

Kingdee

Kingdee International Software Group Company Limited
金蝶國際軟件集團有限公司

Stock Code 股份代號: 268



ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT

環境、社會及管治報告

2016



CORPORATE INTRODUCTION

公司簡介

Kingdee International Software Group Company Limited (“Kingdee International”) or (the “Group”) is a listed company on the Main Board of The Stock Exchange of Hong Kong Limited (Stock Code: 0268.HK). It is a leader of enterprise management software and Cloud services in Asia Pacific region and China.

Kingdee International was founded in 1993 and headquartered in Shenzhen, PRC. With “Let Data Drive Success” as its mission, “The Most Reliable Big Data Service Provider” as its vision and “Acting in all conscience, with integrity and righteousness” as its core values, “User-first, Small, Beauty, Fast” product and service belief, the Group provides software products and Cloud services for over 6.6 million corporates and government organizations worldwide. The users of Kingdee products exceed 200 million. The subsidiaries of Kingdee International consists of Kingdee Software (China) Co., Ltd. with a focus on corporate management software and Cloud services business for medium and large-sized enterprises, Shanghai Kingdee Deeking Cloud Computing Co., Ltd. with a focus on corporate management software and Cloud services business for micro and small-sized enterprises, Shenzhen Kingdee Tianyan Middleware Corp Ltd. with a focus on middleware business, as well as Kingdee International Software Group (H.K.) Co., Ltd. which focuses on APAC ex-China and overseas markets. Kingdee International has been ranked by IDC as the leader among the medium and small-sized enterprises in China in terms of market share for twelve consecutive years.

金蝶國際軟件集團有限公司（「金蝶國際」）或（「集團」）是香港聯合交易所有限公司主板上市公司（股份編號：0268.HK），是亞太及中國領先的企業管理軟件及雲服務市場領航者。

金蝶國際總部位於中國深圳，始創於1993年，金蝶以「讓數據驅動成功」為使命，以「最值得信賴的大數據服務公司」為願景，以「致良知，走正道、行王道」為核心價值觀，秉承「用戶至上、小、美、快」的產品服務理念，為世界範圍內超過660萬家企業、政府等組織提供軟件產品與雲服務，金蝶系用戶數已超過2億。金蝶國際附屬公司有專注於中大企業管理軟件和雲服務業務的金蝶軟件（中國）有限公司，專注於小微企業管理軟件和雲服務業務的上海金蝶雲計算有限公司，專注於中間件業務的深圳市金蝶天燕中間件股份有限公司，以及專注於除中國大陸以外的亞太地區及海外市場的金蝶國際軟件集團（香港）有限公司等。金蝶國際連續12年被IDC評為中國中小企業佔有率第一名。



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ABOUT US 關於我們

Kingdee International Software Group Company Limited ("Kingdee International" or the "Group") was founded in 1993 and headquartered in Shenzhen. The Group has provided management software products and Cloud services to over 6.6 million corporates and government organizations worldwide. The Group is a leader in the enterprise management software and Cloud services sector in the Asia Pacific region and China. According to the statistics from IDC, the Group has been ranked as the leader in the SME application software market in China in terms of market share for twelve consecutive years. The Group is committed to the core values of "Acting in all Conscience, with Integrity and Righteousness" and strives to be the most trustworthy Big Data service provider.

金蝶國際軟件集團有限公司(簡稱「金蝶國際」或「集團」)始創於1993年，總部位於深圳。集團已為全球超過660萬家企業、政府等不同機構提供管理軟件產品與雲服務。集團是亞太及中國領先的企業管理軟件及雲服務市場領航者。IDC數據顯示，集團已經連續12年位居中國中小企業應用軟件市場佔有率第一名。集團以「致良知、走正道、行王道」為核心價值觀，致力成為最值得信賴的大數據服務公司。

Structure of the Group

集團架構

Major subsidiaries/Affiliates of Kingdee International and their businesses

金蝶國際主要附屬／關聯公司及其業務

Kingdee Software (China) Co., Ltd. 金蝶軟件(中國)有限公司	Shanghai Kingdee Deeking Cloud Computing Co., Ltd. 上海金蝶蝶雲計算有限公司	Shenzhen Kingdee Tianyan Middleware Corp Ltd. 深圳市金蝶天燕中間件股份有限公司	Kingdee International Software Group (H.K.) Co., Ltd. 金蝶國際軟件集團(香港)有限公司	Kingdee Vehicle Network Technology Co., Ltd. 金蝶汽車網絡科技有限公司	Shenzhen Cloudhub Network Co., Ltd 深圳雲之家網絡有限公司
<ul style="list-style-type: none"> Focus on enterprise management software and Cloud services business for medium and large-sized enterprises 專注於中大企業管理軟件和雲服務業務 	<ul style="list-style-type: none"> Focus on enterprise management software and Cloud services business for micro and small-sized enterprises 專注於小微企業管理軟件和雲服務業務 	<ul style="list-style-type: none"> Focus on middleware business 專注於中間件業務 	<ul style="list-style-type: none"> Focus on APAC ex-China and overseas markets 專注於中國大陸以外的亞太地區和海外市場 	<ul style="list-style-type: none"> Provide platform "Happy Car Dealers" to help car dealers groups to transform towards mobile internet + refined management model 提供「車商悅」平台，幫助汽車經銷商集團向移動互聯網+精細化管理模式轉型 	<ul style="list-style-type: none"> Provide professional mobile office platform 提供專業移動辦公平台

Mission

Let Data Drive Success

Vision

The Most Reliable Big Data Service Provider

Core Values

Acting in all conscience, with Integrity and Righteousness

使命

讓數據驅動成功

願景

最值得信賴的大數據服務公司

核心價值觀

致良知，走正道，行王道

Kingdee
Software Park
金蝶軟件園

Shenzhen
深圳

Shanghai
上海

Beijing
北京

A WORD FROM THE MANAGEMENT 管理層寄語



Chairman 主席
Xu Shao Chun 徐少春

I am pleased to announce the first Environmental, Social and Governance Report of Kingdee International. This marks a new milestone for us in the environmental, social and governance responsibilities. We value stakeholders' demands and expectation, and wish to improve the sustainable development performance of the company on a continuous basis. We wish to address stakeholders' concern by increasing the transparency of disclosure through public reports. In preparing the report, we endeavored to explore new momentum for the sustainable development of the Group through various business reviews.

Insisting that users' experience is of utmost importance to us, we will develop the best products for enterprises. Against the backdrop of a slowing economic growth in Mainland China, our traditional business maintained steady growth in 2016. In the increasingly competitive Cloud services sector, our Cloud services business demonstrated strong growth momentum as the market leader. As the Chinese government is actively promoting the development of big data, Cloud computing technology and the applications of Internet of Things with a view of pushing forward the transition of the traditional production, management and marketing models of the industry, we strive to create values for clients and refine management concepts in a bid to provide support for the intelligent transformation and upgrade of Chinese enterprises.

本人欣然發佈金蝶國際第一份《環境、社會及管治報告》，這標誌著我們在環境、社會及管治方面的嶄新里程碑。我們重視持份者的需求與期望，希望不斷提高企業在各可持續議題的績效。透過公開的報告形式，我們持續提升信息披露的透明度，以回應持份者的關注。我們在籌備報告的過程中，通過多方面的業務回顧，致力探索集團持續發展的新動力。

我們堅持聚焦用戶體驗，打造極致產品。面對內地經濟增長放緩的形勢，我們的傳統業務於二零一六年保持穩健增長，而在競爭日益激烈的雲服務市場，我們的雲服務業務更是增勢強勁，處於市場領先地位。在中國政府積極促進大數據、雲計算、物聯網應用以推動傳統產業生產、管理和營銷模式的變革之際，我們致力為客戶創造價值，重新定義管理，以協助中國企業實現智能化轉型升級。

A WORD FROM THE MANAGEMENT

管理層寄語

We believe employees are the foundation and the most important assets for the corporate growth. We are committed to cultivating an equal and open environment while encouraging communication and exchange among staff so as to enhance their sense of community. We highly emphasize the development and growth of staff. Therefore, we have developed a systematic staff training program, under which we provide various thematic training programs according to the actual needs of different departments and functions. We strongly believe that nurturing and retaining outstanding talent is crucial for a company to sustain its development and enhance its competitiveness.

While improving operating efficiency, we are also highly concerned about the impact of our business operations on the environment. We not only strive to enhance energy efficiency in the operating process but also endeavor to change the management model of the clients with our Cloud services so as to reduce the number of on-premise servers and server rooms. This can improve customers' management efficiency while at the same time effectively help customers mitigate the impact on the environment and achieve sustainable development.

As a responsible corporation, we play a proactive role in protecting intellectual rights and creating diverse channels for maintaining communication with customers. In addition, we continue to consolidate the development of the security management system so as to safeguard customers' privacy. All of these are designed to cultivate mutual trust with customers in the long run. We place great emphasis on the cooperation with business partners and wish to drive sustainable development with the synergy generated through close cooperation with them. We continued to support "Chinese Management Model" research to help Chinese enterprises achieve management benchmarking and share their business models, with a view to promoting the development of the medium and small-sized enterprises. We are proactively involved in charitable activities and projects so as to contribute to the sustainable development of the community. We also aim to impose positive influence on the society, and encourage our staff to participate in the charitable activities in the community.

Sustainable development is a long-term process of continuous improvement for corporates. Looking ahead, despite the challenges from the increasingly competitive Cloud services sector, we are confident that we can turn our client base, brand and experience into our competitive advantage. Presented with the opportunities arising from the accelerating pace of transformation of corporate Cloud management, we will insist on completing the transition of our sustainable business model with professionalism and innovation, and will retain our leadership in enterprise Cloud services sector with the joint efforts of our customers, working partners and staff.

Kingdee International Software Group Company Limited
Xu Shao Chun
Chairman

我們相信員工是企業成長的基石和最重要的資產。我們致力為員工創造平等及開放的氛圍，鼓勵員工之間的溝通與交流，以加強其歸屬感。我們十分重視員工的發展及成長。我們為員工規劃了系統化的培訓體系，因應不同部門和職能的實際需要，有針對性地提供各種類型的培訓。我們深信培育與留任優秀人才，是確保企業得以發展以及強化企業競爭力的核心。

在提高營運效率的同時，我們亦非常關注業務運作對環境的影響。我們不僅致力提升營運過程中的能源效率，更透過我們的雲服務改變客戶的管理模式，減少其自有伺服器或機房的數量，提升管理效率同時幫助客戶降低其環境影響，實現持續發展。

作為負責任的企業，我們積極維護知識產權，建立多元化的渠道與客戶保持溝通，不斷加強安全管理體系的建設以保護客戶隱私，旨在與客戶建立長遠互信關係。我們非常重視與業務夥伴的合作，並希望透過緊密配合協同推動可持續發展。我們透過持續支持「中國管理模式」研究，幫助中國企業實現管理對標和模式共享，促進中小企業成長。我們積極參與慈善公益活動和項目，為社區的可持續發展做出貢獻。我們也鼓勵員工響應和參與社區公益活動，為社會帶來更多正面影響力。

對企業而言，建立可持續的商業模式是一個持續改進的過程。未來，面對雲服務市場競爭加劇的挑戰，我們有信心將積累的客戶基礎、品牌和經驗轉化為競爭優勢。面對企業雲端化管理轉型速度加快的機遇，我們將堅持以專業和創新完成可持續的商業模式變革，與我們的客戶、合作夥伴和員工攜手，持續地領跑企業雲服務市場。

金蝶國際軟件集團有限公司
主席
徐少春

ABOUT THIS REPORT 關於本報告

This report is the first Environmental, Social and Governance Report published by Kingdee International, which discloses the practices and performances of the Group on sustainable development in a transparent and open manner, in order to increase our stakeholders' confidence in and understanding of the Group.

Reporting Year

All information contained herein reflects the performances of Kingdee International on environmental management and social responsibility from 1 January 2016 to 31 December 2016. Subsequently, the Group will publish an environmental, social and governance report on a regular basis each year, which can be accessed by the public at any time, to continuously enhance the transparency and responsibility of information disclosure.

Scope of Report

The report focuses on the Shenzhen headquarter of Kingdee International, which is located in the Kingdee Software Park, Nanshan District and the related operation of the "Enterprise management software business and Cloud services business" segment, while other operations are not included. The scope of disclosure will be expanded by the Group to an extent that covers all of our operations after the Group's data collection system becomes more mature and our Environmental, social and governance practices further develop. This report does not cover the disclosure of all environmentally key performance indicators. The Group will conduct a carbon assessment in the coming year to further refine and standardize the reporting metrics.

Reporting standards

This report is prepared in accordance with the Environmental, Social and Governance Reporting Guide (the "Guide") issued by The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). It summarizes the performance of Kingdee International on environmental, social and governance aspects in a simplified manner. The information contained herein is sourced from official documents and statistics of the Group, and is compiled against the control, management and operation information provided by the subsidiaries in accordance with the relevant policies of the Group. A complete content index is appended in the last chapter hereof for quick reference. This report is prepared in both Chinese and English and is available on the Group's website at www.kingdee.com. If there are any discrepancies or inconsistencies between the Chinese and English versions, the Chinese version shall prevail.

本報告為金蝶國際發佈的首份《環境、社會及管治報告》，以透明、公開的方式披露集團在可持續發展議題上的行動和績效，以增加持份者對集團的信心和瞭解。

報告年度

報告中的所有資料均反映金蝶國際於二零一六年一月一日至二零一六年十二月三十一日在環境管理和社會責任方面的績效。往後，集團將每年定期發佈《環境、社會及管治報告》，以供各界隨時查閱，持續提升透明度和責任。

報告範圍

報告聚焦於金蝶國際位於深圳總部南山區金蝶軟件園與「企業管理軟件及雲服務業務」分部相關的營運，其他營運並不包括在內。待集團在資料收集系統更趨成熟，以及環境、社會及管治的工作深化之後，集團將擴大披露的範圍，直至全面覆蓋集團的所有營運。本報告並未涵蓋所有環境關鍵績效指標的披露。集團將於明年進行碳評估，進一步將匯報的指標細化和標準化。

報告準則

本報告是依循香港聯合交易所有限公司（簡稱「聯交所」）頒佈的《環境、社會及管治報告指引》（簡稱「指引」）而編製。報告以精簡的形式概述金蝶國際的環境、社會及管治表現。報告中的資料來自集團的官方文件和統計數據，以及根據集團相關制度由旗下公司提供的監測、管理和營運資料整合匯總。報告的最後一章有完整的內容索引，以便讀者快速查詢。本報告以中、英文兩種文字編製，亦已上載至集團網站（www.kingdee.com）。如中、英文兩個版本有任何抵觸或不相符之處，應以中文版本為準。

Feedback 意見反饋

Our continued progress depends on your precious comments on the contents and form of this report. Should you have any questions or suggestions, please direct your comment to IR@kingdee.com and help us improve our environmental, social and governance performances on a continuous basis.

我們的持續進步有賴閣下對本報告的內容及形式發表寶貴意見。如閣下有任何疑問或建議，歡迎將意見經電郵發送至 IR@kingdee.com，幫助我們持續提升環境、社會及管治的績效。

COMMUNICATION WITH THE STAKEHOLDERS 持份者溝通

The Stock Exchange proposed four reporting principles in the Guide, including Materiality, Quantitative, Balance and Consistency, as the preparation basis of the Environmental, Social and Governance Report. As stated by the Stock Exchange, stakeholder engagement is a method employed for assessing materiality. By communicating with the stakeholders, corporations are able to understand the general opinions from stakeholders, and identify material environmental and social issues.

For Kingdee International, stakeholders represent groups and individuals who have significant impact on the Group's business, or those who are affected by the Group's business. The Group's stakeholders include not only internal staff, management and directors, but also external customers, business partners, investors, regulatory authorities and various types of community groups. In the past year, the Group communicated with key stakeholders through different methods. In preparation of this report, the Group engaged a professional consultancy to conduct a substantive analysis by interviewing the management, and took into account of the advices of the professional consultants to clarify important reporting issues and to determine the direction of the Group's sustainable development.

聯交所《指引》中提出了匯報的四項原則，包括：重要性、量化、平衡及一致性，作為編製《環境、社會及管治報告》的基礎。誠如聯交所所言，持份者參與是用以評估重要性的方法。透過與持份者的溝通，企業能夠瞭解廣泛的意見，識別重要的環境和社會事宜。

對於金蝶國際而言，持份者指的是對集團的業務有重大影響，或受集團業務影響的群體和個人。集團的持份者不僅包括內部的員工、管理層、董事，還包括外部的客戶、業務夥伴、投資者、監管機構及各類型的社區團體等。在過去的一年，集團透過不同方式與關鍵持份者溝通。是次報告的籌備過程中，集團特意委託專業顧問公司以管理層訪談的形式進行實質性分析，並結合專家顧問的意見釐清匯報的重要議題，以此作為集團可持續發展路向的製定。

Methods of Communication with the Stakeholders during the Reporting Period

報告期內的持份者溝通方式

Internal Stakeholders	External Stakeholders	內部持份者	外部持份者
<ul style="list-style-type: none"> Directors Management General staff 	<ul style="list-style-type: none"> Investors Shareholders Staff's family Customers Suppliers Government/regulatory authorities Banks Working partners Trade/industry associations Academic institutions Non-governmental organisations Media 	<ul style="list-style-type: none"> 公司董事 管理層 一般員工 	<ul style="list-style-type: none"> 投資者 股東 員工家庭 客戶 供應商 政府／監管部門 銀行 合作夥伴 貿易／行業協會 學術機構 非政府組織 媒體
<p>Means of Communication: 溝通方式：</p> <p>Meetings, e-mails, phone conversations, interviews, seminars, workshops, photographs, instant messaging, text messages, facsimiles, suggestion boxes, hotlines, researches, visits and exchanges, tours, public display and speech, financial reports, announcements and circulars, annual general meetings, exhibitions etc. 會議、電郵、電話、訪談、講座、工作坊、沙龍、即時通訊、短信、傳真、意見箱、熱線、調研、拜訪交流、參觀、公開展示與演講、財務報告、公告與通函、週年大會、展覽會等</p>			

The business of Kingdee International imposed impacts on various stakeholders, while stakeholders also have different expectations from the Group. Looking ahead, for a more refined substantive analysis, the Group will continuously broaden communication with stakeholders, and extensively collect their opinions in different ways. In the meantime, the Group will also enhance the reporting principles in terms of quantitative, balance and consistency to define the presentation of contents and information in a way which is more likely to meet the stakeholders' expectations.

金蝶國際的業務影響著不同持份者，而持份者對集團也有著不同期望。未來，集團將持續並擴大持份者的溝通，透過不同形式更廣泛地收集持份者的意見，令實質性分析更完備。同時，集團也會提升量化、平衡及一致性的匯報原則，以更符合持份者期望的方式，界定報告的內容及資訊的呈現。

GROWING WITH EMPLOYEES 與員工共進

Employment

Kingdee International considers employees as the most precious assets and the foundation for corporate development. The Group believes that every employee should be treated equally with respect regardless of their nationality, race, gender or religious belief. The Group is committed to creating an equal and open working environment for its employees. It believes that a composition of employees with various cultures, backgrounds and experiences will enable invaluable diversity and understanding, thus delivering new ideas in the work environment.

Kingdee International mainly recruits talent through social recruitment and campus recruitment. During the recruitment process, the Group's selection criteria focus on candidates' skills, ability and working experience and requires managers of the Group to devote at least 30% of their working time into the recruitment, with an aim to attract suitable candidates for the team. The Group gives equal treatment to all employees in terms of recruitment and promotion. Its labor contracts are entered into in strict compliance with the Labor Law of the People's Republic of China (《中華人民共和國勞動法》), Labor Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》) and other relevant regulations, under which the rights and obligations of both the Company and employees are clearly defined. The Kingdee Qualification Model (《金蝶任職標準模型》) of the Group also establishes corresponding standards for promotion of employees, including the knowledge, eligibility, skills and performance behavior required, the results achieved etc.

Kingdee International offers fair and market competitive remuneration and benefits in attracting, motivating and retaining talent. The Group will appoint a third party to conduct research on market remuneration annually to ensure competitiveness of its remuneration in the industry. It established an internal remuneration system according to job positions and titles, which adopts a system based on the positions and responsibilities to ensure equality. In addition to statutory minimum wage and "Five Social Insurance and One Housing Fund" required by laws and regulations, the Group provides its employees with more protection, including taking out supplemental medical insurance, accident insurance and critical illness insurance and secure preferential insurance programs for families of its employees, in order to eliminate employees' fears and worries.

Kingdee International believes that attracting and retaining high caliber talent is an important driver for the Company's sustainable development. To reduce staff turnover rate, the Group developed measures related to performance incentive in 2016 and adopted new job positions and titles as well as remuneration system, providing employees with better career planning, career path and remuneration conforming to market standards. Meanwhile, the Group also increases the incentive for junior employees in 2017.

僱傭

員工是金蝶國際最重視的資產，是企業成長的基石。集團相信每位員工均應受到尊重及平等對待，不因民族、種族、性別或宗教信仰而有異。集團致力為員工創造平等及開放的氛圍，並認為不同文化、背景和經歷的員工能增加可貴的多元化和理解，可以在工作中帶出新思維。

金蝶國際主要通過社會招聘及校園招聘的渠道招募人才。集團在招聘員工時一律以員工的技能、能力和工作經驗為甄選重點，並且要求集團的經理人將至少百分之三十的時間投入到招聘的工作中，旨在為團隊吸引合適的人才。集團在招聘和晉升方面均平等對待所有員工。集團的勞動合同嚴格根據《中華人民共和國勞動法》、《中華人民共和國勞動合同法》及其他相關法規而訂立，明確了公司與員工的權利和義務。集團的《金蝶任職標準模型》亦為員工晉升過程中的各項因素設立了相應標準，包括需具備的知識、素質、技能及履職行為與所達到的成果等。

金蝶國際以公平和具市場競爭力的薪酬和福利吸引人才、激勵人才和留任人才。集團每年委託第三方公司進行市場薪酬調查，確保薪酬在行業內富有競爭力；在內部建立了與職位職級體系對應的薪酬體系，採取「以崗定級、以級定薪」的制度以確保公平性。除法律及法規要求的法定最低工資及「五險一金」等之外，集團為員工提供了更多的保障，包括購買補充醫療保險、意外傷害保險、重大疾病保險以及為員工家屬爭取保險優惠方案等，以減少員工的後顧之憂。

金蝶國際相信吸引並留任優秀人才是集團持續發展的重要動力。為減少員工流失率，集團於二零一六年制定了業績獎勵的措施，並且應用新職位職級及薪酬體系為員工提供了更優的職業規劃，發展路徑及匹配的薪酬。集團於二零一七年同時加大對基層員工的激勵。

GROWING WITH EMPLOYEES 與員工共進

Statistics related to number of employees by gender and age groups
按性別及年齡組別劃分的員工人數相關統計

			Under the age of 30	30-50	Over 50	Total	Proportion of male and female staff
			30歲以下	30-50歲	超過50歲	匯總	男女員工人數比例
Number of employees	Female	女性	437	340	2	779	1: 1.7
員工人數	Male	男性	662	667	16	1,345	
Number of new employees	Female	女性	157	22	0	179	1: 2.5
新員工人數	Male	男性	349	107	0	456	
Staff turnover	Female	女性	30	39	0	69	1: 2.2
流失員工人數	Male	男性	92	62	0	154	
Staff turnover rate	Female	女性	6.9%	11.5%	0	8.9%	-
員工流失率	Male	男性	13.9%	9.3%	0	11.4%	

Kingdee International has formulated the Management Measures on Working Time for Employees in Headquarter (《總部員工工作時間管理辦法》) in relation to the management of staff attendance, in order to analyze staff engagement based on their attendance, with a view to enhance human resources management. All employees of the Group can make use of CloudHub, the mobile communication platform for internal use, to sign in wherever they are, which enhances the flexibility of work. The Group also adopted a system of flexible time management, which help employees to balance work and life.

金蝶國際就員工出勤的管理製定了《總部員工工作時間管理辦法》，並根據出勤表現進行員工工作投入度分析，加強對人力資源的管理。所有員工可利用內部的移動溝通平台—雲之家簽到，實現移動辦公。集團已實行彈性工作時間制，靈活的辦公時間有助員工實現生活與工作平衡。

Kingdee International provides respective position description for its employees, including the purpose of setting up the position, main responsibilities and important work involved, so that employees will have a more thorough understanding of their duties. To develop a reliable understanding of employees' performance, the Group conducts performance assessment for all employees on an annual basis. With reference to the qualification model in the position system and the performance assessment system, the Group can systematically evaluate staff's performance of job duties and their competence, which can be relied on for determining incentive and promotion. The focus of evaluation includes review on past work and set up of possible targets for future development. Managers and employees will draw up a work plan for the coming year together, with a view to motivate employees and maximize their potential for comprehensive development. The Group also encourages its staff to give active feedback on needs and opinions through communication channels at different levels, including human resources business partner of the Group.

金蝶國際為員工提供相應的職位說明書，包括職位設置目的、關鍵職責及關鍵工作聯繫等，使員工更明確工作重點。為確實瞭解員工之工作績效，集團每年均對所有員工進行績效評核。基於職位體系的任職標準模型和績效評價體系，集團可以系統地評價員工的職責履行情況和勝任度，作為獎勵及晉升之依據。集團的評核重點包含對過去工作的檢討及未來可行目標的訂定。主管與員工共同訂定來年的工作計劃，激勵員工和全面發展潛能。集團亦鼓勵員工通過各級溝通渠道，包括集團的人力資源業務夥伴等，主動反饋需求及意見。

GROWING WITH EMPLOYEES 與員工共進

Labor Standards

Kingdee fully acknowledges that child labor and forced labor violate basic human rights and International Labor Convention, and poses threat to sustainable social and economic development. The Group is in strict compliance with relevant laws and regulations. It prohibits employment of child labor by examination on actual age during the recruitment process. Relevant examination procedures include inquiry of educational background and background, inspection of proof of identity and maintain detailed record. The Group will only execute requirements as set out in standard labor contracts and not restrict the employment relationship between employees and the Company by any unfair means. Employees have the right to terminate the labor convention subject to compliance with laws and regulations.

During the reporting period, the Group did not encounter any employment and labor standards related non-compliance in this report scope.

Development and Training

Kingdee International believes that nurturing high caliber talent is essential to ensure technology enterprises' development and strengthen their competitiveness. The Group considers staff as development partner of the Group and the training and development of staff are planned in a systematic way. Various types of internal or external trainings are provided by the Group specifically in response to the actual needs of different departments and functions, job skills and professional competence of staff are thus improved on an ongoing basis. Kingdee International has developed a series of measures, including Kingdee Management Measures for Internal Lecturer (《金蝶內部講師管理辦法》), Kingdee Operation Guidelines for Training (《金蝶機構培訓操作手冊》) and the Management Measures for Staff Professional Skills Training (《員工專業技能培訓管理辦法》), to govern the Group's training system.

In order to help new employees to integrate into the corporate culture more quickly, Kingdee International compiled Mentor System for New Employees (《新員工入職導師制》) and Management Measures for Kingdee New Employees Training (《金蝶新員工培訓管理辦法》). Existing staff will assist new employees and help them to shorten the learning time, help new employees obtain timely and appropriate support in the early stage. The Group provides resources including work training, learning modules and online learning platforms, which are designed by mentors. The Group also provides a system of guidance tools for the mentor, which includes task booklets, study plans, probation guidance records, etc., and only qualified employees can serve as mentors. After the training, both the new employee and the supervisor are required to be examined for the effectiveness of supervision.

勞工準則

金蝶充分認識到童工和強制勞工違反基本人權、國際勞工公約，並對可持續的社會和經濟發展構成威脅。集團嚴格遵守相關的法律及法規。集團禁止使用童工，在招聘過程中會進行實際年齡的審查工作，包括學歷及背景調查，檢查身份證明文件及作出詳細紀錄等。集團只會執行標準勞動合同的要求，不會利用任何方式不公平地限制員工與企業的僱傭關係。在符合法律法規的情況下，員工擁有自由解除勞動契約的權利。

在本報告期內，集團報告範圍內並無發現與僱傭及勞工準則相關的違規個案。

發展及培訓

金蝶國際深信培育優秀人才是確保科技企業得以發展以及強化企業競爭力的核心。集團把員工視為企業的發展夥伴，以系統化的方式規劃員工的培訓發展。集團因應不同部門和職能的實際需要，有針對性地提供不同類型的內部或外部培訓，令員工在工作技能和專業能力方面均得到持續的提升。金蝶國際製定了《金蝶內部講師管理辦法》、《金蝶機構培訓操作手冊》及《員工專業技能培訓管理辦法》等措施管理集團的培訓系統。

為使新員工更快地融入企業文化，金蝶國際制定了《新員工入職導師制》及《金蝶新員工培訓管理辦法》等，由現有員工為新員工提供協助，縮短新員工的學習時間，幫助新員工在加入集團的初期得到及時和適切的支援。集團為所有新員工準備了由「導師」輔導的上崗培訓、學習模塊、在綫學習平台等資源。集團亦為「導師」準備了系統的輔導工具表，包括任務書、學習計劃、試用期輔導記錄等，且只有經過資格評估的員工才能擔任「導師」一職。培訓結束後，新員工及「導師」都需要接受考核以檢驗入職輔導效果。

GROWING WITH EMPLOYEES 與員工共進

The career development system of Kingdee International focuses on staff's value creation and competence development and attaches importance to staff's proactive communication and planning, with a view to improve staff competence, thus facilitating mutual and sustainable development with the Group. Adhering to the management concept of "people-oriented to enable staff's success", the Group has developed various career development channels for staff with different competence and potential.

金蝶國際的職業發展體系關注員工的價值創造及能力發展，並且重視員工主動的溝通規劃，旨在幫助員工提升能力，與集團共同持續發展。集團秉持「以人為本，幫助員工成功」的管理思想，為具有不同能力及潛質的員工建立不同的職業發展通道。



Kingdee International is gradually establishing and optimizing a learning and development system based on the position system. With reference to the qualification model of each position, the common eligibility of each position and professional course system are clarified. Staff will receive guidance and assistance in learning and improvement through staff development training camp, management training camp and other training programs as well as abundant learning resources. Kingdee Business School is responsible for developing a training program of common eligibility available for staff at different positions. Meanwhile, it cooperates with professional committees and professional departments to conduct an annual optimization and renewal of professional programs according to the development principle of Kingdee Management Measures for Professional Programs Development (《金蝶專業類課程開發管理辦法》). Leveraging advantages of its platform, the Group takes proactive initiative in adopting a way combining online live broadcast and on-the-job training, which is a flexible learning alternative for staff. During 2016, 64% of staff has attended lectures of 12 sessions organized by Kingdee Business School online. The Group develops training plans according to the result of research on training needs. Moreover, it will collect feedback before, during and after the training, in order to conduct analysis for further improvement.

金蝶國際正在逐步建立與完善以職位體系為基礎的學習發展體系，基於各職位任職標準模型，梳理各職位的通用素質和專業課程體系，通過培養項目如員工成長訓練營、管理幹部訓練營以及豐富的學習資源，指引、幫助員工學習與提升。金蝶商學院負責開發所有職級可參與的通用素質課程，同時亦會與專業委員會及專業部門合作，根據《金蝶專業類課程開發管理辦法》的開發原則對專業類課程進行年度優化更新。集團利用自身平台優勢，積極採取在線直播與現場培訓相結合的方式，為員工提供靈活的進修選擇。二零一六年內，64%參與的員工都是通過在線的方式參加金蝶商學院組織的十二期講座。集團根據培訓需求調研的結果進行培訓規劃，並會在培訓不同階段（包括：前期、進行中、結束後）收集反饋意見，進行分析以進一步提升。

GROWING WITH EMPLOYEES 與員工共進

Kingdee Business School was founded as early as in 2011. It is committed to spreading the concept of excellent management and sharing the best management practices. It aims to become an outstanding enterprise university in China. By developing various training programs, Kingdee Business School has endeavored to be the development consultant of Kingdee staff and a development partner of the business team in order to nurture talent for present and future development of Kingdee.

集團早於2011年已成立了金蝶商學院，致力於傳播優秀管理理念，分享最佳管理實踐，目標是成為中國卓越的企業大學。金蝶商學院通過開展各類培訓，努力成為金蝶員工的成長顧問與業務團隊的發展夥伴，為金蝶的現在和未來培養人才。

Statistics related to staff training by gender and type of staff
按性別及員工類別劃分的員工培訓相關統計

Level of staff	員工級別	Female staff 女性員工			Male staff 男性員工			Average training hours 平均培訓時數	
		Number of staff trained 受培訓 員工人次	Training hours 培訓時數	Number of staff 員工人數	Number of staff trained 受培訓 員工人次	Training hours 培訓時數	Number of staff 員工人數		
Management	管理層	68	1,192	59	20.2	225	4,082	160	25.5
General staff	一般員工	2,648	17,491	720	24.3	3,999	33,781	1,185	28.5
Total	總計	2,716	18,683	779	24.0	4,224	37,863	1,345	28.2

In addition to knowledge and skills, Kingdee International also pays attention to spiritual culture and integrates it into enterprise management. Through trainings for the management, the Group promotes traditional Chinese thinking, "Acting in all conscience", to promote staff quality and ethics. During the reporting period, the Group held a number of related training for 107 people with total training hours of 618 hours.

除知識及技能的層面，金蝶國際亦重視精神文化，並將其融入企業管理。集團透過為管理層進行培訓推廣中華傳統思想「致良知」，提升員工素質及道德操守。報告期內，集團舉行了多次相關培訓，參與培訓的管理層達107人次，培訓總時數為618小時。

GROWING WITH EMPLOYEES 與員工共進

Health and Safety

Regulatory authorities have established fundamental requirements for health and safety in workplace, both in terms of PRC laws and international standards. Given the business nature of Kingdee International, no job position with high risk is identified within the Group's business operation. However, notes related to safety and rights and obligations are clarified in the section headed "Labor Protection and Labor Conditions" in the labor contract entered into by the Group. Apart from various insurances taken out for staff, the Group has also taken out insurance on employer's liability and group accidents to provide multiple protections.

Kingdee International provides health check on an annual basis and also healthcare management related lectures for all staff. The Group actively promotes sports culture and arranges fitness training spots in the office. The Group also encourages staff to participate in diverse activities organized by the staff association, committing to achieving a work-life balance for staff. The Group has 13 associations at the group level at present with approximately 2,000 members, covering aspects like sports, arts, languages, chess and cards, etc. The Group also established Kingdee Volunteer Group, Staff Committee and Charitable Fund Committee, which enables staff to acquire knowledge other than job skills and improve physical and mental health. Moreover, communication and interaction among staff are further strengthened and sense of belonging and sense of pride of staff are enhanced.

During the reporting period, the Group did not encounter any work related injury or death, or any health and safety related non-compliance.

健康與安全

無論中國法律還是國際標準的層面，監管機構均對工作場所的健康和安全製定了最基本的要求。由於金蝶國際的業務性質使然，集團的業務營運中未發現有高風險的工作崗位，但集團所訂立的勞動合同於「勞動保護和勞動條件」章節闡明了安全相關的注意事項以及權力義務。除為員工購買的多項保險外，集團亦購買了僱主責任險及團體意外險等，以提供多重保障。

金蝶國際每年都為所有在職員工提供健康檢查，並為員工提供健康管理相關的講座。集團積極推廣運動文化並於辦公樓內配置了專門的健身場所。集團亦鼓勵員工參與多樣化的員工協會活動，致力實現員工的工作與生活平衡。集團現有13個集團級別協會，協會成員接近2,000人，涵蓋體育、藝術、語言、棋牌類等方面。集團亦設有金蝶義工團、員工委員會及愛心基金委員會等，使員工能夠獲得工作技能之外的知識，增進身心健康，更加強員工之間的溝通與交流，提升員工的企業歸屬感與自豪感。

在本報告期內，集團報告範圍內並無發生任何因工受傷或致死的意外，以及有關健康與安全的違規個案。

MUTUAL GROWTH WITH THE ENVIRONMENT

與環境共生

Environment and Natural Resources

Given the business nature of Kingdee International, the most profound impact on environment and natural resources brought by the Group is the use of power in workplace. The Group monitors, inspects and assesses the implementation of environmental protection carried out by property management companies of its software parks. The Group insists in the use of energy-efficient equipment. As early as two years ago, it started to gradually replace the original lightings in office with LED energy-saving lamps. Besides, the Cloud services of the Group provide customers with intensive Internet resources. With the increasing number of customers eliminating their own server or data centres and switching to the Group's Cloud services, the products of the Group have not only enhanced the management efficiency of customers, but also effectively helped customers reduce their environmental impact and operate in a more responsible approach. Looking forward, the Group plans to incorporate environmental and social considerations into its products and services to explore business opportunities for sustainable development.

Kingdee International encourages its employees to participate in environmental activities together and introduces the environmental philosophy throughout the organization at every level. The Group's associations also organize activities from time to time to raise staff awareness of environmental protection.

Resource utilization

In November 2016, the Paris Agreement officially came into effect, aiming to limit the rise in global temperature to 2°C from the pre-industrial levels by the end of the century, with an ultimate goal of curbing the rise to below 1.5°C.

二零一六年十一月，《巴黎協議》正式生效，目的是在本世紀末把全球氣溫上升限制在與工業化前相比上升攝氏兩度之內，並致力於進一步控制在攝氏一點五度以內。

With the enforcement of the Paris Agreement, the global energy landscape is undergoing a profound transformation. As all participating countries strive to achieve the goals set forth in the Paris Agreement, it is believed that the use of fossil fuel as a source of energy will be eliminated in the second half of this century. In light of this, Kingdee International places emphasis on improving the efficiency of resource utilization and gradually transforms its operation into low-carbon model so as to respond to the changes of international trends.

環境及天然資源

基於金蝶國際的業務性質，集團對環境及天然資源最密切的影響就是營運場所的電力使用。集團對於軟件園的物業管理公司之環保執行情況實施監督、檢查及考評。集團堅持使用高能效的設備，並早於兩年前就開始逐步將辦公室原有燈具更換成LED節電燈。除此之外，集團的雲服務為客戶提供集約化的互聯網資源。隨著越來越多客戶選擇集團的雲服務而淘汰自有服務器或機房，集團的產品在提升客戶管理效率的同時，有效幫助客戶降低其環境影響，以更負責任的方式經營。未來，集團計劃把對環境和社會的考量融入集團的產品和服務之中，探索可持續發展的商機。

金蝶國際鼓勵員工共同參與環保活動，將環保概念推行到整個機構。集團的協會亦不定期舉辦活動，以提升員工對環境保護的意識。

資源使用

《巴黎協議》的生效意味著全球能源格局正在進入一個深刻的轉變期。各國為了實現《巴黎協議》的目標，化石燃料的作為能源的使用勢將在本世紀下半葉被淘汰。有見及此，提升資源使用效率，並逐步向低碳營運模式轉型，正是金蝶國際應對國際趨勢變化的重點。

MUTUAL GROWTH WITH THE ENVIRONMENT 與環境共生

Kingdee International firmly believes that there is a close linkage between effective resource management, environmental protection and the goals of corporate sustainable development. In order to conserve energy, based on the actual circumstances, the logistics service centre of the Group requires the property service centre to formulate management requirements for energy conservation and consumption reduction, namely Operation System and Measures for JD Energy Conservation and Consumption Reduction (《JD節能減耗運行制度及措施》) while performing management duties. Since the second half of 2016, the Group and the property service centre have been implementing energy consumption analysis and energy conservation measures on air-conditioners, lifts, lighting systems, etc. The Group recorded an annual electricity usage of 7,639,153 kWh whereas the water usage of software parks was 1.27 tonnes per square meter. Another key consumption of resources of the Group is “paper”, including office paper and packaging materials for products. The Group proactively advocates mobile office. Through Cloud communication, employees have reduced a substantial proportion of office paper use. In the future, the Group will consider using FSC certified paper products to ensure that timber used in paper made from sustainable forests.

金蝶國際深知資源的有效管理，與環境保護和企業的可持續發展目標緊密相關。為節約能源，集團後勤服務中心根據實際情況，要求物業服務中心在履行管理過程中，制定節能減耗的管理規定，名為《JD節能減耗運行制度及措施》。集團與物業服務中心自二零一六年下半年開始，執行包括能耗分析及針對空調、電梯及照明系統等的節能措施，集團全年用電量為7,639,153千瓦時。同時，軟件園單位平方米面積耗水量為1.27噸。另外一項集團消耗最多的資源就是「紙類」，包括辦公用紙和產品包裝材料。集團積極推動移動辦公，員工通過雲端溝通已減少了絕大部分辦公用紙的使用。集團今後會考慮選用經過FSC認證的紙品，以確保紙張中使用的木材來自可再生森林。

Types of materials	材料種類	Weight (tonne) 重量 (噸)
Packaging box	包裝盒	20.1
Coded card	加密卡	4.5
Label	標籤	0.02
Paper box	紙箱	4.0

Emissions

Wastes generated from the operation of Kingdee International can be mainly categorized into general wastes, recyclable resources, waste batteries and waste electronic equipment. The Group entrusts property management companies to sign Waste Clearance Contract with professional cleaning service companies, pursuant to which, the collection and disposal of general wastes are carried out by the cleaning service companies. Each relevant department within the Group categorises the wastes generated and delivers usable waste paper and plastic products to waste recycling personnel for collective disposal. The Group implements measures to recycle waste batteries in the company. Departments are required to return old batteries for new ones. After being collected by the Group, the old batteries will be recycled by professional companies. During the reporting period, Kingdee Software Park in Nanshan district has recycled approximately one tonne of waste paper products and 60 kg of waste batteries in total. As for the waste electronic equipment generated from the Group's operation, the Group delivers the equipment to waste recycling companies for handling in accordance with the requirements of Management System for Fixed Assets (《固定資產管理制度》) whereas the handling contracts are filed in the procurement department. Waste water generated from the Group's operation is treated collectively through municipal sewage pipes.

排放物

金蝶國際營運中所產生的廢棄物主要可以分為一般垃圾、可回收資源、廢舊電池及廢舊電子設備等。集團委託物業管理公司與專業清潔公司簽訂《垃圾清運合同》，由清潔公司收集和處理一般垃圾。集團內部各相關部門對產生的垃圾進行分類分揀，將可利用的廢紙品、塑料製品等統一交由回收人員處理。集團內部實行廢舊電池回收的措施，部門領取新電池時需上交舊電池，集團匯總之後交由專業公司回收處理。報告期內，南山區金蝶軟件園共回收約一噸的廢舊紙品以及六十公斤的廢舊電池。對於集團營運產生的廢舊電子設備，集團按照《固定資產管理制度》的規定，統一交由廢舊回收公司處理，而處理合同則在採購部存檔。而集團營運中所產生的污水則通過市政污水管道集中處理。

MUTUAL GROWTH WITH THE ENVIRONMENT 與環境共生

Greenhouse Gases

Climate change has brought unprecedented challenges to global economic development. The extreme weather brought about by climate change directly or indirectly affects the ability of different institutions to access resources and maintain operations. With the enforcement of the Paris Agreement, all participating governments are gradually adopting carbon tax or carbon emissions trading, or other regulations designed to limit emissions and internalize the external costs caused by corporate greenhouse gas emissions and pass responsibility for achieving the goals of the Paris Agreement to corporations and other institutions. This means the business environment for corporations will experience significant changes.

Reducing greenhouse gas emissions is the most important mitigation approach to combat climate change, and carbon footprint assessment provides a foundation for reducing greenhouse gas emissions. Although Kingdee International has yet to perform carbon footprint assessment for its current operations, the Group has included it in the work plan for 2017. The Group will measure its greenhouse gas emissions annually as the first step towards carbon reduction and from there set forth its carbon reduction target and priority to ensure that carbon reduction is carried out in a more efficient manner.

During the reporting period, the Group did not identify any non-compliance concerning emissions in the reporting scope.

溫室氣體

氣候變化為全球經濟發展帶來了前所未見的挑戰。氣候變化所帶來的極端天氣直接或間接地影響著不同機構在獲取資源和維持營運的能力。隨著《巴黎協議》的生效，各國政府都會陸續採用徵收碳稅或碳排放權交易等模式，或限制排放的其他法規，將企業排放溫室氣體所造成的外部成本內部化，並把責任轉移到企業和其他機構。這意味著企業面對的營商環境會產生重大變化。

減少溫室氣體排放是應對氣候變化最重要的減緩手段，而碳足跡評估正為減少溫室氣體排放提供基礎。雖然金蝶國際目前的業務尚未進行碳足跡評估，但集團已經把此納入二零一七年的工作計劃。集團將每年確認溫室氣體排放量，作為減碳的第一步，並由此製定減碳目標和優先次序，讓減碳的過程更有效率。

在本報告期內，集團報告範圍內並無發現與排放物相關的違規個案。

CREATING A WIN-WIN SITUATION WITH PARTNERS 與夥伴共贏

Product Responsibility

Under the prevailing competitive market environment, there is increasingly higher demand for better products and services from customers. Kingdee International understands that creating value and excellent experience for customers is the only way to gain their continuous trust and support. Establishing smooth communication channels with customers is the key for the Group to understand and manage their expectations. The Group has set up channels such as sales hotlines, service hotlines, complaint hotlines, Kingdee Community (金蝶社區), online service centres as well as suggestion boxes, which serve as the basis for understanding customers' need and enhancing operations. If customers have opinions on the Group's implementation service or software development service, the implementation departments will communicate with customers to tackle the relevant problems.

Protecting the privacy of customer data is the key for Kingdee International to maintain good corporate governance and develop long-term trust with customers. The Group complies with all data privacy laws with a particular focus on customer data protection. It protects user information from unauthorized access, usage and leakage through various safety technologies and procedures. Usage of customers' personal information is only permitted as legally prescribed under the Personal Information (Privacy) Ordinance and only for related purposes. The Group designates personnel for customer data maintenance. Early in 2015, the SaaS Cloud services of Kingdee obtained the ISO/IEC 27001:2013 information security management system certification. To safeguard the safety of customer data and business continuity, the Group has set up the "Kingdee Cloud Services Safety System" (金蝶雲服務安全體系) with an aim to provide customers with safety guarantees on its cloud services at the levels of management systems and technological systems. In 2016, the Group officially joined the global "Cloud Security Alliance (CSA)" (雲安全聯盟) as a PRC corporate member. By actively participating in the formulation of safety standard of cloud computing, the Group has made contributions to the safety of the whole SaaS Cloud services industry.

Kingdee International proactively protects the Group's intellectual properties. The Group has claimed copyright protection for all software products and seeks to adopt effective and comprehensive protective measures on intellectual properties such as trademarks and patents. Before developing any software, the Group also conducts market research and understands the relevant registration procedures of intellectual properties to ensure that the implementation of software will not infringe upon the intellectual properties of peers.

During the reporting period, the Group did not identify any non-compliance cases involving product responsibility in the reporting scope.

產品責任

在當今競爭激烈的市場環境下，客戶對產品和服務的要求不斷提高。金蝶國際深知，唯有為客戶創造價值和卓越的體驗才能得到客戶持續的信賴與支持。與客戶建立順暢的溝通渠道是集團瞭解和管理客戶期望的關鍵。集團開設了銷售熱線、服務熱線、投訴熱線、金蝶社區、在綫服務中心及意見箱等渠道，作為瞭解客戶需要以及改善營運的依據。當客戶對集團的實施服務或軟件開發服務有意見，實施部門都會與客戶進行溝通，解決相關問題。

保障客戶資料的私隱，是金蝶國際維持良好的企業管治，以及與客戶建立長遠互信關係的關鍵。集團遵守所有保障資料私隱的法例，尤其注重保護客戶私隱，通過各種安全技術和程序來保護用戶信息不被未經授權的訪問、使用和洩露。客戶的個人資料只會根據個人資料私隱條例合法使用，並只作相關用途。集團設有專員負責維護客戶數據。金蝶SaaS雲服務早於二零一五年即通過了ISO/IEC 27001:2013信息安全管理体系標準的認證。為保障客戶數據安全和業務持續性，集團設立了「金蝶雲服務安全體系」，旨在從治理體系及技術體系的層面，為客戶的提供雲服務安全保障。集團於二零一六年內正式加入全球「雲安全聯盟」成為中國企業會員，積極參與製定雲計算安全標準，為整個SaaS雲服務行業的安全貢獻力量。

金蝶國際積極維護集團的知識產權。集團已對所有軟件產品申請版權保護，以及致力在商標和專利等知識產權保護上採取有效、全面的保護措施。集團在開發任何軟件前，亦會進行市場調查和瞭解知識產權相關申請，確保軟件實施未侵犯同行的知識產權。

在本報告期內，集團報告範圍內並無發現與產品責任相關的違規個案。

CREATING A WIN-WIN SITUATION WITH PARTNERS 與夥伴共贏

Supply Chain Management

Kingdee International understands the Group should play a role throughout the life cycle of its services, and the proper management of supply chain is a key for the Group to maintain brand reputation, ensure business continuity, and manage operating costs. The Group has formulated an array of internal procedures on tendering, purchases and management of suppliers in order to manage the supply chain. All suppliers of the Group are required to comply with the relevant ordinances. Engagements of the purchase department, demand department, audit department and legal department are necessary for the Group's tendering. In the official cooperation with suppliers, the purchase department of the Group will evaluate the suppliers. For the purpose of monitoring the compliance of suppliers, the scope and frequency of audit takes into account of the relevant management system of the purchase department. As such, the audit department might arrange second party audit on the suppliers or engage independent parties to conduct third party audit on the same according to the audit work plan. Highly valuing the cooperation with suppliers, the Group regards suppliers as key business partners and hopes to establish a long-term stable supply chain through mutual cooperation. Accordingly, the Group requires all suppliers to sign the "anti-bribery agreement" (反賄賂協議) and "non-disclosure agreement" (保密協議), which safeguard the long-term close cooperation and lawful interests between the parties.

As at 31 December 2016, Kingdee International had 50 branches mainly engaging in marketing and service and had approximately over 2,000 cooperation partners providing consultation, technical support, implementation services and distribution of its products and after-sale services to the customers of the Group. With reference to different business types, the partners (which signed the Kingdee Distribution Partner Agreements (《金蝶渠道合作夥伴協議》) with the Group and thus were officially authorised to carry on operations) can be classified as product marketing partners and value-added service providers. The Group provides the partners with support in terms of management, training, marketing, partnership and services with an aim to seek for mutual development of Kingdee and partners, thereby achieving a mutually beneficial relation.

In the long run, Kingdee International is willing to work closely with all business partners and effectively communicate the criteria for sustainable development. The Group will also encourage business partners to exchange experiences, driving their improvement on environmental and social performance. The Group expects that it will be able to promote sustainable development of the industry by developing innovative business models.

供應鏈管理

金蝶國際瞭解集團在產品和服務的整個生命週期中都應該發揮作用，而供應鏈的妥善管理正是集團維護品牌聲譽，確保業務可持續性和管理營運成本的關鍵。集團製定了一系列招標、採購及供應商管理的內部程序，對供應鏈進行管理。集團的所有供應商都需遵守相關條例。集團招標工作需要採購部、需求部門、審計部以及法律部的參與。在正式與供應商合作時，集團採購部會對供應商進行評估。在監管供應商的合規性時，審計的範圍及頻率會參考採購部相關管理制度，由審計部根據工作計劃而安排對供應商進行第二方審計或委託獨立方進行第三方審計。集團非常重視與供應商的合作，並視其為重要的業務夥伴，希望透過彼此合作，建立長期穩定的供應鏈。集團要求所有供應商都簽署「反賄賂協議」及「保密協議」，為雙方長期的密切合作及合法利益提供保障。

截至二零一六年十二月三十一日，金蝶國際通過五十家以營銷與服務為主的分支機構和約兩千餘家諮詢、技術、實施服務、分銷等合作夥伴，為集團客戶提供產品和售後服務。根據業務類型不同，與集團簽訂《金蝶渠道合作夥伴協議》並被正式授權經營的夥伴分為產品營銷夥伴和增值服務夥伴。集團會向夥伴提供管理、培訓、市場、夥伴及服務等方面支持，實現金蝶和夥伴的共同發展，合作雙贏。

長遠而言，金蝶國際願意與所有業務夥伴都緊密配合和有效溝通可持續發展的準則。集團亦將鼓勵業務夥伴之間進行經驗交流，帶動更多業務夥伴提升環境與社會績效。集團期望，透過發展創新的經營模式，集團能夠推動整個行業的持續發展。

CREATING A WIN-WIN SITUATION WITH PARTNERS 與夥伴共贏

Anti-corruption

Kingdee International is convinced that integrity management is the basis of corporate social responsibility and also the mainstay of corporate competitive strengths and sustainable operation. The Group has systematically integrated the anti-corruption management principles into business operations. To ensure that its employees are committed to honesty and ethical behavior at work, the Group has formulated rules including the Kingdee Business Code of Conduct (《金蝶商業行為準則》). It requires no employee to offer bribes to or take bribes from customers, cooperation partners or functionaries of State organ. The Group conducts self-check through its in-house legal and audit departments and reviews the implementation of the relevant regulations, with an aim to seek for their comprehensive executions in terms of actual implementation and management. The Group encourages informed persons to report to the Group on violations identified. Whistle-blowers can report to the legal and audit departments of the Group by email, telephone, interviews or otherwise considered to be convenient by themselves in person or by alternates. When the Group carries out tender process, the members of the tender group are required to sign the corresponding “letters of undertaking”; all suppliers, distributors and subcontractors are required to sign the “anti-bribery agreements” and “confidentiality agreements”. The job is executed by the purchase department.

The anti-corruption measures of Kingdee International have been effective. During the reporting period, the Group did not identify any case of corruption and related litigation involving the Group and its employees. The Group's practical actions not only win the trust of customers, but also enhance the sense of belonging and fair play among its employees.

Community investment

With the market's focus on corporate behavior and social responsibility, solely pursuing maximum financial performance in short-term to reward shareholders is no longer the only goal of business management. As a socially responsible organization, Kingdee International thoroughly understands the importance of meeting the expectations of different stakeholders and the communities where the Group operates.

Kingdee International is committed to making efforts in knowing about the needs of the communities where it operates with a particular focus on issues concerning education, charity and welfare activities. During the year, the Group held the “Kingdee Cloud Management Innovation Award”, a nationwide competition among various tertiary institutions, which enhanced students' perception and experience of corporate and communities as well as provided students with display platforms. In 2016, the Care Charity Fund (愛心互助基金會) of the Group organized two major social welfare activities, including raising fund for impoverished students in Ya'an, Sichuan through staff sports event and undertaking education projects together with Teach for China (美麗中國). Also, the Group continued to support China Siyuan Foundation (中華思源工程) and Teach for China, including offering CloudHub and enterprise management platforms to Teach for China and developing digitalization platforms for education projects, which has made the operation and management of the education projects more efficient.

反貪污

金蝶國際深信誠信經營是企業社會責任的基礎，也是企業競爭優勢和持續經營的根本。集團把反貪污的管理原則系統化地融入企業營運。為確保員工工作中遵守誠實及良好的道德行為，集團製定了“金蝶商業行為準則”等規則，規定了員工不得向客戶、合作夥伴或國家機關工作人員行賄或索賄。集團通過內部的法務與審計部進行自我審查，檢討相關規則的實施情況，務求使其在實際實施及管理中得到全面執行。集團鼓勵任何知情人員向集團舉報所發現的違法違規行為。舉報人可以自己或委託他人採取電子信箱、電話、面談或舉報人認為便利的其他方式，向集團法務與審計部進行舉報。集團招標時招標小組成員需簽署相應「承諾函」；而所有供應商、分銷商及外包商都需要簽署「反賄賂協議」及「保密協議」，該項工作由採購部執行。

金蝶國際的反貪污措施是行之有效的。在本報告期內，集團報告範圍內並沒有出現與本集團及員工相關的貪污訴訟案件。集團的實際行動不但贏得客戶的信任，更提升員工的歸屬感和公平競爭。

社區投資

隨著市場對企業行為和社會責任的關注，單純追求短期的最大財務績效以回饋股東已經不是企業管理的唯一目標。作為一家對社會責任有承擔的企業，金蝶國際深刻理解滿足不同持份者以及集團營運所在社區的期望之重要性。

金蝶國際致力瞭解營運所在社區的需要，尤其關注教育與慈善公益活動的議題。集團於年內承辦了「金蝶雲管理創新杯」全國高校大賽，增強學生對企業及社會的感知和體驗，亦為學生提供展示的平台。集團的愛心互助基金會於二零一六年組織了兩項主要的社會公益活動，包括以員工運動方式為四川雅安貧困學生進行眾籌及與美麗中國攜手進行支教的項目。集團亦繼續支持中華思源工程以及美麗中國，包括為美麗中國提供雲之家和企業管理應用平台，幫助支教項目構建信息化平台，使支教項目的運營管理更加高效。

CREATING A WIN-WIN SITUATION WITH PARTNERS 與夥伴共贏

In order to promote the Chinese Management Model in the world, Kingdee International continues to support the “Chinese Management Model Research Award” to help Chinese enterprises achieve management benchmarking and mode sharing, and promote the growth of SMEs. An expert committee, led by well-known management scholar Chen Chunhua, conducted an in-depth study over a period of over 6 months and picked a number of enterprises in recognition of their outstanding management. They included LeEco, Xiaomi Inc., Yili Group, CCRC Zhuzhou Locomotive and Publicis Groupe. They were presented the awards at the “China Management – Global Forum”.

Employees are the major force to improve social well-being and create more social value. To foster the caring culture and philosophy of giving back to the community, the Group encourages its employees to participate in social welfare activities to serve the community as volunteers. During the reporting period, the Kingdee volunteering team actively supported a variety of environmental, charity and welfare activities. By assisting in facilitating a healthy and energetic community, the Kingdee volunteering team has made contributions to the sustainable development of society. The Group will further explore volunteering work which can make use of employees' skills, and solve problems in the community through utilisation of different skills of employees.

Kingdee International plans to strategically integrate corporate social responsibility into its operation models in the future as well as incorporate social caring into the work programs of various departments. In line with its sustainability vision and goal, the Group will also explore the feasibility of setting up an ad hoc committee internally to plan and promote various activities relating to sustainable development of the community.

金蝶國際以「讓中國管理模式在全球崛起」為己任，繼續支持「中國管理模式傑出獎」以幫助中國企業實現管理對標和模式共享，促進中小企業成長。由知名管理學者陳春花領銜的專家委員會，歷時超過6個月的深入調研，最終遴選包括樂視控股、小米科技、伊利集團、中車株機、法國陽獅集團等多家管理領域取得傑出成就的企業，並在「中國管理•全球論壇」進行頒獎。

員工是金蝶國際促進社會福祉，為社會創造更多價值的核心力量。集團鼓勵員工從事社區公益活動，以義工身份為社區服務，推動關愛社會的文化和回饋社會的理念。報告期內，金蝶義工隊積極支持各項環保、公益及慈善活動，透過協助建立健康和充滿活力的社區，為社會的可持續發展作出貢獻。集團將進一步地探索以員工技能為基礎的義務工作，運用工人所掌握的不同技能解決社區層面的問題。

金蝶國際計劃在未來策略性地把企業社會責任工作與營運模式相結合，把社會關懷納入各部門的工作規劃。集團也將探討在集團內部成立專責委員會，配合集團的持續發展遠景和目標，規劃和推展各項與社區可持續發展相關的活動。

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A1 Emissions A1排放物		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	14-15
一般披露	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	14-15
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A1.5	Description of measures to mitigate emissions and results achieved	14
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A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	14
A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果	14
A2 Use of Resources A2資源使用		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	13-14
一般披露	有效使用資源（包括能源、水及其他原材料）的政策。	13-14
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility)	14
A2.1	按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）	14
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A2.3	Description of energy use efficiency initiatives and results achieved	14
A2.3	描述能源使用效益計劃及所得成果	14
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	14
A2.5	製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量	14
A3 The Environment and Natural Resources A3環境及天然資源		
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	13
一般披露	減低發行人對環境及天然資源造成重大影響的政策	13
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	13
A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動	13

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B1 Employment B1僱傭		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	7-8
一般披露	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	7-8
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B2 Health and Safety B2健康與安全		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	12
一般披露	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	12
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一般披露	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	9-11
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B4 Labor Standards B4勞工準則		
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一般披露	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	9
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B5 Supply Chain Management B5供應鏈管理		
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B6 Product Responsibility B6產品責任		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	16
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B8 Community Investment B8社區投資		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its business activities take into consideration the communities' interests.	18-19
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