



中梁控股集团

ZHONGLIANG HOLDINGS GROUP

ZHONGLIANG HOLDINGS GROUP COMPANY LIMITED

中梁控股集团有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立之有限公司)

(Stock Code 股份代號 : 2772)

Environment, Social and Governance Report 環境、社會 及管治報告 2020



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關於本報告

About this Report

概覽

本報告是中梁控股集團有限公司發佈的《環境、社會及管治報告》(以下簡稱「環境、社會及管治報告」)，面向公司各持份者，重點披露本集團在環境、社會及管治(「環境、社會及管治」)方面的管理、實踐與績效。

報告周期

本報告覆蓋的周期為2020年1月1日至2020年12月31日(即報告期內)，部分內容涵蓋2021年第一、二季度。

報告範圍

本報告覆蓋中梁控股集團有限公司(以下簡稱「本公司」)及其附屬公司(以下簡稱「本集團」「中梁控股」或「我們」)。

編製依據

本報告編製遵循香港聯合交易所有限公司(以下簡稱「聯交所」)《證券上市規則》(上市規則)附錄二十七所載的於2015年12月公佈的《環境、社會及管治報告指引》進行編製。

本報告按照識別和排列重要的持份者及環境、社會及管治相關重要議題、決定環境、社會及管治報告的界限、收集相關材料和數據、根據資料編製報告和對報告中的資料進行檢視等步驟進行釐定，以確保報告內容的完整性、實質性、真實性和平衡性。

OVERVIEW

This report is the Environmental, Social and Governance Report (hereinafter referred to as the “ESG Report”) issued by Zhongliang Holdings Group Company Limited to its stakeholders for the purpose of disclosing, particularly, the management, practice and performance of the Group in terms of environment, society and governance (“ESG”).

REPORTING PERIOD

The period covered by this Report is from 1 January 2020 to 31 December 2020 (the “Reporting Period”), and is extended to the first and second quarters of 2021 for some sections.

SCOPE OF THE REPORT

This Report covers Zhongliang Holdings Group Company Limited (hereinafter referred to as the “Company”) and its subsidiaries (hereinafter collectively referred to as the “Group”, “Zhongliang Holdings”, “we” or “us”).

BASIS OF PREPARATION

This Report is prepared in accordance with the Environmental, Social and Governance Reporting Guide in Appendix 27 to the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (hereinafter referred to as the “Stock Exchange” or “HKEX”) published in December 2015.

This Report is prepared through steps such as identifying and prioritising major stakeholders and relevant major ESG issues, determination of ESG reporting boundary, collection of relevant materials and data, preparation of report based on materials and review of the reporting information, in order to ensure the content of this Report is complete, substantial, true and balanced.

關於本報告

About this Report

資料來源

本報告披露的信息和數據來源於本集團統計報告和內部文件，並通過相關部門審核。本報告的最後一章有完整的內容索引，以便讀者快速查詢。本集團承諾本報告不存在任何虛假記載或誤導性陳述，並對內容真實性、準確性和完整性負責。

報告語言及發佈形式

本報告設有中文和英文版兩個版本，並以電子版形式發佈。您可訪問集團官方網站<http://www.zldcgroup.com>或聯交所披露易網站www.hkexnews.hk獲取本報告的電子文稿。如您對本集團的環境、社會及管治表現有任何意見或建議，歡迎電郵至ir@zldcgroup.com。

報告編製流程

本報告經過工作小組組建、持份者訪談、持份者問卷調研、資料收集、框架確定、報告編寫、報告設計、部門於高層審核等環節完成編製。

審閱及批准

本報告已獲得本公司環境、社會及管治委員會及董事會（「董事會」）的審閱及批准，予以發佈。

SOURCES OF DATA

The information and data disclosed in this Report are sourced from the statistics reports and internal documents of the Group and have been reviewed by relevant departments. A complete content index is appended to the last section hereof for quick reference. The Group undertakes that there was no false record or misleading statements, and takes responsibility for its truthfulness, accuracy and completeness of the contents.

REPORTING LANGUAGE AND FORM OF ISSUE

This Report is available in Chinese and English, which are issued in electronic versions. You can visit the websites of the Group (<http://www.zldcgroup.com>) and HKEX News of the Stock Exchange (www.hkexnews.hk) for obtaining the electronic versions of this Report. If you have any comments or suggestions concerning the ESG performance of the Group, you are welcome to contact us via email at ir@zldcgroup.com.

REPORT PREPARATION PROCESS

This Report is a product after going through sections including work group establishment, stakeholder interview, stakeholder questionnaire, information collection, framework determination, report preparation, report design and review by departments and senior management.

REVIEW AND APPROVAL

This Report has been reviewed and approved for issue by the ESG committee and the board of directors (the “Board”) of the Company.

致辭 Message

房地產行業作為中國經濟重要的支柱，2020年以來雖受壓，但表現強韌，穩字當頭。在過去的一年裡，中梁控股持續提升自身能力和優勢，走出了一條兼顧發展速度與財務質量的道路。我們堅持務實有效的營運理念，順應國家政策及行業發展態勢持續穩健發展，綜合實力已躍升至全國房企20強。我們有信心把握未來經濟與房地產市場的機遇，繼續穩居行業前20強，保持穩定的派息政策，持續為股東締造回報。

發展與責任並肩，中梁懂與生俱來的社會責任。2020年，中梁控股從環境、社會、管治三大方面傳遞公司在這一領域付諸的努力和實踐，向社會表達出公司積極履行社會責任，持續深耕環境、社會及管治領域的決心。

我們確立標桿，立足長遠，優化架構，不斷深化董事會治理下的平台型多層級合夥人模式；我們拉開架構，強化組織，先人後勢，開放合夥，各項經營管理能力穩步提升。

我們堅信產品力是差異化競爭力的一部分。基於長期對客戶需求的研究和探索，我們於2020年10月正式發佈最新住宅產品研發成果—產品4.0，圍繞「場景迭代」、「健康探索」、「智慧賦能」三大方面全方位升級產品陣營，為業主持續營造美好的人居環境。我們努力突破服務業態，強化服務能力，成立現代服務集團，客戶滿意度持續提升，組織生產力不斷釋放。

In spite of the pressure in 2020, the real estate sector as one of the pillars of the Chinese economy still remained resilient with stable performance. In the past year, Zhongliang Holdings continued to improve its own capabilities and strengths to navigate a path of considering the development pace and financial quality. We firmly adhered to the operational concept of pragmatism and effectiveness aligned with government policies and industry trends, and sustained steady development. Our ranking has increased to Top 20 among China's real estate developers in terms of comprehensive strength. We are confident in capturing opportunities from the economic and housing trend, retaining our Top 20 position in the industry and maintaining a stable dividend policy, to generate sustainable return for shareholders.

Business development and social responsibility have equal importance. Zhongliang acknowledges our inherent social responsibility. In 2020, Zhongliang Holdings conveyed the Company's efforts and practices in this area from three aspects including environment, society and governance, expressing the Company's determination to actively perform its social responsibility and constantly improve ESG management to the society.

We continuously deepen the platform-based multi-level partnership model managed by the board of directors by establishing benchmarks, taking a forward-looking view and optimizing corporate structure; and steadily improve our capabilities in operation and management by extending our structure, reinforcing our organization, sticking to the people-oriented principle and opening for partnership.

We firmly believe that product capability is a part of differentiated competitiveness. Based on the long-term research and exploration of customer needs, in October 2020, we officially released our latest research outcome of the residence product — Product 4.0. We have comprehensively upgraded our product offering from the three dimensions of “scene iteration”, “health exploration” and “wisdom empowerment” to continuously build a better living environment for property owners. We are committed to making breakthroughs in our services business and strengthening our service capabilities to become a modern service group, of which customer satisfaction is increased and production capacity is released unceasingly.

致辭 Message

我們尊重每一塊土地的價值，立足於其原始地形地貌及文化脈絡，進行項目設計規劃。我們在項目選材上盡量選用環保節能的建築材料，堅持將綠色理念貫穿到項目打造的每一個環節，積極探索綠色建築，推動節能減排，旨在為客戶提供低碳、生態、宜居的生活環境。

We respect the value of each parcel of land, and conduct the project design and planning based on original topography and culture of the land. In terms of material selecting of the project, we strive to use environmentally-friendly and energy-saving construction materials. The Group endeavors to integrate the green concepts into every aspect of project development, proactively explore green buildings and promote energy conservation and emission reduction with an aim to build a low-carbon, ecological and livable living environment for customers.

我們深知人才是公司最重要的資產。為了吸引並留住人才，本集團內部對人才進行分層分結構分類量化管理，並建立了一套完善的招募機制和人才培訓機制，即推出「新棟樑」、「非凡生」兩大品牌進行年輕幹部的招募培養，同時針對公司核心人才開辦細分條綫的特訓班，為中梁發展練好內功、積蓄力量。

We acknowledge that talents are the most valuable assets of the Company. In order to attract and retain talent, the Group has implemented quantified management on internal talents based on different levels, structures and classifications, and established a set of comprehensive recruiting and talent training mechanism, i.e. the two programs of “New Pillars” and “Extraordinary Trainees”, to recruit and train young cadres; meanwhile, the Group has conducted special training courses based on business segments and lines for the Company’s core personnel, to improve competitiveness and accumulate strength for Zhongliang’s development.

我們把握新機遇，開闢新戰場，合夥創業，用戰略遠見直面市場挑戰。我們擔當企業道義，踐行社會責任，發力社會公益多個領域，對口幫扶脫貧攻堅，持續助力鄉村振興，堅定推進「書香中梁」五年百校計劃。

We seek to capture new opportunities, discover new markets, develop entrepreneurial partnership, and face the market challenges with strategic vision. As a moral enterprise, we fulfill our social responsibility, boost the social welfare in many fields, participate in poverty alleviation through coupling support and help, continuously fuel rural revitalization and firmly implement “Zhongliang Book Reading” project with a target to launch the project in 100 schools in five years.

一、邁向卓越

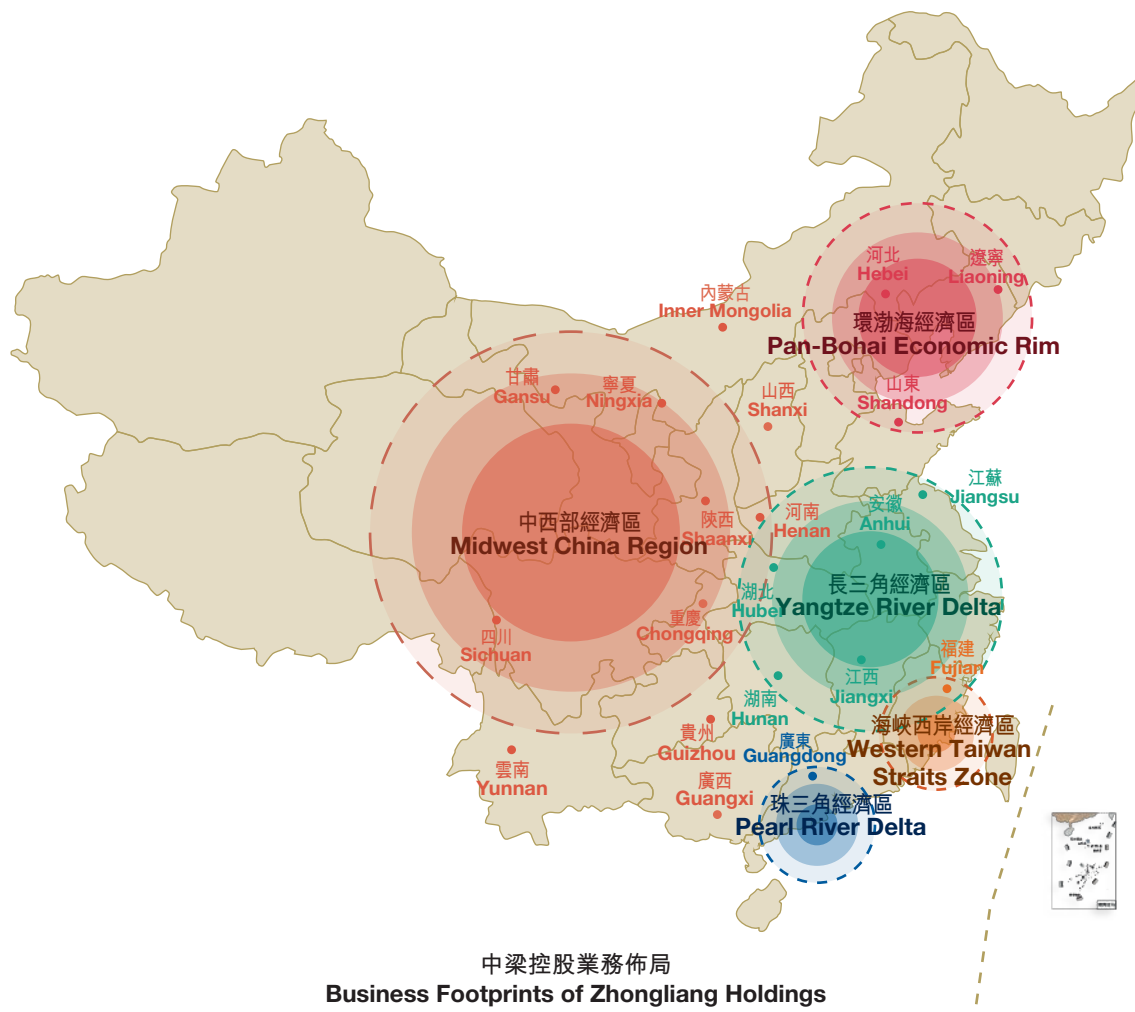
I. Excellence

1.1 關於我們

中梁控股是一家中國大型的綜合房地產開發商，以上海總部為基點，輻射全國，項目已覆蓋長三角、中西部、環渤海、海峽兩岸及珠三角五大戰略性經濟區域的23個省份及直轄市的153個城市。2020年內，中梁控股的附屬公司、合營企業及聯營公司新增117宗地塊，規劃總建築面積約為1,500萬平方米，截至2020年12月31日，中梁控股的附屬公司、合營企業及聯營公司擁有土地儲備建築面積達約6,510萬平方米。

1.1 ABOUT US

Zhongliang Holdings is a large-scale comprehensive real estate developer in China. It is headquartered in Shanghai with a national footprint radiating 153 cities in 23 provinces and municipalities across five strategic economic zones, namely the Yangtze River Delta, the Midwest China Region, the Pan-Bohai Economic Rim, the Western Taiwan Straits Zone and the Pearl River Delta. During 2020, the subsidiaries, joint ventures and associates of Zhongliang Holdings acquired 117 new land parcels with a total planned GFA of approximately 15 million sq.m. As of 31 December 2020, the subsidiaries, joint ventures and associates of Zhongliang Holdings had a land bank with GFA of approximately 65.1 million sq.m.



一、邁向卓越

I. Excellence

中梁控股秉承「共創價值，讓四季心情綻放」的願景，在產品品質及服務上不斷升級。在後疫情時代，我們關注社區健康、綠色、智慧和安全，解碼了中梁4.0產品，再次明確「以人為本」，將業主需求放在首位的信念，讓優質的品質服務助力美好生活，堅守品質，用心服務。

With the vision of “Create Value For A Better Life”, Zhongliang Holdings has continuously upgraded its product quality and services. In the post-epidemic era, we are concerned about community health, green, intelligence and safety, and have launched Zhongliang 4.0 products, once again clarifying our belief of “people-oriented” and putting property owners’ needs first to make life better with quality services which we pursue as always.

1.2 社會認可

2020年，中梁控股在以科技之力賦能企業未來，重塑人居高度的同時，持續踐行可持續發展。憑藉優秀的產品品質及強烈的社會責任感，本集團獲得業界內外的廣泛好評。

1.2 SOCIAL RECOGNITION

In 2020, Zhongliang Holdings continued to practice sustainable development while empowering its future with technology and optimising the living environment. With excellent product quality and a strong sense of social responsibility, the Group has received wide acclaim from both inside and outside the industry.

2020年，我們砥礪前行 We forged ahead in 2020		
獲獎日期 Date of award	獎項名稱 Award	頒獎機構 Awarding institution
綜合實力 Comprehensive strength		
2020年3月 March 2020	2020中國房企發展潛力10強NO.1 Top 1 in Top 10 China Real Estate Development Companies in terms of growth potential in 2020	中國房地產業協會、上海易居房地產研究院中國房地產測評中心 China Real Estate Association, China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute
2020年5月 May 2020	2020中國房地產上市公司經營績效5強 Top 5 in Operating Performance	中國房地產業協會、上海易居房地產研究院中國房地產測評中心 China Real Estate Association, China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute
2020年8月 August 2020	2020中國房地產開發企業綜合實力20強 Top 20 of China Real Estate Developers in terms of comprehensive strength in 2020	中國房地產報社、中國房地產網、中房智庫 China Real Estate Business, creb.com.cn, China Real Estate Think Tank
2020年8月 August 2020	2020上海民營企業100強 2020 Shanghai Top 100 Private Enterprises	上海市企業聯合會、上海市企業家協會、上海市經濟團體聯合會 Shanghai Enterprise Federation, Shanghai Entrepreneurs Association, Shanghai Federation of Economic Organizations

一、邁向卓越

I. Excellence

獲獎日期 Date of award	獎項名稱 Award	頒獎機構 Awarding institution
2020年8月 August 2020	2020金麒麟港股價值風雲榜「最具成長潛力上市公司」 “Listed Company With the Most Growth Potential” of 2020 Golden Kirin H-Share Value List	新浪財經港股價值峰會 Sina Finance H-Share Value Summit
2020年9月 September 2020	中國民營企業500強第143位 No.143 on Top 500 Private Enterprises in China	全國工商聯 National Federation of Industry and Commerce
2020年11月 November 2020	年度值得信任創新地產公司 Trustworthy Innovative Real Estate Company of the Year	思維財經投資者年會 Civic Finance Investor Conference
2020年12月 December 2020	2020中國房地產年度領軍企業 2020 China Real Estate Leading Enterprise of the Year	中國房地產業協會、中國建設教育協會主辦，房教中國 China Real Estate Association, China Association of Construction Education, China Real Estate Education
2020年12月 December 2020	港股100強「中型企業獎」第7位 Top 7 of the “Medium-sized Enterprise Award” of the Top 100 Hong Kong Listed Companies	港股100強研究中心、財華社、西澤投資管理 Top 100 Hong Kong Listed Companies Research Centre, Finet Group, Atlantis Investment Management
產品技術 Product technology		
2020年6月 June 2020	人文氣質豪宅獎和空間設計專項獎 Humane Quality Mansion Award and Space Design Award	地產綫、上海住宅產業化技術平台和上海市工商聯房地產商會 Real Estate Frontier, Shanghai Housing Industrialization Technology Platform and Shanghai Real Estate Chamber of Commerce
2020年8月 August 2020	2020中國房地產行業產品力標桿企業 2020 China Real Estate Industry Benchmark Enterprise in Productivity	中國房地產報社、中國房地產網、中房報新媒體、中房智庫 China Real Estate Business, creb.com.cn, China Real Estate Business New Media, China Real Estate Think Tank
2020年11月26日 26 November 2020	行業引領獎 Industry Leadership Award	上海市工商聯房地產商會 Shanghai Real Estate Chamber of Commerce

一、邁向卓越

I. Excellence

獲獎日期 Date of award	獎項名稱 Award	頒獎機構 Awarding institution
品牌價值 Brand value		
2020年5月 May 2020	2020中國上市公司品牌價值榜新銳榜TOP1 Top 1 Emerging Company on 2020 China Listed Companies Brand Value List	清華大學經濟管理學院中國企業研究中心、每經智庫、每日經濟新聞 China Business Research Center of School of Economics and Management, Tsinghua University, Meijing Think Tank, National Business Daily
2020年12月 December 2020	2020非凡僱主TOP100 2020 Extraordinary Employer TOP 100	獵聘、北京大學市場與媒介研究中心 Liepin, Marketing and Media Research Center, Peking University
2020年12月 December 2020	2020中國房地產大學生僱主首選品牌 2020 Preferred Brand of Employers for China Real Estate College Students	中國房地產業協會、中國建設教育協會主辦，房教中國 China Real Estate Association, China Association of Construction Education, China Real Estate Education
2020年12月 December 2020	2020中國房地產年度最佳僱主 2020 China Real Estate Best Employer for the Year	中國房地產報社、中國房地產網、中房報新媒體、中房智庫 China Real Estate Business, creb.com.cn, China Real Estate Business New Media, China Real Estate Think Tank
社會責任 Social responsibility		
2020年6月 June 2020	湖北省房地產行業，抗擊疫情先進單位 Advanced Unit in Hubei's Real Estate Industry for Combating COVID-19	湖北省房地產業協會 Real Estate Association of Hubei Province
2020年11月 November 2020	「萬企幫萬村」精準扶貧行動先進民營企業 Advanced Private Enterprise in "10,000 Enterprises Assisting 10,000 Villages" Campaign	中國全國工商聯合會、國務院扶貧辦 All-China Federation of Industry and Commerce, the State Council Leading Group Office of Poverty Alleviation and Development
2020年11月 November 2020	2020年度環境、社會及管治卓越企業 ESG Outstanding Enterprise of 2020	財訊傳媒集團、新地產財經、財經網 SEEC Media Group, XINDICHAN.COM.CN, CAIJING.COM.CN
2020年11月 November 2020	社會責任獎 Socially Responsible Award	上海市工商聯房地產商會 Shanghai Real Estate Chamber of Commerce
2020年11月 November 2020	2020年最具社會責任獎 2020 Most Socially Responsible Award	格隆匯 Gelonghui

一、邁向卓越

I. Excellence

獲獎日期 Date of award	獎項名稱 Award	頒獎機構 Awarding institution
2020年11月 November 2020	2020年度公益創新企業 2020 Social Welfare Innovative Enterprise	人民日報社 People's Daily
2020年12月 December 2020	新冠肺炎疫情防控捐獻突出貢獻獎 Outstanding Contribution to the Prevention and Control of the COVID-19	武漢慈善總會 Wuhan Charity Federation

1.3 企業管治

為提高公司價值和問責性，維護股東利益，中梁控股打造高水平的企業管治體系，進而確保公司決策嚴謹、高效，提升投資者對本公司的信心。自上市以來，本集團已採納上市規則附錄14所載的企業管治守則，作為企業管治守則。有關更多本集團的企業管治信息，請參閱本公司2020年年報之企業管治報告。

1.3 CORPORATE GOVERNANCE

In order to enhance corporate value and accountability, and to safeguard the interests of the Shareholders, Zhongliang Holdings has established high standards of corporate governance system to ensure a rigorous and efficient corporate decision-making and enhance investor confidence on the Company. The Group has adopted and applied the Corporate Governance Code contained in Appendix 14 to the Listing Rules as its own code on corporate governance since the Listing. For more information on corporate governance practice of the Group, please refer to the Corporate Governance Report contained in the 2020 Annual Report of the Company.

1.3.1 風險管控

為進一步規範本集團的風險管理工作，中梁控股依據相關法律法規及自身情況制定了風控管理制度，並發佈風控手冊、風險清單等輔助文件。本集團採用「中梁風控系統」，通過信息化手段，打通公司雙向風控管理模式，明確風險評價程序，持續強化風險管控機制。依據相關制度，本集團將項目營運過程中所面臨的風險劃分為四個等級，實施風險分級管控，加強風控事項的針對性。對不同級別的風險，本集團明確責任主體、部門及相關流程制度，制定風險防範及整改方案，實現風控措施的標準化。

1.3.1 Risk Management and Control

In order to further standardise the risk control and management of the Group, Zhongliang Holdings has formulated a risk control and management system according to relevant laws and regulations and its own situation, and has issued risk control manual, risk list and other supporting documents. By applying the "Zhongliang Risk Control System" and through information technology means, the Group establishes a two-way risk control management model, clarifies risk assessment procedures and strengthens the risk control and management mechanism. According to the relevant system, the Group divides the risks encountered in the operation process of projects into four levels for implementing hierarchical management and control, and strengthens the pertinence of risk control matters. For risks of different levels, the Group clarifies the subject of responsibility and departments and relevant process system to formulate risk prevention and rectification action, so as to realise the standardisation of risk control measures.

一、邁向卓越

I. Excellence

本集團上綫風險預警系統功能，將需要預警風險事項定性為高風險事項和風險追責事項，並建立風控領導小組，對兩類風險持續追蹤，跟進風險進展直至閉環，避免造成風險損失。報告期內，本集團的填報風險事項呈遞減趨勢。

The Group has launched the risk early warning system function, which identifies matters that need to be forewarned as high-risk matters and risk accountability matters, and established a risk control leading group to continuously track such two types of risks and follow up the risk progress until the closed loop, so as to avoid risk losses. During the Reporting Period, the Group recorded a decreasing trend on its reported risk matters.

高風險事項

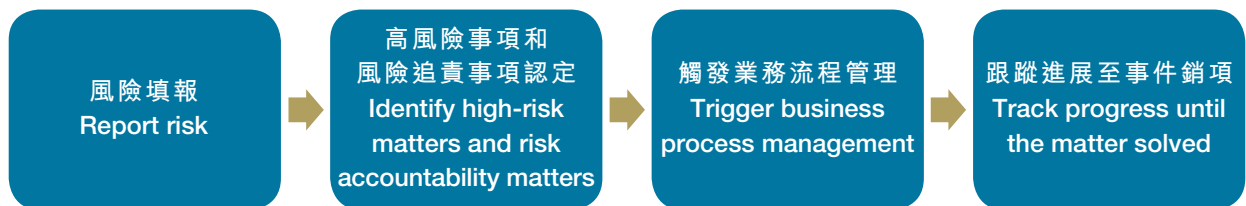
High-risk matters

- 高風險事項依據風險發生的「可能性」、「影響程度」、發生後解除的「緊迫性」三個維度系數判定。 High-risk matters are identified based on three factors, namely the “possibility” of the occurrence of the risk, its “degree of impact”, and the “urgency” that need to be released after the occurrence.

風險追責事項

Risk accountability matters

- 風險追責事項指造成較大的經濟損失和公司商譽損失的事項，包括法律紅綫事項、一票否決事項、經濟預留事項三類。 Risk accountability matters refer to matters that cause relatively large economic losses and the loss of company image, including legal red line matters, one-vote veto matters, and economic reservation matters.



高風險和風險追責事項管控流程
Management and Control Process for High-risk
Matters and Risk Accountability Matters

報告期內，本集團持續推動風控合規辨識程序和方法，組織高級管理人員和全體員工參與多場風控合規培訓，全方位、全過程辨識在日常經營活動中的潛在風險，加強風險教育和技能，從制度、交付、營銷、應急等方面進行有效管控，確保風險始終處於受控範圍。本集團面向高級管理人員開展風控合規培訓10次，參加培訓的高管達860人次；面向員工培訓52次，參與員工達3,290人次。

During the Reporting Period, the Group continued to promote the identification procedures and methods for risk control compliance, organised senior management and all employees to participate in multiple trainings on risk control compliance, identified potential risks in daily business activities in an all-round and full process, strengthened risks education and skills, conducted an effective management and control in aspects such as system, delivery, marketing and emergency response, so as to ensure that risks are always under control. The Group arranged 10 risk control compliance trainings for senior management with participants up to 860; and 52 trainings for employees with participants up to 3,290.

一、邁向卓越 I. Excellence

為應對新冠疫情，本集團制定並發佈《關於防範新型冠狀病毒引起相關風險的通知》，建立健全的疫情防控風險體系。

- 每月內部會議上，就疫情引發合同履約風險及法務應對建議給予指引和培訓；
- 組建團隊梳理可能受疫情影響的交付及待交付項目，結合項目實際受影響情況，及時向持份者披露風險。

In response to the COVID-19, the Group formulated and issued the *Notice on Prevention of Relevant Risks Arising From the COVID-19* to establish a sound epidemic prevention and control risk system.

- Provide guidance and training on contract performance risks caused by the epidemic and legal response suggestions on monthly internal meetings;
- Establish a team to sort out the delivery and pending delivery projects that may be impacted by the epidemic, and disclose risks to stakeholders in a timely manner based on the actual impact on the projects.

新冠疫情下地產企業常見法律風險防範

Prevention of Common Legal Risks of Real Estate Companies under the COVID-19

2020年3月21日，因新冠疫情仍在防控中，中梁控股組織第66期中梁大講堂線上培訓，共吸引2,604人次線上觀看。我們在大講堂中分享了「新冠疫情下地產企業常見法律風險防範」，總結各地對新冠疫情影響政策，分析不可抗力相關法律適用，此次培訓。

On 21 March 2020, in the course of the prevention and control of the COVID-19, Zhongliang Holding organised the 66th Zhongliang lecture online training, which attracted 2,604 people to watch online. In the lecture, we shared the “Prevention of Common Legal Risks of Real Estate Companies under the COVID-19”, summarised the policies of various regions on the impact of the COVID-19, and analysed the application of force majeure related laws in this training.



一、邁向卓越

I. Excellence

1.3.2 反貪腐

依據《中華人民共和國不正當競爭法》及《關於禁止商業賄賂行為的暫行規定》等國家法律法規以及《中梁廉潔自律八項禁令》等內部管理文件，我們在2020年規劃並落地多項廉潔專項活動，夯實中梁廉潔文化。

廉潔政策

報告期內，本集團修訂發佈了《中梁控股集團火爐法則(2020版)》、《任期審計管理辦法》、《董事會審計管理辦法》、《區域集團駐地審計管理辦法》等內部制度，明確員工的道德、法律及制度紅線，細化集團幹部管理發展所承擔的責任、權利和義務情況，預防及懲處各類違規違紀行為，強化各級組織及人員底線、紅線意識，維護企業的生產、經營、管理秩序及利益，營造清廉自律、陽光健康的生態環境。

多級管控

本集團加強廉潔管理體系建設，支持區域集團內控體系建設，強化區域集團內部監督和風險控制。報告期內，本集團開展職能重塑，專設審計監察部，職責涉及集團專項審計、日常審計、重大風險及時披露、內控評價與分析、各區域集團所屬單位內部控制審計評價。審計監察部於報告期內開展多項例行審計，助力各大區及直屬區域公司經營發展，推動內部陽光治理，強化「不能」體系建設，促進制度機制閉環，各駐地審計人員接受審計監察部的業務指導和監督。

1.3.2 Anti-Corruption

In accordance with the *Anti-Unfair Competition Law of the People's Republic of China* and the *Interim Provisions on Prohibition of Commercial Bribery* and other national laws and regulations, as well as internal administration documents such as the *Zhongliang's Eight Prohibitions for Integrity and Self-discipline*, we planned and implemented a number of integrity activities in 2020 to consolidate the integrity culture of Zhongliang.

Integrity Policy

During the Reporting Period, the Group revised and issued internal systems such as the *Furnace Rules of Zhongliang Holdings Group (Version 2020)*, *Administrative Measures for Term Audit*, *Administrative Measures for Board Audit and Administrative Measures for Regional Business Group Residence Audit* to clarify the red lines of ethics and laws and systems for employees, explain the responsibilities, rights and obligations of the Group's cadres in management and development, prevent and punish all types of violations of regulations and disciplines, strengthen the bottom line and red line awareness of organizations and personnel at all levels, maintain the order and benefits of production, operation and management of the enterprise, and create a healthy ecological environment for integrity and self-discipline.

Multi-level Control

The Group strengthened the construction of the integrity management system, supported the construction of the internal control system of the regional groups, and strengthened the internal supervision and risk control of the regional groups. During the Reporting Period, the Group carried out functional restructuring and established a dedicated audit and supervision department, whose responsibilities involved group special audits, daily audits, timely disclosure of major risks, internal control evaluation and analysis, and internal control audit evaluation of the units of each regional group. During the Reporting Period, the audit and supervision department carried out a number of routine audits, to assist the business development of companies in major regions and directly affiliated regions, promote internal governance, strengthen the establishment of the "Cannot" system, and facilitate closed-loop institutional mechanisms. All resident auditors are subject to business guidance and supervision of the audit and supervision department.

一、邁向卓越 I. Excellence

第一季度，由中梁控股監審3G平台對總部各職能條綫開展全覆蓋例行審計
In the first quarter, a full coverage routine audit of all functional lines of the headquarters shall be conducted by the 3G supervision and approval platform of Zhongliang Holdings

第二季度，由審計監察部對各大區總部各職能條綫開展全覆蓋例行審計和直屬區域公司例行審計
In the second quarter, a full coverage routine audit and routine audit of directly affiliated regional companies on the functional lines of the headquarters in all regions shall be conducted by the audit and supervision department

第三、第四季度，由審計監察部對各區域公司開展全覆蓋陽光巡視例行審計
In the third and fourth quarters, a full coverage routine audit for inspection on the companies in all regions shall be conducted by the audit and supervision department

為不斷深化「不能、不敢、不想」的工作方針，督促企業規範營運，維護社會經濟秩序，本集團於報告期內完善內部舉報制度，強化渠道建設，推動內部陽光治理，構築企業良好生態環境。

In order to continuously deepen the guidelines of “Cannot, Dare Not, Unwilling”, urge enterprises to standardise operations, and maintain social and economic order, the Group improved its internal reporting system, strengthened channel construction, promoted internal governance, and built a good corporate ecological environment during the Reporting Period.

一、邁向卓越

I. Excellence

廉潔培訓

本集團開展梯度廉潔培訓，範圍覆蓋總部、區域集團和區域公司三個層級，包括營銷、招採等多個業務、職能部門的全體員工。報告期內，本集團向管理人員提供的反貪污培訓超過30次，參加反貪污培訓的管理人員超1,500餘人次；向員工提供的反貪污培訓66次，參加反貪污培訓員工超過12,000人次。

Integrity Trainings

The Group carried out gradient integrity trainings targeted at the three levels of headquarters, regional groups and regional companies, including all employees of various business and functional departments such as marketing, bidding and procurement. During the Reporting Period, the Group provided more than 30 anti-corruption trainings to the management, with more than 1,500 managers participated, and 66 anti-corruption trainings to employees, with more than 12,000 employees participated.



廉正宣貫－山東區域經營會議
Publicise and implementation of integrity and honesty — Shandong Regional Management Conference



廉正宣貫－新棟樑集訓上海場
Publicise and implementation of integrity and honesty - New blood training at Shanghai

1.4 環境、社會及管治管理

1.4.1 環境、社會及管治工作機制

中梁控股推廣和踐行可持續發展，加強董事會可持續發展工作的參與度，提升公司中長期價值，指導公司整體的營運和業務發展策略，監察所有業務的企業管治事務，以及建立健全的內部控制和風險管理體制。本集團建立了自上而下的三級環境、社會及管治管治架構，由董事會、環境、社會及管治委員會以及環境、社會及管治工作小組組成。其中，董事會是環境、社會及管治管治的最高負責機構，在環境、社會及管治管治工作中起主要的領導和監管作用；環境、社會及管治委員會（於2021年3月23日）由董事會授權，負責向董事會提供意見並統籌推進環境、社會及管治各項事宜；環境、社會及管治工作小組負責推動環境、社會及管治相關具體工作的落地。

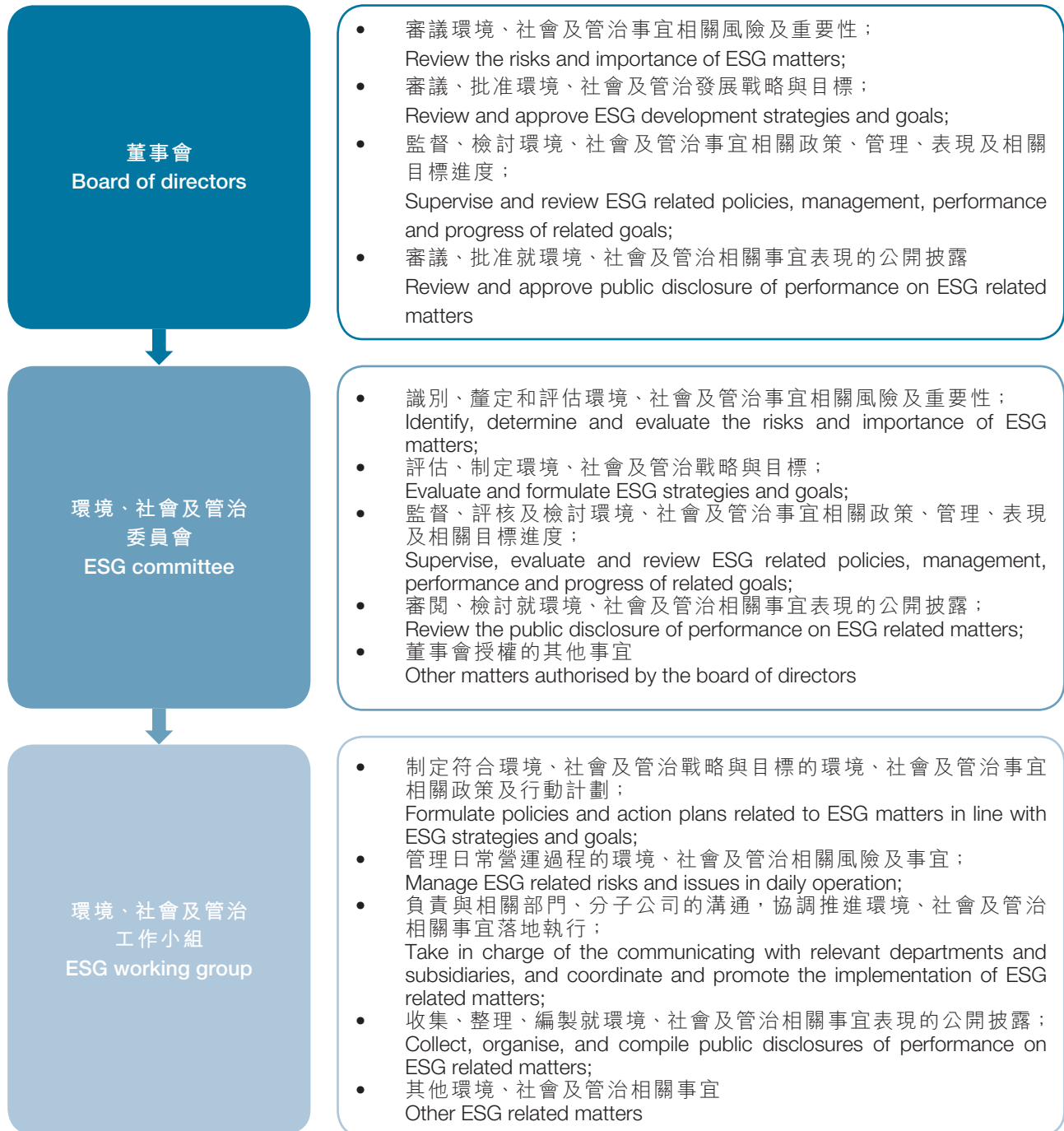
1.4 ESG MANAGEMENT

1.4.1 ESG Working Mechanism

Zhongliang Holdings promotes and implements sustainable development and strengthens the involvement of the Board, which aims to enhance the Company's mid- and long-term value, direct the Company's overall operation and business development strategy, supervise the corporate governance affairs of all businesses, and establish a sound internal control and risk management system. The Group has established a top-down three-level ESG governance structure consisting of the Board, the ESG committee and the ESG working group. Specifically, the Board is the highest body responsible for ESG governance, and plays a major leadership and supervisory role in ESG governance; the ESG committee has been authorised by the Board (on 23 March 2021) to provide opinions to the Board and coordinate and promote ESG related matters; the ESG working group is responsible for facilitating the implementation of specific ESG related work.

一、邁向卓越 I. Excellence

環境、社會及管治治理架構 ESG Governance Structure



一、邁向卓越

I. Excellence

1.4.2 持份者溝通

本集團通過常態化的溝通機制，定期和持份者開展溝通，全面了解和收集各方的訴求、意見和建議，將持份者及其關注點融入本集團的營運和決策過程。我們的主要持份者包括如下組別：員工、股東／投資者、政府及監管機構、客戶／業主、合作夥伴／供應商和社區。

下表列出報告期內不同持份者組別所關注的議題以及我們的溝通回應方式：

1.4.2 Communication with Stakeholders

The Group conducts regular communication with stakeholders through a normalized communication mechanism to comprehensively understands and collects the demands, opinions and suggestions of all parties, takes into consideration of the stakeholders and their concerns in the operation and decision-making process of the Group. Our main stakeholders includes the following groups: employees, shareholders/investors, governments and regulators, customers/property owners, partners/suppliers and communities.

The following table sets out the topics of concern of different groups of stakeholders during the Reporting Period and our communication and response methods:

持份者組別 Group of stakeholders	關注議題 Topics of concern	溝通渠道／反饋方式 Communication channels/feedback methods
員工 Employees	勞工準則 員工健康與安全 員工培訓與晉升體系 員工關愛 Labor code Employee health and safety Employee training and promotion system Employee care	各類員工活動 內部刊物(報紙、雜誌) 員工績效考核 Various employee activities Internal journals (newspaper, magazine) Employee performance appraisal
股東／投資者 Shareholders/Investors	反貪腐管控 反不正當競爭 業務發展 經濟績效 Anti-corruption control Anti-unfair competition Business development Economic performance	股東大會／特別股東大會 投資者見面會 業績發佈會 新聞稿／公告 現場調研 General meeting/extraordinary general meeting Investors meeting Results press conference Press release/announcement On-site roadshow

一、邁向卓越

I. Excellence

持份者組別 Group of stakeholders	關注議題 Topics of concern	溝通渠道／反饋方式 Communication channels/feedback methods
政府及監管機構 Governments and regulators	合理合規營銷 風險管理 支持國家政策落實 Legitimate and reasonable marketing Risk management Support for the implementation of national policies	現場調研 會談 On-site investigation Meetings
合作夥伴／供應商 Partners/Suppliers	供應商管理 誠信廉潔 Supplier management Honesty and integrity	供應商資質審核 供應商交流大會 Supplier qualification review Supplier Forum
客戶／業主 Customers/Property owners	產品質量與客戶服務 客戶滿意度及投訴處理 保護消費者信息安全及隱私 Product quality and customer service Customer satisfaction and complaint handling Protection for the consumers' information security and privacy	客戶滿意度調查 客戶專線 官方媒體平台 Customer satisfaction survey Customer service hotline Official media platform
社區 Communities	社區發展 社會公益 Community development Social welfare	新聞稿／公告 各類公益事業 Press release/announcement Various public welfare undertakings

一、邁向卓越

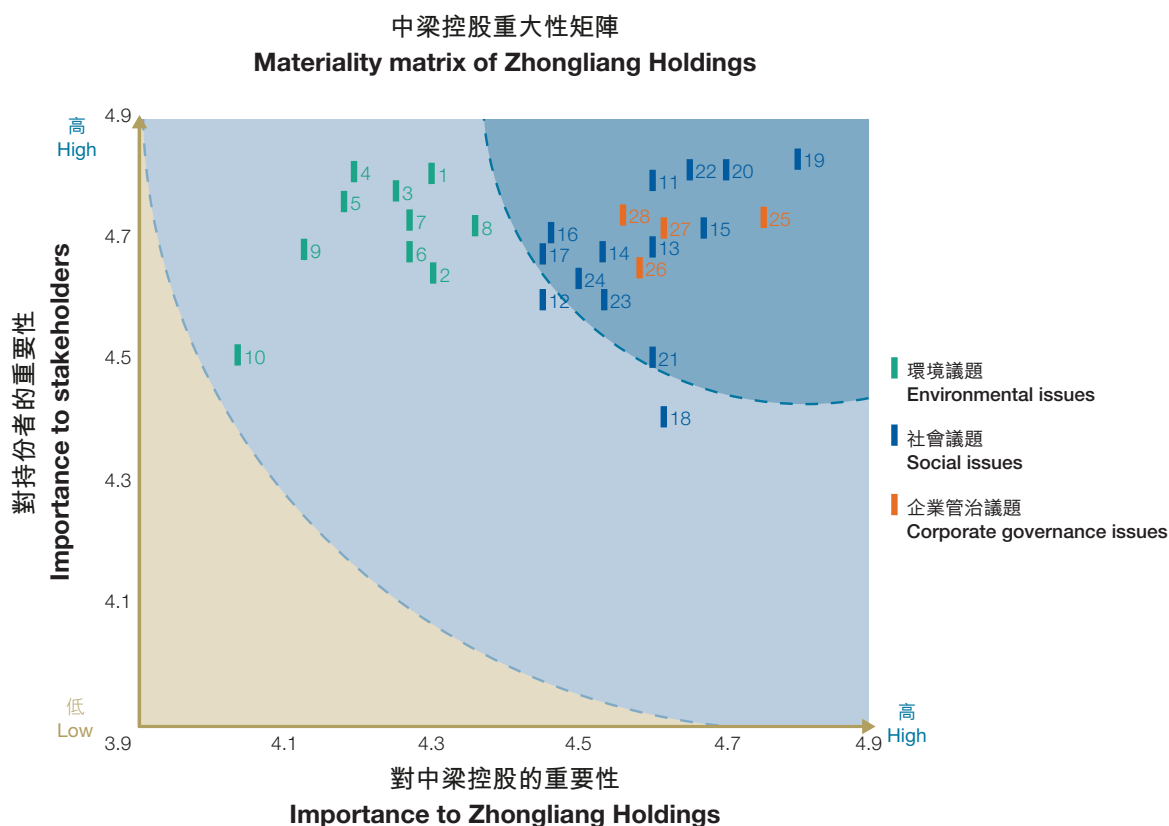
I. Excellence

1.4.3 環境、社會及管治重要性議題

報告期內，為更好回應持份者的訴求與期望，本集團開展了十餘場的深度訪談，並結合媒體分析、行業對標、本集團發展戰略及營運重點，對重要性議題矩陣進行了調整。我們發現持份者對於員工健康與安全、產品質量與客戶服務等議題的關注度有所提升。我們2020年重要性議題包括15項高度重要性議題和13項中度重要性議題，這些議題將在報告後續的章節中予以披露。

1.4.3 Material ESG Issues

During the Reporting Period, the Group conducted more than 10 in-depth interviews in order to better respond to the demands and expectations of stakeholders. We adjusted the materiality issues matrix based on the media analysis, industry benchmarking and the Group's development strategies and the operational priorities. We founded that the stakeholders' concerns had increased about issues such as employee health and safety, product quality and customer service. Materiality issues in 2020 included 15 issues of high importance and 13 issues of medium importance, which will be disclosed in the subsequent sections of the report.



一、邁向卓越 I. Excellence

環境議題

Environmental issues

- 1 能源管理
Energy management
- 2 溫室氣體排放
Greenhouse gas emissions
- 3 污水排放
Sewage discharge
- 4 廢棄物管理
Waste management
- 5 水資源管理
Water resources management
- 6 物料消耗
Materials consumption
- 7 對環境及天然資源的影響
Impact on the environmental and natural resources
- 8 綠色建築
Green buildings
- 9 為適應氣候變化所採取的措施
Measures taken to adapt to climate change
- 10 考量氣候變化對業務的影響
Considering the impact of climate change on business

社會議題

Social issues

- 11 勞工準則
Labour standards
- 12 員工流失率
Employee turnover rates
- 13 員工健康與安全
Employees' health and safety
- 14 員工關愛
Caring for employees
- 15 員工培訓與晉升體系
Employee training and promotion system
- 16 供應商管理
Suppliers management
- 17 綠色供應鏈建設
Construction of green supply chain
- 18 研發創新
Research and development and innovation
- 19 產品質量與客戶服務
Product quality and customer services
- 20 客戶滿意度及投訴處理
Customer satisfaction and complaint handling

- 21 尊重和保護知識產權
Respect and protect intellectual property rights
- 22 保護消費者信息安全及隱私
Protection of consumers' information security and privacy
- 23 社區發展及社會公益
Community development and social charity
- 24 行業貢獻
Industry contribution

企業管治議題

Corporate governance issues

- 25 反貪腐管控
Anti-corruption regulation
- 26 反不正當競爭
Anti-unfair competition
- 27 合規及營運
Compliance and operation
- 28 支持國家政策落實
Supporting the implementation of national policies

二、品質服務

II. Quality Service

一直以來，秉承「為美好生活創造價值」的理念，中梁控股圍繞「全結構」策略構建標準化產品體系，不斷在屬地城市進行深耕。伴隨企業規模持續擴張，產品端適時進階升級，以滿足新時代下人居生活的需求。此外，嚴格把控產品質量，建立並落實標準化質量管理體系，以保障高質量的項目交付，促進工程質量管理水平的持續攀升。

Adhering to the philosophy of “create value for a better life”, Zhongliang Holdings has been building a standardized product system based on “whole structure” strategy, and continuously expanded the market where we operate. With the continuous expansion of the enterprise scale, we timely upgrade the product to meet the needs of human living in the new era. In addition, we strictly control the quality of products, establish and implement a standardized quality management system, so as to ensure high-quality project delivery and promote the continuous improvement of engineering quality management level.

2.1 產品設計

2.1 PRODUCT DESIGN

2.1.1 產品設計管理

2.1.1 Product Design Management

本集團秉承「為美好創造價值」的宗旨，嚴格遵守《中華人民共和國城市房地產管理法》、《城市房地產開發經營管理條例》等法律法規的要求，通過洞察目標城市定位、目標客群對於住宅產品的需求，用三大系列標準產品為客戶提供優質、合規、健康的產品及服務。

The Group is committed to the principle of “creating value for a better life”, strictly complies with the requirements of laws and regulations such as the *Law of the People's Republic of China on the Administration of the Urban Real Estate* and the *Regulations on Urban Real Estate Development and Management Control*. By observing the positioning of the target city and the target customers' demand of residential products, we offer the three major series of products to provide our customers with good-quality, legal and healthy products and services.

報告期內，我們完成《中梁住宅4.0產品設計指引》，其中新增體驗性設計指引章節，指導項目在前期方案階段全面梳理業主回家圖紙，為後期深化階段預留品質空間，增強業主回家體驗；並發佈《中梁4.0代住宅社區九大模塊創新指引手冊》，旨在通過設計手段提升業主歸家時的體驗感、儀式感、趣味性及幸福指數。

During the Reporting Period, we completed the *Product Design Guidelines for Zhongliang Residence 4.0*, which added a chapter of experiential design guidelines to guide the project to comprehensively sort out the owners' home drawings in the early stage of the plan and reserve quality space for the later deepening stage for the enhancement of the owners' home experience. Moreover, we released the *Guidelines for Innovation of the Nine Modules in Residential Communities of Zhongliang 4.0 Generation*, which aims to improve the experience, sense of ritual, amusement and happiness of owners when they return home by means of building design.

二、品質服務 II. Quality Service



在設計管理標準制度及指引設計方面，我們制定並更新《產品研發中心前端管理手冊》《投前強排方案標準模板》《中梁設計品質管理標準2020年正式版V2.0》《產品研發成果設計管理辦法》等內部制度；在模塊標準化方面，我們制定並更新《中梁地產標準化示範區設計指引》《中梁住宅產品車庫歸家動線設計指引》《中梁地產集團景觀大區消防登高場地模塊標準化》《建築立面標準手冊鑒金國際／鑒金世家／鑒金華府》《中梁地產集團五大裝標手冊》《中梁地產集團住宅精裝修機電點位配置標準化手冊（2020版）》等，對產品各模塊統一標準設計。報告期內，我們進行集團產品標準化之屬地化建設，全面摸排區域集團在產品設計過程中的標準化運用情況，梳理各區及直屬公司標準化的成果類別，指導地產集團標準化成果線上平台的建設。

In terms of design management standard system and design guidelines, we have formulated and updated internal systems such as the *Front-end Management Manual for the Product R&D Center*, the *Standard Template of the Pre-investment Perfect General Layout Plan*, the *Official Version 2.0 of Zhongliang Design Quality Management Standard in 2020* and the *Management Measure for Design of Product R&D Achievements*. In terms of module standardization, we have formulated and updated the *Design Guidelines for the Model Zone Standardization of Zhongliang Real Estate Group*, the *Design Guidelines for Home Routes to Garages of Zhongliang Residential Products*, the *Standardization of Fire Climbing Site Module in Landscape Area of Zhongliang Real Estate Group*, the *Manual for Building facades of Royal Int./the Royal/Royal Mansion*, the *Five Major Installation Standard Manual of Zhongliang Real Estate Group*, the *Standardization Manual of Electromechanical Point Allocation for Residential of Zhongliang Real Estate Group (2020)*, etc., to design each module of the products with uniform standards. During the Reporting Period, we carried out standardization and localization construction for group products, comprehensively investigated the standardization application of regional groups in the product design process, sorted out the types of results of standard households in each district and directly affiliated companies, and guided the construction of the online platform for standardization achievements of real estate groups.

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2.1.2 多元化產品及體系

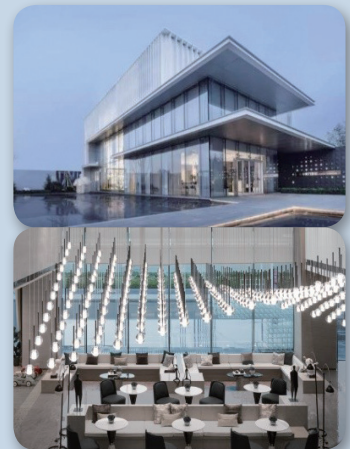
隨著更多購房者開始重新審視起房子的價值，並愈發關注住宅健康、居住品質與生活美學，我們持續專注研究不同人群的需求，對產品重新定位以滿足當前全結構佈局下不同客戶需求，適應不斷變化的美好生活需要。報告期內，我們對三大產品全面升級為「星海、拾光、鎏金」三大系列，在滿足新時代人居生活的同時，持續提升企業產品競爭力。

2.1.2 Diversified Products and Systems

As more home buyers begin to re-examine the value of the houses, and pay more and more attention to residential health, living quality and life aesthetics, we continue to focus on researching the needs of different groups of people and repositioning products to meet the needs of different customers under the current full structure layout, so as to adapt to the ever-changing needs of a better life. During the Reporting Period, we comprehensively upgraded the three major products to the three major series of “the Star and Sea, the Mansion, and the Metropolis” in order to meet residential demand in the new era and continuously enhance the Company’s product competitiveness.

星海產品系 定位 Positioning of the Star and Sea Series

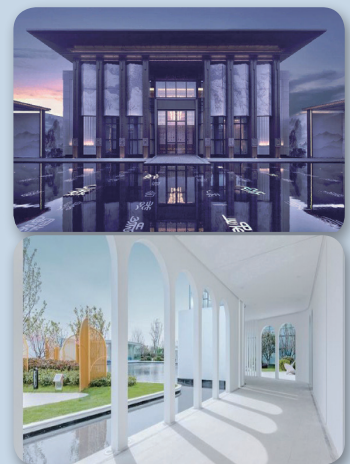
- 人群定位：新興階層，安家立業的新起點，在城市為夢想奮鬥的人
Customer positioning: the emerging class, people who pursue a new starting point to settle down and establish a business, people who are striving for their dreams in the city
- 地域定位：城市發展軸，城市未來核心，有發展潛力的城郊
Location positioning: urban development axis, future core of the city, suburbs with development potential
- 產品定位：現代時尚風格，功能至上的空間，新銳的產品與服務，開放、共享、有活力的社區氛圍，與城市共生的自由生活
Product positioning: modern fashion style, function-oriented space, cutting-edge products and services, open, shared, and energetic community atmosphere, free life in symbiosis with the city



星海系
the Star and Sea Series

拾光產品系 定位 Positioning of the Mansion Series

- 人群定位：城市中產，社會的中流砥柱，品質追求家
Customer positioning: the urban middle class, the mainstay of the society, quality seekers
- 地域定位：區域核心，主流價值，交通便利，配套成熟
Location positioning: regional core, mainstream value, convenient transportation, mature supporting facilities
- 產品定位：經典人居，專注改善型產品，創造有質感的生活，溫馨的家，有生活氣息的社區，豐富多彩的社交生活
Product positioning: classic residences, focusing on improved products, creating a quality life, a warm home, a living community, a colorful social life

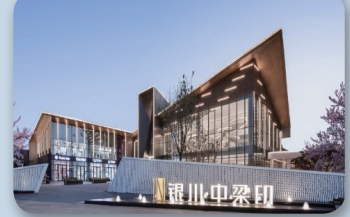


拾光系
the Mansion Series

二、品質服務 II. Quality Service

鑒金產品系 定位 Positioning of the Metropolis Series

- 人群定位：城市精英，新富與進階人士，追求身份地位的認同
Customer positioning: urban elites, new wealthy and advanced people, people who pursue identity recognition
- 地域定位：城市核心，擁有核心配套資源，擁有稀缺景觀資源
Location positioning: the core of the city, with core supporting resources and scarce landscape resources
- 產品定位：精工匠心的產品，奢華的生活享受，尊貴的生活禮遇，精準的圈層社交，穩重質感，高端的場景體驗，人文底蘊，高級的美學感受
Product positioning: craftsmanship products, luxurious life enjoyment, noble life courtesy, precise social circle, stable texture, high-end scenario experience, cultural heritage, advanced aesthetic feeling



鑒金系
the Mansion Series

2020年10月，我們正式對外發佈中梁4.0產品體系。4.0產品體系秉持「以人為本」研發理念，關注業主的體驗感和敏感點，針對「場景迭代」、「健康探索」、「智慧賦能」三個維度進行全面升級，並完成了113個專項提升，形成386項產品細節標準，希望為客戶帶來未來美好生活的極致體驗。目前「中梁4.0產品」已在天津、成都、青島、常州等城市先行落地，未來我們將在全國範圍內持續推行。

In October 2020, we officially released Zhongliang 4.0 product system. The 4.0 product system adheres to the “people-oriented” research and development concept, pays attention to the owners’ sense of experience and sensitive points, and comprehensively carrying out upgrades from the three dimensions of “scenario iteration”, “health exploration”, and “smart empowerment”. It has completed 113 special upgrades and formed 386 product detail standards, hoping to bring customers the ultimate experience of a better life in the future. At present, “Products of Zhongliang 4.0” have been first launched in cities such as Tianjin, Chengdu, Qingdao and Changzhou, and we will continue to launch them nationwide in the future.



中梁產品4.0發佈會
Zhongliang 4.0 Product Release

- 場景迭代 — 中梁4.0地庫：系統化解決5大地下車庫痛點，專項優化100餘條產品細節
Scenario iteration — Basement of Zhongliang 4.0: systematically solve the five major pain points of underground garages, and specially optimize more than 100 product details
- 健康探索 — 中梁4.0健康：打造全程、全維、全交互運動系統，智能運動小屋為業主制定更專業的健康方案；持續激勵業主養成健康的運動習慣
Health Exploration — Health of Zhongliang 4.0: create a full-course, full-dimensional, and full-interactive sports system, with smart sports cabins to formulate more professional health plans for the owners and continuously encourage the owners to develop healthy exercise habits
- 智慧賦能 — 歸還通行管理權限、多模態同行方式、AI賦能、定制化數字服務
Smart empowerment — return access management authority, multi-modal common way, AI empowerment, customized digital services

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場景迭代 — 從用戶痛點出發 回歸真實需求

Scene iteration — starting from users' problems and returning to their real needs

通過對全國不同地域、不同城市、不同年齡的業主調研，我們發現業主對地庫的關注程度與小區品質等級成正相關，並對地庫的亮度、空氣、安全、停車便捷、歸家體驗等方面問題尤為在意。

Through surveys on property owners in different regions, cities and ages across the country, we found that the property owner's concerns about the basement is positively correlated with the quality of the community, and they pay particular attention to the brightness, air, safety, parking convenience and back-home experience of the basement.

於是，我們的產研團隊再次對地庫進行了專項調研，覆蓋6個城市，34個停車場，歷時7天集中訪談了60多組客戶，並持續進行了600+小時使用的情景觀察。從上述5大業主最為關注的維度出發，對地庫做了100多項細節提升，系統地打造出中梁的「車庫4.0」，真正做到了「空間更明亮、空氣更清新、行進更安全、停車更便捷、歸家更愉悅」。

As a result, our production and research team conducted a special survey on the basement again, covering 6 cities and 34 parking lots. The team took 7 days to intensively interview more than 60 groups of customers, and continued to observe the use of basement for more than 600 hours. Starting from the above five dimensions that the property owners are most concerned about, more than 100 detailed improvements have been made to the basement, and the "Garage 4.0" of Zhongliang Holdings has been systematically created, truly achieving "brighter space, fresher air, safer travel, more convenient parking and more enjoyable returning home".

- 亮度方面，我們通過照明光、引導光、指示光和氛圍光，讓用戶徹底告別了「黑車庫」。
In terms of brightness, we use illumination light, guide light, indicator light and ambient light, which allows our users to completely bid farewell to the "dark garage".
- 空氣方面，通過自然採光天井，在外牆設置高窗等方式，把室外自然空氣最大化地引入進來，讓地庫空氣更加新鮮，並設置一氧化碳(CO)濃度監測裝置與排風設備聯動，最大程度保證空氣質量。
In terms of air, through natural day-lighting patios and high windows on the outer walls, the outdoor natural air can flow indoor to a maximum extent, so as to make the air in the basement fresher, and the carbonic oxide (CO) concentration monitoring device is set up in conjunction with the exhaust equipment to ensure air quality to a maximum extent.
- 在安全方面，在地下大堂的周邊部分設置了感應模塊，並在行車道路上安裝雙向智能燈帶，形成智能燈光警示，當有小孩從大堂跑出，智能燈帶會通過感應模塊的觸發自動閃爍，最大距離地提醒車主禮讓行人。
In terms of safety, sensor modules are installed around the underground lobby, and two-way smart light strips are installed on the road to form a smart light warning. When a child runs out of the lobby, the smart light strip will automatically flash once the sensor module being triggered, reminding the car owners to give way to pedestrians at the maximum distance.

二、品質服務 II. Quality Service

2.1.3 研發專利

本集團嚴格遵守《中華人民共和國商標法》《中華人民共和國專利法》對商標註冊及研發專利進行管理，維護我們的權益。我們通過法律手段維護自身知識產權，尊重合作夥伴的知識產權，並攜手合作夥伴抵制侵權行為。報告期內，我們申請獲批的商標數量為3個，已累計擁有的商標總數為68個。同時，我們在產品研發方面已啟動申請三項知識產權的準備工作等待正式提交專利申請。

2.1.3 Research and Development Patents

The Group's management on trademark registration as well as research and development patents is in strict compliance with *the Trademark Law of the People's Republic of China* and *the Patent Law of the People's Republic of China* so that our brand interests are protected. We protect our intellectual property rights through adopting legal methods, respecting intellectual property rights of partners and working with partners to resist infringement. During the Reporting Period, we have 3 approved patents, making the accumulated patents up to 68. Meanwhile, in terms of product research and development, we have started preparations for applying for three intellectual property rights, pending the formal submission of patent applications.

中梁控股榮獲2020中國房地產創新產品力大獎 Zhongliang Holdings won the 2020 China Real Estate Innovative Product Competitiveness Award

2020年10月，由中國房地產報、中國房地產網、中房報新媒體、中房智庫主辦的2020中國房地產創新大會在北京召開，中梁控股憑藉優秀的產品品質和不斷提升的產品創新力，榮獲「2020中國房地產創新產品力大獎」。

In October 2020, the 2020 China Real Estate Innovation Conference hosted by China Real Estate News, China Real Estate Network, Zhongfangbao New Media, and China Real Estate Think Tank was held in Beijing. With its excellent product quality and continuous improvement in product innovation, Zhongliang Holdings won the "2020 China Real Estate Innovative Product Competitiveness Award".



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產品力備受認可 三大產品再獲獎

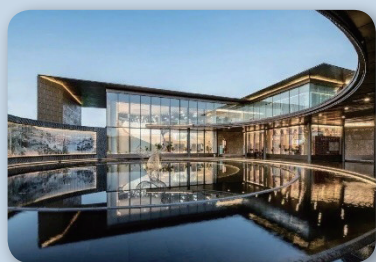
High recognition on product strengths and winning awards for three major products again

2020年6月，由地產綫主辦、上海住宅產業化技術平台和上海市工商聯房地產商會聯合發佈的2020年度「美尚獎」上，中梁控股憑藉優質的產品品質和不斷提升的產品創新力，再次斬獲人文氣質豪宅獎和空間設計專項獎兩大榮譽，在人居價值、空間設計等方面的突出優勢備受肯定。

In June 2020, at the 2020 Aesthetics Vogue Award sponsored by the Real Estate Frontier, and jointly held by Shanghai Housing Industrialisation Technology Platform and Shanghai Real Estate Chamber of Commerce, with its excellent product quality and continuous improvement in product innovation, Zhongliang Holdings once again won the two honors, namely Humane Quality Mansion Award and Space Design Award, demonstrating high recognition on its outstanding advantages in humane value and space design.

美尚獎匯集全球地產與設計領域的原創作品，集結學術、文藝、設計、地產界的權威專家評委，通過對地產人居類、生活美學設計類、創造力類作品的評選，為大眾篩選出最能代表當代行業頂尖水平的作品典範，是集人居人文精神、生活美學意義、文化藝術價值於一身的高標準行業大獎。

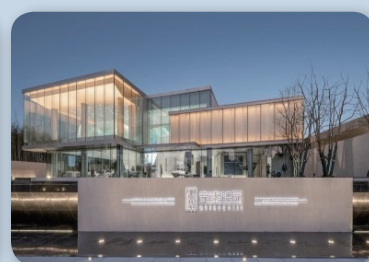
The Aesthetics Vogue Award brings together original works in the field of real estate and design around the world, and gathers authoritative expert judges in the academic, literary, design, and real estate fields. Through the selection of works in the categories of real estate and humanity, life aesthetics design and creativity, the work model that best represents the top level of the contemporary industry is selected for the public. The Aesthetics Vogue Award is a high-standard industry award that integrates the humanistic spirit, the meaning of life aesthetics, and the value of culture and art.



西安中梁壹號院—
人文氣質豪宅獎
Xi'an Zhongliang The One
Mansion — Humane Quality
Mansion Award



中梁金地西江悅—
空間設計專項獎
Zhongliang Gemdale Xijiang Yue
— Space Design Award



蘇州中梁寬泰鉅園—
空間設計專項獎
Suzhou Zhongliang Kuantai
Platinum Park
— Space Design Award

二、品質服務 II. Quality Service

2.2 精工質量

2.2.1 質量風險管理

在項目前期階段，我們持續更新對地塊周邊的道路、環境、噪音、輻射等劣勢條件制定相關的摸排要求，並同時關注污染摸排、文物摸排、設施摸排和地址摸排等高風險項，以確保項目方案具備較強的落地性，避免項目落地後因未排查到的政策因素導致的方案修改。

報告期內，我們在項目設計中引入「精細化審圖」，並進行風險等級評估，在保障設計圖紙合規合法以及符合工程建設強制性標準的基礎上，審查設計成果是否符合我們的產品定位及設定的標準，確保設計品質同時滿足業主使用的合理性，從前端設計方面降低產品質量風險。2020全年共完成74個項目的施工圖精細化審查，分別對建築、結構、給排水、暖通以及電氣設計進行全方面審查。

2.2 REFINING CONSTRUCTION QUALITY

2.2.1 Quality Risk Management

In the early stage of the project, we continuously updated and made relevant inspection requirements for road, environment, noise, radiation and other inferior conditions around the land plot and also paid attention to pollution survey, cultural relics survey, facilities survey and address survey and other high-risk items, so as to ensure that the project scheme has a high level of feasibility, and avoid scheme modification caused by undetected policy factors after project implementation.

During the Reporting Period, we introduced the “Refining Drawing Review” in the project design and carried out risk level assessment. On the basis of ensuring the compliance and legality of the design drawings and compliance with the mandatory standards of engineering construction, we will review whether the design results conform to our product positioning and pre-set standards, so as to ensure the design quality and meet owner’s needs, and reduce the product quality risk from the front end design. In 2020, a total of 74 projects have completed refining review of construction drawings, including comprehensive review of architectural, structural, water supply and drainage, heating, ventilation and air conditioning and electrical design.

精細化審圖整體流程三大階段

Three stages of the overall process of Refining Drawing Review

我們將精細化審圖內容分為三大階段、九個精審動作，並對每個階段的審查重點進行時間節點和審查重點規定。我們要求各審圖單位各階段提供《精細化審查意見單》，針對土建施工圖專項精細化審圖要求提供《土建施工圖精細化審查報告》，後期通過打分機制控制圖紙質量及問題閉合銷項。

We divided the contents of Refining Drawing Review into three stages and nine refining review actions, and stipulated the time nodes and key points of review for each stage. We require all drawing review units to provide the *Refining Review Opinion List* at each stage, and the *Refining Review Report of Civil Construction Drawing* for the special refining review of civil construction drawing. In the later stage, the drawing quality and the problem elimination can be controlled by scoring mechanism.

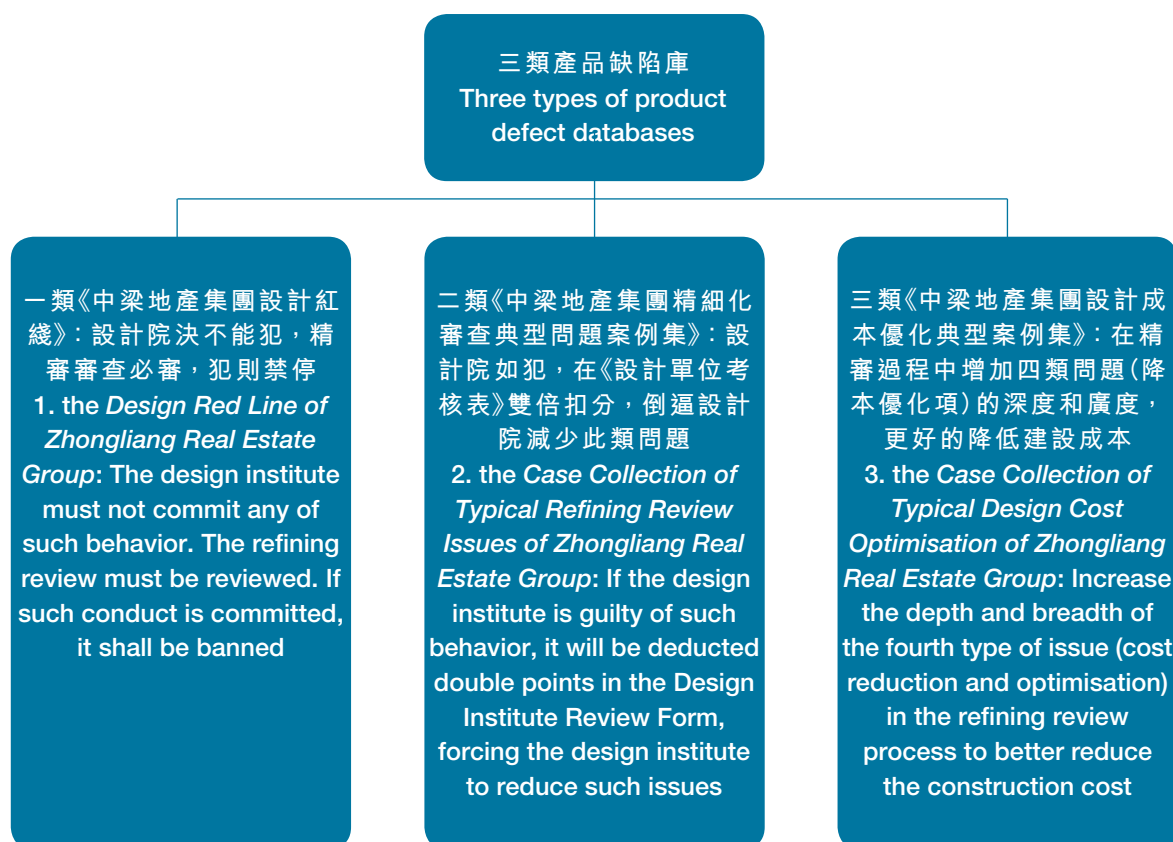


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同時，我們在後端設計建立產品缺陷庫《中梁地產集團設計紅綫》《中梁地產集團精細化審查典型問題案例集》《中梁地產集團設計成本優化典型案例集》，針對本集團2020年的精審問題情況及設計優化情況，編製三類產品缺陷庫，並規定各設計單位參考產品缺陷庫在設計上持續提升產品設計質量。

At the same time, we set up product defect databases on the back-end design. Three types of product defect databases, namely, the *Design Red Line of Zhongliang Real Estate Group*, the *Case Collection of Typical Refining Review Issues of Zhongliang Real Estate Group*, and the *Case Collection of Typical Design Cost Optimisation of Zhongliang Real Estate Group* were compiled in respect of the situation of refining review issue and design optimisation of the Group in 2020. All design units are required to continuously improve the quality of product design by referring to product defect databases.



2.2.2 質量管控提升

本集團基於《中華人民共和國產品質量法》，通過工程管理體系、工程質量技術、工程評價體系對項目質量要求貫穿設計、施工、交付、入住等建築產品建設的全生命周期，旨在提高項目建設效率的同時保障房屋質量。

2.2.2 Quality Control Improvement

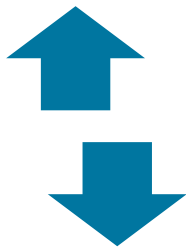
Based on the *Product Quality Law of the People's Republic of China*, the Group has, through the engineering management system, engineering quality technology and engineering evaluation system, included the requirements for project quality into the whole life cycle of construction products such as design, construction, delivery and occupancy, so as to increase construction efficiency of project while also safeguarding the housing quality.

二、品質服務

II. Quality Service

報告期內，我們根據業務需求完善工程管理模塊的組織架構，由工程前台對項目進行支持幫扶，建立預警機制，針對區域重難點進行決策幫扶，深入一線消除工程質量風險；工程後台強化職能、夯實內功，根據組織發展完善管控機制積極賦能，培育人才，為本集團工程質量提升建立制度，並實施賦能以及考核等模塊管理職責。前後台分工明確，以緊密合作的組織架構為基礎全力保障本集團產品質量。

During the Reporting Period, we improved the organisational structure of engineering management module in accordance with the requirements of our operation. The front office of the project is responsible for providing assistance to the project, establishing warning mechanism, conducting decision-making assistance for the regional key and difficult points, and deepening into the front lines to eliminate the risks of engineering quality; while the back office of the project is responsible for strengthening functions, consolidating the internal strengths, improving the management and control mechanism in accordance with the development of the organisation to proactively provide empowerment, and nurturing talents, with aims to establish a system for the Group's engineering quality enhancement, and implement module management responsibilities such as empowerment and assessment. The responsibilities of the front and back office of the project are clearly separated, so as to fully guarantee the Group's production quality based on the close cooperation organisational structure.



前台：對接項目，深入一線消除工程質量風險

Front office: project matchmaking and deepen into the front lines to eliminate the risks of engineering quality

後台：強化職能，為工程質量提升建立標準制度，並實施賦能以及考核等模塊管理職責

Back office: strengthen functions, establish a standard system for the engineering quality enhancement and implement module management responsibilities such as empowerment and assessment

報告期內，我們在工程質量管理方面更新《工程條綫考核管理辦法》《第三方工程過程評估管理辦法》《項目交付工程品質評估管理辦法》深入關注客戶敏感點，強化各管理辦法中對產品質量標準的要求。其中，我們在《工程條綫考核管理辦法》中對各項目考核維度包含紅綫管理、過程管理、交付管理、維修服務、工地開放日、管理動作、加減總分項等內容，促進工程條綫內部競爭，提高各級組織工程管理水平，提升工程品質。

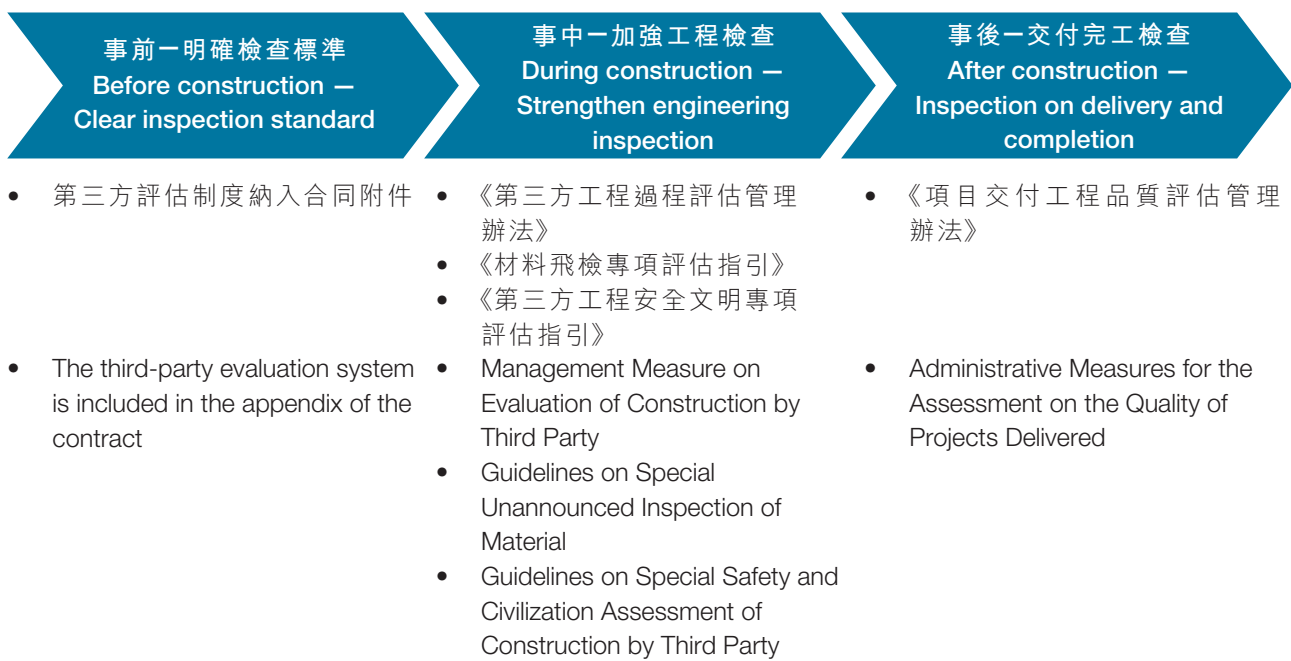
During the Reporting Period, in respect of the management of engineering quality, we updated the *Administrative Measures for the Assessment on Engineering-Related Departments*, the *Management Measure on Evaluation of Construction by Third Party* and the *Administrative Measures for the Assessment on the Quality of Projects Delivered* with focusing on customer's sensitive aspects to strengthen the requirements to the quality standards of products in such management measures. Among which, our assessment dimensions for each project in the *Administrative Measures for the Assessment on Engineering-Related Departments* include red line management, process management, delivery management, maintenance service, construction site open day, management action, addition-subtraction total score, etc., which resulted in an internal competition among the engineering-related departments, so as to improve the engineering management level of the organisations at different levels and enhance engineering quality.

二、品質服務

II. Quality Service

在施工過程中，我們定期組織開展第三方評估。第三方評估由我們下屬各單位組織或委託獨立第三方評估單位對項目從開工至交付前的現場建設工作進行評價，我們開展了第三方過程評估、安全文明項目評估、交付專項評估、交付評估等專項評估，對項目質量風險、安全文明、工程材料、交付狀態等進行檢查和打分，並根據評估結果和相關的第三方評估管理制度文件，加強項目施工現場的管控力度，提升項目工程品質、安全文明施工和項目管理水平，降低項目施工和交付風險。

During the process of construction, we regularly conduct third-party assessment which is organised by our subordinate units or conducted by entrusting the independent third-party evaluation unit to evaluate the on-site construction work of the project from commencement to pre-delivery. We have carried out the third-party process assessment, safety and civilization project assessment, delivery project assessment, delivery assessment and other project assessment, during which we inspected and scored the project quality risk, safety and civilization, engineering materials, delivery status, etc.. According to the evaluation results and relevant third-party assessment management system documents, we strengthen the management of the project construction sites, improve engineering quality of the project, safe and civilized construction and project management standards, and thus reducing project construction and delivery risks.



第三方評估標準 Third-party Assessment Standards

具體到項目質量技術方面，區域集團制定並發佈內部工程質量技術指引，明確檢查標準，提高檢查要求，進一步加強質量管控要求和落實動作。

As for the quality and technology of the project, several guidelines for the internal engineering quality and technology, were formulated and issued by the regional business groups, which clarified inspection standards, improved inspection requirements, and further strengthened quality control requirements and implementation actions.

二、品質服務

II. Quality Service

在施工完成後，我們根據國家地方行業規範、設計圖紙要求、集團相關制度及項目交付標準，組織或委託第三方對項目開展項目交付工程品質評估，從客戶重點關注的維度出發，統一產品交付標準，提高項目交付工程品質和客戶滿意度。報告期內，我們更新《項目交付工程品質評估管理辦法》，對其中各分項調整權重，更加關注客戶敏感點。

Upon the completion of the construction, we organise or entrust a third party to carry out evaluation of project delivery quality for the projects in accordance with national and local industry regulations, design drawings requirements, related systems of the group and project delivery standards, so as to unify product delivery standards based on the dimensions of customer focus, and improve project delivery quality and customer satisfaction. During the Reporting Period, we updated the *Administrative Measures for the Assessment on the Quality of Projects Delivered*, among which, we focus more on customer's sensitive aspects with adjustment to the weight of each item.

第三方交付品質評估 Evaluation on delivery quality by third-party

交付專項評估：在考核交付60天前或合同交付90天前或承諾交付60天前
Special assessment on delivery: 60 days before the assessment on delivery or 90 days before the delivery of contracts or 60 days before the promised delivery
交付專項評估考核維度包括：滲漏、空鼓開裂等內容
The special assessment dimensions of delivery includes: leakage, hollowing and cracking, etc.

交付評估：在交付前11天
Assessment on delivery: 11 days before delivery
交付評估考核維度包括：戶內、外立面、公共部位(大堂、電梯廳、地下車庫)、室外景觀、機電、強控項、紅綫管理等內容
The assessment dimensions of delivery include: indoor, external facades, public site (lobby, elevator lobby and underground parking lot), outdoor landscape, electromechanical, strong control items, red line management, etc.

評估後我們會進行排名公示，並根據評估情況進行預警、約談、考核、獎罰及人員處理等
We will compile the rankings after evaluation, and carry out early warning, interviews, assessments, rewards and punishments, and personnel management according to the evaluation results

此外，我們在工程質量的意識提升方面開展了如工程賦能夜課堂、交付查驗官培訓等活動，加強一線員工對工程質量的重視。報告期內，我們共舉行不少於8期的課堂，針對工程基礎技術進行夯實賦能，增強工程質量的管控水平和力量；2020年工程條綫舉行了冬季大練兵活動，專題專訓，以滿足組織發展需求和對工程質量的發展需求。

In addition, in term of improving the awareness of engineering quality, we carried out engineering empowerment night class, delivery inspector training and other activities to strengthen the attention of front-line staff to engineering quality. During the Reporting Period, we held no less than 8 phases of the class to empower our staff on the basic construction technology, and enhance the control level and strength of the engineering quality. In 2020, the engineering-related departments held the winter training activities, carried out specialised training for each topic, so as to meet the development needs for the organisation and the engineering quality.

二、品質服務

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2020年品質型項目打造

Buiding Quality-oriented Projects in 2020

中梁控股重點打造品質型項目，該類項目除在傳統設計和工藝要求上精益求精，還充分考慮了業主體驗感的提升，植入中梁4.0創新模塊，從小區入口、中央景觀區、兒童活動區、單元大堂、地庫等多個空間著手，按需配置不同層級的亮點模塊，如設置了社區超級觸點、AED急救系統、無接觸設備的全功能玄關，採用數字創新手段升級的車行人行智慧交通空間，全面提升業主在社區內的場景體驗；同時打造三好智慧和三高健康兩大系統，全面優化用戶體驗，為中梁下一代住宅產品的崛起起到引領和模範帶頭作用。

Zhongliang Holding focuses on building quality-oriented projects. In addition to improving the traditional design and process requirements for this kind of projects, Zhongliang Holding also fully considers the enhancement of the owner's experience impression by implanting Zhongliang 4.0 innovation module. From the entrance to the community, the central landscape area, children's activity area, foyer, basement, and many other space, where different levels of bright spot modules are configured as required, such as setting up community super contact, AED emergency system, fully functional porch without contact equipment, upgrading the roadway and pedestrian intelligent traffic space by the adoption of digital innovative means as well as improving the owner's scene of experience in the community; At the same time, creating two systems of Three Plus Wisdom and Three Plus Health, comprehensively optimising the users' experience so as to play a leading and exemplary role in the rise of the next generation of residential products developed by Zhongliang.



洛陽百悅府項目
Luoyang Baiyue Mansion Project



杭州中梁沐宸院
Hangzhou Zhongliang Muchen Mansion



蕪湖中梁旭輝鉅悅濱江項目
Wuhu Zhongliang Xuhui Boyue Riverside Project



成都中梁雲臺台項目
Chengdu Zhongliang Yunxitai Project

二、品質服務 II. Quality Service

2.3 客戶至上

中梁控股始終將業主及住戶的需求擺在首位，堅持「服務創造價值，讓四季心情綻放」的企業使命，以「安心、信任、尊重、共榮」的服務理念，為客戶提供「高尚真誠」的專業化服務。我們通過對客戶關係進行全面管理，持續推廣兩大溝通渠道並細化投訴處理流程，每一步從業主角度出發，堅持與業主互動，打造業主等待期的全覆蓋服務。

2.3.1 客戶服務及隱私管理

本集團通過管理專業化及精細化、服務標準化及差異化，制定《銷售前客戶風險檢查作業指引》《客戶投訴處理實施作業指引》等制度或指引，對客戶服務的要求和客戶需求的管理作出了規範。報告期內，我們對《區域公司客服績效評價管理辦法》進行修訂，對結果性指標和過程性指標權重進行調整，同時增加末位淘汰規則，以結果為導向，促進客戶關係體系全面落地。我們的粵港澳集團為實現客戶口碑相傳，品牌深耕，制定並發佈了《中梁粵港澳發展集團客戶主題活動指引》，確定2020年客戶活動主題—「樂活節」、「睦鄰節」，並對主題活動形式、內容、理念、承辦單位、宣傳及管控要求進行明確。

同時，本集團嚴格遵守《中華人民共和國網絡安全法》等法律法規，報告期內，我們制定並發佈《客戶信息安全管理規程》規範客戶信息採集、使用、處理流程、訪問權限，以及承載客戶信息的環境，降低客戶信息被違法使用和傳播的風險，杜絕個人信息濫用，從而維護客戶隱私。

2.3 CUSTOMER-ORIENTED

Zhongliang Holdings always prioritizes the needs of owners and residents, adheres to the enterprise mission of "Service Creates Values, For A Better Life" and provides customers with "noble and sincere" professional services with the service concept of "relief, trust, respect and co-prosperity". Through comprehensive management of customer relations, continuous promotion of the two communication channels and refinement of the complaint handling process, we take each step while ensuring the benefit of owners, insist on interacting with them, and provide all-round services while they wait to move in.

2.3.1 Customer Service and Privacy Management

Through professional management, service standardization and differentiation, the Group has formulated the *Guidelines for Pre-sale Customer Risk Checking Guide*, *Guidelines for Customer Complaint Handling* and other systems or guidelines to regulate customer service and to meet their needs. During the Reporting Period, we revised the *Customer Service Performance Evaluation Management Measures of Regional Companies*, adjusted the weights of outcome indicators and process indicators, and simultaneously added rules of the bottom-out system to promote the implementation of the customer relationship system in a result-oriented manner. In order to spread reputations and deepen brand culture through word of mouth, our groups in Guangdong-Hong Kong-Macao area have formulated and issued the *Theme Event Guidelines for Customers of Zhongliang Guangdong-Hong Kong-Macao Developing Groups*, to determine the 2020 customers' activity theme — "Happy Easter", "Harmony Community Festival", and clearly define the forms, contents, concepts, organizer, marketing and control requirements of theme events.

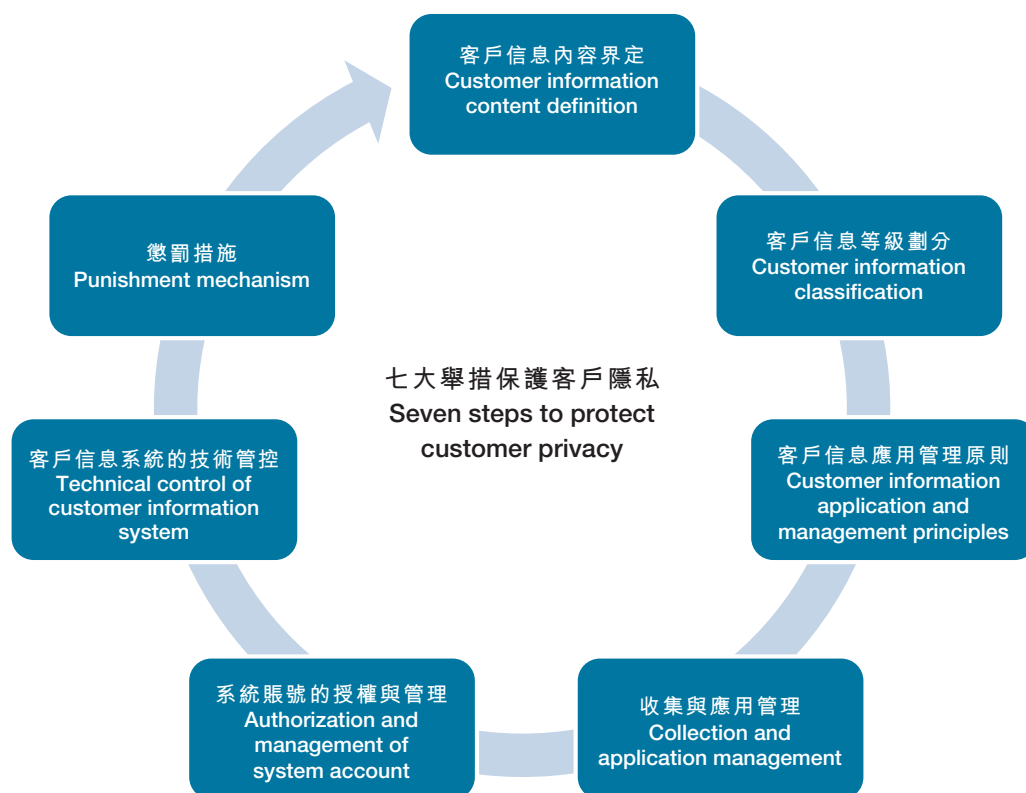
Meanwhile, the Group strictly abides by the *Cybersecurity Law of the People's Republic of China* and other laws and regulations. During the Reporting Period, we formulated and issued the *Customer Information Security Management System* to regulate customers on information collection, use, processing flow, access permissions, and customer information environment so as to reduce the risk of the customer information to be used and transmitted illegally, also avoid misuse of personal information to protect customer privacy.

二、品質服務

II. Quality Service

例如我們對客戶信息系統實施分權管理，同時對客戶信息文件設置密碼，禁止員工私自下載或導出客戶信息。如因業務需要，員工需在提出申請並獲得相關審批後，才可以將客戶信息進行下載或導出。同時，我們亦要求所有員工對本集團未披露的所有客戶信息和合同文件履行其保密的義務。對於第三方滿意度調研時所需要使用到的客戶信息，我們與第三方調研公司簽署相關客戶保密協議，嚴格規範第三方對客戶信息的取用，最大程度保障客戶信息安全。

For example, we decentralize the management of customer information systems and set passwords for customer information files to prevent employees from downloading or exporting customer information without permission. Staff should apply for and obtain relevant approval for the business needs before downloading or exporting customer information. Meanwhile, we also request all employees to meet their obligation to maintain confidentiality of all customer information and contract documents undisclosed by the Group. As for the customer information needed in the satisfaction survey of our partner manufacturers, we will sign the relevant customer confidentiality agreement with the research company of our partner manufacturers to strictly regulate the access of customer information by our partner manufacturers, so as to ensure the security of customer information to the greatest extent.



二、品質服務 II. Quality Service

2.3.2 客戶投訴及處理

本集團持續夯實與推廣「400客服熱線」和「薈生活」移動客服平台兩大客訴渠道。報告期內，我們在施工現場、銷售案場以及交付現場到已交付小區的標準化推廣要求下，「400客服熱線」知曉率和「薈生活」金卡會員量均持續提升，使得更多的客戶可以更高效率的反饋解決問題。

2.3.2 Customer Complaint And Handling

The Group continued to strengthen and promote two major customer complaint channels, the “400 Customer Service Hotline” and the mobile customer services platform “Hui Life”. During the Reporting Period, we continued to increase both the awareness rate of our “400 Customer Service Hotline” and the number of “Hui Life” Gold Card members under the standardised promotion requirements at construction sites, sales offices, delivery sites and completed community, enabling more customers to provide feedback and solve problems more efficiently.

400全國統一客服熱線：打造一站式溝通平台，通過閉環式管理，保障業主的各類報修／投訴問題得到積極、專業、高效處理，提升業主投訴處理、維修服務滿意度，完善業務端數據監測、分析預警、數據沉澱。

服務宗旨：一站式溝通，全程無憂

400 National Customer Service Hotline: Through closed-loop management, we ensure that all kinds of repair/complaint problems of property owners are actively, professionally and efficiently handled, improve the satisfaction of property owners' complaint handling and maintenance services, and improve data monitoring, analysis and early warning, data precipitation at the business end to create a one-stop communication platform.

Service Objective: One-stop communication and throughout worry-free

「薈生活」移動客服平台：作為我們與客戶進行溝通和互動的重要載體，涉及信息釋放類、客戶關懷類、客戶活動類功能模塊，包含報修與投訴、在綫客服、在綫交付、工程進展、精彩活動等功能。

The Mobile Customer Services Platform “Hui Life”: the important channel for communication and interaction with our customers, involving information release, customer caring and customer activities, which includes repair and complaint, online customer service, online delivery, project progress, and wonderful activities, etc.

二、品質服務

II. Quality Service

在投訴處理方面，我們持續強化投訴分類分級管理機制，細化處理流程，從投訴分類、投訴處理以及投訴處理結果各環節加強客戶服務：

- **投訴分類分級管理：**將客戶投訴分為一般投訴、重要投訴、衝突、危機四類，並將重要投訴、衝突、危機錄入客戶危機系統，發送至各條綫負責人及公司管理層，同時明確投訴處理第一責任人，全程監控客戶投訴問題處理進程，保障問題能得到及時跟進處理；
- **投訴／保修7項處理流程：**接收在綫投訴／報修 — 問題受理 — 勘察確認 — 問題處理 — 客戶確認 — 滿意度回訪 — 考核披露；同時，我們實行「維修1小時響應，投訴4小時響應」規定；
- **投訴處理結果：**通過每周跟蹤處理進度，向客戶反饋處理進展直至問題閉合全程跟進；引入機器人滿意度回訪，對投訴、報修關閉確認，降低人為因素干擾；同時採用400坐席抽訪、超時工單追蹤、月度指標考核披露等方式，以實現投訴的閉環式管理，客戶全程無憂。

In terms of complaint handling, we continue to improve the complaint classification and grading management mechanism, refine the handling process and strengthen customer service in all aspects of complaint classification, complaint handling and complaint handling results:

- **Complaint classification and grading management:** Complaints are classified into four categories, including general complaints, important complaints, conflicts and crises. Important complaints, conflicts and crises will be recorded in the customer crisis system and sent to the person in charge of each line and the management of the Company, and the primary responsible person for handling the complaints will be clearly identified to monitor the process of handling customer complaints and ensure that the problems can be followed up in a timely manner;
- **7 complaint/warranty handling process:** receive online complaints/repairs — problem acceptance — survey and confirmation — problem handling — customer confirmation — satisfaction callback — assessment disclosure; at the same time, we implement the “1-hour response for maintenance and 4-hour response for complaints” requirement;
- **Complaint processing results:** follow up the whole process by tracking the processing progress every week and feeding back to customers until the problem is closed; introduce robotic satisfaction callbacks to confirm the closure of complaints and repairs to reduce human factor interference; also adopt 400 hotline random visits, overtime work order tracking, monthly index assessment disclosure, etc., in order to achieve closed-loop management of complaints and customers throughout worry-free.

二、品質服務 II. Quality Service

2.3.3 客戶滿意度

為了解客戶對服務的真實評價，我們每年開展客戶滿意度調查。報告期內，我們通過五大節點、月度滾動、電話回訪等方式，調研近400個項目。調研結果顯示，我們的客戶滿意度在各節點均有進步，總體滿意度超70分。

2.3.3 Customer Satisfaction

In order to understand our customers' authentic evaluation of service, we have carried out a customer satisfaction survey each year. During the Reporting Period, we surveyed nearly 400 projects through five major nodes, monthly dynamic operating approach, and telephone callbacks. The survey results show that our customer satisfaction has improved in all nodes, with an overall satisfaction score of over 70.

客戶滿意度提升舉措

Customer Satisfaction Improvement Initiatives

報告期內，我們在業務維度對客戶滿意度進行提升管理舉措：

During the Reporting Period, we managed initiatives to improve customer satisfaction in the business dimension:

- 貫徹「客戶觸點管理5步法」，聯合工程、設計推動「事業總面對面」、「設計師見面會」等客戶導向舉措落地，促進客戶正向溝通，增強客戶信任；
Under the guidance of “5-step approach to customer touchpoint management”, we promoted the implementation of customer-oriented initiatives such as “face-to-face communication” and “designer meetings” through joint efforts of engineering and design units, so as to facilitate positive customer communication and enhance customer trust;
- 聯合營銷、品牌舉辦首屆「薈鄰生活節」，同時大力推動「梁小獅」客戶服務品牌吉祥物的運用推廣，提升客戶好感度。
Holding the first “Huiling Life Festival” with the brand for joint marketing, and promoting the exposure of the brand mascot of customer service “Baby Lion Liang” to enhance customer favorability.

報告期內，我們鏈接資源、構建場景、賦能美好，為業主提供有溫度的交流場景。為期二十多天的「薈鄰生活節」，見證了眾多鄰里從「陌鄰」變為「睦鄰」，從互不相識變為朋友。

During the Reporting Period, we provided our owners warm communication scenes by integrating resources, building scenarios and cultivating happiness. The neighbor relationship got significant improvement through the 20-day lasted “Huiling Life Festival”.



Children of owners on the “analog map” with their parents, having the world at feet and loves around.

小業主們在爸爸媽媽的陪伴下踏上「模擬地圖」，在方寸間遊覽萬千世界，享受親情的同時收穫成長。

美好金秋，圓月當空，我們邀請業主共赴燈謎盛會，雅俗共賞，不負良辰。

At the beautiful mid-autumn

festival night, owners were invited to join the lantern riddle event for celebration together.



二、品質服務

II. Quality Service

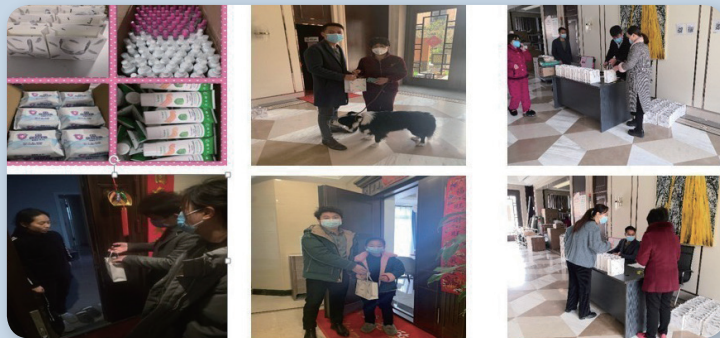
2020年的新冠疫情之下，本集團作為成千上萬戶業主的守護者迅速行動、積極應對，開展專項會議，落實預防新型冠狀病毒措施，在全國各地的中梁社區積極開展「心繫業主，貼心『罩』顧」活動，為每一位業主的健康保駕護航。

In 2020, to cope with the pandemic and protect the health of our owners, the Group, as the guardian of thousands of owners, made rapid and active response, including organizing special meetings, implementing COVID-19 prevention and control measures, and actively distributing masks to owners in Zhongliang communities across the country.

面對疫情，我們在行動 Fighting Against the Pandemic

在疫情之初，酒精、口罩等物資緊缺階段，我們在「中梁蒼生活」平台組織在線活動，領取酒精、口罩等，贏得客戶好評；在線下客戶關係維護方面，我們加強疫情防控的社區宣傳、社區公共區域消毒防疫、為業主免費發放口罩、消毒液等防疫用品、為業主免費提供採購送菜、免費洗車等便民服務，獲得客戶一致贊賞。

At the beginning of the pandemic, when there was a shortage of alcohol and masks, we organized online activities on the “Zhongliang Hui Life” platform to provide customers with alcohol and masks, which won the praise of our customers. In terms of offline customer relationship maintenance, we strengthened community publicity on epidemic prevention and control, disinfection of public areas in community, and we also distributed masks, disinfectant and other pandemic prevention supplies to owners for free, and provided free procurement and delivery of groceries and car washing services, which gained us unanimous appreciation from our customers.



此外，疫情期間，我們連續多次發文強調加強疫情防控期間項目交付組織和服務工作的重要性，各區域公司亦根據項目施工及經營管理受疫情影響的程度，合理預估交付順延時間並給業主寄發疫情順延函進行告知，以此來合理規避疫情對項目交付所產生的不利影響並降低項目逾期風險。

In addition, during the epidemic period, we repeatedly issued documents emphasizing the importance of strengthening works of project delivery organization and services during the pandemic prevention and control period. Based on the extent of project construction and operation management affected by the epidemic, each regional company also reasonably estimated the delivery delay and dispatched a letter of delay to the owner to inform them of the delay, so as to reasonably avoid the negative impact of the pandemic on project delivery and reduce the risk of project delays.

二、品質服務 II. Quality Service

2.4 合規宣傳

本集團謹遵《中華人民共和國消費者權益保護法》等法律法規，嚴格把控各媒體平台的輸出信息口徑，確保對外宣傳信息的準確性、合法性、真實性，避免因為不恰當的輸出對品牌造成不良的社會影響和法律風險。我們內部制定有《營銷合法合規管理辦法》《項目銷售宣傳物料製作管理操作指引》《銷售現場展示及公示作業指引》，確保有關的銷售及宣傳資料均符合所有相關規定及行業指引，指引客戶做出理智的購買決策和進行負責任的消費，全方位維護客戶權益。

我們嚴格規範案場、售樓中心等場所展示的销售廣告、宣傳物料、樣板間、沙盤信息等，基於《營銷合法合規管理辦法》《項目銷售宣傳物料製作管理操作指引》以及《銷售現場展示及公示作業指引》，確保做到誠信銷售、提升客戶滿意度。

2.4 COMPLIANCE IN PROMOTION

The Group abides by the laws and regulations such as the *Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers* and strictly controls the presentation of information on media platforms, so as to ensure the accuracy, legality and authenticity of the information to be published, avoiding adverse social impact and legal risks of the brand caused by improper publicity. We have formulated the internal *Measures on Managing Compliance with Laws and Regulations on Marketing, Operating Guidelines on Managing Production of Materials for Sales and Promotion for Projects* and *Guidelines on On-Site Sales Demonstration and Public Operation* to ensure that the related marketing and promotional materials comply with all relevant regulations and industry guidance for comprehensively protect customer rights and interests, guiding customers to make rational purchase decisions and conduct responsible consumption.

We strictly control our sales advertisements, publicity materials, showrooms and site information displayed at the site, sales center and other places. Based on the *Measures on Managing Compliance with Laws and Regulations on Marketing, Operating Guidelines on Managing Production of Materials for Sales and Promotion for Projects* and *Guidelines on On-Site Sales Demonstration and Public Operation*, we aim to ensure selling with honesty, and improving customer satisfaction.

二、品質服務

II. Quality Service

《營銷合法合規 管理辦法》

Measures on Managing Compliance with Laws and Regulations on Marketing

- 對物料輸出規範、樣板房與實際交付標準偏差異風險等方面進行規範化，防範業務風險

Control the material quality, mitigate the risk of the difference between the showroom and the actual delivery standards and other aspects, so as to prevent business risks

《項目銷售宣傳物料 製作管理操作指引》

Operating Guidelines on Managing Production of Materials for Sales and Promotion for Projects

- 從戶型圖製作、模型製作、效果圖製作、標識標牌製作、品牌展示牆、工法展示等方面，明確宣傳物料輸出規範，要求物料輸出負責部門審核並確認銷售宣傳物料的設計內容，把控銷售宣傳物料風險

Specified material specifications in terms of layout drawing, model making, effect drawing, logo and signs productions, brand display wall and technique demonstration, requiring material supply department to review and confirm the design and content of sales and promotion materials, so as to control the risk associated with such materials

《銷售現場展示及 公示作業指引》

Guidelines on On-Site Sales Demonstration and Public Operation

- 對接待中心模型及公示區、紅綫外代征地及附屬設施建設公示、廣告及宣傳物料等方面進行明確公示要求，並邀請區域公司相關部門組織現場審核驗收，對現場審核驗收的整改意見及時實施整改

Made clear requirement for the announcements, advertisements and publicity materials at the model and public area in the reception center, requisitioned land beyond the red line and ancillary facilities construction, and invited relevant departments from regional companies to organise on-site review and handover, and made prompt rectification based on the opinions

二、品質服務 II. Quality Service

2020年我們進行案場神秘客檢查共5期，對體驗品控、物業服務、銷售全流程以及風險管控與違規進行調查，總體得分近90分，其中案場流程、風險管控與違規及物業服務有較大提升。報告期內，本集團嚴格遵守各項法律法規，無任何重大違規營銷事件發生。

In 2020, we conducted mystery customer visits to the site for 5 phases in total to carry out investigations against customer experience, product quality control, property service, whole process of sales, risk management and control and violations. The overall score was almost 90 points, of which the site process, risk management and control, violations and property service improved significantly. During the Reporting Period, the Group strictly complied with all laws and regulations and there was no occurrence of illegal marketing incidents in material aspect.

此外，我們不斷加強對一線營銷人員的培訓。報告期內，我們進一步強化組織賦能，開展了12次月度宣貫會、45次營銷冠軍夜校、全年超20場專項培訓涉及超300份案例分享，從業務能力提升、營銷合法合規管理、反腐倡廉等多維度內化培訓，持續提高組織素養。

In addition, we continued to strengthen the training of front-line marketing personnel. During the Reporting Period, we further conducted 12 monthly publicity meetings and 45 night classes of marketing champion, and carrying out over 20 themed trainings throughout the year with more than 300 cases sharing, thus continuously improved organisational capacity through internal trainings from multi-dimensions, such as upgrading business capabilities, managing compliance with laws and regulations on marketing, combating corruption and promoting integrity.



營銷總特訓班
Marketing Leader training course

三、綠色生態

III. Green Ecology

綠色環保是新時代下地產行業品質的保證，中梁控股秉持「文化、舒適、健康、綠色、科技」的管理理念，將綠色管理落實到各個職能部門，在積極推廣綠色理念的同時，完善從設計到營運的全鏈條綠色管理體系，積極承擔企業公民的環境責任。

3.1 綠色管理

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國環境影響評價法》《中華人民共和國環境噪聲污染防治法》《中華人民共和國固體廢物污染環境防治法》《中華人民共和國大氣污染防治法》《中華人民共和國水污染防治法》、《建設項目環境保護管理條例》及其他針對排放及環境影響的相關法律法則，在環境污染、資源使用等方面搭建了全面的管理體系。我們對可能出現的環境風險作出預判，用科學的方式評估及應對。

依託2020年啟動運行的聯盟賦能管理平台，我們對項目營運中所涉及到的廢棄物管理、節能降耗等方面均採取了更為嚴格的管控，並推行多項環保措施以減少業務經營對環境的影響。我們在承包合同中設置文明施工的相關條款，要求承包商編製對施工現場噪音、粉塵等污染的管控方案，並在對工程人員的考核排名中設置了文明施工達標獎勵。報告期內，本集團未有因違反任何環境方面的法律法規而受到的重大處罰。

Green environment is the guarantee of quality of the real estate industry in the new era. Zhongliang Holdings adheres to the management concept of “culture, comfort, health, green, science and technology”, and carries out green management in each functional department. While actively promoting the green concept, we improved our green management system of the whole chain from design to operation, actively to fulfil our responsibility in protecting the environment as a corporate citizen.

3.1 GREEN MANAGEMENT

The Group strictly complies with the *Environmental Protection Law of the People's Republic of China*, *Law of the People's Republic of China on Environmental Impact of Assessment*, *Law of the People's Republic of China on the Prevention and Control of Pollution from Environmental Noise*, *Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution*, *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, *Law of the People's Republic of China on the Prevention and Control of Water Pollution* and *Law of the Regulations on Environmental Protection and Management of Construction Projects* and other laws and regulations related to emissions and environmental impacts, establishing a comprehensive management system in terms of environmental pollution and resource use. We anticipate potential environmental risks and assess and respond the same in a scientific way.

With alliance empowered management platform in 2020, we have implemented more stringent management and control over waste management, energy conservation and consumption reduction involved in project operations, and taken multiple environmental protection measures to reduce the environmental impact of our business operations. We have specified relevant provisions of civilised construction requirements in the contracts and required contractors to prepare a management and control plan in relation to noise, dust and other pollutions at the construction sites, and set up rewards to those who achieved the standard of civilised construction in the appraisal ranking of project management personnel. During the Reporting Period, the Group was not subject to any material penalty for violating any environmental laws and regulations.

三、綠色生態 III. Green Ecology

3.2 綠色設計

3.2.1 綠色建築

作為生態城市的重要組成部分，建築在全生命周期內最大限度節約資源是未來的主要發展趨勢，本集團在建築設計階段充分考慮水能、風能、太陽能等自然資源，提升建築的節能水平；我們充分考慮綠色建材，盡量減少使用合成材料，最大限度地實現人與自然和諧共生的高質量綠色建築。

截至2020年12月31日，本集團累計共有超300個項目為綠色建築（包含綠色建築認證或評級），綠色建築總建築面積超過4,500萬平方米。

3.2 GREEN DESIGN

3.2.1 Green Building

As an important part of the eco-city, saving resources to a maximum level in the entire life cycle of buildings is the main development trend in the future. The Group fully considers natural resources such as hydropower, wind energy and solar energy during the design stage of buildings to improve the energy-saving capability of buildings. We fully consider green construction materials and minimize the use of synthetic materials to build high-quality green buildings in which human and nature coexist harmoniously to the utmost.

As of 31 December 2020, a total of more than 300 projects of the Group were green buildings (including green building certification or rating), with a total gross floor area of more than 45 million square meters.

綠色技術推動環境友好建築

Green technology promotes environmentally-friendly buildings

鹽城頤璟園積極推進新技術的應用，除智能計費系統、隔熱措施外，該項目推廣太陽能應用和綠色環保節能材料，包括小區內的庭院燈、草地燈採用太陽能源等。小區採用垃圾分類處理機處理有機垃圾，利用菌種在一定濕度和溫度下自然升溫和發酵，來處理有機垃圾，可以使小區內實現垃圾無害化、減量化。該項目獲二星綠色建築設計標識證書。

Yancheng Yijingyuan actively promotes the application of new technologies. In addition to smart charge systems and insulation measures, this project promotes solar energy applications and green environmental-friendly and energy-saving materials, including the use of solar energy in the courtyard lights and lawn lights in the community. This community adopts a garbage sorting machine and uses bacteria to naturally heat up and ferment at a certain moisture and temperature to process organic garbage, so as to realize the harmlessness and reduction of garbage in the community. The project obtained the Two-Star Certificate of Green Building Design Label.



三、綠色生態

III. Green Ecology

以人為本，高尚社區

People oriented, noble community

常熟瓏璟閣項目結合項目所在地的氣候、資源及環境特點，按照因地制宜的原則，合理規劃建築佈局，經日照模擬，滿足日照標準的相關要求。項目合理規劃出入口，達到人車盡量少干擾的設計理念。本項目的居建節能達到65%，獲二星綠色建築設計標識證書。

Taking local conditions into consideration, the building layout of the Chanshu Longjingge project is planned rationally based on the climate, resources and environmental characteristics of the project location. According to the sunshine simulation, it meets the relevant requirements of the sunshine standard. The entrances and exits of the project are planned to achieve the design concept of minimal interference between people and vehicles. This project obtained the Two-Star Certificate of Green Building Design Label with a residential building energy saving rate of 65%.



尊重自然，生態建築

Respect nature, ecological buildings

江陰南閘國賓府項目在項目設計初期考慮生態環境規劃，在小區內種植適應當地氣候及土壤條件的植物，採用喬、灌、草結合的複層綠化，形成多層次的植物群落。項目建築採用增強圍護結構保溫隔熱性能和提高採暖、空調設備能效比的節能措施，在保證相同的室內熱環境指標的前提下，可實現建築節能65%的目標。本項目獲二星綠色建築設計標識證書。

The Jiangyin Nanzha Mansion project considered ecological environment planning at the initial stage of the project design. Plants adapted to local climate and soil conditions were planted in the community, and a multi-layered greening system with trees, shrubs and grass was adopted to form a multi-layered plant community. The buildings of the project adopt energy-saving measures to enhance the thermal insulation performance of the envelope structure and increase the energy efficiency ratio of heating and air-conditioning equipment. As a result, a building energy saving rate of 65% can be achieved under the premise of ensuring the same indoor thermal environment index. This project obtained the Two-Star Certificate of Green Building Design Label.



三、綠色生態 III. Green Ecology

3.2.2 節能節水

將綠色理念融入到產品設計是中梁控股重要的綠色品質實施路徑。我們通過對建築能源消耗的分析，結合建築周邊環境客觀條件，充分設計並採用節能設備產品，對建築物的資源消耗實現精細化管理，實現高效綠色營運。

3.2.2 Energy saving and water saving

Integrating green concepts into product design is an important green implementation path of Zhongliang Holdings. Through the analysis of energy consumption of buildings and based on the objective conditions of the surrounding environment of buildings, we design and adopt energy-saving equipment and products to achieve refined management on buildings' resource consumption and efficient and green operations.

節能 Energy saving

- 利用空氣源熱泵作為生活熱水熱源，減少居民熱水對煤氣、電力的依賴。
- 利用變頻節能控制供水，通過調速調節流量，降低供水系統的能耗，實現節能效果。
- Use air-source heat pumps as domestic hot water and heat sources to reduce residents' dependence on gas and electricity for hot water.
- Use a frequency conversion energy saving system to control water supply, adjust the flow through speed adjustment and reduce the energy consumption of the water supply system to achieve energy saving.

節水 Water saving

- 消防水池及生活水箱溢流管上設置報警設備，避免因設施故障而產生的水資源浪費。
- 結合雨水回用設施進行景觀水體及綠化澆灌設計。
- 使用的節水衛生器具用水效率等級達到2級以上，符合現行標準《節水型生活用水器具》CJ/T 164和《節水型產品技術條件》GB/T 18870的要求。
- Alarm devices are installed on the overflow pipes of the fire-fighting pool and domestic water tank to avoid waste of water resources caused by facility failure.
- Design of landscape water installation and greening irrigation in combination with rainwater reuse facilities.
- The water efficiency level of the water-saving sanitary appliances used have reached level 2 or above, which meets the requirements of the current standard CJ/T 164 of the *Water-Saving Household Water Appliances* and GB/T 18870 of the *Technical Conditions for Water-Saving Products*.

3.3 綠色營運

中梁控股有效管理從項目開發建設到項目服務營運的廢棄物排放和資源消耗，全面推行綠色營運模式，最大限度降低業務營運對自然環境產生的影響，提升項目的綠色友好度。

3.3 GREEN OPERATIONS

Zhongliang Holdings effectively manages waste discharge and resource consumption from project development and construction to project service operations to fully implement a green operation model, so as to minimize the impact of business operations on the natural environment and enhance the green-friendliness of the projects.

三、綠色生態

III. Green Ecology

3.3.1 排放管理

本集團所有的房地產開發工程均委託第三方承建商完成，因而沒有直接因建築工程所產生的空氣、水及建築廢棄物污染。我們明確施工過程中的環保責任主體，要求施工單位嚴格遵循標準合規排放污染物。

廢氣廢水管理

本集團貫徹《中華人民共和國環境保護法》等相關規定，通過制定相應的環保合同條款約束施工單位，要求承包商建立環保管控體系。我們不定期開展巡檢，評估項目的廢氣廢水排放情況，對存在違規隱患的項目要求施工方進行整改直至閉環。我們要求現場落實建設過程中的降噪、防塵等措施，通過環境監測感應器公示環保監測數據，綠色科學管理施工現場，確保項目順利開發建設並交付。報告期內，本集團廢氣廢水均合規排放。

3.3.1 Emission Management

All real estate development projects of the Group are undertaken by third-party contractors. Therefore, the Group did not directly generate air, water and construction waste pollution from construction works. We have identified the responsible entity for environmental protection during the construction process, and required the construction companies to strictly comply with the standards and regulations in discharging pollutants.

Waste gas and waste water management

In accordance with the relevant regulations such as *the Environmental Protection Law of the People's Republic of China*, the Group restricts construction companies by having corresponding environmental protection clauses and requires contractors to establish an environmental protection management and control system. We conduct irregular inspections to evaluate the air emissions and waste water discharge of the projects, and require the construction companies to rectify the projects with potential violations until the loop is closed. We require on-site implementation of measures such as noise reduction and dust prevention during the construction by publicizing environmental monitoring data through environmental monitoring sensors to manage the construction site in a green and scientific way, so as to ensure the smooth development, construction and delivery of the projects. During the Reporting Period, both the Group's waste gas and waste water were discharged in compliance with the rules.



三、綠色生態

III. Green Ecology

廢棄物管理

中梁控股嚴格遵守國家和各地的廢棄物管理法規。針對《國家危險廢物名錄》所規定危險廢物，我們要求承包商按照國家標準設立獨立貯存設施，並委託有資質的第三方進行收運處置。針對建築垃圾，我們在設計環節考慮料材的源頭減量，同時做好原材料和製成品倉庫的防潮、防銹、防變質的工作；在施工過程中對材料集中加工，方便廢棄物收集利用；剩餘廢棄物嚴格執行分類收集、分類存放、分類利用、分類外運。本集團積極鼓勵廢棄物就地化的資源再利用，例如地基及土方工程在設計上利用挖掘工程的廢土作為填料，在保證質量的前提下實現施工現場內的物質流循環。

另外，中梁控股在辦公區域倡導綠色辦公理念。報告期內，我們推進了無紙化辦公，廢紙二次利用等項目，減少辦公對紙張的依賴。同時我們遵守各地垃圾分類的法律法規，包括設置四分類垃圾桶，對墨盒硒鼓、電池等常見有害垃圾設立單獨投放點等，持續踐行「垃圾分類就是新時尚」的環保理念。

Waste Management

Zhongliang Holding strictly abides by national and local waste management laws and regulations. For hazardous waste stipulated in the *National Catalogue of Hazardous Wastes*, we require the contractor to set up independent storage facilities in accordance with national standards and entrust qualified third parties to collect, transport and dispose of it. For construction waste, we consider the reduction of materials at source during the design process, while work should be done to keep raw materials and finished products warehouses away from moisture, sunray, rust and deterioration; during the construction stage, the materials are processed centrally to facilitate the collection and utilization of wastes; the remaining waste shall be strictly collected, stored, utilized and transported; the Group actively encourages the reutilisation of local waste resources. For example, waste soil generated during excavation work are used as fillers for foundations and groundworks, so as to realize the recycling of materials in the construction site under the premise of ensuring the quality.

Furthermore, Zhongliang Holdings advocates the concept of green office in the office area. During the Reporting Period, we promoted projects such as paperless office and reutilisation of waste paper to reduce office reliance on paper. Meanwhile, we abide by the laws and regulations on garbage sorting in various places, including setting up garbage bins for classification of four types of waste, and setting up separate collection point for common harmful garbage such as toner cartridge and drum cartridge and batteries, etc., continuously practicing the environmental protection concept of “garbage classification is the new fashion”.

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III. Green Ecology

廢棄物及廢水排放		單位	2019總量	2020總量
Emission of waste and sewage		Unit	Total amount in 2019	Total amount in 2020
所產生的無害廢棄物總量 ¹ The total amount of non-hazardous waste produced ¹				
工程建設 ²	Project construction ²			
廚餘垃圾	Kitchen waste	噸 tonnes	5,620	4,908
土方廢料	Earthwork waste	立方米 m ³	4,274,652	4,140,593
其他建築廢棄物 ³	Other building waste ³	噸 tonnes	—	141,057
辦公營運	Office Operation			
辦公廢棄物 ⁴	Office waste ⁴	噸 tonnes	31	87
所產生的有害廢棄物總量 ⁵ The total amount of hazardous waste produced ⁵				
辦公營運	Office Operation			
廢硒鼓墨盒	Used toner cartridge and drum cartridge	噸 tonnes	0.24	0.05
廢電池	Used batteries	個 pieces	600	672
廢日光燈或節能燈管	Used fluorescent lamps or power-saving fluorescent lamps	根 pieces	40	225 ⁶
廢水排放量	Sewage emission			
總廢水排放量 ⁷	The total amount of sewage emission ⁷	噸 tonnes	4,964,256	4,226,585
每平方米在建面積總廢水排放量	The total amount of sewage emission/m ² under construction	噸/平方米 tonnes/m ²	0.17	0.13

三、綠色生態 III. Green Ecology

- ¹ 因本年度統計的各無害廢棄物種類的單位不同(噸、立方米)，暫無法進行加總，故未計算無害廢棄物密度數據。
- ² 工程建設數據包括2020年本集團的252個在建項目。
- ³ 其他建築廢棄物包括本集團2020年的252個在建項目產生的除土方廢料以外的廢棄物量。我們於2020年優化了統計方法，統一了其他建築廢棄物的計量單位，並將鋼筋廢料量納入其他建築廢棄物大類中。
- ⁴ 辦公室廢棄物指辦公環節產生的包裝物、塑料、金屬及辦公紙張等。
- ⁵ 辦公室營運過程所產生的的有害廢棄物，數量少且直接交由有資質的第三方處理，故未計算其密度。
- ⁶ 報告期內，公司對日光燈進行統一更換，因此廢日光燈或節能燈管的增加較多。
- ⁷ 廢水排放量：除四個區域集團的廢水排放量以總用水量的80%進行估算外，其餘區域集團均按實際廢水排放統計。

節水降耗

建築施工階段的節能減排是生態、環保的必然要求。中梁控股嚴格把控建築施工中的各項舉措，要求承包商樹立環保意識，減少建設過程中的資源消耗。我們在地下室內安裝LED節能燈帶，減少項目施工用電；通過安裝空氣能熱水器替代傳統電熱水器及燃氣熱水器，降低營運能耗；施工現場設立洗車池循環用水系統，加強廢水二次利用。

- ¹ Due to the different units (tonnes, m³) of each type of non-hazardous waste in this year's statistics, it is not possible to sum them up at this moment, so the intensity of non-hazardous waste is not calculated.
- ² Project construction data comprises of 252 projects under construction of the Group in 2020.
- ³ Other building waste comprises of the total amount of waste other than earthwork waste generated from 252 projects under construction of the Group in 2020. In 2020, we enhanced accounting practices, combined the measurement units of other building waste, and included the amount of steel bar waste into other building waste.
- ⁴ Office waste represents package, plastic, metal and office paper generated in office.
- ⁵ With little generation of hazardous waste during office operation, which were directly disposed of by a qualified third party, we do not calculate the intensity of these wastes.
- ⁶ During the Reporting Period, the Company carried out replacement of fluorescent lamps, resulting in an increase of the number of used fluorescent lamps or power-saving fluorescent lamps.
- ⁷ The total amount of sewage emission: except that the total amount of sewage of four regional groups is estimated by 80% of the total amount of water consumption, the total amount of sewage of the other regional groups are collected based on the actual sewage emission.

Water-saving and Consumption Reduction

Energy saving and emission reduction in the construction phase of buildings is an inevitable requirement of ecology and environmental protection. Zhongliang Holdings strictly implements various measures in the construction process, requiring contractors to establish environmental protection awareness and reduce resource consumption in the construction process. We use LED energy-conservative light belt in the basement to reduce the electricity consumption of the project construction; install air-energy water heaters to replace traditional electric water heaters and gas water heaters, so as to reduce operating energy consumption; set up a water recycling system for car washing pool on the construction site to strengthen the reutilisation of sewage.



LED節能燈帶
LED energy-conservative light belt



空氣能熱水器
Air-energy water heaters

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III. Green Ecology

在辦公區域，我們倡導厲行節約，推崇綠色辦公。報告期內，我們加強管理，避免出現無人時空調仍運轉的情況；積極倡導視頻會議，提升效率的同時減少因差旅導致的能源消耗；推進無紙化辦公，節約辦公用品使用；減少公車使用，進而減少交通的二氧化碳排放。

We initiated strict saving in the office area and advocated green office. During the Reporting Period, we, through enhancing management, avoided air conditioning when not in use; we actively promoted video conferences to improve efficiency while reducing energy consumption caused by travels; we promoted paperless office and frugal use of office supplies; we reduced the usage of business vehicles, thereby reducing carbon dioxide emissions from traffic.

2020年溫室氣體排放及能源消耗		單位	辦公營運	工程建設
2020 GHG emissions and energy consumption		Unit	Office Operation	Project construction
間接能源消耗量	Indirect energy consumption			
外購電力	Purchased electricity	兆瓦時 MWh	300	33,199
直接能源消耗量	Direct energy consumption			
液化石油氣	Liquefied petroleum gas (LPG)	噸		1,074
汽油	Petrol	tonnes 升 litres	25,860	96,561
溫室氣體排放 ⁸	GHG emissions ⁸			
範疇1：直接溫室氣體排放量	Scope 1: Direct GHG emissions	噸二氧化碳當量 tonnes of CO ₂ equivalent	57	2,052
範疇2：間接溫室氣體排放量	Scope 2: Indirect GHG emissions	噸二氧化碳當量 tonnes of CO ₂ equivalent	211	19,441

⁸ 溫室氣體排放量(範圍一)來自液化石油氣、汽油；溫室氣體排放量(範圍二)來自外購電力。溫室氣體排放量的計算參考中華人民共和國國家發展與改革委員會發佈的《工業及其他企業溫室氣體排放核算方法與報告指南(試行)》。

⁸ GHG emissions (Scope 1) come from LPG and petrol; GHG emissions (Scope 2) come from purchased electricity. The calculation of the GHG emissions was made with reference to the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions of Enterprises in Industrial and Other Industries (Trial) issued by the National Development and Reform Commission of the People's Republic of China.

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溫室氣體排放及資源消耗連年對比 Year-on-year comparison of GHG emissions and resource consumption		單位 Unit	2019總量 ⁹ 2019 Total amount ⁹	2020總量 2020 Total amount
溫室氣體排放	GHG emissions			
溫室氣體排放總量	Total GHG emissions	噸二氧化碳當量 tonnes of CO ₂ equivalent	20,723	21,761
每平方米在建項目溫室氣體排放	GHG emissions/m ² under construction	千克二氧化碳當量/平方米 kilograms CO ₂ equivalent/m ²	0.71	0.64
能源消耗量	Energy consumption			
綜合能源消耗量 ¹⁰	Comprehensive energy consumption ¹⁰	千瓦時 KWh	41,506,377	43,247,147
每平方米在建面積綜合能源消耗量	Comprehensive energy consumption/m ² under construction	千瓦時/平方米 KWh/m ²	1.43	1.28
用水量	Water consumption			
總用水量	Total water consumption	噸 tonnes	10,261,367	9,017,560
每平方米在建面積總用水量	Total water consumption/m ² under construction	噸/平方米 tonnes/m ²	0.35	0.27

⁹ 為了更準確的反映我們的溫室氣體排放量和綜合能源消耗量，我們於2020年優化了外購電力、汽油、液化石油氣的統計方法，並對2019年中梁控股環境、社會及管治報告中的2019年溫室氣體排放量和綜合能源消耗量進行了追溯，以獲得更為準確的數據。

¹⁰ 綜合能耗包括直接能源類型（液化石油氣、汽油）和間接能源類型（外購電力）。能源消耗量的計算參照中華人民共和國國家標準《GB2589-2008T綜合能耗計算通則》。

⁹ To more accurately reflect our GHG emissions and comprehensive energy consumption, we optimized the statistical methods of purchased electricity, petrol and LPG in 2020, and traced the 2019 GHG emissions and comprehensive energy consumption in the 2019 Zhongliang Holdings ESG Report to obtain more accurate data.

¹⁰ Comprehensive energy consumption includes direct energy types such as LPG and petrol, and indirect energy types such as purchased electricity. The calculation of energy consumption was made with reference to GB2589-2008T General Principles for Calculation of Comprehensive Energy Consumption, a national standard of the People's Republic of China.

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III. Green Ecology

安全文明施工

工地的安全文明施工水平是企業管理水平的綜合體現。本集團已經建立各種安全管理和文明形象施工的標準化建設指引，並將文明施工等相關考核項列入承包商考核體系中，鼓勵供應商落實工地安全文明管理。報告期內，在月度考核體系中，我們規定：「獲得地級市以上級別文明工地或品質／質量獎杯的供應商，每項加1分」，以此激勵供應商在施工管控過程中重視安全施工、文明施工的表現。

Safe and Civilized Construction

The level of safe and civilized construction of the construction site is a comprehensive reflection of the management level of the enterprise. The Group has established standardized construction guidelines for various safety management and civilized construction, and has included civilized construction and other related measures in the assessment system for contractors to encourage suppliers to implement safe and civilized construction management. During the Reporting Period, we stipulated that “suppliers who have won civilized construction site or quality trophy above prefecture-level cities will get one point for each item” in the monthly assessment system, thereby encouraging suppliers to value safe and civilized construction during construction.

有健全的施工智慧系統和崗位責任制度

Have a sound construction intelligence system and post responsibility system

施工現場封閉式管理

Closed-off management of construction site

專人管理水、電等資源消耗

Specially assign personnel to manage the consumption of water, electricity and other resources

施工場地環境整潔、物料擺設整齊

The construction site is clean and tidy, and the materials are arranged neatly

廢棄物定期定點收集清運

Regularly collect and transport waste at fixed time and location

設置宣傳標語、營造安全施工氛圍

Set up slogans to create an atmosphere of safe construction

完善環保防護設施，減少對居民和環境的不利影響

Improve environmental protection facilities to reduce adverse impact on residents and the environment

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安全文明工地獲獎

The Awards of Safe and Civilized Construction Site

2020年，本集團著重打造項目品質，在各優質戰略總包供應商的通力合作下，涌現出不少現場管控良好，工程質量優質的項目，其中部分榮獲省市級安全文明工地獎項。

In 2020, the Group focused on project quality. With the cooperation of various high-quality strategic contractors and suppliers, many projects with sound on-site management and high-quality construction emerged, some of which won provincial and municipal awards of safe and civilized site.

序號 No.	項目名稱 Project Name	獎項 Awards
1	臨泉中梁院6#地塊 Plot 6# Linquan Zhongliang Mansion	安徽省建築安全生產標準化示範工地獎 The Award of Standardized Demonstration Construction Site of Safety Construction and Production in Anhui Province
2	西安中梁壹號院 Xi'an Zhongliang The One Mansion	西咸新區2020年文明工地 2020 Civilized Construction Site in Xi Xian New Area
3	西安中梁國賓府 Xi'an Zhongliang Prestige Mansion	西咸新區2020年文明工地 2020 Civilized Construction Site in Xi Xian New Area
4	中梁印江南小區 Zhongliang Yinjiangnan Community	安徽省建築安全生產標準化工地 Standardized Construction Site of Safety Construction and Production in Anhui Province
5	阜陽山河甲第一期一標段 The First Section of Phase 1 of Fuyang Glory Land	市級建築施工安全生產標準化示範小區 Standardized Demonstration Community of Safety Construction and Production at Municipal level
6	阜陽山河甲第一期二標段 The Second Section of Phase 1 of Fuyang Glory Land	市級建築施工安全生產標準化示範小區 Standardized Demonstration Community of Safety Construction and Production at Municipal level
7	綠都中梁白鷺雅集東地塊 Plot in the East of Lvdu Zhongliang Bailu Yaji	河南省建築工程質量標準化示範工地 Standardized Demonstration Construction Site of Construction Engineering Quality of Henan Province
8	綠都中梁白鷺雅集東地塊 Plot in the East of Lvdu Zhongliang Bailu Yaji	河南省建築工程安全文明標準化示範工地 Standardized Demonstration Construction Site of Safe and Civilized Construction Engineering of Henan Province

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3.4 綠色金融

中梁控股秉承可持續發展原則，持續實踐綠色理念，致力於設計和發展綠色項目。我們設立發行綠色、社會責任、可持續發展債券及其他融資工具時的治理機制，並於2021年4月訂立符合國際資本市場協會綠色綠債原則的《中梁控股集團可持續融資框架》，該框架取得由獨立環境、社會及管治評級機構Sustainalytics出具的第二方意見書。

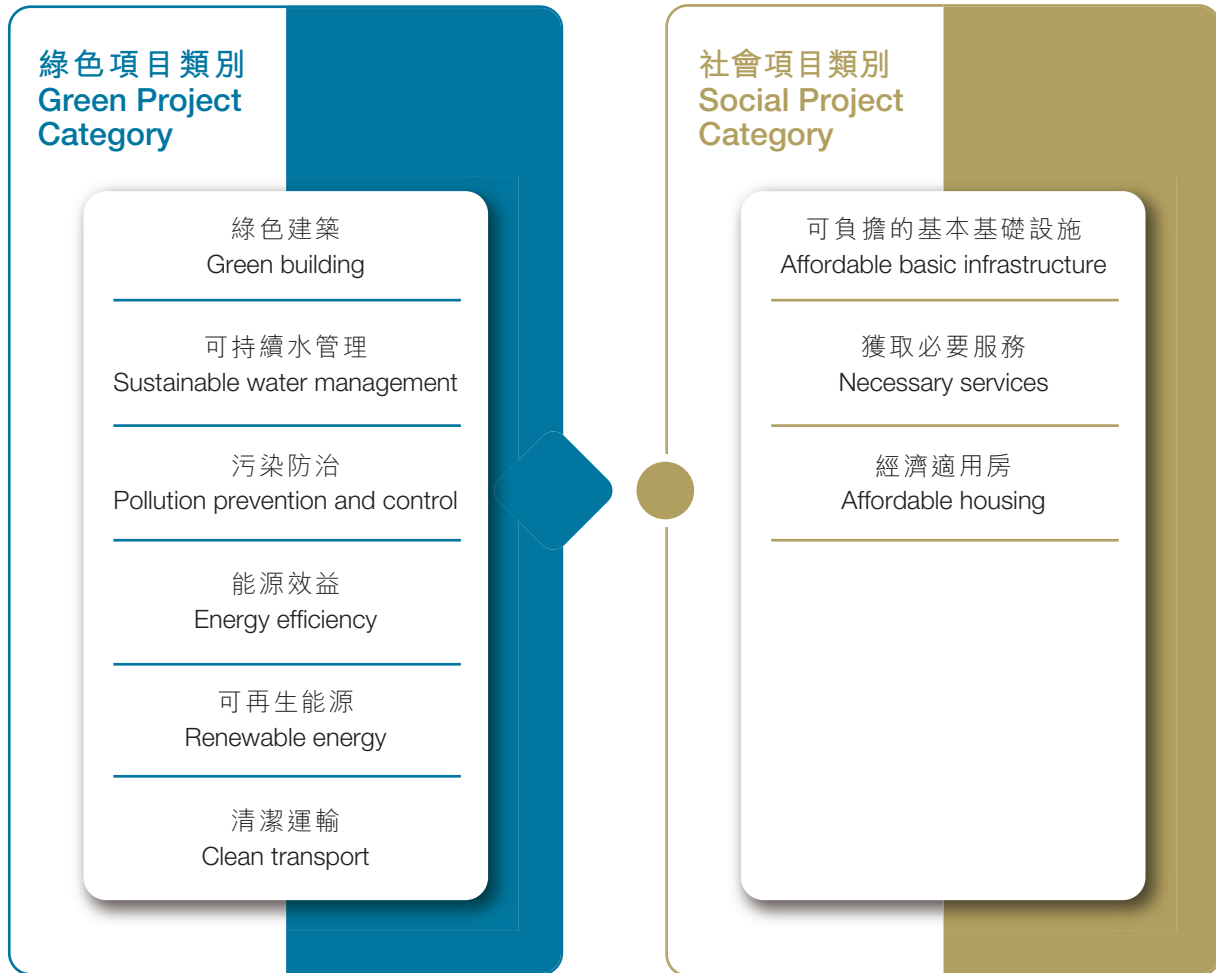
每年，我們的環境、社會及管治工作小組根據上述要求審閱及甄選合資格的項目，並提交環境、社會及管治委員會審批，確保選定的項目符合適用於綠色債券原則及社會債券原則項下的環境和社會指引。我們將利用所得資金對現有和／或未來進行融資和／或再融資，以推動本集團及社會的可持續發展，該框架界定了九個範疇的資格準則：

3.4 GREEN FINANCING

Zhongliang Holdings adheres to the principle of sustainable development, continues to practice green concepts, and is committed to designing and developing green projects. We have set up a governance mechanism for the issuance of green bonds and other financing tools in respect of social responsibility and sustainable development. In April 2021, we set up the *Sustainable Financing Framework of Zhongliang Holdings Group* that complies with the Green Bond Principles of the International Capital Market Association. The framework obtained a second-party opinion issued by Sustainalytics, an independent ESG rating agency.

Every year, our ESG working group reviews and selects eligible projects based on the above requirements and submits them to the ESG committee for approval to ensure that the selected projects comply with the environmental and social guidelines applicable to the Green Bond Principles and Social Bond Principles. We will use the proceeds to finance and/or refinance the current and/or future projects in order to promote the sustainable development of the Group and society. The framework defines eligibility criteria in nine categories:

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2021年5月，我們成功發行首筆3億美元綠色優先票據，發行票據所得款項淨額根據可持續金融框架，用作現有債務再融資。

In May 2021, we successfully issued the first US\$300 million green senior notes, and the net proceeds from the issuance of the notes were used to refinance existing debt in accordance with the sustainable financial framework.

四、育人，成就員工

IV. Employees Education and Cultivation

中梁控股相信企業的蓬勃發展離不開每一位員工的貢獻，員工是我們成長中最堅實的基礎。我們廣納人才，尊重員工，持續改進人才管理模式，鞏固企業與員工之間的關係。我們保護員工的合法權益，提供完善的薪酬福利體系，重視人才發展與培養，努力打造健康安全的工作環境，全面關懷員工生活。

Zhongliang Holdings believes that the vigorous development of an enterprise cannot be separated from the contribution of every employee, and that employees are the most solid foundation for our growth. We recruit talents, respect employees, continue to improve the talent management model, and consolidate the relationship between the Company and employees. We protect the legitimate rights and interests of employees, provide them with a comprehensive salary and welfare system, attach importance to the development and training of talents, and strive to create a healthy and safe working environment, caring for employees' lives in an all-round way.

4.1 員工概況

中梁控股嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年人保護法》等法律法規，並制定了《招聘管理制度》《績效考核管理辦法》《培訓管理制度》等一系列的人事管理制度，針對人才招聘、晉升、培訓、薪酬福利等提出管理要求與政策，全方位保障員工的合法權益。

4.1 EMPLOYEE PROFILE

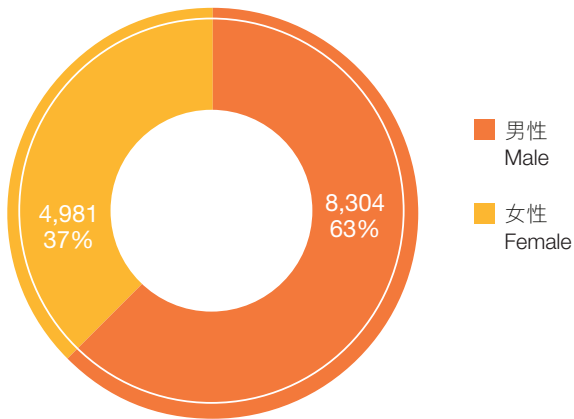
Zhongliang Holdings strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Law of the People's Republic of China on the Protection of Minors* and other laws and regulations. A series of employee management systems including the *Recruitment Management System*, the *Management Measures for Performance Appraisal* and the *Training Management System* have been formulated to put forward management requirements and policies for talent recruitment, promotion, training, compensation and benefits, etc., so as to fully protect the legitimate rights and interests of employees.

四、育人，成就員工 IV. Employees Education and Cultivation

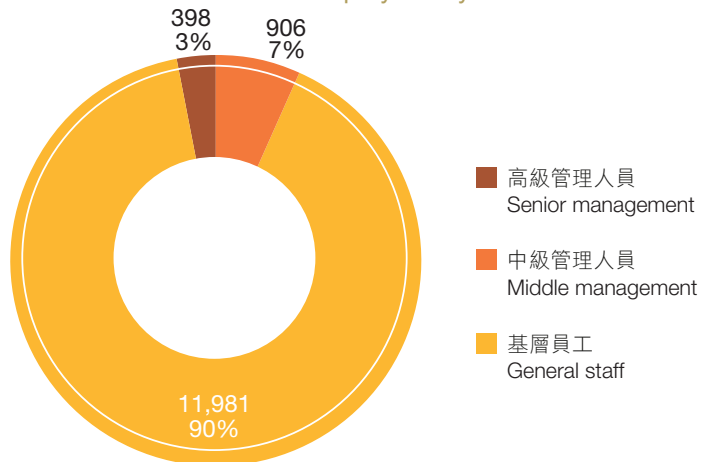
我們承諾在招聘時秉持公開透明的原則，給予所有人平等機會，並持續加強集團人才的多元化。我們堅決不僱傭童工及拒絕一切形式的強迫勞工，尊重包容員工的特殊性，不因性別、年齡、宗教、種族、國籍、信仰、婚姻狀況等因素影響員工的應聘、待遇、發展等。截至2020年12月31日，集團共擁有13,285名員工，具體員工情況如下圖。

We promise to uphold the principles of openness and transparency when recruiting, give everyone equal opportunities, and continue to strengthen the diversity of the Group's talents. We rigorously forbid child and forced labor in any form, respect and tolerate the particularity of employees, without prejudice to the application, treatment, and development of employees due to factors such as gender, age, religion, race, nationality, belief, and marital status. As of 31 December 2020, the Group has a total of 13,285 employees. The graphs below show the breakdown of employees.

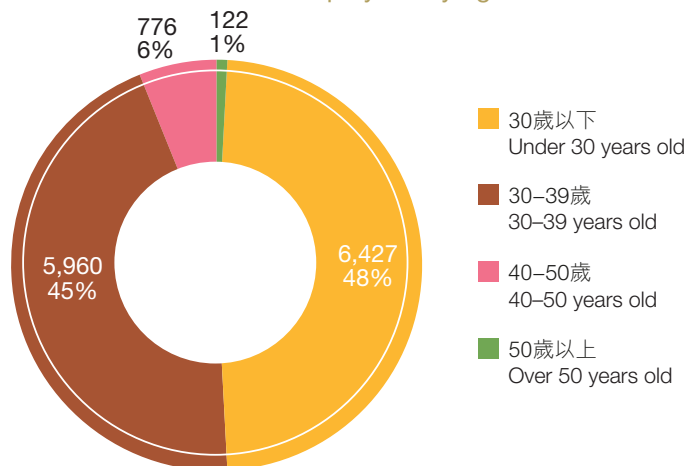
按性別劃分的員工總數
Total number of employees by gender



按職級劃分的員工總數
Total number of employees by rank



按年齡組別劃分的員工總數
Total number of employees by age



四、育人，成就員工

IV. Employees Education and Cultivation

校園招聘 Campus recruitment	社會招聘 Social recruitment
 <p>01</p> <p>新棟樑： 集團管理培訓生品牌</p> <ul style="list-style-type: none"> 作為戰略性人才發展項目，「新棟樑」是中梁未來發展和基業長青的重要組織保障。中梁高度重視人才梯隊建設，充分任用，全力培養、大力提拔年輕人。 <p>New blood training: Management trainee brand of the Group</p> <ul style="list-style-type: none"> As a strategic talent development project, new blood training is the main organizational guarantee for Zhongliang's future development and long-term foundation. Zhongliang attaches great importance to the construction of talent echelon, fully appoints, trains and promotes young talents. 	 <p>01</p> <p>飛鷹計劃：</p> <ul style="list-style-type: none"> 基於控股集團戰略要求，需要重點在大戰略、大資本、商業模式、大財務、大法務戰略性人才儲備，在新業務方面打開局面，實現突破。我們需要大力從外部引進敢想、敢幹、敢突破的年輕精英；通過後期培養、打造高素質經營人才、領軍團隊，實現人才儲備，打開新業務局面，實現突破。 <p>Eagle Plan:</p> <ul style="list-style-type: none"> Based on the strategic requirements of the Group, it is necessary to explore and achieve breakthroughs in strategic talent reserves in terms of strategies, capital, business models, finance and legal affairs. We need to vigorously introduce young elites who dare to think, to do, and to make breakthroughs from the outside; who, through training, will be developed into a high-quality and leading management team, so as to realise talent reserve, open up new business situation, and achieve breakthroughs.
 <p>02</p> <p>非凡生： 集團營銷序列管理培訓生品牌</p> <ul style="list-style-type: none"> 作為營銷體系戰略性人才發展項目，「非凡生」是中梁未來發展和基業長青的重要組織保障。中梁高度重視人才梯隊建設，充分任用、全力培養、大力提拔年輕人。 <p>Extraordinary students recruitment: Marketing sequence management trainee brand of the Group</p> <ul style="list-style-type: none"> As a strategic marketing talent development project, extraordinary students recruitment is the main organizational guarantee for Zhongliang's future development and long-term foundation. Zhongliang attaches great importance to the construction of talent echelon, fully appoints, trains and promotes young talents. 	 <p>02</p> <p>獵鷹計劃：</p> <ul style="list-style-type: none"> 為更好的保障集團戰略目標的實現，加強各級組織能力建設，落實中高端人才引進工作，秉承「先人後事」的理念，緩解集團各級組織人員緊缺壓力，根據崗住缺口定向開展的專場招聘活動，以此滿足三大近衛軍人才的補充。 <p>Talent Hunting Plan:</p> <ul style="list-style-type: none"> Special recruitment activity conducted based on job gaps to better guarantee the realisation of the Group's strategic goals, strengthen organisational capacity building at all levels, implement the introduction of mid- and high-end talents, and relieve the pressure of shortage of personnel at all levels of the Group upholding the concept of "people first", thereby fulfilling talent replenishment.
 <p>03</p> <p>梁苗 集團實習生培養</p> <ul style="list-style-type: none"> 為緩衝短期事務性工作人員缺口，同時提前展現僱主品牌形象吸引人才，考察甄選優秀人才胚子，為後期新棟樑校招做好前期鋪墊，特設立暑期實習生和日常實習生帶教實習機制。 <p>Internship program Intern training of the Group</p> <ul style="list-style-type: none"> An internship mechanism for summer interns and daily interns is specially established to buffer the short-term transactional staff gap, at the same time show the employer's brand image in advance to attract talents, consider and select the potential outstanding talents, and pave the way for the campus recruitment of new blood in the later period. 	 <p>03</p> <p>棟樑生：</p> <ul style="list-style-type: none"> 此項目是由集團人力資源中心主導推行的加速培養青年中堅力量的計劃，是儲備公司未來一線核心中高層管理者和關鍵業務骨幹的重要方式。 <p>Core members program</p> <ul style="list-style-type: none"> This program is a plan promoted by the Group's human resources center to accelerate the training of young talents. It is an important way to reserve the Company's future core middle and senior managers and key business backbones.

四、育人，成就員工

IV. Employees Education and Cultivation

我們積極從各種渠道招攬人才，包括內部競聘、內部推薦、網絡招聘、專場招聘會等，設置不同的校園招聘與社會招聘項目，不斷提供廣闊的發展舞台，和更多符合中梁價值觀的優秀人才共創共享。報告期內，我們開展了屬地化營銷專項招聘計劃，持續定向引進屬地化營銷代理企業人才，最大限度挖掘人才潛力，發揮資源優勢。

We actively recruit talents from various channels, including internal competition, internal recommendation, online recruitment, special job fairs, etc. We set up different campus recruitment and social recruitment projects, continue to provide a broad development stage for more outstanding talents in line with Zhongliang's values. During the Reporting Period, we launched a special recruitment plan for localised marketing, and continued to introduce localised marketing agency talents to maximise talent potential and give full play to our resource advantages.

中梁首次「全國空中宣講會」

The First National Online Campus Recruitment Conference of Zhongliang

2020年8月27日，中梁首次「全國空中宣講會」啟幕，當晚有逾7.95萬人次在綫觀看。來自國內外的優秀學子通過空中直播的形式，走近中梁，提前獲知了新棟樑及非凡生的招錄及培養計劃的最新消息。

On 27 August 2020, Zhongliang convened its first *National Online Campus Recruitment Conference*, with more than 79,500 people watched it online that night. Outstanding students from home and abroad obtained a better understanding of Zhongliang through the live broadcast, and got the latest news about the recruitment and training plan of new blood & extraordinary students in advance.

這場「全國空宣會」上，中梁校招小組相關嘉賓對中梁概況、核心價值觀、校招計劃及培養體系等作出了詳盡解讀和介紹，並在互動環節就學生提出的問題進行了綫上解答。

At the conference, relevant guests from the campus recruitment team of Zhongliang gave a detailed interpretation and introduction of Zhongliang's general situation, core values, campus recruitment plan and training system, and answered the questions raised by the students in the interactive session.



四、育人，成就員工

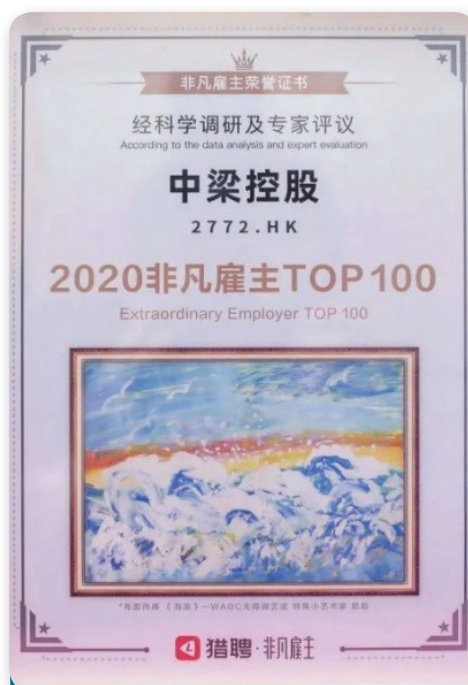
IV. Employees Education and Cultivation

在本集團的持續努力下，我們得到了社會各界的認可。報告期內，我們獲得了2020中國房地產大學生僱主首選品牌、2020中國年度最佳僱主—校招案例獎、2020中國房地產年度「最佳僱主」標桿企業、2020年變革非凡僱主等獎項，充分肯定了中梁控股在員工管理與招聘方面做出的努力。

With the continuous efforts of the Group, we have been recognised by all sectors of society. During the Reporting Period, we received multiple awards, including the 2020 Preferred Employer of College Graduates in China Real Estate, 2020 China's Best Employer of the Year-Outstanding Campus Recruitment Award, 2020 China Real Estate Annual "Best Employer" Benchmark Enterprise, and 2020 Extraordinary Employer, fully recognised the efforts made by Zhongliang Holdings in employee management and recruitment.



2020中國年度最佳僱主—校招案例獎
2020 China's Best Employer of the Year- Outstanding Campus Recruitment Award



2020非凡僱主TOP100
2020 Extraordinary Employer TOP100

四、育人，成就員工

IV. Employees Education and Cultivation

4.2 薪酬福利

中梁控股為員工提供公平完善的薪酬福利體系，致力於提升員工在集團工作的滿足感與幸福感。除了法定福利以外，我們額外為員工提供了年度體檢、住房補貼、生日福利、生病員工慰問金、團建活動等一系列的福利待遇，讓員工在工作的同時，享受集團帶來的溫暖。

4.2 REMUNERATION AND BENEFITS

Zhongliang Holdings provides a fair and established remuneration and benefit system for its employees, and is committed to enhancing the satisfaction and happiness of employees working in the Group. In addition to statutory benefits, we also provide a series of additional benefits such as annual health checking, housing subsidies, birthday benefits, consolation money for sick employees, and team-building activities, so that employees can enjoy the warmth brought by the Group while working.

法定福利 Statutory benefits	額外福利 Additional benefits
<ul style="list-style-type: none"> • 社會保險 Social insurance • 住房公積金 Housing provident fund • 法定節假日 Statutory holiday • 帶薪休假 Paid leave 	<ul style="list-style-type: none"> • 商業保險、年度體檢 Commercial insurance, annual physical examination • 高溫補貼、餐費補貼、通訊補貼、交通補貼、住房補貼 High temperature subsidies, meal subsidies, communications subsidies, transportation subsidies and housing subsidies • 節慶福利、生日福利 Holiday benefits, birthday benefits • 結婚、生育、子女高考恭賀金；生病、亡故慰問金等 Congratulation fund for marriage, childbirth, children's college entrance examination; consolation money for disease and death, etc. • 困難員工幫扶 Assistance to needy employees • 部門團建 Department team-building

四、育人，成就員工

IV. Employees Education and Cultivation

4.3 健康安全

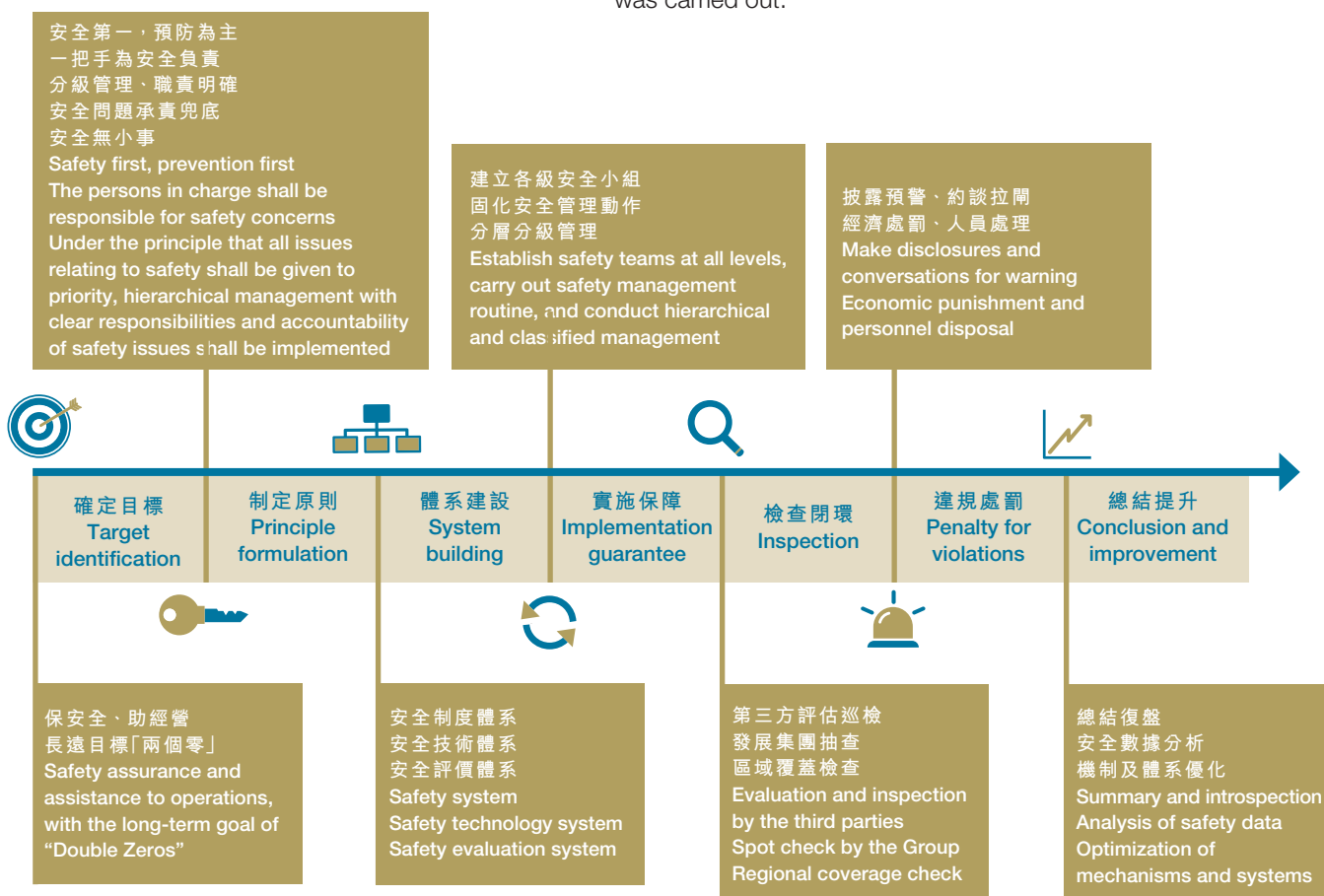
4.3.1 工程安全

保障施工安全是中梁控股的管理的核心之一。我們承諾遵守《中華人民共和國安全生產法》《中華人民共和國消防法》《工傷保險條例》等法律法規，並在此基礎上制定《中梁工程安全風險管理與事故應對指引》《工程安全管理辦法》等內部管理制度，針對安全風險、安全應急管理、安全事故應對提出相應的要求，對施工安全進行全面管控。

4.3 HEALTH AND SAFETY

4.3.1 Construction Safety

Ensuring construction safety is one of the core management of Zhongliang Holdings. We are committed to abiding by the laws and regulations such as the *Production Safety Law of the People's Republic of China*, the *Fire Prevention Law of The People's Republic of China* and the *Regulation on Work-Related Injury Insurance*. On the basis of such laws and regulations, internal management systems such as *Guidance for Safety Risk Management of Construction and Accident Response of Zhongliang* and *Measures for Construction Safety Management* were formulated to put forward corresponding requirements for safety risks, safety emergency management and safety accident response, and the comprehensive control of construction safety was carried out.



中梁控股安全管理流程

Safety management procedure of Zhongliang Holdings

四、育人，成就員工

IV. Employees Education and Cultivation

我們制定了日常安全管理措施，要求施工單位提升安全意識，杜絕安全事故發生。我們從提升自身安全、安全風險動態管理、項目封閉管理等方面全面管控施工安全。

We have formulated daily safety management measures and require construction units to enhance safety awareness, so as to prevent safety accidents. We comprehensively control construction safety in terms of improving personal safety, dynamic management of safety risks, closed-off project management, etc.



提升自身安全

Improve Personal Safety

- 遵守施工現場安全規定
Comply with safety regulations of construction sites
- 正確佩戴安全裝備，包括安全帽、胸牌、反光衣等
Proper wear of safety equipment, including helmet, breastplate, reflective clothing, etc
- 鼓勵工程管理人員統一工作服裝，進一步提升安全形象
Encourage project management personnel to wear uniform work clothes to further enhance the image of safety



安全風險動態管理

Dynamic Management of Safety Risks

- 開工前進行風險識別，形成項目風險清單，對重點危險源進行公示及交底
Risk identification shall be conducted to form a project risk list before the construction commencement, and key hazard sources shall be publicized and disclosed
- 在項目施工階段，對現場危險源進行再識別，並在施工現場設置的危險源動態公示牌上及時更新
During the construction phase of the project, the hazard sources on the site shall be re-identified and updated on the hazard source dynamic bulletin board set on the construction site in time



項目封閉管理

Closed-off Project Management

- 建立工地人員進出管理和巡視制度，並對該制度的落實情況予以督促
Establish the management and inspection system of personnel entering and leaving the site, and supervise the implementation of such system
- 設置工地全封閉圍擋，保障工地的封閉安全
Set up closed enclosure on the site to ensure the site closed-off safety
- 同步發文公告的要求
Simultaneously publish announcements

四、育人，成就員工

IV. Employees Education and Cultivation

針對識別出的安全風險，我們會進行分級分類管控，採取針對性的閉環措施，及時解決問題，降低施工安全風險。同時，我們通過自檢與飛檢結合的方式，及時消除安全隱患。我們每季度組織一次第三方安全文明專項評估，針對防火管理、腳手架、安全用電、封閉管理、施工場地等進行檢查，評估完成後，我們會組織相關施工單位對評估結果進行分析，制定整改方案，及時落實整改閉環工作。

我們要求，當項目發生安全事故時，項目應立即按照安全應急預案及相關制度要求進行妥善處理，同時為保證各級組織能對現場安全工作快速響應、為安全管理提供決策依據，項目還應及時做好事故上報、事故處理方案審批、事故調查總結等工作。

为了更好的提升管控措施的應用效果，中梁控股積極對工程管理相關人員開展安全賦能培訓，提升安全管理意識，加強施工安全防護。報告期內，本集團所知未發生因工傷而導致的死亡事件。

For the safety risks identified, we will carry out hierarchical and classified management and control, and take targeted closed-loop measures to address issues in time, therefore reducing construction safety risks. Moreover, we will timely eliminate safety risks through the combination of self-inspection and unannounced inspection. We organize a special assessment in relation to safety by the third parties every quarter for fire management, scaffolding, safe usage of electricity, closed-off management, construction site inspection, etc. After the completion of the assessment, we will organize the relevant construction units to analyze the assessment results, formulate the rectification plans, and implement the rectification work in time.

We require that when a safety accident occurs to the project, the crew of such project shall be properly handled immediately in accordance with the safety emergency plan and relevant system requirements. In order to ensure that organizations at all levels are able to respond quickly to on-site safety work and provide decision-making basis for safety management, the crew of such project shall also timely report the accident, approve the accident handling scheme, and summarize the accident investigation.

In order to better improve the effect of application of control measures, Zhongliang Holdings actively carries out safety empowerment trainings for relevant project management personnel, to enhance their safety management awareness, and strengthen their construction safety protection. During the Reporting Period, the Group has not been aware of any work-related fatalities.

四、育人，成就員工

IV. Employees Education and Cultivation

4.3.2 員工安全

中梁控股認為員工的健康安全是實現企業可持續發展的基石。我們嚴格依照《中華人民共和國職業病防治法》等法律法規，保障員工在工作期間的身心健康與職業安全，打造舒適的工作環境。

2020年新冠疫情期間，本集團嚴格部署防疫工作，積極防控疫情，確保所有復工員工安全到崗，並提供全方位的防護工作。2020年1月25日，我們制定了應急響應預案並實施各級組織聯動排查機制，並全面籌備防控物資。1月26日起，集團各類防控物資已全部到位。而在正式開工之前，自2月3日起，集團辦公區域就全面開展每日2次的消毒工作，確保全體員工能安全有序地投入到工作中。

為全力支持國家疫情防控工作、響應政府要求，我們本著對員工健康安全負責的原則，不減員，不降薪，採取分批復工、居家辦公、在線辦公等方式。此外，分批復工後，對於考勤制度實行通融不強制原則，安排員工錯峰上下班和午餐。

4.3.2 Safety of Employee

Zhongliang Holdings believes that the health and safety of employees are the cornerstone of sustainable development of the Company. We strictly comply with the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* and other laws and regulations to ensure the physical and mental health and occupational safety of employees during their work and to create a comfortable working environment.

During the COVID-19 epidemic in 2020, the Group strictly arranged the epidemic prevention, to actively prevent and control the epidemic, ensured the safety of all employees returning to work and provided them with all-round protection. On 25 January 2020, we formulated an emergency response plan, implemented a mechanism of investigation by organizations at all levels, and comprehensively prepared materials for prevention and control. Since 26 January, all kinds of prevention and control materials of the Group have been in place. Before the official commencement of work, the office area of the Group has been thoroughly disinfected twice a day since 3 February to ensure that all staff can work safely and orderly.

In order to fully support the national epidemic prevention and control work and respond to the requirements of the government, we are responsible for the health and safety of our employees, and thus had no redundancy or pay cut. We arranged resumption of work in batches, work from home or work online. In addition, after the resumption of work in batches, the attendance system was implemented under the principle of inclusion, and employees are arranged to work and lunch at different peaks.



疫情測量體溫
Body temperature check during the epidemic

四、育人，成就員工

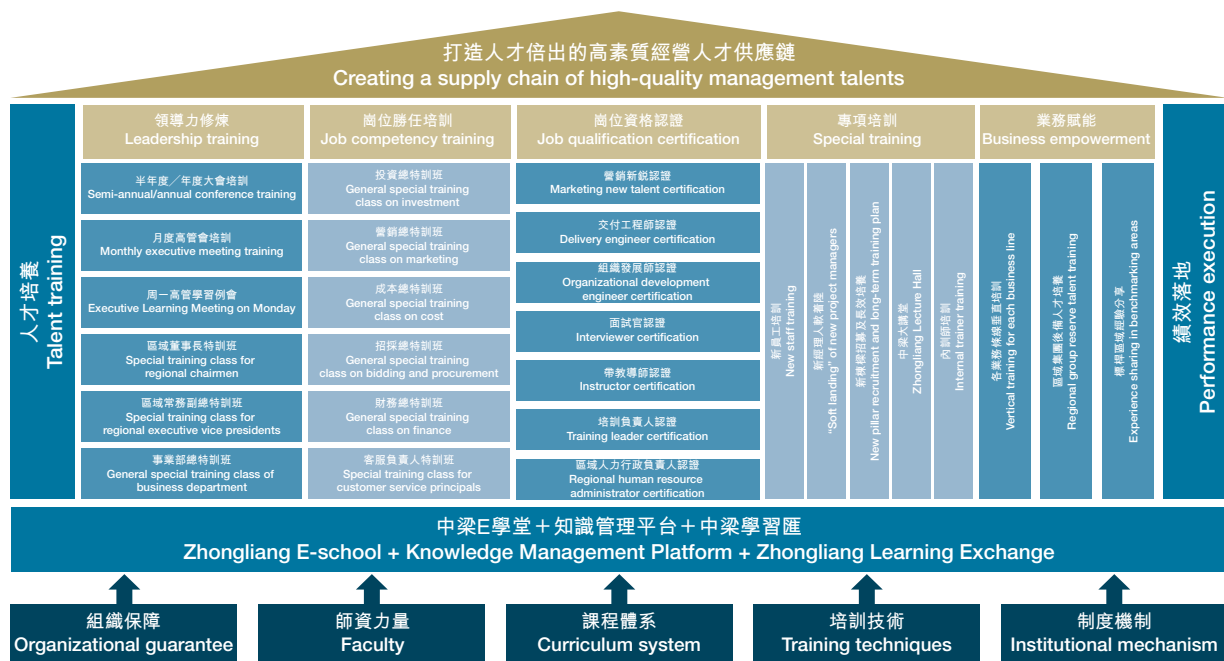
IV. Employees Education and Cultivation

4.4 人才發展

中梁控股堅信人才的發展是企業發展的源動力，我們遵循「先人後事」的人才理念，持續投入，在人才培養和發展方面不斷創新和突破。我們建立人才培養體系，設立包括基礎培訓、業務賦能、核心人才培養等不同模塊的培訓課程，並根據業務與行業需求不斷優化人才培養體系，從內部搭建可持續的人才供應鏈。

4.4 TALENT DEVELOPMENT

Zhongliang Holdings firmly believes that the development of talents is the driving force for enterprise development. Following the talent concept of “people first, then things”, we continue to invest and make innovations and breakthroughs in talent training and development. We have established a talent training system and set up training courses with different modules including basic training, business empowerment, and core talent training. We intend to build a sustainable talent supply chain from within by continuously optimizing the talent training system according to business and industry needs.



中梁控股人才培養體系

Talent training system of Zhongliang Holdings

我們創建中梁學院，以創造價值為本，以促進和保障經營為導向，基於業務需求設計課程，堅持只做有用的培訓。我們首先通過組織診斷等各種渠道發現業務和經營問題，再通過挖掘真實案例剖析問題、解決問題、形成模板化解決方案，之後以案例片、學員案例分享等方式予以生動呈現，最後借助中梁E學堂、中梁知識管理平台進行推送、傳播，確保學習成果落地。

On the foundation of creating value and to promote and guarantee operations, we have established Zhongliang Academy, which designs courses based on business needs and insists on doing only useful training. We first discover business and operating problems through various channels such as organizational diagnosis, and then analyze problems, solve problems, and form templated solutions by digging out real cases. Then it will be vividly presented in the form of case films, student case sharing, etc. Finally, Zhongliang E-school and Zhongliang Knowledge Management Platform are used to push and disseminate information to ensure the implementation of learning results.

四、育人，成就員工 IV. Employees Education and Cultivation



中梁E學堂 Zhongliang E-school

- 持續提升課程數量、優化課程質量
Continuously improve the number of courses and optimize the quality of courses
- 在綫微課開發
Online micro-course development
- 強化開展在綫學習、在綫測試、在綫交流
Strengthen the development of online learning, online testing, and online communication

知識管理平台 Knowledge Management Platform

- 不斷完善平台功能
Continuously improve platform functions
- 及時、全面更新各項知識內容，強化構建知識專輯、知識地圖
Timely and comprehensively update various knowledge content, strengthen the construction of knowledge albums and knowledge maps
- 加強知識管家管理與作用發展
Strengthen the management and function development of knowledge stewards

中梁學習匯 Zhongliang Learning Exchange

- 整合中梁學習匯，構建中梁學院微信公眾號
Integrate Zhongliang Learning Exchange and build a WeChat public account of Zhongliang Academy
- 逐步搭建中梁版學習APP
Gradually build a special learning APP of Zhongliang

四、育人，成就員工

IV. Employees Education and Cultivation

2020年，我們以「堅定信心，刻意訓練，控本增效，達成目標」為主題，不斷完善人才發展體系，根據行業形勢與業務需求，全力打造「三大計劃」，進一步夯實原有人才培養體系，解決培訓資源問題、條綫自主培訓問題、管培生發展突破問題，為企業長遠、可持續發展蓄積動能。報告期內，我們累計開展30期高管學習會，強化宣貫集團方針政策、管控邏輯、組織規則、文化價值觀，確保集團管控要求在區域各層級落地執行；開展12大關鍵崗位特訓班，強化600名核心幹部賦能，打通各層級管控邏輯，確保各關鍵崗位職能發揮；組織34大主題專項培訓，有針對性的解決業務中的重點問題。

In 2020, we continued to improve the talent development system with the theme of “Firming Confidence, Dedicating to Training, Controlling Cost and Increasing Efficiency, Reaching Goals”. According to the industry situation and business needs, we made every effort to build the “Three Programs” to further consolidate the original talent training system and address the issues in training resources, business line independent training and management trainee development breakthrough, therefore providing momentum for the long-term and sustainable development of the Company. During the Reporting Period, we carried out a total of 30 seminars for senior management to strengthen the promotion and implementation of the Group’s policies, control logic, organizational rules and cultural values, and ensure the implementation of the Group’s control requirements in the regions and at all levels. We carried out 12 special training classes for key posts to strengthen the capabilities of 600 core backbone staff, so as to get through the logic of management and control at all levels to ensure the functions of key posts. We organized 34 major theme special trainings, targeted to solve the key problems in operations.

- 10大金牌講師評選
Top 10 gold lecturer selection
- 10大精品課程評選
Top 10 quality courses selection

燎原計劃 Prairie Fire Program

鑄劍計劃 Casting Sword Program

- 大膽任用，提拔年輕人，打造新棟樑標桿
Be bold to appoint and promote the young talents to set the bar for new talents

- 地產集團總部條綫垂直培訓
Vertical training of Group headquarters business lines
- 大區／直屬區域條綫業務學習
Business learning of regional/direct regional business lines
- 各級組織落地「人人是老師、人人是學生」
Organizations at all levels implement the “everyone is a teacher-student”

深根計劃 Taking Root Program

- 全面升級新棟樑培養與發展，深化各級組織新棟樑培養權責
Comprehensively upgrade the training and development of new talents, and deepen the rights and responsibilities of new talents training for organizations at all levels

2020年中梁學院三大計劃
Three major plans of Zhongliang Academy in 2020

四、育人，成就員工

IV. Employees Education and Cultivation

中梁E學堂 Zhongliang E-school	中梁知識管理平台 Zhongliang Knowledge Management Platform
<ul style="list-style-type: none"> 累計登陸人數：超過10,570人 Cumulative number of logins: over 10,570 people 累計登陸次數：1,573,817次 Cumulative login times: 1,573,817 times 人均登錄次數：149次 Login times per capita: 149 times 總學習時長：163,840小時 Total learning hours: 163,840 hours 人均學習時長：15.5小時 Learning time per capita: 15.5 hours 	<ul style="list-style-type: none"> 累計登陸人數：19,747人 Cumulative number of logins: 19,747 people 累計登陸次數：超過1,380,000次 Cumulative login times: over 1,380,000 times 人均登錄次數：超過69次 Login times per capita: over 69 times 累計上傳知識數量：超過50,000條 Cumulative amount of knowledge uploaded: over 50,000 items 人均上傳知識數量：超過2條 Amount of knowledge uploaded per capita: over 2 items

中梁控股2020屆新棟樑集訓盛大開營 2020 Zhongliang Holdings Talents Training Camp

2020年7月6日，中梁控股2020屆新棟樑集訓正式拉開帷幕，本屆新棟樑共512人，分為上海、南京、杭州、成都四個場次同步開展，其中上海場175人、南京場135人、杭州場81人、成都場121人。

On 6 July 2020, 2020 Zhongliang Holdings Talents Training Camp officially kicked off and a total of 512 talents newly recruited for this year. The training carried out in four different cities separately and simultaneously, in particular, 175 in Shanghai, 135 in Nanjing, 81 in Hangzhou and 121 in Chengdu.

本次集訓，旨在通過一系列精心準備的集訓課程—《如何踐行中梁核心價值觀、共啟願景》《中梁戰略思維及發展規劃》《中梁營運與計劃管理》《中梁投資之道》《中梁產品研發之道》《中梁營銷成功之道》《職業心態與職業生涯規劃》等，讓新棟樑迅速全面了解到公司的發展沿革、文化價值觀、組織行為準則及核心業務邏輯等內容，並輔以形式多樣的團建活動，幫助新棟樑快速融入中梁，早日成為高素質經營人才。

By virtue of providing a series of well-prepared training courses: *Practice of Zhongliang's Core Values and Shared Vision, Strategic Thinking and Development Planning of Zhongliang, Operation and Plan Management of Zhongliang, Investment Strategy of Zhongliang, Product Research and Development Approach of Zhongliang, Marketing of Zhongliang, Career Attitude and Planning*, etc., the training camp aimed to show and spread its development history, cultural values, conduct code, core business logic, etc., to and among the newly recruited talents. The Company also organized various team building activities to help emerging talents integrate into Zhongliang quickly and become high-quality talents as soon as possible.



四、育人，成就員工

IV. Employees Education and Cultivation

中梁「好聲音」極限挑戰訓練營

Zhongliang “Good Voice” Extreme Challenge Training Camp

2020年8月20日，中梁控股首屆「好聲音」極限挑戰訓練營在上海正式拉開帷幕，面向全集團85後們進行優秀青年幹部選拔，共有60位學員自全國各地趕來。24小時極限挑戰集訓環節秉持鞏固知識、賦能賽事、盤活學員的理念，設計核心知識學習、團隊協作能力提升、專項課題研究、演講表達賦能4個環節。根據學員需求及特點，通過一系列有挑戰的課程互動，讓學員高效吸收培訓賦能成果。豐富而突破常規的各類展示環節，全方位考核學員的各項能力。

On 20 August 2020, the first “Good Voice” extreme challenge training camp of Zhongliang Holdings officially kicked off in Shanghai, which selected outstanding young cadres from the “post-85s” of the whole Group, with a total of 60 trainees coming from all over the country. Adhering to the concept of consolidating knowledge, empowering the competition and revitalizing the trainees, the 24-hour extreme challenge training session was designed into four parts, i.e. core knowledge learning, team collaboration ability improvement, special topic research and speech expression empowerment. According to the needs and characteristics of trainees, and through a series of challenging course interactions, trainees could efficiently absorb the training empowerment results. All kinds of exhibition parts that break through the routines have comprehensively assessed the various abilities of the trainees.



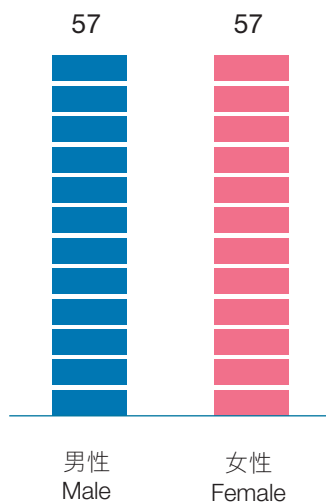
四、育人，成就員工

IV. Employees Education and Cultivation

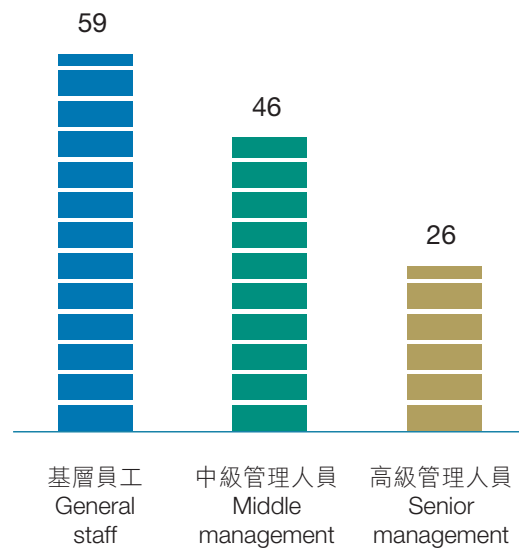
報告期內，中梁控股的員工受訓百分比為100%。中梁控股的員工按性別、職級劃分的平均受訓小時如下圖所示。

During the Reporting Period, the percentage of trained employees of Zhongliang Holdings was 100%. The average training hours of employees of Zhongliang Holdings by gender and rank are as illustrated in the graphs below.

按性別劃分的員工
平均受訓小時數
Average training hours of
employees by gender



按職級劃分的員工
平均受訓小時數
Average training hours of
employees by rank



4.5 員工關懷

中梁控股用心對待每一名員工，關懷員工的日常生活，提升員工的歸屬感與滿意度，促進員工融洽共處，希望員工享受在中梁控股工作的氛圍。

4.5 EMPLOYEE CARE

Zhongliang Holdings treats every employee attentively, cares about their daily lives, enhances their sense of belonging and satisfaction, and promotes harmonious coexistence among employees, hoping that employees can enjoy the working atmosphere of Zhongliang Holdings.

四、育人，成就員工

IV. Employees Education and Cultivation

4.5.1 員工溝通

我們積極貫徹「公開、公平、公正；簡單、務實、有效」的內部溝通文化，持續拓寬員工的交流溝通渠道，聆聽員工心聲。我們通過釘釘群組，利用簡單的方式加強員工之間的線上交流，並通過文化報、光榮榜、OA (Office Automation，辦公自動化) 等不同的渠道，與員工加強互動。報告期內，我們針對入職滿半年以上的全體員工開展了敬業度及組織氛圍調研診斷，從組織、人才、管理、流程等方面全面分析了本集團的組織氛圍和員工敬業度情況。我們將依據調研結果在各級組織開展組織改善和體系優化，持續提升員工認可度與滿意度。

4.5.2 員工關愛

我們關愛每一位員工的身心健康。我們設立的「關愛員工基金」主要針對身患重症疾病、遭受意外傷害的中梁員工及其直系親屬進行及時幫扶救助，為每一位困難員工送去力所能及的幫助與鼓勵。報告期內，「關愛員工基金」共幫扶5名員工及其家屬，支出人民幣36萬元。

4.5.1 Employee Communication

We actively implement the internal communication culture of “openness, fairness and justice; simplicity, pragmatism and effectiveness”, continue to broaden the communication channels for employees, and listen to their voices. We use DingTalk groups to enhance online communication among employees in a simple way, and strengthen interaction with employees through different channels such as cultural newspapers, honor rolls, and OA (Office Automation). During the Reporting Period, we conducted a survey and analysis of engagement and organisational climate for all employees who had been employed for more than half a year, and comprehensively analysed the organisational climate and employee engagement of the Group from the aspects of organisation, talent, management, and processes. We will carry out organisational improvement and system optimisation at all levels of organisations based on the survey results, and continue to increase employee recognition and satisfaction.

4.5.2 Employee Care

We care for physical and mental health of each employee. The “Employee Care Fund” we set up mainly aims at Zhongliang’s employees suffering from severe illnesses and accidental injuries and to provide their immediate family members with timely assistance, and to provide every needy employee with help and encouragement within our capacity. During the Reporting Period, the “Employee Care Fund” assisted a total of 5 employees and their families, with an expenditure of RMB360,000.

四、育人，成就員工 IV. Employees Education and Cultivation

4.5.3 員工活動

我們積極組織形式多樣的員工活動，包括節日活動、運動會、員工生日會等，豐富員工的業餘生活，增強員工凝聚力，讓員工與中梁控股一起快樂發展、快樂成長。

4.5.3 Employee Activities

We actively organise various kinds of employee activities, including holiday events, sports games, employee birthday parties, etc., to enrich employees' spare time and enhance their cohesion, thereby enabling employees to develop and grow happily together with Zhongliang Holdings.

雙十一活動
Double Eleven Event



趣味運動會
Fun Games



聖誕節活動
Christmas Event



婦女節活動
Women's Day Event

五、合作，聚力齊心

V. Cooperation and Cohesion

中梁控股不斷完善招採體系，持續打造陽光公開的招採生態管理系統，並組織開展多輪清庫行動，深入優化供應商結構，致力於建立公正、透明、可持續的供應鏈。隨著企業規模不斷擴大，我們堅持貫徹「公開、公平、公正；簡單、務實、有效」的組織文化，與眾多戰略合作夥伴一同聚力前行、同心共贏。

Zhongliang Holdings constantly improves the procurement system, continues to build a bright and open ecological management system for bidding and procurement, and organises several rounds of warehouse clearance operations, optimises the supplier structure thoroughly, with a commitment to establishing a fair, transparent and sustainable supply chain. With the gradual expansion of enterprise scale, we adhere to our organisational culture of “openness, fairness and justice; simplicity, pragmatism and effectiveness”, and work together with many strategic partners to forge ahead and achieve a win-win success.

5.1 供應商管理

5.1 SUPPLIER MANAGEMENT

5.1.1 供應鏈管理

5.1.1 Supply Chain Management

報告期內，對內我們將垂直管理持續精細化，於區域集團各聯盟中心及區域公司層面均已完成營銷招採專崗配置，並納入對應層級的招採管理部，負責對接營銷採購業務。同時，我們採取多方舉措加強對一綫供應鏈招採的管控，提升招採業務合規性。

During the Reporting Period, we continued to refine our vertical management internally. We have completed the allocation of special marketing bidding and procurement posts at the level of the regional group's alliance centers and regional companies, and incorporated them into the corresponding level of the bidding and procurement management department, responsible for marketing and procurement business. Meanwhile, we have taken various measures to strengthen the management and control of procurement in the first-line supply chain, and improve the compliance of the bidding and procurement business.

- 我們發佈《招採廉潔自律管理辦法》，落實「公開、公平、公正、簡單、務實、有效」的組織文化，打造廉潔氛圍，提升員工自律意識
- 我們堅持集團對大區和區域培訓、大區／區域內部培訓等活動，並要求有培必考，實時檢驗；報告期內，我們累計開展賦能培訓18次

- We issued the *Management Measures for the Integrity and Self-discipline in Bidding and Procurement* (《招採廉潔自律管理辦法》) to implement an organisational culture of “openness, fairness, justice, simplicity, pragmatism and effectiveness”, so as to create an atmosphere of integrity, and enhance self-discipline awareness among our employees
- We insist on organising activities such as group training and internal training for regions at all levels, and require training compulsory examinations and real-time inspections. During the Reporting Period, we have carried out a total of 18 empowerment trainings



五、合作，聚力齊心

V. Cooperation and Cohesion

對外我們持續提升供應商質量，報告期內我們定期開展四次履約過程評估，並累計開展兩輪供應商優化工作，我們根據供應商履約評估分數以及摸排情況對供應商進行優化，優化成果顯著，出庫一大批履約不佳或長期不合作供方，供應商庫規模得到精簡，提升供方品質，提升履約集中度。

Externally, we continued to improve the quality of our suppliers. During the Reporting Period, we carried out four performance evaluations on a regular basis and optimized the supplier pool twice in accordance with their performance evaluation scores and the results. Thus, a large number of poor-performance or long-term non-cooperative suppliers are removed out of our supplier base, thereby the scale of our supplier base has been streamlined, with quality improved and performance concentration increased.

2020年供應商履約評估

Supplier Performance Evaluation in 2020

報告期內，本集團對供應商定期開展四次履約過程評估，包括第一季度履約評估、年中履約評估、第三季度履約評估、年末履約評估。

During the Reporting Period, the Group regularly conducted four supplier performance evaluation, including first-quarter performance evaluation, mid-year performance evaluation, third-quarter performance evaluation, and year-end performance evaluation.

針對工程施工類供方，我們評估細化到項目經理層次，審查維度包括組織架構及能力、節點完成情況、質量管理體系、日常配合情況等；針對於材料設備類供方，評估細化到其授權的二級單位（若有），審查維度包括供貨進度、安裝進度、日常工作配合等。

For suppliers in respect of engineering construction, our evaluation is refined to the level of project manager, and our review covers organisational structure and capabilities, node completion, quality management system, daily cooperation, etc.; for suppliers in respect of material and equipment, our evaluation is refined to their authorised secondary unit (if any), and our review covers delivery schedule, installation schedule, daily work cooperation, etc..

審查後我們的區域集團根據對供方的評估和定級，上報各集團總部審核通過後統一發佈。總部根據履約評估情況每半年對供方定級，對於評估成績較好的供方進行升級；對於不合格供方，我們將暫停新項目投標和承接資格，待履約結束後予以出庫。

After the review, our regional groups will report the evaluation and grading of the suppliers to the headquarters of each group for review and release them in a unified manner after approval. The headquarters classify suppliers into levels every six months according to their performance evaluation, and upgrades those with better evaluation results; while for unqualified suppliers, we will suspend their bidding and undertaking qualifications for new projects and remove them out of our supplier base after their completion of performance.

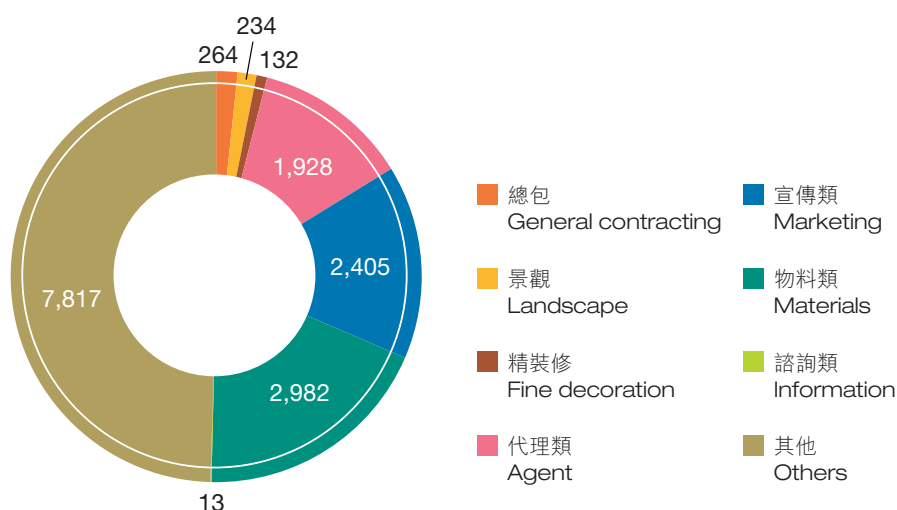
五、合作，聚力齊心

V. Cooperation and Cohesion

報告期內，我們供貨商庫內共有合作供貨商15,775家，按採購類型可分為總包、景觀、精裝修等8類，詳情如下圖。

During the Reporting Period, there were a total of 15,775 cooperative suppliers in our supplier base, which can be divided into 8 categories (including general contracting, landscape, and fine decoration and others) according to the procurement type. The details are as follows.

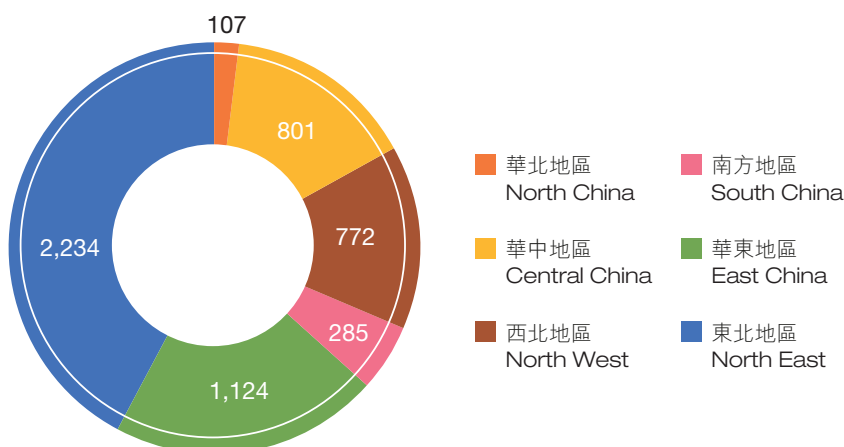
按採購類型劃分的供應商數量
Number of suppliers by procurement type



按供應商服務類型，我們的供應商可分為營銷類供應商10,452家和工程類供應商5,323家，其中，工程類供應商的地區劃分如下圖。

According to the service types of suppliers, our suppliers can be divided into 10,452 marketing suppliers and 5,323 construction suppliers. Among them, the construction suppliers by region are as follows.

按地區劃分的工程類供應商數量
Number of construction suppliers by region



報告期內，我們開展審查的供應商有3,492家，佔工程類供應商的66%。

During the Reporting Period, we reviewed 3,492 suppliers, accounting for 66% of construction suppliers.

五、合作，聚力齊心 V. Cooperation and Cohesion

5.1.2 供應鏈環境、社會及管治管理

報告期內，我們逐步加強對供應商環境、社會及管治方面的管理，尤其在供應商廉潔誠信、綠色採購及安全文明方面進行提升。

在供應鏈廉潔誠信方面，我們對內發佈《招採廉潔自律管理辦法》，提升本集團員工的廉潔採購意識；並通過加大戰略集中採購比例，實現戰集採的更多覆蓋，從而降低廉潔相關問題的發生；對外，我們在入庫入圍階段檢查供應商是否存在企業社會責任風險如拖欠薪資情況、有無涉及重大法律糾紛等情況，並利用「供應鏈反黑聯盟」等行業聯盟資源檢索入庫供應商有無不良記錄。

報告期內，我們更新並發佈《供應商廉潔協議(2020版)》，通過與供應商簽署廉潔協議以確保雙方加強廉潔合作，高效優質完成各自義務。

5.1.2 Supply Chain ESG Management

During the Reporting Period, we gradually strengthened the management of supplier in terms of ESG, especially in the integrity and honesty, green procurement as well as safety and civilization of suppliers.

In terms of integrity and honesty of supply chain, internally, we issued the *Measures for Procurement Integrity and Self-discipline Management* to enhance the awareness of honest procurement of the Group's staff; and to increase the proportion of strategic centralized procurement to achieve coverage extension of strategic centralized procurement, so as to reduce the occurrence of issues concerning integrity; externally, we reviewed whether there are corporate social responsibility risks borne by suppliers at shortlisting stage, such as default on salary payment and material legal disputes, and made use of the resource offered by trade associations, such as the Supply Chain Anti-fraud Alliance, to retrieve whether the shortlisted suppliers have any adverse records.

During the Reporting Period, we updated and issued the *Supplier Integrity Agreement (2020)*. We entered into Integrity Agreements with suppliers to ensure that both parties strengthen integrity cooperation and fulfill their respective obligations with efficiency and high quality.

五、合作，聚力齊心

V. Cooperation and Cohesion

房地產供應鏈反「黑」聯盟第一次會議順利召開

The First Meeting of The Real Estate Supply Chain Anti-fraud Alliance Was Successfully Convened

2020年1月14日，由採築聯合24家知名企業成立的房地產供應鏈反黑聯盟第一次會議在深圳成功召開。

On 14 January 2020, the first meeting of the Real Estate Supply Chain Anti-fraud Alliance, which was established by WVUPUP in association with 24 well-known enterprises successfully convened in Shenzhen.

會議向各成員單位介紹了聯盟的黑名單共享情況，隨後各成員就反黑聯盟的營運機制、管理原則進行了踴躍發言與積極探討。

The blacklist sharing situation of the alliance was introduced to each member at the meeting. Subsequently, each member spoke enthusiastically and actively discussed the operational mechanism and management principles of the Anti-fraud Alliance.

本集團對聯盟黑名單標準維度、黑名單分享時間及範圍、共享名單小程序工具使用等方面提出建設性意見，建議把質量、安全、服務、進度、商務等五個維度納入黑名單標準維度，並探討建立黑名單移出機制，獲得與會聯盟代表一致認可。

The Group made constructive suggestions on the standard of the blacklist, the blacklist sharing time and scope, the use of the mini program of sharing the blacklist, etc., proposed that five standards including quality, safety, service, progress and business should be included in the standards of the blacklist, and discussed the establishment of blacklist removal mechanism, which were unanimously recognized by the representatives of the alliance.



五、合作，聚力齊心

V. Cooperation and Cohesion

在供應鏈綠色採購方面，為響應節能減排，綠色生態的號召，我們倡導打造綠色供應鏈。對於室內裝修材料如地板等，我們均限定為生產過程中能耗排放合規、產品質量（如採購安裝後的甲醛等氣體）更符合國家標準的品牌，其產品的人居體驗也更友好；另外，對於水泥、鋼筋、鋁合金型材等高能耗材料採購也均限定由國家及行業認可的品牌。

In terms of the green procurement of supply chain, in response to the call of energy saving and reduction initiatives and green ecology, we advocate to build a green supply chain. In respect of the interior decoration materials, such as flooring, we only procure the products under the brands which are compliant with energy consumption and emissions during the production with product quality (such as the formaldehyde generated after the procurement and installation) being more aligned with national standards, and such products would provide better living experience. In addition, for those high energy consumption materials, such as cement, steel, aluminum alloy sections, under the brands that are recognized by the state and the industry would be procured.

5.2 交流合作

中梁控股始終重視供應商為我們發展中不可或缺的環節，我們持續與供應商交流溝通，通過不同的合作模式、交流溝通培訓、供方大會等方式，與更多供應商夥伴協同發展、互惠共贏。

5.2 COMMUNICATION AND COOPERATION

Zhongliang Holdings always attaches great importance to the suppliers as an integral element in our development. We continue to communicate with suppliers, and work with more supplier partners for collaborative development, mutual benefits and win-win outcome through various cooperation models, communications and trainings and supplier conferences.

五、合作，聚力齊心

V. Cooperation and Cohesion

2020年供應商培訓與交流

Suppliers' training and communication in 2020

報告期內，我們分別對景觀工程供方、監理供方以及外牆塗料施工單位進行指導、案例分析以及建議，並累計共邀請17家供應商走進中梁控股開展培訓交流，涵蓋供應商包括電梯、照明等品類，在幫助供應商提升自身知識專業水平的同時，加強與各供應商的聯動。

During the Reporting Period, we provided guidance, case analysis and suggestions to landscape engineering suppliers, supervision suppliers and construction organizations of exterior wall paint respectively, and a total of 17 suppliers accumulated, covering elevator, lighting and other categories, were invited to visit Zhongliang Holdings for training and communication, which not only helped suppliers raise their professional knowledge but also strengthened our relationship with each of them.

- 對部分景觀工程供方，從施工準備階段及工程進度管理、軟景施工工藝要求及管控策略、硬景施工工藝要求及管控策略，進行專業培訓。
- Offering professional training to some landscape engineering suppliers, covering from project construction preparation to progress management, technological requirements and control strategies for both constructions of soft scene and hard scene.
- 對監理供方開展培訓，從進度控制、質量管理、安全管控、文件管理、發包方式及總分包管理五個方面展開，同時我方通過對以往合作項目的優秀管理案例分析與質量通病的控制講解，對在建項目品控提出了建議。
- Offering training to supervision suppliers, covering five aspects, i.e. progress control, quality management, safety control, document management, contracting mode and main contracting management. We also provide advice on the quality control of projects in progress according to our analysis on previous cooperative projects with excellent management and interpretation on the control of common quality defects.
- 邀請部分戰採外牆塗料施工單位，從施工風險排查和塗料施工工藝的把控，再到採用全吊籃施工方法和如何做好成品保護及收尾工作等問題進行交流和培訓。
- Communicating with construction units of exterior wall painting and offering training to them in respect of issues as risk identification in construction, control of painting process, adopt full hanging basket construction method and how to protect finished products, winding-up works, etc..



邀請通力電梯開展培訓
Inviting Kone Elevator for training



邀請明源雲採購開展培訓
Inviting Ming Yuan Cloud Procurement for training



邀請宏宇集團開展培訓
Inviting Hongyu Group for training



邀請陽光照明開展培訓
Inviting Yankon Group for training

五、合作，聚力齊心

V. Cooperation and Cohesion

報告期內，我們對正在履約的供方開展了2次滿意度調查，包括工程施工類、材料設備類、工程服務類、其它服務類供方。調查目的在於更好地促進管理改善，建立雙方更加融洽、深層次、長期的合作。其中，根據兩次滿意度調查結果顯示，供應商對我們的企業文化、人員關係、一輪回標公開透明滿意度較高，全集團整體合作滿意度8分以上的佔比94.34%，整體滿意度較好。

During the Reporting Period, we conducted two satisfaction surveys among suppliers performing the contracts, including suppliers of engineering construction, materials and equipment, engineering services and other services. The purpose of the surveys was to promote management improvement and establish a more harmonious, deep and long-term relationship with them. The results of two satisfaction surveys indicated that, among which, suppliers were highly satisfied with our corporate culture, personnel relations, and the openness and transparency of bid results in the first round. The overall cooperation satisfaction throughout the group scored over 8 points accounted for 94.34%, representing a higher degree of overall satisfaction.

聚力中梁，同心共贏2020年度供應商大會隆重舉行

“Joining Efforts in Zhongliang for Win-win” 2020 Annual Supplier Conference was held

2020年6月16日，中梁控股2020年度供應商大會在上海隆重舉行。秉承「開放、開拓、開創；共識、共擔、共享」的價值觀，圍繞「聚力中梁，同心共贏」的主題，我們與來自全國各地的258家供應商一同總結過去、共商未來，持續謀求合作共贏、共創共享之道。

On 16 June, 2020, Zhongliang Holdings held 2020 Annual Supplier Conference in Shanghai. Under the theme of “Joining efforts in Zhongliang for win-win”, we discussed with 258 suppliers from all over the country about the past and future to pursue a sustainable win-win cooperation relationship by adhering to the values of “Openness, Development, Innovation; Consensus, Undertaking, Sharing”.

自成立以來，我們吸引了眾多實力強、信譽良好、願與中梁共擔共享的優質供應商攜手同行。本次大會上，我們還特別設置頒獎環節，對18家總包、10家景觀、6家精裝等優秀供應商進行表彰，感謝他們多年來對中梁控股的支持與信賴。

We have attracted and cooperated with a number of high-quality suppliers with strong strength and good reputation since our establishment. We also specially granted awards in this conference for the 18 main contractors, 10 landscape suppliers, 6 refined decoration suppliers and others to show our appreciation for their support and trust over the years.



五、合作，聚力齊心

V. Cooperation and Cohesion

2020年，本集團憑藉在供方管理體系、戰集採體系、品牌庫、信息化等維度的出色表現，在供應鏈管理方面榮獲以下行業獎項，體現我們在供應鏈管理能力及採購過程陽光、透明受到行業認可。

In 2020, the Group was granted the following industrial awards in respect of supply chain management by virtue of our outstanding performance in supplier management system, strategical centralized procurement system, brand library, informatization and other fields, which reflected the industrial recognition for our ability in supply chain management and the openness and transparency in our procurement process.

序號 No.	榮譽 Awards	評選機構 Appraisal Institution
1	2020中國房地產供應鏈管理創新TOP10 2020 Top 10 Real Estate Supply Chain Management Innovation in China	中國房地產報 China Real Estate Business
2	金採獎 Jincal Award	優採 Youcai
3	陽光採購標桿開發商 Sunshine Procurement Benchmark Developer	明源雲 Ming Yuan Cloud
4	供應鏈管理2020卓越房企 2020 Excellent Real Estate Enterprise in Supply Chain Management	全聯房地產商會 China Real Estate Chamber of Commerce

六、大愛，書香中梁

VI. Charity, Zhongliang Book Reading

在規模經濟效益穩健擴張的同時，中梁控股積極回饋社會，持續推進在教育扶持、精準扶貧等多個領域的公益事業，積極履行企業社會責任。同時，我們致力於為客戶打造美好家園，構建和諧社區，實現與社區共發展的目標。

報告期內，我們在公益事業中共投入資金超過人民幣1,400萬元。

While expanding its economies of scale, Zhongliang Holdings strives to contribute to the society by promoting public welfare undertakings in various fields such as education support and targeted poverty alleviation and fulfilling its corporate social responsibility. Meanwhile, we are committed to building beautiful homelands and harmonious communities for our customers, so as to realize the goal of common development with the community.

During the Reporting Period, we contributed over RMB14 million in public welfare undertakings.

6.1 抗擊疫情

2020年，新冠肺炎疫情給社會及國家帶來了前所未有的挑戰。在這種特殊時期下，中梁控股挺身而出，積極響應社會需求，主動馳援武漢等困難疫區，全力支持國家防疫工作，用民營企業的責任與擔當，為打贏「新冠肺炎」疫情防控戰役添力。

6.1 COMBATING THE COVID-19

In 2020, the outbreak of the COVID-19 brought unprecedented challenges to the society and the country. In such a special period, Zhongliang Holdings came forward to respond to the needs of the society and actively provide assistance to Wuhan and other affected areas, fully supporting the national pandemic prevention and control and contributing to win the battle against the COVID-19 pandemic with its obligations and responsibilities as a private enterprise.



六、大愛，書香中梁

VI. Charity, Zhongliang Book Reading

1月26日，中梁控股向武漢捐贈人民幣200萬元現金，向武漢黃陂區人民醫院捐贈1.5萬個N95標準及以上口罩，為抗擊疫情盡一份力。中梁此次捐贈主要用於武漢疫區前線抗擊及防治工作，包括口罩、防護服、消毒液、護目鏡及藥品、其他醫療用品等急需物資的採購，以及對戰鬥在一線的醫護人員的幫助和激勵。此外，我們的各區域集團積極響應號召，為社會各界的疫情防控工作積極奉獻愛心。其中，江蘇大區捐贈人民幣10萬元，北方大區捐贈3,000個N95標準口罩、2,500雙一次性手套以及50桶消毒液，均用於地方的疫情防控工作。

中梁控股的積極抗疫也獲得了認可，我們在2020年6月榮獲「湖北省房地產行業，抗擊疫情先進單位」的榮譽；12月，武漢慈善總會特別授予我們「新冠肺炎疫情防控工作捐獻突出貢獻」榮譽，以表彰公司在抗擊疫情中為武漢做出突出貢獻。

On January 26th, Zhongliang Holdings donated RMB2.00 million in cash to Wuhan and 15,000 N95 masks or those above the N95 standard to Wuhan Huangpi District People's Hospital to do its part in combating the pandemic. The donation was mainly used for the frontline fight and prevention in Wuhan, including the purchase of masks, protective suits, disinfectant, goggles, pharmaceuticals, other medical supplies and other urgent supplies, as well as to help and motivate the frontline medical staff. In addition, our regional groups actively responded to the call to contribute to the prevention and control of the pandemic in the community. Among them, Jiangsu Region donated RMB100,000, while Northern Region donated 3,000 N95 masks, 2,500 pairs of disposable gloves and 50 buckets of disinfectant, all of which were used for the local pandemic prevention and control.

Zhongliang Holdings has also been recognized for its fight against the pandemic. In June 2020, we received the honourable title of "Advanced Unit in Hubei's Real Estate Industry for Combating COVID-19" and in December, Wuhan Charity Federation awarded us the honor of "Outstanding Contribution to the Prevention and Control of the COVID-19" in recognition of our outstanding contribution to Wuhan in the fight against the pandemic.



六、大愛，書香中梁 VI. Charity, Zhongliang Book Reading

書香中梁，助力抗疫

Conducting public benefit project “Zhongliang Book Reading” to help to fight the pandemic

在疫情高峰期，中梁控股、中梁公益基金會聯手中國青年出版總社發起「書香中梁助力武漢抗疫圖書捐贈活動」，4萬冊圖書被及時送往武漢十餘家方艙醫院，在抗疫最前綫建立起一個「書香中梁愛心圖書點」，為一綫醫護人員和患者提供充足的精神食糧，幫助患者增強信心，早日康復。在3月，第二批5萬餘冊圖書也順利抵達武漢，捐贈至武漢各社區醫院、防疫中心等地，為武漢居民提供居家隔離時期的文化閱讀支持，繼續用書香守護武漢人民抗擊疫情的信心，增添戰勝病毒的勇氣和力量。

At the peak of the pandemic, Zhongliang Holdings and Zhongliang Foundation joined hands with China Youth Publishing Group to launch the “Zhongliang Book Reading Donation Campaign for Combating COVID-19 in Wuhan”. 40,000 books were sent to over ten makeshift hospitals in Wuhan in time and a “Zhongliang Book Reading Book Station” was established at the frontier of the pandemic to provide sufficient spiritual food for frontline medical staff and patients, increasing patients’ confidence and helping them recover as soon as possible. In March, the second batch of over 50,000 books were also sent to Wuhan and donated to Wuhan community hospitals, pandemic prevention centers and other places, to provide reading support to Wuhan residents who fought against the pandemic during the period of home isolation, continue to guard the confidence of Wuhan residents to fight the pandemic with book reading, and enhance their courage and strength to defeat the virus.

此次活動已累計為武漢捐贈90,000冊（價值100萬人民幣）圖書，引發多家權威媒體關注報道，充分肯定了中梁在此次抗疫中對社會的積極擔當、持續行動。

90,000 books (worth RMB1.00 million) have been donated to Wuhan in this Campaign, which has attracted the attention of many authoritative media, fully recognizing the active role and continuous action of Zhongliang Holdings to the society in the fight against the pandemic.



六、大愛，書香中梁

VI. Charity, Zhongliang Book Reading

6.2 美好家園

中梁控股致力於通過多類型活動組織、多維度社區服務，搭建美好生活化場景。在有限的社區生活半徑內，我們持續建設健康的新型鄰里社交關係，發展無限美好。



小業主們在爸爸媽媽的陪伴下踏上「模擬地圖」，在方寸間遊覽萬千世界，享受親情的同時收穫成長。

Children of owners on the “analog map” with their parents, having the world at feet and loves around.

6.2 BEAUTIFUL HOMELAND

Zhongliang Holdings is committed to building a beautiful living scene through the organization of multiple types of activities and multi-dimensional community services. Within the limited radius of community life, we continue to build new healthy neighborhood social relationships and develop infinite beauty.



美好金秋，圓月當空，我們邀請中梁業主共赴燈謎盛會，雅俗共賞，不負良辰。

At the beautiful mid-autumn festival night, owners were invited to join the lantern riddle event for celebration together.

六、大愛，書香中梁 VI. Charity, Zhongliang Book Reading



我們關注業主的健康，足不出戶，讓業主享受實實在在的服務，免費義診活動，做個簡單的健康檢查，讓業主生活健康而行。

We are concerned about the owners' health and provided services such as free medical examination and simple health check, so that the owners can live a healthy life without going out of their homes.



我們邀請業主共同參觀物業後台監控、消防、水電等設備房，探索更多「鮮為人知」的美好，拉近距離，增強信心，與業主們真心交流、聽取建議，共創更幸福的社區環境。

We invited the owners to visit the property backstage monitoring, fire control, plumbing and electrical equipment rooms to explore more "little-known" beauty, which closed our distance and enhanced their confidence. We sincerely communicated with the owners and listened to their suggestions, so as to create a happier community environment.

6.3 公益慈善

我們相信公益不是著眼當下的一時之舉，而是可持續的體系化溫暖傳遞。中梁控股在公益慈善方面持續投入，不斷發力教育扶貧、賑災救助、就業推動、環境保護等多板塊公益事業，積極履行企業的社會責任，與社會共同成長與發展。2020年，中梁控股被授予格隆匯「2020年度最具社會責任獎」，體現我們在社會責任方面的突出貢獻。同時，我們榮獲全國「萬企幫萬村」精準扶貧行動先進民營企業稱號，以實際行動扶貧幫困，獲得認可。

6.3 PUBLIC BENEFIT AND CHARITIES

We believe that public welfare is not a separate act only focusing on the moment, but a sustainable and systematic charitable supporting. Zhongliang Holdings keeps its commitments in public welfare and charities, involving education for poverty alleviation, disaster relief, employment promotion, environmental protection and other fields, to actively fulfill its corporate social responsibilities, and to develop in parallel with society. In 2020, Zhongliang Holdings was honored to receive Gelonghui "Most Socially Responsible for the Year of 2020" award, which demonstrated our profound contributions with respect to social responsibilities. Meanwhile, we were awarded the title of Advanced Private Enterprise in the national targeted poverty alleviation action of "Enterprises Assisting Villages", demonstrating the social recognition for our contribution in poverty alleviation.

六、大愛，書香中梁

VI. Charity, Zhongliang Book Reading

6.3.1 書香中梁

我們自2016年起發動「書香中梁」特色公益項目，計劃五年內在邊遠或貧困鄉鎮建立100所愛心圖書室，幫助孩子們開拓視野。截至2020年12月31日，項目已為全國14個省市、74所中小學送去愛心，守護孩子們成長成才。

6.3.1 Zhongliang Book Reading

We have launched a special charity project of “Zhongliang Book Reading” since 2016, aiming to build 100 charity libraries in remote or poor towns within five years to help children broaden their views. As of 31 December 2020, the project has made contributions to 74 primary and middle schools in 14 provinces and cities across the country to guard the children growing into talents.



2020年7月
July 2020

- 雲南怒江
- 我們為孩子們購置的3.5萬冊愛心圖書順利出發並成功抵達雲南怒江，為怒江州蘭坪縣三所學校的孩子們送去一份飽含知識和祝福的特殊禮物。
- Nuijiang, Yunnan
- 35,000 books, as a special gift we gave to the children of three schools in Lanping County, Nuijiang Prefecture, arrived in Nuijiang, Yunnan as expected.

- 雲南會澤
- 「書香中梁」落地雲南會澤，不僅建立了兩個「書香中梁」愛心圖書室，還為村民們修建蓄水池、改造廚房設備，並資助44戶困難農戶進行危房改造，為村莊愛心超市注入幫扶資金、修建道路設施，共同守護美麗的彩雲之南。
- Huize, Yunnan
- The “Zhongliang Book Reading” charity activity has been launched in Huize County, Yunnan. In addition to donation of two charity libraries of “Zhongliang Book Reading”, we also built a new reservoir and improved kitchen equipment for villagers, financed 44 households in needs to renovate their houses, invested funds to the village charity supermarket and supported the road construction, to make efforts in protecting this beautiful land.

2020年7月
July 2020



2020年9月
September 2020

- 西藏亞東
- 「書香中梁 守護童心」西藏亞東公益行動再次起航，向亞東縣捐贈人民幣150萬元，善款將全部用於亞東縣「書香中梁」愛心圖書室建設、亞東縣人民醫院強弱電線路入地改造等公益幫扶，持續助力藏區兒童的身心健康成長。
- Yadong, Tibet
- The charity activity of “Zhongliang Book Reading, Guarding the Children” launched in Yadong, Tibet again with RMB1.5 million donated to support the construction of “Zhongliang Book Reading” charity library in Yadong County as well as the reconstruction of electric lines into the ground of Yadong County People's Hospital and other public welfare, aiming to offer continuous help to children in Tibetan areas to grow up healthily.

- 江蘇徐州
- 我們為徐州大學路實驗學校捐資人民幣35萬元，包括15,000多冊圖書和對師生設置愛心助學金等，為學生們營造書香校園。
- Xuzhou, Jiangsu
- We donated RMB350,000 to Xuzhou High School Affiliated to Nanjing Normal University, including more than 15,000 books and sponsorship set up for teachers and students, etc., to create a satisfied learning environment for students.

2020年9月
September 2020



2020年11月
November 2020

- 江西瑞金
- 我們為瑞金市長征小學添置電腦等信息化教學設備，同時為瑞金市日東鄉樟坑村捐建一所「鄉村書屋」，助力革命老區學校與互聯網教育教學的全面深度融合。
- Ruijin, Jiangxi
- We purchased computers and other information-based teaching equipment for Ruijin Changzheng Primary School and donated a “Village Library” to Zhangkang Village of Dongxiang in Ruijin city, aiming to facilitate the covering of internet education in such old revolutionary base area.

- 浙江衢州
- 「書香中梁」為當地學校捐贈共計人民幣80萬元教育資金，用於愛心圖書室及校區教育教學環境的改善建設。
- Quzhou, Zhejiang
- “Zhongliang Book Reading” donated a total of RMB800,000 to local schools for the improvement and construction of charity libraries and teaching environment of the campus.

2020年12月
December 2020



六、大愛，書香中梁 VI. Charity, Zhongliang Book Reading

6.3.2 脫貧攻堅

2020年是中國脫貧攻堅決勝年，意義非凡。近年來中梁控股以教育扶貧為基礎，聯動產業扶貧，健康扶貧對國家「三區三洲」、上海市對口幫扶貧困地區開展持續扶貧，全力幫助打贏脫貧攻堅戰。

6.3.2 Poverty Alleviation

The year of 2020 was of great significance that witnessed the final victory against poverty in China. In recent years, Zhongliang Holdings has been carrying out poverty alleviation activities based on education and linked to industrial poverty alleviation and healthy poverty alleviation and made continuous efforts to the poverty alleviation in the national impoverished regions as the “three regions and three prefectures” and participated as one of Shanghai’s counterparts of poverty alleviation areas to help win the battle.

「浙裏有愛 愛在怒江 接力海西」公益活動

Charity Activity of “Zhejiang’s Love, Relaying Haixi, Loving Nujiang”

2020年5月，中梁控股參與「上海社會力量助力雲南掛牌督戰」扶貧行動，赴雲南省會澤縣深度貧困村進行調研，明確扶貧幫困需求。7月，在國務院扶貧辦、上海市工商聯、雲南省工商聯等單位的指導下，我們與會澤縣國家級貧困村李子菁村、清河村正式結對幫扶。中梁控股結合自身公益資源優勢與幫扶村困難需求，通過教育、衛生、民生等多方面的精準幫扶舉措，助理滬滇合作，共建美麗雲南。

In May 2020, Zhongliang Holdings participated in the poverty alleviation action of “Shanghai Social Forces Supporting Poverty Alleviation in Yunnan on One-to-one Basis” and made investigation in the impoverished villages in Huize County, Yunnan Province to identify the actual needs in poverty alleviation. In July, under the guidance of the State Council Leading Group Office of Poverty Alleviation and Development, Shanghai Federation of Industry and Commerce, Yunnan Provincial Federation of Industry and Commerce and other departments, we formally paired with Lizijing Village and Qinghe Village, both national poverty-stricken villages in Huize County. By matching our own advantages in public welfare resources and the needs of the two villages, Zhongliang Holdings offered precise assistance in education, health, people’s livelihood and other fields to achieve the targets of Shanghai-Yunnan cooperation and jointly to build a beautiful Yunnan.



附錄一：法律法規及內部政策清單

Appendix I: List of Laws and Regulations and Internal Policies

適用的主要外部法律法規	Applicable major external laws and regulations
1 《中華人民共和國公司法》	Company Law of the People's Republic of China
2 《中華人民共和國城市房地產管理法》	Law of the People's Republic of China on the Administration of the Urban Real Estate
3 《城市房地產開發經營管理條例》	Regulations on Urban Real Estate Development and Management Control
4 《中華人民共和國商標法》	Trademark Law of the People's Republic of China
5 《中華人民共和國專利法》	Patent Law of the People's Republic of China
6 《中華人民共和國網絡安全法》	Cybersecurity Law of the People's Republic of China
7 《中華人民共和國反不正當競爭法》	Anti-Unfair Competition Law of the People's Republic of China
8 《中華人民共和國產品質量法》	Product Quality Law of the People's Republic of China
9 《中華人民共和國消費者權益保護法》	Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers
10 《中華人民共和國環境保護法》	Environmental Protection Law of the People's Republic of China
11 《中華人民共和國環境噪聲污染防治法》	Law of the People's Republic of China on the Prevention and Control of Pollution from Environmental Noise
12 《中華人民共和國環境影響評價法》	Law of the People's Republic of China on Environmental Impact of Assessment
13 《中華人民共和國大氣污染防治法》	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution
14 《中華人民共和國水污染防治法》	Law of the People's Republic of China on the Prevention and Control of Water Pollution
15 《中華人民共和國固體廢物污染防治法》	Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution
16 《建設項目環境保護管理條例》	Law of the Regulations on Environmental Protection and Management of Construction Projects
17 《關於禁止商業賄賂行為的暫行規定》	Temporary Provision on the Prohibition of Commercial Bribery
18 《中華人民共和國勞動法》	Labor Law of the People's Republic of China
19 《中華人民共和國勞動合同法》	Labor Contract Law of the People's Republic of China
20 《中華人民共和國未成年人保護法》	Law of the People's Republic of China on Protection of Minors
21 《中華人民共和國安全生產法》	Production Safety Law of the People's Republic of China
22 《中華人民共和國消防法》	Fire Protection Law of the People's Republic of China
23 《中華人民共和國職業病防治法》	Law of the People's Republic of China on Prevention and Control of Occupational Diseases
24 《工傷保險條例》	Regulation on Work-Related Injury Insurance
25 《國家危險廢物名錄》	National Catalogue of Hazardous Wastes

附錄一：法律法規及內部政策清單

Appendix I: List of Laws and Regulations and Internal Policies

內部政策	Internal Policies
1 《風險清單》	Risk List
2 《中梁控股集團火爐法則(2020版)》	Furnace Rules of Zhongliang Holdings Group (Version 2020)
3 《客戶信息安全管理制度》	The Customer Information Security Management System
4 《中梁廉潔自律八項禁令》	Zhongliang's Eight Prohibitions for Integrity and Self-Discipline
5 《任期審計管理辦法》	Administrative Measures for Term Audit
6 《董事會審計管理辦法》	Administrative Measures for Board Audit
7 《區域集團駐地審計管理辦法》	Administrative Measures for Regional Business Group Residence Audit
8 《舉報渠道告知函》	Notification Letter of Reporting Channels
9 《招採廉潔自律辦法》	Measures for Tender and Procurement of Integrity and Self-Discipline
10 《關於防範新型冠狀病毒引起相關風險的通知》	Notice on Prevention of Relevant Risks Arising From the COVID-19
11 《營銷合法合規管理辦法》	Measures on Managing Compliance with Laws and Regulations on Marketing
12 《項目銷售宣傳物料製作管理操作指引》	Operating Guidelines on Managing Production of Materials for Sales and Promotion for Projects
13 《招聘管理制度》	Recruitment Management System
14 《工程條綫考核管理辦法》	Administrative Measures for the Assessment on Engineering-Related Departments
15 《第三方工程過程評估管理辦法》	Management Measure on Evaluation of Construction by Third Party
16 《項目交付工程品質評估管理辦法》	Administrative Measures for the Assessment on the Quality of Projects Delivered
17 《績效考核管理辦法》	Administrative Measures for Performance Assessment
18 《中梁地產集團設計紅綫》	Red Line in Design of Zhongliang Real Estate Group
19 《培訓管理制度》	Training Management System
20 《供應商廉潔協議(2020版)》	Supplier Integrity Agreement (Version 2020)
21 《區域公司客服績效評價管理辦法》	Administrative Measures for Customer Service Performance Evaluation of Regional Companies
22 《銷售現場展示及公示作業指引》	Guidelines on On-Site Sales Demonstration and Public Operation

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

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主要範疇、層面、一般披露及關鍵績效指標 Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
A. 環境		
A. Environmental		
層面 A1		
Aspect A1		
一般披露	排放物 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：	3.1 綠色管理
General Disclosure	(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 Emissions Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	3.1 Green Management
關鍵績效指標 A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	3.3 綠色營運
關鍵績效指標 A1.2	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）。	3.3 綠色營運
KPI A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 Green Operations
關鍵績效指標 A1.3	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）。	3.3 綠色營運
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 Green Operations
關鍵績效指標 A1.4	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）。	3.3 綠色營運
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 Green Operations
關鍵績效指標 A1.5	描述減低排放量的措施及所得成果。	3.3 綠色營運
KPI A1.5	Description of measures to mitigate emissions and results achieved.	3.3 Green Operations
關鍵績效指標 A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果。	3.3 綠色營運
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	3.3 Green Operations

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

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主要範疇、層面、一般披露及關鍵績效指標 Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
層面A2 Aspect A2	資源使用 Use of Resources	
一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 資源可用於生產、儲存、運輸、樓宇、電子設備等。 Policies on the efficient use of resources, including energy, water and other raw materials. Resources can be used for production, storage, transportation, buildings, electronic devices, etc..	3.3綠色營運 3.3 Green Operations
關鍵績效指標A2.1 KPI A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 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).	3.3綠色營運 3.3 Green Operations
關鍵績效指標A2.2 KPI A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	3.3綠色營運 3.3 Green Operations
關鍵績效指標A2.3 KPI A2.3	描述能源使用效益計劃及所得成果。 Description of energy use efficiency initiatives and results achieved.	3.2綠色設計 3.3綠色營運 3.2 Green Design 3.3 Green Operations
關鍵績效指標A2.4 KPI A2.4	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。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	3.2綠色設計 3.3綠色營運 3.2 Green Design 3.3 Green Operations
關鍵績效指標A2.5 KPI A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, where appropriate, per unit produced.	本集團業務不涉及包裝材料的使用 The Group's business does not involve the use of packaging materials
層面A3 Aspect A3	環境及天然資源 The Environment and Natural Resources	
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	3.3綠色營運 3.3 Green Operations
關鍵績效指標A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of business activities on the environment and natural resources and the actions taken to manage them.	3.3綠色營運 3.3 Green Operations

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

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主要範疇、層面、一般披露及關鍵績效指標 Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
B. 社會		
B. Social		
層面 B1		
Aspect B1		
一般披露	僱傭	
	Employment	
General Disclosure	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：	4.1 員工概況 4.2 薪酬福利
	(a) 政策；及 (b) 對發行人有重大影響的相關法律及規例的資料。	
General Disclosure	Information on:	4.1 Employee Profile 4.2 Remuneration and Benefits
	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	
關鍵績效指標 B1.1 KPI B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	4.1 員工概況 4.1 Employee Profile
關鍵績效指標 B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	本集團計劃在未來披露 The Group plans to disclose in the future
層面 B2		
Aspect B2		
一般披露	健康與安全	
	Health and Safety	
General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的：	4.3 健康安全
	(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	
General Disclosure	Information on:	4.3 Health and Safety
	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	
關鍵績效指標 B2.1 KPI B2.1	因工作關係而死亡的人數及比率。 Number and rate of work-related fatalities.	4.3 健康安全 4.3 Health and Safety
關鍵績效指標 B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	本集團計劃在未來披露 The Group plans to disclose in the future
關鍵績效指標 B2.3 KPI B2.3	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。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	4.3 健康安全 4.3 Health and Safety

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

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主要範疇、層面、一般披露及關鍵績效指標 Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
層面B3 Aspect B3	發展及培訓 Development and Training	
一般披露	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 培訓指職業培訓，可包括由僱主付費的內外部課程。	4.4 人才發展
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Training refers to vocational training. It may include internal and external courses paid by the employer.	4.4 Talent Development
關鍵績效指標B3.1	按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比。	4.4 人才發展
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	4.4 Talent Development
關鍵績效指標B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	4.4 人才發展
KPI B3.2	The average training hours completed per employee by gender and employee category.	4.4 Talent Development
層面B4 Aspect B4	勞工準則 Labour Standards	
一般披露	有關防止童工或強制勞工的：	4.1 員工概況
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	4.1 Employee Profile
關鍵績效指標B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。	4.1 員工概況
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	4.1 Employee Profile
關鍵績效指標B4.2	描述在發現違規情況時消除有關情況所採取的步驟。	本集團杜絕童工和強制勞工的情況，報告期內未發生違規情況
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	The Group eliminates child labour and forced labour, and no violations occurred during the Reporting Period

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主要範疇、層面、一般披露及關鍵績效指標 Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
層面B5 Aspect B5	供應鏈管理 Supply Chain Management	
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	5.1 供應商管理 5.1 Supplier Management
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	5.1 供應商管理 5.1 Supplier Management
關鍵績效指標B5.2 KPI B5.2	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。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	5.1 供應商管理 5.1 Supplier Management
層面B6 Aspect B6	產品責任 Product Responsibility	
一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	二、品質服務 II. Quality Service
關鍵績效指標B6.1 KPI B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	本集團業務不涉及產品回收 The Group's business does not involve product recall
關鍵績效指標B6.2 KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	2.3 客戶至上 2.3 Customer Oriented
關鍵績效指標B6.3 KPI B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	2.1 產品設計 2.1 Product Design
關鍵績效指標B6.4 KPI B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	2.2 精工質量 本集團業務不涉及產品回收 2.2 Refining Construction Quality The Group's business does not involve product recall
關鍵績效指標B6.5 KPI B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	2.3 客戶至上 2.3 Customer Oriented

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

Appendix II: HKEX ESG Reporting Guide Content Index

主要範疇、層面、一般披露及關鍵績效指標 Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
層面B7 Aspect B7	反貪污 Anti-corruption	
一般披露	有關防止賄賂、勒索、欺詐及洗黑錢的：	1.3企業管治
General Disclosure	Information on: (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。	1.3 Corporate Governance
關鍵績效指標B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	1.3企業管治
KPI B7.1	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.	1.3 Corporate Governance
關鍵績效指標B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。	1.3企業管治
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	1.3 Corporate Governance
層面B8 Aspect B8	社區投資 Community Investment	
一般披露	有關以參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	六、大愛，書香中梁
General Disclosure	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.	VI. Charity, Zhongliang Book Reading
關鍵績效指標B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	六、大愛，書香中梁
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	VI. Charity, Zhongliang Book Reading
關鍵績效指標B8.2	在專注範疇所動用資源(如金錢或時間)。	六、大愛，書香中梁
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	VI. Charity, Zhongliang Book Reading



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