



# 2019 SUSTAINABILITY FACTBOOK

BMW Brilliance Automotive Ltd.



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## GROWTH THROUGH TRANSFORMATION TO BUILD A SUSTAINABLE FUTURE

We believe that a business can only be successful and resilient, if it creates a sustainable future, if it makes a positive impact to the world. This is why we are focused more than ever on how our actions will transform the economic, social and environmental landscape of tomorrow.

The COVID-19 crisis in 2020 exposed the world to enormous social and economic uncertainty, and it can only be overcome through solidarity, collaboration, and courage.

At BMW Brilliance, we are committed to standing with our stakeholders and communities we serve, and devoting our best endeavour to support recovery and build resilience for our economy, society, and the future.



**Dr. Johann Wieland**

President and CEO of BMW Brilliance Automotive Ltd.

# BMW BRILLIANCE AT A GLANCE

BMW Brilliance was founded in 2003 as a Joint Venture of the parent companies, Bayerische Motoren Werke Aktiengesellschaft (BMW) and Brilliance China Automotive Holdings Limited.

We are committed to the principles of the United Nations Global Compact, which we joined in 2014 to contribute to sustainable development in China.

An overview of BMW Brilliance in 2019:

## 534,990

Vehicles produced

## 544,549

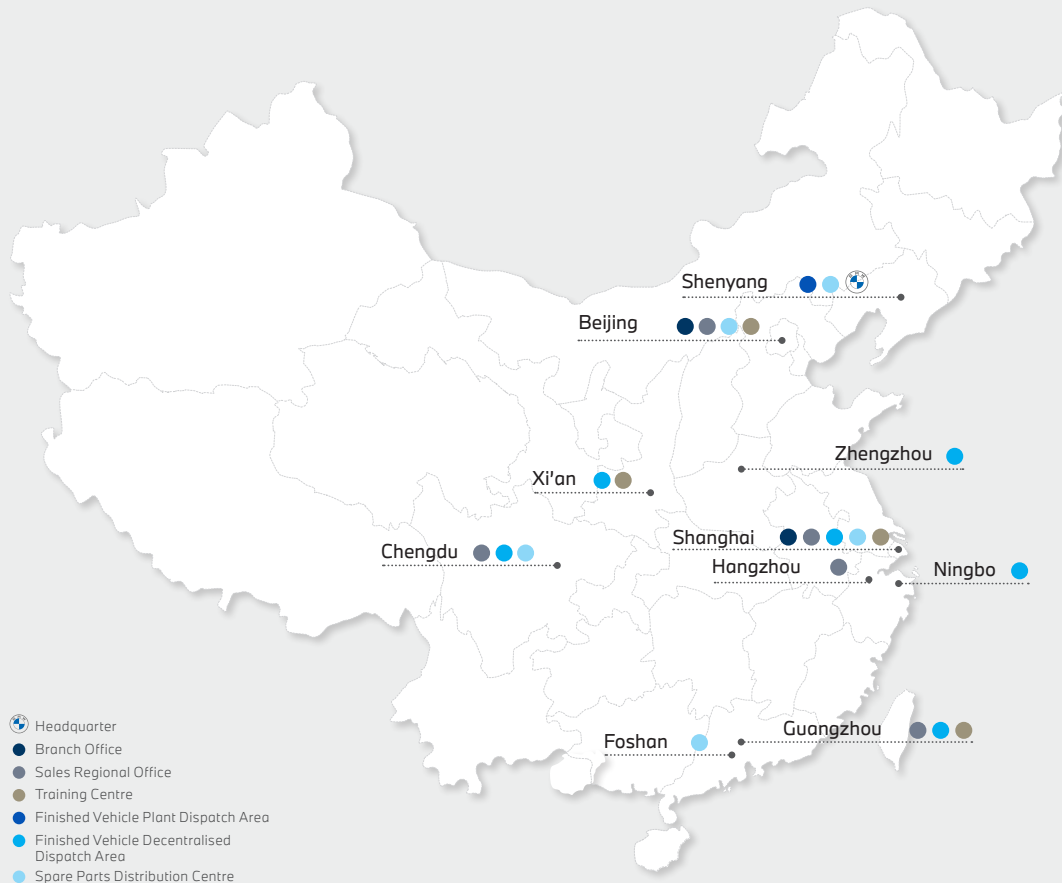
Vehicles wholesaled

## 19,824

Employees

## 647

Authorised dealer outlets





An aerial photograph of a winding asphalt road that curves through a dense, vibrant green forest. The road is bordered by a low stone wall on the outer edge. Several cars, including a blue one, a red one, a white one, and a silver one, are visible driving along the road. The forest is thick with various types of trees, creating a rich green canopy.

# 1

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## → FUNDAMENTALS

BMW Brilliance aspires to be  
the leading sustainable provider  
of premium individual mobility in  
China's automotive industry.

# 1

## Fundamentals

→ Strategy and management

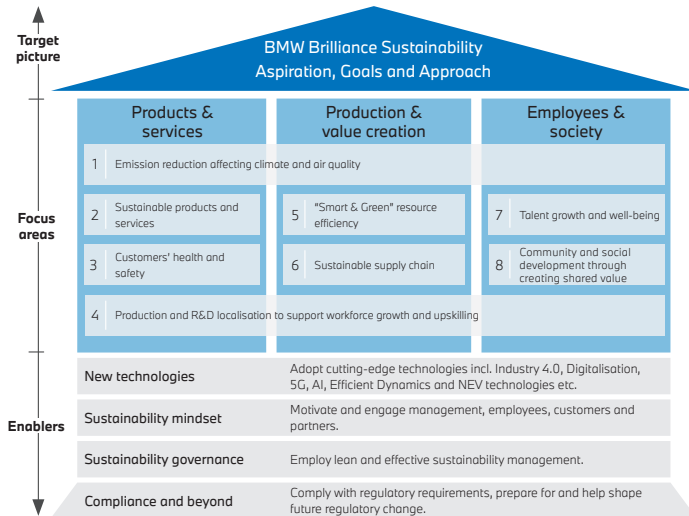
Stakeholder engagement

Sustainability enablers

Our Sustainability Framework sets out 8 strategic focus areas across the 3 pillars of our value chain:

- Products and Services;
- Production and Value Creation,
- Employees and society,

with the strategic enablers that accelerate our transformation to a sustainable business.



We prioritise our actions to contribute to the United Nation's Sustainable Development Goals (SDGs) that are most relevant to our business, and linked these goals to our company-wide strategic approach.



BMW Brilliance Sustainability Governance Framework.

Sustainability is integrated into our key business decisions of BMW Brilliance, through a robust governance mechanism that involves our Board of Management, Management Circles and operational functions.



## 1

## Fundamentals

Strategy and  
management→ Stakeholder  
engagementSustainability  
enablersBMW Brilliance  
Stakeholder  
Engagement

BMW Brilliance proactively engage with stakeholders both at our production locations and beyond, to ensure that we understand our own impacts and influence, and that we are responding effectively to stakeholder perspectives.

Academic Institutions	Roundtables, lectures, discussions with experts, scholars and students.
Future Talent	Specialised and localised programmes, traineeships, and vocational education opportunities.
Communist Party of China	Events with the CPC and BMW Brilliance.
Policy Decision-makers	Regular discussions on key topics such as emission standards, the advancement of E-mobility and supporting infrastructure, and promotion of innovation.
Regulatory Authorities	Regular communication with local authorities.
Media	Media trips, press releases, information events on new products, test drives and trade fairs.
Shareholders	Communication between our Board of Management and Board of Directors and shareholder representatives (BMW Group and Brilliance Group).
Employees	BMW Brilliance Trade Union, employee survey, dialogues with managers, internal communications.
Suppliers	Industry initiatives, joint events, training courses, supplier risk assessments, supplier forum.
Dealers	Regular interaction with sales organisations and dealers, business conferences.
Local Communities	One-on-one meetings, plant visits, neighbourhood dialogue, press events, investment into local communities as part of CSR commitment.
Customers	Surveys, social media, trade fairs, autoshows, pop-up events, mass media.



## 1

## Fundamentals

→ FACT 001

Strategy and  
managementStakeholder  
engagement→ Sustainability  
enablers

Over 1,000 associates joined the sustainability mindset fostering campaign - "Climate Change Action - Choose your Future Road" held at Plant Tiexi, Dadong and Powertrain in December 2019, to learn about climate change and how individuals can take action in daily lives through interactive effects and popular VR games.

BMW  
Brilliance  
Compliance  
Management  
Framework.

AUDIT AND COMPLIANCE COMMITTEE /  
BOARD OF DIRECTORS OF BMW BRILLIANCE

BMW BRILLIANCE  
BOARD OF MANAGEMENT

BMW BRILLIANCE  
COMPLIANCE COMMITTEE

BMW BRILLIANCE  
COMPLIANCE COMMITTEE OFFICE

BMW BRILLIANCE  
COMPLIANCE OPERATIONS NETWORK



Light and Shadow  
Illustration

A digital gallery of climate change related information and knowledge.



VR  
Game Sessions

Experience extreme weather events and identify carbon emissions sources in BMW Brilliance through VR games.



Zero Waste and  
Recyclable

All materials were recyclable and no printed materials were used throughout the 3-day campaign.



2019 Compliance Day -  
"WE ARE COMPLIANCE"

In March 2019, the 6-day Compliance Day event was held in Beijing office and Shenyang plants with 15 workshops hosted and attracted more than 1,000 associates.

→ FACT 002

In 2019, we provided in-person legal and compliance trainings to over 3,300 internal trainees, and released 94 pop-up messages around Legislation Express, Case Studies and compliance notifications on WeCompliance, a user-friendly platform on the intranet page that we introduced this year.



Strategy and  
management

Stakeholder  
engagement

→ Sustainability  
enablers

→ FACT 003

In 2019, BMW Brilliance became the world's first manufacturer to apply 5G technology in automotive R&D and production. We have constructed

35

5G base stations, and

21

signal towers

across our Shenyang production plants.

→ FACT 004

We embarked a platform architecture project to construct one unified IT platform to enable technological communication between digital tools and applications, promote innovation and accelerate digital transformation.

→ FACT 005

Our Tech Day 2019 featured the future of intelligent manufacturing, with Tech Booth designed with "Virtual and Reality" under the theme of technological integration. Participation of external Tech Giants and start-ups demonstrated the open, inclusive, cooperative and win-win atmosphere of BMW Brilliance.



# 2

## → PRODUCTS AND SERVICES

We are transforming our product and service portfolio in pursuit of our sustainability commitments - safer, greener and more circular products, with more inclusive, intelligent and customer-centric services.



2

→ Products and  
servicesTotal quality  
managementSustainable  
product  
lifecycleCustomer-  
centric  
services

→ FACT 006

By the end of 2019,  
BMW Brilliance's automobile  
wholesale volume reached

544,549

vehicles.

On April 16th 2019, we celebrated  
the roll off of our

2,000,000<sup>th</sup>

engine

from the production line in  
Plant Powertrain.

→ FACT 007

BMW Brilliance models achieved impressive results  
in the 2019 China Automobile Customer Satisfaction  
Index (CACSI) assessment.

3

**BMW 3 Series**

Top B-class Luxury Sedan

5

**BMW 5 Series**

Top C-class Luxury Sedan  
Top PHEV Sedan

X1

**BMW X1**

Top A-class Luxury SUV Sedan

X3

**BMW X3**

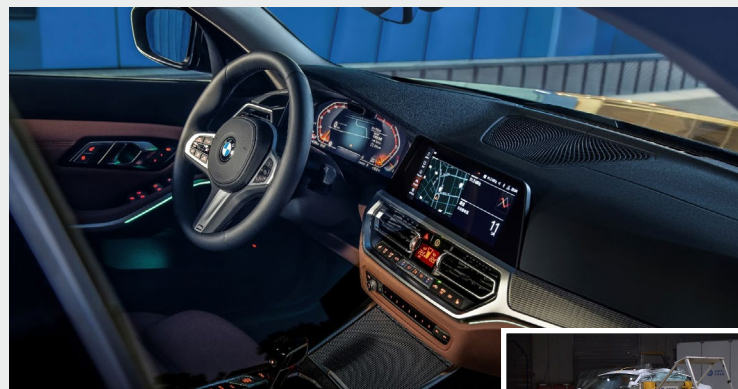
Top B-class Luxury SUV Sedan



→ Total quality  
managementSustainable  
product  
lifecycleCustomer-  
centric  
services

We protect our customers, passengers and other road users with premium product quality and intelligent safety systems equipped in our vehicles. The health of our passengers is ensured as we adhere to the most stringent regulations to control hazardous materials in our interior components and minimise Volatile Organic Compound (VOC) emissions.

All of our product safety and customer health protection measures are affirmed by the outstanding results our vehicles achieved in various vehicle assessment schemes.



#### China Eco-Car Assessment Programme (C-ECAP)

The BMW 5 Series obtained a gold medal in the C-ECAP, and a full score in the Interior Noise category.

#### China-Insurance Auto Safety Index (C-IASI)

The all-new BMW 3 Series gained the highest rating on Roof Strength and Pedestrian Safety in the 2019 C-IASI test, the highest rating among all tested cars since relevant tests implemented.

#### China New Car Assessment Programme (C-NCAP)

The All-new BMW X3 earned a Five Star in the 2019 C-NCAP rating, the highest score amongst all SUVs, and achieved full score in active safety programme.



## 2

Products and  
services

→ FACT 009

Total quality  
management

→ Sustainable  
product  
lifecycle

Customer-  
centric  
services

In 2019, our Corporate Average Fuel  
Consumption (CAFC) was further reduced to

5.79

L/100km.

→ FACT 010

The average fleet CO<sub>2</sub> emissions of BMW  
Brilliance automobiles decreased to

137.8

g/km,

as we continuously advance our Efficient Dynamics strategy  
and expanded production of New Energy Vehicles (NEV).





BMW Brilliance is shaping the future of E-mobility in China by building and advancing a complete, closed-loop ecosystem in six core areas, as we lead the NEV premium sector with cutting-edge technology, a rich product portfolio, and intelligent E-mobility services.

→ FACT 011

In 2019, our NEV wholesale volume reached a total of

32,246  
vehicles,

increased by 50.4%  
from 2018.

In particular, year-on-year sales volume of  
the BMW 530 Le has doubled.





→ FACT 012

The BMW X1 xDrive 30 Le and ZINORO 100H plug-in hybrid compact SAVs, launched in April 2019, included a new type of battery which is based on the state-of-the-art battery technology that enables an

# 83%

increase in e-range,

and reduction of combined fuel consumption by 72% to 1.3 L/100km.

→ FACT 013

## ABOUT THE FORTHCOMING BMW iX3



The BMW iX3 will be produced at the BMW Brilliance Shenyang production base in 2020, for both China and global markets.

The BMW iX3 will come with the new BMW Aerodynamic Wheels, which can reduce drag for about 5% compared to a conventionally powered BMW X3, and are 15% lighter than the aerodynamic wheels previously fitted by BMW.

The BMW iX3 will be the first BMW model to benefit from the BMW fifth generation eDrive system, which includes ground-breaking upgrades in performance, range, weight, space, and flexibility.

The High-Voltage Battery featured in the BMW iX3, with a net-battery size of 74 kWh, enables the BMW iX3 to realise a range of 500 km within the NEDC test cycle.

2

Products and  
servicesTotal quality  
management→ Sustainable  
product  
lifecycleCustomer-  
centric  
services

→ FACT 014

By the end of 2019, we provided

130,000+

public charging pillars,  
including 30,000+ DC chargers,

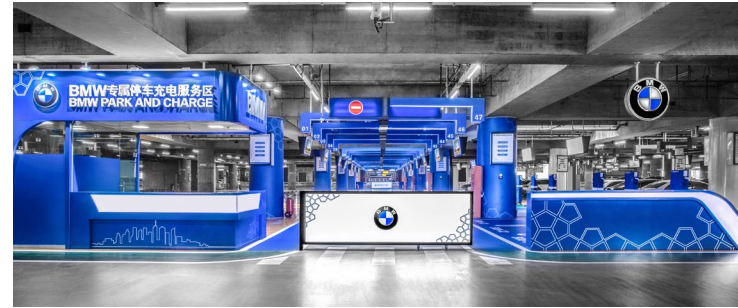
across

200

cities  
in China.We also rolled out charging stations  
at 172 dealer outlets.

→ FACT 015

To improve customer charging experience and convenience, we have zoned over 200 parking lots at major public transportation hubs in five cities, exclusively for all BMW Group customers to enjoy our "Park and Charge" service.



→ FACT 016

We provide safe and worry-free private charging solutions for customers of various needs, including:

- Free BMW wallbox with basic installation services,
- Free BMW charging wallbox, or
- Complimentary charging card service (available in certain cities).



→ FACT 017

In 2019, we recycled more than

124,600

spare parts,  
weighing a total of >563 tonnes for  
remanufacturing.

→ FACT 018



We launched the AC compressors as a remanufactured product which utilised over 2,500 recycled AC compressor cores throughout the remanufacturing process. This product has provided a much more economical option for repair and has been well received by our customers.



→ FACT 019

BMW China set up the first ReLife Point (RLP) in Cangzhou, Hebei, with our partner ENCORY, as a centralised facility for parts remanufacturing and removal to further enhance the collection and circular use of materials.

→ FACT 020

By the end of 2019, we recycled

3,263

pieces

of defective High-Voltage Battery,  
with a total weight of 78,875 kg.

## 2

## Products and services

Total quality management

Sustainable product lifecycle

→ Customer-centric services



→ FACT 022

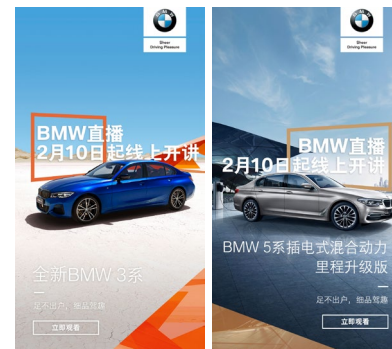
In 2019, BMW Brilliance launched the BMW Official E-commerce Shop on WeChat platform to offer customers a cyber experience to learn about BMW vehicles. Customers can enter our Virtual Showroom where our product specialists provide one-on-one product introduction via real-time video interaction.

We also collaborated with the T-mall to run regular product roadshows, including live-broadcasting by celebrity sales of our dealers to engage with customers online.

→ FACT 021

BMW Brilliance's new subsidiary start-up company, LingYue Digital Information Technology, was launched in 2019 to lead our customer-centric digital transformation and improve customer lifecycle management.

LingYue is a data service provider and innovation incubator, with an important role to play in our growth and value creation in China, by providing digital solutions and services that enable seamless online-to-offline customer experiences.



# 2

Products and  
services

Total quality  
management

Sustainable  
product  
lifecycle

→ Customer-  
centric  
services

→ FACT 023

In 2019, BMW Brilliance had

# 647

authorised dealer outlets  
nationwide, in which

# 450

were our NEV dealerships, which  
has grown from 336 in 2018, and  
achieved 100% coverage in all  
Tier-1 and Tier-2 cities.



→ FACT 024

This year, 205 dealers were engaged through our  
Customer Board Platform for customer satisfaction  
management and performance enhancement.

→ FACT 025

To support dealers with environmental management  
of their operation, we developed the BMW Dealers  
Environmental, Health and Safety (EHS) Manual and  
EHS Self Check List, and organised 5 workshops in 2019  
to strengthen dealers' knowledge and capacity.



→ FACT 026

In a joint effort with dealers, BMW Brilliance put forward the Network Transformation project in 2019 to revitalise our dealers and deliver a brand-new premium experience to our customers. The new concept has rolled out to 59 dealers and will expand to more dealers in 2020.

→ FACT 027

By the end of 2019, there were

# >60,000

BMW NEV Customers in China, who are our ambassadors to promote green and sustainable lifestyle.

→ FACT 028

We launched the BMW East Region NEV Power Platform in November 2019, to encourage a more sustainable lifestyle among our NEV owners. Through this platform, the BMW East Region will plant trees in the BMW NEV Eco-Forest in Xinjiang and Inner Mongolia on behalf of our NEV owners.





# 3

## PRODUCTION AND VALUE CREATION

Our committed efforts towards smart, efficient and resource-friendly production, green logistics and sustainable supply chain management are the actions we take to fulfill our social responsibility to the society.





→ Green  
and smart  
production

Green logistics

Sustainable  
supply chain

→ FACT 029

At BMW Brilliance, our production strategy integrates sustainability into our Purpose & Vision, Strategic Goals, and Core Values to form the long-term foundation of our business.

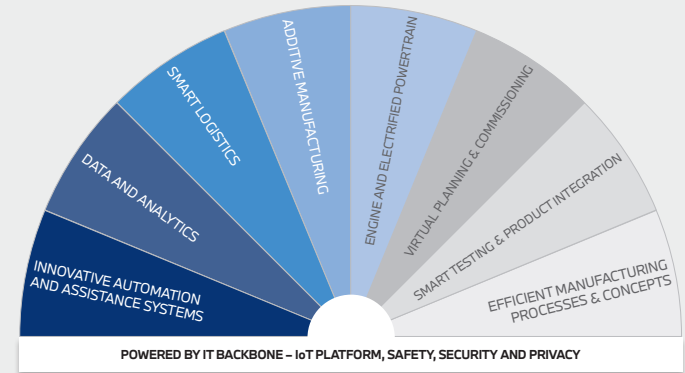
Our three strategic goals - Local Strengths, Flexible Response, and Good Neighbour, are the strategic priorities of our product strategy and are closely connected with sustainability.

→ FACT 030

We utilise the EFQM Model as a philosophy and methodology to drive improvement throughout our production and environmental management, integrating stakeholder expectations and tracking our achievements based on key performance indicators and targets.

→ FACT 031

We combine Industry 4.0 technologies and Chinese craftsmanship into our production process, and apply these technologies in eight areas.





- Green and smart production
- Green logistics
- Sustainable supply chain



## → FACT 033

All our production plants are certified with the Environmental Management System ISO 14001:2015 and the Energy Management System ISO 50001:2011 standard.

To advance our management of Greenhouse Gas (GHG) emissions, we have established the GHG emission inventory for our Shenyang production facilities in accordance with the ISO 14064-1:2006 standard, and passed the 3<sup>rd</sup> party verification in 2019.

## → FACT 034

The Tiexi New Plant Project, which began construction in April 2020, embeds an array of sustainability design elements, including a Combined Cooling, Heating and Power co-generation unit, real-time monitoring system, distributed photovoltaic system, green building features, riverside space, and a metro-line to Shenyang city.

## → FACT 032

We are one of China's first National Green Plants, and our continuous efforts in green production and management enable us to maintain this status and achieve improvements year after year.

Our Plant Dadong Extension (NEX) broke ground in April 2019 and is scheduled for completion in 2022.



# 3

## Production and value creation

- Green  
and smart  
production
- Green logistics
- Sustainable  
supply chain



→ FACT 035

By the end of 2019,  
we achieved the target of  
using

# 100%

renewable electricity  
in our Shenyang production base,

through the generation of solar  
power electricity, the purchase  
of wind power electricity and  
International Renewable Electricity  
Certificates (I-RECs).



In 2019, BMW Brilliance's total CO<sub>2</sub>  
emissions from production was

**110,743\***

tonnes of CO<sub>2</sub>,

which was reduced by

**65.1%**

from 2018, as we significantly increased  
the use of renewable electricity in our  
Shenyang production base.

\* Includes Scope 1 and Scope 2 emissions from production at Tiexi, Dadong and Powertrain plants in Shenyang. Scope 1 emissions are the direct CO<sub>2</sub> emissions generated by fossil fuel consumption at BMW Brilliance plants, excluding the fossil fuel consumption of construction and on-site suppliers. The coefficients used for calculation are from Emission Factors for Electricity, District Heating and Fuels issued by Application of German Association of the Automotive Industry (VDI). Scope 2 emissions are the indirect CO<sub>2</sub> emissions generated by the consumption of purchased electricity and heating purchased at the BMW Brilliance plants, excluding purchased electricity and heating consumption of construction and on-site suppliers. For calculation of the Scope 2 emissions, "market-based" methodology is used in accordance with GHG Protocol Scope 2 Guidance issued by the World Resources Institute.

→ Green  
and smart  
production

Green logistics

Sustainable  
supply chain

CO<sub>2</sub> emissions per vehicle  
produced

in t/vehicle

**0.20\***

2019 ↘

0.63  
2018

0.70  
2017

Energy consumption per  
vehicle produced

in MWh/vehicle

**1.63**

2019 ↘

1.65  
2018

1.83  
2017

\* In which Scope 2 emissions are calculated by market-based methodology in accordance with GHG Protocol Scope 2 Guidance.



## 3

Production and  
value creation

→ FACT 038

### VOC emissions per vehicle produced

in kg/vehicle

0.52

2019 ↘

0.56  
2018

0.54  
2017

### Waste for disposal per vehicle produced

in kg/vehicle

7.47

2019 ↘

8.05  
2018

7.43  
2017

### Water consumption per vehicle produced

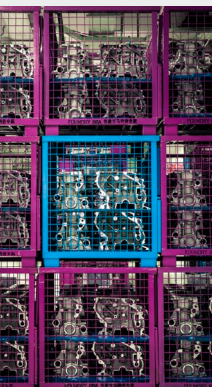
in m<sup>3</sup>/vehicle

2.40

2019 ↘

2.47  
2018

2.68  
2017



→ FACT 039

To limit the Volatile Organic Compounds (VOC) emissions from our production process, we proactively switched to water-based solvent and are making constant efforts to optimise the VOC treatment systems in our facilities.

→ FACT 040

We have installed a new sludge dehydration system that helps reduce the volume of sludge from 200 t/year to less than 40 t/year, and lower our waste transportation cost. The new system has been under testing and commissioning, and will run at full capacity in 2020.

## 3

Production and  
value creation

Green  
and smart  
production

→ Green logistics

Sustainable  
supply chain



*"We position ourselves to be the leader in the automotive logistics industry by constantly reducing CO<sub>2</sub> emissions across our logistics operation."*

Dr. Franz Decker  
Senior Vice President  
Technology and Manufacturing

→ FACT 041

By reducing air freight and scaling up sea and rail haulage, we have lowered the CO<sub>2</sub> emissions per unit for inbound logistics to

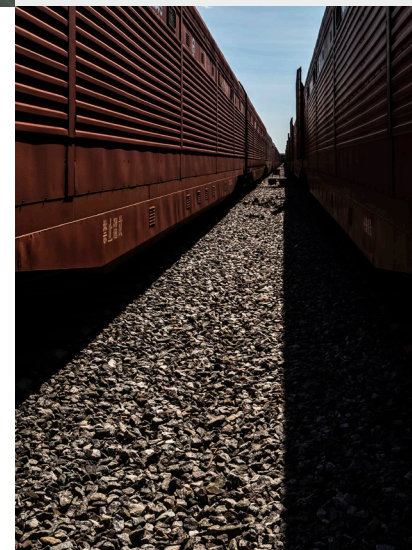
180

kg/unit,

which was a 17.4% reduction  
from 2018.

→ FACT 042

We tested a new "Parcel Train" model in which parcels of variable dimensions can be transported together in one container to maximise space utilisation. 31 of our suppliers participated in the parcel train pilot project in 2019.



## 3

Production and  
value creation

Green  
and smart  
production

→ Green logistics

Sustainable  
supply chain



→ FACT 043

In 2019, BMW Brilliance became the first premium automotive manufacturer to enter into a direct partnership with China Railway Special Cargo Services Ltd. for the pre-haul distribution of automobiles nationwide. The partnership will optimise operational processes and efficiencies in our rail transport network, and further enhance BMW Brilliance's green logistics.

→ FACT 044

78%

of our finished vehicles can be transported wholly or partly by rail, which is the highest proportion among automotive manufacturers in China.

→ FACT 045

45%

reduction of CO<sub>2</sub> emissions per unit for outbound logistics has been achieved since 2014, as a result of our efforts to systematically shift from road transport to railway for finished vehicles.



# 3

Production and  
value creation

Green  
and smart  
production

→ Green logistics

Sustainable  
supply chain

→ FACT 046

BMW Brilliance currently operates five Spare Parts Distribution Centres (RDCs) which store more than 80,000 spare parts in total. Each RDC is capable of delivering emergency orders to dealers in its service region within 24 hours.

A new RDC in Hefei, which is designed in accordance with the LEED Green Building Standard, is expected to be operational in 2021.



→ FACT 047

We are actively shifting from sea freight to rail to transport spare parts from Europe to RDCs, which proved with a much shorter lead time and lowered risks from extreme weather and security. Around 1,500 containers are transported to the Chengdu RDC by rail every year.

→ FACT 048

In 2019, we piloted the use of E-trucks with our logistic partners to transport spare parts from RDCs to dealerships in Foshan. The pilot resulted in a 58% reduction in CO<sub>2</sub> emissions compared to the use of conventional trucks for the same haulage.

→ FACT 049

We also require our RDC operators to convert to LED lighting and install monitoring systems to enable real-time energy management, as a starting point to reduce energy consumption.

# 3

Production and  
value creation

Green  
and smart  
production

→ Green logistics

Sustainable  
supply chain

→ FACT 050

BMW Brilliance has began adjusting packaging strategy since 2010, and started to invest and manage returnable packaging from 2011. Through continuous efforts on packaging design and innovation, 98% of our local parts were transported in returnable packaging in 2019.

→ FACT 051

We continue to use less and lighter materials in our packaging wherever possible. Each of our car models can now save around

# 8,000 kg

of Expanded Polypropylene (EPP) materials.



→ FACT 052

With the launch of our all-new BMW 3 series in 2019, we revamped our bin design to allow usage across product generations. We also rolled out a bin-sharing and bin rental model in order to reduce the idle time of returnable packages.

→ FACT 053

We also engage with dealers to reduce packaging materials for spare parts in aftersales logistics. At our Chengdu RDC, 46% of outbound Extended-Late Evening Delivery (E-LED) goods are packed and delivered in returnable packaging.

# 3

Production and  
value creation

Green  
and smart  
production

Green logistics

→ Sustainable  
supply chain

→ FACT 054

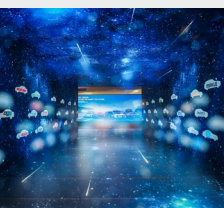
By year-end 2019, BMW Brilliance's  
local content suppliers in China  
reached

# 394,

representing a total  
purchasing volume of

# 49.7

billion RMB.



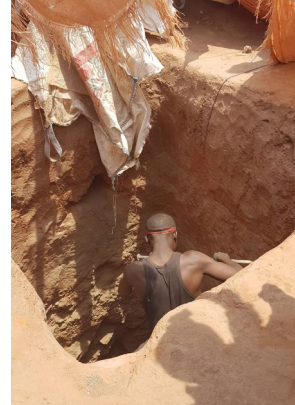
→ FACT 055

The BMW Group has  
shifted to sourcing cobalt  
from Morocco and Australia  
instead of the Democratic  
Republic of Congo, where  
severe environmental and  
social risks are associated  
with artisanal mining of  
cobalt.

We have established direct  
access to the cobalt mines  
we source from and are  
collaborating with external  
partners to tackle labour  
issues and poor working  
conditions related to  
artisanal mining.

→ FACT 056

This year, BMW Brilliance  
engaged directly with our  
suppliers of High-Voltage  
Battery Gen5 production, to  
cascade our sustainability  
commitments further down  
the supply chain.



Sustainability commitments set  
for our Tier-1 & Tier-2 suppliers  
of BMW HVB Gen5 production:



**100% Aluminium**  
from secondary  
material



**At least 50% Nickel**  
from secondary  
material



**At least 50% Cobalt**  
from secondary  
material



**100% Regenerative  
Energy**  
for HVB cell production

# 3

## Production and value creation

Green and smart production

Green logistics

→ Sustainable supply chain



→ FACT 057

As our supplier risk management approach shifts from control to prevention, this year we launched an Environmental Risk Management System (ERMS), which uses big data analysis for risk scanning to prove early warning and risk alert, hence enabling our purchasing department to prepare and response rapidly.

→ FACT 058

In response to the two influential plant explosions in March 2019, we immediately started the Supplier Flammable and Explosive Hazard Management Project (FEHM) project to identify, evaluate and minimise risks related to chemical and hazardous materials, involving more than 20 suppliers in our supply chain.

→ FACT 059

In 2019, the annual financial audits of nominated suppliers, including Tier-1 to Tier-3 levels, had a qualified response rate of

# 98%,

which increased by 90% from 2018, reflecting a growing awareness on financial risk management among suppliers.



# 4

## → EMPLOYEES AND SOCIETY

At BMW Brilliance, success depends on the dedication of our people and talent, and how responsible we are as a corporate citizen in engaging with society and responding to social needs.



4

Employees  
and society

→ Responsible HR  
management

Health, safety  
and wellbeing

Corporate social  
responsibility

At BMW Brilliance,  
we apply Core Values in human  
resources management to attract talent,  
maximise employee safety and well-  
being, and foster employee development  
and learning, which all contribute to  
maintain our position as the

**Most Attractive Employer  
in China's automotive industry.**

→ FACT 060

### Total workforce at year-end

in number

19,824

2019 ↗

18,925

2018

16,686

2017

### Attrition rate

in %

3.6

2019 ↘

4.8

2018

4.5

2017

### Female employees in total workforce

in %

12.1

2019 ↗

12.0

2018

12.8

2017

### Female employees in management positions

in %

30.6

2019 ↗

30.0

2018

30.2

2017



The 2019 BMW Brilliance  
employee survey results  
showed a continued high level  
of satisfaction rate among our  
employees:

91%

of employees  
are satisfied with their job, and

92%

of employees  
are satisfied working at  
BMW Brilliance.



→ FACT 062

In response to the  
suggestions from the  
employee survey, we  
introduced the Office >  
NEXT initiative to create  
a new working style  
and build up the culture  
of "collaboration and  
innovation", with more open  
spaces, meeting rooms,  
and collaborative areas to  
facilitate connections.

→ FACT 063

One of the ways we  
express our corporate  
culture is through how we  
dress at work.

Further to the employee  
survey, we announced a  
new dress code policy,  
which introduced "smart  
casual" in daily business  
environment as one of the  
new work attire.

We host many of our non-technical training programmes through online platforms to offer employees more opportunities and better access to further develop themselves.

In 2019, we put up 30 diverse non-technical courses on the learning platform covering 9 different modules, including professional competency, inter-cultural, orientation, financial, HR, marketing, sales, product and process.



Our training attendee satisfaction rate for 2019 was maintained at:

98.2%



Internal training

Our internal trainers from business departments completed 95 sessions of training at the Academy, in which 38 sessions (40%) achieved an remarkable evaluation score of 4.9 out of 5.



Idea-to-Offer  
(ITO)

7 ITO training sessions took place in which participants went through the process of assembling a model car, and developed practical knowledge of how a car is built and delivered to the customer.



Integrated Product Data  
Management (IPDM)

In support of the IPDM programmes, the technical training team organised 31 training sessions with 7 topics for 231 target group members during 2019.



# 4

Employees  
and society

Responsible HR  
management

→ Health, safety  
and wellbeing

Corporate social  
responsibility

→ FACT 066

In 2019, our accident frequency rate was reduced by 39.3% from 2018.

This improvement was made possible by a combination of training, promotion activities, site inspections, management-level safety walks, internal and external audits, with corrective actions for all audit and inspection findings.

## Accident frequency rate

per one million hours worked

**0.17**\*

2019 ↘

**0.28**

2018

**0.43**

2017

\* The scope only covers directly contracted employees in the production plants. It is calculated by the number of accidents with one day lost time or more divided by the total working hours (in millions) of the year.



→ FACT 067

Throughout 2019, we held 28 rounds of specific inspections to identify unsafe employee behaviours, equipment conditions and facilities, alongside many routine safety inspections.

Our safety department organised 13 rounds of emergency drills covering different emergency situations, including chemical safety, confined space, working at height and special equipment.

## → FACT 068

We launched the Safety and Ergonomics Risk Assessment system (SERA) in 2019 to improve health and safety standards for our production workers. The system can assess physical and mental stress, work environment, accident risks and specific stresses for various job workstations along the production lines, and the data can help us develop more specific risk prevention and mitigation measures.



## → FACT 069

We have upgraded our Health Initiative to "Health Management 2025", covering a series of programmes including Stop Smoking, Resilience 2.0, Burn what you eat, Today for Tomorrow > NEXT etc., to advocate responsible behaviour and personal health management among employees.

## → FACT 070

We introduced a new mobile APP that supports online booking for the annual health screening. The convenience has led to a 97% of employee participation rate of our 2019 health check programme.



## TEN HEALTH EFFECTS OF SMOKING

Smoking harms nearly every organ of the body. Some of these harmful and negative effects are immediate. We would like to share the following information with you.

1. It increases your risk of stroke and heart attack
2. It encourages cancer cell growth
3. It destroys lung tissue
4. It makes our blood thicker
5. It causes gum disease, bad breath and tooth loss
6. It weakens your bones
7. It causes infertility
8. It increases the visible signs of aging
9. It weakens the immune system
10. It causes vision loss

If you'd like to stop smoking, please visit your plant doctor. We will support you.

Stop smoking - we support you.  
Your Health Initiative.

## 4

Employees  
and society

Responsible HR  
management

Health, safety  
and wellbeing

→ Corporate social  
responsibility

→ FACT 071

Throughout 2019,  
we have engaged over 1,000  
employees, 80 dealers and >17,000  
customers in our CSR activities.

As a result of the broader  
engagement and more innovative  
approach, the beneficiaries of BMW  
CSR activities has increased over 30  
times in 2019, and reached

2,628,710

people.





## 4

Employees  
and society

Responsible HR  
management

Health, safety  
and wellbeing

→ Corporate social  
responsibility



→ FACT 073

In March 2019, we established the first CTSE Ambassador Training Base in Changsha and live-broadcasted the CTSE training to local primary schools.

By the end of 2019, 20 CTSE Ambassador Training Bases were established in 9 major cities, 628 volunteers were trained to become CTSE Ambassadors, delivering more than 67 children's road safety experience courses that reached a total of 2.24 million beneficiaries.

→ FACT 072



This year, we co-published the Children's Traffic Safety Education Guidebook with our partners to enable teachers and volunteers with practical content on CTSE guidelines, teaching approach and skills.

The Guidebook was endorsed by the Traffic Bureau of the Ministry of Public Security as standard training material and distributed to traffic police nationwide.

→ FACT 074

We also held CTSE Roadshow pop-up events inside shopping centres at 5 cities, using VR technology and situational experiences to promote traffic safety to parents and children. This new approach allowed our events to directly reach 6,165 people and indirectly influence more than 700,000 people.





## 4

Employees  
and society

Responsible HR  
management

Health, safety  
and wellbeing

→ Corporate social  
responsibility

→ FACT 075

The 2019 BMW China Culture Journey visited Hainan in July, and selected three representative Intangible Cultural Items to join the Tsinghua BMW Innovation Centre for Intangible Cultural Heritage Safeguarding.

Videos of the China Culture Journey were streamed on social media platforms such as TikTok, and have received more than eight million views.



→ FACT 076

Works of 17 ICH inheritors from the past years were showcased in the 2019 BMW China Culture Journey Intangible Cultural Heritage Exhibitions and pop-up events in Beijing, which attracted over 2,500 audience and generated more than RMB 247,000 worth of sales to support the success and development of the ICH inheritors.

→ FACT 077

In September 2019, we unveiled the new BMW 7 Series Halo Edition at the Chengdu Motor Show, a demonstration of how shared value is created to preserve and integrate traditional cultural elements as a part of modern luxury.



## 4

Employees  
and society

Responsible HR  
management

Health, safety  
and wellbeing

→ Corporate social  
responsibility

→ FACT 078

Since the BMW JOY Home  
was launched in 2011,

75

BMW JOY Homes have  
been established in

29

provinces, municipalities  
and autonomous regions.

>400

activities were  
organised and

~10,000

BMW customers,  
dealers and associates  
participated as volunteers.

>80,000

left-behind and migrant  
children have benefited from  
BMW JOY Home activities.



→ FACT 079

In 2019, we launched the Joyful Sports Guidebook, which contains professional sports guidance and demo videos, to help rural teachers and public volunteers organise sports and games for left-behind and migrant children, with the needed resources.

A total of 12 Joyful Sports events were organised in 10 BMW JOY Home schools nationwide, engaging BMW associates and customers as volunteers.

快乐运动指导手册



BMW GROUP CHINA

BMW GROUP CHINA



→ FACT 080

In 2019, the BMW Brilliance Trade Union organised a left-behind children care event – “Grow with My Home Country for a Beautiful Future” at Dashi Town Central School, one of BMW JOY Home schools in Liaoning Province.

Our associate volunteers brought the children a special themed class to encourage them to step out of the mountains and create their future. The Union also awarded scholarships to students and rewards to teachers who have dedicated their youth teaching in the mountains.

→ FACT 081



Following the 2019 Shenyang Art Festival, we announced the BMW Brilliance Art Plant project, with art spaces set up in Plant Dadong, Plant Tiexi, Plant Powertrain and R&D Centre to showcase the beauty of industrial manufacturing in diverse ways.

The main Art Space in Plant Tiexi was open to the public during the 2019 Shenyang Art Festival weekends.



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## CONTACT

You can find further information  
online at:

[http://www.bmw-brilliance.cn/  
cn/en/csr/download.html](http://www.bmw-brilliance.cn/cn/en/csr/download.html)



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### RESOURCE CONSERVATION

The paper used for the  
Sustainability Factbook was  
produced in accordance with the  
FSC international standard: The  
pulp originate from responsibly  
managed forest.

