



招商局 置地有限公司
CHINA MERCHANTS LAND LIMITED

Stock Code 股份代號：978

2019

**ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT**
環境、社會及管治報告



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ABOUT THE REPORT

關於本報告

The Environmental, Social and Governance Report (the “Report”) serves as a review of the efforts undertaken and results achieved by China Merchants Land Limited (the “Company” or “China Merchants Land”) and its subsidiaries (collectively referred to as the “Group” or “we”) on sustainable development in 2019. The Report also focuses on responding to key stakeholders’ concerns on the Group’s sustainable development. In order to gain a holistic picture of the Group’s performance in the areas of environmental, social and governance (“ESG”), the Report shall be read in conjunction with the Company’s *Annual Report 2019*, in particular the “Corporate Governance Report” contained therein.

REPORTING SCOPE

The operation scope covered in the Report includes the Company and its subsidiaries located in Foshan, Guangzhou, Chongqing, Nanjing and Jurong, Xi’an and Hong Kong. Unless otherwise specified, the Report covers the property development business and the hotel and serviced apartment operational projects under the direct control of the Group. Unless otherwise stated, the information and data presented in the Report include the Group’s specific ESG policies and performances from 1 January 2019 to 31 December 2019 (the “Reporting Period”). In consideration of the continuity and comparability of the information disclosed, the timeframes of selected contents are adjusted as appropriate in the Report.

PREPARATION BASIS

To ensure transparency in disclosures that is capable in responding to stakeholders’ concerns, the Report was prepared in accordance with the *Environmental, Social and Governance Reporting Guide* (the “ESG Reporting Guide”) set out in Appendix 27 of the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited* (the “Listing Rules”) published by The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”). Meanwhile, references were also made to the *GRI Standards* by the Global Reporting Initiatives, the *Guidance on Social Responsibility* (ISO 26000) by the International Organisation for Standardisation, and the *Guidance on Social Responsibility Reporting* (GB/T 36001-2015) by the People’s Republic of China (“PRC”). The Report complies with the “comply or explain” provisions of the ESG Reporting Guide and was prepared in adherence to the four reporting principles: materiality, quantitative, balance and consistency. The Group comprehensively discloses its ESG-related policies, strategies, objectives and key performance indicators in various sections of the Report. All information cited in the Report is from the documents and statistical reports of the Group.

本環境、社會及管治報告(「本報告」)旨在回顧招商局置地有限公司(「本公司」或「招商置地」)及其附屬公司(統稱「本集團」或「我們」)於2019年在可持續發展方面所做的努力與取得的成果，同時重點回應主要利益相關方對本集團可持續發展的關注。為了更全面地了解本集團於環境、社會及管治(「ESG」)方面的表現，本報告應與本公司《2019年度報告》，尤其是當中的「企業管治報告」一併閱覽。

報告範圍

本報告所涵蓋的運營範圍包括本公司及佛山、廣州、重慶、南京及句容、西安及香港的附屬公司。除特別註明外，本報告涵蓋本集團直接控制的房地產開發業務及酒店及服務式公寓運營項目。如無另行說明，本報告中的資料及數據涵蓋本集團於2019年1月1日至12月31日(「本報告期」)ESG方面的具體政策與表現。由於涉及連續性及可比性，本報告對部分信息的時間範圍作出適當延伸。

編制基準

為確保本集團所披露的資訊具透明度及能回應利益相關方的關注，本報告按照香港聯合交易所有限公司(「香港聯交所」)發佈的《香港聯合交易所有限公司證券上市規則》(「上市規則」)附錄二十七《環境、社會及管治報告指引》(「ESG指引」)編制本報告，同時參考全球報告倡議組織《可持續發展報告指南》、國際標準化組織《社會責任指南(ISO 26000)》及中華人民共和國(「中國」)國家標準《社會責任報告編寫指南》(GB/T 36001-2015)。本報告遵守ESG指引中有關「不遵守就解釋」的條文，並且以重要性、量化、平衡、一致性這四項匯報原則作為編制基礎。本集團全面披露有關ESG方面的策略、目標及關鍵績效，並在本報告的各章節作出披露。本報告中所引用的資料均來自本集團相關文件和統計報告。

ABOUT THE REPORT

關於本報告

Materiality: The Group conducted a materiality assessment to identify topics that were considered important to the Group and its stakeholders (the “topics of high importance”) during the Reporting Period by engaging with stakeholders through an online questionnaire. Subsequent to the validation of the board of directors (the “Board”), the Report was prepared with the focus of these topics.

Quantitative: The Group has been disclosing its environmental and social performance data since 2017, and has performed a comparison between past and present environmental performance data to lay a foundation for the Group to set environmental performance targets in the future.

Consistency: Unless otherwise stated, the methodologies used for data calculation are consistent with previous years to ensure comparability.

APPROVAL AND CONFIRMATION

The Board of the Group is fully responsible for the Group’s environmental and social strategies and reporting, and has reviewed and approved the Report in June 2020, confirming the reliability, truthfulness and completeness of the information disclosed in the Report.

ACCESS TO THE REPORT

The electronic version of the Report is available for downloading on the Company’s official website at www.cmland.hk. The Report is published in two languages, Traditional Chinese and English. In case of discrepancy in the two versions, the Traditional Chinese version shall prevail.

YOUR FEEDBACK

Comments from readers are valuable and imperative for the Group’s continuous improvement in its environmental and social performances. If you have any enquiries or comments, you are more than welcome to contact us via email at ir@cmland.hk.

重要性：本集團進行重要性評估，通過網上問卷與利益相關方溝通，識別出本報告期內對本集團及利益相關方而言重要的議題（「重要性高的議題」），並經董事會（「董事會」）檢視後，以這些議題作為本報告的編寫重心。

量化：本集團於2017年開始披露其環境及社會層面的績效數據，並對過去和現在的環境績效數據進行比較，為本集團未來制定環境績效目標奠定基礎。

一致性：除非另有說明，本報告使用與以往一致的數據統計方法，以確保可比性。

確認及批准

本集團董事會全面負責本集團之環境及社會策略及匯報，且已於2020年6月審閱及批准本報告，確認本報告中披露資訊的可靠性、真實性及完整性。

獲取報告

閣下可於本公司的官方網站下載本報告的電子文本，網址為www.cmland.hk。本報告以繁體中文及英文兩個語言版本發佈，若內容理解存在差異，請以繁體中文文本為準。

您的意見

讀者的寶貴意見對本集團持續改善其環境及社會表現至關重要，如有任何疑問或意見，歡迎閣下通過電郵方式（電郵地址：ir@cmland.hk）與本集團聯絡。

ABOUT US 關於我們

OUR BUSINESSES

Formerly known as Tonic Industries Holdings Limited, China Merchants Land was founded in April 1997, and listed on the Hong Kong Stock Exchange in October in the same year. China Merchants Land set up its headquarter's office in Hong Kong, as a subsidiary of China Merchants Group and China Merchants Shekou Industrial Zone Holdings Co., Ltd ("CMSK"). Currently, the Company's portfolio of property development projects consisted of 33 projects in Foshan, Guangzhou, Chongqing, Nanjing and Jurong, and Xi'an, with a primary focus on the development of residential properties, as well as residential and commercial complex properties. Types of products include apartments, villas, offices and retail shops, etc. In 2019, the Group had made our first ever extension to the large scale residential development project in Hong Kong, and by partnering with the developers in Hong Kong, we won the bid for the development right of the Tseung Kwan O project. As of 31 December 2019, the Group had a land bank of approximately 5,954,429 sq.m. The management of the Group believes that the existing land bank is sufficient to fulfil the needs of the Company's project development for the next few years. To achieve a sustainable and quality growth, we will continue to strengthen our ability in various aspects for project implementation, which include progress, quality, safety, customer services, costs and marketing.

我們的業務

招商局置地有限公司前稱為東力實業控股有限公司，該公司於1997年4月成立，並於1997年10月在香港聯交所上市。招商置地總部辦事處設在香港，是招商局集團以及招商局蛇口工業區控股股份有限公司（「招商蛇口」）的附屬公司。本公司目前在佛山、廣州、重慶、南京及句容及西安擁有33個房地產開發項目，主要集中開發住宅物業以及住宅及商業綜合物業，產品類型包括公寓、別墅、辦公樓及零售商舖等。2019年，本集團首次進軍大型香港住宅開發項目，夥拍香港發展商成功投得將軍澳項目的發展權。截至2019年12月31日，本集團持有土地儲備總額約5,954,429平方米。本集團管理層相信現有土地儲備將滿足本公司未來數年以上之項目發展需要。為實現可持續、有品質的增長，我們繼續加強對項目進度、品質、安全、客服、成本和行銷等實力。

ABOUT US

關於我們

CORPORATE GOVERNANCE

Well-established Governance Structure

Robust corporate governance is fundamental to ensuring that the ESG topics of the Group are well-considered and incorporated into the business agenda, and is of paramount importance for us to continuously create value for our stakeholders. As the Group's highest governance body, the Board sets the direction for our business strategy as well as the management of our business activities, along with a well-established governance structure in place to govern our corporate behaviour. The Board has established three Board committees, namely the Audit Committee, the Nomination Committee and the Remuneration Committee, to lead and control the Group's operations, with an objective to enhance long-term value for shareholders and other stakeholders.

企業管治

完善治理架構

穩健的企業管治是確保本集團的ESG議題得到充分考慮並納入業務議程的基礎，亦對於我們持續為利益相關方創造價值而言至關重要。作為本集團的最高管治機構，董事會為我們的業務戰略及經營管理訂立方向，並建立完善的管治架構，規管我們的企業行為。董事會下設審核委員會、提名委員會及薪酬委員會三個董事委員會，領導及監控本集團的運營事務，並以提升股東及利益相關方的長期價值為目標。



ABOUT US

關於我們

CORPORATE GOVERNANCE (continued) Strengthening Risk Management and Internal Control

The Board of the Group recognises its responsibility for maintaining an adequate internal control system. It appoints the Audit Committee to decide the risk level and risk tolerance of the Group. The Audit Committee also reviews the Group's internal control and risk management system to ensure the effective implementation of relevant work. We have developed a systematic risk management system that meets the requirements for an internal control system set forth by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") 2013 framework. In order to reduce potential operational risks, we gradually incorporate non-financial risks such as environmental protection and anti-corruption into the comprehensive risk management system.

Risk Management System

The Group adopts a risk management system that manages the risk associated with its business and operations. The system comprises the following phases:

- Identification: Identify risks ownerships, business objectives and risks that could affect the achievement of objectives
- Evaluation: Analyse the likelihood and impact of risks, and evaluate the risk portfolio accordingly
- Management: Consider risk responses to ensure effective communication with the Board and continuously monitor residual risks

Based on the risk assessments conducted in 2019, no significant risk was identified by the Group.

Details of the Board, senior management and corporate governance structures of the Group are set out in relevant sections of the Company's *Annual Report 2019*, and are available at <http://ir.cmland.hk>.

企業管治(續)

強化風險管控

本集團董事會重視其維持有效內部監控系統的責任，並委任審核委員會負責決定本集團的風險水平及可承受風險程度。同時，審核委員會檢討本集團的內部監控及風險管理系統，以確保相關工作的有效實施。我們已制定系統化的風險管理體系，符合Committee of Sponsoring Organizations of the Treadway Commission(「COSO」)2013年框架之內部監控系統的要求。同時，我們逐步將環境保護、反腐敗等非財務風險納入全面風險管理體系，減少公司運營過程中的潛在風險。

風險管理系統

本集團採納風險管理系統，管理其業務及運營之相關風險。該系統包括以下多個層面：

- 識別：識別風險所有權、業務目標及可能影響目標達成之風險
- 評估：分析風險之可能性及影響，並對風險組合作出相應評估
- 管理：考慮風險應對措施，確保與董事會就風險進行有效溝通並持續監察剩餘風險

根據於2019年進行的風險評估，本集團並沒有發現重大風險。

有關本集團的董事會、管理層及企業管治架構詳情，請參閱本公司《2019年度報告》的相關章節，網址為<http://ir.cmland.hk>。

ABOUT US

關於我們

CORPORATE GOVERNANCE (continued)

Compliant Operations

The Group maintains a high level of corporate governance at all times, and conducts its business in an ethical, honest and responsible manner. We operate in strict compliance with the laws and regulations and industry regulatory requirements that have a significant impact on the Group's operations. The Group has established a corporate legal advising system and has strengthened the development of legal culture and legal research, promoting the integration of compliance and operational management. This enables the Group to comply with applicable legal and regulatory requirements in the course of its operations, while meeting contemporary corporate governance requirements and stakeholders' demands. In the meantime, the Group conducts internal audit annually regarding the procurement, cost, capital management, risk control, and other areas, and employs independent auditors to conduct external audits to prevent and control any fraud or unethical conduct, safeguarding the interests of the Group and its stakeholders.

The Group attaches great importance to the integrity of employees. We strictly comply with the laws and regulations that have a significant impact on the Group's operations in Mainland China and Hong Kong in relation to bribery, extortion, fraud and money laundering, and follow international practices. The Group formulated the *Anti-Money Laundering and Compliance Manual* and the *Employee Code of Conduct*, and required all employees to sign the *Letter of Undertaking of Integrity*, fully implementing the responsibility system and supervision mechanism for clean governance. In addition, the Group also formulated the *Code of Whistleblowing Management*, which encourages employees to report any misconduct and violations of the law through the whistleblowing hotline and mailbox of compliance issues. The Group guarantees that the information of whistleblowers will be kept in strict confidence. During the Reporting Period, the Group did not have any reported cases relating to bribery, extortion, fraud and money laundering.

In order to improve the legal knowledge of all employees, in particular our frontline employees, we have conducted thematic training in line with industry requirements to further promote education for clean governance. Training topics such as the prohibition of commercial bribery, anti-unfair competition, trade secrets and information security were covered, with an aim to strengthen employees' sense of responsibility and their anti-corruption awareness.

企業管治(續)

依法合規運營

本集團時刻恪守高水平的企業管治，以符合道德、誠實和負責任的方法經營業務，嚴格遵守所有對本集團運營有重大影響的法律法規以及行業監管要求。本集團已建立企業總法律顧問制度並加強發展法律文化及法律研究，推動合規工作與運營管理的融合，務求本集團在運營過程中符合適用的法律法規要求，同時滿足現代企業治理要求及利益相關方訴求。同時，本集團每年通過內部審核，就採購、成本、資本管理、風險管控等方面進行審查；每年聘請獨立核數師進行外部審核，通過內外部檢查防範控制任何舞弊或不道德行為，以保護本集團與利益相關方的利益。

本集團高度重視員工誠信，嚴格遵守中國內地和香港有關防止賄賂、勒索、欺詐及洗黑錢對本集團有重大影響的法律和法規，並遵守國際慣例。本集團制定《反洗黑錢和合規手冊》及《員工行為規範》，與所有員工簽訂《員工廉潔工作承諾書》，全面落實廉潔建設責任制和監督機制。此外，本集團亦設有《舉報投訴管理規範》，鼓勵員工通過合規舉報熱線及合規舉報郵箱，對任何人員的失職失責及違法違規行為進行舉報，並保證舉報人資料得到保密處理。於本報告期內，本集團沒有任何有關賄賂、勒索、欺詐及洗黑錢的舉報個案。

為提高全員尤其是前線員工的法律知識，我們已開展符合行業要求的專題培訓，深入推進廉政教育，其中包括禁止商業賄賂、反不正當競爭、商業秘密和信息安全等專題，強化全員責任意識和反腐敗意識。

RESPONSIBLE COMMUNICATION • FULFILLING OUR SOCIAL RESPONSIBILITY

責任溝通 • 踐行社會責任

REGULAR COMMUNICATION

Stakeholder engagement is indispensable to the Group's endeavours in promoting sustainable development. Only by working closely with stakeholders can we succeed. The management of sustainable development is a dynamic process. Hence, the Group has been keeping abreast of the sustainability trends in the real estate industry, and has been engaging with stakeholders through different channels to understand their ever-changing concerns and expectations. On this basis, we can then better formulate our sustainable development strategy, and fulfil our responsibilities as a property developer as well as a good corporate citizen.

Our stakeholders are divided into two main categories, the internal and external stakeholders, both of which have a significant impact on our business and at the same time are impacted by our business. The following table lists the Group's stakeholder groups, communication channels and frequencies.

常規溝通

利益相關方參與是本集團推進可持續發展工作中不可或缺的一環。只有通過與利益相關方的緊密合作，我們才能成功。可持續發展管理是一個動態過程。因此，本集團一直緊貼房地產行業的可持續發展趨勢，並通過不同渠道了解各利益相關方不斷改變的關注重點及期望。我們將以此為依據，更好地制定本集團的可持續發展策略，履行地產發展商與良好企業公民所肩負的責任。

我們的利益相關方主要分為內部及外部兩類，他們都對我們的業務有重大影響，同時我們的業務亦對他們有重大影響。下表列出本集團的利益相關方組別、溝通方式及頻率。

Stakeholder Groups 利益相關方組別	Communication Channels 溝通渠道	Frequencies 頻率
Shareholders and investors 股東與投資者	<ul style="list-style-type: none"> Corporate reports and other announcements 企業報告及公告 General meetings 股東大會 Official website, email and hotline 官方網站、電郵及熱線 	<ul style="list-style-type: none"> Biannually/According to operational needs 每半年／根據運營需要 Annually/According to operational needs 每年／根據運營需要 Recurring/According to operational needs 經常性／根據運營需要
Governments and supervisory authorities 政府與監管部門	<ul style="list-style-type: none"> Corporate reports and other announcements 企業報告及公告 	<ul style="list-style-type: none"> Biannually/According to operational needs 每半年／根據運營需要
Employees 員工	<ul style="list-style-type: none"> Employee performance appraisal 員工表現評估 Meetings and trainings 會議及培訓 Email and notice board 電郵及通告欄 Team building and festive activities 團隊建設及節日活動 	<ul style="list-style-type: none"> Annually 每年 Recurring/According to employee and operational needs 經常性／根據員工及運營需要 Recurring/According to employee and operational needs 經常性／根據員工及運營需要 Regularly 定期

RESPONSIBLE COMMUNICATION • FULFILLING OUR SOCIAL RESPONSIBILITY

責任溝通 • 踐行社會責任

REGULAR COMMUNICATION (continued)

常規溝通(續)

Stakeholder Groups 利益相關方組別	Communication Channels 溝通渠道	Frequencies 頻率
Homeowners 業主	<ul style="list-style-type: none"> Property handover 物業交付 "China Merchants Club" homeowners membership programme 「招商會」業主會員計劃 "400 Hotlines" homeowners feedback platform 「400熱線」業主反饋平台 Homeowners satisfaction survey 業主滿意度調查 	<ul style="list-style-type: none"> After a customer successfully purchased a property 在客戶成功購買物業後 Recurring/According to each property's activity plan for homeowners 經常性／根據各物業舉辦業主活動的計劃 According to homeowners' needs 根據業主需要 Prior to the signing of the contract, and every year afterwards 簽約前及簽約後每年進行
Customers 客戶	<ul style="list-style-type: none"> Property sales channels (such as advertisements, property sales events, etc.) 物業銷售途徑(如廣告、銷售現場等) Customers service hotline and email 客戶服務熱線及電郵 	<ul style="list-style-type: none"> According to the needs of each property during the sales phase 根據各物業銷售需要 According to customers' needs 根據客戶需要
Suppliers and business partners (such as contractors) 供應商及業務合作夥伴(如工程承包商)	<ul style="list-style-type: none"> Public tendering 公開招標 Site visits 實地考察 Meetings, email and hotline 面談、電郵及熱線 Industry forums and seminars 行業論壇及研討會 	<ul style="list-style-type: none"> According to procurement needs 根據採購需要 According to procurement needs 根據採購需要 According to procurement needs 根據採購需要 From time to time 不定期
Industry associations 行業協會	<ul style="list-style-type: none"> Industry forums and seminars 行業論壇及研討會 Meetings, email and hotline 面談、電郵及熱線 	<ul style="list-style-type: none"> From time to time 不定期 From time to time 不定期
Media 媒體	<ul style="list-style-type: none"> Media conferences 傳媒會議 Meetings, email and hotline 面談、電郵及熱線 	<ul style="list-style-type: none"> According to media needs 根據傳媒需要 According to media needs 根據傳媒需要
General Public 公眾	<ul style="list-style-type: none"> Corporate reports and other announcements 企業報告及公告 Advertisements 廣告 Charity events 慈善公益活動 Donation 捐款 Official website, email and hotline 官方網站、電郵及熱線 	<ul style="list-style-type: none"> Biannually/According to operational needs 每半年／根據運營需要 According to operational needs 根據運營需要 From time to time 不定期 From time to time 不定期 Recurring/According to operational needs 經常性／根據運營需要

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責任溝通 • 踐行社會責任

MATERIALITY ASSESSMENT

In response to the materiality reporting principle emphasised in the ESG Reporting Guide, the Group confirms the prioritisation of its ESG topics annually through a systematic process in addition to regular communication with stakeholders. In 2019, we conducted a materiality assessment with stakeholders under the assistance of an independent third-party consulting firm. We reviewed, adjusted and confirmed ESG topics that were both important to the Group and stakeholders, which led our sustainable development strategies to be closer in line with the ever-changing ESG context and the expectations of stakeholders.

The materiality assessment process is as follows:

重要性評估

為回應ESG指引中所強調的重要性匯報原則，除與利益相關方進行常規性的溝通外，本集團每年通過系統性的流程確認ESG議題的優先次序。在獨立第三方諮詢公司的協助下，我們在2019年與利益相關方進行了重要性評估，以審閱、調整及確認對本集團及利益相關方而言重要的議題，讓本集團在制定可持續發展策略時能夠更貼近不斷變化的ESG環境及利益相關方期望。

重要性評估流程如下：

First Step: Identification of ESG topics 第一步：識別ESG議題

The Group revisited the prior pool of ESG topics and decided to add 6 new topics based on the comparative analysis of industry concerns and taking reference to international reporting guidelines, which include environmental topics: "air pollutants and greenhouse gas ("GHG") emissions reduction and proper treatment", "water use and sewage treatment", "waste reduction and proper handling", and "construction materials", and social topics: "equal employment and anti-discrimination" and "customer privacy and information security".

本集團重新審視ESG議題庫，比較分析同行業的關注方向，同時參考國際報告編寫指南，決定在去年的ESG議題庫的基礎上新增6個議題，包括環境層面的「空氣污染和溫室氣體排放的減少及妥善處理」、「水資源使用與污水處理」、「廢棄物的減少及妥善處理」及「建築物料」，以及社會層面的「平等僱傭及反歧視」及「客戶隱私與信息安全」。

Second Step: Ranking of the ESG topics 第二步：對ESG議題進行排序

The Group invited internal and external stakeholders, including Directors, senior management, shareholders and investors, employees, customers, suppliers and business partners, and the general public to rank the importance of the screened ESG topics in the form of an online questionnaire.

本集團邀請內部及外部利益相關方，包括董事、管理層、股東與投資者、員工、客戶、供應商及業務合作夥伴和公眾，以網上問卷調查的形式對經篩選的ESG議題的重要性進行排序。

Third Step: Results analysis 第三步：分析結果

To understand the shared concerns between the Group and its stakeholders, we conducted analysis based on two dimensions: the "level of importance to China Merchants Land's business" and the "level of importance to stakeholders". As a result, 7 topics were found to be of high importance (scoring 5 points or above in both dimensions).

本集團根據「對招商置地業務的重要性」及「對利益相關方的重要性」兩個維度對結果進行分析，以了解本集團和利益相關方的共同關注，共得到7個重要性高的議題（在兩個維度上都分別獲5分或以上）。

Fourth Step: Results validation 第四步：檢視結果

The Board validated the importance of the resulting topics of high importance. Corresponding policies and measures are then disclosed in the Report in a targeted manner in response to stakeholders' concerns.

董事會確認經篩選的重要性高的議題對本集團具有意義，從而在本報告內有針對性地披露相關政策及措施，回應利益相關方的關注。

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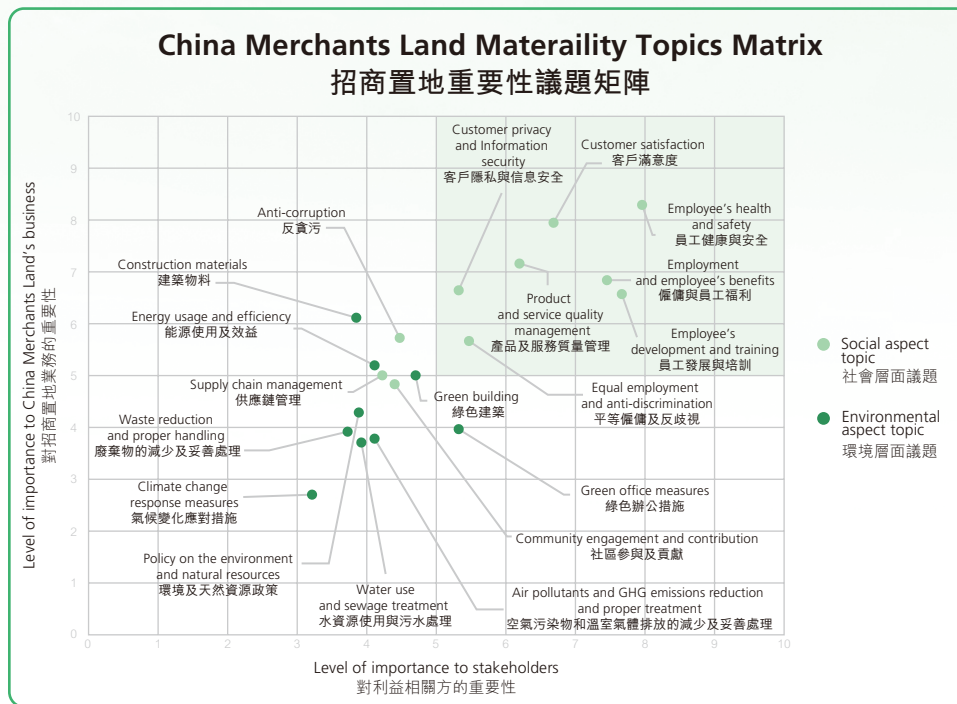
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MATERIALITY ASSESSMENT (continued)

The materiality assessment results are shown in the following diagram.

重要性評估(續)

重要性評估結果如下圖所示。



According to our materiality assessment results, “green building” was not regarded as a topic of high importance by stakeholders. Yet, subsequent to the review by the Group’s senior management, we have decided to highlight this topic in the Report considering that low-carbon development and environmentally friendly constructions are the trends in the real estate industry.

根據我們的重要性評估結果，「綠色建築」並沒有被各利益相關方評定為重要性高的議題，但經本集團管理層審視後，考慮到低碳發展和環保建築為房地產行業的大趨勢，決定亦在本報告中對該議題進行重點匯報。

In the following sections of the Report, we will focus on reporting the Group’s work progress and results in 2019 on the 7 social topics of high importance. We will attend to these topics of high importance in the Group’s long-term operation. To continuously respond to stakeholders’ expectations, we will formulate corresponding strategies, improve existing policies, set long-term goals, and report on the Group’s contribution to ESG.

本報告將在後續章節針對重要性高的7個社會層面議題，匯報本集團於2019年的工作進展及成果。本集團在其長期運營中對重要性高的議題加以重視，制定相應的策略方針，完善政策及設定長遠目標，以持續回應利益相關方的期望，並匯報本集團於ESG方面所作出的貢獻。

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MATERIALITY ASSESSMENT *(continued)*

The following table lists the topics of high importance to the Group in 2019 and the corresponding sections in the Report:

重要性評估(續)

下表列出本集團於2019年重要性高的議題及於本報告中對應的章節：

Aspects 層面	Topics of high importance 重要性高的議題	Corresponding sections 回應章節
Social aspect 社會層面	Employment and employees' benefits 僱傭與員工福利	Diversity and Equal Opportunity 多元化與平等機會
	Equal employment and anti-discrimination 平等僱傭及反歧視	Diversity and Equal Opportunity 多元化與平等機會
	Employees' health and safety 員工健康與安全	Putting Health and Safety First 安全健康第一
	Employees' development and training 員工發展與培訓	Emphasising on Talent Cultivation 推進人才培育
	Product and service quality management 產品及服務質量管理	Customer First 客戶第一
	Customer satisfaction 客戶滿意度	Customer First 客戶第一
	Customer privacy and information security 客戶隱私與信息安全	Customer First 客戶第一

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The Group highly values our employees, as our success today would not be possible without their dedication. We genuinely listen to the needs of every employee, and provide them with a pleasant and healthy working environment that encourages work-life balance.

本集團十分珍視我們的員工。有賴員工的竭誠貢獻，我們才能取得今天的成就。我們用心聆聽每一位員工的需要，為員工提供一個愉快、健康並注重生活平衡的工作環境。

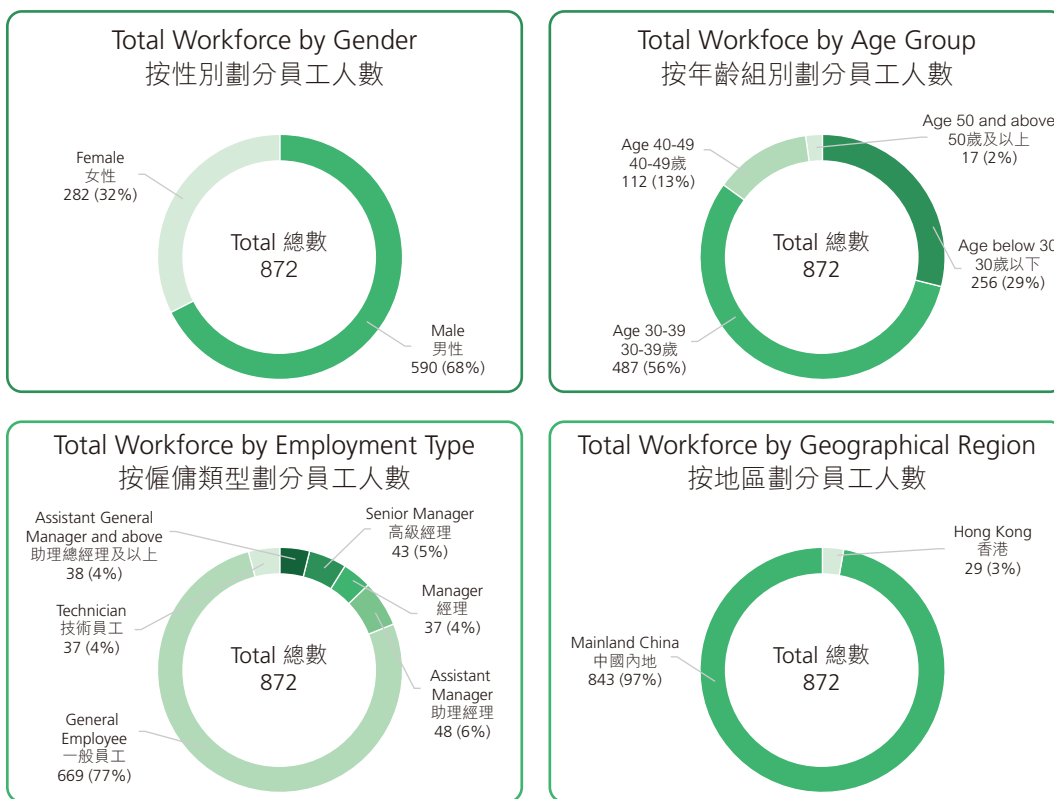
We have been upholding the "People-oriented" talent management philosophy, and established standardised human resource policies that put employees' interests at heart, aiming to safeguard the rights and interests of our employees, support their development, and protect their health and safety. We strive to attract and retain outstanding talents in the highly competitive job market, and create an equal, diverse and inclusive working environment for our employees.

我們一直堅持「以人為本」的人才理念，建立規範化及人性化的人力資源政策，以維護員工權益、助力員工發展、保障員工安全及健康為目標，努力在競爭激烈的就業市場內吸納及保留優秀人才，為員工締造一個平等、多元及共融的工作環境。

During the Reporting Period, the Group did not receive any violations or complaints relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare that have a significant impact on the Group.

於本報告期內，本集團沒有接獲任何有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視、其他待遇及福利方面並對本集團有重大影響的違規事件或任何投訴。

Employment Profile¹ 員工概覽¹



¹ Total workforce as of 31 December 2019.

¹ 該員工人數為截至2019年12月31日的統計數字。

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PROMOTING DIVERSITY AND EQUAL OPPORTUNITY

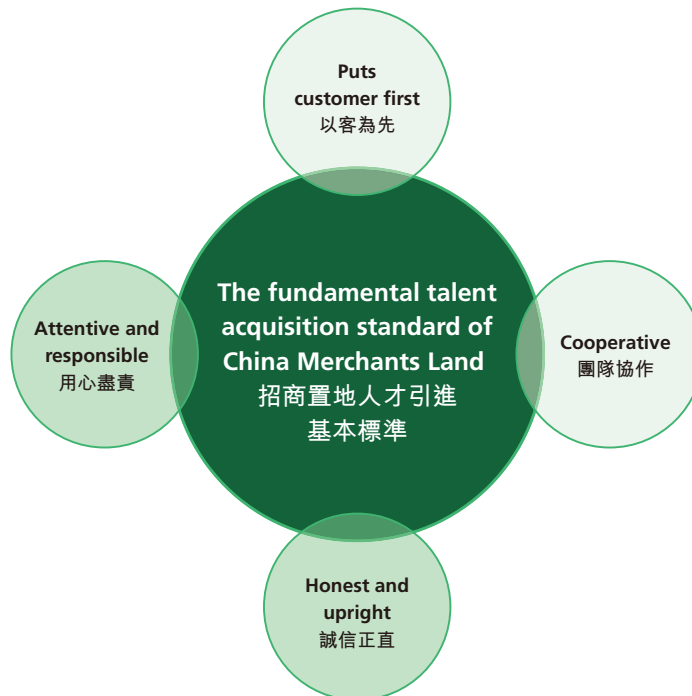
The Group formulated a comprehensive *Recruitment Management Regulation* and entered into the *Labour Contract* with its employees. We also formulated the *Employee Manual* to clearly outline the rights and obligations of our employees. When carrying out human resource management activities, the Group strictly complies with labour laws and regulations that have a significant impact on the Group's operations in Mainland China and Hong Kong, to ensure that all employees are being treated fairly and reasonably. The Group reviews all human resource policies and procedures from time to time to ensure that they are in compliance with current labour laws and regulations. We also keep abreast of the latest market developments for us to remain competitive in the market and meet the expectations of our employees.

The Group adopts an open, impartial, fair and transparent recruitment process that is in accordance with our recruitment principles of "Legally compliant, objective and impartial; moral first, virtuous and talented; relying on internal recruitment while complementing with external recruitment; conducted with rigorous procedures, avoiding employing relatives in the same unit" to attract talents that share common values with the Group and construct a high-caliber team that meets the Group's strategic development.

多元化與平等機會

本集團制定完善的《招聘管理規定》，與員工簽訂《勞工合同》並建立《員工手冊》，明確說明員工的權利與義務。在進行任何與人力資源管理相關的活動時，本集團嚴格遵守中國內地和香港於僱傭方面對本集團業務產生重大影響的法律和法規，確保所有員工都得到公平和合理的待遇。本集團不時審查所有與人力資源相關的政策及程序，以確保其符合現時的勞工法律法規，同時跟上最新市場發展的步伐，使本集團在市場上維持競爭力，並滿足員工的期望。

本集團按照「合法合規、客觀公正；以德為先、德才並舉；內部為主、外部為輔；嚴格程式、用人回避」的招聘原則，採取公開、公正、公平及透明的招聘程序以引進與本集團價值觀一致的人才，構建一支高素質的人才隊伍，滿足本集團的戰略發展。



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PROMOTING DIVERSITY AND EQUAL OPPORTUNITY (continued)

The Group adheres to the principle of equal employment. During the recruitment process, only candidates' expected work capacity, development potential and integrated capabilities will be evaluated. Candidates' gender, age, race, cultural background, marital status, sexual orientation and physical disability will not be taken into account to ensure that all candidates are being treated fairly. Meanwhile, the Group has strict requirements on candidate's academic qualifications, age, etc., and requires candidates to present proof of identification during recruitment and employment, strictly prohibiting the employment of child labour. During the Reporting Period, the Group did not receive any violations relating to the employment of child labour that have a significant impact on the Group. According to the Group's *Measures for the Labour Relations Management*, the Group entered into the *Labour Contract* with its employees to ensure that the recruitment and dismissal procedures are compliant and transparent, avoiding any risks of non-compliance and labour disputes.

The Group formulated the *Measures for the Employees' Wages Management* according to the relevant laws and regulations and determines employees' salaries based on their ranks in the Company. In order to attract, motivate and retain employees, we implement a performance-based remuneration system and provide employees with salaries that are closely in line with market standards. Meanwhile, the Group relies on our annual performance appraisal to assess employees' work performance for grant of bonuses and promotions, and as recognition for employees' hard work.

Wage protection for construction workers

In addition to the Group's employees, we are also highly concerned about the protection of the rights and interests of frontline construction workers. We have incorporated potential suppliers' performance regarding their protection of construction workers' rights and interests into our supplier evaluation system. We pay careful consideration to the wage and safety protection policies and measures for construction workers established by the main contractors, to ensure that their policies and measures are adequate in protecting the rights and interests of construction workers.

多元化與平等機會(續)

本集團堅持平等僱傭的準則，在招聘過程中，我們只評核候選人的預期工作能力、發展潛力、綜合素質等，不會將候選人的性別、年齡、種族、文化背景、婚姻狀況、性取向及身體殘疾等納入考慮範圍之內，確保所有候選人能夠得到公平的待遇。同時，本集團對學歷、年齡等有嚴格的規定，同時在招聘和聘用階段主動檢查候選人的身份證明文件，嚴禁僱傭童工。於本報告期內，本集團沒有接獲任何違反有關僱傭童工的法律法規並對本集團有重大影響的事件。本集團依據《勞動關係管理辦法》與員工簽訂《勞動合同》，確保招聘及解僱的過程合規且透明，避免任何不合規風險及勞動關係糾紛。

本集團按照國家相關法律法規要求制定《員工工資管理辦法》，根據員工所屬職級序列定薪。為吸引、激勵及保留員工，我們在確保薪酬有市場競爭力的前提下，執行與績效緊密掛勾的薪酬制度。另外，本集團每年進行一次員工表現評估，根據員工的工作表現決定是否向員工派發獎金或給予晉升機會，作為對員工辛勤工作的認可。

建築工人工資保障

除本集團的員工外，我們亦高度重視前線建築工人的權益保障，並已將潛在供應商保障建築工人權益的履行情況納入供應商評價體系當中。我們仔細考慮工程總承包商為建築工人設立的工資及安全保障政策及措施，確保其政策及措施足以保障建築工人的權益。

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PROMOTING DIVERSITY AND EQUAL OPPORTUNITY (continued)

Wage protection for construction workers (continued)

Wage protection:

- Requiring main contractors to open a specialised bank account for depositing the wages of construction workers in advance
- Regularly inspecting the wage payment progress of our contractors to their construction workers
- Requiring main contractors to pay the wages of their construction workers in advance, and including this as a mandatory item to check during the annual review of qualified suppliers

BUILDING A HARMONIOUS CORPORATE CULTURE

We strongly believe that the happiness of employees is inextricably linked to the building of a positive, efficient and creative team. Therefore, we continue to create a harmonious working atmosphere for our employees through a comprehensive employee welfare programme, to enhance their sense of belonging and their recognition to the Group's corporate culture.

The Group's *Employee Manual and the Measures for the Employee Work Attendance and Leave Management* specify employees' working and rest periods, which are both in accordance with relevant requirements of the national laws and regulations. The Group operates on a five-day working week basis and sets the number of working hours according to the local employment regulations. The Group prohibits any act of forced labour, which employees are only allowed to work overtime with the consent of the Human Resources Department and their respective department heads. Moreover, employees will be granted compensation leave and overtime pay afterwards to ensure that no employee is being forced to work overtime. During the Reporting Period, the Group did not receive any violations relating to forced labour that have a significant impact on the Group. In addition to statutory holidays and paid annual leave, our employees also enjoy family visit leave, marriage and funeral leave, sick leave, maternity leave, paternity leave, lactation breaks, etc.

多元化與平等機會(續)

建築工人工資保障(續)

工資保障:

- 要求工程總承包商開設工人工資保證金專戶，預存工資保證金
- 定期檢查合作施工單位的工人工資發放情況
- 要求工程總承包商預先支付所屬工人工資，並將其作為年度合格供方評審必查項

建設幸福企業

我們深信員工的幸福感與組建一個積極、高效及有創造力的團隊有著密不可分的關係。因此，我們持續為員工營造充滿幸福感的工作氛圍，通過完整的員工福利計劃，切實增強員工的向心力及提高員工對本集團企業文化的認同。

本集團的《員工手冊》及《員工考勤及請休假管理辦法》列明員工的工作及休息時間，均符合國家相關法律法規要求。本集團實行每週五天工作制，並依據運營當地僱傭法規規定工作時數。本集團禁止任何強制勞工的行為，規定員工加班需經人力資源部及部門領導同意，並於員工加班後為員工安排調休或給予加班費，絕不強制員工加班。於本報告期內，本集團沒有接獲任何違反有關強制勞工的法律法規並對本集團有重大影響的事件。除了法定節假日及帶薪年假外，我們的員工還享有探親假、婚喪假、病假、產假、陪產假、哺乳假等。

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BUILDING A HARMONIOUS CORPORATE CULTURE (continued)

Besides, we formulated the *Measures for the Employee Welfare Management* and create an *Annual Employee Welfare Implementation Plan* every year to provide employees with the full payment of the five components of social insurance and the housing provident fund, supplementary medical and endowment insurances, employee education expenses, and transportation and housing allowances. We also set up the Employee Care Fund to raise funds for employees to overcome predicament in case of serious personal or family misfortunes.

In addition, we organise employee engagement activities regularly, including festive celebrations, birthday parties, ball games, team building activities, etc., to provide employees opportunities to interact with each other outside of work, promote friendship amongst employees, and build an amicable team atmosphere.

Promotion of Corporate Culture

2019 marks the 70th anniversary of the founding of the PRC, and also the 40th anniversary of the founding of the CMSK. Subsidiaries of the Group organised celebration activities on the "Company's day" to deepen employees' understanding of CMSK's core values of "Sharing the fate of the motherland, and sharing the development of this generation".



Foshan subsidiary organised events to celebrate the 70th anniversary of the PRC and the 40th anniversary of the CMSK
佛山公司舉辦以慶祝新中國70週年及招商蛇口40週年為主題的活動

建設幸福企業(續)

另外，我們制定《員工福利管理辦法》，每年訂立《年度員工福利實施方案》，為員工足額繳納五險一金、額外提供補充醫療保險和補充養老保險、員工教育經費、交通及房屋津貼。我們亦眾籌成立員工關愛基金，在員工個人或家庭出現重大變故時，幫助其走出困境。

此外，我們定期舉辦員工活動，包括節日慶祝活動、生日會、球類活動、團建活動等，給予員工工作以外互相交流的機會，促進員工之間友誼，建立融洽團隊氛圍。

推廣企業文化

2019年是新中國成立70週年，亦是招商蛇口成立40週年。本集團各項目公司於「公司日」舉辦慶祝活動，深化員工對招商蛇口「與祖國共命運，同時代共發展」核心價值觀的認識。



Guangzhou subsidiary organised a screening on the "Company's day"
廣州公司於「公司日」舉辦放映會

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BUILDING A HARMONIOUS CORPORATE CULTURE (continued)

Warm Festive Celebrations

We organised various types of festive celebrations, such as dumpling making during Dragon Boat Festival, art and cultural activity on International Women's Day, and flower-giving activity on Mother's Day, enhancing the festival atmosphere in the Company.

建設幸福企業(續)

溫暖節日慶祝

我們通過舉辦各類型的節日慶祝活動，包括於端午節舉辦包粽子活動、三八婦女節舉辦文化藝術活動、母親節贈送媽媽鮮花活動等，增添公司內的節日氣氛。



Guangzhou subsidiary organised the Mother's Day celebration activity
廣州公司舉辦母親節慶祝活動



Guangzhou subsidiary organised the International Women's Day celebration activity
廣州公司舉辦三八婦女節慶祝活動

Encouraging Team Spirit

In order to enhance cohesion within the Group and to let employees to appreciate the importance of teamwork and collaboration, we hold an outdoor team building activity annually to stimulate employees' team spirit through fun activities.

增強團體協作精神

為提升企業的凝聚力並讓員工體會到團隊互助合作的重要性，我們每年舉辦戶外拓展活動，從團建激發員工的團結精神。



Chongqing subsidiary organised an effective team building activity
重慶公司舉辦高效團隊拓展活動



Xi'an subsidiary organised an employee development activity for all employees
西安公司舉辦全員拓展活動

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BUILDING A HARMONIOUS CORPORATE CULTURE (continued)

Inigorating the Lives of Employees

We hold ball games and sports competitions for all employees regularly so that employees can showcase their glamour and skills on the field. This not only helps strengthen the physique of employees, but also enriches their cultural lives outside of work. Moreover, the Group also has gyms set up in the office buildings, and employees are allowed to use fitness equipment free of charge, paying attention to their physical and mental health.

建設幸福企業(續)

向員工生活注入活力

我們定期舉辦球類比賽及全員運動會，讓員工在球場上大展風采和球技，不但有助強健員工體魄，更豐富員工業餘文化生活。此外，本集團關注員工身心的健康，還於辦公大樓設健身房，讓員工免費使用健身設備。



Chongqing subsidiary organised a basketball friendly match
重慶公司舉辦籃球友誼賽



Foshan subsidiary organised badminton and basketball matches
佛山公司舉辦羽毛球和籃球比賽

Sending Our Care to Frontline Employees

We understand the hard work of frontline employees. Hence, we organised the "Delivering coolness to frontline employees activity" in the scorching weather, sending cool drinks to frontline employees, and at the same time expressing our most sincere thanks to them.

深入一線慰問員工

我們明白一線員工工作的辛苦，特在炎炎夏日舉行「走訪一線送清涼活動」，為一線員工送上清涼的飲料，同時向他們表達最真摯的感謝。



Guangzhou subsidiary organised the "Delivering coolness in summer" activity
廣州公司舉辦「夏季送清涼」活動



Chongqing subsidiary organised the "Delivering coolness, beating the heat, and ensuring safety" consolation activity
重慶公司舉辦「送清涼、戰酷暑、保安全」慰問活動

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BUILDING A HARMONIOUS CORPORATE CULTURE (continued)

Caring for Employees' Families

We understand the importance of family life to our employees and strive to help employees to achieve work and family balance. We express our care for employees' families by holding employee parent-child activities, making the Group reliable for employees to depend on.



Chongqing subsidiary organised the "Walk with a child's heart, joyful family tour" Children's Day activity
重慶公司舉辦「童心同行，歡樂親子遊」六一兒童節活動

建設幸福企業(續)

關愛員工家庭

我們明白家庭生活對員工的重要性，盡力為員工實現工作和家庭的平衡，通過舉辦員工親子活動，表達我們對員工家庭的關愛，也讓企業成為員工能夠依賴的對象。



Guangzhou subsidiary organised the "Growing with China Merchants Land" Children's Day Activity
廣州公司舉辦「招商伴我成長」兒童節活動

To enhance communication between employees and the senior management, subsidiaries of the Group organised regular face-to-face seminars throughout the year to provide employees a platform to directly express their views and requests to the senior management, who in turn could respond immediately. At the same time, we encourage employees to make suggestions and provide feedback through our well-established labour union and the General Manager's mailbox. We carefully review and respond to employees' suggestions to promote a two-way communication culture.

為加強員工與管理層之間之溝通，本集團各項目公司於年內定期組織面對面座談會，讓員工能夠直接向管理層反映意見及訴求，而管理層亦可即時作出回應。同時，我們亦通過完善的工會組織、總經理信箱等渠道鼓勵員工建言獻策，並在仔細研究員工的意見後給予回應，促進雙向的溝通文化。

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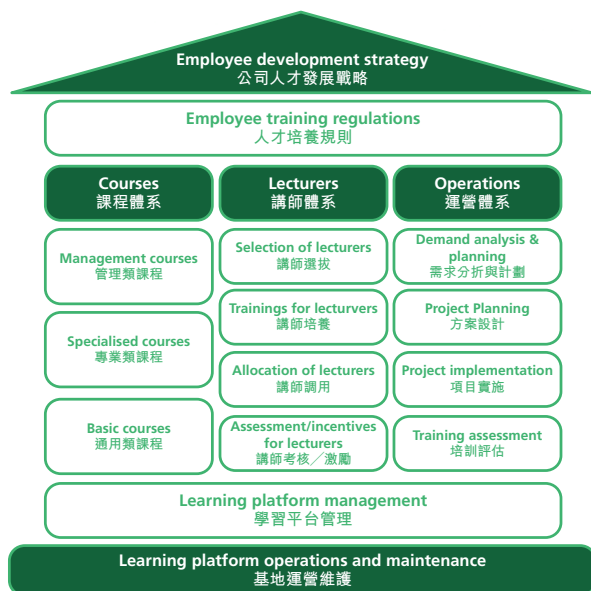
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FOSTERING TALENT CULTIVATION

The Group attaches great importance to the professional and career development of employees. We continuously invest resources in providing different types of training to employees in order to build an industry-leading team.

The Group formulated a comprehensive *Measures for the Employee Training Management*. Subsidiaries of the Group conduct sample survey at the beginning of each year to understand employees' training needs through questionnaires and interviews. An *Annual Training Plan* is then formulated to systematically provide three main types of training for our employees – leadership, professional capability and general competency, with the integration of internal and external training resources. During the Reporting Period, the average training hours per employee of the Group was 74.10 hours.

The China Merchants Land Employee Training System:

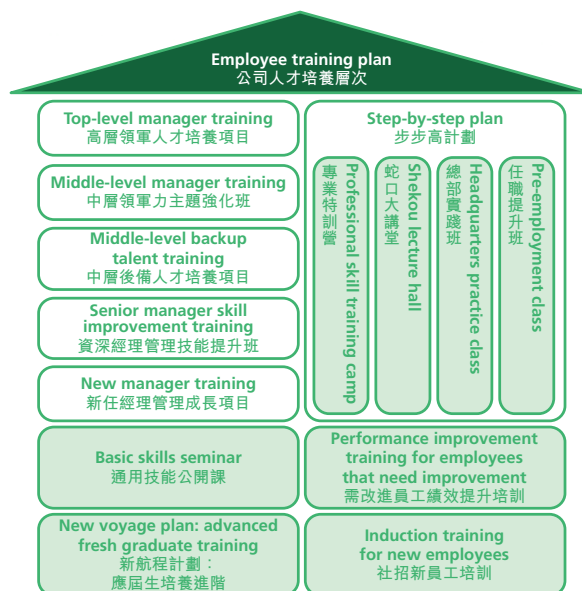


推進人才培育

本集團高度重視員工的專業化和職業化成長，持續投放資源，為員工提供不同類型的培訓，務求打造一支領先業界的團隊。

本集團設有完善的《員工培訓管理辦法》，並由各項目公司於每年年初以問卷及訪談的形式抽樣調查員工培訓需求，並制定《年度培訓計劃》，整合內外外部培訓資源，有系統地為員工規劃三大類培訓活動—領導力、專業能力及通用能力。於本報告期內，本集團每名員工平均培訓時數為74.10小時。

招商置地員工培訓體系：



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FOSTERING TALENT CULTIVATION *(continued)*

Leadership Training

The leadership training programme is oriented towards the company's strategy and focuses on developing leaders within the company. Trainings are continuously provided to managers at all levels of the company to improve their leadership and management skills, creating a team of talented leaders to support the Company's strategic needs.

推進人才培育(續)

領導能力培訓

領導能力培訓項目以公司戰略為導向，圍繞公司領導力模型，持續對公司各級管理人員分層進行提升領導力和管理技能的培訓，打造支撐公司戰略需要的領導人才梯隊。

Case Study 1

Nanjing and Jurong subsidiary organised the "Elite training", which participants were guided to learn in groups and share their management experience at workplace through the experiential learning.

案例一

南京及句容公司舉辦「精英人才計劃班」。課程通過體驗式的學習模式，引導學員分組學習，分享工作中的管理經驗。



Professional Capability Training

In order to support the Group's business development and strengthen our competitiveness, we have developed a system which provides professional learning programmes that aim at enhancing relevant professional knowledge, skills and business competencies of employees of different job positions, improving the professional competencies of employees in an all-round way.

專業能力培訓

為支持本集團業務開展及提升企業競爭力，我們構建了專業類學習項目體系，旨在提升不同崗位的相關專業知識、技能及業務培訓，全面提升員工的專業能力。

Case Study 1

As the Guangzhou subsidiary received enquiries from homeowners regarding glass window problems at their homes, we invited experts in the glass industry to introduce the types of glass to our employees and to analyse the causes of quality problems with glass, as well as their preventive measures and solutions.

案例一

因廣州公司曾接獲業主有關房屋玻璃的查詢，因此特邀玻璃行業專家向員工介紹玻璃的種類，並分析玻璃質量問題產生的原因，及其預防及解決辦法。



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FOSTERING TALENT CULTIVATION (continued) Professional Capability Training (continued)

推進人才培育(續) 專業能力培訓(續)

Case Study 2

To enhance employees' awareness of project risk management, Foshan subsidiary organised a production safety training to employees during the "Production safety month" to analyse risks involved in each construction stage and the corresponding preventive measures, avoiding any kinds of construction site accidents.

案例二

佛山公司於「安全生產月」舉辦安全生產培訓活動，為員工分析各施工階段的風險點，及相應的預防措施，增強各項目風險管理的意識，以避免任何施工現場事故的發生。



General Capability Training

In order to continuously improve the overall performance of employees, meet employees' needs in enhancing their general capabilities, and shape an excellent corporate culture, the Group conducts targeted training for new employees and systematic training for fresh graduates, so as to enable them to integrate into the corporate culture quickly.

通用能力培訓

為持續提高員工綜合素質、滿足員工通用能力提升需求並塑造優秀的企業文化，本集團對新員工進行針對性培訓，對應屆畢業生進行系統化培養，務求讓員工更快地融入企業文化。

Case Study 1

Guangzhou subsidiary organised an induction training for new employees, which aimed at helping new employees to familiarise themselves with the company's overview and brand, organisational structure, corporate culture and major institutional policies, enabling them to integrate into the big family of China Merchants Land quickly.

案例一

廣州公司舉行新員工入職培訓。培訓旨在幫助新員工熟悉公司概況及品牌、組織架構、企業文化及主要制度政策，讓新員工能更快地融入招商大家庭。



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FOSTERING TALENT CULTIVATION (continued) General Capability Training (continued)

推進人才培育(續) 通用能力培訓(續)

Case Study 2

Foshan subsidiary organised a training on business etiquette, which requirements for appearance and manners were taught in order to shape the personal image of employees and maintain the Group's corporate image.

案例二

佛山公司舉行以商務禮儀為主題的培訓活動，具體說明在商務活動中對儀容儀表和言談舉止的要求，以塑造員工的個人形象，並維護本集團的企業形象。



We place high emphasis on training quality. Subsequent to the completion of every training, corresponding training organisational units will evaluate the effectiveness of the training by means of interviews or questionnaires according to the *Training Implementation Satisfaction Assessment Form*, which training arrangement, course content, lecturer performance, and other areas will be evaluated. In addition, we handle training documents systematically and have created training folders for each employee to enable employees of different positions and ranks to participate in appropriate training.

我們十分重視培訓的質量，在每項培訓完成後，培訓組織單位均會按照《培訓實施滿意度評估表》以訪談或問卷形式對培訓的效果進行評估，評估內容包括培訓安排、課程內容、講師表現等。另外，我們亦有系統地進行培訓檔案管理，為各員工創建培訓檔案，務求讓不同職能及職級的員工都能夠參與合適的培訓。

PUTTING HEALTH AND SAFETY FIRST

As a property developer, we are aware of the safety risks involved in the construction process. Moreover, our stakeholders such as customers and the general public have always been concerned about the construction site safety of the Group's projects. In order to safeguard the safety and health of our employees and contractors, the Group formulated stringent production safety and occupational health policies and measures, which are strictly enforced by subsidiaries to minimise the number of work-related accidents.

安全健康第一

作為一家房地產企業，我們掌握建築施工過程中的安全風險。同時，我們的利益相關方如客戶及公眾亦一直非常關注本集團各項目建築地盤的安全。為保障員工及工程承包商的安全及健康，本集團已制定嚴格的安全生產與職業健康政策及措施，並要求各項目公司嚴格執行，務求把工傷意外數字降至最低。

The Group strictly complies with the laws and regulations that have a significant impact on the Group's operations in Mainland China and Hong Kong in relation to occupational health and safety and production safety. During the Reporting Period, the Group did not receive any violations of laws and regulations relating to health and safety that have a significant impact on the Group.

本集團嚴格遵守中國內地和香港於職業健康與安全及安全生產方面對本集團業務產生重大影響的法律和法規，於本報告期內，本集團沒有接獲任何違反有關健康與安全的法律法規並對本集團運營有重大影響的事件。

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PUTTING HEALTH AND SAFETY FIRST *(continued)* Production Safety Management

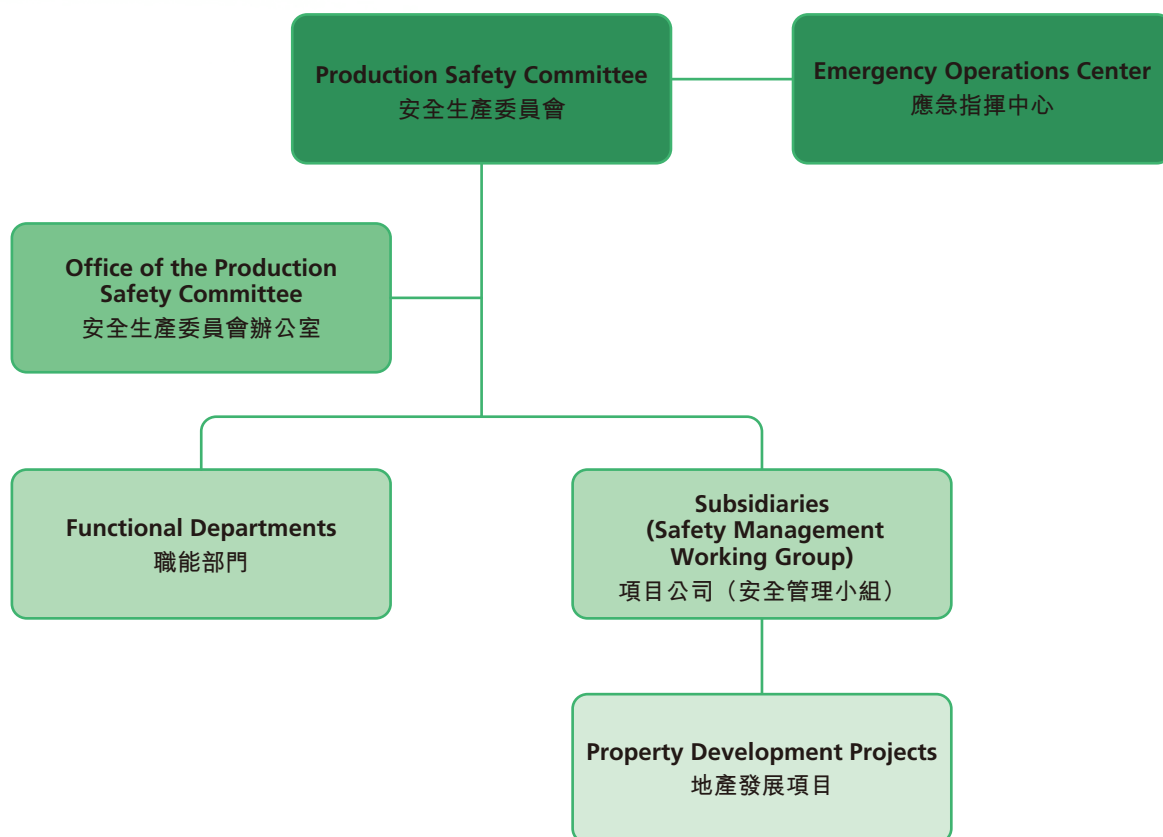
The Group set up the Production Safety Committee to manage the production safety work of subsidiaries in a centralised manner. Moreover, subsidiaries also set up their Safety Management Working Group to manage property development projects under their purview. Our production safety management system was established with "Standardised management rules, hierarchical management, instructions based on classifications, specific delegation of responsibility, and participation of all employees", clearly defining the production safety responsibilities of each department and doing our utmost in safeguarding the safety and health of every frontline construction worker.

The China Merchants Land Production Safety Organisational Structure:

安全健康第一(續) 安全生產管理

本集團成立安全生產委員會，統一管理各項目公司的安全生產工作。同時，各項目公司亦設有安全管理小組，管理項目公司下屬的地產發展項目。我們建立「統一領導、分級管理、分類指導、主體負責、全員參與」的安全生產管理體系，明確各部門的安全生產責任，全力保障每一位前線建築工人的安全 and 健康。

招商置地安全生產組織架構：



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PUTTING HEALTH AND SAFETY FIRST (continued) Production Safety Management (continued)

安全健康第一(續) 安全生產管理(續)

Organisational Units 組織單位	Responsibilities 職責
Production Safety Committee 安全生產委員會	<ul style="list-style-type: none"> • The General Manager of the Group is responsible for the overall implementation and supervision of production safety work, and takes full accountability for the production safety work 由本集團總經理全面落實安全生產及監督管理工作，對本集團的安全生產工作全面負責 • Formulating the Group's production safety accountability system, rules and regulations, operational procedures, emergency response plans, and plans for major production safety activities to ensure compliance with all national production safety principles, policies and relevant regulatory standards 制定本集團的安全生產責任制、規章制度、操作流程、應急預案及重大安全生產活動方案，確保符合所有國家安全生產方針、政策和相關法規標準 • Setting of the Group's annual production safety targets and performance indicators 制定本集團的年度安全生產目標及績效指標 • Convening quarterly safety meetings to study, coordinate and resolve any problems arising from the Group's major production safety activities, and supervising the implementation of corresponding preventive and corrective measures 每季度召開安全會議，研究、協調和解決本集團的重大安全生產活動，並督促預防與整改措施的落實
Office of the Production Safety Committee 安全生產委員會辦公室	<ul style="list-style-type: none"> • Being established in the Production Safety Supervision and Management Department of the Group and responsible for assisting the daily work of the Production Safety Committee 設立於本集團的安全生產監督管理部門，負責協助安全生產委員會的日常工作 • Carrying out the production safety work determined by the Production Safety Committee 貫徹執行安全生產委員會決定的安全生產工作 • Coordinating, directing, and providing guidance to subsidiaries for their implementation of production safety work 統籌、組織及指導各項目公司的安全生產工作 • Arranging inspection and evaluation according to the Group's annual production safety targets and performance indicators 按照本集團的年度安全生產目標及績效指標組織檢查和評估

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PUTTING HEALTH AND SAFETY FIRST (continued) Production Safety Management (continued)

安全健康第一(續) 安全生產管理(續)

Organisational Units 組織單位	Responsibilities 職責
Emergency Operations Center 應急指揮中心	<ul style="list-style-type: none"> • Providing centralised leadership and in charge of the decision-making of the Group's emergency management 負責統一領導，決定本集團的應急管理工作 • Establishing a complete emergency management system with a robust emergency management organisational structure 建立健全的應急管理體系及完善的應急管理組織架構 • Being responsible for the publicity, training and drills of the emergency response plans 組織應急預案的宣傳、培訓和演練 • Reporting emergencies, handling emergencies, and carrying out remedial works 編寫突發事件的報告，並進行處置及善後工作
Subsidiaries (Safety Management Working Group) 項目公司(安全管理小組)	<ul style="list-style-type: none"> • Formulating subsidiary-specific safety policies, annual plans and targets 制定項目公司安全工作政策、年度計劃及目標 • Developing assessment methods for the subsidiary's production safety target, and preparing annual safety performance evaluation reports 制定安全生產目標考核方法並編制年度安全績效考評報告 • Carrying out the production safety work issued by the Production Safety Committee 執行安全生產委員會下發的安全生產工作

The Group formulated a set of production safety standards, such as the *Production Safety Standardisation Manual* and the *Guidelines for the Standardised Management of Safe and Civilised Construction of Construction Projects*, clearly defining the Group's production safety philosophy and objectives, as well as specific rules on the planning, implementation, inspection and improvement of each production safety stage. The guidelines are applicable to all employees, as well as to all contractors and consultancy firms involved in the design, management and supervision of the contracted construction.

本集團制定《安全生產標準化手冊》、《建設工程安全文明施工標準化管理指引》等安全生產標準，明確了本集團的安全生產理念、目標以及各安全生產環節的策劃、實施、檢查和改進的具體規定。相關指引均適用於全體員工，以及合約工程下所有參與設計、管理及監督的工程承包商及顧問公司。

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PUTTING HEALTH AND SAFETY FIRST (continued) Production Safety Management (continued)

The Group issued the *Production Safety Targets, Implementation Plans and Assessment Methods of 2019*, which was adjusted accordingly in light of the problems encountered with production safety in the previous year. Employees from all departments were arranged to sign the *Production Safety Targets Management Responsibility Letter of 2019* in order to achieve the Group's production safety targets of "Zero management deficiencies, zero violations of regulations, and zero liability incidents". We also standardise employees' production safety behaviour to prevent and control the occurrence of production safety accidents as well as to create a safe production environment. Meanwhile, each subsidiary formulates its *Annual Production Safety Targets, Implementation Plans and Assessment Methods* each year and commissions third party assessment agencies to conduct evaluations on projects under construction, which ratings on safety management and analysis on key production safety risks were conducted.

Case Study: Foshan subsidiary targeted to "Start from, and end with zero production safety incidents" in 2019

Foshan subsidiary achieved its production safety target of "Start from, and end with zero production safety incidents" in 2019. No major safety incidents happened throughout the year, and no government-issued safety-related complaints or penalties were received. Foshan subsidiary ensures that all construction workers have received relevant safety training to make sure that they are aware of their own safety responsibilities.

Foshan subsidiary established a multi-faceted safety supervision and monitoring system in 2019, closely supervising the process of projects under construction with the combination of the quarterly safety performance appraisals, the process management safety examinations, and the special safety inspections. Projects under construction were assessed by third party assessment agencies. In case of unsatisfactory assessment result, the person responsible for production safety of the project shall report to the Group's Production Safety Committee and propose a corrective action plan.

安全健康第一(續) 安全生產管理(續)

本集團發佈《2019年安全生產目標、實施計劃與考核辦法》，根據去年在安全生產方面所遇到的問題作出相應調整，並組織各部門員工簽訂《2019年度安全生產目標管理責任書》，以實踐本集團的安全生產目標「零管理缺陷、零規章行為、零責任事故」，規範安全生產行為、預防和控制生產安全事故的發生及營造安全的生產環境。同時，各項目公司亦於每年制定《年度安全生產目標、實施計劃及考核方法》，並委託第三方評估機構為各在建項目進行評估，針對在建項目的安全管理評分，並分析關鍵安全生產風險。

案例：佛山公司2019年「從零開始，到零結束」的安全生產目標

佛山公司2019年以「從零開始，到零結束」為安全生產目標，全年沒有發生重大安全事故，同時沒有發生任何因安全原因而被政府部門投訴或處罰的事件。佛山公司確保所有工程人員都已接受相關安全培訓，落實安全責任全覆蓋。

佛山公司於2019年建立多方位安全監管督導體系，結合季度安全績效考核、過程管理安全考試、安全專項檢查等形式對各在建項目進行過程監管，並由第三方評估機構為各在建項目進行評估。若評估結果不合格，該項目的安全生產責任人需向本集團的安全生產委員會進行匯報，並提供整改方案。

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PUTTING HEALTH AND SAFETY FIRST (continued)

Production Safety Management (continued)

Under the Group's well-established system, each subsidiary puts the Group's commitment to production safety into practice by strictly enforcing rule and regulations and implementing various safety measures, including:

- Enhancing the capacity building of the safety management team
- Providing production safety skills training and education to all contractors and supervisors on site. Those who did not receive training would not be allowed to perform their duties; conducting special topic discussion on safety management issues
- Organising bi-monthly centralised production safety trainings for new employees
- Ensuring the safety of construction sites
- Conducting special safety inspections with contractors several times a week; inspecting on construction site safety, workers' health condition, fire equipment availability, workers' application of fire safety knowledge, safety in the use of water and electricity, public facility safety, fire prevention in residential area, etc.
- Holding safety management and supervision meetings once a week, and special production safety meetings once a month
- Conducting safety assemblies every morning at construction sites to promote safety knowledge and remind employees to put safety first
- Conducting all around safety inspections and safety audits quarterly, and special safety inspections before and after festive holidays and during rainy and typhoon seasons

安全健康第一(續)

安全生產管理(續)

在本集團完善的制度下，各項目公司嚴格執行規章制度，通過各類措施，踐行企業安全生產承諾，其中包括：

- 提升安全管理人才隊伍能力建設
- 開展安全技能培訓及安全教育，堅持未經培訓不許上崗，對現場各施工單位、監理進行安全培訓，並對安全管理問題進行專題研討
- 每兩個月組織一次新員工集中安全生產教育培訓
- 確保建築地盤安全
- 開展專項安全檢查，專案牽頭聯合施工單位，每週組織多次專項安全檢查。專項安全檢查涉及施工現場安全、人員健康狀況、消防器材配備、消防安全應知應會、水電使用安全性、公共設施安全性、住宿區防火等方面
- 安全工作例會結合監理例會每週召開一次，每月召開一次專題安全生產會議
- 在建項目每天進行安全早會，宣傳安全知識，提醒員工安全第一
- 每季度一次安全總檢查和安全考核以及於節日假期前後及雨季及颱風季節進行專項安全檢查

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PUTTING HEALTH AND SAFETY FIRST (continued) Production Safety Management (continued)

- Safeguarding the safety of construction workers
- Deploying facilities for production safety and occupational diseases protection pursuant to the requirements, and providing qualified personal protective equipment for construction workers
- Requiring contractors to execute work according to relevant construction guidelines and provide basic medical facilities on site
- Strictly implementing the Company's three-tier safety education system on the subsidiary level, the departmental level, and the job position level, to prevent construction workers from performing their duties without receiving the three-tier safety training
- Implementing the production safety incentive and penalty scheme
- Implementing the production safety incentive and penalty scheme that is linked to the annual production safety assessment results, setting aside a budget to reward projects with good production safety performance
- Based on the safety management performance and the implementation of safety measures at the scene, corresponding penalties will be imposed on the person responsible for safety production and other employees who are responsible when the accident occurs.

安全健康第一(續)

安全生產管理(續)

- 為建築工人提供安全保障
- 按規定配備安全生產和職業病防護設施，為工人發放符合要求的勞動防護用品
- 施工單位必須按地盤施工規範進行，現場必須配備簡單的醫療設備
- 嚴格執行公司的三級安全教育制度(指單位級、部門級和崗位級)，杜絕未經三級安全教育就直接上班的現象
- 執行安全生產獎罰考核體系
- 執行安全生產獎罰考核體系並設立安全生產獎勵專項費用，與安全生產年度考核結果掛鉤，獎勵安全管理良好的在建項目
- 針對安全管理表現及現場安全措施實施情況，於事故發生時，對事故單位安全生產責任人和有關責任人員分別給予相應處分

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PUTTING HEALTH AND SAFETY FIRST (continued) Safety Emergency Response Mechanism

The Group adheres to the principle that combines the prevention of accidents and the response to emergencies, and established the emergency management mechanism. We formulated emergency management systems such as the *Overall Emergency Response Plan*, the *Emergency Response Plan for Integrated Production Safety Cases* and the *Emergency Response Plan for Storms and Floods*. These emergency plans provide details on risk sources of major emergencies and their analysis, including natural disasters, large-scale production accidents, social security incidents and public health events. We require all units to organise safety drills at least once a year to raise their emergency preparedness and to guard against the impact of production safety emergencies in advance.

When there is a serious accident, we will rank the accident's nature, specificity and the level of harm, and will immediately activate corresponding emergency response procedures. First, people on the scene will report to the responsible personnel of the unit, and will set up an emergency command team on the scene to carry out scene control, emergency evacuation, vigilance, first-aid and other basic duties. Responsible personnel will immediately report to relevant governmental departments if the ranking of the accident reaches the national standard for accident reporting. Upon completion of the emergency response work, the unit where the accident happened will conduct investigation and analysis on the accident, and will submit the investigation report and inform all employees. During the Reporting Period, no major production safety accidents happened in the Group.

安全健康第一(續)

安全應急機制

本集團堅持預防與應急相結合的原則，建立應急管理機制，制定《突發事件總體應急預案》、《生產安全事故綜合應急預案》、《防風防汛專項應急預案》等應急管理制度。應急預案清晰列明主要突發事件，其中包括自然災害、生產事故災難、社會安全事件及公共衛生事件，並對各風險源進行分析。我們規定各單位每年至少組織一次安全演練，以提升應急水準，提前防範突發事件對安全生產造成的影響。

當有嚴重事故發生時，我們把事故的性質、特點和危害程度分級，並隨即啟動相應的應急程序。首先，事發現場人員會向該單位負責人進行匯報，並將成立現場應急指揮部，開展現場控制，人員疏散、警戒、人員救護等基礎工作。若事故等級達到國家規定事故上報標準，負責人將隨即報告當地政府相關部門。應急結束後，事發單位將組織事故的調查，召開事故分析會並提交調查報告，通報全體員工。於本報告期內，本集團未發生重大安全生產事故。

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PUTTING HEALTH AND SAFETY FIRST (continued) Office Health and Safety

Apart from production safety, we are also very concerned about the health and safety of employees that perform work duties in offices. We formulated the *Office/Building Safety and Health Guidelines* to clearly outline health hazards that employees may face during their work in offices and corresponding improvement measures, to prevent, control and eliminate any occupational hazards, and to minimise risks associated with employees' working environment.

We provide annual medical check-ups for our employees, hold health talks, place green plants in the offices, and conduct regular cleaning of air-conditioning systems and carpet disinfection in offices. We also arrange employees to participate in fire emergency drills organised by buildings' property management companies regularly to raise their awareness to disaster prevention and enhance their emergency response capability.

安全健康第一(續) 辦公室健康與安全

除生產安全外，本集團亦十分關注員工於辦公室內工作的健康與安全，並制定《辦公室／建築物安全與健康指引》，明確列明員工於辦公室內工作可能會面臨的健康危害及其建議改善方法，以預防、控制及消除任何職業危害，盡可能降低員工工作環境中的風險。

我們每年為員工提供身體檢查，舉辦健康講座、在辦公室內放置綠色植物，並定期於辦公室內進行冷氣系統清潔及地毯消毒等工作。我們亦組織員工定期參與由大廈物業管理公司舉辦的消防應急演練，提高員工防災意識並加強他們的緊急應變能力。



Placing green plants in all offices.
在各辦公室內放置綠色植物。



Conducting fire emergency drills at least once every year and requiring all employees to participate.
每年舉辦至少一次消防應急演練，並要求全員參加。

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PUTTING HEALTH AND SAFETY FIRST (continued) Anti-epidemic Work

In the face of the novel coronavirus outbreak during late 2019 and early 2020, the Group has set up a major crisis management team and formulated relevant major crisis response mechanisms and plans. Meanwhile, we formulated the *Guidelines for Working in Offices during the Coronavirus Outbreak*, and implemented a series of infection prevention and control measures to stop the spread of the disease and protect the health and safety of our employees, including:

安全健康第一(續)

抗疫工作

2019年年末至2020年年初，面對新型冠狀病毒肺炎疫情，本集團成立重大突發危機事件管理小組，並制定相關重大突發危機事件應急機制與預案，同時制定《疫情期間現場辦公指引》，推行一系列的防疫措施，以阻止疫情散播及保障員工的健康和安全。防疫措施包括：



Measuring and recording employees' temperature twice a day, and setting up disinfection corridors at entrances and exits of buildings and construction sites.
每天兩次為員工測量及登記體溫，在大廈及地盤出入口設置消毒通道。



Thoroughly disinfecting offices and cafeterias every two hours and twice a day, respectively.
辦公室及食堂徹底消毒，辦公室區域每兩小時消毒一次，食堂每天消毒兩次。



Timely procuring epidemic-prevention supplies needed for employees resuming work at offices, and preparing epidemic-prevention gift packs for employees.
及時採購員工恢復現場辦公所需的防疫物資，為員工準備復工防疫愛心禮包。



Organising a webinar titled as the "Tips for preventing the novel coronavirus and points to note for working from home and resuming work at office" to enhance employees' knowledge of infection prevention.
舉辦以「新冠防疫安全知識及居家辦公及復工注意事項」網上講座，增加員工的防疫知識。

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The Group strives for perfection, and helps our customers to build better lives by unceasingly developing properties of excellent quality. We continue to take the needs and expectations of our customers seriously, and endeavour to provide quality products and services that exceed their expectations. For a long time, we have been leveraging our exquisite craftsmanship in developing high-quality residential properties that satisfy customers' needs, having strict control over product quality while guaranteeing its safety.

The Group's portfolio of property development projects consisted of 33 projects in Foshan, Guangzhou, Chongqing, Nanjing and Jurong, and Xi'an, with a primary focus on the development of residential properties, as well as residential and commercial complex properties. Types of products include apartments, villas, offices, and retail shops, etc. Subsidiaries have been making unremitting efforts to create a perfect living environment and a high-quality living experience for customers.

本集團力臻完善，以卓越品質承載美好生活。我們持續以認真的態度考慮客戶的需求和期望，致力提供超越客戶期望的優質產品和服務。長久以來，我們憑著精益求精的工匠精神打造出讓客戶滿意的住宅精品，嚴格控制產品品質，同時保證產品安全。

本集團在佛山、廣州、重慶、南京及句容、西安擁有33個房地產開發項目，主要集中開發住宅物業以及住宅及商業綜合物業，產品類型包括公寓、別墅、辦公樓及零售商舖等。各項目公司不懈努力，努力為客戶創造完美的人居環境及高品質的生活體驗。

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CHINA MERCHANTS LAND'S PREMIUM REAL ESTATE PORTFOLIO

招商置地優質房產一覽



China Merchants Anzhitinglan in Foshan
佛山招商岸芷汀蘭



China Merchants Yongjing Wan in Guangzhou
廣州招商雍景灣



Yongjingcheng in Chongqing
重慶雍璟城



Evian Qujiang in Xi'an
西安依雲曲江



Dongwangfu in Nanjing and Jurong
南京及句容東望府



Yongningfu in Nanjing and Jurong
南京及句容雍寧府

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CUSTOMER FIRST

As competition in the real estate sector becomes more intense, and the development of the industry becomes increasingly focused, real estate companies will mainly be competing against each other upon their product and service quality in the future. As such, the Group will continue to enhance customer satisfaction and help our customers to build better lives by providing them with high-quality products and services.

Product and Customer Lifecycle

The product and customer lifecycle of the Group is mainly divided into three phases: the pre-sales, in-sales and after-sales phases. We work seamlessly at every point of contact with customers from the establishment of a business relationship to the complete termination of the relationship, providing them with attentive services throughout the design, engineering management, sales, and property services processes. The full range of professional services we provide allows our customers to feel the warmth and care from purchasing a home to living in it.

The Group formulated the *Guidelines for the Standardised Customer Services Work of Subsidiaries*, which the Customer Service Management Guide contained therein clearly sets out specific points for the team's consideration from land acquisition, property development, to flat in-take, including risk prevention and control measures, product quality assessment, and customer service. The standardised system allows the Group to manage subsidiaries' customer service management in a centralised manner and provide personalised care to our customers.

客戶第一

隨着地產行業市場競爭越來越激烈，行業發展日趨集中化，未來地產行業的核心競爭是產品與服務的競爭，本集團通過向市場提供高品質的產品和服務，持續提升客戶滿意度，成為美好生活的承載者。

產品及客戶生命週期

本集團的產品及客戶生命週期主要分為三個部分：售前、售中及售後階段。我們將貼心服務貫穿到設計、工程管理、銷售、物業服務的過程中，務求在與客戶建立業務關係到完全終止關係的每一個接觸點上進行無縫的工作，為客戶提供專業的全方位服務，讓客戶從購房到居家都能感受到溫暖和關愛。

本集團制定《城市公司客戶服務標準化工作事項》，在客戶服務管理地圖中清晰列明項目從拿地、開盤至客戶入伙的各個階段需要注意的風險防範控制、進行產品質量評估、給予客戶服務的各個切入點，從而統一管理各項目公司的客戶服務管理，在招商置地系統化的制度下為客戶提供個性化的關懷。



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CUSTOMER FIRST (continued)

Product and Customer Lifecycle (continued)

Pre-sales Phase

Design

During the design process, we proactively investigate the needs of our customers and thoroughly communicate the plans and results to meet their actual needs. We formulated the Total Quality Management (“TQM”) Form based on the feedback from our customers and after-sales maintenance experience, which encompasses customers’ common concerns on building design, for example, the incorporation of barrier free access at building entrances, the installation of balcony drainage system, etc. We urge our design department to conduct checking against the TQM Form to confirm that relevant problems do not exist in the projects under construction.

Engineering Management

The quality of construction is one of the most important elements for developing high-quality properties. During the Reporting Period, the Group has established the quality management system for engineering works by making reference to the Group’s past experience in the real estate industry and the outstanding management experience from peers. The *Guidelines for the Quality Management System for Engineering Works* has been newly formulated, which allows us to standardise quality management practices for engineering work, to ensure product safety and at the same time to lay a foundation for the development of high-quality products.

The Group leverages our extensive internal resources to provide employees with engineering quality management and technical support to conduct identifications of all significant quality and safety risks of our projects. Prior to the official delivery of a property, we organise the “Customer Experience Day” for customers to conduct a joint home inspection, which enables them to identify quality problems regarding the product’s engineering works in advance. Rectification works will be planned and carried out by us subsequent to the collection of customers’ feedback.

客戶第一 (續)

產品及客戶生命週期 (續)

售前階段

設計

在設計過程中，我們積極調研客戶需求，充分溝通方案成果，滿足客戶實際需求。我們總結以往客戶意見和售後維修經驗，形成全面質量管理（「TQM」）表格，其囊括客戶於設計方面特別關注的問題，例如在出入口設置無障礙通道、露台設置排水系統等。我們督促設計部按照TQM表格進行檢查，確認在建項目不存在相關問題。

工程管理

工程質量是高品質物業其中一項最主要的元素。本集團於本報告期內新制定《工程質量管理體系作業指引》，透過參考本集團過往於房地產行業所累積的經驗，同時引入同行優秀管理經驗，建立工程質量管理體系，規範工程質量管理行為，在保證產品安全的同時為高品質產品奠定基礎。

本集團擁有豐富的內部資源，為員工提供工程質量管理和技術方面的支援，務求能夠完整地識別項目所有的重大質量安全風險。在物業正式交付前，我們舉辦「客戶體驗日」聯合驗收活動，讓客戶能夠提前指出產品工程質量問題。我們將在收集客戶意見後規劃整改工程。

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CUSTOMER FIRST (continued)

Product and customer lifecycle (continued)

In-sales Phase

Sales

As a responsible property developer, we developed standardised systems to provide customers with accurate, transparent, and consistent information, allowing them to have a thorough understanding of the property before purchasing, thereby enhancing their confidence in us.

We are very concerned about our sales employees' attitude during customer service. Hence, we formulated the *On-site Sales Management System* to regulate the professional image and the code of conduct of our frontline sales representatives on site. Standards for the reception, sales, contract signing, other processes and services, as well as the management for the sales event were also outlined. In addition, we devised a set of on-site customer service key performance indicators and conduct regular inspections and unannounced visits on site to rate the sales performance of sales representatives. Any non-compliant behaviour will be criticised and will be requested for rectification in order to improve service standards. We check and record all problems that tend to occur during the sales process to avoid the recurrence of the same problems.

In addition to sales services, the Group also has a well-established system in place to strictly monitor the contents of advertisements, contracts and sales brochures, strictly prohibiting any publications of false advertisement that are exaggerating or misrepresenting.

All advertising materials published by us are first subject to a rigorous review by the publisher, which is then submitted to our planning manager and the project manager for their review. The project manager will conduct a final review to ensure that all advertising claims are true to avoid any forms of misinformation to customers. Meanwhile, the Group respects the protection of intellectual property rights. Our marketing materials are licensed by the copyright owner, its agent, or the law. During the Reporting Period, the Group did not receive any violations of the regulations and voluntary codes (including but not limited to products and services information and labels, marketing communications and intellectual property rights) relating to the provision and the use of the Group's products and services that had a significant impact on the Group.

客戶第一(續)

產品及客戶生命週期(續)

售中階段

銷售

作為負責任的房地產項目發展商，我們通過制定標準化的制度，為客戶提供準確、透明和一致的資訊，使他們能夠在對物業有充分的認識下購房，增加客戶對我們的信心。

我們十分關注銷售員工的服務態度，制定《銷售現場管理制度》，規範前線銷售人員在銷售現場的職業形象及職業操守，同時制定銷售接待、認購、簽約等流程及服務標準，說明銷售現場的管理。另外，我們制定銷售現場服務監測指標，定期在銷售現場進行巡檢及暗訪，對銷售服務水平進行評分，並對不合規的行為進行批評及提出整改要求，以提升服務水準。我們對銷售過程中容易出現的各項問題進行排查及紀錄，以避免同樣問題再次發生。

除銷售服務外，本集團亦設有完善的制度嚴格把關廣告、合同及樓書內容，嚴禁作誇大、失實的虛假宣傳。

所有由我們發佈的宣傳資料須由發佈人進行首次的嚴格審核，審核後提交至策劃經理，並由策劃經理完成審核後提交至項目經理進行最終審核，力求做到真實無虛假，避免對客戶造成任何形式的誤導。同時，本集團尊重知識產權保護，我們的營銷材料均得到版權擁有人、其代理人或法律的授權。於本報告期內，本集團沒有接獲任何違反有關提供及使用本集團產品和服務方面的規例及自願守則(包括但不限於產品和服務訊息及標籤、市場推廣通訊及知識產權)並對本集團有重大影響的事件。

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CUSTOMER FIRST (continued) Product and Customer Lifecycle (continued)

客戶第一(續) 產品及客戶生命週期(續)

Case Study 1

In the face of the novel coronavirus outbreak, customers were unable to attend our on-site sales events for flat viewing. In view of this, we have introduced the innovative virtual reality technology for customers to view houses online since February 2020, allowing them to have a thorough understanding of the property without going out. Besides, we also have 24-hour sales and customer service to answer customers' queries, providing customers with a new home buying experience.

案例一

面對新型冠狀病毒肺炎疫情，客戶未能到達我們的銷售現場看房，有見及此，我們於2020年2月引入VR創新在線看房途徑，讓客戶足不出戶亦能夠深入了解物業。同時，我們的銷售員工亦24小時為客戶解答問題，為客戶提供一個嶄新的購房經驗。



Delivery

The Group formulated the *Guidelines for Flat In-take Management* to ensure that homeowners are accompanied by responsible employees and project engineers during the legal formalities of property transaction and home inspections, sparing no effort in responding to homeowners' queries. Meanwhile, we have a "Maintenance Express Line" on site to respond to homeowners' requests. For repairs that could be completed within 15 minutes, we will immediately deploy our maintenance crew to carry out repair work on-site, so that homeowners could complete home inspection in one go.

交付

本集團制定《入伙管理作業指引》，確保業主在辦理物業手續及進行房屋驗收時都有相關負責員工連同項目工程師的陪同，盡力解決業主的疑問。我們於現場設有「維修快線」，對於業主收樓時提出的問題如能在15分鐘內完成維修，我們將立刻安排維修人員到場進行維修，讓業主能夠一次完成房屋驗收。

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CUSTOMER FIRST (continued) Product and Customer Lifecycle (continued)

客戶第一(續) 產品及客戶生命週期(續)



Handling legal formalities of property transactions and conducting home inspections with our homeowners during the delivery of properties.
在物業交付中我們與業主進行手續辦理及房屋驗收。

After-sales Phase

In order to provide the best property management services to households, we continue to understand the needs of our homeowners and provide them with attentive services to create a safe and comfortable living environment. We conduct a “Home Maintenance Check-up” for every flat a year after property delivery, and remind homeowners to conduct full inspection 3 months before the expiry of the warranty period with our maintenance crew deployed to carry out repair work. Meanwhile, each of our properties organises quarterly property inspections, and proposes and carries out rectification plans for areas that need improvement in a timely manner.

All homeowners are invited to join the “China Merchants Club” homeowners membership programme and participate in different kinds of activities organised for homeowners. Moreover, we launched the “Rainbow Plan” to upgrade public facilities of our properties and provide household services to homeowners, aiming to improve the community environment as well as increase homeowners’ satisfaction towards our property management.

售後階段

為給予住戶最佳的物業管理服務，我們持續了解業主的需求，並為他們提供貼心的服務，構建一個安全、舒適的生活環境。我們在各物業交付一年後為房屋進行「房屋健康體檢」，並在保養期滿3個月前提醒業主進行全面檢查，並組織施工人員進行維修。同時，各項目每季度組織物業巡查，並對有問題的地方提出改善方案，及時整改。

所有業主都獲邀參與「招商會」業主會員計劃及形式不同的業主關懷活動。同時，我們開展「彩虹計劃」，對項目內的公共設施進行升級改造，並為業主提供家居服務，改善社區環境之餘亦提高業主對我們物業管理的滿意度。

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CUSTOMER FIRST *(continued)*
Product and Customer Lifecycle *(continued)*
"Rainbow Plan"

客戶第一 *(續)*
產品及客戶生命週期 *(續)*
「彩虹計劃」

Case Study 1

The Shangceng property in Guangzhou Jinshan Valley received a homeowner's concern on the fire doors of the carpark lift lobby. Rectification and enhancement works were immediately carried out, and satisfaction from the homeowner was received.

案例一

廣州金山谷尚層物業收到業主對停車場電梯防火門的意見，隨即進行整改及優化工程。改造工程獲得業主滿意。

改造前
BEFORE



改造後
AFTER



Case Study 2

Foshan subsidiary launched the "Deep cleaning of washing machine" event, which cleaning and maintenance work was carried out for 274 households from 9 of our properties.

案例二

佛山公司開展「深度清洗洗衣機」活動，解決274戶來自9個物業的住戶洗衣機清洗和保養的煩惱。



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CUSTOMER FIRST (continued)

Product and Customer Lifecycle (continued)

Fighting the Epidemic with Our Homeowners

During the novel coronavirus outbreak, properties of the Group offered a full range of anti-epidemic service for homeowners, allowing them to have great peace of mind under our attentive care. The anti-epidemic measures included:

- Promotion of preventive measures against the novel coronavirus epidemic
 - Daily disinfection of gardens, buildings, etc.
 - Temperature measurement for homeowners and on-site workers
 - Purchase of food ingredients for homeowners and delivering to their homes
 - Provision of online medical consultation service to homeowners that were unable to visit the doctor during the epidemic period
- 宣傳新型冠狀病毒肺炎預防措施
 - 針對園林、樓房等地方每日全面消毒
 - 為業主、工作人員測量體溫
 - 為業主購買食材並送貨上門
 - 提供線上問診服務，解決疫情期間業主無法外出看病的問題



Daily disinfection of gardens, buildings, etc.
針對園林、樓房等地方每日全面消毒。



Purchase of food ingredients for homeowners and delivering to their homes.
為業主購買食材並送貨上門。

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CUSTOMER FIRST *(continued)*

Product and Customer Lifecycle *(continued)*

Complete Customer Care

The Group has always put our customers first. We attach great importance to the needs of each and every customer and act in the best interests of our customers. Customer feedback and recognition are the driving force behind our continuous service improvement.

客戶第一 *(續)*

產品及客戶生命週期 *(續)*

全流程客戶關懷

本集團一直以客為先，重視每一位客戶的需求，切實從客戶需求和利益出發。客戶的反饋和認同是我們不斷提升服務的動力。



We collect customers' opinions through various channels, including the "400 Hotlines" customer service hotline, the China Merchants "One-to-One" customer service on WeChat platform, the China Merchants Club WeChat official account platform, the mystery customer programme, etc.

我們通過不同渠道收集業主的意見，包括「400熱線」客戶服務電話交談、招商客戶服務微信端「一對一」服務、招商會微信公眾號平台、神秘客戶計劃等。

Customer Satisfaction Survey

In order to gain an in-depth understanding of the performance of the Group's services, we have been conducting customer satisfaction surveys, and have shifted from an annual satisfaction survey to a phase-specific customer satisfaction survey during the Reporting Period. This allows us to precisely understand different kinds of customers' satisfaction and views regarding housing quality, property management service, complaint handling, and other areas after the signing of the sales and purchase contract of properties and during the early and later stages of the post-delivery phase. We will continue to enhance our customer service in order to bring a better quality service to our customers.

客戶滿意度調查

為深入了解本集團服務的表現，我們進行客戶滿意度調查，並於本報告期內從年度滿意度調查改為階段性滿意度調查，有針對性地了解客戶在簽約後、交付後初期及後期對於房屋質量、物業服務、投訴處理等方面的滿意度，深入掌握不同類型客戶的意見。我們將持續提升我們的服務水平，務求為客戶帶來更優質的服務。

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CUSTOMER FIRST (continued)

Product and Customer Lifecycle (continued)

Comprehensive Complaint Mechanism

We have comprehensive *Guidelines for the Standardisation of Customer Service Management* and *Guidelines for the Customer Complaint Management* in place to solve customers' queries one by one, making sure that they are satisfied with our responses.

Upon receipt of a complaint, we will categorise the complaint into three levels according to its scope of impact, risk level and degree of urgency, and adopt the corresponding complaint-handling procedure. For instance, if complaints are reported on influential media, Level 3 complaint handling procedure will then be implemented. We will respond to customer by phone within an hour, and propose a solution within 48 hours. For other common types of complaints, we will provide an initial response to the customer by phone within 2 hours, and will then prepare a proposal to resolve the problem.

Comprehensive Privacy Protection

We strictly manage customer information, and formulated the *Guidelines for Documentation*. We entered into confidentiality agreements with employees, and require all relevant personnel that have access to confidential information of the Group to strictly comply with the Group's confidentiality requirements. Customers' information is only managed by delegated employees. Except for exceptional circumstances approved by the Company, unauthorised employees are not allowed to obtain customer information. During the Reporting Period, the Group did not receive any violations or complaints regarding customer privacy.

客戶第一(續)

產品及客戶生命週期(續)

完善投訴機制

我們設有完善的《客戶服務規範管理作業指引》及《客戶投訴管理工作指引》，逐一解決客戶問題，保證客戶問題得到滿意的回覆。

在收到投訴時，我們會按照投訴的影響範圍、風險等級及緊急程度把投訴分為三個等級，並按照等級採取相應的處理程序。例如在具影響力的媒體上出現負面新聞，我們會對應三級投訴響應，並會於1小時內以電話回應客戶，及在48小時內提議處理方案。對於其他常見的投訴，我們將於2小時內以電話初步回應客戶，並隨後準備處理方案。

完善隱私保護

我們嚴格管理客戶資訊，制定《檔案管理工作指引》，並與員工簽訂保密協議，規範所有接觸檔案的相關人員必須嚴格遵守本集團的保密規定。我們對客戶資訊實行專人專管，除特殊情況經公司審批外，崗位外員工不得索取客戶資訊。於本報告期內，本集團並沒有接獲任何違反客戶隱私權的事件或投訴。

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PROMOTING WIN-WIN COOPERATION

The Group values our cooperation with suppliers. We believe that the success of our business links inextricably with suppliers' performance. Only by maintaining a good relationship with our suppliers can we achieve a win-win situation. The Group selects suppliers with a good reputation in the community and proven track record as its business partners on a fair and equitable basis. In addition, we endeavour to select suppliers that share consistent environmental and social philosophies with the Group, working together to reduce our impact on the environment and fulfil our social responsibility. We actively promote green procurement by prioritising the purchase of products with a less negative impact on the environment. At the same time, we have incorporated the wage and safety protection of frontline construction workers provided by our contractors as one of the supplier assessment criteria.

Suppliers of the Group can be divided into two main categories: construction project suppliers (such as contractors, suppliers of construction materials and production equipment) and operating suppliers (such as advertising and marketing agencies, real estate agents and other service providers). The Group established a comprehensive supplier management and evaluation system with the *Guidelines for Supplier Management* and the *Guidelines for Key Suppliers Management* developed. These guidelines standardised the Group's supplier management, and in particular strengthen our management of supplier registration, inspection and confirmation, process control, evaluation, rating, incentives and penalties, etc., enabling us to establish a stable and long-standing team of suppliers to provide us with quality products and services.

促進合作共贏

本集團重視與供應商的合作。我們堅信業務的成功與供應商的績效表現密不可分，只有與供應商保持良好的關係，才能實現雙贏。本集團按照公平公正的原則，優選社會口碑良好、業績顯著的供應商作為合作夥伴。此外，我們亦盡力選擇與本集團在環境及社會層面的理念一致的供應商，攜手減低對環境的影響並肩負社會責任。我們優先考慮購買對環境負面影響較少的產品，積極推進綠色採購。同時，我們把工程承包商對前線建築工人的工資及安全保障納入評核供應商的考慮範圍之內。

本集團的供應商主要分為兩類：工程項目供應商（如工程承包商、建築材料、生產設備等供應商）及經營供應商（如廣告傳媒、房地產代理等服務供應商）。本集團建立完善的供應商管理和評價制度，制定了《供應商管理作業指引》及《重點供應商管理作業指引》，規範本集團供應商管理工作，加強供應商註冊、考察入庫、過程管控、評估、評定級、獎罰等階段管理，建立長期穩定的供應商隊伍，為本集團提供優質的產品和服務。

Supplier Registration 供應商註冊

Quality suppliers from CMSK and peer companies are first considered to be introduced. The procurement department then identifies potential suppliers through market research and other channels such as internal employee recommendations.

首先考慮引進招商蛇口及標桿房地產企業的優秀供應商，其後由採購部通過市場調查及各種渠道發掘潛在供應商，或由內部員工推薦供應商。

Supplier Inspection and Confirmation 供應商考察入庫

An inter-departmental inspection team of no less than two people will conduct a preliminary qualification assessment and inspection based on the supplier's capabilities, ability to perform contractual obligations, quality of past cases, and level of cooperation, etc., to ensure that the supplier meets the basic requirements of the company and the prerequisite for procurement.

跨部門及不少於2人的考察小組，根據供應商的實力、履約能力、過往案例品質、配合度等因素進行資格初審及考察，確定其達到公司基本要求，作為採購業務開展前的前提條件。

Rating 評定級

An overall evaluation will be conducted with suppliers based on their performance in fulfilling the contractual obligations. Suppliers will be asked to improve their quality, progress, safety, delivery, and other areas, and submit corresponding rectification plans.

根據供應商履約情況進行整體評估，對過程中出現的質量、進度、安全、交付等問題提出績效改進要求，並由供應商提供整改計劃。

Supplier Data Management 供應商資料管理

The procurement department is responsible for maintaining and updating information of all qualified and unqualified suppliers.

由採購部負責維護並更新所有合格及不合格供應商的資料。

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PROMOTING WIN-WIN COOPERATION (continued)

Supplier Rating

Based on the results of the annual supplier rating, suppliers are classified into 5 levels and are managed according to their respective levels.

Suppliers that are rated as Grade A are the most preferred suppliers and are recommended as a priority for national/regional strategic cooperation. Suppliers that are rated as Grade D will be required to make rectification immediately, and if no improvements were made within the specified time period, they would be placed on the *Unqualified Suppliers List* and would not be invited to participate in any tendering activities for two years. Suppliers who commit illegal acts or cause a severe quality or safety accident will be rated as Grade E. They will be placed on the *List of Blacklisted Suppliers* and will no longer be eligible to be our suppliers. During the Reporting Period, a total of 11 and 2 suppliers were rated as Grade D and Grade E, respectively, due to quality problems, timeliness of delivery, level of cooperation, slow rectification, and other issues.

Number of Qualified Suppliers by Subsidiaries in 2019

Subsidiaries

附屬公司

Foshan 佛山公司
Guangzhou 廣州公司
Chongqing 重慶公司
Nanjing and Jurong 南京及句容公司
Xi'an 西安公司
Hong Kong CM+ hotel and serviced apartment ("CM+") 香港CM+酒店及服務式公寓

促進合作共贏(續)

供應商評定級

根據供應商年度評定級得分結果，把供應商分類為5個級別，對其實施分級管理。

其中，A級為首選供應商，可作為全國或區域戰略合作優先推薦單位。對於被評審定級為D級的供應商，將被要求即時進行整改，如果在規定時間內沒有改進，則會被納入《不合格供應商記錄表》，在兩年內不獲邀參與各類招標活動。供應商若進行違法違規行為，或發生嚴重質量安全事故將被評審定級為E級供應商，並被納入《誠信黑名單供應商》不再獲錄用。於本報告期內，本集團共有11家供應商因質量問題、供貨及時性、配合程度、整改效率慢等問題被評定為D級供應商，同時有2家供應商被評定為E級供應商。

2019年按附屬公司劃分的合格供應商數目

Number of Qualified Suppliers

合格供應商數目

Foshan 佛山公司	592
Guangzhou 廣州公司	197
Chongqing 重慶公司	580
Nanjing and Jurong 南京及句容公司	39
Xi'an 西安公司	651
Hong Kong CM+ hotel and serviced apartment ("CM+") 香港CM+酒店及服務式公寓	150

LOW-CARBON DEVELOPMENT • BUILDING A GREEN AND SUSTAINABLE HOME

低碳發展 • 構建綠色家園

The Group is committed to reducing the environmental impact of our business activities and insists on operating in a responsible manner. We actively encourage our residents, employees, contractors and suppliers to join us in living a low-carbon lifestyle to reduce our impact on the environment. We have been infusing the concept of green development into our management, construction, operations and daily lives, and are constantly exploring the best way to achieve a harmonious co-existence of people, buildings, cities and nature to build a “Green living environment”. In the future, we will gradually integrate low-carbon development and green innovation with the Group’s strategy and corporate culture.

We strictly comply with laws and regulations that have significant impacts on the Group’s operations in Mainland China and Hong Kong in relation to environmental protection. During the Reporting Period, the Group did not receive any confirmed violations or complaints relating to air pollutant emissions, GHG emissions, sewage discharges into water and land, waste disposal and noise pollution that have a significant impact on the Group.

GREEN BUILDING

In response to the green development requirements of the Thirteenth Five-Year Plan for the National Economic and Social Development of the PRC (“Thirteenth Five-Year Plan”), and considering that low-carbon development and environmentally friendly buildings are the trends in the real estate industry, the Group has been making great efforts in developing green building standards in recent years, striving to establish a complete and standardised green building system.

We formulated the *Product Management Committee Key Review Points on Technology Innovations of Residential Projects* in 2018, and required all new land development projects to consider the five main aspects of green building technology, including community environment, Sponge City, green building, green decoration and green living, aiming to implant green building concepts from the design phase of our buildings. With accumulated years of experience, we have gradually developed a green technology system, and have published the new edition of the *Guidelines for the Application of Technology for Green and Wellness in Residential Buildings 2.0* (“Green and Wellness Building Technology Guideline”), requiring all new residential projects to meet the One-star or above ratings of the existing national *Assessment Standard for Green Building* (GB/T 50378). During the Reporting Period, the Group actively engaged in the construction of green buildings to drive innovations and breakthroughs in green technology, and was awarded a number of green building certifications.

本集團注重減少自身經營活動對環境造成的影響，堅持以負責任的方式進行商業活動，亦積極鼓勵我們的住戶、員工、承包商及供應商與我們一起踐行低碳生活，降低對環境的影響。我們一直把綠色發展理念融入到管理、建築、運營及生活中，做到層層滲透，同時不斷探索人、建築、城市、自然和諧共生的最佳方式，建設「綠色人居體系」。未來，綠色低碳發展及綠色創新工作將逐漸與本集團的戰略和企業文化緊密結合。

我們嚴格遵守中國內地和香港於環境保護方面對本集團業務產生重大影響的法律和法規。於本報告期內，本集團沒有接獲任何與廢氣排放、溫室氣體排放、向水及土地排放、廢棄物排放和噪聲污染相關並對本集團有重大影響的已確認違規事件或任何申訴。

綠色建築

為響應中國國民經濟和社會發展第十三個五年規劃綱要(「十三五」規劃)的綠色發展要求，同時考慮到低碳發展和環保建築為房地產行業的大趨勢，近年來，本集團大力開展綠色建築標準制定工作，致力於建立完整的綠色建築標準體系。

2018年，我們制定《產品管理委員會住宅類專案技術創新審核要點》，規定每個新拿地項目都需對綠色建築技術的五大方面進行討論，包括社區環境、海綿社區、綠色建築、綠色裝修及綠色舒適，旨在於產品源頭植入綠色建築理念。經過多年經驗沉澱與積累，我們逐步形成綠色技術體系，並於2019年頒布新版的《住宅綠色健康技術指引2.0》(「綠色健康技術指引」)，規定所有新建住宅項目達到現行國家標準《綠色建築評價標準》(GB/T 50378)的一星級或以上級別。本集團於本報告期內積極建設綠色建築，不斷推進綠色技術的革新和突破，並獲得多項綠色建築認證。

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GREEN BUILDING (continued)

In 2019, we received the following green building certifications:

綠色建築(續)

2019年，我們獲得的綠色建築認證如下：

Projects 項目	Cities 城市	Gross Floor Area 建築面積	Certifications 證書	Issuers 頒發單位
Nanjing Yongningfu (Building no. 1-31)	Nanjing	351,400 sq.m.	Three-star Certificate of Green Building Design Label	Technology Development Center of Jiangsu Provincial Department of Housing and Urban-Rural Development
南京雍寧府 (1-31號樓)	南京	35.14萬平方米	三星級綠色建築設計標識證書	江蘇省住房和城鄉建設廳科技發展中心
Nanjing Mingzhu (Building no. 1-6)	Nanjing	72,700 sq.m.	Two-star Certificate of Green Building Design Label	Technology Development Center of Jiangsu Provincial Department of Housing and Urban-Rural Development
南京寧瓏名築 (1-6號樓)	南京	7.27萬平方米	二星級綠色建築設計標識證書	江蘇省住房和城鄉建設廳科技發展中心
China Merchants Yongjing Wan (Building no. 1-11, and underground car park)	Xi'an	133,100 sq.m.	Two-star Certificate of Green Building Design Label	China Northwest Engineering Architecture Design & Research Institute Co. Ltd.
招商雍景灣項目 (1-11號樓及地下車庫)	西安	13.31萬平方米	二星級綠色建築設計標識證書	中國西北工程設計研究院有限公司
China Merchants Yongjing Wan (Building no. 12, and ancillary public and commercial buildings)	Xi'an	3,500 sq.m.	Two-star Certificate of Green Building Design Label	China Northwest Engineering Architecture Design & Research Institute Co. Ltd.
招商雍景灣項目 (12號樓及配套公建及商業)	西安	0.35萬平方米	二星級綠色建築設計標識證書	中國西北工程設計研究院有限公司

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GREEN BUILDING (continued)

綠色建築(續)

Projects 項目	Cities 城市	Gross Floor Area 建築面積	Certifications 證書	Issuers 頒發單位
China Merchants Xi'an (Block 12 and 13)	Foshan	37,000 sq.m.	Two-star Certificate of Green Building Design Label	Guangdong Provincial Department of Housing and Urban-Rural Development
招商曦岸(12及13座)	佛山	3.70萬平方米	二星級綠色建築設計標識證書	廣東省住房和城鄉建設廳
China Merchants Yongjing Wan (Residential building no. 1-6, 9-13, and S7S8 commercial building and basement)	Guangzhou	176,600 sq.m.	Two-star Certificate of Green Building Design Label	Guangdong Provincial Department of Housing and Urban-Rural Development
招商雍景灣 (1-6號、9-13號住宅，S7S8商業及地下室)	廣州	17.66萬平方米	二星級綠色建築設計標識證書	廣東省住房和城鄉建設廳
China Merchants Yongjing Wan (Residential building no. 7-8, 14-55, and basement)	Guangzhou	201,400 sq.m.	One-star Certificate of Green Building Design Label	Guangdong Provincial Department of Housing and Urban-Rural Development
招商雍景灣 (7-8號、14-55號住宅及地下室)	廣州	20.14萬平方米	一星級綠色建築設計標識證書	廣東省住房和城鄉建設廳

The green building area of China Merchants Land in 2019: 975,700 sq.m.

2019年招商置地綠色建築總面積：97.57萬平方米

China Merchants Land Green and Wellness System

We have applied our many years of experience in green building development and developed the *Green and Wellness Building Technology Guideline* with reference to the advanced concepts of green buildings in domestic and abroad. The key elements of our Green and Wellness System are the "Four areas of cleanliness", the "Four areas of comfort", the "Three areas of low emissions", and the "Two areas of green space planning and land use".

招商置地綠色健康體系

我們應用多年來的綠色建築發展經驗，同時借鑒國內外綠色建築的先進理念制定《綠色健康技術指引》，以「四淨」、「四適」、「三低」及「兩好」作為綠色健康體系的主要元素。

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低碳發展 • 構建綠色家園

GREEN BUILDING (continued)

China Merchants Land Green and Wellness System (continued)

“Four areas of cleanliness”

- **Soundproof**
Considering soundproofing design and materials to reduce noise and vibration, such as increasing sound insulation of ceilings and windows, to ensure a quiet indoor environment.
- **Clean water**
Water for domestic use is treated in different stages and is filtered multiple times to provide residents with healthy and clean water.
- **Air purification**
Purifying air from outdoor to indoor to improve occupant comfort and maintain a comfortable and good indoor air quality.
- **Hygienic**
Solving mould and odour problems in kitchens and bathrooms to avoid impact on indoor air quality at home.

“Four areas of comfort”

- **Moderate ambient temperature**
Air-conditioning and underfloor heating systems are used to ensure a constant temperature environment, keeping the room warm in winter and cool in summer.
- **Moderate indoor humidity level**
The combination of air-conditioning system and automatic dehumidification system in the bathroom to maintain an appropriate humidity level to solve the problem of summer humidity and winter dryness.
- **Moderate room illumination**
Buildings are designed to have more than 3 hours of daylight during winter, while the transmission of solar radiation into a building is controlled through the external shading technology, improving room illumination and preventing glare.
- **Elderly-friendly**
Installation of emergency call buttons and infrared detectors for homes with elderlies to address the problem of accidents happening to elderlies while they are left unattended at home.

綠色建築(續)

招商置地綠色健康體系(續)

「四淨」

- **淨音**
從設計材質建造等方面配置降音設備，包括對設備進行消音減震，對牆體、窗戶等進行加強隔音，保障室內靜謐環境。
- **淨水**
對生活供水分級處理，多重過濾，為住戶提供健康潔淨食水。
- **淨風**
將室外新鮮空氣經過淨化處理後送入室內，提高人體舒適度，保持室內舒適潔淨的空氣環境。
- **淨衛**
解決廚房和衛生間發霉、異味等問題，避免影響居家空氣質量。

「四適」

- **適溫**
利用空調和地板採暖系統保障房間恆溫環境，保持室內四季如春，冬天不冷，夏季不熱。
- **適濕**
結合室內空調系統及洗手間內的除濕自動控制系統，維持室內合適的相對濕度，解決夏季潮濕及冬季乾燥問題。
- **適光**
建築設計寒冬日照在3小時以上，同時通過外遮陽技術控制外部太陽輻射入室，保證室內有充足的日照時間，並控制刺眼的太陽直射。
- **適老**
在有長者居住的房屋設置緊急呼叫按鈕及紅外線探測器，解決長者在家無人看顧而發生意外的機會。

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GREEN BUILDING (continued)

China Merchants Land Green and Wellness System (continued)

“Three areas of low consumption and emissions”

- Low energy consumption
Minimising heat transfer with building envelope thermal insulation, which reduces energy consumption for heating in winter and air-conditioning in summer; use of smart home energy-saving devices to save electricity through intelligent home equipment control.
- Low emission
Since decoration work poses health hazards, we resolve indoor decoration pollution at source by selecting eco-friendly materials and functional interior wall coatings to achieve low formaldehyde.
- Low radiation
Adopting radiation protection measures in all aspects from indoor to outdoor, from construction materials to electromagnetic shielding and soil radon protection.

“Two areas of green space planning and land use”

- Green space planning
Incorporating green space planning concepts such as rooftop greening and vertical greening into buildings to increase greening ratio; providing eco-friendly gardens by planting trees.
- Recreational facilities
Including running tracks, children’s playgrounds and elderly facilities to satisfy the fitness needs of different groups of people.

綠色建築(續)

招商置地綠色健康體系(續)

「三低」

- 低能耗
通過外圍護結構的保溫系統，隔絕室內外冷熱空氣交換，降低冬天取暖能耗和夏天空調能耗，同時通過智慧家居節能系統智能控制電氣設備啟停，節約用電。
- 低揮發
裝修污染嚴重危害身體健康，通過選擇環保裝修材料及功能性內牆塗料，從源頭上解決室內裝修污染，做到低甲醛。
- 低輻射
從裝修材料到場地電磁防護和土壤氡防護，及從室內到室外全方位採取防輻射措施，避免受到輻射傷害。

「兩好」

- 好綠化
通過採取屋頂綠化、垂直綠化等方式提高綠化率，並於社區內設集中成片樹林，提供生態健康園林環境。
- 好場地
設健康跑道、兒童遊樂場地、長者活動場地，滿足不同群體的健身需求。

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GREEN BUILDING *(continued)*
China Merchants Land Green and Wellness System
(continued)

綠色建築 *(續)*
招商置地綠色健康體系 *(續)*

Case Study 1

Nanjing Yongningfu was awarded the Three-star Certificate of Green Building Design Label

The Nanjing Yongningfu was awarded the “National Three-star Certificate of Green Building Design Label” for its integrated green design. In terms of energy saving, the project has improved the thermal insulation performance of the building envelope and used high performance windows and doors, resulting in a projected energy saving of 72.07%. The project was also designed to use renewable energy by installing a solar water heating system on the roof of each house, with 44.83% of households using the solar water heating system to the total number of households. This will reduce natural gas consumption and hence the emission of carbon dioxide. It is estimated that there will be an annual saving of RMB315,000 from the reduced consumption of natural gas. In terms of water resources, the project adopts high-efficiency water conservators together with a rainwater harvesting system to improve water conservation efficiency, and to enhance the integrated utilisation of water resources. The project has also taken into account the ecological aspect by greening the public space as far as possible, with a design greening ratio of 37.91%.

案例一

南京雍寧府項目拿下綠建三星

南京雍寧府項目於各方面綜合使用綠色環保設計並獲頒發「國家三星級綠色建築設計標識」。在節能方面，項目提高維護結構保溫性能並採用高性能門窗，建築設計節能率高達72.07%。另外，項目亦採用可再生能源，在每戶屋頂設置一套太陽能熱水器，使用太陽能熱水系統的戶數佔總戶數的比例為44.83%，節省天然氣消耗量，進而減少二氧化碳的排放，估計每年可節省天然氣費用31.50萬元。水資源方面，項目採用高效節水器以提高節水效率，同時設置雨水回用系統，加強水資源的綜合利用。項目亦估顧及到生態環境方面，盡量綠化公共空間，設計綠地率為37.91%。



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GREEN BUILDING (continued)

China Merchants Land Green and Wellness System (continued)

綠色建築(續)

招商置地綠色健康體系(續)

Case Study 2

Guangzhou China Merchants Yongjing Wan spared no effort in building a “Sponge City”

The Guangzhou China Merchants Yongjing Wan project adopted the design concept of “Sponge City” (Low Impact Development) and adopted green roofs, vertical greening, recessed green spaces and ecological grass ditches for low impact development, implementing a green project image and a certain degree of water resource protection. In addition, the project also adopted various energy saving measures and set the energy efficiency of the building design at 56.40%. The project was awarded the “National Two-star Certificate of Green Building Design Label”.

案例二

廣州招商雍景灣全力打造「海綿城市」

廣州招商雍景灣項目使用「海綿城市」(低環境影響發展)概念的設計，採用綠色屋頂、垂直綠化、下凹式綠地、生態草溝的措施進行低影響開發，實施綠色項目形象及一定程度的水資源保護效果。此外，項目亦採用不同節能措施，把建築設計節能率制定為56.40%。項目獲頒發「國家二星級綠色建築評價標識」。



GREEN CONSTRUCTION

The Group insists on green construction, and comprehensively considers the needs of the environment and the surrounding communities during the construction process. Under the premise of ensuring basic quality and safety requirements, we have been implementing stringent construction management and green construction measures to maximise resource conservation and minimise the negative environmental impact of construction activities, achieving the “Four savings and one environmental protection measure” (i.e. energy-saving, land-saving, water-saving, materials-saving, and environmental protection).

The Group strictly complies with laws and regulations in relation to environmental protection, and formulated the *Objectives and Guidelines for Green Construction based on the Evaluation Standard for Green Construction of Building* (GB/T 50640-2010), the *Code for Green Construction of Building* (GB/T 50905-2014), and the ISO 14001 Environmental Management System, regulating and standardising green construction practices of our contractors, which include:

綠色施工

本集團堅持綠色施工，在施工過程中綜合考慮環境和周邊社區的需求。我們在保證質量、安全等基本要求的前提下，通過實施嚴格的施工管理及綠色施工措施，最大限度地節約資源並減少對環境有負面影響的施工活動，實現「四節一環保」，即節能、節地、節水、節材及環境保護。

本集團嚴格遵守與環境保護相關的法律法規，並按照中國《建築工程綠色施工評價標準》(GB/T 50640-2010)、《建築工程綠色施工規範》(GB/T 50905-2014)及ISO 14001環境管理體系制定《綠色施工目標及導則》，以規範並標準化工程承包商綠色施工的工作，其中包括：

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GREEN CONSTRUCTION (continued)

Dust Control

- Use of ready-mix concrete and ready-mix mortar to reduce dust pollution at construction sites
- Automatic car wash facilities set up at the entrances and exits of construction sites
- Use of sprinklers, covers and other measures at construction sites to ensure dust does not spread outside construction areas

Noise Control

- Noise emission on site shall not exceed the national *Emission Standard of Environmental Noise for Boundary of Construction Site* (GB 12523-2011)
- Use of low noise, low vibration equipment, and adoption of sound insulation and vibration isolation measures
- Installation of noise monitoring equipment with 24-hour monitoring
- Avoid nighttime construction

綠色施工(續)

揚塵控制

- 使用預拌混凝土及預拌砂漿，減少地盤粉塵污染
- 施工現場進出口設置車輛自動沖洗設備
- 場內施工採取灑水、覆蓋等措施，確保粉塵不擴散到場區外

噪聲控制

- 噪聲不超過國家標準《建築施工場界環境噪聲排放標準》(GB 12523-2011)的規定
- 使用低噪音、低震動的機械，並採取隔音與隔震措施
- 安裝噪聲監控設備，24小時監控噪聲
- 避免夜間施工



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GREEN CONSTRUCTION (continued)

Water Pollution Control

- Sewage discharge shall meet the requirements of the national *Integrated Sewage Discharge Standard* (GB 8978-1996)
- Appropriate sewage treatment facilities such as sedimentation tanks, grease traps, septic tanks etc. are set up at construction sites for treatment of different kinds of sewage
- Strict aquiclude design at storage areas of toxic chemicals and oil to protect groundwater environment from contamination

綠色施工(續)

水污染控制

- 污水排放達到國家標準《污水綜合排放標準》(GB 8978-1996)的要求
- 在施工現場針對不同類型的污水，設置相應的處理設施，如沉澱池、隔油池、化糞池等
- 對於化學品等有毒材料、油料的儲存地，設置嚴格隔水層設計，保護地下水環境，避免地下水污染



Soil Protection

- Protecting the surface environment; bare soil caused by construction is covered with gravel or by planting fast-growing grass to reduce soil erosion

土壤保護

- 保護地表環境，因施工造成的裸土，及時覆蓋砂石或種植速生草種，以減少土壤侵蝕

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GREEN CONSTRUCTION (continued)

Waste Management

- Domestic garbage from construction sites is bagged and removed in a timely manner
- Construction waste is categorised and collected at the construction site's sealed garbage station for centralised handling by waste collectors and recyclers
- Intensifying the reuse of construction waste; enhancing waste reuse rate by using gravel and soil-rock waste types for foundation building and road paving, striving to reduce the generation of construction waste
- Use of environmentally friendly construction materials as far as practicable to reduce the generation of hazardous waste
- Clearly marking the containers or storage areas where hazardous waste is stored; batteries, paints, and other hazardous waste collected are handled by qualified companies to avoid soil and groundwater contamination

We strictly enforce the above construction work procedures related to environmental protection in order to minimise our impact of construction on the environment. During the Reporting Period, we did not receive any complaints from residents of the surrounding communities or penalties from government departments.

In addition to strictly controlling our impacts on the environment, we have also implemented measures to reduce the use of materials, water and electricity during construction, including:

Optimisation of the use of raw materials

- Requiring contractors to strictly manage material classification and prepare detailed material usage plans prior to the commencement of works to avoid material wastage
- Giving priority to the procurement of local green materials

綠色施工(續)

廢棄物管理

- 施工場地生活垃圾實行袋裝化，及時清運
- 對建築垃圾進行分類，並收集到現場密閉式垃圾池，定期由環保公司集中運出
- 加強建築垃圾的二次利用。對於碎石類、土石方類建築垃圾，用於地基填埋、鋪路等方面以提高再利用率，致力減少建築垃圾的廢棄
- 盡量使用環保無害的建築材料，減少有害廢棄物的產棄
- 對於放置有害廢棄物的容器或堆放地設有清晰標識，並在電池、油漆等有害廢棄物收集後交由合資格的公司處理，避免有害廢棄物洩露或污染土壤或地下水

我們嚴格實施以上與環境保護有關的施工程序，把施工對環境的影響降至最低。於本報告期內，我們沒有接獲任何周邊社區居民投訴或政府部門的處罰。

除認真控制對環境的影響外，我們亦於施工過程中盡量節省材料、水和電的使用，其中包括：

善用原材料

- 要求承包商在施工前嚴格管理材料分類，詳細編制材料使用計劃，避免材料浪費
- 優先採購當地綠色環保材料

LOW-CARBON DEVELOPMENT • BUILDING A GREEN AND SUSTAINABLE HOME

低碳發展 • 構建綠色家園

GREEN CONSTRUCTION (continued)

Water conservation

- Active promotion of water conservation
- Installing water meters at construction sites to measure water consumption of living areas and construction areas separately, and carrying out analysis and comparisons on water consumption on a regular basis
- Recycling part of the domestic sewage

Electricity saving

- Promotion of electricity saving for domestic and production use
- Installing electricity meters at construction sites to measure the electricity consumption of living areas and construction areas separately, and carrying out analysis and comparisons on electricity consumption on a regular basis
- Careful selection of construction machinery and equipment to avoid the use of equipment that does not meet energy-saving and environmental protection requirements

綠色施工(續)

節約用水

- 積極宣傳節約用水
- 施工地盤配置水錶，把生活區與施工區分別計量，定期統計用水並進行分析及對比
- 循環利用部分生活污水

節約用電

- 於地盤宣傳節約生活用電及生產用電
- 施工地盤配置電錶，把生活區與施工區分別計量，定期統計用電並進行分析及對比
- 合理選擇施工機械設備，杜絕使用不符合節能及環保要求的設備

LOW-CARBON DEVELOPMENT • BUILDING A GREEN AND SUSTAINABLE HOME

低碳發展 • 構建綠色家園

GREEN OFFICE

The offices we operate account for a relatively small impact on the environment, nevertheless, we established the *Guidelines for Employees' Green Behaviour*, along with the formulation of a series of environmental protection measures. We also promote the concepts of energy saving, emission reduction and low-carbon to encourage our employees to respond to environmental protection through developing good habits of electricity saving, water saving and waste recycling, in an effort to promote a green office.

We implemented waste reduction and resources conservation measures in our offices, including:

- Putting up signages next to printers to remind employees to print on both sides and reuse single-sided paper; setting up recycling bins for wastepaper recycling
- Implementing paperless office, which files are saved in a shared drive for circulation or sent through email instead
- Promoting the use of alkaline rechargeable batteries and suggesting employees to reduce the use of disposable batteries and recycle waste batteries
- Providing waste separation bins in offices to separate domestic waste, food waste, recyclables, and hazardous waste for further handling
- Turning off all electrical appliances when the office is not in use
- Using LED lamps and natural light in offices to reduce energy consumption for indoor lighting
- Using high efficiency air-conditioning system with separated switches to turn it on and off, and regulate temperature to reduce energy consumption due to air-conditioning
- Putting up signages next to water faucets at offices to remind employees to turn off the faucets after use

綠色辦公

我們運營的辦公室對環境的影響相對較少，儘管如此，我們仍建立《員工綠色行為指引》，制定一系列環保措施，並通過宣傳節能減排、低碳環保等概念，促進員工響應環保，形成節電、節水、廢物回收等良好習慣，努力推進綠色辦公。

我們於辦公室內實行減少廢物及節約資源的措施，包括：

- 在打印機旁設有提示標語，建議員工進行雙面打印，並對單面紙進行二次利用；設立回收箱進行廢紙回收
- 使用無紙化辦公，文件存入共享盤相互傳閱或使用電子郵件代替
- 提倡使用鹼性充電電池，減少一次性電池的使用，並對廢棄電池進行回收
- 設有垃圾分類箱，把生活垃圾、廚餘垃圾、可回收物及有害廢棄物分類處理
- 辦公區域無人使用時及時關閉所有電器電源
- 辦公室內使用LED燈管，並充分使用自然採光，降低室內照明能耗
- 使用高效冷氣系統，並設有獨立啟停及溫度控制按鈕，降低冷氣能耗
- 在辦公室的水龍頭處張貼提示標語，提醒員工使用完畢後將其關閉

CARING FOR THE COMMUNITY • TOGETHER FOR A BETTER FUTURE

關愛社會 • 攜手美好前行

The Group actively fulfils its corporate social responsibility, and strives to positively influence and spread warmth and care to the community. We are aware of the different needs of the groups in the community. We listen to their needs genuinely and allocate the Group's resources appropriately to provide assistance to those in need.

“GREEN RIBBON” PROGRAMME

We advocate our employees to give back to the society. Combining the philosophies of social welfare together with the corporate's strengths, we launched the “Green Ribbon” programme as our signature charitable branding programme to spread care to the society.

本集團積極履行社會企業責任，致力為社區帶來正面的影響，向社會傳遞更多的溫暖和關愛。我們關注社會上有不同需要的群組，細心聆聽他們的需求，配合本集團的資源，為有需要的人士提供援助。

「綠絲帶」行動

我們倡導人人公益，將公益理念與企業自身優勢相結合，打造「綠絲帶」特色公益品牌行動，向社會傳遞更多關愛。

Case Study 1 Foshan subsidiary organised the “Green Ribbon” school visit activity

To actively put the Group's “Green Ribbon” charitable activities concept into practice, and to carry forward China Merchants Land employees' enthusiasm in doing charities, Foshan subsidiary once again organised the “Green Ribbon” school visit activity. Employees were arranged to prepare stationery sets and schoolbags for all students of the school, hoping that they could learn and grow happily.

案例一 佛山公司「綠絲帶」助學送暖活動

為積極踐行本集團的「綠絲帶」公益活動理念，發揚招商人做公益的愛心，佛山公司再次舉辦「綠絲帶」助學送暖公益活動，組織員工為學校每位學生準備文具套裝、書包等，期望孩子們能夠快樂健康地成長。



CARING FOR THE COMMUNITY • TOGETHER FOR A BETTER FUTURE

關愛社會 • 攜手美好前行

OUR ACTIONS AGAINST THE EPIDEMIC

抗疫救災企業行動

Case Study 1 China Merchants Land's work against the epidemic

In view of the sudden outbreak of the novel coronavirus epidemic and its impact on the community, the Group has proactively made in-kind contribution of materials to support the work on infection prevention and control in the cities that we operate in, and contribute to the community. We donated tons of medical masks, medical gloves, thermometers, food, etc.

案例一 招商置地抗疫救災

鑒於新型冠狀病毒肺炎事件的突發性和對社會的影響程度，本集團於2020年2月積極組織物資捐贈活動，捐贈以萬計醫用口罩、醫用手套、體溫量度計、食品等，支援我們運營城市內的疫情防控工作，為社會做出貢獻。



TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

According to the Group's business management ownership, the environmental and social performance disclosed in the Report cover relevant statistical data of the Hong Kong and Shenzhen offices of the Overseas Business Department of the Company's headquarters, the offices of the 5 subsidiaries (the Foshan, Guangzhou, Chongqing, Nanjing and Jurong, and Xi'an subsidiaries), and the Hong Kong CM+ hotel and serviced apartment.

根據本集團運營管理權屬，本報告的環境及社會績效表現涵蓋本公司總部海外事業部於香港及深圳的辦公室、5個項目公司(即佛山公司、廣州公司、重慶公司、南京及句容公司及西安公司)的辦公室，以及香港CM+酒店及服務式公寓的相關統計數據。

ENVIRONMENTAL PERFORMANCE²

環境績效表現²

		2019 二零一九年	2018 二零一八年
Emissions of Pollutants 污染物排放績效			
Air Pollutants³ 大氣污染物 ³			
Types 類型	Units 單位	Total emissions 總排放量	Total emissions 總排放量
Sulphur oxides (SO _x) 硫氧化物(SO _x)	Tonnes 公噸	3.05 x 10 ⁻³	2.96 x 10 ⁻³
Nitrogen oxides (NO _x) 氮氧化物(NO _x)	Tonnes 公噸	0.21	0.79
Particulate matter (PM) 顆粒物(PM)	Tonnes 公噸	0.01	0.02
Carbon monoxide (CO) 一氧化碳(CO)	Tonnes 公噸	0.81	1.35

² The Group has adjusted the scope of environmental performance data disclosure in 2019, and has included the Overseas Business Department of the Company's headquarters in Hong Kong into the scope of disclosure. Unless otherwise specified, the scope of all data is consistent with that of the Report. The number of employees used for calculating the intensities of environmental performance indicators is the number of employees as of the end of the Reporting Period. Unless otherwise specified, the floor areas used for calculating the intensities of environmental performance indicators include the floor area of the Hong Kong and Shenzhen offices of the Overseas Business Department of the Company's headquarters, the offices of the 5 subsidiaries, and the offices and public area of the Hong Kong CM+ hotel and serviced apartment.

² 本集團於2019年更新其環境績效數據披露範圍，把本公司總部海外事業部於香港的辦公室納入披露範圍之內。除特別註明外，所有數據涵蓋範圍與本報告的報告範圍一致。用於統計環境績效指標密度的員工人數為截止本報告期末的員工人數；除特別註明外，用於統計環境績效指標密度的樓面面積包含本公司總部海外事業部於香港及深圳的辦公室、5個項目公司的辦公室，以及香港CM+酒店及服務式公寓的辦公室及公共區域。

³ The reporting scope of the Group's air pollutants emissions of 2019 includes the use of vehicles and cooking, and the calculation methods and relevant emission factors were referenced from the *Discharge Coefficients of Urban Life Pollutants in the First National Survey of Pollution Sources*, and the *Road Vehicles Air Pollutant Emission Inventory Preparation Technical Guide (Trial)* issued by the Ministry of Ecology and Environment of the PRC, and the *EMEP/EEA Air Pollutant Emission Inventory Guidebook 2016* issued by the European Environment Agency.

³ 本集團2019年的大氣污染物排放數據的收集範圍包括汽車使用及烹食，其計算方法及相關的排放係數乃參考中華人民共和國生態環境部發佈的《第一次全國污染源普查城鎮生活源產排污係數手冊》、《道路機動車大氣污染物排放清單編制技術指南(試行)》以及歐洲環境署發佈的《EMEP/EEA Air Pollutant Emission Inventory Guidebook – 2016》。

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

ENVIRONMENTAL PERFORMANCE² (continued)

環境績效表現²(續)

		2019 二零一九年	2018 二零一八年
GHG Emissions			
溫室氣體			
Types 類型	Units 單位	Total emissions 總排放量	Total emissions 總排放量
Direct GHG emissions ("Scope 1") ⁴ 直接溫室氣體排放(「範圍一」) ⁴	Tonnes CO ₂ e 公噸二氧化碳當量	367.16	457.50
Scope 1 emissions per employee 每位員工範圍一排放量	Tonnes CO ₂ e per employee 公噸二氧化碳當量／人	0.42	0.57
Indirect GHG emissions from energy use ("Scope 2") ⁵ 能源產生的間接溫室氣體排放(「範圍二」) ⁵	Tonnes CO ₂ e 公噸二氧化碳當量	1,708.60	1,423.04
Scope 2 emissions per employee 每位員工範圍二排放量	Tonnes CO ₂ e per employee 公噸二氧化碳當量／人	1.96	1.76
Reduction in GHG emission due to tree planting ("Scope 1") ⁶ 因種植樹木減少的溫室氣體排放(「範圍一」) ⁶	Tonnes CO ₂ e 公噸二氧化碳	219.28	140.88
Scope 1 emissions reduction per employee 每位員工範圍一減排量	Tonnes CO ₂ e per employee 公噸二氧化碳／人	0.25	0.17

⁴ The reporting scope of the Group's GHG emissions (Scope 1) of 2019 includes the use of vehicles and cooking, and the calculation methods and relevant emission factors were referenced from the *Guidelines for Calculation Method and Reporting Guidance on GHG Emissions for Other Industrial Enterprises (Trial)* and the *Guidelines for Calculation Method and Reporting Guidance on GHG Emissions for On-road Transportation Enterprises (Trial)* issued by the National Development and Reform Commission of the PRC, and the *Guidelines to Account for and Report on GHG Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong 2010 Edition* issued by the Electrical and Mechanical Services Department and the Environmental Protection Department of Hong Kong.

⁵ The reporting scope of the Group's GHG emissions (Scope 2) of 2019 includes indirect GHG emissions generated from purchased electricity, and the calculation methods and relevant emission factors were referenced from the *2011-2012 Average CO₂ Emission Factors of China's Sub-national Grids* issued by the National Development and Reform Commission of the PRC and the *Sustainability Report 2018* issued by HK Electric Investments Limited.

⁶ The reporting scope of the Group's GHG emissions reduction (Scope 1) includes newly planted trees that were up to 5 metres or more since the building was newly built, and the calculation methods and relevant emission factors were referenced from the *Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes)* in Hong Kong issued by the Electrical and Mechanical Services Department and the Environmental Protection Department of Hong Kong.

⁴ 本集團2019年的溫室氣體排放(範圍一)的數據收集範圍包括汽車使用及煮食，其計算方法及相關的排放係數乃根據中國國家發展和改革委員會發佈的《工業其他行業企業溫室氣體排放核算方法與報告指南(試行)》、《陸上交通運輸企業溫室氣體排放核算方法與報告指南(試行)》以及香港機電工程署和香港環境保護署共同發佈的《香港建築物(商業、住宅或公共用途)的溫室氣體排放及減除的核算和報告指引2010年版》所制訂。

⁵ 本集團的溫室氣體排放(範圍二)的計算範圍包括因外購電力所導致的間接溫室氣體排放，其計算方法及相關的排放係數乃參考中華人民共和國國家發展和改革委員會發佈的《2011年和2012年中國區域電網平均二氧化碳排放因子》及港燈電力投資有限公司發佈的《2018年可持續發展報告》。

⁶ 本集團的溫室氣體減排(範圍一)的計算範圍為自建建築物新建後新種植並高達5米或以上的樹木，其計算方法及相關的排放係數乃根據香港機電工程署和香港環境保護署共同發佈的《香港建築物(商業、住宅或公共用途)的溫室氣體排放及減除的核算和報告指引2010年版》所制訂。

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

ENVIRONMENTAL PERFORMANCE² (continued)

環境績效表現²(續)

		2019 二零一九年	2018 二零一八年
Hazardous Wastes 有害廢棄物			
Types 類型	Units 單位	Total waste generation 總產生量	Total waste generation 總產生量
Ink and toner cartridges 墨盒／碳粉	Cans 罐	360.00	207.00
Ink and toner cartridges generated per employee 每位員工墨盒／碳粉產生量	Cans per employee 罐／人	0.41	0.26
Waste batteries 廢棄電池	Pieces 個	470.00	236.00
Waste batteries generated per employee 每位員工廢棄電池產生量	Pieces per employee 個／人	0.54	0.29
Waste mercury-containing lamps 含水銀的廢棄燈管	Pieces 支	3.00	20.00
Waste mercury-containing lamps generated per employee 每位員工含水銀的廢棄燈管產生量	Pieces per employee 支／人	3.44 x 10 ⁻³	0.02
Light bulb 燈泡	Pieces 個	50.00	50.00
Light bulb generated per employee 每位員工燈泡產生量	Pieces per employee 個／人	0.06	0.06
Non-hazardous Wastes 無害廢棄物			
Types 類型	Units 單位	Total waste generation 總產生量	Total waste generation 總產生量
Domestic waste 生活垃圾	Kg 公斤	15,440.00	14,388.00
Domestic waste generated per employee 每位員工生活垃圾產生量	Kg per employee 公斤／人	17.71	17.81
Plastic ⁷ 塑料 ⁷	Kg 公斤	28,809.00	–
Plastic generated per employee 每位員工塑料產生量	Kg per employee 公斤／人	33.04	–
Recyclables and Reusable Wastes 可回收再利用廢棄物			
Types 類型	Units 單位	Total waste recycled 總回收量	Total waste recycled 總回收量
Paper 紙張	Kg 公斤	1,693.99	1,532.90
Plastic 塑料	Kg 公斤	18,756.00	14,094.00

⁷ The Group began to disclose the amount of plastic generated in 2019.

⁷ 本集團於2019年開始披露塑料的產生量。

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

ENVIRONMENTAL PERFORMANCE³ (continued)

環境績效表現³(續)

		2019 二零一九年	2018 二零一八年
Use of Resources			
資源使用			
Types 類型	Units 單位	Amount 數量	Amount 數量
Water consumption 用水量	m ³ 立方米	14,360.00	39,785.00
Water consumption per floor area ⁸ 每平方米樓面面積用水總量 ⁸	m ³ per sq.m. 立方米/平方米	0.60	2.38
Electricity consumption 用電量	kWh 千瓦時	2,398,381.47	2,098,681.92
Electricity consumption per floor area 每平方米樓面面積電力消耗總量	kWh per sq.m. 千瓦時/平方米	99.42	125.45
Natural gas consumption 天然氣用量	m ³ 立方米	6,082.00	6,914.60
Natural gas consumption per floor area ⁹ 每平方米樓面面積天然氣消耗總量 ⁹	m ³ per sq.m. 立方米/平方米	1.93	1.94
Coal gas consumption 煤氣用量	m ³ 立方米	1,460,362.00	1,076,160.00
Coal gas consumption per floor area ¹⁰ 每平方米樓面面積煤氣消耗總量 ¹⁰	m ³ per sq.m. 立方米/平方米	171.84	227.90
Gasoline consumption ¹¹ 汽油用量 ¹¹	Litres 公升	152,625.18	182,667.20
Gasoline consumption per employee 每位員工汽油消耗總量	Litres per employee 公升/人	175.03	226.07
Diesel consumption ¹² 柴油用量 ¹²	Litres 公升	2,172.32	14,212.00
Diesel consumption per employee 每位員工柴油消耗總量	Litres per employee 公升/人	2.44	17.59
Bottled water consumption 桶裝水用量	m ³ 立方米	44.77	34.67
Bottled water consumption per employee 每位員工桶裝水消耗總量	m ³ per employee 立方米/人	0.05	0.04

⁸ The decrease in water consumption was primarily due to the office relocation of Foshan subsidiary in 2019, which changed the setting of the office. Since the former office had a canteen, the water consumption was higher than that of the new office.

⁹ Since Shenzhen office and Xi'an subsidiary were the only entities that consumed natural gas, the floor area used for calculating the intensity of natural gas consumption only included the floor area of their offices.

¹⁰ Since CM+ was the only entity that consumed coal gas, the floor area used for calculating the intensity of coal gas consumption only included the floor area of CM+.

¹¹ The Group reduced the use of vehicles in 2019, hence reduced the consumption of gasoline.

¹² The Group reduced the use of vehicles in 2019, hence reduced the consumption of diesel.

⁸ 用水量減少的主要原因是佛山公司於2019年進行了辦公室搬遷，改變了辦公室的結構。前辦公室擁有食堂，因此用水量較新辦公室高。

⁹ 因只有深圳辦公室及西安公司使用天然氣，其用於計算密度的樓面面積只包含這兩間辦公室的面積。

¹⁰ 因只有CM+使用煤氣，其用於計算密度的樓面面積只包含CM+的面積。

¹¹ 本集團於2019年減少用車，因此減少了汽油用量。

¹² 本集團於2019年減少用車，因此減少了柴油用量。

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

SOCIAL PERFORMANCE¹³

社會績效表現¹³

Total Workforce¹⁴

員工總數¹⁴

Types 項目		Units 單位	No. 數量	Percentage 百分比	
Total 總數		Person 人數	872	–	
By gender 按性別劃分	Male 男	Person 人數	590	67.66%	
	Female 女	Person 人數	282	32.34%	
By employment type 按僱傭類型劃分	Assistant General Manager and above 助理總經理及以上	Person 人數	38	4.36%	
	Senior Manager 高級經理	Person 人數	43	4.93%	
	Manager 經理	Person 人數	37	4.24%	
	Assistant Manager 助理經理	Person 人數	48	5.50%	
	General Employee 一般員工	Person 人數	669	76.72%	
	Technician 技術員工	Person 人數	37	4.24%	
	By age group 按年齡組別劃分	Below 30 30歲以下	Person 人數	256	29.36%
		30-39 30-39歲	Person 人數	487	55.85%
40-49 40-49歲		Person 人數	112	12.84%	
50 and above 50歲及以上		Person 人數	17	1.95%	
By geographical region 按地區劃分		Mainland China 中國內地	Person 人數	843	96.67%
	Hong Kong 香港	Person 人數	29	3.33%	

No. and percentage
of employees
員工人數及百分比

¹³ The number of employees used for calculating the social performance indicators for 2019 is the average of the number of employees at the beginning and at the end of the year.

¹³ 用於統計2019年社會績效指標的員工人數為年初員工人數及年末員工人數總和的平均數。

¹⁴ Total workforce as of 31 December 2019.

¹⁴ 該員工人數為截止2019年12月31日的統計數字。

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

SOCIAL PERFORMANCE¹³ (continued)

社會績效表現¹³(續)

Employee Turnover

員工流失

Types

項目

Units

單位

No.

數量

Turnover rate

流失率

		Units	No.	Turnover rate
		單位	數量	流失率
	Total	Person	132	16.09%
	總數	人數		
	By gender			
	按性別劃分			
	Male	Person	88	16.04%
	男	人數		
	Female	Person	44	16.18%
	女	人數		
	By age group			
	按年齡組別劃分			
	Below 30	Person	46	19.91%
	30歲以下	人數		
	30-39	Person	82	17.54%
	30-39歲	人數		
	40-49	Person	4	3.77%
	40-49歲	人數		
	50 and above	Person	0	0.00%
	50歲及以上	人數		
	By geographical region			
	按地區劃分			
	Mainland China	Person	124	15.64%
	中國內地	人數		
	Hong Kong	Person	8	29.09%
	香港	人數		

No. and rate of
employee turnover
員工流失人數
及流失率

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

SOCIAL PERFORMANCE¹³ (continued)

社會績效表現¹³ (續)

Development and Training

發展與培訓

Types 項目		Units 單位	No. 數量	Percentage of employees trained 受訓員工 百分比	
No. and percentage of employees trained 受訓員工人數 及百分比	Total 總數	Person 人數	847	103.23%	
	By gender 按性別劃分	Male 男	Person 人數	563	102.64%
		Female 女	Person 人數	284	104.41%
	By employment type 按僱傭類型劃分	Assistant General Manager and above 助理總經理及以上	Person 人數	33	90.41%
		Senior Manager 高級經理	Person 人數	26	71.23%
		Manager 經理	Person 人數	60	151.90%
		Assistant Manager 助理經理	Person 人數	39	90.70%
		General Employee 一般員工	Person 人數	658	104.78%
	Average training hours per employee 每名員工平均培訓時數	Technician 技術員工	Person 人數	31	83.78%
		Average 總平均數	Hours 時數	74.10	—
By gender 按性別劃分		Male 男	Hours 時數	59.74	—
		Female 女	Hours 時數	103.05	—
By employment type 按僱傭類型劃分		Assistant General Manager and above 助理總經理及以上	Hours 時數	64.23	—
		Senior Manager 高級經理	Hours 時數	55.74	—
		Manager 經理	Hours 時數	108.25	—
		Assistant Manager 助理經理	Hours 時數	62.06	—
		General Employee 一般員工	Hours 時數	76.47	—
Technician 技術員工		Hours 時數	39.26	—	

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

SOCIAL PERFORMANCE¹³ (continued)

社會績效表現¹³(續)

Occupational Health and Safety

職業健康與安全

Types 項目	Units 單位	No. 數量	Percentage 百分比
No. and rate of work-related fatalities 因工作關係而死亡的人數及比率	No. 人數	0	0%
No. and rate of work injury 因工作關係而受傷的人數及比率	No. 人數	4	0.49%
No. of lost days due to work injury 因工作關係而受傷所損失的工作日數	Days 日數	106	—

Supply Chain Management

供應鏈管理

Types 項目	Units 單位	No. 數量	Percentage 百分比
No. and percentage of suppliers 供應商數目及百分比	Total 總數	No. 個	2,211
	By geographical region 按地區劃分	Mainland China 中國內地	No. 個
		Hong Kong 香港	No. 個
			2,059
			152
			93.13%
			6.87%

Product Responsibility

產品責任

Types 項目	Units 單位	No. 數量
Customer Satisfaction ¹⁵ 客戶滿意度 ¹⁵	Average customer satisfaction scores (out of 100) 平均客戶滿意度(100分為滿分)	Scores 分數
Complaints received concerning products or services 接獲關於產品或 服務的投訴	No. of complaints received 接獲的投訴數目	Cases 宗
	Rate of complaints resolved 投訴解決率	Percentage 百分比
		80.63
		3,022
		99.77%

¹⁵ The reporting scope only covers the 5 subsidiaries of the Group, namely the subsidiaries of Foshan, Guangzhou, Chongqing, Nanjing and Jurong, and Xi'an.

¹⁵ 該數據範圍只涵蓋本集團的5個項目公司，即佛山公司、廣州公司、重慶公司、南京及句容公司及西安公司。

TRANSPARENT & CLEAR • DISTINCT OPERATION FRAMEWORK

透明清晰 • 運營脈絡分明

SOCIAL PERFORMANCE¹³ (continued)

社會績效表現¹³ (續)

Anti-corruption

反貪污

Types 項目	Units 單位	No. 數量
No. of concluded legal cases regarding corrupt practices brought against the Company or our employees 對本集團或其員工提出並已審結的貪污訴訟案件的數目	Cases 宗	0

Community Investment

社區投資

Types 項目	Units 單位	No. 數量
Donation amount 捐贈金額	RMB 人民幣元	45,000
Employees' volunteering hours 員工志願服務時數	Hours 時數	198

LIST OF LAWS AND REGULATIONS

法例法規列表

Laws and regulations that have a significant impact on the Group's business operations in Mainland China and Hong Kong are as follows:

對本集團於中國內地及香港的業務運營有重大影響的法律法規如下：

ESG Aspects ESG範圍	Mainland China 中國內地	Hong Kong 香港
Environmental 環境	<p><i>Environmental Protection Law of the PRC</i> 《中華人民共和國環境保護法》</p> <p><i>Law of the PRC on Environmental Impact Assessment</i> 《中華人民共和國環境影響評價法》</p> <p><i>Construction Law of the PRC</i> 《中華人民共和國建築法》</p> <p><i>Atmospheric Pollution Prevention and Control Law of the PRC</i> 《中華人民共和國大氣污染防治法》</p> <p><i>Water Pollution Prevention and Control Law of the PRC</i> 《中華人民共和國水污染防治法》</p> <p><i>Law of the PRC on the Prevention and Control of Environment Pollution Caused by Solid Wastes</i> 《中華人民共和國固體廢物污染環境防治法》</p> <p><i>Law of the PRC on Prevention and Control of Pollution from Environmental Noise</i> 《中華人民共和國環境噪聲污染防治法》</p> <p><i>Energy Conservation Law of the PRC</i> 《中華人民共和國節約能源法》</p>	<p><i>Air Pollution Control Ordinance</i> (Chapter 311 of the Laws of Hong Kong) 香港法例第311章《空氣污染管制條例》</p> <p><i>Waste Disposal Ordinance</i> (Chapter 354 of the Laws of Hong Kong) 香港法例第354章《廢物處置條例》</p> <p><i>Buildings Energy Efficiency Ordinance</i> (Chapter 610 of the Laws of Hong Kong) 香港法例第610章《建築物能源效益守則》</p>
Employment and labour standards 僱傭及勞工慣例	<p><i>Labor Law of the PRC</i> 《中華人民共和國勞動法》</p> <p><i>Labor Contract Laws of the PRC</i> 《中華人民共和國勞動合同法》</p> <p><i>Social Insurance Law of the PRC</i> 《中華人民共和國社會保險法》</p> <p><i>Law of the PRC on the Protection of Minors</i> 《中華人民共和國未成年人保護法》</p> <p><i>Provisions on the Prohibition of Using Child Labor</i> 《禁止使用童工規定》</p>	<p><i>Employment Ordinance</i> (Chapter 57 of the Laws of Hong Kong) 香港法例第57章《僱傭條例》</p> <p><i>Sex Discrimination Ordinance</i> (Chapter 480 of the Laws of Hong Kong) 香港法例第480章《性別歧視條例》</p> <p><i>Disability Discrimination Ordinance</i> (Chapter 487 of the Laws of Hong Kong) 香港法例第487章《殘疾歧視條例》</p> <p><i>Race Discrimination Ordinance</i> (Chapter 602 of the Laws of Hong Kong) 香港法例第602章《種族歧視條例》</p>

LIST OF LAWS AND REGULATIONS

法例法規列表

ESG Aspects ESG範圍	Mainland China 中國內地	Hong Kong 香港
Workplace health and safety 工作健康與安全	<p><i>Production Safety Law of the PRC</i> 《中華人民共和國安全生產法》</p> <p><i>Law of the PRC on the Prevention and Treatment of Occupational Diseases</i> 《中華人民共和國職業病防治法》</p> <p><i>Fire Protection Regulation of the PRC</i> 《中華人民共和國消防法》</p> <p><i>Emergency Response Law of the PRC</i> 《中華人民共和國突發事件應對法》</p> <p><i>Administrative Regulations on the Work Safety of Construction Projects</i> 《建設工程安全生產條例》</p> <p><i>State Contingency Plans for Environmental Emergencies</i> 《國家突發環境事件應急預案》</p>	<p><i>Employees' Compensation Ordinance</i> (Chapter 282 of the Laws of Hong Kong) 香港法例第282章《僱員補償條例》</p> <p><i>Occupational Safety and Health Ordinance</i> (Chapter 509 of the Laws of Hong Kong) 香港法例第509章《職業安全及健康條例》</p>
Product responsibility 產品責任	<p><i>Product Quality Law of the PRC</i> 《中華人民共和國產品質量法》</p> <p><i>Patent Law of the PRC</i> 《中華人民共和國專利法》</p> <p><i>Trademark Law of the PRC</i> 《中華人民共和國商標法》</p> <p><i>Advertising Law of the PRC</i> 《中華人民共和國廣告法》</p> <p><i>Intellectual Property Law of the PRC</i> 《中華人民共和國知識產權法》</p>	<p><i>Trade Descriptions Ordinance</i> (Chapter 362 of the Laws of Hong Kong) 香港法例第362章《商品說明條例》</p> <p><i>Personal Data (Privacy) Ordinance</i> (Chapter 486 of the Laws of Hong Kong) 香港法例第486章《個人資料(私隱)條例》</p> <p><i>Trade Marks Ordinance</i> (Chapter 559 of the Laws of Hong Kong) 香港法例第559章《商標條例》</p>
Anti-corruption 反貪污	<p><i>Criminal Law of the PRC</i> 《中華人民共和國刑法》</p> <p><i>Company Law of the PRC</i> 《中華人民共和國公司法》</p> <p><i>Anti-Money Laundering Law of the PRC</i> 《中華人民共和國反洗錢法》</p>	<p><i>Prevention of Bribery Ordinance</i> (Chapter 201 of the Laws of Hong Kong) 香港法例第201章《防止賄賂條例》</p> <p><i>Anti-Money Laundering and Counter-Terrorist Financing Ordinance</i> (Chapter 615 of the Laws of Hong Kong) 香港法例第615章《打擊洗錢及恐怖分子資金籌集條例》</p> <p><i>Companies Ordinance</i> (Chapter 622 of the Laws of Hong Kong) 香港法例第622章《公司條例》</p>

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General Disclosures and Key Performance Indicators (KPIs) 一般披露及關鍵績效指標	Descriptions 描述	Relevant Sections in the Report 本報告有關章節
Environmental 環境範疇		
Aspect A1: Emissions 層面A1：排放物		
General Disclosure 一般披露	(a) Policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園 List of Laws and Regulations 法例法規列表
KPI A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI A1.5	Description of measures to mitigate emissions and results achieved. 描述減低排放量的措施及所得成果。	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved. 描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果。	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園

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General Disclosures and Key Performance Indicators (KPIs) 一般披露及關鍵績效指標	Descriptions 描述	Relevant Sections in the Report 本報告有關章節
Aspect A2: Use of Resources		
層面A2：資源使用		
General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI A2.3	Description of energy use efficiency initiatives and results achieved. 描述能源使用效益計劃及所得成果。	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved. 描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果。	Low-carbon Development · Building a Green and Sustainable Home ¹⁶ 低碳發展 · 構建綠色家園 ¹⁶
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。	Not applicable ¹⁷ 不適用 ¹⁷
Aspect A3: The Environment and Natural Resources		
層面A3：環境及天然資源		
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Low-carbon Development · Building a Green and Sustainable Home 低碳發展 · 構建綠色家園

¹⁶ The Group consumes water mainly for domestic and production use, both of which come from municipal water sources. The Group has not encountered any unsolvable problems in sourcing water.

¹⁶ 本集團的用水主要為生活用水及生產用水，均為市政用水。本集團並沒有在求取水源上遇到任何無法解決的問題。

¹⁷ As there are no sales of actual products in the business directly operated by the Group, the use of packaging materials was not involved during the Reporting Period.

¹⁷ 由於本集團直接經營的業務中並無銷售實體產品，因此於本報告期內並無涉及任何包裝物料的使用。

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General Disclosures and Key Performance Indicators (KPIs) 一般披露及關鍵績效指標	Descriptions 描述	Relevant Sections in the Report 本報告有關章節
Social 社會範疇		
Aspect B1: Employment 層面B1：僱傭		
General Disclosure 一般披露	(a) Policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：	Promoting Diversity and Equal Opportunity 多元化與平等機會 Building a Harmonious Corporate Culture 建設幸福企業 List of Laws and Regulations 法例法規列表
KPI B1.1	Total workforce by gender, employment type, age group and geographical region. 按性別、僱傭類型、年齡組別及地區劃分的員工總數。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的員工流失比率。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
Aspect B2: Health and Safety 層面B2：健康與安全		
General Disclosure 一般披露	(a) Policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 有關提供安全工作環境及保障員工避免職業性危害的：	Putting Health and Safety First 安全健康第一 List of Laws and Regulations 法例法規列表
KPI B2.1	Number and rate of work-related fatalities. 因工作關係而死亡的人數及比率。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI B2.2	Lost days due to work injury. 因工傷損失工作日數。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Putting Health and Safety First 安全健康第一

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香港聯交所ESG報告指引內容索引

General Disclosures and Key Performance Indicators (KPIs) 一般披露及關鍵績效指標	Descriptions 描述	Relevant Sections in the Report 本報告有關章節
Aspect B3: Development and Training 層面B3：發展及培訓		
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升員工履行工作職責的知識及技能的政策。描述培訓活動。	Fostering Talent Cultivation 推進人才培育
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及員工類別(如高級管理層、中級管理層等)劃分的受訓員工百分比。	Transparent & Clear · Distinct Operation Framework 透明清晰·運營脈絡分明
KPI B3.2	The average training hours completed per employee by gender and employee category. 按性別及員工類別劃分，每名員工完成受訓的平均時數。	Transparent & Clear · Distinct Operation Framework 透明清晰·運營脈絡分明
Aspect B4: Labour Standards 層面B4：勞工準則		
General Disclosure 一般披露	(a) Policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour 有關防止童工或強制勞工的：	Promoting Diversity and Equal Opportunity 多元化與平等機會 List of Laws and Regulations 法例法規列表
KPI B4.1	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Promoting Diversity and Equal Opportunity 多元化與平等機會
Aspect B5: Supply Chain Management 層面B5：供應鏈管理		
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Promoting Win-win Cooperation 促進合作共贏
KPI B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Transparent & Clear · Distinct Operation Framework 透明清晰·運營脈絡分明
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。	Promoting Win-win Cooperation 促進合作共贏

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Aspect B6: Product Responsibility		
層面B6：產品責任		
General Disclosure 一般披露	(a) Policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：	Customer First 客戶第一 List of Laws and Regulations 法例法規列表
KPI 6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Customer First 客戶第一
KPI 6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Customer First 客戶第一
KPI 6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序	Customer First ¹⁸ 客戶第一 ¹⁸
KPI 6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored. 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Customer First 客戶第一

¹⁸ As the Group is directly engaged in the real estate business, product recall was not involved. Nonetheless, we have elaborated in the Report the handling of product quality problems arising from the home inspection process with customers.

¹⁸ 由於本集團直接經營的業務為房地產項目發展，因此不涉及到產品回收。然而，我們在本報告中描述了客戶驗收過程中對產品質量有問題時的處理方法。

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Aspect B7: Anti-Corruption		
層面B7：反貪污		
General Disclosure 一般披露	(a) Policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的：	Corporate Governance 企業管治 List of Laws and Regulations 法例法規列表
KPI B7.1	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其員工提出並已審結的貪污訴訟案件的數目及訴訟結果。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Corporate Governance 企業管治
Aspect B8: Community Investment		
層面B8：社區投資		
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解運營所在社區需要和確保其業務活動會考慮社區利益的政策。	Caring for the Community · Together for a Better Future 關愛社會 · 攜手美好前行
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Caring for the Community · Together for a Better Future 關愛社會 · 攜手美好前行
KPI B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Transparent & Clear · Distinct Operation Framework 透明清晰 · 運營脈絡分明



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