

A-LIVING SMART CITY SERVICES CO., LTD.* 雅生活智慧城市服務股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)

Stock Code: 3319

LIFELONG CARING

Environmental, Social and Governance Report 2020

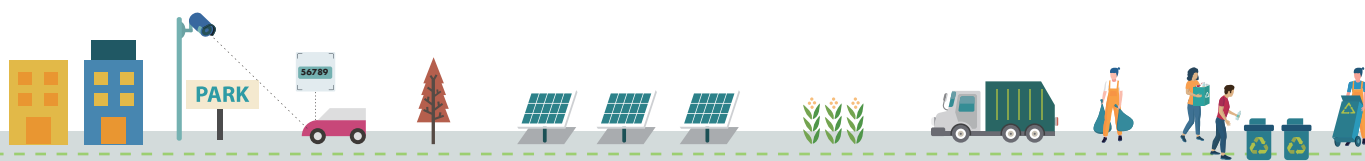


*For identification purposes only



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1 About the Report



OVERVIEW

A-Living Smart City Services Co., Ltd. (“A-Living” or the “Company”, together with its subsidiaries, the “Group”) is pleased to publish its 2020 Environmental, Social and Governance (“ESG”) Report (the “Report”), which is aimed at explaining the Group’s efforts and performance in ESG aspects in 2020 to address the expectations of stakeholders on the sustainable development management and information disclosure of the Group and enhance their understanding of and confidence in the Group.

REPORTING REFERENCE

The Report complies with all the “comply or explain” provisions in the Environmental, Social and Governance Reporting Guide (the “Guide”) set out in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Hong Kong Listing Rules”) issued by The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”) and follows all the recommended disclosures specified in the Guide. The content index for the Guide is set out in Appendix II of the Report.

The contents of the Report are formulated in accordance with a set of systematic procedures. These procedures include identifying and listing important stakeholders, identifying and listing important ESG-related issues, determining the scope of the Report, collecting relevant materials and receipts, preparing the Report based on the materials, and reviewing the data in the Report.

SCOPE OF THE REPORT

The Report discloses the Company’s ESG risks and management measures in accordance with the “materiality principle” mentioned in the Guide. The Report covers the Company and its wholly-owned subsidiaries and controlling subsidiaries. To enhance reporting comparability, information related to COVID-19 (the “epidemic”) is as at 31 December 2020.

Unless otherwise specified, the scope of the Report is consistent with that of the consolidated statements in the Company’s 2020 Annual Report, and should be read in conjunction with the Company’s 2020 Annual Report (the “Reporting Period”).

DESCRIPTION OF APPELLATIONS

To facilitate presentation and reading, unless otherwise specified, “A-Living” or the “Company” in the Report refer to A-Living Smart City Services Co., Ltd., the “Group” refers to the Company and its subsidiaries, and “Agile Holdings” refers to Agile Group Holdings Limited.

DATA SOURCE AND RELIABILITY STATEMENT

The data and cases in the Report are mainly derived from A-Living’s official documents, statistical reports and relevant public information. The Company undertakes that the Report contains no false records or misleading statements, and is responsible for the authenticity, accuracy and completeness of its content.

CONFIRMATION AND APPROVAL

The Company’s Board of Directors (the “Board”) and the senior management team have reviewed and approved the Report to ensure that the contents of the Report contains no false records, misleading statements or material omissions.





ACCESS AND RESPONSE TO THE REPORT

The Report is available and can be downloaded from the website of the Hong Kong Stock Exchange (www.hkexnews.hk) and the website of the Company (www.agileliving.com.cn).

For further enquiries, comments or suggestions on the Report, please contact the Company by email at ir@agileliving.com.cn.

The Report is prepared in Chinese and English respectively. In case of any discrepancies between the Chinese and English versions, the Chinese version prevails.



2 Chairman's Statement

Dear stakeholders,

A-Living is pleased to publish its 2020 ESG Report, which is aimed at addressing the expectations of stakeholders on the performance of the Company in sustainable development management.

The year 2020 was extraordinary for the property management industry and A-Living. In 2020, the epidemic brought challenges to the operation and management of property management enterprises. As a mainstay in fighting against the epidemic, A-Living shouldered the mission of safeguarding the health of property owners by staying at the forefront of epidemic prevention and control. The Group responded quickly by initiating an emergency plan and establishing a three-tier mechanism for epidemic prevention and control work, and formed a special incident command team comprising the president and executive vice president as team leaders to coordinate epidemic prevention and control work of all its business segments as well as regional offices and acquired companies, ensuring the implementation of prevention and control measures to protect staff and property owners in the projects under management. Facing the sporadic recurrence of epidemic cases, the Group normalized the epidemic prevention and control work and publicity work of relevant knowledge to guard the health and safety of staff and property owners. In addition, the Group took the lead in compiling the Operational Guidelines on Prevention and Control of COVID-19 in Residential Property Management Areas issued by China Property Management Institute, the very first guideline in the industry for epidemic prevention and control which sets standards and provides reference for epidemic prevention and control for the industry. Moreover, through donation of epidemic prevention supplies to other property management companies and other actions, the Group joined hands with industry peers to provide safety and health protection to property owners and communities. Due to its outstanding contribution to epidemic prevention and control, A-Living was entitled to the 2020 Special Contribution Award of Property Management Industry in Guangdong.

The Group continuously improved its service quality, actively addressed changes in the external environment, provided high quality services with ingenuity and built delicate life with sincerity, and strived to develop smart communities. To align with intelligence and technology trends of the industry, the Group continuously built information platform through partnership with strategic partners in cloud service to implement an integrated architecture featuring holistic cloud service with empowered multi-terminals, entering into strategic cooperation with leading intelligent technology companies including Huawei and SenseTime to improve its intelligent management capability of equipment and facilities, while exploring application scenarios of technologies such as smart home, 5G technology and IoTs, so as to gradually improve the shaping of a smart ecosystem catered for various scenarios and enhance the experience and well-being of property owners. The Group's efforts in digital transformation also received social recognition and was awarded as "2020 China Real Estate Digital Power Top 10 Property Management Enterprises" during the reporting period.

The Group attached great importance to safeguarding the health and safety of property owners and staff. The Risk Management Committee reviewed and evaluated the safety management risks of the Group, supervised each business segment and regional offices to establish individual safety management structures based on its business feature, implemented safety management responsibilities, and continuously improved health and safety systems for better management performance. During the reporting period, the Group proceeded with the upgrade and modification work of the EBA system (equipment building automation) to achieve real-time monitoring of the operation of important facilities, including water supply and discharge facilities as well as electricity facilities, so as to ensure the normal operation of equipment in the projects and effectively mitigate safety and management risks.





The Group insisted on high standard of corporate governance and strictly abided by business ethics and regulatory requirements. The Group's senior management team took the annual oath of integrity and signed a commitment of implementation of integrity management for all business units. To strengthen the establishment of culture of integrity, the Group's Internal Audit Centre arranged 11 training sessions on integrity in the headquarters and regional offices, and assessed attending employees with an overall pass rate of over 95%, effectively conveying the philosophy of integrity and self-discipline. During the reporting period, the Group assisted in hosting the annual seminar of China's Enterprise Anti-Fraud Alliance, which facilitated the enhancement of its standard of corporate governance through communicating with leading enterprises nationwide on the approaches and tools for risk management and control.

The Group adhered to the philosophy of putting people first and valued talent recruiting, retaining and training. The Group improved its training systems continuously with A-Living Institute as the main platform, and created special training programs that match business features as well as meet the needs of personal skills and abilities for staff, such as "Training Camp for Pioneers in Investment and Business Development" and "Training Camp for Quality Management Staff", while empowering the acquired companies through cultivation schemes conducted by internal trainers through leveraging the Group's premium internal resources. In addition, the Group provided staff with diversified communication channels, including the staff union, and conducted annual surveys on staff engagement, with a significant increase in the level of staff engagement in 2020 compared to that in the previous year. The Group will further improve its talent development system based on the survey to match its business development needs.

The Group continued to improve its post-acquisition integration system by providing acquired companies with full support in four aspects, including management mechanism, information platform, brand building and market expansion. Through establishing sound post-acquisition integration mechanism, the Group shared its information system to the acquired companies, integrated brand and marketing resources, therefore supporting the long-term and sustainable development of the acquired companies. Meanwhile, the Group proactively enlisted quality suppliers, explored innovative modes of suppliers cooperation, and strengthened resources sharing and consolidation with suppliers, for instance, entering into strategic cooperation with various leading home decoration enterprises, upgrading service chains, meeting the needs of home decoration from property owners as well as community renewal and renovation, thus improving the quality of value-added services.

The Group cared for environmental protection, put continuous efforts on improving its management system for reducing pollutant emissions and enhancing energy efficiency management as well as set control goals for resources and energy consumption by referring to the standard of environmental management system. The Group adopted real-time monitoring of water and electricity consumption of the projects through the EBA platform, thus assisting in attaining the goals of environmental management and control. The Group continued to strengthen the implementation and monitor the performance of environmental management of the projects. During the year, most of the projects of property management business segment achieved their energy consumption management goals. The Group made initial moves in the city services segment by obtaining service projects including the Dingtang River ecological restoration project, making a foray into the fields of ecological and environmental protection as well as city services.





With the original intention of creating a better life for every city and every person, A-Living focuses on stable operation and sound development, as well as treasures the sincere contributions of every employee. The Group strives to provide every property owner with quality services, join hands with every collaborator to achieve win-win results, maintain the order and protect the environment of every city, continue to lead the sustainable development mode of the industry and create long-term value for stakeholders.

Chan Cheuk Hung/Huang Fengchao

Co-Chairman of the Board

Hong Kong, 5 July 2021



3.1 BUSINESS OVERVIEW

A-Living was upgraded into a smart city service platform in 2020, and has developed a comprehensive business portfolio layout covering services to mid- to high-end residential properties, public buildings, commercial and office buildings and city services, with competitive advantages in the non-residential market. Through its five major business segments, seven regional offices and acquired companies, the Group obtained a number of benchmark projects through active expansion into third-party markets, deeply explored the needs of property owners to provide them with diversified value-added services, significantly improving the capability for organic growth.

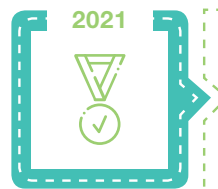
As at 31 December 2020, the Group's contracted GFA increased to approximately 522.6 million sq.m. and GFA under management exceeded 374.8 million sq.m. (both excluding GFA of consultant projects and associates), with over 55,000 employees and projects under management exceeding 3,200, covering 31 provinces, municipalities and autonomous regions.

3.2 PERFORMANCE IN THE YEAR

With its outstanding business performance as well as comprehensive and transparent market communication mechanisms, the Group has gained wide recognition by capital market as evidenced by its successive inclusion in a number of indexes and winning of various industry awards. In addition to business development, the Group also attached importance to undertaking social responsibility, and actively communicated with its stakeholders in respect of its sustainable development. The indexes in which the Group has been included and the awards it has received to date are mainly as follows:



- February 2020, included as a constituent of the Hang Seng Composite SmallCap Index
- March 2020, included as an eligible stock for Shenzhen-Hong Kong Stock Connect



- February 2021, included as a constituent of the Hang Seng Composite MidCap Index
- March 2021, included as an eligible stock for Shanghai-Hong Kong Stock Connect



In addition, the quality services and value of the Group also received recognition from an array of authoritative institutions and the capital market.

Name of Award

- The 4th of the “2020 Top 100 Property Management Companies in China”
- 2020 Leading Specialized Property Management Companies in China – A Leading Brand in the Provision of Comprehensive Public Building Services
- The 1st of the “2020 Top 100 Leading Property Management Companies in terms of Growth Potential in China”
- 2020 Top 100 Leading Property Management Companies in terms of Customer Satisfaction in China
- 2020 Top 100 Leading Property Management Companies in terms of Service Quality in China
- The 2nd of the “2020 Top 100 Leading Property Management Companies in Business Performance in China”
- The 2nd of the “2020 Listed Property Management Companies in terms of Comprehensive Strength in China”
- The 4th of the “2020 Listed Property Management Companies in China”
- 2020 Top 100 Blue Chip Property Management Companies
- The 4th of the “2020 Property Management Companies in Comprehensive Strength”
- 2020 Top 100 Most Valuable Brands of Property Management Company
- Top 50 Property Management Companies in terms of Service Capacity in China
- Benchmark Service Project of Property Management Companies in China
- “Most Honored Company” awarded by “Institutional Investor”



4 Sustainable Development Philosophy and Governance



With “lifelong caring for a better you” as its core value and “providing high quality services with ingenuity, build delicate life with sincerity” as its corporate mission, the Group adhered to its original intention and remained dedicated to offering property owners comprehensive one-stop solutions for their living. The Group enhanced its comprehensive business portfolio layout for four dimensions including property owners, developers, communities and cities, as well as focused on post-acquisition integration and cultivated the community economy. With corporate value and culture as the guidance and by utilization of technology, the Group earnestly put efforts in its operation and development to continuously create value for shareholders, property owners, employees, supply chains and the environment.

The Group adhered to the sustainable development philosophy and subscribed to the sustainable development goals (SDGs) of the United Nations by facilitating the achievement of balanced development of the economy, the environment and society through business operations and value creation. The Group incorporated this philosophy into its corporate decision-making and daily operation, started to formulate applicable sustainable goals and implementation plans by making reference to 6 SDGs closely related to its business development, including building sustainable cities and communities as well as promoting good health and well-being, etc.. The Group continued to improve its sustainable development mechanisms and enhanced management performance while taking into consideration the expectations and demands of stakeholders on the ESG initiatives of the Group.

The sustainable development management work of A-Living makes reference to 6 SDGs

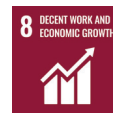
SDG 3: Good Health and Well-being



SDG 5: Gender Equality



SDG 8: Decent Work and Economic Growth



SDG 11: Sustainable Cities and Communities



SDG 12: Responsible Consumption and Production



SDG 13: Climate Action



4.1 CORPORATE VALUE SYSTEM OF THE GROUP

CORE VALUE

Lifelong caring for a better you

BUSINESS PHILOSOPHY

Achieve greater, higher, better, more and flexible business services

CORPORATE MISSION

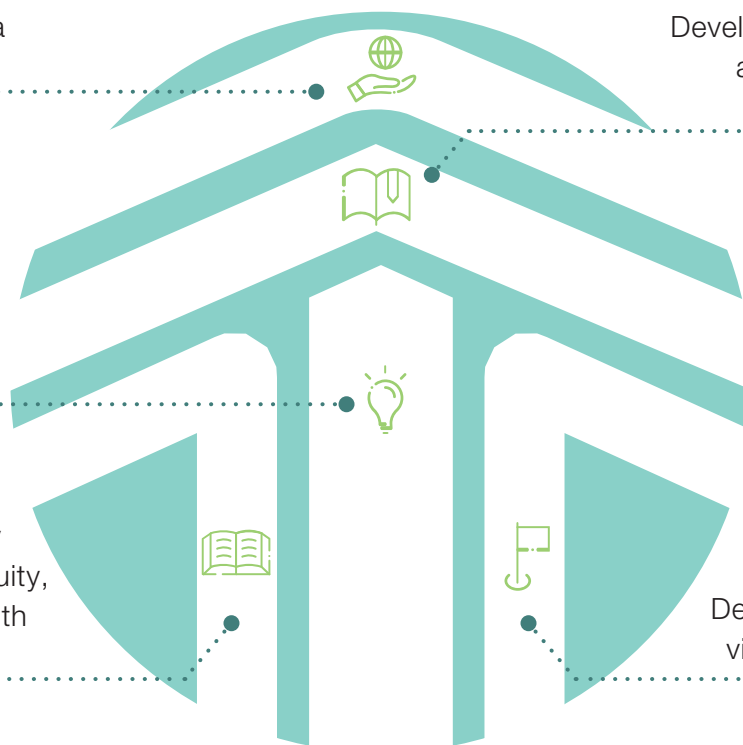
Provide high quality services with ingenuity, build delicate life with sincerity

CORPORATE VISION

Develop a national leading and world class living service platform

CORPORATE SPIRIT

Develop our future with vision and enthusiasm



4.2 SUSTAINABLE DEVELOPMENT GOVERNANCE SYSTEM

The Group attaches great importance to ESG risk management and is fully aware of the potential impact of ESG issues such as service quality improvement, investment in social charity and employee relationship management on the financial performance and sustainable development of the Group, including the impact on the business development, cost control and reputation of the Group.

The Risk Management Committee of the Group is responsible for identifying and evaluating ESG risks, monitoring the Group's management in assessing and setting ESG management goals, and reviewing and officially approving the annual ESG reports. The Group's Internal Audit Centre evaluates the implementation of ESG management policies based on the risk management and internal control systems, and monitors ESG risks to safeguard the sustainable development of the Group. As core members of the ESG team, the contact persons of regional offices and business segments for risk control are responsible for executing and implementing the ESG management strategies and reviewing on the progress in achieving ESG management goals continuously.

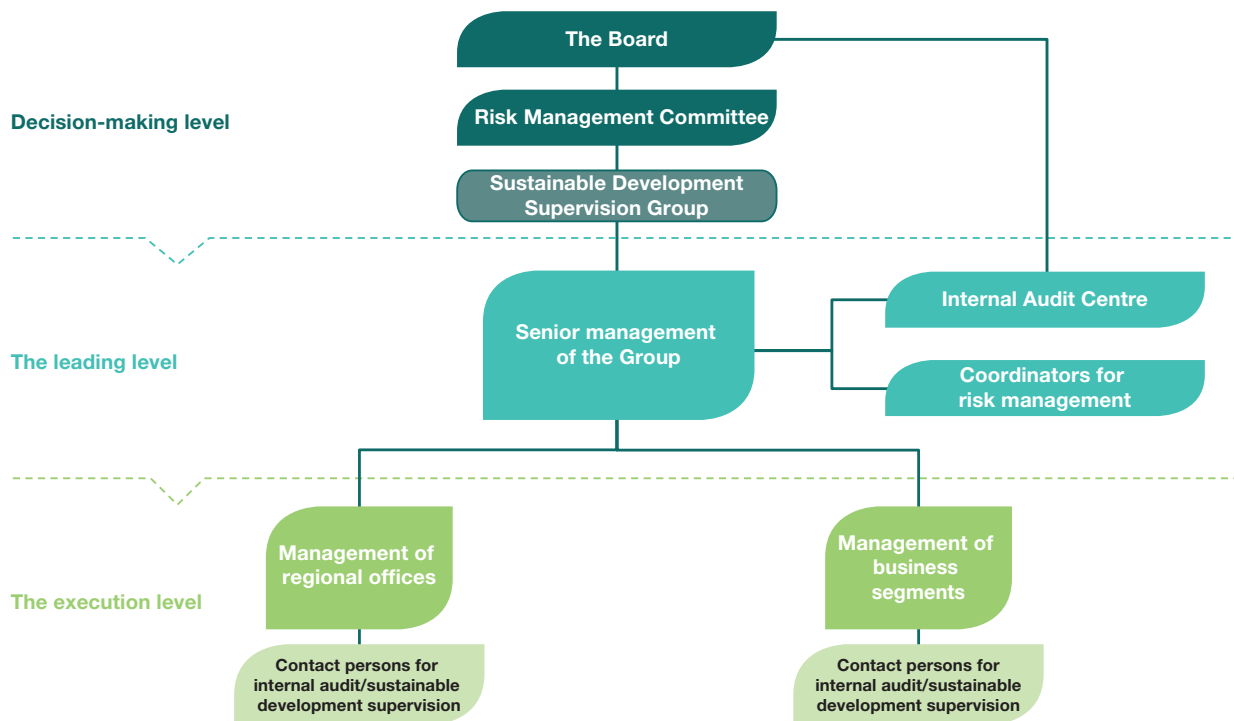


Chart: Sustainable Development Governance System of A-Living

4.3 STAKEHOLDER ENGAGEMENT

The trust and support of stakeholders are the foundation for sustainable corporate development. The Group continued to improve its communication mechanism with stakeholders, timely understand and respond to the expectations and demands of various stakeholders through diversified channels, such as its WeChat official account and official website, and through meetings with suppliers, property owner satisfaction surveys and staff satisfaction surveys. The Group continued to optimize its sustainable development strategies and plans in order to strengthen the cooperation with stakeholders and realize win-win development.

The Group's analysis of and responses to the expectations and demands of stakeholders in 2020 are as follows:

Stakeholder	Major communication channel	Expectation and demand	Communication and response
Shareholders and investors	<ul style="list-style-type: none"> General meetings Presentations/roadshows Hotline/email for investor contact Corporate official website 	<ul style="list-style-type: none"> Financial performance Interest protection Corporate transparency Risk control 	<ul style="list-style-type: none"> Improve profitability Hold general meetings Routine information disclosure Optimize risk management and internal control systems
Government and regulatory authorities	<ul style="list-style-type: none"> Submission of tax information Submission of regulatory information required by the relevant departments 	<ul style="list-style-type: none"> Comply with the law Pay taxes in accordance with the law Respond to national calls Support local development 	<ul style="list-style-type: none"> Operate in compliance with the law Pay taxes in full on time Actively implement relevant policies Actively shoulder social responsibilities
Employees	<ul style="list-style-type: none"> Workers' Congress OA system of the Group Employee caring activities Opinion box for sending comments to the general manager Employee surveys 	<ul style="list-style-type: none"> Career development platform Training opportunities Remuneration and benefits Healthy and safe working environment Listen to the voice of employees 	<ul style="list-style-type: none"> Enhance career promotion mechanisms Establish employee training and education systems Competitive salary and benefits Implement management systems for health and safety Equal communication and complaint mechanisms

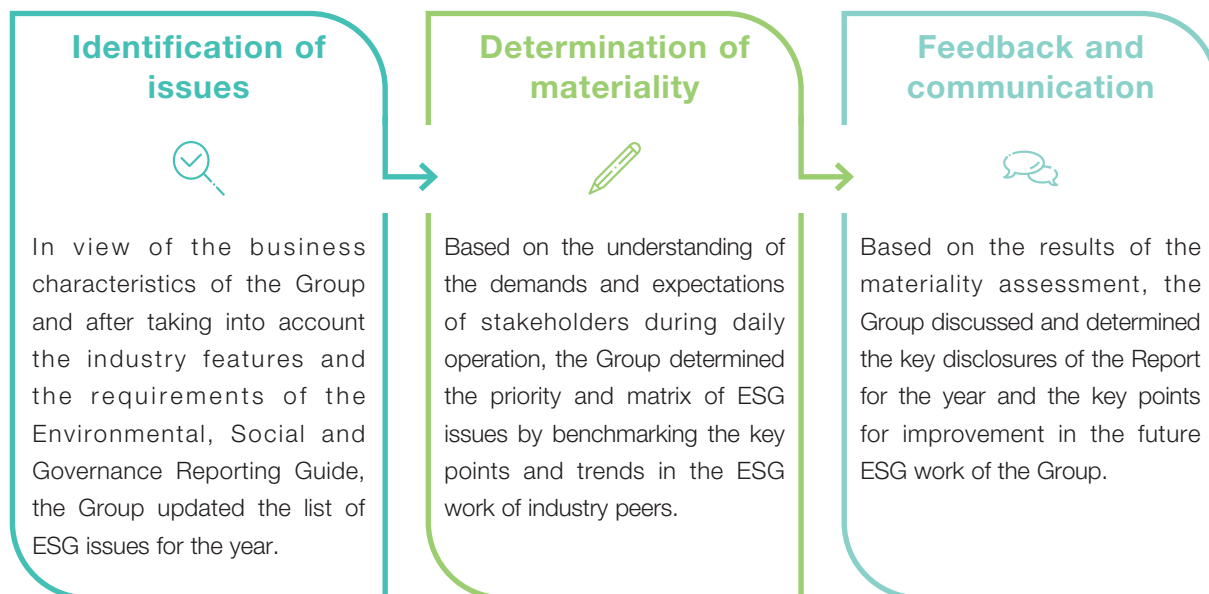
4 Sustainable Development Philosophy and Governance (continued)

Stakeholder	Major communication channel	Expectation and demand	Communication and response
Property owners	<ul style="list-style-type: none"> • 400 nationwide customer service hotlines • Property management service satisfaction surveys • WeChat official account of the Group • Community activities 	<ul style="list-style-type: none"> • Product quality and price/performance ratio • Customer service quality • Customer information security • Customer rights protection 	<ul style="list-style-type: none"> • Develop a quality lifestyle service platform • Comprehensive and considerate services • Network security and permission settings • Compliant marketing
Suppliers	<ul style="list-style-type: none"> • Supplier engagement inspections • Regular review of suppliers • Supplier conferences 	<ul style="list-style-type: none"> • Cooperation with integrity • Experience sharing • Win-win cooperation • Business ethics and reputation 	<ul style="list-style-type: none"> • Build responsible supply chains • Promote timely communication • Carry out cooperation • Perform contracts in accordance with the law
Business partners	<ul style="list-style-type: none"> • Training sessions • Communication meetings • Corporate surveys 	<ul style="list-style-type: none"> • Market synergy • Resource sharing • Improvement in management efficiency 	<ul style="list-style-type: none"> • Establish synergetic marketing database • Enable access to quality resources of the Group • Empowerment and assistance from experts/professional teams
Society and the public	<ul style="list-style-type: none"> • News coverage • Corporate official website • Corporate WeChat official account 	<ul style="list-style-type: none"> • Care for the underprivileged • Support social charity • Protect the natural environment • Promote social advancement 	<ul style="list-style-type: none"> • Participate in targeted poverty alleviation • Committed to charities • Adhere to green operation • Share development achievements



The Group attaches importance to the materiality assessment of ESG issues for the purpose of timely and comprehensive understanding of the materiality of each ESG issue to the business development of the Group and the attention of stakeholders, in order to facilitate the Group's effective disclosure of ESG information and continuous improvement in the management standards of relevant issues.

The materiality assessment on ESG issues of the Group during the year covers the following steps:



During the Reporting Period, the Group conducted in-depth communication with selected representative of various types of stakeholders, and extensively collected the comments and expectations of internal and external stakeholders on the Group's sustainable development through questionnaire surveys to obtain the overall priority and matrix of material ESG issues for the year. The materiality matrix chart below shows the importance of 20 sustainable development issues to external stakeholders (Y-axis) and to the sustainable business operation and development of A-Living (X-axis), with the overall importance determined based on the total score of each issue given by the Company's internal and external stakeholders.

Materiality table on analysis of A-Living's ESG issues in 2020

Materiality	Issue	
Highly important issues	Safeguard employee health and safety	a
	Prevent corruption and non-compliance risks	b
	Protect customer privacy and information	c
	Compliant employment and employee rights and interests protection	d
	Comply with business ethical standards	e
	Provide high quality products and services	f
Moderately important issues	Provide competitive salary and incentive mechanisms	g
	Water conservation	h
	Improve training and development mechanism	i
	Protect intellectual property and trademark	j
	Reduce pollutant emissions	k
	Build green communities	l
	Improve quality management system of supply chain	m
	Improve energy efficiency	n
	Compliant waste disposal	o
Generally important issues	Carry out responsible marketing	p
	Comply with policies and communicate with industry peers	q
	Identify and address climate change risks	r
	Reduce greenhouse gas emissions	s
	Participate in charity and volunteer activities	t

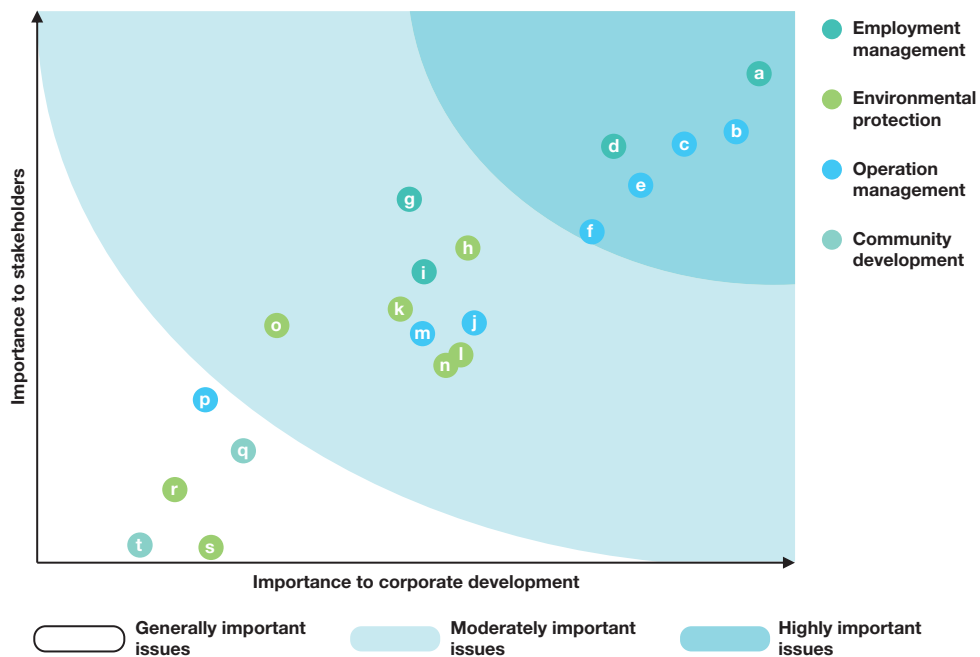


Chart – Materiality Matrix of ESG Issues in 2020

5 Adhering to Ingenuity and Improving Services



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER

- Protect customer privacy and information
- Provide high quality products and services
- Protect intellectual property and trademark
- Build green communities
- Carry out responsible marketing
- Comply with policies and communicate with industry peers

SDG

A-Living's Action Plan



SDG 11: sustainable cities and communities

Improving the quality of city services and property management services, maintaining public facilities, and contributing to the sustainable development of cities and communities

Committed to its original aspiration of quality service, the Group constantly explored innovative service modes and enhanced service standards to provide high-quality services to and meet the customized needs of property owners. Meanwhile, the Group actively took the lead in industry trend, improved the professionalism of service personnel from all aspects, provided high quality service with ingenuity and built delicate life with sincerity, in a bid to establish intelligent communities and city service platforms.

5.1 IMPROVEMENT IN SERVICE QUALITY

The Group remained dedicated to its original aspiration of quality first, focused on quality improvement, promoted service standardization and constantly optimized the level of environmental and project management while ensuring the quality of property management services, striving to build high-standard, high-quality and sustainable property management service brands.

5.1.1 Standard Management

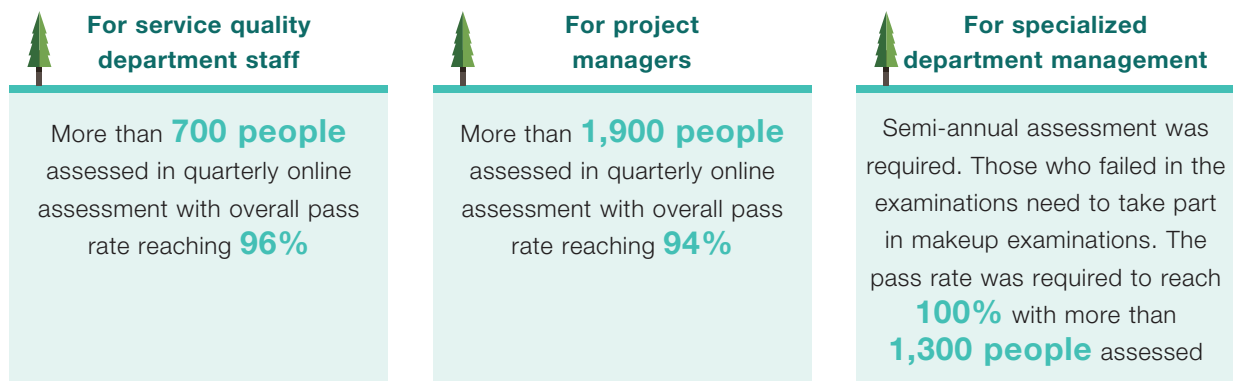
During the Reporting Period, the Group focused on service standardization, centralized management and informatization of business operations, and strengthened the service capability of operation team through standardized service system, so as to continuously consolidate the service foundation and meet the diversified and customized needs of property owners.

In 2020, the Group continued to improve the construction of service standards, and prepared property service standardization manuals such as the Standardized Work Manual for Commercial Property Management and the Comprehensive Evaluation Index of Project Site Quality, which provided clear guidance for professional and standardized services. The Group also boosted the publicity and evaluated the implementation of those standards.



Study and assessment on property management service standards

At the beginning of 2020, the Group's property service business segment issued the standard learning and assessment requirements that all members of the Group's 400 Call Centre, quality departments in regional offices and all project management personnel should comprehensively learn laws and regulations related to the industry, national standards, industry standards and enterprise standards. The Group conducted online examinations to promote the property management service staff's understanding of service standards and standardize their routine work.





“Striving for Skill Perfection” National Skills Competition

In November 2020, the Group launched the National Skills Competition, aiming at stimulating the employees' enthusiasm and initiative to improve their internal strength, promote service capacity, enhance their professional knowledge and skills, and create a sound learning atmosphere of “comparison, learning, catching up, helping and surpassing”. In the competition, 76 skilled staff were selected as finals from nearly 500 project managers, over 1,000 engineering technicians and nearly 100 employees of 400 Call Centre in seven regional offices, advocating the promotion of self-improvement of skills.



Project Management



Engineering Skills



400 Call Centre



Training camp for operating staff to improve their professional skills

From 18 to 20 October 2020, the Group conducted comprehensive employee training on professional skills and integrated ability for quality department management members. A total of 123 staff participated in Phase I and Phase II training, which covered service scope, service process and project takeover planning, so as to improve the integrated ability of employees from all aspects.



5.1.2 Engineering Management

In order to standardize the engineering management of property management projects, the Group has formulated and implemented relevant regulations such as Public Equipment and Facilities Management Regulations, the Operation and Maintenance Procedures for the Power Supply and Distribution System, the Central Air Conditioner Operation and Maintenance Procedures, the Dereliction of Duty and Accountability Management Measures for Elevator Repair and Maintenance Monitoring, and the Equipment Room Inspection Management Procedures. In 2020, the Group continued to proceed the upgrading and modification works of the EBA system, conducted real-time monitoring of the operation status of management equipment in each project through the EBA system, and timely notified the maintenance technician to repair the faulty equipment, therefore reducing the maintenance labor cost and ensuring normal operation of the equipment.



Achieving excellence with craftsmanship

In 2020, the Group launched an engineering skills competition to promote the standardization of engineering management and services, improving the skills of the engineering technicians and promoting a spirit of craftsmanship. The competition comprised some delicate and complicated skill contests such as “wiring, cutting, circuit troubleshooting, circuit installation and debugging”, which tested the patience and circumspection of maintenance staff. Property management engineering elites from across the country gathered together to fully exhibited their superb professional skills.



Engineering practical skill competition

5.1.3 Environment Management

The Group had formulated and implemented relevant work procedures for leasing and displaying of green plants, prevention and control of plant diseases and pests, daily cleaning services, landscaped pool cleaning, household garbage collection and disposal, greening maintenance and other work to specify the standardization of environmental management. It actively promoted mechanization and automation of environmental management, strengthened training for environmental management staff, and improved projects' environmental management level. In response to the call of local governments, the Group actively promoted waste sorting in the communities under management, conducted regular assessment for and gave instructions to environment-related suppliers, and improved the service quality, therefore providing property owners with a better living environment.





Carrying out green plant conservation and pest control to protect the green environment

In 2020, the Group proactively carried out green plant conservation and pest control work in all projects, specified pest control methods, publicized through posters, knowledge lecture halls and professional training, and implement measures such as quarterly publication of seasonal greening pest control guidelines, control and elimination of termites/red imported fire ants in green belts twice a month to protect the healthy growth of plants.



5.1.4 Community Safety and Order Management

The Group attached great importance to the health and safety of property owners, formulated and implemented Regulations on Fire Safety Management, Regulations on Handling Emergencies or Abnormal Incidents and other relevant internal regulations, and enhanced safety management including community epidemic prevention, fire safety and extreme weather response through safety inspection and safety education to protect the safety and health of property owners.

Typhoon and flood control

In order to effectively reduce the safety hazards posed by summer rainstorm and typhoon, the Group required all project staff to coordinate preparation work for emergency flood control in accordance with the Flood Control Emergency Plan and carry out flood control drills and other activities, endeavoring to improve the emergency response ability of property management staff and ensure the life and property safety of community property owners and working staff.



The emergency working group held internal meeting immediately

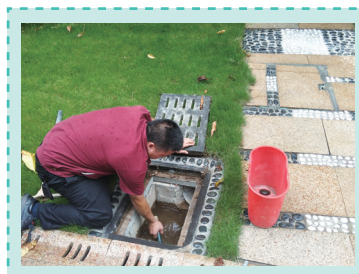


Building a flood control dam in the basement





Inspecting the risk of falling objects



Cleaning drainage ditch

Fire safety

The Group continuously improved fire safety management rules and regulations, and regularly carried out fire safety drills and other educational activities, so as to enhance the precaution awareness and emergency self-rescue ability of employees and property owners.

Fire drill to prevent safety accidents

In order to timely reduce the fire hazards and enhance the awareness of fire safety, in November 2020, the Group carried out a series of activities for the fire safety month, such as fire protection publicity, training, hazard identification and fire drills. More than 200 property management service centres of the Group conducted fire safety month themed activities with 12,000 participants, with 675 themed banners, 13,478 posters and 50,442 leaflets distributed. The Group organized 364 training sessions with the number of participation reaching 7,742, inspected 26,901 hazards with the rectification rate reaching 99.61%, effectively improving the fire emergency skills of employees and property owners.



Fire safety drills organized by property management centres



Indoor safety inspection to ensure equipment safety

Since December 2020, the Group carried out indoor safety inspection activities for all projects to conduct safety inspections on household water heaters, power distribution boxes, gas stoves, lamps, switches, pipelines and other equipment of each household, so as to timely identify potential safety hazards, reduce the risk of safety accidents and create a safe living environment for property owners.



5.2 SMART CITY SERVICES AND DIVERSIFIED SERVICES

The property management industry is experiencing rapid growth and constantly extends service boundaries. By grasping the opportunities of industry upgrading and transformation, the Group officially changed its name to “A-Living Smart City Services Co., Ltd.”, established the fifth business segment – city service, and committed itself to building an intelligent and comprehensive service system. Meanwhile, in line with the intelligence-based and technology-driven development trend of the industry, the Group officially initiated the strategic transformation into “a smart city service provider”, reaching strategic cooperation with leading cloud service providers to carry out all-round exchanges and cooperation in big data, cloud services, urban governance and municipal services, exploring innovative service modes of smart city and smart community, and striving to establish inclusive and sustainable ecosystem in the cities.

Smart city services

The Group extended presence to the city service sector, expanded its business scope from municipal sanitation service to integrated urban management in a broad sense, and continuously improved the level of refinement, specialization and intelligence of services. The Group grasped the opportunities arising from the window of market-oriented development of the city service industry, targeted at the comprehensive city service market with potential market size of trillions of dollars, and built a service system with “one platform +N applications” lying at the core (with sanitation business taking dominance, promoting garbage sorting, landscaping and greening, water cleaning, intelligent public toilets management and other businesses as a whole) to provide intelligent and comprehensive services for the cities.



Progress in City Service Business Development of A-Living in 2020

- Obtained several national-level qualifications and business licenses, including seven professional qualifications in the cleaning industry, such as the national Level 1 qualification certificate for cleaning industry, license for road transport operation, qualification for providing cleaning and maintenance service (waste sorting and transportation) for urban environment, ISO9001 certification and environmental management system certificate.
- Reached cooperative relations with Chengdu Tuo River Investment and Construction Ltd.*, Zhengzhou Lutong Highway Construction Co., Ltd.* and SPIC Yuanda Water Co.Ltd.*, to carry out in-depth technical exchanges on smart city services, integrated sanitation management services and other fields.
- Strategically acquired equities of ZHS Beautiful Urban and Rural Areas Sanitation Group Co., Ltd.* (中航美麗城鄉環衛集團有限公司) (“ZH Sanitation”), one of the top ten environmental sanitation service providers in China, to further enhance the business layout of city services.
- Made a foray into city services by securing the sanitation project in Suining County, Hunan Province, which has entered the trial operation stage. The Group also obtained projects such as operation and maintenance of Small-scale Public Restrooms in Shenzhen and ecological restoration project of Dingtang River, marking breakthroughs in the fields of eco-environmental protection and city services; and promoted the establishment of the comprehensive city service benchmark project in Clearwater Bay, Hainan Province in an orderly manner.



A-Living strategically acquired equities of ZH Sanitation to turn a new chapter in smart city services

A-Living has been strategically upgraded to a comprehensive smart city service provider. It proactively explored the smart city service area through diversified cooperation. In September 2020, A-Living strategically acquired equities of ZH Sanitation, one of the top ten environmental sanitation service providers in China. Both parties planned to integrate respective advantages in quality standards, management experience and resources, forming business synergy for further exchanges and cooperation in big data, cloud services, urban governance and municipal services, jointly creating a new benchmark in smart city services and bringing a new urban management model and living experience.



In order to explore the service mode of smart cities, the Group attached great importance to intelligence, formulated the 2021-2023 digital transformation plan, made great efforts to promote digitalization construction, extended presence to the F-side (Infrastructure), G-side (Group), B-side (Business) and C-side (Customer) with a focus on the four core aspects of “people, finance, things and management”, and built a process management system to empower various business segments, therefore improving operational efficiency and optimizing the service quality.

In terms of data, the Group will work with its strategic partners in cloud service to sort out and upgrade the underlying data structure, improve the efficiency of information infrastructure, and strengthen collection and analysis capabilities of big data. In terms of management, the Group will establish financial, budget, expense and human resource management systems to strengthen the empowerment of the systems and its capabilities in providing management service, and truly and effectively solve business difficulties. In terms of business, the Group will improve intelligent management level of facilities and equipment, enhance the efficiency of on-site services with IoTs and AI technology to build an intelligent service and management platform.



The Group achieved data sharing through the integrated command centre

To better enhance the digitalization construction of smart city services, the Group actively reached strategic cooperation with Huawei, SenseTime and other technology giants to jointly explore the development of “smart city + smart community”. After constant exploration of the government’s needs of urban governance and product iteration, the Group has forged a full-spectrum service capability from planning and design to delivery in intelligent application of city services, and initially built 18 scenario solutions. It will further enhance the construction of smart cities and smart parks in the future, bringing comfortable and convenient intelligent life experience.

The Group also proactively participated in science and technology expos, formulation of industry standards and other exchange activities, and conducted in-depth exploration in AI platform for property management services and digital operation of smart city services, endeavoring to build a digital service technology ecosystem.



A-Living reached strategic cooperation with Huawei and SenseTime

On 19 August, the Group announced the entering into of an agreement relating to strategic cooperation with SenseTime, a global leading artificial intelligence platform company. Both parties will give full play to their respective advantages in industry resources and intelligent technology to build an AI platform for property management services covering diversified business portfolios. The two parties will form an industrial alliance to enhance the transformation of scientific and technological achievements and the incubation of technological innovation, and jointly create the future intelligent service mode integrating AI with intelligent service scenarios, so as to provide convenient and advanced user experience for property owners and realize the brand-new upgrade of city services.

On 24 September, the Group signed a comprehensive cooperation agreement with Huawei Technologies Co., Ltd. to conduct comprehensive exchanges and in-depth cooperation in digital construction and operation of smart communities and smart cities, smart homes, 5G technology applications, IoTs, big data, innovative project incubation, industrial parks and municipal projects, etc.



The Group joined hands with Huawei and other enterprises to build a full-scenario service intelligent platform

Intelligent Community

The Group continued to optimize the smart intelligent business mode, promoted the application of information platforms and tools in the property management service field alongside the progress of digitalization strategic transformation, and made efforts to bring more convenient, flexible and intelligent user experience to property owners through digital, intelligent and ecological measures. Capitalizing on AI, 5G, cloud computing, block chain, IoTs and other technologies, the Group has built the A-Living intelligent service platform, innovated its service modes, effectively extended the reach of property management and improved property management service quality.

In 2020, the Group conducted intelligence upgrade for more than 400 service scenarios, piloted intelligent solutions such as intelligent access, intelligent security and smart home in a number of projects across the country, and created intelligent community benchmark projects to gradually improve the ecological construction of intelligence scenarios.





The North Court of Guangzhou Agile Garden recognized as Intelligent Community Benchmark Project

In December 2020, at the third CIOC Real Estate Intelligent Technology Summit, the North Court of Guangzhou Agile Garden was awarded as the “2020 China Real Estate Digital Power – Intelligent Community Benchmark Project” for its achievement in the field of community intelligent operation.



Intelligent Community Benchmark Project –
The North Court of Agile Garden Guangzhou

Intelligent access

Achieved self-service access for property owners and visitors by leveraging face recognition, AI video surveillance and other technologies, improving access experience and efficiency and strengthening access safety management; implemented the intelligent application of AI reverse car searching, which greatly improved the user experience of car searching in complicated underground parking lots.

Intelligent security

Realized garbage can overflow automatic monitoring, digital management of entrances and exits, community personnel tracing, remote inspection and other scenarios through various of technologies such as AI patrol robot, video surveillance and big data, to efficiently protect community safety

Smart home

Connected AI voice service with smart home system to realize intelligent operation of home security, lighting, home appliances, door lock and fresh air system, and enhance user experience.

Intelligent work

Completed intelligent cleaning, spraying disinfection, safety patrol and other functions through cleaning equipment and adoption of drones

Intelligent operation and maintenance

Applied EBA equipment management and cloud-based equipment maintenance to realize real-time monitoring and precaution, automatic order dispatch management and ensure facility security.

IoT

Capitalized on technologies such as blockchain and IoTs to realize the functions such as intelligent contract-signing, intelligent execution of agreement and intelligent payment, comprehensively solving the problems of community property management by using A-Assistant App and 12 systems such as human resources system, collaborative office system and fee collection system, etc.



5.3 MAINTENANCE OF RELATIONSHIP WITH PROPERTY OWNERS

To build “heart-warming communities”, the Group paid on-going attention to the individual needs of property owners, established diversified communication channels to listen to their voices with humility, timely improved every step in service process, responded to the demands of the property owners, therefore enhancing the satisfaction rate of property owners towards our property management services.

In-time response to demands

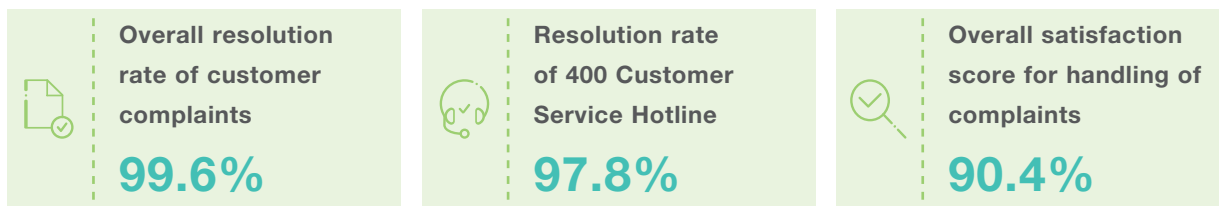
In order to standardize property owners’ complaint handling process and improve the efficiency of complaint handling, the Group complied with the relevant provisions of the Law of the People’s Republic of China on the Protection of Consumer Rights and Interests, formulated and implemented. The Customer Demands Management Work Procedures, the 400 Complaint Handling and Reward and Punishment Measures, the Customer Satisfaction Survey Work Procedures and other internal regulations, which set out clear responsibilities for employees, so as to ensure that customer complaints and suggestions can be timely and accurately reported to relevant departments, and to enhance the timeliness of response to customers’ demands and their satisfaction rate.

The Group has established a comprehensive complaints management system by setting up comprehensive communication channels such as the reception staff/steward at property management service centres, the A-Steward App, the national service hotline of the 400 Call Centre, and the email box, etc., listening to the demands of property owners from all aspects. In order to respond to customers’ demands in a timely manner, the Group continued to optimize its mega customer service system with a focus on 400 Call Centre, in a bid to realize online control, process supervision, data analysis and closed-loop assessment of property owners’ inquiries and complaints nationwide, effectively improving customer satisfaction. Meanwhile, the Group regularly held Project Manager Reception Day on a monthly basis to listen to clients’ demands in person and solve their problems efficiently.



Customer complaint handling process

In 2020, the Group comprehensively upgraded 400 Customer Service Hotline, integrated the customer service front desk function nationwide to the integrated command centre, and implemented unified complaint acceptance, timely handling, rectification and real-time quality monitoring through big data according to different requirements of property owners. The Group's 400 Call Centre received 435,000 calls from property owners accumulatively, including 4,929 customer complaints. The results of customer complaint handling are set out below:



The primary reason of unsolved customer complaints in 2020 was due to the quality of real estate construction quality. In response to the complaint management of real estate construction quality issues, the Group will enhance communication with developers, strengthen the assessment of those are responsible for the delay in handling complaints, and improve the resolution rate of customer complaints. In addition, the Group will also strengthen the verification and management of the service attitude of complaint handling staff, the timeliness of complaint handling feedback and the results of complaint handling, and require the property management service centres to improve follow-up work of the complaints handling procedure, so as to continuously raise the customer complaint resolution rate and satisfaction rate.



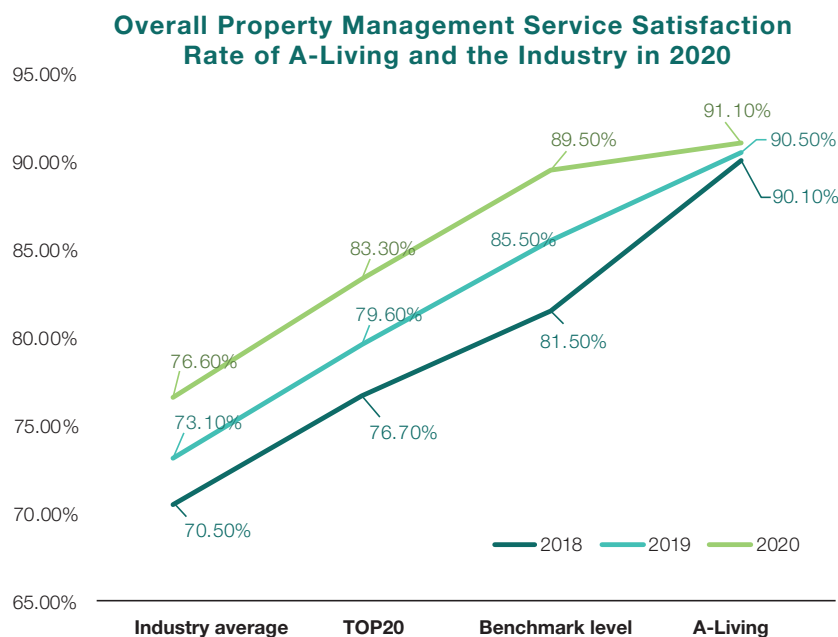
Manager Reception Day

On 14 November 2020, in order to better understand customer needs, establish sound communication and constantly improve the property management service quality, the Manager Reception Day was held in Majestic Garden Sanshui project in Foshan city, through which the Group actively communicated with property owners to understand their needs and answer their enquiries, and listened to their suggestions. After the Manager Reception Day activity, the property personnel classified and filed different kinds of complaint records to improve the management and service through analysis, evaluation, review and drawing from lessons and experience.



Enhancing Satisfaction

The Group remained dedicated to the original intention of “lifelong caring for a better you”, put quality first, and constantly enhanced its service standards to meet the higher and more personalized service needs of its property owners, aspiring to create “heart-warming communities”. The Group entrusted China Index Academy, an authoritative third party institute to conduct the 2020 satisfaction survey and assessment on property management services, which covered all regional offices nationwide, and obtained a total of 25,207 samples. In addition to the eight original indicators of order management, environmental management, public equipment and facilities maintenance, 400 national customer service hotline, steward services, maintenance services, complaint handling and community cultural activities, the survey newly introduced community value-added services as the secondary indicator. According to the survey, the property owners’ overall satisfaction rate of the Group increased for the third consecutive year to 91.1% in 2020, representing an increase of 0.6 percentage point as compared with that in 2019. The overall satisfaction rate was 14.5% higher than the average level of the industry, 7.8% higher than the average of the top 20 enterprises and 1.8% higher than the benchmark level of the industry, demonstrating that the Group’s service quality was highly recognized by its property owners.



The Group fully understands the importance of reputation among property owners to the Company, and assures the service quality through service standardization, regular quality inspection and other measures, so as to enhance the business satisfaction and strive to build A-Living into a century-old brand.

Civilized service

The project management team instructs the front-line service staff on customer reception etiquette to establish a good service image.



Quality supervision

Business inspectors are designated to regularly inspect service quality of the project.



5.4 PROTECTION OF PROPERTY OWNERS' INFORMATION AND PRIVACY

The Group attached great importance to information security and strictly abided by the Cybersecurity Law of the People's Republic of China and other laws and regulations. It formulated a series of internal policies, such as Information System Security and Operation Management Policy, the Information System Disaster Recovery Policy, the Information System User Account and Authority Management, the Information System Error and Accident Handling Standards, the Network Security Management Standards, the Machine Room Management Policy and the Data Backup and Recovery Policy, to continuously enhance the construction of information security management system, providing clear guidance for the implementation of system authority management, system error handling and emergency response, network security, server room management and data backup and recovery, etc.

The Group also gave due regard to the practice of information security management, and improved the information system security management through protecting and upgrading the information system, setting access restriction and encrypting information, striving to fully guarantee the privacy and safety of the property owners.



Protection upgrade

Set firewall for all servers; use jump servers for management during daily operation and maintenance; reset authentication certificates and passwords and implement system vulnerability scan and penetration tests on a regular basis.

Setting access restriction

Configure access restriction for business and office systems at all levels according to position, business scope, position and user, etc. according to the approved right and responsibility manual, and the access permission and change of permission is subject to approval.

Information encryption

Encrypt the user password saved in the business system, encrypt the key data interfaces asymmetrically to ensure data security and sign interfaces to prevent manipulation.

Timely backup

Back up the database regularly and synchronously to the off-site disaster recovery centre.

Safety self-inspection

Regularly analyze and output security briefings, including security threat information and security incident handling, etc., thus effectively forging a periodic security self-inspection mechanism to preclude accidents.

In addition, the Group has made unremitting efforts to protect the privacy of property owners, formulated internal policies such as Confidentiality Policy, Rules for the Management of Customer File Data, and updated the User Privacy Policy, clearly informing users of the Group's relevant regulations on the collection, use, storage, processing or disclosure of their information when they log in to the Group's App, thereby ensuring their right to information. Meanwhile, the Group integrated customer privacy protection and information security into its daily publicity and training activities, in a bid to constantly strengthen the awareness of its employees.

In 2020, A-Living did not identify any incident relating to user privacy data leakage or loss, or illegal system access, and delivered an annual system non-failure rate of approximately 100%.





5.5 INTELLECTUAL PROPERTY RIGHTS MANAGEMENT

The Group pays respect to the value of knowledge and abides by laws and regulations, such as the Copyright Law of the People's Republic of China, the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China and the Tort Liability Law of the People's Republic of China. It has formulated a number of internal policies, including the Administrative Measures on Legal Affairs of A-Living Group, Intellectual Property Management Policy and Trademark Affairs Management Measures, to incorporate intellectual property management into the construction of legal system and manage by designated personnel, so as to put in place a comprehensive system for the Company's technology research and development, business development and daily operation, and earnestly protect the Company's various software copyrights, patents and trademarks.

In 2020, given the change of corporate name, the Group proceeded with the change of owner of the existing intellectual property rights in order to ensure the consistency between intellectual property rights and corporate name, as well as the application and registration work for corresponding patents, trademarks and copyrights, so as to protect its own intellectual property rights in a timely manner. Meanwhile, the Group strengthened monitoring and investigation of the infringement of the Company's intellectual property rights in the market, effectively protecting its intellectual property rights. The Group also carried out the publicity of intellectual property laws and regulations, and advocated employees to safeguard the intellectual property rights of others, thus reducing the risks relating to intellectual property issues.

As at 31 December 2020, A-Living had obtained 2 authorized invention patents, 4 design patents, 14 authorized utility model patents, 43 software copyrights and patents, 16 copyrights and 152 registered trademarks.

5.6 SUPPORTING INDUSTRY DEVELOPMENT

The Group is committed to contributing to the long-term healthy development of the industry and actively participates in the formulation of industry standards, facilitating the standardization of service and management in the industry.

In 2020, the Group actively assumed the responsibilities as a "forerunner" in the industry, and took the lead in compiling the Operational Guidelines for the Prevention and Control of COVID-19 in Residential Property Management as coordinated by China Property Management Institute, in an effort to provide clear guidance and strong support for the prevention and control of COVID-19 epidemic in the property industry. The Group was deeply involved in the exchanges with the property management industry association, and participated in the preparation of industry standard service specifications including TCPMI011 Management Service Standards for Green Operation of Facilities and Equipment, specifying the certification indicators and evaluation methods of operation management service quality of facilities and equipment, thus contributing to the standardization construction of the industry.





The Group actively participated in the development and construction of facilities and equipment management of the industry

Based on the construction requirements of normalisation, standardization, specialization and intelligence, the Group joined forces with Guangdong Facilities and Equipment Professional Committee to explore new technologies and applications of facilities and equipment. In December 2020, Mr. Feng Xin, vice president of A-Living, attended the inaugural meeting of the Professional Committee of Guangdong Property Management Industry Association on behalf of the Group, and served as the director of the Professional Committee of Facilities and Equipment, formulating the working rules of the Professional Committee with members of Guangdong Property Management Industry Association. The Group actively participated in the compiling of industry standards and promoted the innovative development, transformation and upgrading of property management industry.



6 Caring for Employees with Sincerity



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER

- Safeguarding employees' health and safety
- Compliant employment and employee rights and interests protection
- Providing competitive salary and incentive mechanisms
- Improving training and development mechanism

SDG

A-Living's Action Plan



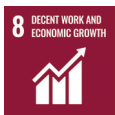
SDG 3: Good Health and Well-being

Protect the rights and interests of employees and create a healthy and safe working environment.



SDG 5: Gender Equality

Provide equal opportunities and treatment for employees of different genders, and promote a culture of diversity and tolerance.



SDG 8: Decent Work and Economic Growth

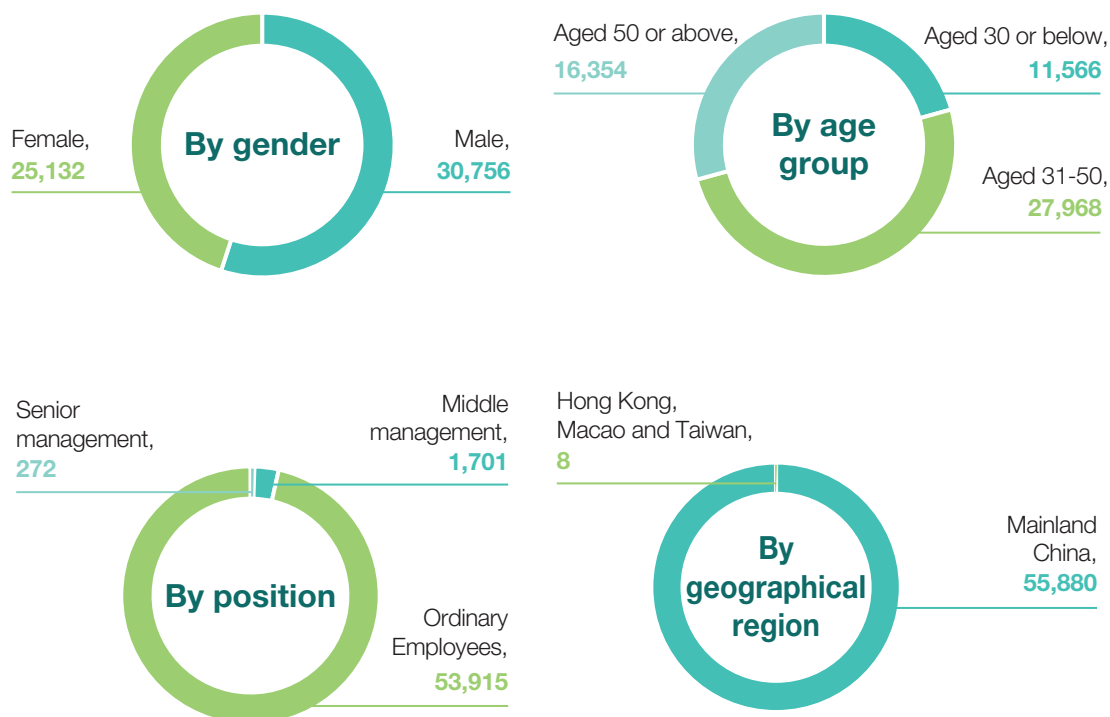
Promote employment and provide a competitive compensation system.

The Group upholds the philosophy of “putting people first, caring for employees” and strives to create a fair and inclusive employment atmosphere as well as a safe and healthy working environment for employees. The Group fully respects the basic rights and interests of every employee, and aims to build a multi-disciplinary team of management talents with adaptability to the times. For this end, the Group provides diverse development opportunities, a scientific training system, abundant learning resources and clear career development paths for employees to grow independently and realize their value.

In an attitude of being responsible to employees, the Group safeguards employees' physical and mental health by improving the safety management mechanism, proceeding with occupational safety management system certification, implementing safety management performance appraisal and carrying out various safety training programs and cultural and sport activities. Moreover, the Group establishes democratic communication channels to learn about employees' needs and thoughts, carries out various employee caring activities to enhance the cohesion of employees, and conducts regular surveys on employee engagement to provide clues for improving employee management.



As at 31 December 2020, A-Living had a total of 55,888 employees. Its workforce continued to expand to match the steady growth of business. The breakdowns of employees by gender, age group, position and geographical region were as follows:



6.1 RIGHTS AND INTERESTS OF EMPLOYEES

The Group strictly abides by the requirements of relevant laws and regulations where we operate including, the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Minors, the Provisions on the Prohibition of Using Child Labor for its business operations on Mainland China and other laws and regulations and has established relevant internal rules such as the Labor Contract Management Policy, the Recruitment Management Policy and the Employee Resignation Policy to fully protect the legitimate rights and interests of employees regarding recruitment, promotion, resignation, working hours, compensation and benefits, etc.



Compliant Employment

The Group continuously improves its human resources system and related management policies, and signs labor contracts with all full-time employees to protect their legitimate rights and interests. Meanwhile, the Group complies with the International Bill of Human Rights and the International Labor Standards, and set out clear provisions on strict prohibition of recruiting child labor for all regional offices and projects under management in the Recruitment Management Policy and other relevant policies, and shall resolutely reject forced labor, harassment, abuse and other improper behaviors. In addition, the Group verifies the identity of each employee to be hired through identity document and background questionnaire, and holds accountable any personnel involved in illegal employment. In 2020, the Group had no child labor or forced labor problems in the Group.

Equal Opportunities

The Group strictly abides by the requirements of relevant laws and regulations where we operate including, the Company Law of the People's Republic of China, the Labor Law of the People's Republic of China for its business operations on Mainland China and other relevant laws and regulations and sets out clear provisions in the Recruitment Management Policy, Promotion Management Policy and Internal Competition Management Measures that employees shall not be treated differently in recruitment, benefits and promotion due to ethnicity, race, nationality, gender, religion, age, sexual orientation, political affiliation, marital status and other social identities, with a view to ensuring that the process of personnel management is open and transparent and employees enjoyed equal opportunities.

The Group advocates a diversified and inclusive working atmosphere, actively develops recruitment channels including online recruitment, campus recruitment and public recruitment, continuously optimizes the employee structure, promotes the rational distribution of employees by gender, age and region, so as to attract sufficient talents for its development.

Compensation and Benefits

The Group has established a sound compensation and benefits system, and implements internal measures such as the Employee Handbook and the Employee Benefit Management Policy to guarantee employees' benefits and provide employees with competitive compensation in the form of performance-based incentives. The Group has set compensation standards with reference to the average salary level of the industry and its internal compensation system. In principle, the Group evaluates and adjusts the salary levels each year to ensure that the overall compensation level of its employees is not lower than the market average level. In the meantime, the Group provides appropriate incentives to employees with high performance and high potential to stimulate their work enthusiasm.

In accordance with relevant laws and regulations, the Group has formulated the Employee Benefit Management Policy based on the dynamics and needs of employees to provide them with various extra benefits on top of the statutory benefits. The Group pays social insurances and the housing fund for all employees and provides them with statutory paid leave, cash benefits such as fuel allowances, assignment allowances, meal allowances, marriage allowance, birth allowance and travel allowances, as well as non-cash benefits such as physical examination, festival gifts, house purchase discounts, etc. In addition, the Group organizes various kinds of cultural activities such as birthday parties, sports games and festival activities to earnestly care for employees.

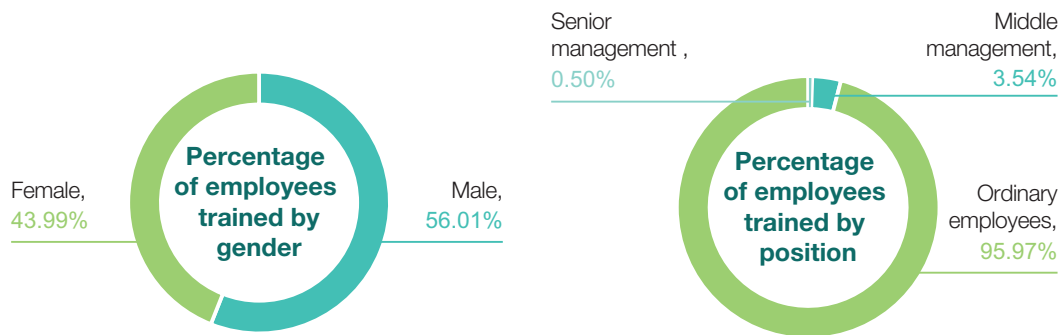


6.2 TRAINING AND DEVELOPMENT

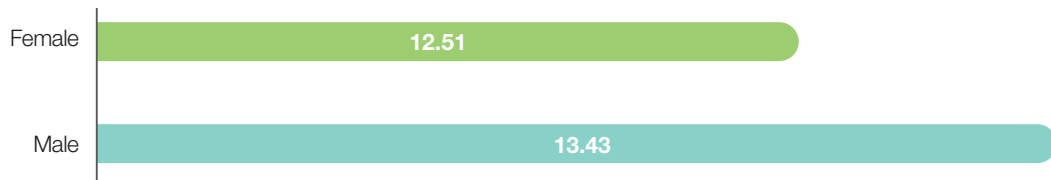
The Group attaches great importance to the training and development of talents. As such, the Group has formulated and implemented the Learning and Development Management Policy, the Management Measures for the Learning and Development of New Employees, the Management Measures for the Learning and Development of Graduates, the Internal Trainer Management Measures, the Management Measures for Position Coaches, the Management Measures for External Learning and other internal policies to incorporate employee development into its corporate strategies, refining the training requirements for employees at all levels, and continuously cultivates leading talents at all levels in line with its business development needs.

In 2020, a total of 42,809 employees of the Group participated in various training programs, with a total of 727,558 training hours. The breakdown of employees training data is set out below.

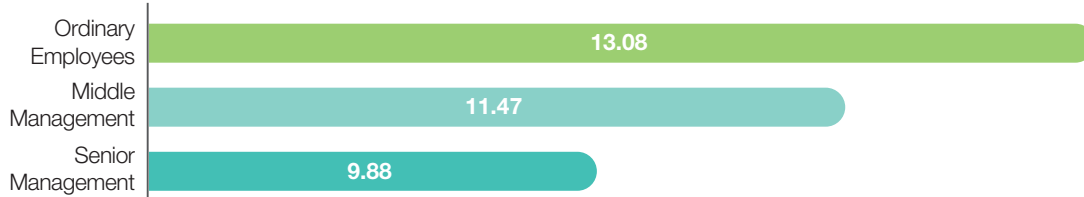
BREAKDOWN AND AVERAGE TRAINING HOURS OF EMPLOYEES TRAINED IN 2020¹



AVERAGE TRAINING HOURS BY GENDER



AVERAGE TRAINING HOURS BY POSITION



¹ The percentage of employees trained this year and related data are calculated according to the latest training percentage calculation standard of the Group, including the percentage of employees trained by gender and position. Calculation standard: Percentage of employees trained = number of employees trained at the position/total number of employees trained. In 2020, in order to meet the anti-epidemic requirements of the places where the Group's headquarters and subsidiaries operate and since it had yet to establish an online training system, the Group organized training activities mainly through live broadcast, video recording and video conferencing on external platforms, and the number of training activities decreased drastically. As a result, the average training hours of the Group in 2020 decreased compared with 2019.



In order to systematically carry out training activities and meet the needs of rapid business development, the Group established A-Living Institute in 2018 and comprehensively upgraded it in 2020 to further support the Group's strategic development goals. A-Living Institute is responsible for carrying out a variety of distinctive training programs including the "LOHAS π Management Trainee Program", "A-Living Personnel Sailing Program", "Growth Hacker Training Camp" and "Training Camp for Pioneers in Investment and Market Expansion". It introduced tailor-made professional courses specific to various business modules such as service quality control, market expansion, M&As and property owners' value-added services for employees at all levels including fresh graduates, supervisors and senior executives, while strengthening cultivation of internal trainers and empowering the acquired companies.

In addition, the Group further upgraded its internal trainer system through A-Living Institute by training and certification of open class lecturers and specialized skills trainers, for the purpose of helping them learn strengths and experience from each other. A-Living Institute carried out training program development workshop for expert lecturers, "Yueduhui" reading space ("悦读荟") and other activities, so as to accumulate experience and provide better support for talent cultivation of the Group. In 2020, the Group had 181 certified open class lecturers and 814 certified specialized skill tutors, who had delivered a total of 298,634 training hours.

In an effort to enhance industry-university integration, the Group established strategic partnership with Fudan University, Southwest University of Science and Technology and Hefei College of Finance & Economics in 2020. The Group plans to meet the demand for high-caliber interdisciplinary talents driven by industry upgrade through school-enterprise cooperation, combining the advanced management philosophy of colleges and universities with the development of the Group, building a team of business leaders who meet the current requirements with entrepreneurial spirit, and fostering more elites for the industry and society.

6.3 PERFORMANCE APPRAISAL AND PROMOTION

In order to stimulate the enthusiasm of employees and enrich the talent pool for strategic development, the Group has formulated and implemented the Promotion Management Policy and the Internal Competition Management Measures, which set out clear promotion principles of openness, fairness and on the basis of competitive selection. The Group provides three development pathways (management, professional, LOHAS π) for employees, comprehensively assesses employees in terms of work experience, performance and other dimensions, and promotes employees based on the assessment results to ensure that employees' capabilities meet the job requirements.



Comprehensive Upgrade of A-Living Institute

For talent development system construction, A-Living Institute held the launching ceremony themed “system optimisation cum building a studious organization” on 28 October 2020, with a plan to comprehensively optimize and upgrade its concept system, organizational structure, position management as well as training system.

Organization structure optimization: A-Living Institute developed an organizational structure with “one-core and two-wing” by building the Group’s general institute as the core, incubating a branch for technical and management talents of non-residential property management business in Shanghai, and establishing a city service management institute with the Choya Education Group to develop interdisciplinary property management talents, and set up a junior college and undergraduate education course system, so as to build up the Group’s medium- and long-term talent supply chain.

Training system upgrade: A-Living Institute comprehensively upgraded the four training components – curriculum, faculty, operation and evaluation to nurture and train talents with higher efficiency. In addition, A-Living Institute will collaborate with all brands of the Group’s to build a team of professional lecturers who are skilled in business, management and training. It will actively cultivate professional, interdisciplinary and insightful talents, and reinforce the accumulation and publicity of corporate culture, with a view to helping the Group reach a higher level of development.



LOHAS π Management Trainee Program

In order to enhance the professional skills of fresh graduates, in August 2020, the Group organized a one-week closed intensive training program for LOHAS π employees (management trainees). A total of 67 fresh graduates (management trainees) participated in the training program which covered project visit, outward bound training, professional skill training, etc. It deepened the fresh graduates’ understanding of the industry and the Company and helped transform them from graduates to professionals. The total training hours of the program during the year reached 7,392 hours.





A-Living “Sailing Program” for Newcomers

In order to help the newcomers get familiar with the workplace and build networks, the Group organized orientation sessions for new employees at the headquarters every month. The training content includes company introduction, corporate culture and general measures, project visit, and basic property management knowledge. The total training hours of the program during the year reached 38,385 hours.



Training Camp for Quality Management Staff

In order to comprehensively improve the professional knowledge and skills of quality management personnel and build a capable and professional quality management team, the Group held three training sessions for heads of quality control lines with the theme of “Aircraft Carrier Program” during 2020. The training mainly focused on quality management and customer experience of property management services, quality control of third-party projects, internal and external relation maintenance, etc. The total training hours of the program during the year reached 3,501 hours.





Investment and Market Expansion Pioneer Training Camp

In order to effectively improve the professional knowledge and skills of business development personnel, from August to October 2020, the Group organized senior management representatives as well as investment managers of its regional offices and acquired companies to participate in closed intensive training. The training content mainly covered investment and M&A trends, policy interpretation, case studies on market expansion, etc. The total training hours of the program during the year reached 1,250 hours.



Meanwhile, the Group strengthens internal talent mobility channels through talent review and internal competition. It helps employees breakthrough career development bottlenecks by using internal personnel mobility methods such as job rotation and secondment, achieving the maximal and optimal allocation and utilization of human resources and providing a promising outlook for outstanding talents.



Interdisciplinary Learning Activities

In October and November 2020, the Group organized company benchmarking and interdisciplinary learning activities respectively. Over 100 executives and employees from management department, marketing department, operation department, community value-added services business segment, investment & financing department, IT department, smart city service and intelligent service departments visited a number of renowned enterprises to learn the best practices in various industries.



6.4 OCCUPATIONAL HEALTH AND SAFETY

The Group puts the safety and health of employees in the workplace as first priority, and has developed a series of internal measures including the Occupational Health Management Measures, the Employee Handbook, the Work-related Injury Management Measures and the Operation Safety Management Regulations. Based on the trends of occupational health and safety management, the Group constantly improves its occupational health and safety management system, puts forward detailed control requirements for key links in the business process, defines the division of responsibilities for safety production of each unit, and strictly implements safety supervision, so as to control risks.

School-enterprise Cooperation to Deliver High-quality Professionals

In an effort to provide career development opportunities for college students, in 2020, the Group worked with Southwest University of Science and Technology and Hefei College of Finance & Economics to establish integrated education bases of intelligent community management with working groups formed, which will provide employment consultancy including vocational guidance and employment training for students of relevant majors, and offer professional internship opportunities for them. This move will help deliver high-quality professionals to the property management industry.

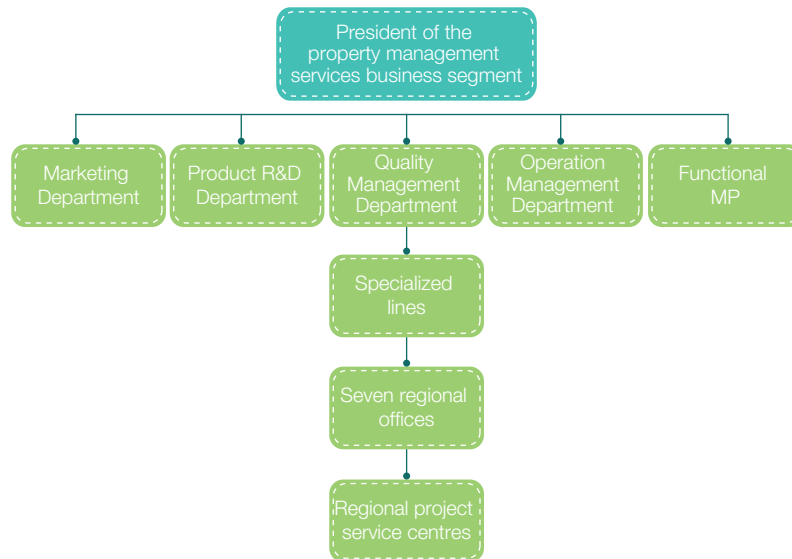
In addition, the Group teamed up with Southwest University of Science and Technology and Hefei College of Finance & Economics to establish continuing education and training centres where the university/college will provide on-the-job education and training on smart community services, smart building services, full-chain operation of office buildings and other fields for employees of the Group and property management practitioners across the country, so as to improve the effectiveness of talent training and continuously deliver high-caliber talents to the Group and the property management industry.



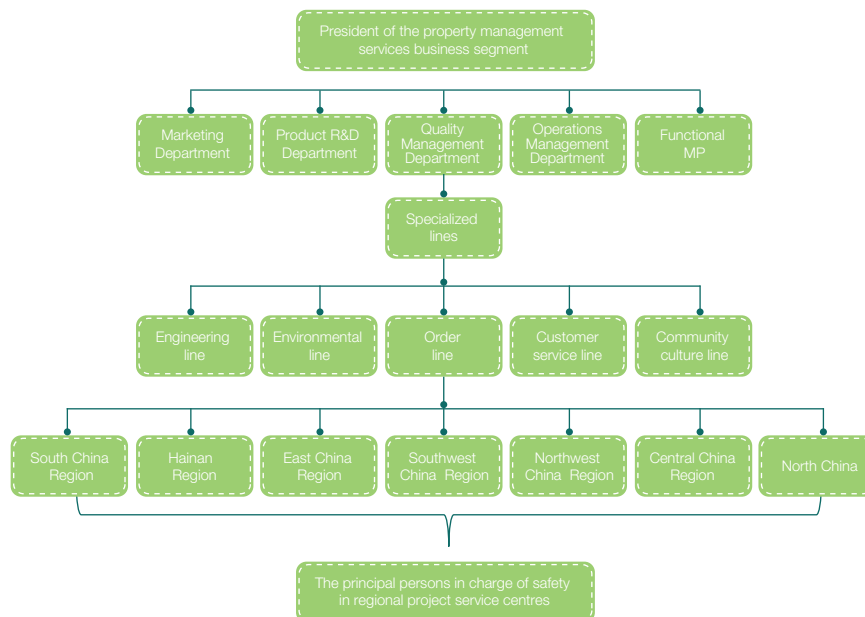
The signing ceremony of school-enterprise cooperation between the Group and Hefei College of Finance & Economics

Safety Management Structure

- Business Safety Assurance**



- Safety Assurance Structure**





Management System Certification

The Group proactively promotes the certification of occupational health and safety management system, and carries out safety management assessment of its projects with widely accepted safety standards, providing direction for subsequent improvement of safety management. As at the end of 2020, a number of projects of the Group had received ISO45001:2018 Occupational Health and Safety Management System Certification and GB/T45001-2020/ISO45001:2018 Certification. The Group plans to continuously promote safety management system construction in various regions.

Protection of Occupational Health

The Group is always committed to creating a safe workplace. It actively carries out safety education and technical training for employees. In particular, the Group made great efforts in epidemic prevention during the COVID-19 epidemic to prevent health and safety incidents and create a safe, healthy and comfortable working environment for employees. Meanwhile, in order to better protect the health of employees, the Group abides by the Management Measures for Physical Examination of Employees to have all employees receive annual physical examination and provide extra occupational health examination items for different groups, so as to effectively prevent occupational health risks. In addition, the Group attaches great importance to having contingency plans and drills for emergencies. It has formulated the Procedures for Handling Emergencies or Abnormal Situations, implemented emergency plans for various emergencies such as fire accident, earthquake and flood, and proactively organized safety drills to enhance the self-protection ability and safety awareness of employees, so as to minimize safety hazards and risks.

In addition, the Group organized various team building and cultural and sports activities to enrich the leisure time of employees, and encouraged employees to actively participate in sport exercises to relieve psychological stress and maintain physical and mental health.

Safety Management Goals and Performance

In order to carry out safety management more efficiently, the Group set community safety management KPIs with an equipment failure rate of less than 7% as the overall target. It implemented safety management responsibilities by employing a two-level appraisal system comprising the Group level and the regional level, and refined assessment standards in terms of security surveillance, elevators, fire protection, etc.

In addition, the Group refined the emergency response plans for rainstorm, earthquake and typhoon and other disaster situations and set safety drill targets to ensure that all responsible units and affected individuals can calmly and promptly respond to the disaster situation, so as to guard the health and safety of property owners, settled enterprises and employees in the communities.

During the Reporting Period, the Group equipped all employees with labor protection articles, and had no confirmed or suspected cases of occupational diseases. The Group helped to assist the claims of the death benefits entitled by one of employees who passed away due to his acute disease (during his course of employment) during the reporting period.





Fire Safety Drill for Super High-rise Residential Buildings

On 22 May 2020, the Group and the Neighborhood Committee of Asian Games City of Panyu District jointly organized a fire safety drill with a theme of “Public Fire Fighting to Put Life First” in Tiancheng Community of Guangzhou Asian Games City. During the drill, the project manager and order maintenance personnel formed an evacuation team to perform an emergency evacuation exercise with property owners, collaborate with firefighters in an orderly manner and help ensure the safety of property owners and employees. Meanwhile, there were firefighting equipment introduction and firefighting exercise at the site to improve the ability of the Group’s employees and property owners to guard against and respond to fire emergencies and their self-rescue capabilities, therefore reducing fire safety risks.



Community property owners were evacuated in an orderly manner in the drill



Instructions on using fire extinguishers

6.5 COMMUNICATION WITH AND CARING FOR EMPLOYEES

The Group provides employees with a variety of communication channels, including corporate WeChat, OA system, general meeting of employee representatives, employee seminars and special communication meetings, to ensure efficient communication of employees’ opinions, timely publicize major developments and operation performance of the Group, and encourage employees to engage in democratic communication. To promote democratic management, the Group encourages regional offices to protect the basic rights and interests of employees by establishing labor unions and signing collective contracts with employees. In 2020, a total of 3,078 employees from the Group’s seven regional offices joined the labor unions established in their respective regions.

In addition, the Group always pays attention to employee satisfaction and engagement. In September 2020, it conducted a survey on employee engagement with the engagement score of 83%, an increase of 12% compared with the previous year. Guided by the survey results, the Group will further optimize the working atmosphere for employees by improving authorization and workflow, performing incentive-based assessment, enhancing the employer brand building and information platform construction.





Engagement Survey to Solicit Employee Representatives' Opinions

In 2020, the Group carried out a number of employee representative communication activities through corporate WeChat, including employee opinion survey and public review of the Group's management measures such as the Employee Benefits Management Policy, the Management Measures for Abnormal Internal Changes and the Management Measures for Assignment, Secondment and Welfare, and received opinions and suggestions from more than 300 employee representatives on the Group's welfare system, reward and punishment mechanism, and staff rules and regulations. The Group will conduct analysis on the opinions and suggestions from employee representatives, formulate relevant improvement measures, and continuously strengthen employee communication to further enhance employee satisfaction.

In order to enhance employees' sense of belonging to the Company, the Group organized various activities, such as seasonal caring gifts and activities in summer and winter, quarterly birthday party and caring activities for frontline employees, to bring warmth and care to employees and enhance the cohesion of employees.



Mid-Autumn Festival celebration



Spring Festival visit



"Caring for frontline staff" activity



"Bring coolness to frontline employees in summer"



7 Protecting the Environment Diligently at All Times



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER

- Water conservation
- Reduce pollutant emissions
- Improve energy efficiency
- Compliant waste disposal
- Identify and address climate change risks
- Reduce greenhouse gas emissions

SDG

A-Living's Action Plan



SDG 12: responsible consumption and production

Improving the efficiency of resource utilization, popularizing garbage classification, and advocating sustainable lifestyle.



SDG 13: climate action

Enhancing refined management of energy consumption and formulating plans for carbon emission reduction and carbon neutralization.

With a focus on environmental protection in the process of business development, the Group proactively responds to the nation's call of "achieving carbon peak emissions by 2030 and carbon neutrality by 2060", implements the management measures related to energy conservation and emission reduction through improving the environmental management system built on ISO14001 standard and advocates the concept of environmental protection in cities and communities with its presence, aspiring to constantly explore the sustainable business model featuring low carbon emissions and environmental protection.

7.1 ENVIRONMENTAL MANAGEMENT SYSTEM

Upholding the environmental protection concept of harmonious coexistence between human and nature, the Group strictly abides by the Environmental Protection Law of the People's Republic of China and other relevant laws and regulations in business operation, and has formulated internal policies such as Public Energy Consumption Management Regulations, Management Measures for Energy Conservation and Consumption Reduction, Waste Management Measures and Work Procedures for Collection and Disposal of Domestic Garbage, so as to reasonably control the energy consumption and waste generated by the Group during its business operation and create an environment-friendly corporate image.

In order to better practice green operation, the Group continuously improved the organizational structure and reporting mechanism of environmental management, defined the responsibilities of internal environmental management, continuously promoted the formulation of environmental management objectives, and supervised and implemented environmental protection measures to report to the management of the Group on a regular basis.

Meanwhile, the Group has been continuously improving standardized environmental management. Currently, a number of projects have obtained the certification of environmental management system ISO14001:2015. The Group proposes to continuously promote the construction of environmental management systems in various regions.





7.2 USE OF ENERGY AND RESOURCES

The Group kept continuous track of the use of energy and resources in its daily operations, constantly strengthens its capability to manage resources and energy from the aspects of water and electricity consumption, and strictly controlled the utilization. In addition, the Group purchased energy-saving products, implemented energy-saving renovation plans and applied energy consumption monitoring equipment to improve the utilization efficiency of resource and energy.

Energy conservation

The Group primarily consumes electricity in the process of operation. The Group strictly abides by the Energy Conservation Law of the People's Republic of China and other national laws and regulations. It has prepared the public energy consumption ledger pursuant to the requirements of the internal policy of Management Regulations on Public Energy Consumption, and conducted regular comparison and analysis on energy consumption to ensure that any abnormalities can be traced and handled in time.

In 2020, the Group set the energy consumption management objectives of residential properties according to the previous energy consumption data. It specified the proportion of hydropower energy consumption of each project in the assessment indicators from the financial perspective, requiring that the proportion of energy consumption of projects with shared public areas should not exceed 8%, and that of projects without shared public area should be less than or equal to 4%. The Group has applied various energy conservation measures to achieve its energy consumption management objectives, and 85% of the projects have achieved the annual energy consumption management objectives.



Electricity-conservation Renovation Measures

In 2020, the Group launched the initiative to replace the original lighting fixtures in public areas and underground parking lots with energy-saving lamps, which greatly reduced the year-on-year energy consumption, and benefited the Group economically. Taking Clearwater Bay project in Hainan as an example, there were 1,500 400-watt high-pressure sodium lamps on the landscape avenue with an annual electricity consumption of approximately 2.3 million kWh. After evaluation, the Group replaced the original lighting fixtures with 120-watt LED lamps, which can save approximately electricity consumption of 1.6 million kWh per year, effectively reducing energy consumption.





In 2020, to promote the management of energy conservation and consumption reduction, the Group initiatively formulated the energy conservation target of commercial office projects and required a 2% improvement in the annual energy conservation effect of commercial office projects from the previous year. As at the end of the reporting period, the overall energy conservation of the Group's commercial office projects had achieved a 5% improvement compared with the previous year.

With the purpose of achieving the targets of energy conservation and emission reduction and making rational use of resources and energy, the Group implemented the following measures during the operation of the commercial office projects:

Measures for rational utilization of energy

- The energy-consuming equipment in offices should be timely shut down when it is in standby mode
- The temperature of air conditioner shall not be set below 26℃ in summer and above 20℃ in winter
- Energy-saving light sources shall be used in common areas, such as gardens, fire escape stairs, elevator halls and garages
- Setting the turn-on and switch-off time of street lamps and basement lighting in the community according to seasons
- Analyzing energy consumption according to energy management report each month, and formulating resource conservation plan

Water Saving

The Group mainly consumes water resources in office and for greening. The water consumed in the operation of the Group mainly comes from the municipal pipe networks. For certain property management projects, local river water resources are used in greening and irrigation. In terms of water discharge, the Group strictly abides by the Law of the People's Republic of China on the Prevention and Control of Water Pollution and the sewage discharge standards where it operates to ensure 100%-up-to-standard sewage discharge.

Meanwhile, the Group pays constant attention to the rational use of water resources, and eliminates the waste of water resources caused by water "running, emitting, dripping and leakage" problem through real-time monitoring of consumption and daily maintenance and management of the pipeline system. Furthermore, the Group uses water-saving appliances to timely adjust the flow of circulating water pump in the heating system according to the ambient temperature, so as to improve the utilization efficiency of water resources.





Implementing Energy Consumption Monitoring at the EBA Equipment Monitoring Centre

Leveraging the integrated management and control platform, the Group was able to monitor the electricity and water consumption of the machine rooms with monitoring equipment in real time at the EBA equipment monitoring centre, identifying the abnormal hydropower energy consumption of projects in time, and warning against the abnormal data accordingly.

On 23 October 2020, the EBA system monitored a significant deviation between the total water meter data and the ordinary daily data of La Cité Greenville Zhongshan project, and raised an early warning. The project staff investigated the abnormal data after receiving the early warning. Upon investigation, the project staff found pipe burst and water leakage of the main water supply pipe, and immediately took corresponding emergency repair measures to reduce the waste of water resources.



The EBA system control interface



The EBA system is deployed in low-voltage distribution cabinets of the projects

7.3 WASTE MANAGEMENT

The Group primarily generates office domestic waste, kitchen waste and waste batteries in its daily operation and management. Therefore, the Group actively promoted waste classification. In 2020, the Group proactively responded to the call and policy of waste classification in its business location, and strengthened the publicity and guidance to stakeholders to promote waste management in business operations.

In the course of operation, the Group strictly follows the Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Wastes and relevant local laws and regulations, and formulated internal regulations such as Waste Management Measures, Domestic Waste Classification Work Regulations and Solid Waste Classification List, so as to implement the 3R principle (Reduce, Reuse and Recycle) regarding disposal of domestic waste in the community.

For office premises, the Group unified maintenance, scrapping and destruction of office waste scrapping and recycling in accordance with the Waste Management Measures. Meanwhile, in order to ensure the reasonable classification and collection of hazardous and non-hazardous wastes, the Group set up multi-functional garbage bins to realize the classification and collection of recyclable waste, kitchen waste, hazardous waste, other waste and used batteries, aiming to standardize the solid waste disposal procedures.



In addition, in order to enhance the waste management awareness of all stakeholders, the Group cooperated with third-party technology enterprises in 2020 to set up “intelligent waste sorting and recycling machine” in projects, encouraging property owners and employees to actively participate in waste sorting through paid recycling of solid wastes such as metals, plastics, textiles, paper and glass.

The Group is committed to building green communities for property owners. In strict accordance with the management measures of Classification of Domestic Waste of Urban Residents and the management regulations in its business location, the Group has set up garbage recycling stations equipped with classified garbage bins for kitchen waste, recyclable waste, hazardous waste and other waste in the projects under management, and entrusted third-party professional companies for regular removal to properly handle different types of domestic garbage. In addition, some of the projects under management were left with construction waste by the property owners. The Group also strictly abides by the local urban management regulations to properly dispose of the waste and construction garbage generated from home decoration and construction, so as to ensure the comfortable living environment of the property owners.

In 2020, the Group proactively cooperated with relevant government departments to carry out publicity and promotion of waste classification, and conducted regular knowledge promotion through radio, bulletin boards and other facilities in combination with community cultural activities. As at the end of 2020, the Group gradually promoted the implementation of waste classification in regions under management by publicizing waste classification information and improving waste classification facilities and equipment, and has achieved sound results. During the reporting period, a number of property service projects of the Group became benchmark projects for waste classification and won many industry honors. In particular, Agile Garden Shenyang in North China was named “Top Ten Property Management Companies for Domestic Waste Classification in Shenyang in 2020”, and Agile Garden Guangzhou in South China was selected as an excellent enterprise for waste classification in Huadu District in 2020.



Honorary Award granted to Agile Garden Shenyang for Waste Classification



Honorary Award granted to Agile Garden Guangzhou for Waste Classification



Waste classification facilities in the community



Intelligent waste classification and recycling dustbin





Establishing Waste Classification Education Centre to Create a Beautiful Living Environment

On 8 June 2020, Qingdao Huaren Property Co., Ltd. (“Qingdao Huaren”), a subsidiary of A-Living, established the first independently developed waste classification education centre of Qingdao city in Jindu Garden project, which facilitated the promotion of waste classification by publicizing science knowledge.

Leveraging the scientific layout of exhibition areas, the centre bridges the popular science of the importance of waste classification, conventional methods of waste disposal, life cycle of waste and detailed classification guidelines, as supported by display of physical waste, to enlighten the audience the importance of waste classification, waste reduction and non-hazardous treatment of waste to environmental protection through concise and vivid pictures and texts, and strong visual effects, in a bid to arouse the consciousness of people to participate in waste classification and build a beautiful homeland.

Since the operation of the education centre, 110 publicity activities have been held for enterprises, institutions and community residents by appointment and benefited an audience of over 2,700, which has become an effective approach to promote the civilized practice of waste classification. During the year, the project and education centre was visited by various government departments, media and property management companies, and highly recognized by the officers of the National Development and Reform Commission and the Ministry of Housing and Urban-Rural Development.



Waste Management Process for Commercial Official Buildings

Guangzhou Agile Centre, a project under management of the Group, strictly abides by the Waste Management Measures and asks the internal environment department to arrange relevant personnel to register the collection amount and destination of various wastes collected each day.

In order to standardize the solid waste treatment and disposal procedures, different types of dustbins are put in place in different functional areas of the commercial office building:

- The office’s canteen is equipped with corresponding kitchen waste bins. The restaurant staff are required to be responsible for classified collection and drainage. The classified kitchen waste will ultimately be transported in total according to the current sanitation management mode;
- Setting up recycling buckets for other wastes in the middle and low layers of the office building, which will be collected and sorted by the cleaning staff before being transported by the urban management department.





7.4 GREEN OFFICE PRACTICES

The Group advocates low-carbon office. According to the Waste Management Measures, the administrative department is responsible for overall office waste scrapping and recycling. The Group has also set up four-color garbage bins for recyclable, kitchen waste, hazardous and other wastes in the office area, and especially left an opening for waste batteries on the garbage bins to ensure classified recycling of domestic wastes and uniform disposal of hazardous waste in the office area, so as to reduce the impact on the environment.

Informationalized office

- ✓ The Group established an OA network system and promoted the application of mobile terminals such as A-Assistant and A-Steward to drive internet-based approval process, realizing office functions such as online review, approval and data archiving, and promote the paperless office concept.
- ✓ The Group implemented the electronic signature of contracts to reduce the usage of paper and improve the efficiency of contract stamping. In 2020, a total of 1,956 electronic contracts were signed, accounting for 20% of the total contracts after the launch of the electronic signature function, improving the stamping efficiency of each contract by 73% on average, and reducing the consumption of approximately 40,000 sheets of paper in total.

Low-carbon office

- ✓ The Group promoted online video conferencing to reduce offline business travel and the concept of low-carbon office.
- ✓ The Group advocated double-sided printing and paper recycling to improve the utilization rate of office paper.

7.5 GREEN CITIES AND COMMUNITIES

The Group is committed to building a sustainable urban ecology, providing property owners with high-quality, refined and sustainable services, and maintaining as well as improving the ecological environment of the communities under its management.

In 2020, the Group established the City Services business segment to extend presence to the comprehensive urban management sector, and obtained seven specialized qualifications in the cleaning industry, including the national Level 1 qualification certificate for cleaning industry and qualification for providing cleaning and maintenance services (waste sorting and transportation) for urban environment. It also strategically acquired equities in ZH Sanitation, one of the top ten urban sanitation service companies in China, to secure foothold in the urban sanitation and urban service fields. During the reporting period, the Group made a foray into city services by obtaining the first comprehensive water surface maintenance project-Dingtang River Ecological Restoration Project, achieved breakthroughs in the field of ecological and environmental protection, striving to promote the improvement of urban water environment and water resources quality.





Through proactive communication with property owners and tenants, the Group publicizes the concept of green environmental protection to enhance the environmental protection awareness of residents. By providing greening, maintenance and other quality services, the Group's property management service business segment enhances green community construction, protects community ecological diversity to build a green community with stakeholders together.

In 2020, the Group carried out multiple green publicity activities within the community, and joined hands with the property owners and tenants to build a green community.



Earth Hour Series Activities

To call on the property owners to care for the ecological environment and live in harmony with nature, A-Living launched Earth Hour series activities in the projects under management.

- Advocated property owners to participate in the "Voice for the Earth" activity, encouraged the property owners and property management staff to jointly launch environmental protection promotion, and encouraged everyone to protect the earth together
- Call on property owners in the community to participate in the "Lights Out for an Hour" activity at 8:30 p.m. on 28 March

The Group pays attention to the protection of ecological diversity, and optimizes the community environment by improving the greening and conservation measures for the community. In terms of vegetation maintenance, the Group strictly screens the greening disinfection and maintenance supplies to maintain community ecological diversity in the course of community greening and maintenance. In addition, the Group continued to establish small-scale nursery gardens in various projects to mitigate issues of bare soil and vegetation aging in the community, further enhancing community greening, refining the living environment for property owners and tenants, and helping build an eco-friendly community. As at 2020, the Group had 31 small-scale nursery gardens with normal seedlings production and produced a total of 1.827 million seedlings.

7.6 ADDRESSING CLIMATE CHANGE

Given the rising global temperature with frequent extreme weather, climate change would have a significant impact on the Group's operations as well as the living of property owners and employees. Through regular review of business activities, the Group identified climate change issues that may have a significant impact on A-Living. The Group strengthened the implementation of vegetation conservation, greenbelt irrigation, energy conservation and emission reduction, rationally utilized resources and energy to reduce the impact on climate change during operation. Meanwhile, in order to effectively prevent and timely control the potential risks caused by severe weather to the operation of the Group, it conducted regular inspections of facilities and equipment according to the climatic conditions of the places where the projects are located, and regularly organized employees to conduct emergency drills for flood control and typhoon prevention, optimized emergency work plans, ensuring that emergency response and handling capacity can be improved in case of sudden severe weather, and highly protect the safety of property owners and tenants as well as the normal operation of the Group.



7.7 KEY ENVIRONMENTAL PERFORMANCE INDICATORS IN 2020

The Group's key environmental performance indicators in 2020 were as follows:

ESG indicators	Unit	Data in 2020
A 1.1 Type of emissions and respective emissions data¹		
Nitrogen oxides	kg	60.48
Sulphur oxides	kg	0.20
Particulate matter	kg	5.79
A 1.2 Direct and energy indirect greenhouse gas emissions in total and intensity		
Greenhouse gas emissions in total ²	ton CO ₂	49,542.07
Greenhouse gas emission intensity	ton/'000 m ²	0.70
Direct greenhouse gas emissions (scope 1) ³	ton CO ₂	332.48
Indirect greenhouse gas emissions (scope 2) ⁴	ton CO ₂	49,209.59
A 1.3 Hazardous waste produced⁵		
Waste lamp tube	number	22,337
Waste batteries generated	kg	766.63
A 1.4 Total non-hazardous waste produced and intensity		
Total non-hazardous waste produced	kg	115,460.27
Intensity of non-hazardous waste produced	kg/'000 m ²	1.63
Office wastepaper produced	kg	9,025.16
Office domestic garbage produced	kg	106,435.11
A 2.1 Direct and indirect energy consumption by type in total and intensity		
Total energy consumption ^{6, 7}	MWh	60, 062.69
Energy consumption intensity	MWh/'000 m ²	0.85
Direct energy consumption	MWh	1,258.53
Indirect energy consumption	MWh	58,804.16
Gasoline consumption	L	13,828.90
Diesel consumption	L	115,325.56
Total purchased electricity consumption	MWh	58,804.16
A 2. 2 Water consumption in total and intensity		
Water consumption in total	m ³	4,011,539.07
Total water consumption intensity	m ³ /'000 m ²	56.68



7 Protecting the Environment Diligently at All Times (continued)



Remarks on environmental data:

The period of data collection was from 1 January to 31 December 2020, with data collection covering office area of the headquarters as well as office areas and non-public areas in South China, Hainan, Central China, East China, North China, Northwest China and Southwest China and the 116 projects thereunder.

1. Emissions such as nitrogen oxides, sulphur oxides and particulate matter are generated from official vehicles, and the emission factors are based on the Reporting Guidance on Environmental Key Performance Indicators promulgated by the Hong Kong Stock Exchange;
2. Greenhouse gas emissions include direct greenhouse gas emissions and indirect greenhouse gas emissions, of which direct carbon dioxide emissions include carbon dioxide emissions from diesel and gasoline; and indirect carbon dioxide emissions include indirect carbon dioxide emissions generated by purchased electricity;
3. The direct greenhouse gas emissions from gasoline and diesel oil are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Units (Enterprises) issued by the General Office of the National Development and Reform Commission (Trial);
4. Indirect greenhouse gas emissions from purchased electricity are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Units (Enterprises) issued by the General Office of the National Development and Reform Commission, of which the power emission factors in mainland China are based on the standards set in Baseline Emission Factor of China's Regional Power Grid for 2017 Emission Reduction Project;
5. According to the business nature and actual operation of A-Living, wastes are mainly generated from property service projects and office environment, and no waste covered in the List of Hazardous Wastes of the People's Republic of China was generated;
6. Total energy consumption includes the total energy consumption generated by gasoline, diesel oil and purchased electricity;
7. Total energy consumption is calculated by converting into equivalent value of electricity with reference to GB/T 2589-2008T General Principles for Calculation of Total Energy Consumption.



8 Faithful Cooperation to Achieve Win-win Results



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER

- Improve quality management system of supply chain

The Group actively builds an ecosystem to achieve win-win results. It stringently manages the entire process from admission to withdrawal of suppliers to ensure the supply quality. It regulates the tendering and procurement procedures, attaches importance to the communication with suppliers and the protection of their interests, proactively maintains solid cooperative relations, and promotes mutual benefits. Meanwhile, the Group continuously focuses on post-acquisition integration and empowerment of its acquired companies, and has established a post-acquisition evaluation system to improve standardized work procedures and management mechanism. Focusing on four areas including corporate governance, professional services, market synergy, and efficiency management, the Group has intensively integrated brands and market resources, vigorously promoted synergy in market expansion, and invigorated the organic growth capability of acquired companies using information technologies, so as to empower acquired companies with development momentum for their long-term development.

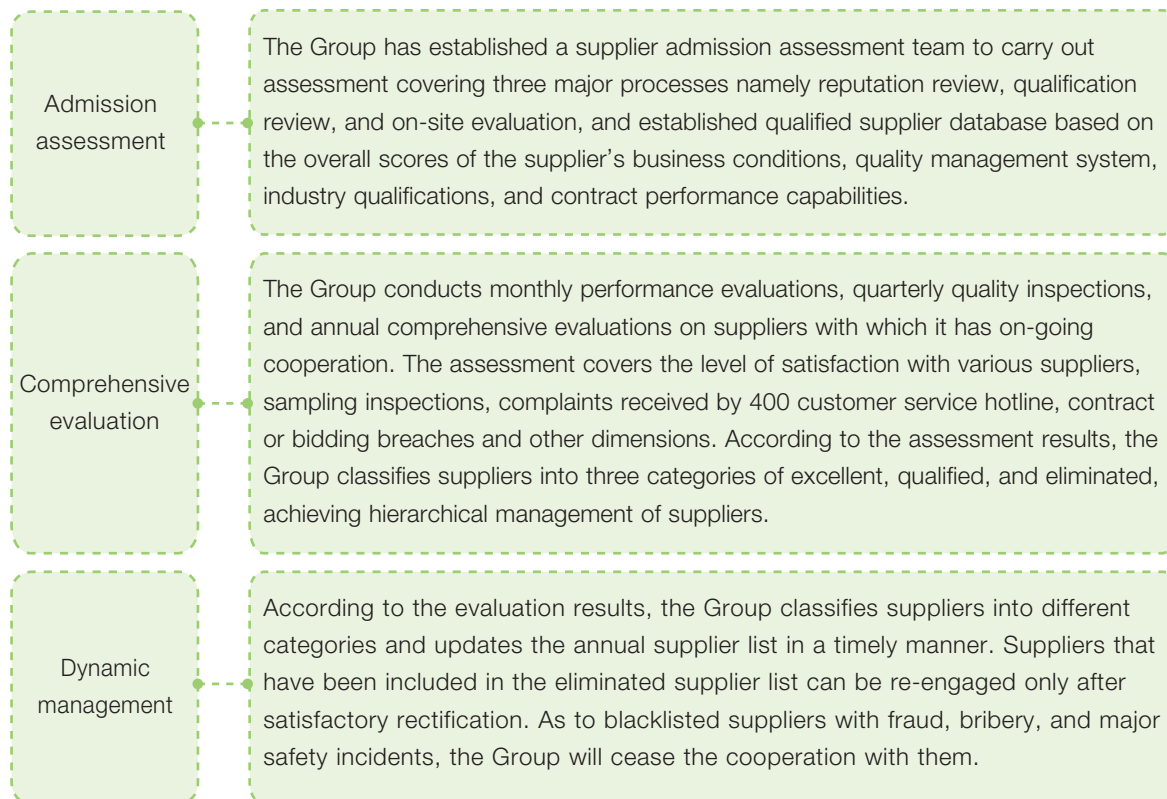
8.1 SUPPLIER MANAGEMENT

The Group believes in the philosophy of mutual benefit and win-win cooperation and strictly abides by the Tendering and Bidding Law of the People's Republic of China and other laws and regulations. It continuously strengthens supplier management covering areas to ensure supply quality, including tendering and procurement, warehousing screening, evaluation and review, and dynamic management. Meanwhile, the Group strengthens communication with suppliers, actively maintains amiable cooperative relations, and strives to achieve win-win results for all parties. As at 31 December 2020, the number of suppliers of the Group's property management services business segment and community commercial services business segment in the PRC is presented as follows:



8.1.1 Creating Responsible Supply Chains

The Group has formulated and implemented management policies such as the Procurement Management Policy, Procurement Tendering and Bidding Management Procedures, and Procurement Supplier Management Procedures to regulate the management of the entire process from supplier admission assessment, comprehensive evaluation, rating, elimination to removal, to ensure that suppliers provide quality services and products.



Promoting Compliant Procurement

To regulate tendering and procurement activities, the Group abides by relevant laws and regulations on tendering and procurement and relevant requirements in its business location, rigorously regulates the tendering and procurement process, and prohibits black-box operations. Adhering to the principle of transparency, the Group ensures open, fair and just tendering decisions through an open tendering information disclosure process. Meanwhile, the Group requires suppliers to sign Integrity Agreements, requires procurement managers to strictly perform their duties and abide by codes of conduct in the Procurement Management Policy, and regularly organizes integrity training for employees and the management of suppliers, to ensure that their behaviors are honest. In addition, the Group has established and publicized supplier reporting channels to prevent corruption and ensure compliance of the entire procurement process.

Advocating Green Supply

The Group encourages suppliers to fulfill their environmental responsibilities by giving preference to suppliers who have obtained certifications of environmental management system, quality management system and occupational health and safety management system, so as to ensure that the materials, products and services provided by suppliers of property owners value-added services and property management services, such as housekeeping services, home improvement services, and community-based new retail services, meet the national environmental protection and health standards.

8.1.2 Promoting Sustainable Development of Supply Chain

The Group attaches great importance to communication with suppliers to maintain robust supplier relationship. It maintains timely interaction with suppliers through daily online communication, conference calls, visits and conferences with suppliers and other methods. Moreover, the Group has established a supplier complaint and feedback mechanism to protect the rights and interests of suppliers.

The First Human Resource Outsourcing Service Provider Conference

On 3 August 2020, the Group held the first human resource outsourcing service provider conference. The Group's management and nearly 30 human resource outsourcing service providers across the country participated in the conference at the Group's headquarters. The participants discussed the Group's latest developments, the trend of human resource demand in the industry, and the talent demand for future strategic upgrades of the Group. At the same time, the Group signed letters of intent with nearly 30 human resource outsourcing service providers on site, jointly improving talent training in the property management industry to meet the development needs of the Group's strategic upgrade.

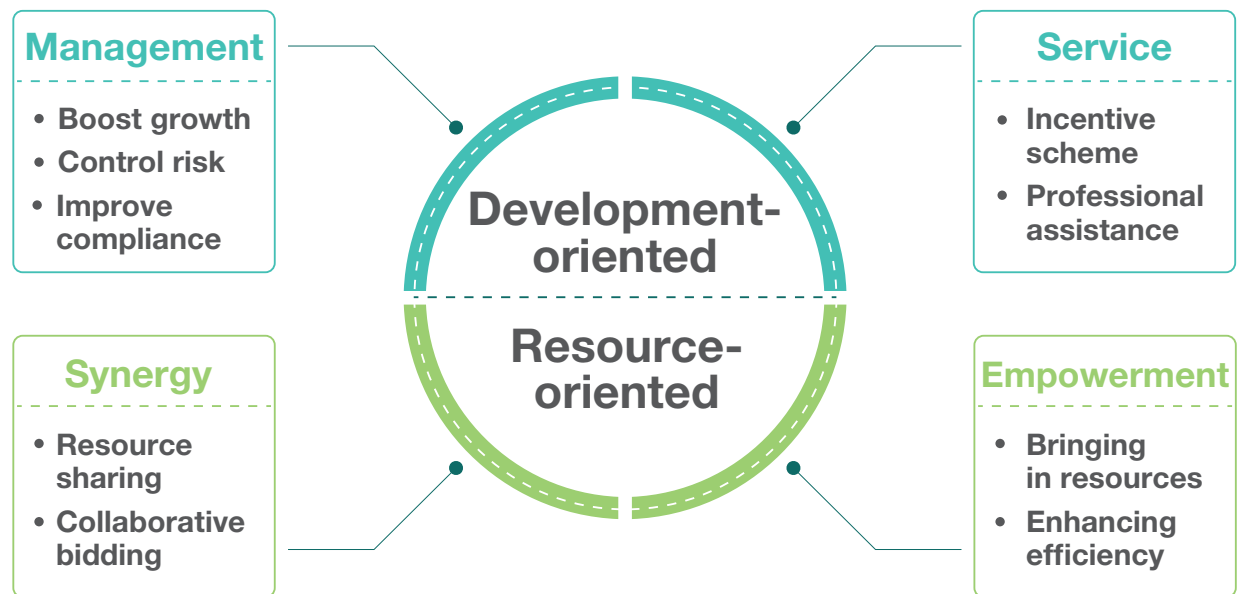


The Group's First HR Outsourcing Service Provider Conference

8.2 EMPOWERING ACQUIRED COMPANIES

The Group strives to establish harmonious development dynamics with acquired companies based on the principle of “mutual respect, seeking common grounds while putting aside difference and promoting inclusive symbiosis”, and attaches great importance to post-acquisition integration and empowerment. In 2020, the Group intensively empowered acquired companies in four major areas, namely corporate governance, professional services, marketing synergy, and efficiency management, and facilitated resource sharing and information exchange among acquired companies and the Group, therefore continuously strengthening its comprehensive competitiveness and promoting the transformation and upgrade of the property management industry.

Management mechanism for acquired companies:



Empowering and supporting acquired companies in 2020:

Corporate governance

- **Authorization management:** The Group improved the corporate governance structure of acquired companies, fully implemented accountability system of the Board, clarified the scope of authorization and assisted in the establishment of a policy system. In 2020, the Group participated in 15 general meetings, Board meetings, and supervisory committee meetings of the acquired companies and reviewed 72 proposals.
- **Operational analysis:** The Group's professional divisions paid attention to the performance growth of acquired companies in terms of respective professions, implemented analysis and research on their performance, and prepared operation analysis reports and post-acquisition evaluation reports.
- **Post-acquisition research:** The Group carried out more than 40 special surveys on acquired companies in terms of internal control and management, cash flow, business cooperation, asset disposal, information systems, market expansion, value-added services, and supplier management, to assist them in identifying and solving common problems in company development.
- **Risk control:** The Group tracked the performance status and main indicators of the acquired companies on a monthly basis, and monitored and issued early warnings on corporate compliance and contract implementation in order to manage and control operational risks in a timely manner.

Professional service

- **Incentive scheme:** The Group assisted the acquired companies in formulating more applicable incentive schemes according to their actual situations, arousing the enthusiasm of acquired companies.
- **Professional assistance:** The Group provided acquired companies with professional supports in branding, investment and equity cooperation at project level as well as emergency management, in order to boost their long-term development.





Market synergy

- **Resource sharing:** The Group actively carried out the resource sharing with acquired companies, successively organized 4 synergetic marketing meetings to exchange experience in market expansion and channel construction, and established a market resource information database.
- **Collaborative bidding:** The Group coordinated regional offices and acquired companies to carry out 68 joint biddings and business collaborations, and provided acquired companies with support for business expansion, qualification certificates, and practical cases to improve their competitiveness.
- **Coordination mechanism:** The Group analyzed and identified the core advantages of its subsidiaries in terms of brand, scale and quality, formulated operation manuals and differentiated competition strategies in different niche markets, promulgated internally the Guidelines for Collaborative Works in Market Expansion in the Property Management Sector to regulate the business coordination and expansion among regional offices and acquired companies, established a systematic and institutionalized collaborative work platform, and integrated enterprise resources, thereby consolidating and reinforcing the competitive advantage of the system.

Energy efficiency management

- **Information system construction:** The Group shared an efficient and convenient information system for acquired companies to achieve full coverage of reimbursement, budgeting and other functions. In 2020, the Group facilitated the implementation of the centralized procurement system, effectively reducing the procurement costs and improving procurement efficiency of acquired companies. The Group also plans to cooperate with reputable companies to develop more effective supporting systems to further promote the information management of energy efficiency of acquired companies.
- **Energy efficiency improvement:** The Group continuously assisted acquired companies in carrying out energy-saving and consumption-reducing practices, and cooperated with third-party energy engineering companies to carry out energy-saving upgrades of central air-conditioning, water equipment and lighting fixtures. For example, it assisted an acquired company, Shanghai Ruixiang Shangfang Property Management Company Limited* (上海銳翔上房物業管理有限公司), to plan the LED lighting energy-saving renovation in the Greenland Yuqinting Project in Taicang, Suzhou*. By adopting contract-based energy management, with zero purchase and installation and maintenance cost, it is estimated that 578,228.5 kWh of electricity consumption can be saved per year.



The Group also provided targeted assistance for the acquired companies through communication, special meetings, training and other approaches in order to activate the potential of acquired companies.



The Value-added Service Quarterly Meeting of the Community Commercial Services Business Segment

On 31 March 2020, the Group's community commercial services business segment held the value-added service sharing session of the first quarter through an online conference, to assist all acquired companies in value-added service business planning as well as promote the overall development value-added service business of the Group. At the meeting, the Company gave a detailed introduction of its value-added service operation system, development plan and seven business operation models, while acquired companies reported on their value-added service system, business development, and streamlining of existing resources in details. The sharing session marked the initiation of the Group's diversified business empowerment, and encouraged acquired companies to step up community resources to jointly build a community economy ecosystem, enhance the overall profitability of the Group's value-added services and achieve win-win results and mutual benefit.



The Fourth Collaborative Marketing Seminar of The Public Service Business Segment

From 29 to 30 November 2020, the Group's public service business segment held the fourth collaborative marketing seminar, attended by the Group's management, the Group's business segment, persons in charge of regional marketing departments and representatives of 11 acquired companies. At the meeting, participants engaged in sharing and discussion on market expansion strategies, marketing channel integration, differentiated competition, market resource sharing and other topics on the market expansion work in 2020, and carried out in-depth discussion on product design, business cooperation and branding in 2021. The Group plans to focus on strengthening three aspects, namely jointly building culture and mechanism, connecting the talent supply chain, and market coordination, to further promote resource integration and sharing, create an ecological chain spanning the upstream and downstream of the property management industry, and promote the sustainable development of the Group.



The fourth collaborative marketing seminar



9 Compliant Management and Performing with Integrity

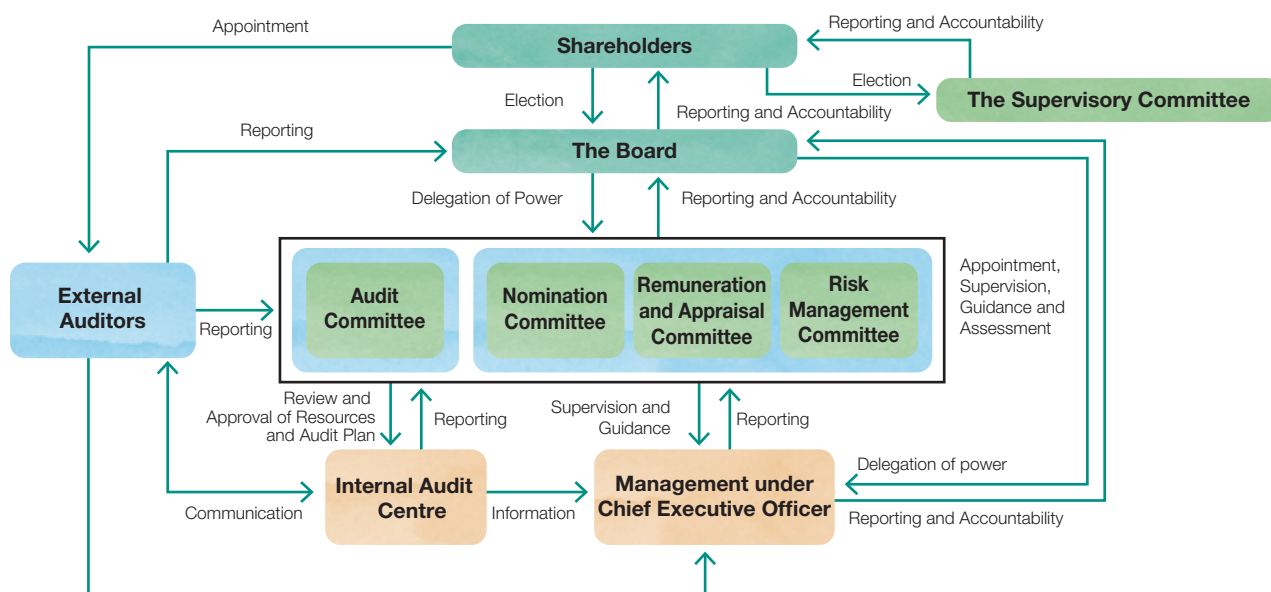
TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER

- Prevent corruption and non-compliance risks
- Comply with the business ethical standards

Sound governance is the foundation of sustainable development of the Company. A-Living has a well-established corporate governance framework, pursues the principles of honesty, transparency, accountability and independence, and is committed to creating long-term sustainable value for its shareholders. The Group abides by the Anti-Unfair Competition Law of the People's Republic of China, the Interim Provisions on Prohibiting Commercial Bribery and other relevant laws and regulations, complies with the business ethics standards, continuously improves the management mechanism and advocates an internal atmosphere featuring integrity to earnestly safeguard the integrity and compliant operations of the Group.

The Board is committed to maintaining a high level of corporate governance and complying with the Corporate Governance Code set out in Appendix 14 of the Listing Rules of the Hong Kong Stock Exchange to ensure that the Company maintains a sound governance framework and long-term sustainable development.

The Company has set up four Board committees, including the Audit Committee, Nomination Committee, Remuneration and Appraisal Committee and Risk Management Committee, to jointly supervise the implementation of corporate governance, supervise and make recommendations on the Company's development strategy and objectives, oversee matters subject to disclosure, and assess whether the performance of the management meets the Company's operational objectives.





9.1 ENHANCING CORPORATE GOVERNANCE

Governance Structure

The Board has established an Audit Committee and a Risk Management Committee to coordinate and manage the compliant operation of the Group. In particular, the Audit Committee is responsible for supervising the Group's financial reporting system, risk management and internal control system; and the Risk Management Committee is responsible for formulating the risk management framework, reviewing and evaluating the effectiveness of the Group's risk management framework, and supervising and ensuring the effective implementation of risk control. As the responsible department in construction of clean governance, the Internal Audit Centre is responsible for drafting, revising, issuing the anti-corruption related policies and supervising the implementation of the same, conducting anti-corruption education and training, coordinating and organizing relevant departments to evaluate and sort out business activities with higher corruption risks, formulating precaution and control measures, and conducting special investigations on violations of anti-corruption disciplines identified.

The Group attaches importance to the effectiveness of corporate governance, appoints independent non-executive directors on the Board, and deeply involves independent non-executive directors in major decision-making process of the Board on corporate strategy, performance and control measures. In 2020, the Group continuously improved the diversity of the Board, and engaged Ms. Wong Chui Ping Cassie, an expert in China and international taxation, as an independent non-executive director to further enhance the professional diversity and gender diversity of Board members.

Anti-corruption policies

Based on the Code of Business Conduct and Anti-corruption Policy of Agile Group, the Group has formulated and strictly implemented A-Living's Anti-corruption Policy, Accountability Management Measures for Dereliction of Duty, Implementation Measures for Accountability of Operation and Management, and Confidentiality Policy, which contain policies applicable to all employees of the Group and its subsidiaries, and set out clear definition and corresponding accountability requirements on various illegal behaviors and dereliction of duty such as employee corruption, bribery, extortion and fraud, striving to earnestly protect the interests of the Group's stakeholders.

In particular, the Anti-corruption Policy stipulates that the person in charge of each subsidiary shall take the primary responsibilities for anti-corruption actions and is required to regularly review the integrity risks of the subsidiary. The policy sets out clear definition and corresponding punishment for violations of disciplines according to the nature and influence of employees' violations of anti-corruption disciplines, and deducts their variable pay with reference to the Administrative Measures on Accountability for Dereliction of Duty. Those suspected of committing a crime will be handed over to judicial organs by the Company.

Meanwhile, the Group strictly abides by the Anti-Money Laundering Law of the People's Republic of China, and implements the fund management process in accordance with the relevant policies of integrity management. The Finance Centre is responsible for raising, application, balance and allocation of funds, and supervises the performance of obligations by employees and suppliers regarding anti-money laundering, anti-terrorist financing and anti-improper profit activities, so as to ensure the overall compliance during the business process.



Whistleblower protection mechanism

The Group encourages employees and external parties to actively whistle-blow and report violations of integrity face-to-face, and through emails, tip-off hotlines and letters, so as to avoid damage to the Company's reputation and help recover economic losses in time. For entities and individuals who have made outstanding contributions to timely identifying, suppressing and rectifying misconduct of integrity violation, the Group will reward the reporting entities and individuals according to the specific circumstances such as the amount of economic losses recovered.

In order to protect the rights and interests of whistleblowers, the Group's Confidentiality Policy stipulates that the information of whistleblowers shall be confidential and protected by the Group's Confidentiality System policy regardless of whether the alleged misconduct is verified or not. In strict accordance with the relevant provisions of the Anti-corruption Policy, the Group requires the investigated units and the reported individuals not to retaliate against the whistleblowers. Once identified, the relevant personnel will be demoted, transferred to other positions, recorded serious demerits, dismissed or handed over to public security organs as appropriate.

9.2 REGULATING CONDUCT OF INTEGRITY

Pursuant to the relevant system of integrity management, the Group requires all management personnel, employees and external partners to sign the integrity commitment or agreement. All senior management of the Group responsible for integrity management must participate in the annual oath and sign the Letter of Responsibility for Integrity Management to ensure the implementation of integrity management in the unit. In accordance with the provisions of Anti-corruption Policy, all employees signed the Employee Integrity Commitment when they are onboard to make commitments to their integrity behavior and supervision responsibility. Meanwhile, all the suppliers of the Group should conclude contracts in accordance with the Contract Management Rules and sign the Integrity Agreement, making commitment to obey the national laws and regulations and the relevant policies of the Group's integrity management, so as to ensure the integrity and self-discipline of both parties in the process of contract performance.



Senior management of the Group participated in the annual anti-corruption oath and signed the Letter of Responsibility for Integrity Management



9.3 STRENGTHENING INTERNAL AUDIT

During the Reporting Period, the Group revised the Risk Management Policy, improved the internal control and self-assessment mechanism, reward and punishment rules, and formulated the Internal Audit Management Policy and the Internal Audit Policy for Post-acquisition Management, which stipulated the scope of internal audit, specified the responsibilities of each party, and standardized the audit procedures.

In line with the above-mentioned policy, during the Reporting Period, the Internal Audit Centre carried out regular audits and special audits throughout the Group, and irregularly conducted spot checks to investigate and deal with potential violations of anti-corruption disciplines. The regular annual audit involves review of each division on implementation of the Anti-corruption Policy and other business ethics to ensure the effective implementation of the Group's integrity management policies. Meanwhile, in order to effectively implement the comprehensive risk management and improve the overall risk management capability of the Group, the Internal Audit Centre monitored the top ten key risks identified by the Group and its regional offices in accordance with the Risk Management Policy, set up early warning of core risk indicators, and urged the responsible entities to formulate concrete and feasible rectification measures.

During the reporting period, there was no concluded legal case regarding corrupt practices brought against the Group or its employees.

9.4 RAISING INTEGRITY AWARENESS

The Group follows the standards of business ethics at home and abroad, proactively keeps track of the trends and initiatives related to business ethics, and maintains insight into the excellent practices of peer companies in improving internal control through assisting and participating in the anti-fraud exchange and training activities of external institutions, aiming to enhance the Company's own risk management level.

The Group proactively promotes a culture and atmosphere of integrity. Employees are required to receive integrity education when joining the Group and fully understand the scope and accountability to avoid violations against integrity in the Staff Manual, as well as the whistle-blowing channels of potential misconduct. Meanwhile, the Group organizes all the attendees to take an anti-corruption oath in the year-end summary conference of each year, further enhancing the employees' awareness of integrity and dedication.

In addition to regular anti-corruption publicity each year, the Group's Internal Audit Centre organizes anti-corruption training on specific topics on an annual basis according to business operation. During the reporting period, the Group conducted 11 integrity training sessions, covering the Group's headquarters and four regional offices, with each training session lasting about 90 minutes, and the overall pass rate of online assessment of participating employees exceeding 95%, which effectively conveyed the concept of integrity and self-discipline.





Risk Management Training for Community Commercial Business Segment

In September 2020, the Internal Audit Centre of the Group carried out risk management training for community commercial business segment. All heads of regional offices of community commercial business segment, property service centres, engineering departments and other functional departments participated in such training.

The training was carried out in accordance with the Agenda of Community Commercial Risk Management Training Conference and focused on explanation of the community commercial risks identified in the audit and introduction of the risk rating standards, so as to enhance the risk management awareness of the staff involved in commercial operation and improve the efficiency of internal control management. A post-training test is required for all participants according to the management practice with the qualified rate reaching 96.5%.



A-Living Participated in the Annual Seminar Hosted by Anti-Fraud Enterprise Alliance

In November 2020, A-Living assisted Agile Holdings in organizing the “Seminar of Corporate Risk Management Practice under New Circumstances” hosted by Anti-Fraud Enterprise Alliance. Approximately 150 enterprise representatives attended the event. At the seminar, the Group’s representatives comprehensively exchanged their experience in risk management and control with representatives of other enterprises from various industries, shared the methods and tools of enterprise anti-fraud system to improve the anti-fraud professionalism.



10 Always Maintaining Enthusiasm and Giving Back to Society



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER

- Participate in charity and volunteer activities

SDG

A-Living's Action Plan



SDG 3: Good Health and Well-being

To normalize community epidemic prevention and improve the public health environment in cities and communities.

Putting public interests first, the Group actively undertakes social responsibilities and contributes to society with practical actions by leveraging its business and resource advantages while developing. The Group actively carries out charity, voluntary service, community care and other activities, continues to implement scientific epidemic prevention, pays attention to public health, promotes the positive interactions between enterprises and society, and contributes to promote the harmonious development of society. In 2020, the Group's employees participated in voluntary services for a total of 11,897.5 hours.

10.1 OVERCOMING CHALLENGES AND UNDERTAKING RESPONSIBILITIES

In 2020, COVID-19 broke out all over the world. As the backbone in epidemic prevention and control, the Group built a solid defense line with concerted efforts and guarded the health and safety of property owners.

The Group swiftly launched a contingency plan and established a three-level prevention and control mechanism of "the Group-regional offices and acquired companies-projects". At Group level, a special team for emergency response led by the Group's senior management was set up to coordinate the business segments, regional offices and acquired companies in implementing epidemic prevention and control, so as to ensure the orderly progress of epidemic prevention work. At the same time, the Group established a 24-hour epidemic reporting channel to ensure the smooth flow of information, regularly released the epidemic dynamics and tracked epidemic changes in a timely manner.



The Group's Special Team for Emergency Response

Role in the team	Principal person in charge	Job responsibilities
Team leader	President and Executive Vice President of the Group	Be fully responsible for the work of the emergency response team and ensure its orderly functioning
Executive team leaders	Vice Presidents of the Group	Promote the implementation of relevant prevention and control measures for employees and property owners of projects under management, and conduct emergency command and coordination
Team members	Presidents of business segments, presidents of regional offices and heads of each centre	Organize personnel training, publicity and promotion of disease control knowledge Follow up information reporting, medical supplies procurement, office hygiene and other prevention and control work, and actively deal with emergencies

As the epidemic gradually eased, the Group integrated epidemic prevention and control with daily work, and promoted the resumption of work and regular epidemic prevention in an orderly manner as required by relevant government departments. Internally, the Group further applied epidemic prevention materials and equipment to effectively protect the health of employees. In addition, the Group strictly implemented such epidemic prevention measures as community disinfection, flow management and supplies reserve to create a safe, healthy living and working environment for community property owners, service enterprises and tenants.





Epidemic Prevention Objects

Community property owners, tenants of commercial office buildings

Epidemic Prevention Measures

Defending in the front-line positions:

After the outbreak of COVID-19 in early 2020, the Group immediately took actions with seven regional offices and acquired companies to participate in community epidemic prevention. Tens of thousands of employees of the Group stuck to their positions and strictly held fast to the front line of epidemic prevention to guarantee community operation and service.

Materials reserve:

The Group allocated resources via various channels, procured alcohol, disinfectant, masks and other supplies for epidemic prevention in a coordinated manner, and properly reserved such supplies, thereby strengthening the protection of front-line staff in community epidemic prevention.

Access management:

The Group strictly controlled the in-and-out flow of personnel and vehicles of all projects, measured the body temperature of all in-and-out personnel, and implemented closed-off and semi closed-off management.

Health screening:

According to local epidemic prevention requirements, the Group carried out in-depth health screening for property owners of all projects, focused on tracking the travel records and health status of the returning personnel, and established a case reporting system.

Frequent disinfection:

The Group carried out key, frequent cleaning and disinfection in the basements, garbage transfer stations and other key areas for all projects to reduce the risk of transmission.

Ventilation:

In order to avoid cross infection, the Group strengthened ventilation systems and air quality monitoring in commercial and office building projects to provide property owners and tenants with safe and reassuring office premises.

Epidemic prevention publicity:

Through community bulletin boards, sentry boxes, WeChat official accounts and other channels, the Group popularized scientific measures for epidemic prevention and released information about the disinfection of public areas for all projects in a timely manner to update the property owners and promote protection knowledge.

Service upgrade:

The Group provided heart-warming convenient services for property owners, such as door-to-door grocery delivery, errand service, express delivery and convenient testing for travel purpose, which enabled property owners to meet daily needs without leaving home.



Epidemic Prevention Achievements



Strict management of the people in and out of a community



Regular disinfection in public areas



Provision of convenient services such as door-to-door grocery delivery



Provision of nucleic acid testing service in the community



Epidemic Prevention Objects

Employees

Epidemic Prevention Measures

Scheduling management:

Released arrangements for postponed work resumption, telecommuting and work shifts

Information reporting:

Recorded, employees' travel records during the Spring Festival and information related to epidemic prevention tracked and reported epidemic information

Scientific guidance:

Employees received information and guidance concerning safety protection on their return journey

Personal protection:

Epidemic prevention measures were implemented at work sites, and epidemic prevention supplies were procured and allocated in a coordinated manner

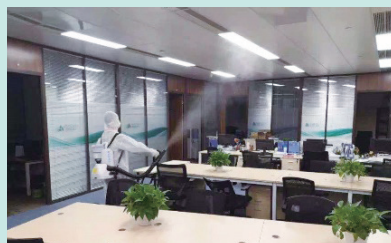
Work and production resumption:

In February, according to national calls on work resumption, the Group successively recorded the health status of employees in its projects after resumption of work, checked the personnel in and out of the projects, and strictly implemented the epidemic prevention and control measures

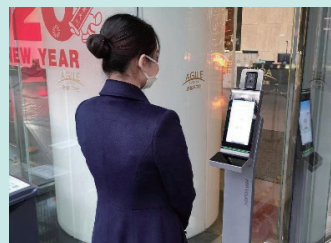
Strengthening immunity:

The Group provided antiviral supplements for employees to improve their immunity and protect their health

Epidemic Prevention Achievements



Air conditioning system was turned off, power of ventilation system maximized and ventilation system regularly disinfected.



Office premises were equipped with multi-function thermometers to reduce errors caused by manual temperature measurement



Employees were provided with epidemic prevention supplies





The Group was ready to undertake the social responsibility to protect public health and actively supported epidemic prevention in society and the industry. In the early stage of the epidemic, A-Living promptly shared resources and donated medical masks, disinfectants, alcohol and other protective materials for Wuhan Property Management Association (武漢市物業管理協會) to ensure the supply of epidemic prevention materials for local peers. The Group's employees were also active to set up community volunteer groups to vigorously support the government's front-line work of epidemic prevention by purchasing vegetables for community residents, tracking the health status of community property owners on telephone, and assisting in the body temperature measurement and information verification of visitors. In 2020, the Group took the lead in compiling the TCPMI 004 – "Operation Guidelines for the Prevention and Control of COVID-19 in the Residential Property Management Area" issued by China Property Management Institute, the very first guideline in the industry for epidemic prevention and control which provides important reference for setting standards on epidemic prevention and control in the industry. The Group also successively issued the "Operation Guidelines for Epidemic Prevention and Control in the Communities of A-Living Group" and "Operation Guidelines for the Prevention and Control of COVID-19 in the Property Management Areas of A-Living Group" to provide strong support for epidemic prevention and control of projects under management of the Group and its acquired companies. Due to outstanding contribution to epidemic prevention, the Group won the "2020 Special Contribution Award of Property Management Industry in Guangdong", and was named "the 'Most Admirable Property Management Company' During the COVID-19 Epidemic", receiving high recognition from society.

10.2 BUILDING HARMONIOUS COMMUNITIES TOGETHER

The Group adheres to the service philosophy of "service creates value; service changes life; service wins respect; service brings happiness". By elaborately planning and organizing activities of community culture, sports and fitness, as well as holiday care, the Group managed to enhance property owners' sense of belonging and happiness, build a neighborhood culture of harmony and friendliness, and create "heart-warming communities".

During the Reporting Period, the Group actively organized various parent-child activities, property owners' interest associations, sports games and other community-based cultural activities to enrich the spare-time life of property owners and their families and to promote neighborhood relations in the community. In exploring and innovating the forms of community-based cultural activities, the Group launched a series of large-scale activities for both the elderly and the young such as "The 18th National Property Owner Sports Games", and encouraged all the projects under management to carry out various kinds of parent-child family activities such as DIY handicrafts and parent-child painting, so as to boost family harmony.





Diverse Community-based Cultural Activities in Hainan

In 2020, in active response to the concept of “happy community”, Hainan Regional Office carried out a total of 1,111 community-based cultural activities focused on four themes of health, family, art and charity with the number of participation reaching 45,019 accumulatively.



Mooncakes DIY activity



National Day celebration



Painting and calligraphy exhibition



“Little Archaeologist” activity



Pinwheel DIY Activities



“Happy Running” activity





The 18th National Property Owner Sports Games

On 25 July 2020, the Group held the 18th Property Owner Sports Games which covered three major themes namely parent-child fun games, chess games and traditional competitive games. More than 1,000 games of 23 sports were held, covering nearly 450,000 property owners in more than 200 communities across the country. The Sports Games helped to enhance parent-child interactions and build harmonious neighborhood relations.



10.3 SHARING WARMTH AND KINDNESS

The Group has always been caring for the vulnerable groups and practicing its corporate social responsibilities through activities such as thanksgiving activities and free medical consultations. Meanwhile, aiming to transmit social positive energy, the Group has vigorously developed charity and philanthropy for many years and used its social influence to mobilize stakeholders to contribute to the harmonious development of society.



Fundraising for Haikou Social Welfare Centre

On 4 September 2020, the Group launched a fundraising campaign in two communities of Hainan Clearwater Bay project and raised RMB6,300 for the children and the elderly from Haikou Social Welfare Centre (海口社會福利院). 37 boxes of charity goods were also handed over to the Welfare Centre, so that the children and the elderly can deeply feel the care and love from society.





Sanitation Workers' Carnival

On 26 October 2020, the Group joined forces with many entities to support the holding of the Sanitation Workers' Carnival, with a view to enrich the lives of sanitation workers and their families through various activities, such as sanitation equipment parade, traditional culture performance, sanitation workers' thanksgiving wall, games to promote garbage classification, and eco bag workshop. In the meantime, the Carnival commended and awarded honorary certificates to 22 sanitation workers who have been engaged in sanitation work for over 25 years, and expressed gratitude and salutation for the hard work of urban beauticians who have been working in the front line for years.



Sanitation equipment parade



Parent-child environmental protection garden party



Commendation evening gala



Evening gala



10.4 RECEIVING SOCIAL RECOGNITION

Committed to becoming a responsible corporate citizen, the Group continuously encourages employees, acquired companies and other stakeholders to carry out charity activities to convey love. In 2020, the Group gave full play to its corporate advantages in controlling epidemic and stabilizing poverty alleviation achievements, gave back to society by means of voluntary services, and made contributions to social charity and philanthropy, thus gaining recognition from the industry and all sectors of society.

Project	Honor Received	Time of Award	Photo
Agile Mountain Guangzhou	Poverty Alleviation Contribution Enterprise in Guangdong Province	June 2020	
Agile Garden Sanshui	“Active Participation Award” for calibrated poverty alleviation activities in Liangshan County	July 2020	
Agile Garden Zhongshan, La Cit� Greenville Zhongshan	“Outstanding Advanced Unit for Epidemic Prevention and Control” awarded by Zhongshan Property Management Industry Association	December 2020	



11 Appendix I List of Policies

List of Policies and Indicators ESG Aspects	Compliance with Laws and Regulations	Some of the Policies of the Company
A1. Emissions	<p>Environmental Protection Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution</p> <p>Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution</p> <p>Law of the People's Republic of China on Prevention and Control of Water Pollution</p> <p>Marine Environment Protection Law of the People's Republic of China</p> <p>Administrative Regulations of the People's Republic of China on the Prevention of Marine Environment Pollution Caused by Land-based Pollutants</p> <p>Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste</p> <p>National Catalogue of Hazardous Wastes</p> <p>Measures on the Management of Hazardous Waste Manifests</p> <p>Work Plan for Controlling Greenhouse Gas Emissions during the 13th Five-Year Period</p> <p>Technical Policy for Prevention and Control of Hazardous Waste Pollution</p> <p>Measures on the Administration of Automatic Monitoring of Pollution Sources</p> <p>Administrative Measures for Urban Living Garbage</p>	<p>Waste Management Measures</p> <p>Work Procedures for Collection and Disposal of Domestic Garbage</p>
A2. Use of Resources	<p>Energy Conservation Law of the People's Republic of China</p> <p>Regulations on Urban Water Conservation Management</p> <p>Management Measures for Saving Electricity</p>	<p>Public Energy Consumption Management Regulations</p> <p>Management Measures and Procedures for Water and Electricity Consumption</p> <p>Management Measures for Energy Saving and Consumption Reduction</p>
A3. The Environment and Natural Resources	<p>Environmental Protection Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution</p> <p>Law of the People's Republic of China on Prevention and Control of Water Pollution</p> <p>Marine Environment Protection Law of the People's Republic of China</p> <p>Administrative Regulations of the People's Republic of China on the Prevention of Marine Environment Pollution Caused by Land-based Pollutants</p> <p>Environmental Impact Assessment Law of the People's Republic of China</p> <p>Regulations on the Administration of City Appearance and Environmental Sanitation of Cities</p>	



List of Policies and Indicators ESG Aspects	Compliance with Laws and Regulations	Some of the Policies of the Company
B1. Employment	<p>Labour Law of the People's Republic of China</p> <p>Labour Contract Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Promotion of Employment</p> <p>Social Insurance Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Prevention and Control of Occupational Diseases</p> <p>Provisions on Minimum Wages</p>	<p>Recruitment Management Policy</p> <p>Labour Contract Management Policy</p> <p>Onboarding Management Policy</p> <p>Probation Appraisal Management Policy</p> <p>Retirement Management Policy</p> <p>Employment Termination Management Measures</p> <p>Employee Benefit Management Policy</p> <p>Attendance Management Policy</p> <p>Management Measures for Internal Personnel Changes</p> <p>Promotion Management Policy</p> <p>Internal Competition Management Measures</p> <p>Occupational Health Management Measures</p> <p>Work-related Injury Management Measures</p> <p>Employee Physical Examination Management Measures</p> <p>Related Party Management and Control Procedures</p> <p>Fire Safety Management Work Procedures</p> <p>Special Incident Reporting Procedures</p> <p>Handling Procedures for Emergency or Abnormal Situations</p> <p>Emergency Handling Procedures for Engineering Accidents</p> <p>Elevator Maintenance Supervision and Management Regulations</p> <p>Operation Safety Management Regulations</p> <p>Emergency Preparation and Emergency Response Control Procedures</p> <p>Barrier-free Facilities Safety Management Regulations</p> <p>Regulations for Basic Business Risk Management and Control at Project Sites</p>
B2. Health and Safety	<p>Law of the People's Republic of China on Work Safety</p> <p>Fire Protection Law of the People's Republic of China</p> <p>Emergency Response Law of the People's Republic of China</p> <p>Provisions on the Administration of Fire Control Safety of State Organs, Organizations, Enterprises and Institutions</p> <p>Regulations on the Safety Management of Hazardous Chemicals</p>	<p>Learning and Development Management Policy</p> <p>Management Measures for the Learning and Development of New Employees</p> <p>Management Measures for the Learning and Development of Graduates</p> <p>Management Measures for Position Coaches</p> <p>Internal Trainer Management Measures</p> <p>On-the-job Training Management Policy</p> <p>Management Measures for External Learning</p>
B3. Development and Training	<p>Regulations on Reporting, Investigation and Handling of Work Safety Accidents</p> <p>Interim Provisions on Investigation and Treatment of Hidden Dangers in Work Safety Accidents</p> <p>Regulations on Work-Related Injury Insurance</p> <p>Law of the People's Republic of China on the Protection of Women's Rights and Interests</p> <p>Special Provisions on the Labour Protection of Female Employees</p>	



List of Policies and Indicators ESG Aspects	Compliance with Laws and Regulations	Some of the Policies of the Company
B4. Labour Standards	Trade Union Law of the People's Republic of China Regulations on Safety Supervision of Special Equipment	Staff Manual Operational Guidelines for the Introduction of Suppliers and Contract Signing Procurement Management Policy Procurement Supplier Management Procedures Procurement Tendering and Bidding Management Procedures Service Tendering and Bidding Management Policy
B5. Supply Chain Management	Tendering and Bidding Law of the People's Republic of China Government Procurement Law of the People's Republic of China	Service Supplier Management Policy Management Regulations for Work Handover between Old Suppliers and New Suppliers of Outsourcing Services Supervision Work Procedures for Environmental Outsourcing Homecare Services Partners Management Measures Home Improvement Services Tendering and Bidding Management Measures Property Service Standardisation Manual (Quality Operation) Property Takeover and Acceptance Management Regulations Guidelines on Post-acquisition Empowerment Work Management Measures for Property Management Service Quality of Commercial Office Building Projects (Interim) Sales Centre Standardisation Management Manual
B6. Product Responsibility	Regulations of the People's Republic of China on Property Management Product Quality Law of the People's Republic of China Law of the People's Republic of China on the Protection of Consumer Rights and Interests Cybersecurity Law of the People's Republic of China Tort Law of the People's Republic of China Advertising Law of the People's Republic of China Copyright Law of the People's Republic of China Trademark Law of the People's Republic of China Patent Law of the People's Republic of China	Non-Conformity Control Procedures Monitoring and Measurement Control Procedures for Services and Provision Process Procedures for Corrective and Preventive Measures Public Equipment and Facilities Management Regulations Operation and Maintenance Procedures for the Power Supply and Distribution System Central Air Conditioner Operation and Maintenance Procedures

List of Policies and Indicators ESG Aspects	Compliance with Laws and Regulations	Some of the Policies of the Company
		<p>Accountability Management Measures for Elevator Repair and Maintenance Monitoring</p> <p>Equipment Room Inspection Management Procedures</p> <p>Fire Safety Management Work Procedures</p> <p>Handling Procedures for Emergency or Abnormal Situations</p> <p>Customer Demands Management Work Procedures</p> <p>400 Hotline Complaint Handling and Reward and Punishment Measures</p> <p>Customer Satisfaction Survey Work Procedures</p> <p>Information System Security and Operation Management Policy</p> <p>Information System User Account and Authority Management</p> <p>Information System Disaster Recovery Policy</p> <p>Information System Error and Accident Handling Standards</p> <p>Machine Room Management Policy</p> <p>Data Backup and Recovery Policy</p> <p>Network Security Management Standards</p> <p>Confidentiality Policy</p> <p>Work Procedures for Customer Profile Management</p> <p>Management Measures for Legal Affairs of A-Living Group</p> <p>Management Measures for Trademark Affairs</p> <p>Standardization Manual for Commercial Property</p> <p>Indicators for Comprehensive Evaluation of Project Site Quality</p> <p>Quality, Environmental, Occupational Health and Safety Management System Management Manual</p> <p>Quality, Environmental, Occupational Health and Safety Management System Public Standardization Manual</p> <p>User Privacy Policy</p> <p>Intellectual Property Management Policy</p>



List of Policies and Indicators ESG Aspects	Compliance with Laws and Regulations	Some of the Policies of the Company
B7. Anti-corruption	Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Prohibiting Commercial Bribery Anti-Monopoly Law of the People's Republic of China	Code of Business Conduct Integrity Policy Dereliction of Duty and Accountability Management Measures Management Staff Departure Audit Management Policy Staff Manual Management Measures for Employee Rewards and Accountability Implementation Measures for Accountability Inquiry for Operation and Management Internal Audit Policy for Post-acquisition Management Internal Audit Management Policy Risk Management Policy Confidentiality Policy



12 Appendix II Index of Indicators

ESG Aspect, General Disclosure and KPI			Corresponding Section
A. Environmental			
A1: Emissions	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 air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	Green Office Practices
	A1.1	The types of emissions and respective emissions data	Key Environmental Performance Indicators in 2020
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity	Key Environmental Performance Indicators in 2020
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity	Key Environmental Performance Indicators in 2020
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity	Key Environmental Performance Indicators in 2020
	A1.5	Description of emission target(s) set and steps taken to achieve them	Green Office Practices, Key Environmental Performance Indicators in 2020
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	Waste Management
A2: Use of Resources	General Disclosure	Policies on efficient use of resources, including energy, water and other raw materials	Use of Energy and Resources
	A2.1	Direct and/or indirect energy consumption by type and intensity	Key Environmental Performance Indicators in 2020
	A2.2	Water consumption in total and intensity	Key Environmental Performance Indicators in 2020
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Use of Energy and Resources



ESG Aspect, General Disclosure and KPI			Corresponding Section
A. Environmental			
A3: The Environment and Natural Resources	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	Use of Energy and Resources
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	Not applicable
	General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	Green Office Practices, Green Cities and Communities
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Green Office Practices, Green Cities and Communities
B. Social			
B1: Employment	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 compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	Rights and Interests of Employees
	B1.1	Total workforce by gender, employment type, age group and geographical region	Caring for Employees with Sincerity
	B1.2	Employee turnover rate by gender, age group and geographical region	Not disclosed
B2: Health and Safety	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 providing a safe working environment and protecting employees from occupational hazards	Occupational Health and Safety
	B2.1	Number and rate of work-related fatalities	Occupational Health and Safety
	B2.2	Lost days due to work injury	Not disclosed



ESG Aspect, General Disclosure and KPI			Corresponding Section
B. Social			
	B2.3	Description of occupational health and safety measures adopted and how they are implemented and monitored	Occupational Health and Safety
B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Training and Development
	B3.1	The percentage of employees trained by gender and employee category	Training and Development
	B3.2	The average training hours completed per employee by gender and employee category	Training and Development
B4: Labour Standards	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	Rights and Interests of Employees
	B4.1	Description of measures to review employment practices to avoid child and forced labour	Rights and Interests of Employees
	B4.2	Description of steps taken to eliminate such practices when discovered	Rights and Interests of Employees
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain	Supplier Management
	B5.1	Number of suppliers by geographical region	Supplier Management
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	Supplier Management
B6: Product Responsibility	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 health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	Improvement in Service Quality, Maintenance of Relationship with Property Owners, Protection of Property Owners' Information and Privacy
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Not applicable



ESG Aspect, General Disclosure and KPI			Corresponding Section
B. Social			
	B6.2	Number of products and service related complaints received and how they are dealt with	Maintenance of Relationship with Property Owners
	B6.3	Description of practices relating to observing and protecting intellectual property rights	Intellectual Property Rights Management
	B6.4	Description of quality assurance process and recall procedures	Not applicable
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Protection of Property Owners' Information and Privacy
B7: Anti-corruption	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 bribery, extortion, fraud and money laundering	Enhancing Corporate Governance
	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	Strengthening Internal Audit
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Compliant Management and Performing with Integrity
B8: Community Investment	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	Always Maintaining Enthusiasm and Giving Back to Society
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	Always Maintaining Enthusiasm and Giving Back to Society
	B8.2	Resources contributed (e.g. money or time) to the focus area	Always Maintaining Enthusiasm and Giving Back to Society

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*For identification purposes only