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Xiamen Airlines Social Responsibility Report

厦门航空有限公司
社会责任报告

2021 年社会责任报告



Xiamen Airlines Social Responsibility Report 2021

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About This Report

Based On

Guidelines Concerning State-Owned Enterprises’ Fulfilling Social Responsibilities issued by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

GRI Sustainability Reporting Standards issued by Global Sustainability Standards Board (GSSB)

GB/T 36000-2015 Guidance on Social Responsibility

GB/T 36001-2015 Guidance on Social Responsibility Reporting

Period Covered

This report covers the period from January 1 to December 31, 2021, with the exception that some contents and data extend beyond this period.

Scope

This report is about the philosophy and policy in the area of social responsibility adopted by Xiamen Airlines and our branches, and the progress we have made on the economic, social and environmental fronts. Some practices described here revolve around the subsidiaries held by the company.

Descriptive Terms

For the purpose of easy description and reading, “Xiamen Airlines Co., Ltd” is referred to as “Xiamen Airlines” , “the company” , or “we” . Likewise, “Hebei Airlines Co., Ltd” is equivalent to “Hebei Airlines” , “Jiangxi Airlines Co., Ltd” is short as “Jiangxi Airlines” , and “Civil Aviation Administration of China” is introduced as “CAAC” . Local branches are indicated in a two-part form: name of region plus branch.

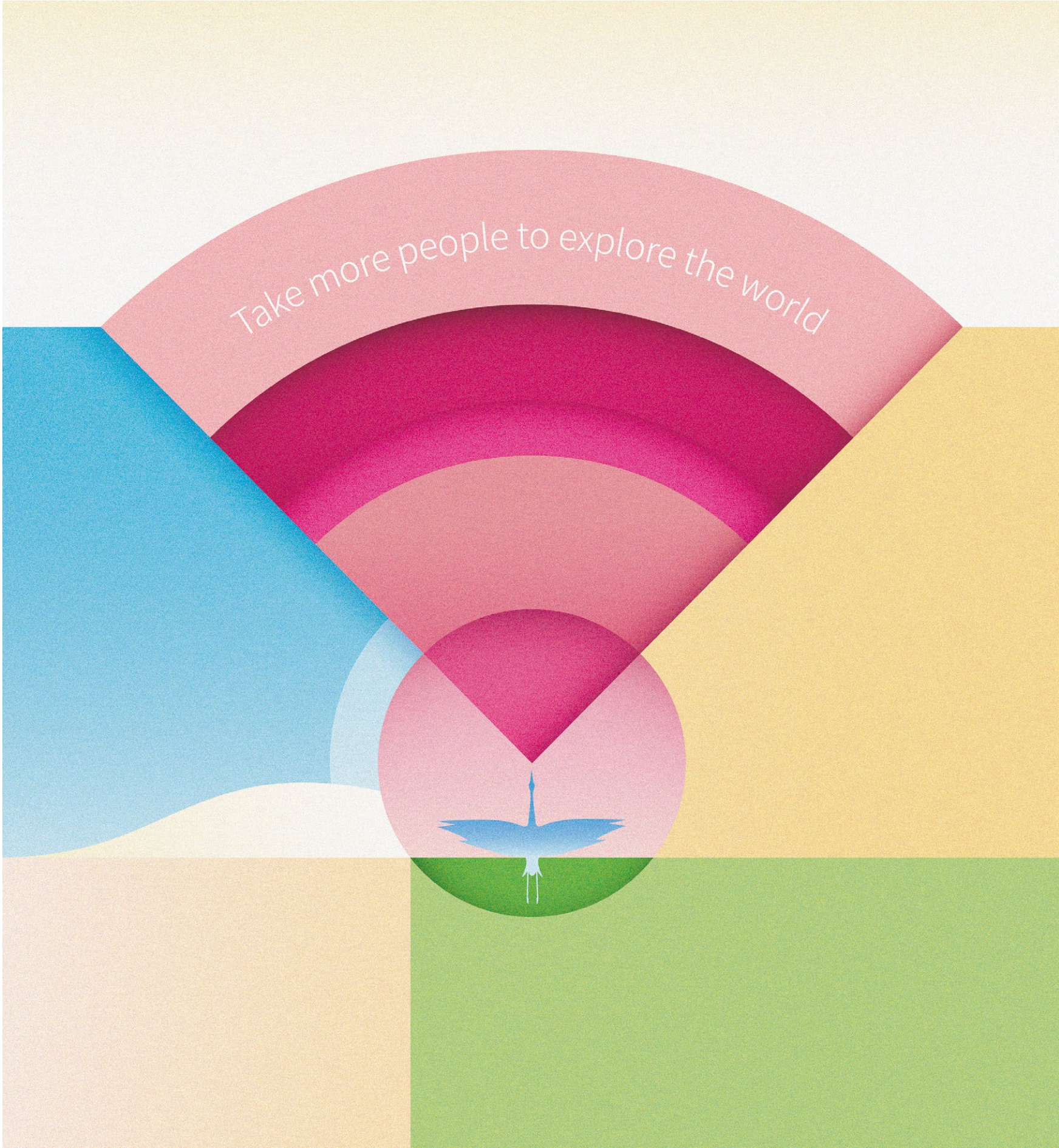
Sources of Data

Data in this report are sourced from materials released by government agencies, from official documents and statistical reports of Xiamen Airlines, which have been reviewed by relevant departments.

Accessibility

This report is presented in Chinese and English versions, and published in electronic format, which can be read and downloaded from the website and APP of Xiamen Airlines.

www.xiamenair.com



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Preface: Advancing Towards the Future Together



“Mountains stand steady while rivers flow ceaselessly, reaching destinations far and wide.” In 2021, we continued to press ahead on all fronts with the advancing nation. At the historic intersection of the “two centenary goals”, we established an overall development philosophy encapsulated in “one mission, one goal, four principles, three strategies and three driving forces”, laying a solid foundation for sustained prosperity of Xiamen Airlines. On the eve of the 6th Plenary Session of the 19th CPC Central Committee, the *People’s Daily* praised Xiamen Airlines on its front page as “another epitome of General Secretary Xi Jinping’s unwavering commitment to the development of the real economy”, and this summed up the history and pointed out a direction for Xiamen Airlines. At the centennial of the Party, we received a high-standard inspection by the CPC Fujian Provincial Committee, and launched a campaign to promote the study and education of Party history, “strengthening the foundation and building up the physique” for our high-quality development. At the historic juncture of building a moderately prosperous society in all aspects, Xiamen Airlines Grange was extended to Ningxia, contributing to fruitful Fujian-Ningxia collaboration in the new era. At the critical moment when the international situation was evolving amidst uncertainties, we took the lead in evacuating Chinese nationals in Afghanistan and transported the UN Peacekeeping Force to aid Africa twice, proactively carrying the banner of sustainable development

and demonstrating our commitment to fulfilling our role in building a community with a shared future for mankind.

“The road ahead is packed with obstacles and hard to tread, but just as jade is refined through polishing, adversity makes us stronger.” In 2021, the sporadic cases of COVID-19 infections around the world posed a more severe challenge to Xiamen Airlines, but this did not stop us from forging ahead. We assisted the operations to contain the spread of the epidemic and prevent COVID-19 transfer from abroad, and we rose to the challenges of a sluggish market and broke new grounds in innovative development. In the process, with wisdom and courage, we overcame one difficulty after another and made one achievement after another. In 2021, we completed another zero-accident year and set a new record of 35 years of continuous profitability; moreover, our flight network reached 39 countries on six continents, and we have been the only APEX “Five Star Global Airline” in the Chinese mainland for 2 years, turning in an impressive performance in the opening year of the 14th Five-Year Plan Period.

“The greening of woods heralds the coming of spring.” In 2021, there were numerous touching stories in our big family: the head of a field station abroad remained on the frontline of epidemic control despite being away from the homeland for over 750 days, the air and ground crew worked as tirelessly as ever despite being in quarantine for a total of over 200 days, and the aircraft maintenance crew remained devoted to their

jobs, working outdoors for over 180 days. In the same year, on the personal front, over 2,700 families of Xiamen Airlines moved into new homes, starting a new life with joy. The achievement of our goal of “three guarantees” has allowed our people to share the fruits of our business development, and the smiles on the faces of our people are testimonies of “Happy Xiamen Airlines”.

“Strength is born out of unity while happiness comes from striving hard.” As we advance towards 2022, we will resolutely safeguard the “two establishments”, keep General Secretary Xi’s earnest messages in mind, press ahead against all odds, continue to fulfill our corporate mission of “taking more people to explore the world”, and embark on a relentless pursuit of high-quality development. As a pioneer in the socialist modernization drive, we are committed to making greater achievements in anticipation of the 20th CPC National Congress and contributing the strength of Xiamen Airlines to the realization of the second “centenary goal”!

Zhao Dong
Chairman of Xiamen Airlines
Secretary of the CPC Committee of Xiamen Airlines

A Glimpse at Xiamen Airlines

About Us

Founded in 1984 and headquartered in Xiamen, Fujian, on the southeast coast of China, Xiamen Airlines is the first airline in the Chinese mainland to adopt a modern corporate system for its operations.



Over the years, Xiamen Airlines has made unremitting efforts to ensure aviation safety and improve service quality.

With a cumulative total of 7 million hours of safe flights, Xiamen Airlines has received the “Five Star Award for Flight Safety” from CAAC

Has been named “the best airline” by Chinese passengers for 7 years in a row.

In March 2016, Xiamen Airlines won the 2nd China Quality Award, becoming the first company in China’s service sector to receive this prestigious accolade and the only airline in China’s aviation industry to do so.

By the end of 2021, APEX, a world-renowned airline service rating organization, have accredited Xiamen Airlines as a “Five Star Global Airline” for 2 years.



While pursuing development, Xiamen Airlines proactively fulfills its corporate social responsibility by contributing funds to poverty alleviation and student education, providing volunteer services, promoting energy conservation and emission reduction, protecting the environment and participating in charitable programs. On February 15, 2017, Xiamen Airlines signed an agreement with the United Nations at the UN headquarters in New York, becoming the first airline in the world to partner with the United Nations to promote the Sustainable Development Goals. In September 2020, the CPC Committee of Xiamen Airlines received two highest institutional honorary titles – “an Outstanding Company of the Nation in Combating the COVID-19 Pandemic” and “an Outstanding Primary-level CPC Organization of the Nation” .

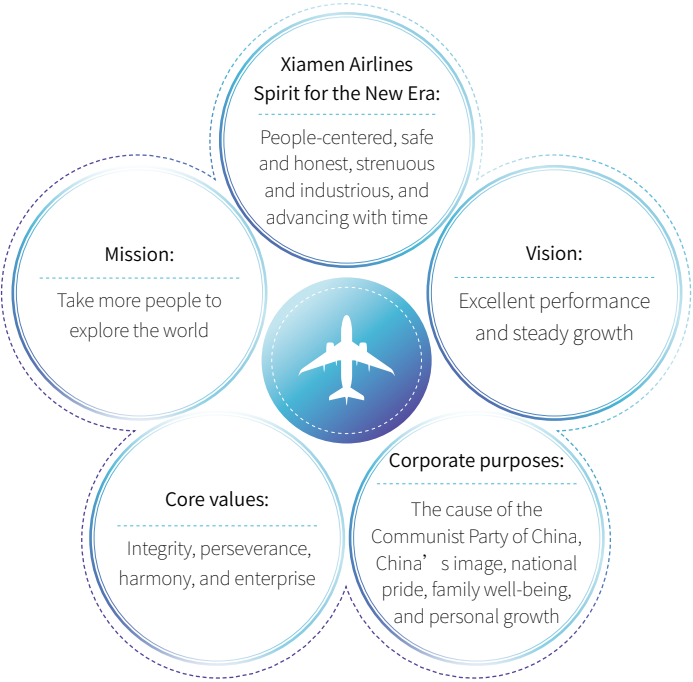
Going forward, while maintaining its existing advantages, Xiamen Airlines will continue to optimize, strengthen and expand its operations and pursue continuous transformation and innovation. Dedicated to the mission of “taking more people to explore the world” , Xiamen Airlines will endeavor to extend its chain of air travel services, expand its customer base and increase the coverage of its network. Driven by its corporate vision of “excellent performance and steady growth” , Xiamen Airlines is committed to providing customers with great value and a wonderful travel experience.



Fleet Size



Corporate Culture



Development Strategy

In order to consolidate the foundation of sustainable development, Xiamen Airlines introduced an overall development philosophy encapsulated in “one mission, one goal, four principles, three strategies and three driving forces” for the years until 2035. Containing crystal-clear and mutually complementary ideas, this philosophy provides answers to the questions “Why do we exist?”, “What will we become?” and “How do we achieve development?” It is the overall blueprint and course of action for Xiamen Airlines in the next 15 years.

One Mission: Take more people to explore the world. This is an answer to the question “Why do we exist?” , illustrating the essential relationship between the development of Xiamen Airlines and social value.

One Goal: Optimize, strengthen and expand its operations with unwavering dedication and perseverance, thereby building a century-old company with “excellent performance and steady growth” . This is an answer to the question “What will we become?” , pointing Xiamen Airlines in the right direction towards high-quality development across the board.

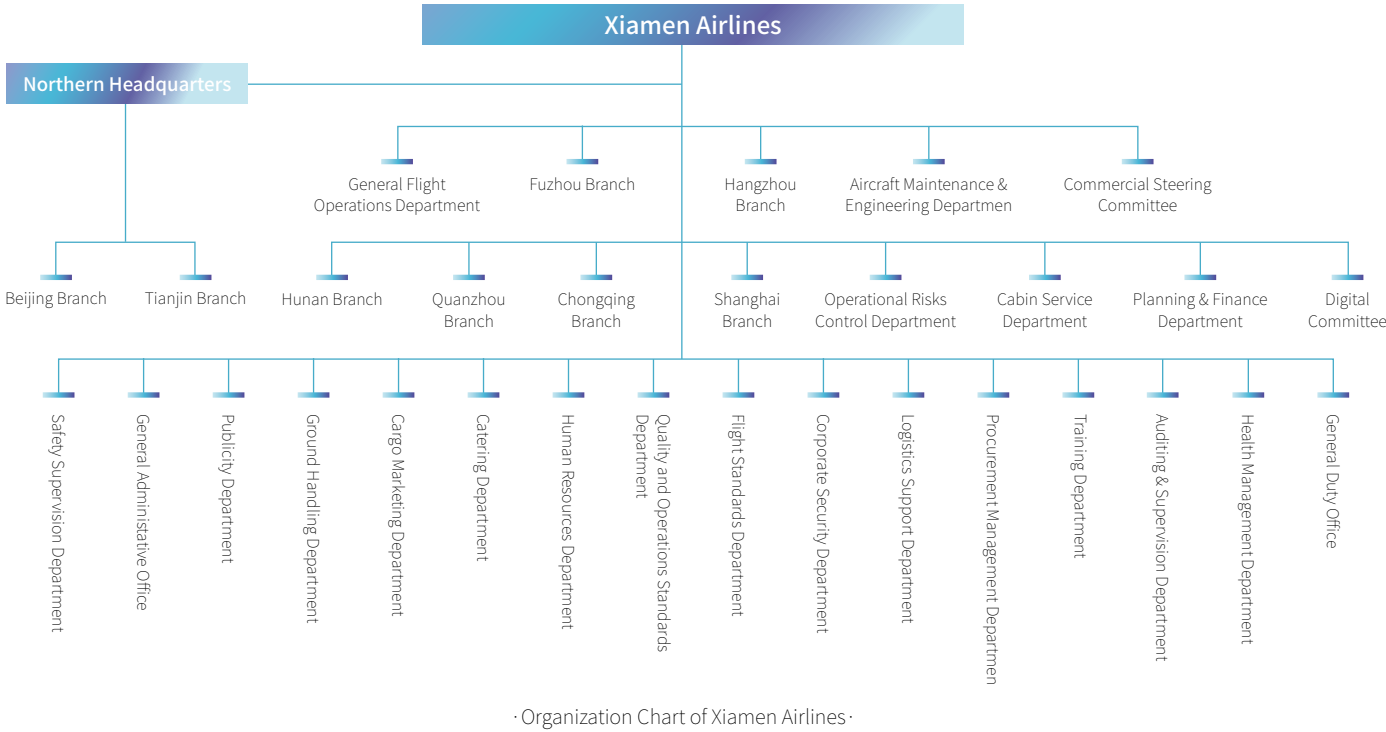
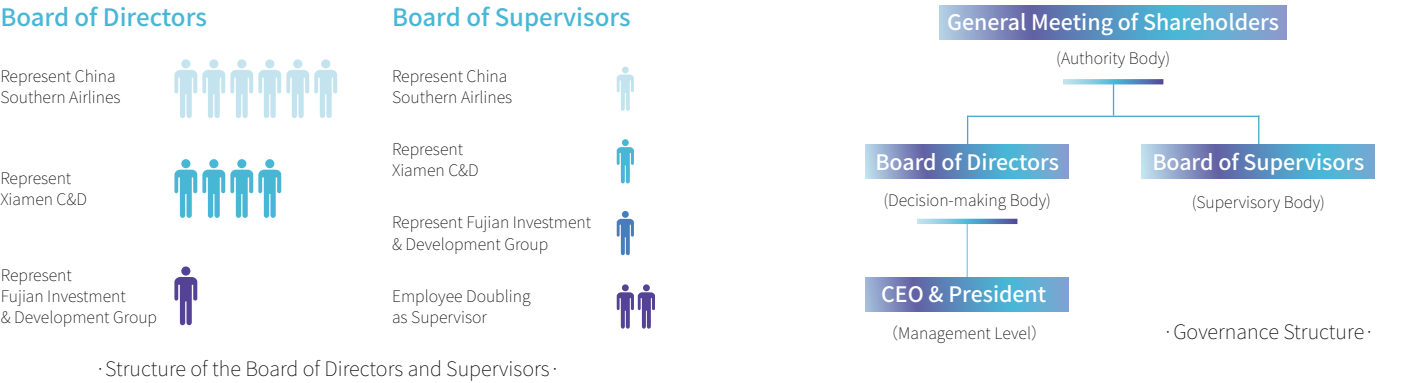
Four Principles: Adhere to General Secretary Xi Jinping’ s Guideline, the guidance of Party building, the concept of safe development, and the notion of “seeking progress amidst stability and pursuing excellence through progress” . This is the fundamental path to high-quality development.

Three Strategies: Reform and innovation, network hub, and sustainable development. They are the essential measures to fulfill our mission and achieve our goal, and they call on the people of Xiamen Airlines to work harder for greater achievements.

Three Driving Forces: Digitalization, organizational synergy, and cultural cohesion. They are inexhaustible sources of power for high-quality development, sustaining our pursuit of excellence.

Corporate Governance

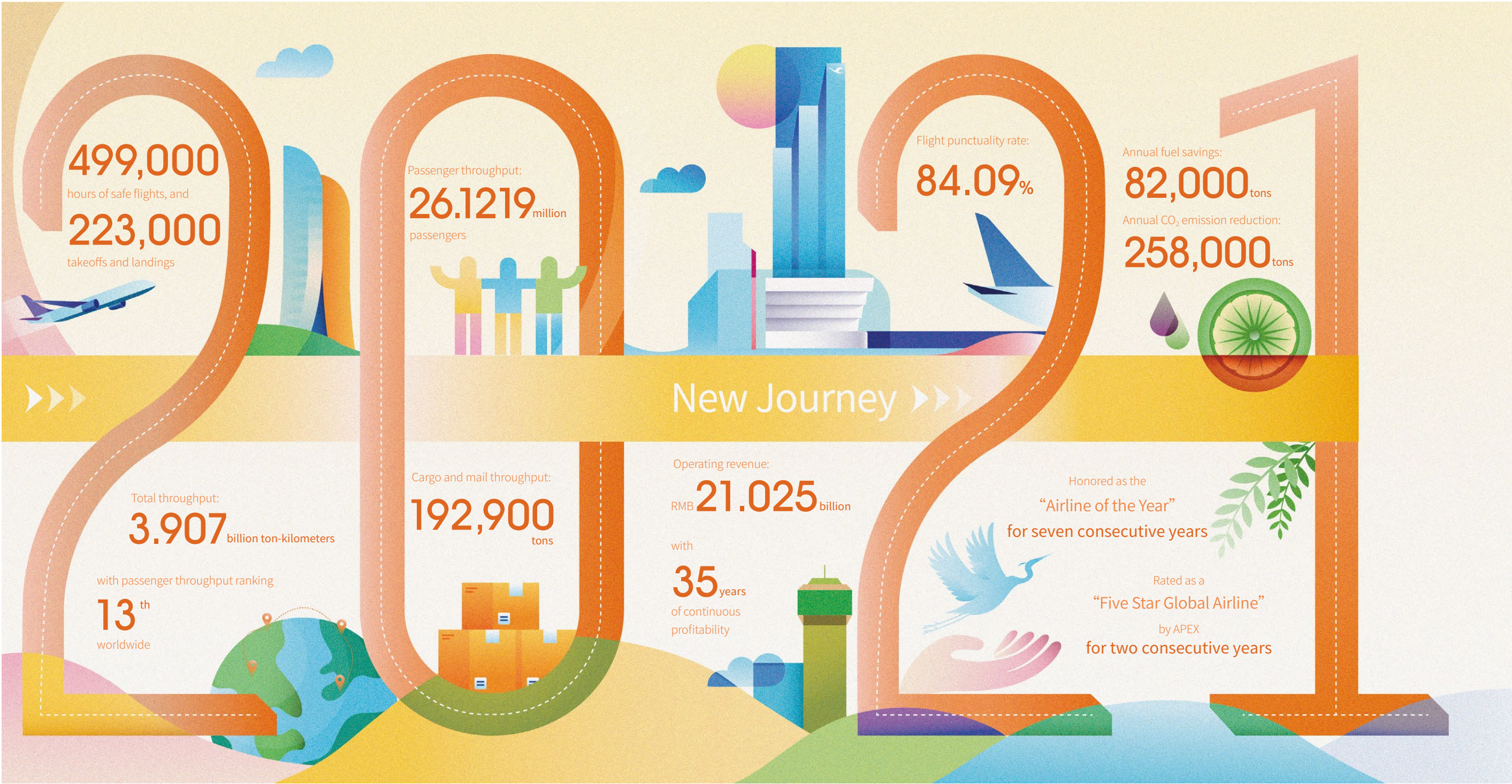
Focusing on the modernization of its corporate governance structure and governance capacity, Xiamen Airlines has established a corporate governance structure incorporating the General Meeting of Shareholders, the Board of Directors, the Board of Supervisors, and the management level under the Party leadership. This governance structure features the reciprocity of authority and responsibility, coordinated operation, and effective checks and balances. Regular meetings under this structure inform shareholders of business performance and have their inputs on a regular basis. During the intervals of these meetings, the company strictly follows the requirements of the decision-making system for major issues, important appointments and removals, major projects, and the use of large amounts of money. Specifically, the company reports major issues for approval in writing, and maintains a robust information disclosure mechanism to inform shareholders of important information in a voluntary, timely and accurate manner and have their rights and interests fully protected.



New Journey 2021

Value Creation

The year 2021 marked the start of China’s new journey of building a modern socialist country and marching towards the second centenary goal. Faced with the prolonged impact of COVID-19, Xiamen Airlines conscientiously implemented the deployment measures introduced by higher authorities, turning in an impressive performance in the opening year of the 14th Five-Year Plan Period and for the centenary celebration of the Party. As a result, Xiamen Airlines was hailed by the *People’s Daily* as “another epitome of General Secretary Xi Jinping’s unwavering commitment to the development of the real economy”.

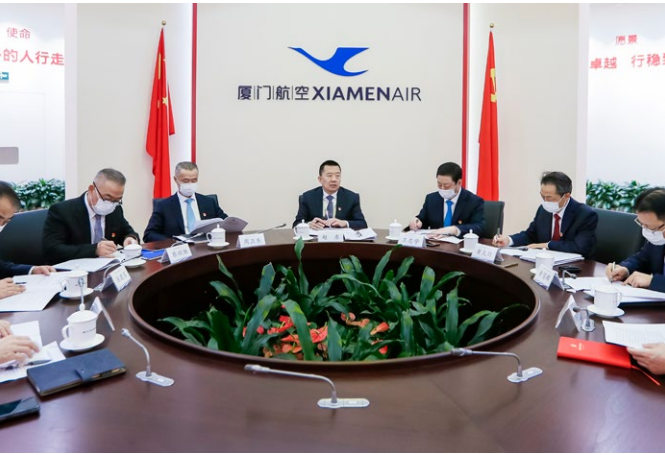


Strict Party Governance, Contributing to the Cause of the Party

The year 2021 marked the 100th anniversary of the founding of the Communist Party of China, a major milestone in the history of the Party and the country. Last year, we redoubled our efforts to establish a Party building system for Xiamen Airlines in the new era under an overall philosophy centered on “12332”. We gave full play to the leading role of our Party Committee in “setting the direction, managing the overall situation and promoting implementation”, and we devoted ourselves to building the “Xiamen Airlines model of high-quality Party building guiding a new pattern of high-quality development for Chinese enterprises”.

Party Building Philosophy Centered on “12332”	Description
1 ▶	One Overall Goal: Build the Xiamen Airlines model of high-quality Party building guiding a new pattern of high-quality development for Chinese enterprises
2 ▶	Two Adherences: Adhere to the fundamental principle of maintaining the Party’s leadership over state-owned enterprises, and adhere to the direction of the reform of state-owned enterprises in establishing a modern corporate system.
3 ▶	Double Three-Foundations Building: Take the three foundations of Party building as the ideological precursor and action guide of the three foundations of civil aviation; take the three foundations of civil aviation as the real foothold and important testing criterion of the three foundations of Party building; and achieve full integration of the three foundations of Party building and the three foundations of civil aviation.
3 ▶	Three Synchronizations: Synchronized planning with the development strategy, synchronized advancement of the central work, and synchronized enhancement with reform and innovation
2 ▶	Two Realizations: Turn Party building into a solid foundation for Xiamen Airlines’ operations, and take the leadership of the Party as the powerful guiding force for Xiamen Airlines’ future development

Conducting Political Studies with Diligence



We continued to study and implement Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. The spirit of General Secretary Xi’s July 1 speech and other major speeches and the spirit of his important instructions for state-owned enterprises, the civil aviation industry and Xiamen Airlines, as well as the spirit of the 5th and 6th Plenary Sessions of the 19th CPC Central Committee were taken by the CPC Committee of Xiamen Airlines as the “primary topics” and “regular topics” by the central group for studies. During the year, the CPC Committee of Xiamen Airlines conducted 13 dedicated research sessions, and the CPC Committee’s central group for theoretical studies convened 16 study sessions. We also conducted an in-depth study titled “Exploration and Practice of Xi Jinping Thought on Modern Enterprise Governance with Chinese Characteristics at Xiamen Airlines”, which led to a research report titled *Guiding High-Quality Enterprise Development through the Party’s Cause*, as well as a series of articles published in the *People’s Daily*, *Study Times* and other central mainstream newspapers.



Taking History as a Guide and Keeping the Original Mission in Mind

We strictly followed the general requirements of “studying Party history, exploring ideas, doing practical work and opening up new prospects”. Focusing on the main theme and using innovative methods, we pushed forward the study of Party history through effectual planning and coordination and in adherence to high standards. We held Party history study and education classes and invited renowned professors and experts from the Central Party School and China Executive Leadership Academy in Jinggangshan to give lectures. We also conducted on-site studies at the South Lake Revolutionary Memorial Museum and Xiamen Overseas Chinese Museum. We opened a Party History Study and Education Station and set up a Party History Reading Corner and a Party History Film Viewing Workshop. Moreover, we hosted more than 120 visits by central and provincial leaders, and staged over 360 events for primary-level Party organizations. Furthermore, we organized a “Century-Long Journey & Party History in Focus” lecture contest and appointed “Xiamen Airlines Party History Lecturers” through a strict selection process. The lectures visited nine cities and one district, giving promotional talks to frontline workers. Altogether, they presented 35 lectures, which were attended by nearly 11,000 people in person and nearly 3 million people online.



Multi-Pronged Approach Producing Solid Long-Term Results

Committed to the political objectives and public interests, we fully cooperated with inspections carried out by the CPC Fujian Provincial Committee. We divided the 35 problems into 14 categories and four areas, as revealed in the inspections, into 54 specific rectification tasks, which were then individually completed under the supervision of members of the leadership of our Party Committee. To complete these tasks, we established a dedicated supervisory

office and established various work mechanisms, such as meetings for discussion, weekly work reports, and warnings and interviews, ensuring a full solution to any problem. Altogether, we implemented 172 rectification measures, prepared six dedicated reports on key areas and sensitive issues, improved 118 items of rules and regulations, and disciplined 17 executives. With these solid rectification efforts, we advanced steadily towards our goal of high-quality development.

Consolidating the Three Foundations with Precise Efforts

We persevered in ensuring that our Party building work and our central work “shared the same goals, progressed at the same pace, and fulfill the responsibilities together”. We transformed the advantages and vitality of our Party building work into the efficacy and driving power for promoting our central work. We also built a qualification and capability system for primary-level Party personnel, carried out special inspections of the standardization of primary-level Party building, and created a list of key tasks for optimizing and improving primary-level Party building. These efforts enabled us to continuously improve the quality and standard of primary-level Party building work and boost the development of various undertakings.



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pace, and fulfill the
responsibilities together



Conducting Self-Revolution with Great Vigor

We completed the inspection of two Party organizations and took steps to advance the transformation of the advantages of the inspection system into the efficacy of corporate governance. We made persistent efforts to correct the “four undesirable work styles” and established new work styles. We also carried out dedicated rectification of special resources in the category of precious and special products, intensified special inspection of food and beverage wastage, and established a regular mechanism for implementing the spirit of the “Eight Central Provisions”. Moreover, we organized “Party work style and good conduct education month” events, deepening education

on political integrity. In addition, we further tapped the role of “1+X” supervision. Last year, we conducted supervision and inspection a total of 108 times, uncovering 410 problems (including those revealed in audits) and two clues to problems. Furthermore, we made comprehensive use of the “four forms”, disciplining 123 people during the year. We continuously deepened the reform of the disciplinary inspection and supervision system, and the Office of the Provincial Supervisory Commission at Xiamen Airlines was officially opened, comprising three disciplinary inspection teams with full coverage of supervisory targets.

Concerted Efforts to Combat the Epidemic

General Secretary Xi has repeatedly stressed the need to coordinate COVID-19 prevention and control and socio-economic development. In this test of the century, despite the unprecedented difficulties, we have never failed to act with a strong sense of responsibility and mission, achieving remarkable results in both epidemic prevention and profitability.

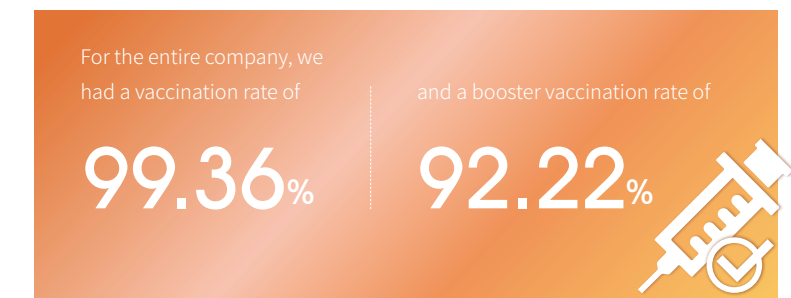


Regular Control and Emergency Response Combined

We built a “4+3+2” epidemic prevention and control system, enhanced the joint prevention and control mechanism, and issued an epidemic prevention and control manual. Moreover, we effectively responded to the epidemic in Fujian and sporadic cases across the country. Internally, we rapidly implemented such measures as strengthening control, disinfecting the environment and screening passengers for possible infections. Externally, we strictly adopted such measures as reducing flights, deploying smaller aircraft, controlling seat occupancy rates, issuing pre-travel warnings and checking the “two codes and one certificate” of passengers, thereby preventing the epidemic from spilling outwards through aviation channels. In addition, we established supervision and inspection mechanisms and conducted special assessments.

Human Defense and Material Defense Combined

We implemented the “442” requirements, converted 1,162 rooms into quarantine rooms, implemented strict quarantine for key personnel, and strictly disinfected aircraft, inbound cargoes and mail packages as well as related venues.





Near and Far Ends Combined

We established a whole-process closed-loop crew management model, prepared one plan for each overseas flight route, and refined 28 measures in seven processes. We also implemented various innovative measures, such as pre-travel closed-loop quarantine, double-agencies and double-reagents cross detection, high-risk passenger screening, accuracy rate early-warning, pre-boarding fast screening and testing, and an agent authorization fusion mechanism. Thanks to these initiatives, our Xiamen transmission rate ranked second to last among China’s top 15 ports of entry.

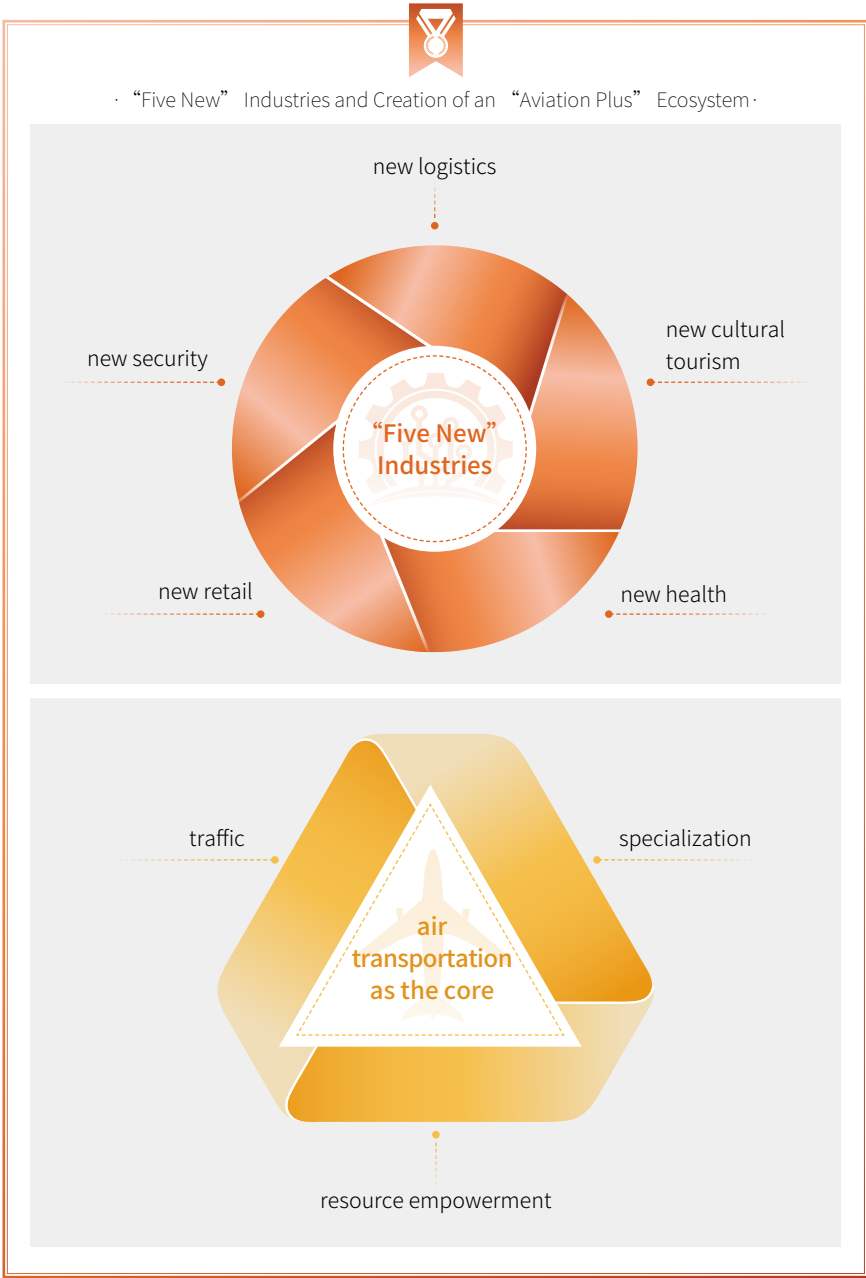


Promoting High-Quality Development through Reform and Innovation

We were devoted to complete, accurate and comprehensive implementation of the new development concept, and took innovation as the primary driving force for development, and achieved continuous breakthroughs in power, efficiency and quality reforms. Moreover, we sustained our leading position in the innovation of technology, management and business models. We seized the initiative to win the future and achieved sustainable development at a higher level and with greater quality.

Focusing on the Main Theme of SOE Reform and Continuously Promoting Reform

We promoted the three-year action plan of SOE reform and defined the duties and responsibilities of the board of directors. In view of the 12 key tasks under assessment by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) and the realities of the Company, we clarified milestone objectives, designated responsible departments, and created strict schedules to ensure the desired results. Moreover, we continued to deepen the human resources reform, optimized the Company’s institutional mechanisms, activated the internal driving force and stimulated organizational vitality, thereby enhancing the quality and efficiency of development.





Exploring Resource
Deployment for New
Industries and Establishing
Air Road Logistics

On October 18, 2021, Air Road Logistics Co., Ltd. was officially established. Based on the Cargo Department of Xiamen Airlines, Air Road Logistics has completed the divestment of the air cargo business and the reform of equity diversification simultaneously, representing a brand-new practice in the restructuring of the cargo business of domestic carriers. The company was jointly invested and established by C&D, Xiamen Airlines and Zongteng Network. The three shareholders will bring into play their profound advantages in supply chains, air cargoes and cross-border e-commerce to develop Air Road Logistics into a modern integrated logistics service provider combining air freight, modern warehousing, supply chain management and cross-border e-commerce operations.




Innovating Service
Marketing with the Debut
of Chef XiamenAir

On May 10, 2021, at the China Indigenous Brands Expo, Xiamen Airlines launched its new brand – Chef XiamenAir. In line with the concept of exploring new healthy foods and diet, Chef XiamenAir is committed to bringing the latest sustainable trends in fine dining to more people. Earlier this year, Xiamen Airlines also launched its first complimentary economy-class meal selection service as part of its “Eat Well in Flights” campaign, creatively expanding the range of airline meal services and truly putting the “right to choose” into the hands of the largest number of passengers.



Writing a New Chapter of
Rural Revitalization with
Devotion and Passion

Poverty eradication is not the end, but the starting point of a new life and a new journey. Xiamen Airlines thoroughly implemented the spirit of the important speeches of General Secretary Xi Jinping, continuously promoted the effective connection between comprehensive poverty eradication and rural revitalization, consolidated the results of poverty eradication, and promoted rural revitalization across the board. Playing a demonstrative and spearheading role across a wider scope and in broader fields, Xiamen Airlines wrote a new chapter of comprehensive rural revitalization in the new era.

Mode	Results		
 Spearheaded by Aviation	A few new flight routes were added, including Xiamen-Zhengzhou-Zhongwei, Hangzhou-Jining-Yinchuan, Xiamen-Luoyang-Yinchuan, Wuhan-Yinchuan and Chongqing-Yinchuan-Harbin		
	Ningxia-related flights during the year totaled	carrying	representing a year-on-year increase of
	8,434	821,000	36% 31%
		passengers to and from Ningxia	respectively, compared with 2020.
 Driven by Industry	The market price of tea grown in the alpine tea areas of the “Xiamen Airlines Grange” rose by 5%-15%. The total annual procurement of local fresh tea leaves exceeded		
	100,000 kilograms	The annual procurement of products for catering and hotel use exceeded	
	and the annual value of transactions topped	RMB 1.05 million	30
	RMB 5 million	The products procured included fruits, coarse grains, dairy products, mushrooms, etc.	agricultural and tea products from six provinces and autonomous regions, including Fujian, Ningxia, Xinjiang, Qinghai, Shaanxi and Sichuan, with a total value exceeding
			RMB 700,000
 Consolidated with Education	Three “XiamenAir Charity Book Houses” were set up in Ningde’s Zhuguanlong, Xiadang and Da’an Villages, providing nearly		
		1500 books	
		with volunteers holding knowledge and science classes at schools.	

Crossing the Mountains and the Sea to Expand Fujian-Ningxia Collaboration

On June 25, 2021, we hosted the “Mountain and Sea Linkage – Blue Sky Affection” ceremony in Yinchuan to promote collaboration between Fujian and Ningxia aviation industries and to celebrate the beginning of Xiamen Airlines’ flight operations in Ningxia. As part of the ceremony, Xiamen Airlines signed an MOU on the collaboration between Fujian and Ningxia in aviation with the Department of Culture and Tourism of Ningxia Hui Autonomous Region and Ningxia Airport Co. Ltd. Xiamen Airlines also handed over locally based transportation capacity to Ningxia Airport, putting two overnight aircraft in Yinchuan. In 2021, Xiamen Airlines launched the Xiamen-Zhengzhou-Zhongwei, Hangzhou-Jining-Yinchuan, Xiamen-Luoyang-Yinchuan, Wuhan-Yinchuan and Chongqing-Yinchuan-Harbin routes, bringing the total number of Ningxia-related routes to 12, with 160 flights a week. Last year, Xiamen Airlines operated a total of 8,434 Ningxia-related flights, carrying 821,000 passengers to and from Ningxia, representing a year-on-year increase of 36% and 31%, respectively, compared with 2020.



Xiamen Airlines Grange Creates a New Innovative Model for Rural Industries

- In 2021, Xiamen Airlines Grange launched Shouning alpine black tea under the “Egret Tea Garden” brand in cabins and on XiamenAir Mall and Mr. Fresh Mall e-commerce platforms. The procurement of fresh tea leaves by Xiamen Airlines Grange benefited tea farmers, with the local market price of tea in Zhuguanlong Village rising by 5%-15%. During the year, procurement of local fresh tea leaves exceeded 100,000 kilograms, and the annual value of transactions topped RMB 5 million.

- On April 28, 2021, Xiamen Airlines and Ho-Lan Soul (Ningxia) Winery signed a strategic agreement to build a distinctive demonstration center for Fujian-Ningxia collaboration and expand multifaceted brand promotion channels, ushering in a new model of sustainable development for Fujian-Ningxia collaboration. During the same year, to promote the development of co-branded wine, Xiamen Airlines helped sell RMB 180,000 of wine through in-flight consumption and purchases by the Labor Union as benefits for employees.



Sustained Efforts to Secure New Achievements in Rural Revitalization

- **Consumption-based poverty alleviation programs were launched.** The annual procurement of products for catering and hotel use exceeded RMB 1.05 million. The products procured included fruits, coarse grains, dairy products, mushrooms, etc. Through the channels of Mr. Fresh Mall and XiamenAir Mall, we helped sell more than 30 agricultural and tea products from six provinces and autonomous regions, including Fujian, Ningxia, Xinjiang, Qinghai, Shaanxi and Sichuan, with a total value exceeding RMB 700,000.

- **Targeted assistance was provided, and new secretaries brought about new changes.** The sixth group of village first secretaries selected from Fujian was dispatched to Jile and Zouyang Villages in Gutian County, Ningde City, Fujian. Upon taking up their new posts, they set out to survey local conditions and explore

ways to revitalize rural communities. Various projects have been planned, including drinking water system renovation, new community construction and mushroom industry development. With sufficient funding, these projects are in progress. Meanwhile, the first secretary selected by Jiangxi Airlines has been dispatched to Dayu Village in Shicheng County, Ganzhou City, Jiangxi, for rural revitalization.

- **Education is the key to connecting the countryside with the world.** On World Reading Day on April 23, three XiamenAir Charity Book Houses were set up in Ningde’s Zhuguanlong, Xiadang and Da’an Villages, providing nearly 1,500 books to the children in town. And our pilots and cabin crews also hold knowledge and science classes on campus, contributing to the development of local education.

Standardize governance system to create a new climate for rural revitalization

- **We further standardized management.** We formulated rules and regulations on external donations and procurement for poverty alleviation, and included poverty alleviation work into the scope of Party building assessment, Party group inspection and internal inspection and audit to ensure clean and transparent poverty alleviation work.

- **We created a positive atmosphere.** We used various platforms to strengthen the publicity of rural revitalization work and tell typical stories, creating a strong atmosphere for uniting all people for rural revitalization.



Take more people to explore the world

“Xiamen Airlines Style” Social Responsibility Governance



Opportunities and Challenges

- The world is currently in a period of turbulence and change, and the uncertainty and instability of the international environment have increased significantly.
- The COVID-19 pandemic has exerted a profound impact on the global economy, especially on the global aviation industry, leading to a severe slump in the air travel market.
- The concept of sustainable development has steadily gained popularity, becoming a consensus of the international community.
- Global warming, resource depletion, environmental pollution and ecological imbalance are on the rise, drawing more attention to low-carbon development in the aviation industry, and prompting China to announce its carbon peaking and carbon neutrality goals.
- The rapid advancement of science and technology empowers sustainable development.
- China’s high starting point for deeper reform and broader opening-up to the outside world bring significant opportunities.
- High-level opening-up and development opportunities have been opened up by new major regional development strategies for the Beijing-Tianjin-Hebei region, the Yangtze River Delta and the Chengdu-Chongqing Economic Cluster and for integrated development across the Taiwan Strait, as well as by the Belt and Road Initiative and a network of high-standard free trade zones.
- China’s economy remains stable and is gaining new momentum, showing greater resilience and resistance to shocks; therefore, economic growth is expected to continue at a desirable pace in the years ahead.
- The aviation industry is in the process of popularization, with vast room for growth and definitive potential for market expansion.

Advantages of Xiamen Airlines

- As the first airline in the world to partner with the United Nations to promote the Sustainable Development Goals, Xiamen Airlines has conscientiously integrated the concept of sustainable development into its corporate governance, corporate culture and business strategies;
- Xiamen Airlines is building a network of operations that comprises “one axis, two wings, dual-core operations and three-dimensional linkage” to serve the new development pattern of domestic and international dual cycles;
- As a special economic zone on China’s southeastern coast, Xiamen plays multiple roles in economic development and enjoys close ties with countries along the Maritime Silk Road and with BRICS and ASEAN countries, offering new development opportunities, and this provides a natural impetus for Xiamen Airlines, which is headquartered in Xiamen;
- We will continue to carry out reform and innovation, optimize our strategies and industrial layout, promote structural reform, strengthen organizational synergy, and expand profitability models;
- We will continue to enhance the digital driving force and empower changes in production and management methods with digital transformation as a whole;
- We will continue to practice green development, promote low-carbon flights, operations and offices, advocate green travel, and create green services, thereby contributing to the blue sky campaign.



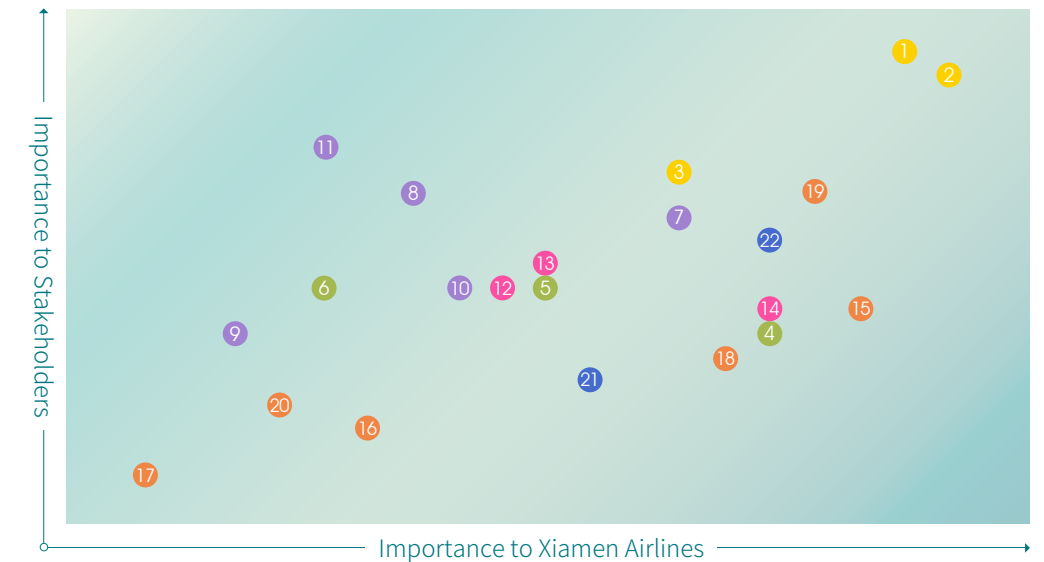
Take more people to explore the world

Identify Key CSR Issue of Xiamen Airlines

We have prepared a list of social responsibility issues after combing the issues related to GRI, GB/T and other international and national standards, guidelines and guides for social responsibility and examining the UN Sustainable Development Goals, as well as the latest development trends and key issues of concern in the aviation industry. The list also reflects our important practices for social responsibility. Moreover, based on the degree of concern of stakeholders and the level of importance to Xiamen Airlines’ sustainable development, we have identified a number of key issues relevant to the above two dimensions as the focal points of this report and our response.

Issue

- | | | |
|---|---|---|
| 1 Ensuring safe flights | 7 Reducing flight delay rates | 15 Responding to national tasks |
| 2 Passenger health and safety | 8 Protecting passenger privacy | 16 Fulfilling BRI responsibilities |
| 3 Employee occupational health and safety | 9 Convenient business procedures | 17 Strengthening local exchange and cooperation |
| | 10 Optimizing passenger experience | 18 Targeted poverty alleviation |
| | 11 Emphasizing passenger satisfaction | 19 Active response to the epidemic |
| | | 20 Charitable Programs |
| 4 Addressing climate change | 12 Enhancing employees’ professional skills | 21 Combating corruption |
| 5 Waste management | 13 Diversity and equal opportunity | 22 Compliance |
| 6 Sustainable use of resources | 14 Commitment to employee remuneration and benefits | |



Sustainable Development Goals



Communication with the stakeholders

Xiamen Airlines has attached great importance to establishing diversified mechanisms, channels and platforms to promote active and extensive communication with stakeholders, and by incorporating their opinions into decisions, continuously enhanced the company’ s capability to fulfill responsibilities.

Stakeholders	Investors			Government			Environment		
Expectations and Requirements	• Continuous and stable return on investment • Robust and comprehensive governance structure • Sound information disclosure mechanism • Standardized and effective risk prevention mechanism			• Increase taxes • Legitimate operation • Create more jobs			• Conserve energy, cut emission and respond to climate change • Protect the ecosystem, and engage in responsible production		
Communication Forms or Channels	• Board of directors • General meeting of shareholders • Supervisory board meeting • Periodic reporting and ad hoc reporting			• Project cooperation and working meeting • Special report, survey and visit • Statistical statements			• Promote low-carbon travel • Promote green production		

Stakeholders	Customers		Employees		Community	
Expectations and Requirements	• Continuously provide safe and quality services • Give quick response to customer comments or complaints • Keep customers’ information safe		• Continuously increase salary and benefits • Improve employee training • Establish an effective communication system • Transparent and positive human resources policies		• Increase input to public welfare undertakings • Organize voluntary service activities	
Communication Forms or Channels	• Safety management system • Customer relationship management and membership services		• Salary structure reform • Diversified employee training • Employee representative meeting • Staff management system		• Cooperate with non-profit organizations, and launch targeted poverty alleviation programs • Organize Egret Volunteer Union public welfare programs	

Stakeholders	Suppliers	Partners	Media	Industry peers
Expectations and Requirements	• Do business with integrity • Achieve common development	• Realize win-win cooperation • Achieve common development	Establish information disclosure channels to make the voice of Xiamen Airlines heard in a timely manner	• Fair competition and friendly cooperation • Promote healthy development of the industry • Achieve harmonious co-existence and win-win outcomes
Communication Forms or Channels	• Transparent procurement • Training sessions and technology and expertise sharing seminars	• Business meeting and contract negotiation • Experience sharing workshop	• Advertising campaigns • Media interaction	• Communication and exchanges • Business cooperation • Mutual learning and visits



Unwavering Commitment to Safety and Health

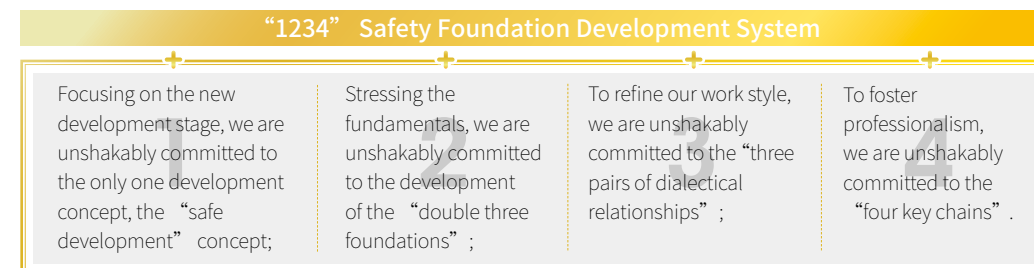


Safety is the lifeline of civil aviation. Fulfillment of safety responsibilities is the firmest bottom line for the sustainable and stable development of Xiamen Airlines. Over the past two years, we have pressed ahead with the “Safety Foundation Year” and “Safety Foundation Consolidation Year” initiatives, sharpening the advantages of standardized management, strengthening the capability and professionalism of the core fleet, and creating a safety culture. Our development experience with the “double three foundations” on the Party building and safety fronts has also been listed among the “100 experiences” selected by CAAC in commemoration of the CPC centenary. The safety and health of every flight, every passenger and every employee are our primary responsibility, which we fulfill with ultimate devotion.



Safety Management

The year 2021, designated as the “Safety Foundation Consolidation Year”, was a crucial year in our efforts to build a solid safety foundation in three years. With unfailing devotion and passion, we strictly followed the “four unshakable principles” and built a “1234” safety foundation development system, sustaining healthy and high-quality development with high-standard safety management.



Continuous Development of Professionalism

We ensured strict adherence to rules and regulations through the linearization of professionalism issues, warnings and interviews, the Red Book and the “five preventions” rectification program. We also prepared a negative list for the management of professionalism issues and amended our *Implementation Measures for the Development of Professionalism of Safety Personnel*. Moreover, we carried out rectification campaigns for professionalism issues in all specialization systems, uncovering 241 problems and hazards and identifying 49 key aircrew personnel. In addition, we applied CRM, QAR and other methods to promote the linearization of professionalism issues across the board, achieving explicit solutions to related issues. Furthermore, we rectified the problem of “unthorough execution of work cards”, and took the “execution of work cards” as the central task of professionalism development in aircraft maintenance. A total of 2,235 maintenance personnel were assessed for “execution of work cards”, and 96.2% of them passed the assessment.

Solid Systematic Risk Control

Firstly, we established a joint risk control mechanism and built a safety risk control model featuring hierarchical management and dual prevention, and we strictly implemented the weekly safety training meeting system and reinforced joint actions across all areas of specialization. Secondly, we scrutinized all operations for signs of problems and paid closer attention to the prevention of five categories of incidents, reducing the incident rate by 46.1% year-on-year. Thirdly, we redoubled our efforts to uncover and eliminate problems and hazards, established quantitative evaluation and assessment mechanisms for hazards, continued to promote the “zero problem and hazard” policy, and implement strict control based on the “two lists”. Since the start of this year, a total of 780 problems and hazards have been uncovered and eliminated. Fourthly, we reinforced system support, increased the application and function optimization of new EFB technologies, promoted pilot profiling, and advanced the quantification of core risks such as controlled flight collisions; furthermore, we also built an enhanced weather information system, introduced flight operation risk alert sheets, upgraded the cabin risk cloud map system, and promoted data-driven aircraft health status monitoring and predictive maintenance.

Creating a Safety Culture

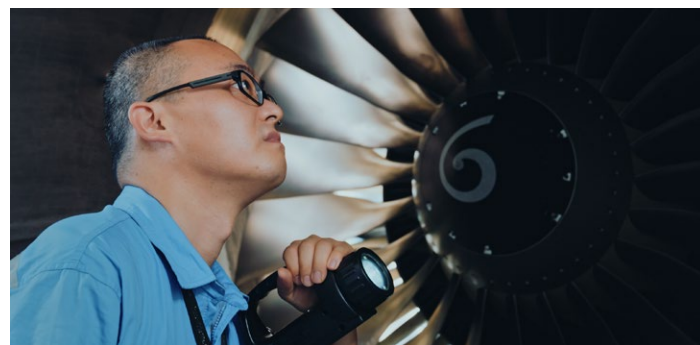
- Pilots:** We collected messages on the essential connotation of the Party building culture from the pilot teams, establishing the essential work connotation as all-out efforts for five tasks – to build firm beliefs, to perform duties with honor, to acquire solid skills, to cultivate professionalism, and to build elite teams. These five tasks form the “12345” work system with the flight safety culture.
- Aircraft Maintenance:** Focusing on the theme of “regulations and execution”, we carried out the “three reverences” education campaign and refined our safety work experience. Our short video *Keep Going* won the special prize and the award of distinction in the CAAC Excellent Safety Education Videos Contest. We also launched a campaign to consolidate professionalism and to encourage Party members to serve as role models, deepening the integration of the “double three foundations” into maintenance operations.

Aviation Safety

To promote high-quality safety development, we took advantage of the “Safety Foundation Consolidation Year” to foster competency and build a solid foundation, ushering in the 14th Five-Year Plan Period with safety and stability.

Pilot Management

- Clearly Defining the Requirements of the “Four Establishments”:** We stressed the joint action of the entire processes of “recruitment, cultivation, training and appointment”, and required all our people to establish “ambitions, morality, good conduct and personal excellence”. We also strengthened the training and management of pilot qualifications and skills and stressed professionalism and discipline, elevating the competency of the flight teams to a higher level.
- Establishing Solid Standards:** we revised the *Flight Crew Training Program* and the *Flight Technical Management Manual* to make them more suitable for our control model. We also unified our flight theory question bank, and compiled a *Route Training Guide*.
- Promote Training Reform:** We continued to consolidate the training foundation and carry out route teaching training. We organized CRM training for 2,021 people, covering all relevant personnel. We completed intensive operation training for 731 people, enabling crews to maintain their skills during the pandemic. We also conducted manual operation training and “Upset Prevention and Recovery Training” (UPRT), and increased the manual control time of left-seat co-pilots by 44.24% year-on-year. Moreover, we optimized the co-pilot training process, implemented a “head teacher system” for the initial and upgrade practical exams and adopted the policy of “one plan for each person” for left-seat co-piloting. Furthermore, we implemented the policy of giving preference to the most capable person, selecting 160 co-pilots for high-priority training.
- Emphasizing Qualifications and Competence:** We intensified the management of the instructor inspection team, reappointed 18 qualified home-base instructors, and closely scrutinize the performance of inspectors. We also carried out advanced training for CRM seed instructors, establishing a reserve of 102 CRM instructors. Additionally, we conducted regular qualification checks for 131 captains, demoting seven and downgrading another seven.



Operation Control

● **Operation Command:** We updated and improved the operating procedures for dispatchers, adding 28 new chapters and making 262 revisions during the year, thereby enhancing the fit between SOP and actual operations. We also assessed the ability of 109 dispatchers to perform their duties, and suspended two from their duties. We won qualifications for EWINS operations, which enabled us to achieve more effective control and emergency response capabilities for meteorological risks. Utilizing the WRC system and the Little Flying Elephant WeChat platform to issue weather risk alerts, we are able to provide data support for flight crews to evade lightning strikes, thunderbolts and ice accumulation at zero-degree altitude. Furthermore, we continued our global “New Destination Check-in” campaign to conduct comprehensive risk assessment and control of over 100 new domestic and overseas routes and new airports in seven countries.



● **Air Guards:** We carried out safety skills training for all flight attendants in the “CGD mode” (class drilling, group enhancement and departmental assessment) and strengthened crew coordination. We established the “one room and ten teams” work organization and assurance plan for air defense, operation, security, fire protection and public opinion stabilization control. We completed background screening for 25,868 employees and 707 outsourced personnel, and found 18 people who had breached laws or disciplinary rules. We also completed seven domestic and foreign military charter flights and assisted in the completion of the escort of 13 people in eight groups and the repatriation of 26 people in four groups. In strict adherence to our “zero-tolerance policy” , we carried out an in-depth investigation of security hazards, standardized 68 voluntary security reports, and completed 196 statutory self-inspections for 50 items. We also conducted three pre-flight security clearance tests, completed two threat assessments for air security on key routes and six risk assessments for new international routes, and handled 29 cases (incidents) on board.



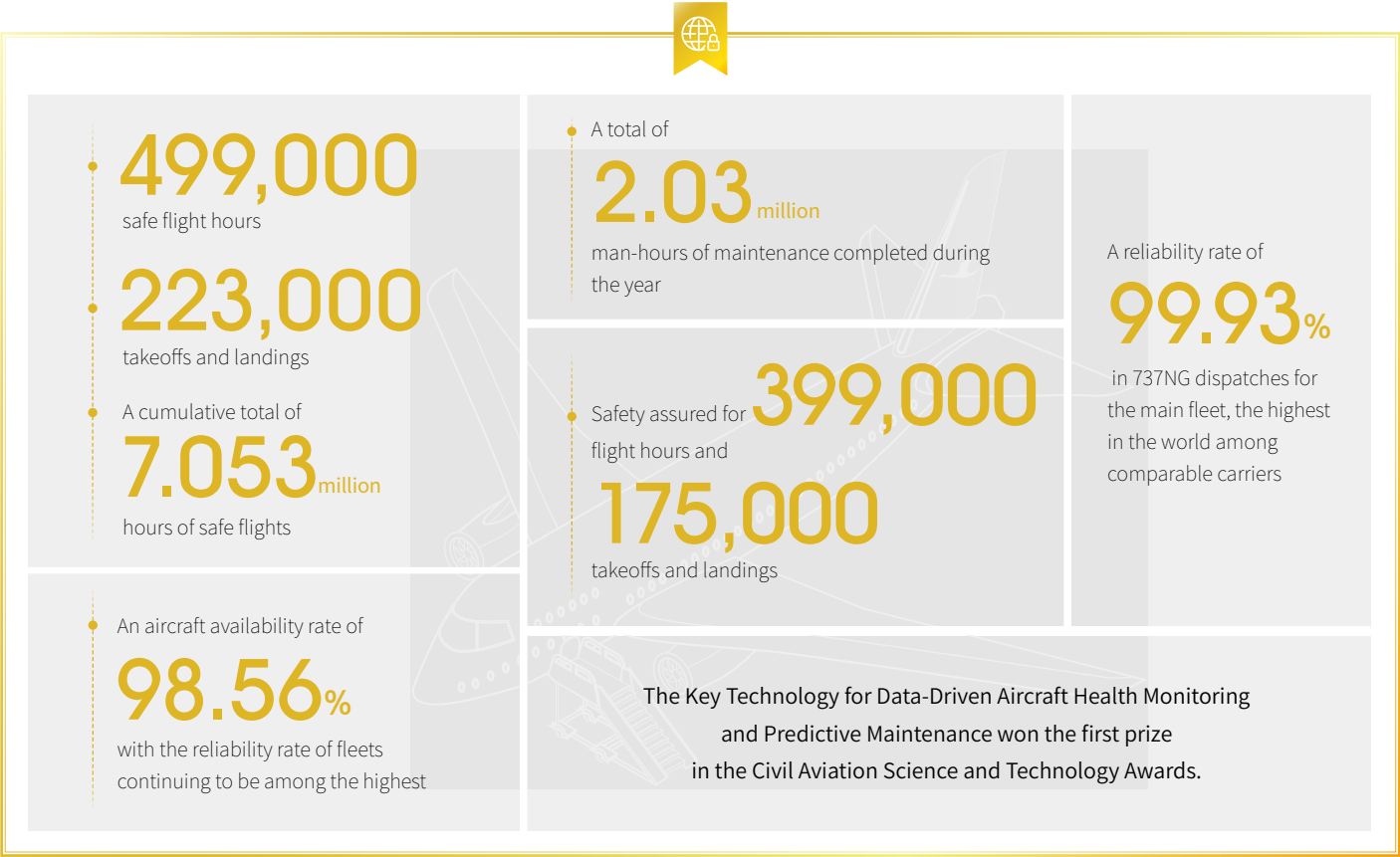
● **Aircraft Maintenance:** We carried out skills assessment for 419 key maintenance personnel and revoked eight people’ s whole-aircraft release qualifications. We revised “one set of guidelines and two lists” , defining 20 positive behaviors and 46 negative behaviors, and we were invited to share and promote our experience in the East China region of civil aviation. Moreover, we pushed 55 route stations to expand their new self-care capacity, increased the maintenance capacity for 17 new parts, enhanced capacity building for EASA route and accessory maintenance, and upgraded the CNAS laboratory. In addition, we improved the DMDOR design standards and the blueprint of the Xiang’ an maintenance center, expanding our maintenance capacity forward. Furthermore, we completed 19 company-level innovation research projects, applied for five patents, and authorized the use of one patent, making rapid strides in technological innovation.

● **Ground Operations:** We issued three sets of fire risk alerts, and carried out six fire inspections during major festivals and events and for hazardous waste, as well as 2,416 routine fire inspections, uncovering 112 fire hazards, issuing 24 notices for corrective action, and completing 49 corrective actions. Moreover, we inspected and repaired 77 pieces of fire equipment, and replaced 305 pieces of fire equipment. We also conducted 54 special security and anti-terrorism inspections and tests, uncovering 28 hazards. Furthermore, we enhanced access control, surveillance and self-managed ramp perimeter intrusion alarm equipment in all parts of the headquarters, upgraded 327 surveillance cameras and 12 access control devices, and added 20 surveillance cameras.

● **Safety Training:** We conducted safety management refresher training for principals of aviation enterprises and institutions, covering all principals and safety management personnel.



Safety Performance



Regular Epidemic Prevention and Control

The current frequency of locally-transmitted COVID-19 infections in the country requires us to implement regular epidemic prevention and control. Based on the “4+3+2” epidemic prevention and control system, we have built a solid long-term line of defense.

Efficient Epidemic Prevention and Control through Clear Rules and Regulations

We built an efficient and effective “4+3+2” epidemic prevention and control system featuring clear responsibilities and procedures and rapid switches between normal and emergency situations, and established joint prevention and control mechanisms. We compiled a 300-page *Epidemic Prevention and Control Manual* with over 150,000 words in 102 documents. We also formulated individual plans for domestic and international (regional) flights, implementing closed-loop flight management. Moreover, we strictly implemented the policy of controlling passenger seat occupancy rates, issuing pre-travel alerts, and checking passengers’ “two codes and one certificate”, thereby strengthening remote prevention and control.

Implementation of the “Four Designations, Four Fixations and Two Centralizations” Management Requirements

Our ground support staff for inbound international (regional) flights strictly implemented the “four designations, four fixations and two centralizations” management requirements. We established dedicated work teams to support the international (regional) flights, and required support personnel to complete all rounds of vaccination and undertake special prevention and control training. We implemented an “N+14” closed-loop shift system, under which support personnel work and rest for N days and then are quarantined for 14 days in centralized isolation; these personnel were not allowed to return to their jobs until their negative nucleic acid test results were verified at the end of their quarantine.



Establishing an Epidemic Prevention Material System

We issued regulations on the management of epidemic prevention materials and launched a material inventory system, further standardizing material management. We also allocated over 17 million pieces of protective materials according to the risk level and job responsibilities.

Vaccination

We aligned ourselves with the policy of the Xiamen Health Commission and provided vaccination for employees through dedicated arrangements and community-based appointments, achieving a 99.36% vaccination rate for employees. We arranged for employees to receive booster vaccination six months after the initial vaccination. As of December 31, the booster vaccination rate of employees stood at 92.22%.



Passenger Safety

Passenger safety is an essential part of Xiamen Airlines’ safety work. Xiamen Airlines does its ultimate to ensure passenger safety and health in terms of food safety and passenger information security.

Food security

- **Our epidemic prevention standards became international standards:** We compiled an English version of the *Standards for Emergency Response to Infectious Diseases at Aviation Food Enterprises*, which was published in its entirety on the official website of IATA to promote the epidemic prevention and control experience of Xiamen Airlines to its global members. The document has become a normative document of epidemic prevention and control standards for international flight food, filling a void in the standards of infectious disease prevention and control in the global aviation food industry.
- **We sorted out and enhanced epidemic prevention and control procedures:** We conducted real-time research on the latest epidemic prevention and control policies, regulations and standards, revised the epidemic flight recall and disinfection procedures, refined and increased the frequency of nucleic acid testing for key positions and key groups of people in the flight food preparation process, and supplemented the emergency response procedures for employee health abnormalities and positive samples.
- **We implemented safety system tripartite audits:** We guided the five catering bases in Xiamen, Fuzhou, Quanzhou, Tianjin and Hangzhou to carry out food safety management system certification in an orderly manner, and passed the ISO22000 and FSSC22000 system audits by the year’s new certification bodies.
- **We strengthened legal education for employees:** We organized the study of General Secretary Xi’s major expositions on production safety and important instructions on civil aviation safety, and we launched a series of legal education campaigns regarding *Criminal Law*, the *Production Safety Law* and the *Food Safety Law*, ensuring compliance among all employees.



Information Safety

We continuously improved data security capabilities. Specifically, we closely followed the interpretation of network security-related regulations, such as the *Data Security Law of the People’s Republic of China*, the *Regulations on the Security Protection of Critical Information Infrastructure*, and the *Personal Information Protection Law of the People’s Republic of China*, and we integrated them into our network security management system and technical standards. Moreover, we issued a number of manuals, including the *Personal Information Management Measures and the Personal Information Control Standards*.

Occupational Safety

Xiamen Airlines attaches importance to the physical and psychological health of all employees and strictly abides by the *Labor Law* and the *Occupational Disease Prevention and Control Law*, among other laws and statutes. We meticulously identified and mitigated employees’ occupational health and safety risks, and provided timely counseling for employees’ psychological problems to safeguard their physical health and psychological well-being.

Physical Health

- **Aircrews:** We implemented strict control over the entire process of aircrew medical exams, including pre-exam preparation, in-exam assurance and post-exam education, thereby raising the aircrew medical exam pass rate. We strictly implemented routine monitoring and chronic disease treatment. During the year, we completed appraisals for seven first-time chartered personnel, eight re-chartered personnel and six difficult personnel. The medical exam pass rate of our chartered pilots was among the highest in the industry.
- **All Employees:** We provided regular and convenient nucleic acid tests, completing nearly 200,000 free tests during the year. We organized online training on epidemic prevention and control, carried out special training and skills assessment for personnel in high-risk posts, and conducted training on winter epidemic prevention for all employees. Additionally, we invited renowned medical experts in Xiamen to give lectures and provide free diagnosis services for our employees. The lectures “Say Goodbye to Physical Subhealth” and “Prevention and Treatment of Vascular Diseases” were streamlined online in their entirety. During the year, 13,000 medical checkups were conducted for employees, and RMB 2 million was spent on Xiamen medical insurance for employees.
- **Female Employees:** We invited renowned medical experts in Xiamen to give lectures on the topic of women’s health management and to provide free diagnosis services. We obtained government-funded gynecological checkups and arranged for such checkups to be provided door-to-door by personnel from tertiary Class A hospitals, with 1,650 employees undergoing such checkups. In addition, we arranged for over 1,000 female employees to participate in the Civil Aviation Female Employees Mutual Aid Fund for Major Diseases, and we obtained various subsidies, totaling nearly RMB 2 million, for 438 sick employees.

Psychological Health

- **Organizing a Psychological Health Management Conference:** We organized a conference on the dynamic management of humanistic care for employees’ psychological health. At the conference, the invited experts interpreted the part of the 8th edition of *Technical guidelines for Epidemic Prevention and Control* which concerns employees’ psychological health, and put forward constructive suggestions on how to provide effectual humanistic care for employees’ psychological health.
- **Holding a Psychological Health Micro-Lesson Contest:** We held a micro-lesson competition on psychological health knowledge, which was open to all employees. This allowed every employee to become a “sunshine messenger” transmitting psychological health knowledge, as well as a beneficiary of such knowledge.
- **Building a Psychological Health System:** We built a “five-dimensional” psychological health system (ability, emotion, feeling, value, and body and mind) that benefits all employees. Through this system, we took psychological knowledge as an important tool to promote employees’ personal growth, enhance their work ability and improve their family happiness, thereby creating a people-oriented, warm and harmonious corporate atmosphere.



Digital Intellectual Upgrade

- **Enhancing the Epidemic Control System:** We improved the functions of nucleic acid testing, COVID-19 vaccination, and employee travel history information reporting.
- **Launching an Online Intelligent Health Management Platform:** We enhanced the management of employees’ physical and psychological health through health documentation, health assessment and health intervention.



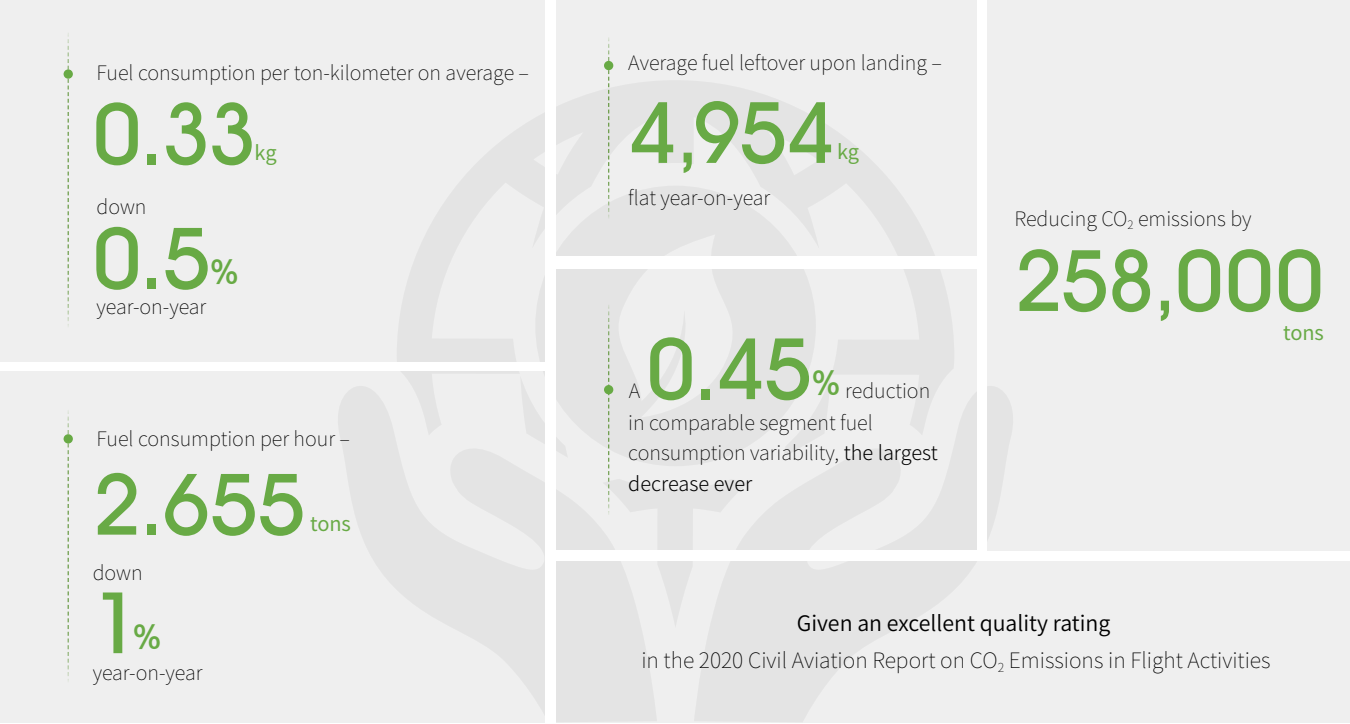
Green, Eco-Friendly and Low-Carbon Initiatives



Achieving carbon peaking and carbon neutrality goals is an inherent requirement for China's high-quality development and a solemn commitment to the international community. As a responsible state-owned enterprise, Xiamen Airlines is continuously committed to the low-carbon operation, exploring and discovering new technologies to actively address climate change, and practicing and promoting the sustainable development of the industry and the world by sharing our solutions with various parties in the industry.



Emission Reduction Performance



Implementation of Flexible Altitude

We implemented flexible altitude in six phases, adjusting 72 routes in total. Cruise altitudes were raised by 1,489 feet on average,

saving **1,711 tons** of fuel

Use of Ground APU Replacement Equipment

Ground APU replacement equipment was put into use for flight fleets during turnarounds, with the annual utilization rate reaching 95.6%. We used ground power before and after flights in lieu of APU at all bases. For the whole year, the use of APU was reduced by 154,000 hours,

saving **16,000 tons** of fuel

Cabin Carpet Optimization for Weight Reduction

In addition to scientific filling of drinking water, we adopted light-weight carpets to replace the existing carpets in the cabins, reducing the weight of the cabins. Overall, carpet weight was reduced by 20 kg for B737 aircraft and 40 kg for B787 aircraft,

saving **212 tons** of fuel for the whole year.

Low Carbon Operations

In addition to flight-related energy conservation and emission reduction initiatives, Xiamen Airlines also attaches importance to carbon reduction measures in operations, and promotes low-carbon ground operations by introducing electric vehicles and pursuing “digital empowerment” .

Orderly Introduction of Ground Equipment

In 2021, eight electric vehicles were introduced in Xiamen, Fuzhou, Quanzhou and Tianjin. Since October 2018, a total of 45 electric vehicles have been deployed, and four onsite and two offsite charging stations have been built.

Digital Empowerment of Environmental Management

- **System Construction:** We built the operation analysis system 2.0, introduced FINEBI flexible reports, created the BI dashboard for energy conservation and emission reduction projects, realized personalized intelligent display and visual analysis of project effectiveness, and improved decision-making accuracy.
- **Algorithm Optimization:** We studied the adjustment factor correction algorithm related to segment fuel consumption change rates, and advanced the switch of segment fuel consumption change rates from result adjustment to process adjustment, bringing the indicator performance in closer alignment with actual flight operations.
- **Data Governance:** We completed the relocation of the monitoring, reporting and verification system (MRV) for carbon emissions, and created data source spreadsheets. We removed the barriers between electronic task sheets, the FOC system and the civil aviation carbon emission management system, realizing the real-time monitoring and reporting of carbon emissions from flight activities; this also helped advance the construction of a carbon asset management system framework.

Innovative Energy Conservation

Xiamen Airlines’ 17 departments independently filed for a total of **90** energy conservation and emission reduction projects in six categories, namely, fuel saving in flights, route straightening, reduction of APU use, reduction of resistance and weight for aircraft, engine performance maintenance, and formulation of effectual flight plans. Among them,

39 were innovative projects,

accounting for **43%** of the total,

with the innovation ratio increasing by **10%** year-on-year.



Green Initiatives

Carbon Monitoring

Xiamen Airlines is convinced that “green mountains and clear water are more valuable than mountains of gold and silver.” Thus, we vigorously implement the national policy of energy conservation and emission reduction, and strive to raise the standard of carbon asset management. Moreover, we introduce innovative green services, develop environmental protection projects, and strengthen green cooperation. With these efforts, we contribute the strength of Xiamen Airlines to the realization of the nation’ s carbon peaking and carbon neutrality goals.

We completed our annual carbon emission reporting and verification, and released a special briefing titled *Interpretation of the Emission Reduction Mechanisms of the Domestic Civil Aviation Industry and Fujian Carbon Market and Recommendations Thereof*. We also communicated with the Provincial Department of Ecology and Environment on the approved carbon allowance scheme in Fujian, and participated in the IATA Sustainable Summit online, further exploring the theory of carbon emission management for implementation.

Carbon Trading

We established a Sustainable Development Office to promote the implementation of our sustainable development strategy and implement targeted carbon asset management. In November 2021, Xiamen Airlines completed a carbon trading deal with Xiamen International Trade Group, exchanging a Fujian carbon allowance of 100,000 tons for forestry carbon sinks, which was our first carbon asset swap transaction. This deal enabled us to achieve green cash-out and complete the compliance work of Fujian carbon trading for 2021.

Environmental Protection and Plastic Restriction

In accordance with the *Work Plan for Plastic Pollution Control in the Civil Aviation Industry (2021-2025)*, we prepared a list of 174 products and plastic packaging materials, carried out re-tendering for biodegradable plastics in batches, signed supplementary agreements, and completed the reduction of plastics for most pre-packaged products and the replacement of disposable tableware made of bamboo.

Green Service

We launched the “Chef XiamenAir” brand, integrating the “sustainable development of cuisine” into the renewal of catering service. The meal boxes and tableware are made of 100% renewable natural bamboo pulp and bamboo products, and the beverage straws are made of biodegradable PLA materials to reduce carbon emissions caused by excessive packaging.



Green Cooperation

● We teamed up with the Industrial Bank to launch “carbon-neutral” tickets. After a passenger purchases a “carbon-neutral” ticket, the Industrial Bank entrusts Xiamen Property Rights Trading Center to purchase ocean carbon sinks to offset part of the carbon emissions generated by the passenger’s journey and to certify the carbon neutrality of the ticket. This practice inspires passengers to commit themselves to carbon reduction and embark on a green and low-carbon air journey.

● We partnered with Ant Forest to provide more ways to gain “green energy”. We provide passengers with online check-in service through Xiamen Airlines’ Alipay micro application,

drawing “green energy” from Ant Group. Following the launch of the online invoicing service, we became the first airline to offer online check-in service to draw the green energy of Ant Forest.

● We actively participated in the drafting and finalization of industry standards. We maintained close communication with the China Federation of Logistics and Purchasing and its Green Logistics Branch, and participated in the drafting and finalization of two sets of industry standards: *Enterprise Green Logistics Assessment Indicators and Accounting Methods for Greenhouse Gas Emissions of Logistics Enterprises*.

Green Advocacy

● Trees planting : Our Youth League arranged for its primary-level organizations to host a thematic League Day event of “Adopting Trees and Caring for Greenery” in the city’s Botanical Garden. Embodying our commitment to sustainable development, this innovative charitable tree planting campaign created a positive atmosphere for “planting, protecting and caring for greenery” among our young employees.

● Popularization of environmental protection knowledge: Throughout the year, Xiamen Egret Volunteer Alliance staged volunteer events at the city’s landmarks, such as Jinbang Academy and Bailuzhou Park, disseminating knowledge about the Sustainable Development Goals. Members of the alliance also gave mini-lectures on flying and environmental protection to children, and promoted the concepts of carbon neutrality and carbon peaking, setting new trends in volunteerism.



Attentive Service and Warm Companionship



Xiamen Airlines adheres to the core service concept of “treating customers with ultimate sincerity” . Our detailed code of professional conduct has been internalized into service habits. We provide services defined by ultimate sincerity and deliver a travel experience that exceeds passengers’ expectations by tapping into the spirit of the Chinese nation. We build a service brand characterized by ultimate respectfulness and grace, and we strive to convey warmth and caring in every service and to create fond memories and great value for every passenger’ s journey.



Service Performance



Flight punctuality rate:
84.09%

Rated as a “Five Star Global Airline” by APEX
for two consecutive years

A score of
95.94
for customer service
satisfaction, and
0
valid baggage
complaints

Rated as the “Airline with the Best Service”
in the Chinese mainland
for
36 consecutive quarters

Rate as the “Airline of the Year” by CAPSE
for
7 consecutive years

Completing
1,061
“passenger-to-cargo” flights

174,000 tons
of cargoes transported

Winning the “Best Airline Wine List” Award and the “Two Cups Award”
for the second time,
and receiving the “Award for the Most Successful Design”

Passenger Services

Product excellence is the inherent foundation of “Excellent performance” . Committed to providing high-quality, high-standard and sustainable services, Xiamen Airlines continuously introduces services that meet people’ s demand for a high-quality life, and endeavors to build its core competitiveness.



Service Quality Management

- With the approval of the Provincial Administration for Industry and Commerce, Fujian’ s first “Demonstration Center for Quality Improvement Practices” was set up at Xiamen Airlines. The center carried out quality improvement surveys and research at 32 related enterprises, further fulfilling our mission and responsibility as a recipient of the China Quality Award.
- We compiled a report titled *Exploration and Practice of Xiamen Airlines Service Quality Management System* and submitted it to CAAC for inclusion in the service practice chapter of the 2020 Blue Book.
- We aligned our operations with the standards set forth in the *Guidelines for the Construction of Passenger Service Quality Management Systems for Public Air Transportation*, improved the construction of our service quality management system, and implemented systematic service quality management across the board.
- We upgraded the *Comprehensive Service Quality Evaluation System*, extending the scope of evaluation to all 15 major service units.
- We formulated *System Compliance Management Regulations for the Air Crews Department*, laying a solid foundation for the building of manual-type teams.

Enhancement of Efficiency with Technology

- We advanced the construction of the Ground Service Resource Management System Phase II, the Passenger Transit Service System, the Xiamen Airlines Baggage Operation Management System, the Xiamen Airlines Baggage Tracking System and the Domestic Through-Flight Service Management Platform. We also completed the development of a WeChat compensation system for flight delays and a micro application for excess baggage fees. Moreover, we completed the renovation of electronic boarding gate entrances, and added the service functions of collecting excess baggage fees for Hebei Airlines and electronic payment for upgrades at boarding gates

- for flights originating from Xiamen. The initiatives enhanced the service efficiency of the whole chain of ground services.
- We developed a passenger number verification system for inbound international flights, improving the efficiency of epidemic prevention for international inbound flights.
 - We developed an international flight document pre-checking management back end system, launched 10 international (regional) routes in the system, and built 47 visa templates, realizing the function of online pre-checking of passengers’ departure documents.



Special Services

- **“Egret Companionship”** : We launched the innovative “Egret Companionship” elder-friendly service, planned an exclusive service brand, and set up “loving-heart service posts” , “true devotion” and other mobile red-vest service demonstration posts. We provided “eco-friendly handbags” on demand and offered “loving-heart hand-drawn maps” and other heart-warming gifts in terminal buildings. Moreover, we provided “senior passenger priority boarding” broadcasts and manual ushering assistance, as well as “loving-heart assistance” service for baggage pickup in arrivals halls. Furthermore, we set up service stations for elderly passengers without health QR codes, enhancing the comfort of air travel for elderly passengers.
- **“Egrets Herald the New Season”** : We launched a series of “Egrets Herald the New Season” themed events for passengers to experience the charm of intangible cultural heritage, as well as “Trendy New Year’ s Fun” and other special service events. We developed special hand-made tea-break refreshments for the first-class lounges, which were well received by passengers.
- **“Tianji Teahouse”** : On International Tea Day in 2021, we staged the “Tea and World, Sharing for Tasting”

event, using Shouning alpine tea which had been grown at Xiamen Airlines Grange as part of our rural revitalization program. We also joined hands with renowned Xiamen painter Deng Shaobing to roll out the 2nd-generation “Tianji Teahouse” tea mats named “Sea Garden - Gulangyu Islet” .

- **“Tianji Vintry”** : Our “Tianji Vintry” service won the “Award for the Most Successful Design” . The special cocktail list *Mountain*, an innovative product embodying Fujian’ s mountains and sea, won the “Best Airline Wine List” Award and the “Two Cups Award” for the second time.
- **“Tianji Library”** : Xiamen Airlines has joined hands with Shidian Reading Culture Communication Co., Ltd. to provide in-flight complimentary audiobook service. In the Xiamen Airlines APP, a “Tianji Library” service area is set up, offering an online book list that is updated quarterly and contains 100 carefully selected free audiobooks for passengers. In addition, Shidian Reading also provides carefully selected physical books for passengers to borrow during flights, and it also runs a Xiamen Airlines “Tianji Library” section in the Shidian Reading bookstore, delivering a “whole-journey, all-round and multi-dimensional” cultural experience to passengers.

Freight Services

Leveraging its well-developed international and domestic network, Xiamen Airlines provides customers with air cargo services that cover the entire country and are connected to many parts of Asia and all major cities in Europe, North America and Oceania. Moreover, in a bid to better serve its customers, Xiamen Airlines has established Air Road Air Logistics Co., Ltd. on the basis of its original cargo department. The new company is part of our efforts to explore freight restructuring and is expected to become a modern integrated logistics service provider combining air freight, modern warehousing, supply chain management and cross-border e-commerce operations. With this new company, we will provide more efficient, convenient and reliable services to customers.

Promoting “Passenger-to-Cargo” Operations

- **Raising the Level of Support**: We actively implemented the State Council’ s initiative of “further upgrading China’ s international air freight capacity and striving to stabilize the supply chains” . We persevered in conducting “passenger-to-cargo” operations on international and domestic routes, and established a special working mechanism for “passenger-to-cargo” operations. We also strengthened the standardization of flight operation

management, and coordinated our departments and overseas business offices to raise the level of support.

- **Tapping the Potential of Domestic Cargo Charter Flights**: We organized 30 charter flights from Xiamen to Shenyang and from Hangzhou to Beijing, Xi’ an, Tianjin, Shenyang and Harbin, effectively alleviating the contradiction between the supply and demand of domestic air transportation capacity.

- **Developing International “Passenger-to-Cargo” Business**: Internationally, we focused on intercontinental cargo flights to Los Angeles, London, Amsterdam, Moscow, Vancouver and Sydney,

completing a total of **832** flights

Regionally, we concentrated on charter flights to Sabah and Manila,

completing **199** flights in total

Enhancing Customer Experience

We further improved the volume measurement scheme and cargo entry and inspection processes. While ensuring safe receipt and transportation, we increased the speed of cross-border cargo operations, integrating customs declaration and clearance, inspection and transportation for cross-border logistics products. This helped customers cut warehousing time and thereby enhanced customer experience.

Epidemic Prevention and Control

- In line with the latest version of the epidemic prevention and control guidelines, we implemented efficient risk classification management for inbound cargoes, refined the operational process for international inbound cargo depots, and set up dynamic lines.
- We strictly implemented six-sided disinfection of international inbound cargo and mail packages at three points of control – under the aircraft, in the waiting area, and at the depot. We thoroughly disinfected all cargo compartments, vehicles, equipment, venues and paths, using the “six-one” method as a guide to building a solid line of defense against the epidemic.

Special Services

- **“Seasonal Map”** : With careful market visits and historic sales data, Xiamen Airlines’ cargo service staff created a seasonal special cargo map based on time and regional dimensions; they also customized pertinent support plans for customers’ various seasonal products, meeting customers’ needs in all aspects.
- **The Art of Balancing the Ratio of Passengers to Cargoes**: We closely monitored changes in passenger numbers and made an effectual allocation of cabin space, satisfying the needs of customers who had a strict timeliness requirement.

Growing Together and Advancing Shoulder to Shoulder



The development of a company is dependent upon the dedication of its employees. At Xiamen Airlines, “family happiness and personal growth” are part of corporate philosophy. We are committed to building a “family” culture and creating a “happy airline”. When the big family of Xiamen Airlines thrives, the smaller families of individual employees will reap happiness and warmth. The big family and the smaller families share weal and woe, growing together in the new journey and advancing shoulder to shoulder.



Deepen Human Resources Reform

In close alignment with our development strategy, we promoted human resources reform across the board, optimized institutional mechanisms, and enhanced development quality and efficiency. These efforts allowed us to create a win-win corporate ecosystem in which executives and employees thrive with the organization. As of the end of 2021, the ratio of people to seats stood at 0.629, and the efficiency of human resources rose by 9.5% and 6.7%, respectively, compared with the end of 2019 and 2020, indicating that the reform had produced considerable results.

Promoting Organizational Transformation to Enhance Efficiency

- Focusing on our major strategies such as digitalization and new logistics, we continued to explore new modes of business operation and organizational design and released a series of programs for digital transformation. Moreover, we built an incentive mechanism for technological innovation and sought to foster digital talent teams.
- We advanced organizational optimization and functional reshaping, ensured adequate support for the construction of the northern headquarters, and optimized the territorial mode of flights and the aircrew support mode. Moreover, we adjusted and optimized the organizational settings of cabin training, disciplinary inspection and supervision, and aviation material procurement.
- We enhanced the incentive mechanism for organizational effectiveness and implemented salary budgeting management based on employee efficiency and value contribution.
- We optimized the allocation of essential resources and improved the staffing approval methods for “precise man-machine matching”. Additionally, we deepened the reform of the employment mode and built a shared platform for job outsourcing and an internal talent market, enhancing the match between talent and enterprise development.

Focusing on Employee Development and Activating Dynamic Energy

- We further implemented the strategy of strengthening the enterprise with talent in the new era, released the “Talent Forest” training system, and built a backbone talent team to support our internationalization and sustainable development.
- We implemented a points-based assessment system, applied the points to salary raises and promotion, and quickened salary raises and promotion for high-performing employees. We also broke equalitarianism, rewarded diligence and punished tardiness, and gave preference to high-performing and hardworking employees in distributing incentives and opportunities.

Energizing Executives and Delivering Targeted Empowerment

- We implemented a tenure system and contractual management for members of the management team and enhanced the market-oriented operational mechanism. Moreover, we strengthened the linkage between remuneration and performance, tightened constraints and widened the performance-based income gap, inspiring executives to devote themselves to the fulfillment of their duties.
- We selected leadership teams for our directly affiliated units through a competitive process, covering safety and security, disciplinary inspection and supervision, human resources and new retail, among other areas of operation. This allowed us to expand the vision and channels of executive appointments.
- We continuously deepened the application of performance assessment results. Management personnel who were assessed as “incompetent” or “basically competent” for two consecutive years were demoted or dismissed, and this enhanced the normal turnover of executives and the match between people and job positions.
- We strengthened the function of executive supervision and established effective and efficient supervision and management systems. We implemented high-quality executive inventory, deepened the application of results, and identified and fostered outstanding reserve executives. Moreover, we formulated an executive training program that integrated training, performance and evaluation, creating a management talent pool.



Enhancing Professional Skills

In 2021, Xiamen Airlines endeavored to achieve the “five doubles” work objective of building a “double-guidance” training culture, a “double-competence” teaching team, a “double-optimization” curricular system, “double-matching” hardware support and a “double-integration” Party building program.

By December 31, 2021, we had held

2213

training courses, with

127,000

participants and

828,200

hours of training (including 82,000 participants and 101,000 hours in online training sessions).

The implementation rate of training plans stood at

100%

and the support rate of simulator training reached

99.75%

Reforming Flight Training

- We obtained new ACPC training qualifications and replaced the high-performance course of flight training schools with ACPC.
- We developed the course “Teaching Methods for Trainer Guided Flights” for all our flight instructors, achieving innovation in R&D, teaching and content and boosting the capacity of route instructors to fly with trainees.
- We engaged CRM core instructors from professional aviation technology training institutions to conduct special training for our CRM seed instructors, carried out CRM training, and promoted the development and optimization of CRM courses, in order to enhance the overall teaching capabilities of our CRM instructor team.
- We unified our assessment standards, created a Xiamen Airlines B737 Flight Theory Question Bank, and enhance its soundness and practicality.
- We quickly built a B787 foreign instructor training system and carried out B787 training for newly hired foreign captains.
- We completed the skill enhancement training for 266 simulator instructors, effectively enhancing the ability of simulator instructors to guide trainees.



Upgrading Aircraft Maintenance Training

- We advanced the development of high-quality serial training programs related to the Electrical Wiring Interconnection System (EWIS), completed the development of all 29 practical programs and conducted training.
- We revised the CCAR-147R1 regulations to ensure compliance and completed syllabus revision for all aircraft types.
- We developed a course on the *Aviation Instructors’ Manual* and arranged for instructors to study, translate and proofread the *FAA Aviation Instructors’ Manual*, enabling aviation maintenance instructors to eliminate deficiencies in teaching theory.

“Talent Forest” Training System

- We further implemented the strategy of strengthening the enterprise with talent in the new era, worked to ensure that the enterprise and employees grew together, and built the “Talent Forest” training system to help employees improve their overall competence and professional skills.
- In alignment with our development strategy, we organized a series of training programs regarding the 14th Five-Year Plan, new retail, digitalization, etc., enabling operational teams to broaden their thinking and explore opportunities.
- We built a mobile learning platform and held a series of training courses to enhance employee skills. Since the launch of the courses, more than 15,000 employees have completed training on the subjects that they chose.
- We launched the “Successor” program, sped up the cultivation of talent at all levels, conducted a talent inventory for over 1,000 primary-level managers, and selected nearly 80 mid-level reserve executives for systematic and customized cultivation.

Promoting Flight Attendant Training

- Promote the implementation plan of “Crew Training+”, plan “Sailing”, “Piloting” and “Escorting” series of high-quality courses, and further improve the training of flight attendants. To further improve the flight attendant training curriculum system, the company has developed a series of high-quality courses.
- We carried out an assessment of cabin training institutions and advanced the supplementary accreditation process in accordance with the advisory circular on the *Rules on the Operational Accreditation of Large-Aircraft Public Air Transportation* (CCAR-121 R6 & R7) and the *Qualification and Training of Cabin Crews* (AC-121-FS-27R3).
- We completed the maintenance project for the dynamic cabin hydraulic system, helping to complete all training support programs with high quality.

Implementing Other Key Training Programs

- We launched the “Team Leader Management Capability Improvement” course as a trainer training program, trained seed trainers for primary-level management courses, and consolidated the management strength for “three foundations” construction.
- We carried out special training on epidemic prevention and control, emergency medical treatment, etc. to enhance employees’ epidemic prevention capability and health awareness.

Establishing a Xiamen Airlines Test Venue for Dispatcher License Theory Exams

We were officially designated as a test venue for theory exams related to civil aviation dispatcher licenses, becoming the first airline in East China to apply to CAAC for serving as a theory exam center for flight dispatcher licenses, easing the pressure on the CAAC East China Regional Administration in arranging for exam venues.

Rights and Benefits

Xiamen Airlines strictly abides by the *Labor Law*, the *Trade Union Law*, the *Labor Contract Law* and other laws and statutes, and adheres to the “people-centric” principle. Under the new circumstances, we adopted a series of policies to ensure employee rights, interests and welfare.

Introducing an “Income Guarantee” Policy

We implemented the policy of caring for employees, guaranteeing income for employees in general posts. We allocated tens of millions of yuan to ensure welfare for low-income posts and reduce the impact of the epidemic on employees’ standard of living.

Enhancing Experience with “Cloud Service”

We launched the Xiamen Airlines Human Resources Portal to meet the diversified service needs of employees, and rolled out a series of “cloud service” products, including “cloud certification”, “cloud contracts”, “cloud resignation”, “cloud induction” and “cloud retirement”, saving employees the trouble of running personal errands.

Adjusting Leave Policies

We actively responded to employees’ appeals and introduced relevant leave policies, caring for employees who experienced difficulties during the epidemic.

Protecting Female Employees’ Rights and Interests

We signed the *Special Collective Contract for Protection of Female Employees’ Rights and Interests* to safeguard the legitimate rights and interests of female employees under the new circumstances, enabling female employees to play a greater role in building a harmonious society.

Adjusting Allowances for Front-Line Posts in the Fight against the Epidemic

We were committed to the well-being of front-line employees. We provide special allowances to employees who were under quarantine for serving high-risk flights, and we purchased medical insurance for overseas employees and raised the standard of employees’ group insurance coverage, eliminating employees’ worries.



Employee Life

Xiamen Airlines organized a wide variety of events to balance the work and life of employees and to enrich their after-work life.



Inspiring Passion for Reading

- We staged a series of reading events, including the event “Reading 100 Classic Books in Commemoration of the CPC Centenary”. Through these events, employees were inspired to study history to understand principles, increase confidence, uphold morality and enhance personal conduct.
- We built reading facilities for employees, providing primary-level reading facilities with over 5,000 books. We also built a staff bookstore at the aircrew base, reading corners in the Aircraft Maintenance and Ground Service Departments, and bookshelves for model workers.
- We organized a good variety of reading events for employees, cultivating reading experts at Xiamen Airlines.
- We introduced an innovative policy of employees preparing lists of their favorite books and the trade union paying for the books. This inspired employees to develop a reading habit and thus helped enhance the quality of the workforce.

Celebrating the CPC Centenary with Fascinating Events

- We told 100 stories about Party history through videos and created 67 Vlogs and 813 artistic works to celebrate the 100th anniversary of the founding of the CPC.
- We hosted the 6th Drawing Contest for Children of Xiamen Airlines Employees, which was themed on “We Are the Successors of Communism”. The 200-plus interesting works in the contest demonstrated the talents of our employees’ children.

Bringing Aesthetics into Life

- We regularly arranged for members of the labor union to watch movies and cultural shows.
- We provided all employees and their families with tickets to movies and cultural shows, enriching their cultural life.

Advocating Sports and Fitness

- We organized a badminton team tournament during the 2nd Employees’ Games, creating an atmosphere of fitness for all employees and inspiring solidarity.
- We established Xiamen Airlines Employees’ Sports and Fitness Academy and engaged primary-level fitness instructors to offer over 50 lessons every week on Taichi, taekwondo, comprehensive fitness, etc., guiding employees to exercise effectively.



Energetic Young Employees

- Xiamen Airlines Blue Sky Egret Art Troupe appeared on the national civil aviation stage with an original musical drama titled “Remarkable Services in the Sky”. With a plot narration, adapted songs and dances, the drama demonstrates Xiamen Airlines’ extraordinary services and its commitment to its social responsibility as a state-owned enterprise.

- Xiamen Airlines’ young employees took part in the 4th Golden Voice of Civil Aviation. They won the third prize in the competition with their touching original songs and passionate singing, demonstrating their drive and ambition.
- We organized Xiamen Airlines Young Employees’ Online Talent Show and New Employees’ Talent Contest. The online events on National Day inspired patriotism among young employees; they also showcased new employees’ talents, created a pool of artistic talent, and enriched young employees’ social life during the epidemic.



Caring for Employee

Committed to employee well-being, we cared for employees and adopted various measures to enhance their sense of achievement, happiness and security.



Caring for Quarantined Frontline Employees

- We expanded the quarantined crew relief grocery store, adding 100 caring products in eight categories. Moreover, we organized a competition of original works for quarantined personnel, encouraging them to develop new skills and spend their quarantine period in a more positive and meaningful manner.
- We hosted “True Commitment and Devotion” caring events for quarantined front-line employees. Considering that young people enjoyed “lucky draws for blind boxes”, we prepared “surprise blind boxes” for quarantined employees, which contained a variety of small items to ease their nerves during quarantine.
- Our Youth League launched a “heart-warming safeguard action”, tapping the role of Youth League branches as battalions of solidarity. The branches connected with quarantined members and had conversations with them by phone or video, easing their anxiety and responding to their requests. This enabled quarantined personnel to eliminate their worries and combat the pandemic with a positive attitude.

Solving Problems for “Small Families”

- We launched a “Golden Autumn Scholarship” program open to all employees, helping needy employees solve their children’s schooling problems.
- We teamed up with the government to help over 200 employees obtain housing units reserved for qualified professions. We reached out to Xiamen Bus Group, asking the latter to set up bus stops near our employees’ apartment complexes, customize bus services, and open subway transfer routes.



An Endless Stream of Benefits

- We launched a series of winter and summer benefit programs for employees.
- To ensure broad benefits, we offered 100-plus benefit packages and 500-plus products for employees to choose from online during traditional festivals such as the Spring Festival, Dragon Boat Festival and Mid-Autumn Festival, as well as employees’ birthdays, meeting their individual needs in all aspects.
- We organized a month-long offline internal fair of home decors, arranging for 60 reputable suppliers to offer over 2,000 products in six categories, including appliances, furnishings and decorations with best discount for employees. Transactions at the fair topped RMB 14.7 million, saving RMB 600,000 for employees.



Matchmaking for Single Young Employees

- We arranged a “True Love” online networking event for young employees, developed an easy-to-use fun networking mini-application with wide coverage, and built a cloud communication platform for young employees, broadening their networking channels.
- The labor union, acting as a “matchmaker”, arranged for young employees to have networking parties with prestigious educational institutions, such as Xiamen University and Xiamen Sunlight Kindergarten. This creates opportunities for employees to make friends and enroll their children in desired schools and kindergartens.



Joining Hands for Win-Win Results



Xiamen Airlines proactively fulfills its social responsibility as a state-owned enterprise. Committed to sharing the fruits of enterprise development with society, Xiamen Airlines stands ready to join hands with the government, organizations, enterprises and other partners to promote the harmonious development of society and build a more beautiful life together.



Special Flights

Civil aviation is an important part of the public service system and emergency rescue system; it is an important force in undertaking transportation tasks for military, emergency response, rescue and disaster relief operations. As a national backbone airline, Xiamen Airlines is duty-bound to serve the national strategy and complete special flights.

Evacuation Flight Leading to the Most Touching “Turnaround”

On July 2, 2021, Flight MF8008, operated by Xiamen Airlines, caused controversy because there were 22 confirmed cases of COVID-19 infection and 30 asymptomatic cases of infection after reentering China. Xiamen Airlines, in conjunction with the Ministry of Foreign Affairs, issued an announcement declaring that the flight was for the evacuation of Chinese citizens out of Afghanistan. The announcement revealed the true story of the flight, instantly igniting the public’s enthusiasm for telling the story, ushering in a remarkable turnaround in public opinion. Media heavyweights, such as the *People’s Daily*, *China Daily* and *Global Times*, as well as the Central Youth League and the “Aviation Story” Weibo accounts, joined the dissemination camp and highly praised the commitment to social responsibility demonstrated by Xiamen Airlines.



Escorting Blue Helmet Warriors on Overseas Missions

In September and October 2021, Xiamen Airlines flew twice to Congo for the rotation of the 24th and 25th groups of the UN peacekeeping force. Its top aircraft “United Dream” and meticulously selected crew members fulfilled their mission. While ensuring safety, Xiamen Airlines showered the peacekeepers with warmth and hospitality through special broadcasts and a series of welcome events.



Transporting Vaccines to Kyrgyzstan

On the afternoon of March 19, 2021, Xiamen Airlines’ Flight MF8001 landed at Bishkek Airport with 3.4 tons of COVID-19 vaccines (150,000 doses) donated by the Chinese government, as well as 147 Chinese personnel who were to work in Kyrgyzstan. The flight was greeted by Kyrgyz Prime Minister Maripov and Chinese Ambassador Du Dewen, marking the successful completion of the vaccine transportation and the charter flight for the resumption of work and production.



Contributing to the Belt and Road Initiative

In response to the Belt and Road Initiative, we not only optimized flight networks in the key regions along the Belt and Road, but also facilitated key projects in the countries along the Belt and Road with regular flights and charter flights for the resumption of work and production.

Facilitating Resumption of Work and Production with Flights to and from Kazakhstan

974
engineers and technicians

974 engineers and technicians to Kazakhstan to resume work and production, completing the major transportation task for Sinochem Holdings and ensuring that the company resumed work and production on time.

230
CNPC workers

Bringing Oil Workers in Saudi Arabia Back Home

In January 2021, Flight MF8663 from Yangzhou to Daman landed at King Fahd International Airport to bring home 230 CNPC workers stranded in Saudi Arabia. Several departments of Xiamen Airlines worked together to overcome various challenges, such as sandstorms in the desert, unclear ACARS signals due to lack of a ground base station, poor communication on some segments of the flight path, emergency drift-down procedures limiting the cruising altitude and performance of the flight path, and the threat of the locust plague in Saudi Arabia. They formulated an effectual emergency response plan, providing efficient support for the flight.

Strengthening Exchange and Cooperation

Committed to the notions of openness, sharing and win-win cooperation, Xiamen Airlines strengthened exchange and cooperation with local governments, organizations and enterprises, building up the momentum and vitality for sustainable development and promoting the sustainable development of industrial, ecological and chains.

- Jiangxi Airlines continued to build a benchmark image for provincial enterprises in response to the call of the CPC Jiangxi Provincial Party Committee and Jiangxi Provincial Government to establish a prestigious brand of civil aviation.
- Jiangxi Airlines undertook important charter flights for Jiangxi's deputies to the "two sessions", for major provincial government delegations, and for Jiangxi officials on assistance programs in Xinjiang. Its "sincere, harmonious and elegant" services were highly appreciated by passengers.



- We deepened cooperation and exchange with Langfang City, planned the Daxing Airport Operation Base Project in Langfang Airport Economic Zone, and participated in the Langfang International Economic and Trade Fair.
- We established a comprehensive strategic partnership with Chengde Municipal Government, signed a strategic cooperation agreement with Shijiazhuang Airport, and further deepened business cooperation with Tangshan City.
- The CPC Committee of Hebei Airlines was awarded the honorary title of "Outstanding Primary-Level Party Organization of Hebei Province" in 2021.



- To promote industry-academia cooperation, we signed MOUs with Induk University and East Seoul University, reaching agreements on cooperation in ticketing, student internship and promotion. We continue to maintain solid ties with the All-Korea Chinese Students Association, Fujian Association in Korea, Fujian Federation in Korea, the Oversea Chinese Association in Korea, local cultural associations, study-abroad agencies and sports associations. Moreover, we expanded our partnership with the largest Chinese-language online community in Korea – icnkr.com.

- Xiamen Airlines representatives visited local cultural and tourism departments and travel agents in Gwangju, Daegu, Jeju and Daejeon Cities, as well as consulates general in Korea. In September, Daegu City Government, Xiamen Airlines International Travel Agency and Daegu International Medical Care Tourism Association signed an MOU on cooperation in promoting the recovery and sustainable development of the industry.



Charitable Programs

Committed to building a harmonious society, Xiamen Airlines actively participated in community charity activities, cultivating patriotism in volunteer services and fulfilling its corporate responsibility with concrete actions.

Thematic Events of the "Learn from Lei Feng" Month

With the theme of "Learning the Spirit of Lei Feng and Promoting New Trends in Civility", we organized volunteer service activities and arranged for Egret volunteers to participate in the launching ceremony of Xiamen's first volunteer day and the "Learn from Lei Feng" month at Jinbang Academy. At these events, volunteers disseminated safe flight knowledge to citizens and helped them apply for Egret membership. All primary-level Youth League organizations took part, organizing a wide variety of volunteer activities in civic parks, terminal buildings, schools, etc.



Quick Action in Support of the City's Nucleic Acid Testing Work

On the night of the Mid-Autumn Festival on September 21, we sprang into action upon learning that volunteers were urgently needed to support the fourth round of nucleic acid testing in the city. Answering the call of duty, our Youth League quickly recruited 30 young employees to assist in the nucleic acid testing work at Yangtaishan, Hope and Xi'an Communities. In doing so, we remained true to our original mission and contributed the strength of Xiamen Airlines to epidemic prevention and control.

Launching the "Xizi Egret" Joint Volunteer Brand

In April 2021, the Youth League of Xiamen Airlines Hangzhou Branch and the Youth League of Hangzhou West Lake Xixi Administrative Committee jointly launched the "Xizi Egret" volunteer brand. The purpose was to tap into the unique advantages of the aviation enterprise and the scenic area in promoting "sharing, integration, co-creation and win-win cooperation". The two parties both set out to build physical service platforms on flights, in terminal buildings and at tourist attractions to create a volunteer service network covering the front, middle and last segments of passenger services. In the past year, they have undertaken the "Affection in Zhejiang" passenger assistance program and the "100 Hours of Public Welfare", "Affection at Xizi", "Egret Companionship" and "Summer Camp for Civil Aviation Knowledge" branded projects, attracting nearly 1,000 local young volunteers.



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