方分析表  
A table of stakeholder analysis

利益相关方 Stakeholders	期望与要求 Expectations and requests	沟通与反馈方式 Methods for communication and feedback
政府 Government	遵纪守法 Legal compliance 资产保值增值 Preserve and increase the value of assets 依法纳税 Fulfilment of tax obligations	合规管理 Compliance management 执行国家政策 Implementation of government policies 接受监管 Supervision and appraisal 工作汇报与意见听取 Performance reports and public consultation 完善治理结构 Improve governance structure 主动纳税 Timely tax payments
股东（投资方） Shareholders (Investors)	收益回报 Revenue and returns 满意市值 Satisfaction with the Company's market value 权益保护 Interests protected 了解经营状况 Clarity regarding operating conditions	提高盈利能力 Increase profitability 加强市值管理 Enhance management of market value 及时披露经营信息 Timely disclosure of operational information
金融机构 Financial organisations	诚信履约 Integrity and fulfilment of promises 风险防控 Risk control and prevention 坚守信誉 Maintain trustworthiness 合作共赢 Win-win cooperation	合同执行 Implementation of contracts 高层互访 Mutual visits by senior management 战略合作 Strategic cooperation 定期沟通 Regular communication
员工 Employees	共同成长 Shared growth 工资与福利保障 Salaries and benefits 健康与安全 Health and safety 人文关怀 Caring for people	权益保障 Protection of interests 劳动合同 Labour contracts 民主沟通 Democratic approach to communications 合理化建议 Rational proposals 教育培训 Education and training 劳动保护 Labour protection
客户 Customers	诚信履约 Integrity and fulfilment of promises 信息透明 Information transparency 保守商业秘密 Protection of proprietary business knowledge 高质量产品 High-quality products 高品质服务 High-quality services	合同执行 Fulfilment of contracts 需求调查 Research needs 满意度调查 Surveys of satisfaction levels 日常沟通 Daily communications 建议与反馈 Propose and provide feedback
战略合作伙伴 Strategic partners	合作互赢 Win-win cooperation 共赢发展 Win-win development 资源共享 Sharing of resources	协议执行 Fulfilment of agreements 高层互访 Mutual visits by senior management 定期会议 Regular meetings 多渠道合作 Multi-channel cooperation 前瞻性研究 Forward-thinking research and studies
供应链 Supply chain	共同发展 Mutual development 公开、公平、公正采购 Open, fair and just procurement 信守承诺 Fulfilment of promises 付款保障 Secure payments	建议与支持 Recommendations and support 公开采购信息 Disclose procurement information 合同执行 Fulfilment of contracts 接受反馈意见 Listen to feedback 谈判与交流 Negotiations and information exchanges
社区与公众 Community and public	带动当地产业发展 Boost development of local industry 推动社区公共事业发展 Promote development of community public services 促进就业 Boost employment 教育培训 Education and training 公益慈善 Public welfare and charities 社区参与 Participate in the community	支持与引导 Support and guidance 需求调查 Research needs 培训与宣传 Training and promotional activities 沟通活动 Communication activities 公益行动 Public welfare initiatives

## 责任专题 Major Responsibilities

### 中国建筑 让世博更美好

以“城市让生活更美好”为主题的2010年上海世博会，是人类在经济、文化、科技领域的盛会。世博场馆是用建筑语言反映民族文化和技术创新的载体，也是世博会的最大展品。作为建筑领域的“国家队”，承建世博场馆，奉献精品工程，既是对中国建筑设计、施工、管理和服务能力的考验；更是中国建筑为国家、行业争光添彩义不容辞的责任。

### Committing to well crafted architecture and exemplary fulfilment of corporate social responsibility

The Expo 2010 Shanghai, with the theme “Better City, Better Life”, was a magnificent celebration of the economic, cultural and technological achievements of mankind. The Expo pavilions were created with architecture – a universal language – embodying ethnic cultures and technological innovations, and were the largest exhibits in the event. As the “China team” in the architectural industry, undertaking the construction of Expo pavilions with a commitment to expertly executed architecture was both a challenge for China’s architectural design, execution, management and servicing capacity, and gave responsibility to China Construction to earn a reputation for the country and the industry.

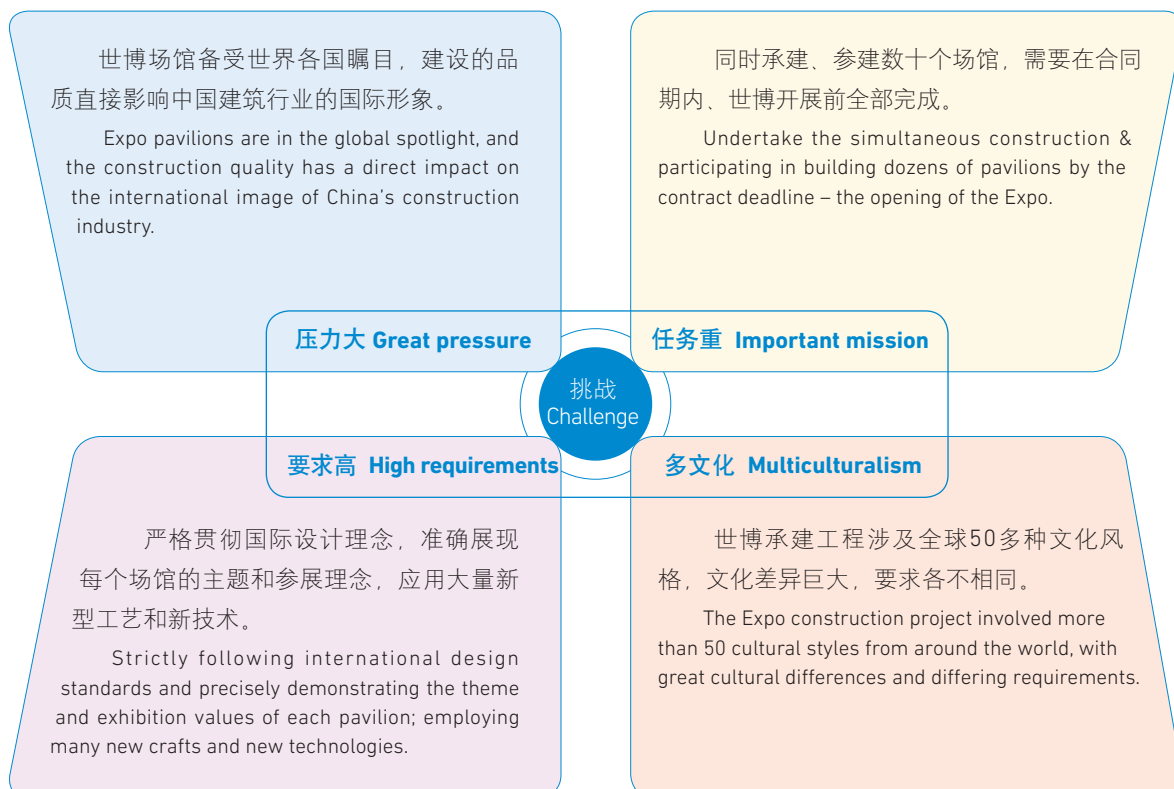


### 前所未有的挑战

中国建筑作为首家进入世博园区施工、承建外国馆最多的施工企业，面临着前所未有的挑战。

### Unprecedented challenges

China Construction took on unprecedented challenges as the first enterprise to execute construction work in the Expo Park, and as the enterprise undertaking the most construction work for foreign pavilions.





## 艰苦卓越的付出

中国建筑积极迎接挑战，加强组织管理，应用世界建筑前沿技术，精心组织施工，所有承建工程如期、高质量完工。

### 严密组织

中国建筑成立由公司主要领导组成的世博专项工作小组，优化资源配置，全面协调各项工作。组建以中建八局为主力军，中建一局、中建三局、中建装饰、泛华建设、中建设计集团上海设计院等单位共同参与的世博工程建设团队。

### 精心施工

中国建筑秉承“中国建筑，服务跨越五洲；过程精品，质量重于泰山”的质量方针，发扬“努力拼搏、奉献世博”的精神，将节能降耗、环保生态的绿色建筑技术融入场馆建设中，体现“绿色世博”与“科技世博”主题。

中国建筑积极与外方人员沟通，充分理解场馆主题及参展理念，严格贯彻设计方案；精心制定项目工程策划方案，在施工过程中，严把施工质量和安全关，严控施工进度，为世博奉献精品工程。

### 前沿技术

中国建筑勇于创新，反复探索、不断吸收、应用世界建筑的前沿技术，将新颖设计构筑成世博园中的瑰丽现场。

在阿联首馆建设中，应用大跨度网壳节点施工技术、五轴加工技术，使新型钢板再现风中沙丘的造型。

在西班牙馆建设中，应用堆载预压固结技术、双层钢管偏心支撑桁架，及空间异形结构、异形玻璃幕墙、呼吸式三维吊顶、大面积藤条装饰技术。

摩洛哥馆应用解决挂板固定的次结构施工技术。

太空家园馆应用超大不锈钢异形柱施工技术。

新加坡馆应用钢筋混凝土倒锥体施工技术、雨蓬不规则钢柱施工技术。

丹麦馆应用数螺旋体施工技术。

中南美洲联合馆应用老框架梁柱穿越新展馆形成的梁柱接点防渗漏技术等等。

### 真情服务

公司制定周密保障措施，成立专职领导机构和300余人参与的服务保障队伍，设置24小时通畅的红色电话。参与“为世博奉献一小时”志愿服务，开展志愿者维持交通秩序、清洁城市活动，为各方提供优质服务。

## Hard work, dedication and excellence

China Construction never fails to face up to challenges. By constantly enhancing organisational management, use of high-end architectural technologies, and meticulous care in construction execution, all of its construction projects were completed on time, to the highest standard.

### Structured organisation

China Construction established a dedicated Expo working group comprising key members of the Company's senior management. With a view to optimising resource allocation and coordination, the Company formed an Expo construction team headed by the eight engineering bureaux, comprising a number of business units that included China Construction First Bureau, China Construction Third Bureau, China Construction Decoration Engineering, Pan-China Construction, and China Shanghai Architectural Design & Research Institute.

### Meticulous care in execution

Upholding the value of "Serving the five continents and putting quality first" and driven by devotion to the Expo, China Construction applied energy-saving and ecologically friendly architectural technologies to the construction of the pavilions, realising the themes of "Green Expo" and "High-tech Expo". China Construction actively conducted external communications to fully understand the themes and exhibition values of the pavilions, strictly followed design plans, and devised highly detailed construction solutions. During construction, we put quality and safety first, and closely managed progress, in order to deliver the highest standards of expertly crafted architecture for the Expo.

### High-end technologies

China Construction highly values innovation. By exploration and learning, it strived to apply high-end architectural technologies, turning novel designs into reality in the Expo Park.

For the United Arab Emirates Pavilion, China Construction adopted the long-span reticulated shell node construction method together with five-axial machining technology, to represent sand dunes in the wind using a new type of steel panels.

For the Spain Pavilion, we adopted the heaped load pre-compression method for consolidation, and employed a double-layered steel tube eccentric chassis, special-shaped spatial structures, shaped glass curtain walls, a "breathing" three-dimensional suspended ceiling, and expansive rattan decoration.

The Morocco Pavilion was finished with a secondary structure as a solution to fixing ceiling panels.

The Space-Home Pavilion was built with super-large, specially shaped stainless-steel columns.

The Singapore Pavilion employed a reinforced concrete inverted cone structure, and a rain cover made of irregular steel columns.

The Denmark Pavilion employed the helicoid construction method.

The Joint Pavilion of Central and South American Countries employed beam-joint anti-leaking technology for the traditional beam-and-column framework that formed a network across the pavilion structure.

### Service-oriented

The Company set up a dedicated steering organisation leading a service team of over 300 people, and a 24-hour emergency hotline, to ensure comprehensive services for the Expo. It also contributed to particular services by taking part in the "Devoting one hour to the Expo" volunteer programme, organising teams of volunteers for traffic control and keeping the city clean.



## 举世瞩目的成绩

在世博园中，中国建筑承建了18个场馆，建筑面积计238,617平方米；参与建设50多个场馆，奉献了一批精品工程。

中建的工地一天一个样，三天大变样。

——中共中央政治局委员、上海市委书记 俞正声

承建的西班牙馆荣获“2010年英国皇家建筑师协会国际建筑大奖”，是上海世博园中两个获奖建筑之一。

中国建筑装饰集团公司中建三局东方装饰设计工程有限公司、中国建筑第八工程局有限公司总承包公司荣获“中央企业参与2010年上海世博会荣誉集体”称号。

中国建筑青年设计师的“七彩之心”设计方案在全球征集中脱颖而出，中选“上海世博会城市志愿服务站”实施方案，成为志愿者为中外游客提供服务的主要工作场所。



西班牙馆青年突击队荣获中央企业“迎世博、展风采”优秀服务窗口青年文明号创建活动创建单位。

中国建筑第二工程局有限公司（沪）马晓赞、中建三局装饰有限公司（沪）张能训荣获“中央企业参与2010年上海世博会荣誉个人”。



## Renowned achievements worldwide

In the Expo Park, China Construction presented a wealth of expertly crafted architecture through undertaking the construction of 18 pavilions that covered a total building area of 238,617 square metres, and participating in construction of more than 50 pavilions.

*"The construction sites of China Construction look different each day, and are completely transformed within just three days."*

—Yu Zhengsheng, Politburo member of the CPC Central Committee and Secretary of the CPC Shanghai Municipal Committee

We built the Spain Pavilion, which was one of two pavilions at Shanghai World Expo that won the "Royal Institute of British Architects' Lubetkin Prize".

Dongfang Decoration and Design Engineering Co. Ltd of China Construction Third Engineering Bureau and China Construction Eighth Engineering Division Corp. Ltd – which belong to China Construction Decoration Group Co. Ltd – were named "Honorary Group for State-owned Enterprises Participating in the 2010 Shanghai World Expo".

Designed by young China Construction designers, "Rainbow Heart" stood out from other submissions from around the world, and was adopted as the design of the Expo City Voluntary Service Station, where volunteers served tourists from other parts of China and overseas.

The Youth Special Brigade of the Spain Pavilion was selected as the organiser of State-owned Enterprises' "Greet the World Expo and be a good host" service unit.

Ma Xiaoyun of China Construction Second Engineering Division Corp. Ltd (Shanghai), and Zhang Nengxun of Decoration Co. Ltd of China Construction Third Engineering Bureau (Shanghai) were each recognised as "Honorable Individual for State-owned Enterprises Participating in the 2010 Shanghai World Expo".



## 中国建筑 情系玉树

2010年4月14日，青海省玉树地区发生7.1级强烈地震，造成居民住房大量倒塌，学校、医院等公共服务设施严重损毁。中国建筑积极响应国家号召，弘扬中建铁军精神，认真履行中央企业社会责任，以“缺氧不缺精神，海拔高精神更高”的气魄，以高度的政治责任感和深厚的民族情感，克服玉树灾后重建中的重重困难，揭开三年玉树援建的胜利开篇。

## Spreading the iron army spirit, and dedication to rebuilding Yushu

On 14 April 2010, a magnitude 7.1 earthquake occurred in Yushu, Qinghai Province. Many residential buildings collapsed, and public facilities such as schools and hospitals were seriously damaged. China Construction actively responded to the call from the Central Government, and spread the spirit of the iron army of China Construction, in fulfilling its corporate social responsibilities as a state-owned enterprise. With the spirit of "Maintaining morale even without oxygen" and "The higher the altitude, the higher the morale", and a strong sense of political responsibility and nationalist feelings, China Construction was determined to overcome all obstacles in rebuilding Yushu after the disaster, and commenced a three-year reconstruction programme in Yushu.



## 总体援建任务

中国建筑玉树灾后援建内容包括玉树结古镇城北片区和安冲乡的居民住房、公共服务、基础设施、生态修复、特色产业和服务业、和谐家园以及省道309、312干线公路等方面的恢复重建项目。



承建了结古镇城北片区，如红旗小学、州医院、一完小、民主村、解放片区等的重建任务。  
In Gyegu, China Construction is responsible for reconstruction work in the north, including rebuilding Yushu Red Flag Primary School, Yushu County Hospital, Yushu No.1 Primary School, Minzhu Village and the liberated areas.

## Mission of assisting the overall reconstruction

China Construction's reconstruction programme in Yushu includes constructing residential buildings, public facilities and infrastructure, recovering the ecology, reviving prominent and tertiary industries, rebuilding a harmonious homeland, as well as repairing Provincial Road 309 and Highway 312 in the north of Gyegu and Anchong.



承担了安冲乡吉拉、拉则、叶吉、布朗、莱叶五个村子及通村公路、安冲乡寄宿小学等项目的重建任务。  
China Construction is responsible for the reconstruction of five villages in Anchong – Jila, Laze, Yeji, Bulang and Yecai; as well as Village Highway and Anchong Primary Boarding School.

## 援建实施工作

### 高度重视

玉树地震发生后，中国建筑快速响应，投身抗震救灾之中，并迅速召开灾后重建紧急会议，对灾后重建工作进行具体部署。公司成立由董事长任总指挥、各有关部门和单位共同组成的中国建筑玉树灾后重建总指挥部，全面负责灾后重建的组织及实施；成立由中建八局、市政西北院、西南院、西北办事处、西南办事处组成的前线指挥部。中国建筑明确目标，举全集团之力全力以赴做好玉树灾后重建工作，勇争央企玉树援建的排头兵。

### 周密布置

中国建筑周密布置援建工作，投入以中建八局为主的单位8个、管理人员160余人，组建6个项目部，组织进场施工队伍12支，人员约2,200人，进场机械设备百余台，自建混凝土搅拌站、实验室、砂石料场等。各参建单位加强内部协调沟通，团结一致，确保品牌、品质最好，在援建项目上树立中国建筑旗帜。

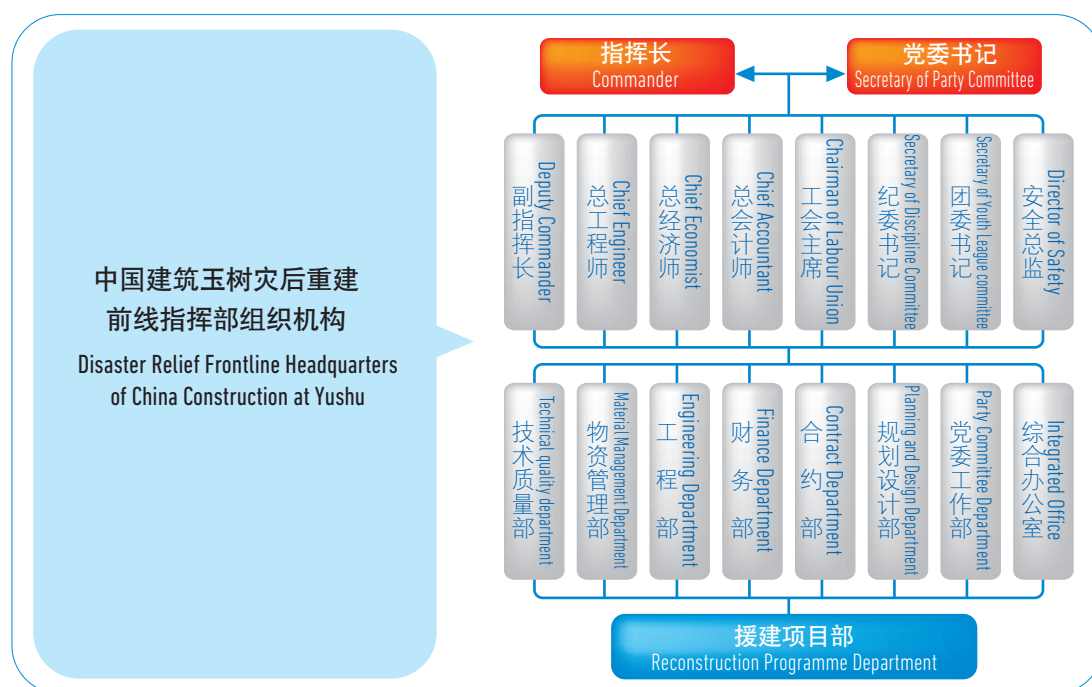
## Implementing the reconstruction

### High importance

China Construction responded promptly to the earthquake in Yushu, and started relief work at once. An emergency meeting was immediately called, to discuss the post-disaster reconstruction work and formulate specific strategies. We established a disaster relief headquarters comprising different departments and units, with the Company President as commander-in-chief, responsible for organising and implementing the reconstruction work. A frontline headquarters comprising the eight engineering bureaux, Northwest Municipal Institute, Southwest Municipal Institute, Northwest Office and Southwest Office of China Construction was also set up. China Construction was determined to be in the vanguard amongst the state-owned enterprises, and pioneer the post-disaster reconstruction work in Yushu, sparing no effort.

### Detailed and comprehensive arrangements

China Construction carefully arranged the reconstruction work. All eight Engineering Bureaux and more than 160 managers were engaged in the organisation of six special project departments and 12 on-site construction teams, comprising 2200 staff members and over a hundred machines. Concrete mixing stations, laboratories, and sand and gravel sites were also built. Coordination and communication between different participating units was strengthened. Together, these units played their part in the reconstruction project on behalf of China Construction, to ensure the best quality of the brand.





### 倾情奉献

玉树平均海拔4,000米以上，含氧量仅为海平面的40%-60%，气候高寒，灾后重建工作环境恶劣。中国建筑提出“海拔高，追求更高、标准更高、激情更高”、“风雨强，斗志更强、作风更强、团队更强”的玉树精神，确立“科学重建、品质重建、高速重建、爱心重建、绿色重建”五大方针，各级领导带队亲赴施工一线进行现场指挥和安排，强化施工组织、增加人力投入、确保材料供应，高强度、满负荷、快节奏地连续作战，保障施工生产的顺利进行。

中国建筑以劳动竞赛活动为载体，充分激发工人队伍主力军作用，开展“大干50天”、“决战十月”、争创“工人先锋号”等活动，以不达目的誓不罢休、不完成任务决不撤兵的决心和勇气，倾情投身于玉树重建工作中。

### 援建成果

经过全体前线员工的艰苦努力，中国建筑玉树灾后重建援建工作取得阶段性成果，累计完成施工产值1.2亿元人民币。安冲乡农牧民住房交付使用77套，封顶410套，农牧民住房建设中取得了“四个第一”：交付入住时间第一、交付入住套数第一、结构封顶率第一、施工速度第一；玉树州红旗小学主体结构顺利封顶；安冲乡通村公路完成路基施工30公里。

### 获得荣誉

中国建筑前线指挥部党委等4个党组织被授予玉树州、县先进基层党组织，并被授予青海省工人先锋号，红旗小学项目部10名员工被评为玉树州、县优秀共产党员，11名员工被评为玉树灾后重建先进个人，6个集体被授予党员先锋号、工人先锋号、青年突击队荣誉称号。

### Unreserved sacrifice

The average altitude in Yushu is over 4,000 metres, and the level of oxygen is only 40%-60% of that at sea level. Temperatures are also extremely low, making the conditions for post-disaster reconstruction very difficult. China Construction proposed the slogans of “The higher the altitude, the higher the aspiration, the higher the standard, the higher the passion” and “The stronger the rainstorm, the stronger the will, the stronger the actions, the stronger the team”, and established the five guiding principles: “Scientific reconstruction, quality reconstruction, rapid reconstruction, loving reconstruction and green reconstruction”. Leaders of different levels went to the construction sites in person to give direction and make arrangements, in order to strengthen the organisation, raise morale, and ensure the supply of materials. They worked energetically, rapidly and non-stop to ensure smooth progress of the construction work.

China Construction used labour competitions and campaigns such as “Working 50 days”, “The Battle of October” and “Pioneering Worker” competition to encourage the teams of workers to devote themselves to the reconstruction work in Yushu, with the determination and courage of “Fighting till the end”.

### Results of the reconstruction

With the hard work and effort from all frontline workers, China Construction's post-disaster reconstruction work in Yushu has reached the first stage of success. The gross output value of construction was worth 120 million RMB. A total of 77 residential buildings were completed; they housed the farmers and herdsmen of Anchong, while another 410 buildings were topped out. These residential buildings for the farmers and herdsmen won four “Number one” positions: in terms of the completion and handover time, the number of buildings completed and handed over, the number of buildings topped out, and the speed of construction. Moreover, the main building of Yushu Red Flag Primary School was also topped out, and 30 kilometres of road foundation were laid on Village Highway.

### Honours received

Four party organisations of China Construction, including the Party Committee of the frontline headquarters, were named Yushu Advanced Grassroots Party Branch and Qinghai Worker Pioneer, while 10 members of the team responsible for the Yushu Red Flag Primary School Project received the honour of becoming Yushu Distinguished Communist Party Members, and another 11 members of the same team were named Advanced Individuals of Yushu Post-disaster Reconstruction. Moreover, six groups received the titles of Pioneer Party Member, Pioneer Worker and Youth Shock Brigade.



# Operation

## 可持续经营

公司治理	29	Corporate Governance
发展策略	30	Development Strategy
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持续盈利能力	38	Sustainable Profitability

实现永续经营和基业长青是中国建筑一以贯之的追求。中国建筑通过完善公司治理架构，优化组织基础，依法合规经营，实施“专业化、区域化、标准化、信息化、国际化”发展策略，确保公司实现可持续发展。

To achieve sustainable operation and long-lasting business is the constant goal of China Construction. Through perfecting the corporate governance structure and improving the organisation's foundation in compliance with laws and regulations, "Professionalised, regionalised, standardised, informed and internationalised" development was conducted, to ensure sustainable development of the Company.

## 公司治理 Corporate Governance

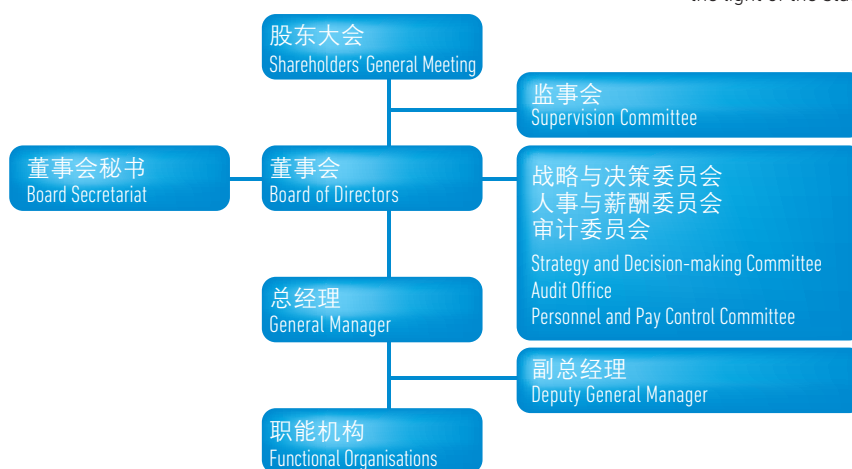
中国建筑建立职权明确、协调运转、有效制衡的股东大会、董事会、监事会、独立董事、董事会秘书等制度，并在董事会下设战略与决策委员会、人事与薪酬委员会、审计委员会等三个专门委员会。公司股东按照公司章程和《股东大会议事规则》的规定行使权利。

2010年，公司董事会继续探索解决问题的有效途径，针对国家对房地产业严厉的调控政策，公司召开董事会房地产业务发展战略研讨会，研究和探讨公司房地产业务发展模式与方向，明确在宏观调控大背景下的政策和措施。

China Construction established management systems with clear functions, effective coordination and a balance of powers, including a Shareholders' General Meeting, Board of Directors, Supervision Committee, Independent Directors and Board Secretary. Three special committees – the Strategy and Decision-making Committee, Personnel and Pay Control Committee and Audit Office – were also established under the Board of Directors. The Company shareholders exercise their rights according to regulations set out in the *Articles of Association of the Company and Rules of Procedures of Shareholders' General Meetings*.

In 2010, the Board of Directors continued to explore effective ways to solve problems. In response to the central government's stringent adjustments to and management policy of the real property market, the Company promptly held a board meeting to discuss its development strategy for the real estate business. All directors, supervisors and senior managers of the Company and all leaders of the subsidiary companies participated in meetings and seminars to study and examine together the policies and measures to adopt in the light of the state's macroeconomic control policies.

公司治理结构  
Corporate governance structure



## 发展策略 Development Strategy

2010年，中国建筑围绕“一最两跨”战略目标，以提高发展质量为主线，抢抓政策和市场机遇，坚持“五化”发展战略，为实现战略目标开辟科学途径，推动各项工作再上新台阶。



The strategic target of China Construction in 2010 was “Among the most competitive international construction and real estate groups. By 2015, aiming to enter the top fifth of the Top 500 Global Enterprises, and one of the world’s three strongest construction and real estate groups” (One Most, Two Entries). With enhancing quality as the main focus, China Construction made use of the relevant government policies and seized market opportunities. The Company held fast to the strategy of “Professionalised, regionalised, standardised, informed and internationalised”, and opened up scientific ways to realise strategic targets, so that various projects could reach new heights.

### 标 准 化 Standardise

推动各经营管理领域的流程再造、体系梳理工作，在集团层面建立体系完整、统一受控的管理体系，实现提高管理效率、降低机构成本、塑造统一企业内涵的目标。

We will promote the re-creation of procedures and the re-organisation of systems in different areas of operational management, and establish comprehensive, unified and controllable management systems in the group, to achieve the goals of increasing management efficiency, reducing costs, and consolidating internal systems.

### 专 业 化 Professionalise

在施工领域内选定若干细分市场 and 下游产业，以内部整合和外部并购的方式，组织优势资源打造一批占领高端市场的专业公司，使之成为公司的效益支撑和品牌支撑。

We will select several specific markets and downstream industries within the scope of work, and through internal integration and mergers and acquisitions, organise resources advantageously to create professional companies that target the high-end market, and will become pillars supporting the Company’s profits and brand name.

### 信 息 化 Inform

以适量的投入为原则，将信息技术与先进管理理念相融合，以此提升企业生产方式、经营方式、业务流程、管理方式和组织方式，获取最佳效益。

With “appropriate investment” as the principle, integrate information technologies with advanced management concepts, to improve the modes of production, operation, management and organisation, as well as the business flow of the enterprise, to achieve the greatest benefits.

### 区 域 化 Regionalise

在施工领域内选定重点经营区域，强化对重点区域资源的配置强度，并保证这些资源在区域层面实现区域的效益最大化和可持续发展。

We will select major sectors within the scope of work, strengthen the allocation of resources in these sectors, and ensure that the allocation of resources is unified and has reasonable mobility, to lower operating costs and maximise benefits and sustainable development.

### 国 际 化 Internationalise

顺应全球化趋势，在全球范围内配置资源，开拓市场，学习先进经验，不断提升集团的国际化程度。

In line with the trend of globalisation, we will allocate resources in globalised areas, open up new markets, learn from advanced experiences, and continuously increase the group’s level of globalisation.

## 营销策略 Sales Strategy

2010年，中国建筑深入推进“大市场、大业主、大项目”营销策略，促进产业结构升级，巩固并扩大“占领高端、兼顾中端、放弃低端”的成果。

中国建筑承接10亿元人民币以上房建项目98个、占新签合同额的48.4%；境外3,000万美元以上项目占境外承包工程合同额的近八成，基础设施事业部平均单体合同额超过16亿元人民币；承接20亿元人民币以上的项目共计21个，超大项目的数量和金额均显著提高，有效站稳高端市场。

中国建筑各子企业大客户管理成效显著。2010年，中建二局十大客户合同总额321亿元人民币，占全局合同总额的53.3%，超过10亿元人民币的项目6个。

### 新签合同一高一低

One “high” and one “low” of the newly signed contracts

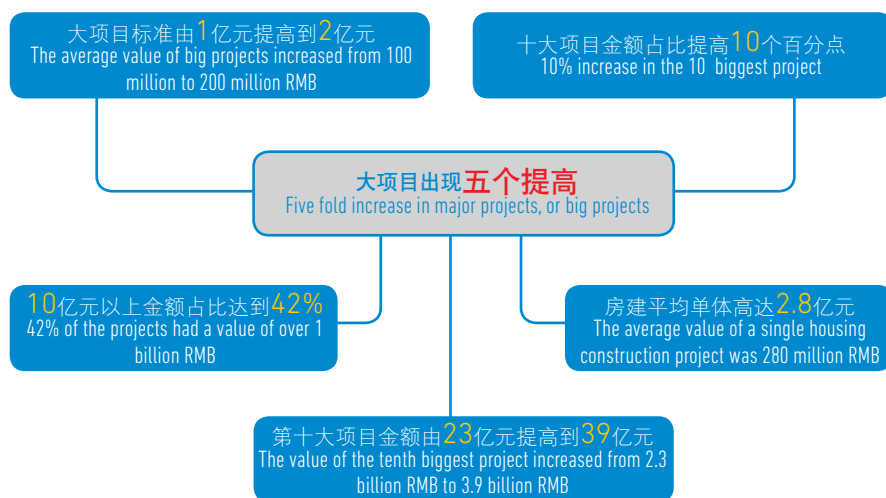
合同额增长  
Value of contracts increased **88.4%**

合同个数仅增长  
Numbers of contracts rose **4.2%**

In 2010, China Construction put forward the sales strategy of “Big market, big proprietor, big projects”, and promoted upgrading the structure of the industry, including through consolidating and magnifying the result of “Occupy the high end without giving up the middle and abandoning the low end”.

China Construction carried out 98 housing construction projects, with a total value of more than 1 billion RMB and representing 48.4% of the total value of the newly signed contracts. Overseas projects with a value of over US\$30 million accounted for nearly 80% of the total value of overseas contracts. A single infrastructure project had a contract value of more than 1.6 billion RMB. There were 21 projects worth more than 2 billion RMB, showing that both the number and value of very large projects had significantly increased, and that we have effectively and firmly occupied the high-end market.

The effects of customer management of the subsidiary companies of China Construction were significant. In 2010, the total contract value of the top ten customers of China Construction Second Engineering Division Corp. Ltd was 32.1 billion, accounting for 53.3% of the division's total contract value. In all, there were six projects worth over 1 billion RMB.





## 精益管理 Lean Management

### 集中管理

中国建筑秉持“虑远思近、精益入微，标准规范、崇尚执行”的管理理念，明确公司总部“引领、监控、服务”三大职能定位，强化战略、人事、投资三大管理能力建设，梳理组织架构，以“资金集中管理、大宗材料集中采购、劳务集中招标”为重点，建立标准业务流程，增强集团管控。在大宗材料集中采购、劳务集中招标中，遵守法人管项目原则，将采购权集中在法人层面，加强采购信息化管理，规范采购流程。开发集团采购信息平台，实现采购信息共享，全面提升采购及资源管理水平。

### 项目管理

中国建筑对授权项目实施日常综合管理，坚持动态重点监控，强化后续管理，防范项目履约过程的风险和不良影响，对工程后续的资料移交、档案归档及客户回访进行动态控制。

2010年，以《项目管理手册》施行为契机，组织《项目管理手册》宣贯及培训，推进项目标准化管理，公司总部和所属各单位共有35,000多人次参加。新开工项目按照《项目管理手册》实现全过程标准化动态管理。

## 依法合规 Compliance with Laws and Regulations

中国建筑将遵守法律法规，遵守社会公德、商业道德，诚信经营，接受政府和公众监督作为公司经营的基本原则。公司强化全面风险管理和内部控制，深入开展效能监察，健全腐败预防与惩治机制，完善合同履行机制和自律机制，为公司的持续经营提供坚实保障。

### 风险管理

中国建筑以有效提升重大风险防范能力为导向，依托现有管理体系，在公司系统组织进行风险辨识评估和风险管理监督与改进，将全面风险管理体系从总部扩大到各

### Centralised management

China Construction upholds the management concept of “Consider the future and think about the present, strive for perfection and take care of the details, standardise the regulations and advocate implementation”, and establishes the role of the Company headquarters as serving the three functions of “Leading, supervising and serving”. The Company also strengthens the establishment of the three management abilities, covering strategies, personnel and investment, and re-structures the organisation. With a focus on “Centralised management of capital, centralised purchasing of materials required in large projects, and centralised requests for labour services”, the Company establishes standardised business flows to strengthen control over the group. Regarding centralised purchasing of materials required in large projects and centralised requests for labour, the Company complies with the principle of “Corporate project management”, and centralises the purchasing of materials at the corporation level, and regulates the purchasing procedures by strengthening the information-based management of purchasing. A purchasing information platform for the group was also developed, in order that purchasing information can be shared, and the qualities of purchasing and information management can be enhanced.

### Project management

China Construction conducts daily, integrated management of authorised projects, and prevents avoidable risks and undesirable effects in executing contracts by insisting on dynamic and focused supervision, and strengthening follow-up management. The Company also exercises dynamic control over information transfer as a follow-up to a project, the filing of documents, and the return visit conducted by the constructor.

In 2010, in order to implement the *Project Management Manual*, China Construction organised promotion and training to advance standardised management of projects. More than 35,000 people from the headquarters and different units of the Company participated in these activities. All newly commenced projects conducted standardised dynamic management of the entire procedures, according to the *Project Management Manual*.

China Construction will comply with laws and regulations, as well as social norms and business ethics, and will operate honestly and accept supervision by the Government and the public as a basic operating principle. In order to safeguard the sustainable operation of the Company, risk management and internal control will be consolidated, effective supervision will be developed, corruption prevention will be strengthened, and punishment mechanisms, contract execution mechanisms and self-discipline mechanisms will be perfected.

### Risk management

To effectively enhance our ability to avoid major risks, China Construction conducts risk identification assessments and supervises and improves risk management based on the existing management system, and expands the comprehensive risk management system to cover all subsidiary enterprises in addition

子企业。

根据国务院国资委《中央企业全面风险管理指引》要求，编制《中国建筑2010年度全面风险管理报告》并呈报国务院国资委备案。

围绕年初识别的6项重大风险、7项重要风险，制定管控方案，由责任主控部门、辅控部门逐条进行落实，完成《中建股份2010全面风险管理监控分析报告》。

编制《中建全面风险管理资料汇编》和《中建风险电子季刊》，营造中国建筑风险管理氛围和全面风险管理的企业文化。

## 合规管理

以建立企业总法律顾问制度为核心，从经营源头防控入手，建立健全企业法律风险防控体系；建立以授权管理为基础，贯穿企业经营全过程的法律事务管理体系。

### 建章立制

针对投资业务高速增长，重点加强投资业务法律风险防范和管理，颁发《中国建筑股份有限公司投资业务法律事务管理办法（试行）》，对投资项目各阶段法律工作流程、法律审核内容以及投资项目法律顾问、项目法律风险评估等进行系统性规定。为增强对房地产投资项目的法律业务指导，颁布了《房地产国有建设用地使用权业务法

to the headquarters.

Produce *Comprehensive Risk Management Report of China Construction 2010* and submit it to the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) for record purposes, according to the requirements in the *Comprehensive Risk Management Guideline for State-owned Enterprise* of SASAC.

Formulate plans to control the six major risks and seven important risks identified at the beginning of the year. These plans will be implemented and the *Comprehensive Risk Management Report of China Construction 2010* will be produced by the departments responsible and the departments providing assistance.

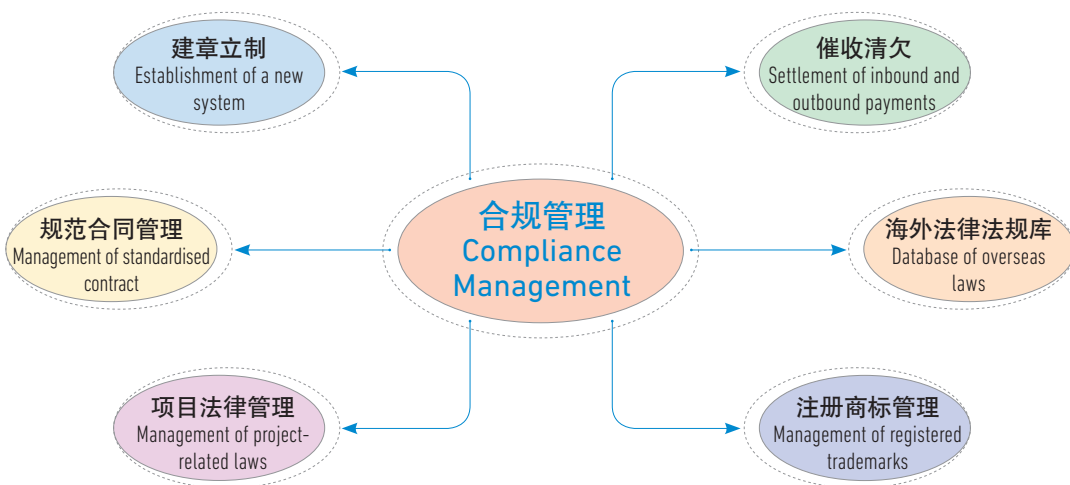
Compile *Collected Information on China Construction Comprehensive Risk Management* and *China Construction Electronic Quarterly on Risk* to create an atmosphere of risk management and a corporate culture of comprehensive risk management within China Construction.

## Compliance management

The Company is focused on establishing a centralised corporate legal consultation system. Through preventive measures at the source of operations, a comprehensive corporate legal risk management mechanism is established. In addition, a legal affairs management mechanism applicable to the whole operation process has also been established, with management authorisation.

### Establishment of a new system

Regarding the rapid growth in investment business: more emphasis should be placed on legal risk prevention and management in this area. By promulgating the *Legal Practice of the Investment Business in China State Construction Engineering*



律操作指引》。

### 规范合同管理

对各类经济合同进行统一归口管理，规范合同管理行为。合同专用章用印审核率100%，严格合同评审会签、批准签字、联签等方面的审核程序。

### 项目法律管理

在符合开展项目法律顾问条件的在施工程项目设置项目法务管理岗位，覆盖率达92%。2010年举办合约商务（法务）人员的集中培训597次，培训24,408人次。

### 催收清欠

推动催收清欠工作，促进公司经营质量持续提高。应收款项占营业收入比重同比下降4.2%，为近五年来最低值。

### 海外法律法规库

建立海外法律法规库，收集整理涉及27个国家和地区的法律法规，基本涵盖中国建筑目前海外经营的所有区域。2010年完成俄罗斯和美国的法律专辑制作。

### 注册商标管理

有效管理“中建”、“中建+CSCEC”注册商标，申请“中国建筑”、“中国建筑+CSCEC”并获得全部45个类别共88个商标的成功注册，另外取得“中建地产”和“中建地产+CSCEC”两个类别的注册商标。

## 内部控制

中国建筑建立由董事会统一领导的内部控制体系，监事会负责对董事会建立与实施内部控制工作进行监督。公司以全面风险管理领导小组和工作小组为核心，构建由“各有关职能/业务单位——法律事务部——审计局”组成的“三道防线”风险管理机制与管理架构。

2010年，公司严格遵循相关法律法规、上交所股票上市规则及公司《信息披露管理办法》，以内部控制为主线开展各项审计工作，独立行使对内部控制体系的专门监督和评价。全年完成审计项目607项，提出审计建议2,381条，促进节约5,074万元人民币。

## 效能监察

中国建筑开展效能监察，针对管理漏洞，提出监察

*Corporation (Pilot)*, systematic regulations are implemented regarding legal procedures at every stage of investment projects, the legal assessment content, as well as legal risk assessments for legal consultations and projects. The *Legal Practice Guidelines on the Right to Use State-owned Construction-used Land in the Real Estate Business* was promulgated, to strengthen legal affairs consultations on real estate investment projects.

### Management of standardised contract

Uniform and standardised management of all kinds of economic contracts is enforced to regulate contract management practices. Usage of the contract authorisation chop is 100% monitored, to make the assessment of contract signing by reviews, endorsement and joint signing more stringent.

### Management of project-related laws

Managerial positions on legal affairs are opened for construction projects, for situations suitable for employing a project legal consultant. The coverage rate is as high as 92%. In 2010, a total of 597 training sessions were organised on “Contract Business (legal affairs)”, and 24,408 people were trained.

### Settlement of inbound and outbound payments

Inbound and outbound payments are efficiently settled, to bolster the Company’s operational quality. Unsettled outstanding income balance decreased to 4.2% of the total turnover volume, which was the lowest in five years.

### Database of overseas laws

An overseas laws database has been established with laws and regulations from 27 countries and regions, essentially covering all the jurisdictions where China State Construction currently has operations. In 2010, the special legal portfolios on Russian and US laws were completed.

### Management of registered trademarks

In addition to the effective management of registered trademarks “CSC” and “CSC + CSCEC”, “China Sate Construction” and “China State Construction +CSCEC” were successfully registered in 88 trademarks in 45 categories. Another two categories, “CSC Properties” and “CSC Properties + CSCEC”, were also registered.

## Internal Control

The Company has established an internal control system that is centrally led by the board of directors. The board of supervisors supervises the internal control work determined and implemented by the board of directors. The Company’s core units are the Comprehensive Risk Management Leading Group and Working Group, and there is a “Three-tier” risk management mechanism and management structure comprising “Individual operations/business units – Legal Affairs Department – Auditing Department”.

In 2010, the Company strictly followed related laws and regulations, the Rules & Regulations for listing companies set out by the Shanghai Stock Exchange and the *Administrative Measures on Information Disclosure*. Many audits were conducted, based on the internal control principle, independently supervising and evaluating the internal control mechanism. A total of 607 auditing projects were completed during the year, and auditors made 2,381 recommendations, which saved 50.74 million RMB.

建议。2010年，开展工程成本、分包采购、工程结算等方面的效能监察，立项453项，提出效能监察建议1,763项，监察决定62项，形成监察报告464份，完善改进制度117项，新建制度106项，增加经济效益4,128万元人民币。

围绕“重大事项决策、重要干部任免、重要项目安排、大额资金使用”（“三重一大”）集体决策，开展党务效能监督。全年党务效能监督立项81项，提出效能监察建议187项，监督决定6项，形成监督报告104份，完善改进制度39项，新建制度28项，产生经济效益6,008万元人民币。

## 腐败预防与惩治

中国建筑加强反腐倡廉建设，健全腐败预防与惩治机制，构建廉洁文化，落实抓源头、抓关键、抓惩处，杜绝权钱交易，避免不正当竞争。加大对惩防体系的检查考核力度，与各二级单位签订《党风廉政建设责任书》，将党风廉政建设纳入对各子企业班子整体考核，推动惩防体系在基层单位落实。

## Monitoring efficiency

The Company has begun to monitor efficiency, by closing management loopholes and implementing recommendations arising from monitoring. In 2010, the efficiency monitoring system was implemented in areas spanning construction costs, distribution and procurement and construction costing. In all, 453 items were established and 1,763 recommendations were made based on efficiency monitoring; 62 endorsements of monitoring were sought, resulting in 464 reports; 117 system improvements were made, with 106 newly established rules – resulting in a financial gain of 41,280,000 RMB.

Group endorsements were required on “Decisions on major issues, appointments for major positions, arrangements for major projects, and deployment of large amounts of capital” (“3 Majors 1 Large”) to facilitate monitoring the efficiency of the party’s affairs. During 2010, 81 items were established on monitoring the annual efficiency of the party’s affairs, and 87 recommendations were made; 6 endorsements were sought, resulting in 104 reports; 39 system improvements were made with 28 newly established rules, resulting in a financial gain of 60.08 million RMB.

## Corruption prevention and penalties

The Company has strengthened its anti-corruption measures and improved mechanisms to prevent corruption and impose penalties. A corruption-free culture has been fostered, to promote identifying any source and penalise wrongdoers. The wrongful use of authority in exchange for payment is strictly prohibited, to avoid inappropriate competition. The checking and assessment processes of the prevention and penalty system were strengthened. A *Letter of Responsibility on Building a Corruption-free Culture* was signed by all second-tier units. The corruption-free measures became one of the assessed items in the overall appraisals of each unit, to advance the implementation of the prevention and penalty mechanism in lower-level units.

廉洁文化建设具体行动 Solid measures on building a corruption-free culture	范围/规模 Scope/Scale
廉洁文化建设示范点立项 Items demonstrating the importance of building a corruption-free culture	188个 188 items
学习《国有企业领导人员廉洁从业若干规定》和《党员领导干部廉洁从政若干准则》 <i>Anti-corruption Rules &amp; Regulations for Senior Management of State-owned Enterprises and the Anti-corruption Rules &amp; Regulations on Political Practices for Party Leaders</i>	17,764人次 person-time
警示案例教育 Education with warning cases	29,243人次 person-time
签订党风廉政建设责任书 Signing the “Letter of Responsibility on Building a Corruption-free Culture”	3,523份 letters
各级领导人员实行廉洁承诺 Leaders of all levels	3,688人次 person-time
领导人员述廉议廉 Discussions among leaders on the promotion of an anti-corruption culture	2,589人次 person-time
领导人员任职谈话 Briefings for senior positions	1,294人次 person-time

## 合作共赢 Win-win Cooperation

中国建筑本着开放和互利共赢原则，与政府机构、战略伙伴广泛开展高端战略合作，积极引领和带动民营企业发展，推动行业、社会的整体发展，拓展公司发展空间。

### 政府合作

中国建筑创造性提出“城市运营商”概念，发挥规划设计、投资开发、基础设施建设和房屋建筑工程“四位一体”的综合服务优势，推动地方城市化建设，引领行业发展新方向。中国建筑先后与北京门头沟区签订滚动投资500亿元人民币的合作协议，与河南、新疆、上海浦东新区、天津滨海新区、济南西区、福州市、贵阳市、珠海市等地签订战略合作协议，推进城市综合体开发建设业务。2010年，与各级政府合作项目实现总投资额900亿元人民币，审议批准BT、BOT项目共39个。

在海外，中国建筑主动与当地政府进行诚信沟通，建立友好合作关系，在合作中为当地产业发展做出积极贡献。2010年，中建中东公司与阿联酋公共事业部、阿联酋军事工作司令部、迪拜路政交通局紧密合作，先后完成多项当地基础设施建设和公共事业政府合作项目。

### 战略伙伴

中国建筑与企业、金融机构和知名高校等开展高端战略合作，实现行业、社会整体发展的综合价值最大化。

与中粮集团、中国海油、宝钢集团、中国电信、大连万达等企业签署战略合作协议，搭建高层对接、市场开拓和业务互补等方面的双赢合作平台。2010年，以战略合作方式承接大连万达项目19个，合同额259亿元人民币。

与金融机构签订战略协议，拓展公司融资渠道。继与中国农业银行、中国工商银行、中国进出口银行、招商银行、北京银行等建立战略合作关系以来，2010年，又新

On an open and mutually beneficial basis, the Company was strategically allied with governmental bodies and strategic partners to actively lead and promote the development of private enterprises, foster the overall development of the industry and society, and explore future expansion for the Company.

### Cooperation with the government

The Company has innovatively proposed the “City operator” concept, which brought together four integrated services: planning and design, investment and development, infrastructure construction, and housing construction. The concept contributed to facilitating regional urbanisation, and led the industry in a new direction. The company signed a cooperation agreement involving a sustainable investment of 50 billion RMB with Mentougou in Beijing. Strategic cooperation agreements were signed with regions including Henan province; Xinjiang Autonomous Region; Putung New District in Shanghai; Binhai New District in Tianjin; Western Jinan; Fuzhou; Guiyang; and Zhuhai, to advance the development of the construction of integrated city complexes. In 2010, the total investment value of projects in collaboration with different levels of government totalled 90 billion, and 39 BT and BOT projects were reviewed and approved.

Regarding overseas business, the Company actively sought sincere communications with the local governments to establish rapport. Contributions were made for the development of the local real estate industry in the cooperation. In 2010, our Dubai branch was in close cooperation with the Public Utilities Department, the Military Affairs Command of the UAE as well as the Land Administration and Transport Department of Dubai. Numerous joint infrastructure and public utilities construction projects in the region were successively completed.

### Strategic partners

The Company was strategically allied with other enterprises, financial institutions and prestigious academies, to optimise the integrated value of overall development of the industry and society.

Strategic cooperation agreements were signed with the COFCO, the China National Offshore Oil Corporation, the Baosteel Group, China Telecom, and Dalian Wanda, creating win-win collaboration platforms for high-level exchange, market development, and complementary services. In 2010, a total of 19 projects were contracted by Dalian Wanda under the strategic cooperation, with contract values totalling 25.9 billion RMB.

We signed strategic agreements with financial institutions, to explore capital-raising channels for the Company. We established strategic alliances with the Agricultural Bank of China, the Industrial & Commercial Bank of China, the Export-Import Bank of China, the China Merchants Bank and the Beijing Bank of China;





增两家战略合作银行——交通银行和广东发展银行；同时，与中国工商银行的战略合作规模扩大至800亿元人民币。

探索以企业为主体、各方广泛参与的产学研用科技创新模式，利用社会资源开展校企合作。联合清华大学等6家单位共同发起“中国低碳与绿色建造产业技术创新联盟”；与哈尔滨工业大学、大连理工大学签署战略合作框架协议。

## 引领民企发展

中国建筑自改革开放以来，使用了成千上万支劳务队伍，许多劳务队伍在与公司的长期稳定合作中，管理能力、技术能力和市场能力显著提升。与公司合作的部分民营企业已获得总承包资质，发展成为大型建筑企业或大型开发企业。

and in 2010, we formed strategic alliances with two more banks: the Bank of Communications and the Guangdong Development Bank. The scale of cooperation with the Industrial & Commercial Bank of China was increased to 80 billion RMB.

We are exploring the use of innovative technologies for industrial-scale construction and building development, centred on enterprises and with participation by all sectors, in order to utilise social resources to commence cooperation between academic institutions and the construction industry. The China Innovation Alliance on Low Carbon and Green Construction Industrial Technology was formed by six units including Tsinghua University. Strategic cooperation framework agreements were signed with Harbin Industrial University and Dalian University of Technology.

## Leading the development of private enterprises

Since the introduction of the national Open Door policy, the Company has worked with thousands of private businesses, whose management capability, technical skills and market abilities were enhanced during our long-term partnership and cooperation. Some of the private enterprises connected with the Company became capable of independently fulfilling contracts, and could grow into major construction enterprises or developers.

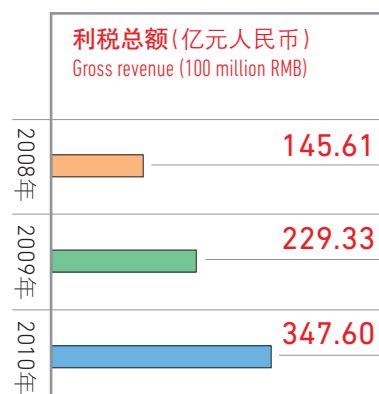
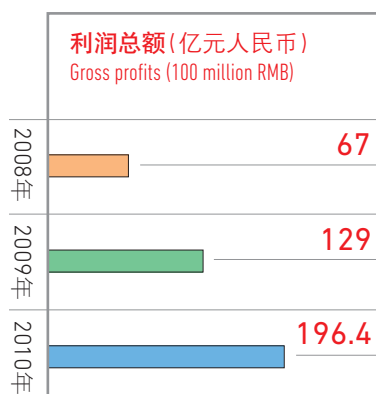
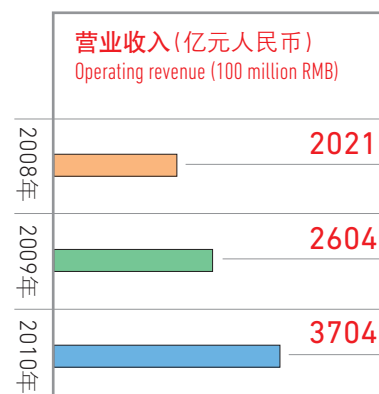
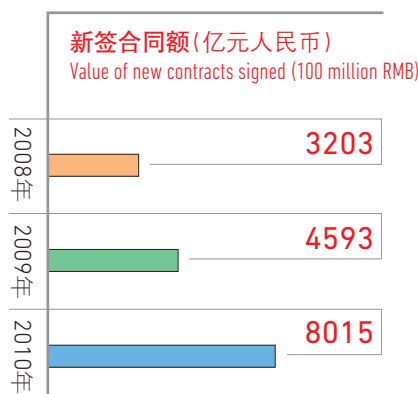
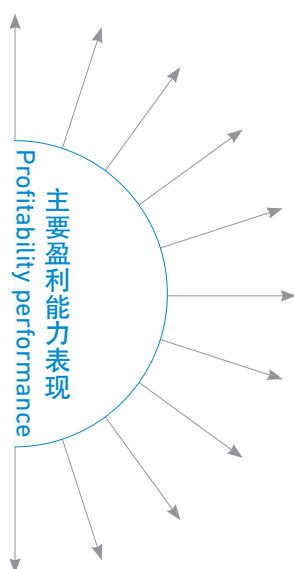
## 持续盈利能力 Sustainable Profitability

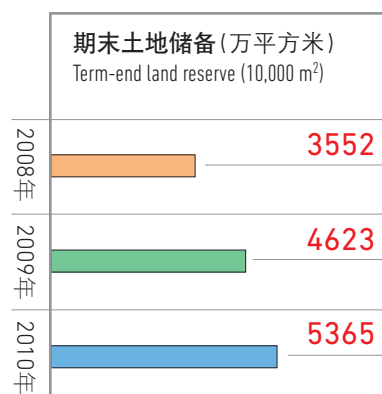
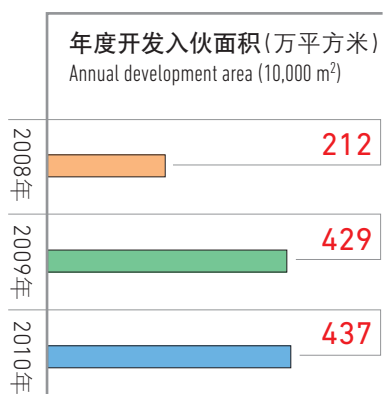
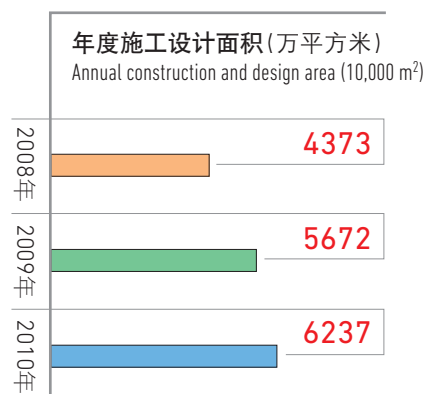
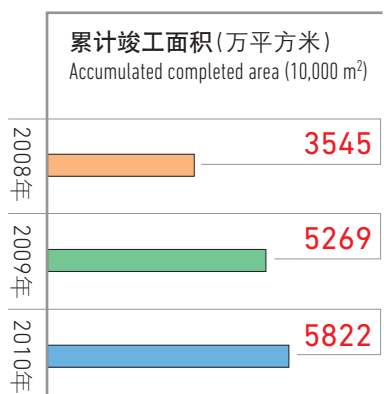
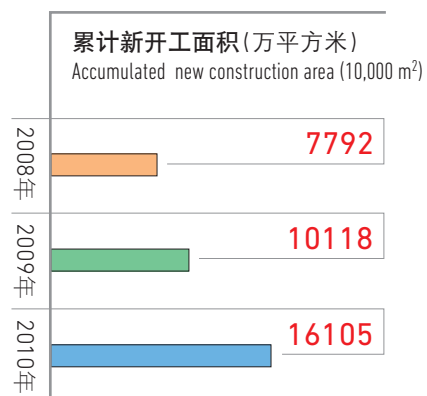
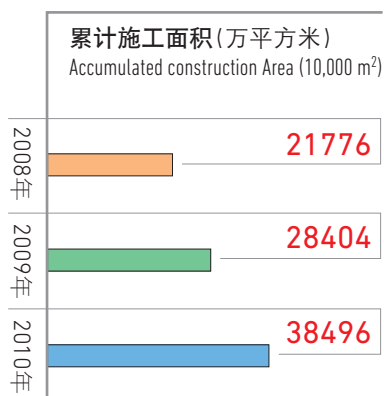
中国建筑加快产业结构调整、推进增长方式和盈利模式转变，构建科学、健康、良性的产业结构，增强平衡和抵御风险的能力；创新商业模式，探索投资、开发、设计、施工一体化模式，实现项目内部有效联动，强化资本市场运作，提升回报股东的能力。

The Company has accelerated progress with industry restructuring and fostered changes to profit growth and profit modes. A scientific, healthy and positive industrial structure was created, to strengthen the Company's ability to minimise and manage potential risks. The innovative business mode was implemented, while investment, development, design and construction were combined into a one-stop service chain. Effective internal interaction was realised within the projects, which enhanced the functioning of capital marketing, and created expansive room for the sustainable development of the Company.

归属上市公司净利润 **92.4** 亿元人民币  
The Company made a net profit of 9.24 billion RMB

可供股东分配利润 **24** 亿元人民币  
With 2.4 billion RMB of profit attributable to shareholders







# Technology

## 科技创新

科技创新体系	41	System for Technology Innovation
服务公司发展	42	Promoting Business Development
引领行业发展	42	Promoting Industry Development
科技创新成果	43	Achievements in Technology Innovation

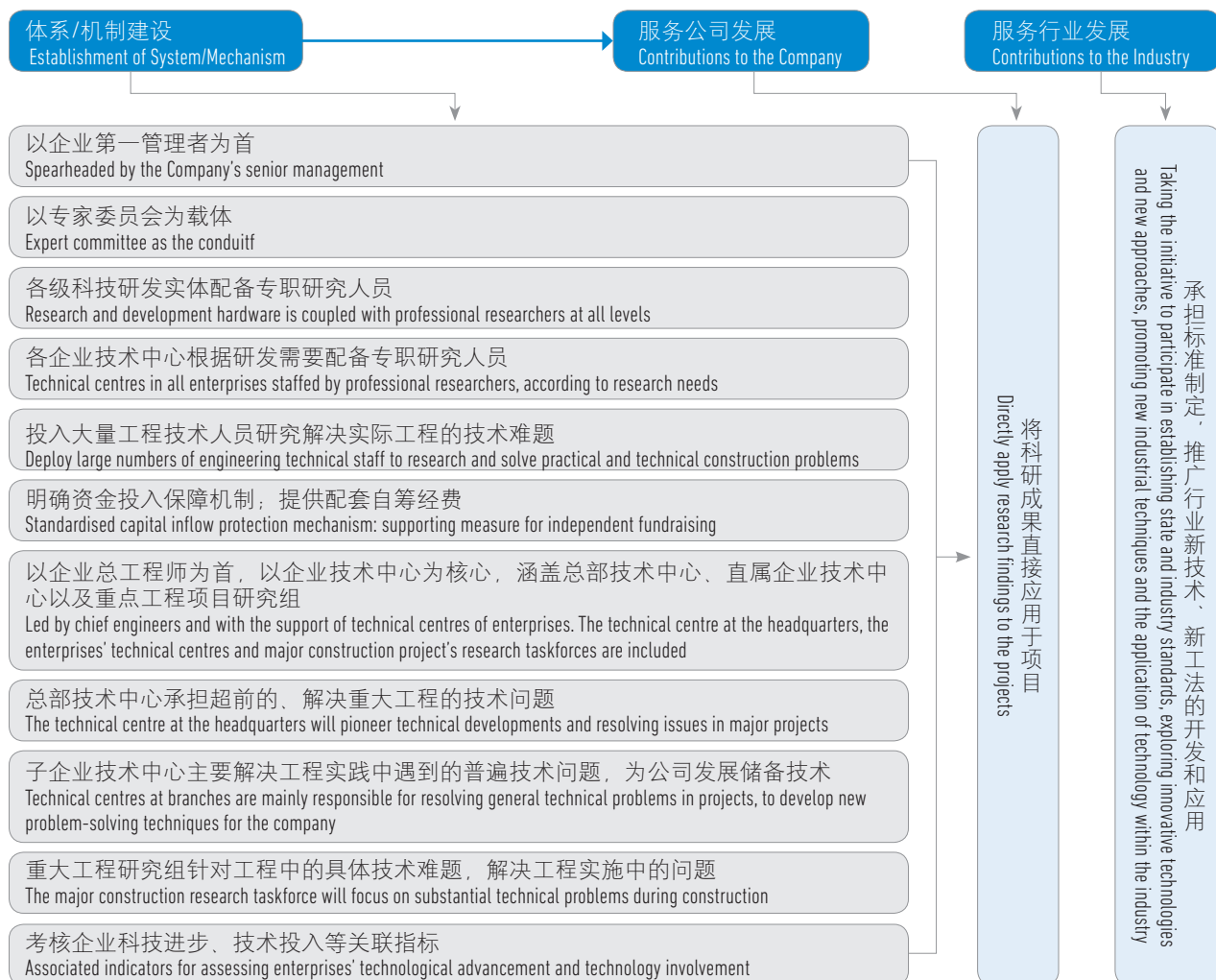
中国建筑从公司与行业实际出发，围绕行业发展主题，以“培育技术优势服务企业发展、推行绿色技术引领行业进步”为宗旨，构建完备的科技创新体系，提供有力的科技创新保障，将自主创新理念贯穿于集成技术研究和工程项目实施中，服务于公司发展的需要，引领行业发展方向，带动行业进步，增强企业和行业的可持续发展能力。

From the Company's and industry's practical perspective, the Company's philosophy is to "Foster the development of service providers with technical advantages, facilitate industrial advancement by promoting green technology", for the development of the industry. We aim to establish a sound basis for technological innovation, to ensure the provision of all the latest technologies. This independent and innovative concept is woven into the research on assembling technology and the implementation of construction projects. The Company's developmental needs are catered for, leading the direction of the industry, pursuing industrial advancement, and strengthening the sustainability of enterprises and the industry.

## 科技创新体系 System for Technology Innovation

公司建立完善的科技创新体系，从决策机制、实施体系、咨询机构、资金投入、过程管理、业绩考核、人才激励等方面，保障创新体系的运转和创新目标的落实。

The Company established a comprehensive system for technological innovation, which covers areas such as decision-making mechanisms, implementation mechanisms, consulting units, capital inflows, management processes, results assessment and employee incentives, to ensure the smooth operation of the system and adherence to the innovation objectives.



科技创新体系组织架构图  
Organisation Chart of the Technological Innovation System



## 服务公司发展 Promoting Business Development

中国建筑的科技创新与工程项目紧密结合，实践“科研进项目，项目促科研”的理念，将科研成果直接应用于项目。通过科技创新提高房屋建筑核心技术能力（包括高端项目技术方案能力、深化设计能力、系统调试能力等），力求达到国内领先水平；确立“技术创效”和“技术为经营服务”的技术发展理念，提升技术管理水平，提高科技对公司经营的贡献率。

**在工程投标阶段：**将科技创新成果融入济南万达广场、大连郁景广场、长沙机场等多项重大工程的投标过程中，提高工程中标率。

**在工程实施阶段：**科技创新为项目实施提供可行的技术支持，为多个重大工程提出优化方案，在保证质量安全和工期的前提下，实现施工成本有效降低。例如在重庆粉房湾长江大桥工程中对大桥大件吊装和高塔横梁模架的优化方案，取得经济效益800万元人民币。

The Company's technological innovation and construction projects are closely integrated by directly applying technology research findings to projects, realising the principle of "Technological Advancement for Projects, Projects to Enhance Technological Advancement". Our core housing construction techniques are enhanced through technological innovation (including the ability to implement high-end technical solutions for projects, ability to enhance design, and ability to adjust systems) to attain the highest standards in the country. The technological development themes "Technology for Effectiveness" and "Technology for Service Operation" were established, to elevate technological management standards and enhance the contribution that technological advancement makes to the Company's operations.

**At the project tendering stage:** Apply the technological innovations into the tendering process for multiple major projects, such as Jinan Wanda Square, Dalian Yujing Square and Changsha airport, to increase the proportion of tenders we win.

**At the project implementation stage:** technological innovations provide practical technical support to projects, offering solutions to optimise numerous major constructions. Construction costs were significantly trimmed, with quality, safety and on-time work schedules guaranteed. For instance, solutions that optimised the lifting of massive components and the high-rise tower and crossbeam frame of the Chongqing Fenfangwan Yangtze River Bridge saved 8 million RMB.

## 引领行业发展 Promoting Industry Development

中国建筑在国家施工类标准方面居行业领先水平。公司着眼于行业持续健康发展，主动承担和参与国家标准及行业标准的制定，进行行业新技术、新工艺的开发，推动新工艺、技术在行业的应用，为行业发展做出应有贡献。

在行业中率先开展绿色建筑研究，承接和参与国家、地方和行业协会的绿色建筑课题，引领行业绿色发展。2010年，编制完成国家标准《建筑工程绿色施工评价标准》，获得国家标准《建筑工程绿色施工规范》主编权；参与编制重庆市《绿色建筑评估标准》、《绿色建筑设计标准》和中国房地产研究会《低碳住宅技术体系框架及减排指标》；编制《绿色住区建筑技术标准——华东篇》，提倡采用适合区域特点、低成本、高效能的绿色建筑技术、工艺、材料和设备，提高建筑能源利用效率与环境友好性。

中国建筑在行业新技术、新工法方面取得新进展。

The Company has always attained advanced standards in China's construction field. We focus on the healthy and sustainable development of the industry, proactively contributing to the establishment of both state and industry standards, exploring innovative technologies and new approaches, and promoting new industrial techniques and the application of technology in the industry.

The Company has pioneered research into green construction. Together with the national, regional and industry associations, the Company is concerned with topics in this field, and leads the development of a greener industry. In 2010, the company formulated the *Green Construction Implementation Assessment Standards* and was the chief editor of the *Green Construction Implementation Regulations*, both of which became national benchmarks. The Company was also involved in formulating the Chongqing *Green Construction Assessment Standards*, the *Green Construction Design Standards*, as well as the *Low Carbon Residential Technology System Framework and Low Emissions Benchmark for the China Real Estate Research Association*. In addition, the *Green Residential Construction Technology Standards – Eastern China* was formulated where there was a proposal to use low-cost and highly efficient

公司牵头完成建筑业10项新技术（2010版），并通过住建部审定；组织所属企业参加2009-2010年度铁路建设工程部级工法申报，其中2项工法获评通过。

中国建筑积极开展行业交流，推动行业新理念、新标准、新工艺和新技术的传播和应用，有力推动行业的发展。全年组织并参加“第三届全国钢结构工程技术交流会”、“2010年中国国际隧道与地下工程技术展览会”、“全国建筑施工新技术暨世博园工程施工创新技术、新工艺研讨交流会”等多项行业交流活动。

中国建筑对所属企业提出发明专利数量底线要求，开展优秀专利评审等措施，积极引导专利申请向科学性、实用性和先进性转变，使专利成果更好应用于主业和生产经营，增强行业持续发展能力。

**案例：中建西北院设计的综合性超大型室外舞美工程“白云之帆”，采用世界首创的新技术，具有高度创意性和创新性。**



舞动亚运的白云之帆  
"The Sail of Clouds" dancing in the Asian Games

## 科技创新成果 Achievements in Technology Innovation

### 行业标准

2010年，公司受住房和城乡建设部委托完成主编或修编国家行业标准18部，其中主编10部，参编8部。

### 专利

2010年，获得专利授权516项，其中发明专利51项；被受理专利651项，其中发明专利136项。

### 科技奖项

张锦秋院士荣获2010年度何梁何利基金科技最高奖项“科学与技术成就奖”。

在研科研课题275项，完成“十一五”国家科技支撑计划课题4项。

获得国家科学技术进步奖二等奖3项，省部级科技进步奖48项。

完成科技成果鉴定与评估62项，其中7项成果达到国际领先水平，19项成果达到国际先进水平。

green construction technology according to different regional characteristics, industrial techniques, materials and equipment, to enhance the efficient utilisation of construction resources and make construction more environmentally friendly.

The Company has achieved breakthroughs in innovative technologies and approaches in the industry. The Company spearheaded 10 New Construction Technologies (2010 edition), which was approved by the Department of Housing. The Company also guided its subsidiary enterprises to apply the Departmental Engineering Methods of Railway Construction Projects in 2009-2010; in the process, two innovative methods were approved.

The Company proactively commenced exchanges in the industry to promote the development and application of the new concepts, new standards, new industrial techniques and new technologies within the industry. A number of exchange initiatives were organised in 2010, including the "Third National Steel Structure Construction Technology Conference", the "China International Tunnel and Underground Construction Technology Expo 2010", the Conference on National New Construction Technology-cum-Innovative Construction Technology of the Shanghai World Expo and New Industrial Techniques, the "Fourth China International Tunnel and Underground Innovative Construction Technology Expo".

The Company has set a minimum requirement for the number of patents registered for inventions, and initiated the evaluation of outstanding patents by its subsidiary enterprises. The Company is proactively leading the patent applications to a scientific, practical and advanced change, which ensures the patented discoveries will be better applied in business operations, and production that enhances the sustainability of the industry.

**Case study: The mega integrated outdoor stage-art project "The Sail of Clouds", by the CSC Northwestern Architectural Design Institute, was the first in the world to adopt an innovative technology that demonstrated immense creativity and innovation.**

### Industrial standards

In 2010, the Company was appointed by the China Construction Ministry to edit or revise 18 national industrial standards. The Company was the chief editor of 10 of these standards, and co-edited the other eight.

### Patents for inventions

In 2010, a total of 516 patents were granted, of which 51 related to new technologies; and 651 patent applications were registered, of which 136 related to new technologies.

### Technology awards

Zhang Jinqu, Academician at the Chinese Academy of Engineering, received the highest honour in the technology industry's "Science and Technology Achievement Awards", by the Heliang & Heli Fund in 2010.

During 2010, there were 275 research projects in progress, including four components of the national technology pillar programme of the 11th Five Year Plan that were completed.

The Company received three second-class State Scientific and Technological Progress Awards and 48 provincial technology progress awards.

During 2010, a total of 62 assessments and evaluations of findings on technology were conducted, seven of which met leading international standards, and 19 met advanced international standards.

# Quality

## 质 量

质量管理理念	45	Quality Management Concept
品质采购	45	Quality Procurement
质量控制	48	Quality Control
优质服务	50	Quality Services

## 质量管理理念 Quality Management Concept

中国建筑秉承“中国建筑，服务跨越五洲；过程精品，质量重于泰山”的质量方针，持续深化质量管理体系建设，在勘察、设计、采购、建造、服务等环节严控质量，持续打造“过程精品”。

Adhering to the quality principle “A best brand is based on quality, and only the best are recognised worldwide”, China Construction continues to improve its quality management system and strictly control quality of various facets of the business, including site investigation and surveying, design, procurement, construction and services, to ensure we offer high-quality products and services.

## 品质采购 Quality Procurement

### 建筑领域

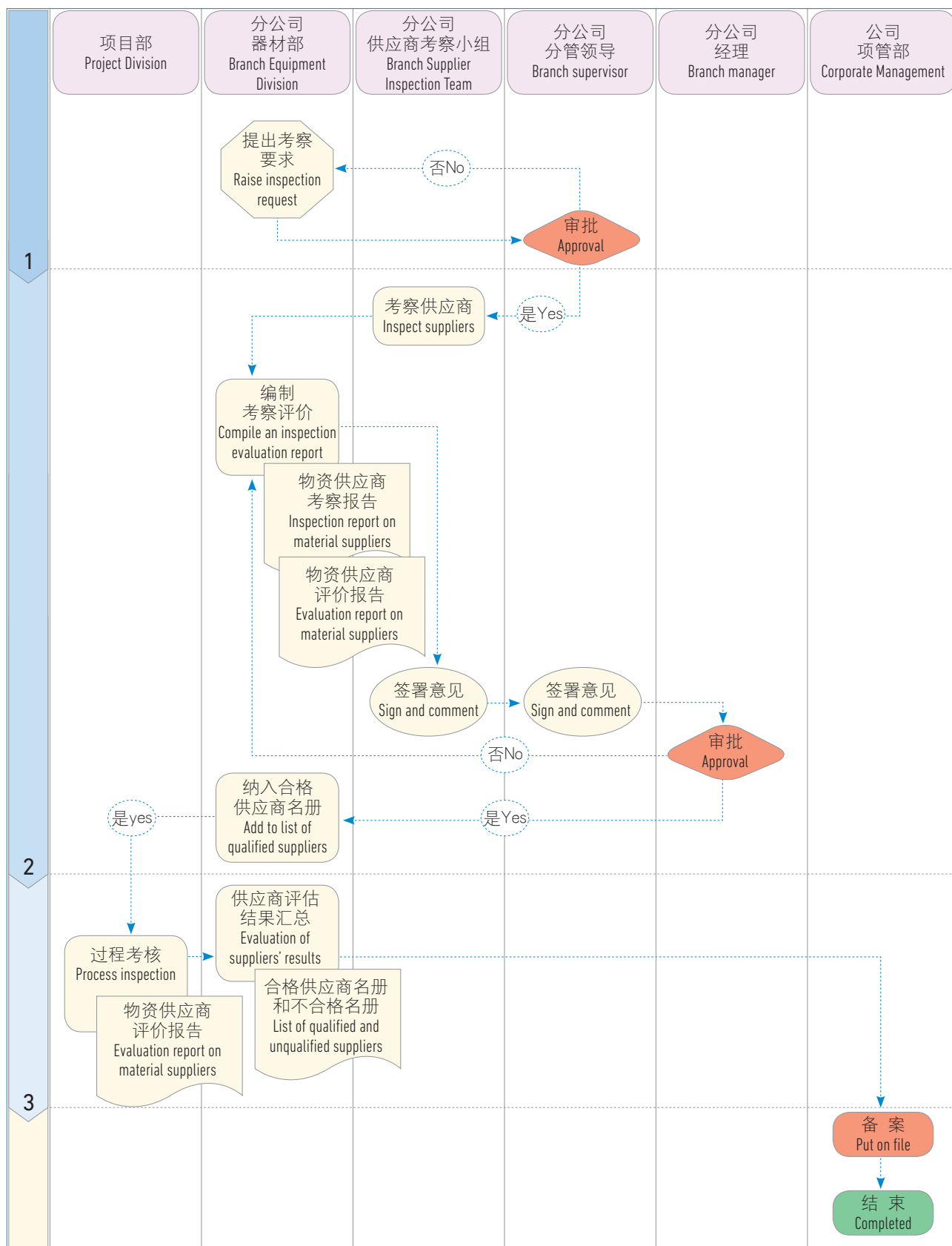
中国建筑采用“总部集中采购与区域集中采购”相结合的模式，明确供应商和分包商的要求，加强对供应商、分包商的评价，建立黑名单制度，持续提高采购质量。2010年，中标供应商资质审核率100%，建筑材料检验合格率100%；组织供应商、分包商培训约70,000次，覆盖约2,000,000人次；组织采购人员培训150次，累计培训15,000人次。

建筑领域品质采购图  
Flowchart for Procurement in the Construction Sector



# 物资供应商考察评估流程

## Flowchart for Inspection and Evaluation of Material Suppliers





## 地产领域

中国建筑明确承建商/供应商的选择与评价标准，加强承建商/供应商的考察与评价。将评价合格的承建商/供应商，列入《承建商/供应商名册-合格分册》；将不合格的承建商/供应商备案，2年内禁止参加公司项目分项投标活动。

## Scope of real estate sector

China Construction specifies selection and evaluation standards for contractors and suppliers, enhances inspection and evaluation of contractors and suppliers, and compiles the *List of Qualified Contractors and Suppliers*. Unqualified contractors and suppliers are prohibited from tendering for any corporate projects within two years.

地产领域承建商/供应商考察评价图

Flowchart for Inspection and Evaluation of Contractors/Suppliers in the Real Estate Sector



# 质量控制 Quality Control

## 建筑领域

中国建筑依据ISO9001:2008《质量管理体系要求》，结合公司各板块的业务特点，在建筑材料采购、施工过程质量检验和控制、竣工验收各环节实施全过程质量控制。

2010年，质量管理体系覆盖率100%，竣工验收一次通过率100%、质量评价合格率100%，客户满意率90%；获“国家优质工程奖”15项、“鲁班奖”15项，“海外鲁班奖”1项、詹天佑大奖3项。

## Construction sector

According to the requirements for *ISO 9001:2008 Quality Management Systems* certification and the features of various business sectors in the Company, China Construction has implemented comprehensive quality control for various processes, including construction material procurement, quality inspection and quality control during construction, as well as acceptance upon completion.

In 2010, we achieved 100% coverage of the quality management system, a 100% pass rate of completion acceptance, and a 90% customer satisfaction rate. Also, we won 15 National High Quality Project Awards, 15 Luban Awards, an Overseas Luban Award, and a Zhan Tianyou Grand Award.



建筑领域质量控制体系图  
Chart of Quality Control in the Construction Sector

### 案例：支撑世界最高速的动车

2010年3月，中建二局土木公司承建松江轨道板场通过沪杭公司标准化工地验收。支撑试运行达416.6公里/小时的沪杭动车，必须保证轨道板承轨台高程误差小于0.3

### Case study: Supporting the fastest train in the world

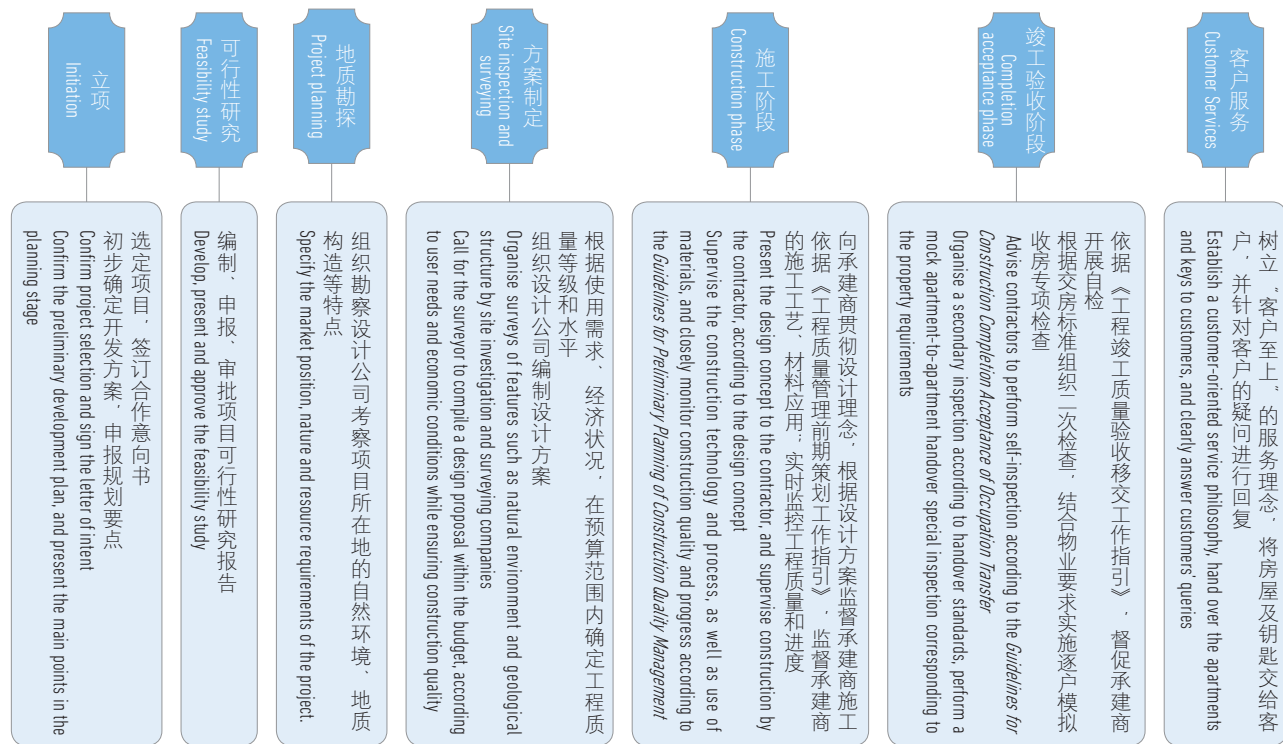
In March 2010, the Song Jiang railway Civil Engineering Company of China Second Engineering Bureau Ltd, passed the standardised site inspection of Zhejiang Expressway Co. Ltd. The railway was able to support a train travelling at 416.6 km/hr on a trial run, and it guaranteed that the difference in elevation of the rail-bearing blocks

毫米。

在工程建设中，公司编制《松江轨道板场标准化管理手册》、《无砟轨道板生产工艺细则》、《无砟轨道板生产作业指导书》，规范质量标准；引入5S现场管理，加强对现场材料、设备管理规范化。实行过程控制标准化，一次性通过铁道部上道认证审查。

## 地产领域

中国建筑追求细节完美，将质量控制融入项目立项、规划设计、建造、入伙移交等全过程，全力铸造精品工程，为客户提供高品质的住宅。



地产领域质量控制体系图  
Quality Control in the Real Estate Sector

### 案例：为客户打造精品住宅

中海地产对项目入伙前质量检查的时间、方法、要求、成果提出要求。明确各项目入伙前要通过自查、复查、验收等三道检查；将检查过程中暴露的问题录入、整改、销项。2010年共入伙3.6万余户。

would not exceed 0.3 mm.

Regarding construction work, we have published the *Manual for Standardised Management of Song Jiang Rail Work, Ballast-free Track Production Specifications and Ballast-free Track Operation Guide*, to specify quality standards. We have also introduced 5S site management, to enhance standardised management of on-site materials and equipment. Regarding implementation of standardised process control, we passed the Ministry of Railways inspection for the railway certificate.

## Real estate sector

Quality construction is a matter of process control. China Construction values the pursuit of perfection, and incorporates quality control into the entire process – including project initiation, planning and design, construction, and handover to clients. We strive to produce high quality construction, and provide high quality residences to customers.

### Case study: Offer high-quality residences to customers

China Overseas Property has a management department and a customer relations department, to monitor the schedule of quality inspection, methods, requirements and achievements before handover. All projects must pass three inspection phases: self-inspection by the project department, re-inspection by the development and management department, and acceptance by the property management department. All problems found during the inspection process must be recorded, rectified and checked. In 2010, more than 36,000 new households completed the handover of their residences.

## 优质服务 Quality Services

### 建筑领域

合同履行是企业诚信经营、优质服务的主要表现。中国建筑优化资源配置，有效监控项目进程，提高合同履行能力。2010年，未发生建筑合同履行投诉情况。

中国建筑保护客户权益，加强客户商业秘密的管理，对客户信息、合同条款、设计方案严加保密，未经客户允许，不向第三方透露信息。全年未发生因违反相关服务法规受到制裁的事件，未接到侵犯客户隐私、遗失资料方面的投诉。



### Construction sector

Contract compliance is the major concern of corporate integrity and quality services. China Construction optimises resource allocation, effectively monitors project progress, and enhances the capability for reasonable contract compliance. In 2010, no complaints were received regarding construction contract compliance.

China Construction continuously protects customer interests; strengthens management of confidential business information; keeps strictly confidential all customer information, contract terms and design proposals; and will not disclose information to third parties without the customer's permission. Throughout 2010, no violations of related laws and regulations were found, and no complaints were received regarding violation of customer privacy and information loss.

### 地产领域

中国建筑从客户体验出发，加强客户关系管理，秉承“信心·服务·人文（CSC体系）”的理念，在为客户服务过程中体现出坚持以人为本，客户至上的原则，为客户提供专业、无忧、贴心的服务。

中海地产品牌价值155.85亿，连续6年蝉联内地房地产商业品牌价值之冠。

国家工商行政管理总局商标局在不动产管理、商品房销售服务上认定“中海地产”商标为“中国驰名商标”。

### Real estate sector

Focusing on the customer experience, China Construction continuously strengthens our customer relationship management and adheres to the concept of “Confidence, Service, Culture (CSC)”. Our customer service reflects our adherence the customer-oriented principle, through providing professional, worry-free and caring services to our customers.

The China Overseas Property brand is worth 15.585 billion RMB, and has been highest among all mainland China real estate businesses for six years.

The State Administration for Industry and Commerce recognised the “China Overseas Property” trademark as “China's Famous Brand” in real estate management and sales services.

## 安心购房

中国建筑主动向客户披露房产项目信息。依据合同会签、评审程序规定，选择广告公司、媒体及礼品制作单位，审查广告文字内容、核实图片。采用网站、销售现场、电话、公告栏等形式，向客户公披露项目及周边有利和不利因素。广告宣传合规率为100%。

中国建筑保障客户购房权益。制定合同内容评审制度，保障合同内容的平等性；落实《客户监督机制》、《投诉处理流程制度》等管理制度，提高客服人员的服务能力与效率。

### 案例：购房公证

2010年10月15日，中建地产扬州运河壹号公馆项目邀请公证处为现场购房做全过程的公证。这使项目在开盘、公开摇号、唱号、选房等环节受到监控，增强购房信息的透明度，使客户安心购房。

## 舒心住房

中国建筑整合房屋建筑、地产投资开发、基础设施建设等各项业务资源，延长服务价值链，组建物业服务机构，为客户提供增值服务。

公司遵循“用心铸就品质、服务点亮生活”的服务宗旨，融合现代物业服务理念，打造物业精品服务，提升客户使用的舒适度和物业附加值。客户满意率达到98.9%，客户投诉解决及时率100%。

公司维护共用部位和相关场地的清洁卫生，养护公共绿化，管理车辆停放，维护社区治安。引导客户提高社区建设意识，鼓励客户参与社区管理，推进社区委员会规范化管理进程，协助客户推动社区房屋建筑、公用设施、基础设施的改造。

### 案例：中建地产建立三级客户服务体系

2010年，中国建筑以“诚意、正心、善至于家”的核心价值观打造物业服务中心、城市分公司、物业公司总部三级客户服务体系。其中物业公司总部负责服务理念、服务标准的制定，城市分公司负责服务标准培训与检查，物业服务中心执行服务标准。

## Purchase assurance

China Construction always takes the initiative to disclose information on housing projects to customers. Also, we select advertising agencies, advertising media and souvenir companies, review advertisement content and verify photos in accordance with contract conditions and assessment provisions. Favourable and unfavourable factors relating to a project or its surrounding environment are disclosed on websites, at points of sale, by telephone, and on notice boards. A 100% advertising compliance rate was achieved.

China Construction protects the interests of customers purchasing real estate. We have established a contract evaluation system, to guarantee fairness of contract content, and implemented various management systems including the *Customer Monitoring System* and *Procedures for Handling Complaints* – to enhance the ability and efficiency of our customer service staff.

### Case study: Notary for real estate purchase

On 15 October 2010, CSC Land's residential project, River 1, Yangzhou, invited the notary office to be a witness for the whole purchase process, so that different processes of the project, such as initial offering, drawing lots, result announcement and property selection were monitored. In this way, transparency of real estate purchase information is enhanced, and customers can have confidence in purchasing property.

## Comfortable residences

China Construction comprises various business resources, including housing architecture, real estate investment and infrastructure development; extends the service value chain; and has established a property service group, to provide value-added services to customers.

China Construction follows the service principle, “Striving to provide quality services to enhance our quality of life”, to integrate the modern concept of property services, provide high-quality property services, enhance user comfort and add value to properties. The customer satisfaction rate was 98.9%, and 100% of customer complaints were handled in a timely manner.

The company keeps a clean and hygienic environment, maintains green public space, manages car parking, and ensures community security in common areas and related areas. Also, we raise customer awareness to enhance community facilities, encourage customers to participate in community management, promote standardised management by community committees, and assist customers in promoting renovation of community buildings, public facilities and infrastructure.

### Case study: Establishment of a three-level customer service system in CSC Land

In 2010, China Construction adhered to its core values of “Sincerity, honesty and goodwill” to create a three-level customer service system comprising a property service centre, a city branch and a property headquarters. The responsibilities of the property headquarters, the city branch and the property service centre are to establish the service concept and standards, to organise service training and inspections, and to implement service standards, respectively.

# Safety

## 安 全

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中国建筑秉持“生命至上，安全运营第一”的安全方针，树立全员参与安全管理思想，健全安全管理体系，建立安全制度，组织全员开展安全教育和培训，提升员工安全意识和技能，形成浓厚的安全文化氛围，确保公司安全稳定生产和运营。

2010年，国务院副总理张德江考察中国建筑，对中国建筑在安全生产管理方面的作法给予肯定。

By attaching importance to healthy and safe operations, China Construction encourages all staff to participate in safety management, optimises the safety management system, establishes safety systems, offers safety education and training to all staff, enhances workers' safety awareness and skills, and creates a strong safety culture, to ensure safe and stable company operations.

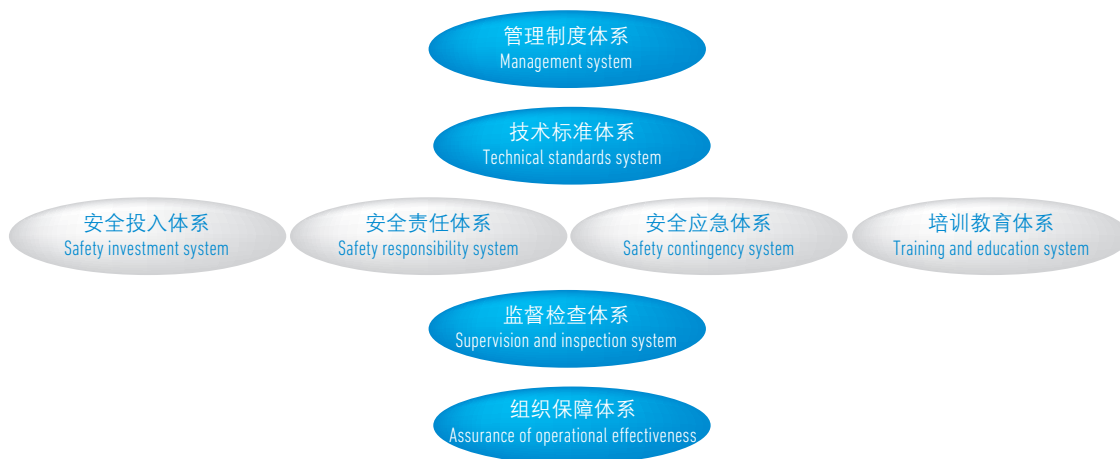
In 2010, Vice Premier Zhang Dejiang visited China Construction, and complimented our work on production safety management.



## 安全管理体系 Safety Management System

中国建筑坚持“安全第一，预防为主”的原则，以安全生产责任制为核心，建立健全覆盖生产经营各环节的安全生产八大体系，包括组织保障体系、安全责任体系、管理制度体系、技术标准体系、监督检查体系、培训教育体系、安全投入体系和安全应急管理体系，为公司安全生产提供全方位保障。

Adhering to the principle of safety and accident prevention, we established a production safety responsibility system, together with eight production safety systems covering different production and operational processes – assurance of operational effectiveness, safety responsibility, management, technical standards, supervision and inspection, training and education, investment in safety, and contingencies regarding safety – to comprehensively ensure safe production throughout the Company.





## 安全制度 Safety System

中国建筑重视安全制度建设，推进安全生产标准化建设，使公司安全生产有据可依、有规可循。2010年，进一步完善安全规章制度，起草《中国建筑安全生产奖惩管理暂行办法》，对奖励条件和标准以及安全生产问责做出明确规定；发布实施《安全生产管理手册》，为公司安全生产提供系统指导。

公司根据国家安监管理规定，与所属企业签订安全生产责任书，落实责任，使安全施工在控、可控。在全国安全生产月期间，公司与各工程局、事业部和设计院等单位签订《2010年度安全生产责任书》，明确二级单位安全生产目标、管理目标和工作职责，并进行量化考核。各二级企业与下属300家企业签订安全生产责任书，各企业与所属近7000个项目签订安全生产责任书，将安全生产责任制落实到每个项目、每个岗位和每个环节，做到安全生产重点负责、人人参与。

## 安全检查 Safety Inspections

中国建筑有计划、有重点地进行安全检查，从实际情况出发制订安全检查计划，明确检查的目的和要求，把安全生产中存在的薄弱环节和关键问题作为检查重点。通过检查实现整改隐患、预防事故发生并促进安全生产。

2010年，公司总部组织2次安全生产大检查和5次专项安全生产检查工作，共检查项目160多个、施工企业（公司、机构）80多家，下发隐患整改通知书200余份，提出整改管理隐患1,000余条。

China Construction stresses the establishment of safety systems, and vigorously promotes standardised production safety, as to ensure there are sufficient guidelines and rules concerning production safety. In 2010, we further enhanced our safety regulations and drafted the *Interim Measures for Production Safety Rewards and Punishments* within China Construction to clearly specify the conditions for rewards and punishments, as well as accountability for production safety. We also published and implemented the *Production Safety Management Manual*, to provide systematic guidelines on production safety.

We abide by the provisions of the State Administration of Work Safety, and sign agreements concerning safe production with all levels of the Company, to ensure that each level is given appropriate responsibilities, and all work is controllable and under control. During National Safety Month, we signed the *2010 Production Safety Responsibility Agreement* with various engineering bureaux, departments and design institutes, to specify production safety objectives, management objectives and job responsibilities of class-two units, and performed quantitative assessments. All class-two enterprises signed production safety responsibility agreements with 300 affiliated enterprises, which signed production safety responsibility agreements for almost 7000 projects, to ensure that the production safety responsibility system covers every project, every post and every process. Hence, we achieved full responsibility for and full participation in safe production.

China Construction plans and performs focused safety inspections, establishes safety inspection plans in accordance with individual project needs, specifies inspection objectives and requirements, and focuses on the less secure process and key problems during inspections. Inspection can enhance production safety through immediate rectification of hidden dangers and prevention of accidents.

In 2010, the headquarters organised two general production safety inspections and five specific production safety inspections. A total of 160 projects and over 80 construction enterprises (companies and organisations) were inspected. Over 200 notifications regarding rectification of hidden dangers were sent. More than 1,000 recommendations regarding rectification and management of hidden dangers were made.

## 安全教育 Safety Education

中国建筑建立安全生产教育制度，定期举办各级各类安全生产知识和技能培训。全年组织安全教育培训120次，参与培训人员达220,000人次。

公司开展以《安全生产管理手册》为重点的安全生产知识宣贯和培训，公司组织由40名经验丰富的专家组成的培训讲师团到二级单位统一展开宣贯培训，参与培训的各级管理人员达40,000余人；组织安全生产高级管理人员培训，200余人参加。

严格做好劳务、分包入场三级教育等常规培训，开展针对特殊工种、特殊人群、特殊环境的教育培训，未经施工安全生产教育的人员不得上岗作业。海外项目组织各种安全教育，项目各项安全教育由安全部门统一组织、指导，各分包单位有关人员配合完成，并留存教育记录。全年近百万农民工接受相关培训。

China Construction has established an education system regarding production safety, and organises regular training sessions on production safety knowledge and skills for various staff levels. In 2010, we organised 120 safety training sessions for 220,000 staff.

Through the *Production Safety Management Manual*, the Company publicises production safety knowledge and organises relevant training. The Company forms a trainer group comprising nearly 40 experienced professionals, to provide training to class-two units. Over 40,000 management staff of different levels participated in the training, and more than 200 people participated in production safety training for senior managers.

Regular training is strictly organised to provide three levels of education for staff and subcontractors. Educational training is provided on specific types of work, workers and environments. Staff who have not received any construction safety education are not allowed to report for duty. Overseas projects provide safety education, which is organised and presented solely by the safety department. Relevant staff from each subcontracting unit must complete training courses, and mark their attendance in the education records. Nearly a million rural migrant workers received relevant training during the year.



## 安全文化 Safety Culture

中国建筑以“安全生产月”和“安全生产年”为契机，广泛开展形式多样、主题突出的系列宣传教育活动，提高全员安全生产意识，共同营造安全文化。

中国建筑各级企业、项目经理部通过在办公场所、公共区域等地悬挂宣传横幅，张贴宣传资料，制作黑板报、挂图、事故案例等多形式、多渠道加大宣传力度，营造安全氛围；开展安全生产咨询日活动，举办事故预防措施、安全知识漫画、施工中主要事故类型等科普知识图片展览；发放安全生产宣传材料，促进各级人员安全意识的提高；开展以“安全生产月”为主题的征文活动，各级企业、各项目部安排员工撰文，公司择优予以刊登，交流、宣传好的经验和做法；在公司总部、各二级企业、各项目部分别开展以“掌握安全生产知识，争做遵章守纪职工”为主题的安全生产知识测试，共有近3万名管理人员参加知识测试，数万农民工参与答题。

海外工程以地区和项目为单位开展各项安全活动，形式包括组织安全生产活动，张贴标语，出动宣传车，组织安全检查，举办安全知识竞赛、演讲、表彰和安全专题会议等。开展安全活动达400次，包括刚果（布）、新加坡、泰国、韩国、阿联酋、卡塔尔、科威特、美国、阿尔及利亚等国家和地区的中建机构，覆盖250,000人次。

China Construction took the Production Safety Month and Production Safety Year as opportunities to organise a series of publicity and education campaigns, which included various activities and prominent themes, to raise awareness of production safety and create a safety culture.

All enterprises and the project management department of China Construction hung banners in offices and public areas, posted promotional materials, and made use of a variety of communication channels including blackboards, wall charts and case studies to enhance publicity and help create a safe atmosphere. On Safety Consultation Day, we held a science exhibition and introduced accident prevention measures, safety knowledge comics, and major categories of construction accidents. We also distributed promotional materials on production safety, to raise safety awareness among all staff. An essay writing activity was held under the theme of Production Safety Month. Enterprises and project departments invited their staff to write articles, the best of which were published, to exchange and promote good experiences and practices. The company headquarters, class-two enterprises and project departments held production safety knowledge tests under the theme of “Be responsible and knowledgeable regarding production safety”. Nearly 30,000 managerial personnel participated in the tests, and some 10,000 rural migrant workers participated in oral tests.

Safety activities are organised for overseas projects. Activities include posting slogans, safety inspections, safety knowledge competitions, speeches, commendations and safety conferences. In 2010, more than 400 safety activities were organised by branches of China Construction in countries and regions including Congo (Brazzaville), Singapore, Thailand, Korea, United Arab Emirates, Qatar, Kuwait, the United States and Algeria. Up to 250,000 people participated



### 案例：“平平”和“安安”——中国建筑安全生产宣传形象大使

公司制作《中国建筑施工现场安全防护标准图集》，首次推出两个具有鲜活活动感形象和宣传感召力的安全生产宣传形象大使——“平平”和“安安”。

“平平”和“安安”图牌形象、颜色、尺寸等按标准图集要求制作，共有安全理念、临边防护、机械防护、消防等22个场景。公司要求各场景在按标准图集设置安全防护设施时，须按图集要求配套张挂“平平”和“安安”图牌。



#### Case study: Pingping and Anan – China construction production safety ambassadors

In our *Construction Site Safety Protective Standard Atlas*, we introduced the two lively and attractive production safety ambassadors, Pingping (peaceful) and Anan (safe), for the first time. The images, colours and sizes of the display cards featuring Pingping and Anan are designed according to the guide's requirements. The guide includes 22 scenes, such as safety concepts, edge protection, mechanical protection and fire control. The display cards are required to be displayed at the safety protection facilities, in the scenes mentioned in the guide.

## 安全绩效 Safety Performance Results

2010年，事故数量同比2009年下降21.7%， “十一五”与“十五”期间同比，事故数量、死亡人数、亿元产值死亡率分别下降了20.7%、12.1%、50%。

中国建筑安全生产稳定的局面和制度创新、方法创新等受到国家有关部委的好评。

2010年，中宣部等国家七部委联合为公司安全生产月活动颁发荣誉奖牌。中国建筑是20家获奖单位中的唯一一家建筑企业。

公司获住建部安全质量标准化工地5项；中建协3A文明安全标准化诚信工地及企业36项；省部级以上文明安全工地300余项。三项获奖数均为全国同行业之首。

In 2010, the number of accidents dropped by 21.7% compared with 2009. Comparing the period of the Eleventh Five Year plan to that of the Tenth Five Year plan, the numbers of accidents and deaths, and the death rate per output value of 100 million RMB, dropped by 20.7%, 12.1% and 50%, respectively.

China Construction was complimented by relevant state ministries for its stable situation, innovative systems and approach to production safety.

In 2010, seven national ministries including the Central Propaganda Department jointly awarded a medal of honour to the Company for Production Safety Month. China Construction was the only construction enterprise among the 20 units that received awards.

The Company received five awards for quality safety standards at construction sites from the Ministry of Housing and Urban-Rural Development; 36 awards for 3A modern, safe, standardised and honest construction sites and enterprises from Zhong Jian Xie Certification Centre Co Ltd; and more than 300 awards for modern and safe construction sites at provincial level or above. The Company received more of these awards than any other construction industry enterprise in the country.

# Environment

## 环 境

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绿色设计	60	Green Design
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绿色建造	63	Green Construction
绿色办公	67	Green Office



中国建筑秉承“绿色建造，环境和谐为本”的环境方针，将“节能环保、生态建设”全面融入到管理、设计、采购、施工与服务环节中，引领建筑和地产行业的低碳发展。

China Construction adopts the environmental policy of “Green Construction based on Environmental Harmony”, incorporating the principle of “Energy-saving, environmentally friendly, and ecological construction” into its management, design, procurement, construction and services, leading low-carbon development in the construction and real estate industry.

## 环境管理 Environmental Management

中国建筑以“推进绿色技术引领行业进步”为宗旨，根据ISO14001标准要求，建立环境管理体系，提高环境管控水平，持续推进环境管理的规范化、系统化、精细化。

2010年，环保总投资近亿元人民币。

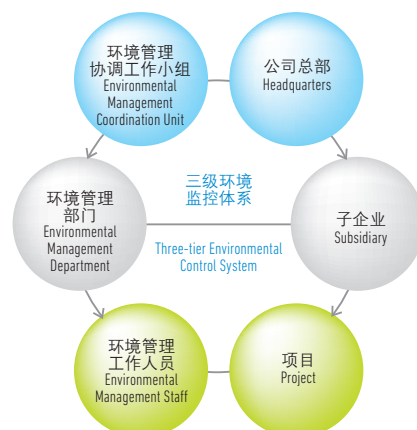
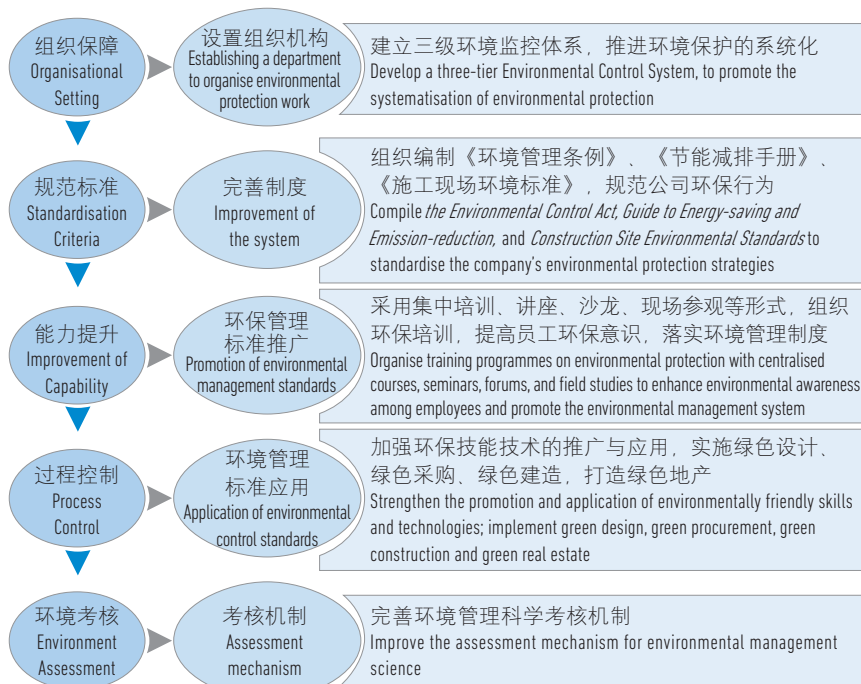
组织《施工现场环境控制规程》师资培训班3期，覆盖900人次。

China Construction adheres to the principle of “Promoting green technology and leading industry advancement”. In accordance with ISO1400 standards, we have developed an environmental management system to improve the quality of environmental control; and we will continually improve the standardisation, systematisation, and specialisation of environmental management.

In 2010, our investment in environmental protection was close to 100 million RMB.

Three terms of the training course on *Environmental Control Procedures for Construction Sites* were conducted, with participation totalling 900 placements.

### 环境管理体系图 Environmental Management System



# 绿色设计

## Green Design

绿色建筑是指在建筑的全生命周期内，最大限度节能、节地、节水、节材，保护环境，减少污染，提供健康、适用和高效的使用空间，创造与自然和谐共生的建筑。

设计是绿色建造的源头，主导后续建筑活动对环境的影响和资源的消耗。中国建筑在国内率先开展绿色建筑设计研究，在工程设计中全面融入绿色设计3R原则（减少污染、减少能耗、材料回收），利用绿色建筑技术、环保建材，采用计算模拟方法，从场地与室外环境保护、建筑材料与室内环境、建筑材料、给水排水、暖通空调、建筑电气等方面进行设计规划。

### 节约能源

公司围绕项目所在地的地形地貌、气候、工程地质等自然条件，运用节能围护结构、太阳光能系统、风能运用系统等节能技术、设备，有效利用自然环境中阳光、地热、风能等可再生资源，减少二氧化碳排放。

Green architecture refers to saving energy, land, water, and materials; protecting the environment; and reducing pollution to the maximum extent within the lifespan of a construction. The aim is to provide users with healthy, user-friendly and efficient space, creating architecture that can be in harmony with nature.

As the origin of green architecture, design guides how forthcoming construction activities will affect the environment and consume energy. China Construction has initiated studies in green architecture, the first of the kind in the country, and we have incorporated into our construction design the 3R principles of green design (Reduce pollution, Reduce energy consumption, and Reuse materials). Making use of green architecture technologies and green materials, along with simulations, designs are created in areas such as environmental protection at the construction site and outdoors, construction materials and indoor environment, construction materials, water supply and drainage, heaters and air-conditioning, and the electrical system for construction.

### Energy conservation

Taking into account the natural conditions such as topography, climate and geology surrounding the project site, we have deployed different technologies and equipment to conserve energy. Examples include energy-saving building envelopes, solar energy systems, and wind energy systems to efficiently utilise the renewable resources in the surroundings – including solar, geothermal and wind energy – to reduce carbon dioxide emissions.

设备/技术名称 Name of Equipment/Technology	作用 Function
外围护结构节能 Energy-saving building envelope	通过对建筑体型系数控制、屋顶与外窗材料及窗户开洞大小等方面设计，达到节能 To save energy by controlling the coefficient of the building shape, and planning the rooftop and windows materials, as well as the size of the window openings
太阳能光伏系统 Solar photovoltaic system	利用太阳能电池光伏效应将太阳辐射直接转换成电能的发电系统 To convert solar radiation into electricity, through the solar photovoltaic effect
地源热泵 Ground source heat pump	利用大地岩土层中的可再生热能，实现地下管道与大地之间的换热 To achieve heat transfer between the underground pipes and the earth with the renewable heat energy in the earth soil layer
户式新风系统 Ventilation system	以较低能耗将室外的新鲜空气引入室内 To draw in fresh air from outdoors with lower energy
智能节电装置 Intelligent power-saving device	提高电力素质和用电效率，使整体用电设备减少电力损耗 To reduce the overall power consumption of electrical equipment, by improving the quality and efficiency of electricity use through the basic principle of electromagnetic balance.
重力蓄能发电电梯 Elevator and power generator with gravitational energy storage	利用电梯垂直下降时的重力，将其收集并存储以带动发电机发电 To generate electricity by making use of the effect of gravity on descending lifts. The energy is collected and stored, to supplement electricity generation.

上表为公司部分节能技术工艺  
Some of the company's energy conservation technologies

案例：鄂尔多斯金地智能大厦项目  
应用低碳科技、智能化系统，综合节能65%

#### Case study: Erdos Gemdale intelligent building project

Applying low-carbon technologies, with intelligent system achieving 65% energy savings.







案例：中海地产苏州中海国际社区  
233-2地块高科技示范项目

**Case study: China Overseas international community in Suzhou, by China Overseas Property; Block 233-2, High-tech demonstration project**

技术应用及经济效益分析：

Analysis of the application of technology and its economic benefits:

技术措施 Technological measure	年节电量（千瓦时） Electricity conserved per year (kWh)	年减CO <sub>2</sub> （吨） CO <sub>2</sub> emissions reduced per year (tonne)	年减SO <sub>2</sub> （吨） SO <sub>2</sub> emissions reduced per year (tonne)	年减TSP（吨） TSP Note to client: Pls give details reduced per year (tonne)
节能围护结构 Energy-saving building envelope	404,000	451.41	4.0369	0.21188
太阳能光伏系统 Solar photovoltaic system	159,000	162.98	1.957	0.00965
风能运用系统 Wind energy system	34,000	43.665	0.3852	0.02564
汇总 Total	597,000	658.05	6.379	0.2472

## 节约用水

公司利用项目所在地的气候、水文情况，应用中水回用系统、雨水收集系统、节水灌溉系统及透水混凝土路面技术等，有效地利用雨水、废水，保护地下水。

## Water conservation

Taking advantage of the on-site climate and hydrology, we have deployed a grey water recycling system, rainwater collecting system, water-saving irrigation system, and pervious concrete pavement technology, to efficiently use rainwater and waste water, thus protecting underground water sources.

设备/技术名称 Name of Equipment/Technology	作用 Function
中水回用系统 Grey water recycling system	将生活用水集中处理后，用于绿化浇灌、车辆冲洗、道路冲洗、家庭坐便器冲洗等 To process used water in daily life with central treatment and reuse it in green irrigation, car-washing, road-washing, and toilet-cleaning.
雨水收集系统 Rainwater collecting system	将雨水作为新的水源，与浇灌系统、冲厕系统连接，增加自来水的替代量 To use rainwater as a new source of water, with connections to irrigation and flushing systems, to increase the volume of water replacing tap water.
节水灌溉系统 Water-saving irrigation system	通过采用微喷灌、滴灌的方法达到节水目的 To save water using mini spray cans and drip irrigation.
透水混凝土路面技术 Pervious concrete pavement technology	使用透水混凝土做路面，使雨水流入地下，保护地下水资源 To build roads with pervious concrete, allowing rainwater to percolate underground, to conserve the underground water resource.
多段多级AO除磷脱氮反应系统研究 Reaction system studies on AO Note to client: Pls give details phosphorus and nitrogen removal in multiple stages	污水生物处理高效除磷脱氮技术，适用于城市污水处理的新建和改造项目 A highly efficient nitrogen removal technology involving biological waste water treatment, applicable to new projects and reconstruction projects that entail urban sewage treatment

上表为公司部分节水技术工艺  
Some of the company's water-saving technologies

## 节约建材

公司加强环保节能建筑材料的研发与应用，持续推进住宅工业化的进程，实现节能环保目标。

## Building material conservation

Strengthening the development and application of green building materials, the Company has continued to integrate industrial production processes into the construction of residential units to achieve energy saving and environmental protection.

环保建材名称 Name of green construction material	作用 Function
调湿涂料 Humidity-adjusting coating	在高湿度环境下吸湿，在低湿度环境下放湿 To absorb moisture in a high humidity environment, and release moisture in low humidity environment.
固废再生绿色建材 Green building materials recycled from solid-waste	主体结构全部采用高性能再生骨料混凝土，利用脱硫石膏生产的轻质石膏板隔墙，可节约50%以上的建材 Save more than 50% of building materials by using high-efficiency recycled aggregate concrete in the main structure, with gypsum partition walls manufactured from desulphurised gypsum.
相变材料墙体 Phase Change Material Wall	将能量以相变潜热的形式储藏起来，实现能量在不同时空的转换，以便减少供热 FromChina. From the foundation of the People's Republic of China toe hav

上表为公司部分节材技术工艺  
Some of the company's conservation technologies for building materials

### 案例：中国建筑东北院设计的万科沈阳项目

采用工业化方法建造的万科沈阳公司，建筑可回收材料占60%，产生的建筑垃圾比传统模式减少83%；钢筋损耗是传统模式的75%；混凝土损耗是传统模式的65%；省去外墙脚手架。



### Case Study: Shenyang Vanke Metropolitan Tower designed by Northeastern branch of China Construction

Shenyang Vanke Metropolitan Tower was constructed using industrial methods. The building contains 60% recyclable materials, with construction producing 83% less waste than if traditional construction methods had been employed; the steel used is 75% the amount required by traditional methods; the concrete used is 65% the amount required traditional methods; and the external scaffolding could be omitted.

### 案例：会呼吸的建筑

以“会呼吸的城市，会呼吸的建筑”为指导方针，以打造智能高效、绿色生态、节能环保的典范建筑为目标的设计方案，使第十二届全运会中心二氧化碳的排放量将降低30%，达到最高三星级绿色建筑标准。



### Case study: "Breathing architecture"

The schematic design adheres to the principle of "Breathing city and breathing architecture", aiming to construct a distinctive building that is intelligent, efficient, energy-saving and environmentally friendly. Upon its completion, the centre will produce 30% lower carbon dioxide emissions than commercial centres built by traditional methods, meeting the highest standard of three-star green architecture.

## 节约用地

公司围绕项目的规划和功用，开展节地研究，减少建筑物的占地面积，提高土地的使用率，增加建筑物内部空间容积率。

## 绿色采购 Green Procurement

中国建筑采购节能环保材料，向供应商传递环保理念，推动供应商实施环保措施，共同打造绿色供应链。2010年，环保产品采购比率100%。

公司编制绿色采购制度，将绿色采购纳入合同，明确建筑材料环保要求，在同等条件下优先选择对环境影响较小的供应商，购买带有环境标志产品。明确建筑材料在运输过程和进入施工现场的环保要求。

### 供应商审核监督

在供应商的选择阶段，公司将供应商环境管理体系建设情况、产品的环境友好性作为考核指标；在与供应商合作阶段，对供应商在采购、生产及成品储存等环节的环境行为进行监督。

### 推进供应链环境管理

公司鼓励供应商开展环境管理体系建设和认证管理，组织供应商开展低碳环保方面的培训。

## 绿色建造 Green Construction

中国建筑在国内率先开展绿色施工技术与推广，提高资源利用率，减少废弃物产生，推进生态保护恢复进程，打造绿色人居。

## Land conservation

The Company conducts studies on land conservation based on the planning and functions of its projects, with the aim of reducing the area occupied by the construction in order to increase the proportion of usable land and the plot ratio. This measure has proved highly effective.

China Construction has adopted a policy of green procurement. By procuring energy-saving green materials, the Company passes on the green concept to its suppliers, and encourages them to implement green measures, so a green supply chain can be linked together. In 2010, 100% of our procurement was green products.

The Company has established a green procurement system. This includes integrating green procurement into contracts, explicitly stating the green requirements for building materials. All else being equal, the Company gives priority to suppliers that make minimal impact on the environment, and procure products with environmental ratings. Green requirements regarding the transportation of building materials and their entry into construction sites are also explicitly stated.

### Examination and supervision of suppliers

When selecting suppliers, the Company sets examination standards covering whether the suppliers have established environmental management systems to acquire certification and how environmentally friendly their products are; when working with suppliers, the Company monitors their environmental behaviour in procurement, production and product storage.

### Promoting environmental management in supply chain

The Company encourages suppliers to establish environmental management systems and certification management. Training is also organised for suppliers on maintaining a low-carbon footprint in their operations.

China Construction pioneered studies and the promotion of green construction technology in mainland China, aiming to increase resource usage rates, reduce waste production, promote nature protection, and create a green human habitat.

## 提高资源利用率

中国建筑加强精细化管理，增强人员节约意识，推广节能技术与工艺的应用，配备节能设备，提高材料使用效率，减少能源和水的消耗。

### 节约材料

中国建筑在施工中遵循“精益入微”的管理理念，明确材料配比，制定精准用料计划；推广7S现场管理，对材料、设备进行“三定”管理（定名称、定位置、定数量），提高材料和设备的使用效率，避免不必要的浪费及建筑垃圾产生。

#### 案例：精细管理 节约材料

中建二局天隼峰项目推广精细化管理，从细节入手，加强材料规范管理。砼实际成本节约10%，模板实际成本节约23%，砂石水泥实际成本节约45.6%，对拉螺杆实际成本更是节约高达77.2%，仅上述4项材料就节约成本225万元人民币。

### 节约能源

中国建筑优先使用节能、高效、环保的施工设备，推广低能耗施工工艺，加强太阳能、地热能、风能等可再生资源的应用。2010年，每万元产值综合能耗同比减少4.5%。

### 节约用水

中国建筑将生活用水、施工用水分开计量，建立施工用水台帐；安装雨水收集装置、水循环装置，提高水利用率。采用薄膜覆盖，麻袋片保湿措施养护顶板混凝土等节水技术。

## 减少排放

中国建筑依法办理工程建造项目的环境保护许可手续，组织开展环境评价。统一施工现场形象，加强对废弃物的控制和治理，减少对市容、居民、生态环境、绿化的影响。环评通过率100%。

## Increasing resource usage rates

China Construction has strengthened our specialised management, increased conservation awareness among our staff, promoted the application of energy-saving technologies, installed energy-saving equipment, increased utility rates of materials, and reduced the consumption of resources and water.

### Saving materials

China Construction adheres to the management principle of “Lean and nuanced” in its construction. Setting definite ratios of materials and devising precise plans for use of materials, we have promoted 7S on-site management and applied “Fixed Three” Management (Fixed Name, Fixed Position, and Fixed Quantity) to our materials and equipment, which can increase the utility rates of materials and equipment, and avoid wastage and construction waste.

#### Case study: Specialised management

The Vista Panorama Project of China Construction Second Engineering Bureau Ltd has promoted specialised management for detailed strengthening of standardised materials management. The actual cost of concrete has been reduced by 10%; the actual cost of formwork by 23%; the actual cost of cement by 45.6%; and the actual cost of pull screws by 77.2%. These cost reductions resulted in a total saving of 2.25 million RMB.

### Energy conservation

China Construction is a pioneer in utilising energy-saving, efficient and green construction equipment. The Company promotes construction technologies with low energy-consumption, enhancing the application of renewable resources such as solar power, geothermal power and wind power. In 2010, the overall energy consumption was reduced by 4.5% compared with last year.

### Water conservation

China Construction has separated the measurement of water usage in daily life and water usage in construction, establishing an account for construction water usage. The water utility rate has been increased by installing rainwater collecting systems and water recycling systems. The Company has also employed water-saving technologies to protect roof concrete, such as covering with membranes and using sacks to retain moisture.

## Emissions reduction

China Construction has followed environmental licensing procedures stipulated by law for its construction projects, organising environmental evaluation. The Company has standardised the public appearance of our construction sites, enhanced control and management of waste products, and reduced our impact on urban amenities, residents, the natural environment and existing green facilities. The pass rate of the environmental evaluations is 100%.

## 美化施工现场

中国建筑在行业中率先推行施工现场CI战略，引领行业施工现场管理的发展。组织开展CI创优活动，将CI管理融合在施工生产中，实行“四同步管理”（同步安排、同步实施、同步检查、同步考核），重点对大门、围墙、塔吊、旗杆、楼面形象、安全帽等多项内容进行检查管理，实现施工现场与周围环境的完美融合。

施工管理现场CI建设  
Construction site under CI management



## Enhancing the image of the construction site

China Construction is the first in the industry to adopt the construction site CI strategy, leading the development of construction site management. We organise CI optimisation activities and incorporate CI management into construction and production. The "Four Management Synchronisations" (Synchronisation of operation, implementation, inspection, and examination) have been implemented, focusing on the inspection and management of items including the main entrance, walls, cranes, flagpoles, site image and helmets. The result is harmony between the construction site and its surroundings.

## 降低噪声

中国建筑成立噪声监督小组，配置噪声监控设备，定点监测施工现场。加强噪声管理，明确电动工具或切割器的使用范围，禁止夜间运输车辆进入现场后鸣笛。根据环保噪声标准（分贝）日夜要求的不同，协调安排施工时间。在混凝土浇筑施工过程中，采用低噪音振动器，降低噪音污染。

## 降低粉尘

中国建筑成立粉尘监督小组，制定粉尘监测制度，定点监测粉尘浓度。采用湿法作业开挖土方，用安全网覆盖土方并定期洒水；用慢布覆盖运载土方的车辆并在其离开工地时及时冲洗；安排专人对施工现场、生活区、出入口、主干道进行打扫、洒水。

## Noise reduction

The Company has noise monitoring units, and installs noise-monitoring facilities to carry out fixed-point monitoring at construction sites. Noise management has been strengthened; areas where electrical tools or cutters can be used are defined; the use of horns is prohibited for vehicles entering construction sites at night. The times for working on different phases of construction are arranged according to differing noise standards for environmental protection (in decibels). When pouring concrete, low-noise vibrators are used to reduce noise pollution.

## Dust reduction

The Company has established the Dust Monitoring Unit and formulated a dust monitoring system to monitor the dust concentrations at fixed points. Wet work is used for soil excavation; safety nets are used to help cover earth with constant water sprays; fabric curtains are used to cover earth-loading vehicles, which are promptly washed when leaving construction sites; staff are specially assigned to clean and water the construction sites, residential areas, entrances, exits, and main roads.





### 减少建筑垃圾

中国建筑按照“谁产生、谁处置”的原则制定建筑垃圾处置计划，安排各类建设工程建筑垃圾的回填，将建筑、装修垃圾分别收集，堆放到指定地点。

公司利用大型破锤或破碎机将大块混凝土等建筑垃圾破碎至直径100毫米以下，用石料粉碎机进行粉碎至建筑所需的石子、砂子，再通过多层分级筛分成粗石子、细石子、粗砂子、细砂子，以及泥砂等再生材料。

## 生态保护

中国建筑减少施工对环境的影响，注重对生态系统的保护与修复，开展保护生态系统的宣传活动。公司积极参与植树造林、地球一小时、香港环保百万行等社会生态环保活动。

### 案例：树木的保护与复位

中建南洋公司圣淘沙项目在施工开始前，将树木移植到与施工现场环境近似的地方。在竣工后，将树木作为绿化的一部分重新恢复到原位。为了保证移植后的存活率，施以有机堆肥并由专人负责看养。

### 案例：修复草坪

2010年11月，中建赤道几内亚公司与当地环卫部门配合，积极参与新机场路两侧的环境建设。共投入4台割草机，50余人次，完成了2万平方米的杂草修剪及垃圾清洁工作，恢复机场道路两侧的草坪。

### 案例：降尘

中建地产开元壹号项目一期基础工程施工时，在施工现场出入口设置自动洗车机，采用感应高压喷雾水枪冲洗出入车辆的灰尘，减少车辆上灰尘影响市容；循环冲洗用水，减少水的消耗。

### Case study: Dust reduction

During construction of the first phase of New Century One Project by China State Construction Land, an automatic car-washing machine was installed at the construction site entrances and exits. The sensor-activated high-pressure spray nozzles were responsible for washing the dust on incoming and outgoing vehicles, reducing the impact of dust on urban amenities. The water used was recycled to reduce water consumption.

### Construction waste reduction

China Construction adheres to the principle of “The producer is the disposer”; we have established construction waste disposal projects to arrange the backfill of different construction waste. The waste products from construction and decoration are sorted, collected, and disposed of at designated sites.

The Company has deployed large hammer breakers or crushers to shatter construction waste such as mass concrete into pieces smaller than 100 millimetres in diameter; these pieces are then sorted at multiples levels into different renewable materials, such as rough stones, fine stones, coarse sand, fine sand, and sediment.

## Nature protection

China Construction has reduced the impact of its construction work on the environment. Emphasising ecosystem protection and restoration, we have organised various promotional activities on ecosystem protection. The Company actively participates in various environmental protection campaigns, including planting days, afforestation programmes, Earth Hour, Cycle for Millions and others.

### Case study: Protection and restoration of trees

Before the commencement of the Sentosa Project by China Construction (South Pacific) Development Co., trees at the site were transplanted to an environment similar to the construction site. Upon completion of the project, the trees were re-planted at their original positions, as part of the greening process. To ensure their survival, the trees were nourished with organic fertilisers, under the supervision of specialists.

### Case study: Restoration of grass verges

In November 2010, China Construction Equatorial Guinea Co. cooperated with local environmental departments to enhance the environment on both sides of the new airport roadway. With the help of four mowers and 50 workers, weed-trimming and waste removal work was conducted over an area of 20,000 square metres, restoring the grass verges on both sides of the airport roadway.

## 绿色物业



中国建筑将“环保”理念融入物业管理，采取多种形式，引导客户自觉维护小区环境，与客户携手打造绿色社区，提高住宅宜居度。开展生活垃圾的分类收集、废旧电池的回收、宠物粪便收集等环保工作；推进社区绿化建设，提高社区公共绿化率；改造灌溉系统，推广使用地插式浇灌系统，采用多种景观布置方式，减少水系换水频次，提高水资源利用率；编制发放宣传资料，增强客户节能意识。

## Green properties

China Construction has incorporated the concept of “Environmental protection” into property management. In multiple ways, we guide our clients to take the initiative in protecting the environments of small communities, joining hands to create green communities and improve the living quality of residences. Environmental work such as separate waste collection, recycling of waste batteries and collection of pet droppings are organised; community green construction is promoted to raise the public greening rate; irrigation systems are modified and the use of fixed-land irrigation systems are promoted to increase the water usage rate; multiple landscape layouts are employed to reduce the frequency of water replacement, increasing the water usage rate; promotional leaflets are distributed, to raise our clients' awareness of energy-saving.

## 绿色办公 Green Office

中国建筑提出“勤俭节约、低碳办公”理念，从用电、用水、办公用品、公务招待、电话费和车辆使用等方面开展绿色办公。制定办公设备管理规定和使用要求，严格控制接待、车辆维修、加油等日常支出，在公司内部形成“节约光荣、浪费可耻”的良好氛围。

2010年，总部推广视频会议，共召开28次视频会议，减少赴京参会3,304人次，减少碳排放724吨。推广电子文档发文，平均每年度发电子文档文件900份，节约纸张约10万张。

China Construction has put forward the concept of a “Hardworking, thrifty, energy-saving and low-carbon workplace” that applies green concepts to electricity usage, water usage, office accessories, business hospitality, phone usage and vehicle usage. By establishing management rules and usage requirements for office facilities, we strictly control our daily expenses for items such as reception, vehicle repairs and gas refuelling, creating an atmosphere within the Company that hails energy-saving and condemns wastage.

In 2010, the headquarters promoted the use of video conferencing and held a total of 28 video conferences, reducing business travel to Beijing by 3,304 trips and lowering carbon emissions by 724 tonnes. By using electronic documents for announcements, we have saved about 100,000 sheets of paper, through dispensing an average of 900 electronic documents per year.



# Staff

## 员 工

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中国建筑积极营造海纳百川、追求卓越的氛围，广泛吸引凝聚海内外各类优秀人才，通过员工本地化和国际化，优化人才队伍结构，创造多元和谐的企业文化，打造企业与员工共同成长的平台。

China Construction has proactively established an inclusive, excellence-favouring environment that attracts talented people from the mainland and abroad alike. Through localisation and globalisation, improved personnel standards and teambuilding, China Construction has created a harmonious corporate culture that forms a platform to promote the development of the Company and the staff.

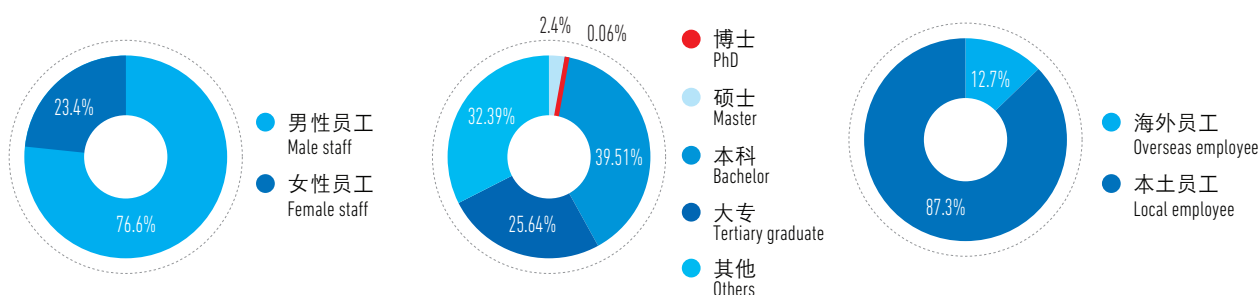
## 人才队伍 Human Resources

中国建筑贯彻落实《中华人民共和国劳动合同法》和《劳动合同法实施条例》，依法与员工签订劳动合同，劳动合同签订率100%。

截至2010年底，公司在岗员工123,579人，其中男性比例76.6%，女性比例23.4%。员工来自内地、港澳及东南亚、北非、北美等20多个国家和地区，海外雇员15,765人，占公司在岗员工的12.7%。员工中博士占0.06%，硕士占2.4%，本科占39.51%，大专占25.64%。

China Construction concludes labour contracts with its employees with a signing rate of 100%, while contracts comprehensively follow the *Labour Contract Law of the People's Republic of China* and the *Implementation Regulations of the Labour Contract Law*.

At the end of 2010, the company comprised of 123,579 employees, of which male staff made up 76.6% and female staff 23.4%. Employees come from more than 20 regions of the world including the Mainland, Hong Kong and Macao, South-east Asia, North Africa and North America. There are 15,765 staff members from overseas, constituting 12.7% of all staff. Of the entire employee population, PhD, master's, bachelor's degree and associate degree holders account for 0.06%, 2.4%, 39.51% and 25.64% respectively.



专家委员会委员 <b>53</b> 人	• 53 Member of Expert Committee
中国工程院院士和全国工程勘察设计大师 <b>10</b> 人	• 10 Academician of the Chinese Academy of Engineering and China Engineering Survey & Design Masters
有突出贡献的中青年专家 <b>5</b> 人	• 5 Middle-Age & Young Specialists with outstanding contributions
享受政府特殊津贴专家 <b>185</b> 人	• 185 Specialists who enjoy special governmental allowance
英国皇家特许建造师 <b>119</b> 人	• 119 CIOB Members
具有高级专业技术职称人员 <b>10200</b> 人	• 10200 senior technical personnel
注册建造师及注册造价工程师 <b>8134</b> 人	• 8134 Registered Builders & Registered Cost Engineer
注册建筑师和注册结构工程师 <b>2249</b> 人	• 2249 Registered Architects and Registered Structural Engineers

## 薪酬福利 Remuneration and Benefits

中国建筑根据政策法规，对所有与公司建立劳动关系的在岗员工均足额缴纳各项法定社会保险，社会保险覆盖率100%。建立企业年金制度，制定年金管理的相关配套制度，确定年金管理机构，保障企业员工退休后的养老保险水平。探索实施股权激励，建立短期激励与中长期激励相结合的激励约束机制。完善企业工资收入的正常增长机制，使员工工资能够随着企业效益的增长而增长，分享企业发展成果。公司员工人均工资年均增长率13%。

中国建筑重视业绩考核，在岗位设置、绩效考核、薪酬分配等方面实现规范化、标准化管理，提高薪酬分配的外部竞争性和内部公平性。为外派人员制定薪酬、休假、配偶随任、职业发展、回国安置等相关规定和优惠政策。

According to policies and regulations, China Construction fully pays all social security insurance for all on-duty employees with whom the company has established labour relationships. Social security coverage amongst staff is 100%. The company has established a corporate annuity policy, and supports programmes that oversee the annuity authority to safeguard the pensions and insurance of Company employees. China Construction is studying the establishment of an employee share scheme to provide short-term incentives, and an incentive and restraint system that aligns with medium- and long-term incentives. The Company will further enhance the comprehensive wage growth mechanism that raises wages of employees in proportion to profits, in turn sharing the achievements of corporate development. The average growth in employee remuneration is 13% per year.

China Construction values the importance of performance evaluations and establishes work performance appraisals, remuneration allocations that achieve standardised management, which in turn increases external competition and internal equality of salary distribution. The company also sets policies regarding the salaries, holidays, rights of spouses to accompany partners overseas, career development and home-return for expatriates.

## 民主管理 Employee Participation in Management

中国建筑鼓励员工参与民主管理。24个二级企业全部成立工会组织，建会率100%。员工入会率98%。公司有专职工会干部230人，兼职工会干部2,414人。公司获得“全国厂务公开民主管理先进单位”称号。

注重发挥职代会的作用。公司领导向职代会报告工作，重大工作提交职代会审议。同时，就企业改革发展、经营管理和职工关心的重大问题，广泛征求职工的意见和建议。经过整理汇总有党建、经营管理、薪酬福利、科技进步、群众工作、企业文化等39条提案，并通过书面形式报公司决策机构。

开展以精细管理降本增效为内容的合理化建议“金点子”活动，经子企业在600个合理化建议金点子中筛选报送到公司总部，精细管理语录157条、合理化建议金点子100个，调动员工参与企业管理的积极性。合理化建议金点子、采纳率达80%以上。

China Construction actively encourages employee participation in management. Each of the Company's 24 level-two corporations has established a labour union, an establishment rate of 100% and with an employee participation rate of 98%. There are 230 full-time labour union cadre members and 2,414 part-time members. The company is proudly known as a "national open and democratically advanced management in factory affairs".

Emphasising the roles of trade unions, the Company management reports work outcomes to trade unions and produces trade union audits for major projects. Meanwhile, for corporate reform and development, management systems and care for employees, the Company seeks the opinion and recommendations of employees. Through 39 varied proposals regarding party construction, operational management, salaries and benefits, technological advances, teamwork and corporate culture, the company reports to the policymaking body in writing.

Under the "Golden ideas" scheme, subsidiaries submitted 600 management improvement proposals to the company headquarters, suggesting detailed cost-reduction and efficiency enhancement proposals, including 157 specialised management quotations and 100 improvement recommendations. This encourages employee participation in corporate management. Over 80% of these golden ideas for improvement have been implemented.

建会率	<b>100%</b>	• 100% establishment rate of labour union
专职工会干部	<b>230</b> 人	• 230 full-time labour union cadre members
兼职工会干部	<b>2414</b> 人	• 2,414 part-time members
精细管理语录	<b>157</b> 条	• 157 specialised management quotations
合理化建议金点子	<b>100</b> 个	• 100 improvement recommendations
合理化建议金点子、采纳率达	<b>80%</b> 以上	• Over 80% of golden ideas for improvement have been implemented

## 职业健康 Occupational Health and Safety

中国建筑建立职业健康安全管理体系，制定职业健康安全的程序和操作规程，加强对员工职业监控的管理。公司积极开展员工职业健康监护和职业病防治工作，坚持防治结合，定期组织员工开展体检，建立健全员工职业健康档案，努力创造有利于员工健康的工作环境和劳动条件。

组织专人小组对工期紧张的项目人员进行心理疏导，全面启动“职工健康关爱工程”，在部分项目建立心理咨询室，引导广大员工自主缓解工作和生活压力。根据各基层单位实际情况，组织开展有益于员工身心健康的专题讲座，通过“促进科学发展、塑造阳光心态、提升员工素质”的系列讲座，使职工树立良好理念、加强凝聚合力。

China Construction has established a management system for occupational health that defines procedures and operational protocols for occupational health, which in turn strengthens occupational monitoring of employees. The company developed a health monitoring and occupational illness prevention programme that periodically provides body checks and establishes occupational health profiles for employees, developing a work environment that benefits everyone's health.

The Company has formed teams of experts that provide psychological counselling to staff attached to especially intensive projects and implement our Occupational Healthcare Programme. There are counselling centres at certain project sites that advise employees on how to reduce the stress from their work and daily lives. Depending on the local conditions, the company conducts seminars that support employees' physical and mental health. And through a series of seminars aimed to "propel scientific development, create a pleasant state of mind and improve staff quality", the company works to encourage positive thinking and strengthen bonds among employees.

## 培训与发展 Training and Development

中国建筑致力于打造一支具有一流职业素养、一流业务技能、一流工作作风、一流岗位业绩的“四个一流”员工队伍；培养一批以项目经理为核心的专门人才队伍，培育一批以管理和技术人才为主体的拔尖创新人才队伍。

中国建筑针对员工的差异，开展继续教育、岗位专业培训、理论学习、e-learning网络学习平台等多种方式的培训，供全体员工自行选择。全年共举办各类培训班47期，培训10908人次。

发布《总部员工职级管理办法》，打破职级论资排辈，择优晋升，调动优秀骨干的积极性。加大公司总部人才交流与培养力度，注重与基层企业的双向互动。2010年，参加公司总部双向挂职及实习锻炼20人，其中二级企业来总部挂职13人。

加强后备队伍建设，为公司未来发展提供领导保证。集中在国内15家、海外5家所属机构建立正职后备队

China Construction aspires to form a “quadruple top-rated team” of top-rated business conduct, top-rated work abilities, top-rated aptitude and top-rated performance. Developing a specialised team mostly of project managers, the company trains them to establish an elite cohort of management and technical specialists.

China Construction focuses on the needs of employees and provides extensive training for all staff, who can choose from comprehensive continuing education, professional training, academic study, and e-learning platforms. There are 47 different training courses annually and undertaken by 10,908 participants.

The *Management System of Promotion for Headquarters Staff* was distributed to reduce hierarchy, favour meritocracy and enhance the morale of key staff. To increase the interaction and training of headquarters experts and to focus on the two-way interaction between the company and all employees, 20 staff members participated in internship training, while 13 staff members of subsidiary companies went to headquarters.

To strengthen the development of the next generation of management teams and to assure the future development of management, the company focused on 15 local and five foreign subsidiaries and has developed a full-time back-up team. Selected members of the team include more mature individuals born after



伍。遴选包括60后的成熟型人选、70后的培养使用型人选和80后的潜力型人选在内，近200名所属机构正副职后备领导人员队伍。

发布《驻外机构人力资源管理总则》及《海外人员回国工作安排实施细则》，建立海外人员回国统一安排渠道，稳定现有海外人才。落实“3+2”人才策略，提出在公司总部工作的员工，要具有3年项目工作经验和2年海外工作经验，逐步提高总部人员基层和海外工作经历比例，提升总部人员“专业化、职业化、国际化”水平。

1960, backbone generation born after 1970 and individuals full of potential, born after 1980, forming a management back-up team of nearly 200 members.

The Company has announced an *Expatriate Human Resources Management Policy* and *Homeland Work Arrangements for Expatriates Implementation Guidelines*, under which the company established a unified system to handle staff returning from overseas and stabilises current overseas staff. A policy of “3+2” has been adopted, in which headquarters staff are required to have three years’ project experience and two years’ overseas experience, increasing the extent of work experience at headquarters and overseas and elevating the level of professionalism and internationalism among headquarters staff.

## 人文关怀 A Caring Culture

中国建筑注重人文关怀，关心丰富员工生活，帮助员工解决后顾之忧，使所有员工感受到公司的温暖。公司秉持“以人为本”的理念对员工实施多元化管理，尊重当地员工的风俗习惯。

### 丰富生活

公司积极倡导“健康生活、快乐工作”的理念，推进企业文化建设，增强员工的归属感，丰富员工业余文化生活，满足员工多层次的需求。

举办以“魅力体育、活力中建”为主题的首届职工运动会。各级工会组织成立职工兴趣协会或爱好小组167个，开展各类文体活动如球类、登山、休闲等3,786次。

关爱离退休老职工，组织离退休老同志免费体检、过集体生日、“看京郊美景”游览、赴沪观世博等活动，与他们共享企业发展成果。

### 慰问员工

公司建立定期慰问制度。2010年元旦、春节期间，公司领导对体弱多病的老干部、劳动模范和职工，以及几十个公司项目团队进行新春节日走访，发放慰问资金

China Construction attaches much importance to its caring culture and is concerned about and strives to enrich the lives of employees, helping them in times of need and showing the company's compassion. The company has a "people first" approach that encourages management diversity, fully respecting local customs and staff practices.

### Balanced and full life

The Company supports the concept of "healthy lifestyle means happy at work", while promoting a strong corporate culture, strengthening employees' sense of belonging, enriching their cultural lives outside work and meeting the varied ne

China Construction held its first sports programme for employees on the theme "attractive physical exercise for an active China Construction". Employees from all tiers formed 167 clubs or interest groups that set up a total of 3,786 recreational events from ball games to mountaineering.

Showing its care for retired staff, the company has established free health check-up programmes, group birthday celebrations, scenic tours of rural Beijing, trips to Shanghai Expo and other programmes to share the Company's bounty with them.

### Support for employees

The Company has established a system of regular support under which, during the 2010 New Year holiday and Spring Festival, management visited elderly retired executives, model labourers and staff and dozens of project teams. The Company







122万元人民币；二级单位两节发放慰问金1,780万元人民币。其中中建四局筹措资金近700万元人民币，为11,000名离退休职工发放节日慰问金、购买慰问品。

### 金秋助学

开展“金秋助学”活动，投入资金27万元人民币，对系统内收入较低家庭的学生给予一次性资助，帮助135名学子圆大学梦或完成学业。

### 荣誉 Awards

- |                                      |  |
|--------------------------------------|--|
| 荣获全国五一劳动奖章 <b>5</b> 人                | • 5 recipients of the “National 1st May Labour Award”  |
| 荣获省部级先进个人 <b>113</b> 个               | • 113 recipients of the “Provincial Advanced Individual Award”                                   |
| 荣获全国模范职工之家 <b>10</b> 个               | • 10 “National Model Homes of Workers”   |
| 荣获全民健身活动先进单位优秀组织奖 <b>10</b> 个        | • 10 recipients of the “Advanced Fitness Activities Excellent Workplace Award”                   |
| 荣获“全国亿万职工健身活动月”先进单位优秀组织奖 <b>10</b> 个 | • 10 recipients of the “Hundreds of Millions of Workers Fitness Month” Excellent Workplace Award |

distributed the special allowance of 1,220,000 RMB. Secondary-level affiliates distributed an allowance of 17.8 million RMB over the two seasonal festivals. Among these, the China Construction 4th Engineering Bureau raised seven million RMB to distribute allowances and gifts to 11,000 retired staff.

### Jinqiu scholarship

The Company established the “Jinqiu Scholarship” programme with 270,000 RMB in funding for students from lower income families, giving each of them a one-time sponsorship and fulfilling the dreams of 135 students to finish school or university.

# Society

## 社 会

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中国建筑作为行业的排头兵，认真履行中央国有重要骨干企业的社会责任，在全球范围内积极推动可持续发展，追求项目实施与所在社区社会环境的和谐，企业与社会和谐，树立负责任的企业形象。

China Construction, being in the vanguard of a significant industry, always takes to heart its social role as a backbone state-owned enterprise. By proactively encouraging sustainable growth around the globe, fostering social harmony in the communities where our projects are located, and promoting harmony between the industry and society, China Construction strives to build an image as a responsible enterprise.

## 促进就业 Promoting Employment

“没有务工人员一砖一瓦的辛劳，没有他们不避寒暑的苦干，就不可能有栋栋高楼平地起，也不可能有中建的今天。关爱他们，帮助他们，带领务工兄弟一同奔小康是中建必须肩负的社会责任。”

中国建筑的发展每年为农民工提供约80万个工作岗位，带领约80万个家庭250万人奔向小康生活。公司倾情关爱农民工，做到“人格上尊重、生活上关心、感情上贴近、思想上疏导”，与农民工共享健康权、受教育权、劳动报酬权、荣誉权，为其上三险、购置安全物资、实行工资实名制、开办夜校、进行技能培训。

2010年，中国建筑为16多万名农民工进行健康体检。以“安康杯”竞赛活动为载体，有7万名员工参加《安全生产管理手册》培训；在大项目、重点工程项目上建立职工书屋3298个、农民工夜校3078个、放映电影784场。

公司海外业务的不断拓展，带动了大量国内承包商与劳务企业走出国门，实现了劳务企业和农民工的双赢。2010年海外事业部带动农民工就业人数12,688人，开展各类农民工培训投入318万元人民币，出国培训17,148人次。

为满足公司快速发展和结构调整对人才的需要，同时解决高校毕业生就业难的问题，2010年招收各类毕业生12,245人，其中清华、同济等重点院校毕业生达到800多人，本科及以上学历的比例达87.8%。

### 案例：我要在北京娶你进门

中建五局建设“以信为本，以和为贵”的“信•和”



“Without the efforts of our workers, who put everything together brick by brick, tile by tile, without their steadfast hard work, the many imposing buildings would not exist, and China Construction would not have achieved the success it today enjoys. Caring for our fellow workers, helping them, and leading them to live relatively well-off lives are social responsibilities that China Construction must accept.”

China Construction provides around 800,000 positions to migrant rural workers, helping around 800,000 families or 2.5 million people to strive towards relatively prosperity. The Company cares deeply about its workers, putting into action the slogan: “Respect them as individuals, care for their lives, build close relationships with them, and give direction in their lives”. China Construction shares the rights to healthcare, education, remuneration for work, and credits with the workers we employ, by buying the three forms of basic insurance for them, providing safe equipment, depositing wages to their accounts, building night-schools, and providing technical training.

In 2010, China Construction conducted health examinations for over 160,000 workers. Through the “Safety and Health Cup” competition, around 70,000 workers participated in the *Administrative Manual of Safe Production* training. On large construction sites and important project locations, 3,298 staff libraries and 3,078 night-schools for workers were built. Moreover, 784 movie nights were held in 2010.

The ongoing expansion of the Company’s overseas business led to many contractors and service providers heading abroad, thereby achieving a win-win situation for the service industry and workers. In 2010, the Overseas Department made 12,688 positions available to workers, invested 3.18 million RMB in training for workers, and sent 17,148 people abroad.

To meet demand for human resources arising from rapid development and restructuring, as well as to help fresh graduates facing challenges in finding employment, in 2010 we recruited 12,245 fresh graduates from colleges and universities. Of these, 87.8% have undergraduate or higher degrees, and more than 800 graduated from renowned universities such as Tsinghua and Tongji.

### Case study: I will marry you in Beijing

The five departments of China Construction strive to build a corporate culture of “Trust and Harmony”, putting “Trust as the

主流文化，对农民工“政治上同对待、工作上同要求、素质上同提高、利益上同收获、生活上同关心”，力求达到农民工“五有”，即：有保障、有希望、有收获、有前途，有归属感。

2010年6月10日，中建五局安装公司在北京天安门为9对新人举办“情定北京，缘于中建”集体婚礼。农民工新郎向新娘实现了“等工作不忙了，我带你去天安门，我要在北京娶你进门！”的承诺。

## 社区建设 Community Building

中国建筑积极参与和支持社区建设，努力实现与当地社区共同发展。

在项目所在地社区广泛开展社区共建活动。发挥工程技术专业优势，支持社区交通、通讯、饮水、卫生等公共基础设施建设，改善社区生活和发展环境。

参与经济适用房、限价房、廉租房、公租房等各类保障住房的投资和建设，为中低收入人群提供高性价比的住房。承接四川汶川安置房项目、面积超过100万平方米的重庆两江名居公租房项目、近90万平方米的重庆沙坪坝公共租赁项目、成都市和都江堰的保障性住房项目。

参与地方旧城改造。在贵阳，由公司实施的大营坡旧城改造项目已进入拆迁程序，该项目总拆迁面积21万平方米，总建筑面积95万平方米，建设用地面积10.5万平方米，项目改造计划分3期，改造期为3至5年，计划总投资40亿元人民币。

## 公益慈善 Charitable Activity

中国建筑积极参与社会公益事业，认真开展社会帮扶，用关爱回报社会。

公司组织向北京、上海等地公益慈善机构开展多次捐赠活动，举办公益金百万行筹款活动，用于改善及发展公益金会员社会福利机构的安老服务。

2010年，公司在对已建成的希望小学继续关爱共建的同时，新建3所希望小学。

### 案例：资助当地教育

中建赤道几内亚公司向当地儿童援助委员会

foundation and harmony as the priority". China Construction "Treats its workers with equality and standardised work requirements, strives for improvements, and shares profits with them, and cares for their lives", so that they can acquire the five must-haves: protection, hope, reward, career, and sense of belonging.

On 10 June, 2010, the CCFEB Installation Co., Ltd. held a group wedding for nine couples in Tiananmen, Beijing, helping the workers to fulfil their promises to their brides: "When I am less busy at work, I will bring you to Tiananmen. I will marry you in Beijing"

China Construction proactively participates in and supports community activities. to realise the goal of growing together with local communities.

These efforts include partnering with local communities where construction work is taking place, to build up these communities. Utilising China Construction's professional expertise in engineering, we provide support to infrastructure such as roads, telecommunications, water supplies and sewers, thereby helping raise local living standards and developmental conditions.

China Construction also invests in and participates in building various forms of low-income housing, such as affordable housing, fixed-price housing, low-rent housing and public rental housing, providing quality homes to people with average or below average income. We are undertaking interim shelter projects in Wenchuan, Sichuan. We are launching launch public rental housing projects, such as a development covering one million square metres in the Liangjiang New Area in Chongqing and another in Shapingba, Chongqing, which covers close to 900,000 square metres. Other low-income housing projects in Chengdu and Dujiangyan have been assigned to the Company.

China Construction is also involved in urban redevelopment projects. In Guiyang municipality, the redevelopment of the old city, Dayingpo, has entered the stage of demolition and relocation. The project has cleared an area of 210,000 square metres, resulting in gross floor area of 950,000 square metres, and building area of 105,000 square metres. The redevelopment project will span five years and is divided into three phases. The total investment in this project is estimated at 4 billion RMB.

China Construction is active in charitable activities, because we sincerely hope that by supporting people in need, we can repay society with our care.

We have organised many fundraising activities for charitable organisations in cities such as Beijing and Shanghai. We supported Walk for Millions, to raise funds for services for the elderly offered through agencies supported by the Community Chest of Hong Kong.

In 2010, in addition to continuing to support the existing "Project Hope" primary schools, we built another three "Project Hope" primary schools.

### Case study: Sponsoring local education

China Construction Equatorial Guinea Co. donated resources including 10 computers, 100 schoolbags, 100 stationery sets and



(CANIGE) 捐赠10台电脑、100个书包及100套文具和20个足球等物品，用以改善学校的办学条件和学习条件。

### 案例：共融之旅——2010（中国海外）内地——香港学生夏令营

在四川都江堰举行“共融之旅——2010（中国海外）内地——香港学生夏令营”活动，为希望小学儿童构筑一个互助、友爱、平等的环境，为参与者提供一次开拓视野、启迪身心、关助他人的经历，增强正常儿童的自立能力和团队协作能力，提升特殊儿童自信心、自我形象及社交技巧，同时增强各希望小学校际间的沟通互动，丰富师生暑期生活和学校办学形式。



20 soccer balls to a local agency, Equatorial Guinean Child Aid Committee (CANIGE), to improve teaching conditions and study environments in local schools.

### Case study: Integration journey 2010 - china overseas summer camp for mainland and hong kong youth

The summer activity, Integration Journey – China Overseas Summer Camp for Mainland and Hong Kong Youth 2010, was held in a “Project Hope” primary school in Dujiangyan, Sichuan. It gave local children a chance to build mutually supportive, friendly and equitable relationships with the visiting students. For the visitors, it was an eye-opening experience that inspired them and encouraged them to care for other people.

Through the camp, the independence and teamwork skills of all the children, as well as the self-confidence, self-image, and social skills of the children with special needs, were improved. Communication between “Project Hope” primary schools was strengthened. The summer holiday of the participating teachers and students was greatly enriched, giving the participating schools an excellent option for summer activities.

## 抗灾赈灾 Disaster Relief

中国建筑在灾难发生后，积极捐款捐物，帮助灾区人民渡过难关。大力发扬中铁铁军精神，主动参与灾后重建，把对灾区人民的深情厚意、对灾后重建的社会责任融化入到灾后重建工作中，帮助灾区人民恢复正常的生产和生活。

汶川灾后重建中，公司共建设项目46个，合同额近50亿元人民币。到2010年9月，所有灾后重建学校、医院、民居、农宅及安置房等项目都按照要求顺利完成。汶川一小被评为国家优质工程。

2010年，公司向西南特大旱灾灾区、玉树地震灾区、舟曲重大泥石流灾害灾区积极开展捐款活动，仅以总部名义捐款达18,512,725元人民币。

### 案例 雪中送炭，情系万家

8月14日汶川映秀镇发生泥石流灾害，西南办事处在第一时间组织抗洪救灾工作。组织驻川各单位捐款75万元人民币，调派四台挖掘机参与到重灾区都江堰龙池镇的

China Construction is very involved in fundraising and donation-collecting activities whenever calamities happen, helping the victims at their times of need. Manifesting our patriotic spirit, we volunteered for rebuilding projects after disasters. Through our efforts to rebuild communities after various disasters, our devotion to the people and commitment to social responsibility was expressed, helping the disaster victims to get back on their feet and return to their normal lives.

When participating in the reconstruction of Wenchuan after the devastating earthquake, we took on 46 construction projects with a contract total of almost 5 billion RMB. In September 2010, all the rebuilding projects – such as schools, hospitals, residences, farm residences, and interim shelters – were satisfactorily completed. One of them, the Wenchuan No. 1 Primary School, received a State Quality Award.

In 2010, the company organised many fundraising campaigns for areas affected by the severe drought in southwest China, the earthquake in Yushu, and the deadly mudslide in Zhouqu County, Gansu. Donations made in the name of the Company headquarters alone amounted to 18,512,725 RMB.

### Case study: Timely assistance that bonds thousands of families

On 14 August 2010, a mudslide disaster occurred in Yingxiu town, within Sichuan's Wenchuan County. China Construction's southwestern office immediately organised a disaster relief campaign, calling

清淤工作之。经过近一个月的努力工作，圆满完成清淤工作，收到当地政府“雪中送炭，情系万家”的锦旗。

## 志愿者活动 Voluntary Work

中国建筑在履行社会责任的过程中重视每一位员工的力量，大力支持员工开展志愿者活动，在全系统启动以“十百千万”工程为重点的关爱农民工子女志愿服务行动。

### 案例：关爱农民工子女志愿服务行动

中国建筑关爱农民工子女志愿服务行动受到团中央高度肯定。公司与同心实验学校达成志愿服务协议，为学校修补地面，并维修校舍电路、检修电风扇等，参加该校组织的“新公民儿童文化艺术节”，同时邀请北京儿童医院医生为该校学生进行免费体检；组织去武汉市儿童福利院慰问，为孩子们送去书本，学习用品，玩具等物品。



## 全球责任 Global Responsibilities

作为全球最大的国际工程承包商之一，中国建筑努力树立全球责任观念，积极开发驻外机构在当地的优秀资源，通过授权管理，鼓励并支持有条件的机构进行属地化经营，在全球共设有26家分支机构，在30余个国家和地区开展业务。通过当地采购、分包选择等方式拉动当地经济，带动当地就业，参与社区建设，促进当地的发展。

中国建筑积极参与中国对外承包工程行业社会责任建设推进工作，选派相关专家参加《中国对外承包工程行业社会责任指引》的编制，为行业社会责任建设提供建议，并成为《中国对外承包工程行业社会责任指引》首批实践企业。中国建筑荣获中国对外承包工程商会颁发的“2009对外承包工程企业社会责任金奖”。

### 属地化运营

中国建筑在全球发展涉及到多种文化的融合，只有承担责任才能融入到不同的市场，才能在发展中化解各种

upon its offices in Sichuan to raise 750,000 RMB, and to allocate four excavators to participate in the mud clearance in the seriously hit area, Longchi town of Dujiangyan. After a month of round-the-clock work, the task was successfully completed. To express their gratitude, the local government gave the Company a silk banner, on which was written “Timely Assistance that Bonds Thousands of Families”.

China Construction values the contribution each staff member makes to fulfilling our social responsibilities. We greatly encourage our staff to organise volunteer activities. Caring about the well-being of our migrant rural workers' children, we launched a system-wide volunteer activity, campaigning to mobilise our staff to visit rural areas and provide community services.

### Case study: Voluntary work by china construction third engineering bureau co. ltd

China Construction's caring programme for the children of migrant rural workers in the villages is recognised by the central government. The Company concluded an agreement with Tongxin Experimental School to provide maintenance services, such as floor repairs, circuit maintenance, and upkeep of electric fans. The company participated in the “New Citizen Children's Culture and Arts Festival”, organised by the school, and invited Beijing Children's Hospital to provide free physical examinations for the schoolchildren. The company also organised a group of representatives to visit the Wuhan Children Welfare House, taking books, study materials, toys and other materials to the children there.

As one of the world's largest international project contractors, China Construction endeavours to be accountable to the world. We take the initiative to develop outstanding local resources in places where our overseas offices are located. Through delegating management roles, we encourage and support localisation of competent branch offices. Outside China, we have 26 branch offices around the world, supporting expansion of our business to over 30 countries and regions. Through approaches such as local procurement and careful selection of subcontractors, the Company drives local economies forward, increases local employment rates, gets involved in community building, and promotes local development.

China Construction actively participated in programmes to promote social responsibility among the China contractors of overseas construction and engineering projects. The Company assigned experts to participate in the compilation of the *Guidelines of Social Responsibility for China Overseas Contractors in the Construction and Engineering Industry* for which they provided recommendations to promote social responsibility in the industry. We were also one of the first construction enterprises in China to implement the guidelines and were awarded the Gold Prize for Social Responsibility among China International Contractors by the China International Contractors Association.

### Localised management

China Construction engages with many different cultures in the process of global development. Only by embracing our responsibilities to these cultures can we be integrated into the disparate markets and resolve the array of conflicts and resistance



矛盾和阻力，从根本上保障企业发展，才能实现和谐、共赢的发展。

中国建筑遵守项目所在国法律，依法运营，诚信经营，带动当地经济发展和社会进步。通过当地分包等方式带动当地就业，促进当地的发展。海外有近3,000名不同国籍的管理人员。

公司在阿尔及利亚累计聘用当地专业分包队伍近500多支，共聘用阿籍管理人员、工程技术人员近1,000多人，聘用阿工约20,000多人，为解决当地社会就业问题做出了积极贡献。刚果（布）1号公路项目为当地工人提供就业机会全年合计30,000人次。

中建赤道几内亚公司配合当地劳动和社会保障部组织，针对适龄青年的专业培训，为当地培养瓦工、木工、管道工、电工及铺砖工，提高当地劳动者素质。

## 带动当地产业发展

中国建筑把先进的管理和技术经验带到当地，带动当地建筑业和相关产业发展。公司项目根据所在地各方面条件不同、工程项目类别不同、项目要求不同等，尽可能加大当地采购比例。在中东等地区，当地采购或从项目附近第三国采购比率可达到80%以上。

### 案例：采购当地物资和设备

中建赤道几内亚公司在清关服务、物资采购（包括黄砂、毛石、木方、机制砂和碎石等）、机械设备租赁等方面直接带动当地产业增加值789,041,900中非法郎（约合人民币1.15亿元）。中建阿尔及利亚有限公司借助属地采购平台，在当地采购大型设备金额约338万美元（约合人民币2228万元）。

## 海外社区建设

中国建筑在做好海外项目的同时，积极参与当地社区建设，利用公司专业优势，支持当地交通、饮水、卫生等公共基础设施建设，改善当地民众居住环境。

### 案例：参与海外社区建设

刚果（布）1号公路项目为施工沿线居民修建水井，解决沿线20多个村庄的纯净水饮用困难；为施工沿线的居民筹建三所医疗诊所，解决当地人的疾病治疗等难题，为刚果人民身体健康提供有力保证；为施工沿线居民修建许多便民设施，村庄里的人行道盖板、行车盖板、交叉路口拓宽等工程，同时也在萨哈村、木屋地镇等地方为当地政府修缮便道30,000多米，改善当地居民出行条件。

that may arise in our development. To achieve our goals of mutual development and win-win cooperation, we must protect sustainable growth from the root.

China Construction observes the laws of the countries where we have construction projects. We help to drive local economies forward through law-abiding operations and honest management. By subcontracting work to local companies, local development is encouraged. China Construction employs over 3,000 management staff of a variety of nationalities.

In Algeria, the Company subcontracts to almost 500 local professional companies, hiring almost 1000 Algerian management and technical staff and over 20,000 workers, greatly relieving local unemployment problems. Another project, the No.1 National Highway of the Republic of Congo, provides around 30,000 seasonal and permanent positions to local workers.

China Construction Equatorial Guinea Co. works with local labour and social protection organisations to provide professional training to local youth, preparing local plastering workers, carpenters, plumbing workers, electricians and tile workers, and raising local labour skill levels.

## Guiding the development of local industries

China Construction introduces advanced management and technology to these countries, guiding the development of local construction and related industries. After taking into consideration local conditions, the nature of the projects, and the various project requirements, the Company normally strives to maximise the proportion of raw materials procured locally. In regions such as the Middle East, up to 80% of procurements come from the site country or another nearby.

### Case study: Procurement of local materials and equipment

China Construction Equatorial Guinea Co. directly contributed added value of 789,041,900 CFA francs (about 115 million RMB) to local industries, through paying for services such as customs clearance, procurement of materials (including sand, rubble, wood, sand, and gravel), purchasing machinery and equipment rental. China Construction Equatorial Guinea Co. utilised local procurement platforms to purchase major machinery worth around US\$3.38 million (about 22.28 million RMB).

## Overseas community building

Besides its focus on overseas projects, China Construction strives to get involved in local community building. Utilising its professional expertise, the Company provides support for infrastructure such as roads, water supply and sanitation, thereby helping improve the living conditions of local residents.

### Case study: The Company engages in overseas community building

The Company built wells for more than 20 villages along the construction route of No.1 National Highway of the Republic of Congo, giving them access to clean water. Three medical clinics were built along the highway, to reduce local residents' difficulties in seeking healthcare, thereby protecting the health of Congolese people. China Construction also built a variety of amenities along the construction route, such as pavement covers, road covers, and larger intersections. The Company also helped several municipalities to repair over 30,000 metres of roads, giving local residents better roads to travel on.

# Outlook

央企一流 行业排头

A first-rate state-owned enterprise  
The industry leader



2011年是“十二五”开局之年，我们将在新的发展起点，贯彻落实中央战略部署，以科学发展为主题，进一步创新发展方式，围绕提升六大能力，重点推进六项工作，加快战略性经营结构调整，努力做强做优。

——我们将深化改革，注重价值创造，以组织机构调整、功能结构优化为手段提升战略管控能力。

——我们将生产经营和资本经营创新并重，打造双轮驱动的能力；在传承中创新，深度推进企业基础管理上水平，不断提升管理执行力。

——我们将实施区域化攻坚，发挥集团和规模优势，合理、优化调配资源，提升集团资源配置能力。

——我们将大力发展海外业务，提高盈利能力和风险管控能力，不断增强公司在海外市场的综合竞争实力。

——我们将打造专业化、职业化、国际化的人才队伍，进一步提高企业人才竞争能力。

——我们将抓好安全、质量环保和社会公益工作，提高公司综合履行社会责任的能力。

我们作为行业排头兵，达到“央企一流，行业排头”，引领行业实现新的跨越和发展是义不容辞的责任。我们深知任务艰巨，使命光荣，责任重大。我们将同心同德，奋发进取，创先争优，为全面完成“十二五”开局之年各项工作任务而努力！

2011 is the first year of the “Twelfth Five-Year Plan”. From this new starting point of development, we will implement the central government's strategic plans, further advancing our development. Focusing on improving our six core capabilities, we will push forward our work in the six major fields, accelerate the process to restructure strategic operations, and strive for excellence.

We will carry out in-depth reforms in the organisation, to focus our strengths for creating value. Through organisational restructuring and functional structure optimisation, we will strengthen our strategic management capability.

We will put equal emphasis on production and raising and management of capital, so that they can become the Company's two drivers. Taking our management capability to new heights, we will continue to improve our management and operating efficiency, striving to build on our heritage while encouraging innovation.

We will strengthen the implementation of localisation. Utilising our advantages as a major corporation, we will optimise the allocation of resources.

We will put great effort into the development of overseas business, raising our control over profit and risk management, striving to improve the Company's overall competitiveness in overseas markets.

We will create a specialised, professional, and internationally competitive team of talent, further increasing the quality of our staff.

We will attach great importance to safety, quality, environmental protection and social welfare contribution, further fulfilling our integrated roles in society.

In the vanguard of the industry, we will strive to become “A first-rate state-owned enterprise and the industry leader”. It is incumbent on us to lead the industry in terms of innovation and development. We understand that our responsibilities are as heavy and difficult as they are honourable. In unity, we will work hard for excellence, striving to complete our many duties and tasks in this first year of the “Twelfth Five-Year Plan”.

# Expert Comments

## 专家点评

### 中国建筑业协会副会长 吴涛

**Zheng Yijun, Vice President of China Construction Industry Association**

改革开放以来，我国建筑业持续快速增长，为国民经济和社会发展做出了巨大贡献。建筑业的发展，大大改善了城乡面貌和人民居住环境，加快了城镇化进程，带动了相关产业发展。对于中国这样一个幅员辽阔、人口众多、经济发展不平衡的发展中国家，建筑业的发展对于实现宏观调控目标、解决社会就业、消除穷困、缓解社会矛盾、建设和谐家园，意义极为重大。

作为中国建筑行业的领军企业，中国建筑不仅自身发展的成就斐然，也对于行业发展和环境、社会的进步做出了应有的重要贡献。在《中国建筑股份有限公司2010可持续发展报告》（以下简称《报告》）中，可以清晰地了解到中国建筑过去一年对政府、股东、金融机构、员工、客户、战略合作伙伴、供应链、社区及公众等利益相关方承担责任的理念、措施和绩效，可以深刻地感受到中国建筑致力于成为全球建筑、地产业领先者，致力于可持续发展的积极行动。

《报告》披露了建筑行业重要的可持续发展议题，并强调中国建筑要取得可持续的经营成功，就必须以负责任的方式行事和管理运营，担负起对社会与环境可持续发展的责任。只有社会、经济与环境都得到了可持续发展，中国建筑才拥有可持续发展的未来。这不仅是中国建筑可持续发展的重要理念，同时也是中国建筑行业实现可持续发展所面临的重要命题。

《报告》结合环境和社会热点问题，披露了中国建筑先进的管理理念、卓有成效的工作及取得的可喜成绩，显示了中国建筑在行业和社会发展中的突出地位。当前，建筑节能对于建设节约型社会举足轻重、刻不容缓，《报告》较为全面地介绍了在环境管理、绿色设计、绿色采购、绿色建造方面的重点工作，对于发挥建筑企业推动节能型社会建设的作用具有重要意义；在拉动就业方面，《报告》表明，中国建筑的发展为社会提供了大量的就业机会，吸纳城市化及农村结构调整所转移的大量劳动力，缓解就业压力，有力支持了社会主义新农村建设和“三农”的问题解决；建筑业是应对突发事件、抢险救灾的重要力量，《报告》披露了汶川、玉树地震灾害发生后，中国建筑积极响应党中央、国务院的战略部署，率先进入灾区抢险救灾，为保障人民生活，为灾后重建做出的突出贡献；同时，《报告》也展现了中国建筑在科技创新、质量服务、树立全球责任观念等方面所取得的突出业绩。

《报告》总体上印证了中国建筑在可持续发展道路上的足迹，也是中国建筑行业追求可持续发展的缩影。希望中国建筑在发布可持续发展报告的基础上，继续发挥行业领军企业作用，加快发展方式转变，进一步加强在行业内的沟通与交流，加强对建筑行业可持续发展的整体研究，为中国建筑行业的进步和建筑企业的发展做出更大贡献。

Since the introduction of economic reforms and the Open Door policy, the construction industry has maintained a rapid rate of growth and made great contributions to the national economy and society. The development of the construction industry has changed the face of urban and rural living environments, accelerated urbanisation across the country, and promoted the development of related industries. For a developing country with such an expansive territory, the world's largest population and unbalanced economic development, the development of the construction industry is a significant contributor to reaching the targets of the state's macroeconomic control policies, improving unemployment, solving poverty, relieving social conflict and building homes in harmony.

As the premier enterprise in the Chinese construction industry, China Construction not only achieves outstanding results in its business, but also makes significant contributions to the advancement of the industry, the environment and society. In the *China State Construction Engineering Corporation Limited Sustainability Report 2010* (hereafter called "*The Report*"), readers can clearly understand the commitment, measures and initiatives and results the Company has achieved for all its stakeholders including governments, shareholders, financial institutions, staff, customers, strategic partners, supply chain partners, communities and the public. The readers will also be impressed by the proactive action that the Company has taken to serve as a leading international construction and real estate enterprise for sustainable development.

*The Report* highlights the important topic of sustainability in the construction industry, emphasising the responsible operation and management essential to the sustainable success of its business operation and the commitment to the sustainable development of society and the natural environment. Only if society, the economy and the environment become sustainable can China Construction succeed in its plans for a sustainable future. This is both the tenet of sustainability for China Construction and a paramount topic in the sustainability of the whole construction industry in China.

*The Report* links environmental and social issues, disclosed the advanced management concept, great achievements and gratifying results of China Construction, highlighting the dominant status of China Construction in the development of the industry and society. At present, energy-saving construction technology is critical to building an energy-saving society, and this requires immediate attention. *The Report* provides a highly comprehensive overview of the Company's performances in environmental management, green design, green procurement and green construction, which is valuable to the industry in the promotion of an energy-saving society. With regard to the promotion of employment, *the Report* shows China Construction has created numerous job opportunities in society and absorbed the labour force generated by the urbanisation in rural areas and restructuring of rural villages. The Company has helped ease the pressure of unemployment and given solid support to the development of new village model under socialism. These are very helpful to the resolution of the issues of agriculture, rural areas and farmers. The construction industry is also an important force in the handling of unexpected incidents and disasters. *The Report* reveals that China Construction actively responded to the strategic arrangements of the Central Committee of the Communist Party of China and the State Council after the serious earthquake in Wenchuan and Yushui. The Company was in the vanguard of the relief operation in the affected areas to save victims' lives and made an exceptional contribution to the post-disaster reconstruction work; In the meantime, *the Report* showcases the remarkable performances of China Construction in technology innovation, quality service and the undertaking of global social responsibility.

In general, *the Report* reveals the footprints of China Construction on the road of sustainability and the microcosm of the China construction industry in the pursuit of sustainability. I sincerely hope that China Construction continues to play the leading role in the industry in its sustainability reporting, to accelerate the transformation of business development, to enhance communication and exchange among industry members, to strengthen the study of sustainability throughout the construction industry, to promote the advance of the industry and lastly to make even greater contribution to the development of the construction business.



## 中国对外承包工程商会会长 刁春和

**Diao Chunhe, Chairman of China International Contractors Association**

随着经济全球化的发展，国际社会对中国对外承包工程企业履行社会责任提出了更高要求，履行社会责任已成为对外承包工程企业转变发展方式、实现可持续发展的新途径。

中国建筑是最早“走出去”的中国工程企业之一，业务涉及多个专业领域，多年来取得了良好的经营业绩。作为中国对外承包工程业务的开拓者和领跑者，中国建筑在一直以来积极践行企业社会责任，在行业内表现突出，在2009年我会开展的“中国对外承包工程企业社会责任评选”活动中荣获金奖。中国建筑还积极参与行业的社会责任建设工作，在《中国对外承包工程行业社会责任指引》制订工作中发挥了重要作用，并成为了首批实践企业之一。中国建筑连续两年主动对外发布可持续发展报告，也充分体现了其推动社会责任管理、致力可持续发展的内在追求。

中国建筑的《2010可持续发展报告》涵盖了对外承包工程企业可持续发展的主要议题，从“可持续经营”、“科技创新”、“质量”、“安全”、“环境”、“员工”和“社会”等七个方面，全面披露了其对环境、社会和环境的影响和价值；特别是收录了其通过加大当地采购和分包力度、积极参与社区建设等方式拉动当地经济、促进和谐发展的社会责任实践，对于增进海内外利益相关方对其的了解具有重要的参考价值。

中国对外承包工程商会诚挚地希望中国建筑在此基础上，能够进一步发挥行业引领者的表率作用，为“走出去”的中国工程企业在社会责任建设方面树立典范。

In line with increasing globalisation, the international community is raising its expectations of Chinese international contractors to demonstrate social responsibility. By making social responsibility a core part of their businesses, international contractors can now change the mode of their development and achieve sustainability.

China Construction was one of the first enterprises to implement the strategy of “reaching-out” to overseas markets. The Company continues to perform at the highest level, in all professional areas. As a pioneering and leading Chinese international contractor, China Construction actively fulfils its corporate social responsibilities, giving it prominence within the industry. In 2009, it was awarded the Gold Prize for Social Responsibility among China International Contractors by the China International Contractors Association. China Construction has also played an active role in promoting corporate social responsibility across the industry. It was active in the formulation of the *Guidelines of Social Responsibility for China Overseas Contractors* in the Construction and Engineering Industry, and was also one of the first enterprises to implement the guidelines. China Construction's initiative to issue a sustainability report over the past two years also shows that it pursues the promotion of socially responsible management and sustainability.

The *2010 Sustainability Report* of China Construction covers the major sustainability issues for international contractors, which include the seven aspects of “sustainable operation”, “technological innovation”, “quality”, “safety”, “environment”, “staff” and “society”, through which its effects on and value to the economy, society and environment are presented. The Company undertakes the social responsibility of driving local economies forward and encouraging harmonious development by maximising the proportion of raw materials procured locally, subcontracting work to local companies, and participating actively in community building. The Report is an important and valuable reference for stakeholders from the mainland and abroad to better understand China Construction.

The China International Contractors Association sincerely hopes that China Construction will continue to build on this foundation acting as a role model for and promoting social responsibility to other Chinese constructors that implement the strategy of “reaching-out”.





## 中国社会科学院经济学部企业社会责任研究中心主任 钟宏武

**Zhong Hongwu, Director of the Research Center for Corporate Social Responsibility, Economics Department, Chinese Academy of Social Sciences**

《中国建筑股份有限公司2010年可持续发展报告》（以下简称《报告》）以“奉献精品工程，营造和谐家园”为理念，较为全面地披露了中国建筑在致力于“成为全球建筑、地产业领先者”过程中的可持续发展行动和绩效，是充分反映行业特征和企业特色的一份优秀的可持续发展报告。

《报告》充分解读了中国建筑可持续发展内涵和模式，通过“可持续经营”、“科技创新”、“质量”、“安全”、“环境”、“员工”和“社会”七项议题，全面披露了中国建筑履行中央企业社会责任，积极推动和引领行业发展，追求公司和环境、社会的共同可持续发展的责任理念、实践与绩效。

在结构上，《报告》延续上一年度阳光报告的基本框架，遵行可持续发展报告规范和要求，突出2010年履责亮点，围绕七项社会责任关键议题，将中国建筑过去一年履行对政府、股东、金融机构、员工、客户、战略合作伙伴、供应链、社区及公众等利益相关方的责任全面进行披露。

在内容上，《报告》扩大可持续发展指标披露的覆盖面，加大核心指标的披露深度，以责任专题形式披露报告年度公司广受各利益相关方关注的重大社会责任实践。公司为上海世博会奉献精品工程和积极参与玉树地震灾区援建专题，显示出中央企业在国家重大活动挺身而出、顾全大局、勇挑重担的责任。海外社会责任板块，展示了中国建筑作为较早实践“走出去”战略的企业，在“走出去”过程中模范履行社会责任，遵守法律，尊重习俗，保护环境，维护员工权益，积极参与社区建设，为当地经济社会发展作出积极贡献，树立了中国企业负责任的良好形象。

在形式上，《报告》将公司可持续发展理念、实践、绩效以及生动的案例相互融合，形式活泼，条理清晰，语言简洁，可读性较强，让读者在阅读报告的同时，对中国建筑的社会责任实践感同身受。

希望公司在今后的《报告》中进一步增加核心指标的披露，深化披露内容，并加强与公司以往绩效及同行绩效的对比，打造中国建筑行业的领先报告。

期待中国建筑的下一份报告更加精彩。

With the concept of “providing excellent construction projects and creating homes in harmony”, *China State Construction Engineering Corporation Limited Sustainability Report 2010* (hereafter called “*The Report*”) is quite comprehensive in presenting the sustainable measures and results of China Construction’s commitment to its role as a leading listed enterprise in global architectural construction and property development. It is an excellent sustainability report that fully reflects the characteristics of the industry and the features of the enterprise.

*The report* fully explains the content and mode of the sustainable development of China Construction. Through the seven sections of “Sustainable operation”, “Technological innovation”, “Quality”, “Safety”, “Environment”, “Staff” and “Society”, it reveals the concepts, processes and results of China Construction’s fulfilment of its corporate social responsibility as a state-owned enterprise, its active promotion and leadership of the development of the industry, as well as its pursuit of the sustainable development of the company, the environment and society.

The structure of *the Report* is an extension of the framework of Sunshine 2009. Following the general regulations and meeting the general requirements of sustainability reporting, it highlights the Company’s fulfilment of responsibilities in 2010. With a focus on seven topics related to social responsibility, it fully reveals the accountability of China Construction to stakeholders including the government, shareholders, financial organisations, employees, customers, strategic partners, supply chain, the community and the public.

The content of *the Report* has been expanded in its coverage and depth to disclose the Company’s social responsibility benchmarks and present its major contributions to social responsibility under various themes for the year in response to stakeholder concerns. The Company’s contribution of quality projects to Shanghai World Expo and active participation in assisting the reconstruction of the areas hit by the earthquake in Yushu shows that China Construction, as a state-owned enterprise, has the courage to stand up and take up its responsibilities when the state faces a major event. In addition, as one of the first enterprises to implement the strategy of “reaching-out”, China Construction acts as a role model that fulfils its social responsibilities, complies with laws, respects customs, protects the environment, safeguards employee interests and actively participates in community building. It builds a positive image as a responsible enterprise by contributing to the development of the local economy and society.

In a clear, simple and readable style, *the Report* integrates sustainability ideals, practices and results with vivid descriptions of real cases. This enables the reader to identify with China Construction’s implementation of its social responsibility initiatives.

It is hoped that the Company’s coming reports will further increase its coverage to include more in-depth disclosure of its core benchmarks, as well as strengthen the comparison with performance results in the past and those of the industry, so as to create a leading report in the construction industry in China.

We look forward to seeing an even more outstanding report next time.

钟宏武

# GRI Index

## GRI指标索引

### GRI报告指南G3.1版指标列表

Table of benchmark sustainability reporting guidelines (G3.1) from the Global Reporting Initiative

说明：●表示完全披露 ○表示部分披露 ○表示没有披露 N表示不适用。  
Note: ● Fully disclosed ○ Partly disclosed ○ Not disclosed N Not applicable

	序号 NO.	GRI	指标内容 GRI Content Index	披露程度 Extent of Disclosure	在报告中的位置 Where Reported (Catalog of Report)
战略及分析 Strategy and Analysis	1	1.1	机构最高决策者就可持续发展与机构及其战略关系的声明 Statement from the most senior decision-maker of the organization	●	P6,7
	2	1.2	主要影响、风险及机遇的描述 Description of key impacts, risks, and opportunities	●	P18,19
机构简介 Organizational Profile	3	2.1	机构名称 Name of the organization	●	P11,17
	4	2.2	主要品牌、产品及（或）服务 Primary brands, products, and/or services	●	P11,17
	5	2.3	机构的营运架构，包括主要部门、营运公司、附属及合营机构 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	●	P11,17
	6	2.4	机构总部的地点 Location of organization's headquarters	●	P9
	7	2.5	机构在多少个国家营运，在哪些国家有主要业务，哪些国家与报告所述的可持续发展事宜特别相关 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	○	P80
	8	2.6	所有权的性质及法律形式 Nature of ownership and legal form	●	P11
	9	2.7	机构所供应的市场（包括地区细分、所供应的行业、客户受惠者的类型） Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	●	P11-17,30,36,37
	10	2.8	汇报机构的规模 Scale of the reporting organization	●	P12
	11	2.9	汇报期内机构规模、架构或所有权方面的重大改变 Significant changes during the reporting period regarding size, structure, or ownership	●	P11,12
	12	2.10	汇报期内所获得的奖项 Awards received in the reporting period	●	P3,24,27,43 48,57,71,75
	13	3.1	信息汇报期（如财政年度/西历年） Reporting period (e.g., fiscal/calendar year) for information provided	●	P9
报告规范 Report Parameters	14	3.2	上一份报告的日期（如果有的话） Date of most recent previous report (if any)	●	P9
	15	3.3	汇报周期（如每年、每两年一次） Reporting cycle (annual, biennial, etc.)	●	P9
	16	3.4	查询报告或报告内容的联络点 Contact point for questions regarding the report or its contents	●	P9
	17	3.5	界定报告内容的过程 Process for defining report content	●	P9
	18	3.6	报告的界限（如国家、部门、附属机构、租用设施、合营机构、供应商） Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	●	P9
	19	3.7	指出有关报告范围及界限的限制 State any specific limitations on the scope or boundary of the report	●	P9
	20	3.8	根据什么基础，汇报合营机构、附属机构、租用设施、国外采购业务及其它可能严重影响不同汇报期及（或）不同机构间可比性的实体 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	●	P9
	21	3.9	数据量度技巧及计算基准，包括用以编制指标及其它信息的各种估计所依据的假设及技巧 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	●	P9
	22	3.10	解释重整旧报告所载信息的结果及原因（例如合并/收购、基准年份/年期有变、业务性质、计算方法） Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisition, change of base years/periods, nature of business, measurement methods)	●	P9
	23	3.11	报告的范围、界限及所有计算方法与以往报告的重大分别 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	●	P9
	24	3.12	表列各类标准披露在报告中的位置 Table identifying the location of the Standard Disclosure in the report	●	P87-91
	25	3.13	在可持续发展报告附带的认证报告中列出机构为报告外寻求外部认证的政策及现行措施。如没有列出，请解释任何外部认证的范围及根据，并解释汇报机构与验证者之间的关系 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	N	

	序号 NO.	GRI	指标内容 GRI Content Index	披露程度 Extent of Disclosure	在报告中的位置 Where Reported (Catalog of Report)
管治、承诺及 参与度 Governance, Commitments, and Engagement	26	4.1	机构的管治架构 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	●	P29
	27	4.2	指出最高管治机关的主席有否兼任其他行政职位 Indicate whether the Chair of the highest governance body is also an executive officer.( and, if so, their function within the organization` s management and the reasons for this arrangement).	○	
	28	4.3	如机构属单一董事会架构, 请指出最高管治机关中独立及(或) 非执行成员的人数及性别 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	○	
	29	4.4	股东及雇员最高管治机关提出建议或经营方向的机制 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	P30,31
	30	4.5	对最高管治机关成员、高层经理及行政人员的赔偿(包括离职安排), 与机构绩效(包括社会及环境绩效)之间的关系 Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization` s performance (including social and environmental performance)	○	
	31	4.6	避免最高管治机关出现利益冲突的程序 Processes in place for the highest governance body to ensure conflicts of interest are avoided	N	
	32	4.7	如何决定最高管治机关及委员会成员应具备什么资格及经验 Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees,including any consideration of gender and other indicators of diversity.	N	
	33	4.8	机构内部订定的使命或价值观、行为守则及关乎经济、环境及社会绩效的原则, 及其实施现况 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance and the status of their implementation	●	P5
	34	4.9	最高管治机构对汇报机构如何确定和管理经济、环境及社会绩效(包括相关的风险、机遇), 以及对机构有否遵守国际公认的标准、道德守则及原则的监督程序 Procedures of the highest governance body for overseeing the organization` s identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	●	P29,32-35
	35	4.10	评估最高管治机关本身绩效的程序, 特别是有关经济、环境及社会绩效 Processes for evaluating the highest governance body` s own performance, particularly with respect to economic, environmental and social performance	●	P29
	36	4.11	解释机构是否及如何按谨慎方针或原则行事 Explanation of whether and how the precautionary approach or principle is addressed by the organization	●	P32-35
	37	4.12	机构对外界发起经济、环境及社会约章、原则或其他倡议的参与或支持 Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or endorses	●	p9
	38	4.13	机构加入的一些协会(如业界联合会)及(或) 全国/国际倡议组织 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: Has positions in governance bodies; Participates in projects or committees; Provides substantive funding beyond routine membership dues; or Views membership as strategic	●	P43
	39	4.14	机构引入的利益相关者群体清单 List of stakeholder groups engaged by the organization	●	p21
	40	4.15	界定及挑选要引入的利益相关者的根据 Basis for identification and selection of stakeholders with whom to engage	●	p21
	41	4.16	引入利益相关者的方针, 包括按不同形式及组别引入利益相关者的频密程度 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	●	p21
	42	4.17	利益相关者参与的过程中提出的主要项目及关注点, 以及机构如何回应, 包括以报告的回应 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	●	p21
经济 Economic	43	EC1	创造和分配的直接经济价值, 包括总收入、利润、营运成本、员工薪酬、捐助和其它社会投资、留存收益、向政府和资本提供者支付的资金 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	●	P38,39
	44	EC2	机构因气候变化而采取的行动所带来的财务成本及其它风险和机会 Financial implications and other risks and opportunities for the organization's activities due to climate change	●	P51
	45	EC3	机构固定福利计划的覆盖范围 Coverage of the organization's defined benefit plan obligations	●	P69-75,77,78
	46	EC4	政府给予机构的重大财务支持 Significant financial assistance received from government	○	
	47	EC5	在主要经营场所, 按性别划分的工资的标准起薪点与当地最低工资标准的比率范围 Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	○	
	48	EC6	在主要经营场所对从当地供应商采购的政策、制度和比例 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	●	P45-47,63,81
	49	EC7	在主要经营场所雇用当地员工的程序和聘用当地高级管理人员的比例 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	●	P69,80,81
	50	EC8	通过商业活动、提供实物或免费专业服务而开展的主要面向大众福利的基础设施投资与服务及其影响 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	●	P79,81
	51	EC9	对其间接重大经济影响的理解与说明, 包括该影响的程度和范围 Understanding and describing significant indirect economic impacts, including the extent of impacts	●	P81

	序号 NO.	GRI	指标内容 GRI Content Index	披露程度 Extent of Disclosure	在报告中的位置 Where Reported (Catalog of Report)
环境 Environmental	52	EN1	按重量或体积细分的原料总用量 Materials used by weight or volume	N	
	53	EN2	所用原料中可循环再生材料的百分比 Percentage of materials used that are recycled input materials	●	P62,64
	54	EN3	使用一次能源资源的直接能源消耗 Direct energy consumption by primary energy source	N	
	55	EN4	使用一次资源的非直接能源消耗 Indirect energy consumption by primary source	N	
	56	EN5	通过采取节能措施和提高利用率而节省的能源 Energy saved due to conservation and efficiency improvements	●	P62,P64
	57	EN6	为运用节能或可再生能源的产品和服务所进行的倡议活动，以及由于这些活动带来的能源需求减少量 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	●	P66,67
	58	EN7	减少间接能源耗用的措施，以及措施所取得的成效 Initiatives to reduce indirect energy consumption and reductions achieved	●	P62,64
	59	EN8	按源头划分的总耗水量 Total water withdrawal by source	N	
	60	EN9	因耗用水而严重影响到的水源 Water sources significantly affected by withdrawal of water	N	
	61	EN10	可循环再利用水所占的百分比和总量 Percentage and total volume of water recycled and reused	N	
	62	EN11	机构在环境保护区或保护区毗邻地区及保护区之外生物多样性丰富的区域拥有、租赁或管理的土地地理位置和面积 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N	
	63	EN12	描述机构活动、产品和服务对保护区内及保护区之外生物多样性价值高的地区的生物多样性的影响 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	N	
	64	EN13	受保护或已恢复的栖息地 Habitats protected or restored	●	P66
	65	EN14	管理影响生物多样性的战略、当前采取的行动和未来的计划 Strategies, current actions, and future plans for managing impacts on biodiversity	●	P66
	66	EN15	按照生物濒临绝种的风险，依次列出处于受机构经营活动影响的、被列入国际自然及自然资源保护联盟濒危物种红色名录（IUCN Red List）和国家保护名录的物种数量 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	N	
	67	EN16	按重量计算的直接或间接温室气体的排放 Total direct and indirect greenhouse gas emissions by weight	●	P61,62
	68	EN17	按重量计算的其它相关间接温室气体排放 Other relevant indirect greenhouse gas emissions by weight	N	
	69	EN18	减少温室气体排放的措施，以及其成效 Initiatives to reduce greenhouse gas emissions and reductions achieved	●	P60-62,64,67
	70	EN19	按重量计算的臭氧消耗物质的排放 Emissions of ozone-depleting substances by weight	N	
	71	EN20	按照类型和重量计算的氮氧化物、硫氧化物以及其它对环境有重大影响的气体排放量 NOx, SOx, and other significant air emissions by type and weight	●	P61
	72	EN21	按质量和目的地统计的总排水量 Total water discharge by quality and destination	N	
	73	EN22	按种类和处理方法统计的废物总量 Total weight of waste by type and disposal method	●	P61
	74	EN23	重大溢漏的总次数及漏量 Total number and volume of significant spills	N	
	75	EN24	按重量计算的根据《控制危险废物越境转移及其处置的巴塞尔公约》附录I、II、III、VIII条款被视为危险废弃物的运输、进口、出口或处理数量，及国际范围内运输废弃物的百分比 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	N	
	76	EN25	受报告机构排水和径流严重影响的的水体以及相关栖息地的特征、规模、受保护状态和生物多样性价值 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	N	
	77	EN26	减轻产品与服务对环境的影响的措施及影响减轻的程度 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	●	P65,66
	78	EN27	可分类回收的售出产品及其包装材料 Percentage of products sold and their packaging materials that are reclaimed by category	N	
	79	EN28	因违反环境法律法规所受到重大经济罚款的数额和非经济制裁的次数 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	○	
	80	EN29	机构经营活动中的产品、其它货品和原材料运输和劳动力运输对环境造成的重大影响 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	●	P65,66
	81	EN30	按类型计算的环境保护的总支出和总投资 Total environmental protection expenditures and investments by type	●	P59

	序号 NO.	GRI	指标内容 GRI Content Index	披露程度 Extent of Disclosure	在报告中的位置 (Where Reported (Catalog of Report))
社会 劳工措施和合 理工作 Labor Practices and Decent Work	82	LA1	按雇用类型、雇用合同、地区及按性别划分的员工总数 Total workforce by employment type, employment contract, and region, broken down by gender	●	P69
	83	LA2	按年龄组别、性别及地区划分的新员工及员工流失总量和比例 Total number and rate of new employee hires and employee turnover by age group, gender, and region	●	P69,70
	84	LA3	按主要业务划分，提供给全职员工的而临时或兼职员工享受不到的福利 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	●	P70
	85	LA4	受集体谈判协议保障的员工比例 Percentage of employees covered by collective bargaining agreements	●	P69,70
	86	LA5	向员工通报重大业务变化的最短通知期，包括指出该通知期是否在集体协议中订明 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	○	
	87	LA6	在协助监管和咨询职业健康与安全计划的正式的管理劳资健康与安全委员会中，劳方代表的比例 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	N	
	88	LA7	按照地区、性别划分的工伤率、职业病率、误工率（损失工作日比例）、缺勤率，以及工伤事故和职业疾病死亡人数 Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	●	P57,72
	89	LA8	为帮助员工及家人或社区成员而推行的，关于严重疾病的教育、培训、咨询辅导、预防和风险控制的项目 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	●	P72
	90	LA9	与工会达成的正式协议中涵盖的健康与安全议题 Health and safety topics covered in formal agreements with trade unions	●	P51-56,72
	91	LA10	根据性别、员工类别划分，每位员工每年接受培训的平均时数 Average hours of training per year per employee by gender, and by employee category	●	P55,72,73
	92	LA11	支持员工提高继续受聘能力，以及帮助员工处理好退职事宜的技能管理和终生学习计划 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	●	P72,73
	93	LA12	按性别划分的接受定期绩效和职业发展考评的员工比例 Percentage of employees receiving regular performance and career development reviews by gender	●	P70
	94	LA13	按照性别、年龄组别、少数族裔成员及其他多元化指标划分，说明各管理机构的成员和每类员工的组成 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	●	P69
	95	LA14	按员工类别、重要运营地划分，男性与女性员工的基本工资比例 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	●	P70
	96	LA15	按性别划分的育婴假后员工返岗率 Return to work and retention rates after parental leave, by gender.	○	
人权 Human Rights	97	HR1	包含关注人权的条款或已经通过人权审查的重要投资协议与合同的总数及比例 Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	○	
	98	HR2	已通过人权审查的重要供应商、承包商和其它商业伙伴的比例，及机构采取的行动 Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	○	
	99	HR3	员工在工作所涉人权范围的相关政策及程序方面接受培训的总时间，包括受培训的员工比例 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	●	P72,73
	100	HR4	歧视个案的总数，和机构采取的改正行动 Total number of incidents of discrimination and corrective actions taken	○	
	101	HR5	已发现可能严重侵犯、危害结社自由和集体谈判权的运营活动及重要供应商，以及保障这些权利所采取的行动 Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	○	
	102	HR6	已发现可能会发生严重危害童工的运营活动及重要供应商，以及有助于消除使用童工的措施 Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	○	
	103	HR7	已发现可能会导致严重的强迫或强制劳动的运营及重要供应商，以及有助于消除所有形式的强迫或强制劳动的措施 Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	○	
	104	HR8	保安人员在作业所涉人权范围的相关政策及程序方面接受培训的比例 Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	○	
	105	HR9	涉及侵犯土著人包括本地员工权利的个案总数，以及机构采取的措施 Total number of incidents of violations involving rights of indigenous people and actions taken	○	
	106	HR10	取决于人权评审及/或影响评估的运营活动比例和总数 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	○	
	107	HR11	通过正式不满处理机制被提及并解决的人权方面不满情况数 Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms	○	

	序号 NO.	GRI	指标内容 GRI Content Index	披露程度 Extent of Disclosure	在报告中的位置 Where Reported (Catalog of Report)
社会 Society	108	S01	评估管理机构经营对社区所造成影响（包括进、出社区及营运）的任何项目及行为的性质、范围及有效程度 Percentage of operations with implemented local community engagement, impact assessments, and development programs.	●	P59,66
	109	S02	已作腐败风险分析的经营单位的总数和比例 Percentage and total number of business units analyzed for risks related to corruption	●	P34,35
	110	S03	已接受机构的反腐败政策及程序培训的员工比例 Percentage of employees trained in organization's anti-corruption policies and procedures	●	P35
	111	S04	回应腐败所采取的行动 Actions taken in response to incidents of corruption	●	P35
	112	S05	对公共政策的立场，以及参与公共政策的制定及游说的情况 Public policy positions and participation in public policy development and lobbying	●	P42,43
	113	S06	按国家划分，对政党、政治家和相关组织做出财务及实物捐献的总值 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	N	
	114	S07	涉及反竞争行为、反托拉斯和反垄断措施的法律诉讼的总数及其结果 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	N	
	115	S08	因违反法律及法规而被严重罚款的总额，以及非罚款的制裁总数 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	●	P65,66
	116	S09	对本地社区具有重大潜在或实际负面影响的运营活动 Operations with significant potential or actual negative impacts on local communities	●	P65,66
	117	S010	在运营活动中为预防和减轻对本地社区产生的重大潜在或实际负面影响所采取的措施 Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	●	P65,66
产品责任 Product Responsibility	118	PR1	为改良而评估产品及服务在其生命周期各阶段对安全和健康的影响，以及必须接受这种评估的重要产品和服务类别的比例 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	●	P48,49,51
	119	PR2	按结果划分，在产品和服务的生命周期中，在健康和安全方面违反法规和自愿性守则的事件总数 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	●	P51
	120	PR3	按照程序要求的产品及服务的信息种类，以及属于此类信息规定的重要产品和服务的比例 Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements	●	P48,49,51
	121	PR4	按结果划分，违反产品及服务信息和标签的法规及自愿性守则的事件总数 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	N	
	122	PR5	有关的措施，包括客户满意度的调查结果 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	●	P49,51
	123	PR6	为符合与市场沟通（包括广告、推销和赞助）相关的法律、标准和自愿性守则而开展的措施 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	●	P51
	124	PR7	按结果划分，违反与市场沟通（包括广告、推销及赞助）相关的法规和自愿守则的次数 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	●	P51
	125	PR8	已被证实的关于侵犯客户隐私权及遗失客户资料的投诉总数 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	●	P50
	126	PR9	违反涉及产品和服务的提供与使用的相关法律及规定所受到的重罚金额 Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	●	P50



## 反馈意见表 Feedback Form

为了改进中国建筑社会责任工作，我们希望得到您的反馈，这将成为我们改善和提高的重要依据。希望您在百忙中对本报告和我们的工作提出宝贵意见。

We hope to hear your feedback, which will help us to better fulfil the social responsibilities of China's construction industry. We depend on your input to make improvements in our work. Thank you for your time and your valuable comments.

您认为报告总体上：

In your opinion, the report is, over all:

☐ 很好 Very good ☐ 较好 Good ☐ 一般 Average ☐ 较差 Poor ☐ 很差 Very poor

您认为报告披露的社会责任信息：

In your opinion, the information on social responsibilities disclosed in this report is:

☐ 很有价值 Very valuable ☐ 价值较高 Valuable ☐ 一般 Average ☐ 价值较低 Of low value  
☐ 没有什么价值 Of no value

您认为报告在结构上：

In your opinion, the structure of the report is:

☐ 很合理 Very good ☐ 较合理 Good ☐ 一般 Average ☐ 较差 Poor ☐ 很差 Very poor

您认为报告的可读性：

In your opinion, the report is:

☐ 很高 Very readable ☐ 较高 Readable ☐ 一般 Average ☐ 较差 Hard to read  
☐ 很差 Unreadable

您对中国建筑社会责任工作的意见和建议，请在此提出：

If you have other comments on the social responsibilities of China's construction industry, please write in the following space:

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**中國建築股份有限公司**

CHINA STATE CONSTRUCTION ENGRG . CORP. LTD

地址：中国北京三里河路15号中建大厦

邮编：100037

电话：(8610)88082888

传真：(8610)88082789

网址：[www.cscec.com](http://www.cscec.com)

Add: CSCEC Mansion, No. 15 Sanlihe Road,  
100037 Beijing, China

Tel: (8610)88082888

Fax: (8610)88082789

Website: [www.cscec.com](http://www.cscec.com)