



中国交建
CHINA COMMUNICATIONS CONSTRUCTION



中国交建 环境、社会及管治报告

Environmental, Social and Governance Report
of China Communications Construction

2025



报告说明

REPORT DESCRIPTION

报告范围

报告组织范围：本报告涵盖中国交通建设股份有限公司及所属分公司、子公司。中国交通建设股份有限公司品牌名称为“中国交建”。本报告中，中国交通建设股份有限公司简称“中国交建”“公司”“我们”。

中国交建作为中国交通建设集团有限公司重要控股子公司，对集团整体经营业绩起着决定性作用。因此，在涉及综合性荣誉、排行时，本报告未对两者进行区分表述。

报告时间范围：本报告为年度报告，时间跨度为 2025 年 1 月 1 日至 2025 年 12 月 31 日，部分内容适当超出。

编制依据

国务院国资委《关于新时代中央企业高标准履行社会责任的指导意见》

财政部《企业可持续披露准则——基本准则（试行）》

香港联合交易所《环境、社会及管治报告守则》

上海证券交易所《上市公司自律监管指引第 14 号——可持续发展报告（试行）》

上海证券交易所《上海证券交易所上市公司自律监管指南第 4 号——可持续发展报告编制》

中国企业改革与发展研究会《中国企业可持续发展报告指南（CASS-ESG 6.0）》

联合国 2030 年可持续发展目标（SDGs）

全球报告倡议组织《可持续发展报告标准》（GRI Standards）

国际可持续准则理事会（ISSB）《国际财务报告准则 S1 号——可持续相关财务信息披露一般要求》《国际财务报告准则 S2 号——气候相关披露》

联合国全球契约十项原则

本报告遵循香港联合交易所《环境、社会及管治报告守则》有关“重要性”“量化”“平衡”“一致性”原则的要求，通过社会责任重大性分析回应“重要性”原则，判断出实质性议题，通过量化数据列表回应“量化”和“一致性”原则，通过对负面议题及不良绩效的检讨回应“平衡”原则。

内容说明

本报告不存在虚假信息、误导性陈述，中国交建保证内容的真实性、准确性和完整性。

本报告所涉及财务数据仅供参考，最终以公司年报为准。如无特别说明，报告披露的金额均以人民币计量。

报告获取

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Report Scope

Report Organizational Scope:This report covers China Communications Construction Company Limited and its branches and subsidiaries. The brand name of China Communications Construction Company Limited is "China Communications Construction Company". China Communications Construction Company Limited in this report is abbreviated as "CCCC", "the Company" and "We".

As an important wholly-owned subsidiary holding subsidiary of China Communications Construction Group Ltd., CCCC China Communications Construction Company plays a decisive role in its business performance. Therefore, this report doesn't distinguish between CCCC and China Communications Construction Group Ltd. in comprehensive honors and ranking.

Report Time Scope: This report is an annual report spanning from January 1, 2025, to December 31, 2025, within which some content is appropriately exceeded.

Preparation Basis

Guiding Opinions on the High-quality Performance of Social Responsibility by Central Enterprises by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

Basic Norms on Enterprise Sustainable Disclosure (Trial) by the Ministry of Finance

Guidelines on Environmental, Social and Governance Report by the Stock Exchange of Hong Kong Ltd.

Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial) by the Shanghai Stock Exchange

Guidelines No. 4 of Shanghai Stock Exchange for Self-Regulation of Listed Companies— Preparation of Sustainability Reports by the Shanghai Stock Exchange

China's Corporate Social Responsibility Reporting Guidelines (CASS-ESG 6.0) by China Enterprise Reform and Development Society and Responsibility Cloud Research Institute

UN 2030 Agenda for Sustainable Development (SDGs)

GRI Sustainable Development Reporting Standards (GRI Standards) by Global Sustainability Standards Board (GSSB)

IFRS Sustainability Disclosure Standard S1-General Requirements for Disclosure of Sustainability-related Financial Information and IFRS Sustainability Disclosure Standard S2-Climate-related Disclosure by International Sustainability Standards Board (ISSB)

The Ten Principles of the United Nations Global Compact

This report follows the principles of "significance", "quantification", "balance" and "consistency" in the *Guidelines on Environmental, Guidelines on Environmental, Social and Governance Report* by the Stock Exchange of Hong Kong Ltd. It responds to the "significance" principle and identifies substantive topics through the social responsibility significance analysis, responds to the principles of "quantification" and "consistency" through the quantitative data list and responds to the "balance" principle through reviewing negative topics and poor performance.

Content Specification

This report has no false information and misleading statements. CCCC shall guarantee the authenticity, accuracy and completeness of the report.

The financial data involved in this report is for reference only and shall be subject to the company's annual report. Unless otherwise specified, the amount disclosed in the report shall be measured in RMB.

Report Acquisition

The report is released in electronic form and can be downloaded and viewed at Social Responsibility Column of <https://www.ccccltd.cn/> of CCCC China Communications Construction Company. If you have any suggestions or comments on this report, contact us as follows:

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董事长致辞

2025 年对于中国交建是极为罕见、极具挑战、极不平凡的一年。我们在内外部环境变化复杂的情况下，坚持以习近平新时代中国特色社会主义思想为指导，深入贯彻习近平总书记对中央企业工作的重要指示精神，全面落实党的二十大和二十届历次全会精神、中央企业负责人会议要求，全面实施《全面落实“666”战略框架与“545”建设目标暨全面加快高质量发展、建设世界一流企业的总体指导意见》，坚持创新引领、突出战略落地、聚焦价值提升、狠抓能力建设，全面开创高质量发展与建设世界一流企业的崭新局面。

The year 2025 was an exceptionally rare, highly challenging, and truly extraordinary year for CCCC. Amid complex changes in both internal and external environments, we adhered to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, thoroughly implemented the important instructions of General Secretary Xi Jinping on the work of central state-owned enterprises, fully carried out the guiding principles of the 20th National Congress of the Communist Party of China and the successive plenary sessions of the 20th Central Committee, as well as the requirements of the Central SOE Leaders' Meeting, and comprehensively implemented the Overall Guiding Opinions on Fully Implementing the "666" Strategic Framework and the "545" Development Targets, Accelerating High-quality Development, and Building a World-class Enterprise. We remained committed to innovation-driven development, emphasized the implementation of strategic initiatives, focused on value enhancement, and strengthened capability building, thereby opening a new chapter in advancing high-quality development and building a world-class enterprise.

这一年，我们锚定“国家队”定位，彰显核心使命担当。充分发挥中央企业科技创新、产业控制、安全支撑等核心功能价值，主动服务“交通强国”“海洋强国”“制造强国”等国家战略。实现自主建造世界领先、装载量亚洲第一的 35000 立方米舱容等级耙吸挖泥船。首批六项试点任务圆满收官，新疆乌尉高速全线贯通，织密西部交通网；西部陆海新通道骨干工程平陆运河稳步推进，打通江海联运脉络；在西藏地震、四川山体滑坡等重大灾害现场，第一时间投入应急抢险，以专业力量守护生命安全与家园完整，系统实现经济责任、政治责任、社会责任的有机统一，多次获党中央、国务院国资委表彰肯定。

In this year, we anchored ourselves in the positioning as the "national team" and demonstrated our commitment to fulfilling our core mission. We gave full play to the core functional value of central state-owned enterprises in technological innovation, industrial control, and security support, and proactively served national strategies such as building China into a transportation powerhouse, a maritime powerhouse, and a manufacturing powerhouse. We independently constructed a trailing suction hopper dredger with a hopper capacity of 35,000 cubic meters, achieving world-leading performance and ranking first in Asia in terms of loading capacity. The first batch of six pilot tasks was successfully completed. The Xinjiang Wuwei Expressway was fully opened to traffic, further strengthening the transportation network in western China; steady progress was made on the Pinglu Canal, a backbone project of the New International Land-Sea Trade Corridor in western China, opening up new channels for river-sea intermodal transportation; and at the scenes of major disasters such as earthquakes in Tibet and landslides in Sichuan, we promptly mobilized emergency rescue operations, safeguarding lives and protecting homes with professional expertise. Through these efforts, we achieved the systematic integration of economic, political, and social responsibilities, and received commendations and recognition from the CPC Central Committee and the State-owned Assets Supervision and Administration Commission of the State Council on multiple occasions.

这一年，我们以变革之勇破局，书写治理提效新篇。坚持以习近平新时代中国特色社会主义思想为指导，紧跟党和国家“两步走”战略安排，坚持“两个一以贯之”。确立“1545”发展战略和“123456”总体方针，推动项目思维向客户思维、单一模式向集成融合、机会经营向一体化深耕、碎片投入向集中布局、汗水型增长向智慧型发展“五个跃升”；全面总结重组 20 年成果，将改革发展史升华为奋斗、改革、创新、开放“四史”，凝聚全员共识，为加快建设“五全四大五型”世界一流企业汇聚强大合力。

In this year, we broke new ground with the courage to pursue transformation and wrote a new chapter in enhancing governance efficiency. We adhered to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, closely following the Two-Step strategic arrangement of the Party and the country, while consistently upholding the principle of "Two Unswervingly." We established the "1545" development strategy and the overall policy framework of "123456," promoting five major transformations: from project-oriented thinking to customer-oriented thinking; from a single business model to integrated and coordinated development; from opportunity-driven operations to in-depth integrated operations; from fragmented investment to focused and coordinated deployment; and from labor-intensive growth to intelligent development. We comprehensively reviewed the achievements of 20 years of restructuring and elevated the history of reform and development into the "Four Histories" of striving, reform, innovation, and opening-up, building consensus across the workforce and pooling strong collective strength to accelerate the development of a world-class enterprise featuring the characteristics of "Five Comprehensiveness, Four Strengths, and Five Types."

MESSAGE FROM THE CHAIRMAN



这一年，我们践行绿色发展理念，激活产业升级新动能。深入贯彻“两山”理论，全力深耕“智慧建造”与“绿色建造”，推动产业绿色低碳转型，将生态环境和生物多样性保护全面融入项目全生命周期管理。加快构建“创新驱动、数智驱动、价值驱动、自我驱动”的智慧型发展引擎，推动发展方式系统性变革。聚焦新质生产力培育，制定专项实施方案，牵头发起交通大模型创新与产业联盟，以技术突破引领行业转型；编制拉萨、乌海“八网融合”专项方案，创新构建交城、交能、交水、交数、交产系列融合产品，实现产业链价值链协同升级，让装配式建造、光伏储能一体化等绿色技术落地生根。

In this year, we practiced the philosophy of green development and activated new momentum for industrial upgrading. We thoroughly implemented the concept that lucid waters and lush mountains are invaluable assets, vigorously advanced both smart construction and green construction, promoted the green and low-carbon transformation of industries, and fully integrated ecological and biodiversity protection into project lifecycle management. We accelerated the development of an intelligent growth engine driven by innovation, digital intelligence, value creation, and self-motivation, promoting systemic transformation in development models. Focusing on fostering new quality productive forces, we formulated dedicated implementation plans and took the lead in initiating an innovation and industry alliance for transportation large models, using technological breakthroughs to drive industry transformation. We also developed special plans for the integrated development of the "Eight Networks" in Lhasa and Wuhai, innovatively establishing a series of integrated solutions across transportation-city, transportation-energy, transportation-water, transportation-digital, and transportation-industry systems, achieving coordinated upgrading of industrial and value chains, and enabling green technologies such as prefabricated construction and integrated photovoltaic energy storage systems to take root and scale up.

这一年，我们扛起央企社会责任，共绘美好世界图景。始终坚守“以人民之心为心”，在乡村振兴一线扎根赋能，开展“中交助梦”十项行动，培育“一村一品”“一乡一特”特色产业。在民生服务领域主动作为，积极参与社会公益和志愿服务活动，涌现出一批践行初心使命的履责典范。秉持“海外优先优质协同发展”理念，深度参与高质量共建“一带一路”，中秘两国元首会晤促成的重要经贸成果之一秘鲁圣加旺水电站成功投产发电；参与投资建设的全球规模最大绿地铁矿几内亚西芒杜铁矿正式投产；马东铁路全线隧道顺利贯通，架起区域互联互通桥梁；阿联首迪拜新机场、科威特大穆巴拉克港等重点项目成功中标签约，持续以优质工程增进中外民生福祉。

In this year, we undertook the social responsibilities of a central state-owned enterprise and worked together to paint a vision of a better world. We consistently upheld the principle of putting the people's interests at the center, empowered communities on the front lines of rural revitalization, implemented the ten initiatives of the "CCCC Dream Assistance" program, and fostered distinctive industries under the models of "one product for one village" and "one specialty for one township." We took proactive actions in the field of public services, actively participated in social welfare and volunteer service activities, and saw the emergence of a number of exemplary models in fulfilling responsibilities and practicing our founding mission. Upholding the principle of "overseas priority with high-quality and coordinated development," we deeply participated in the high-quality joint construction of the "Belt and Road". The San Gabán Hydropower Station in Peru, one of the important economic and trade outcomes facilitated by the meeting between the heads of state of China and Peru, was successfully commissioned for power generation; the Simandou iron ore project in Guinea, the world's largest greenfield iron ore project in which we participated as an investor and builder, officially commenced production; the tunnels along the East Coast Rail Link were successfully completed throughout the entire line, building a bridge for regional connectivity; and key projects such as the new airport in Dubai, the United Arab Emirates, and Mubarak Al-Kabeer Port in Kuwait were successfully awarded and contracted, continuously improving the well-being of people in China and abroad through high-quality engineering projects.

回望征程，山水万里，风雨兼程未止；再踏新途，壮志凌云，关山勇攀更高。2026 年是“十五五”开局之年，世界之变、时代之变、历史之变、科技之变、产业之变、竞争之变“六大变革”以前所未有的深度和广度展开。我们将更加紧密地团结在以习近平同志为核心的党中央周围，在党和国家工作大局中找准发展方位，坚定实施“1545”发展战略，坚决执行“123456”总体方针，传承光大“十大核心优势”，紧紧围绕保持稳定增长与加强科学管理两大中心任务，坚持创新引领、突出战略落地、聚焦价值提升、狠抓能力建设、始终走在前列，确保公司“十五五”开好局、起好步，锚定“五全四大五型”加快建设世界一流企业。

Looking back on the journey, we have traveled across vast mountains and rivers, pressing forward through wind and rain without pause; embarking on a new journey, we remain ambitious and resolute, scaling new heights despite formidable challenges. The year 2026 marks the opening year of the 15th Five-Year Plan period, during which six major transformations — changes in the world landscape, the times, history, technology, industry, and competition — are unfolding with unprecedented depth and breadth. We will rally more closely around the CPC Central Committee with Comrade Xi Jinping at its core, accurately position our development within the overall work of the Party and the country, steadfastly implement the "1545" development strategy, resolutely execute the overall policy framework of "123456," carry forward and strengthen the "Ten Core Strengths," and remain firmly focused on the two central tasks of maintaining stable growth and strengthening scientific management. We will continue to be guided by innovation, emphasize the implementation of strategic initiatives, focus on value enhancement, strengthen capability building, and consistently remain at the forefront, ensuring a strong start to the Company's 15th Five-Year Plan period and accelerating the development of a world-class enterprise characterized by "Five Comprehensiveness, Four Strengths, and Five Types."

宋海良
Song Hailiang

关于我们

ABOUT US

公司简介

COMPANY PROFILE

中国交建是全球领先的特大型基础设施综合服务商，主要从事交通基础设施的投资建设运营、城市综合开发等，为客户提供投资融资、咨询规划、设计建造、管理运营一揽子解决方案和一体化服务。公司拥有 32 家主要全资、控股子公司，业务足迹遍及中国所有省、自治区、直辖市及港澳特区和世界 139 个国家和地区，建设了一大批代表世界、代表时代较高发展水平的交通基础设施，为客户提供了成熟完备的服务，形成了全球领先的技术体系。中国交建在香港、上海两地上市，公司盈利能力和价值创造能力在全球同行中处于领先地位。2025 年，中国交建居《财富》世界 500 强第 61 位；连续十九年荣膺 ENR 全球最大 250 家国际承包商中资企业首位，继续保持亚洲企业第一名。

CCCC is a leading global mega infrastructure service provider, mainly engaged in the investment, construction, and operation of transportation infrastructure and urban development. We offer comprehensive one-stop solutions and integrated services that include investment and financing, consulting and planning, design and construction, and management and operations. CCCC has 34 main wholly-owned and holding subsidiaries, with operations spanning every province, municipality, autonomous region in China, including the Hong Kong and Macao special administrative regions, and 139 countries and regions worldwide. We have constructed a multitude of transportation infrastructure projects that represent the highest levels of our era, providing mature and comprehensive services and forming a globally leading technological system. Listed in both Hong Kong and Shanghai, CCCC stands at the forefront of global peers in profitability and value creation. In 2025, CCCC ranked 61st on the Fortune Global 500 list; for the nineteenth consecutive year, it was ranked first among Chinese enterprises on the ENR Top 250 International Contractors list and continued to maintain the top position among Asian enterprises.

企业文化

CORPORATE CULTURE

企业使命

固基修道 履方致远

CCCC Mission

Consolidate the foundation, cultivate the way, and carry out the CCCC's mission

企业愿景

让世界更畅通 让城市更宜居
让生活更美好

CCCC Vision

Make the world more smooth, make the city more livable, make the life more colorful

企业精神

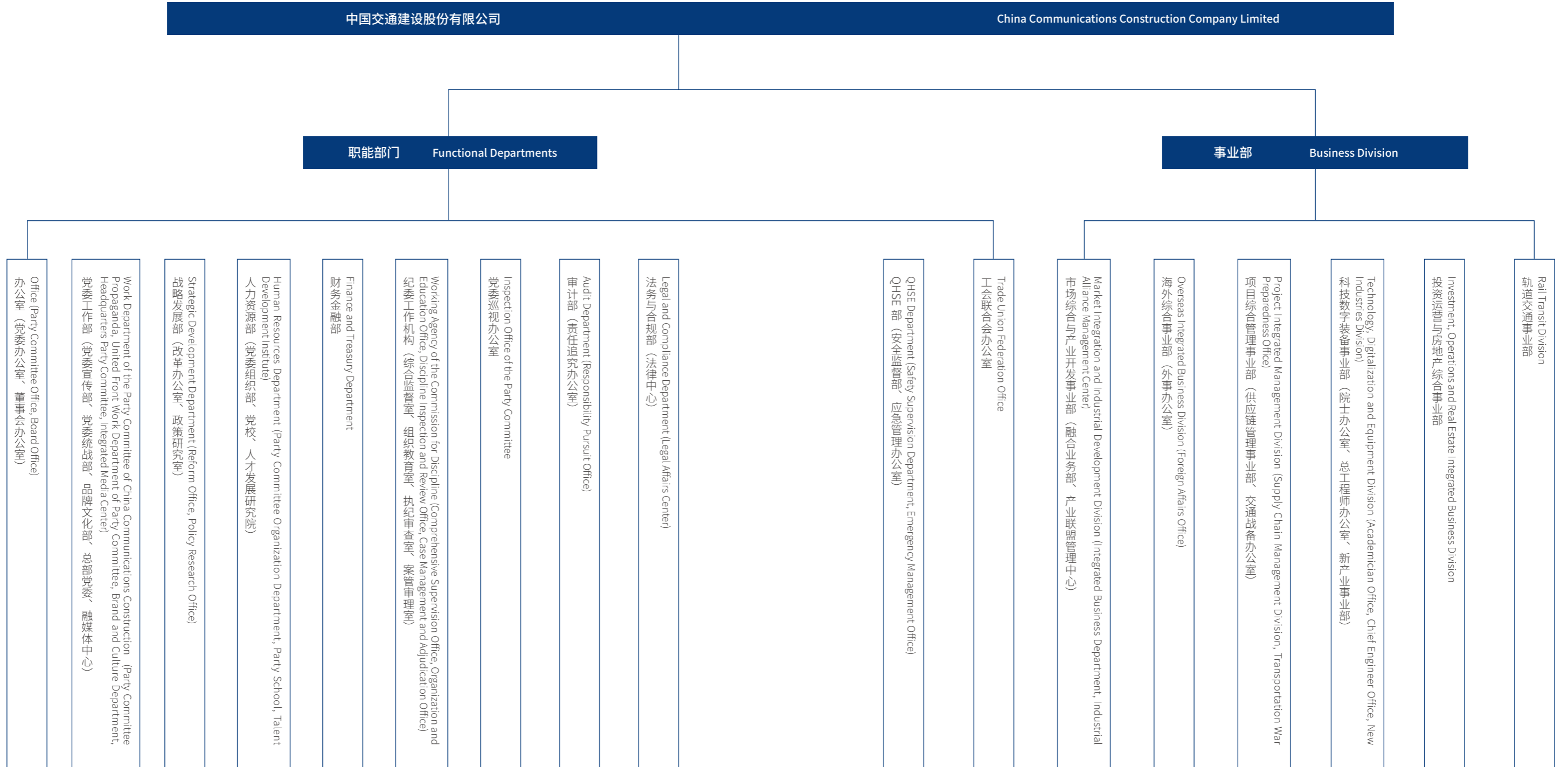
交融天下 建者无疆

CCCC Spirit

Blend with the world and build without borders

组织架构

ORGANIZATIONAL STRUCTURE



主要子公司名录

LIST OF MAJOR SUBSIDIARIES

01	中国港湾工程有限责任公司	China Harbour Engineering Company Ltd.	17	中交资产管理有限公司	CCCC Asset Management Company Limited
02	中国路桥工程有限责任公司	China Road & Bridge Corporation	18	中交设计咨询集团股份有限公司	CCCC Design & Consulting Group Co., Ltd.
03	中交第一航务工程局有限公司	CCCC First Harbor Engineering Company Ltd.	19	中交水运规划设计院有限公司	CCCC Water Transportation Consultants Co., Ltd.
04	中交第二航务工程局有限公司	CCCC Second Harbor Engineering Co., Ltd.	20	中交第一航务工程勘察设计院有限公司	CCCC First Harbor Consultants Co., Ltd.
05	中交第三航务工程局有限公司	CCCC Third Harbor Engineering Co., Ltd.	21	中交第二航务工程勘察设计院有限公司	CCCC Second Harbor Consultants Co., Ltd.
06	中交第四航务工程局有限公司	CCCC Fourth Harbor Engineering Co., Ltd.	22	中交第三航务工程勘察设计院有限公司	CCCC Third Harbor Consultants Co., Ltd.
07	中交一公局集团有限公司	CCCC First Highway Engineering Group Co., Ltd.	23	中交第四航务工程勘察设计院有限公司	CCCC Fourth Harbor Consultants Co., Ltd.
08	中交第二公路工程局有限公司	CCCC Second Highway Engineering Co., Ltd.	24	中国公路工程咨询集团有限公司	China Highway Engineering Consultants Corporation
09	中交路桥建设有限公司	CCCC Road & Bridge International Co., Ltd.	25	中交铁道设计研究总院有限公司	CCCC Railway Design and Research Institute Co., Ltd.
10	中交第三公路工程局有限公司	CCCC Third Highway Engineering Co., Ltd.	26	中交疏浚（集团）股份有限公司	CCCC Dredging (Group) Co., Ltd.
11	中交建筑集团有限公司	CCCC Construction Group Co., Ltd.	27	中交西安筑路机械有限公司	CCCC Xi'an Road Construction Machinery Co., Ltd.
12	中交机电工程局有限公司	CCCC Mechanical & Electrical Engineering Co., Ltd.	28	中交天和机械设备制造有限公司	CCCC Tianhe Mechanical Equipment Manufacturing Co., Ltd.
13	中交华南建设发展有限公司	CCCC South China Construction & Development Co., Ltd.	29	中交财务有限公司	CCCC Finance Company Limited
14	中交长江建设发展集团有限公司	CCCC Yangtze River Construction & Development Group Co., Ltd.	30	中交资本控股有限公司	CCCC Capital Holdings Co., Ltd.
15	中交投资有限公司	CCCC Investment Company Limited	31	中国交通物资有限公司	CCCC Materials & Equipment Co., Ltd.
16	中交城市投资控股有限公司	CCCC Urban Investment Holding Company Limited	32	中和物产株式会社	Chuwa Bussan Co., Ltd.

ESG 管治

ESG GOVERNANCE

董事会声明

BOARD STATEMENT

中国交建董事会作为公司 ESG 工作的最高统筹及决策机构，对 ESG 相关工作负总体责任，负责制定本公司环境、社会及管治策略，领导及监察本公司可持续发展的政策、措施和绩效，评估及厘定本公司环境、社会及管治相关风险及机遇，审批有关环境、社会及管治报告披露资料，对风险管理及内部监控系统负责，并确保其有效性、可靠性。

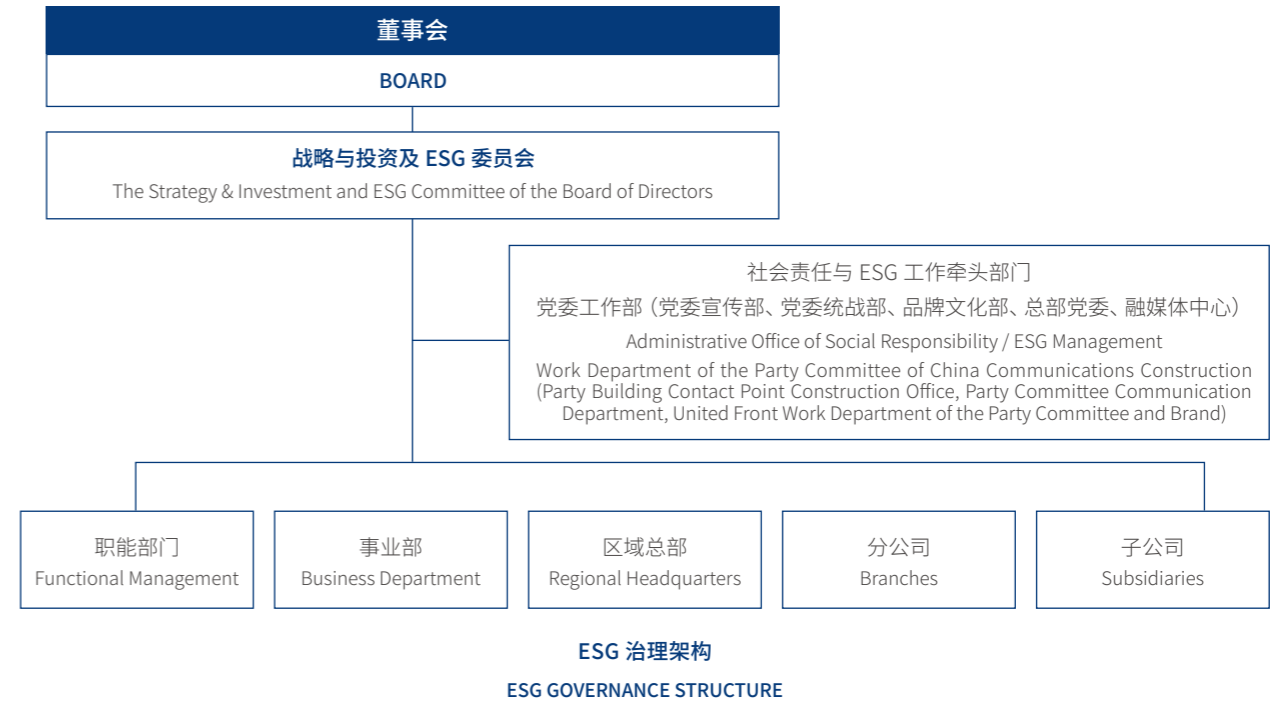
As the highest coordinating and decision-making body for ESG work, CCCC Board of Directors takes overall responsibilities for ESG related work and is responsible for making our environmental, social and governance strategies, leading and monitoring the policies, measures and performance of our sustainable development, assessing and identifying environmental, social and governance risks and opportunities, and reviewing disclosure documents of environmental, social and governance report. In addition, it is responsible for risk management and internal monitoring system and ensures effectiveness and reliability.

ESG 治理架构

ESG GOVERNANCE STRUCTURE

公司成立董事会战略与投资及 ESG 委员会，董事长任主席，统筹推进公司 ESG 工作。党委工作部是 ESG 工作的牵头部门，公司 ESG 具体工作由党委工作部内设的社会责任处负责，形成党委会和董事会领导、委员会统筹推进、党委工作部负责 ESG 报告编制，董事会办公室负责 ESG 报告披露，各部门各单位具体实施的 ESG 工作格局。

The company has established the Strategy & Investment and ESG Committee of the Board of Directors, to coordinate and advance its ESG efforts. This structure is designed to coordinate and advance the company's ESG efforts comprehensively. The Work Department of the Party Committee is the lead department for ESG affairs, with its Social Responsibility Office specifically tasked with the detailed ESG operations. This arrangement ensures that the Party Committee and the Board of Directors are in a leading position, the Committee of the Board of Directors responsible for overall coordination and promotion, the Work Department of the Party Committee responsible for preparation of ESG reports, the office of the Board of Directors responsible for handling the disclosures, and all units responsible for implementation.



ESG 制度体系

ESG INSTITUTIONAL FRAMEWORK

公司建立健全社会责任制度体系，于 2021 年制定印发社会责任管理办法、“中交助梦”行动方案，于 2023 年制定印发 ESG 报告编制发布实施细则、中国交建 ESG 建设改进提升方案，并于 2023 年、2025 年两次修订社会责任管理办法，进一步明确社会责任和 ESG 的顶层设计、组织建设、职责权限及工作流程。

The Company has established and continuously improved its social responsibility management system. In 2021, it formulated and issued the Social Responsibility Management Measures and the "CCCC Dream Assistance" Action Plan. In 2023, it formulated and issued the Detailed Rules for the Preparation and Release of ESG Reports and the ESG Development Improvement Plan of CCCC, and revised the Social Responsibility Management Measures in both 2023 and 2025, further clarifying the top-level design, organizational structure, roles and responsibilities, and workflow related to social responsibility and ESG.

同时，将 ESG 工作绩效与高管薪酬挂钩，推动 ESG 与业务的深度融合。此外，公司还针对生态环保、绿色低碳、安全质量、科技创新等议题，制定专项管理办法与技术标准，同步配套绩效考核机制，建立合规审查、数据监测、应急响应等流程，指导所属企业规范开展 ESG 工作。

At the same time, the Company has linked ESG performance with senior management remuneration to promote the deep integration of ESG with business operations. In addition, the Company has formulated dedicated management measures and technical standards on topics such as ecological and environmental protection, green and low-carbon development, safety and quality, and technological innovation, and established supporting performance evaluation mechanisms. It has also established procedures for compliance review, data monitoring, and emergency response to guide its affiliated enterprises in carrying out ESG work in a standardized manner.

ESG 专业能力

ESG PROFESSIONAL COMPETENCE

公司加强 ESG 专业能力建设，从理念、标准、实践、信息披露、评级评价等维度设置 ESG 培训课程。自 2022 年以来，每年举办覆盖全公司的 ESG 培训班，不定期举办 ESG 报告编制培训会和 ESG 讲座。同时，积极参加国务院国资委、中国上市公司协会、中国企业改革与发展研究会、中国对外承包工程商会等专业力量组织的 ESG 培训，累计线上线下培训员工达 2000 人次，持续强化团队专业能力建设，完善培训与赋能体系，为公司可持续发展提供坚实专业保障。

Stressing the importance of ESG training, the company has designed ESG courses covering key dimensions such as ESG concepts, standards, practices, information disclosure, and ratings. Since 2022, company-wide ESG training sessions, periodic ESG reporting workshops, and lectures have been held each year. The company actively participated in ESG training organized by the State-owned Assets Supervision and Administration Commission, the China Enterprise Reform and Development Society and the China International Contractors Association. Which involved over 2000 employees both online and in-person, continuously strengthening team professional capacity, improving the training and empowerment system, and providing solid professional support for the Company's sustainable development.

- 高质量完成国务院国资委有关建筑央企海外 ESG 工作课题研究。
- Successfully completed research projects commissioned by the State-owned Assets Supervision and Administration Commission of the State Council on ESG work for overseas operations of central state-owned construction enterprises.
- 参与《ESG 披露指南》《ESG 评价体系》《ESG 报告鉴证指南》等多个 ESG 标准体系编制。
- Participated in the drafting of several ESG standards including the ESG Disclosure Guide, ESG Evaluation System, and ESG Reporting Verification Guide.
- 编制发布国内首个公路运营项目 ESG 评价指南——《项目 ESG 评价指南（公路运营项目）》团体标准，助力构建符合国情、接轨国际的 ESG 标准体系。
- Developed and released the first ESG evaluation guideline for highway operation projects in China, the ESG Evaluation Guide for Highway Operation Projects, as a group standard, aiding in the construction of an ESG standard system that aligns with national conditions and international standards.
- 编制《中交集团环境、社会及治理（ESG）白皮书》，系统梳理公司 ESG 建设成果，立足实际提出“5461” ESG 战略体系，发布 ESG 信息披露指标库，为公司可持续发展提供实用的 ESG 管理工具。
- Compiled the CCCC Group Environmental, Social and Governance (ESG) White Paper, systematically summarizing the Company's ESG development achievements, proposing the "5461" ESG strategic framework based on practical experience, and publishing an ESG information disclosure indicator database, thereby providing practical ESG management tools to support the Company's sustainable development.
- 开展 ESG 及品牌管理培训，系统推进公司 ESG 治理体系建设与品牌战略升级，着力推动 ESG 和品牌工作高质量发展。
- Conducted ESG and brand management training to systematically advance the development of the Company's ESG governance framework and the upgrading of its brand strategy, and to promote the high-quality development of ESG and brand-related work.

ESG 监督考核

ESG SUPERVISION AND ASSESSMENT

公司董事会高度重视对 ESG 绩效的管理，将科技创新、绿色低碳、职业健康与安全生产、环境保护等重要议题的绩效纳入考核，与高管薪酬挂钩。针对生态环保、绿色低碳、科技创新、职业健康与安全生产等议题进行专项考核，通过上述措施，推动 ESG 理念与公司业务的深度融合，促进企业可持续发展，建立了高效的 ESG 监督考核体系。通过发布 ESG 报告、官网专栏、业绩说明会披露信息，接受投资者、媒体、公众监督，公司连续 5 年发布 ESG 报告，获“五星佳”评级；发布 2 份“一带一路”社会责任报告暨 ESG 报告。公司所属上市公司已全部发布 ESG 报告，所属海外平台公司也基本编制发布了重点国别、重点项目的可持续发展报告或 ESG 报告。同时，搭建 ESG 指标体系库，积极开展 ESG 考核或评优，连续 4 年开展“中交助梦”社会责任品牌优秀案例评选活动。

The Board of Directors places high importance on the management of ESG performance, incorporating key issues such as technological innovation, green and low-carbon initiatives, occupational health and safety, and environmental protection into evaluations, which are linked to executive compensation. Special evaluations on ecological and environmental protection, green and low carbon initiatives, technological innovation, and occupational health and safety are conducted. Through these measures, the company promotes the deep integration of ESG principles with its business operations, fostering sustainable development and establishing an effective ESG oversight and evaluation system. By publishing ESG reports, maintaining a dedicated section on the Company website, and disclosing information at performance briefings, the Company accepts oversight from investors, the media, and the public. The Company has consecutively published ESG reports for five years, receiving a "Five-Star Excellent" rating, and has issued two "Belt and Road" social responsibility and ESG reports. All listed subsidiaries have published ESG reports, and most overseas platform companies have prepared and published sustainability or ESG reports for key countries and projects. An ESG indicators system is developed, actively carrying out ESG evaluations or commendations, and for four consecutive years, the company has held the "Build Your Future Dream" social responsibility brand case competition.

公司主动对接外部评价，入选“央企责任先锋”“中国 ESG 示范企业”“央企 ESG·先锋 50 指数”“中国 ESG 上市公司先锋 100”，获秩鼎“AAA”评级、WIND“A”评级，MSCI 评级提升至“BBB”级，持续提升 ESG 管理水平与信息披露质量，保障战略有效落地。

The Company actively engages with external evaluations, being selected as a "Central SOE Responsibility Pioneer," a "China ESG Model Enterprise," included in the "Central SOE ESG Pioneer 50 Index," and the "China ESG Listed Company Pioneer 100." It has received the CCXI "AAA" rating, WIND "A" rating, and its MSCI rating has been upgraded to "BBB," continuously improving ESG management and information disclosure quality and ensuring the effective implementation of its strategies.

ESG 战略规划

ESG STRATEGIC PLANNING

公司进一步完善 ESG 战略，构建“5461” ESG 战略体系，形成全方位、多层次的可持续发展新格局。深入践行“创新、绿色、数智、融合、可持续”五大理念，通过“完善治理架构、创新制度体系、强化能力培养、加强多维协同”四大举措筑牢可持续发展根基，写好“全面贯彻新发展理念、深化公司治理、发展绿色产业、保障优质产品供给、推进科技创新、强化供应链建设”六篇大文章，将社会责任深度融入业务发展，坚决当好国民经济发展的稳定器、压舱石，锚定“五全四大五型”，加快建设世界一流企业。

The Company has further refined its ESG strategy, establishing the "5461" ESG strategic framework, forming a comprehensive and multi-level sustainable development model. It thoroughly implements the five core concepts of "Innovation, Green, Digital Intelligence, Integration, and Sustainability," and consolidates the foundation for sustainable development through four major initiatives: "enhancing governance structure, innovating institutional framework, strengthening capacity building, and reinforcing multidimensional coordination." The Company advances six major agendas: "fully implementing the new development philosophy, deepening corporate governance, developing green industries, ensuring high-quality product supply, promoting technological innovation, and strengthening supply chain construction," thereby integrating social responsibility deeply into business development. The Company is committed to serving as a stabilizer and cornerstone for the national economy, focusing on the "Five Comprehensiveness, Four Strengths, and Five Types" framework, and accelerating the development of a world-class enterprise.

ESG 影响、风险和机遇管理

ESG IMPACT, RISK AND OPPORTUNITY MANAGEMENT

公司建立常态化 ESG 影响、风险与机遇管理机制，由董事会战略与投资及 ESG 委员会每年听取 ESG 重要议题专项汇报，制定年度管理目标，并对上年度执行情况进行检讨与评估。党委工作部牵头统筹，各职能部门及所属单位协同联动，通过定期会议研判 ESG 政策、市场环境及运营风险，将 ESG 要求深度融入生产经营与客户服务全过程。在项目实施与业务运营中，重点关注环境影响、节能减排、资源利用效率等关键事项，及时识别潜在风险与发展机遇，定期向管理层及董事会报送进展与成效，同步完善相关制度与合规流程，持续强化 ESG 风险防控与价值创造能力，保障公司可持续发展。

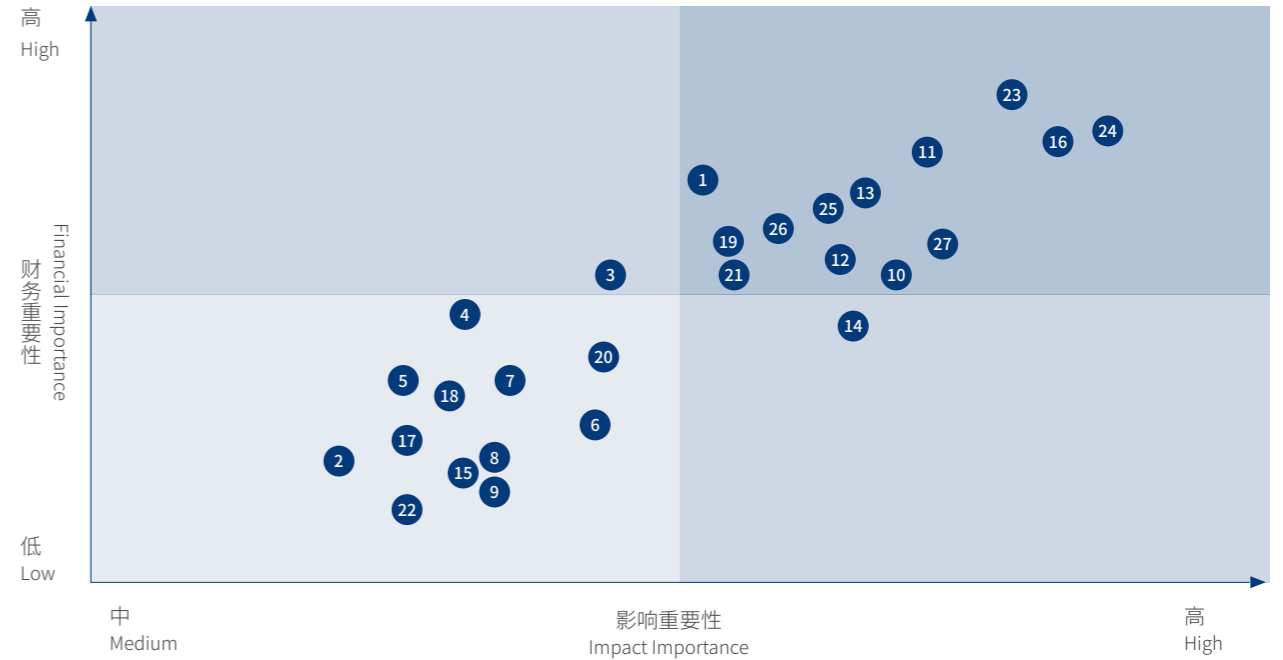
The Company has established a normalized mechanism for managing ESG impacts, risks, and opportunities. The Board Strategy, Investment and ESG Committee receives an annual specialized report on key ESG topics, sets annual management objectives, and reviews and evaluates the implementation of the previous year. The Party Committee Work Department leads and coordinates, with all functional departments and affiliated units collaborating. Through regular meetings, ESG policies, market environment, and operational risks are assessed, and ESG requirements are deeply integrated throughout production, operations, and customer services. During project implementation and business operations, key matters such as environmental impacts, energy conservation and emission reduction, and resource utilization efficiency are prioritized. Potential risks and development opportunities are promptly identified, and progress and results are regularly reported to management and the Board of Directors. Relevant systems and compliance procedures are concurrently refined to continuously strengthen ESG risk prevention and value creation capabilities, ensuring the Company's sustainable development.

ESG 实质性议题

SUBSTANTIVE ESG TOPICS

公司深入研究国家宏观政策、行业发展形势、监管机构要求，对标 ESG 主流标准和先进企业经验，通过线上问卷的形式邀请内外部利益相关方从自身视角评估不同 ESG 发展议题的重要性，共回收问卷 1500 余份，并对议题得分进行分析，依据议题风险程度分配各议题权重，按照“影响重要性”和“财务重要性”两大维度综合形成重要性矩阵。

The Company conducts in-depth research on national macro policies, industry development trends, and regulatory requirements, benchmarking against mainstream ESG standards and the practices of leading enterprises. Internal and external stakeholders are invited via online questionnaires to assess the importance of different ESG development topics from their respective perspectives. More than 1,500 questionnaires were collected and statistically analyzed, with topic scores used to allocate weights according to risk levels. A materiality matrix was developed based on two dimensions: "impact significance" and "financial significance."



1. 环境合规管理	10. 产业转型升级与新产业布局	19. 海外履责
2. 应对气候变化	11. 服务国家战略	20. 中国式 C ESG
3. 污染物排放	12. 创新驱动	21. 数据安全与客户隐私保护
4. 废弃物处理	13. 产品和服务安全与质量	22. 科技伦理
5. 生态系统和生物多样性保护	14. 供应链安全	23. 依法合规经营
6. 能源利用	15. 平等对待中小企业	24. 反商业贿赂及反贪污
7. 水资源利用	16. 员工	25. 反不正当竞争
8. 循环经济	17. 乡村振兴	26. 利益相关方沟通
9. 碳资产管理	18. 社会贡献	27. 尽职调查

1.Environmental compliance management	15.Equal treatment of SMES
2.Addressing climate change	16.Employees
3.Pollutant emissions	17.Rural revitalization
4.Waste management	18.Social contribution
5.Ecosystem and biodiversity protection	19.Overseas responsibility
6.Energy utilization	20.China-style C ESG
7.Water resource utilization	21.Data security and customer privacy protection
8.Circular economy	22.Technology ethics
9.Carbon asset management	23.Compliance with laws and regulations
10.Industrial transformation and new industry deployment	24.Anti-bribery and anti-corruption
11.Serving national strategies	25.Anti-unfair competition
12.Innovation-driven development	26.Stakeholder engagement
13.Product and service safety and quality	27.Due diligence
14.Supply chain security	

专题一

高质量共建“一带一路”， 彰显全球化领先优势

HIGH-QUALITY JOINT CONSTRUCTION OF THE "BELT AND ROAD", DEMONSTRATING GLOBAL LEADERSHIP ADVA

Topic I



柬埔寨金港高速项目

Cambodia Golden Port
Expressway Project

中国交建深入贯彻习近平总书记关于共建“一带一路”重要论述精神，统筹深化基础设施“硬联通”、规则标准“软联通”和同共建国家人民“心联通”，加快海外优先优质协同发展，坚持走出去、走进去、融进去、充分一体化“四步走”路线，深化“大海外”领域全面领先优势，持续扩大全球合作、实现发展共赢，已成为构建人类命运共同体的积极参与者、建设者、贡献者。2025 年，公司海外业务新签合同额 551.64 亿美元，同比增长 9.09%。公司在“一带一路”共建国家实现新签合同额 430.74 亿美元，占境外地区新签合同额的 78%，自共建“一带一路”倡议提出以来，累计新签合同额 3162.92 亿美元。公司海外业务规模稳居央企首位，国际化发展优势持续巩固。

CCCC thoroughly implements General Secretary Xi Jinping's important expositions on the joint construction of the "Belt and Road", coordinating the deepening of infrastructure "Hard Connection" standards and rules "Soft Connection" and people-to-people "Heart-to-Heart Connection" with participating countries. The Company accelerates high-priority, high-quality overseas collaborative development, adhering to the "four-step integration" approach of going out, going in, integrating, and fully unifying. It strengthens its comprehensive leading advantage in the "Greater Overseas" domain, continuously expands global cooperation, and achieves shared development, positioning itself as an active participant, builder, and contributor to the construction of a community with a shared future for mankind. In 2025, the Company's overseas business signed new contracts totaling USD 55.164 billion, representing a year-on-year increase of 9.09%. New contracts in the "Belt and Road" partner countries amounted to USD 43.074 billion, accounting for 78% of the Company's total new overseas contracts. Since the launch of the "Belt and Road Initiative", cumulative new overseas contracts have reached USD 316.292 billion. The Company's overseas business scale remains the largest among central state-owned enterprises, and its international development advantages continue to consolidate.

以基础设施“硬联通”，筑牢互联互通实体支撑

STRENGTHENING "HARD CONNECTION" THROUGH INFRASTRUCTURE TO SUPPORT INTERCONNECTION

聚焦重点区域和关键领域，高质量推进一批标志性工程落地见效，以实体工程夯实互联互通基础。匈塞铁路塞尔维亚段全线开通运营，马来西亚东海岸铁路项目总体形象进度达 88%，柬埔寨扶南德佐综合水利工程、巴西萨尔瓦多跨海大桥等重大项目顺利签约或加快建设，打造了一批经得起历史和实践检验的海外精品工程。积极拓展绿色基建领域，推进生态环保项目落地，促进能源、水、生态、健康等多网融合，以绿色低碳基础设施建设，助力共建国家可持续发展。

Focusing on key regions and critical sectors, the Company has advanced a series of landmark projects with high quality, consolidating interconnection with tangible infrastructure. The Serbian section of the Budapest-Belgrade Railway has been fully opened for operation. The overall progress of the Malaysia East Coast Rail Link has reached 88%. Major projects such as the Cambodia Phnom Penh-Dejso Integrated Water Conservancy Project and the Salvador Cross-Sea Bridge in Brazil have been successfully signed or are accelerating construction, creating a portfolio of overseas projects that withstand both historical and practical tests. The Company actively expands into the green infrastructure sector, advancing the implementation of ecological and environmental protection projects, and promoting the integration of energy, water, ecology, and health networks. Through green and low-carbon infrastructure construction, it contributes to the sustainable development of partner countries.

跨越天堑，架设连心桥

Bridging Natural Barriers, Building Connections

中国交建在共建国家修建沙特红海拉赫克连接路与跨海桥、中毛友谊立交桥、马泽拉斯大桥、新加坡新柔捷运 T235 等项目，将中国桥梁与共建国家的人民福祉紧密相连，打造成为推动国际骨干通道建设的亮丽名片。

CCCC has constructed projects in the "Belt and Road" partner countries such as the Red Sea Rahkik Link Road and Cross-Sea Bridge in Saudi Arabia, the China-Mozambique Friendship Interchange, the Mazelas Bridge, and the Singapore Jurong-Johor T235 MRT project, closely linking Chinese bridge engineering with the well-being of local populations, and creating a distinguished showcase for the development of international backbone transportation corridors.



中毛友谊立交桥项目

China-Mozambique Friendship Interchange Project



马尔代夫中马友谊大桥项目
Maldives China-Maldives Friendship Bridge Project



新加坡新柔捷运 T235 项目
Singapore Jurong-Johor T235 MRT Project



沙特红海拉赫克连接路与跨海桥项目
Saudi Arabia Red Sea Rahkik Link Road and Cross-Sea Bridge Project

联通世界，铺就致富路

Connecting the World, Paving the Road to Prosperity

中国交建在共建国家建设马来西亚东海岸铁路等项目，打造了一批联通内外、惠及民生的标杆项目，既激活区域经济循环，更铺就了沿线民众的致富之路，成为增进民生福祉的纽带。

CCCC has developed projects in the "Belt and Road" partner countries, such as the Malaysia East Coast Rail Link, establishing a series of benchmark projects that connect domestic and international networks and benefit local livelihoods. These projects stimulate regional economic circulation and create pathways to prosperity for local populations, serving as a bridge for improving public welfare.



马来西亚东海岸铁路项目
Malaysia East Coast Railway Project



肯尼亚蒙内铁路项目
Kenya Mombasa-Nairobi Railway Project



诺维萨德至鲁马快速路项目
Novi Sad-Ruma Expressway Project



匈塞铁路项目
Budapest-Belgrade Railway Project

承载希望，建设发展港

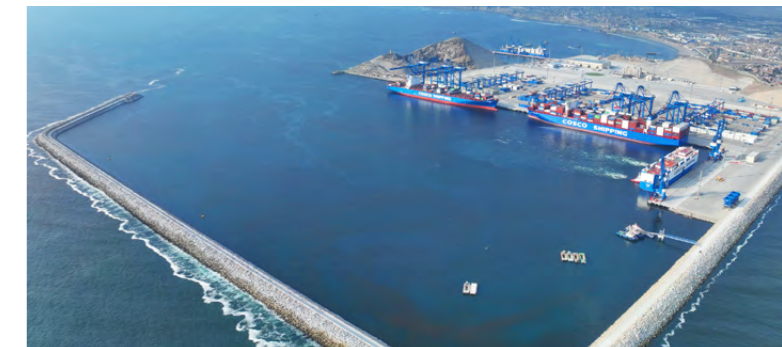
Carrying Hope, Building Development Ports

中国交建在共建国家建设科威特大穆巴拉克港、尼日利亚莱基港、喀麦隆克里比深水港等项目，持续提升海上互联互通水平，并向共建国家、港口城市分享临港经济发展经验，推动港口合作不断深化。

CCCC has constructed major port projects in the "Belt and Road" partner countries, including Mubarak Al-Kabeer Port in Kuwait, Lekki Port in Nigeria, and the Kribi Deepwater Port in Cameroon. These projects continuously enhance maritime connectivity and allow partner countries and port cities to share experiences in port-driven economic development, further deepening port cooperation.



科威特大穆巴拉克港项目
Mubarak Al-Kabeer Port Project, Kuwait



秘鲁钱凯港项目
Chancay Port Project, Peru



马瑞巴港矿石码头项目
Marampa Ore Terminal Project



喀麦隆克里比深水港二期项目
Kribi Deepwater Port Phase II Project, Cameroon

惠及民生，打造幸福城 Benefiting People, Creating Livable Cities

中国交建在共建国家建设斯里兰卡科伦坡港口城等项目，促进共建国家产业结构升级、产业链优化布局，助力破解共建国家产业发展滞后、工业化程度低等问题，带动当地投资和就业机会增加。

CCCC has developed projects in the "Belt and Road" partner countries, such as the Colombo Port City in Sri Lanka, promoting industrial upgrading, optimizing industrial chain layout, addressing challenges of underdeveloped industries and low industrialization, and stimulating increased local investment and employment opportunities.



斯里兰卡科伦坡港口城项目
Colombo Port City Project, Sri Lanka

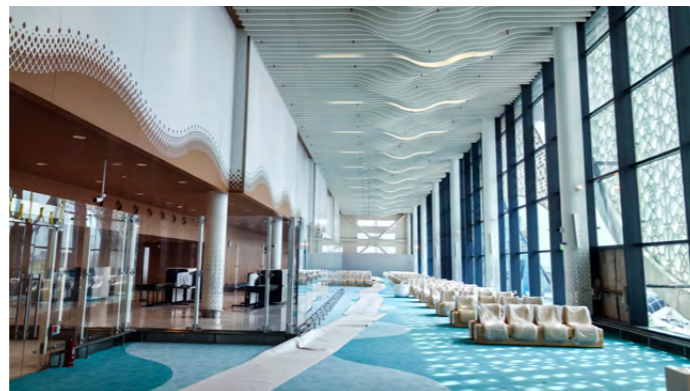


马来西亚吉隆坡地铁 2 号线项目
Kuala Lumpur Metro Line 2 Project, Malaysia

新加坡樟宜机场 T5 航站楼项目 Singapore Changi Airport T 5 Project

2025 年 5 月，新加坡樟宜机场 T5 航站楼项目开工。这是新加坡有史以来最大的机场扩建项目，也是新加坡对未来航空业发展的战略投资。项目采用先进的自动化和智能系统，融入可持续发展理念，提升运营效率和旅客体验，预计 2030 年中期建成，投入使用后，每年可接待约 5000 万名乘客。

In May 2025, the Singapore Changi Airport Terminal 5 project commenced construction. This represents the largest airport expansion in Singapore's history and constitutes a strategic investment in the future development of Singapore's aviation industry. The project integrates advanced automation and intelligent systems with sustainable development concepts to enhance operational efficiency and passenger experience. It is scheduled for completion by mid-2030, and upon commissioning, is expected to serve approximately 50 million passengers annually.



维拉纳国际机场新航站楼
Velana International Airport New Terminal



哥伦比亚波哥大地铁 1 号线项目
Bogotá Metro Line 1 Project, Colombia

点亮未来，打造清洁电 Powering the Future, Delivering Clean Energy

中国交建在共建国家建设越南薄寮三期海上风电等项目，利用先进技术和制造能力为当地民众提供清洁电力，推动共建国家能源转型。

CCCC has developed projects in the "Belt and Road" partner countries, such as the Phu Lac Phase III Offshore Wind Power Project in Vietnam, using advanced technology and manufacturing capabilities to provide clean electricity for local populations and facilitate energy transition in partner countries.

越南薄寮三期海上风电项目主体完工 Phu Lac Phase III Offshore Wind Power Project, Vietnam

中国港湾承建的越南薄寮三期海上风电项目位于越南薄寮省沿海，主要建设内容为安装 33 台风电机组。该项目已完工，投产后预计每年将提供 6.52 亿千瓦时绿色电力，有效推动当地能源结构优化，促进当地经济社会发展。

Constructed by China Harbour Engineering, the Phu Lac Phase III Offshore Wind Power Project is located along the coast of Phu Lac Province, Vietnam, and involves the installation of 33 wind turbines. The project has been completed, and upon commissioning, is expected to generate 652 million kWh of green electricity annually, effectively optimizing the local energy structure and promoting regional economic and social development.



越南薄寮三期海上风电项目
Phu Lac Phase III Offshore Wind Power Project, Vietnam

以规则标准“软联通”，提升全球治理参与能力

STRENGTHENING GLOBAL GOVERNANCE PARTICIPATION THROUGH "SOFT CONNECTION" OF STANDARDS AND REGULATIONS

以规则标准对接为抓手，为国际合作提供稳定制度支撑与长效保障。深度参与全球可持续交通国际标准体系建设，牵头发布第 11 部 ISO 国际标准，推动 ISO 全球首个港口码头标准化技术委员会落户中国，以中国标准、中国技术赋能全球基础设施互联互通。主动加强技术规范、管理体系与国际规则对接互认，不断提升行业影响力与国际话语权，以规则相通、标准相融，降低合作成本、提升合作效能。

By aligning with rules and standards, the Company provides stable institutional support and long-term assurance for international cooperation. It actively participates in the development of global sustainable transport standards, leading the publication of the 11th ISO international standard and promoting the establishment of the ISO global first Port Terminal Standardization Technical Committee in China, thereby empowering global infrastructure interconnectivity with Chinese standards and technologies. The Company proactively aligns technical specifications and management systems with international regulations to enhance industry influence and international discourse power. Through harmonized rules and integrated standards, cooperation costs are reduced and operational efficiency is improved.

因地制宜，制定规则标准

Tailoring Rules and Standards to Local Conditions

中国交建主动对接国际先进规则，牵头制定疏浚、水电、起重机等重要国际标准，发布英文、法文、俄文等多个外文版本的中国疏浚行业和公路行业标准体系，采用中国标准建设一系列重点工程。

CCCC proactively aligns with advanced international standards, leading the development of key international standards in dredging, hydropower, cranes, and other areas. It has published the Chinese dredging and highway industry standard systems in multiple foreign languages, including English, French, and Russian, and applied Chinese standards in the construction of a series of key projects.

ISO 7613:2025 《船舶与海上技术—耙吸挖泥船—耙臂位置显示系统》

ISO 20661:2020 《船舶与海上技术—绞吸挖泥船疏浚监控系统》

ISO 20662:2020 《船舶与海上技术—耙吸挖泥船疏浚监控系统》

ISO 20663:2020 《船舶与海上技术—抓斗挖泥船疏浚监控系统》

ISO 8384:2019 《船舶与海上技术—挖泥船—术语》(修订)

ISO 8385:2019 《船舶与海上技术—挖泥船—分类》(修订)

ISO 16739-1:2024 《建筑业和设施管理行业数据共享用 IFC 标准—第 1 部分：数据 schema》(水运基础设施部分)

ISO 7613:2025 *Ships and Marine Technology—Cutter Suction Dredger—Cutter Arm Position Indication System*

ISO 20661:2020 *Ships and Marine Technology—Trailing Suction Hopper Dredger Dredging Monitoring System*

ISO 20662:2020 *Ships and Marine Technology—Cutter Suction Dredger Dredging Monitoring System*

ISO 20663:2020 *Ships and Marine Technology—Grab Dredger Dredging Monitoring System*

ISO 8384:2019 *Ships and Marine Technology—Dredgers—Terminology (Revised)*

ISO 8385:2019 *Ships and Marine Technology—Dredgers—Classification (Revised)*

ISO 16739-1:2024 *Industry Foundation Classes (IFC) Standard for Data Sharing in the Construction and Facility Management Industry—Part 1: Data Schema (Maritime Infrastructure section)*

采用中国标准的中老铁路

China-Laos Railway Using Chinese Standards

中老铁路是共建“一带一路”倡议与老挝“变陆锁国为陆联国”战略对接的重要项目，也是以中方为主投资建设、全线采用中国技术标准、使用中国设备并与中国铁路网直接连通的国际铁路。

The China-Laos Railway is a key project connecting the "Belt and Road Initiative" with Laos' strategy of transforming from a landlocked to a land-linked country. It is primarily invested and constructed by China, fully adopting Chinese technical standards, using Chinese equipment, and directly connecting with the Chinese railway network.



中老铁路项目
China-Laos Railway Project

合作共赢，创新理念范式

Win-Win Cooperation, Innovative Paradigms

中国交建坚持共建原则，通过双边合作、第三方市场合作、多边合作等形式，加强人才培养，强化产业联动，拓展发展新空间。持续加强绿色环保、绿色基建、绿色能源等领域合作，建立绿色低碳发展合作机制。

CCCC adheres to the principle of joint construction, strengthening talent development, industry linkage, and exploring new development space through bilateral cooperation, third-party market cooperation, and multilateral cooperation. The Company continues to enhance collaboration in green environmental protection, green infrastructure, and green energy, establishing mechanisms for green and low-carbon development cooperation.

在肯尼亚设立海外属地员工技能培训基地 Establishing an Overseas Employee Skills Training Base in Kenya

2025 年 4 月，中国交建首个海外人才培养分部在非洲之星正式挂牌成立，标志着海外属地化人才培养从项目化运作迈入了体系化、平台化的新阶段，未来将能更高效、更规模化地为肯尼亚乃至整个东非地区培养和输送轨道交通领域的专业人才。

In April 2025, CCCC's first overseas talent training branch was officially inaugurated at Africa Star, marking a transition of overseas localized talent development from project-based operation to a systematic, platform-based approach. In the future, this base will more efficiently and at a larger scale cultivate and supply professional talent in the rail transit sector for Kenya and the wider East African region.

在尼日利亚联合开展“海滩拯救行动” Joint "Beach Rescue Action" in Nigeria

2022 年—2025 年，中国港湾联合非洲海洋可持续发展协会（AFMESI）在尼日利亚开展“海滩拯救行动”，组织超 1000 人次清理马格邦村 5 平方公里海滩，清运垃圾近 1 吨，实现污染治理与理念传播双重成效。

From 2022 to 2025, China Harbour Engineering, in collaboration with the African Marine Sustainable Development Association (AFMESI), carried out the "Beach Rescue Action" in Nigeria. Over 1,000 participants cleared 5 square kilometers of beach in Magbon Village, removing nearly one ton of waste, achieving both pollution control and public awareness promotion.



“海滩拯救行动”活动现场
On-site of the "Beach Rescue Action"



以共建国家人民“心联通”，拓宽国际合作共赢格局

PROMOTING PEOPLE-TO-PEOPLE "HEART-TO-HEART CONNECTION" WITH PARTNER COUNTRIES, EXPANDING WIN-WIN INTERNATIONAL COOPERATION

坚持以高层交往引领务实合作，以多边平台凝聚合作共识，以民生项目增进民心相通。强化高层引领与高端对接，推动双边外事交流常态化，促进重大项目落地见效，夯实合作政治基础。积极参与国际多边活动，搭建务实合作平台，拓展合作领域、提升合作层次。以互利共赢的合作成果、惠及民生的务实行动，拉近心灵距离、厚植友好根基，凝聚携手共建、共同发展的广泛共识。

CCCC adheres to the principle of leading pragmatic cooperation through high-level exchanges, consolidating consensus via multilateral platforms, and enhancing mutual understanding through livelihood projects. High-level guidance and strategic engagement are strengthened to normalize bilateral diplomatic exchanges, facilitate implementation of major projects, and consolidate the political foundation for cooperation. The Company actively participates in international multilateral activities, establishes practical cooperation platforms, expands cooperation fields, and elevates cooperation levels. Through mutually beneficial outcomes and livelihood-enhancing initiatives, CCCC narrows emotional distance, fosters deep-rooted friendship, and builds broad consensus for joint construction and shared development.

社区共建，贡献社区发展

Community Development, Contributing to Local Communities

中国交建充分尊重驻在国文化习俗，积极传播中华传统文化，通过创新文化交流载体，不断推动文明间和而不同、求同存异、互学互鉴，加强与当地社区的互动。

CCCC fully respects the cultural customs of host countries, actively promotes traditional Chinese culture, and continuously advances cross-cultural understanding through innovative cultural exchange platforms. The Company emphasizes harmony without uniformity, seeks common ground while reserving differences, and fosters mutual learning, strengthening interaction with local communities.



波哥大地铁项目开展当地社区圣诞庆祝活动
Bogotá Metro Project organized local community Christmas celebrations



蒙内铁路项目开展内罗毕马萨雷社区中小学生代表参观活动
Mombasa-Nairobi Railway Project hosted visits for representatives of primary and secondary school students from Nairobi and Mombasa communities



中国港湾参与斯里兰卡洪灾救援
China Harbour participated in flood relief in Sri Lanka



中国路桥组织员工参与中肯建交 60 周年“我的中国故事”演讲比赛活动
China Road and Bridge organized employee participation in the "My China Story" speech competition commemorating the 60th anniversary of China-Kenya diplomatic relations

增进福祉，打造民生工程

Enhancing Well-Being, Delivering Livelihood Projects

中国交建在全球打造“中交助梦”社会责任品牌，建设塞内加尔火神山医院、巴基斯坦中巴瓜达尔地区法曲尔小学等一系列“小而美”“惠而实”民生工程。

CCCC has built the "CCCC Dream Assistance" social responsibility brand globally, implementing a series of livelihood projects that are "small but refined" and "beneficial and practical," such as the Senegal Huoshen Mountain Hospital and Pakistan Gwadar Faqul Primary School in the China-Pakistan Economic Corridor region.

瑙鲁总统出席中国援瑙鲁体育中心项目奠基仪式

Groundbreaking Ceremony of the China-Aided Nauru Sports Center Project

2025 年 6 月，由中国政府援建、中国港湾承建的瑙鲁体育中心项目奠基仪式在瑙鲁举行，瑙鲁总统出席仪式并致辞，表示在中国的帮助下几代瑙鲁人心怀在自己国家举办运动会的梦想变成现实。

In June 2025, the groundbreaking ceremony of the Nauru Sports Center, funded by the Chinese government and constructed by China Harbour Engineering, was held in Nauru. The President of Nauru attended and delivered a speech, noting that with China's assistance, generations of Nauruans' dreams of hosting sporting events in their own country have become a reality.



中国援瑙鲁体育中心项目奠基仪式
Groundbreaking Ceremony of the China-Aided Nauru Sports Center Project

毛里塔尼亚努瓦克肖特国家纪念塔建设项目开工典礼

Mauritania Nouakchott National Monument Construction Project Groundbreaking Ceremony

2025 年 6 月，由中国路桥承建的毛里塔尼亚努瓦克肖特国家纪念塔建设项目在努瓦克肖特市举行开工典礼。该项目建成后，将与中毛友谊立交桥共同构成首都“双地标”格局，成为毛里塔尼亚极具代表性的文化象征，对提升城市形象与文化凝聚力具有重要意义。

In June 2025, the groundbreaking ceremony for the Nouakchott National Monument, constructed by China Road and Bridge, was held in Nouakchott. Upon completion, the project, together with the China-Mauritania Friendship Interchange, will form the capital's "dual landmark" layout, becoming a highly representative cultural symbol of Mauritania and playing an important role in enhancing the city's image and cultural cohesion.



中国援瑙鲁体育中心项目奠基仪式
Groundbreaking Ceremony of the China-Aided Nauru Sports Center Project

发布报告，传播履责形象

Publishing Reports, Communicating Responsibility Image

2025 年，中国交建面向重点海外区域与标志性项目，专项发布 8 份可持续发展报告或 ESG 报告，系统呈现绿色建造、民生改善、社区共建、合规运营、能力培育等在地化成果，以看得见、可感知、可信赖的可持续实践增进互信、凝聚共识，进一步夯实同共建国家人民“心联通”。

In 2025, CCCC released eight targeted sustainable development or ESG reports focused on key overseas regions and flagship projects. These reports systematically present localized achievements in green construction, livelihood improvement, community co-development, compliant operations, and capacity building. Through visible, perceptible, and credible sustainable practices, the Company enhances mutual trust, consolidates consensus, and further strengthens people-to-people "Heart-to-Heart Connection" with partner countries.

专题二

高标准推动改革深化， 激发可持续发展动能

PROMOTING HIGH-STANDARD REFORM TO STIMULATE SUSTAINABLE DEVELOPMENT MOMENTUM

Topic 2

海口新海滚装码头客运综合枢纽站：全国最大的港口客滚综合枢纽，荣获钢结构领域最高荣誉“中国钢结构金奖”

Haikou New Ro-Ro Terminal Passenger Hub: The largest port passenger ro-ro hub in China, awarded the highest honor in the steel structure field, the "China Steel Structure Gold Award."



习近平总书记强调：“改革开放是决定当代中国命运的关键一招，也是决定中国式现代化成败的关键一招。”中国交建深入贯彻落实国家深化改革部署要求，践行改革先行者、“走出去”排头兵的重要使命责任，立足“666”战略框架，锚定“545”建设目标，加快建设世界一流企业目标，以改革强引领、破难题、提效能，持续激活企业可持续发展内生动力，改革成效位居央企前列。

General Secretary Xi Jinping emphasized: "Reform and opening-up is the key move that determines the destiny of contemporary China, and also the decisive factor for the success of Chinese-style modernization." CCCC thoroughly implements the national reform deepening deployment requirements, fulfilling the important mission and responsibility as a reform pioneer and a forerunner in the "going global" strategy. Based on the "666" strategic framework and anchored to the "545" construction goals, the Company accelerates the development of a world-class enterprise. By leading through reform, solving critical issues, and enhancing operational efficiency, CCCC continuously activates the endogenous momentum for sustainable development, with reform achievements ranking among the top of central enterprises.

强化战略部署，提升战略引领力

STRENGTHENING STRATEGIC DEPLOYMENT, ENHANCING STRATEGIC LEADERSHIP

中国交建高站位谋划“十五五”发展蓝图，以“六大导向”举旗定向，明确战略定位、目标与打法，贯通战略到战术转化链条，破解战略与策略、规划与执行衔接难题，构建战略、计划、投资、预算、考核一体联动机制，打通战略落地“最后一公里”。

CCCC formulates the "15th Five-Year" development blueprint from a high strategic standpoint, using six major guiding directions to set the course, clarify strategic positioning, objectives, and approaches, and ensure the full chain from strategy to tactics. The Company addresses challenges in aligning strategy and policy, planning and execution, and establishes an integrated linkage mechanism connecting strategy, planning, investment, budgeting, and performance evaluation, bridging the "last mile" of strategy implementation.

公司扎实推进编制《全面落实“666”战略框架与“545”建设目标暨全面加快高质量发展、建设世界一流企业的总体指导意见》及“十五五”总体规划，修订印发发展规划管理、子企业战略执行评估相关制度，完善规划管理体系与决策流程，强化与经营、预算等业务协同，“一企一策”优化评估体系推动战略执行穿透落地，以钉钉子精神狠抓改革举措落地见效。

The Company has solidly advanced the preparation of the Overall Guiding Opinions on Fully Implementing the "666" Strategic Framework and the "545" Construction Goals, and Accelerating High-Quality Development and the Building of a World-Class Enterprise and the "15th Five-Year" overall plan, revised and issued regulations on development planning management and subsidiary strategic execution assessment, improved the planning management system and decision-making processes, strengthened business coordination with operations and budgeting, and optimized the evaluation system through the "one enterprise, one policy" approach to ensure strategic implementation penetration. With a "nail-driving" spirit, the Company rigorously drives the effective implementation of reform initiatives.

我们的荣誉

Our Honors

连续 4 年在国资委改革专项考核中
获评 **A 级**

Awarded **A-level** in the SASAC reform special
assessment for four consecutive years

2024 年在中央企业负责人经营业
绩考核中获得 **0.3 分** 专项加分

Achieved a **0.3-point** special bonus in
the 2024 central enterprise executives'
operational performance assessment

“双百行动”“科改行动”总体水平
连续三年位列**央企前三**

Overall ranking of the "Double Hundred
Action" and "Science & Reform Action"
remained in the **top three among central
enterprises** for three consecutive years



中国交建一届五次职工代表大会
CCCC First Session of the Fifth Workers' Congress

明确总体要求与工作思路
Clarifying Overall Requirements and Work Approach

- 以习近平新时代中国特色社会主义思想为指导，深入贯彻党的二十大和二十届历次全会精神及习近平总书记对中央企业工作的重要指示精神，完整准确全面贯彻新发展理念，加快构建新发展格局，坚持稳中求进工作总基调。
Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, thoroughly implement the spirit of the 20th National Congress of the CPC and its subsequent plenary sessions, as well as General Secretary Xi Jinping's important instructions on central enterprises. Fully, accurately, and comprehensively implement the new development philosophy, accelerate the construction of a new development pattern, and adhere to the general work principle of pursuing progress while ensuring stability.
- 全面落实中央企业负责人会议要求，全面践行落地《总体指导意见》，坚定实施“1545”发展战略，坚决执行“123456”总体方针。
Fully implement the requirements of the Central Enterprise Executives' Meeting, earnestly practice the *Overall Guiding Opinions*, firmly implement the "1545" development strategy, and resolutely execute the "123456" overall guidelines.
- 传承光大“十大核心优势”，紧紧围绕保持稳定增长与加强科学管理两大中心任务，锚定“五全四大五型”加快建设世界一流企业。
Inherit and enhance the "Ten Core Advantages," focusing closely on maintaining stable growth and strengthening scientific management as the two central tasks, and accelerate the building of a world-class enterprise anchored in the "Five Comprehensives, Four Majors, Five Types" framework.

把准战略方向和部署重点任务
Aligning Strategic Direction and Key Task Deployment

- 全面贯彻落实《总体指导意见》精神，做到统一思想、指导实践、推动工作。
Fully implement the spirit of the *Overall Guiding Opinions* to unify thinking, guide practice, and promote work.
- 系统优化“三大布局”，做到海外更强、产业更优、质效更好。
Systematically optimize the "Three Major Layouts" to make overseas operations stronger, industries more competitive, and quality and efficiency higher.
- 全面加快科技创新与产业创新深度融合，做到原创有动力、转化有效益。
Accelerate the deep integration of technological and industrial innovation to ensure original innovation is driven and conversion delivers tangible benefits.
- 全面深化适应性组织建设、全面推进“334”工程，做到固本强基、积厚成势。
Deepen adaptive organizational construction and comprehensively advance the "334" project to consolidate fundamentals and build momentum.
- 全面加强党的领导和党的建设，把党建优势转化为治理优势、竞争优势、发展优势。
Strengthen Party leadership and Party building comprehensively, transforming Party-building advantages into governance, competitive, and developmental advantages.
- 全面重构风清气正的政治生态，把全面从严治党成效转化为惩处的强大震慑、队伍的坚强基石、作风的浩然正气。
Reconstruct a clean and upright political ecosystem, translating the results of strict Party governance into a powerful deterrent through enforcement, a solid foundation for the workforce, and an ethos of integrity and rigor.

聚力重点突破，提升改革攻坚力
FOCUSING ON KEY BREAKTHROUGHS, ENHANCING REFORM EXECUTION CAPABILITY

中国交建锚定“六大永恒性战略性问题”，遵循“1336”模式和“8+X”推进体系推动改革，一体推动改革深化提升行动高质量收官与新一轮改革高水平谋划，全面破解改革“中梗阻”，着力增强改革“清淤”“疏堵”“解难”“去痛”“健体”能力，以实干笃行的改革为公司发展添活力、增动能。

CCCC targets the "Six Perpetual Strategic Issues," follows the "1336" model and the "8+X" advancement system to drive reform. The Company simultaneously advances the high-quality completion of the current round of reform deepening and strategically plans the next phase of high-level reform, fully addressing reform bottlenecks. Efforts focus on enhancing capabilities in "clearing blockages," "unblocking obstacles," "solving difficulties," "alleviating pain points," and "strengthening organizational fitness," injecting vitality and momentum into corporate development through pragmatic reform implementation.



董事长宋海良在“2025 国是论坛”上发表重要讲话
Chairman Song Hailiang Delivers Key Speech at the "2025 National Forum"

抓实顶层部署 Implementing Top-Level Deployment

- 开展改革“质量检测”专项行动，建立改革深化提升行动高质量收官指标体系，制定公司及 170 余户二三级企业年度工作要点。
- Launch a special "Reform Quality Inspection" initiative, establish a high-quality completion indicator system for the Reform Deepening and Enhancement Action, and formulate annual work priorities for the Company and over 170 secondary and tertiary subsidiaries.
- 制定高质量深化“双百行动”“科改行动”工作方案，举办“科改企业”“双百企业”闭门会、沟通会等专题会议。
- Develop high-quality work plans for the "Double Hundred Action" and "Science & Reform Action", and organize closed-door meetings, communication sessions, and other special forums for "Science & Reform Enterprises" and "Double Hundred Enterprises."

加强链长建设 Strengthening Chain Leadership

- 推进 27 项“卡脖子”、17 项关键技术及 11 项强链补链装备建造等工作。
- Advance 27 "bottleneck" technologies, 17 key technologies, and the construction of 11 major equipment projects for strengthening and supplementing industrial chains.
- 推进港口 AGV 产业链协同对接会，与 4 家联盟单位开展供需对接，对接 100 余项科技创新与中试试验成果需求。
- Promote the Port AGV Industry Chain Coordination Meeting, conducting supply-demand matching with four alliance members and aligning over 100 technological innovation and pilot test result demands.
- 组织子链建设推进会，制定《智慧港航现代产业链链长建设工作规范指引》，明确工作流程及标准。
- Organize sub-chain construction advancement meetings and issue the *Guidelines for Chain Leader Construction of Modern Smart Port and Shipping Industry Chains*, clarifying workflows and standards.

培育战新产业 Cultivating Strategic Emerging Industries

- 穿透公司全级次摸底战新产业布局，优化并分析 8 个方向、20 个指标，形成《战略性新兴产业细分赛道基本情况研究报告》。
- Conduct a comprehensive survey of the Company's strategic emerging industry layout at all organizational levels, optimize and analyze eight directions and 20 indicators, and produce the *Research Report on the Basic Situation of Strategic Emerging Industry Sub-Sectors*.
- 印发《启航企业培育工程工作方案》《战新产业“百大工程”建设方案》及相关专项方案，开展首批启航企业及百大工程遴选。
- Issue the "Enterprise Launch Cultivation Work Plan", "Hundred Major Projects in Strategic Emerging Industries Construction Plan", and related special plans, and carry out the first round of enterprise launches and hundred major project selections.

人力改革攻坚 Human Resources Reform and Enhancement

- 出台《“四能”改革深化提升方案》，选取减亏治亏重点三级企业等开展督导帮扶，改革评估刚性挂钩领导人员薪酬、工资总额预算等。
- Issue the *Four-Capability Reform Deepening and Enhancement Plan*, supervise and support key tertiary enterprises for loss reduction and governance, and link reform evaluations to executive remuneration, total salary budgets, and other indicators.
- 统一年度“1+2+N”和任期“3+N”的契约模板，扎实推进提质扩面工作，推动各级企业管理人员契约 100% 签订。
- Standardize the annual "1+2+N" and term "3+N" contract templates, solidly advance quality and scope improvements, and ensure 100% of managerial personnel at all levels sign contracts.



树典示范引领 Showcasing Exemplary Practices

- 提炼公司改革深化提升行动典型经验做法 165 篇，形成公司改革深化提升行动案例集。
- Extract 165 typical experiences and practices from the Company's Reform Deepening and Enhancement Action to form a Case Collection of Reform Deepening and Enhancement Action.
- 总结公司改革深化提升行动以来固化形成的改革政策 135 篇，形成公司改革深化提升行动制度汇编。
- Summarize 135 reform policies solidified since the start of the Company's Reform Deepening and Enhancement Action, forming a System Compilation of Reform Deepening and Enhancement Action.
- 回顾公司改革重组以来的改革瞬间与管理创新 51 项，形成公司改革重组 20 年改革与管理案例集。
- Review 51 key reform moments and management innovations since the Company's restructuring, producing the 20-Year Reform and Management Case Collection of Company Restructuring.

健全闭环管控，提升管理穿透力

ESTABLISHING CLOSED-LOOP CONTROL AND ENHANCING MANAGEMENT PENETRATION

中国交建始终围绕国家战略导向，强化企业战略顶层设计，将战略层层穿透、核心指标刚性挂钩，形成战略落地与价值创造的有效驱动机制，做到让战略落地有路径、执行有监督、成效有反馈。聚焦“全面加强系统科学管理”这篇大文章，推动公司管理体系重构、组织模式重塑，健全闭环管控，着力打造后端赋能、中端支撑、前端敏捷的现代化治理体系，着力打造一批启航企业、专精特新企业和龙头引领企业。

CCCC continuously aligns with national strategic priorities, strengthens top-level strategic design, links core indicators rigidly to strategy at every level, and establishes an effective mechanism to drive strategy implementation and value creation. The Company ensures clear pathways for strategy execution, oversight over implementation, and feedback on outcomes. Focusing on the overarching goal of "comprehensively strengthening systematic and scientific management," CCCC promotes reconstruction of its management system, reshaping of organizational models, and establishment of closed-loop control, aiming to build a modern governance system characterized by backend enablement, midstream support, and frontend agility, while cultivating a cohort of pioneering enterprises, specialized and innovative enterprises, and leading market players.

运营监管 Operational Supervision

- 构建“T”字型一体化战略运营监测体系，印发方案并上线系统，梳理 300 余项问题清单。
- Construct a "T-shaped" integrated strategic operations monitoring system, issue implementation plans, launch the system, and compile a list of over 300 identified issues.
- 优化智慧运营平台，推动统计分析向价值挖掘转型，构建“数据—决策—优化”闭环。
- Optimize the smart operations platform, shift statistical analysis toward value extraction, and establish a "data-decision-optimization" closed loop.

机构管理 Organizational Management

- 印发机构高质量发展行动及三年方案，下达压减任务。
- Issue high-quality organizational management action plans and a three-year roadmap, assigning reduction targets.
- 完成装备、疏浚事业部组建，落地中交铁道运营有限公司组建方案；研究东南区域总部改革方案，推动中交智慧研究院优化运行模式。
- Complete the establishment of the Equipment and Dredging Divisions, implement the setup plan for CCCC Railway Operations Co., Ltd., and study reform proposals for the Southeast Regional Headquarters to optimize operations of the CCCC Smart Research Institute.

股权管理 Equity Management

- 制定《参股管理质效提升三年行动方案》，完成全部参股企业分类评级。
- Formulate the *Three-Year Action Plan for Improving Equity Management Quality and Efficiency* and complete classification and rating for all invested enterprises.
- 严防“参股不参管”，编制重点参股企业名单，重点管理第一大股东参股的无实际控制人企业，将人员委派、协同情况纳入管控。
- Prevent "ownership without management," compile a list of key invested enterprises, and prioritize oversight of enterprises where CCCC is the largest shareholder but lacks actual control, incorporating personnel appointments and collaboration status into management.
- 印发混改企业风险防范方案，梳理 35 项监管要点，上线管理系统，完成 83 户企业风险处置。
- Issue a mixed-ownership enterprise risk prevention plan, identify 35 regulatory key points, launch a management system, and complete risk resolution for 83 enterprises.

专项考核 Special Assessment

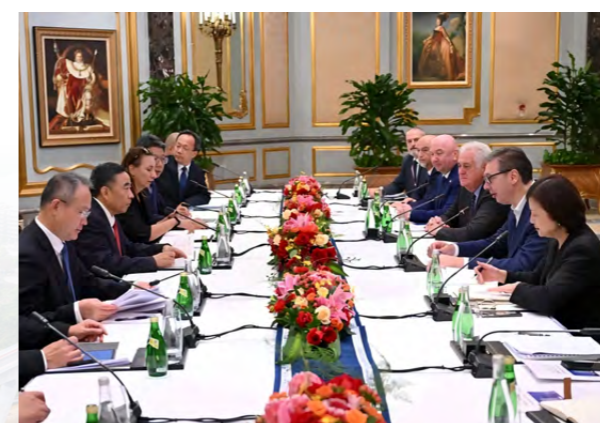
- 健全所属单位考核体系，建“经济效益、风险管控、转型升级、功能价值”四维指标，对 57 家单位“一企一策”下达责任书。
- Refine the assessment system for subsidiaries, establishing four-dimensional indicators covering economic efficiency, risk control, transformation and upgrading, and functional value, and issue responsibility letters under the "one enterprise, one policy" approach to 57 units.
- 创新“扶强扶优助弱”机制，制定 2025 年至 2027 年任期考核体系与责任书，出台考核重点任务分解清单，明确责任推进工作规范化。
- Innovate the "support the strong, promote excellence, assist the weak" mechanism, develop a term assessment system and responsibility letters for 2025-2027, release a task decomposition list for assessment focus areas, and standardize accountability procedures for implementation.



董事长宋海良与全国政协常委、香港新华集团主席会谈
Chairman Song Hailiang Meets National Committee of the CPPCC Member and Chairman of Hong Kong Xinhua Group



中国交建 2025 年上半年生产经营工作会议
CCCC 2025 Mid-Year Production and Operations Work Conference



董事长宋海良与塞尔维亚总统深化共建“一带一路”交流会
Chairman Song Hailiang Meets Serbian President to Deepen the "Belt and Road" Cooperation



粤港澳、海南片区企业调研座谈会
Enterprise Research and Symposiums in Guangdong-Hong Kong-Macao and Hainan Regions

01

GOOD GOVERNANCE FOR SUSTAINABLE DEVELOPMENT

BUILDING A STRONG FOUNDATION THROUGH EXCELLENCE

善治致远 以卓越治理共筑发展根基

善治致远，固本兴邦。中国交建系统推进战略升级，坚定实施“1545”发展战略，坚决执行“123456”总体方针；完善现代企业制度，强化董事会建设与激励约束；严守依法合规经营底线，抓实法治、内控及风险管控；深化廉洁建设，严抓反商业贿赂、反不正当竞争；畅通利益相关方沟通，规范全流程尽职调查，以治理现代化赋能高质量发展。

Good governance ensures long-term prosperity and national strength. CCCC systematically advances strategic upgrades, steadfastly implements the "1545" development strategy, and resolutely executes the "123456" general guidelines. The Company improves modern corporate governance, strengthens board construction and incentive-restraint mechanisms, strictly adheres to compliance and legal baselines, enforces law, internal control, and risk management, deepens integrity and anti-corruption initiatives, strengthens anti-unfair competition measures, ensures smooth stakeholder communication, and standardizes full-process due diligence, empowering high-quality development through modern governance.



广连高速与 G78 汕昆高速公路相交衔接的枢纽互通项目
Guanglian Expressway Interchange Hub Connecting with G78 Shankun Expressway



战略

STRATEGY

公司面临的世界之变、时代之变、历史之变、科技之变、产业之变、竞争之变“六大变革”，正以前所未有的深度和广度展开。公司以“着眼全局看中文”来科学研判形势，在党和国家战略大局中找准自身定位，在行业发展变局中把准前进方向，重点做好“三个把握”。公司牢牢把握主逻辑，准确认识“时”与“势”，2025年12月，习近平总书记对中央企业工作作出重要指示，在中央企业负责人会议上，李强总理对中央企业履责担当提出更高要求。国务院国资委指出国资央企“十五五”时期面临“四期叠加”的阶段性特征，并提出要实现“六大目标”、打好“五大攻坚战”等工作要求，为公司谋划高质量发展明确总体方向与任务目标。公司牢牢把握大形势，辩证看待“危”与“机”。在机遇方面，我国构建现代化基础设施体系、新质生产力赋能传统基建、持续推进新型城镇化、高质量共建“一带一路”等“五大增量机遇”，对建筑央企重大利好。在挑战方面，建筑行业“达峰”下行是大势所趋，从“增量为主”阶段转入“增量与存量并重”阶段。公司牢牢把握发力点，统筹“稳”与“进”。当前，“发展转段”“范式转变”“管理转型”三重目标叠加，建筑企业面临着前所未有的生存压力，亟须保持“稳”的定力和韧劲。

The Company is facing the "six major transformations"—changes in the world, the times, history, technology, industry, and competition—unfolding with unprecedented depth and breadth. Guided by a "holistic perspective on CCCC", the Company scientifically assesses the situation, identifies its positioning within the overall Party and national strategic framework, and navigates the direction of progress amid shifts in industry development. Special attention is given to "three key grasps." The Company firmly maintains its main logic and accurately interprets the "timing" and "trends." In December 2025, General Secretary Xi Jinping issued important instructions regarding the work of central enterprises, and Premier Li Qiang set higher requirements for central enterprises' fulfillment of responsibilities during the central enterprise leaders' meeting. The State-owned Assets Supervision and Administration Commission (SASAC) noted that central SOEs face the "four-phase overlap" as a stage-specific characteristic during the 15th Five-Year Plan period, and proposed achieving "six major goals" and fighting the "five major battles," providing the Company with overall guidance and task objectives for high-quality development. The Company carefully assesses the macro situation, viewing risks and opportunities dialectically. Regarding opportunities, China's construction of a modern infrastructure system, the empowerment of traditional infrastructure by new-quality productive forces, the continued advancement of new urbanization, and the high-quality co-construction of the "Belt and Road"—collectively referred to as the "five major incremental opportunities"—are highly favorable for central construction enterprises. Regarding challenges, the industry peak and subsequent downturn is an inevitable trend, transitioning from a "primarily incremental" stage to one emphasizing both incremental and stock development. The Company identifies key leverage points and balances "stability" and "progress." At present, the simultaneous pursuit of "development transition," "paradigm shift," and "management transformation" places unprecedented survival pressure on construction enterprises, necessitating resilience and determination to maintain stability.

公司综合考虑当前面临的形势任务，以习近平新时代中国特色社会主义思想为指导，深入贯彻党的二十大和二十届历次全会精神及习近平总书记对中央企业工作的重要指示精神，全面落实中央企业负责人会议要求，制定并全面践行落地《总体指导意见》，坚定实施“1545”发展战略，坚决执行“123456”总体方针，锚定“五全四大五型”加快建设世界一流企业。

The Company, taking a comprehensive view of the current situation and tasks, is guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, thoroughly implementing the spirit of the 20th National Congress of the Communist Party of China and its subsequent plenary sessions, as well as General Secretary Xi Jinping's important instructions on central enterprises. Fully executing the requirements set forth by the Central Enterprise Leaders' Meeting, the Company has formulated and is rigorously implementing the *Overall Guidance Opinions*, steadfastly advancing the "1545" development strategy, resolutely executing the "123456" overarching policy framework, and anchoring efforts on the "Five Completes, Four Majors, Five Types" blueprint to accelerate the building of a world-class enterprise.

推进战略升级

ADVANCING STRATEGIC UPGRADES

治理

GOVERNANCE

公司深入贯彻党的二十大和二十届历次全会精神及习近平总书记对中央企业工作的重要指示精神，完整准确全面贯彻新发展理念，加快构建新发展格局，坚持稳中求进工作总基调，全面落实中央企业负责人会议要求，立足国家所需、行业所向等核心导向，强化战略顶层部署与责任落实。党委、董事会承担顶层决策与把关职责，战略发展部牵头统筹，负责总体发展战略及方针落地，编制完成《总体指导意见》，有序推进“十五五”总体规划编制；战略研究院提供前瞻研究与决策支撑，协同董事会办公室、各职能部门、业务板块及子公司分工协同推进。同时，健全内控与监督程序，明确管控目标并融入战略执行，确保战略升级各项任务规范落地、见效。

CCCC thoroughly implements the spirit of the 20th National Congress of the CPC, all plenary sessions of the 20th Central Committee, and General Secretary Xi Jinping's important directives on central enterprises. The Company fully and accurately implements the new development philosophy, accelerates the construction of the new development pattern, and adheres to the general work principle of stability with progress. It comprehensively fulfills the requirements of the central enterprise leadership meetings, focuses on core national and industry priorities, and strengthens top-level strategic deployment and accountability. The Party Committee and the Board of Directors undertake top-level decision-making and oversight responsibilities. The Strategic Development Department leads and coordinates the implementation of overall development strategy and policies, completes the *Overall Guiding Opinions*, and orderly advances the compilation of the "15th Five-Year Plan." The Strategic Research Institute provides forward-looking research and decision-making support, collaborating with the Board Office, functional departments, business divisions, and subsidiaries for coordinated implementation. Meanwhile, internal control and supervision procedures are improved, control objectives are clarified and embedded into strategy execution, ensuring that all tasks of strategic upgrading are implemented in a standardized and effective manner.

◆ 制定顶层设计

◆ Formulating Top-Level Design

公司系统谋划“三步走”分布制定顶层设计，深入研判形势、直面问题挑战，创立“666”战略框架；通过系统调研、专题研讨、战略务虚等多种形式进行深入研究，出台《总体指导意见》，确立“1545”发展战略和“123456”总体方针，推动项目思维向客户思维、单一模式向集成融合、机会经营向一体化深耕、碎片投入向集中布局、汗水型增长向智慧型发展“五个跃升”；同时，全面总结公司重组 20 年成果，将改革发展史升华为奋斗、改革、创新、开放“四史”，凝聚全员共识，为加快建设“五全四大五型”世界一流企业汇聚强大合力。

The Company has systematically planned a three-step approach to establish its top-level design, conducting in-depth analysis of the external environment and directly addressing key challenges, resulting in the creation of the "666" strategic framework. Through comprehensive surveys, thematic workshops, and strategic seminars, the Company has carried out extensive research, culminating in the issuance of the *Overall Guidance Opinions* which establishes the "1545" development strategy and the "123456" overarching policy framework. This framework drives the "Five Transformations": transitioning from project-centric thinking to client-centric thinking, from single-mode operation to integrated solutions, from opportunity-driven management to deepened unified operations, from fragmented investments to concentrated allocation, and from labor-intensive growth to intelligence-driven development. Simultaneously, the Company has thoroughly summarized the achievements of its 20-year restructuring process, elevating the history of reform and development into the "Four Histories" of Struggle, Reform, Innovation, and Openness, thereby consolidating consensus across all employees and mobilizing collective strength to accelerate the construction of a world-class enterprise under the "Five Completes, Four Majors, Five Types" framework.

“666” 战略框架

"666" Strategic Framework

六大导向

Six Guiding Orientations

高质量导向、战略导向、问题导向、市场导向、价值导向、高目标导向

Quality-oriented, Strategy-oriented, Problem-oriented, Market-oriented, Value-oriented, High-goal-oriented

六大永恒性战略性问题

Six Enduring Strategic Issues

方向性、根本性、全局性、长期性、创新性、风险性问题

Directional, Fundamental, Holistic, Long-term, Innovative, Risk-related issues

六篇大文章

Six Major Focus Areas

全面加强党的领导与建设、全面加快高质量发展、全面深化系统改革、全面加强系统科学管理、全面加快创新与转型、全面重塑优秀文化与生态

Comprehensively strengthen Party leadership and Party building, Fully accelerate high-quality development, Thoroughly deepen systemic reforms, Comprehensively enhance systematic scientific management, Fully advance innovation and transformation, Comprehensively reshape an outstanding corporate culture and ecosystem

“1545” 发展战略

"1545" Development Strategy

一个目标

One Objective

锚定“五全四大五型”，加快建设世界一流企业

Anchor the "Five Completes, Four Majors, Five Types" framework and accelerate the building of a world-class enterprise

五全一流

Five Completes for First-Class Status

一流的全交通一体化方案解决商、总承包商、运营商

一流的全城市一体化方案解决商、总承包商、运营商

一流的全水域一体化方案解决商、总承包商、运营商

一流的全数字一体化方案解决商、服务商、运营商

一流的全绿色一体化方案解决商、服务商、运营商

First-class integrated solutions provider, general contractor, and operator across all modes of transportation

First-class integrated solutions provider, general contractor, and operator across entire urban systems

First-class integrated solutions provider, general contractor, and operator across all waterways

First-class integrated solutions provider, service provider, and operator across digital systems

First-class integrated solutions provider, service provider, and operator across green systems

四大领先

Four Leading Advantages

领先的“大海外”国际竞争优势、领先的“大装备”特色发展优势、领先的“大产业”综合集群优势、领先的“大融合”新质业态优势

Leading international competitiveness in "Global Overseas" operations

Leading development strength in "Major Equipment"

Leading comprehensive cluster advantages in "Major Industries"

Leading innovation-driven advantages in "Major Integration" of new business models

五型企业

Five Enterprise Types

科技创新型中交、综合交通型中交、新质基建型中交、全球领先型中交、融合发展型中交

Science and technology innovation-oriented CCCC

Integrated transportation-oriented CCCC

New infrastructure-oriented CCCC

Globally leading CCCC

Integration-driven CCCC

“123456” 总体方针

"123456" Overarching Policy Framework

<p>“1” 锚定一流目标</p> <p>"1" Anchor the First-Class Objective</p>	<p>锚定“五全四大五型”，加快建设世界一流企业</p> <p>Anchor the "Five Completes, Four Majors, Five Types" framework and accelerate the building of a world-class enterprise</p>
<p>“2” 锻造“两核能力”</p> <p>"2" Forge the Two Core Capabilities</p>	<p>全面增强核心功能和提升核心竞争力</p> <p>Comprehensively strengthen core functions and enhance core competitiveness</p>
<p>“3” 争当“三个排头兵”</p> <p>"3" Strive to Be the Three Pacesetters</p>	<p>争当落实新发展理念的排头兵、创新驱动发展的排头兵、实施国家重大战略的排头兵</p> <p>Lead in implementing the new development philosophy, lead in innovation-driven development, lead in advancing major national strategies</p>
<p>“4” 推动“四大变革”</p> <p>"4" Drive the Four Major Transformations</p>	<p>推动发展理念、发展动力、发展方式、发展质量深度变革</p> <p>Deeply transform development philosophy, development momentum, development approaches, and development quality</p>
<p>“5” 加快“五大转型”</p> <p>"5" Accelerate the Five Transformations</p>	<p>加快创新驱动转型、绿色低碳转型、数字智慧转型、共享融合转型、可持续发展转型</p> <p>Accelerate innovation-driven transformation, green and low-carbon transformation, digital and intelligent transformation, shared and integrated transformation, and sustainable development transformation</p>
<p>“6” 坚持“666”战略框架</p> <p>"6" Adhere to the "666" Strategic Framework</p>	<p>坚持“六大导向”“六大永恒性战略问题”“六篇大文章”战略框架</p> <p>Adhere to the Six Guiding Orientations, Six Enduring Strategic Issues and Six Major Focus Areas</p>

◆ 确立转型路径

◆ Establishing the Transformation Pathway

公司将创新驱动、绿色低碳、数字智慧、共享融合、可持续发展作为求新求质的战略支点，聚力打破“资源驱动、投资驱动、负债驱动、行政驱动”的传统思维依赖，加快构建“创新驱动、数智驱动、价值驱动、自我驱动”的“智慧型”发展新引擎，大力倡导科技创新、产业创新、模式创新，推动发展方式系统性转变，为建设世界一流企业筑牢转型根基。

The Company positions innovation-driven development, green and low-carbon initiatives, digital intelligence, shared integration, and sustainable development as strategic levers for pursuing both novelty and quality. It focuses on breaking the traditional reliance on resource-driven, investment-driven, debt-driven, and administration-driven approaches, accelerating the establishment of a "smart" growth engine driven by innovation, digital intelligence, value creation, and self-motivation. The Company actively promotes technological innovation, industrial innovation, and model innovation, driving a systemic transformation of development patterns and laying a solid foundation for building a world-class enterprise.

影响、风险和机遇管理

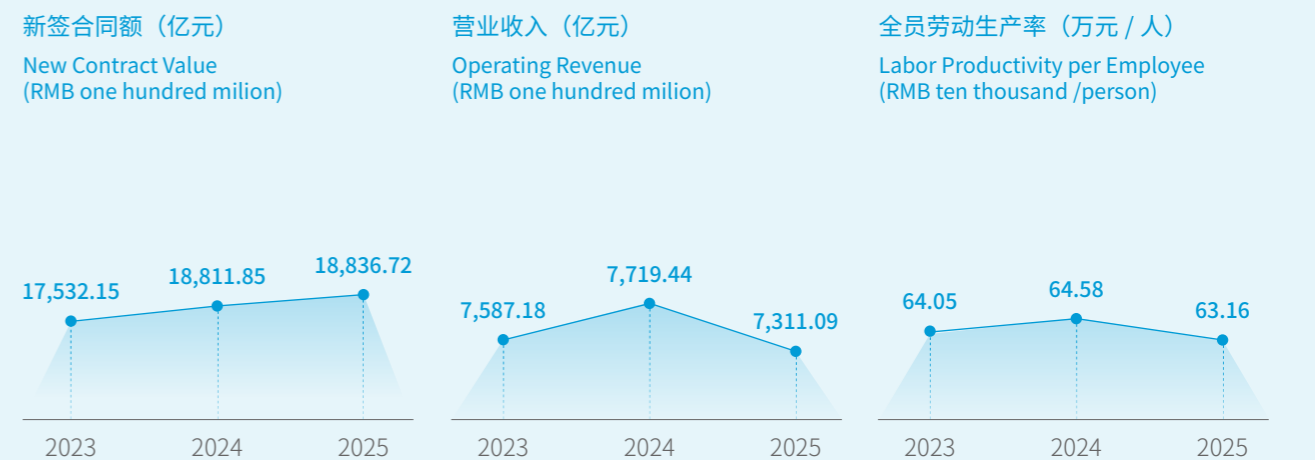
IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

面对战略升级进程中行业转型波动、产业布局调整等的挑战，公司高度重视战略落地的潜在风险与价值机遇，动态跟踪政策导向、市场竞争、供应链安全等变量，依托相关组织机构前瞻研究和分析能力实现风险的早识别、早预警；同时以“1545”发展战略为锚点，捕捉新质基建、绿色低碳等领域的产业机遇，通过产业协同、资本运作放大机遇价值；并将风险管控与机遇转化目标嵌入内控与监督程序，由董事会统筹、战略发展部牵头推进，确保战略升级在风险可控前提下实现质效跃升。

In response to challenges arising from industry transformation and adjustments in industrial layout during the strategic upgrade process, the Company places high importance on potential risks and value opportunities associated with strategy implementation. It dynamically monitors policy trends, market competition, supply chain security, and other variables, leveraging the forward-looking research and analytical capabilities of relevant organizational units to enable early identification and early warning of risks. Anchored by the "1545" development strategy, the Company captures industrial opportunities in areas such as new infrastructure and green low-carbon development, amplifying their value through industrial collaboration and capital operations. Risk control and opportunity realization objectives are embedded into internal control and supervision procedures, led by the Board of Directors and coordinated by the Strategic Development Department, ensuring that strategic upgrades achieve quality and efficiency improvements under controllable risk conditions.

指标与目标

INDICATORS AND TARGETS



加强公司治理

STRENGTHENING CORPORATE GOVERNANCE

治理

GOVERNANCE

公司遵守《中华人民共和国公司法》《中华人民共和国证券法》《上市公司治理准则》《上海证券交易所股票上市规则》等法律法规和监管要求。坚持以习近平新时代中国特色社会主义思想为指导，深入贯彻党的二十大和二十届历次全会精神，全面落实中央经济工作会议和中央企业负责人会议决策部署，全面落实“两个一以贯之”要求，修订《公司治理主体议事清单》，整合“三会”组织职责，深化机构治理，完善董事会议事规则、授权管理等配套制度，明确重大事项决策流程。强化董事会建设与外部董事赋能，深化子企业董事会“应建尽建”原则与差异化发展，建立与 ESG 绩效挂钩的高管薪酬机制及限制性股权激励计划，配套严格约束条款，同时加强合规管控，筑牢治理根基。

The Company strictly complies with the *Company Law of the People's Republic of China*, *Securities Law of the People's Republic of China*, *Code of Corporate Governance for Listed Companies*, *Shanghai Stock Exchange Listing Rules*, and other relevant laws, regulations, and supervisory requirements. Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, the Company thoroughly implements the decisions and directives of the 20th Party Congress, subsequent plenary sessions, the Central Economic Work Conference, and the Central Enterprise Leaders' Meeting. It fully applies the "Two Upholds" principle, revises the *Company's Governance Agenda*, integrates the functions of the "three meetings," deepens institutional governance, and refines supporting rules for board deliberations and authorization management, clarifying major decision-making processes. The Company strengthens Board construction and empowers external directors, deepens the "should-have, all-have" principle for subsidiary boards while accommodating differentiated development, establishes an executive remuneration system linked to ESG performance, and implements restricted equity incentive plans with strict contractual constraints. Concurrently, compliance management is reinforced, consolidating the foundation for sound governance.

战略

STRATEGY

◆ 董事会构成

◆ Board Composition

公司董事会架构完善、运行规范，下设战略与投资及 ESG 委员会、提名委员会、薪酬与考核委员会、审计与风险委员会四大专门委员会。其中，审计与风险委员会、薪酬与考核委员会由独立董事组成，战略与投资及 ESG 委员会、提名委员会独立董事占多数，保障决策独立性与专业性。董事会设置契合中国特色现代企业制度及上市规则，配套完备的信息获取与独立表达机制，同时践行多元化政策，在提名环节充分考量性别、民族等因素，助力构建科学高效的治理格局，为公司战略落地与高质量发展筑牢治理根基。

The Company maintains a well-structured and efficiently functioning Board of Directors, supported by four specialized committees: the Strategy, Investment and ESG Committee; the Nomination Committee; the Remuneration and Evaluation Committee; and the Audit and Risk Committee. The Audit and Risk Committee and the Remuneration and Evaluation Committee are composed entirely of independent directors, while independent directors constitute the majority in the Strategy, Investment and ESG Committee and the Nomination Committee, ensuring decision-making independence and professional integrity. The Board is structured in alignment with China's modern enterprise system and applicable listing rules, with comprehensive mechanisms for information access and independent expression. Diversity policies are fully incorporated into the nomination process, taking gender, ethnicity, and other factors into account, thereby fostering a scientifically grounded and efficient governance framework that underpins strategic execution and high-quality development.

◆ 董事会建设

◆ Board Development

公司以高标准推进董事会建设，修订《中国交建公司章程》，全面建立董事会议事规则、授权管理、议案管理、履职保障等系列制度体系，规范审议重大经营管理事项，重大决策经党委会前置研究、总经理办公会审议后提交，保障科学高效。强化外部董事履职保障与能力提升，通过汇报会、专题调研等多元举措赋能。深化子企业董事会“应建尽建”原则，以制度指导、日常督导、考核评价及数智化系统赋能，推动其充分发挥“定战略、作决策、防风险”功能。

The Company advances Board development to high standards by revising the *Articles of Association of CCCC*, establishing a comprehensive system encompassing rules of procedure for board meetings, authorization management, proposal management, and performance support. Major operational and management matters are reviewed in advance by the Party Committee, deliberated in the General Manager's Office, and then submitted to the Board to ensure scientific and efficient decision-making. External directors' capacity and performance are strengthened through reporting sessions, targeted research, and other empowerment measures. Subsidiary boards adhere to the principle of "establish all boards that should be established," guided by regulations, routine oversight, performance evaluation, and digitalized management systems, enabling them to fully perform functions of strategy formulation, decision-making, and risk prevention.

◆ 高管薪酬管理

◆ Executive Compensation Management

公司董事会作为高管薪酬与考核的最高决策机构，负责审批高管薪酬考核管理制度、年度及任期绩效指标、考核结果与薪酬分配方案，其下设的薪酬与考核委员会负责组织和实施高管薪酬与考核工作。

The Board of Directors serves as the highest decision-making body for executive compensation and performance evaluation, responsible for approving executive compensation policies, annual and term performance indicators, assessment results, and remuneration allocation plans. The Remuneration and Evaluation Committee under the Board is tasked with organizing and implementing the processes of executive compensation and performance assessment.

高管薪酬与 ESG 绩效紧密挂钩，构建了科学的激励和约束并重机制，配套严格的薪酬追回及惩罚性扣减制度。根据相关管理办法，高管若在国资委综合考核中被评为不胜任，将不得领取绩效年薪及任期激励，已发放部分需追回；违反“三重一大”决策制度、廉洁从业规定或忠实义务，或因违法违规、失职渎职等损害公司利益的，将相应扣减薪酬或追回限售收益，以强化治理、提升管理水平。

Executive compensation is closely linked to ESG performance, establishing a scientifically balanced system of incentives and constraints, supported by strict salary clawback and punitive deduction mechanisms. Under the relevant management regulations, executives deemed unfit in the SASAC comprehensive assessment are ineligible to receive performance-based annual salaries and term incentives, with already disbursed amounts subject to recovery. Executives who violate the "Three Major and One Large" decision-making system, professional integrity rules, or fiduciary duties, or who harm the Company's interests due to illegal acts, negligence, or dereliction of duty, will have their remuneration reduced or restricted stock returns reclaimed, thereby strengthening governance and enhancing management standards.

◆ 股权激励计划

◆ Equity Incentive Plan

公司坚持将人才价值与企业价值深度绑定，高管层实施限制性股票计划，考核指标与净资产收益率、净利润增速、经济增加值三项核心指标深度挂钩，据此构建公开透明的市场管理预期。2022 年，公司发布《限制性股票激励计划》，宣布向本公司的高级管理人员、中层管理人员和核心骨干员工等人员发行 A 股普通股股票，分三批解除限售。激励对象包括公司董事、高级管理人员、中层管理人员及核心骨干人员，但不包括独立董事。股权激励计划的实施，增强了核心团队的凝聚力和忠诚度，激发员工的创新和积极性，提升了公司治理水平，促进了公司业务增长。

The Company aligns talent value with corporate value through the implementation of a restricted stock plan for senior management, with performance indicators closely linked to three core indicators: return on net assets, net profit growth, and economic value added, thereby establishing transparent market-based management expectations. In 2022, the Company issued the *Restricted Stock Incentive Plan*, granting A-share common stock to senior executives, middle management, and key core employees in three phased releases. The plan covers the Company's directors, senior management, middle managers, and core talent, excluding independent directors. Implementation of the equity incentive plan has strengthened team cohesion and loyalty, stimulated innovation and initiative, enhanced corporate governance, and supported overall business performance growth.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

有效的治理能够提升公司决策科学性与经营透明度，增强市场认可度与品牌价值，为市值稳定增长与高质量发展提供有力支撑。针对公司治理中的合规、决策效率等潜在风险，公司通过健全制度、数智化监控、全级次培训等举措，实现关联交易、信息披露等领域零违规。同时，面对治理机遇，以科学激励机制激发团队活力，释放组织效能，将治理优势转化为核心竞争力与可持续发展动能。

Effective governance improves the scientific rigor of decision-making and operational transparency, enhancing market recognition and brand value, and providing strong support for stable market capitalization growth and high-quality development. To mitigate potential risks in governance, such as compliance and decision-making efficiency, the Company employs comprehensive systems, digital monitoring, and multi-level training to achieve zero violations in areas including related-party transactions and information disclosure. Simultaneously, governance opportunities are leveraged through scientifically designed incentive mechanisms that energize teams, unlock organizational capabilities, and transform governance advantages into core competitiveness and sustainable growth momentum.

指标和目标

INDICATORS AND TARGETS

公司构建科学高效的治理体系，持续提升决策科学性、有效性和透明度。

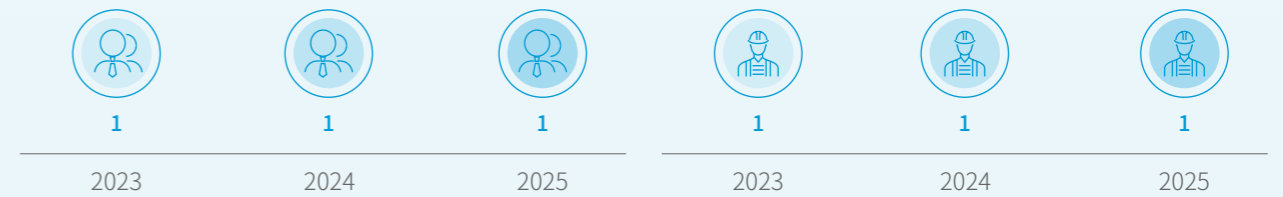
The Company has established a scientifically rigorous and efficient governance system to continuously enhance the rationality, effectiveness, and transparency of decision-making.

董事会中兼任其他公司 CEO 的成员数量 (人)

Number of Board Members Concurrently Serving as CEOs of Other Companies(person)

审计委员会中财务专家人数 (人)

Number of Financial Experts on the Audit Committee (person)



注：“董事会中兼任其他公司 CEO 的成员数量”指标 2023 年、2024 年采用内部管理口径统计数据，2025 年采用独立法人口径统计，并将 2023 年、2024 年数据修订。

Note: The indicator "Number of board members concurrently serving as CEOs of other companies" for 2023 and 2024 is based on internal management data. The 2025 figure is calculated based on independent legal entity standards, with the 2023 and 2024 figures revised accordingly.

依法合规经营

COMPLIANCE AND LAWFUL OPERATIONS

治理

GOVERNANCE

公司深入贯彻习近平法治思想，落实全面依法治国战略部署，筑牢多层次、全维度的治理保障体系。健全法治、合规、内控、审计、风险管理等协同治理机制，明确党委、董事会、经理层及各部门权责边界，形成齐抓共管的治理格局。搭建专业化治理队伍，配齐法律合规人员，组建商法合约专家库；完善穿透式监管与闭环管理模式，强化重大案件、境外业务等重点领域治理管控，以科学的治理体系为企业依法合规经营夯实制度与组织基础。

The Company thoroughly implements Xi Jinping's Thought on the Rule of Law and the national strategy for comprehensive law-based governance, establishing a multi-tiered, full-dimensional governance assurance system. Collaborative mechanisms for legal compliance, internal control, audit, and risk management are fully developed, with clearly defined responsibilities and authorities for the Party Committee, Board of Directors, management team, and each department, forming an integrated governance framework. A professional governance team has been built, with legal and compliance personnel fully staffed and a commercial law and contracts expert pool established. A penetration-based supervision and closed-loop management model has been implemented, with reinforced governance and control over major cases and overseas operations, thereby providing a robust institutional and organizational foundation for lawful and compliant corporate operations.

战略

STRATEGY

◆ 法治建设

◆ Rule of Law Development

公司深化世界一流法治企业试点建设，召开 2025 年法治工作会，通过“一企一策”考核形成齐抓共管格局；强化重大案件管控与后评价，开展“以案促管”专项行动，多起亿元级案件胜诉，诉讼风险可控；聚焦商法支撑，优化授权行权与合同审批流程，开展覆盖 170 余家三级企业的合同合规检查，首批入库 63 名商法合约专家，全面筑牢企业经营发展法治防线。

The Company advances its pilot program to become a world-class law-based enterprise. In 2025, a dedicated Rule of Law Work Conference was convened, and the "One Enterprise, One Policy" assessment mechanism was used to promote coordinated governance. Controls over major cases and post-case evaluations have been strengthened, with multiple lawsuits exceeding RMB one hundred million successfully resolved, ensuring litigation risks are manageable. Focusing on commercial law support, the Company has optimized authorization, rights execution, and contract approval processes, conducted compliance checks across more than 170 tertiary enterprises, and onboarded 63 commercial law and contracts experts in the first batch, fully reinforcing the legal safeguards for corporate operations and development.

◆ 合规管理

◆ Compliance Management

公司扎实推进“大合规”管理体系建设，明确董事会、管理层及合规部门职责，形成权责清晰、协同高效的合规治理机制；构建了以《合规管理办法》为核心，以投标、采购、合同等 7 项实施细则为支撑，以投资等高风险领域专项合规指南为补充的“1+7+N”合规管理制度体系；通过合规审查、风险评估、培训宣贯和监督问责等闭环流程，确保合规要求嵌入业务全流程；上线合规管理系统，实现合规风险动态识别、全流程线上管控与数据可追溯，有效支撑合规机制高效运行与持续优化。

The Company has steadily advanced the construction of a comprehensive "Enterprise-wide Compliance" management system, clearly defining the responsibilities of the Board of Directors, management, and compliance departments to establish a governance mechanism that is both accountable and highly coordinated. A "1+7+N" compliance management framework has been implemented, with the *Compliance Management Measures* as the core, seven implementation rules covering bidding, procurement, contracts, etc., as supporting instruments, and additional sector-specific compliance guidelines for high-risk areas such as investments. Closed-loop processes including compliance review, risk assessment, training and promotion, and supervision and accountability ensure that compliance requirements are fully embedded across all business operations. A compliance management system has been deployed to enable dynamic risk identification, end-to-end online control, and data traceability, effectively supporting the efficient operation and continuous optimization of the compliance mechanism.

◆ 合规审查

◆ Compliance Review

公司持续健全合规运行审查机制，严格落实经济合同、重大决策、规章制度、授权委托书四项审核覆盖率 100% 的要求，切实做到合同不审核不签约、制度不审核不上会、材料不审核不用印。针对“三重一大”经济性决策事项严格履行决策程序，避免违规违法决策。同时，按穿透式监管要求，覆盖工程、投资等重点领域及三级单位、境外机构，已督导检查 14 家单位合规自评工作。

The Company continuously strengthens its compliance review mechanisms, strictly enforcing 100% coverage of economic contracts, major decisions, internal regulations, and authorization letters. Contracts cannot be signed without review, policies cannot be approved without assessment, and documents cannot be stamped without verification. Economic decisions subject to the "Three Majors and One Large" principle strictly follow procedural requirements to prevent illegal or non-compliant decisions. In line with penetration-based supervision, compliance reviews cover key areas including engineering, investment, tertiary-level subsidiaries, and overseas entities, with 14 units having completed guided self-assessments to date.

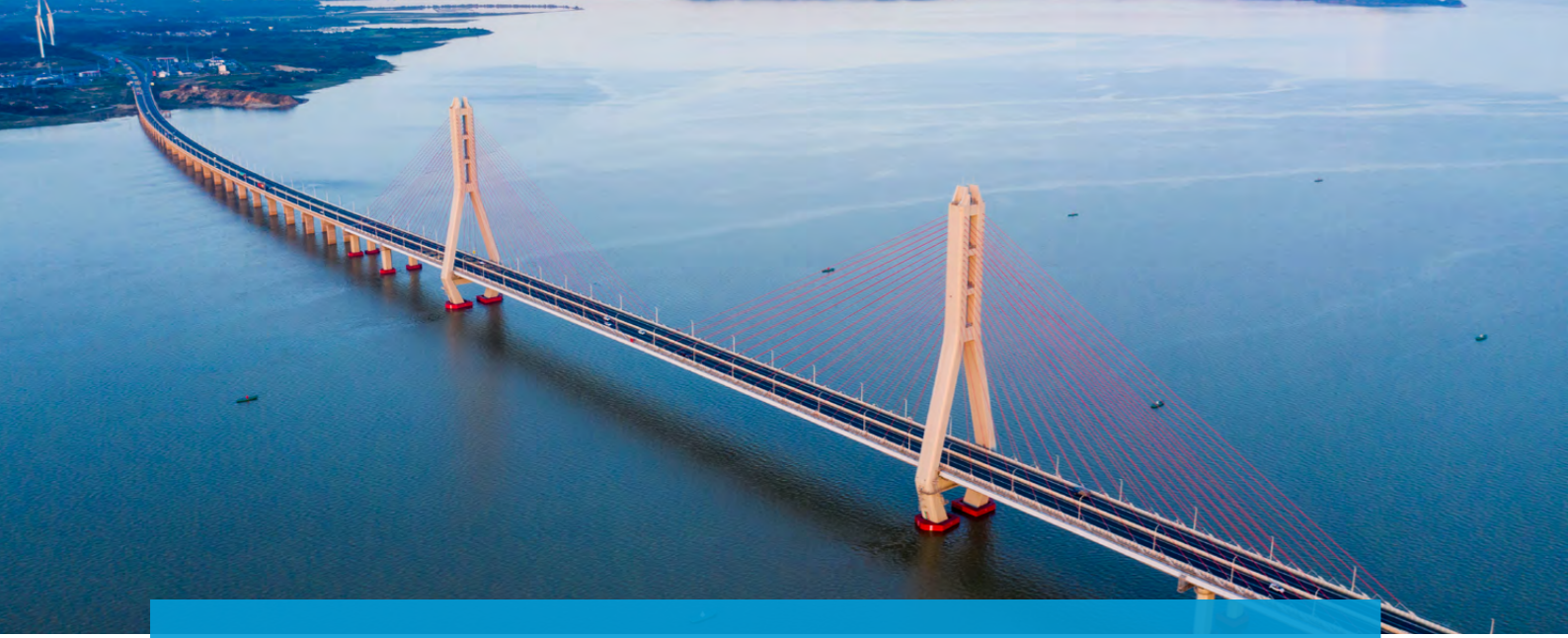
◆ 内部控制

◆ Internal Control

公司构建权责清晰的内控治理机制。党委把方向、管大局，董事会负责内控体系的建设与运行，经理层负责日常执行。严格落实主要领导第一责任人职责，完善“四位一体”风险防控体系，推进重点领域制度“废改立”，以《内控体系建设与监督办法》《内部控制手册》等制度手册为支撑，开展内控监督评价，持续提升内控管理水平。

The Company has established an internal control governance mechanism with clear delineation of responsibilities. The Party Committee sets strategic direction and oversees overall governance, the Board of Directors is responsible for constructing and operating the internal control system, and the management team handles day-to-day execution. The principal leadership fully assumes first-level responsibility, supported by a "Four-in-One" risk prevention and control system. Key institutional rules are continuously reviewed, revised, or newly established. System manuals such as the *Internal Control System Construction and Supervision Measures* and the *Internal Control Handbook* provide operational guidance for internal control supervision and evaluation, ensuring a continuous improvement of internal control management standards.





◆ 内部审计

◆ Internal Audit

公司持续强化内部审计建设，紧扣重大战略落地，助力业务重组与转型升级，构建“1+3+N”组织体系，形成“1+N+N”制度体系框架。修订完善审计管理办法及相关细则，总部设立审计部，成立武汉（项目）、北京（数字）、海外3大审计中心，各级单位健全审计机构，实行统一制订计划、统一调配资源、统一质量管控，强化穿透式管理。公司坚持揭示问题与整改提升并重，形成“审计—整改—治理”闭环管理，问题整改完成率达92%，有效释放治理效能。

The Company continues to strengthen its internal audit function, aligning closely with the implementation of major strategic initiatives, supporting business restructuring and transformation, and establishing a "1+3+N" organizational framework alongside a "1+N+N" institutional system. The Audit Management Measures and relevant detailed rules have been revised and improved. At headquarters, an Audit Department has been established, complemented by three audit centers in Wuhan (Projects), Beijing (Digital), and overseas locations. Subsidiaries and affiliated units maintain dedicated audit bodies. Unified planning, resource allocation, and quality control are implemented across all levels to reinforce penetration-based management. The Company emphasizes both issue identification and remediation, forming a closed-loop "Audit-Rectification-Governance" process. The completion rate of corrective actions reaches 92%, effectively enhancing governance effectiveness.

◆ 诚信经营

◆ Integrity Management

公司将诚信经营作为立身之本，贯穿战略决策、内部管理等各方合作全过程，恪守言出必行、信守承诺准则。筑牢经营全链条合规诚信底线，对外交往严守诚信原则；健全以信用为核心的自我规范机制，维护相关方合法权益。通过专题宣讲、案例警示常态化开展诚信培训，提升全员践行能力；完善激励约束机制，将诚信表现与考核、评优挂钩。严守合同约定、优化产品服务，及时足额支付合作方账款，积极履行社会责任，树立负责任、可信赖的企业形象。

The Company regards integrity as a foundational principle, embedding it across strategic decision-making, internal management, and all collaborative processes. Commitments are strictly honored, and all actions adhere to the principle of trustworthiness. A robust compliance and integrity baseline is maintained throughout the operational value chain, with all external interactions strictly following ethical standards. A self-regulatory mechanism centered on credibility protects the legitimate rights and interests of relevant stakeholders. Regular integrity training is conducted through thematic briefings and case-based warnings, enhancing employees' capability to practice integrity in daily operations. Incentive and accountability mechanisms link integrity performance with assessments and recognition. Contracts are strictly honored, products and services are optimized, payments to partners are made promptly and in full, and social responsibilities are actively fulfilled, thereby establishing a responsible and trustworthy corporate image.

◆ 风险管理

◆ Risk Management

公司构建全流程风险管理体系，以多维度协同、合规清单精准识别风险，以穿透式监测、个案处置筑牢管控闭环，为经营安全与合规发展筑牢坚实屏障。

The Company has established an end-to-end risk management system. Multi-dimensional coordination and compliance checklists are employed to accurately identify risks, while penetration-based monitoring and individual case handling ensure a closed-loop control mechanism. This framework provides a solid safeguard for operational security and compliant corporate development.

风险识别评估 Risk Identification and Assessment



公司系统性推进风险识别与评估工作，通过组织多部门、多业务条线协同编制重大经营风险预测评估报告，为年度风险管控提供科学决策依据；同步开展覆盖全级次全业务的年度重大经营风险评估，精准锁定重大风险事项。以合规管理“三张清单”为核心载体，系统辨识合规风险191项，规范评估标准与流程，构建起全面、精准的风险识别评估体系。

The Company systematically advances risk identification and assessment initiatives. Multi-departmental and cross-business line coordination is employed to compile Major Operational Risk Forecast and Assessment Reports, providing a scientific basis for annual risk management decisions. Concurrently, annual major operational risk assessments covering all levels and business lines are conducted to accurately pinpoint critical risk items. Using the "Three Compliance Checklists" as the core framework, 191 compliance risks are systematically identified, with standardized evaluation criteria and procedures established, forming a comprehensive and precise risk identification and assessment system.

风险监测管控 Risk Monitoring and Control



公司搭建穿透式风险监测体系，建立风险监测指标体系及线上监控系统，按季度开展预警与分类监测，定期向国资委报送报告。针对涉外制裁、行政处罚、出口管制处罚等风险个案，深入研判并采取多元措施处置。在线管控所属企业第三方服务机构，保障业务合规、数据安全与风险可控。制定《重大经营风险事件报告办法》，通过宣贯培训与考核落地规范流程，形成全链条风险管控闭环。

The Company has established a penetration-based risk monitoring system, complete with a risk monitoring indicator framework and an online monitoring platform. Quarterly early warning and classification monitoring are conducted, with regular reports submitted to the State-owned Assets Supervision and Administration Commission (SASAC). For specific risks such as foreign sanctions, administrative penalties, and export control violations, in-depth analysis and multi-pronged mitigation measures are implemented. Third-party service providers of affiliated enterprises are monitored online to ensure business compliance, data security, and controllable risk. The *Measures for Reporting Major Operational Risk Events* have been issued, with training and assessment programs implemented to embed standardized procedures, forming a closed-loop, full-chain risk control mechanism.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司面对合规监管趋严、跨境经营复杂、行业竞争加剧等多重变量，依托全流程风险管理体系，通过多部门协同识别，搭建穿透式监测与季度预警机制，筑牢全链条管控闭环。紧抓政策和市场机遇，将合规优势转化为项目落地、产业协同的竞争动能。由董事会统筹部署，多部门协同联动，将风险管控与机遇转化目标嵌入内控监督、审计整改全流程，确保合规经营在风险可控下实现质效跃升。

Facing increasingly stringent regulatory compliance, complex cross-border operations, and intensifying industry competition, the Company relies on its end-to-end risk management framework. Cross-departmental collaboration identifies risks, supported by penetration-based monitoring and quarterly early-warning mechanisms, ensuring a robust closed-loop control across the entire value chain. Policy and market opportunities are actively captured, converting compliance advantages into project implementation and industrial collaboration competitiveness. Risk management and opportunity realization objectives are embedded into internal control, audit, and rectification processes under the unified oversight of the Board, ensuring that compliant operations achieve qualitative and efficiency gains within controllable risk parameters.

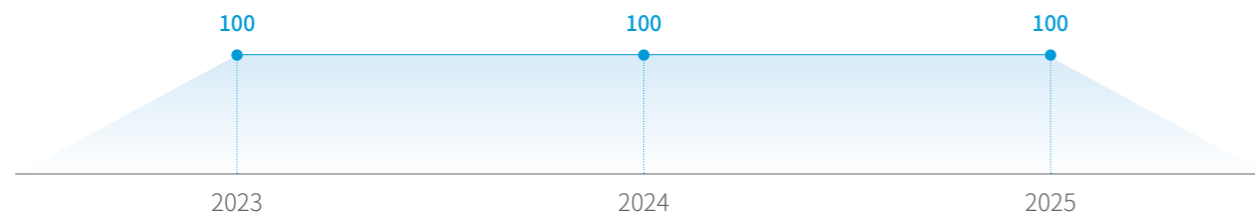
指标和目标

INDICATORS AND TARGETS

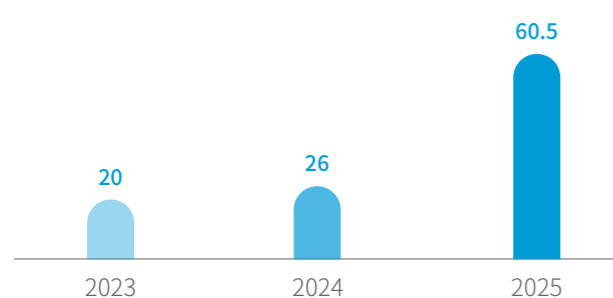
公司切实履行经济合同约定义务，常态化组织开展全员守法合规教育培训，为依法合规经营筑牢坚实基础。

The Company conscientiously fulfills obligations under economic contracts and conducts regular, organization-wide legal compliance training, providing a solid foundation for law-abiding and compliant operations.

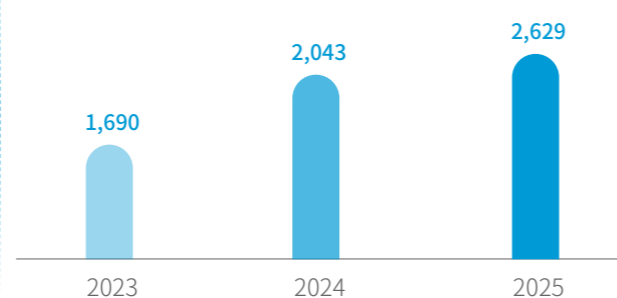
经济合同履约率 (%)
Economic Contract Fulfillment Rate (%)



守法合规培训时长 (小时)
Compliance Training Hours (hours)



守法合规培训人次 (人次)
Compliance Training Participation (Person-time)



反商业贿赂及反贪污

ANTI-COMMERCIAL BRIBERY AND ANTI-CORRUPTION

治理

GOVERNANCE

公司强化反商业贿赂及反贪污治理，董事会对商业道德问题负责，各相关部门协同联动，构建权责明晰、多方协同的专项治理体系。严格落实执纪审查、廉洁风险防控等制度要求，规范信访举报管理，强化廉洁风险全流程管控；以政治巡视为抓手，将反贪反腐要求融入巡视全流程，常态化开展巡视监督、深化巡视整改，切实筑牢企业廉洁经营防线。

The Company strengthens its governance over anti-commercial bribery and anti-corruption matters. The Board of Directors assumes responsibility for business ethics oversight, while all relevant departments coordinate collaboratively to establish a clear, multi-party special governance system. Institutional requirements, including disciplinary review and integrity risk prevention, are strictly implemented. The management of petitions and reports is standardized, and integrity risks are monitored across the full operational process. Political inspections serve as a lever to embed anti-corruption requirements throughout inspection workflows, with regular supervisory inspections and follow-up rectifications conducted to firmly safeguard the Company's integrity in business operations.

关键制度列表

Key Institutional Framework

- | | |
|----------------------------|---|
| 《纪检机构执纪审查工作指引》 | <i>Guidelines for Disciplinary Review by Disciplinary Inspection Institutions</i> |
| 《构建“不能腐”体制机制实施意见》 | <i>Implementation Opinions on Building a "Corruption-Resistant" System</i> |
| 《合作单位黑名单和重点关注名单管理办法》 | <i>Measures for Managing Blacklisted and Key-Focus Cooperative Entities</i> |
| 《加强境外“四位一体”监督体系建设的指导意见》 | <i>Guiding Opinions on Strengthening the Overseas "Four-in-One" Supervision System</i> |
| 《关于禁止与干部亲属所办企业发生业务往来的暂行规定》 | <i>Interim Provisions on Prohibiting Business Transactions with Enterprises Affiliated to Cadres' Relatives</i> |



战略 STRATEGY

◆ 举报人保护

◆ Whistleblower Protection

公司高度重视信访举报工作，制定施行《中交集团暨中国交建纪检机构执纪审查工作指引》等制度规定，明确信访保密及线索管理要求，在日常及巡视期间建立完善信访机制。通过开通来信、电话、网络等多渠道举报方式，相关信息在官网公示，鼓励实名举报、接受匿名举报。为维护举报人权益，严禁威胁、打击报复行为，必要时提供法律支持，对举报人个人信息、举报内容等严格保密，设置查阅权限、严防泄露，举报材料按密件管理。

The Company attaches great importance to the management of petitions and whistleblower reports. It has formulated and implemented systems such as the *Guidelines for Disciplinary Review by Disciplinary Inspection Institutions of China Communications Construction Group and China Communications Construction Company*, which clearly define confidentiality and tip-off management requirements and establish comprehensive reporting mechanisms both in routine operations and during inspections. Multiple channels are provided for reporting, including letters, telephone, and online platforms, with relevant information publicly disclosed on the official website. Both identified and anonymous reports are accepted. To protect whistleblowers' rights, threats or retaliatory actions are strictly prohibited. Legal support is provided when necessary, and all personal information and report content are strictly confidential, with controlled access and prevention of disclosure. Reporting materials are handled as classified documents.

◆ 商业道德

◆ Business Ethics

公司严格落实《中交集团暨中国交建构建“不能腐”体制机制实施意见》等制度，多方位强化日常监督、风险管控。公司建立完善《中交集团暨中国交建合作单位黑名单和重点关注名单管理办法》，遵循依法依规、公平公正、问题导向、预防为主原则，保护采购、分包、设备租赁、咨询服务等领域商务合作中各方合法权益，防范治理不诚信行为与商业贿赂。对认定存在不诚信、不廉洁行为的市场主体，列入黑名单或重点关注名单，实行“一处失信、处处受限”的联合惩戒。

The Company strictly implements systems such as the *Implementation Opinions on Building a Corruption-Resistant System of China Communications Construction Group and China Communications Construction Company*, reinforcing daily supervision and risk management in multiple dimensions. A comprehensive *Measures for Managing Blacklisted and Key-Focus Cooperative Entities of China Communications Construction Group and China Communications Construction Company* has been established, adhering to principles of lawfulness, fairness, problem-orientation, and prevention-first. This framework safeguards the legitimate rights and interests of all parties in business collaborations across procurement, subcontracting, equipment leasing, consulting services, and other areas, while preventing untrustworthy conduct and commercial bribery. Market entities found to engage in dishonest or unethical conduct are placed on a blacklist or key-focus list, subject to joint sanctions under a "one instance of misconduct, restricted everywhere" principle.

◆ 巡视促廉

◆ Inspection-Driven Integrity

公司贯彻落实党中央全面从严治党战略部署，坚持以党内监督贯通协调各类监督，推动监督体系和治理体系贯通融合；纵深推进正风肃纪反腐，一体推进“三不腐”贯通发力，深入贯彻落实中央八项规定精神，紧扣高质量发展大局开展巡视工作，国资委巡视考核5连A。公司围绕反腐败、反洗钱、关联交易、廉洁采购等重点领域开展合规审计，制定并落实年度内部审核计划，通过系统化监督检查，防范化解业务及运营环节的潜在合规风险。报告期内，完成21个单位党组织巡视，为决策提供有力支撑；持续深化巡视整改，一体解决“七个较大差距”问题，创新“131”工作法、“五个一”机制及整改联络员制度，推动历史问题整改。同时通过以干代训、选派参训，不断提升巡察队伍专业能力。

The Company implements the Party Central Committee's strategic deployment for comprehensive strict governance, integrating intra-party supervision with other oversight mechanisms and promoting the convergence of supervisory and governance systems. It advances anti-corruption and disciplinary measures in depth, enforcing the "Three No-Corruption" approach in a coordinated manner and fully implementing the Central Eight-Point Regulations. Inspections are conducted with a focus on supporting high-quality development, achieving five consecutive "A" ratings in the SASAC inspection assessments. Compliance audits are carried out in key areas, including anti-corruption, anti-money laundering, related-party transactions, and integrity in procurement. Annual internal audit plans are formulated and executed to systematically prevent and mitigate potential compliance risks in business operations. During the reporting period, inspections were completed for 21 Party organizations, providing strong decision-making support. Continuous rectification efforts address the "seven significant gaps," implementing innovative mechanisms such as the "131" work method, the "Five Ones" mechanism, and the rectification liaison officer system to resolve historical issues. In parallel, professional capabilities of the inspection team are enhanced through on-the-job training and selection for advanced training programs.

公司常态化开展线上线下全覆盖的廉洁合规宣教。依托中交网院、“中交清风”平台强化线上培训，同时通过专题课程、廉洁谈话、党风廉政宣教月等线下活动，持续提升全员廉洁合规思想自觉。

The Company conducts ongoing, comprehensive integrity and compliance education both online and offline. Leveraging platforms such as the CCCC Online Academy and the CCCC Integrity Platform, online training is strengthened, while offline initiatives—including specialized courses, integrity discussions, and Party-style integrity education months—are continuously implemented to cultivate employees' ethical awareness and compliance consciousness.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

为规范企业商务合作秩序，强化合作主体信用管理，建立并完善《中交集团暨中国交建合作单位黑名单和重点关注名单管理办法》，严格遵循依法依规、公平公正、问题导向、预防为主的基本原则，聚焦采购、分包、设备租赁、咨询服务等核心商务合作领域，切实保护中国交建与合作各方在合同履行过程中的正当合法权益。重点聚焦破坏市场经营正常秩序的不诚信行为，以及商业贿赂等各类不廉洁行为，强化预防与治理并举，筑牢企业商务合作廉洁防线，强化失信约束，规范市场行为，保障企业商务合作环境的合规、有序、健康发展。

To standardize corporate business cooperation, strengthen credit management of partner entities, and safeguard legitimate business conduct, the Company has established and continuously refined the *Measures for Managing Blacklisted and Key-Focus Cooperative Entities of China Communications Construction Group and China Communications Construction Company*. These measures strictly adhere to the fundamental principles of lawfulness, fairness, problem-orientation, and prevention-first, with particular focus on core business cooperation areas including procurement, subcontracting, equipment leasing, and consulting services. The framework effectively protects the legitimate rights and interests of both CCCC and its partners during contract execution. It prioritizes the identification and management of dishonest conduct that disrupts normal market operations, as well as various forms of unethical behavior such as commercial bribery, emphasizing both prevention and remediation. Through this approach, the Company fortifies its integrity safeguards in business cooperation, enforces accountability for breaches of trust, regulates market behavior, and ensures a compliant, orderly, and healthy business environment.

指标和目标

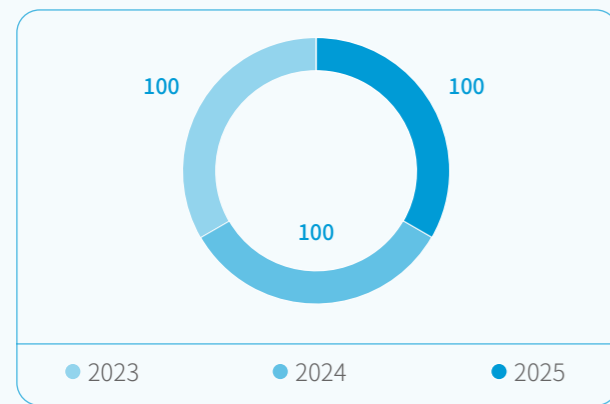
INDICATORS AND TARGETS

公司定期开展反商业贿赂及反贪污培训，提升全员廉洁意识，杜绝腐败和商业贿赂风险发生。

The Company regularly conducts anti-business-bribery and anti-embezzlement trainings to enhance employees' integrity awareness and prevent corruption and commercial bribery risks.

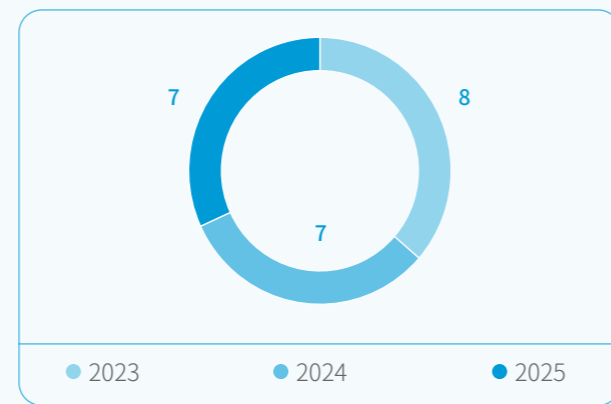
接受反商业贿赂及反贪污培训的员工占比 (%)

Proportion of Employees Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings (%)



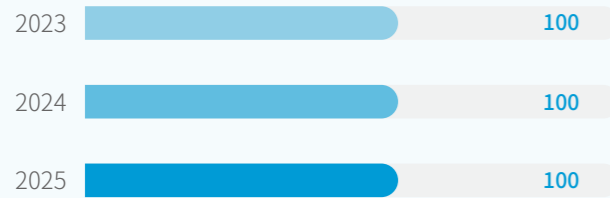
接受反商业贿赂及反贪污培训的董事总数 (人)

Total Number of Directors Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings (Person)



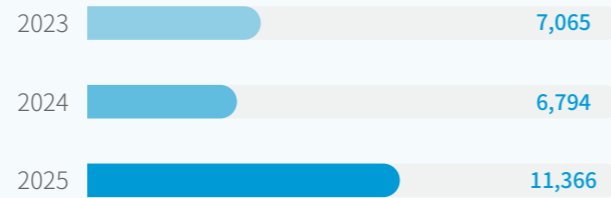
接受反商业贿赂及反贪污培训的董事占比 (%)

Proportion of Directors Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings (%)



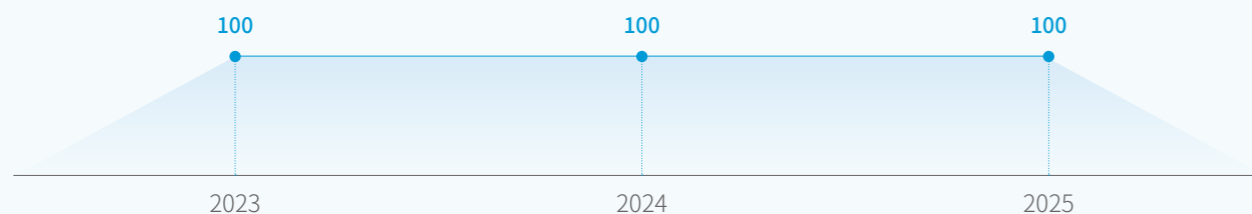
接受反商业贿赂及反贪污培训的管理层人员总数 (人)

Total Number of Management Personnel Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings (Person)



接受反商业贿赂及反贪污培训的管理层人员占比 (%)

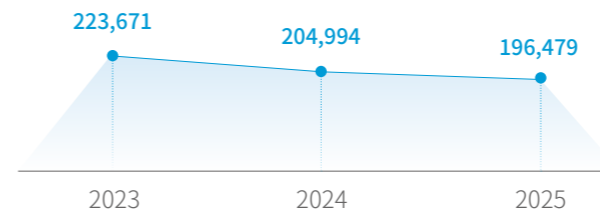
Proportion of Management Personnel Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings (%)



接受反商业贿赂及反贪污培训的员工总数 (人)

包括全职员工、兼职员工、外包员工

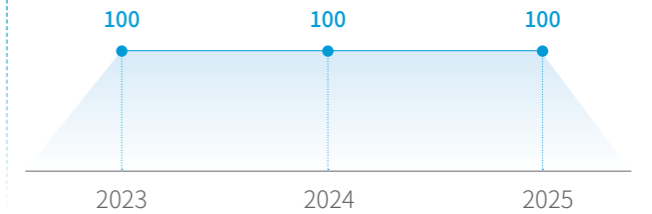
Total Number of Employees Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings(Including Full-Time, Part-Time, and Outsourced Staff)(Person)



接受反商业贿赂及反贪污培训的员工占比 (%)

包括全职员工、兼职员工、外包员工

Proportion of Employees Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings (including Full-Time, Part-Time, and Outsourced Staff) (%)



反不正当竞争

ANTI-UNFAIR COMPETITION

治理

GOVERNANCE

公司严格遵守《中华人民共和国反不正当竞争法》等法律法规要求，以各内部单位为执行主体，承担采购、合作等环节合规责任。制定分包、物资采购等系列管理制度，统一采购、中小企业专属合同范本，严禁设置不合理门槛、滥用“背靠背”条款。依托“三链”交易共享平台搭建采供端到端合规流程，与多系统集成实现业财一体化管理。将接纳外部供应商、分包商纳入单位考核，信息化监管采购全流程，审批审议融入系统流程，确保采购各环节合法合规、公开透明。

The Company strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China* and other relevant laws and regulations. All internal units serve as the primary execution entities, bearing compliance responsibilities throughout procurement and cooperation processes. The Company has developed a series of management systems covering subcontracting, material procurement, and related areas, standardizing procurement procedures and contract templates for small and medium-sized enterprises. Unreasonable entry barriers and abusive "back-to-back" clauses are strictly prohibited. Leveraging the "Three-Chain" transaction sharing platform, the Company has established end-to-end compliant procurement processes, integrated with multiple systems to achieve unified operational and financial management. External suppliers and subcontractors are incorporated into unit-level performance evaluations, with full-process procurement digitally monitored and approval workflows embedded in the system, ensuring legality, compliance, transparency, and openness at every stage of procurement.

战略

STRATEGY

公司全面落实《公平竞争审查条例》，将反不正当竞争要求贯穿采购管理、市场开拓等各项工作环节。定期开展反垄断与公平竞争培训，提升合规经营意识。通过实施全国区域市场分级与资源优化配置，深化央地合作、混改并组建属地子公司，持续健全市场化经营机制，依托良好营商环境全方位开拓属地市场，推动企业高质量发展。

The Company fully implements the *Regulations on Fair Competition Review*, embedding anti-unfair competition requirements across all procurement, market development, and business activities. Regular anti-monopoly and fair competition training programs are conducted to enhance compliance awareness. Through nationwide market tiering and optimized resource allocation, the Company deepens cooperation between central and local entities, pursues mixed-ownership reforms, and establishes local subsidiaries. These measures continuously improve market-oriented operational mechanisms, leveraging favorable business environments to comprehensively expand local markets and drive high-quality corporate development.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立全维度研判机制，针对采购环节合规、市场合作规范等潜在风险，制定常态化评估机制，明确风险可能性、影响程度的分级评估标准。搭建“三链”交易共享平台信息化监测预警体系，对采购全流程进行实时监控，建立风险快速处置流程，实现对垄断与不正当竞争风险的早发现、早控制、早应对。围绕公平营商环境带来的发展契机，制定属地市场拓展、新质生产力培育的落地策略，建立应对措施实施效果跟踪机制，根据市场环境变化持续优化管理体系与执行流程。

The Company has established a multi-dimensional assessment mechanism to identify potential risks in procurement compliance, market cooperation, and related areas. A routine risk evaluation framework is implemented, with clear grading criteria for risk probability and impact. Utilizing the "Three-Chain" transaction sharing platform, an information-based monitoring and early-warning system oversees the entire procurement process in real time. Rapid risk response procedures have been developed to enable early detection, control, and mitigation of monopoly and unfair competition risks. Leveraging opportunities arising from a fair business environment, the Company formulates actionable strategies for local market expansion and new-quality productivity development. Implementation outcomes are continuously monitored, and management systems and execution processes are optimized in response to evolving market conditions.

指标和目标

INDICATORS AND TARGETS

公司严格落实合规经营要求，定期组织开展反不正当竞争专项整治行动，切实维护公平有序的市场环境。报告期内，公司涉及反不正当竞争行为、反托拉斯和反垄断实践的法律诉讼 0 件。

The Company strictly enforces compliance requirements in business operations and regularly conducts targeted rectification actions against unfair competition, effectively safeguarding a fair and orderly market environment. During the reporting period, the Company had zero legal cases related to unfair competition, antitrust, or monopoly practices.

利益相关方沟通

STAKEHOLDER COMMUNICATION

治理

GOVERNANCE

公司构建权责清晰、制度完备、分类施策的利益相关方沟通治理体系，统筹推进外部董事、股东、资本市场投资者、监管机构的沟通工作。建立分层级制度保障体系，制定股东事务、关联交易、信息披露等系列管理办法与工作指引；针对不同利益相关方分别建立沟通管理机制。

The Company has established a governance system for stakeholder communication that is clear in responsibilities, complete in procedures, and differentiated by stakeholder category. This system coordinates communication with external directors, shareholders, capital market investors, and regulatory authorities. A tiered institutional support framework has been developed, including management measures and working guidelines for shareholder affairs, related-party transactions, and information disclosure. Separate communication management mechanisms are established for different stakeholder groups.

战略

STRATEGY

公司将利益相关方沟通深度融入可持续发展战略，建立常态化、多渠道沟通机制，设立投资者关系处，识别不同利益相关方关注重点，构建覆盖外部董事、股东、资本市场投资者及监管机构的沟通体系，及时回应关切。在官方网站开设社会责任与投资者关系专栏，定期发布公司社会责任实践成果、典型案例及 ESG 相关信息，主动接受社会各界监督。

Stakeholder communication is deeply integrated into the Company's sustainable development strategy. A regular, multi-channel communication mechanism has been established, including an Investor Relations Office, to identify the key concerns of different stakeholder groups and build a communication system covering external directors, shareholders, capital market investors, and regulatory authorities, ensuring timely responses to inquiries. The Company has also launched dedicated sections on its official website for Social Responsibility and Investor Relations, regularly publishing results of social responsibility initiatives, typical cases, and ESG-related information, proactively inviting supervision from all sectors of society.



2025 年 ESG 系列报告集中发布

2025 ESG Series Reports Centralized Release

与外部董事 With External Directors

- 召开外部董事汇报会，编制印发《董监事参考》，梳理形成《外部董事阅文清单》并定期更新，及时向外部董事提供公司重要简报资料。
- Convene external director briefing sessions and issue the *Directors and Supervisors Reference*, compiling and maintaining an *External Director Reading List* to provide timely updates on key company briefings and materials.
- 建立派出外部董事季度沟通会机制，每年召开沟通会，促进派出外部董事更好理解、贯彻出资人意图。
- Establish a quarterly communication mechanism for dispatched external directors, holding annual sessions to facilitate a deeper understanding of, and alignment with, the objectives of the capital contributor.
- 通过搭建“中交微盘”、开展“中交网院外董专题培训”以及召开座谈会等方式，为派出外部董事提升专业能力赋能。
- Enhance the professional capabilities of dispatched external directors through platforms such as China Communications Micro Platform, targeted China Communications Online Academy External Director Training, and dedicated roundtable discussions.

与股东 With Shareholders

- 制定《股东事务管理办法》《股东会工作指引》，配套形成涵盖股东会运行规范性文件及议案文本，夯实制度基础，规范公司所出资企业股东会运作，发挥好股东会作用。
- Formulate the *Shareholder Affairs Management Measures* and *Shareholders' Meeting Working Guidelines*, supplemented with normative documents and proposal templates, to standardize shareholder meetings in investee companies and strengthen the institutional foundation for shareholder engagement.
- 通过现金分红、增持回购等价值共享举措实现实质性沟通，“十四五”期间累计分红 164.75 亿元，首次实施中期分红、连续提升分红比例，制定中长期分红规划，以实际行动回应股东收益诉求。
- Engage in substantive value-sharing measures such as cash dividends, share repurchases, and equity increases. During the 14th Five-Year Plan period, cumulative dividends totaled RMB 16.475 billion. The Company implemented mid-term dividends for the first time, continuously increased dividend ratios, and established a medium- to long-term dividend plan to actively address shareholder return expectations.

与资本市场投资者 With Capital Market Investors

- 召开业绩说明会，坚持采用“现场+直播+电话+网络”四维互动模式，多渠道倾听资本市场声音，及时回应投资者关切。
- Hold performance briefings adopting a "on-site + live streaming + teleconference + online" four-dimensional interactive approach to capture capital market feedback and promptly respond to investor inquiries.
- 邀请多家研究机构分析师进行深入交流，就公司发展战略听取专业建议，打造战略对话新范式。
- Engage multiple research institution analysts for in-depth discussions on the Company's development strategy, establishing a new paradigm of strategic dialogue.

- 紧跟政策导向及市场热点，成功举办城中村改造、海外业务、平陆运河、天山胜利隧道主题等反向路演活动。
- Conduct reverse roadshows on policy-driven and market-focused themes such as urban village redevelopment, overseas operations, Pinglu Canal, and Tianshan Victory Tunnel.
- 创建公司投资者关系微信公众号，打造“一站式”投资者服务平台，提升投资者服务体验和用户黏性。
- Launch the Company's Investor Relations WeChat official account, creating a one-stop investor service platform to enhance the service experience and user engagement.

与监管机构 With Regulatory Authorities

- 连续 5 年组织全级次关联交易培训，增强全员关联交易合规意识和关联交易识别能力，“十四五”期间总计培训 2 万余人次。
- Organize affiliated transaction compliance training for all organizational levels for five consecutive years, strengthening staff awareness and capability in identifying related-party transactions. During the 14th Five-Year Plan period, training covered over 20,000 participants.
- 修订《信息披露及重大信息内部报告管理办法》《投资者关系管理办法》《关联(连)交易管理办法》等 12 项 A 级规章制度，确保与国资委、证券交易所等监管机构的政策衔接与信息同步。
- Revise 12 Level-A regulations, including the *Information Disclosure and Major Information Internal Reporting Measures*, *Investor Relations Management Measures*, and *Related-Party Transaction Management Measures*, ensuring alignment with policies and timely information sharing with SASAC, stock exchanges, and other regulatory bodies.



上市公司开展集体反向路演活动
Collective Reverse Roadshows by Listed Companies

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立健全利益相关方沟通管理流程，系统梳理政府监管部门、股东、客户、供应商、员工、社区等核心利益相关方诉求，通过定期走访、座谈会、信息披露平台、意见反馈通道等多元渠道，及时回应利益相关方关切，保障其知情权、参与权与监督权。

The Company has established and refined a comprehensive stakeholder communication management process. It systematically maps the demands of key stakeholders—including government regulators, shareholders, clients, suppliers, employees, and communities—and addresses them through diversified channels such as regular visits, roundtable discussions, information disclosure platforms, and feedback mechanisms. This ensures stakeholders' rights to information, participation, and oversight are fully respected.

指标和目标

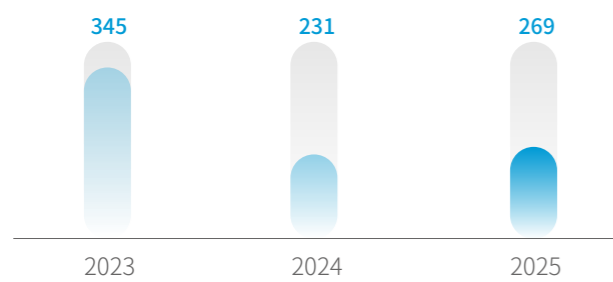
INDICATORS AND TARGETS

公司定期开展利益相关方沟通，积极回应投资者等利益相关方需求和期望，定期发布公开文件，提升信息披露的透明度。连续 12 年获评上交所“上市公司信息披露 A 类评价”。

The Company conducts regular stakeholder engagement, proactively addressing the needs and expectations of investors and other stakeholders, while publishing periodic public disclosures to enhance transparency. The Company has received the Shanghai Stock Exchange "A-Class Listed Company Information Disclosure" rating for 12 consecutive years.

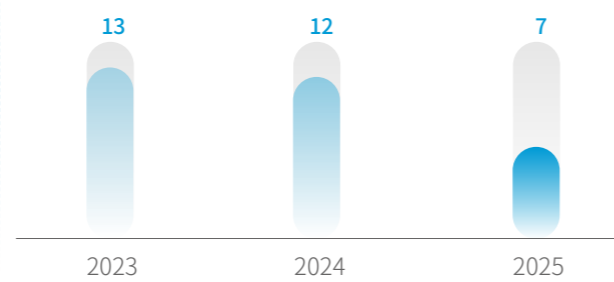
发布信息披露文件（份）

Information Disclosure Documents Issued (Pieces)



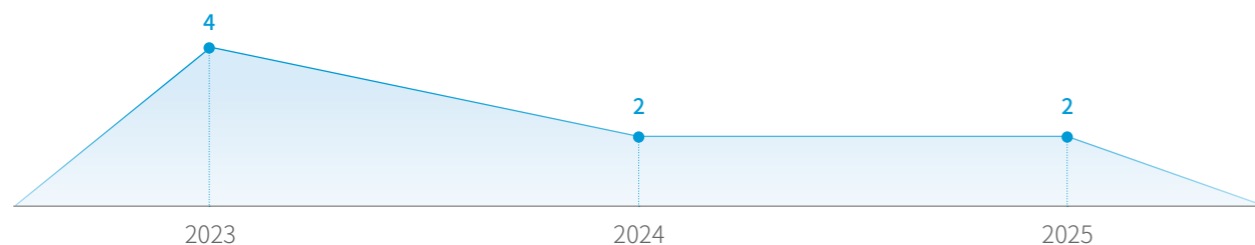
召开外部董事专题汇报会（次）

External Director Briefing Sessions Held (Times)



召开股东会（次）

Shareholders' Meetings Convened (Times)



尽职调查

DUE DILIGENCE

治理

GOVERNANCE

公司积极开展尽职调查工作，其尽调实施主体包括总部各部门、内控专家、业务专家以及具备相应资质、专业经验和良好信誉的外部专业机构，协同开展各类尽调工作。对外与第三方合作前，由承办业务的业务部门、法务合规部开展尽职调查；对于不确定的合规风险、收并购等重大投资决策事项聘请具备相应资质、专业经验和良好信誉的外部专业机构开展不同类型的尽职调查。同时，法务合规部联合财务、审计等部门，对全流程尽职调查工作进行审查监督，确保尽调流程合规、结果真实可靠。

The Company actively conducts due diligence, led by headquarters departments, internal control experts, business specialists, and externally qualified professional institutions with the requisite expertise, experience, and credibility. For third-party cooperation, the responsible business unit together with the Legal & Compliance Department conducts due diligence prior to engagement. For uncertain compliance risks or major investment decisions, including mergers and acquisitions, external professional institutions are engaged to perform specialized due diligence. The Legal & Compliance Department, in coordination with Finance and Audit departments, supervises the full due diligence process to ensure compliance and the accuracy and reliability of results.

战略

STRATEGY

公司将尽职调查融入企业可持续发展战略，牵头明确尽调范围、核心内容及标准化流程。对内，牵头组织内部重点单位、总部管理人员、内控专家及第三方顾问，对全机构、全业务链条的重要领域和关键环节开展全方位审查，梳理可持续发展相关风险与负面因素；对外，牵头开展第三方尽职调查，全面核查其组织背景、股权结构、财务状况、法律税务等核心信息，防范合作风险。此外，公司综合运用问卷调查、座谈访谈等多元方法，通过“横向到边、纵向到底”排查机制，为企业合规经营、重大决策提供支撑，助力实现可持续发展。

The Company integrates due diligence into its sustainable development strategy, taking the lead in defining the scope, core content, and standardized processes of due diligence. Internally, it coordinates key internal units, headquarters management, internal control experts, and third-party consultants to conduct comprehensive reviews across all organizational units and business chains, focusing on critical areas and key processes, and identifying risks and negative factors related to sustainable development. Externally, the Company leads third-party due diligence to thoroughly verify organizational background, equity structure, financial condition, legal and tax compliance, and other core information to mitigate cooperation risks. In addition, the Company employs multiple methods such as questionnaires, interviews, and discussions, applying a "horizontal-to-edge, vertical-to-bottom" inspection mechanism to support compliant operations and major decision-making, thereby facilitating sustainable development.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

尽职调查对企业可持续发展具有重要影响，夯实合规经营基础，为重大决策提供精准支撑，助力规范内部管理、提升风险防控能力与市场公信力。公司通过全维度排查及第三方核查，精准识别内外部各类风险，实现早发现、早管控，规避经营损失。公司依托严谨尽调筛选优质合作资源、优化业务布局，将风险防控优势转化为发展动能，挖掘合规前提下的可持续发展机遇，为企业长远稳健发展提供保障。

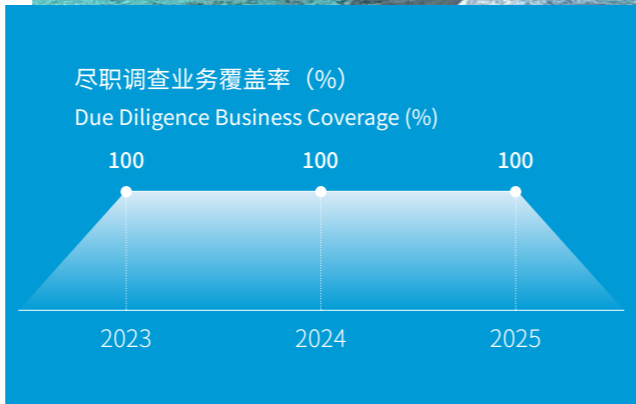
Due diligence has a significant impact on sustainable development by reinforcing the foundation for compliant operations, providing precise support for major decisions, and enhancing internal management, risk prevention capabilities, and market credibility. Through comprehensive internal assessments and third-party verification, the Company accurately identifies internal and external risks, enabling early detection and proactive control to prevent operational losses. Leveraging rigorous due diligence to select high-quality partners and optimize business layout, the Company transforms risk control advantages into growth momentum and identifies sustainable development opportunities under compliance, thereby supporting long-term, stable corporate development.

指标和目标

INDICATORS AND TARGETS

公司对全流程尽职调查工作实施系统性审查监督，确保尽职调查覆盖所有业务领域，确保业务开展合规性。

The company implements systematic review and supervision of the entire due diligence process to ensure that due diligence covers all business areas and ensures compliance in business operations.



02

GREEN COMMITMENT

ADVANCING TOWARD A LOW-CARBON FUTURE

融绿笃行 以绿色发展共赴低碳未来

建设美丽中国是全面建设社会主义现代化国家的重要目标，是实现中华民族伟大复兴中国梦的重要内容。中国交建自觉践行“绿水青山就是金山银山”理念，全力当好建筑行业绿色低碳转型引领者、重点区域绿色低碳发展推动者、绿色工程优质建设实践者、绿色低碳技术革新领跑者、全球生态文明建设贡献者，以高质量生态环境支撑高质量发展，奋力推动美丽中国建设取得新的重大进展。

Building a Beautiful China is a key objective of the comprehensive construction of a modern socialist country and an essential part of realizing the Chinese Dream of national rejuvenation. CCCC consciously implements the philosophy that "lucid waters and lush mountains are invaluable assets," fully serving as a leader in the green and low-carbon transformation of the construction industry, a promoter of green and low-carbon development in key regions, a practitioner of high-quality green project construction, an innovator in green and low-carbon technologies, and a contributor to global ecological civilization. By supporting high-quality development through high-quality ecological environments, the Company strives to make significant progress in the construction of a Beautiful China.



承平高速雾灵山零碳服务区

Wulingshan Zero-carbon Service Station, Chengping Highway

环境合规管理

ENVIRONMENTAL COMPLIANCE MANAGEMENT

治理

GOVERNANCE

公司遵循“党政同责、一岗双责”原则，建立以党政主要负责人为第一责任人的环保领导体系，明确董事会为环境管理最高决策机构，负责 ESG 战略制定、环境目标与行动方案审批，统筹环境管理政策落地、监督执行与环境绩效持续改进。结合监管实践与考核执行情况，公司对原有环保管理制度进行整合优化，将多项监管规定整合为 1 项主制度及 7 项附件，补充完善组织领导、风险防控、应急响应、重大环保问题报告等内容，细化规划目标、宣传教育、监督检查、考核奖惩等管理要求，修订完善考核、追责、环保奖励机制，制定《生态环境保护监督管理办法》，全面提升生态环境保护监督管理规范化、精细化水平。

The Company adheres to the principle of "shared responsibility between Party and government, dual accountability for each post," establishing an environmental leadership system in which the primary Party and government officials bear first-level responsibility. The Board of Directors is designated as the highest decision-making body for environmental management, responsible for formulating ESG strategy, approving environmental objectives and action plans, and overseeing the implementation of environmental management policies, supervision of execution, and continuous improvement of environmental performance. Based on regulatory practice and performance evaluations, the Company has consolidated and optimized existing environmental management systems, integrating multiple regulatory requirements into one principal system and seven appendices. These updates enhance provisions for organizational leadership, risk prevention, emergency response, reporting of major environmental issues, target planning, education and awareness, inspection and supervision, performance evaluation, accountability, and environmental incentives, formulated Measures for Supervision and Management of Ecological and Environmental Protection, thereby comprehensively improving the standardization and precision of ecological and environmental protection management.

环保培训 Environmental Training

建立环保监管人员岗前“学习—考试—取证”机制，2025 年共完成必修课、施工项目基础课、高速公路运营专业课等 6 个模块 42 门课程的编制工作，已有近 9000 人参加培训取证工作。

The Company has established a pre-service "learning-examination-certification" mechanism for environmental regulators. By 2025, six training modules—mandatory courses, construction project basics, and highway operations specialization, among others—comprising 42 courses in total, have been developed. Nearly 9,000 personnel have completed the training and obtained certification.

环保督察 Environmental Inspection

创新监管方式、深化管理机制改革，在总结上年度试点督查基础上，由“督查”转为“督察”。通过督察，推动各级单位提高生态环保思想认识，压实生态环境保护“党政同责、一岗双责”。

Innovative regulatory methods and management mechanism reforms have been introduced, upgrading last year's pilot inspections from "supervision" to "inspection." Through this process, the Company promotes awareness of ecological and environmental protection at all levels and enforces the principle of "shared responsibility between Party and government, dual accountability for each post."

战略

STRATEGY

公司坚定践行习近平生态文明思想，将环境合规管理全面纳入企业发展规划统筹考量，遵守《中华人民共和国环境保护法》《中华人民共和国环境影响评价法》等国家法律法规，严守污染防治、生态保护、环境监管及建设项目全周期环境影响评价等法定要求。持续探索环境合规与业务拓展、项目立项、生产运营各环节深度融合的实施路径，建立健全应对环保政策迭代更新、行业监管日趋严格的合规策略动态调整机制，并围绕环境合规风险防控作出专项战略部署，筑牢生态环保与合规经营双重防线。

The Company steadfastly implements Xi Jinping's Thought on Ecological Civilization, fully integrating environmental compliance management into its corporate development planning. It strictly abides by national laws and regulations, including the *Environmental Protection Law of the People's Republic of China* and the *Environmental Impact Assessment Law of the People's Republic of China*, and rigorously fulfills statutory requirements on pollution prevention, ecological protection, environmental supervision, and full-cycle environmental impact assessment of construction projects. The Company continuously explores implementation pathways that deeply integrate environmental compliance with business expansion, project approval, and operational management. It has established a dynamic adjustment mechanism to respond to evolving environmental policies and increasingly stringent industry supervision, and has formulated targeted strategic measures for environmental compliance risk prevention, thereby building a dual defense of ecological protection and compliant operations.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司高度重视环境风险管理，全力确保项目建设与生态环境保护协调共进。建立完善且系统的环境监测机制和应急预案体系，涵盖不同类型和规模的突发环境事件，明确责任单位和责任人，定期开展应急演练，检验和提升突发环境事件应急响应能力。项目实施中，严格落实环评审批要求，开展污染物排放实时监测与环保设施常态化运维，每年组织环境合规审计及绩效评估；并通过员工环保培训、排污口标准化建设、清洁生产技术改造等举措，提升环境合规管理水平。

The Company attaches great importance to environmental risk management, ensuring that project construction progresses in harmony with ecological protection. A comprehensive environmental monitoring and emergency response system has been established, covering various types and scales of environmental incidents, clearly defining responsible units and personnel. Regular emergency drills are conducted to test and enhance responsiveness to unforeseen environmental events. During project implementation, strict compliance with environmental impact assessment approvals is maintained, continuous monitoring of pollutant emissions is conducted, and environmental facilities are operated under routine maintenance. Annual environmental compliance audits and performance evaluations are carried out. Additionally, measures such as employee environmental training, standardized design of discharge outlets, and clean production technology upgrades are implemented to continuously improve the Company's environmental compliance management capabilities.



公司进一步强化对生态环境法律法规的学习，推进公司环保监督管理专业化、标准化体系建设，应对趋严的监管要求，发布《施工项目生态环境保护策划指南》《项目驻地与临时厂站环境保护指南》《施工作业环境因素识别与评价指南》《施工现场污染防治与生态保护指南》四项指南文件，全面覆盖项目前期策划、驻地场站建设、施工过程环境因素识别、施工现场污染防治与生态保护等全过程、全环节管理场景，为项目一线环保工作提供系统化指导。同时，不断提升基层环保监督管理能力，建立环保监管人员岗前“学习—考试—取证”机制，切实履行生态环境保护责任，推动生产经营与生态环保协同共进。

The Company has further strengthened its study of ecological and environmental laws and regulations and advanced the professionalization and standardization of its environmental supervision and management system to meet increasingly stringent regulatory requirements. Four guidance documents have been issued: *Guidelines for Ecological and Environmental Protection Planning of Construction Projects*, *Guidelines for Environmental Protection at Project Sites and Temporary Facilities*, *Guidelines for Identification and Evaluation of Environmental Factors in Construction Operations*, and *Guidelines for Pollution Prevention and Ecological Protection at Construction Sites*. These documents comprehensively cover the full lifecycle and all phases of project management, including early-stage planning, site and facility construction, environmental factor identification during construction, and pollution prevention and ecological protection at construction sites, providing systematic guidance for frontline environmental protection work. At the same time, the Company continuously enhances the capabilities of grassroots environmental supervision personnel by implementing a "Learning-Examination-Certification" mechanism prior to assuming duties, ensuring full fulfillment of ecological and environmental protection responsibilities and promoting the coordinated advancement of production operations and environmental protection.

指标和目标 INDICATORS AND TARGETS

公司始终坚守“零污染、高效率”理念，设定环境合规管理目标，坚决杜绝公司 I-III 类重大环保问题发生。

The Company consistently upholds the principle of "zero pollution, high efficiency" and has established environmental compliance management targets, resolutely preventing the occurrence of major environmental incidents of Categories I-III.

报告期内，公司未发生 I-III 类重大环保负面事件。

During the reporting period, no Category I-III major environmental negative incidents occurred.



应对气候变化 ADDRESSING CLIMATE CHANGE

治理 GOVERNANCE

公司始终将应对全球气候变化作为践行央企使命的核心战略支点，以“构建人类命运共同体”的全球视野，系统完善气候治理体系，在战略引领、技术创新、国际合作等方面构建多层次、立体化气候行动框架，充分彰显世界一流基建领军企业的责任担当。公司建立“董事会—管理层—执行层”三级气候变化治理架构，清晰界定各层级监督管理职责：董事会负责气候变化相关政策与战略规划的决策、监督，听取工作汇报并提出指导意见；管理层统筹制定低碳发展方针与规划，牵头推进绿色低碳体系建设，明确重点业务绿色转型举措，统筹落实“双碳”目标任务；各部门及所属单位严格执行低碳发展规划，细化落实减排措施，保障各项目目标按期落地见效。

The Company regards addressing global climate change as a core strategic focus in fulfilling the mission of a central enterprise. Guided by a global perspective of "building a community with a shared future for mankind," it has systematically developed a multi-level, three-dimensional climate governance framework covering strategic guidance, technological innovation, and international cooperation, fully demonstrating the responsibilities of a world-class infrastructure leader. A three-tier governance structure of Board of Directors – Management – Execution Units has been established to clearly define supervisory and management responsibilities at each level: the Board of Directors is responsible for decision-making and oversight of climate-related policies and strategic planning, receiving work reports and providing guidance; management coordinates the formulation of low-carbon development policies and plans, leads the establishment of a green and low-carbon system, defines key business green transformation initiatives, and ensures implementation of the "dual carbon" targets; departments and affiliated units execute the low-carbon development plan in detail, implementing emission reduction measures to ensure all targets are delivered on schedule.

关键制度列表

Key System Documents

《绿色低碳发展管理指导意见（试行）》	<i>Guiding Opinions on Green and Low-Carbon Development (Trial)</i>
《绿色低碳管理工作考评办法（试行）》	<i>Assessment Measures for Green and Low-Carbon Management (Trial)</i>
《碳资产管理办法》	<i>Carbon Asset Management Measures</i>
《“十四五”绿色低碳发展规划》	<i>"14th Five-Year Plan" for Green and Low-Carbon Development</i>
《低碳发展研究中心及碳资产管理中心工作管理办法》	<i>Work Management Measures for the Low-Carbon Development Research Center and Carbon Asset Management Center</i>
《绿色低碳分中心认定评估管理办法》	<i>Management Measures for the Recognition and Evaluation of Green and Low-Carbon Sub-Centers</i>
《绿色低碳预算管理暂行办法》	<i>Green and Low-Carbon Budget Management Measures</i>

战略 STRATEGY

公司深入贯彻落实国家“双碳”战略部署，以“134568”总体思路统揽全局，持续提升绿色低碳品牌影响力与行业引领力，积极带动全行业、全社会协同推进绿色转型，扎实推进源头减碳、过程脱碳、协同降碳，走出一条央企示范的践行“双碳”目标发展之路。

The Company thoroughly implements the national "dual carbon" strategic deployment, coordinating overall efforts under the overarching "134568" framework. It continuously enhances its green and low-carbon brand influence and industry leadership, actively driving cross-industry and societal collaboration to advance the green transition. The Company systematically promotes carbon reduction at the source, decarbonization during operational processes, and collaborative carbon mitigation, charting a development path for central enterprises to serve as a demonstrative model in achieving the "dual carbon" objectives.

1 一个愿景 One Vision

成为“中国及全球交通基建领域绿色设计、施工与运营全生命周期碳中和解决方案的引领者”。

To become a leading provider of carbon-neutral solutions across the full life cycle of design, construction, and operation in China's and the global transportation infrastructure sector.

2 三个阶段战略目标 Three-Phase Strategic Goals

- 2025 年，减排降碳工作取得突破性进展，能源利用效率大幅提升，基础设施建设、装备制造等碳排放重点业务领域碳排放强度大幅下降，绿色生产方式基本形成。
- By 2025: Achieve breakthrough progress in emission reduction and carbon mitigation, significantly improve energy utilization efficiency, sharply reduce carbon intensity in key business areas such as infrastructure construction and equipment manufacturing, and establish fundamentally green production practices.
- 2030 年，减排降碳工作取得实质性进展，能源利用效率达到国内先进水平，与国际先进水平接轨。
- By 2030: Achieve substantive progress in emission reduction and carbon mitigation, with energy utilization efficiency reaching the domestic advanced level and aligning with international best practices.
- 2060 年，为国家碳中和目标的顺利实现贡献了应有的配额，绿色供应链管理全面实施，绿色低碳技术和管理水平世界领先，引领全球绿色低碳产业技术发展，成为在全球绿色基础设施建设和运营中具有决定性地位和影响力的领军企业。
- By 2060: Contribute appropriately to the national carbon neutrality goals, fully implement green supply chain management, attain world-leading green low-carbon technology and management standards, drive global green low-carbon industrial technology development, and emerge as a decisive and influential leader in global green infrastructure construction and operation.

4 四大重要手段 Four Key Means

- 以绿色低碳战略做好前端引领和总体架构
- Provide front-end leadership and overall architecture through the green and low-carbon strategy.
- 以碳排放考核评价推动实践落地
- Promote practical implementation through carbon emission assessment and evaluation.
- 以绿色金融政策工具提高企业发展质量
- Enhance enterprise development quality through green finance policy tools.
- 以碳交易市场机制破除企业未来发展约束
- Break through future development constraints through carbon trading market mechanisms.

5 五大业务领域 Five Major Business Areas

- 推动传统产业绿色低碳转型升级，开拓新型绿色产业，形成绿色产业链；
- Drive the green and low-carbon transformation and upgrading of traditional industries, develop emerging green industries, and establish a green industrial chain.
- 推动绿色低碳装备研发与应用，提升科技能力和水平；
- Promote R&D and application of green low-carbon equipment to enhance technological capabilities and proficiency.
- 发展绿色金融等相关衍生业务，提高企业融资和盈利能力；
- Develop derivative businesses such as green finance to improve corporate financing and profitability.
- 开展公司碳资产管理，提高企业能效管理水平；
- Conduct corporate carbon asset management to improve energy efficiency management.
- 做好绿色供应链管理与低碳社会服务，体现央企社会责任担当。
- Implement green supply chain management and provide low-carbon social services, demonstrating the central enterprise's social responsibility.



六大工作体系 Six Work Systems

- 通过开展绿色低碳顶层设计，参与国家重大战略规划的制定，形成绿色低碳战略规划体系；
- Conduct top-level design for green and low-carbon development, participate in the formulation of national major strategic plans, and establish a comprehensive green and low-carbon strategic planning system.
- 制定国家和行业的相关标准规范，建立相关领域技术规则，形成绿色低碳标准规范体系；
- Develop relevant national and industry standards, establish technical rules for related fields, and form a standardized green and low-carbon regulatory system.
- 开展关键技术的研发，突破一批绿色低碳“卡脖子”技术，形成绿色低碳技术创新体系；
- Carry out R&D of key technologies, overcome a series of critical "bottleneck" green and low-carbon technologies, and build a technological innovation system for green and low-carbon development.
- 延伸拓展传统产业领域，打造绿色产业链，形成绿色低碳产业布局体系；
- Extend and expand traditional industrial sectors, develop green industrial chains, and form a green and low-carbon industrial layout system.
- 提供多种类型的债券、基金、保险等金融产品服务，打造绿色金融服务创新能力，形成绿色金融政策工具体系；
- Provide diversified financial products and services such as bonds, funds, and insurance, foster innovative capabilities in green finance, and establish a green financial policy tool system.
- 开展全覆盖全方位的动态碳资产盘查，试点开展内部碳交易，形成碳资产管理与碳交易体系。
- Conduct comprehensive, full-scope dynamic carbon asset inventories, pilot internal carbon trading, and build a carbon asset management and carbon trading system.

八项重大战略举措 Eight Major Strategic Initiatives

- 加强绿色低碳战略顶层设计
- Strengthen top-level design for the green and low-carbon strategy.
- 助推基础设施建设低碳转型
- Promote low-carbon transformation of infrastructure construction.
- 形成新型绿色产业架构体系
- Establish a new architecture for emerging green industries.
- 构建海外绿色发展新优势
- Build new advantages in overseas green development.
- 加快低碳装备研发制造与应用
- Accelerate R&D, manufacturing, and application of low-carbon equipment.
- 提高科技成果的支撑作用
- Enhance the support role of technological achievements.
- 探索碳资产管理和碳交易模式
- Explore carbon asset management and carbon trading models.
- 提升绿色服务和低碳管理能力
- Improve green services and low-carbon management capabilities.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司为有效应对气候相关风险、抢抓绿色低碳发展机遇，建立气候相关风险和机遇管理流程，并设立绿色低碳发展研究中心与碳资产管理中心。公司高质量攻关绿色核心技术，建设国务院国资委基础设施绿色低碳原创技术策源地；高质量推进绿色产业布局，广泛应用数智技术、绿色技术，形成五百余项绿色工艺；高质量建设绿色供应链体系，在供应商合同中增设“绿色条款”，推动全球优质供应商资源共享；高质量探索碳资产管理及绿色金融试点交易，开发首个国家交通基建领域 CCER 方法学研究；推动高质量共建“一带一路”，为“一带一路”绿色交通基础设施建设提供中国解决方案。通过有效应对气候相关风险，抢抓绿色低碳发展机遇，稳步推进公司“双碳”目标落地，实现绿色高质量发展。

To effectively address climate-related risks and seize opportunities in green and low-carbon development, the Company has established a climate-related risk and opportunity management process and set up a Green and Low-Carbon Development Research Center and a Carbon Asset Management Center. The Company is advancing high-quality research on core green technologies, establishing an original technology innovation hub for green and low-carbon infrastructure under the State-owned Assets Supervision and Administration Commission (SASAC). It is promoting the strategic deployment of green industries, extensively applying digital intelligence and green technologies, and implementing over 500 green processes. The Company is building a high-quality green supply chain system, incorporating "green clauses" in supplier contracts to facilitate global resource sharing among top-tier suppliers. It is also exploring carbon asset management and pilot green finance transactions, including developing the first national methodology study for CCERs (Chinese Certified Emission Reductions) in the transportation infrastructure sector. Through these initiatives, the Company is advancing the "Belt and Road" initiative with high-quality green infrastructure solutions, effectively managing climate-related risks, and capturing green and low-carbon development opportunities to steadily achieve its dual-carbon targets and realize high-quality green development.

注：受限于气候数据监测体系、情景分析模型仍处于优化完善阶段，且气候韧性评估涉及的策略调整、情景模拟等内部流程尚未完全固化，现阶段暂未提供相关分析成果，且暂未精准核算受实体 / 转型风险影响资产及气候机遇业务的金额与百分比和碳定价，以及气候相关风险和机遇的资本开支、融资或投资金额，故本次暂未披露上述信息。

Note: Due to ongoing optimization of the climate data monitoring system and scenario analysis models, and the fact that internal processes for climate resilience assessment—including strategy adjustment and scenario simulation—are not yet fully standardized, the Company has not disclosed relevant analytical results at this stage. Additionally, precise quantification of asset values and business segments affected by physical or transition risks, climate-related opportunities, carbon pricing, or the associated capital expenditures, financing, or investment amounts has not yet been completed; therefore, such information is not provided in this report.

<p>气候变化相关风险 / 机遇</p> <p>Climate-Related Risk / Opportunity</p>	<p>物理风险：极端天气（洪水、台风等）</p> <p>Physical Risk: Extreme Weather (Floods, Typhoons, etc.)</p>	<p>物理风险：海平面上升</p> <p>Physical Risk: Sea Level Rise</p>	<p>转型风险：碳减排政策收紧</p> <p>Transition Risk: Tightening Carbon Reduction Policies</p>	<p>市场风险：绿色基建需求增长</p> <p>Market Risk: Growing Demand for Green Infrastructure</p>	<p>供应链风险：原材料价格波动</p> <p>Supply Chain Risk: Raw Material Price Volatility</p>	<p>机遇：气候适应性技术输出</p> <p>Opportunity :Climate Adaptation Technology Deployment</p>	<p>机遇：碳资产开发</p> <p>Opportunity :Carbon Asset Development</p>	<p>机遇：数字化减碳</p> <p>Opportunity :Digital Carbon Reduction</p>	<p>机遇：清洁能源</p> <p>Opportunity :Clean Energy</p>
<p>对公司的影响</p> <p>Impact on the Company</p>	<p>项目施工中断、基础设施损毁、维修成本增加、工期延误。</p> <p>Project Construction Disruptions, Infrastructure Damage, Increased Maintenance Costs, Schedule Delays.</p>	<p>沿海港口、航道项目面临淹没风险，长期运营稳定性下降。</p> <p>Coastal Ports and Waterway Projects Face Inundation Risk; Long-Term Operational Stability May Decline.</p>	<p>传统高碳业务（如水泥生产、重型机械）面临成本上升（碳税、排放配额）；项目审批难度增加；欧盟碳边境调节机制（CBAM）在 2026 年正式实施。</p> <p>Traditional High-Carbon Businesses (e.g., Cement Production, Heavy Machinery) Face Higher Costs (Carbon Taxes, Emissions Quotas); Project Approvals May Become More Difficult; Eu Carbon Border Adjustment Mechanism (Cbam) to Take Effect In 2026.</p>	<p>政府和社会资本对低碳交通、生态修复工程的投资增加，带来新业务增长点。</p> <p>Increased Investment from Government and Social Capital in Low-Carbon Transportation and Ecological Restoration Projects, Creating New Business Opportunities.</p>	<p>高温 / 暴雨导致砂石、钢材产能受限，价格上涨；物流受阻影响工程进度。</p> <p>High Temperatures or Heavy Rainfall Constrain Production of Sand, Steel, etc., Leading to Price Increases; Logistics Disruptions Impact Project Schedules.</p>	<p>在发展中国家承接气候韧性基建项目（防洪堤、耐高温公路），扩大海外市场份。</p> <p>Undertake Climate-Resilient Infrastructure Projects in Developing Countries (e.g., Flood Protection Levees, Heat-Resistant Roads), Expanding Overseas Market Share.</p>	<p>通过林业碳汇（如公路沿线植树）、蓝碳（红树林修复）项目创造额外收益，参与 CCER 交易。</p> <p>Generate Additional Revenue through Forestry Carbon Sinks (e.g., Roadside Tree Planting) and Blue Carbon Projects (e.g., Mangrove Restoration); Participate in CCER Carbon Trading.</p>	<p>依托 BIM 数字化建模与智能施工技术，结合无人机巡检、AI 能耗优化等应用，实现项目全生命周期碳减排。</p> <p>Leverage BIM Digital Modeling and Intelligent Construction Technologies, Combined with Drone Inspections and AI-Based Energy Optimization, to Achieve Full Lifecycle Carbon Reduction for Projects.</p>	<p>通过使用可再生清洁能源，大幅减少传统化石能源消耗，降低碳排放的同时减少用能成本。</p> <p>Significantly Reduce Consumption of Traditional Fossil Fuels, Lowering Carbon Emissions while Decreasing Energy Costs.</p>
<p>应对措施</p> <p>Countermeasures</p>	<p>强化气候风险评估与选址布局管控，采用抗灾设防标准；健全极端天气应急响应机制，投保气候相关风险保险。</p> <p>Strengthen Climate Risk Assessment and Site Selection Management; Adopt Disaster-Resilient Design Standards; Enhance Extreme Weather Emergency Response Mechanisms; Secure Climate Risk Insurance Coverage.</p>	<p>在项目设计中纳入海平面上升预测数据；采用可调节式防波堤或填海技术；优先在内陆或高海拔区域布局关键设施。</p> <p>Incorporate Sea Level Rise Projections Into Project Design; Deploy Adjustable Breakwaters or Land Reclamation Techniques; Prioritize Critical Facility Placement in Inland or Higher-Elevation Areas.</p>	<p>加速低碳技术研发；推动供应链绿色化；参与碳交易市场抵消排放；拓展零碳交通等新兴领域。</p> <p>Accelerate Low-Carbon Technology Development; Promote Green Supply Chain Initiatives; Participate in Carbon Trading to Offset Emissions; Expand into Emerging Zero-Carbon Transportation and Related Sectors.</p>	<p>设立新产业发展事业部；加强与新能源企业合作；获取绿色金融工具支持；参与国际 ESG 标准认证提升竞争力。</p> <p>Establish New Business Divisions; Strengthen Collaboration with Renewable Energy Enterprises; Leverage Green Finance Instruments; Pursue International ESG Certifications to Enhance Competitiveness.</p>	<p>建立多元化供应商网络；储备关键物资；采用替代材料；投资数字化供应链管理系统提升响应效率。</p> <p>Develop a Diversified Supplier Network; Stockpile Critical Materials; Adopt Alternative Materials; Invest in Digital Supply Chain Management Systems to Improve Responsiveness.</p>	<p>深化与地方政府协同合作，开展区域气候脆弱性评估研究；推广应用模块化快速建造技术，提升建设效率与气候适应能力；积极对接国际气候基金，争取资金支持低碳示范项目实施。</p> <p>Deepen Collaboration with Local Governments; Conduct Regional Climate Vulnerability Assessments; Promote Modular and Rapid Construction Technologies to Enhance Efficiency and Climate Resilience; Actively Engage with International Climate Funds to Secure Financing for Low-Carbon Demonstration Projects.</p>	<p>设立碳资产管理中心；与生态科研机构合作开发碳汇方法学；在项目规划中预留碳汇空间。</p> <p>Establish a Carbon Asset Management Center; Collaborate with Ecological Research Institutions to Develop Carbon Sink Methodologies; Allocate Carbon Sink Space in Project Planning.</p>	<p>加大智慧工地技术投入；开发碳排放监测平台；申请数字化减碳专利形成技术优势。</p> <p>Increase Investment in Smart Construction Site Technologies; Develop Carbon Emissions Monitoring Platforms; File Patents for Digital Carbon Reduction Innovations to Secure Technological Advantages.</p>	<p>持续挖掘清洁能源应用场景，不断探索新技术、新模式，加快推进“清洁能源 + 项目”落地。</p> <p>Continuously Identify New Clean Energy Application Scenarios; Explore Innovative Technologies and Operational Models; Accelerate Implementation of "Clean Energy + Project" Initiatives.</p>

湖南岳阳胥家桥智慧零碳物流园区建设试点项目

Pilot Project: Xujiaqiao Smart Zero-Carbon Logistics Park, Yueyang, Hunan

胥家桥智慧零碳物流园区建设试点项目，是公司首个“投建营一体化”的大型物流园区项目，由中交投资、水规院等单位联合投资建设。园区贯彻落实公司“全绿色”发展战略，全周期集成应用智慧零碳技术，打造高水平智慧零碳物流园区标杆，通过“光储充一体化”技术实现用电 90% 以上绿色化，设施设备全部采用电能和清洁能源驱动，建设能源和碳排放智慧化管理平台，有效降低能源消耗和碳排放，提升水资源和固废资源循环利用效率。

The Xujiaqiao Smart Zero-Carbon Logistics Park represents the company's first large-scale, fully integrated "investment-construction-operation" logistics park project, jointly funded and developed by CCCC Investment, the Water Planning and Design Institute, and other partners. The park implements the company's "All-Green" development strategy, integrating smart zero-carbon technologies across the entire lifecycle to establish a benchmark for high-standard smart zero-carbon logistics parks. Through the adoption of photovoltaic-storage-charging ("PV-Storage-Charging") integration technology, over 90% of the park's electricity consumption is sourced from renewable energy. All facilities and equipment operate using electricity and clean energy. An intelligent energy and carbon management platform has been established to effectively reduce energy consumption and carbon emissions while enhancing water and solid waste recycling efficiency.



湖南岳阳胥家桥智慧零碳物流园区
Hunan Yueyang Xujiaqiao Smart Zero-Carbon Logistics Park

指标和目标

INDICATORS AND TARGETS

公司积极应对气候变化，通过绿色产业布局和技术应用等方式，推动产业绿色低碳转型，设定温室气体减排指标和目标。

The Company actively addresses climate change by advancing the development of green industries and applying innovative technologies to drive the transition toward low-carbon operations, while establishing clear targets and objectives for GHG emission reduction.

温室气体减排目标

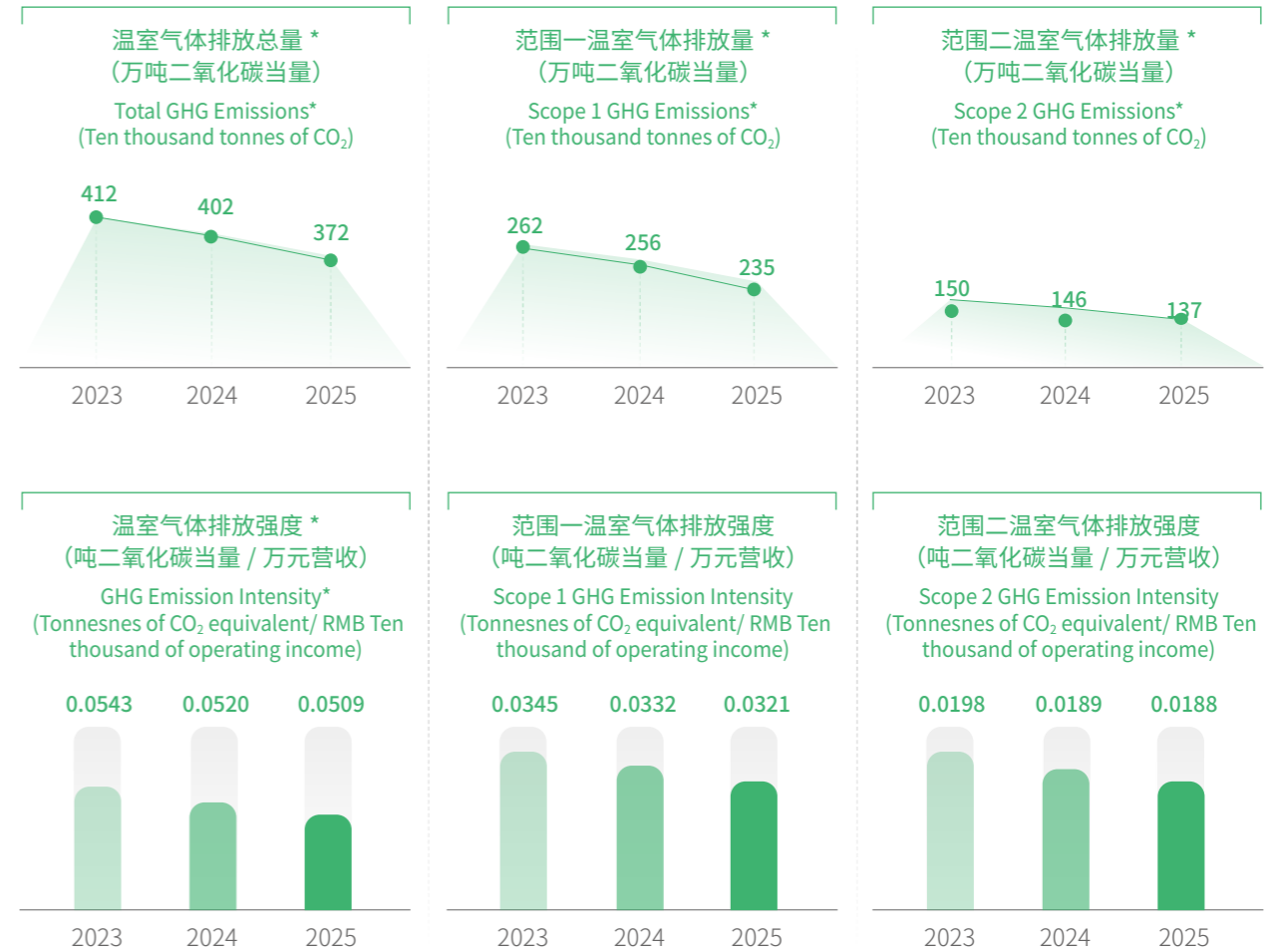
Greenhouse Gas Emission Targets

到 2025 年，公司减排降碳工作取得突破性进展，能源利用效率大幅提升，为 2030 年或更早实现碳排放达峰奠定坚实基础。

By 2025: Achieve breakthrough progress in emission reduction and decarbonization, significantly improving energy efficiency, laying a solid foundation for reaching peak carbon emissions by 2030 or earlier.

展望 2030 年，万元产值二氧化碳排放比 2005 年下降 65% 以上，碳排放总量达到峰值并实现稳中有降，步入低碳发展新征程。基础设施建设、装备制造等重点业务领域碳排放强度持续下降，基础设施建设领域 2030 年达到峰值，装备制造领域 2028 年达到峰值。

By 2030: Reduce CO₂ emissions per RMB ten thousand of output value by more than 65% compared with 2005 levels, reaching peak total carbon emissions and initiating a stable decline. Carbon intensity in key sectors, including infrastructure construction and equipment manufacturing, will continue to decrease. Peak emissions in infrastructure construction are projected by 2030, and in equipment manufacturing by 2028.



注：相关指标说明详见“附录—关键绩效”。

Note: Detailed definitions and calculation methodologies for all indicators are provided in "Appendix—Key Performance Indicators."

污染物排放

POLLUTANT EMISSIONS

治理

GOVERNANCE

公司污染物排放管理由 QHSE 部牵头统筹，负责制定污染物排放管理相关制度，构建系统化、标准化、常态化的环境治理体系，助力推动生态环境治理体系和治理能力现代化。各属地及生产运营部门配合履行污染物排放管理责任，执行国家及行业排放标准及规范操作流程，落实排污许可全生命周期管理和环保设施运维与自行监测要求；建立日常监督检查、隐患排查整改和超标应急处置及责任追究机制，确保污染物排放合规性。

The company's pollutant emissions management is centrally coordinated by the QHSE Department, which is responsible for formulating relevant management systems and establishing a systematic, standardized, and routine environmental governance framework to support the modernization of ecological and environmental governance. Local and operational units cooperate to fulfill pollutant management responsibilities, implementing national and industry emission standards and standard operating procedures. The company enforces full-lifecycle management of discharge permits and ensures operation, maintenance, and self-monitoring of environmental protection facilities. A mechanism for routine inspections, hazard identification and remediation, emergency response to exceedances, and accountability is established to ensure compliance with pollutant discharge requirements.

战略

STRATEGY

公司坚定以习近平生态文明思想为核心引领，深入推进节能环保工作三年行动（2023 年—2025 年）。遵守《中华人民共和国环境保护法》《中华人民共和国大气污染防治法》《中华人民共和国水污染防治法》等法律法规要求，明确污染物排放管理各阶段目标、责任主体与推进路径，确保各项污染物排放管理举措有效落地，持续降低污染物排放影响，为美丽中国建设筑牢绿色发展根基。

The company, guided by Xi Jinping Thought on Ecological Civilization, is advancing the three-year energy conservation and environmental protection action plan (2023–2025). It strictly complies with the *Environmental Protection Law of the People's Republic of China*, the *Air Pollution Prevention and Control Law*, the *Water Pollution Prevention and Control Law*, and other relevant laws. Clear objectives, accountable units, and implementation pathways are defined for each stage of pollutant emissions management, ensuring all measures are effectively implemented to continuously reduce pollutant emissions and reinforce green development in support of the "Beautiful China" initiative.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司坚持推进环保监督管理专业化、标准化建设，发布《施工项目生态环境保护策划指南》《项目驻地与临时厂站环境保护指南》《施工业务环境因素识别与评价指南》《施工现场环境污染防治与生态保护指南》，为项目前期策划、驻地场站建设、施工过程中环境因素识别、施工现场管理要求等全过程、全环节提供指导服务，为项目基层环保管理提供了坚实的标准支撑，从源头落实污染防控与风险预防措施。

The company continues to promote professionalization and standardization in environmental supervision and management. It has issued four guidance documents: *Guidelines for Ecological and Environmental Protection in Construction Project Planning*, *Guidelines for Environmental Protection of Project Sites and Temporary Facilities*, *Guidelines for Identification and Assessment of Environmental Factors in Construction Operations*, and *Guidelines for On-Site Pollution Prevention and Ecological Protection*. These documents provide guidance for the full lifecycle and all stages of project management, from preliminary planning, site and temporary facility construction, environmental factor identification during construction, to on-site pollution control and ecological protection. They offer a solid standard framework for frontline environmental management, ensuring the implementation of pollution prevention and risk mitigation measures from the outset.

指标和目标

INDICATORS AND TARGETS

公司加强污染物排放管控，切实防范环境污染风险。报告期内，未出现污染物超标排放情况，未对员工、当地社区居民等群体产生健康影响、导致空气质量下降、水源污染或其他环境问题。

The company strengthens control over pollutant emissions to effectively prevent environmental pollution risks. During the reporting period, no exceedances of pollutant discharge limits were recorded, and no adverse impacts on employees, local communities, air quality, water sources, or other environmental aspects occurred.

注：由于公司业务分散，污染物排放数据分散在众多微小型工程单元，短期内无法完成精准归集与核算，待相关体系完善成熟后将按要求披露排放物种类及相关排放数据，并设定排放量减排目标。

Note: Due to the dispersed nature of the company's operations, pollutant emission data are scattered across numerous small-scale project units. Accurate consolidation and calculation cannot be completed in the short term. Once the relevant systems are fully established, the types of pollutants and associated emissions data will be disclosed as required, and reduction targets for emissions will be set.

废弃物处理 WASTE MANAGEMENT

治理 GOVERNANCE

公司优化各项环保监督管理规定办法，健全生态环境保护组织领导体系，完善领导小组架构、风险防控机制、应急响应流程及重大环境问题报告机制；系统优化规划目标、宣教培训、监督检查、考核奖惩等章节内容，修订完善考核评价、责任追究、环保奖励等相关制度，新增生态环保督察管理制度，持续强化废弃物处理全过程监督管控。

The company has optimized its environmental supervision and management regulations, improved the organizational leadership system for ecological and environmental protection, and refined the leadership group structure, risk control mechanisms, emergency response procedures, and reporting mechanisms for major environmental issues. Planning objectives, education and training, inspections, and performance evaluation, including reward and accountability measures, have been systematically optimized. The assessment, accountability, and environmental incentive mechanisms have been revised, and a new ecological and environmental inspection system has been established to continuously strengthen full-process supervision and control over waste management.

战略 STRATEGY

公司坚定以习近平生态文明思想为核心引领，深入推进节能环保工作三年行动（2023 年—2025 年），明确废弃物处理推进路径，遵守《中华人民共和国固体废物污染环境防治法》等法律法规要求，制定《施工现场环境污染防治与生态保护指南》，确保各项废弃物处理管理举措有效落地，构建建筑垃圾“源头减量—过程处理—资源化利用”全链条循环利用体系，以技术创新与精益管理推动固废减量化、无害化、资源化利用，统筹环保效益与经济效益。

Guided by Xi Jinping Thought on Ecological Civilization, the company is advancing the three-year energy conservation and environmental protection action plan (2023–2025). Clear implementation pathways for waste management are established in strict compliance with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. The company has issued the *Guidelines for Pollution Prevention and Ecological Protection at Construction Sites*, ensuring that all waste management measures are effectively implemented. A full-chain circular utilization system for construction waste—from source reduction, through process treatment, to resource recovery—is established. Technological innovation and lean management are applied to achieve waste reduction, harmless treatment, and resource recovery, balancing environmental protection benefits with economic efficiency.

影响、风险和机遇管理 IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司持续完善废弃物处理风险和机遇管理流程，规范施工现场建筑垃圾管理，做到及时清运处置；对暂不利用或无法利用的固体废弃物，严格按照生态环境主管部门规定建设专用贮存设施与场所，实行安全分类存放。公司高度重视危险废物全过程管控，相关单位严格依规合规贮存危险废物，委托具备相应资质的第三方专业机构开展转运与处置工作，坚决杜绝擅自倾倒、堆放等违规行为。同时，公司积极引导各所属单位及项目推广应用先进适用技术、工艺、装备与管理模式，聚焦源头减量、过程控制、末端资源化利用，构建布局科学、管理规范、技术领先的建筑垃圾资源化利用体系，全力推动建筑垃圾减量化、无害化、资源化目标落地。

The company continuously improves its risk and opportunity management processes for waste management, standardizing construction site handling of construction waste to ensure timely collection and disposal. For solid wastes that are temporarily unused or cannot be utilized, dedicated storage facilities and sites are constructed in strict compliance with requirements set by the competent ecological and environmental authorities, ensuring safe and categorized storage. The company attaches great importance to the full-process management of hazardous waste. Relevant units strictly store hazardous waste in accordance with laws and regulations, and the transfer and disposal of such waste is entrusted to qualified third-party professional institutions, strictly prohibiting unauthorized dumping or stacking. Meanwhile, the company actively promotes the adoption of advanced and applicable technologies, processes, equipment, and management models across its subsidiaries and projects, focusing on source reduction, process control, and end-stage resource utilization. This approach establishes a scientifically planned, technically advanced, and well-managed construction waste recycling system, fully advancing the objectives of waste minimization, harmless treatment, and resource recovery.

典型项目 Representative Projects	管理举措 Management Measures
<p>滹淅高速、龙灵山等项目</p> <p>Mianxi Expressway, Longlingshan Project</p>	<p>二航局积极推广绿色低碳混凝土技术，优化胶凝材料体系与配合比设计，推广应用高性能、低水化热混凝土，在保障结构安全与耐久性能的前提下，有效降低水泥用量与碳排放。</p> <p>The Second Aviation Bureau actively promotes green low-carbon concrete technologies, optimizing the binder system and mix design, and applying high-performance, low-heat-of-hydration concrete. This reduces cement usage and carbon emissions while ensuring structural safety and durability.</p>
<p>河南兰太高速二标项目</p> <p>Henan Lantai Expressway, Section II</p>	<p>四航局在项目现场设置场内砂石分离机系统，将废弃混凝土筛分成砂、石、浆水，分离后的清水供场地冲洗与场外洒水，废渣用于便道维护，有效解决废弃物处理难题，实现资源循环利用，每年节约用水约 15 万吨。</p> <p>The Fourth Aviation Bureau installed on-site sand and gravel separation systems to sieve discarded concrete into sand, gravel, and slurry. Separated clean water is used for site cleaning and external sprinkling, while residual waste is applied for temporary road maintenance. This system effectively addresses waste disposal challenges, enables resource recycling, and saves approximately 150,000 tons of water annually.</p>

<p>典型项目 Representative Projects</p> <p>沪武高速 扩建项目 Shanghai-Wuhan Expressway Expansion Project</p>	<p>管理举措 Management Measures</p> <p>中交建筑严格落实工程固废规范管理，对旧桥拆除产生的混凝土废料实行分类收集、密闭清运、合规处置，推动施工固废源头减量与规范利用。</p> <p>China Communications Construction (CCC) strictly implements standardized management of construction solid waste. Concrete waste from old bridge demolition is collected separately, transported in closed containers, and disposed of in compliance with regulations, promoting source reduction and standardized utilization of construction waste.</p>
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指标和目标 INDICATORS AND TARGETS

公司加强废弃物分类处置和环境安全风险管控，切实防范环境污染和公共安全风险。报告期内，未出现废弃物处理不合规情况，未对员工、当地社区居民等群体产生健康影响、水源污染以及其他威胁公共安全问题。

The company has reinforced waste segregation, disposal, and environmental safety risk management to effectively prevent environmental pollution and public safety hazards. During the reporting period, no incidents of non-compliant waste disposal occurred, and no adverse impacts on employees, local community residents, water resources, or other public safety issues were reported.

注：由于公司业务分散，废弃物处理数据分散在众多微小型工程单元，短期内无法完成精准归集与核算，待相关体系完善成熟后将按要求设定减废目标。

Note: Due to the dispersed nature of the company's operations, waste disposal data are fragmented across numerous small-scale project units, making precise aggregation and calculation unfeasible in the short term. Once the relevant systems are fully established and mature, waste reduction targets will be set and disclosed in accordance with requirements.

生态系统和生物多样性保护 ECOSYSTEM AND BIODIVERSITY PROTECTION

治理 GOVERNANCE

为确保督查工作有序推进、取得实效，公司专门召开生态环境保护督察动员会，统一思想、明确目标、部署任务。制定并印发生态环境保护试点督查工作方案，细化督查范围、明确督查内容、规范督查流程，引入第三方专业力量参与督查工作，全面排查环保隐患，推动督查工作提质增效，助力公司提升生态环境保护治理水平。

To ensure orderly and effective supervision, the company convened a dedicated mobilization meeting for ecological and environmental protection inspections to unify understanding, clarify objectives, and deploy tasks. A pilot inspection work plan for ecological and environmental protection was developed and issued, detailing the scope, content, and standardized procedures for inspections. Third-party professional entities were engaged in the inspection process to conduct comprehensive identification of environmental risks, thereby enhancing inspection quality and efficiency and supporting the company in elevating its ecological and environmental governance capabilities.

战略 STRATEGY

公司坚定以习近平生态文明思想为核心引领，深入推进节能环保工作三年行动（2023年—2025年），明确生态系统和生物多样性保护管理各阶段目标、责任主体与推进路径。遵守《中华人民共和国野生动物保护法》《中华人民共和国森林法》《中华人民共和国草原法》等法律法规要求，确保推动生态系统质量持续提升，生物多样性得到系统性保护，实现生态保护与经济社会协调发展，筑牢生态安全屏障，为可持续发展奠定坚实生态基础。

Guided by Xi Jinping's ecological civilization thought, the company is advancing its three-year energy conservation and environmental protection action plan (2023–2025), defining phased objectives, responsible entities, and implementation pathways for ecosystem and biodiversity management. Compliance with the *Wildlife Protection Law*, *Forest Law*, *Grassland Law*, and other relevant national regulations ensures systematic protection of biodiversity and continuous improvement of ecosystem quality. These efforts aim to harmonize ecological protection with socio-economic development, strengthen ecological security, and lay a solid ecological foundation for sustainable development.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

◆ 生态环境保护

◆ Ecological and Environmental Protection

公司建立完善全面、科学、系统的生态风险管理体系，全力防范生态系统保护相关风险。在项目前期，专业团队结合项目所在地生态特征，精准识别施工及运营阶段可能存在的植被破坏、水土流失、环境污染等潜在风险；依托生态监测数据与专业评估模型，对风险发生概率及影响程度开展定性与定量分析；针对不同风险类型，制定移栽珍稀植物、布设防护设施、配置环保装备等多元化防控措施。在项目全生命周期内，通过长期监测站点实时采集数据、动态跟踪评估，一旦实际情况偏离管控目标，立即优化调整应对策略，切实保障生态系统安全稳定。

The company has established a comprehensive, scientific, and systematic ecological risk management framework to proactively mitigate risks associated with ecosystem protection. During the early project stages, specialized teams assess the ecological characteristics of the project site to accurately identify potential risks during construction and operation, including vegetation damage, soil erosion, and environmental pollution. Leveraging ecological monitoring data and professional assessment models, both qualitative and quantitative analyses are conducted to evaluate the likelihood and impact of each risk. Tailored mitigation measures are implemented according to risk type, such as transplanting rare plant species, installing protective infrastructure, and deploying specialized environmental protection equipment. Throughout the project lifecycle, long-term monitoring stations collect real-time data and enable dynamic tracking and assessment; any deviation from control targets triggers immediate optimization of response strategies to ensure ecosystem stability and safety.

◆ 生物多样性保护

◆ Biodiversity Protection

公司坚守生态优先、绿色发展理念，主动担当生物多样性保护责任，避免在受保护区域开展运营，包括联合国教科文组织（UNESCO）世界遗产地、《拉姆萨尔湿地公约》指定湿地以及美国鱼类及野生动物管理局认定的濒危物种栖息地。严格严守生态保护红线，坚决不在红线区内实施破坏性建设活动，切实为珍稀物种栖息繁衍预留生态空间。积极推进生物资源保护与可持续利用，为生物多样性科学保护与合理利用提供坚实支撑。将生物多样性保护全面融入项目全生命周期管理，在规划设计阶段植入生态友好理念，从源头降低生态扰动；在建设实施阶段推广绿色建材与环保工艺，最大限度减少对生物栖息地的影响；在运营维护阶段开展常态化生态监测，主动实施生态修复与环境提升，推动经济效益、社会效益与生态效益协同统一，为生物多样性保护与可持续发展贡献力量。

Adhering to the principles of ecological priority and green development, the company assumes responsibility for biodiversity protection and avoids operations within protected areas, including UNESCO World Heritage sites, *Ramsar Convention* -designated wetlands, and habitats recognized by the U.S. Fish and Wildlife Service for endangered species. The company strictly respects ecological red lines, refraining from destructive activities within these zones and ensuring ecological space is preserved for the reproduction and habitation of rare species. Biodiversity conservation is fully integrated into project lifecycle management: ecological considerations are embedded at the planning and design stages to minimize disturbances at the source; during construction, green building materials and environmentally friendly processes are applied to reduce impacts on habitats; and during operation and maintenance, continuous ecological monitoring and active restoration measures are implemented. These practices ensure the harmonization of economic, social, and ecological outcomes, contributing to effective biodiversity protection and sustainable development.



符合动物安全通行设计的蒙内铁路内罗毕国家公园特大桥项目

Nairobi National Park Viaduct on the Mombasa–Nairobi Standard Gauge Railway, designed in accordance with safe animal passage standards.



洋浦港洋浦港区航道改扩建工程生态环境保护技术服务项目

Ecological and environmental protection technical service project for the Yangpu Port channel expansion.

指标和目标

INDICATORS AND TARGETS

公司加强运营所在地的生态系统和生物多样性保护，筑牢区域生态安全屏障。报告期内，未出现业务活动对环境及天然资源的重大影响。为进一步加强生态系统和生物多样性保护，设定绿色业务指标和目标：2025 年，全绿色领域新签合同额 1990.33 亿元。

The company strengthens ecosystem and biodiversity protection in operational regions to reinforce regional ecological security. During the reporting period, no business activities caused significant impacts on the environment or natural resources. To further enhance ecosystem and biodiversity protection, green business indicators and targets have been established: by 2025, newly signed contracts in the all-green sector are expected to reach RMB 199.033 billion.

能源利用 ENERGY UTILIZATION

治理 GOVERNANCE

公司能源利用工作由 QHSE 部牵头统筹，制定实施《节约能源监督管理办法》，遵循合理用能、节约优先的基本原则，持续加强节能管理，采取技术上可行、经济上合理的节能措施，不断优化能源结构，提升能源利用效率，有效控制能源消费总量，积极建设节能型企业。

The company's energy management is led and coordinated by the QHSE Department, which is responsible for implementing the *Energy Conservation Supervision and Management Measures*. Adhering to the principles of rational energy use and prioritizing conservation, the company continuously strengthens energy management, adopts technically feasible and economically reasonable energy-saving measures, optimizes the energy structure, improves energy utilization efficiency, effectively controls total energy consumption, and actively builds an energy-efficient enterprise.

战略 STRATEGY

公司将能源利用纳入战略层面考量，遵守《中华人民共和国节约能源法》等法律法规及国家相关产业政策，实施《绿色工程体系建设方案》《项目驻地降本增效和绿色化智慧化提升方案》等制度，大力发展建筑清洁能源利用技术，在新建及改扩建住宅、商业、办公建筑中推广应用空气能、地热能、光伏等多种可再生能源，并在自有建筑开展新能源改造试点。依托智慧能源数字化业务与能源综合管控技术，推动建筑能耗实现智慧化、精细化管控，提升无人化、自动化施工水平，在建筑板块构建绿色节能运营模式，逐步形成适配多业态、可复制、可推广的产品方案，协同打造绿色低碳建筑品牌。通过持续加大新能源与清洁能源推广应用力度，不断优化能源供给结构，加快推动能源体系向绿色低碳转型。

The company integrates energy utilization into its strategic planning, complying with the *Energy Conservation Law of the People's Republic of China* and relevant national industry policies. It implements systems such as the *Green Engineering System Construction Plan and the Project Site Cost Reduction, Efficiency Enhancement and Green Smart Upgrade Plan*, actively developing technologies for the use of clean energy in construction. Multiple renewable energy sources—including air-source heat, geothermal, and photovoltaic systems—are promoted in new, expanded, and renovated residential, commercial, and office buildings, while pilot projects for renewable energy retrofits are carried out in company-owned buildings. Leveraging smart energy digitalization and integrated energy management technologies, the company drives intelligent and precise control of building energy consumption, enhances unmanned and automated construction capabilities, and establishes a green and energy-efficient operational model in the building sector. Over time, replicable and scalable product solutions adaptable to diverse business formats are being formed, collaboratively shaping a green and low-carbon building brand. Through the continuous promotion of new and clean energy applications, the company optimizes its energy supply structure and accelerates the transition of its energy system toward green and low-carbon development.

影响、风险和机遇管理 IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立完善能源利用风险和机遇管理流程，健全能源管理长效机制，扎实推进节能统计、数据报送、隐患排查及专项整治等重点工作，确保各项能源管理要求落地见效。针对能耗数据来源真实性、数据审核规范性及数据报告完整性开展常态化专项抽查，强化数据质量管控与问题闭环整改，保障能耗信息真实准确、可追溯可核查。在各类施工项目建设与运营过程中，积极探索太阳能、风能、储能等新能源设备及节能技术的示范应用，优化用能结构与运行管控模式，多措并举降低能源消耗，持续提升能源利用效率与绿色低碳发展水平。


The company has established comprehensive energy utilization risk and opportunity management processes and a long-term energy management mechanism. It systematically advances key tasks including energy statistics, data reporting, hazard identification, and targeted remediation to ensure effective implementation of all energy management requirements. Regular special inspections are conducted on the authenticity of energy consumption data, the standardization of data audits, and the completeness of data reports, strengthening data quality control and closed-loop problem rectification to ensure energy information is accurate, traceable, and verifiable. During construction and operation of various projects, the company actively explores demonstration applications of new energy devices and energy-saving technologies, such as solar, wind, and energy storage systems, optimizing energy structures and operational control models. Multiple measures are implemented to reduce energy consumption continuously, thereby improving energy utilization efficiency and advancing green and low-carbon development.

典型项目 Representative Projects	管理举措 Management Measures
<p>齐临一标项目 Qilin Section I Project</p> <hr/> <p>广西百色农产品加工产业园项目 Baise Agricultural Product Processing Industrial Park Project, Guangxi</p>	<p>一公局打造全国首座零碳智慧综合场站，引入国内首台全甲醇压燃式装载机，配套新能源电动罐车及智能移动充电车，成功入选中国公路学会“2025 年全国交通与能源融合创新案例”。</p> <p>First Highway Bureau developed the nation's first zero-carbon smart integrated station, introducing China's first fully methanol compression-ignition loader, complemented by new energy electric tank trucks and intelligent mobile charging vehicles. The project was successfully selected as a "2025 National Transportation and Energy Integration Innovation Case" by the China Highway & Transportation Society.</p> <hr/> <p>三航局系统推进电动施工设备应用，全面采用电动施工升降平台、电动直臂高处作业车、电动洒水车等装备，实现施工全过程零燃油驱动。</p> <p>Third Navigation Bureau systematically advanced the application of electric construction equipment, fully adopting electric construction lifting platforms, electric telescopic aerial work vehicles, electric sprinkler trucks, and other equipment, achieving zero fossil fuel operation throughout the construction process.</p>

<p>典型项目 Representative Projects</p>	<p>管理举措 Management Measures</p>
<p>“两船一塔” 项目 "Two Ships, One Tower" Project</p>	<p>二航局系统推进设备节能改造，起重船搭载光伏储能系统后每月节约油耗 2 至 3 吨，打桩船柴电混合系统综合节能超 15%；2025 年累计处置低效高能耗装备 456 台艘。</p> <p>Second Navigation Bureau implemented systematic equipment energy-saving upgrades. The crane vessel equipped with a photovoltaic energy storage system saves 2-3 tons of fuel per month; the pile-driving vessel's diesel-electric hybrid system achieves over 15% energy savings. By 2025, a total of 456 units of low-efficiency, high-energy-consuming equipment had been retired.</p>

指标和目标 INDICATORS AND TARGETS

公司为提升能源使用效率，设定绿色建造管理和能源效率提升指标和目标：
To improve energy utilization efficiency, the company sets targets for green construction management and energy efficiency enhancement:



报告期内，直接或间接能源总耗量 **141** 万吨标煤，

2025 年万元营业收入（产值）综合能耗为 **0.0192** 吨标煤 / 万元（现价），

较 2024 年下降 **1.03%**。

During the reporting period, total direct and indirect energy consumption reached **1.41 million** tons of standard coal. The comprehensive energy consumption per RMB ten thousand of operating revenue (output value) is projected to reach **0.0192** tons of standard coal per RMB ten thousand in 2025, representing a **1.03%** reduction compared with 2024.

水资源利用 WATER RESOURCE UTILIZATION

治理 GOVERNANCE

公司严格恪守《中华人民共和国水法》等相关法律法规，全面贯彻落实国家产业政策与发展规划。QHSE 部牵头相关工作，强化生产废水、生活污水综合治理，积极推广先进污水处理技术与设备，持续提升水资源重复利用率。大力推行节水型工艺技术，着力提高生产用水利用效率，切实降低水资源消耗。

The company strictly adheres to the *Water Law of the People's Republic of China* and other relevant laws and regulations, fully implementing national industrial policies and development plans. The QHSE Department leads related work, strengthening integrated treatment of industrial wastewater and domestic sewage, actively promoting advanced wastewater treatment technologies and equipment, and continuously improving water reuse efficiency. Water-saving process technologies are vigorously promoted to enhance production water use efficiency and effectively reduce water resource consumption.

战略 STRATEGY

公司把水资源管理深度融入生产经营全流程，通过完善制度体系和提升全员意识，持续完善水资源管理与水生态治理体系，不断提升水资源利用与保护水平，实现水资源节约集约和高效利用。

The company deeply integrates water resource management into the entire production and operational process. By improving institutional systems and raising awareness among all employees, it continuously enhances water resource management and water ecological governance, steadily improving water utilization and protection levels, and achieving water conservation, intensive use, and high-efficiency management.

平陆运河项目
Pinglu Canal Project

平陆运河是新中国首条江海连通大运河，也是西部陆海新通道骨干工程。三航局航道 9 标项目构建“五位一体”绿色施工体系，聚焦水资源保护，布设防污帘、搭建污水回用系统，实现施工污水 100% 再利用、节地复耕和扬尘噪声管控。

The Pinglu Canal is the first major canal in New China connecting rivers and seas and a key project of the Western Land-Sea New Corridor. The Channel Section 9 Project of Third Navigation Bureau has established a "five-in-one" green construction system, focusing on water resource protection. Measures include installation of anti-pollution curtains and construction of a wastewater recycling system, achieving 100% reuse of construction wastewater, land reclamation, and control of dust and noise.



浙江杭州湾跨海铁路大桥项目采用封闭式泥浆循环系统防治水污染
The Hangzhou Bay Cross-sea Railway Bridge Project adopts a closed slurry circulation system to prevent and control water pollution



云南昆明呈贡新城码头项目创新实施“零废水入湖”方案
The Chenggong New City Wharf Project in Kunming, Yunnan, innovatively implements a "zero wastewater discharge into the lake" solution

河南兰太高速二标项目

Lantai Expressway Section II Project, Henan

四航局河南兰太高速二标项目在现场设置场内砂石分离机系统，将废弃混凝土筛分成砂、石、浆水，分离后的清水供场地冲洗与场外洒水，废渣用于便道维护，有效解决废弃物处理难题，实现资源循环利用，每年节约用水约15万吨。

The Lantai Expressway Section II Project of Fourth Navigation Bureau installed an on-site sand and gravel separation system. Waste concrete is sieved into sand, gravel, and slurry; the separated clear water is reused for site cleaning and off-site sprinkling, while the residual debris is applied to auxiliary road maintenance. This approach effectively addresses waste disposal challenges, achieves resource recycling, and saves approximately 150,000 tons of water annually.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司组织开展专项工作，全面加强水资源利用管理，加强取水、用水、排水全过程监督管理，精打细算用好水资源，从严从细管好水资源，强化水资源规划利用，推动各单位水资源节约集约利用水平提升。各单位积极采用先进适用的节水技术、工艺、设备和产品，积极开展节水改造，促进污水资源化利用，提高水资源利用效率。

The company organizes dedicated initiatives to comprehensively strengthen water resource management. Full-cycle supervision is conducted over water intake, consumption, and discharge. Water resources are carefully planned and managed to ensure strict and precise control, promoting efficient and intensive utilization across all units. Units actively adopt advanced and applicable water-saving technologies, processes, equipment, and products, carry out water-saving retrofits, and facilitate wastewater recycling, thereby improving overall water use efficiency.

指标和目标

INDICATORS AND TARGETS

公司加强水资源精细化管理，创新水资源利用模式，切实提升水资源集约节约利用水平。

The company strengthens refined water resource management, innovates water utilization models, and effectively enhances intensive and efficient use of water resources.

总耗水量 (吨) Total Water Consumption (Tonnes)			新鲜水用量 (吨) Freshwater Use (Tonnes)			耗水强度 (吨 / 万元产值) Water Consumption Intensity (Tonne/ RMB ten thousand of output value)		
/	/	239,899,407	/	286,074,052	239,899,407	/	/	3.2627
2023	2024	2025	2023	2024	2025	2023	2024	2025

注：①公司总耗水量即新鲜水用量；②由于公司在生产和经营活动中求取适量水源不存在风险问题，水资源效益提升技术还在探索阶段，暂未制定用水效益目标。

Note: ① Total water consumption refers to freshwater use; ② As the company sources water appropriately for production and operations without risk, and water efficiency technologies are still under exploration, no water efficiency target has been set at this stage.

循环经济

CIRCULAR ECONOMY

治理

GOVERNANCE

公司紧扣循环经济发展理念，深化固废综合利用领域产学研协同创新与技术攻关。各下属单位依托专业研究中心，聚力突破固废资源化关键技术，打造示范工程项目，推动固废变废为宝、循环高效利用，持续提升固废综合利用水平，助力构建绿色循环发展体系。

The company aligns closely with the principles of circular economy, advancing collaborative innovation and technological breakthroughs in comprehensive solid waste utilization across industry, academia, and research. Subsidiaries leverage professional research centers to focus on key technologies for converting solid waste into reusable resources, establish demonstration projects, and promote high-efficiency resource recovery. These efforts continuously improve the level of comprehensive solid waste utilization and support the construction of a green and circular development system.

战略

STRATEGY

公司建立健全循环经济技术创新体系，遵守《中华人民共和国循环经济促进法》等法律法规要求，统筹各二级单位围绕主业特点，将循环经济纳入供应链与项目管理全周期，分阶段推进制度完善、技术升级与生态构建。聚焦资源高效利用、绿色低碳转型、废弃物资源化利用等重点方向开展针对性技术研发与成果转化，通过优化施工流程降低能耗，在供应链管理中优先采购再生材料，聚焦建筑领域关键品类建立再生材料应用标准，依托集中回收体系提升建材复用率，同时联合上下游企业构建协同联动的循环经济合作网络。

The company has established a robust technological innovation system for circular economy, in compliance with the *Circular Economy Promotion Law of the People's Republic of China* and other relevant regulations. Subsidiaries integrate circular economy practices across the full lifecycle of supply chain and project management, in accordance with the characteristics of their core businesses, advancing institutional improvements, technological upgrades, and ecological system development in phases. Targeted R&D and application of technologies focus on efficient resource utilization, green low-carbon transformation, and solid waste recycling. Construction processes are optimized to reduce energy consumption, while recycled materials are prioritized in supply chain procurement. Standards for recycled material use are developed for key categories in construction, and centralized recovery systems are implemented to increase building material reuse. Simultaneously, upstream and downstream enterprises are coordinated to form a collaborative circular economy network.

四川岷江老木孔航电枢纽工程项目 Sichuan Minjiang Laomukong Hydropower Hub Project	南京大桥公园项目 Nanjing Daqiao Park Project
<p>四航局针对筛分车间产生的含细砂、石粉及泥浆混合液废水，采用“分级处理+资源化回用”工艺，通过“粗砂回收—双级混凝沉淀—污泥脱水—水循环利用”的模式，对脱水后的泥饼进行外运制砖或填埋等无害化处置，并将清水回供至生产线，同步用于洒水车联动抑尘，年节水 20 万吨。</p> <p>For wastewater generated from the screening workshop containing fine sand, stone powder, and slurry, the Fourth Navigation Bureau adopts a "graded treatment + resource reuse" process. The workflow—"coarse sand recovery—dual-stage coagulation and sedimentation—sludge dewatering—water recycling"—ensures the dewatered sludge cakes are either used for brick production or safely landfilled. The recovered clear water is returned to the production line and simultaneously applied in dust suppression through coordinated sprinkling vehicles, achieving an annual water saving of 200,000 tons.</p>	<p>三航局创新采用“泥浆导流法”，实现泥浆回收率超 90%。此外，团队引入泥浆压滤机，将泥浆分离为清水和干泥，清水用于现场降尘，干泥用于桥墩回填或外运，极大减少运输过程扬尘污染，累计处理泥浆约 5560 立方米，脱水后运输量减少约 75%，显著节约经济成本。</p> <p>The Third Navigation Bureau innovatively applies a "slurry diversion method," achieving over 90% slurry recovery. Additionally, a slurry filter press separates the slurry into clean water and dry mud; the clean water is used for on-site dust control, while the dry mud is applied for bridge pier backfill or transported off-site. This significantly reduces dust pollution during transport. Approximately 5,560 m³ of slurry has been processed, with dewatered transport volume reduced by around 75%, resulting in substantial cost savings.</p>

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立健全循环经济风险与机遇管理流程，制定装备资源共享、废旧物资回收管理制度与操作规范，将循环利用要求嵌入项目全生命周期流程，覆盖规划、建设、运营等环节；建立再生资源回收、利用管理机制，规范合作单位选择与管理，保障再生资源高效循环；同时完善循环经济工作监督检查机制，开展效果评估，将评估结果与考核奖惩挂钩，推动循环经济工作落地见效。

The company has established a comprehensive risk and opportunity management process for circular economy. It has developed equipment and resource sharing policies, as well as management systems and operational standards for recycled and end-of-life materials, embedding circular utilization requirements throughout the project lifecycle, including planning, construction, and operation phases. A management mechanism for the collection and utilization of recycled resources has been implemented, standardizing the selection and oversight of partner organizations to ensure efficient recycling. Simultaneously, a supervisory and inspection mechanism for circular economy work has been established, including performance evaluation, with results linked to incentives and penalties, to ensure effective implementation.



指标和目标

INDICATORS AND TARGETS

公司强化循环经济管理，推动生产全流程资源高效循环利用、废弃物减量化与资源化。

The company strengthens circular economy management, promoting efficient resource circulation, waste reduction, and resource recovery throughout the production lifecycle.

废弃物循环利用率 (吨)
Recycled Waste Volume (Tonnes)

/	/	4,923.9
2023	2024	2025

注：由于公司业务不适用，故未披露制成品所用包装材料总量及强度数据。废弃物循环利用率为公司工业企业循环利用率。

Note: Due to business characteristics, total quantities and intensity data for packaging materials used in finished products are not disclosed. The recycled waste volume refers to industrial enterprise recycling within the company.

碳资产管理

CARBON ASSET MANAGEMENT

治理

GOVERNANCE

公司设立绿色低碳发展研究中心与碳资产管理中心，研究中心聚焦绿色低碳技术研发、成果转化及品牌打造，整合专业力量为企业绿色高质量发展提供技术支撑；管理中心打造专业化碳交易与智库服务平台，开展碳资产统计、开发及绿色金融业务。开展全覆盖全方位动态碳资产盘查，试点内部碳交易，逐步形成完善的碳资产管理与交易体系，同时与生态环境部下属机构合作开发碳资产方法学，夯实碳资产管理基础。

The company has established a Green and Low-Carbon Development Research Center and a Carbon Asset Management Center. The research center focuses on the research and development of green and low-carbon technologies, commercialization of technological achievements, and brand building, integrating professional resources to provide technical support for high-quality green development. The management center has built a professional platform for carbon trading and think tank services, conducting carbon asset accounting, development, and green finance operations. Comprehensive and dynamic carbon asset inventories are carried out on a full-coverage basis, with pilot internal carbon trading initiatives implemented to gradually establish a sound carbon asset management and trading system. Meanwhile, the company collaborates with institutions affiliated with the Ministry of Ecology and Environment to develop carbon asset methodologies, strengthening the foundation for carbon asset management.

战略

STRATEGY

公司积极响应“双碳”战略部署，着力构建各业务板块碳排放量核算体系，稳步推进碳排放数据监测平台建设，科学规范开展企业年度碳排放核算工作，初步搭建起涵盖公路、水运、机场、城市综合开发等工程的建设碳排放测算标准体系框架。通过积极探索内部碳资产、碳交易制度体系建设，深入开展碳交易试点研究，持续加快基础设施领域碳交易市场进程，以体系化建设赋能绿色低碳高质量发展。

The company actively responds to the national "dual carbon" strategy by building carbon emission accounting systems across business segments and steadily advancing the development of carbon emission data monitoring platforms. It conducts standardized annual corporate carbon emission accounting and has preliminarily established a framework of construction carbon emission calculation standards covering highways, waterways, airports, and urban integrated development projects. Through active exploration of internal carbon asset and carbon trading systems, the company continues to advance pilot studies on carbon trading and accelerate the market-oriented development of carbon trading in the infrastructure sector, using systematic capacity building to support green, low-carbon, and high-quality development.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司系统开展碳资产管理相关风险与机遇识别研判，结合行业发展趋势与企业经营实际，科学开展风险评估，明确各类相关风险的可能性及潜在影响范围。精准研判绿色发展背景下碳资产管理领域的各类机遇，搭建数字“双碳”平台，建立健全监测预警机制。针对识别出的风险与机遇，制定针对性应对处置措施，持续跟踪实施效果，不断优化管理流程，提升碳资产管理的科学性与有效性。

The company systematically identifies and assesses risks and opportunities related to carbon asset management. Based on industry development trends and operational realities, it conducts scientific risk assessments to clarify the likelihood and potential impact scope of various risks. It also accurately identifies opportunities in carbon asset management under the context of green development, establishing a digital "dual carbon" platform and improving monitoring and early warning mechanisms. In response to identified risks and opportunities, targeted mitigation and response measures are developed, implementation effectiveness is continuously tracked, management processes are regularly optimized, and the scientific rigor and effectiveness of carbon asset management are enhanced.

指标和目标

INDICATORS AND TARGETS

公司建立健全涵盖碳排放相关的核心衡量指标体系，结合行业特点与企业实际，明确科学合理的指标统计口径与计算方法。

The company has established and improved a core indicator system covering carbon emission-related indicators. Taking into account industry characteristics and operational realities, it has defined scientifically sound statistical scopes and calculation methodologies for these indicators.

目标设定紧密贴合国家“双碳”目标导向，结合企业整体发展规划合理制定年度及中长期目标。持续推进各项目标落地实施，跟踪目标完成进度，针对推进过程中的重点难点，优化完善改进举措，不断提升碳资产管理成效，助力企业绿色低碳发展战略落地。

Target setting is closely aligned with the national "dual carbon" objectives and reasonably formulated in conjunction with the company's overall development plan, including annual and medium- to long-term targets. The company continuously advances the implementation of various targets, monitors progress toward target completion, and optimizes and refines improvement measures to address key challenges encountered during implementation. These efforts continuously enhance the effectiveness of carbon asset management and support the implementation of the company's green and low-carbon development strategy.

03

WORKING TOGETHER TO BUILD A HARMONIOUS SOCIETY AND COMPOSE A NEW CHAPTER FOR THE ERA

聚力同行 以和美社会共谱时代华章

民生是人民幸福之基、社会和谐之本。中国交建坚持以人民为中心的发展思想，紧扣在发展中保障和改善民生要求，筑牢安全生产底线，匠心打造精品优质工程；坚持以人为本，促进员工全面发展；秉持开放共赢，携手伙伴协同发展；全力服务乡村全面振兴，助力建设宜居宜业和美乡村；主动融入基层社会治理，传递央企温度。我们不断增进民生福祉、提升生活品质，奋力当好服务国家战略、保障民生福祉的中央企业“排头兵”。

People's well-being is the foundation of happiness and the cornerstone of social harmony. The company adheres to a people-centered development philosophy, focusing on safeguarding and improving livelihoods through development, upholding the bottom line of production safety, and meticulously delivering high-quality benchmark projects. It remains committed to a people-oriented approach to promote comprehensive employee development; embraces openness and win-win cooperation to advance coordinated development with partners; actively supports comprehensive rural revitalization to help build livable and prosperous rural communities; and proactively integrates into grassroots social governance, demonstrating the responsibility and care of a central state-owned enterprise. The company continuously enhances public well-being and improves quality of life, striving to serve as a leading central enterprise in supporting national strategies and safeguarding people's livelihoods.



南京新生圩长江大桥

The Nanjing Xinshengwei Yangtze River Bridge

服务国家战略

SERVING NATIONAL STRATEGIES

治理

GOVERNANCE

作为交通强国建设试点单位，公司始终锚定“人民满意、保障有力、世界前列”建设目标，聚焦打造安全、便捷、高效、绿色、经济的现代化综合交通体系，以实干实绩彰显交通强国建设先锋的使命担当。公司紧扣国家区域协调发展战略部署，持续优化区域市场布局。按照管理能力与市场范围相适应、主业类型与产业布局相协调的原则，科学划分三级公司区域市场，构建起以属地城市为核心、主营省域为支撑、重点城市为节点的“1+X+Y”区域发展格局。

As a pilot unit for building China into a transportation powerhouse, the company consistently aligns with the development goal of "public satisfaction, strong support capability, and global leadership." It focuses on developing a modern comprehensive transportation system that is safe, convenient, efficient, green, and cost-effective, demonstrating its responsibility and commitment as a pioneer in building a transportation powerhouse through tangible actions and achievements. Closely following the national strategy for coordinated regional development, the company continues to optimize its regional market layout. In accordance with the principles of aligning management capacity with market scope and coordinating core business types with industrial distribution, it has scientifically delineated regional markets for its third-tier subsidiaries, establishing a "1+X+Y" regional development framework centered on local cities, supported by key provincial markets, and connected through strategic node cities.

战略

STRATEGY

公司积极响应交通强国与区域协调发展战略，主动融入国家重大区域发展布局，以交通基础设施建设、绿色能源供给与产业协同发展为抓手，服务区域经济高质量发展。

The company actively responds to the national strategies of building China into a transportation powerhouse and promoting coordinated regional development. It proactively integrates into major national regional development initiatives, leveraging transportation infrastructure development, green energy supply, and coordinated industrial development to support high-quality regional economic growth.

交通强国建设

Building a Transportation Powerhouse

基础设施互联

Infrastructure Connectivity

现代化高质量综合立体交通网络建设，是交通强国建设的核心首要任务。公司依托交通基础设施投资、建设、运营一体化服务优势，实干攻坚、勇挑重担，全力担当交通基础设施立体互联建设的国家队，聚焦“大交通”主业，深度布局重点项目、重要区域、重大市场，实现企业发展与国家战略有机统一、同向而行。

The development of a modern, high-quality, comprehensive three-dimensional transportation network is the core and foremost task in building a transportation powerhouse. Leveraging its integrated capabilities in investment, construction, and operation of transportation infrastructure, the company takes on challenging responsibilities with dedication and determination, serving as a national backbone force in building interconnected transportation infrastructure. By focusing on its core "big transportation" business, the company strategically deploys resources toward key projects, critical regions, and major markets, achieving alignment between corporate development and national strategy.

运输方式转变

Transformation of Transport Modes

公司着力推进交通智能化、生态化、一体化协同升级，切实提高人民群众出行满意度；深耕智慧化转型实践，积极推广交通工程数字化建模应用，以数字化技术实现设计精益、施工提质；推进生态化转型落地，全面实施绿色施工标准化管理，将环保要求贯穿各环节，夯实绿色发展基础；深化一体化转型发展，实现公路、铁路、港口、航运、桥隧、机场、城市交通等各类交通基础设施业态全覆盖，持续推动运输方式综合化发展，进一步优化交通空间布局。

The company is committed to advancing coordinated upgrades in intelligent, ecological, and integrated transportation systems, thereby improving public satisfaction with travel services. It continues to deepen digital transformation practices by actively promoting digital modeling applications in transportation engineering, using digital technologies to refine design and enhance construction quality. The company advances ecological transformation by fully implementing standardized green construction management and integrating environmental protection requirements throughout all project stages, strengthening the foundation for green development. It also promotes integrated transformation by achieving full coverage across various transportation infrastructure sectors—including highways, railways, ports, shipping, bridges and tunnels, airports, and urban transportation—continuously advancing the integrated development of transport modes and further optimizing transportation spatial layout.

试点先行先试

Pilot Initiatives and Early Implementation

公司紧抓交通强国建设试点先行先试的重要契机，以务实担当、开拓创新的姿态，打造出独具中交特色的试点工作模式与实践成果，争做交通强国建设的央企排头兵与主力军，组建由董事长、总裁牵头领衔的试点工作领导小组，设立以分管领导为主任的交通强国建设办公室，强化顶层设计与系统统筹，先后印发试点工作方案及专项实施方案，着力培育交通新质生产力，为加快推进交通强国建设注入强劲动能。

The company seizes the strategic opportunity presented by pilot initiatives for building a transportation powerhouse, demonstrating practical commitment and innovation to establish distinctive pilot models and best practices with CCCC characteristics. It strives to serve as a leading central enterprise and main force in advancing the transportation powerhouse initiative. A pilot leadership group led by the Chairman and President has been established, along with a dedicated office for transportation powerhouse development headed by responsible executives. Through strengthened top-level design and systematic coordination, the company has successively issued pilot work plans and specialized implementation plans, focusing on cultivating new-quality productive forces in transportation and injecting strong momentum into accelerating the development of a transportation powerhouse.

◆ 区域发展战略

◆ Regional Development Strategies

助力长江经济带发展

Supporting the Development of the Yangtze River Economic Belt

公司始终践行“生态优先、绿色发展，共抓大保护、不搞大开发”方针，扎实推进多项生态综合治理项目。从交通先行支撑区域发展，到助力美丽乡村建设，再到深耕跨界文旅、打造未来城市样板，始终紧扣共抓长江大保护核心任务与发展机遇，以高水平生态保护实践，为长江经济带高质量发展筑牢生态根基、提供坚实保障。

The company consistently adheres to the principle of "prioritizing ecological conservation and green development, promoting joint protection rather than large-scale development," and steadily advances multiple comprehensive ecological governance projects. From taking the lead in transportation infrastructure to support regional development, to contributing to the construction of beautiful rural communities, and further to expanding into cross-sector cultural tourism and developing model future cities, the company remains closely aligned with the core mission and development opportunities of the Yangtze River protection initiative. Through high-standard ecological protection practices, it provides a solid ecological foundation and strong support for the high-quality development of the Yangtze River Economic Belt.

● 武汉双柳长江大桥

Wuhan Shuangliu Yangtze River Bridge

由二航局参与承建的武汉双柳长江大桥顺利通过交工验收，是目前长江上最宽钢箱梁悬索桥，深耕智慧建造，运用智能技术、新型材料及自主研发的“智慧主缆”系统，全面提升工程品质，积极践行长江大保护战略，以工厂化施工守护生态环境，江豚种群数量大幅增加，以绿色智慧工程助力长江经济带高质量发展。

The Wuhan Shuangliu Yangtze River Bridge, in which the Second Navigation Bureau participated in construction, has successfully passed completion acceptance. It is currently the widest steel box girder suspension bridge on the Yangtze River. The project deeply integrates intelligent construction technologies, utilizing advanced digital technologies, new materials, and a self-developed "smart main cable" system to comprehensively enhance project quality. Actively implementing the Yangtze River protection strategy, the project adopts factory-based construction methods to safeguard the ecological environment, contributing to a significant increase in the population of finless porpoises. This green and intelligent engineering project supports the high-quality development of the Yangtze River Economic Belt.

助力京津冀协同发展

Supporting the Coordinated Development of the Beijing-Tianjin-Hebei Region

我们深度服务京津冀协同发展重大国家战略，积极谋划并落地实施一系列重点工程项目，以实干担当助力区域一体化高质量发展。始终坚守“最高战略定位、最优资源投入、最新方案输出、最佳质量打造、最强责任担当”，全身心投入雄安新区高标准高质量建设进程，以专业能力与过硬作风，为打造新时代高水平城市标杆贡献坚实力量。

The company actively serves the major national strategy of coordinated development in the Beijing-Tianjin-Hebei region by planning and implementing a series of key projects, demonstrating strong commitment to advancing high-quality regional integration. It consistently upholds the principles of "highest strategic positioning, optimal resource allocation, latest solution delivery, best quality standards, and strongest sense of responsibility," dedicating itself fully to the high-standard and high-quality development of Xiong'an New Area. Through professional expertise and disciplined execution, the company contributes solid support to building a benchmark city for the new era.

● 北京通州站开通投运

Beijing Tongzhou Railway Station Commenced Operation

2025 年 12 月底，三公局参建的北京通州站顺利开通投运。公司承建施工难度最高、安全风险最大的 04 标段。项目作为京津冀协同发展标志性工程，是北京唯一连接两大国际机场的综合交通枢纽，秉持站城一体化、低碳绿色理念，打造新时代 TOD 模式的综合交通枢纽典范，建成后将成为亚洲最大地下综合交通枢纽、首都新门户。

At the end of December 2025, Beijing Tongzhou Railway Station—constructed with participation from the Third Engineering Bureau—was officially opened and put into operation. The company was responsible for Section 04, which involved the highest construction complexity and safety risks. As a landmark project for coordinated development in the Beijing-Tianjin-Hebei region, the station is the only comprehensive transportation hub in Beijing that connects two major international airports. Guided by the concept of integrated station-city development and low-carbon green design, the project establishes a model for a new-generation Transit-Oriented Development (TOD) transportation hub. Upon completion, it will become the largest underground integrated transportation hub in Asia and a new gateway to the capital.

助力长三角一体化发展

Supporting the Integrated Development of the Yangtze River Delta

我们深度融入长三角一体化发展国家战略，紧紧围绕创新共建、协调共进、绿色共保、开放共赢、民生共享的发展导向，主动投身区域协同建设。立足自身综合优势，在产业协同、基础设施联通、生态保护、民生服务等重点领域持续发力、扎实作为，以实干担当助力区域创新发展与融合共进，为长三角地区加快构建现代化经济体系、推动更高质量一体化发展提供坚实有力的支撑。

The company actively integrates into the national strategy for the integrated development of the Yangtze River Delta, closely aligning with development priorities of joint innovation, coordinated progress, green protection, openness and win-win cooperation, and shared public well-being. Leveraging its comprehensive strengths, the company continues to make sustained efforts in key areas such as industrial collaboration, infrastructure connectivity, ecological protection, and public services. Through practical actions and strong commitment, it supports regional innovation-driven development and deeper integration, providing solid support for accelerating the establishment of a modern economic system and promoting higher-quality integrated development in the Yangtze River Delta region.

● 南京新生圩长江大桥

Nanjing Xinchengwei Yangtze River Bridge

二航局参建的南京新生圩长江大桥（仙新路过江通道）正式通车，该桥为国内第一、世界第三大跨度悬索桥。项目全长约 13.17 公里，双向 6 车道，设计时速 80 公里，是南京“十四五”重大交通工程，串联栖霞区和江北新区，有效完善区域快速路网，强化跨江联动，为长三角一体化发展提供坚实交通支撑。

The Nanjing Xinchengwei Yangtze River Bridge (Xianxin Road River-Crossing Passage), constructed with participation from the Second Navigation Bureau, has officially opened to traffic. The bridge ranks first in China and third globally in span among suspension bridges. With a total project length of approximately 13.17 kilometers, six lanes in both directions, and a designed speed of 80 km/h, it is a major transportation project under Nanjing's 14th Five-Year Plan. The bridge connects Qixia District and Jiangbei New Area, effectively improving the regional rapid road network, strengthening cross-river connectivity, and providing strong transportation support for the integrated development of the Yangtze River Delta.

助力海南现代化发展

Supporting the Modernization of Hainan

从海榆中线、文临高速，到海口秀英港、三亚邮轮港，再到海文大桥、环岛旅游公路，公司扎根海南、深耕海南，先后承建了省内绝大多数港口码头、围海造地、公路桥梁等重点工程，斩获多项省内乃至全国第一，深度参与并见证了海南的现代化建设征程。

From the Haiyu Central Line and Wenlin Expressway, to Xiuying Port in Haikou and the Sanya Cruise Port, and further to the Haiwen Bridge and the Hainan Island Tourist Highway, the company has established deep roots in Hainan and played a sustained role in its development. It has undertaken the construction of the majority of key infrastructure projects in the province, including port terminals, land reclamation works, highways, and bridges, achieving numerous first-of-their-kind milestones at both provincial and national levels. The company has deeply participated in and witnessed the modernization journey of Hainan.

● 洋浦港神头港区新兴作业区船舶维保和海工装备基地项目

Yangpu Port Shentou Port Area Emerging Operations Zone Ship Maintenance and Offshore Engineering Equipment Base Project

洋浦港神头港区船舶维保和海工装备基地起步工程，是海南自贸港海洋经济重点项目，二航院负责勘察设计与 EPC 实施。项目致力于打造海南最大船舶维保基地，填补南海大型海工装备维保空白，建成后将形成综合性海洋产业基地，培育海洋经济新增长极，为海南自贸港产业升级与现代化发展注入强劲动力。

The start-up phase of the ship maintenance and offshore engineering equipment base in the Shentou Port Area of Yangpu Port is a key marine economy project of the Hainan Free Trade Port. CCCC Second Harbor Consultants Co., Ltd. is responsible for survey and design as well as EPC implementation. The project aims to establish the largest ship maintenance base in Hainan, filling the gap in large-scale offshore engineering equipment maintenance in the South China Sea. Upon completion, it will form a comprehensive marine industrial base, cultivate a new growth engine for the marine economy, and inject strong momentum into industrial upgrading and modernization of the Hainan Free Trade Port.

助力粤港澳大湾区建设

Supporting the Development of the Guangdong-Hong Kong-Macao Greater Bay Area



公司始终与粤港澳大湾区的发展同频共振，在助力中国改革开放的伟大征程中。从海珠桥、蛇口港，到港珠澳大桥、南沙港、深中通道，我们以一流的工程品质与创新精神，见证并参与了大湾区从起步到繁荣的跨越式发展。立足基础设施建设，助力区域经济提质升级，以央企的责任与实力，持续为粤港澳大湾区建设注入坚实动能。

The company has consistently advanced in step with the development of the Guangdong-Hong Kong-Macao Greater Bay Area and contributed to China's reform and opening-up journey. From Haizhu Bridge and Shekou Port to the Hong Kong-Zhuhai-Macao Bridge, Nansha Port, and the Shenzhen-Zhongshan Link, the company has witnessed and participated in the leapfrog development of the Greater Bay Area from its early stages to prosperity through world-class engineering quality and innovation. Focusing on infrastructure development, the company supports regional economic upgrading and transformation, continuously injecting strong momentum into the construction of the Greater Bay Area through the responsibility and capabilities of a central state-owned enterprise.

中交华南深惠城际大鹏支线项目 CCCC South China Shenzhen-Huizhou Intercity Railway Dapeng Branch Project

深惠城际大鹏支线起于深圳龙岗龙城站，途经龙岗、坪山，终至大鹏新区新大站，线路全长 39.4 公里，采用城际铁路制式，设计时速 160 公里。项目先后获评广东省 2024 年度铁路工程平安工地、绿色施工示范工程，建成后将完善深圳轨道交通网络，有力助推粤港澳大湾区城际铁路建设与区域一体化发展。

The Shenzhen-Huizhou Intercity Railway Dapeng Branch starts from Longcheng Station in Longgang District, Shenzhen, passes through Longgang and Pingshan, and terminates at Xinda Station in Dapeng New District. The line has a total length of 39.4 kilometers, adopts an intercity railway standard, and is designed for a speed of 160 km/h. The project has been recognized as a Safe Construction Site for Railway Engineering in Guangdong Province in 2024 and a Green Construction Demonstration Project. Upon completion, it will improve Shenzhen's rail transit network and strongly support the development of intercity railways and regional integration in the Guangdong-Hong Kong-Macao Greater Bay Area.

助力成渝地区双城经济圈高质量发展

Supporting High-Quality Development of the Chengdu-Chongqing Twin-City Economic Circle

作为首批入选交通强国建设试点的中央企业，公司始终聚焦大城市、大交通主责主业，坚持生态引领、深耕高质量发展。主动服务新时代西部大开发战略，深度投身成渝地区双城经济圈建设，全力唱好新时代西部“双城记”，以实干担当贡献央企力量，在推进中国式现代化的进程中，奋力谱写西部大开发崭新篇章。

As one of the first central enterprises selected for pilot initiatives in building China into a transportation powerhouse, the company remains focused on its core responsibilities in major cities and transportation infrastructure, adhering to ecological leadership and high-quality development. It actively serves the national strategy for large-scale development of western China in the new era and deeply participates in the development of the Chengdu-Chongqing Twin-City Economic Circle. With strong commitment and practical action, the company contributes the strength of a central enterprise to advancing coordinated development in western China and strives to write a new chapter in the modernization of the western region as part of China's path toward modernization.

岷江航电开发项目 Minjiang Navigation and Hydropower Development Project

四航局自 2015 年 12 月投身岷江航电开发，十年来承建老木孔、东风岩、犍为、龙溪口 4 个梯级枢纽，助力长江经济带建设。多个项目获评绿色施工示范，犍为、龙溪口船闸顺利通航，累计完成 60 批次、1.66 万吨重大装备运输。项目带动乐山建材需求增长约 30%，创造岗位超 5 万个，吸引企业入驻，年增税收约 2 亿元，成效显著。

Since December 2015, the Fourth Navigation Bureau has participated in the development of navigation and hydropower projects along the Minjiang River. Over the past decade, it has constructed four cascade hubs—Laomukong, Dongfengyan, Qianwei, and Longxikou—supporting the development of the Yangtze River Economic Belt. Multiple projects have been recognized as green construction demonstration projects, and the ship locks at Qianwei and Longxikou have been successfully opened to navigation, with a total of 60 transport operations completed for major equipment, totaling 16,600 tons. The project has driven approximately 30% growth in demand for construction materials in Leshan, created more than 50,000 jobs, attracted enterprises to settle in the region, and generated an annual increase in tax revenue of approximately RMB 200 million, delivering significant economic and social benefits.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司在服务国家发展战略过程中，面临外部环境复杂多变、市场竞争日趋激烈、要素保障压力加大等挑战，区域市场协同、内部管控效能与市场适配性平衡仍需加强。同时，国家重大战略纵深推进、交通强国建设全面提速、区域协调发展不断深化，带来广阔发展机遇，新基建、智慧交通、绿色低碳等新兴领域为产业升级、布局优化提供有利条件，应统筹发展和安全，强化风险防控，抢抓战略机遇。

During the process of serving national development strategies, the company faces challenges such as a complex and evolving external environment, increasingly intense market competition, and growing pressure on resource and factor support. Further improvement is needed in regional market coordination, internal management efficiency, and alignment between management capabilities and market demands. At the same time, the continued advancement of major national strategies, the accelerated development of a transportation powerhouse, and the deepening of coordinated regional development bring broad development opportunities. Emerging sectors such as new infrastructure, intelligent transportation, and green and low-carbon development provide favorable conditions for industrial upgrading and optimized business deployment. The company will coordinate development and security, strengthen risk prevention and control, and seize strategic opportunities.

指标和目标

INDICATORS AND TARGETS

公司围绕服务国家发展战略核心任务，明确战略落地、经营发展、工程建设、绿色低碳、科技创新等关键目标。推动重大战略项目高效实施，区域发展格局持续优化；提升主业发展质效与市场竞争力，强化科技创新赋能；推进绿色交通、智慧交通建设，落实低碳发展要求；完善治理体系，提升管控效能与风险防控水平；以党建引领保障战略执行，确保各项工作贴合国家战略导向，以高质量发展助力国家战略全面落地见效。

Focusing on the core mission of serving national development strategies, the company has defined key objectives in strategic implementation, business development, project delivery, green and low-carbon development, and technological innovation. It promotes the efficient implementation of major strategic projects and continuously optimizes the regional development framework; enhances the quality and efficiency of core business operations and strengthens market competitiveness through technological innovation; advances the development of green and intelligent transportation and implements low-carbon development requirements; improves governance systems and strengthens management efficiency and risk prevention capabilities; and ensures effective execution of strategies under the guidance of Party leadership, aligning all initiatives with national strategic priorities and contributing to the full and effective implementation of national strategies through high-quality development.



科技创新引领

TECHNOLOGY INNOVATION LEADERSHIP

治理

GOVERNANCE

公司科技创新和数字化领导小组为集团科创及关键核心技术攻关决策机构，主要贯彻落实国家相关重要指示精神，研究并作出集团科创、核心技术攻关领域的重大决策部署。科技数字装备事业部是集团科技管理归口部门，承担领导小组办公室职责，以“六管一统”统筹科技、数智、装备、新兴及未来产业四大模块管理，全面负责集团科创、数智化建设等相关工作，统筹科创各类资源。

The company's Science, Technology, and Digitalization Leadership Group serves as the decision-making body for technological innovation and key core technology breakthroughs. It is primarily responsible for implementing major national directives and studying and making significant strategic decisions regarding the company's technological innovation and core technology development initiatives. The Technology, Digital, and Equipment Business Division is the central functional department responsible for technology management within the group. It performs the duties of the leadership group's office and coordinates the management of four major modules—technology, digital intelligence, equipment, and emerging and future industries—under the framework of "six-management integration." The division is fully responsible for the company's technological innovation and digitalization initiatives and coordinates various resources related to innovation.

战略

STRATEGY

公司将创新驱动作为高质量发展第一动力和可持续发展核心引擎，把科技创新深度融入企业总体战略，秉持创新、绿色、数字、融合、可持续五大理念发展新质生产力，推动企业从“汗水型”增长向“智慧型”发展转变、从“工程建造商”向“绿色智能建造服务商”转型，全面提升全球基建领域核心竞争力与 ESG 表现。

The company regards innovation-driven development as the primary driver of high-quality growth and the core engine of sustainable development. It deeply integrates technological innovation into its overall corporate strategy, fostering new-quality productive forces guided by five key principles—innovation, green development, digitalization, integration, and sustainability. These efforts aim to transform the company from a "labor-intensive growth" model to an "intelligence-driven development" model, and from a traditional "engineering contractor" into a "green and intelligent construction service provider," thereby comprehensively enhancing its core competitiveness and ESG performance in the global infrastructure sector.

公司技术研发紧扣业务痛点与产业实际需求，聚焦 13 个重点领域开展关键技术攻关，打造重大创新应用示范工程并形成可复制推广的解决方案，实现技术与业务场景深度耦合；多项成果入选国家级名录，16 项技术列入“一带一路”可持续发展清单，同时通过内部采购优先支持等方式，推动高价值成果落地转化。

The company's technology research and development closely targets business pain points and practical industry needs, focusing on 13 key areas to advance breakthroughs in critical technologies. It develops major innovation demonstration projects and forms scalable and replicable solutions, achieving deep integration between technology and operational scenarios. Multiple achievements have been included in national-level catalogs, and 16 technologies have been listed in the "Belt and Road" Sustainable Development Technology Catalogue. At the same time, the company promotes the commercialization and application of high-value technological outcomes through mechanisms such as prioritizing internal procurement support.

公司锚定“五全四大五型”与建设世界一流企业目标，保持研发投入强度，力争科技研发人员占比提升，打造“六核”核心竞争力，努力实现从“外延式”到“内涵式”增长的升维，打造基础设施绿色低碳原创技术策源地，聚焦智慧交通等重点领域制定攻关清单；传统产业从生产方式、要素等多维度转型，新兴及未来产业实现集中攻坚、产业落地等深度转型，打造核心拳头产品。同时加快数智化转型，建设主业数字化新生态；构建绿色发展全生命周期机制，争取形成全绿色产业集群。

The company aligns with the strategic framework of "Five Comprehensives, Four Major Areas, and Five Types" and the goal of building a world-class enterprise. It maintains strong R&D investment intensity and strives to increase the proportion of research and development personnel, building six core competitive capabilities. These efforts aim to shift from extensive, expansion-driven growth toward intensive, quality-driven development, establishing itself as a source of original green and low-carbon technologies in the infrastructure sector. The company focuses on key areas such as intelligent transportation by developing targeted technology breakthrough roadmaps. Traditional industries are undergoing multidimensional transformation in production methods and resource utilization, while emerging and future industries are advancing concentrated innovation and industrial deployment to develop flagship products. At the same time, the company accelerates digital and intelligent transformation to build a new digital ecosystem for its core businesses and establishes a full lifecycle green development mechanism, striving to form fully green industrial clusters.

江苏如东洋口港阳光岛 Jiangsu Rudong Yangkou Port Sunshine Island

截至 2025 年底，全国最大海上 LNG 能源岛——江苏如东洋口港阳光岛，已累计接卸加拿大、卡塔尔等 27 个国家和地区的 LNG 超 6500 万吨，外输天然气突破十亿立方米。一航院将国际领先的“辐射沙脊群地貌环境下港口设计关键技术”应用于该岛建设，大幅提升工程科学性与安全性，取得了显著的经济与社会效益。

By the end of 2025, the Jiangsu Rudong Yangkou Port Sunshine Island—the largest offshore LNG energy island in China—had cumulatively received more than 65 million tons of LNG from 27 countries and regions, including Canada and Qatar, and delivered over 100 billion cubic meters of natural gas to the national pipeline network. The First Harbor Engineering Institute applied internationally leading key technologies for port design in radial sand ridge terrain environments during the island's construction, significantly enhancing the scientific rigor and safety of the project and generating substantial economic and social benefits.

中交华南 BIM 技术应用 CCCC South China BIM Technology Application

BIM 技术创新成果丰硕，以科技赋能工程建设。深惠城际大鹏支线依托 BIM 实现全过程管理，斩获多项行业 BIM 大奖；深圳地铁 20 号线二期项目融合 BIM 与智能算法，创新采用平顶矩形形式装配式车站土建施工应用，摘得“石金杯”特等奖等多项重磅荣誉，以数智技术引领工程建造提质升级。

Innovative achievements in Building Information Modeling (BIM) technology have delivered significant results, empowering engineering construction through advanced technologies. The Shenzhen-Huizhou Intercity Railway Dapeng Branch achieved full lifecycle project management through BIM implementation and received multiple industry BIM awards. The Phase II Project of Shenzhen Metro Line 20 integrated BIM with intelligent algorithms and innovatively applied flat-top rectangular prefabricated station civil construction technology, winning several major honors, including the Special Prize of the "Shijin Cup," demonstrating how digital and intelligent technologies drive quality and efficiency improvements in engineering construction.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司构建“识别—评估—预警—应对—复盘”全周期科创风险管理闭环，以数智化手段与制度创新提升创新韧性。将知识产权风险防范贯穿全流程，培育高价值专利组合，在重大经营活动中开展知识产权尽职调查，建立常态化专利风险排查及海外纠纷预警机制，提升纠纷应对能力。同时强化研发项目管控，对重点项目实施中期检查评估，国家科技计划项目按要求报备，项目重大变动需正式申请审批，未经批准不得擅自变更。针对项目违规行为，设立通报批评、追缴经费等五类处罚措施，并制定潜在风险应对策略，强化关键环节管控，规范研发活动管理，有效降低项目风险。

The company has established a full-cycle closed-loop management system for technological innovation risks, covering identification, assessment, early warning, response, and post-evaluation stages. Digital and intelligent tools, combined with institutional innovation, are used to enhance innovation resilience. Intellectual property risk prevention is integrated throughout the entire process, fostering high-value patent portfolios. Intellectual property due diligence is conducted for major business activities, and routine patent risk screening and overseas dispute early warning mechanisms have been established to strengthen dispute response capabilities. At the same time, the company strengthens management and control of R&D projects by conducting mid-term inspections and evaluations for key projects. National science and technology program projects are reported in accordance with regulatory requirements, and any significant project changes must be formally submitted for approval and may not be implemented without authorization. In response to project non-compliance, five categories of disciplinary measures—including formal notices of criticism and recovery of funds—have been established. Potential risk response strategies have also been developed to strengthen control over critical processes, standardize R&D management, and effectively reduce project risks.

研发投入管理 Research and Development (R&D) Investments Management

经费实行预算管理并纳入年度全面预算，预算含总预算与年度预算，明确总额、费用构成并附编制说明，拨付遵照国家及公司财务制度。经费使用保障专款专用、单独核算、严格审批，纳入审计监督，实施单位负主体责任。项目完成后需提交财务报告等证明材料，内部审计重点核查经费真实合规性，对核算不实、虚增投入等造成不良后果的，将核查追责。

按照市场化机制持续完善薪酬激励体系，让员工干事有劲头、企业发展显活力。多领域扩围中长期激励，在科技创新和战新业务领域推进科技型企业股权与分红激励、战新业务项目跟投，将中国交建限制性股票激励计划激励范围向高层次科技研发、项目管理、高技能人才延伸覆盖，实现企员共享发展成果。

R&D funding is subject to budget management and incorporated into the annual comprehensive budget, which includes both a total budget and an annual budget. The budget specifies the total funding amount, cost structure, and supporting explanations for budget preparation, while fund disbursement is carried out in accordance with national regulations and the company's financial management policies. The use of funds ensures dedicated allocation for designated purposes, separate accounting, and strict approval procedures, and is subject to audit supervision, with implementing units bearing primary responsibility. Upon project completion, supporting documentation such as financial reports must be submitted. Internal audits focus on verifying the authenticity and compliance of fund utilization, and accountability investigations will be conducted in cases where inaccurate accounting, inflated investment reporting, or other irregularities result in adverse consequences.

The company continuously improves its compensation and incentive system in accordance with market-oriented mechanisms, enabling employees to remain motivated while enhancing corporate vitality. Medium- and long-term incentive programs have been expanded across multiple fields. In the areas of technological innovation and strategic emerging businesses, equity incentives and dividend-sharing mechanisms for technology-based enterprises, as well as co-investment arrangements for strategic emerging business projects, are being actively promoted. The scope of the company's restricted stock incentive plan has been extended to cover high-level R&D personnel, project management professionals, and highly skilled technical staff, enabling employees and the enterprise to share development achievements.

科技成果转化管理机制 Technology Commercialization Management Mechanism

公司搭建知识产权有偿使用体系，同时健全科技成果转化配套机制，持续提升知识产权实施率与市场化运用效益。集团积极鼓励通过许可、转让、作价投资、共同实施等多种模式，推进知识产权的落地运用与科技成果转化工作。所属企业通过上述方式转化运用知识产权取得收益后，将严格依据国家相关法律法规及集团内部管理规定，对职务发明人、设计人，以及为成果转化运用作出重要贡献的科研、管理和支撑人员，兑现合理的奖励与报酬。

The company has established a paid intellectual property utilization system and strengthened supporting mechanisms for the commercialization of scientific and technological achievements, continuously improving the implementation rate of intellectual property and its market-oriented application efficiency. The group actively encourages the application and commercialization of intellectual property through various models, including licensing, transfer, capital contribution through valuation, and joint implementation. After affiliated enterprises generate income through the commercialization and utilization of intellectual property via the above methods, they will strictly provide reasonable rewards and remuneration to employee inventors, designers, and research, management, and support personnel who have made significant contributions to the commercialization and application of technological achievements, in accordance with relevant national laws and regulations and the group's internal management policies.

知识产权管理办法 Intellectual Property Management Measures

公司知识产权管理涵盖专利、软件著作权、技术与商业秘密等科技成果的创造、应用与保护，遵照《中国交通建设集团有限公司知识产权管理办法》执行，由科技数字装备事业部作为主管部门，统筹制定知识产权规划，指导所属企业开展相关工作，强化知识产权支撑作用，建立科技成果披露、知识产权申请前评估制度，依托重大科研、工程等项目全环节挖掘培育高价值专利。

The company's intellectual property management covers patents, software copyrights, technical and trade secrets, and other scientific and technological achievements in terms of creation, application, and protection. Management is conducted in accordance with the Intellectual Property Management Measures of China Communications Construction Group Co., Ltd., with the Technology and Digital Equipment Division acting as the competent authority. This division coordinates the formulation of intellectual property planning, guides affiliated enterprises in related work, strengthens the support role of intellectual property, establishes a disclosure system for scientific and technological achievements and a pre-application evaluation system for intellectual property, and leverages all stages of major scientific research and engineering projects to identify and cultivate high-value patents.

科技伦理 Scientific Ethics

公司严格落实国家相关要求，扎实推进科研诚信和作风学风建设，构建起权责清晰、制度完备、教育到位、监督有力的工作格局。保障“三级联动、多部门协同”组织体系高效运转，全链条管理闭环成型；科研全流程制度体系动态更新、刚性执行，诚信档案应用充分；分层分类培训与多元宣传落地见效，科研诚信理念深入人心；多维度监督查处机制发力，违规处置规范闭环，全年未发生重大科研违规事件，持续涵养风清气正的科研生态。

The company strictly implements national requirements, steadily promotes research integrity and academic style, and establishes a work framework with clear responsibilities, complete systems, thorough education, and effective supervision. The "three-level linkage, multi-department collaboration" organizational system operates efficiently, forming a complete full-chain management loop. The R&D full-process system is dynamically updated and strictly enforced, with integrity records fully utilized. Layered and categorized training and diversified publicity initiatives are effectively implemented, embedding the concept of research integrity deeply among personnel. Multi-dimensional supervision and enforcement mechanisms ensure violations are handled according to standardized closed-loop procedures. No major research violations occurred during the year, continuously fostering a clean and upright scientific research ecosystem.

指标和目标

INDICATORS AND TARGETS

公司持续加强科技创新投入和核心技术攻关，加速科技成果转化应用。

The company continues to strengthen investment in technological innovation and key core technology research, accelerating the commercialization and application of scientific and technological achievements.

指标名称 Name of Indicator	指标单位 Unit of Indicator	2023	2024	2025
研发投入 Research and Development (R&D) Investments	亿元 RMB one hundred million	275.3	263.93	250.29
研发人员数量 Number of R&D Personnel	人 Person	/	/	33,376
研发人员占员工总人数比例 Percentage of R&D Personnel to Total Employees	%	/	/	25
新技术、新装备研发项目数 Number of New Technology and New Equipment R&D Projects	个 Pieces	56	60	65
著作权数量 Number of Copyrights	件 Pieces	7,498	7,962	8,808
专利申请数 Number of Patents Applied	件 Pieces	52,392	60,326	73,677
发明专利申请数 Number of Invention Patent Applications	件 Pieces	18,977	22,974	30,185
新增专利申请数 Number of New Patent Applications	件 Pieces	7,773	7,661	5,476
专利授权数 Number of Patents Granted	件 Pieces	38,448	45,301	53,802
发明专利授权数 Number of Invention Patents Granted	件 RMB one hundred million	5,886	8,138	11,039
新增专利授权数 Number of New Patents Granted	件 Pieces	6,646	6,853	7,454
有效专利数 Number of Valid Patents	件 Pieces	31,850	36,663	40,851
应用于主营业务的发明专利数量 Number of Invention Patents Applied to Main Business	件 Pieces	5,511	6,319	7,257

产业转型升级与新产业布局

INDUSTRIAL TRANSFORMATION AND UPGRADING AND NEW INDUSTRY LAYOUT

治理

GOVERNANCE

公司在战略性新兴产业各细分赛道推行“揭榜挂帅”机制，明确揭榜单位主体责任与分工。推进产业绿色转型升级，制定发布公路、水运工程绿色工地建设指南等制度规范，搭建固废资源化、绿色低碳技术体系。建立差异化考核机制，将战新协同营收等纳入考核，加大揭榜与非揭榜单位考核分差；同时，以专项机制推动战新产业落地，形成“牵头部门统筹+执行单位落实+考核机制监督”的管理体系。

The company implements a "challenge-driven" mechanism across strategic emerging industry sub-sectors, clearly defining the responsibilities and division of labor of the units undertaking the challenges. It promotes the green transformation and upgrading of industries, issuing standards and guidelines such as the Green Construction Guidelines for Highway and Waterway Projects, and establishing systems for solid waste resource utilization and green low-carbon technologies. A differentiated assessment mechanism is in place, incorporating indicators such as revenue from emerging strategic industries into evaluations, and increasing the assessment gap between challenge and non-challenge units. Meanwhile, a special mechanism is used to drive the implementation of emerging industries, forming a management system of "leading department coordination + executing unit implementation + assessment mechanism supervision."

战略

STRATEGY

产业转型升级与新产业布局是“五全四大五型”的重要支撑，也是公司实现多元驱动转型的关键方向。公司主动融入全产业链发展，推进短板产业补链、优势产业延链、传统产业升链、新兴产业建链，不断提升产业链韧性与安全水平，加快从“汗水型”增长向“智慧型”发展转变。聚焦新能源、数字智慧赛道，公司实行分赛道推进，打造零碳服务区、海上风电等标杆项目，牵头成立“交能融合”暨“新能源+”产业联盟，依托专业化平台推动技术创新与项目规模化落地。

Industrial transformation and upgrading, along with new industry layout, are key supports for the "Five All, Four Major, Five Types" framework and critical to achieving the company's multi-driven transformation. The company actively integrates into full industry chain development, promoting the supplementation of weak sectors, extension of leading sectors, upgrading of traditional sectors, and establishment of new sectors, continuously enhancing industrial chain resilience and security, and accelerating the shift from "labor-driven" growth to "intelligence-driven" development. Focusing on new energy and digital intelligence sectors, the company advances by sub-sector, developing benchmark projects such as zero-carbon service zones and offshore wind power, and takes the lead in establishing the "Energy and Infrastructure Integration" and "New Energy+" Industry Alliance, leveraging specialized platforms to drive technological innovation and large-scale project implementation.

三航局助力产业转型

CSCEC Third Navigation Bureau Supporting Industrial Transformation

三航局大力推进预制构件产品多元化与制造智能化，深化人工智能与制造业融合。南通海洋公司高桥基地获评国家级“卓越级智能工厂”，建成国内领先的智能地铁管片生产线、绿色光伏车间与数智化示范车间，搭载自研数字平台及 AI 质检机器人，年产能达 8000 环。牵头研发的智能建造技术达到国际领先水平，有力支撑绿色低碳与产业数字化转型。

The Third Navigation Bureau vigorously promotes diversification of prefabricated component products and intelligent manufacturing, deepening the integration of artificial intelligence with manufacturing. The Gaoqiao Base of Nantong Marine Company was recognized as a national-level "Excellence-Class Intelligent Factory", establishing a leading domestic intelligent subway segment production line, a green photovoltaic workshop, and a digital-intelligence demonstration workshop. Equipped with a self-developed digital platform and AI quality inspection robots, the annual production capacity reaches 8,000 rings. The bureau-led development of intelligent construction technologies has reached international leading levels, strongly supporting green low-carbon initiatives and industrial digital transformation.

四航院助力产业转型

CSCEC Fourth Navigation Design Institute Supporting Industrial Transformation

广州港航道数字化转型升级示范工程是广东省交通基础设施数字化关键项目，聚焦航道智慧管控核心任务，打造数字化标杆。2025 年 3 月启动以来，项目完成多方调研、设计评审，硬件部署稳步推进，软件系统开发过半。项目以数智化技术赋能航道管理革新，助力港口产业数字化转型与高质量发展。

The Guangzhou Port Waterway Digital Transformation Demonstration Project is a key digital infrastructure project in Guangdong Province, focusing on intelligent waterway management. Since its launch in March 2025, the project has completed multi-party research and design reviews, with steady hardware deployment and over half of the software system developed. Leveraging digital-intelligence technologies, the project empowers waterway management innovation, supporting the digital transformation and high-quality development of port industries.

中交疏浚助力产业转型

CSCEC Dredging Supporting Industrial Transformation

中交疏浚挖泥船智能疏浚作业系统功能包括智能疏浚控制、智能航行控制和智能能效管理，采用人工智能和疏浚机理相结合的方法，实现典型工况下“无人疏浚”，由 AI 代替人工操作，提升疏浚安全和效能，带来显著的经济效益和社会效益。

The intelligent dredging operation system of CSCEC Dredging dredgers integrates smart dredging control, intelligent navigation control, and intelligent energy management. By combining artificial intelligence with dredging mechanics, the system enables "unmanned dredging" under typical operating conditions, replacing manual operation with AI, improving dredging safety and efficiency, and generating significant economic and social benefits.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立健全产业转型升级与新产业布局风险和机遇管理流程。随着国家“双碳”目标深入实施，绿色低碳成为发展导向，央企布局战略性新兴产业迎来良好政策机遇；同时行业绿色技术研发与新兴赛道竞争加剧，技术产业化落地仍面临挑战。公司紧跟行业趋势，持续完善绿色低碳技术体系，优化新兴产业布局，依托专业化平台与标杆项目示范推广，有效应对发展风险，抢抓绿色转型与产业升级机遇。

The company has established a sound risk and opportunity management process for industrial transformation and new industry layout. With the deepening implementation of national "dual-carbon" goals, green and low-carbon development has become a key direction, providing favorable policy opportunities for central enterprises in strategic emerging industries. At the same time, competition in green technology R&D and emerging sectors is intensifying, and industrialization of technologies still faces challenges. The company keeps pace with industry trends, continuously improves its green low-carbon technology system, optimizes emerging industry layouts, and leverages specialized platforms and benchmark project demonstrations to effectively address development risks and seize opportunities in green transformation and industrial upgrading.

指标和目标

INDICATORS AND TARGETS

公司设定推动产业转型升级与新产业布局的指标和目标。2025 年，公司在新兴业务领域实现新签合同额 6655.43 亿元。公司抢抓战略性新兴产业发展的政策机遇期，根据战略性新兴产业发展方向指引目录，明确近期战新产业发展 8 个重点领域和 20 个细分赛道。

The company has established indicators and targets to drive industrial transformation, upgrading, and the development of emerging industries. By 2025, the company aims to achieve a newly signed contract value of RMB 665.543 billion in emerging business sectors. Seizing the policy opportunities for strategic emerging industries, the company has identified eight key priority areas and twenty sub-sectors for near-term development, guided by the strategic emerging industry development catalog.



产品和服务安全与质量

PRODUCT AND SERVICE SAFETY AND QUALITY

治理

GOVERNANCE

公司产品和服务安全与质量相关工作由 QHSE 部牵头管理，建立集团统一领导、各单位各司其职的质量监督管理基本架构，成立质量监督管理委员会，构建分级领导、监管、责任体系。

公司制定“1 个管理办法+5 个工作细则”架构，形成《质量监督管理办法》《质量责任制细则》《质量考核细则》《质量奖评选细则》《质量事故报告调查处理细则》《质量事故责任追究细则》等质量管理制度，健全了质量管理制度体系。建立质量管理标准体系，印发《中国交建安全生产、质量监督、节能环保监督标准框架及导则》，明确各类质量标准 102 项，分为管理标准、工作标准、作业标准，编制完成《建设单位质量管理标准》《施工单位质量管理标准》等 9 项质量管理标准，规范了企业和项目质量管理工作。

The company's product and service safety and quality work is led by the QHSE Department, establishing a unified Group-level leadership framework while ensuring each unit performs its respective duties in quality supervision. A Quality Supervision and Management Committee has been set up to implement a hierarchical structure for leadership, oversight, and accountability.

The company has established a framework of "1 Management Policy + 5 Work Rules," including the *Quality Supervision and Management Measures*, *Quality Responsibility Rules*, *Quality Assessment Rules*, *Quality Awards Rules*, *Quality Incident Reporting and Investigation Rules*, and *Quality Incident Accountability Rules*, forming a comprehensive quality management system. It has also developed a quality standards system and issued the *China Communications Construction Safety, Quality Supervision, and Energy & Environmental Protection Standards Framework and Guidelines*, covering 102 standards across management, operational, and work procedures. Additionally, nine quality management standards, including *Construction Unit Quality Management Standards* and *Contractor Quality Management Standards*, have been formulated to regulate corporate and project-level quality management practices.

战略

STRATEGY

公司大力实施质量品牌战略，秉承“以质量求生存、以质量促发展、以质量谋效益”的质量价值观，贯彻“以人为本、遵纪守法、质量为先、创新驱动、追求卓越、世界一流”的质量工作方针，坚持“领导重视、全员参与、责任到位、策划先行、源头把关、过程控制、技术保障、阶段考核、持续改进、用户满意”的质量工作原则，融入生产经营全流程，培育特色质量文化，通过技术创新、创优激励统筹推进质量提升，助力集团业务拓展，依法接受行业质量监督。

The company vigorously implements a quality brand strategy, adhering to the value of "survival through quality, development through quality, and achieving efficiency through quality." It follows the principles of "people-oriented, law-abiding, quality-first, innovation-driven, pursuit of excellence, world-class standards" and upholds quality work principles of "leadership attention, full participation, responsibility fulfillment, planning first, source control, process monitoring, technical support, phased assessment, continuous improvement, and user satisfaction." Quality management is integrated throughout the entire business process, cultivating a distinctive quality culture. Through technological innovation and incentive mechanisms, the company systematically advances quality enhancement, supports business expansion, and accepts supervision from industry quality authorities.

二航局质量安全卓越管理体系建设

Second Navigation Bureau Quality and Safety Excellence Management System Construction

二航局制定并发布《中交二航局质量、安全卓越管理体系实施方案》，构建“链式责任清晰、方案科学合理、资源配置可靠、现场实施可控、考核纠偏有效”的质量卓越管理体系，推进全员、全要素、全周期、全过程的新型质量管理体系升级。通过数字化手段做实工序三检，全覆盖开展在建项目实体质量检查，加强质量风险排查治理，实体质量显著提升。

The Second Navigation Bureau has formulated and issued the *Implementation Plan for the Quality and Safety Excellence Management System of CCCC Second Navigation Bureau*, establishing a quality excellence management system characterized by "clear chain-of-responsibility, scientifically sound plans, reliable resource allocation, controllable on-site implementation, and effective assessment and correction." This promotes the upgrading of a new type of quality management system that covers all personnel, all elements, the full project lifecycle, and the entire process. Through digital tools, the Bureau ensures thorough triple-inspection at each process stage, conducts comprehensive quality checks on ongoing projects, strengthens quality risk identification and remediation, and achieves significant improvements in actual project quality.

中交西筑“服务万里行”主题巡检活动

CCCC Western Construction "Service Miles Tour" Inspection Activities

2025 年，中交西筑开展“服务万里行”主题巡检活动，为浙江、四川地区 30 余套沥青搅拌设备进行全面检修。通过技术检查、设备维保、操作培训、现场演示等举措，助力客户掌握运维技巧，提升设备寿命与生产效率。公司坚守全生命周期服务理念，以定期巡检、远程支持、技术回访等全程护航，降低客户运营成本，赢得行业与客户广泛认可。

In 2025, CCCC Western Construction carried out the "Service Miles Tour" inspection campaign, conducting comprehensive maintenance on over 30 sets of asphalt mixing equipment in Zhejiang and Sichuan. Through technical inspections, equipment maintenance, operator training, and on-site demonstrations, the company helps clients master operational and maintenance skills, extending equipment lifespan and improving production efficiency. Adhering to the full lifecycle service concept, the company provides periodic inspections, remote support, and technical follow-ups, reducing clients' operational costs and earning broad recognition from the industry and customers.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司以“1+N”模式为抓手，组建质量监控总中心，并下设水泥混凝土、沥青路面、试验检测等专业化质量监控分中心，开发质量监控系统，依托物联网技术实现质量数据实时采集，建立质量风险智能预警机制，通过大数据分析形成专项质量研判报告，为工程项目质量升级提供精准指导。

The company adopts a "1+N" model, establishing a central Quality Monitoring Center and specialized sub-centers for cement concrete, asphalt pavement, and testing & inspection. A quality monitoring system has been developed, utilizing IoT technology to collect quality data in real time and establish an intelligent quality risk early-warning mechanism. Through big data analysis, the system generates specialized quality assessment reports, providing precise guidance for upgrading project quality.

指标和目标

INDICATORS AND TARGETS

公司全面保障产品和服务安全质量，加强质量安全文化建设，切实保护客户合法权益。

The company fully safeguards product and service safety and quality, strengthens quality and safety culture, and ensures the protection of customers' legitimate rights and interests.



The company incorporates supply chain social responsibility and supply chain security into medium- and long-term special plans, progressively strengthening organizational and institutional foundations while enhancing digital capabilities to collaboratively improve supply chain resilience and efficiency. Core strategies focus on resilience enhancement, diversified layout, domestic substitution, and global coordination, deeply integrating procurement, operations, project delivery, and overseas business across the full chain. In response to external risk challenges, a dynamic adjustment mechanism and a "two-tier linkage" risk control system have been established, with measures such as backup supplier reserves, emergency procurement process activation, and rapid switching of supply sources to ensure stable supply chain operation, supporting the Group's high-quality development through a safe and reliable supply chain.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立健全供应链社会责任风险和机遇管理流程，通过搭建以《供应链管理办法》为核心的制度体系，配套风险合规、履约防控等专项细则，建立供应商全生命周期管理机制，将 ESG 要求嵌入各环节，对不合规供应商启动退出程序，在采购文件中纳入优先选择提供环保产品和服务的供应商的要求，构建“三层级、三等级、三类型”绿色供应商管理体系。优先采购再制造装备、再生钢材、环保型混凝土等低碳材料，在采购文件中嵌入绿色条款，对获评“绿色工厂”或绿色产品占比超 80% 的供应商给予 1~2 分加分。

公司建立健全供应链安全风险和机遇管理流程，全面梳理原材料短缺、供应商违约、价格波动等各类风险并动态更新清单，采用定性与定量结合方式量化风险概率及影响程度，实行分级分类管理；同时通过分析集中采购成效、物流效率数据及风险应对结果，挖掘成本优化、抗风险能力提升等机遇，形成机遇清单并明确实施路径。在此基础上，构建全流程闭环管控机制，依托智慧供应链平台建立多维度预警指标实现风险早发现早预警，通过多元供应商布局、关键物资战略储备等差异化措施应对各类风险，配套标准化应急处置流程，建立关键物资“主供+备选+应急”三级供应商储备机制，通过工作考核和事后复盘总结并完善防控体系。

The company has established a comprehensive process for managing risks and opportunities related to supply chain social responsibility. Through a system centered on the *Supply Chain Management Measures*, supplemented by detailed rules on risk compliance and contract performance, a full-lifecycle supplier management mechanism has been implemented. ESG requirements are embedded throughout all stages, non-compliant suppliers are subject to exit procedures, and procurement documents prioritize suppliers providing environmentally friendly products and services. A "three-tier, three-level, three-type" green supplier management system has been constructed. Priority is given to procuring remanufactured equipment, recycled steel, and eco-friendly concrete. Green clauses are incorporated into procurement documents, and suppliers recognized as "green factories" or with over 80% green product ratios are awarded an additional 1-2 points.

The company has established a comprehensive process for managing supply chain security risks and opportunities. All types of risks, including raw material shortages, supplier defaults, and price fluctuations, are fully identified and the list is dynamically updated. Risk probability and impact are quantified using a combination of qualitative and quantitative methods, with tiered and categorized management implemented. Simultaneously, opportunities such as cost optimization and enhanced risk resilience are identified through analysis of centralized procurement effectiveness, logistics efficiency data, and risk response outcomes, forming an opportunity list with clear implementation paths. On this basis, a full-process closed-loop control mechanism has been built. Leveraging the smart supply chain platform, multi-dimensional early warning indicators enable early detection and pre-warning of risks. Various measures, including diversified supplier layouts and strategic reserves of key materials, are implemented to mitigate risks, complemented by standardized emergency response procedures. A three-tier supplier reserve system of "primary + backup + emergency" is established for critical materials, and work assessments and post-event reviews are used to continuously improve the risk prevention and control system.

可持续供应链

SUSTAINABLE SUPPLY CHAIN

治理

GOVERNANCE

公司成立供应链管理委员会，统一统筹供应链建设工作，构建“集团总部统筹+二级企业落实”两级管理体系，明确审计与风险管理委员会、供应链管理部和、科学技术与数字化部及各业务单元、二级企业职责分工，相关责任划分在《供应链管理风险与合规管理办法》等文件中细化明确。

The company has established a Supply Chain Management Committee to centrally coordinate supply chain construction, forming a two-tier management system of "Group Headquarters coordination + secondary enterprises implementation." The roles and responsibilities of the Audit and Risk Management Committee, Supply Chain Management Department, Science, Technology & Digitalization Department, business units, and secondary enterprises are clearly defined, with detailed responsibility allocation specified in documents such as the *Supply Chain Management Risk and Compliance Measures*.

战略

STRATEGY

公司将供应链社会责任和供应链安全纳入中长期专项规划，分阶段夯实制度组织基础、强化数字化赋能，协同提升供应链韧性与效率。公司围绕韧性提升、多元布局、国产化替代、全球化协同实施核心策略，深度融合采购、运营、项目交付与海外业务全链条。面对外部风险挑战，建立动态调整机制与“两级联动”风控体系，通过备用供应商储备、应急采购流程启动、供应来源快速切换等举措保障供应链稳定运行，以安全可靠供应链支撑集团高质量发展。

指标和目标

INDICATORS AND TARGETS

公司加强供应商 ESG 管理，提升供应链安全韧性，打造负责任、可持续的供应链管理体系。

The company strengthens ESG management of suppliers, enhances supply chain resilience, and builds a responsible and sustainable supply chain management system.

指标名称 Name of Indicator	指标单位 Unit of Indicator	2023	2024	2025
供应商数量 (总部管理) Number of Suppliers (HQ Managed)	↑ Pieces	2,965	3,357	4,136
一级供应商数量 Number of Tier-1 Suppliers	↑ Pieces	1,386	1,400	1,937
一级重要供应商数量 Number of Critical Tier-1 Suppliers	↑ Pieces	132	136	440
一级重要供应商支出占总支出的百分比 Percentage of Total Expenditure on Critical Tier-1 Suppliers	%	46	50	70
重要供应商总数 (一级和非一级) Total Number of Important Suppliers (Tier-1 & Non-Tier-1)	↑ Pieces	132	136	440
公司通过案头评估 / 现场评估进行评估的供应商总数 Number of Suppliers Assessed via Desk/On-Site Review	↑ Pieces	100	100	100
接受评估的重要供应商百分比 Percentage of Important Suppliers Assessed	%	100	100	100
经评估具有重大实际 / 潜在负面影响的供应商数量 Number of Suppliers with Significant Actual/Potential Negative Impact	↑ Pieces	19	25	26
被终止的具有重大实际 / 潜在负面影响的供应商数量 Number of Terminated Suppliers with Significant Actual/Potential Negative Impact	↑ Pieces	14	16	21
支持实施纠正措施计划的供应商总数 Number of Suppliers Supporting Corrective Action Plans	↑ Pieces	5	9	5
被评估具有重大实际 / 潜在负面影响并支持纠正行动计划实施的供应商百分比 Percentage of Suppliers with Significant Actual/Potential Negative Impact Supporting Corrective Actions	%	26	36	19
中国大陆供应商 Suppliers in Chinese Mainland	↑ Pieces	2,637	3,025	3,808
港澳台及海外供应商 Suppliers from Hong Kong, Macao, Taiwan, and Overseas	↑ Pieces	328	332	328
报告期审查的供应商数量 Number of Suppliers Reviewed during Reporting Period	↑ Pieces	2,965	3,357	4,136
供应商 / 分包商通过质量、环境和职业健康安全管理体系认证的比率 Ratio of Suppliers/Subcontractors Certified In Quality, Environmental, and Occupational Health and Safety Management Systems	%	100	100	100

平等对待中小企业

EQUAL TREATMENT OF SMES

治理

GOVERNANCE

公司明确供应链管理部作为平等对待中小企业工作的牵头部门，协同相关部门落实职责，分工在专项文件中细化落地。集团制定专项管理制度、采购规范及操作细则，规范中小企业公平竞标与合理定价机制，明确账款支付周期及逾期处理措施；建立监督核查、投诉处理与问责机制，完善合作统计上报及考核体系，推动该项工作常态化、规范化开展，切实维护中小企业合法权益。

The company designates the Supply Chain Management Department as the lead for ensuring equal treatment of SMEs, coordinating with relevant departments to implement responsibilities, with detailed division of tasks specified in dedicated documents. The Group has established special management systems, procurement regulations, and operational guidelines to standardize fair bidding and reasonable pricing mechanisms for SMEs, define payment cycles and overdue handling measures, and set up supervision, complaint handling, and accountability mechanisms. Reporting and assessment systems are also improved to ensure this work is carried out in a regular and standardized manner, effectively safeguarding the legitimate rights and interests of SMEs.

战略

STRATEGY

公司将支持中小企业发展纳入供应链中长期战略规划，分阶段深化合作，先以制度规范保障公平，再通过资源赋能提升其合作能力，最终构建“共生共赢”供应链生态。核心通过预留采购份额、优化账款支付、技术培训赋能、培育优质供应商落实战略，推动该项工作与供应链优化、成本控制、社会责任履行深度融合，并建立动态调整机制，紧跟国家政策优化举措，确保战略落地见效，践行央企担当。

The company integrates support for SME development into its medium- and long-term supply chain strategy. Cooperation is deepened in stages: first, fair practices are guaranteed through systems; next, capabilities are enhanced through resource support; finally, a "co-prosperity" supply chain ecosystem is established. Key strategic measures include reserving procurement quotas, optimizing payment schedules, providing technical training, and cultivating high-quality suppliers. This approach promotes deep integration of SME support with supply chain optimization, cost control, and fulfillment of social responsibility. A dynamic adjustment mechanism is also established to align with national policy and ensure strategic objectives are effectively implemented, reflecting the responsibility of a central enterprise.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司定期开展中小企业合作风险评估，识别潜在的支付延迟、合作中断等风险。实时开展中小企业信用评价，评估中小企业合作对公司声誉、供应链稳定性的影响。监控合作进展和履约情况，定期举办中小企业合作培训，优化合作机制。公司通过支持中小企业创新，获取新技术和新产品，提升公司竞争力。借助中小企业的灵活性和本地化优势，拓展市场和业务机会。

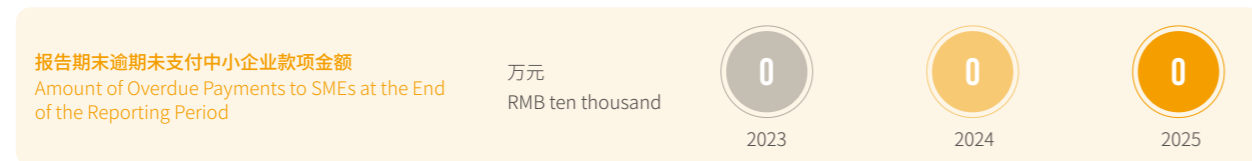
The company regularly conducts risk assessments on cooperation with SMEs, identifying potential risks such as delayed payments or interruptions in collaboration. Real-time SME credit evaluations are conducted to assess the impact of SME partnerships on the company's reputation and supply chain stability. Progress and contract compliance are monitored, and SME cooperation training is held periodically to optimize collaboration mechanisms. By supporting SME innovation, the company gains access to new technologies and products, enhancing competitiveness. Leveraging SMEs' flexibility and local advantages also helps expand market reach and business opportunities.

指标和目标

INDICATORS AND TARGETS

公司积极履行社会责任，在采购、合作等环节平等对待中小企业，助力民营经济发展壮大。

The company actively fulfills its social responsibilities by treating SMEs equally in procurement and collaboration, contributing to the growth and development of the private economy.



员工权益与发展

EMPLOYEE RIGHTS AND DEVELOPMENT

治理

GOVERNANCE

公司持续完善员工责任管理体系，持续做优所属企业人才管理建议书机制，组织开展“十五五”人力资源规划编制工作；每年制定《年度组织人事工作要点》；发布《人力资源管理手册》，创刊并累计编发《组织人事工作交流》，建立健全更完善更高效的管理支撑体系。构建以人力资源管理系统为核心，功能模块齐全的“1+N”人力资源管理平台体系，持续推进并不断完善以职代会为基本形式的民主管理制度，积极收集并反馈民主决策中职工的意见、诉求，全面增强公司决策的民主性、科学性和可行性。



The company continuously improves the employee responsibility management system, enhances the talent management proposal mechanism of its subsidiaries, and organizes the preparation of the "15th Five-Year" human resources plan. Annual *Key Points of Organizational and Personnel Work* are formulated, the *Human Resources Management Manual* is published, and the *Organizational and Personnel Work Exchange* newsletter is created and issued cumulatively. A more complete and efficient management support system is established. A comprehensive "1+N" HR management platform centered on the human resources management system is built. The company continuously promotes and improves democratic management mechanisms based on staff congresses, actively collects and feeds back employees' opinions and demands in democratic decision-making, enhancing the democracy, scientificity, and feasibility of corporate decisions.

战略

STRATEGY

公司围绕“五全四大五型”战略目标，统筹推进员工权益保障与培训发展管理，全面加强人才队伍建设。

The Company advances the protection of employee rights and the management of training and development in alignment with its "Five-Global, Four-Major, Five-Type" strategic objectives, while comprehensively strengthening workforce development.

◆ 权益保障

◆ Rights Protection

公司恪守国际公认人权准则，坚决抵制各类漠视与践踏人权的行为，将反人口贩卖、强迫劳动、童工、保障结社自由、集体谈判权、同工同酬及反歧视等纳入核心承诺，相关要求覆盖自身运营及供应商、合作伙伴全链条管理。

公司严格遵守《中华人民共和国劳动法》《中华人民共和国劳动合同法》及相关国家劳动法规，搭建规范化招聘体系与统一管理平台，秉持公开、公正、竞争、择优原则选聘人才，坚决杜绝国籍、性别、年龄、孕残等歧视，严禁雇用童工，致力构建平等、多元、包容的职场环境。同时严格执行工时与休假制度，保障特殊员工权益，严守员工个人信息及隐私保护，践行人文关怀。报告期内，公司未发生劳动争议事件。

The company adheres to internationally recognized human rights standards, firmly opposing all acts that disregard or violate human rights. Anti-human trafficking, prohibition of forced labor and child labor, protection of freedom of association, collective bargaining rights, equal pay for equal work, and anti-discrimination measures are included in core commitments, covering the company's operations as well as suppliers and partners across the entire value chain.

The company strictly complies with the *Labor Law of the People's Republic of China*, the *Labor Contract Law*, and other relevant national labor regulations. A standardized recruitment system and unified management platform are established, following principles of openness, fairness, competition, and merit-based selection, strictly prohibiting discrimination based on nationality, gender, age, pregnancy, or disability, and forbidding the employment of child labor. The company is committed to building an equal, diverse, and inclusive workplace. Work hours and leave systems are strictly enforced, special employee rights are protected, personal data and privacy are safeguarded, and humanistic care is practiced. During the reporting period, no labor disputes occurred.

职业发展

Career Development

公司搭建管理、技术、项目、技能（M-P-PM-S）多序列职业发展通道，规范开展分类分级职级认定，推动人才队伍专业化建设。立足国际化发展需求，公司制定《海外属地化员工职级管理办法》，实现海内外职级体系贯通，着力打造具备国际竞争力的人才梯队。建立总部与基层、境内与境外员工双向交流机制，以制度化培养强化员工多岗位历练与问题解决能力，提升人才综合素养。

“十四五”期间，公司深入推进技能与人才发展“育才”工程，构建覆盖全员的教育培训体系，通过线下培训、线上课程、海外交流、技能竞赛等多元渠道，为员工提供系统化、差异化培养赋能。同步落地多项人才培养计划，为企业建设世界一流企业、增强市场竞争优势提供坚实人才支撑。

The company has established multi-track career development channels across Management, Technology, Project, and Skills (M-P-PM-S), standardizing classification and grading for job titles to promote the professionalization of the talent pool. Based on international development needs, the company formulated the *Overseas Localized Employee Job Level Management Measures* to unify domestic and overseas job level systems, aiming to build a talent echelon with global competitiveness. A bidirectional exchange mechanism between headquarters and grassroots, domestic and overseas employees is established, institutionalizing cross-post rotations and problem-solving training to enhance employees' comprehensive capabilities.

During the 14th Five-Year Plan period, the company advanced the "Talent Nurturing" project for skills and personnel development, constructing an education and training system covering all employees. Through offline training, online courses, overseas exchanges, and skills competitions, employees receive systematic and differentiated development support. Multiple talent development programs are simultaneously implemented to provide a solid talent foundation for building a world-class enterprise and enhancing market competitiveness.

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教育培训

Education and Training

公司持续深化培训资源统筹共建与开放共享，精心打造中青班、企业领导人员研修班、技能人才高端培训班等特色培训品牌，形成分层分类的优质培训供给。聚焦新质生产力培育，面向人工智能、低空经济、深海深地等前沿领域开展专题培训；围绕业务转型升级与项目履约攻坚，开设水利、房建等转型业务示范班，系统组织一级建造师、注册安全工程师等职业资格考前培训，并实现全级次、全覆盖安全生产管理培训。不断加强中交网院“大平台+小专区”建设，持续完善关键岗位课程体系，着力壮大内训师专业队伍，为人才能力提升与企业高质量发展提供坚实支撑。

The company continues to deepen the integration and sharing of training resources, carefully designing specialty training programs such as the Young and Middle Management Class, Executive Leadership Development Class, and Advanced Training for Skilled Talents, providing high-quality, layered, and categorized training offerings. Focusing on cultivating new types of productive capabilities, specialized training is conducted in cutting-edge fields such as artificial intelligence, low-altitude economy, and deep-sea and deep-earth exploration. Aligned with business transformation and project execution needs, demonstration classes are offered for water conservancy, building construction, and other transition sectors. Pre-certification training is systematically organized for professional qualifications such as First-Class Constructor and Registered Safety Engineer, along with full-coverage safety management training at all levels. The company continuously strengthens the "Big Platform + Small Specialized Area" construction of the China Communications Network Academy, improves key position curricula, and expands the professional internal trainer team, providing strong support for talent capability enhancement and high-quality enterprise development.



中交疏浚中层干部培训班
Training for Middle-Level Cadres at CCCC Dredging



四航局承办广东省第十四届“金锚杯”海员职工试验员职业技能大赛
Fourth Navigation Bureau Hosts the 14th "Golden Anchor Cup" Professional Skills Competition for Seafarers and Ship Operators in Guangdong Province

薪酬激励

Compensation and Incentives

公司以价值创造为核心导向，制定《中交集团暨中国交建工资总额预算管理办法》，依托市场化机制持续优化薪酬激励体系，充分激发员工干事创业热情，为企业高质量发展注入持久活力。

公司深化岗位契约化管理，结合不同岗位价值核心要素，构建差异化薪酬结构与等级体系，建立绩效反馈与申诉机制，科学设定考核指标及权重，精准评价员工价值贡献，确保薪酬激励水平与市场化业绩基准相适应。持续拓宽中长期激励覆盖领域，在科技创新、战略性新兴业务板块，推行科技型企业股权与分红激励、战新业务项目跟投等机制，并将公司限制性股票激励计划，向高层次科技研发、项目管理及高技能人才延伸覆盖，切实推动企业与员工共享发展成果。

The company, guided by a value-creation principle, has formulated the *CCCC Group and China Communications Construction Total Wage Budget Management Measures*. Relying on a market-oriented mechanism, it continuously optimizes the compensation and incentive system, fully motivating employees' enthusiasm for work and entrepreneurship, thereby injecting lasting vitality into the company's high-quality development.

The company deepens post-based contractual management by integrating the core value elements of different positions, constructing a differentiated compensation structure and grade system. It establishes a performance feedback and appeal mechanism, scientifically sets assessment indicators and weights, and accurately evaluates employees' value contribution, ensuring that compensation and incentives align with market-based performance benchmarks. The company continuously expands the coverage of medium- and long-term incentives. In the fields of technological innovation and strategic emerging businesses, it implements mechanisms such as equity and dividend incentives for technology-oriented enterprises, follow-on investment in strategic emerging business projects, and extends the company's restricted stock incentive plan to high-level technology R&D, project management, and high-skilled personnel, effectively promoting shared development outcomes between the company and its employees.

◆ 职业健康与安全生产

◆ Occupational Health and Safety Production

安全生产委员会是公司职业健康安全监督管理工作的领导机构，由公司领导及各部门、事业部主要负责人共同组成，由董事长担任主任，下设办公室负责安委会的日常工作，建立健全职业健康与安全管理体系，修订《职业健康安全责任制规定》等 6 项制度，签署《职业健康安全环保责任书》，将职业健康安全考核与绩效、评优挂钩。各级单位均建立安全风险分级管控和隐患排查治理双重预防机制，建立重大风险管控清单。公司持续完善安全生产管理机制，严格执行安全准入审核制度，针对高危施工环节专项编制方案并组织专家论证，同步开展全员安全技术交底。施工阶段全面推行网格化与实名制管理模式，常态化开展违规行为排查整治。构建分级应急预案体系，定期组织实战化应急演练，足额配齐应急物资装备。通过事故深度复盘与全员安全培训教育，推动安全管理模式从被动整改向主动预防转变，将承包商纳入健康和安全管理政策范围，并要求承包商遵守与员工相同的标准，落实全员安全生产责任，确保供应商及承包商人员生产活动符合相关规范。

The Safety Production Committee serves as the leading body for the company's occupational health and safety supervision and management work. It is composed of company leadership and heads of relevant departments and business units, with the Chairman serving as the director. An office is set up to handle the daily affairs of the Safety Committee. The company has established and continuously improved the occupational health and safety management system, revising six regulations including the *Occupational Health and Safety Responsibility Regulations*, and signing the *Occupational Health, Safety, and Environmental Responsibility Charter*, linking occupational health and safety assessments with performance evaluations and excellence awards. All levels of units have established dual-prevention mechanisms for graded safety risk control and hidden hazard investigation and remediation, and maintain a major risk control checklist. The company continuously improves the safety production management mechanism, strictly implements safety access review procedures, and develops special plans for high-risk construction processes, which are reviewed and validated by experts. At the same time, comprehensive safety technical briefings are conducted for all personnel. During the construction phase, the company fully implements a grid-based and real-name management system, routinely inspecting and rectifying violations. A hierarchical emergency response plan system is established, with regular practical emergency drills and full allocation of emergency materials and equipment. Through in-depth accident reviews and comprehensive safety training and education, the company promotes a shift from reactive rectification to proactive prevention in safety management. Contractors are incorporated into the health and safety management policy framework and are required to comply with the same standards as employees, ensuring that the production activities of suppliers and contractors meet relevant regulations.

职业病防治

Occupational Disease Prevention

公司建设特种作业等系列实训基地，配备合格的个人劳动防护用品，加强现场监督。严格落实职业健康检查，实现早期发现和干预。积极组织开展《中华人民共和国职业病防治法》宣传周活动，围绕“关爱劳动者心理健康”主题开展专家讲座、心理测评等疏解员工心理压力。积极引进新技术、新工艺、新材料，从源头上降低人员接触职业病危害的风险。

The company has established a series of training bases for special operations and other tasks, equipped with qualified personal protective equipment, and strengthened on-site supervision. Occupational health checks are strictly implemented to enable early detection and intervention. The company actively organizes publicity week activities for the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, focusing on the theme of "Caring for Workers' Mental Health," including expert lectures and psychological assessments to alleviate employees' mental stress. New technologies, processes, and materials are actively introduced to reduce the risk of personnel exposure to occupational hazards at the source.

安全生产培训

Safety Production Training

公司组织举办 2 期二级单位主要负责人安全环保培训班，培训 194 人；2 期三级单位主要负责人安全环保培训班，培训 526 人；1 期安全总监培训班，培训 80 人；1 期覆盖公司全体安全监管人员的专题线上培训班，培训 16777 人。定期组织承包商员工开展安全生产培训，提升安全施工意识。

The company organized two safety and environmental protection training sessions for primary leaders of secondary units, training 194 participants; two sessions for primary leaders of tertiary units, training 526 participants; one training session for safety directors, training 80 participants; and one specialized online training covering all company safety supervision personnel, training 16,777 participants. Safety production training is regularly organized for contractor employees to enhance awareness of safe construction practices.

安全应急预案

Safety Emergency Plans

公司制定《突发事件应急管理办法》等，遵循统筹考虑、分类编制、分级负责、动态管理的原则，形成“横向到边、纵向到底、上下对应、内外衔接”的应急预案体系。公司及各单位每年制定应急预案演练计划，定期组织应急演练。

The company has formulated the *Emergency Management Measures for Contingencies* and other related documents, following the principles of integrated planning, categorized preparation, hierarchical responsibility, and dynamic management. This has established an emergency plan system that is "comprehensive horizontally, thorough vertically, aligned top-to-bottom, and connected internally and externally." The company and its units develop annual emergency drill plans and regularly conduct emergency exercises.

中交投资构建分级分类安全培训体系 CCTI Establishes Tiered and Categorized Safety Training System

2025 年，中交投资构建分级分类安全培训体系，覆盖总部、各子（分）公司及项目一线，超 4000 人次参训。公司开展 3 场专项安全培训，各子（分）公司开展 58 次培训，采用线上学习、线下授课、实操指导等多元形式，关键岗位培训覆盖率 100%。全年新增 18 人考取注册安全工程师，专职安监、安全总监持证率分别达 68.4%、67.7%，为安全管理提供坚实人才支撑。

In 2025, CCTI established a tiered and categorized safety training system covering headquarters, all subsidiaries, and frontline project personnel, with over 4,000 participants trained. The company conducted three specialized safety training sessions, while subsidiaries held 58 training sessions, using diverse formats such as online learning, classroom instruction, and hands-on guidance. Key position training achieved 100% coverage. During the year, 18 personnel obtained the Registered Safety Engineer certification, and the certification rates for dedicated safety supervisors and safety directors reached 68.4% and 67.7%, respectively, providing strong talent support for safety management.

面对安全生产事故仍有发生、安全生产责任未压实、穿透式监管未到位、本质安全水平有待提升等问题，公司将进一步压实安全生产责任，拉通业务部门制度体系中的“三管三必须”，持续强化“穿透式”监管路径，深入开展分包管理、现场作业管理、重要辅材采购和质量管理“三个专项整治”，严查重大事故隐患，提升高风险生产作业环节的“人防、技防、工程防、管理防”能力，推动整体生产安全组织模式和管理模式升维。

Facing ongoing challenges such as the occurrence of safety production incidents, unclear assignment of safety responsibilities, inadequate "penetrative" supervision, and the need to improve intrinsic safety levels, the company will further consolidate safety production responsibilities, integrate the "three management and three musts" into departmental systems, continuously strengthen penetrative supervision, and conduct in-depth special rectifications in subcontract management, on-site operations, and key auxiliary material procurement and quality management. The company will strictly investigate major accident hazards, enhance the "human, technical, engineering, and management" safeguards for high-risk production operations, and elevate the overall production safety organization and management model.

◆ 员工关爱

◆ Employee Care

公司高度重视职工人文关怀，持续健全完善职工服务保障体系，积极推广工会服务职工优质示范项目经验做法，不断提升服务职工质效；精准开展帮扶慰问工作，及时发放各类慰问金、救助金，切实为困难职工排忧解难；用心搭建职工生活服务平台，广泛开展单身青年联谊、职工子女托管班、职工集体婚礼等暖心活动，主动回应职工多元需求，全力帮助员工平衡工作与生活，不断增强职工归属感、幸福感与向心力，为企业高质量发展凝聚坚实的职工力量。

The company places high importance on employee well-being, continuously improving the employee service and support system, and actively promoting exemplary union service projects to enhance service quality. Targeted assistance and relief work is carried out, with timely distribution of various subsidies and aid funds to address employee difficulties. The company thoughtfully builds employee life service platforms, widely organizing activities such as singles' social events, employee children's daycare programs, and collective weddings, proactively responding to diverse employee needs. These initiatives help employees balance work and life, strengthen their sense of belonging, happiness, and cohesion, and consolidate a strong workforce to support the company's high-quality development.



一公局四公司女职工关爱室

Women Staff Care Room of CCCC First Highway Fourth Engineering Co., Ltd.



中交疏浚做实职工关爱工作 CCTD Implements Employee Care Initiatives

中交疏浚持续完善《中交疏浚职工关心关爱实施细则》，做实职工关爱工作。开展“送清凉”“送温暖”，慰问一线职工 2900 余人次，慰问品价值 26 万元；春节走访慰问困难职工 12 人，发放慰问金 3.6 万元。成立专项小组解决职工急难愁盼，做到件件有回音。组织徒步健身、乒乓球赛等文体活动，丰富职工文化生活，全力打造“健康疏浚”。

CCTD (China Communications Construction Dredging) continues to improve the *Implementation Rules for Employee Care of CCTD*, ensuring effective execution of employee care programs. Activities such as "Cooling Relief" and "Warmth Delivery" were carried out, providing support to more than 2,900 frontline employees, with care packages valued at 260,000 RMB. During the Spring Festival, 12 employees facing difficulties were visited and provided with 36,000 RMB in relief funds. Special task forces were established to address urgent employee needs, ensuring every issue receives a response. Cultural and sports activities, including hiking and table tennis competitions, were organized to enrich employees' cultural life, fully promoting the concept of a "Healthy Dredging" workplace.



“中国梦·劳动美”广东工人艺术团送文艺进企业慰问演出活动走进四航局一公司白云市政项目

The Guangdong Workers Art Troupe's "Chinese Dream · Labor Beauty" performances were presented at CCTD's First Company Baiyun Municipal Project, bringing arts and culture directly into the workplace.



二航院举办职工篮球赛

CCCC Second Harbor Consultants Co., Ltd. held staff basketball match

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立健全员工权益与发展风险和机遇管理流程。在风险方面，核心技术与管理人才流失易导致项目延误，人才结构失衡会制约业务拓展与转型升级，影响企业运营及市场竞争力。在机遇方面，伴随国家产业升级推进，数字化、智能化发展带来新机遇，公司依托行业影响力与平台优势，积极吸引、培育新型适配人才，注入创新活力，打造稳定高素质队伍。针对人才领域风险与机遇，公司构建全方位应对体系：运用大数据搭建动态人才风险评估机制，实时监测预警；完善培训管理体系，精准对接战略与员工发展，联合专业机构保障质量；深化产学研合作，建立人才联合培养输送机制，拓宽引进渠道，实现企业与员工可持续发展、互利共赢。

The company has established comprehensive processes for managing risks and opportunities related to employee rights and development. On the risk side, the loss of core technical and managerial talent may lead to project delays, and an imbalanced talent structure can constrain business expansion and transformation, affecting overall operational efficiency and market competitiveness. On the opportunity side, national industrial upgrading and digitalization, as well as intelligent development trends, create new prospects. The company leverages its industry influence and platform advantages to attract and cultivate new adaptable talent, injecting innovative energy and building a stable, high-quality workforce. To address talent-related risks and opportunities, the company has developed a comprehensive response system: a dynamic talent risk assessment mechanism using big data for real-time monitoring and early warning; a refined training management system aligned with both corporate strategy and employee development, supported by professional institutions to ensure quality; and deepened industry-academia-research cooperation to establish joint talent cultivation and deployment mechanisms, broadening recruitment channels and enabling sustainable, mutually beneficial development for both the company and its employees.

指标和目标

INDICATORS AND TARGETS

公司积极落实员工权益保障、职业发展、教育培训、薪酬激励、职业健康与安全生产、员工关爱管理举措，切实维护员工合法权益，激发人才队伍内生动力。

The company actively implements measures for employee rights protection, career development, education and training, compensation and incentives, occupational health and safety, and employee care, effectively safeguarding employees' legal rights and stimulating intrinsic motivation within the workforce.

指标名称 Name of Indicator	指标单位 Unit of Indicator	2023	2024	2025
员工培训总支出额 Total Expenditure on Employee Training	万元 RMB ten thousand	47,121.93	37,471.57	32,647.08
员工培训次数 Number of Employee Training Sessions	次 Times	652,415	772,431	527,692
员工平均培训时间 Average Training Time of Employees	学时 Hours	112	112	110
在职员工总数 Total Number of Employees	人 Person	139,229	137,471	133,906
女性在职员工数量 Number of Female Employees	人 Person	23,946	22,422	22,536
全体员工中女性比例 Percentage of Female Employees Among All Staff	%	17.20	16.94	16.83
少数民族员工数量 Number of Ethnic Minority Employees	人 Person	7,926	7,486	7,459
员工主动离职率 Voluntary Employee Turnover Rate	%	1.97	3.44	2.08
人均薪酬 Average Salary per Employee	万元 RMB ten thousand	20.00	20.02	20.74
工伤保险人员覆盖率 Coverage Rate of Work Injury Insurance	%	100	100	100
员工体检覆盖率 Employee Health Check Coverage	%	100	100	100
因工伤损失的工作日数 Workdays Lost Due to Work Injuries	天 Days	84,000	66,000	78,000
职业健康档案覆盖率 Occupational Health Record Coverage	%	100	100	100
安全风险防护培训覆盖率 Safety Risk Prevention Training Coverage	%	100	100	100
公司所有员工参加安全培训的比例 Percentage of Employees Participating in Safety Training	%	100	100	100
员工关爱帮扶投入 Investment In Employee Care and Assistance	万元 RMB ten thousand	11,750	16,412	18,965

助力乡村振兴

SUPPORTING RURAL REVITALIZATION

治理

GOVERNANCE

公司乡村振兴工作由党委工作部牵头，各部门、事业部协同配合，依据《社会责任管理办法》《关于新时代中交集团高标准履行社会责任的工作方案》《定点帮扶项目管理办法》《定点帮扶工作考核评价办法》等有序推进，开展“中交助梦”社会责任品牌提升行动，发布《“中交助梦”社会责任品牌建设目标体系（2.0）》。

通过抓实项目管理，建立健全帮扶项目全过程管理机制，制定年度项目台账，召开4次挂职干部座谈会协调解决项目推进难点，对147个惠民项目实行跟踪问效，确保项目进度质量可控在控；另一方面严格审计监督，完善帮扶审计机制，开展2024年项目“回头看”，协同地方政府完成五年过渡期帮扶工作审计，并对英吉沙县开展专项审计，坚决防范资金闲置与违规问题，保障帮扶资源廉洁高效使用。

The company's rural revitalization efforts are led by the Party Committee's Work Department, with coordination from various departments and business units. The work is carried out in accordance with the *Social Responsibility Management Measures*, the *High-Standard Social Responsibility Implementation Plan of CCCC in the New Era*, the *Designated Assistance Project Management Measures*, and the *Evaluation Measures for Designated Assistance Work*. The company advances the "CCCC Dreams" social brand initiative, releasing the "CCCC Dreams" *Social Responsibility Brand Construction Target System (2.0)*.

Through rigorous project management, the company has established a full-process management mechanism for assistance projects, prepared annual project ledgers, and convened four working group meetings to address project difficulties. Progress and effectiveness tracking has been conducted for 147 public-benefit projects to ensure controllable project quality and timelines. Meanwhile, strict audit and supervision mechanisms have been implemented, including a "look-back" review of 2024 projects, coordination with local governments for the five-year transition period of assistance projects, and a special audit in Yingjisha County. These measures ensure that assistance funds are used efficiently, transparently, and in compliance with regulations.

战略

STRATEGY

将乡村振兴纳入“十四五”战略规划，坚持“中央所托、地方所需、中交所能”原则，建立完善“351”定点帮扶工作体系，围绕“产业、人才、文化、生态、组织”五大振兴，深入推进中交助梦“产业振兴、畅通未来、教育提升、人才振兴和美乡村、文化振兴、医疗保障、促进就业、消费帮扶、强基固本”十大行动。

The company incorporates rural revitalization into the 14th Five-Year Plan strategic framework, adhering to the principle of "central government mandates, local needs, CCCC capabilities." It has established and improved the "351" targeted assistance system, advancing the five dimensions of revitalization—industry, talent, culture, ecology, and organization—through the CCCC Dreams initiative, which implements ten major actions: industrial revitalization, smooth future (infrastructure and connectivity), education enhancement, talent development, beautiful rural communities, cultural promotion, healthcare assurance, employment facilitation, consumption support, and foundational strengthening.

◆ 产业振兴

◆ Industrial Revitalization

公司聚焦地方资源，培育“一村一品”“一乡一特”特色产业，以品牌带动消费帮扶，串联“产供销”链条，并依托基建打通产业路，助力农民增收致富。通过开展“中交助梦·产业振兴”和“中交助梦·促进就业”行动，深化建设特色产业园区，中交建筑产业园全年产值突破 65 亿元，带动就业超 4 万人次，怒江绿色香料产业园产值超 1 亿元，助力打造 12 个村集体经济“百万村”。

The company focuses on local resources, cultivating characteristic industries such as "one village, one product" and "one town, one specialty," using brands to drive consumption support and linking the "production-supply-sales" chain. Leveraging infrastructure to facilitate industrial development, the company helps increase farmers' income. Through the CCCC Dreams: Industrial Revitalization and CCCC Dreams: Employment Promotion actions, it deepens the construction of specialty industrial parks. For example, the CCCC Construction Industrial Park achieved an annual output value exceeding 6.5 billion RMB, creating over 40,000 jobs. The Nujiang Green Spice Industrial Park achieved an output value exceeding 100 million RMB, helping 12 villages reach collective economies of over RMB1 million.

立足生态禀赋助力怒江州咖啡产业振兴 Leveraging Ecological Endowments to Revitalize Nujiang Coffee Industry



中国交建在怒江州利用高海拔、富硒土壤等天然资源优势，投入 3.3 亿元建设绿色香料产业园，支持发展精品咖啡等“一县一业”特色品牌，推动怒江咖啡从零散种植向规模化、标准化、品牌化转型，为乡村振兴注入持久动能。

In Nujiang Prefecture, CCCC utilizes natural advantages such as high altitude and selenium-rich soil, investing 330 million RMB to build a Green Spice Industrial Park. The initiative supports the development of specialty brands like premium coffee under the "one county, one industry" model, transforming Nujiang coffee from scattered planting to large-scale, standardized, and branded production, injecting sustainable momentum into rural revitalization.



怒江州咖啡种植基地
Nujiang Prefecture Coffee Planting Base

纺织服装业“链”就新疆英吉沙县脱贫增收路 Textile and Apparel Industry Chain Supports Poverty Alleviation and Income Growth in Yingjisha County, Xinjiang



中国交建针对新疆英吉沙县产业发展动能不足、脱贫群众就业不充分等问题，立足当地资源禀赋，帮助打造以英吉沙县倩丽服装农民专业合作社为龙头的特色纺织服装业基地，为当地 30 多个卫星工厂、1200 余名脱贫人口提供就近就业和增收渠道。近年来，在合作社定制工装 41.99 万套，有效推动英吉沙县巩固拓展脱贫攻坚成果，接续迈向乡村振兴。

To address the lack of industrial momentum and insufficient employment opportunities for poverty-stricken populations in Yingjisha County, Xinjiang, CCCC leverages local resource endowments to develop a specialized textile and apparel industry base led by the Yingjisha Qianli Garment Farmers' Professional Cooperative. This initiative provides nearby employment and income-increasing opportunities for over 1,200 poverty-alleviated residents across more than 30 satellite factories. In recent years, the cooperative has produced 419,900 sets of customized workwear, effectively consolidating and extending poverty alleviation achievements and advancing the county toward rural revitalization.



服务产业生产车间
Service in Industrial Production Workshops

“线上+线下”销售模式助力乡村产业振兴 "Online + Offline" Sales Model Supports Rural Industry Revitalization



2025 年，中国交建全面落实消费帮扶专项工作，聚焦云南怒江、新疆英吉沙等 5 个定点帮扶县。通过线上搭建电商乡村振兴专区、线下举办 6 场展销活动，以“线上+线下”模式打通产销链路，上架农产品超 1000 款。全年助农销售额近 4000 万元，带动农户增收，为乡村振兴提供坚实支撑。

In 2025, CCCC fully implemented targeted consumption support initiatives, focusing on five key counties, including Nujiang in Yunnan and Yingjisha in Xinjiang. By creating e-commerce rural revitalization zones online and hosting six offline sales exhibitions, the company integrated production and sales channels through an "online + offline" model, featuring over 1,000 agricultural products. Annual sales benefiting farmers approached 40 million RMB, boosting household incomes and providing strong support for rural revitalization.



第三届“中交助梦·交筑美好——520 帮农兴农节”
Third "CCCDC Dreams · Build a Better Future— 520 Festival for Supporting Agriculture and Farmers"

◆ 人才振兴

◆ Talent Revitalization

公司构建立体化人才支持体系，着力破解“上学、就业、成长”难题，在育才、送才、用才的全链条实践中，以自身影响力引才聚资源。

我们开展“中交助梦·教育提升”行动，建设泸水新城中学、贡山独龙族怒族自治县普拉底幼儿园等项目，在怒江州民族中学设立“中交班”，2025年高考平均分超特控线73.7分，600分以上11人；持续深化“中交助梦·艺路牵手”梦想教室，邀请艺术家为帮扶地区学生授课，覆盖6万余人。开展“中交助梦·人才振兴”行动，打造怒江州产业工人队伍培训基地，建好“中交助梦工坊”，全年培训峡谷金牌建筑工人、各类技能人才超16000人次，为乡村振兴提供坚实人才支撑。

The company establishes a multi-dimensional talent support system to address challenges in education, employment, and career development. Through the full chain of cultivating, delivering, and utilizing talent, CCCC leverages its influence to attract resources and bring talent to support local development.

Through the CCCC Dreams: Education Enhancement initiative, the company built projects such as Lushui New City Middle School and Puladi Kindergarten in Gongshan Dulong and Nu Autonomous County, and established the "CCCC Class" at Nujiang Prefecture Ethnic Middle School. In 2025, students in this class exceeded the special control line by an average of 73.7 points in the college entrance examination, with 11 students scoring over 600 points. The company continues to advance the CCCC Dreams: Art Pathway "Dream Classroom," inviting artists to teach students in assisted areas, covering over 60,000 people. Through the CCCC Dreams: Talent Revitalization initiative, it established an industrial worker training base in Nujiang Prefecture and built the CCCC Dreams Workshop, training more than 16,000 skilled workers, including top-tier construction workers, in support of rural revitalization.



成立怒江产业工人队伍培训基地
Establishment of Nujiang Prefecture Industrial Workforce Training Base



二航院向贡山县普拉乡底幼儿园捐赠帮扶资金
CCCC Second Harbor Consultants Co., Ltd. Donated Support Funds to Dixia Kindergarten in Pula Township, Gongshan County.

◆ 文化振兴

◆ Cultural Revitalization

公司聚焦乡村文化发展需求，开展“文化振兴”和“医疗保障”行动，以品牌赋能乡风文明传承，以医疗保障筑牢文化建设根基，让健康底色为乡村文化繁荣续航，最终聚力实现乡村文化振兴走深走实。

我们开展“中交助梦·文化振兴”行动，援建民族文化站点，打造9个乡村振兴示范点，“中交助梦·同心梦圆”铸牢中华民族共同体意识示范工作室拓展至10个，滋养乡村文化生态。开展“中交助梦·医疗保障”行动，构建“5G+AI”远程诊疗体系，设立“中交天使奖”和妇幼关爱基金，有效提升乡村医疗服务保障能力。

The company focuses on the cultural development needs of rural areas, implementing the "Cultural Revitalization" and "Medical Security" initiatives. By leveraging brand influence to promote the inheritance of rural civilization and strengthening the foundation of cultural construction through medical support, CCCC ensures that health underpins the flourishing of rural culture, ultimately driving sustainable cultural revitalization.

Through the CCCC Dreams: Cultural Revitalization initiative, the company has assisted in building ethnic cultural centers, creating nine rural revitalization demonstration sites. The CCCC Dreams: United Hearts program, which fosters a strong sense of the Chinese national community, has expanded to ten demonstration studios, nurturing the rural cultural ecosystem. Under the CCCC Dreams: Medical Security initiative, a "5G + AI" remote diagnosis and treatment system has been established, alongside the CCCC Angel Award and a maternal and child care fund, effectively enhancing rural healthcare service capacity.

中交设计助力拉萨文化振兴 CCCC Design Supports Cultural Revitalization in Lhasa

中交设计拉萨中心城区城关区国土空间详细规划面积137平方千米，构建“一带一轴、一核七组团”空间结构，规划深耕文化振兴，系统保护物质与非物质文化遗产，打造6条文化展示线路，以“拉萨文化”塑造“文化拉萨”，完善生态绿网与公共服务体系，让高原古城文脉赓续、宜居焕新。

The CCCC Design Lhasa Center planned a detailed spatial plan for Chengguan District covering 137 square kilometers, establishing a spatial structure of "one belt, one axis, one core, and seven clusters." The plan emphasizes cultural revitalization, systematically protecting both tangible and intangible cultural heritage, and creating six cultural exhibition routes. By shaping "Cultural Lhasa" through Lhasa's unique culture, the project improves ecological green networks and public service systems, preserving the heritage of the plateau city while making it more livable and revitalized.

◆ 生态振兴

◆ Ecological Revitalization

公司因地制宜，以绿色基建推进生态资源品牌化、价值化，将当地的生态优势转化为发展优势、市场优势，真正让绿水青山变成金山银山，使乡村成为生态宜居美好家园。

我们开展“中交助梦·畅通未来”和“中交助梦·和美乡村”行动，援建怒江月亮大桥等民生工程，支持第一书记驻村开展“美丽庭院”“四边四美四化”专项行动，助力福贡县米俄洛村成为“全国文明村”，乡村面貌焕然一新。

The company adopts location-specific strategies, using green infrastructure to brand and enhance the value of ecological resources, turning local ecological advantages into development and market strengths. This approach transforms "green mountains and clear waters" into economic prosperity, creating ecologically livable and beautiful rural communities.

Through the CCCC Dreams: Smooth Future and CCCC Dreams: Harmonious Villages initiatives, CCCC has supported livelihood projects such as the Nujiang Shiyueliang Bridge and assisted first-party secretaries in villages with programs like "Beautiful Courtyards" and the "Four Sides, Four Beauties, Four Transformations" initiative. These efforts helped Mi'olu Village in Fugong County achieve recognition as a National Civilized Village, revitalizing the appearance and environment of rural communities.



中交路建承建的毛纳村旅游提升项目
Tourism Upgrade Project of Maona Village Undertaken by CCCC Road & Bridge International Co., Ltd.

三公局助力怒江州生态振兴

CCCC Third Public Works Bureau Supports Ecological Revitalization in Nujiang Prefecture

2025 年 1 月，三公局承建的沙瓦怒族部落一期项目正式揭牌。项目位于云南省怒江州福贡县老姆登·知子罗景区，三公局围绕人居环境改造与乡村旅游开发推进建设，涵盖村民房屋拆旧建新、公共建筑建造、配套设施打造、绿化美化亮化工程等。项目建成后能够有效改善村民生活质量，提升村庄整体风貌。

In January 2025, the first phase of the Shawa Nu ethnic tribe project, undertaken by the Third Public Works Bureau, was officially unveiled. The project is located in Laomudeng-Zhiziluo Scenic Area, Fugong County, Nujiang Prefecture, Yunnan Province. The Third Public Works Bureau advanced construction focusing on residential environment improvement and rural tourism development, including demolishing and rebuilding villagers' houses, constructing public buildings, developing supporting facilities, and implementing greening, beautification, and lighting works. Upon completion, the project will effectively improve villagers' living standards and enhance the overall appearance of the village.

组织振兴

Organizational Revitalization

公司推动党建与帮扶工作深度融合，完善阵地建设，夯实基层治理组织保障，同时以品牌赋能激活治理效能，推进乡村资源价值实现，构建起治理有效、活力充盈的乡村新格局。

我们开展“中交助梦·强基固本”行动，组织 42 个基层党组织与帮扶地区结对联建，持续开展“五个一”特色活动，有效提升基层党组织的凝聚力与战斗力，为乡村振兴提供坚强组织保障。

The company promotes deep integration of Party-building and poverty alleviation efforts, strengthens grassroots infrastructure, consolidates organizational support for governance, and leverages brand influence to activate governance efficiency, advancing the realization of rural resource value and forming a new rural landscape with effective governance and vibrant activity.

Through the CCCC Dreams: Strengthen the Foundation initiative, 42 grassroots Party organizations were paired with the supported areas for joint construction. The initiative continuously implements the "Five Ones" activities, effectively enhancing the cohesion and combat effectiveness of grassroots Party organizations, providing strong organizational support for rural revitalization.

坚持党建引领，以组织振兴赋能乡村振兴

Party Leadership Guides Organizational Revitalization to Empower Rural Revitalization

四航院党委强化帮扶组织保障，公司领导带队赴福贡调研对接，共谋乡村振兴长效路径。公司城建事业部党总支与亚坪村党总支续签共建责任书，以“党建+”落实五大共建目标。同时深入村寨走访慰问，传递组织温暖，以党建结对、组织共建凝聚发展合力，彰显央企责任担当。

The Party Committee of the Fourth Navigation Institute strengthens organizational support for assistance. Company leaders led delegations to Fugong to research and coordinate long-term rural revitalization strategies. The Urban Construction Division Party General Branch renewed a joint construction responsibility agreement with the Party General Branch of Yaping Village, implementing the five co-construction objectives through a "Party-building +" approach. Meanwhile, visits and condolences to villages were carried out to convey organizational care. Through Party-building partnerships and joint organizational efforts, development synergy is consolidated, demonstrating the responsibility and commitment of a central enterprise.

影响、风险和机遇管理

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

公司坚决落实党中央决策部署，扛起定点帮扶政治责任，坚持系统谋划、全链条发力，推动帮扶工作高位推进、务求实效。深度学习部署，所属单位党委通过“第一议题”等方式学习相关精神 200 余次，明确 4 方面 20 项重点任务；深入调研督导，主要领导带头赴新疆英吉沙县调研，主动对接 5 个帮扶县（市）需求，带动公司领导 5 人次、所属单位 224 人次开展实地调研，全年开展督促指导 27 次，推动解决各类问题 45 个，形成督导报告 26 份；强化资源保障，与 34 家所属单位签订责任书，选派 8 名优秀干部挂职；抓实项目管理，建立全过程管理机制，召开 4 次挂职干部座谈会，对 147 个惠民项目跟踪问效；严格审计监督，开展 2024 年项目“回头看”及英吉沙县专项审计，坚决防范资金闲置与违规问题，确保帮扶资源廉洁高效使用。

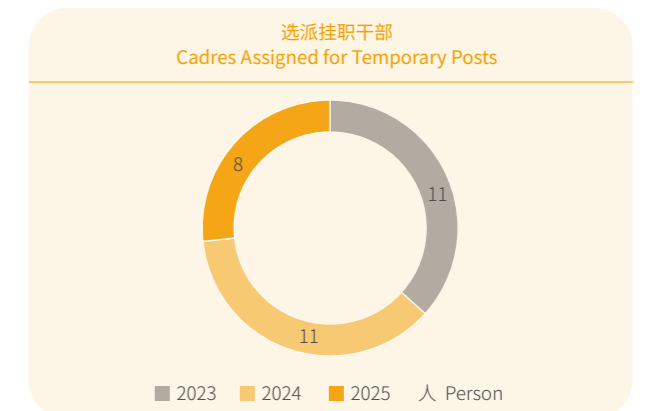
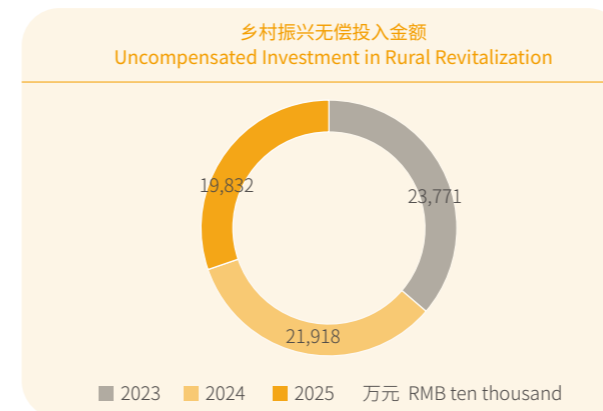
The company firmly implements the decision-making and deployment of the CPC Central Committee, assumes political responsibility for targeted assistance, and adheres to systematic planning and full-chain efforts to advance aid work at a high level and ensure practical results. By deepening study and deployment, the Party committees of affiliated units carried out over 200 study sessions on related policies through "First Topic" initiatives, identifying 20 key tasks across 4 areas. In terms of research and supervision, top leaders led delegations to conduct field investigations in Yingjisha County, Xinjiang, proactively engaging with the needs of five assisted counties (cities), mobilizing 5 company leaders and 224 affiliated unit personnel for on-site research. Throughout the year, 27 supervision and guidance activities were conducted, resolving 45 issues, and producing 26 supervision reports. To strengthen resource support, the company signed responsibility agreements with 34 affiliated units and assigned 8 outstanding cadres for temporary posts. Project management was reinforced by establishing full-process management mechanisms and convening 4 discussion meetings for temporarily assigned cadres to track and assess 147 beneficiary projects. Strict audit supervision was carried out, including the 2024 project "review" and a special audit in Yingjisha County, resolutely preventing idle funds and regulatory violations, ensuring that aid resources are used cleanly and efficiently.

指标和目标

INDICATORS AND TARGETS

公司锚定“五大振兴”核心任务，落实“三个专项”工作，系统推进“中交助梦”十项行动，推动帮扶工作不断走深走实，“中交助梦”品牌被国资委授予中央企业助力乡村产业振兴特色帮扶品牌。

The company focuses on the core tasks of the "Five Revitalizations," implements the "Three Special Projects," and systematically advances the ten actions of the CCCC Dreams initiative, ensuring that assistance work continues to deepen. The CCCC Dreams brand has been recognized by the SASAC as a featured central enterprise brand for promoting rural industrial revitalization.



社会贡献

SOCIAL CONTRIBUTION

治理

GOVERNANCE

公司制定《关于新时代中交集团高标准履行社会责任的工作方案》《社会责任管理办法》，加强社会责任管理；制定《对外捐赠管理办法》，规范对外捐赠行为，加强对外捐赠事项的管理，认真履行社会责任，有效维护股东、债权人及员工利益。

The company formulated the *Work Plan for High-Standard Fulfillment of Social Responsibility in the New Era of CCCC* and the *Social Responsibility Management Measures* to strengthen social responsibility management. The *External Donation Management Measures* were established to standardize external donation activities, enhance management of donation matters, conscientiously fulfill social responsibility, and effectively safeguard the interests of shareholders, creditors, and employees.

战略

STRATEGY

◆ 责任品牌

◆ Responsibility Brand

公司通过构建“目标驱动—理念带动—举措推动—保障联动—生态互动”五维联动“中交助梦”社会责任品牌 2.0 建设体系，推动品牌在乡村振兴、区域发展与全球履责领域实现从“履行责任”到“创造价值”的跨越，编制《“中交助梦”社会责任品牌建设目标体系（2.0）》，打造兼具战略高度、情感温度与实践力度的世界一流责任品牌。

The company has built a five-dimensional interactive system for the CCCC Dreams Social Responsibility Brand 2.0 by "Goal-Driven — Concept-Led — Initiative-Pushed — Assurance-Linked — Ecosystem-Interactive" to elevate the brand from "fulfilling responsibilities" to "creating value" in rural revitalization, regional development, and global responsibility domains. The company compiled the "CCCC Dreams" Social Responsibility Brand Construction Target System (2.0), aiming to create a world-class responsibility brand with strategic depth, emotional resonance, and practical impact.

中交路建昌金项目 CCCC Road & Bridge Changjin Project

中交路建承建沪昆高速昌金段改扩建 SSZ3 标段，全长 35.956 公里，是江西高速网“大十字”主骨架收官工程。项目坚持生态优先、创新驱动，以技术守护水环境、变废为宝降碳，主动驰援抢险、优化方案惠民利企，斩获多项专利及行业荣誉，践行“中交助梦”理念，以实干擦亮央企责任品牌。

CCCC Road & Bridge undertook the reconstruction and expansion of the SSZ3 section of the Changjin segment of the Hukun Expressway, spanning 35.956 kilometers, marking the completion of the main "Big Cross" framework of Jiangxi's expressway network. The project emphasizes ecological priority and innovation-driven development, employing technologies to protect water environments and convert waste into resources to reduce carbon emissions. The project actively participated in emergency rescue and optimized solutions to benefit the public and enterprises, earning multiple patents and industry honors. Through these practical efforts, the project embodies the CCCC Dreams philosophy and enhances the state-owned enterprise's responsibility brand.

◆ 志愿服务

◆ Volunteer Services

公司开展走访慰问、生活照料、心理慰藉等志愿服务，传递中交爱心，精准对接困难群体需求，以志愿服务凝聚公益合力，助力公益事业发展，彰显央企社会责任。设立重庆中交公益帮扶基金会，践行央企担当，服务国家战略，聚焦扶弱济困、助残助学等社会帮扶救助活动，深化志愿服务实践。报告期内，员工志愿服务人数 24026 人，参与人次 41632 人次。

The company carries out volunteer services including visits, life care, and psychological support, conveying CCCC's care and precisely addressing the needs of disadvantaged groups. Volunteer services consolidate public welfare efforts, promote the development of charitable activities, and demonstrate the social responsibility of a central enterprise. The Chongqing CCCC Public Welfare Assistance Foundation has been established to practice the company's corporate responsibility, serve national strategies, and focus on social support activities such as aiding the disadvantaged, supporting the disabled, and providing educational assistance. During the reporting period, 24,026 employees participated in volunteer service, contributing 41,632 service instances.

二航院“以书之名 让爱出发”图书捐赠活动

Second Navigation Institute "In the Name of Books, Let Love Set Off" Book Donation Activity



二航院开展 2025 年雷锋月“以书之名 让爱出发”图书捐赠活动，为对口帮扶地区小学送去温暖，持续打造“中交助梦”社会责任品牌，助力乡村教育振兴。活动得到全院员工积极响应，共募集科普、文学、绘本等优质图书 500 余册，帮助孩子们拓宽视野、提升素养。

In 2025, CCCC Second Harbor Consultants Co., Ltd. carried out the Lei Feng Month "In the Name of Books, Let Love Set Off" book donation activity, delivering warmth to primary schools in the designated support areas, and continuously building the CCCC Dreams social responsibility brand to support rural education revitalization. The activity received active participation from all institute employees, collecting over 500 high-quality books including popular science, literature, and picture books, helping children broaden their horizons and improve their literacy.



“以书之名 让爱出发”图书捐赠活动

"In the Name of Books, Let Love Set Off" Book Donation Activity

机电局爱心捐赠活动

Electromechanical Bureau Charity Donation Campaign



机电局马东铁路项目在推进基础设施“硬联通”的同时，积极搭建民心相通的“知识之路”。项目团队向沿线学校捐赠文具及各类图书，覆盖启蒙、科普、文学等读物，并与校方保持长效沟通，从物资捐赠升级为学习交流、文化互动的公益机制，生动诠释“一带一路”共商共建共享内涵，以真情关爱当地学子，为中马友谊注入温暖力量。

The Madong Railway Project of the Mechanical & Electrical Bureau, while promoting infrastructure "Hard Connection", actively built a "Road of Knowledge" for hearts and minds. The project team donated stationery and various books, covering early education, popular science, and literature, to schools along the route. They maintained long-term communication with the schools, upgrading from material donations to a public welfare mechanism combining learning exchanges and cultural interaction, vividly demonstrating the "Belt and Road" principles of consultation, contribution, and shared benefits, and injecting warmth into China-Malaysia friendship through genuine care for local students.



文具及图书捐赠活动

Stationery and Book Donation Activities

一航局“热血庆七一 爱心永留存”无偿献血活动

First Navigation Bureau "Passion for July 1, Love Lasts Forever" Voluntary Blood Donation Activity



一航局组织开展“热血庆七一 爱心永留存”无偿献血活动，公司 30 余名员工踊跃参与，以捐献热血的实际行动传递爱心和正能量，充分彰显央企员工的履责担当和奉献情怀。

The First Navigation Bureau organized the "Passion for July 1, Love Lasts Forever" voluntary blood donation activity. More than 30 employees actively participated, transmitting love and positive energy through the act of donating blood, fully demonstrating the responsibility and dedication of central enterprise employees.



无偿献血活动

Voluntary Blood Donation Activity

◆ 抢险救灾

◆ Emergency Rescue

公司始终坚持以习近平新时代中国特色社会主义思想为指导，深入落实习近平总书记对抢险救灾工作的重要指示，牢固树立“人民至上、生命至上”安全发展理念，扎实开展防灾减灾工作，积极开展社会救援，全力守护人民群众生命财产安全。

The company always adheres to Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era as its guiding ideology, thoroughly implements the General Secretary's important instructions on emergency rescue work, firmly upholds the safety development concept of "people first, life first," carries out solid disaster prevention and mitigation work, actively engages in social rescue, and spares no effort to protect the lives and property of the people.

西藏日喀则

Shigatse, Tibet

1月7日，西藏日喀则发生地震，一公局二公司拉萨北环西延二标项目迅速召集75名人员组建2支应急救援队，筹集装载设备6台、挖掘机2台、吊装设备2台、车辆2台，按西藏交通运输厅指令，分批次前往定日县全力开展保障救援工作。统筹协调5个在藏项目紧急筹备50箱矿泉水、20箱泡面、30箱面包、120套保暖设备、20箱药品等物资在拉萨等待发车前往定日，此外还有24台设备在日喀则市聂拉木县待命。

On January 7, an earthquake occurred in Shigatse, Tibet. Company One, Second Division, Lhasa North Ring West Extension Section 2 Project immediately mobilized 75 personnel to form two emergency rescue teams, assembling six loaders, two excavators, two hoisting machines, and two vehicles. Following instructions from the Tibet Department of Transportation, the teams were dispatched in batches to Dêrdé County to carry out full-scale rescue support. Coordination across five projects in Tibet prepared 50 boxes of bottled water, 20 boxes of instant noodles, 30 boxes of bread, 120 sets of thermal equipment, and 20 boxes of medicines in Lhasa ready for shipment to Dêrdé. Additionally, 24 pieces of equipment were kept on standby in Nyalam County, Shigatse.



参加“1·07”日喀则抗震救灾行动

Participation in the "1·07" Shigatse Earthquake Emergency Rescue Operation

四川筠连

Junlian, Sichuan

2月8日，筠连县沐爱镇发生山体滑坡，一公院迅速调派2位专家赶赴筠连县救灾指挥部，随时待命。二公局威彝高速土建2标项目、雷波至永善连接线3标项目，以及四航局宜宾项目共落实挖机7台、装载机4台、自卸车7台，全力保障救援工作开展。

On February 8, a landslide occurred in Mu'ai Town, Junlian County. The First Navigation Institute promptly dispatched two experts to the Junlian County Disaster Command Center, remaining on standby at all times. The Second Navigation Bureau's Weiyi Expressway Civil Engineering Section 2 Project, the Leibo to Yongshan Connecting Line Section 3 Project, and the Fourth Navigation Bureau's Yibin Project collectively deployed seven excavators, four loaders, and seven dump trucks to fully support the rescue operations.



参加四川宜宾筠连县沐爱镇山体滑坡抢险行动

Participation in the Landslide Emergency Response in Mu'ai Town, Junlian County, Yibin, Sichuan

甘肃榆中

Yuzhong, Gansu

8月7日，甘肃榆中发生山洪灾害，中交路建第一时间组织3支队伍赶赴甘肃榆中极端强降雨山洪灾害现场，昼夜奋战70小时，清理5000余立方米堵塞物，提前恢复河道行洪能力，彻底解决堰塞风险，为打通“生命通道”提供决定性支持；6名专家参与现场踏勘、资料整理，为科学防范次生灾害提供坚实技术支持，获得甘肃省委、兰州市政府部门书面感谢。

On August 7, a flash flood occurred in Yuzhong, Gansu. CCCC Road & Bridge immediately organized three teams to rush to the site of the extreme heavy rainfall and flash flood disaster, working day and night for 70 hours, clearing over 5,000 cubic meters of debris, restoring river channel capacity in advance, and fully eliminating the risk of damming, decisively ensuring the "lifeline" channel. Six experts conducted on-site inspections and data compilation, providing solid technical support for scientific prevention of secondary disasters. The work received written commendations from the Gansu Provincial Committee and Lanzhou Municipal Government departments.



参加甘肃榆中山洪灾害抢险行动
Participation in Flash Flood Emergency Response in Yuzhong, Gansu

广东阳江

Yangjiang, Guangdong

9月24日，一公局四公司第一时间组织抢险队伍赶赴广东阳江台风灾害现场，清理倒伏树木600余棵、杂物堆100余处，疏通道路排水口100余处，全面恢复多条道路正常通行，获得阳江市委书面感谢。

On September 24, CCCC First Highway Fourth Engineering Co., Ltd. immediately organized emergency rescue teams to rush to the site of the typhoon disaster in Yangjiang, Guangdong. The teams cleared over 600 fallen trees, removed more than 100 debris piles, and cleared over 100 road drainage outlets, fully restoring normal traffic on multiple roads, earning written recognition from the Yangjiang Municipal Party Committee.



参加广东阳江台风“桦加沙”灾害现场抢险行动
Participation in Typhoon "Hagupit" Emergency Rescue in Yangjiang, Guangdong

京津冀地区

Beijing-Tianjin-Hebei Region

8月份，北京和河北省多地受强降雨影响，中国交建第一时间在北京、河北多地组织开展道路抢通、滑坡体清理等工作，共打通断点23处，抢通道路63.2千米，清理滑坡体24800余立方米，保障了物资运送渠道和救援力量投入的畅通，受到北京市委书记、市长等人现场慰问，被《人民日报》采访报道，获得北京市委及多地区委的书面感谢。

In August, heavy rainfall affected multiple areas in Beijing and Hebei Province. CCCC promptly organized operations across Beijing and Hebei to clear roads and landslides, reopening 23 blocked sections, restoring 63.2 kilometers of roads, and clearing more than 24,800 cubic meters of landslide debris. These efforts ensured smooth delivery channels for supplies and the deployment of rescue forces. The work received on-site visits and acknowledgments from the Beijing Municipal Party Secretary and Mayor, was covered by *People's Daily*, and earned written commendations from the Beijing Municipal Committee and several local committees.



参与京津冀防汛救灾
Participation in Flood Prevention and Disaster Relief in the Beijing-Tianjin-Hebei Region

香港新界

New Territories, Hong Kong

11月26日，香港新界大埔屋邨宏福苑多栋住宅楼发生火灾，造成重大人员伤亡。公司高度重视捐款2000万港元驰援香港救灾。中国路桥香港公司第一时间成立前线救援指挥部，组建61人应急救援突击队，赴元朗牛潭尾方舱医院开展专项清理与安置筹备。中国港湾振华公司组织26人成立义工队，分两批次提供饮用水10箱、移动电源100个、被褥20床，并为受灾民众开通24小时心理关爱专线。

On November 26, a fire broke out in multiple residential buildings of Hong Kong New Territories' Tai Po Estate, Hung Fuk Court, causing significant casualties. The company attached great importance to the incident and donated HKD 20 million to support the rescue. CCCC Road & Bridge Hong Kong Company immediately established a frontline rescue command center and formed a 61-person emergency response task force to carry out specialized cleanup and settlement preparation at the Yuen Long Niutamwei temporary hospital. China Harbour Zhenhua Company organized a 26-person volunteer team, delivering 10 boxes of drinking water, 100 mobile power banks, and 20 sets of bedding in two batches, and established a 24-hour psychological support hotline for affected residents.



参与香港新界大埔屋邨宏福苑住宅楼火灾救援
Participation in the Fire Rescue Operation at Tai Po Estate, Hung Fuk Court, New Territories, Hong Kong

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

社区共建的需求兼具复杂性、多样性与动态性，受地域环境、人口构成、文化底蕴影响呈现差异化，且会随社会发展不断更新。若活动策划前未深入调研居民真实诉求，极易导致公益项目与实际脱节；加之救灾场景中的安全管控、资源调配压力，以及公众对公益成效的高度关注和敏感质疑，均可能引发企业声誉隐患。社区共建能够为企业注入正向动能，既能彰显社会责任、提升品牌美誉度，又能通过志愿服务积累在地资源，缓解海外项目文化冲突，打造差异化优势，助力 ESG 评级提升。

公司以实际行动践行人类命运共同体理念，在海外运营中严格遵守项目运营所在国家或地区的法律法规和标准，遵守联合国《土著人民权利宣言》（UNDRIP）、国际劳工组织《第 169 号公约》等国际规章，规范公司与当地社区的互动管理，确保业务开展对社区的利益及积极影响最大化。通过全维度排查、第三方核查等方式，对人权保护政策执行情况定期进行常态化监督，及时整改发现的问题，并构建“预防—响应—反馈”全链条管理体系，前端结合业务布局，结合需求研判和多方协商降低资源错配风险；中端搭建应急储备与快速响应机制，依托数字化平台管控舆情与项目动态；后端完善成效评估，强化员工培训并将其纳入绩效考核。同时，健全帮扶项目全流程管控，落实台账管理、座谈协调与跟踪问效，严格优化审计流程，开展 2024 年项目“回头看”、过渡期审计及英吉沙县专项审计，严防资金闲置违规，保障帮扶资源规范高效运转。

Community co-construction presents complexity, diversity, and dynamic characteristics. Influenced by geographic environment, population composition, and cultural heritage, needs vary across regions and evolve with societal development. If project planning does not conduct in-depth research on residents' actual needs, public welfare projects may easily become disconnected from reality. Additionally, safety management and resource allocation pressures in disaster relief scenarios, coupled with public attention and sensitivity regarding project effectiveness, may pose reputational risks for the company. Community co-construction can inject positive momentum into the enterprise: it not only demonstrates social responsibility and enhances brand reputation but also accumulates local resources through volunteer services, mitigates cultural conflicts in overseas projects, creates differentiated advantages, and contributes to improving ESG ratings.

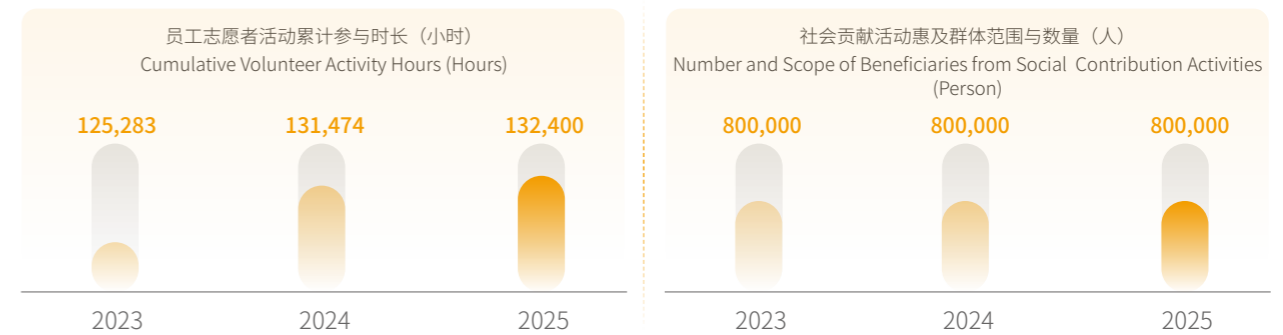
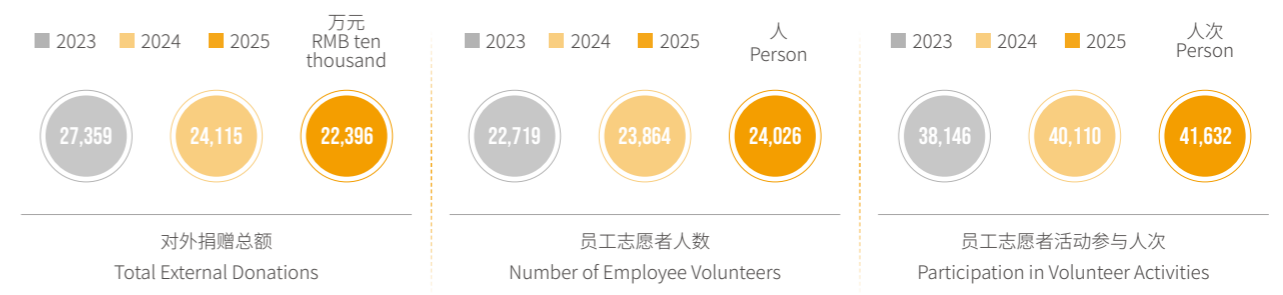
The company puts the concept of a community with a shared future for mankind into practice through concrete actions. In its overseas operations, the company strictly complies with the laws, regulations, and standards of the countries or regions where projects are located, and adheres to international regulations such as the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) and International Labour Organization *Convention No. 169*. The company standardizes its interactions with local communities to ensure that business activities maximize benefits and positive impacts for those communities. Through comprehensive inspections, third-party audits, and other methods, the company conducts routine supervision of the implementation of human rights protection policies, promptly rectifies identified issues, and establishes a full-chain management system of "prevention—response—feedback." At the front end, business layouts are coordinated with demand assessment and multi-party consultation to reduce the risk of resource misallocation. At the midstream, emergency reserves and rapid response mechanisms are built, and digital platforms are used to monitor public opinion and project dynamics. At the back end, performance evaluation is improved, employee training is reinforced, and human rights management is incorporated into performance appraisals. Meanwhile, the company ensures full-process control over assistance projects, implementing ledger management, coordination meetings, and follow-up assessments. Audit procedures are strictly optimized, including the 2024 project "look-back", transitional period audits, and special audits for Yingjisha County, to prevent idle or misused funds and guarantee the standardized and efficient operation of assistance resources.

指标和目标

INDICATORS AND TARGETS

公司积极参与社区建设，设定提升社会贡献的指标和目标：经过五年的持续建设，力争到 2030 年，将“中交助梦”社会责任品牌建设成为内在理念丰满、外在形象突出、管理模式领先的全球履责卓越典范。

The company actively participates in community building and sets indicators and targets to enhance social contributions. Through five years of continuous development, it aims to establish the "CCCC Dreams for Community" (Zhongjiao Zhudream) social responsibility brand by 2030 as a globally exemplary model of corporate responsibility, with a robust internal philosophy, prominent external image, and leading management practices.



海外履责

OVERSEAS RESPONSIBILITY

治理

GOVERNANCE

公司建立了权责清晰、运转高效的海外履责治理体系，通过构建海外综合事业部牵头、专业部门协同、属地机构落实的治理体系，配套境外合规官制度与全流程风控机制，将海外履责成效纳入考核监督，确保海外项目在合法合规框架下践行社会责任，筑牢海外履责的制度保障。

The company has established a governance system for overseas social responsibility that is both clear in accountability and efficient in operation. It is led by the Overseas Comprehensive Business Department, coordinated by specialized departments, and implemented by local offices. Supported by the Overseas Compliance Officer system and a full-process risk control mechanism, the company integrates the effectiveness of overseas social responsibility into assessment and supervision, ensuring that projects abroad are conducted legally, compliantly, and with strong institutional support for fulfilling social responsibility.

战略

STRATEGY

公司积极开展“中交助梦”全球履责行动，在“走出去”和建设“一带一路”进程中，坚持硬实力与软实力同步打造。在亚洲，援建中老“国际姊妹村”——老挝听松村幼儿园，连续 12 年在印尼总统大学设立奖学金、14 年向当地养老院捐赠物资；在非洲，埃塞俄比亚项目开展“海鸥人才工程”培训，连续 20 年赞助“亚的斯长跑接力赛”，成为当地重要体育文化活动；在拉丁美洲，秘鲁钱凯港项目联合环保机构，开展环境日、海洋日主题活动，救助野生动物、助力污染整治。同时，发挥全球业务布局优势，协助共享基金会为共建“一带一路”国家提供医疗卫生等援助，向世界生动展现可信、可爱、可敬的中国形象。

The company actively advances the "CCCC Dreams for Community" global responsibility initiative, promoting the simultaneous development of both hard and soft power in its overseas operations and in the context of the "Belt and Road". In Asia, it has built the China-Laos "International Sister Village" with a kindergarten in Tingsong Village, Laos; for 12 consecutive years, it has established scholarships at President University in Indonesia, and for 14 consecutive years, it has donated supplies to local elderly care institutions. In Africa, its Ethiopia projects have implemented the "Seagull Talent Program" and sponsored the Addis Ababa Long-distance Relay Race for 20 consecutive years, becoming an important local sports and cultural event. In Latin America, the Peru Chin Kai Port project partnered with environmental organizations to carry out activities for Environment Day and World Ocean Day, rescuing wild animals and supporting pollution control initiatives. Leveraging its global operations, the company also assists foundations in providing medical and health aid to countries along the "Belt and Road", demonstrating a trustworthy, admirable, and respectable image of China on the international stage.

守护海洋生态，共筑美好未来

Protecting Marine Ecology, Building a Better Future Together

中国港湾马尔代夫项目实施的斯拉夫士岛二期、艾拉酒店疏浚等重点工程，创新环保工艺守护海洋生态，成功救援遇险船员获国际海事组织大奖，被评为中国企业国际形象建设优秀案例，短视频和摄影作品入选央广总台“逐梦‘一带一路’·青春向未来”全球影像展示活动，充分展现企业履责形象。

At the China Harbour Maldives Project, key works such as the Slavs Island Phase II and Aira Hotel dredging employed innovative environmental protection methods to safeguard marine ecosystems. The project successfully rescued stranded crew members and received an award from the International Maritime Organization, being recognized as an outstanding example of Chinese corporate international image building. Short videos and photographs from the project were selected for the CNR Global Image Exhibition "Chasing the 'Belt and Road' Dream · Youth Toward the Future", vividly showcasing the company's commitment to responsible corporate conduct.



中国港湾马尔代夫项目
China Harbour Maldives Project

开展“万名工程师进课堂”活动 "Ten Thousand Engineers in the Classroom" Initiative

2025 年 5 月 14 日，中国港湾马来西亚项目部走进马来西亚巴生港口港务局，开展“万名工程师进课堂”活动。活动邀请了马来西亚玛拉工艺大学师生与巴生港口港务局各部门专业人员参与活动。

On May 14, 2025, the China Harbour Malaysia Project visited the Port Klang Authority in Malaysia to carry out the "Ten Thousand Engineers in the Classroom" initiative. The event invited faculty and students from Universiti Teknologi MARA as well as professionals from various departments of the Port Klang Authority to participate, fostering knowledge exchange and practical learning opportunities.



“万名工程师进课堂”活动现场
Scene from the "Ten Thousand Engineers in the Classroom" Initiative

中老“国际姊妹村”为当地发展注入新活力 China-Laos "International Sister Village" Injects New Vitality into Local Development

中国精准扶贫首倡地湖南十八洞村与老挝琅勃拉邦市听松村在中老两国领导人见证下结成“国际姊妹村”。2025 年，中国交建援建的听松村幼儿园竣工移交，作为该村第一所学前教育机构，为周边儿童提供安全舒适的学习环境；村内农灌水渠淤积修复提前完工，淤塞断流的老渠重焕生机，有力保障村民时令耕作，赋能当地农业发展；在听松村小学援建老挝第二所“澜湄书屋”并捐赠大量图书，为当地教育事业注入新活力。

Shibadong Village in Hunan, China—the first site of China's precision poverty alleviation program—was paired with Tingsong Village in Luang Prabang, Laos, as an "International Sister Village" under the witness of leaders from both countries. In 2025, the kindergarten in Tingsong Village, funded and built by CCCC, was completed and handed over, becoming the village's first preschool institution and providing children in the surrounding area with a safe and comfortable learning environment. Meanwhile, the village's irrigation canals were cleared and restored ahead of schedule, reviving previously blocked waterways and ensuring timely agricultural operations, thereby empowering local farming development. Additionally, CCCC supported the construction of the second "Lanmei Reading House" at Tingsong Village Primary School and donated a substantial number of books, injecting new vitality into local education initiatives.



中老“国际姊妹村”听松村幼儿园竣工移交仪式暨第五期“澜湄书香”公益活动
Completion and Handover Ceremony of Tingsong Village Kindergarten & Fifth "Lanmei Literacy" Public Welfare Event

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司建立以反腐败为核心的“1+7”海外业务合规风险管理体系，该体系结合经营实际持续迭代优化。其中“1”为《海外员工合规行为准则》，作为制度核心明确境外合规管理基本遵循；“7”则针对第三方、采购等七大境外合规高风险环节，配套制定专项制度与流程。公司同步搭建总部、子公司、驻外区域中心、国家机构四层合规管理架构，组建“首席合规官+区域合规官+国家合规官”体系，配齐各层级专兼职合规人员。完善境外项目风险防控，对重大项目实施清单化管理与远程综合巡查；新签项目全面推行标准化《经营目标责任书》，层层压实管理责任。

公司严格遵守文化遗产保护相关规定，坚决避免在各类保护区内开展建设活动；遵循“无重大社区干扰”原则，坚决避免对当地社区的重大负面干扰，在项目启动时充分评估社区影响；若因项目必要且无法完全规避，公司以“自由、事先和知情同意（FPIC）”为基本行为准则，尊重当地社区知情权，积极通过法定合规程序与当地社区开展公开、公正协商，签订具备法律效力的迁移补偿协议，主动防范矛盾纠纷，全力杜绝暴力冲突事件，严禁非法武装行为，并要求所有为项目提供安全保障的合作方（服务商或供应商）须在服务全周期内严格遵循本政策，确保其服务行为与本政策要求全面保持一致，最大限度减少对当地居民的不利影响。项目建设阶段，公司深化地方协作，与合规本地供应商合作，开展本地招聘、技能培训，保障本地员工合法权益，同时尊重社区参与权，建立反馈机制推动项目与地方协同发展。项目全流程严格遵守所在国家或地区法律法规及公司内部规范，落实人权与劳工要求，严禁强迫劳动、童工等行为，禁止各类歧视，尊重人身安全；海外项目尊重当地土著及原住民权益。公司还强化人权保护宣导，建立反馈举报机制，及时处理违规行为，保障相关政策落地。

The company has established a "1+7" overseas business compliance risk management system, centered on anti-corruption, which is continuously iterated and optimized according to operational realities. The "1" refers to the *Overseas Employee Code of Conduct*, which forms the core of the system and clarifies the fundamental principles for overseas compliance management. The "7" addresses seven high-risk compliance areas in overseas operations, such as third parties and procurement, each supported by dedicated policies and processes. Simultaneously, the company has built a four-tier compliance management framework covering headquarters, subsidiaries, regional overseas centers, and national institutions, forming a "Chief Compliance Officer + Regional Compliance Officers + Country Compliance Officers" system and staffing each level with full-time and part-time compliance personnel. The company has strengthened risk prevention for overseas projects, implementing checklist-based management and remote comprehensive inspections for major projects. Newly signed projects fully adopt standardized *Business Objective Responsibility Letters*, ensuring management responsibilities are implemented at all levels.

The company strictly complies with regulations on cultural heritage protection and resolutely avoids carrying out construction activities in any protected areas. It follows the principle of "no significant community disruption", ensuring that projects do not cause major negative impacts on local communities. At the project initiation stage, the company conducts a full assessment of community impacts. If a project is necessary and cannot completely avoid community impacts, the company adheres to the Free, Prior, and Informed Consent (FPIC) principle, respecting the local community's right to be informed. The company actively engages in open and fair consultations with local communities through legally compliant procedures and signs legally binding relocation and compensation agreements, proactively preventing disputes and strictly eliminating violent conflicts. All partners providing security services (including service providers and suppliers) are required to fully comply with this policy throughout the service lifecycle, ensuring that their actions are consistent with the policy and minimizing adverse effects on local residents. During the construction phase, the company deepens local collaboration, works with compliant local suppliers, conducts local recruitment and skills training, protects the legal rights of local employees, and respects community participation rights. Feedback mechanisms are established to promote coordinated development between projects and local areas. Throughout the entire project lifecycle, the company strictly follows the laws and regulations of the host country or region and internal company standards,

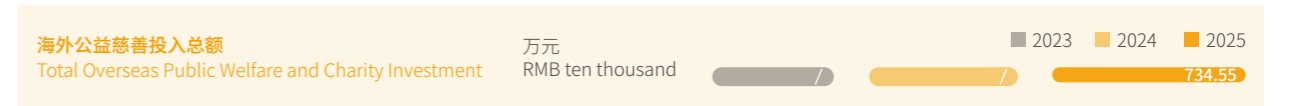
upholding human rights and labor requirements, strictly prohibiting forced labor and child labor, banning all forms of discrimination, and respecting personal safety. Overseas projects also respect the rights of indigenous peoples and local communities. The company further strengthens human rights awareness, establishes feedback and reporting mechanisms, and promptly addresses violations to ensure effective implementation of relevant policies. Suppliers, conducts local recruitment and skills training, safeguards the legitimate rights and interests of local employees, respects community participation rights, and establishes feedback mechanisms to promote collaborative development between the project and the local area. The entire project process strictly adheres to the laws and regulations of the country or region and internal company norms, implements human rights and labor requirements, strictly prohibits forced labor, child labor and other behaviors, prohibits all kinds of discrimination, and respects personal safety; Overseas projects respect local indigenous peoples and their rights. The company also strengthens the promotion of human rights protection, establishes a feedback and reporting mechanism, promptly handles violations, and ensures the implementation of relevant policies.

指标和目标

INDICATORS AND TARGETS

公司有效开展海外履责，深耕属地化运营管理，通过技术输出与资源整合，与东道国建立合作共赢关系。

The company actively implements overseas social responsibility, deepens localized operational management, and leverages technology transfer and resource integration to establish cooperative and mutually beneficial relationships with host countries.



数读 Data Highlights · 2025

牵头发布第 **11** 部 ISO 国际标准，推动 ISO 全球首个港口码头标准化技术委员会落户中国。

Led the release of the **11th** ISO international standard, facilitating the establishment of the world's first ISO technical committee for port and terminal standardization in China.

深度参与 2025 年上海合作组织峰会、中国—东盟博览会等

19 场国际多边活动，其中在上合峰会签署合作协议 **16** 项，总额 **25.4** 亿美元。

Actively participated in **19** international and multilateral events in 2025, including the Shanghai Cooperation Organization (SCO) Summit and the China-ASEAN Expo; at the SCO Summit, signed **16** cooperation agreements totaling USD **2.54 billion**.

持续开展高端对接 公司主要领导拜会外方国家领导人

22 次 开展双边重要外事会见 **100** 余场。

Continued high-level engagements, with the company's senior leaders meeting foreign state leaders **22** times and conducting over **100** important bilateral diplomatic meetings.

数据安全与客户隐私保护

DATA SECURITY AND CUSTOMER PRIVACY PROTECTION

治理

GOVERNANCE

公司将制度体系建设作为筑牢数据安全治理根基的核心抓手，统筹推进各项数据安全管理制度、标准规范的编制、发布与落地执行。公司严格对标《中华人民共和国网络安全法》《中华人民共和国数据安全法》等国家法律法规，同时贴合内部管理相关要求，陆续编制并发布《数据安全管理制度》《数据分级标准》等核心制度文件。明确由数字化处牵头统筹数据安全与客户隐私保护工作，搭建起权责明晰、协同高效的专项治理架构，对数据收集、存储、使用、传输、销毁全生命周期管理划定明确管控准则，同步持续细化数据分级分类管理举措，推动企业数据安全治理的规范化水平稳步提升。

The company regards the construction of a comprehensive institutional framework as the core lever to strengthen data security governance. It coordinates the formulation, release, and implementation of various data security management systems, standards, and specifications. The company strictly aligns with national laws and regulations, including the *Cybersecurity Law of the People's Republic of China* and the *Data Security Law of the People's Republic of China*, while also addressing internal management requirements. Core policy documents such as the *Data Security Management Rules* and *Data Classification Standards* have been successively developed and released. The Digitalization Department takes the lead in coordinating data security and customer privacy protection, establishing a clear and efficient governance structure with well-defined responsibilities. Explicit control principles are set for the full lifecycle management of data—covering collection, storage, use, transmission, and destruction. Simultaneously, measures for data classification and tiered management are continuously refined, steadily promoting the standardization and institutionalization of enterprise data security governance.

战略

STRATEGY

公司将数据安全与隐私合规深度融入数智中交、数字化转型及风险管理三大战略核心，明确其关键支撑地位，持续优化体系整体规划并推进动态迭代更新。围绕保障海内外业务合规运营、充分释放数据价值的核心诉求，结合现有数据治理成果，制定数据安全与隐私保护中长期发展规划及分阶段实施路径，推动数据安全工作与业务发展深度融合、同频共进。

我们确立“守牢数据安全底线，融入业务发展进程；支撑数据价值释放，构筑核心竞争优势”为数据安全总体战略目标，通过全面深化建设数据安全管理体系、技术、运营三大体系，驱动集团数据安全能力实现战略性跃升。锚定“十五五”期末发展目标，聚力打造先进、自主、可控的数据安全保障体系，为公司全球化、数字化战略落地提供坚实有力的支撑。

The company deeply integrates data security and privacy compliance into its three strategic cores: Smart CCCC, digital transformation, and risk management. The company clarifies the critical supporting role of these areas, continuously optimizes the overall system plan, and promotes dynamic iterative updates. Centered on the core objectives of ensuring compliant operations for domestic and overseas businesses while fully unleashing data value, the company leverages existing data governance achievements to formulate a mid-to-long-term development plan for data security and privacy protection, with staged implementation pathways. This drives deep integration and synchronous progress between data security initiatives and business development.

The company defines the overarching strategic goal for data security as: "Safeguard the bottom line of data security while embedding it into business development; support the release of data value and build core competitive advantages." Through comprehensive enhancement of the three major systems—management, technology, and operations—the company aims to achieve a strategic leap in its data security capabilities. Anchored on the end-of-"15th Five-Year Plan" development targets, it focuses on building an advanced, independent, and controllable data security assurance system, providing robust support for the company's global and digital strategies.

影响、风险和机遇管理

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

公司以系统化举措扎实筑牢数据安全风险防控防线，全面开展数据安全现状专项调研，形成专题调研报告，精准摸排并掌握当前数据安全整体态势；同时将数据安全风险评估纳入常态化工作体系，2025 年特邀外部专业测评机构，对超过 25 个统建系统开展数据安全专项风险评估。本次评估未发现高风险问题，针对排查出的中低风险隐患，均已全部完成整改落实并实现闭环管理。

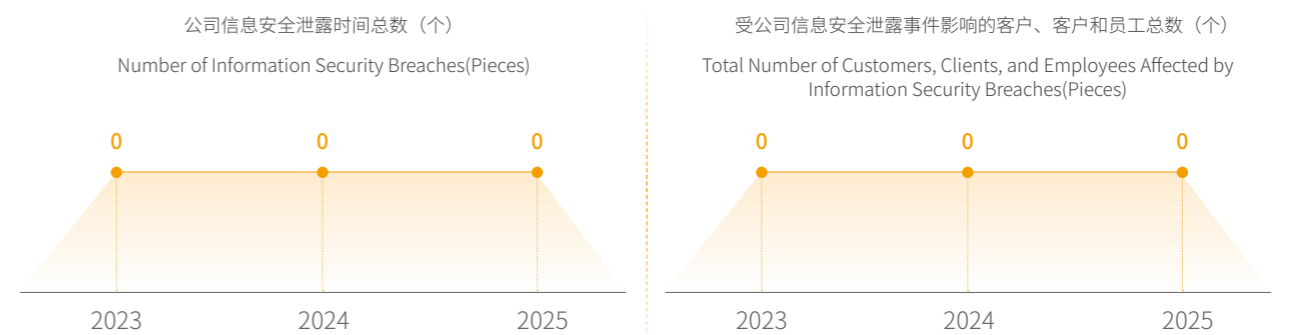
The company strengthens the data security risk prevention and control framework through systematic measures. It conducts specialized investigations into the current state of data security, producing targeted research reports to precisely map and understand the overall data security landscape. Data security risk assessment is incorporated into routine operations. In 2025, external professional assessment agencies were invited to conduct specialized data security risk evaluations on more than 25 unified systems. No high-risk issues were identified in this assessment. For the medium- and low-risk vulnerabilities discovered, all rectification measures have been fully implemented, with closed-loop management ensuring issues are resolved effectively.

指标和目标

INDICATORS AND TARGETS

公司加强数据治理与隐私保护，明确将“数据安全能力成熟度达到 DSMM5 级”作为中长期数据安全工作核心目标，围绕该目标分解年度关键指标与阶段性任务，力争 2027 年达到 DSMM4 级，“十五五”末达到 DSMM5 级。

The company strengthens data governance and privacy protection, clearly setting the core mid-to-long-term data security objective as achieving DSMM Level 5 maturity. Annual key indicators and phased tasks are broken down around this objective, aiming to reach DSMM Level 4 by 2027 and DSMM Level 5 by the end of the "15th Five-Year Plan."



未来展望 OUTLOOK

山海寻梦，不觉其远；前路迢迢，阔步而行。2026年是“十五五”规划开局起步的关键一年。中国交建将以习近平新时代中国特色社会主义思想为指导，深入贯彻党的二十大和二十届历次全会精神及习近平总书记对中央企业工作的重要指示精神，完整准确全面贯彻新发展理念，加快构建新发展格局，坚持稳中求进工作总基调，全面落实中央企业负责人会议要求，全面践行落地《总体指导意见》，坚定实施“1545”发展战略，坚决执行“123456”总体方针，增强改革奋进干劲，创新提质增效举措，提升价值创造能力，扎实推动可持续高质量发展，为实现“十五五”高质量开局、加快建设世界一流企业不懈奋斗。

Seeking dreams across mountains and seas, the journey feels endless; the road ahead is long, yet we stride forward boldly. The year 2026 marks a critical first year of the "15th Five-Year Plan." Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, China Communications Construction Company (CCCC) will thoroughly implement the spirit of the 20th National Congress of the Communist Party of China and its plenary sessions, as well as the key instructions of General Secretary Xi Jinping on central enterprise work. The company will fully, accurately, and comprehensively apply the new development philosophy, accelerate the construction of a new development pattern, adhere to the general principle of pursuing progress while maintaining stability, and fully implement the requirements of the Central Enterprise Leaders' Meeting. By putting the *Overall Guiding Opinion* into practice, CCCC will steadfastly execute the "1545" development strategy and strictly follow the "123456" overarching principles, enhancing reform momentum, innovating efficiency-raising measures, and improving value creation capability. The company will solidly promote sustainable, high-quality development to achieve a strong start to the "15th Five-Year Plan" and accelerate the construction of a world-class enterprise.

附录

APPENDIX

关键绩效

KEY PERFORMANCE INDICATORS

指标名称	指标单位	2023 年	2024 年	2025 年
经济绩效				
资产总额	亿元	16,844.12	18,582.72	20,191.32
净资产	亿元	4,591.25	4,659.27	4,678.86
新签合同额	亿元	17,532.15	18,811.85	18,836.72
营业收入	亿元	7,587.18	7,719.44	7,311.09
利润总额	亿元	363.78	363.81	269.79
资产负债率	%	72.74	74.54	76.83
全员劳动生产率	万元 / 人	64.05	64.58	63.16
营业收现率	%	94.48	99.23	110.29
报告期末逾期未支付款项金额	万元	/	0	0
报告期末逾期未支付中小企业款项金额	万元	/	0	0
环境绩效				
温室气体排放总量 ^①	万吨二氧化碳当量	412	402	372
范围一温室气体排放量 ^②	万吨二氧化碳当量	262	256	235
范围二温室气体排放量 ^③	万吨二氧化碳当量	150	146	137
温室气体排放强度 ^④	吨二氧化碳当量 / 万元营收	0.0543	0.0520	0.0509
无害工业固废处置量	吨	8,934	7,111	5,068
有害废弃物产生量 ^⑤	吨	277	282	223

Name of Indicator	Unit of Indicator	2023	2024	2025
Economic Performance				
Total Assets	RMB one hundred milion	16,844.12	18,582.72	20,191.32
Net Assets	RMB one hundred milion	4,591.25	4,659.27	4,678.86
Newly Contract Amount	RMB one hundred milion	17,532.15	18,811.85	18,836.72
Operating Incomes	RMB one hundred milion	7,587.18	7,719.44	7,311.09
Total Profit	RMB one hundred milion	363.78	363.81	269.79
Debt-to-Asset Ratio	%	72.74	74.54	76.83
Overall Labor Productivity	RMB ten thousand/person	64.05	64.58	63.16
Operating Cash Flow Ratio	%	94.48	99.23	110.29
Outstanding Payments at End of Reporting Period	RMB ten thousand	/	0	0
Outstanding Payments to SMEs at End of Reporting Period	RMB ten thousand	/	0	0
Environmental Performance				
Total GHG Emissions ^①	Ten thousand tonnes of CO ₂	412	402	372
Scope 1 GHG Emissions ^②	Ten thousand tonnes of CO ₂	262	256	235
Scope 2 GHG Emissions ^③	Ten thousand tonnes of CO ₂	150	146	137
GHG Emission Intensity ^④	Tonnes of CO ₂ equivalent/RMB Ten thousand of operating income	0.0543	0.0520	0.0509
Innocuous Treatment of Solid Waste	Tonnes	8,934	7,111	5,068
Hazardous Waste Generated ^⑤	Tonnes	277	282	223

指标名称	指标单位	2023 年	2024 年	2025 年
有害废弃物排放密度	吨 / 万元产值	0.00102	0.00096	0.00074
新鲜用水量	吨	/	286,074,052	239,899,407
能源总消耗量	万吨标煤	153	150	141
化石能源消耗量	吨标煤	1,216,172	1,190,845	1,097,749
能源消耗强度 ^⑥	吨标煤 / 万元营收	0.0202	0.0194	0.0192
年度耗电量	万千瓦时	253,292	246,309	245,459
年度耗气量	万立方米	2,341	2,398	1,602
年度燃油量	万吨	81	80	74
绿色低碳业务营收占比（风力发电业务）	%	0.009	0.080	1.613
绿色低碳业务营收占比（废水处理业务）	%	1.123	1.011	1.224
绿色低碳业务营收占比（太阳能业务）	%	0.206	0.427	0.246
绿色低碳业务营收占比（废物处理业务）	%	0.005	0.074	0.416
社会绩效				
乡村振兴无偿投入金额	万元	23,771	21,918	19,832
对外捐赠总额	万元	27,359	24,115	22,396
员工志愿者人数	人	22,719	23,864	24,026
员工志愿者活动参与人次	人次	38,146	40,110	41,632
员工志愿者活动累计参与时长	小时	125,283	131,474	132,400
社会贡献活动惠及群体范围与数量 ^⑦	人	800,000	800,000	800,000
研发投入	亿元	275.30	263.93	250.29
研发投入总额占营业收入比例	%	3.63	3.42	3.42
新技术、新装备研发项目数	个	56	60	65
著作权数量	件	7,498	7,962	8,808
专利申请数	件	52,392	60,326	73,677

Name of Indicator	Unit of Indicator	2023	2024	2025
Hazardous Waste Emission Density	Tonne/ RMB ten thousand of output value	0.00102	0.00096	0.00074
Freshwater Consumption	Tonnes	/	286,074,052	239,899,407
Total Energy Consumption	Ten thousand tonnes of standard coal	153	150	141
Fossil Energy Consumption	Tonnes of standard coal	1,216,172	1,190,845	1,097,749
Energy Consumption Intensity ^⑥	Tonnes of standard coal/RMB ten thousand operating income	0.0202	0.0194	0.0192
Annual Electricity Consumption	Ten thousand kWh	253,292	246,309	245,459
Annual Natural Gas Consumption	Ten thousand cubic meters	2,341	2,398	1,602
Annual Fuel Consumption	Ten thousand tonnes	81	80	74
Green and Low-carbon Business Operating Income Proportion (Wind Power Business)	%	0.009	0.080	1.613
Green and Low-carbon Business Operating Income Proportion (Wastewater Treatment Business)	%	1.123	1.011	1.224
Green and Low-carbon Business Operating Income Proportion (Solar Power Business)	%	0.206	0.427	0.246
Green and Low-carbon Business Operating Income Proportion (Wastewater Treatment Business)	%	0.005	0.074	0.416
Social Performance				
Unconditional Investment in Rural Revitalization	RMB ten thousand	23,771	21,918	19,832
Total External Donations	RMB ten thousand	27,359	24,115	22,396
Number of Employee Volunteers	Person	22,719	23,864	24,026
Participation Instances of Employee Volunteer Activities	Person-times	38,146	40,110	41,632
Cumulative Participation Hours of Employee Volunteer Activities	Hours	125,283	131,474	132,400
Scope and Number of Beneficiaries of Social Contribution Activities ^⑦	Person	800,000	800,000	800,000
Research and Development (R&D) Investments	RMB one hundred million	275.30	263.93	250.29
R&D Investment as a Proportion of Revenue	%	3.63	3.42	3.42
Number of New Technology and New Equipment R&D Projects	Pieces	56	60	65
Number of Copyrights	Pieces	7,498	7,962	8,808
Number of Patents Applied	Pieces	52,392	60,326	73,677

指标名称	指标单位	2023 年	2024 年	2025 年
发明专利申请数	件	18,977	22,974	30,185
新增专利申请数	件	7,773	7,661	5,476
专利授权数	件	38,448	45,301	53,802
发明专利授权数	件	5,886	8,138	11,039
新增专利授权数	件	6,646	6,853	7,454
有效专利数	件	31,850	36,663	40,851
应用于主营业务的发明专利数量	件	5,511	6,319	7,257
数字化转型投入	万元	/	256,000	214,370
公司信息安全泄露事件总数	个	0	0	0
受公司信息安全泄露事件影响的客户、客户和员工总数	个	0	0	0
供应商数量 (总部管理)	个	2,965	3,357	4,136
一级供应商数量	个	1,386	1,400	1,937
一级重要供应商数量	个	132	136	440
一级重要供应商支出占总支出的百分比	%	46	50	70
非一级重要供应商总数	个	0	0	0
重要供应商总数 (一级和非一级)	个	132	136	440
公司通过案头评估 / 现场评估进行评估的供应商百分比	%	100	100	100
接受评估的重要供应商百分比	%	100	100	100
经评估具有重大实际 / 潜在负面影响的供应商数量	个	19	25	26
具有重大实际 / 潜在负面影响并商定纠正措施 / 改进计划的供应商百分比	%	100	100	100
被终止的具有重大实际 / 潜在负面影响的供应商数量	个	14	16	21
支持实施纠正措施计划的供应商总数	个	5	9	5
被评估具有重大实际 / 潜在负面影响并支持纠正行动计划实施的供应商百分比	%	26	36	19
参与能力建设计划的供应商总数	个	0	0	0

Name of Indicator	Unit of Indicator	2023	2024	2025
Number of Invention Patent Applications	Pieces	18,977	22,974	30,185
Number of New Patent Applications	Pieces	7,773	7,661	5,476
Number of Patents Granted	Pieces	38,448	45,301	53,802
Number of Invention Patents Granted	Pieces	5,886	8,138	11,039
Number of Newly Granted Patents	Pieces	6,646	6,853	7,454
Number of Valid Patents	Pieces	31,850	36,663	40,851
Number of Invention Patents Applied in Core Business	Pieces	5,511	6,319	7,257
Digital Transformation Investment	RMB ten thousand	/	256,000	214,370
Number of Information Security Breaches	Pieces	0	0	0
Total Number of Customers and Employees Affected by Information Security Breaches	Pieces	0	0	0
Number of Suppliers (Managed by the Head Office)	Pieces	2,965	3,357	4,136
Number of Tier-1 Suppliers	Pieces	1,386	1,400	1,937
Number of Tier-1 Key Suppliers	Pieces	132	136	440
Percentage of Tier-1 Key Supplier Expenditure in Total Expenditure	%	46	50	70
Total Number of Non-Tier-1 Key Suppliers	Pieces	0	0	0
Total Number of Key Suppliers (Tier-1 and Non-Tier-1)	Pieces	132	136	440
Percentage of Suppliers Evaluated via Desk/On-Site Assessment	%	100	100	100
Percentage of Key Suppliers Assessed	%	100	100	100
Number of Suppliers with Significant Actual/Potential Negative Impacts	Pieces	19	25	26
Percentage of Suppliers with Significant Actual/Potential Negative Impacts Agreeing on Corrective Measures/Improvement Plans	%	100	100	100
Number of Terminated Suppliers with Significant Actual/Potential Negative Impacts	Pieces	14	16	21
Total Number of Suppliers Supporting Corrective Action Plans	Pieces	5	9	5
Percentage of Suppliers with Significant Actual/Potential Negative Impacts Supporting Corrective Action Plans	%	26	36	19
Total Number of Suppliers Participating in Capacity-Building Programs	Pieces	0	0	0

指标名称	指标单位	2023 年	2024 年	2025 年
参与能力建设计划的重要供应商的百分比	%	0	0	0
中国大陆供应商	个	2,637	3,025	3,808
港澳台及海外供应商	个	328	332	328
报告期审查的供应商数量	个	2,965	3,357	4,136
供应商 / 分包商通过质量、环境和职业健康安全管理体系认证的比率	%	100	100	100
供应商社会责任培训次数	次	2	2	0
因社会责任不合规被否决的潜在供应商数量	个	0	0	0
因社会责任不合规被中止合作的供应商数量	个	14	16	21
因健康与安全原因召回的产品数量	个	0	0	0
因健康与安全原因召回的产品百分比	%	0	0	0
报告期内发生的产品和服务相关的安全与质量重大责任事故损害涉及的金额	万元	0	0	0
客户投诉数量	个	0	0	0
数据安全事件涉及的具体金额	万元	0	0	0
发生泄露客户信息事件数量	件	0	0	0
客户隐私泄露事件涉及的具体金额	万元	0	0	0
在职员工数量	人	139,229	137,471	133,906
男性在职员工数	人	115,283	109,945	111,370
女性在职员工数	人	23,946	22,422	22,536
30 岁以下员工人数	人	40,877	35,961	34,816
30 至 40 岁员工人数	人	55,851	53,229	54,366
40 至 50 岁员工人数	人	27,845	28,997	30,972
50 岁以上员工人数	人	14,656	14,180	13,752
研究生及以上员工人数	人	17,157	17,594	18,758
大学本科员工人数	人	100,619	98,119	96,902

Name of Indicator	Unit of Indicator	2023	2024	2025
Percentage of Key Suppliers Participating in Capacity-Building Programs	%	0	0	0
Suppliers in Chinese Mainland	Pieces	2,637	3,025	3,808
Suppliers from Hong Kong, Macao, Taiwan, and Overseas	Pieces	328	332	328
Number of Suppliers Reviewed During the Reporting Period	Pieces	2,965	3,357	4,136
Proportion of suppliers/subcontractors certified by Quality, Environmental, and Occupational Health and Safety	%	100	100	100
Number of Supplier Social Responsibility Training Sessions	Times	2	2	0
Number of Potential Suppliers Rejected due to Non-Compliance with Social Responsibility	Pieces	0	0	0
Number of Suppliers Whose Cooperation was Terminated Due to Non-Compliance with Social Responsibility	Pieces	14	16	21
Number of Products Recalled for Health and Safety Reasons	Pieces	0	0	0
Percentage of Products Recalled for Health and Safety Reasons	%	0	0	0
Amount Involved in Significant Incidents of Product and Service-related Safety and Quality Liability during the Reporting Period	RMB ten thousand	0	0	0
Number of Customer Complaints	Pieces	0	0	0
Specific Amount Involved in Data Security Incidents	RMB ten thousand	0	0	0
Number of Customer Information Leakage Incidents	Pieces	0	0	0
Specific Amount Involved in Customer Privacy Leakage Incidents	RMB ten thousand	0	0	0
Number of Employees	Person	139,229	137,471	133,906
Number of Male Employees	Person	115,283	109,945	111,370
Number of Female Employees	Person	23,946	22,422	22,536
Number of Employees under 30 Years Old	Person	40,877	35,961	34,816
Number of Employees Aged 30 to 40	Person	55,851	53,229	54,366
Number of Employees Aged 40 to 50	Person	27,845	28,997	30,972
Number of Employees Over 50 Years Old	Person	14,656	14,180	13,752
Number of Employees with Master's Degree or Above	Person	17,157	17,594	18,758
Number of Employees with Bachelor's Degree	Person	100,619	98,119	96,902

指标名称	指标单位	2023 年	2024 年	2025 年
大学专科员工人数	人	13,118	10,093	11,021
高中及以下员工人数	人	8,335	6,561	7,225
港澳台及海外员工数	人	23,229	23,054	16,904
技术人员人数	人	94,792	90,120	86,263
市场人员人数	人	9,994	9,501	9,679
经理人员人数	人	3,006	2,858	2,812
综合人员人数	人	25,787	24,516	20,914
生产人员人数	人	/	/	14,238
全体员工中女性比例	%	17.20	16.94	16.83
女性在所有管理职位（包括初级、中级和高级管理职位）中所占的比例（占管理职位总数的百分比）	%	31.91	30.34	30.29
高级管理层中女性比例	%	4.71	4.48	3.85
初级管理层中女性比例	%	46.87	44.56	45.17
在创收职能（如销售）管理职位上任职的女性占所有此类管理人员的比例（即不包括支持职能，如人力资源、IT、法律等）	%	21.92	20.84	21.03
女性在科学、技术、工程和数学相关职位中所占比例	%	10.33	9.82	9.94
报告期内吸纳就业人数	人	14,094	10,975	7,033
年度新入职员工总数	人	12,813	9,978	6,139
新入职女性员工总数	人	1,831	1,202	829
新入职男性员工总数	人	10,982	8,776	5,310
新聘员工总数	人	21,874	17,659	7,645
新聘员工中，由内部候选人（内部聘用）填补的空缺职位百分比	%	41.42	43.50	19.70
平均雇佣成本（单位 FTE 的雇佣成本）	万元	30.16	30.04	31.30
员工总数中加入了独立工会或签署了集体谈判协议的比例	%	100	100	100
少数民族员工数	人	7,926	7,486	7,459
劳动合同签订率	%	100	100	100

Name of Indicator	Unit of Indicator	2023	2024	2025
Number of Employees with Associate Degree	Person	13,118	10,093	11,021
Number of Employees with High School or Below	Person	8,335	6,561	7,225
Number of Employees from Hong Kong, Macau, Taiwan, and Overseas	Person	23,229	23,054	16,904
Number of Technical Staff	Person	94,792	90,120	86,263
Number of Marketing Staff	Person	9,994	9,501	9,679
Number of Managerial Staff	Person	3,006	2,858	2,812
Number of Administrative Staff	Person	25,787	24,516	20,914
Number of Production Staff	Person	/	/	14,238
Percentage of Female Employees among All Staff	%	17.20	16.94	16.83
Percentage of Women in All Management Positions (including junior, middle, and senior management)	%	31.91	30.34	30.29
Percentage of Women in Senior Management	%	4.71	4.48	3.85
Percentage of Women in Junior Management	%	46.87	44.56	45.17
Percentage of Women in Revenue-Generating Management Positions (excluding support functions such as HR, IT, Legal, etc.)	%	21.92	20.84	21.03
Percentage of Women in STEM (Science, Technology, Engineering, Mathematics) Positions	%	10.33	9.82	9.94
Number of Hires During the Reporting Period	Person	14,094	10,975	7,033
Total Number of New Employees for the Year	Person	12,813	9,978	6,139
Number of Newly Hired Female Employees	Person	1,831	1,202	829
Number of Newly Hired Male Employees	Person	10,982	8,776	5,310
Total Number of Recruited Employees	Person	21,874	17,659	7,645
Percentage of Vacancies Filled by Internal Candidates among Newly Recruited Employees	%	41.42	43.50	19.70
Average Employment Cost per FTE	RMB ten thousand	30.16	30.04	31.30
Percentage of Employees Covered by Independent Union Membership or Collective Bargaining Agreements	%	100	100	100
Number of Ethnic Minority Employees	Person	7,926	7,486	7,459
Labor Contract Signing Rate	%	100	100	100

指标名称	指标单位	2023 年	2024 年	2025 年
社会保险覆盖率	%	100	100	100
人均带薪年假天数	天	10.4	10.5	10.65
员工流失率	%	3.67	6.42	6.70
员工主动离职率	%	1.97	3.44	2.08
员工流失率、员工自愿离职率数据覆盖率	%	100	100	100
人工费	亿元	527.24	527.86	516.45
人力资本回报率	%	186	185	173
人力成本回报率计算中，所覆盖的 FTE 比例	%	100	100	100
工伤保险人员覆盖率	%	100	100	100
员工体检覆盖率	%	100	100	100
工作场所员工发生事故的数量	起	4	3	8
因工死亡人数总计（包括全职员工、兼职员工、外包员工）	人	6	7	13
因工死亡比率	%	0.0015	0.0014	0.0091
因工死亡人数（全职员工、兼职员工）	人	0	0	0
因工死亡人数（外包员工）	人	6	7	13
因工伤损失的工作日数	天	84,000	66,000	78,000
失时工伤率（全职员工、兼职员工）	%	0	0	0
失时工伤率（外包员工）	%	0.00068	0.00048	0.00126
总可记录事故率（全职员工、兼职员工）	%	0	0	0
总可记录事故率（外包员工）	%	0.00068	0.00048	0.00126
公司健康与安全绩效目标统计覆盖公司员工的比例	%	100	100	100
健康与安全系统（GB/T 45001、ISO 45001）等对公司业务覆盖比例	%	100	100	100
职业健康档案覆盖率	%	100	100	100

Name of Indicator	Unit of Indicator	2023	2024	2025
Social Insurance Coverage Rate	%	100	100	100
Average Paid Annual Leave per Employee	Days	10.4	10.5	10.65
Employee Turnover Rate	%	3.67	6.42	6.70
Voluntary Employee Turnover Rate	%	1.97	3.44	2.08
Coverage Rate for Employee Turnover and Voluntary Turnover Data	%	100	100	100
Labor Cost	RMB one hundred million	527.24	527.86	516.45
Human Capital Return Rate	%	186	185	173
FTE Coverage in Human Capital Return Rate Calculation	%	100	100	100
Work Injury Insurance Coverage Rate	%	100	100	100
Employee Health Check Coverage Rate	%	100	100	100
Number of Workplace Accidents	Pieces	4	3	8
Total Number of Work-Related Deaths (including Full-time, Part-time, and Outsourced Employees)	Person	6	7	13
Work-Related Death Rate	%	0.0015	0.0014	0.0091
Number of Work-Related Deaths (Full-time and Part-time Employees)	Person	0	0	0
Number of Work-Related Deaths (Outsourced Employees)	Person	6	7	13
Workdays Lost Due to Work Injuries	Days	84,000	66,000	78,000
Lost-Time Injury Rate (Full-time and Part-time Employees)	%	0	0	0
Lost-Time Injury Rate (Outsourced Employees)	%	0.00068	0.00048	0.00126
Total Recordable Incident Rate (Full-time and Part-time Employees)	%	0	0	0
Total Recordable Incident Rate (Outsourced Employees)	%	0.00068	0.00048	0.00126
Percentage of Employees Covered by Health and Safety Performance Targets	%	100	100	100
Coverage of Health and Safety Systems (GB/T 45001, ISO 45001) across Company Operations	%	100	100	100
Occupational Health File Coverage Rate	%	100	100	100

指标名称	指标单位	2023 年	2024 年	2025 年
安全风险防护培训覆盖率	%	100	100	100
公司所有员工参加培训的比例	%	100	100	100
高层管理人员参加培训的比例	%	100	100	100
中层管理人员参加培训的比例	%	100	100	100
普通员工参加培训的比例	%	100	100	100
员工平均培训时间	学时	112	112	110
高层管理人员平均参加培训时间	学时	143	143	120
中层管理人员平均参加培训时间	学时	145	145	122
普通员工平均参加培训时间	学时	109	109	90
高层管理人员参加培训的比例	%	100	100	100
中层管理人员参加培训的比例	%	100	100	100
普通员工参加培训的比例	%	100	100	100
女性员工参加培训的时间	学时	121	121	122
男性员工参加培训的时间	学时	110	110	111
女性员工参加培训的比例	%	100	100	100
男性员工参加培训的比例	%	100	100	100
员工培训支出总额	万元	47,121.93	37,471.57	32,647.08
员工培训次数	次	652,415	772,431	527,692
人均培训投入	万元	0.33	0.28	0.25
高层管理人员接受培训的人数	人	556	556	485
中层管理人员接受培训的人数	人	9,223	9,160	6,533
普通员工接受培训的人数	人	129,450	122,651	126,888
员工关爱帮扶投入	万元	11,750.00	16,412.00	18,965.00
员工满意度	%	97.5	98	97.5

Name of Indicator	Unit of Indicator	2023	2024	2025
Coverage Rate of Safety Risk Prevention Training	%	100	100	100
Percentage of All Employees Participating in Training	%	100	100	100
Percentage of Senior Management Participating in Training	%	100	100	100
Percentage of Middle Management Participating in Training	%	100	100	100
Percentage of General Staff Participating in Training	%	100	100	100
Average Training Time of Employees	Hours	112	112	110
Average Training Hours for Senior Management	Hours	143	143	120
Average Training Hours for Middle Management	Hours	145	145	122
Average Training Hours for General Staff	Hours	109	109	90
Percentage of Senior Management Participating in Training	%	100	100	100
Percentage of Middle Management Participating in Training	%	100	100	100
Percentage of General Staff Participating in Training	%	100	100	100
Training Hours for Female Employees	Hours	121	121	122
Training Hours for Male Employees	Hours	110	110	111
Percentage of Female Employees Participating in Training	%	100	100	100
Percentage of Male Employees Participating in Training	%	100	100	100
Total Employee Training Expenditure	RMB ten thousand	47,121.93	37,471.57	32,647.08
Number of Employee Training Sessions	Times	652,415	772,431	527,692
Per Capita Training Investment	RMB ten thousand	0.33	0.28	0.25
Number of Senior Management Attending Training	Person	556	556	485
Number of Middle Management Attending Training	Person	9,223	9,160	6,533
Number of General Staff Attending Training	Person	129,450	122,651	126,888
Employee Care and Assistance Investment	RMB ten thousand	11,750.00	16,412.00	18,965.00
Employee Satisfaction	%	97.5	98	97.5

指标名称	指标单位	2023 年	2024 年	2025 年
员工满意度统计数据覆盖范围	%	96.5	97	85
治理绩效				
董事会中兼任其他公司 CEO 的成员数量 [®]	人	1	1	1
审计委员会中财务专家人数	人	1	1	1
外部审计费用	万元	4,950	4,950	4,850
员工薪酬平均值	万元	20.00	20.02	20.74
社会责任相关工作向董事会汇报频率	次/年	2	2	2
发布信息披露文件	份	345	231	269
期末控股股东持股比例	%	59.47	59.42	59.66
接受反商业贿赂及反贪污培训的员工占比	%	100	100	100
已审结的贪污诉讼案件数目	起	0	0	0
接受反商业贿赂及反贪污培训的董事总数	人	8	7	7
接受反商业贿赂及反贪污培训的董事占比	%	100	100	100
接受反商业贿赂及反贪污培训的管理层人员总数	人	7,065	6,794	11,366
接受反商业贿赂及反贪污培训的管理层人员占比	%	100	100	100
接受反商业贿赂及反贪污培训的员工总数	人	223,671	204,994	196,479
接受反商业贿赂及反贪污培训的员工占比	%	100	100	100
报告期内，公司发生的贪污、行贿事件数目	个	0	0	0
报告期内公司发生的歧视或骚扰事件数目	个	0	0	0
报告期内公司发生的侵犯客户隐私数据的事件数目	个	0	0	0
报告期内公司发生的利益冲突事件数目	个	0	0	0

Name of Indicator	Unit of Indicator	2023	2024	2025
Coverage of Employee Satisfaction Survey Data	%	96.5	97	85
Governance Performance				
Number of Board Members Concurrently Serving as CEOs of Other Companies [®]	Person	1	1	1
Number of Financial Experts in the Audit Committee	Person	1	1	1
External Audit Fees	RMB ten thousand	4,950	4,950	4,850
Average Employee Compensation	RMB ten thousand	20.00	20.02	20.74
Frequency of Social Responsibility Reporting to the Board	Times/Year	2	2	2
Number of Information Disclosure Documents Released	Piecess	345	231	269
Shareholding Ratio of Controlling Shareholder at Period-End	%	59.47	59.42	59.66
Percentage of Employees Receiving Anti-Bribery and Anti-Corruption Training	%	100	100	100
Number of Concluded Corruption Litigation Cases	Piecess	0	0	0
Total Number of Directors Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings	Person	8	7	7
Proportion of Directors Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings	%	100	100	100
Total Number of Management Personnel Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings	Person	7,065	6,794	11,366
Proportion of Management Personnel Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings	%	100	100	100
Total Number of Employees Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings	Person	223,671	204,994	196,479
Proportion of Employees Who Have undergone Anti-Business-Bribery and Anti-Embezzlement Trainings	%	100	100	100
Number of Corruption or Bribery Incidents During the Reporting Period	Pieces	0	0	0
Number of Discrimination or Harassment Incidents During the Reporting Period	Pieces	0	0	0
Number of Customer Privacy Data Breach Incidents During the Reporting Period	Pieces	0	0	0
Number of Conflicts of Interest Incidents During the Reporting Period	Pieces	0	0	0

指标名称	指标单位	2023 年	2024 年	2025 年
报告期内公司发生的洗钱或内幕交易事件数目	个	0	0	0
报告期内因公司不正当竞争行为导致诉讼或重大行政处罚的涉案金额	万元	0	0	0
经济合同履行率	%	100	100	100
守法合规培训时长	小时	20	26	60.5
守法合规培训人次	人次	1,690	2,043	2,629
守法合规培训次数	次	4	2	4

备注：

- ① 根据《工业其他行业企业温室气体排放核算方法与报告指南（试行）》规定，纳入碳排放核算的能源种类包括原煤（实物量）、焦炭、电力、原油、汽油、煤油、柴油、燃料油、天然气、热力和其他能源。
- ②—③ 范围一碳排放主要包括化石燃料燃烧产生的二氧化碳排放，根据燃料消耗量、元素碳含量、氧化率、分子转换比等参数乘积得出。范围二碳排放主要包括外购电力和热力的二氧化碳排放，根据外购电力、热力数量和相应排放因子乘积得出。电网排放因子根据生态环境部《关于做好 2022 年企业温室气体排放报告管理相关重点工作的通知》，取 5.810tCO₂/万千瓦时；热力碳排放因子按照《工业其他行业企业温室气体排放核算方法与报告指南（试行）》规定“热力供应的 CO₂ 排放因子暂按 0.11 吨 CO₂/GJ 计”。
- ④ 这里指的是“万元营业收入温室气体排放”，数据为报告期内温室气体排放量（以二氧化碳当量计）与营业收入的比值。
- ⑤ 统计内容为危险废物，统计范围为工业企业。公司危险废物主要为机械施工企业产生的废机油、废油漆桶、废油抹布、吸附棉等。公司在经营过程中，严格遵循《中华人民共和国固体废物污染环境防治法》《危险废物转移联单管理办法》等相关法律标准，秉持减量化原则，通过严格执行危险废物分类制度、源头减量、建立危废管理台账等多个方面强化危废管理工作，各类危废在危废库中暂存后，交由有资质单位转运、处置。
- ⑥ 这里指的是“万元营业收入能耗”，数据为报告期内能源总消耗量与营业收入的比值。
- ⑦ 社会贡献活动惠及群体包含定点帮扶地区，未包含定点帮扶地区以外的省区市及海外。
- ⑧ “董事会中兼任其他公司 CEO 的成员数量”指标 2023 年、2024 年采用内部管理口径统计数据，2025 年采用独立法人口径统计，并将 2023 年、2024 年数据修订。

Name of Indicator	Unit of Indicator	2023	2024	2025
Number of Money Laundering or Insider Trading Incidents During the Reporting Period	Pieces	0	0	0
Amount Involved in Litigation or Major Administrative Penalties Due to Unfair Competition During the Reporting Period	RMB ten thousand	0	0	0
Contract Performance Rate	%	100	100	100
Hours of Compliance Training	Hours	20	26	60.5
Number of Participants in Compliance Training	Person-times	1,690	2,043	2,629
Number of Compliance Training Sessions	Times	4	2	4

Remarks:

- ① According to the *Guidelines for Greenhouse Gas Emission Accounting Measures and Reporting for Other Industrial Enterprises (Trial)*, the types of energy included in carbon emission accounting are raw coal (physical quantity), coke, electricity, crude oil, gasoline, kerosene, diesel, fuel oil, natural gas, thermal energy, and other sources of energy.
- ②—③ Scope 1: Carbon emissions primarily include carbon dioxide emissions from the combustion of fossil fuels, calculated by multiplying the amount of fuel consumed, the carbon content of the fuel, oxidation rates, and molecular conversion ratios. Scope 2: Carbon emissions mainly include carbon dioxide emissions from purchased electricity and thermal energy, calculated using the amount of purchased electricity and thermal energy and the corresponding emission factors. The emission factor for the power grid is based on the *Notice on Key Tasks for Enterprise Greenhouse Gas Emission Reporting Management in 2022* by the Ministry of Ecology and Environment, set at 5.810 tCO₂/MWh; the emission factor for thermal energy carbon emissions is provisionally set at 0.11 tons CO₂/GJ according to the *Guidelines for Greenhouse Gas Emission Accounting Measures and Reporting for Other Industrial Enterprises (Trial)*.
- ④ This refers to "Greenhouse Gas Emissions per RMB Ten Thousand of Operating Income", a ratio of GHG emission (in terms of carbon dioxide equivalents) to operating income during the reporting period.
- ⑤ The statistics cover dangerous waste, specifically for industrial enterprises. The company's hazardous waste primarily includes waste engine oil, adheres to the *Solid Waste Pollution Prevention and Control Law of the People's Republic of China, Measures for the Administration of Permit for Operation of Dangerous Wastes*, and other relevant legal standards. Embracing the principle of reduction, the company strengthens dangerous waste management through strict implementation of hazardous waste classification systems, source reduction, and establishing dangerous waste management ledgers. Various types of dangerous waste are temporarily stored in hazardous waste facilities before being transferred and disposed of by qualified entities.
- ⑥ This refers to "Energy Consumption per RMB Ten Thousand of Operating Income", a ratio of the total energy consumption to operating income during the reporting period.
- ⑦ The beneficiary group of social contribution activities includes designated support regions but does not extend beyond these regions to other provinces, regions, cities, or overseas areas.
- ⑧ The indicator "Number of Board Members Concurrently Serving as CEO of Other Companies" for 2023 and 2024 was calculated using internal management standards, while 2025 used the independent legal entity standard. The 2023 and 2024 data have been revised accordingly.

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Green Commitment, Advancing Toward A Low-Carbon Future	Water Use	Articles 18–23	A2.1;A2.3;A3.1	Article 36	E3.2	
	Circular Economy		/	Article 37	E3.3	
	Carbon Asset Management		Part D	Articles 21–28	E3.1	
Working Together To Build A Harmonious Society And Compose A New Chapter For The Era r	Serving National Strategies	Articles 18–23	B8	Articles 21–28; 42; 45	E3.1;S2.1;S3.1	
	Technology Innovation Leadership		/	Articles 42–43	S2.1	
	Industrial Transformation and New Industry Layout		B8	Articles 47; 50	S3.3;S4.2	
	Product and Service Safety and Quality		B6	Article 47	S3.3	
	Sustainable Supply Chain		B5	Article 45	S3.1	
	Equal Treatment of SMEs		/	Article 46	S3.2	
	Employee Rights and Development		B1;B2;B3;B4	Article 50	S4.1;S4.2;S4.3	
	Supporting Rural Revitalization		B8	Article 39	S1.1	
	Social Contribution		B8	Article 40	S1.2	
	Overseas Responsibility		B8	Article 40	S1.2	
	Data Security and Customer Privacy		B6.5	Article 48	S3.4	
	Outlook		/	/	/	A1
	Appendix		Key Performance	Articles 14; 26	Part C; D	Articles 21–56
Index of Indicator		Article 6	/	Article 57	A3	
Report Verification		Article 15	Part A	Article 58	A4	
Management System Certificate		/	/	/	/	
Rating Report		/	/	/	A5	
Feedback		/	/	Article 9	A6	

报告鉴证

REPORT VERIFICATION

Deloitte.

德勤

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独立有限保证鉴证报告

DTT(26)BAR00011

中国交通建设股份有限公司董事会:

我们接受委托,对中国交通建设股份有限公司(以下简称“中国交建”)编制的《中国交通建设股份有限公司 2025 年环境、社会及管治(ESG)报告》(以下简称“2025 年 ESG 报告”)中选定的 2025 年度关键绩效指标执行了有限保证的鉴证业务。

一、鉴证对象信息

本次鉴证业务的鉴证对象信息包括以下 2025 年 ESG 报告附录——关键绩效表中选定的 2025 年度关键绩效指标:

- | | |
|--------------|-----------------------------------|
| 1 温室气体排放总量 | 11 研发投入占营业收入比例 |
| 2 范围一温室气体排放量 | 12 专利申请数 |
| 3 范围二温室气体排放量 | 13 公司信息安全泄露事件总数 |
| 4 温室气体排放强度 | 14 供应商数量(总部管理) |
| 5 无害工业固废处置量 | 15 供应商/分包商通过质量、环境和职业健康安全管理体系认证的比率 |
| 6 有害废弃物产生量 | 16 男性全职员工数 |
| 7 化石能源消耗量 | 17 女性全职员工数 |
| 8 年度耗气量 | 18 员工平均培训时间 |
| 9 年度耗电量 | 19 社会保险覆盖率 |
| 10 研发投入 | 20 接受反商业贿赂及反贪污培训的员工占比 |

我们的鉴证工作仅限于以上 2025 年 ESG 报告中选定的 2025 年度关键绩效指标,不涵盖其他在 2025 年 ESG 报告中披露,但未包含列示于“一、鉴证对象信息”中的信息,以及 2024 年及以前年度关键绩效指标以及其他信息。

二、鉴证对象信息的编制标准

中国交建 2025 年 ESG 报告中选定的关键绩效指标按照本报告后附的选定的 2025 年度关键绩效指标编制标准(以下简称“编制标准”)编制。

三、治理层和管理层的责任

确定适当的编制标准,并按照编制标准编制 2025 年 ESG 报告中选定的 2025 年度关键绩效指标是中国交建管理层的责任。这种责任包括设计、执行和维护与关键绩效指标相关的内部控制,以使其不存在由于舞弊或错误而导致的重大错报。

中国交建治理层负责监督中国交建的 2025 年 ESG 报告编制过程。

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智启非凡

Deloitte.

德勤

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INDEPENDENT LIMITED ASSURANCE REPORT

DTT(26)BAR00011

To the Board of Directors of China Communications Construction Company Limited:

We have been engaged to perform a limited assurance engagement on selected 2025 Key Performance Indicators (the "Selected Indicators") in the 2025 Environmental, Social and Governance (ESG) Report (the "ESG Report") prepared by China Communications Construction Company Limited (the "Company").

Subject Matters for Limited Assurance

The subject matters of this assurance engagement include the Selected Indicators in the following 2025 ESG Report Appendix - Key Performance Table:

- | | |
|---|--|
| 1 Total GHG emissions | 11 R&D Investment as a proportion of revenue |
| 2 Scope 1 GHG emissions | 12 Number of patents applied |
| 3 Scope 2 GHG emissions | 13 Number of information security breaches |
| 4 GHG emission intensity | 14 Number of suppliers (managed by the head office) |
| 5 Innocuous treatment of solid waste | 15 Proportion of suppliers/subcontractors certified by Quality, Environmental, and Occupational Health and Safety Management Systems |
| 6 Hazardous waste generated | 16 Number of full-time male employees |
| 7 Fossil energy consumption | 17 Number of full-time female employees |
| 8 Annual natural gas consumption | 18 Average training time of employees |
| 9 Annual electricity consumption | 19 Social insurance coverage rate |
| 10 Research and Development (R&D) Investments | 20 Proportion of employees who have undergone anti-business-bribery and anti-embezzlement trainings |

Our limited assurance engagement is limited to the Selected Indicators in the 2025 ESG Report above, and does not extend to information disclosed in the 2025 ESG Report that is not included in the "Subject Matters for Limited Assurance", as well as the 2024 and prior years' Key Performance Indicators (KPIs) and other information.

Applicable Criteria

The applicable criteria used by the Company in the preparation of the Selected Indicators are set out in the Appendix attached to this report.

Responsibility of Management and Those Charged with Governance

The management of the Company is responsible for the preparation of the Selected Indicators in accordance with the applicable criteria. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation of the Selected Indicators that is free from material misstatement, whether due to fraud or error.

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四、固有限制

我们提请使用者注意，针对非财务数据，尚无公认的评价和计量标准体系作为统一的编制标准，这将会影响公司间相关数据的可比性。

五、我们的独立性与质量管理

我们遵守了国际会计师职业道德准则理事会颁布的国际会计师职业道德守则（包括国际独立性标准）中对独立性及其他职业道德的要求。该职业道德守则以诚信、客观、专业胜任能力及勤勉尽责、保密和良好职业行为为基本原则。

本所遵循了国际审计与鉴证理事会颁布的《国际质量管理准则第1号——执行财务报表审计和审阅，或其他鉴证业务或其他相关业务的质量管理》的要求。该质量管理准则要求会计师事务所设计、实施和运行质量管理体系，包括与遵守职业道德、职业准则和法律法规要求相关的政策和程序。

六、我们的责任

我们的责任是根据《国际鉴证业务准则第3000号（修订版）——历史财务信息审计或审阅以外的鉴证业务》的规定执行鉴证工作，在执行鉴证工作的基础上对2025年ESG报告中选定的2025年度关键绩效指标在所有重大方面按照编制标准编制发表有限保证的鉴证结论。我们相信，我们获取的证据是充分、适当的，为发表有限保证的鉴证意见提供了基础。

七、实施的鉴证工作

有限保证鉴证业务所实施的程序的性质和时间与合理保证鉴证业务有所不同，且范围小于合理保证鉴证业务。因此，有限保证鉴证业务获取的保证程度远低于合理保证鉴证业务。我们不会就2025年ESG报告中选定的2025年度关键绩效指标在所有重大方面按照编制标准编制发表合理保证的意见。我们的鉴证工作包括识别2025年ESG报告中选定的2025年度关键绩效指标可能存在重大错报的领域，设计和执行鉴证程序以应对这些识别出的领域，并获取相应的证据。我们执行的鉴证程序取决于我们的专业判断以及对鉴证业务风险的评估。

我们所执行的具体鉴证程序包括：

- 与中国交建负责收集、整理和披露信息的管理层和员工进行访谈，以了解与选定关键绩效指标有关的编制流程；
- 抽样检查相关支持性文件；
- 对选定的关键绩效指标实施分析性程序；
- 对选定的关键绩效指标实施重新计算。

八、有限保证鉴证结论

基于已实施的程序及获取的证据，我们没有注意到任何事项使我们相信2025年ESG报告中选定的2025年度关键绩效指标未能所有重大方面按照编制标准编制。

九、本报告的使用范围

本报告仅为中国交建编制ESG报告之用，并不适合及不能用作其他用途。我们不会对除中国交建董事会以外的任何第三方承担任何责任。

德勤华永会计师事务所（特殊普通合伙）

中国·上海

2026年3月30日



Those charged with governance are responsible for overseeing the reporting process.

Inherent Limitations of Applicable Criteria

We draw attention of the users of this report to the fact that there is no generally accepted evaluation and measurement basis for the preparation of non-financial information, which may affect the comparability of sustainability information between entities and over time.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibilities

Our responsibility is to perform limited assurance in accordance with the International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information. We express assurance conclusions with limited assurance on whether the Selected Indicators in the 2025 ESG Report have been prepared in all material respects in accordance with the applicable criteria.

Assurance Approach

The procedures performed in a limited assurance engagement substantially vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Therefore, the level of assurance obtained by limited assurance was less than reasonable assurance. We do not provide reasonable assurance that the Selected Indicators in the 2025 ESG Report were disclosed in all material respects in accordance with the applicable criteria. Our assurance included identifying areas where Selected Indicators for 2025 may be materially misstated in the ESG Report, designing and implementing assurance procedures to address these identified areas, and obtaining evidence accordingly. The assurance procedures we carried out depend on our professional judgment and risk assessments of assurance.

We carried out the following assurance procedures:

- Interviewed the Company's management and staff responsible for information collection, consolidation and disclosure to understand the process of reporting in relation to these Selected Indicators;
- Tested relevant supporting documents on a sample basis;
- Performed analytical procedures on Selected Indicators;
- Recalculated Selected Indicators on a sample basis.

Limited Assurance Conclusions

Based on the above work performed and the evidence we have obtained, nothing has come to our attention that would lead us to believe that there is any material misstatement

related to the Selected Indicators in the Company's 2025 ESG Report prepared in accordance with the applicable criteria.

Use of Independent Limited Assurance Report

This independent limited assurance report is solely for the purpose of preparing the Company's 2025 ESG Report, and is not suitable and cannot be used for other purposes. We do not assume responsibility or accept liability to any other person or third party other than the Company's Board of Directors for this report.

This is the English translation of the Independent Limited Assurance Report in Chinese version. If there is any conflict between the translated and Chinese version, the Chinese version shall prevail.

Deloitte Touche Tohmatsu Certified Public Accountants LLP

Shanghai, China

Mar 30, 2026



报告鉴证

REPORT VERIFICATION

附：选定的 2025 年度关键绩效指标编制标准

- 1. **温室气体排放总量/范围一温室气体排放量/范围二温室气体排放量**：位于中国大陆运营的中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日生产经营产生的范围一直接温室气体排放、范围二间接温室气体排放，以及温室气体排放总量。依据《工业其他行业企业温室气体排放核算方法与报告指南（试行）》《关于做好 2022 年企业温室气体排放报告管理相关重点工作的通知》中的相关系数/排放因子进行计算。
- 2. **温室气体排放强度**：位于中国大陆运营的中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日期间温室气体排放量（以二氧化碳当量计），与营业收入的比值。
- 3. **无害工业固废处置量**：位于中国大陆运营的中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日生产经营产生并处理的无害工业固废总量，无害工业固废依据生态环境部发布的《固体废物分类与代码目录》进行分类。
- 4. **有害废弃物产生量**：位于中国大陆运营的中国交建及下属各工业企业 2025 年 1 月 1 日至 2025 年 12 月 31 日生产经营产生的有害废弃物总量，有害废弃物依据《国家危险废物名录（2025 年版）》进行分类。
- 5. **化石能源消费量**：位于中国大陆运营的中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日生产经营消耗的原油、焦炭、原煤、汽油、煤油、柴油、燃料油、天然气、燃料煤等化石能源总量，依据《综合能耗计算通则》（GB/T 2589-2020）中能源折算系数进行折算为吨标准煤。
- 6. **年度耗气量**：位于中国大陆运营的中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日生产经营消耗的天然气总量，单位为万立方米。
- 7. **年度耗电量**：位于中国大陆运营的中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日生产经营消耗的外购电力总量，单位为万千瓦时。
- 8. **研发投入/研发投入占营业收入比例**：中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日期间进行研究与开发过程中进行的各项投入，包括费用化研发投入和资本化研发投入，口径与年报中“研发投入合计”一致，以及研发投入占营业收入的比例，口径与年报中“研发投入总额占营业收入比例”一致。
- 9. **专利申请数**：中国交建及下属各子（分）公司截至 2025 年 12 月 31 日，累计申请的专利数量。
- 10. **公司信息安全事故事件总数**：中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日，发生信息安全泄露事件的总数，单位为个。
- 11. **供应商数量（总部管理）**：中国交建及下属各子（分）公司截至 2025 年 12 月 31 日，列入总部供应商系统管理的供应商数量。
- 12. **供应商/分包商通过质量、环境和职业健康安全管理体系认证的比率**：中国交建及下属各子（分）公司截至 2025 年 12 月 31 日，列入总部供应商系统管理的供应商中，通过质量、环境和职业健康安全管理体系认证的供应商比例。
- 13. **男性/女性全职员工数**：中国交建及下属各子（分）公司截至 2025 年 12 月 31 日，与中国大陆实体签订正式劳动合同的男性正式员工数量、女性正式员工数量，不包括港澳台及海外员工、劳务派遣员工。

- 14. **员工平均培训时间**：中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日，与中国大陆实体签订正式劳动合同的正式员工接受培训的平均时长。
- 15. **社会保险覆盖率**：中国交建及下属各子（分）公司截至 2025 年 12 月 31 日，与中国大陆实体签订正式劳动合同的正式员工中，依据《中华人民共和国社会保险法》参加国家法定社会保险的员工占参保员工总人数的比例。
- 16. **接受反商业贿赂及反贪污培训的员工占比**：中国交建及下属各子（分）公司 2025 年 1 月 1 日至 2025 年 12 月 31 日，接受商业贿赂及反贪污培训的中国大陆正式员工占所有中国大陆正式员工的比例。

Appendix

- 1. **Total GHG Emissions / Scope 1 GHG Emissions / Scope 2 GHG Emissions**
Scope 1 direct greenhouse gas (GHG) emissions, Scope 2 indirect GHG emissions, and total GHG emissions generated from the production and operation activities of the Company and its subsidiaries and branches operating in the Mainland of China for the period from 1 January 2025 to 31 December 2025. Calculations are conducted in accordance with the relevant coefficients/emission factors specified in the *Guidelines for Accounting and Reporting of Corporate Greenhouse Gas Emissions in Other Industrial Sectors (for Trial Implementation)* and the *Notice on Key Work Related to the Management of Corporate Greenhouse Gas Emissions Reporting in 2022*.
- 2. **GHG Emission Intensity**
The ratio of GHG emissions (measured in carbon dioxide equivalent) to operating revenue of the Company and its subsidiaries and branches operating in the Mainland of China for the period from 1 January 2025 to 31 December 2025.
- 3. **Innocuous Treatment of Solid Waste**
The total amount of non-hazardous industrial solid waste generated and treated during production and operations by the Company and its subsidiaries and branches operating in the Mainland of China from 1 January 2025 to 31 December 2025. Such waste is classified in accordance with the *Catalogue for Classification and Codes of Solid Waste* issued by the Ministry of Ecology and Environment.
- 4. **Hazardous Waste Generated**
The total amount of hazardous waste generated during production and operations by the Company and its industrial subsidiaries operating in the Mainland of China for the period from 1 January 2025 to 31 December 2025. Hazardous waste is classified in accordance with the *National Catalogue of Hazardous Waste (2025 Edition)*.
- 5. **Fossil Energy Consumption**
Total consumption of fossil energy, including raw coal, coke, crude oil, gasoline, kerosene, diesel, fuel oil, natural gas, and other fuel coal, used in production and operations by the Company and its subsidiaries and branches operating in the Mainland of China for the period from 1 January 2025 to 31 December 2025. The total is converted into tons of standard coal equivalent based on the coefficients provided in the *General Rules for Calculation of Comprehensive Energy Consumption (GB/T 2589-2020)*.
- 6. **Annual Natural Gas Consumption**
Total amount of natural gas consumed in production and operations by the Company and its subsidiaries and branches operating in the Mainland of China for the period from 1 January 2025 to 31 December 2025, in ten thousand cubic meters.
- 7. **Annual Electricity Consumption**
Total amount of purchased electricity consumed in production and operations by the Company and its subsidiaries and branches operating in the Mainland of China for the period from 1 January 2025 to 31 December 2025, in ten thousand kilowatt-hours.
- 8. **Research and Development (R&D) Investments / R&D Investment as a Proportion of Revenue**

All investments incurred by the Company and its subsidiaries and branches in the course of research and development activities for the period from 1 January 2025 to 31 December 2025, including both expensed and capitalized R&D investments, consistent with the "total R&D investment" disclosed in the annual report; and the ratio of R&D investment to operating revenue, consistent with the "R&D investment as a percentage of revenue" disclosed in the annual report.

- 9. **Number of Patents Applied**
The cumulative number of patent applications filed by the Company and its subsidiaries and branches as at 31 December 2025.
- 10. **Number of Information Security Breaches**
Total number of information security breach incidents that occurred within the Company and its subsidiaries and branches from the period of 1 January 2025 to 31 December 2025.
- 11. **Number of Suppliers (managed by the head office)**
The number of suppliers included in the head office supplier management system of the Company and its subsidiaries and branches as at 31 December 2025.
- 12. **Proportion of Suppliers/Subcontractors Certified by Quality, Environmental, and Occupational Health and Safety Management Systems**
Refers to the proportion of suppliers included in the head office supplier management system of the Company and its subsidiaries and branches that have obtained certification for Quality, Environmental, and Occupational Health and Safety Management Systems as at 31 December 2025.
- 13. **Number of Full-time Male Employees / Number of Full-time Female Employees**
The number of male and female full-time employees of the Company and its subsidiaries and branches who have signed formal labour contracts with entities in The Mainland of China as at 31 December 2025, excluding employees in Hong Kong, Macao, and Taiwan regions, overseas employees, and dispatched workers.
- 14. **Average Training Time of Employees**
The average duration of training received by full-time employees who have signed formal labour contracts with entities in The Mainland of China within the Company and its subsidiaries and branches from the period of 1 January 2025 to 31 December 2025.
- 15. **Social Insurance Coverage Rate**
The proportion of full-time employees who have signed formal labour contracts with entities in the Mainland of China within the Company and its subsidiaries and branches, and are enrolled in statutory social insurance in accordance with the *Social Insurance Law of the People's Republic of China*, out of the total number of employees who should be covered, as at 31 December 2025.
- 16. **Proportion of Employees Who Have Undergone Anti-Business-Bribery and Anti-Embezzlement Trainings**
The proportion of full-time employees in the Mainland of China who received anti-business-bribery and anti-embarrassment training within the Company and its subsidiaries and branches from the period of 1 January 2025 to 31 December 2025, out of the total number of full-time employees in the Mainland of China.

管理体系认证证书 MANAGEMENT SYSTEM CERTIFICATE

格式: TR07001R01



中国船级社质量认证有限公司
CHINA CLASSIFICATION SOCIETY CERTIFICATION CO., LTD.

质量管理体系认证证书
QUALITY MANAGEMENT SYSTEM CERTIFICATE

编号: No. 00523Q2946R5M

兹证明

中国交通建设股份有限公司
(注册/运营地址: 北京市西城区德胜门外大街 85 号 邮编: 100088;
统一社会信用代码: 91110000710934369E)

This is to certify that the Quality Management System (QMS) of

**CHINA COMMUNICATIONS CONSTRUCTION
COMPANY LTD.**

(Registered/Operation Add: No.85, DESHENG MENWAI STREET, BEIJING, 100088, P.R.CHINA; Uniform Code of Social Credit: 91110000710934369E)

建立的质量管理体系符合标准: **GB/T19001-2016/ISO9001:2015.**
has been found to conform to standard: **GB/T19001-2016/ISO9001:2015.**

本证书对下述范围的质量管理体系有效: *港口工程、航道工程、公路(桥梁、隧道)工程、铁路工程及市政工程等建设项目的工程总承包, 船舶建造总承包, 国际技术交流与合作, 进出口贸易, 船舶及港口配套设备的技术咨询服务; 对下属公司从事的前述业务, 工业与民用建筑、冶金、石化、电力、矿山、水利的建设工程总承包, 工程技术研究、咨询, 工程勘察、设计、施工、监理等业务的管理(含投资管理、监控管理)及服务*。

This certificate is valid to the following scope for QMS: *GENERAL CONTRACTING FOR HARBOUR ENGINEERING, DREDGING, ROAD (BRIDGE, TUNNEL) ENGINEERING, RAILWAY ENGINEERING AND MUNICIPAL ENGINEERING; GENERAL CONTRACTING FOR SHIP CONSTRUCTION; INTERNATIONAL TECHNOLOGY COOPERATION; IMPORT AND EXPORT TRADING; CONSULTING SERVICE FOR TECHNOLOGY OF SHIP AND PORT AUXILIARY EQUIPMENT; MANAGING (INCLUDING INVESTMENT MANAGING AND MONITORING MANAGING) AND SERVICE FOR OUR SUBSIDIARIES' GENERAL CONTRACTION THAT MAINLY INVOLVES IN AFORESAID BUSINESS, INDUSTRIAL AND CIVIL CONSTRUCTION, METALLURGY, PETROCHEMICAL, ELECTRIC POWER, MINING AS WELL AS WATER CONSERVANCY ENGINEERING, AND ENGINEERING TECHNOLOGY RESEARCH AND CONSULTING, ENGINEERING INVESTIGATION, DESIGN, CONSTRUCTION AND SUPERVISION*.

上一认证周期截止时间: 2023 年 8 月 1 日/Last cycle Deadline: 1 August 2023
再认证审核时间: 2023 年 7 月 17 日-2023 年 7 月 19 日/Recertification audit time: 17 July 2023-19 July 2023

本证书有效期至: **2026 年 8 月 1 日.**
This certificate is valid until: **1 August 2026.**





中国认可
国际互认
管理体系
MANAGEMENT SYSTEM
CNAS C005-M




发证日期: **2023 年 7 月 26 日.**
Issued on: **26 July 2023.**

签发: **田伟**
Issued by: **Tian Wei**

本证书按照中国船级社质量认证有限公司认证规范及有程序规定签发, 获证组织必须定期接受监督审核并符合认证证书条款规定。当本证书到期时, 获证组织必须与认证机构续订使用。每一页证书(含附件)均须有本公司盖章方可生效。任何单位和个人均不得篡改或伪造证书内容。有关各方对所持证书的真实性负责。可向我公司咨询。本证书信息可在国家认证认可监督管理委员会官方网站(www.cnca.gov.cn)上查询。
This Certificate is issued pursuant to China Classification Society Certification Co., Ltd.(CCSC) Rules for System Certification and related procedures. This certificate continues to be valid only by passing the periodic supervision. When the certificate expires or appends, all the appends together with the certificate are taken as a whole and shall be used simultaneously. No certificate page is valid without bearing the stamp of CCSC. Any part of the certificate including the appends can not be extracted or altered by any unit or individual in any form. Related parties who about the authenticity of the certificate may consult with CCSC. The information of this certificate can be inquired through the official website of Certification and Accreditation Administration of the People's Republic of China (www.cnca.gov.cn).

中国船级社质量认证有限公司 北京市东城区皇城根南街 40 号 100006 / No.40 Dong Huang Cheng Gen Nan Jie, Beijing, 100006, China 电话 / Tel: +86(0)105613400 网址 / Website: www.ccs-c.com

格式: TR07001R05



中国船级社质量认证有限公司
CHINA CLASSIFICATION SOCIETY CERTIFICATION CO., LTD.

环境管理体系认证证书
ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATE

编号: No. 00523E2948R5M

兹证明

中国交通建设股份有限公司
(注册/运营地址: 北京市西城区德胜门外大街 85 号 邮编: 100088)

This is to certify that the Environmental Management System (EMS) of

**CHINA COMMUNICATIONS CONSTRUCTION
COMPANY LTD.**

(Registered/Operation Add: No.85, DESHENG MENWAI STREET, BEIJING, 100088, P.R.CHINA)

建立的环境管理体系符合标准: **GB/T24001-2016/ISO14001:2015.**
has been found to conform to standard: **GB/T24001-2016/ISO14001:2015.**

本证书对下述范围的环境管理体系有效: *港口工程、航道工程、公路(桥梁、隧道)工程、铁路工程及市政工程等建设项目的工程总承包, 船舶建造总承包, 国际技术交流与合作, 进出口贸易, 船舶及港口配套设备的技术咨询服务; 对下属公司从事的前述业务, 工业与民用建筑、冶金、石化、电力、矿山、水利的建设工程总承包, 工程技术研究、咨询, 工程勘察、设计、施工、监理等业务的管理(含投资管理、监控管理)及服务; 港口工程、航道工程、公路(桥梁、隧道)工程、铁路工程及市政公用工程建设项目工程总承包*。

This certificate is valid to the following scope for EMS: *GENERAL CONTRACTING FOR HARBOUR ENGINEERING, DREDGING, ROAD (BRIDGE, TUNNEL) ENGINEERING, RAILWAY ENGINEERING AND MUNICIPAL ENGINEERING; GENERAL CONTRACTING FOR SHIP CONSTRUCTION; INTERNATIONAL TECHNOLOGY COOPERATION; IMPORT AND EXPORT TRADING; CONSULTING SERVICE FOR TECHNOLOGY OF SHIP AND PORT AUXILIARY EQUIPMENT; MANAGING (INCLUDING INVESTMENT MANAGING AND MONITORING MANAGING) AND SERVICE FOR OUR SUBSIDIARIES' GENERAL CONTRACTION THAT MAINLY INVOLVES IN AFORESAID BUSINESS, INDUSTRIAL AND CIVIL CONSTRUCTION, METALLURGY, PETROCHEMICAL, ELECTRIC POWER, MINING AS WELL AS WATER CONSERVANCY ENGINEERING, AND ENGINEERING TECHNOLOGY RESEARCH AND CONSULTING, ENGINEERING INVESTIGATION, DESIGN, CONSTRUCTION AND SUPERVISION; GENERAL CONTRACTING FOR HARBOUR ENGINEERING, DREDGING, ROAD (BRIDGE, TUNNEL) ENGINEERING, RAILWAY ENGINEERING AND MUNICIPAL PUBLIC ENGINEERING*.

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MANAGEMENT SYSTEM
CNAS C005-M



发证日期: **2023 年 7 月 26 日.**
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签发: **田伟**
Issued by: **Tian Wei**


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管理体系认证证书

MANAGEMENT SYSTEM CERTIFICATE

格式: TR07001R06



中国船级社质量认证有限公司
CHINA CLASSIFICATION SOCIETY CERTIFICATION CO., LTD.

职业健康安全管理体系认证证书
OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM CERTIFICATE

编号: No.00523S2949R5M

兹证明

中国交通建设股份有限公司
(注册/运营地址: 北京市西城区德胜门外大街 85 号 邮编: 100088)

This is to certify that the Occupational Health and Safety Management System (OHSMS) of

CHINA COMMUNICATIONS CONSTRUCTION COMPANY LTD.

(Registered/Operation Add: No.85, DESHENG MENWAI STREET, BEIJING, 100088, P.R.CHINA)




建立的职业健康安全管理体系符合标准: **GB/T45001-2020/ISO45001:2018.**
has been found to conform to standard: **GB/T45001-2020/ISO45001:2018.**

本证书对下述范围的职业健康安全管理体系有效: *港口工程、航道工程、公路(桥梁、隧道)工程、铁路工程及市政工程等建设项目的工程总承包, 船舶建造总承包, 国际技术交流与合作, 进出口贸易, 船舶及港口配套设备的技术咨询服务; 对下属公司从事的前述业务, 工业与民用建筑、冶金、石化、电力、矿山、水利的建设工程总承包, 工程技术研究、咨询, 工程勘察、设计、施工、监理等业务的管理(含投资管理、监控管理)及服务; 港口工程、航道工程、公路(桥梁、隧道)工程、铁路工程及市政公用工程建设项目的工程施工总承包*。


This certificate is valid to the following scope for OHSMS: *GENERAL CONTRACTING FOR HARBOUR ENGINEERING, DREDGING, ROAD (BRIDGE, TUNNEL) ENGINEERING, RAILWAY ENGINEERING AND MUNICIPAL ENGINEERING; GENERAL CONTRACTING FOR SHIP CONSTRUCTION; INTERNATIONAL TECHNOLOGY COOPERATION; IMPORT AND EXPORT TRADING; CONSULTING SERVICE FOR TECHNOLOGY OF SHIP AND PORT AUXILIARY EQUIPMENT; MANAGING (INCLUDING INVESTMENT MANAGING AND MONITORING MANAGING) AND SERVICE FOR OUR SUBSIDIARIES' GENERAL CONTRACTION THAT MAINLY INVOLVES IN AFORESAID BUSINESS, INDUSTRIAL AND CIVIL CONSTRUCTION, METALLURGY, PETROCHEMICAL, ELECTRIC POWER, MINING AS WELL AS WATER CONSERVANCY ENGINEERING, AND ENGINEERING TECHNOLOGY RESEARCH AND CONSULTING, ENGINEERING INVESTIGATION, DESIGN, CONSTRUCTION AND SUPERVISION; GENERAL CONTRACTING FOR HARBOUR ENGINEERING, DREDGING, ROAD (BRIDGE, TUNNEL) ENGINEERING, RAILWAY ENGINEERING AND MUNICIPAL PUBLIC ENGINEERING*.

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中国认可
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CNAS C005-M



发证日期: **2023 年 7 月 26 日。**
Issued on: **26 July 2023.**
签发: **田伟**
Issued by: **Tian Wei**

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中国船级社质量认证有限公司 北京市东城区皇城根南街 40 号 100006/No.40 Dong Huan Cheng Gen Nan Jie, Beijing, 100006, China 电话/Tel: +861056313400 网址/Website: www.ccs-c.com

格式: TR07001R02



中国船级社质量认证有限公司
CHINA CLASSIFICATION SOCIETY CERTIFICATION CO., LTD.

质量管理体系认证证书
QUALITY MANAGEMENT SYSTEM CERTIFICATE

编号: No.15523Q2947R5M

兹证明

中国交通建设股份有限公司
(注册/运营地址: 北京市西城区德胜门外大街 85 号 邮编: 100088;
统一社会信用代码: 91110000710934369E)

This is to certify that the Quality Management System (QMS) of

CHINA COMMUNICATIONS CONSTRUCTION COMPANY LTD.

(Registered/Operation Add: No.85, DESHENG MENWAI STREET, BEIJING, 100088, P.R.CHINA; Uniform Code of Social Credit: 91110000710934369E)

建立的质量管理体系符合标准: **ISO 9001:2015.**
has been found to conform to standard: **ISO 9001:2015.**

本证书对下述范围的质量管理体系有效: *港口工程、航道工程、公路(桥梁、隧道)工程、铁路工程及市政工程等建设项目的工程总承包, 船舶建造总承包, 国际技术交流与合作, 进出口贸易, 船舶及港口配套设备的技术咨询服务; 对下属公司从事的前述业务, 工业与民用建筑、冶金、石化、电力、矿山、水利的建设工程总承包, 工程技术研究、咨询, 工程勘察、设计、施工、监理等业务的管理(含投资管理、监控管理)及服务*。

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Issued by: **Tian Wei**

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一图读懂

《中国交建 2025 年度环境、社会及管治报告》评级报告

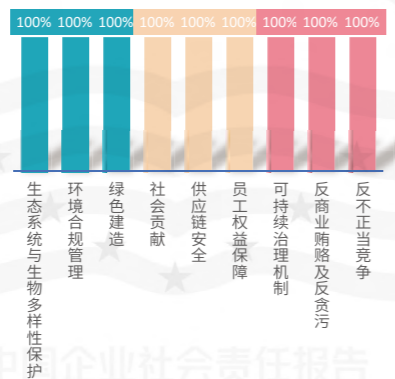
一、评级结果



《中国交建 2025 年度环境、社会及管治报告》(以下简称《报告》)为**五星佳级**,是企业可持续发展报告中的**典范**。

综合评级	评级图示	发展水平
五星佳	★★★★★+	典范
五星级	★★★★★	卓越
四星半级	★★★★☆	领先
四星级	★★★★	优秀
三星级	★★★	良好
二星级	★★	发展
一星级	★	起步

二、亮点绩效



《报告》的过程性、实质性、完整性、平衡性、可比性、可读性、创新性均达到五星级。

《报告》系统披露了土木工程建筑业核心指标的 91.52%, 其中环境维度下生态系统与生物多样性保护、环境合规管理、绿色建造, 社会维度下社会贡献、供应链安全、员工权益保障, 治理维度下可持续治理机制、反商业贿赂及反贪污、反不正当竞争等议题的核心指标覆盖率最高, 均达 100%。

《报告》详细披露了 155 个关键指标连续 3 年的对比数据, 其中环境维度下能源利用, 社会维度下供应链安全, 治理维度下反商业贿赂及反贪污连续 3 年可比数据披露最为充分。

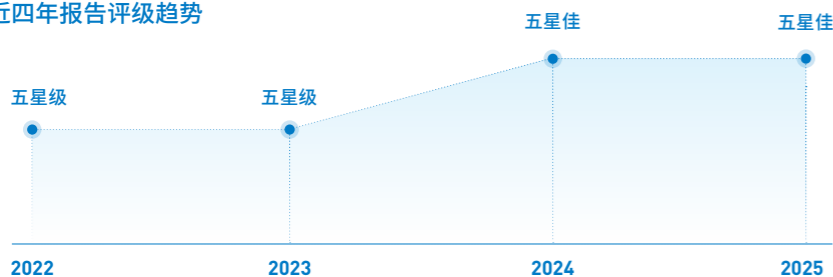
三、改进建议

增加行业核心指标的披露, 进一步提高报告的完整性。

四、评级勋章

中国交通建设股份有限公司第 9 年参与报告评级, 连续 2 年获得五星佳级评价, 累计 3 年获得五星级评价, 获白银级勋章。

近四年报告评级趋势



《中国交建 2025 年度环境、社会及管治报告》评级报告

受中国交通建设股份有限公司第 9 年委托, “中国企业社会责任报告评级专家委员会” 抽选专家组成评级小组, 对《中国交建 2025 年度环境、社会及管治报告》(以下简称《报告》) 进行评级。

一、评级依据

- 《关于新时代中央企业高标准履行社会责任的指导意见》;
- 《企业可持续披露准则——基本准则(试行)》;
- 《上海证券交易所上市公司自律监管指引第 14 号——可持续发展报告(试行)》;
- 《环境、社会及管治报告守则》;
- 《中国企业可持续发展报告指南(CASS-ESG 6.0)之土木工程建筑业》;
- 《中国企业可持续发展报告评级标准(2026)》。

二、评级分析

过程性(★★★★★)

总部党委工作部牵头统筹 ESG 报告编制工作, 成立中国交建报告编制工作组, 董事会负责报告终审; 围绕报告编制开展前期研究, 构建并持续完善 ESG 指标体系, 进一步提升报告编制水平; 编制报告资料收集清单, 下发开展报告编制工作的专项通知, 召开报告编制启动会, 对职能部门、下属单位进行访谈, 收集大量一手资料, 确保报告内容全面、准确; 组织外部专家召开报告意见征求会, 进一步优化报告内容; 计划通过交易所挂网发布报告, 并将以电子版、纸质版、报告长图等形式呈现报告, 过程性表现卓越。

实质性(★★★★★)

《报告》系统披露了应对气候变化、污染物排放、建筑废弃物管理、发展循环经济、打造绿色建筑、生态系统与生物多样性保护、产品和技术创新、可持续供应链、产品和服务安全与质量、员工权益保障、职业健康与安全生产、可持续治理机制、反商业贿赂及反贪污等土木工程建筑业关键性议题, 叙述详细充分, 其中应对气候变化、可持续治理机制、产品和技术创新三项议题相关内容篇幅最多, 分别为 9 页、6 页、5 页, 实质性表现卓越。

完整性(★★★★★)

《报告》主体内容从“善治致远 以卓越治理共筑发展根基”“融绿笃行 以绿色发展共赴低碳未来”“聚力同行 以和美社会共谱时代华章”等角度系统披露了土木工程建筑业核心指标的 91.52%, 其中环境维度下生态系统与生物多样性保护、环境合规管理、水资源利用、绿色建造, 社会维度下乡村振兴、社会贡献、供应链安全、数据安全与客户隐私保护、员工权益保障、职业健康与安全生产、职业发展与培训, 治理维度下可持续治理机制、利益相关方沟通、反商业贿赂及反贪污、反不正当竞争等议题的核心指标覆盖率最高, 均达 100%, 具有卓越的完整性表现。

平衡性(★★★★★)

《报告》披露了“因健康与安全原因召回的产品数量”“客户投诉数量”“发生泄露客户信息事件数量”“因工死亡人数”“工作场所员工发生事故的次数”等负面数据信息, 简述了“公司未发生 I-III 类重大环保负面事件”“公司未发生劳动争议事件”等情况, 平衡性表现卓越。

可比性(★★★★★)

《报告》详细披露了“资产总额”“利润总额”“温室气体排放总量”“能源总消耗量”“乡村振兴无偿投入金额”“社会保险覆盖率”等 155 个关键指标连续 3 年的对比数据, 并说明了温室气体排放量、有害废弃物产生量等指标的统计口径; 其中环境维度下能源利用、社会维度下供应链安全、治理维度下反商业贿赂及反贪污连续 3 年可比数据披露最为充分, 分别为 6 组、22 组、9 组; 通过“《财富》世界 500 强第 61 位”“连续十九年荣膺 ENR 全球最大 250 家国际承包商中资企业首位, 继续保持亚洲企业第一名”等进行横向比较, 可比性表现卓越。

可读性(★★★★★)

《报告》采用议题型框架, 从环境、社会和治理角度系统呈现了企业的重要议题及应对措施和成效, 全面回应了利益相关方关切; 报告封面延续以往报告设计风格, 巧妙融入企业 logo 和主营业务视觉符号, 增强了报告辨识度; 篇章跨页采用企业代表性项目的实景图片, 并嵌入叙述性引言, 提

纲挈领, 利于读者快速了解章节内容; 报告语言简洁、案例丰富, 内页中英文排版, 凸显国际化气质, 具有卓越的可读性表现。

创新性(★★★★★)

《报告》设置“高质量共建‘一带一路’, 彰显全球化领先优势”“高标准推动改革深化, 激发可持续发展动能”两大责任专题, 积极响应国家大政方针, 聚焦年度履责亮点, 彰显了中央企业的责任与担当; 积极响应国际标准与监管要求, 参照“治理, 战略, 影响, 风险与机遇管理, 指标与目标”四支柱框架披露应对气候变化、可持续供应链等多个议题, 增强信息披露的规范性; 积极开展 ESG 考核或评优, 连续 4 年开展“中交助梦”社会责任品牌优秀案例评选活动, 为高标准履行社会责任树立了典范; 编制发布国内首个公路运营项目 ESG 评价指南《项目 ESG 评价指南(公路运营项目)》团体标准, 有利于进一步提升企业可持续发展管理水平并推动行业可持续发展, 创新性表现卓越。

三、综合评级★★★★★+

经评级小组评价, 《中国交建 2025 年度环境、社会及管治报告》的过程性、实质性、完整性、平衡性、可比性、可读性、创新性均达到五星级, 综合为五星佳级, 是企业可持续发展报告中的典范。

综合评级	评级图示	发展水平
五星佳	★★★★★+	典范
五星级	★★★★★	卓越
四星半级	★★★★☆	领先
四星级	★★★★	优秀
三星级	★★★	良好
二星级	★★	发展
一星级	★	起步

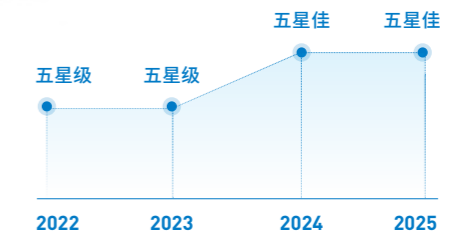
四、改进建议

增加行业核心指标的披露, 进一步提高报告的完整性。

五、评级勋章

中国交通建设股份有限公司第 9 年参与报告评级, 连续 2 年获得五星佳级评价, 累计 3 年获得五星级评价, 获白银级勋章。

近四年报告评级趋势



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出具时间:
2026 年 4 月 22 日

意见反馈

FEEDBACK

尊敬的读者：

您好！十分感谢您阅读《中国交建 2025 年度环境、社会及管治报告》。我们非常重视并期望聆听您对中国交建在环境、社会及管治方面的管理、实践和报告的反馈意见。为进一步提升我们的工作水平并使下一份报告更加符合您的期望，恳请您协助完成反馈意见表中提出的相关问题，并选择以下方式反馈给我们。

联系电话：86-10-82016824

联系地址：中国北京市西城区德胜门外大街 85 号

姓名：	联系电话：
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1. 您对本报告的总体评价是？

好 较好 一般

2. 您认为本报告是否能反映中国交建对经济、社会和环境的重大影响？

高 较高 一般 较低 低

3. 您认为本报告所披露信息、数据、指标的清晰、准确、完整度如何？

好 较好 一般 差 不了解

4. 您最满意本报告哪一方面？

5. 您希望进一步了解哪些信息？

6. 您对我们今后发布报告还有哪些建议？

Dear Readers,

Greetings! Thank you for reading the *2025 Environmental, Social and Governance Report of China Communications Construction Company Limited (CCCC)*. We value and look forward to hearing your feedback on China Communications Construction's management, practices and reports on environmental, social and governance. Please assist us in completing the relevant questions raised in the feedback form to further improve our work level and make the next report more in line with your expectations, please choose the following ways to feedback to us.

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1. Your overall assessment of the report is

Excellent Good Average

2. Do you think this report can reflect the great impact of China Communications Construction on economy, society and environment?

High Relatively high Fair Relatively low Low

3. What do you think of the clarity, accuracy and completeness of the information, data and indicators disclosed in this report?

Good Better Average Poor Don't know

4. Which aspect of this report are you most satisfied with?

5. What information do you want to know more?

6. What other suggestions do you have for us to publish reports in the future?



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