



# 禹洲集團控股有限公司

YUZHOU GROUP HOLDINGS COMPANY LIMITED

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock Code 股份代號：01628.HK

## 2021

ENVIRONMENTAL,  
SOCIAL AND  
GOVERNANCE REPORT

環境、社會及管治報告



保持  
韌性  
行穩  
致遠

*STEADY STEPS TO  
PERSEVERANCE*

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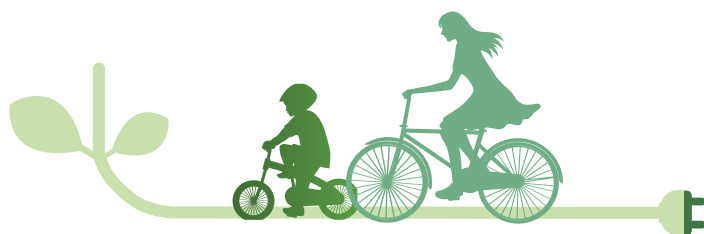
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## ABOUT YUZHOU GROUP

Founded in Xiamen in 1994, Yuzhou Group Holdings Company Limited (collectively known as “Yuzhou Group”, the “Group”, “Yuzhou” or “We”) has become a large comprehensive group with diversified business including real estate development, commercial investment and operations, hotel operations, property management, industrial investment and communication technology, following the sage spirit of “King Yu Tamed the Flood and Making Desert an Oasis”. The Group’s business has covered six metropolitan areas, namely the Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area (the “Greater Bay Area”), the Bohai Rim Region, the West Strait Economic Zone, the Central China Region and the Southwest Region, with total assets of nearly RMB200 billion. The Group has formed the Shanghai-Shenzhen dual headquarters strategy and gradually achieved a new leap from the single core of Yangtze River Delta to the dual cores of Yangtze River Delta and Greater Bay Area, leading with the six core metropolitan areas.

## 關於禹洲集團

1994年，禹洲集團控股有限公司（統稱為「禹洲集團」或「集團」或「禹洲」或「我們」）於廈門成立，秉承「大禹治水，荒漠成洲」的先賢精神，目前已發展成為集房地產開發、商業投資運營、酒店運營、物業管理、產業投資和通信科技等多元業務為一體的大型綜合性集團。禹洲集團的業務已覆蓋長三角、粵港澳大灣區（「大灣區」）、環渤海區域、海西經濟區、華中區域和西南區域六大城市群，集團總資產接近人民幣2,000億元。禹洲集團已實現上海—深圳雙總部戰略落地，至此，已逐漸從長三角單核心發展至長三角+大灣區雙核心引領六大核心都市圈的跨越，開啓新征程。



## SUSTAINABILITY INDEX AND RATING

- Maintained BBB rating in Morgan Stanley Capital International (“MSCI”) ESG Ratings, ranked among the top in the real estate industry
- The Group’s green finance framework was evaluated by SUSTAINALYTICS, an internationally renowned ESG assessment institution
- During the Year, the Company was assessed by SUSTAINALYTICS with regard to the enterprise’s ESG risk rating. An assessment score of 20.6 was obtained, ranked among the top in the real estate industry in terms of overall performance, indicating medium risk or a risk level lower than that of previous year.

## 可持續發展指數及評級

- 於MSCI明晟公司（原名：摩根士丹利資本國際）的環境、社會及管治評級中保持BBB評級，位居地產行業前茅
- 集團綠色金融框架獲ESG評估機構SUSTAINALYTICS評估
- 於年內獲得國際著名ESG評估機構SUSTAINALYTICS對於企業ESG風險系數的評估，評估得分為20.6分，獲得中等評估等級，顯示風險較去年下降，整體表現於地產行業中處於領先位置。



# ABOUT THIS REPORT

## 關於本報告

This report is the sixth Environmental, Social and Governance (“ESG”) Report (the “Report”) published by Yuzhou Group Holdings Company Limited (the “Group”), aiming to disclose the administrative measures and relevant performance in environmental, social and governance aspects of the Group and its subsidiaries, and deepen the stakeholders’ understanding of the sustainability strategy and actions of the Group.

本報告為禹洲集團控股有限公司（「本集團」）第六份環境、社會及管治（ESG）報告，旨在披露本集團及其附屬公司於環境、社會及管治方面的管理方法及表現，加深利益相關方對集團可持續發展策略與行動的了解。

### REPORTING GUIDELINES

The preparation of this Report complies with the requirements of the “Environmental, Social and Governance Reporting Guide” (the “Guide”) contained in Appendix 27 to the “Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”)” and refers to the core compliance options in the “Global Reporting Initiative (“GRI”) Standards” and the actual situation of the Group. The Group performs its disclosure responsibility based on the “comply or explain” requirements by following the reporting principles of “Materiality”, “Quantitative”, “Balance” and “Consistency”.

### 報告指引

本報告乃遵循香港聯合交易所有限公司（「聯交所」）證券上市規則附錄二十七《環境、社會及管治報告指引》、參考《全球報告倡議組織標準》的核心符合方案，並結合集團的實際情況編制而成。集團履行「不披露就解釋」披露責任，遵循「重要性」、「量化」、「平衡」及「一致性」的報告原則。

Materiality 重要性	<ul style="list-style-type: none"><li>Through communication with stakeholders, identify significant impacts from the Group’s operation on economy, environment and society, as well as the decision-making process of stakeholders.</li><li>透過與利益相關方溝通，識別因集團運營所產生的重大影響，包括對經濟、環境和社會，以及利益相關方的決策過程。</li></ul>
Quantitative 量化	<ul style="list-style-type: none"><li>The data disclosed in this Report has been reviewed internally and presented on a year-on-year basis. The calculation standards and methods taken including Environmental KPIs are stated in the Report.</li><li>本報告所披露的數據經內部審視，並已按年比較的方式呈列。我們亦於報告中列明包括環境關鍵績效指標在內所參考的計算標準及方法。</li></ul>
Balance 平衡	<ul style="list-style-type: none"><li>The Group’s ESG initiatives and performance have been disclosed in an unbiased manner for review by stakeholders.</li><li>不偏不倚地披露集團於各ESG議題的工作與表現，以供利益相關方檢閱。</li></ul>
Consistency 一致性	<ul style="list-style-type: none"><li>Unless otherwise stated, the Group’s disclosure and statistical methods are consistent with the previous years for meaningful comparison.</li><li>除非另有說明，本集團的披露統計方法與往年保持一致，以作有意義的比較。</li></ul>





## SCOPE OF THE REPORT

The reporting period of this Report covers from January 1, 2021 to December 31, 2021 (the “Year”). Unless otherwise stated, the Group’s environmental and occupational health and safety (“OHS”) data covers headquarters located in Shanghai and Shenzhen respectively and a total of 8 projects<sup>1</sup> under development with a gross floor area (“GFA”) of above 100,000 sq.m. with 100% attributable interest of the Group. The total GFA of these 8 projects under development accounted for approximately 69.75% of the total GFA of projects under development in which the Group holds 100% interest during the Year. Other data and text disclosure cover the whole Group. The Group continuously improves the information and data collection system and is committed to presenting the Group’s ESG performance in a more transparent manner to stakeholders. Please refer to Page 85 to 98 of the Annual Report for the section of corporate governance.

## FEEDBACK

The Group aims to disclose comprehensive and accurate ESG information for the stakeholders. You are welcome to provide advice and suggestions on this Report. Please contact us as follows:

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## 報告範圍

本報告的報告期為2021年1月1日至2021年12月31日(「本年度」)。如非特別說明，集團的環境類及職業健康及安全(「職安健」)數據覆蓋分別位於上海及深圳的總部，及擁有100%權益且建築面積為100,000平方米以上的在建項目，共計八個項目<sup>1</sup>。此八個在建項目的總建築面積佔集團本年度內擁有100%權益的在建項目總面積約69.75%。其他數據及文字資料披露範圍覆蓋全集團。集團不斷完善資料及數據收集體系，致力為利益相關方更透明地呈現集團的ESG表現。有關企業管治部分，請參閱年報第85至98頁。

## 意見反饋

集團致力為利益相關方披露全面且準確的ESG信息，歡迎您對本報告提出意見及建議。聯繫方式如下：

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<sup>1</sup> Projects in which the Group holds 100% interest with a GFA of above 100,000 sq.m. delivered at the end of the Year or substantially completed, or in which only some of the stores are for sale, are excluded. These 8 projects are Quanzhou Yuzhou City Plaza, Quanzhou Yuzhou Honor Mansion, Shanghai Yuzhou Luxury Mansion, Hefei Yuzhou Galaxy Park, Tangshan Yuzhou Fengnan New Town, Zhengzhou Yuzhou Honor Promenade, Foshan Yuzhou Langham Bay and Chongqing Yuzhou Luxury Mansion.

<sup>1</sup> 剔除集團擁有100%權益且建築面積大於100,000平方米以上，但已於本年度年底完成結轉的項目，或基本處於完工階段，或僅有部分商鋪仍處於待出售狀態的項目。此8個項目為泉州禹洲、城市廣場、泉州禹洲、嘉譽府、上海禹洲、雍錦府、合肥禹洲、銀河Park、唐山禹洲、豐南新城、鄭州禹洲、嘉譽風華、佛山禹洲、朗廷灣、重慶禹洲、雍錦府。

The COVID-19 epidemic has been spreading around the world for more than two years. Yuzhou Group responded quickly by committing to the safe resumption of work of employees, and making contributions to the local region where it is located, including donation of RMB1 million and RMB500,000 respectively to Tong'an District of Xiamen and Quangang District of Quanzhou during the Year in support of the epidemic prevention and control. However, the market continued to develop and the Group did not slow down its sustainable development despite the epidemic. We have been fulfilling our corporate social responsibilities, cooperating with stakeholders in face of difficulties and challenges, closely integrating the sustainability strategy with our core business, and striving to build a green and warm home with craftsmanship.

### COMPETITIVE EDGES PROMOTED BY ESG

In 2021, we made richer achievements as follows. We maintained BBB rating in MSCI ESG ratings, ranking among the top in the real estate industry; we scored 20.6 in the ESG risk rating by SUSTAINALYTICS with the risks lower than the previous year, ranking among the top in the real estate industry. The Group also won the industrial recognition in terms of ESG disclosure, and has received the Best ESG Report Mid Cap Commendation from the Hong Kong ESG Reporting Awards (HERA) for two consecutive years. We believe that we will have greater superiority in the core competitiveness by persisting in the sustainable development upon elimination of the COVID-19 epidemic.

### CONTINUOUS IMPROVEMENT IN SUPERVISION AND MANAGEMENT

Yuzhou Group comprehensively integrates the sustainable development with its business operation and management. The Sustainability Committee is responsible for supervision of relevant opportunities and risks including climate-related risks, in order to guarantee the consistency between the Group's operation and the sustainability strategy. We need to maintain the business prosperity by strengthening the development of green buildings in response to changes, which is also reflected in the improvement in ESG management approaches. We hope to demonstrate not only the improvement in disclosure, but also the Group's management approaches for continuous improvement in key ESG topics to stakeholders.

執筆之際，新冠肺炎疫情已在全球肆虐逾兩年。禹洲集團作出快速反應，致力保護員工安全復工之外，努力為經營所在地作出貢獻，包括於年內捐贈人民幣100萬元和人民幣50萬元，分別支持廈門市同安區和泉州市泉港區疫情防控工作。然而，市場並沒有因疫情而暫停，集團也沒有放緩可持續發展的步伐，我們始終踐行企業社會責任，在困境與考驗中與各利益相關方攜手同行，將可持續發展戰略與集團的核心業務緊密結合，以匠心築造綠色溫馨家園。

### ESG推動競爭優勢

2021年，我們獲得更為豐碩的成果，包括於MSCI明晟的環境、社會及管治評級中保持BBB評級，位居地產行業前茅；於SUSTAINALYTICS的企業ESG風險系數評估得分為20.6分，顯示風險較去年下降，整體表現處於行業領先。集團於ESG披露上亦獲得業界肯定，連續兩年榮獲香港ESG報告大獎(HERA)之最佳ESG報告(中市值)嘉許獎。我們相信只要堅持走可持續發展道路，當全球走出新冠病毒的陰霾後，集團核心競爭力的領先優勢將更為明顯。

### 持續完善監督與管理

禹洲集團將可持續發展全面融入業務營運與管理，由可持續發展委員會負責監督相關機遇與風險，包括氣候相關風險，確保集團營運與可持續發展策略保持一致。我們必須順應變化、加強綠建發展，才能讓業務保持昌盛，而這也反映於我們如何完善ESG的管理方法上。我們不但希望利益相關方能夠看到披露水平的提高，亦希望他們能了解集團針對關鍵ESG議題持續完善的管理方法。



## NEW PROJECTS 100% COMPLIANT WITH GREEN BUILDING STANDARDS

In 2021, the Group successively issued three tranches of green senior notes with an aggregate principal amount of US\$882 million. In compliance with the green bond principle and green loan principle of the International Capital Market Association, it covenanted that the same amount of net proceeds from the issuance of notes would be used for eligible green projects with environmental benefits, including green buildings, energy conservation, emission reduction projects and renewable energy applications, in order to promote the development of green buildings. During the Year, we continued to comprehensively integrate the prefabricated construction technology, strengthened application of digital technology such as BIM technology, promoted the green design such as sponge city design and heat island effect mitigation design, continuously enhanced energy conservation and emission reduction, and strictly controlled the impacts of the Group's business operation on the environment. During the Year, all the new projects of the Group complied with the green building standards with the energy-saving rate of new projects larger than 60%, the proportion of solar water heating system in new projects larger than 70% and the proportion of rainwater harvesting system in new projects larger than 90%.

## LINKING OHS PERFORMANCE WITH THE REMUNERATION OF SENIOR MANAGEMENT

Employees' operation safety is the top issue of the Group. The supervision and management of the Group's occupational safety and health is under the leadership of the human resources center and operations management center, and the remuneration and return of the senior management are linked with their performance. The Employee Safety and Health Working Group is responsible for the fulfillment of the occupational health and safety management methods and objectives, and accepts the direct supervision of the Sustainability Committee. During the Year, the Group carried out assessment on safety and civilization, inspected and evaluated the safety management behavior. It had 7,552 hours of safety training, covering 18,717 person-times, and realizing the goal of zero casualties. Employees are the main force of the Group to implement the sustainable development. We provide multi-channel development opportunities and diversified occupational training for the mutual growth of the employees and the Group. During the Year, all the employees received 233,518 hours of training, covering 7,246 person-times with 99.33% employees trained.

## 新建項目綠色建築標準達100%

集團於2021年內先後發行三批綠色優先票據，規模達8.82億美元，遵照國際資本市場協會綠色債券原則及綠色貸款原則，承諾撥出建議票據發行所得款項淨額的等值金額用於具環保效益的合資格綠色項目，包括綠色建築、節能減排項目、可再生能源應用，助力綠色建築發展。年內，我們繼續全面整合装配式建築技術，加大BIM技術等數字化科技之應用，以及加快推動海綿城市及舒緩熱島效應設計等綠色設計，持續提升節能減排，嚴格管控因集團業務運營對環境所造成的影響。集團於年內全面達成新建項目綠色建築標準達100%，新建項目建築節能率大於60%、太陽能熱水系統設置比例高於70%、雨水回用系統設置比例大於90%。

## 職安健績效與高管回報掛鉤

員工作業安全是集團的頭等大事。集團的職業安全與健康監督與管理由人力資源中心及運營管理中心領導，其高管之薪酬回報與績效表現掛鉤。員工安全及健康工作小組負責落實職業安全健康管理方法及目標，並接受由可持續發展委員會的直接監督。年內，集團開展安全文明評估，對安全管理行為進行檢查及考核，安全培訓達7,552小時，覆蓋18,717人次，實現零傷亡目標。員工是集團實踐可持續發展的主體力量，我們提供多通道的發展機會與多元化的職業培訓，致力與員工攜手共同成長。年內，全體員工接受培訓時長達233,518小時，總人次為7,246人，員工受訓百分比為99.33%。



## CONDUCTING RESPONSIBLE MARKETING

The Group formulated the “Responsible Marketing Standards” during the Year, determined strict standards of marketing behaviors, carried out comprehensive troubleshooting and improvement in terms of marketing display and package, marketing advertisements and sales commitments of various projects, and effectively prevented the false and illegal real estate advertisements and mis-selling. During the year, we expanded the inspection scope of mystery customer for projects on sale, covering 29 projects in 14 city companies, mainly inspected the standard items of risk control and output of customer commitments, and asked the subordinate city companies to make rectification and submit reports proactively.

## CONCLUSION

Green development is an inevitable direction of the social development, and also a requirement to realize sustainable development of the real estate industry. Yuzhou Group is committed to giving back to the society with regards to the change in time. During the Year, the Group's charitable donations amounted to RMB10,800,000, which were mainly used for educational aid, anti-epidemic relief, caring for children and environmental protection, in order to promote the social support. Looking into the future, we shall achieve the outstanding performance despite adverse conditions following the sage spirit of “King Yu Tamed the Flood and Making Desert an Oasis”, in order to promote further sustainable development of Yuzhou Group in the new era.

## 開展負責任營銷

集團於年內制定《負責任營銷準則》，明確集團嚴格的營銷行為標準，針對各項目營銷展示包裝、營銷廣告、銷售承諾等方面開展全面排查及整治，有效地杜絕發布虛假違法房地產廣告、虛假銷售承諾等行為。年內，我們加大在售項目神秘顧客檢查覆蓋範圍，覆蓋14個城市公司、29個項目，重點對風控標準項、客戶承諾輸出情況進行檢查，要求下屬各城市公司積極整改並提交報告。

## 總結

綠色發展是社會發展的必然導向，也是房地產行業可持續發展的時代要求。禹洲集團緊隨時代發展，堅持落實取之社會獻用之社會。年內，集團的公益捐款共計人民幣1,080萬元，聚焦於教育助學、抗疫救災、關愛兒童、環境保護等多方面，致力推動社會幫扶。展望未來，我們認清可持續發展旅程的下一步，正是要我們秉承「大禹治水，荒漠成洲」的先賢精神，以推動我們於逆境中脫穎而出，為禹洲集團於可持續發展的新時代中再上一個台階。





## SUSTAINABLE DEVELOPMENT OF YUZHOU GROUP 禹洲集團的可持續發展

Yuzhou Group incorporates the sustainability concept into daily business operations and management, shoulders the social responsibilities, and makes due contributions to the realization of the United Nations sustainable development goals. It mainly enhances the close communication with stakeholders, listens to their opinions and makes prompt response, in order to promote the mutual sustainable development of the Group and its stakeholders.

禹洲集團將可持續發展全面融入業務營運與管理之中，肩負起應負的社會責任，同時為聯合國可持續發展目標的實現作出應有的貢獻。集團著重增強與利益相關方的密切溝通，聽取意見並作出及時回應，致力於推動集團與利益相關方的共同可持續發展。



- |                               |                                   |   |   |                                       |   |
|-------------------------------|-----------------------------------|---|---|---------------------------------------|---|
| 1 No Poverty                  | 2 Zero Hunger                     | 3 Good Health and Well-being              | 4 Quality Education                       | 5 Gender Equality                     | 6 Clean Water and Sanitation              |
| 7 Affordable and Clean Energy | 8 Decent Work and Economic Growth | 9 Industry, Innovation and Infrastructure | 10 Reduced Inequalities                   | 11 Sustainable Cities and Communities | 12 Responsible Consumption and Production |
| 13 Climate Action             | 14 Life below Water               | 15 Life on Land                           | 16 Peace, Justice and Strong Institutions | 17 Partnerships for the Goals         |   |



This Chapter:

Board Statement | Sustainability Management | Stakeholder Engagement | Response to United Nations Sustainable Development Goals | Sustainable Development Topics

## BOARD STATEMENT

The Board has the Sustainability Committee (the “Committee”) to supervise the sustainable development opportunities and risks, including climate-related risks, in order to guarantee the consistency between the Group’s operation and the sustainability strategy. The Committee shall report the major issues of the sustainable development to the Board on a regular basis, review the formulation processes of key sustainable development issues, and regularly examine the sustainability goals and initiatives proposed by the Sustainability Working Group. The Committee acknowledges its responsibility to ensure the integrity of the Report, and has reviewed and approved this Report and confirmed that the information contained in the Report is accurate, true and complete. The Committee confirms, to the best of its knowledge, the Report has stated the Group’s management approaches and performances on material topics.

## SUSTAINABILITY MANAGEMENT

In order to proactively fulfil the social responsibilities and realize quality business growth, it is an inevitable part of the Group’s governance strategy to establish the sustainability governance policies and system. Deeply aware of the environmental and social responsibilities as a real estate enterprise, we have established several sustainable governance policies including “Climate Change Policy”, “Standards of Business Conduct” and “Biodiversity Policy”, which are available for stakeholders on the official website of the Company.

本章節：

董事會聲明 | 可持續發展管理 | 利益相關方溝通 | 回應聯合國可持續發展目標 | 可持續發展專題

## 董事會聲明

董事會成立起可持續發展委員會(「委員會」)，負責監督可持續發展機遇與風險，包括氣候相關風險，確保集團的營運與可持續發展策略保持一致。委員會定期向董事會匯報可持續發展相關的重大事項、審核重大可持續發展議題之制定過程，並定期審視可持續發展工作小組提出的可持續發展目標和實現目標的舉措。委員會明白其確保報告真確性的責任，已審閱及通過本報告，確認報告內容準確、真實及完整。在其知悉範圍內，本報告已客觀闡述所有集團於實質性議題的管理措施及表現。

## 可持續發展管理

為積極踐行社會責任、實現有質量的業務增長，確立可持續發展管理政策及制度是集團管治策略中不可或缺的一部分。我們深明作為房地產企業肩負的環境及社會責任，透過訂立《氣候變化政策》、《商業行為準則》、《生物多樣性政策》等多項可持續發展管理政策並刊載於企業官網供利益相關方檢閱。



## Sustainable Development of Yuzhou Group (Continued) 禹洲集團的可持續發展(續)

### The Board 董事會

#### Responsibilities 職責：

Setting out the terms of reference of the Sustainability Committee (including its composition, authority, scope of work and resources) and taking charge of the Group's future development direction, overall strategies and policies going forward  
訂立可持續發展委員會的職權範圍(包括成員構成、權限、工作範圍及資源)，並負責集團未來的發展方向、整體策略及政策

Leading and promoting ESG work  
領導與推進ESG工作

Reporting ESG work  
匯報ESG工作

### Sustainability Committee 可持續發展委員會

#### Members 成員：

Mr. Lam Lung On, executive director ("Executive Director") of the Group, was appointed as Chairman of the Committee on December 20, 2021

集團之執行董事林龍安先生於2021年12月20日獲委任為委員會主席

Ms. Kwok Ying Lan and Mr. Lin Conghui, Executive Directors of the Group, are committee members

集團之執行董事郭英蘭女士、林聰輝先生為委員會成員

Ms. Lam Yu Fong, Executive Director of the Group, has resigned as Chairman on December 20, 2021

集團之執行董事林禹芳女士已於2021年12月20日辭任主席一職

#### Responsibilities 職責：

- i) Review and advise on the Group's sustainability strategy  
審核集團之可持續發展策略並提供建議
- ii) Review the sustainability goals and initiatives proposed by the working group to achieve the goals  
審核工作小組提出的可持續發展目標及實現目標的舉措
- iii) Review material risks and opportunities associated with the sustainability strategy, investments associated with the execution of the sustainability strategy  
審核可持續發展策略相關的重大風險及機會、執行可持續發展策略相關的投資
- iv) Review and approve the annual ESG report and any related ancillary public documents  
審核及批准年度環境、社會及管治報告及任何相關的附屬公開文件
- v) The chairperson of the Committee reports to the Board on material sustainability related matters  
委員會主席向董事會匯報可持續發展相關的重大事項

Leading and promoting ESG work  
領導與推進ESG工作

Reporting ESG work  
匯報ESG工作

### Sustainability Working Group 可持續發展工作小組

#### Responsibilities 職責：

- i) Make recommendations on sustainability goals  
提出可持續發展目標建議
- ii) Responsible for the daily management of the issues  
承擔負責議題的日常管理工作

Employee Safety and Health Working Group 員工安全及健康工作小組	Anti-corruption Working Group 反貪污工作小組	Environmental Performance Working Group 環境表現工作小組	Social Performance Working Group 社會表現工作小組	Governance Performance Working Group 管治表現工作小組	Sustainable Development Communication and Engagement Committee 可持續發展溝通及參與委員會
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### Sustainability-related Roles And Responsibilities For Corresponding Functional Units 可持續發展各部門職能

President Office Design Management Center 總裁辦 設計管理中心	Two departments cooperate in the management and report of the environmental performance, and the President Office is responsible for the management and report of the business ethics and governance performance 兩部門合作負責環境表現的管理工作及彙報，總裁辦負責商業道德及管治表現的管理工作及彙報
Human Resources Center 人力資源中心	Responsible for the management and report of the work of employee safety and health such as talent recruitment, training development and occupational safety and health 負責包括人才延攬、培訓發展、職業安全健康等員工安全及健康相關的管理工作及彙報
Cost & Procurement Center Bidding and Procurement Management Committee 成本招採中心 招標採購管理委員會	Responsible for the management and report of work related to sustainable supply chain 負責可持續供應鏈相關的管理工作及彙報
Operations Management Center Marketing Management Center 管理中心 營銷管理中心	Two departments cooperate in the management and report of work related to product liability and customers' rights and interests 兩部門合作負責產品責任和客戶權益相關的管理工作及彙報
Corporate Finance and Investor Relations Department 企業融資及投資者關係部	Responsible for listening and responding to opinions and suggestions of the capital market, investors and analysts on sustainable development, and promoting the internal execution and improvement of the Group customers' rights and interests 負責聽取並回應資本市場、投資者以及分析師有關可持續發展的意見與建議，促成集團內部的執行與改進
Brand Management Department 品牌管理部	Responsible for the management and report of work related to community investment 負責社區投入相關的管理工作及彙報

## Sustainable Development of Yuzhou Group (Continued) 禹洲集團的可持續發展(續)

In addition, Yuzhou encourages associates and joint ventures to improve their management of key sustainability issues such as green building, occupational health and safety and business ethics in accordance with relevant guidelines. In future, Yuzhou Group will strengthen the development of sustainability system following the development philosophy of “Building Cities with Heart, Building Homes with Love”, so as to lay a solid system foundation for the sustainable development of green buildings, and the development of a harmonious ecological community between humans and the nature.

此外，禹洲鼓勵聯營公司和合營公司遵循相關指引，完善自身對綠色建築、職業健康與安全及商業道德等重點可持續發展議題的管理。未來，禹洲集團將繼續秉持「以誠建城，以愛築家」的發展理念，加強可持續發展制度建設，為持續發展綠色建築、發展人與自然的和諧生態社區奠定堅實的制度基礎。



### Whistle-blowing Policy

Open and honest whistle-blowing channels and procedures to highly protect whistle-blowers

《廉政舉報政策》

公開廉政舉報途徑及處理程序，高度保護舉報者



### Responsible Marketing

Honest marketing to regulate all marketing related matters, including promotional materials, sales language, etc.

《負責任的營銷》

誠實營銷，規範所有營銷相關事宜，包括宣傳資料、銷售語言等



### Engineering and Material Suppliers Management

Specify the principles and procedures for the selection of engineering and material suppliers, and put forward integrity requirements for suppliers

《工程與材料供應商管理》

明確工程及材料供應商選用原則及程序，對供應商提出廉潔要求



### Transparent Procurement

Require fair competition in procurement process for relevant personnel to maintain integrity and self-discipline

《陽光採購》

要求採購流程保持公平競爭，相關人員保持廉潔自律



### Climate Change Policy

Committed to reducing carbon emissions in daily operations and improving our ability to respond to climate change

《氣候變化政策》

致力減緩於日常營運中碳排放，提高應對氣候變化的能力



### Biodiversity Policy

Consider the impact on the ecosystem in the procurement process, property development and management activities to protect biodiversity

《生物多樣性政策》

於採購過程、物業發展及管理活動中考量對生態系統的影響，保護生物多樣性



### Standards of Business Conduct

Adhere to business ethics throughout the course of business activities and specify the requirements on business ethics of employees and management

《商業行為準則》

於從事商業活動的全過程恪守商業道德，明確對員工及管理層的商業道德要求



### Management Procedures for Safety and Civilization in Engineering Construction

Focus on safety management and environmental impact of construction activities during project construction

《工程建設安全文明管理規程》

於項目施工過程重點關注安全管理情況及施工活動對環境造成的影響





Sustainability Awards  
 可持續發展獎項

The Group's 2020 ESG Report received the Best Mid Cap ESG Report Commendation from the Hong Kong ESG Reporting Awards  
 集團2020年《環境、社會及管治報告》榮獲香港ESG報告大獎之最佳ESG報告嘉許獎-中市值



Awarded "2021 Golden Bridge Award – Outstanding Social Responsibility Company of the Year" at the "Annual Investor Party of Thinking Financial Investors and Golden Bridge Award Ceremony"  
 於「思維財經投資者年會暨金橋獎頒獎盛典」中榮獲「2021年金橋獎-年度傑出社會責任企業」榮譽



Awarded the "Best ESG Award" in the "Golden Hong Kong Stocks" Annual Awards Ceremony  
 於「金港股年度頒獎盛典」中榮獲「最佳ESG獎」榮譽



Awarded the "Best ESG Award" in "the 4th China Investor Relations ("IR") Excellence Award"  
 於「第四屆中國卓越IR」中榮獲「最佳ESG獎」榮譽



Honored as "China's Top Ten Listed Real Estate Enterprises in Terms of ESG Development in 2021" by "EH Consulting"  
 由「億翰智庫」頒發「2021中國上市房企ESG發展標桿十強」榮譽



Honored as the "Real Estate Enterprise with Social Responsibilities in 2021" by Boao Real Estate Forum-Viewpoint and Index Research Institute of Outstanding Real Estate Companies  
 博鰲房地產論壇-地產風尚企業表現觀點指數研究院授予集團「2021年度社會責任房地產企業」榮譽



Won the Outstanding Enterprises in the Greater Bay Area-Social Sustainability Award (Sustainable Cities and Communities) and the Greater Bay Area - Green Sustainability Award (Climate Action) in the "Greater Bay Area" Corporate Sustainability Awards 2021" organized by Metro Finance and Hong Kong Quality Assurance Agency  
 由新城財經台、香港品質保證局舉辦的「灣區企業可持續發展大獎2021」中，獲得2021-傑出灣區企業-社會可持續發展獎（可持續城市和社區）及傑出灣區企業-綠色可持續發展獎（氣候行動）兩項榮譽



Won the Certificate of Excellence in Environmental, Social and Governance Reporting" in the "Best Annual Reports Awards" organized by the Hong Kong Management Association (HKMA)  
 於香港管理專業協會(HKMA)舉辦的「最佳年報獎」評選中，獲得最佳環境、社會及管治 (ESG) 報告獎





## STAKEHOLDER ENGAGEMENT

Yuzhou attaches importance to the communication with stakeholders including employees, customers, shareholders/investors, suppliers, governments and communities, and clearly understands the importance of the acquaintance with and response to the stakeholders' expectations and appeals to the realization of the Group's strategic objectives of sustainable development. Therefore, we have determined the effective channels for communication with stakeholders in the below, and included the focus of stakeholders into the strategic planning of the Group, in order to realize sustainability.

## 利益相關方溝通

禹洲高度重視與員工、客戶、股東／投資者、供應商、政府及社區等利益相關方的溝通，明瞭了解與回應利益相關方的期望與訴求對於實現集團可持續發展戰略目標的重要性。因此，我們已確立以下與利益相關方的有效溝通渠道，將利益相關方的關注納入集團的戰略規劃中，共同實現可持續發展。



## Materiality Assessment

In order to implement the reporting principle of “materiality” and understand the impacts of the Group’s operation on stakeholders, we conducted materiality assessment of ESG issues to identify the material ESG issues of the Group with significant impacts on stakeholders. Following the materiality assessment processes of GRI, the Group carried out four steps, namely, identification, prioritization, validation and review, to identify material issues, in order to identify ESG issues with significant impacts on the Group and the stakeholders as an important reference for the strategic decision-making, objective formulation and information disclosure of the Group in future.

## 實質性議題評估

為貫徹「實質性」報告原則並了解集團營運對利益相關方者的影響，我們透過開展ESG議題實質性評估，以識別對利益相關方產生重大影響的ESG議題。集團遵循全球報告倡議組織(GRI)的實質性評估過程，包括鑒別、排序、確證及檢視四個步驟，識別出實質性議題，以識別對集團及利益相關方產生重大影響的ESG議題，作為未來集團戰略決策、目標制定及資訊披露的重要參考。

### Identification 鑒別

An independent consultancy was engaged to assess material issues and assist in identifying 31 potentially material issues based on the “Environmental, Social and Governance Reporting Guide”, the “Global Reporting Initiative (GRI) Standard” and analysis of industry peers

委託獨立顧問公司進行實質性議題評估，根據港交所《環境、社會及管治報告指引》、《全球報告倡議組織GRI標準》和同業分析，顧問公司協助識別出31個潛在實質性議題

### Prioritization 排序

Different stakeholders (including employees, customers, suppliers and media organizations) and management representatives of the Group were invited for online questionnaires, to collect their materiality scores of the potentially material issues and determine the prioritization

邀請不同的利益相關方（包括員工、客戶、供應商、媒體機構）及集團的管理層代表參與線上問卷，對潛在實質性議題的重要性進行評分並確定優先次序

### Validation 確認

The management of the Group examined and confirmed the assessment results of the material issues during the Year, before recognizing them as the disclosure priorities of this Report

集團管理層審視及確認本年度的實質性議題評估結果，並將實質性議題確認為本報告的披露重點

### Review 檢視

The assessment process of material issues was reviewed to identify room for improvement

檢視實質性議題評估過程，識別完善空間

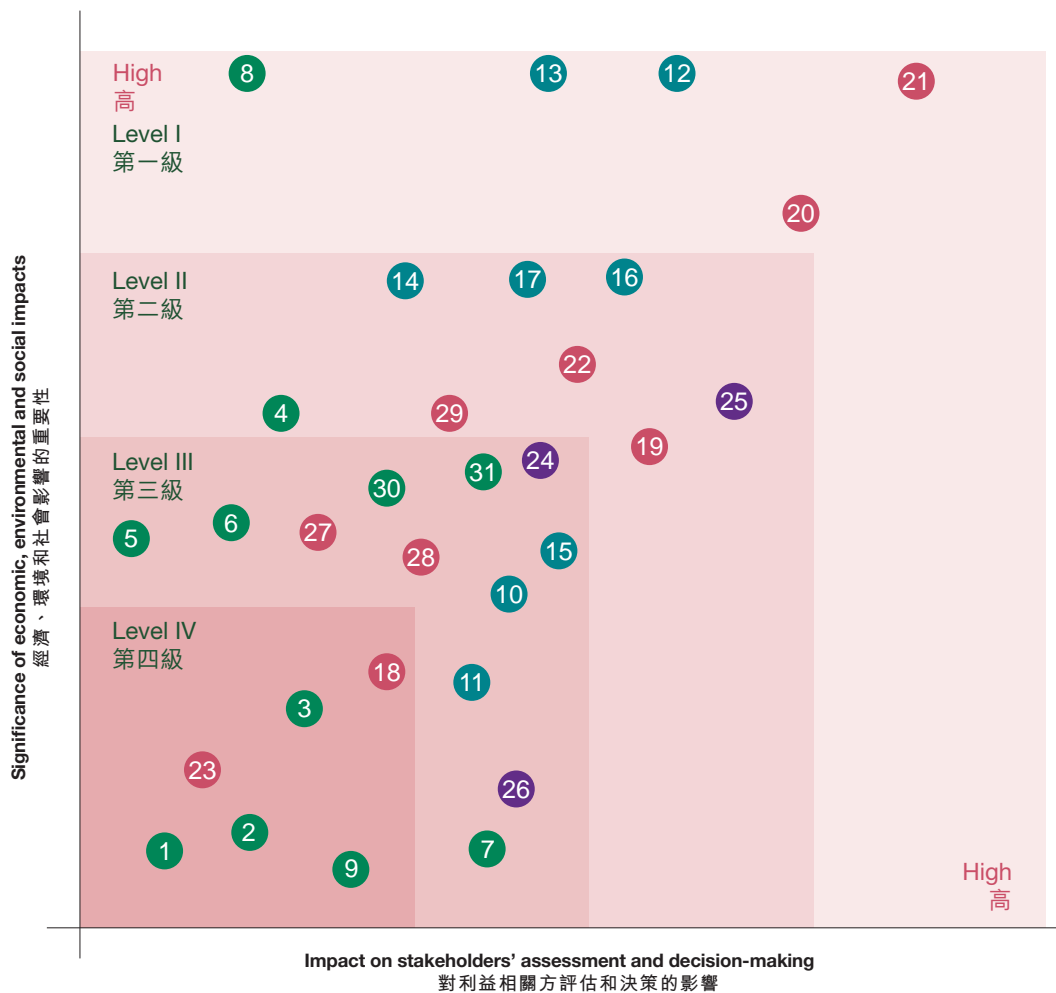
As shown in the Matrix of Material Issues, a total of 5 issues at the first level are the material issues of Yuzhou in 2021, including green building, ensuring product and service quality, customer satisfaction, employee training and promotion, and occupational safety and health. We will make key disclosure of these issues-related major management measures and commitments adopted for the Year. Since there were no major changes in the Group's business contents and organization structure during the Year, the material issues determined by the Group upon review of previous materiality assessment were still applicable to the reviewing year during the preparation of the Report.

如實質性議題矩陣所示，位於第一層級的五項議題乃禹洲2021年度的實質性議題，包括綠色建築、確保產品及服務品質、客戶滿意度、員工培訓與晉升，以及職業健康及安全。我們將對其於年內採取的主要管理措施與承諾進行重點披露。由於集團於年內的業務內容及組織架構並無發生重大變動，故於編製本報告時，集團管理層檢視之前實質性評估得出的實質性議題並確定該議題仍適用於回顧年度。





Matrix of Material Issues  
 實質性議題矩陣



- **Environmental Issues**  
環境議題
- **Employee Issues**  
員工議題
- **Operational Issues**  
營運議題
- **Economic Issues**  
經濟議題

Level I 第一級	Level II 第二級	Level III 第三級	Level IV 第四級
8 Green building 綠色建築	4 Management and mitigation of general waste 一般廢棄物管理及減排	5 Energy management and conservation 能源管理及節約	1 Management and mitigation of exhaust 廢氣管理及減排
12 Occupational safety and health 職業安全與健康	14 Measures to prevent child/forced labor 童工/強制勞工預防措施	6 Management and conservation of water resources 水資源管理及節約	2 Sewage discharge and mitigation 污水排放及減排
13 Employee training and promotion 員工培訓與晉升	16 Anti-discrimination 反歧視	7 Ecological conservation 生態保護	3 Management and mitigation of hazardous waste 危險廢棄物管理及減排
20 Ensuring product and service quality 確保產品及服務品質	17 Human rights 人權	10 Staff retention and benefits 員工挽留及福利	9 Tackling climate change 應對氣候變化
21 Customer satisfaction 客戶滿意度	19 Customer/user health and safety 客戶/用戶健康與安全	11 Communication channels for staff 員工溝通渠道	18 Supply chain management 供應鏈管理
	22 Protection of customer privacy 客戶私隱保護	15 Staff diversity and equal opportunity 員工多元化及平等機會	23 Social investment 社會投資
	25 Business ethics 商業道德	24 Financial performance of the Company 公司財務表現	
	29 Green procurement 綠色採購	26 Green finance 綠色金融	
		27 Social and economic compliance 社會與經濟合規	
		28 Social inclusion 社會共融	
		30 Indoor air quality 室內空氣質素	
		31 Environmental protection compliance 環保合規	

### Response to Stakeholders' Concerns

The following table sets out the Group's actions to address the material issues during the Year. With regard to more specific management approaches and measures, please refer to corresponding chapters or relevant information.

### 回應利益相關方的關注

下表列出集團本年度內於實質性議題採取的行動。有關更具體的管理方法及措施，請參閱相應章節或相關資料。

Material Topic 實質性議題	Actions of Yuzhou Group during the Year 禹洲集團本年度行動	Corresponding Chapter(s)/Information 對應章節／資料
<b>Green Building</b> 綠色建築	<ul style="list-style-type: none"> <li>• 100% of the new projects of the Group comply with green building standards</li> <li>• 集團新建項目100%達到綠建標準</li> <li>• Adoption of various green technologies, such as prefabricated construction technology, Building Information Modelling ("BIM"), sponge city design, intelligent integrated system, etc.</li> <li>• 採用多項綠色技術，如裝配式建築技術、BIM、海綿城市設計、智慧化集成系統等</li> <li>• For new projects, the energy-saving rate was greater than 60%, with proportion of solar water heating system greater than 70%, and proportion of rainwater reuse system greater than 90%</li> <li>• 新建項目建築節能率大於60%、太陽能熱水系統設置比例高於70%、雨水回用系統設置比例大於90%</li> <li>• Urban renewal project was launched in Xiangzhou District, Zhuhai City</li> <li>• 珠海市香洲區啟動城市更新項目</li> <li>• Issuance of green financing bonds to finance green building</li> <li>• 發行綠色融資債券，為綠色建築提供資金</li> </ul>	Sustainable Development Topics   Green Finance 可持續發展專題   綠色金融 Building Green Homes 建設綠色家園





Material Topic 實質性議題	Actions of Yuzhou Group during the Year 禹洲集團本年度行動	Corresponding Chapter(s)/Information 對應章節/資料
<b>Ensuring Product and Service Quality</b> 確保產品及服務品質	<ul style="list-style-type: none"> <li>Quality inspections at different stages of a project</li> <li>於工程項目的不同階段進行質量檢查</li> <li>Application of innovative technologies in property management services</li> <li>應用創新科技於物業管理服務</li> <li>Service enhancement training for employees of the Group</li> <li>為集團員工提供服務提升培訓</li> <li>Conducted audit and inspection on customer service and hardware facilities</li> <li>對客戶服務及硬件設施進行審計和檢查</li> <li>Carried out several customer activities with the annual theme of “Ingenuity”, which won great recognition</li> <li>「致匠心」的年度主題下開展多次客戶活動贏得好評</li> </ul>	Creating Value for Customers 創造客戶價值
<b>Customer Satisfaction</b> 客戶滿意度	<ul style="list-style-type: none"> <li>Provided multiple channels for complaints, and handled and fed back complaints in a timely manner</li> <li>提供多管道投訴方式，並及時處理及反饋</li> <li>Invited third parties to conduct customer satisfaction survey</li> <li>邀請第三方廠商進行客戶滿意度調查</li> <li>Customer satisfaction continued to rise as compared with the previous year with the growth ranking No.2 among RMB100 billion real estate enterprises</li> <li>客戶滿意度較上一年持續上漲，增長幅度位元列千億房企第二</li> </ul>	Creating Value for Customers 創造客戶價值
<b>Staff Training and Promotion</b> 員工培訓與晉升	<ul style="list-style-type: none"> <li>Launched a number of comprehensive quality training in line with the Group’s RMB100 billion goal</li> <li>配合集團千億目標，開展多項綜合素質培訓</li> <li>Accumulatively completed ten times of key training with the employee training satisfaction of 98.16%</li> <li>完成關鍵培訓工作累計10項，員工培訓滿意度98.16%</li> <li>The training objective in 2021 was fulfilled with 100% coverage of employees</li> <li>2021年培訓目標達成，員工覆蓋率達100%</li> <li>“Yuzhou School” training platform provided 20,800 training hours in total</li> <li>「禹學園」培訓平台總學習時長達20,800</li> </ul>	Fostering Staff to Grow 促進員工成長

Material Topic 實質性議題	Actions of Yuzhou Group during the Year 禹洲集團本年度行動	Corresponding Chapter(s)/Information 對應章節／資料
<b>Occupational Health and Safety</b> 職業健康及安全	<ul style="list-style-type: none"> <li>Established the “Management Procedures for Safety and Civilization”, the “Safety and Civilization Standardization Operational Guidelines” and the “Management Operations Guidelines for Safety and Civilization”</li> <li>建立《安全文明管理規程》《安全文明標準化操作指引》與《安全文明管理作業指引》</li> <li>Conducted assessment on safety and civilization</li> <li>開展安全文明評估</li> <li>Achieved the goal of zero casualties</li> <li>實現零傷亡目標</li> <li>Carried out 7,552 hours of safety training, covering 18,717 person-time</li> <li>開展安全培訓7,552小時，覆蓋18,717人次</li> </ul>	Fostering Staff to Grow 促進員工成長

## RESPONSE TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In active response to the United Nations Sustainable Development Goals (“SDGs”), the Group strives to make contributions to the fulfillment of the goal by 2030. During the Year, the Group analyzed the correlation between its own business value chain and SDGs, and thus identified the following 8 SDGs that were materially connected to its operations and reviewed the positive impacts and potential risks faced by the Group arising from these 8 goals during its operations.

## 回應聯合國可持續發展目標

集團積極響應可持續發展目標，致力為目標於2030年前達成作出貢獻。本年度，集團對自身業務價值鏈與可持續發展目標的關聯進行分析，進而識別出下列8項與集團營運有重要關聯的可持續發展目標，並審視集團營運過程中於此8項目標產生的積極影響及面臨的潛在風險。



	Section 章節	United Nations Sustainable Development Goals 聯合國可持續發展目標	Risks or Opportunities Faced by the Group and Actions Taken in 2021 集團面臨的風險或機遇及2021年行動簡介
	GIVING BACK TO SOCIETY 反哺社會	3.3 – Anti-infectious diseases 3.3 – 抗擊傳染病	<ul style="list-style-type: none"> <li>The repeated outbreak of COVID-19 epidemic had brought threats to the normal operations of the Group, the health of employees and the operations of communities in the region where the premises are located</li> <li>新冠肺炎疫情斷斷續續，對集團的正常營運、員工的身體健康、營運地社區的運作帶來一定威脅</li> <li>RMB1 million and RMB500,000 were respectively donated to support the epidemic prevention and control in Tong'an District of Xiamen and Quangan District of Quanzhou</li> <li>分別捐贈100萬元、50萬元支持廈門市同安區、泉州市泉港區疫情防控工作</li> </ul>
 	BUILDING GREEN HOMES 建設綠色家園	9.1 – Develop quality, reliable, sustainable and resilient infrastructure 9.1 – 發展優質、可靠、可持續和可抵禦災害能力的基礎設施  13.1 – Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters 13.1 – 加強抵禦和適應氣候相關的災害和自然災害能力	<ul style="list-style-type: none"> <li>A series of impacts brought by climate change, such as the sea-level rise and a sharp increase in temperature, have certain impacts on the Group's project site selection and effective working hours of site workers</li> <li>氣候變化帶來的一系列影響，如海平面上升、氣溫急劇上升等，對集團的項目選址、工地工人有效作業時長等方面造成一定程度的影響</li> <li>Adopt sponge city design to improve the building's ability to cope with flooding</li> <li>採用海綿城市設計提高建築物應對洪水的的能力</li> <li>Established a Sustainability Committee to manage matters related to climate change</li> <li>成立可持續發展委員會負責管理氣候變化相關事宜</li> <li>Conduct climate change scenario analysis and formulate corresponding policies to clarify the management direction of climate change</li> <li>開展氣候變化情景分析，並制定相應的政策，明確應對氣候變化的管理方向</li> </ul>



	Section 章節	United Nations Sustainable Development Goals 聯合國可持續發展目標	Risks or Opportunities Faced by the Group and Actions Taken in 2021 集團面臨的風險或機遇及2021年行動簡介
	<p>FOSTERING STAFF TO GROW 促進員工成長</p>	<p>8.6 – Promote youth employment and training 8.6—推動青年人就業和培訓</p> <p>8.8 – Promote safe and secure working environments for all workers 8.8—推動為所有工人創造安全和有保障的工作環境</p>	<ul style="list-style-type: none"> <li>Strengthen the quality and skills training of employees to promote the self-development of the Group</li> <li>加強員工的素質及技能培訓，可促進集團自身發展</li> <li>During the construction process of the Group's projects under development, site workers are exposed to potential safety risks</li> <li>集團在建項目施工過程中，工地工人面臨潛在的安全風險</li> <li>Provide diversified training for different positions to strengthen the Group's talent reserve</li> <li>針對不同崗位需求，提供多元化的培訓以加強集團人才儲備</li> <li>Three-level safety inspections and unannounced inspection systems are implemented for each construction project, and safety operations guidelines are formulated to ensure the safety of site workers</li> <li>對各施工項目實行三級安全檢查及飛行檢查制度，並制定安全操作指引保障工地工人安全</li> </ul>
	<p>CREATING VALUE FOR CUSTOMERS 創造客戶價值</p>	<p>11.1 – Ensure access for all to adequate, safe and affordable housing and basic services 11.1—確保人人獲得適當、安全和負擔得起的住房和基礎服務</p>	<ul style="list-style-type: none"> <li>The Group provided comfortable and safe residence for residents, which is conducive to achieving goal 11.1</li> <li>集團為居民提供舒適、安全的住宅，有利於促進目標11.1的達成</li> <li>Use environmental friendly and safe interior fitting materials, control the content of hazardous substances, and apply sound insulation, shock absorption and other measures to ensure residential safety</li> <li>應用環保安全的室內裝修材料，控制有害物質的含量，並應用隔聲、減震等措施保障住宅安全</li> </ul>

	Section 章節	United Nations Sustainable Development Goals 聯合國可持續發展目標	Risks or Opportunities Faced by the Group and Actions Taken in 2021 集團面臨的風險或機遇及2021年行動簡介
			<ul style="list-style-type: none"> <li>Focus on community safety management and strengthen safety skills training for property service personnel</li> <li>重視小區的安全管理，加強物業服務人員的安全技能培訓</li> </ul>
	<p>DEVELOPING AN ENVIRONMENT OF PROBITY 建設廉潔環境</p>	<p>16.5 – Reduce all forms of corruption and bribery 16.5—減少一切形式的腐敗和賄賂行為</p>	<ul style="list-style-type: none"> <li>Given the characteristics of the Group’s business, corruption and bribery incidents were more likely to occur during the operations of the Group’s business lines</li> <li>鑒於集團業務的特點，集團的業務線條運作過程中，較可能發生腐敗及賄賂事件</li> <li>Strengthen the anti-corruption governance structure and conduct full-coverage anticorruption audits on subsidiaries</li> <li>加強反貪腐管治架構建設，對附屬公司進行全覆蓋式的反貪腐審計</li> <li>Enhance integrity training covering all employees</li> <li>增強廉潔培訓，培訓範圍覆蓋全體員工</li> </ul>
	<p>CREATING BEAUTIFUL COMMUNITY 構建美好社區</p>	<p>1.A – Eliminate poverty in all dimensions 1.A—消除一切貧窮 1.4 – Ensure that all men and women have equal rights to economic resources, as well as access to basic services etc. 1.4—確保所有男女享有平等獲取經濟資源的權利、享有基本服務等</p>	<ul style="list-style-type: none"> <li>The Group can promote the achievement of goals 1.A and 1.4 through a series of community investment efforts</li> <li>集團可通過一系列社區投資工作，促進目標1.A及1.4的達成</li> <li>Set up “Yuzhou Award and Assistance Fund” of RMB1 million to support students with financial difficulties in their families</li> <li>設立人民幣100萬元「禹洲獎助金」資助家庭經濟困難學生</li> <li>We carried out the “Ai You Child Welfare” project to care for the lives and learning of left-behind children</li> <li>開展「愛佑安生」項目，關愛留守兒童生活及學習情況</li> <li>Yuzhou Charity Foundation will continue to make donations to poverty-stricken areas</li> <li>禹洲公益基金會持續會向貧困地區捐款</li> </ul>

## SUSTAINABLE DEVELOPMENT TOPICS | GREEN FINANCE

As an economic activity that supports the environmental improvement, tackles climate changes and saves and makes effective utilization of resources, green finance is one of the important approaches for the Group to realize the environmental protection strategy. As an important support for enhancing the Group's environmental protection benefits and sustainable development capability, the "green bonds" issued under the Green Finance Framework of Yuzhou Group have been extensively recognized by domestic and foreign investors. The Group issued its first green USD senior notes in the international market in 2020 with an issue size of US\$300 million.

In 2021, the Group successively issued three tranches of green senior notes with an issue size of US\$882 million, the proceeds from which will be used for refinancing medium to long-term offshore indebtedness due within one year. In compliance with the green bond principle and green loan principle of the International Capital Market Association, it covenanted that the same amount of net proceeds from the issuance of notes would be used for the investment or refinancing of "eligible projects" with environmental benefits, namely, the investment or refinancing of eligible projects under the "Green Finance Framework"<sup>2</sup>, including green buildings, energy conservation and emission reduction projects and renewable energy applications. The proceeds from the issuance of the first and second tranche of green bonds by the Group were used for green buildings, supporting the development of several green building projects such as Hangzhou Yuzhou Lakeside Langham and Wuxi Yuzhou Park Land.

## 可持續發展專題 | 綠色金融

綠色金融作為一項支持環境改善、應對氣候變化和資源節約高效利用的經濟活動，是實現集團環保策略的重要途徑之一。作為提升集團環保效益和可持續發展能力的重要支持，禹洲集團綠色融資框架項下發行之「綠色債券」受到國內外投資者的廣泛認可，並於2020年首次在國際市場上發行綠色美元債券，發行規模為3億美元。

2021年，禹洲集團先後發行三批綠色優先票據，發行規模達8.82億美元，所得款項淨額主要用於對集團將於一年內到期的現有中長期境外債務再融資。集團遵照國際資本市場協會綠色債券原則及綠色貸款原則，承諾撥出建議票據發行所得款項淨額的等值金額用於具環保效益的合資格綠色項目的融資或再融資，即對《綠色融資框架》<sup>2</sup>下的「合資格項目」進行投資及再融資，用於包括綠色建築、節能減排項目、可再生能源應用。集團發行的第一批與第二批綠色債券的資金用途為綠色建築，支持了杭州禹洲·泊朗廷、無錫禹洲·公元九里等多個綠建項目發展。







<sup>2</sup> For details of the "Green Bond Framework", please see: [http://ir.yuzhou-group.com/documents/greenfin2\\_tc.pdf](http://ir.yuzhou-group.com/documents/greenfin2_tc.pdf)

<sup>2</sup> 《綠色融資框架》詳細信息請參見：[http://ir.yuzhou-group.com/documents/greenfin2\\_tc.pdf](http://ir.yuzhou-group.com/documents/greenfin2_tc.pdf)



## Sustainable Development of Yuzhou Group (Continued) 禹洲集團的可持續發展(續)

Details of Green Bonds 綠色債券詳細信息	First tranche 第一批	Second tranche 第二批	Third tranche 第三批	Fourth tranche 第四批
Issue size 發行規模	USD300 million 3億美元	USD562 million 5.62億美元	USD200 million 2億美元	USD120 million 1.2億美元
Issue date 發行日期	August 2020 2020年8月	January 2021 2021年1月	August 2021 2021年8月	September 2021 2021年9月
Coupon rate 票面利率	7.85%	6.35%	9.95%	8.50%
Bond maturity 債券期限	6 years 6年期	6 years 6年期	1.75 years 1.75年期	364 days 364天
Second opinion reviewing institution 第二意見審查機構	Sustainalytics 	Sustainalytics 	Sustainalytics 	Sustainalytics 
Proposed use of net proceeds 擬所得款項淨額主要用途	Used for the financing or refinancing of eligible green projects 用於合資格綠色項目的融資或再融資			



Eligible Projects 合資格項目	Project Description 項目描述
<p>Green Building 綠色建築</p> 	<p>New construction or reconstruction of commercial or residential projects shall obtain any of the following certifications:                      新建或改建的商業或住宅項目應獲取以下任一認證：</p> <ul style="list-style-type: none"> <li>• China Green Building Label Two-Star or above</li> <li>• 中國綠色建築設計標識二星級或以上</li> <li>• US LEED Gold Green Building Certification or above</li> <li>• 美國LEED金級綠色建築認證或以上</li> <li>• Hong Kong BEAM Plus Gold or above</li> <li>• 香港BEAM Plus金級或以上</li> </ul>
<p>Energy conservation 節能</p> 	<p>An increase of 10% in the energy efficiency of equipment or technological transformation projects over the energy efficiency benchmark is required                      設備或技術改造項目的能源效率較能源效率基準需提高10%</p> <ul style="list-style-type: none"> <li>• Energy-saving air-conditioners</li> <li>• 節能空調</li> <li>• Variable speed drives for air handling units</li> <li>• 空氣處理機組的變速驅動器</li> <li>• T5 lighting panel</li> <li>• T5照明面板燈</li> <li>• LED lights</li> <li>• LED燈</li> <li>• Sensor lighting</li> <li>• 感應照明</li> <li>• Variable-voltage variable-frequency elevator power system</li> <li>• 變壓變頻型電梯電源系統</li> </ul>
<p>Emission reduction 減排</p> 	<ul style="list-style-type: none"> <li>• Installation of recycling equipment in commercial or residential buildings</li> <li>• 於商業或住宅建築內安裝回收設備</li> <li>• Food waste recycling</li> <li>• 廚餘垃圾回收</li> <li>• Construction waste recycling in construction phase</li> <li>• 施工階段進行建築垃圾回收</li> <li>• Rainwater management</li> <li>• 雨水管理</li> </ul>
<p>Renewable energy 可再生能源</p> 	<ul style="list-style-type: none"> <li>• Rechargeable batteries, toner/cartridges</li> <li>• 充電電池、碳粉／碳粉匣</li> <li>• Developing, deploying and generating electricity using renewable energy (wind and solar) and supporting infrastructure, such as developing solar water heating systems, solar streetlights, etc.</li> <li>• 利用可再生能源（風能及太陽能）及輔助基礎設施開發、部署及發電，如開發太陽能熱水系統、太陽能路燈等</li> </ul>

Details of green bond projects:

綠色債券項目詳情：

Project name 項目名稱	Group's interests 集團權益	Certification 認證標識	City 城市	Project description 項目描述
Yuzhou Lakeside Langham 禹洲·泊朗廷	51%	Two-star green building certification 綠建二星認證	Hangzhou 杭州	<ul style="list-style-type: none"> <li>Design: Design of roof and exterior wall structure with effective thermal insulation; industrial design and assembly using prefabricated components; internal use of hot water pump system for domestic use in residential areas</li> <li>設計：採用具有良好隔熱效能的屋面和外牆構造設計；採用工業化設計，並採用預製構件進行裝配；全體住宅均採用空氣源熱泵熱水系統供應生活熱水</li> <li>Recycling: Sunken greenbelt and basement rainwater recycling space for collecting rainwater</li> <li>回收：設置下沉式綠地及地下室雨水回收房以收集雨水</li> <li>The total of attributable capital allocation: RMB2,137 million</li> <li>權益資金分配總計：人民幣21.37億元</li> </ul>
Yuzhou Peaceful Country 禹洲·晏山河	100%	Two-star green building certification 綠建二星認證	Chengdu 成都	<ul style="list-style-type: none"> <li>Design: Diversion of rain and sewage in the community to reduce the pressure of municipal pipeline network, prevent environmental pollution and reduce the energy consumption for sewage treatment</li> <li>設計：嚴格進行小區雨、污分流設計，減少市政管網壓力，避免環境污染，減少市政處理污水的能源消耗</li> <li>Energy-saving: Conducting energy-saving calculation of all the doors, windows, walls and roofs for heat insulation, preventing thermal bridge, reducing indoor and outdoor heat transmission, and achieving energy conservation and emission reduction</li> <li>節能：所有門、窗、牆體、屋面嚴格進行節能計算，進行保溫、隔熱，避免冷橋，減少室內外熱傳遞，達到節能降耗的目的</li> <li>The total of attributable capital allocation: RMB954 million</li> <li>權益資金分配總計：人民幣9.54億元</li> </ul>



## Sustainable Development of Yuzhou Group (Continued)

### 禹洲集團的可持續發展(續)

Project name 項目名稱	Group's interests 集團權益	Certification 認證標識	City 城市	Project description 項目描述
Yuzhou Royale Aqua Mansion 禹洲·雍澤府	51%	Two-star green building certification 綠建二星認證	Suzhou 蘇州	<ul style="list-style-type: none"> <li>• Design: Design of diversion of rain and sewage in the community to reduce the pressure of municipal pipeline network, prevent environmental pollution and reduce the energy consumption for sewage treatment</li> <li>• 設計：嚴格進行小區雨、污分流設計，減少市政管網壓力，避免環境污染，減少市政處理污水的能源消耗</li> <li>• Energy-saving: Design of solar water heating system and full utilization of solar energy to provide domestic hot water, reduce consumption of gas or electricity and achieve the energy-saving effect</li> <li>• 節能：設計太陽能熱水系統，充分利用太陽能提供生活熱水，減少燃氣或電力消耗，達到節能效果</li> <li>• Technology: Intelligent lighting or timer control switches are installed in the garage, with lighting circuit separated between the lanes and the parking lots; the property management staff may conduct flexible lighting control in different periods in the daytime, night and holidays, which can satisfy residents' demands and save electricity</li> <li>• 技術：車庫照明設置智能照明模塊或時控開關，車道和車位分迴路控制，物業可靈活對白天、夜晚、節假日等不同的時間段進行照明控制，滿足居民使用需求同時、節約電能</li> <li>• The total of attributable capital allocation: RMB765 million</li> <li>• 權益資金分配總計：人民幣7.65億元</li> </ul>



Sustainable Development of Yuzhou Group (Continued)  
禹洲集團的可持續發展(續)

Project name 項目名稱	Group's interests 集團權益	Certification 認證標識	City 城市	Project description 項目描述
Yuzhou Park Land 禹洲•公元九里	50%	Two-star green building certification 綠建二星認證	Wuxi 無錫	<ul style="list-style-type: none"> <li>• Design: This project is based on the green and low-carbon concept, and it is designed to use a series of green technologies that conserve resources and energy and protect the environment, mainly including solar water heating, rainwater reuse and adjustable outdoor shading.</li> <li>• 設計: 本項目基於綠色低碳理念開發建設, 設計使用了一系列節約資源、能源、保護環境的綠色技術。主要包括太陽能熱水、雨水回收、可調節外遮陽等措施。</li> <li>• Technology: Fully utilizing underground space, optimizing site wind environment, adopting low-impact development technology, optimizing and improving advanced technologies such as thermal performance of the envelope structure, solar water heating system, rainwater collection and utilization, water-saving appliances, adjustable outdoor shading and high-strength material utilization.</li> <li>• 技術: 開發利用地下空間、優化場地風環境、採用低影響開發技術、優化改善圍護結構熱工性能、太陽能熱水系統、雨水收集利用、節水器具、可調節外遮陽、高強度材料利用等先進技術。</li> <li>• The total of attributable capital allocation: RMB2,136 million</li> <li>• 權益資金分配總計: 人民幣21.36億元</li> </ul>
Yuzhou Oak Manor 禹洲•橡樹瀾灣	50%	Two-star green building certification 綠建二星認證	Suzhou 蘇州	<ul style="list-style-type: none"> <li>• Design: This project is based on the green and low-carbon concept, and it is designed to use a series of green technologies that conserve resources, energy and protect the environment</li> <li>• 設計: 本項目基於綠色低碳理念開發建設, 設計使用了一系列節約資源、能源、保護環境的綠色技術。</li> <li>• Technology: Utilizing underground space, optimizing site wind environment, adopting low-impact development technology, optimizing and improving advanced technologies such as thermal performance of the envelope structure, solar water heating system, rainwater collection and utilization, water-saving appliances, adjustable outdoor shading and high-strength material utilization.</li> <li>• 技術: 開發利用地下空間、優化場地風環境、採用低影響開發技術、優化改善圍護結構熱工性能、太陽能熱水系統、雨水收集利用、節水器具、可調節外遮陽、高強度材料利用等先進技術。</li> <li>• The total of attributable capital allocation: RMB1,671 million</li> <li>• 權益資金分配總計: 人民幣16.71億元</li> </ul>

## Sustainable Development of Yuzhou Group (Continued) 禹洲集團的可持續發展(續)

### Name 名稱

Yuzhou Group Holdings Company Limited 7.85% Green Senior Notes Due 2026

禹洲集團控股有限公司7.85%綠色優先票據2026年

### Issuer 發行人

Yuzhou Group Holdings Company Limited  
禹洲集團控股有限公司

### ISIN 國際證券號碼

XS2215399317

### Code 代號

40343

### Bond Class 債券類別

Green  
綠色

### Bond Currency 交買貨幣

USD  
美元

### Date of Listing 上市日期

August 13, 2020  
2020年8月13日

### Maturity Date 到期日

August 12, 2026  
2026年8月12日

### Bond Benchmark/Principles 債券標準/原則

Green Bond Principles 2018  
綠色債券原則 2018

### Framework Document 框架文件

Green Finance Framework [\(PDF\)](#)

### Offering Circular 發售通函

Offering Circular\_20200805 [\(PDF\)](#)

### Independent Review/Certification 獨立評審/認證文件

External Review\_Sustainalytics [\(PDF\)](#)

### Subsequent Announcements 發行後續報告

Committed to provide  
承諾將會提供

### Reference 資料

Link [\(PDF\)](#)  
鏈接

### Name 名稱

Yuzhou Group Holdings Company Limited 6.35% Green Senior Notes Due 2027

禹洲集團控股有限公司6.35%綠色優先票據2027年

### Issuer 發行人

Yuzhou Group Holdings Company Limited  
禹洲集團控股有限公司

### ISIN 國際證券號碼

XS2277549155

### Code 代號

40517

### Bond Class 債券類別

Green  
綠色

### Bond Currency 交買貨幣

USD  
美元

### Date of Listing 上市日期

January 14, 2021  
2021年1月14日

### Maturity Date 到期日

January 13, 2027  
2027年1月13日

### Bond Benchmark/Principles 債券標準/原則

Green Bond Principles 2018  
綠色債券原則 2018

### Framework Document 框架文件

Green Finance Framework [\(PDF\)](#)

### Offering Circular 發售通函

Offering Circular\_20210104 [\(PDF\)](#)

### Independent Review/Certification 獨立評審/認證文件

External Review\_Sustainalytics [\(PDF\)](#)

### Subsequent Announcements 發行後續報告

Committed to provide  
承諾將會提供

### Reference 資料

Link [\(PDF\)](#)  
鏈接





Sustainable Development of Yuzhou Group (Continued)  
禹洲集團的可持續發展(續)

Name 名稱

Yuzhou Group Holdings Company Limited 9.95% Green Senior Notes Due 2026

禹洲集團控股有限公司 9.95% 綠色優先票據2023年

Issuer 發行人

Yuzhou Group Holdings Company Limited  
禹洲集團控股有限公司

ISIN 國際證券號碼

XS2379568004

Code 代號

40828

Bond Class 債券類別

Green  
綠色

Bond Currency 交買貨幣

USD  
美元

Date of Listing 上市日期

September 9, 2021  
2021年9月9日

Maturity Date 到期日

August 6, 2023  
2023年8月6日

Bond Benchmark/Principles  
債券標準/原則

Green Bond Principles 2018  
綠色債券原則 2018

Framework Document  
框架文件

Green Finance Framework [\(PDF\)](#)

Offering Circular  
發售通函

Offering Circular\_20200805 [\(PDF\)](#)

Independent Review/Certification  
獨立評審/認證文件

External Review\_Sustainability [\(PDF\)](#)

Subsequent Announcements  
發行後續報告

Committed to provide  
承諾將會提供

Reference  
資料

Link [\(PDF\)](#)  
鏈接

Name 名稱

Yuzhou Group Holdings Company Limited 8.5% Green Senior Notes Due 2022

禹洲集團控股有限公司 8.5% 綠色優先票據2022年

Issuer 發行人

Yuzhou Group Holdings Company Limited  
禹洲集團控股有限公司

ISIN 國際證券號碼

XS2388913290

Code 代號

N.A.

Bond Class 債券類別

Green  
綠色

Bond Currency 交買貨幣

USD  
美元

Date of Listing 上市日期

N.A.

Maturity Date 到期日

September 22, 2022  
2022年9月22日

Bond Benchmark/Principles  
債券標準/原則

Green Bond Principles 2018  
綠色債券原則 2018

Framework Document  
框架文件

Green Finance Framework [\(PDF\)](#)

Offering Circular  
發售通函

N.A.

Independent Review/Certification  
獨立評審/認證文件

External Review\_Sustainability [\(PDF\)](#)

Subsequent Announcements  
發行後續報告

Committed to provide  
承諾將會提供

Reference  
資料

N.A.





## BUILDING GREEN HOMES 建設綠色家園

Taking green building as one of the key directions of future development, Yuzhou Group will build a harmonious ecological community between man and the nature and a city with harmony and co-existence between humanity and the environment.

禹洲集團將綠色建築作為未來發展方向重點之一，打造人與自然和諧的生態小區，建設人與環境和諧共融的城市。



**145** projects  
個項目  
reaching green building standards  
達到綠色建築標準



Green building GFA  
綠色建築面積

exceeding  
逾 **20,060,000** sq.m.  
平方米



This chapter:

Green Building | Conservation of Biodiversity | Tackling Climate Change | Resources Conservation | Emissions Management |

## GREEN BUILDING

Green development is an inevitable direction of the social development in the new era, the demands of the time for the sustainable development of the real estate industry, and the only road towards future development of Yuzhou Group. During the Year under review, we continued to comprehensively integrate green technologies, proactively developed green buildings, constantly enhanced energy conservation and emission reduction, and strictly controlled the environmental pollution caused by the Group's business operations, to promote the improvement in the environmental performance.

The green building business promoted by the Group is consistent with the carbon reduction strategy put forward by the International Energy Agency (IEA) in response to the global warming. We integrate green elements into the whole life cycle of the building to minimize the impact of projects on the environment. During the building design phase, in addition to making good use of natural light and natural ventilation, the Group uses environmentally-friendly materials as much as possible, and adopts energy-saving and water-saving technologies, in order to reduce the energy consumption during the use process; it uses several green building technologies during the construction phase of buildings to enhance the project construction rate and quality, and improve the environmental pollution during the construction process. In addition, we conduct real-time monitoring on the energy-consuming equipment in buildings by adopting an integrated building management system (IBMS), which can prevent the energy waste arising from abnormal operation.

本章節：

綠色建築 | 保護生態多樣性 | 應對氣候變化 | 節約資源 | 排放管理

## 綠色建築

綠色發展是新時期社會發展的必然導向，是地產行業可持續發展的時代要求，也是禹洲集團未來發展的必由之路。回顧年內，我們繼續全面整合綠色技術，積極發展綠色建築，持續提升節能減排，嚴格管控集團業務運營所造成的各類環境污染，促進環境表現改善。

集團所推進的綠色建築業務，與國際能源署（IEA）針對全球暖化現象所提出的減碳策略一致。我們在建築物全生命週期中融入綠色元素，儘量減少項目帶來的環境影響。於建築物設計階段，除充分利用自然光、自然通風外，亦儘量使用環保材料及節能節水技術，以降低建築物在使用過程中的能源消耗；於建築物建造階段使用多種綠色建築技術，提高項目建造率與品質，並改善建造過程中的環境污染。此外，我們通過採用綜合樓宇管理系統（IBMS），對建築物的能耗設備進行即時監控，避免因異常運行而造成能耗浪費。





Energy-saving rate of  
new projects  
新建項目建築節能率  
**>60%**



Proportion of solar water  
heating system in new  
projects  
新建項目太陽能熱水  
系統設置比例  
**>70%**



Proportion of rainwater  
harvesting system in new  
projects  
新建項目雨水回用系統  
設置比例  
**>90%**



New project with walls  
using **recycled materials**,  
such as fly ash and  
autoclaved aerated blocks  
新建項目牆體採用**再生材料**，  
如粉煤灰、蒸壓加氣塊等  
**>90%**

Environmental protection and energy conservation measures or technical application objectives  
環保節能措施或技術應用目標

In 2021, all the new projects of the Group reached the green building standards. During the Year, all new residential projects of the Group met the design requirements of one-star green building label or above. Ten new projects obtained the green building label with a total GFA of approximately 1,360,000 sq.m. As of December 31, 2021, totally 145 projects reached the green building standards with a GFA of 20,060,000 sq.m., of which approximately 5,550,000 sq.m. reached two-star green building label or above.

2021年，集團新建項目100%達到綠色建築標準。年內，集團所有新建住宅項目均符合綠色建築一星標識或以上的設計要求，新增10個項目獲得綠建標識，總面積約136萬平米。截止2021年12月31日，共145個項目達到綠色建築標準，建築面積約2,006萬平方米，其中約555萬平方米達到綠色建築二星級及以上標準。

### Wuxi Yuzhou Park Land 無錫禹洲公元九里

- Wind simulation is designed to realize natural ventilation of buildings
- High-performance thermal insulation materials are adopted to achieve the whole energy-saving rate of buildings as high as 65%
- Solar water heating system is installed to make full use of renewable energy
- Rainwater recycling pool is established to provide water for community greening and reduction of consumption of water resources
- Sponge design is integrated to enhance the flood control and ecological functions of buildings
- 設計進行風模擬，實現建築物自然通風
- 採用高性能保溫材料，建築物整體節能率達到65%
- 設置太陽能熱水系統，充分利用可再生能源
- 設置雨水回收池供社區綠化用水，減少水資源耗用
- 融入海綿設計，提高建築物的防洪及生態功能



Developed based on green and low-carbon concept  
基於綠色低碳理念開發

The Group proactively promoted the application of green building technology in the construction of all the projects with the assembly rate of 30% in 2021, overfulfilling the set target of an assembly rate of 25%.

集團在所有項目建設中積極推進綠色建築技術的使用，2021年裝配率達30%，超額完成所設定的25%裝配率目標。

### Green Building Certification

#### 綠色建築認證

- As of the end of 2021, all the projects of the Group (145 in total) met the green building standards with a GFA of over 20,060,000 sq.m. Among which, 17 projects obtained the green building label with a GFA of approximately 1,530,000 sq.m.; over 5,550,000 sq.m. reached two-star rating of China Green Building Label and above. In 2021, ten new projects complied with the design requirements of one-star green building label or above with a GFA of approximately 1,360,000 sq.m.
- 截至2021年底，集團共有145個項目達到綠色建築認證標準，建築面積逾2,006萬平方米。其中，17個項目獲得綠色建築標識，總面積約153萬平方米；項目總面積逾555萬平方米達到中國綠色建築設計標識二星級及以上。2021年內，集團新增10個項目符合綠色建築一星或以上的設計要求，總面積約136萬平方米。



- The Group's Shanghai Yuzhou Plaza, Xiamen Yuzhou Plaza and Shenzhen Yuzhou Plaza obtained the U.S. LEED Gold Green Building Certification
- 集團的上海禹洲廣場、廈門禹洲廣場及深圳禹洲廣場均獲得美國能源與環境設計 (LEED) 金級綠色建築認證



- The Group's project at No. 48 Caine Road, Hong Kong was awarded the Hong Kong BEAM Plus Platinum Green Building Certification
- 集團的香港堅道48號項目獲得香港BEAM Plus鉑金級綠色建築認證



## Green Building Technology

- Prefabricated Construction Technology: It can reduce on-site construction procedures, save scaffolding and formwork works, thus reducing construction waste and resource consumption, and lessening the environmental impact in the construction phase.
- BIM technology: During the project design stage, we use BIM technology to build an irradiation and wind environment simulation model for the project. During the construction phase, we use BIM to communicate with contractors. At the same time, this technology helps us identify potential problems in advance, reduce construction errors, and construction waste generation.
- Sponge city design: The integration of sponge city design concept into the building can improve the building's ability to cope with flooding, and assist in the enhancement of the ecological functions of buildings.
- Heat island effect mitigation design: When designing a project, we evaluate the heat environment surrounding the project, and mitigate the heat island effect with reasonable architectural design and layout, roof greening and wall vertical greening.

## CONSERVATION OF BIODIVERSITY

Adhering to the corporate philosophy of “Building Cities with Heart, Building Homes with Love”, the Group is devoted to the protection of the environment and biodiversity. The Group understands that its operations may have an impact on the environment and biodiversity, therefore, we have formulated “Biodiversity Policy” that stipulating the management methods to the Group for the protection of biodiversity.

## 綠色建築技術

- 装配式建築技術：減少現場施工程式，節省腳手架及範本作業從而降低建築垃圾產生量及資源耗用，降低建築施工階段造成的環境影響。
- BIM技術：於項目設計階段，利用BIM技建立日照、風環境類比模型；於施工階段，利用BIM技術與承包商進行溝通指導；亦可利用該技術識別潛在問題，減少施工錯誤，避免廢棄物產生。
- 海綿城市設計：在建築物中融入海綿城市設計理念，可提高建築物抗洪能力，輔助提升建築物生態功能。
- 舒緩熱島效應設計：項目設計時評估周邊熱環境，通過合理的建築設計及佈局、進行屋頂綠化和青碧垂直綠化以舒緩熱島效應。

## 保護生態多樣性

集團秉持「以誠建城，以愛築家」的企業理念，長期致力於環境及生態多樣性保護。我們深明集團運營可能會對環境和生物多樣性帶來影響，為此，我們制定有《生物多樣性政策》，指導集團於保護生物多樣性的管理方法。



The Group also actively shares the awareness of ecological conservation to customers, suppliers and other stakeholders. We promote low-carbon and environmentally friendly consumption patterns through green leasing with our tenants, active support of local government and community activities for environmental protection, and activities such as Tree Planting Day, World Environment Day, and World Earth Day.

集團亦將生態保育意識積極分享給客戶、供應商等利益相關方。通過與租戶開展綠色租賃、積極支持當地政府與社區的環保公益活動、開展植樹節、世界環境日、世界地球日等活動，宣揚低碳環保的消費模式。

### Biodiversity Protection Measures in Construction

- Considering the impact on the environment throughout the construction cycle, and the adoption of natural designs in new development projects when it is economically feasible.
- We try to avoid the use of non-renewable resources from the natural environment and use alternative and zero-toxic materials as much as possible during our procurement process.
- We apply imitation tiles to reduce the use of natural stone and protect mountains.
- We avoid developing projects in ecologically sensitive areas and conduct environmental impact assessments to identify potential environmental impacts and formulate mitigation measures.
- We plan our projects based on the principles of reducing ecological impact and avoiding transplantation and destruction of trees, keeping native plants around the projects as much as possible, reducing soil excavation, avoiding impact on the ecological environment and integrating native trees into buildings through landscape planning.
- During the greening design, we give priority to the use of native species to avoid the influence of alien species on ecological equilibrium.

### 施工中的生物多樣性保護措施

- 在建築全週期考慮其對環境的影響，在符合經濟效益的情況下考慮於新項目發展項目採用親和自然的設計。
- 於採購過程儘量避免使用來自自然環境的有限資源及儘量使用替代及低毒物料。
- 採用仿石瓷磚，以減少使用天然石材，保護山體。
- 避免在生態敏感區域進行開發項目，進行環境影響評價以識別潛在環境影響，制定緩解措施。
- 規劃項目時以減少生態影響，避免移植和破壞樹木為原則，儘量保留項目周邊的原生植物，減少土壤開挖，避免影響生態環境，並且通過景觀規劃把原生樹木融入到建築之中。
- 綠化設計時優先考慮採用原生品種，避免外來品種影響生態平衡。

## Green lease

Contracting parties are obliged to conduct green and eco-friendly operation. The parties shall classify daily waste into recyclable and unrecyclable; properly dispose and classify the kitchen waste; use eco-friendly and energy-saving lamps and equip separate power switches for different zones, as well as publicize the energy-saving consciousness. In addition, the parties shall also post the “Energy-saving Tips” in public areas to constantly remind the lessees the philosophy of environmental protection and sustainability development.

## 綠色租賃

簽約方均有進行綠色環保經營的義務，須對日常廢棄物明確區分可回收及不可回收垃圾；對廚餘回收垃圾妥善清潔分類；使用環保節能燈具，分區配置電力開關，並宣導節能觀念。在公共區域張貼「節能小貼士」，時刻向租戶宣傳綠色環保與可持續發展理念。

### Introduction of Urban Redevelopment Projects 城市更新項目介紹



Before redevelopment  
項目改造前



Proposed redevelopment  
擬調規劃後

Located in Shangchong in the central urban area of Xiangzhou District, Zhuhai City, the project is the outbound transport hub in the central urban area. It is closer to the central urban area of the new Xiangzhou District and no more than 10KM away from the three most prosperous areas, namely, the old Xiangzhou, Jida and Gongbei, and is the only way to Zhongshan and Guangzhou from the central urban area.

項目位於珠海市香洲區中心城區的上沖片區，是中心城區對外的交通樞紐。地理位置上更靠近新香洲片區中心區域，距離珠海最繁華的老香洲、吉大、拱北三大板塊均在10KM範圍內，是中心城區通往中山及廣州的必經之路。

## TACKLING CLIMATE CHANGE

The Group is well aware of the impact of climate change on the world and its business operations. The Group had disclosed the management work related to climate change in four aspects, namely governance, strategy, risk management and indicators and targets, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) since 2020. Therefore, we are committed to understanding climate-related risks and opportunities and have developed early response measures to gradually enhance our ability to resist climate change.

### Promoting “Dual-carbon” Goal

“Dual-carbon” goal, i.e., carbon peaking and carbon neutrality, has been an important strategic deployment of China for the future. Therefore, Yuzhou Group actively follows such national guidance to make its contribution to achieve the “dual-carbon” goal by implementations of a series measures, such as via adhering to the green development philosophy, strengthening the construction of energy-saving and emission reduction system, accelerating the adjustment and optimization of energy industry structure, promoting ecological protection, restoration and governance.

The Board supervises the fulfillment of ESG goals and leads the formulation of the Group’s carbon reduction plan and corresponding incentive system. In particular, the project subsidiaries are required to fully utilize underground space, optimize site wind environment and adopt advanced technologies in construction process, such as low-impact development, optimizing and improving thermal performance of the envelope structure, solar water heating system, rainwater collection and utilization, water-saving appliances, adjustable outdoor shading and high-strength material utilization.

## 應對氣候變化

集團深明氣候變化對全球以及其業務營運帶來的影響，自2020年開始參考氣候相關財務資訊披露工作組（TCFD）的建議，於管治、策略、風險管理及指標與目標四方面披露氣候變化相關管理工作。因此我們致力識別氣候相關的風險及機遇，及早制定應對措施以逐步提升我們抵禦氣候變化的能力。

### 助力「雙碳」

「雙碳」是中國未來重要的戰略部署，禹洲集團積極響應國家號召，秉持綠色發展理念，加強節能減排體制的建設，加快調整優化能源產業結構，積極推進生態保護和修復治理，通過促進綠色發展助力實現「雙碳」目標。

董事會履行ESG目標監管職責，牽頭制定集團的減碳計劃及相應激勵制度，要求各項目子公司充分開發利用地下空間、優化場地風環境，並在施工過程中優先採用先進技術，包括低影響開發技術、優化改善圍護結構熱工性能、太陽能熱水系統、雨水收集利用、節水器具、可調節外遮陽、高強度材料運用等。



## Building Green Homes (Continued) 建設綠色家園 (續)

The Group designed projects in accordance with the requirements set forth in the “Green Building Evaluation Standards”. The project planning is prepared and the location and orientation of buildings is determined by referring to the climate and environment of the place the project located, so as to minimize the impacts on environment and ecology. In addition, Yuzhou concerns the harmonization between the buildings and the ecological environment as well as the local culture during the construction. Yuzhou strives to build a harmonious community integrating leisure, culture, health and life by technological means such as Building Information Modelling (“BIM”) technology, prefabricated construction technology, sponge city design and heat island effect mitigation design, which will ultimately promote the sustainable development of the whole industry chain.

In future, Yuzhou Group will keep developing comfortable housing in a sincere and devoted manner leveraging on innovative green technology and promote the realization of the objective of “China’s carbon emissions will peak before 2030, and China will achieve carbon neutrality before 2060”.

### Strategy

The management direction of tackling climate change is specified in the “Climate Change Policy”. The Group identified and assessed the risks that may arise from climate change based on climate change scenarios and the likelihood and impact of such risks. For description of the risks, please refer to the section headed “Identifying Risks of Climate Change”.

集團依照《綠色建築評價標準》的要求設計項目，結合項目所在地的氣候環境對項目進行規劃，合理分佈建築物位置及座向，以盡可能降低對環境和生態的影響。此外，在工程建造過程中，禹洲關注建築與生態環境及與當地文化的融合，通過應用建築資訊模型（BIM）技術、裝配式建築、海綿城市設計、降低熱島效應設計等技術手段，致力於構建集休閒、人文、健康、生活於一體的和諧家園，促進全產業鏈可持續發展。

未來，禹洲集團將繼續依託創新綠色技術，以匠心築造綠色溫馨家園，助力實現中國「2030年前二氧化碳排放達到峰值，2060年前實現碳中和」的目標。

### 策略

《氣候變化政策》明確應對氣候變化的管理方向。基於氣候變化情景，根據風險發生的可能性和影響程度，識別和評估氣候變化可能帶來的風險。有關風險的描述，請參閱「識別氣候變化風險」章節。



## Identifying Risks of Climate Change

The Group continued to pay attention to and manage the risk of climate change in active response to the global climate change, and identified the physical and transition risks with the potential financial impacts as follows:

## 識別氣候變化風險

本集團積極應對全球氣候變化，持續關注和管理氣候變化相關風險，識別出對應的實體及轉型風險，及其潛在財務影響如下：

Physical Risks 實體風險	Risk Description 風險描述	Potential Financial Impacts 潛在財務影響
Acute Risks 急性風險	<ul style="list-style-type: none"> <li>Impact on the normal supply of construction materials and increase in price of construction materials</li> <li>影響建材的正常供應，建材價格上漲</li> <li>Difficulties in transportation of construction materials affect the speed of project construction by construction contractors</li> <li>建材運輸困難，影響工程承建商的項目建設速度</li> <li>Extreme weather (e.g., typhoon or rainstorm) disrupting projects under development or completed projects resulting in depreciation of assets and increase in expenditure</li> <li>極端天氣（例如颶風或暴雨）破壞在建或已建成項目，導致資產貶值及支出增加</li> <li>Impact on some businesses, such as the normal operations of hotel business</li> <li>影響部分業務，如酒店業務的正常營運</li> </ul>	<ul style="list-style-type: none"> <li>Increase in costs: construction delays resulting in higher project construction costs</li> <li>成本增加：建築工程延誤、項目建設成本增加</li> <li>Decrease in revenue: affecting business operations</li> <li>收入減少：業務營運受影響</li> <li>Decrease in assets: impairment of assets</li> <li>資產減少：資產受損貶值</li> <li>Increase in expenditure: maintenance of damaged properties and increase in insurance expenses</li> <li>支出增加：維護毀損房產、保險費增加</li> <li>Decrease in share price of the Group and increase in finance costs</li> <li>集團股價下降，增加融資成本</li> </ul>
Chronic Risks 慢性風險	<ul style="list-style-type: none"> <li>Rising sea level causes damage to coastal real estate from water soaking; reserved land may be eroded</li> <li>海平面上升導致沿海房產易受水浸泡而損壞；儲備土地或受侵蝕</li> </ul>	<ul style="list-style-type: none"> <li>Increase in costs: increase in repair and maintenance costs and insurance costs</li> <li>成本增加：修護毀損房產、保險費增加</li> <li>Decrease in assets: decrease in value of reserved land</li> <li>資產減少：儲備土地價值下降</li> </ul>

Transition Risks 轉型風險	Risk Description 風險描述	Potential Financial Impacts 潛在財務影響
<p>Policy and Legal Risks 政策與法律風險</p>	<ul style="list-style-type: none"> <li>The government implements more policies to mitigate climate change and strengthen the requirements and supervision of existing products and services. Renovation or transformation will be required for properties failing to meet environmental standards and thus businesses will face higher requirements in site selection</li> <li>政府推行更多政策以減緩氣候變化，現有產品和服務的要求與監管加強，不符合環保標準的地產需翻新或改造，企業項目選址面臨更高的要求</li> <li>Stricter environmental regulations may expose enterprises to higher risks of claims and lawsuits</li> <li>更嚴格的環保法規可能導致企業面臨更高的被索賠和訴訟風險</li> </ul>	<ul style="list-style-type: none"> <li>Increase in costs: increase in renovation and transformation costs and site selection costs</li> <li>成本增加：增加翻新改造費用、投地選址成本增加</li> <li>Increase in costs: legal cases of claims arising from non-compliance</li> <li>成本增加：違規引發索賠訴訟案件</li> </ul>
<p>Market Risks 市場風險</p>	<ul style="list-style-type: none"> <li>Higher prices of raw materials (such as energy, steel bars, mortar, etc.) lead to increased procurement costs</li> <li>原料價格（如能源、鋼筋、砂漿等）價格升高導致採購成本增加</li> <li>Change in investors' preference towards focusing on green building property developers</li> <li>投資者偏好改變，偏向集中綠色建築房地產開發商</li> </ul>	<ul style="list-style-type: none"> <li>Increase in costs: increase in price of raw materials</li> <li>成本增加：原料價格上升</li> <li>Increase in costs: increase in finance costs for traditional construction projects</li> <li>成本增加：傳統建設項目的融資成本增加</li> </ul>
<p>Reputation Risks 聲譽風險</p>	<ul style="list-style-type: none"> <li>Corporate reputation declines due to failure to meet the compliance requirements for climate change</li> <li>因無法滿足應對氣候變化的合規要求，企業聲譽下降</li> </ul>	<ul style="list-style-type: none"> <li>Increase in finance costs</li> <li>融資成本增加</li> </ul>



## Greenhouse Gas Emissions

The Group's greenhouse gas ("GHG") emissions are derived from direct emissions from fuel use (Scope 1), indirect emissions from purchased electricity (Scope 2), and indirect emissions from paper waste and business travel by employees (Scope 3). In 2021, the Group's total greenhouse gas emissions were 4,394.2 tonnes of carbon dioxide equivalent ("tCO<sub>2</sub>e"), with an emission intensity of 0.001 tCO<sub>2</sub>e/sq.m.. The main source of GHG emissions is Scope 2 emissions from electricity consumption, accounting for 93% of the overall emissions.

As compared with 2020, the Group's total GHG emissions declined by 33.89% (or, 2,253 tCO<sub>2</sub>e), equivalent to the carbon dioxide quantity that can be absorbed by 1,230 sq.m. of forest growing stock in one year<sup>3</sup>, mainly due to the decrease in the travelling mileage of self-owned vehicles of the Group, reduction of the total energy consumption, and fewer times of business trips of the Group's employees. The Group carries out energy conservation and emission reduction in each business.

## 溫室氣體排放

集團的溫室氣體排放源於燃料使用所產生的直接排放(範圍一)、外購電力所產生的間接排放(範圍二),以及廢紙、員工商務旅行所產生的間接排放(範圍三)。2021年,集團的總溫室氣體排放量為4,394.2公噸二氧化碳當量,排放密度為每平方米0.001公噸二氧化碳當量。溫室氣體主要排放源為電力耗用產生的範圍二排放,佔整體排放93%。

相比2020年,本年度的集團總溫室氣體排放量減少33.89%,即2,253公噸二氧化碳當量,相當於1,230平方米的森林蓄積量一年可吸收的二氧化碳量<sup>3</sup>。總溫室氣體排放量減少的原因主要由於集團自有車輛的行駛里程有所減少、集團總能源耗用量有所減少,以及集團的員工商務旅行次數減少。

		2020	2021
Total GHG emissions (tonnes of carbon dioxide equivalent)	溫室氣體排放總量 (公噸二氧化碳當量)	6,647.2	4,394.2
Scope 1	範圍一	163.9	143.8
Scope 2	範圍二	6,248.2	4,082.5
Scope 3	範圍三	235.2	167.9
GHG emissions intensity (tonnes of carbon dioxide equivalent/sq.m.)	溫室氣體排放密度 (公噸二氧化碳當量/平方米)	0.002	0.001



### Emission reduction achievements 減排成果



**Total GHG emissions**  
had a YoY decline of 33.89% as  
compared with last year  
**總溫室氣體排放量**  
比去年同比下降33.89%



**Equivalent to carbon dioxide quantity**  
that can be absorbed by 1,230 sq.m. of  
forest growing stock in one year  
**相當於1,230 平方米的森林蓄**  
**積量一年可吸收的二氧化碳量**

<sup>3</sup> Calculated assuming the forest growing stock of one cubic meter can absorb 1.83 tonnes of carbon dioxide

<sup>3</sup> 以一立方米的森林蓄積量每年可吸收1.83噸二氧化碳計算

## RESOURCES CONSERVATION

Yuzhou Group promotes the green and low-carbon production mode in active response to the national appeal for energy conservation and carbon reduction, in order to reduce the consumption of resources such as energy, water and construction raw materials. The Group has established internal management system such as the “Safety and Civilization Standardization Operational Guidelines” and “Guidelines for the Configuration Standards of Offices”, in order to standardize the use of resources by all the business departments and promote the conservation of resources.

The Group’s president office and design management center cooperate in the environmental management and report, and formulation of environmental-related sustainable development strategies to provide guidelines for all business departments. Each of our business segments has established an environmental management system that meets its own operational characteristics.

### Water Resources Management

In 2021, the total water consumption of the Group in the reporting scope was 736,730.02 cubic meters, and the water consumption intensity was 0.17 cubic meters/sq.m. The overall water consumption decreased due to the effective control of water consumption in the previous year and the delivery of Phase I of the Tangshan Yuzhou Fengnan New Town project in the middle of the year. All the water of the Group was from the municipal water supply, so we did not have any issue in sourcing.

In order to reduce water consumption, the Group actively took several water-saving measures. The commercial operations business implements rainwater reuse projects, and our projects under development also collect rainwater for vehicle cleaning, dust suppression and site greening. In addition, the Group encourages the contractors of projects under development to set up recycling devices for washing equipment such as car wash tanks at the construction site, reuse water for washing, and use water-saving appliances in offices, construction sites and dormitories. For wastewater discharge, the construction business ensures that its wastewater discharge complies with regulations by implementing rainwater and sewage diversion at the sites of projects under development to avoid wastewater discharge into municipal rainwater pipelines.

## 節約資源

禹洲集團積極響應國家節能降碳號召，推進綠色低碳的生產方式，以減少能源、水和建築原材料等資源的使用量。集團內部設有《安全文明標準化操作指引》《辦公室配置標準作業指引》等內部管理製度，以規範各個業務部門的資源使用，促進資源節約。

集團總裁辦和設計管理中心協同合作負責環境管理工作及彙報，制定環境相關的可持續發展策略為各部門工作指引。各業務板塊亦建立符合自身營運特點的環境管理體系。

### 水資源管理

2021年，集團報告範圍的總用水量為736,730.02立方米，耗水密度為0.17立方米／平方米。受益於上一年度對項目用水量的有效控制且唐山禹洲·豐南新城項目一期於年中交付，用水截至，故整體用水量下降。本集團的用水全部來自市政供水，故在取用水源上沒有任何問題。

	2020	2021
Total water consumption (cubic meters) 總用水量 (立方米)	1,071,132	736,730
Water consumption intensity (cubic meters/sq.m.) 用水密度 (立方米／平方米)	0.31	0.17

為減少水資源耗用，集團積極實行多項節水措施。商業營運業務推行雨水回用項目，在建項目亦收集雨水用作清洗車輛、抑制揚塵以及工地綠化。此外，集團鼓勵在建項目承包商於工地的洗車槽等沖洗設備設置循環裝置，回用沖洗用水，並於辦公室、工地和宿舍採用節水器具。針對廢水排放，建築業務通過於在建項目工地實行雨污分流以確保其廢水排放合規，避免污水排放至市政雨水管道。





### Water-saving Case: Xiamen Yuyuehui 節水案例：廈門禹悅匯

#### Water-saving Retrofit:

- Infrared induction switches were refitted onto the existing water-saving appliances (such as washroom)
- 45 tons of water was saved by adjusting water pressure and reducing waste

#### 開展節水改造：

- 對現有節水設備（如洗手間等）改裝紅外感應開關
- 通過調節水壓和減少浪費，每月可節水 45 噸

In future, we hope to popularize the water-saving appliances to more commercial plazas, offices and dormitories, and expand the application scope of rainwater reuse and rainwater and sewage diversion to save more water resources.

未來，我們希望將節水器具推廣到更多商業廣場、辦公室以及員工宿舍，同時擴大雨水回用和雨污分離的應用規模，節約更多水資源。

## Material Management

The Group's projects under development reduce material waste by applying prefabricated construction technology and maximize the use of reusable materials when feasible. In 2021, a total of 906,826 tonnes of construction materials were used in the reporting scope of the Group. For the consumption of office resources, the Group has implemented the "Guidelines for the Configuration Standards of Offices" to ensure the reasonable procurement of office supplies by project companies. The hotel operations business is also committed to reducing the consumption of disposable items in its operations to avoid waste of resources.

## 物料管理

集團的在建項目通過應用裝配式建築技術減少材料浪費，並按照實際情況盡量使用可重複使用物料。2021年，集團報告範圍內共使用906,826噸建築材料。針對辦公室資源耗用，集團推行《辦公室配置標準作業指引》，確保項目公司合理採購辦公室用品。酒店營運業務亦致力於減少一次性用品如洗漱用品和紙杯等的消耗，避免資源浪費。





## Building Green Homes (Continued) 建設綠色家園 (續)

### Office supplies

#### 辦公用品



- Replacing bottled water with direct drinking water and encouraging employees to bring their own cups
- 以直飲水代替瓶裝水，鼓勵員工攜帶水杯
- Promoting paperless office
- 推行無紙化辦公
- Double-sided printing is used for internal documents
- 內部文件一律使用雙面列印
- Encouraging reuse of paper
- 鼓勵重複利用紙張

### Hospitality supplies

#### 酒店用品



- Replacing paper coasters with reusable rubber coasters
- 以可重用的橡膠杯墊取代紙杯墊
- Providing toiletries and disposable paper cups according to customers' demands
- 按照客戶的需求提供洗漱用品和一次性紙杯

### Construction materials

#### 建築材料



- Using reusable materials according to project situation
- 按照項目情況使用可重複使用物料
- Using prefabricated construction technology to reduce human error and material consumption
- 使用裝配式建築技術，減少人為錯誤及材料損耗

## EMISSIONS MANAGEMENT

Each business of the Group strictly implements emissions management measures to ensure emissions compliance. We standardize the management of construction processes and formulate management procedures for safety and civilization in engineering construction and standardize operations guidelines for construction projects for contractors to follow.

## 排放管理

本集團各個業務均嚴格實行排放管理措施，確保排放合規。我們對施工流程進行標準化的管理，制定工程建設安全文明管理規程及標準化操作指引，並要求承包商遵守。



## Air Emissions Management

The Group's air pollutant emissions are mainly generated from the use of vehicles. In 2021, the Group emitted 6.64kg, 0.56kg and 2.34kg of nitrogen oxides, sulphur oxides and respiratory suspended particulates respectively. To ensure the vehicle emissions meet the standards, we conduct regular inspections and maintenance on the vehicles. The construction process of construction projects will generate dust which affects the air quality. Therefore, we set up the dust treatment responsibility system to specify the dust prevention and treatment responsibilities, conduct strict inspection and assessment, and organize the formulation of special scheme for construction dust prevention and treatment according to possible dust generated by projects, in order to guarantee proper dust treatment. We set up dust reduction equipment such as spraying equipment and sprinklers and conduct regular on-site water spraying on the construction sites, and some of the water used was collected rainwater. In addition, we have installed vehicle washing devices and closed dust-proof measures for materials that are prone to dust. For construction sites located in the vicinity of residential and office buildings, we have installed online dust monitoring systems to monitor the dust concentration and carry out timely rectification and remedial measures.

## 廢氣排放管理

集團的空氣污染物排放主要源自車輛使用。2021年，集團分別排放6.64千克、0.56千克和2.34千克的氮氧化物、硫氧化物和可吸入懸浮粒子。為確保車輛排放量符合標準，我們定期對自有車輛進行檢查和保養。建築項目的施工過程亦會產生揚塵，影響空氣質素。因此，我們建立揚塵治理責任制，明確揚塵防治責任，嚴格檢查考核，根據項目可能發生的揚塵情況，組織編制施工揚塵防治專項方案，確保揚塵治理落實到位。於工地設置噴淋裝置和灑水車等降塵設備，定期向施工現場灑水，其中部分用水來自收集的雨水。此外，我們已設置車輛沖洗裝置，對容易產生揚塵的物料進行封閉防塵措施。若工地位於住宅、辦公建築等周邊，我們安裝揚塵在線監測系統，監控粉塵濃度，以及時進行整改及補救措施。

### Standards and Requirements on Dust Prevention and Treatment

### 揚塵防治工作標準和要求

- |  |  |
|--|--|
| I. Fences shall be set up in strict accordance with relevant standards and requirements, which shall be precise, firm and aesthetic.   | 一、 施工現場100%按標準要求設置圍檔，確保圍檔嚴密、堅固、美觀。               |
| II. All the road surfaces at the construction sites shall be hardened, and the roads shall be cleaned and sprayed with water to reduce dust.   | 二、 施工現場道路路面100%進行硬化，及時進行道路灑水降塵及清掃。               |
| III. Vehicle rinsing devices shall be installed at all the entrances and exits of the construction sites to thoroughly rinse all the wheels and bodies of the construction vehicles to guarantee the construction vehicles don't have any mud. | 三、 工地出入口100%安裝車輛衝灑裝置，出入工地車輛車輪車身100%衝灑乾淨，確保不帶泥上路。 |
| IV. Water shall be sprayed for dust prevention in the project dismantlement, earth excavation and garbage loading and unloading, and wet operation is adopted to reduce dust.  | 四、 工程拆除及土方開挖、垃圾裝卸實施100%灑水降塵，採取濕法作業減少揚塵。          |



**Building Green Homes (Continued)**  
**建設綠色家園 (續)**

- |   |   |
|---|---|
| <p>V. Scattered materials such as the earthwork, construction waste, lime, cement and sand at the construction sites shall be tightly covered. The dense screen no less than 800 holes/100 cm<sup>2</sup> and dust screen no less than 3 holes/inch shall be adopted.</p> | <p>五、施工現場的土方、建築垃圾及石灰、水泥、砂土等散碎性材料100%覆蓋嚴密，採取密目網規格不低於800目，防塵網不少於3針。</p> |
| <p>VI. All the vehicles entrusted for the removal of muck (including sludge) and waste at the construction site shall be legal and formal enclosed vehicles to prevent leakage along the road.</p>  | <p>六、委託清運施工現場渣土（含泥漿）及建築垃圾車輛100%為封閉（密閉）式合法正規車輛，確保不沿路灑漏。</p>            |
| <p>VII. The video monitoring system for dust pollution shall be linked to the internet.</p>   | <p>七、揚塵污染視頻監測監控系統要確保聯網對接。</p>   |
| <p>VIII. Earthwork construction waste disposal contract shall be entered into and filed.</p>  | <p>八、建立並存檔土石方建築垃圾處置合同。</p>  |

		2020	2021
Nitrogen oxides (kg)	氮氧化物 (千克)	8.86	6.64
Sulphur oxides (kg)	硫氧化物 (千克)	0.85	0.56
Respiratory suspended particulates (kg)	可吸入懸浮粒子 (千克)	1.56	2.34

**Establishment of fences**  
**設置圍檔**



**Tight coverage**  
**嚴密覆蓋**



**Water spraying for dust prevention**  
**灑水抑塵**



**Real-time monitoring**  
**實時監測**







## Waste Management

The waste generated from the Group's operations include hazardous waste such as used light tubes, as well as non-hazardous waste such as food waste and green waste. In accordance with relevant policies, the Group delivers waste to companies with professional qualifications for disposal. In 2021, the Group generated a total of 0.11 tonnes of hazardous waste and 214.88 tonnes of non-hazardous waste, with the intensity of hazardous waste and non-hazardous waste of 0.000025 tonnes/1,000 sq.m. and 0.0489 tonnes/1,000 sq.m., respectively.

The Property Management Business conducts waste sorting in communities, sets up collection points for recyclables, hazardous waste, kitchen waste and dry waste, and encourages residents to sort waste. We classify waste and transport them to qualified enterprises for recycling and treatment. The Commercial Operations Business has also set up recycling points to promote paper recycling in the office and encourage employees to recycle paper boxes, cans and plastic bottles for commercial activities. Apart from waste sorting, the Hotel Operations Business also implements digitalization at the office to reduce the use of paper. In 2021, all the business departments of the Group totally recycled 2,347.13kg of paper.

In addition, the Group's projects under development generate non-hazardous construction waste including muck and waste concrete during the construction process. During the Year, the projects under development within the reporting scope generated a total of 10,200 tonnes of construction waste. At the construction sites, the Group requires contractors to set up garbage tanks and movable bins to collect garbage and sort waste for recycling. For toxic and hazardous waste, separate enclosed recycling is required to avoid causing pollution.

## 廢棄物管理

集團營運所產生的廢棄物包括舊燈管等有害廢棄物，以及廚餘和綠化垃圾等無害廢棄物。集團按照相關政策，將廢棄物交由具備專業資質的公司進行處理。2021年，集團產生共0.11噸有害廢棄物及214.88噸無害廢棄物，有害廢棄物和無害廢棄物的產生密度分別為0.000025噸／千平方米和0.0489噸／千平方米。

物業管理業務於社區開展廢棄物分類工作，設置可回收物、有害垃圾、廚餘垃圾和乾垃圾的收集點，鼓勵居民進行垃圾分類。我們將廢棄物分類處理，運送至具經營資質的企業進行回收和處理。商業營運業務亦設置回收點，於辦公室宣傳紙張回收，鼓勵員工回收商業活動的紙盒、易開罐和塑膠瓶。酒店營運業務除進行垃圾分類外，實行電子化辦公，以減少紙張使用。2021年，集團各業務部門共回收紙張2,347.13千克。

集團的在建項目於施工過程產生無害的建築廢物包括渣土和廢舊混凝土。年內，報告範圍內的在建項目共產生10,200噸建築廢棄物。於施工現場，集團要求承包商設置垃圾池和活動式垃圾斗收集垃圾並分類回收廢棄物，有害廢棄物則要求獨立進行封閉回收以避免污染。



## FOSTERING STAFF TO GROW<sup>4</sup>

### 促進員工成長<sup>4</sup>

Yuzhou Group has always regarded employees as its most valuable assets, providing them with comprehensive growth and development opportunities, and striving to continuously optimize its value-sharing mechanism to promote the steady growth of both employees and the Group.

禹洲集團一直視員工為最重要的優勢資本，為員工提供全面的成長與發展空間，並致力持續優化價值分享機制，促進員工與集團共同穩健成長。



Percentage of employees trained  
員工受訓百分比 **99.33%**



Average training hours  
培訓時數  
per person  
人均 **31** hours  
小時

<sup>4</sup> Unless otherwise specified, relevant data of employees disclosed in this chapter covers the data of the whole Group. For data of employees of the Shanghai Headquarters, Shenzhen Headquarters and 8 projects under development, please refer to the section headed "Performance Data Summary"

<sup>4</sup> 除非另有說明，本章節披露的員工相關數據覆蓋全集團，上海總部、深圳總部及8個在建項目的員工數據請參見「數據表現摘要」章節



This chapter:

Health and Safety | Talent Management | Employee Development | Employee Communication

本章節：

健康與安全 | 人才管理 | 員工發展 | 員工溝通

## HEALTH AND SAFETY<sup>5</sup>

The Group focuses on the employees' occupational health and safety, and strictly abides by relevant local and national laws and regulations such as the "Work Safety Law". It conducts special work related to health and safety, and strives to maximize the guarantee for employees' health and safety through safety trials based on system management.

## 健康與安全<sup>5</sup>

集團高度重視員工職業健康與安全，嚴格遵循《安全生產法》等國家及地方相關法律法規，以制度管理為基準、安全演練等活動為要求，專項開展健康與安全有關工作，務求對職工的健康與安全提供最大程度的保障。



## Governance Structure

The supervision and management of the occupational safety and health of Yuzhou Group is under the leadership of the Group's Human Resources Center and Operations Management Center. Among them, the Human Resources Department is mainly responsible for the management of employees' occupational health, and the Operations Engineering Department is mainly responsible for the management of safety and civilization in construction projects, supervising, inspecting and evaluating the safety and civilization management behavior of regional and city branches and projects under development.

## 治理架構

禹洲集團的職業安全與健康監督與管理工作經由集團人力資源中心及運營管理中心領導，其中，人力資源部主要負責員工職業健康管理，運營工程部主要負責項目安全文明施工管理，對區域、城市公司及在建項目的安全文明管理行為進行監督檢查及評估考核。

<sup>5</sup> The relevant data of employees disclosed in the "Health and Safety" chapter cover Shanghai and Shenzhen Headquarters and 8 projects under development

<sup>5</sup> 「健康與安全」章節披露的員工相關數據覆蓋上海、深圳總部及8個在建項目



## Fostering Staff to Grow (Continued) 促進員工成長 (續)

The Group has an Employee Safety and Health Working Group, consisting of the project department, the main contractor, the supervisory unit and subcontractors that have entered the field. It is responsible for the discussion and fulfillment of goals and management approaches of the occupational safety and health, and accepts the direct supervision of the Sustainability Committee composed of the Board of Directors. Each project under development has a safety and civilization management team consisting of the project department, the construction unit and the supervisory unit, which is required to inspect the safety construction of the project on a weekly basis, and check the rectification of hidden dangers according to the inspection results. The inspection results are also reported to Operations Management Departments of regional and city branches and Yuzhou Group's Operations Management Center.

### Linking Safety Performance with Remunerations

In order to further enhance the sense of responsibility of relevant management personnel, and promote the development and implementation of the OHS work, we link the assessment and remuneration of senior management of the department in charge with their occupational health and safety performance. The OHS performance is the key assessment item in the special individual assessment form of senior management. In case of major risks and accidents, the "One-Vote" shall be adopted, and the project performance will score zero. In case of potential safety hazards of the project, failure to make rectification, or improper rectification, the Group will impose penalties on the project manager and the project director of the regional and city branches respectively, in the form of notification of criticism, salary reduction, demotion or dismissal according to the degree of severity.

集團成立有員工安全及健康工作小組，由項目部、總包單位、監理單位及已進場的分包單位組成，負責探討及落實職業安全健康方面的目標及管理方法，並接受由董事會構成的可持續發展委員會的直接監督。各在建項目均設有安全文明管理小組，由項目部、施工單位、監理單位組成，每週需對項目內的安全施工情況進行檢查，並根據檢查結果，核查隱患部位的整改情況。檢查結果亦需向區域、城市公司運營管理部及禹洲集團運營管理中心匯報。

### 安全績效與回報掛鉤

為進一步提高集團管理人員的責任感，推動職安健工作的發展與落實，禹洲集團將職業健康與安全表現與責任部門高管的考核及薪酬掛鉤。職安健表現屬於高管個人專項考核表中的重點考核事項，如若發生重大風險及事故，則執行「一票否決制」，該項目的績效成績為零。如項目出現安全隱患且未做整改或整改不到位，集團將視情況嚴重程度，分別對區域、城市公司工程負責人、項目總監進行處罰，形式按嚴重程度分別包括通報批評、降薪降職、辭退等。



## Safety Management

Yuzhou has established the three-level safety management system for the Group, city branches and projects, and formulated a series of over 20 safety management system documents including the “Management Procedures for Safety and Civilization in Engineering Construction” to detail the construction and civilization objectives and key tasks, and constantly promote the establishment of a long-term mechanism for the safety management. During the Year, the Group added the “Management Procedures for Safety and Civilization, Safety” and “Civilization Standardization Operational Guidelines” and the “Management Operations Guidelines for Safety and Civilization”, which further regulate the safety standardization construction and improve the management processes for the safety and civilization.

## 安全管理

禹洲建立涵蓋集團、城市公司、項目的三級安全管理體系，已制定一系列包括《工程建設安全文明管理規程》在內的安全管理制度文件逾20份，細化分解安全建設目標和重點，持續推進安全管理長效機制的建立。年內，集團新增《安全文明管理規程》、《安全文明標準化操作指引》與《安全文明管理作業指引》，進一步規範安全標準化建設，完善安全文明管理流程。

Eliminate the occurrence of major casualties,  
with zero serious injuries and a minor injury rate within 0.5%  
杜絕重大傷亡事故發生，重傷事故為零，輕傷負傷率控制在0.5%以內

Organize employees' physical examination once a year,  
which is attended by over 98% employees  
職工健康體檢每年一次，參與人數不低於98%以上

Provide commercial casualty insurance  
with a coverage rate of no less than 98%  
提供職工商業意外險，保障覆蓋率不低於98%以上





## Target Management

In order to specify the principal responsibilities of health and safety, the Group has established the OHS goals and quantitative OHS indicators, and tracked its health and safety performance based on internal quantitative indicators, striving to promote the achievement of goals through safety management measures such as OHS risk assessment. In 2021, Yuzhou Group successfully achieved all the quantitative OHS indicators thanks to complete organization, institutional guarantee and thorough actions.

## 目標管理

為明確健康與安全的主體責任，集團設定職安健目標及量化的職安健指標，並根據內部的量化指標系統對集團的健康與安全績效進行追蹤，配合職安健風險評估等安全管理措施促進達成職安健目標。2021年，在組織完整、制度保障和行動落實的協力下，禹洲集團順利達成所有量化職安健指標。

		2019	2020	2021
Number of work-related fatalities (person)	因工亡故的人數(人)	0	0	0
Rate of work-related fatalities (%)	因工亡故的人數比率(%)	0	0	0
Number of days lost due to work-related injuries (days)	因工傷損失工作日數(天)	0	0	0

## Safety and Civilization Development

The Group has constantly improved safety and civilization management system, listed 45 detailed rules for inspection applicable to the safety management, fire-fighting arrangement and major risk sources at the construction sites, office areas and living quarters in the “Checklist of Prohibited Items of Safety and Civilization”, inspected the safety and civilization management measures on a regular basis, and scored from 17 dimensions including fire-fighting management, construction machinery, foundation pit engineering and civilized construction. The Group has established the safety and civilization inspection system, and conducted monthly and quarterly inspections on the safety and civilization management of each engineering project at the Group level, the city level and the project level to identify problems and rectify, follow up and monitor them in a timely manner. According to the evaluation results in 2021, the whole performance of the safety and civilization was improved as compared with the previous year.

## 安全文明建設

集團不斷健全安全文明管理體系，於《安全文明禁止項檢查表》中列示適用於施工現場、辦公區及生活區有關安全管理、消防設置、重大風險源等事項的45項檢查細則，並定期對安全文明管理措施進行巡檢，從防火管理、施工機械、基坑工程、文明施工等17個維度進行評分。集團建立起安全文明巡檢制度，以集團、城市、項目三級作為安全管理單位，對各工程項目安全文明管理進行月度抽查、季度巡查，及時發現問題並加以整改、跟進、監督。2021年評估結果顯示，整體安全文明成績較上一年有所提升。





## Inspections on Safety and Civilization of the Group

## 集團安全文明巡檢

- The Group shall conduct a process evaluation on its self-operated projects by a third-party on a quarterly basis, including safety inspection sub-items. It shall supervise the rectification by city branches according to the rectification report issued after inspections, collect rectification reports, and rank the reports according to the evaluation results as the basis for project assessment
- The Group shall conduct a special safety evaluation on large machinery of its self-operated projects on a quarterly basis, issue the evaluation reports and urge the rectification in case of any potential safety hazards of large machinery
- The Engineering Management Department shall organize the random inspections on the projects from time to time, and issue the rectification report in case of any potential safety hazards
- The Group shall require the city branches to organize a full-coverage safety inspection on a monthly basis, prepare inspection reports and urge the rectification
- The Group shall require the Project Department to organize a safety inspection on a weekly basis, conduct full-coverage on-site inspections on the safety and civilization, and form the weekly inspection report
- 集團每季度對工程自操盤項目開展一次第三方廠商過程評估，包括安全檢查分項。根據檢查後下發的整改報告，集團負責監督城市公司整改，並收集整改報告，將評估結果形成排名，作為項目工程考核依據
- 集團每季度對工程自操盤項目開展一次大型機械安全專項評估，發現項目大型機械設備的潛在安全風險、下發評估報告並督促整改
- 集團工程管理部不定期組織對項目進行工程巡檢，發現安全隱患並下發整改報告
- 集團要求城市公司每月組織一次全覆蓋安全月檢，形成檢查報告並督促整改
- 集團要求項目部每週組織安全周檢，對現場安全文明進行全覆蓋檢查，並形成周檢報告

In addition, the Group shall require the Project Department to prepare the “Weekly Inspection Report on the Safety and Civilization of Projects”, which shall be submitted to the regional and city branches. The subsidiaries in various regions or cities shall prepare the “Monthly Inspection Report on the Engineering Safety and Civilization” of regional and city branches on a monthly basis, including the rankings of the project inspections, personnel handling, implementation of fire drills, list of hidden hazards and rectification of each project.

此外，集團要求項目部須編制《項目安全文明檢查週報》並上報給區域或城市公司，而區域及城市公司則每月編制《區域／城市公司工程安全文明檢查月報》，內容須包括對工程檢查排名及人員處理情況、項目消防演練執行情況以及各項目隱患清單及整改情況等。

## Health and Safety of Contractors

Yuzhou Group incorporates contractors into its Occupational Health and Safety Management System to guarantee the occupational health and safety of employees of the contractors with relevant system. The Group strictly verifies the qualifications of contractors during the selection phase and adopts unified standards and systems for the Group's internal employees and for the contractors as for the safety management and supervision at the construction sites.

## 承包商健康與安全

禹洲集團將承包商亦納入職業健康與安全管理體系，以制度保障承包商員工的職業健康與安全。集團在甄選階段即嚴格審核承包商資質，對承包商現場施工時的安全管理和監督機制採取與集團內部員工看齊的統一標準和制度。



### Safety standardization construction organization plan 安全標準化施工組織設計

- The construction units are required to formulate the safety standardization construction organization plan in accordance with the "Safety and Civilization Standardization Operational Guidelines" of the Group when a tender offer is given, in order to standardize the safety facilities and safety management  
要求施工單位於投標報價時依據集團的《安全文明標準化操作指引》編製安全標準化施工組織設計，其中對安全設施設備及安全管理動作做出規定



### Signing of agreements 協議簽署

- The project department supervises and executes the implementation and management standards of safety and civilization and binding measures stated on the construction contracts, as well as supervises the signing of the "Safety Management Agreement" and "Fire Safety Agreement" by the main contractor  
項目部監督執行工程合同中有關安全文明的實施與管理標準以及制約措施，監督總分包單位《安全管理協定》及《治安消防協定》的簽署



### Management system 管理體系

- The project department is responsible for setting up comprehensive monitoring and safety and civilization management system for main contractors, in order to ensure management of on-site safety and civilization  
項目部負責建立健全監理、總分包單位安全文明管理體系，以保障現場安全文明管理



### Safety drills 安全演練

- Fire evacuation drills are organized at least once every 6 months by the person in charge of the construction project, with participants including all employees of the construction project, supervisors and all contractors on the construction site  
項目工程負責人至少半年組織一次現場消防演練，參與單位包括甲方項目全體員工、監理人員及項目場內所有總分包單位



### Work with certificates 持證上崗

- Special operations workers must bring their certificates to work and wear and use labor safety protective articles  
特種作業人員需持證上崗，佩戴及使用安全勞工防護用品
- The Group has set up a roster and billboard of special operations workers and small and medium machine operators to display relevant operations qualification certificates of some workers for publicity  
監理特種作業人員和中小型機械操作工花名冊及公示牌，統一公示相關人員作業資格的相關證件



### Inspection of facilities 設備檢查

- Timely maintenance for equipment and facilities and checks before work must be carried out  
對作業工具和設備進行及時的維護保養及崗前檢查



### Special safety plans 安全專項方案

- Construction units in charge of projects with higher risk are required to prepare special safety plans under the supervision of the project department and shall organize an expert discussion meeting when necessary to discuss the feasibility of the plan  
負責危險性較大的施工單位需在項目部的監督下編製安全專項方案，必要時組織專家論證會討論方案的可行性
- Such projects can only be implemented upon internal review of construction units, and approval by supervising units and other relevant responsible departments  
通過施工單位內部審核、監理單位及其他相關負責部門同意後方可實施

Some of the Contractor Management Measures  
部分承包商管理措施



## Work Safety Inspection

In order to strengthen the supervision on work safety, orderly promote the safe operation, manage and control the construction safety risks in a systematic and scientific manner, the Group has established the on-site project construction management and accident handling mechanism, and formulated the “Management Procedures for Construction Switch-out<sup>6</sup>”, in order to constantly improve the safety management level of on-site projects. Through the implementation of the three-level safety inspections and unannounced inspection system, quarterly, monthly, weekly and daily supervision and inspections are conducted on city branches, the project department and construction units respectively. “Switch-out” will take place when the safety facilities of the project are incomplete, and safety accidents and serious safety hazards occur. During the Year, the Group carried out full-coverage production inspections on nearly 100 sections in 19 cities, and a total of two “switch-out” were all rectified according to the rectification plan.

## 安全生產檢查

為加強安全生產監督、有序推進安全作業、系統科學地管控施工安全風險，集團建立項目現場施工管理及事故處理機制，並制定《工程「拉閘」管理規程》，以不斷提升現場項目的安全管理水準。通過施行三級安全檢查及飛行檢查制度，集團對城市公司、項目部、施工單位分別進行季度、月度、每週及每日監督檢查。當項目出現安全設施不完善、發生安全事故、存在嚴重安全隱患等情況時，集團即予以「拉閘」處理。本年度內，集團對19個城市近100個標段進行全覆蓋生產檢查，全年共有2次拉閘並均按整改方案完成整改。



<sup>6</sup> “Switch-out” refers to the rectification of the sites or suspension of work for rectification in the case of potential systematic defects in quality, uncontrollable situations, substantial potential safety hazards or the occurrence of safety incidents

<sup>6</sup> 拉閘指出現可能造成質量系統性缺陷的風險、現場管理失控、存在重大安全隱患或發生安全事故時，對項目實施現場整改或停工整頓



	Internal inspection of city branches 城市公司內部檢查	Internal inspection by the project department 項目部內部檢查	Internal inspection by construction units 施工單位內部巡查
<b>Three-level Safety Inspection System and Cycle</b>  三級安全檢查制度及週期	<ul style="list-style-type: none"> <li>The project management department organizes and conducts monthly thorough inspections on the safety of each project under development to promptly find out existing problems, scores and ranks the inspections</li> <li>項目管理部門每月組織一次檢查，對在建各項目的安全情況進行摸底檢查，及時發現存在的問題，並對檢查情況進行打分排名</li> </ul>	<ul style="list-style-type: none"> <li>The project department organizes the safety management team to inspect the safety construction of the project on a weekly basis to promptly find out existing problems, and checks the rectification of hidden hazards</li> <li>項目部每週組織安全管理小組對項目內安全施工情況進行檢查，及時發現存在的問題，並核對隱患部位的整改情況</li> </ul>	<ul style="list-style-type: none"> <li>Full-time safety personnel of each unit carry out daily inspections to promptly find out existing problems, and supervises the rectification of hidden hazards</li> <li>各單位專職安全人員進行每日巡查，及時發現存在的問題，並監督隱患部位的整改情況</li> </ul>
<b>Unannounced Inspection</b>  飛行檢查	<ul style="list-style-type: none"> <li>Yuzhou Group Headquarters Operations Management Center entrusts third-party units to conduct unannounced inspections on safety and civilization of each project on a quarterly basis, and conducts assessment based on the inspection results</li> <li>The Group conducts monthly random inspections on regional and city branches with regard to safety and civilization management of projects under development</li> <li>禹洲集團總部運營管理中心每季度委託第三方廠商單位進行各項目安全文明飛行檢查，並依據檢查結果進行考核</li> <li>集團每月對各區域及城市公司在建項目進行安全文明管理情況抽查巡檢</li> </ul>		
<b>Handling Measures</b>  處理辦法	<ul style="list-style-type: none"> <li>Relevant departments are required to conduct rectification and verification within a prescribed time according to the inspection results and rectification notices</li> <li>If the project is not completed on time and up to standard, the project under development can be partially or completely suspended for rectification upon the consent of the project department</li> <li>相關部門需根據檢查結果及整改通知單於規定時間內進行整改核對</li> <li>若未能按時達標完成，經項目部同意後，在建項目將面臨局部或全項目停工整改</li> </ul>		

## Raising Safety Awareness

In order to enhance the employees' safety awareness and emergency response capabilities, the Group actively conducted safety training, drills and occupational disease prevention activities to deeply implant the safety concept into the heart and daily actions of each employee.

## 安全意識提升

為提升員工安全意識及應急處理能力，集團積極開展安全培訓、演練培訓及職業病預防活動，將安全理念深植入每位員工內心與日常行動中。



Hefei Yuzhou Real Estate organized two "safety month" activities during the Year, which lasted for two and a half months, in which 14 major programs and more than 30 special programs were held and over 4,000 people participated.

合肥禹洲地產於年內組織兩次安全月活動，持續週期達兩個半月，共計舉辦主項目14個、專項30餘次，參與人數超過4,000人次。

Fire evacuation drills are organized every 6 months by the person in charge of the construction project, with participants including all employees of the construction project, supervisors and all contractors on the construction site.

項目工程負責人必須每半年舉行一次現場消防演練，參與單位包括甲方項目全體人員、監理人員以及項目場內所有總分包單位。





## Fostering Staff to Grow (Continued) 促進員工成長 (續)

During the Year, the Group conducted 18,717 hours of safety training, covering a total of 7,552 person-times. In order to effectively improve the safety awareness of construction workers and management personnel, we have established a safety education system to provide scientific guidance on the safety education management of construction sites.

本年度內，集團共開展安全培訓18,717小時，共覆蓋7,552人次。為有效地提高施工人員及管理人員的安全意識，我們已建立安全教育制度，為施工現場的安全教育管理提供科學的指引。

The construction site should establish safety education system and training and files to clarify the education position, personnel and content  
施工現場應建立安全教育培訓制度和檔案，明確教育崗位、人員及內容

Newly entering units and teams shall undergo three-level safety education, and only qualified units and teams may be employed  
新進場單位、班組需經過三級安全教育，考核合格後方可進入操作崗位

Full-time safety personnel shall work with relevant qualifications and undergo annual training and assessment by the main contractor, and unqualified personnel cannot be employed  
專職安全員必須持證上崗，年度需由總包單位進行培訓考核，不合格者不得上崗

The Project Department shall cooperate with the main contractor in the repeated publicity on the safety and civilization via various media or forms (such as televisions in the dining hall or external banners)  
項目部應協助總包單位運用各類媒介、形式（如食堂電視、外架橫幅等）對安全文明進行反覆宣傳

Employees shall be subjected to safety education and trainings in case of changes of their duties, work resumption after the holidays or the adoption of new work process, technologies, materials and equipment.  
施工人員於變換工種、節後復工或採用工藝「四新」施工前，需進行安全教育培訓

The information on existing sources of dangers will be publicized at the pre-work activity appraisal desk  
班前活動講評台處及時懸掛本日危險源公示信息進行宣傳

During the epidemic period, the Group focused more attention on employees' physical and mental health. It not only arranged flexible working system according to government requirements, but also strengthened the collection of information of incoming and outgoing personnel, purchased epidemic prevention supplies, measured body temperature and sanitized public places. The Group issued epidemic prevention guidelines in the employees' WeChat group on a regular basis, and provided employees with corresponding mental health lectures to support the concerted epidemic prevention by employees to relieve mental stress.

疫情期間，集團加倍關注員工的身心健康，不僅按照政府要求安排彈性工作制，每日更加強收集往來人員資訊、採買防疫物資、測量員工體溫及公共場所消毒。為支持員工齊心抗疫，集團定期在員工群內發佈疫情防護指南，並開設心理健康等系列講座供員工參與，舒緩情緒。

Physical examinations for all the employees from July to August each year, and commercial casualty insurance for all the employees and their spouses and children

每年7-8月全體員工進行健康體檢，集團亦為全體員工及其配偶、子女購買商業意外險



Diagnosis and treatment activities are held regularly for neck and shoulder diseases to relieve occupational diseases

定期舉辦肩頸職業病診療活動，緩解職業病



## TALENT MANAGEMENT

Talents are the foundation for the development of Yuzhou Group. Adhering to the people-oriented concept, we provide competitive remuneration and compensation to attract talents. We respect the basic rights and interests of employees, and strive to build Yuzhou Group into a platform for outstanding talents to make concerted endeavor and share values.

### Talent Recruitment

In order to reserve outstanding talents and optimize the talent structure, the Group coordinate with the needs of development strategy to gathers talents, through various channels including online recruitment, headhunting, campus recruitment and internal recommendation. During the Year, the Group carried out 2022 “Looking Forward to Meeting You” campus recruitment program, accumulatively collecting over 10,000 resumes. After several rounds of interviews and accurate matching, 67 outstanding fresh graduates were recruited, 69% of whom were from first-class disciplines and overseas key universities.

## 人才管理

人才是禹洲集團的發展基石。我們堅持以人為本的理念，提供富有市場競爭力的薪酬回報，廣納天下英才；我們尊重僱員的基本權益，致力將禹洲集團建設成吸引各類優秀人才共同奮鬥、分享價值的事業平台。

### 人才招聘

為儲備優秀人才、優化人才結構，集團配合發展戰略需要，通過網絡招聘、獵頭招聘、校園招聘、內部推薦等多管道吸納人才。年內，集團開展2022屆「禹見匠的你」校園招募計劃，累計收集簡歷萬餘份，經過多輪面試及精準匹配，吸納優秀應屆畢業生67人，其中雙一流及海外重點高校佔比69%。



### 2022 “Looking Forward to Meeting You” Campus Recruitment Program 2022屆“禹見匠的你”校園招募計劃

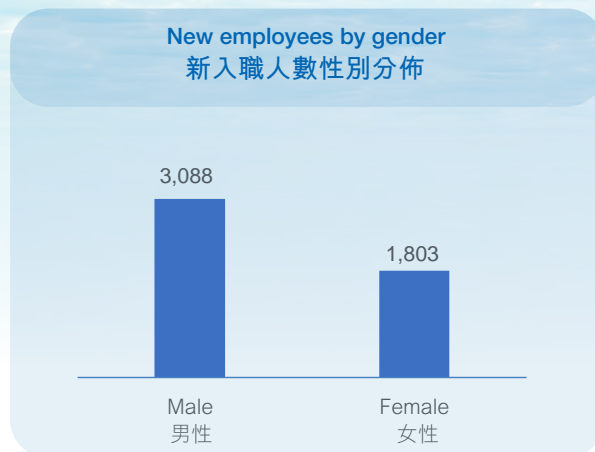
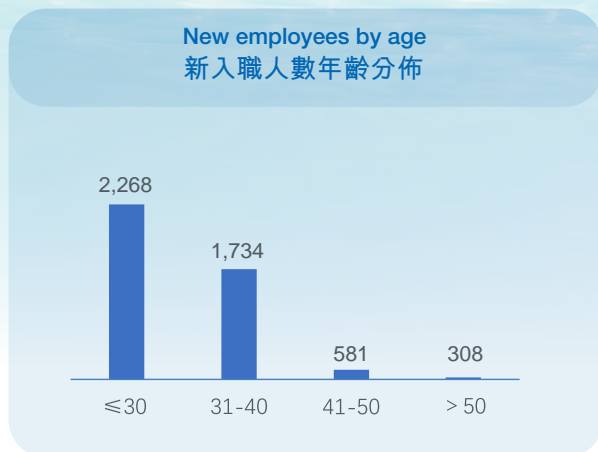
Through “Yu Yue Training Program”, “Yu Yi Training Program” and “Yu Miao Training Program”, the Group selected outstanding fresh graduates all over the world, and prepared talent reserve for the future middle and senior management talents, marketing management elites and professional business backbones of the Company. The brochures of the activity were delivered to 116 universities, and eight presentation meetings were held in universities. The activity received warm reaction, among which, the live online micro-scenario presentation was watched by as many as 20,390 person-times.

圍繞「禹躍計劃」、「禹翼計劃」、「禹苗計劃」三大品牌，集團於全球範圍內遴選優秀的應屆畢業生，為公司未來中高層的綜合管理人才、營銷管理精英、專業業務骨幹輸送後備人才。本次活動的簡章投放觸及116所高校，並舉辦八場進校宣講。活動獲得熱烈反響，其中，實景微劇情空中宣講的觀看人數高達20,390人次。

The Group’s recruitment complies with the local laws and regulations and the internal “Recruitment Management Regulations”. The talent competition and selection mechanism follow with “Openness, Justice and Fairness” to ensure the scientific, standardized and professional recruitment. Meanwhile, all units shall formulate the “Annual Recruitment Plan” in accordance with the requirements, and make adjustments on a monthly basis according to the actual situation, so as to guarantee the talent reserve can satisfy the Group’s development demands. During 2021, the Group had a total of 4,891 new employees with an increase of 64% as compared with the previous year.

集團的招聘程式依循當地法律法規以及內部《招聘管理規程》，依據「公開、公正、公平」的人才競爭和選拔機制，確保招聘工作科學化、規範化、專業化。同時，集團各單位按要求制定《年度招聘計劃》，適時結合每月實際情況進行調整，以確保人才儲備符合集團發展需求。於2021年內，集團共吸納員工4,891人，較上一年增長64%。

## Fostering Staff to Grow (Continued) 促進員工成長 (續)

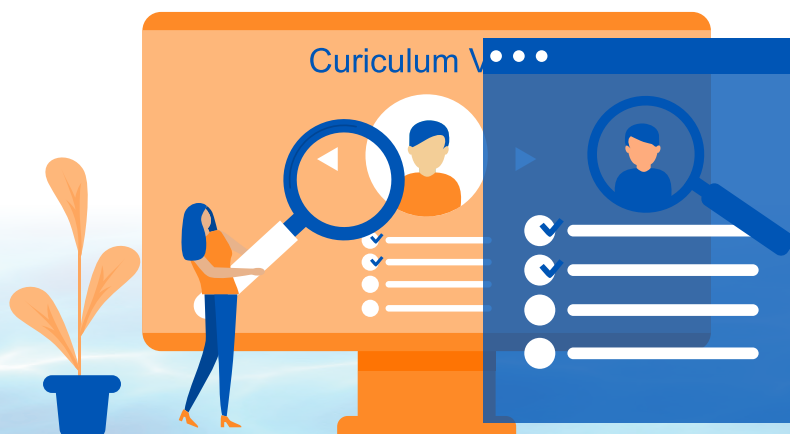


### Prevention of Child and Forced Labor

Yuzhou Group respects employees' merit, work and personal freedom, strictly abides by the laws and regulations of the project location on preventing child and forced labor, actively takes measures, and resolutely prohibits any unfair treatment of employment relationship between employees and the Group. The Group has formulated the "Management Measures for Legal Risk Control of Labor" to control the potential risks in the process of labor employment. During the recruitment and contract signing, the Human Resources Department strictly verifies the identity of laborers to confirm the authenticity and accuracy of the information, prohibits the recruitment of employees under 16, and ensures the legal compliance. In case of any violations such as the employment of child labor, the Group will immediately inform the employee's guardian, arrange body check for him/her and follow up till completion.

### 預防童工及強制勞工

禹洲集團尊重員工的擇業、工作及人身自由，嚴格遵守項目所在地有關防止童工或強制勞工的法律法規，並積極展開措施，杜絕以任何不公平形式處理員工與集團之間的僱傭關係。集團設《勞動人事法律風險控制管理辦法》，管控勞務用工過程中的潛在風險。在招聘及簽訂合同過程中，人力資源部嚴格核查勞動者身份以確認資訊真實、準確，杜絕招聘年齡未滿16周歲的僱員，確保合法合規。如發現誤僱童工等違規情況，集團將第一時間通知該員工監護人並安排健康檢查，其後對個案進行持續追蹤直至處理完成。



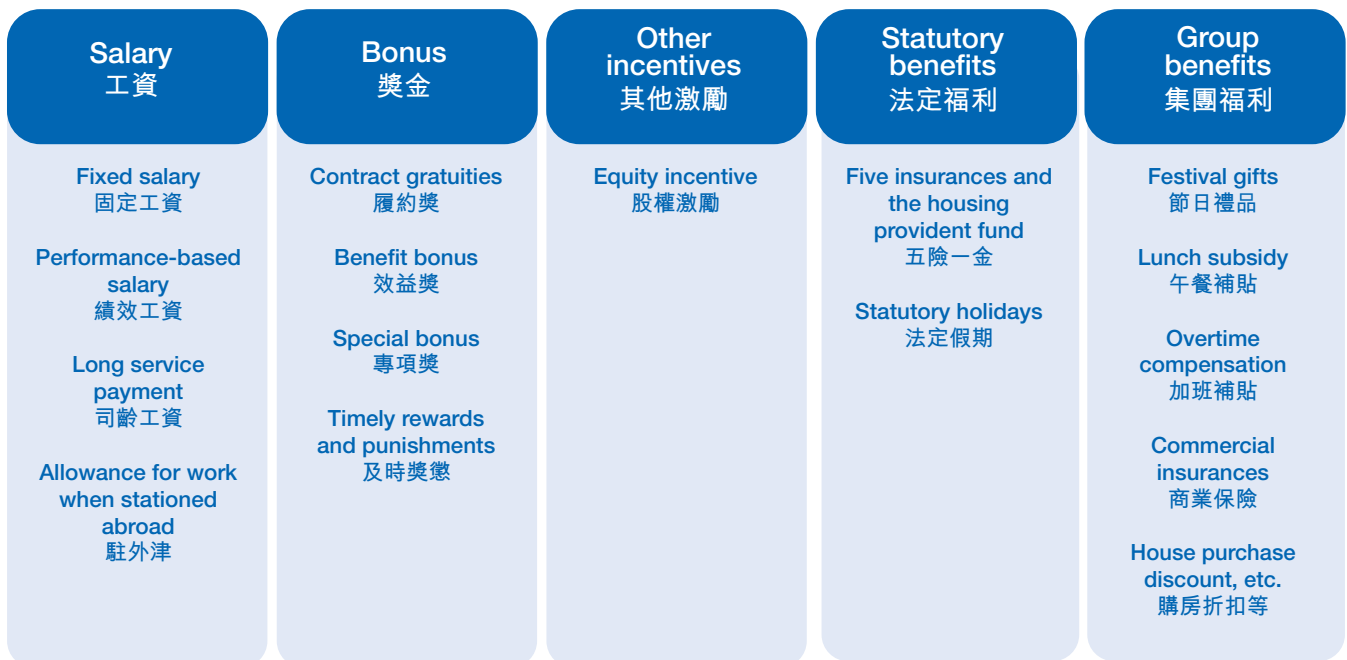


## Remuneration and Benefits

In order to strengthen the cohesion of the Group and the sense of belonging of employees, Yuzhou provides employees with market-competitive and diversified remuneration and benefits. During the Year, we updated several internal systems such as the “Regulations Governing Benefits”, “Operations Guidelines for the Management of Employee Attendance and Holidays”, “Operations Guidelines for the Management of Employee Dismissal” and “Operations Guidelines for the Management of Employee Changes and Allowance for Work When Stationed Abroad” in combination with the annual performance and operation of the Group, which further regulated employees’ rights, interests and benefits related to employment, attendance and vacation. The remuneration and benefit program provided by the Group for employees includes:

## 薪酬福利

為增強集團凝聚力及員工歸屬感，禹洲致力為員工提供具有市場競爭力及多元化的薪酬及福利。年內，結合集團的年度業績與經營情況，我們更新了《福利管理規程》、《員工考勤與假期管理作業指引》、《員工離職管理作業指引》、《員工異動及駐外津貼管理作業指引》等多項內部制度，進一步明確規範僱傭、考勤、假期等員工權益及待遇。集團為員工提供的薪酬福利計劃包括：



Composition of employees’ remuneration and benefits  
員工薪酬福利構成



## Talent Diversity

The talent diversity is the inevitable choice for the development and innovation of the Group. The Group actively recruits employees from diversified background and strives to create a diversified and inclusive workplace. It has formulated the “Board Diversity Policy” to promote the diversity of employees across the Group from top to bottom, taking into account their age, gender, professional experience, cultural and educational background when appointing members of the Board.

The Group deeply cultivates the diverse and inclusive awareness through daily training. Yuzhou Group cultivates the diverse management perspective and harmonious team spirit of the management staff of various subordinate segments through the leadership and management courses such as “Learning Management from Huawei” and “Enhancement of Combat Capability and Cohesion of High-performance Team” in the “Yu Shuai Program”. As for new employees, the Group has conducted four sessions of “New Employee Orientation”, in order to enhance the rapid exchange and integration between new and old colleagues, and help them understand and practice Yuzhou culture through popularization of professional knowledge, corporate cultural publicity and team building of employees.

## 人才多元化

人才的多元化是集團發展創新的必然選擇，集團積極僱傭多元背景的員工，努力創造多元化且充滿包容性的工作活動場所。集團訂立《董事會成員多元化政策》，在委任董事會成員時，綜合考慮年齡、性別、專業經驗、文化及教育背景等因素，自上而下推動全集團人才多元化發展。

集團透過日常培訓工作，深入培養多元共融意識。透過「禹帥計劃」，禹洲集團旗下各板塊管理層參與於學習《向華為學管理》及《高效團隊戰鬥力與凝聚力提升》等領導力和管理類課程，培養多元的管理視角與共融的團隊意識。針對新員工，集團開展四期「新禹洲人培訓」，透過專業知識普及、集團文化宣貫、員工團建拓展等方式，促進新老同事快速交流融合，了解並踐行禹洲文化。

**The Board:**  
Guidance by “Board Diversity Policy”  
董事會層面：  
《董事會成員多元化政策》引導

**Employees:**  
Publicity of diverse and  
inclusive awareness through  
daily training  
員工層面：  
日常培訓活動宣導多元共融意識



**Yu Shuai Program**  
禹帥計畫



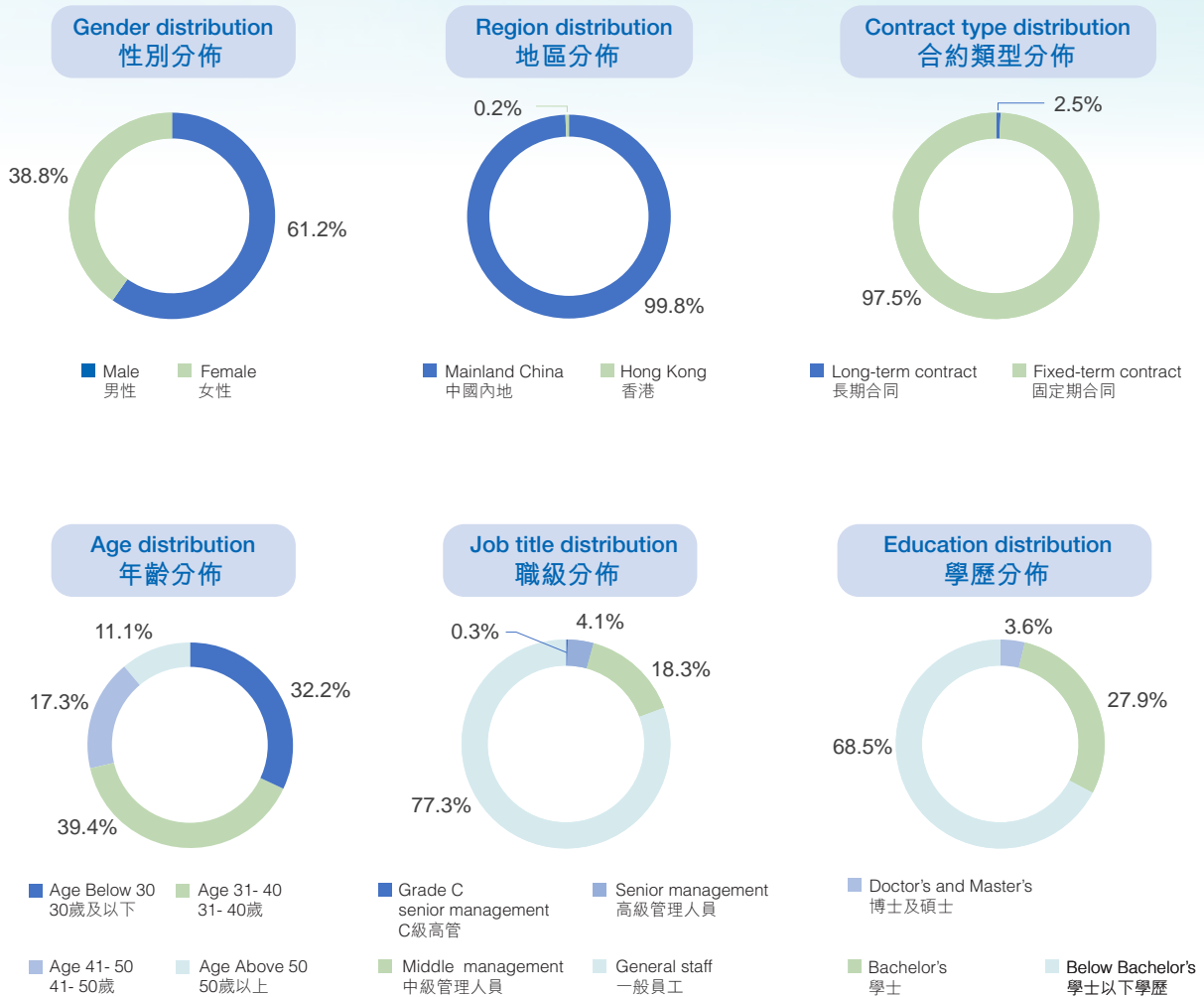
**New Employee  
Orientation Training**  
新禹洲人培訓

## Talent Composition

As of December 31, 2021, the Group totally had 7,295 incumbent employees (including 7,290 full-time employees and 5 part-time employees).

## 人才構成

截至2021年12月31日，集團共有在職員工總數7,295名（含全職員工7,290名，兼職員工5名）。



## Employment Management

During the Year, the Group actively reviewed, appraised and improved the employment management system. At the annual meeting reviewing the manpower management, the Group reviewed the performance and insufficiencies of the annual manpower management, and put forward improvement plans, in order to improve the employment processes and implementation effects of the coming year.

## 僱傭管理

年內，集團積極開展對僱傭管理制度的回顧、評審和改善工作。在年度人力管理工作回顧會議上，集團就全年人力管理工作的表現與不足展開檢討，並提出改進計劃，以完善下一年的僱傭流程和執行效果。

## Fostering Staff to Grow (Continued) 促進員工成長 (續)

### Organization Side 組織端

Focus on the implementation of organization control and employee incentive

聚焦組織管控落地與員工激勵

### Talent Side 人才端

Focus on the prompt introduction of key talents and development of the internal talent cultivation system

聚焦關鍵人才及時引進與內部人才培養體系建設

### Operation Side 運營端

Focus on process optimization, enhancement of risk awareness and development of employer brand  
聚焦流程優化、風控意識提升及僱主品牌建設

With the unremitting endeavor of all the employees, Yuzhou Group was honored as “2021 Best Employer of Chinese Real Estate Enterprises” and “2021 Top 50 Chinese Real Estate Enterprises in Terms of Human Capital Value”.

在全體員工不懈的努力下，禹洲集團於2021年度榮獲「2021年中國房地產企業最佳僱主企業」和「2021年中國房地產企業人力資本價值50強」兩項榮譽。



2021 Best Employer of  
Chinese Real Estate Enterprises  
2021年中國房地產企業最佳僱主



2021 Top 50 Chinese Real Estate Enterprises  
in Terms of Human Capital Value  
2021年中國房地產企業人力資本價值50強

## EMPLOYEE DEVELOPMENT

Employees are the advantageous capital of Yuzhou Group, and the backbone to achieve sustainable development. The Group focuses on the employee development, and provides multi-channel development opportunities and diversified occupational training, aiming for the mutual growth of the employees and the Group.

## 員工發展

員工是禹洲集團的優勢資本，是我們實現可持續發展的主體力量。集團關注員工發展，提供多通道的發展機會與多元化的職業培訓，致力於與員工攜手共同成長。





## Talent Training System

We focus on the employee training and talent cultivation system development. The Group has formulated the “Regulations Governing Training” to specify the training responsibilities of relevant departments and personnel, and constantly promote the construction of a learning organization. The Group has also formulated the “Management Procedures for Internal Lecturers” and “Management Procedures for Internal Courses”, which aims to specify the procedures for specific curriculum development and selection of lecturers, and promote the efficient sharing of knowledge and resources of the Group.

The Group provides outstanding employees with opportunities to receive training, such as academic degree certification, professional qualification certification, MBA and public courses provided by external institutions, and it has established online learning system “Yuzhou School” within the Group. The curriculum system includes the system courses, self-developed courses and external courses, covering systems, culture and internal self-created quality knowledge, systematically providing high-quality free learning opportunities for all the employees.

## 人才培訓體系

我們重視員工培訓與人才培養體系建設。集團制定《培訓管理規程》，落實相關部門與人員的培訓工作職責，不斷推進學習型組織建設；集團亦制定《內部講師管理規程》與《內部課程管理規程》，明確具體課程開發與講師選拔的程序，促進集團知識資源高效共用。

集團資助優秀員工參與外部機構的培訓，例如學歷學位認證、專業資質認證、MBA、公開課等，並在集團內部建立線上學習系統「禹學園」，課程體系包括制度課程、自主課程及外部課程，內容覆蓋制度、文化以及內部自創優質知識，系統性地為全體員工提供高質量的免費學習機會。

- 2021年年度培訓達成率目標：90%  
Target completion rate of annual training in 2021: 90%
- ✓ 2021年年度培訓實際達成率：100%  
Actual completion rate of annual training in 2021: 100%
- 2022年年度培訓達成率目標：95%  
Target completion rate of annual training in 2022: 95%

### Internal courses 內部課程

Including the Group's systems and standards, professional line systems, corporate publicity, corporate culture courses, etc.

包含集團制度規範、各專業條線制度及公司宣傳、企業文化課程等

### Self-developed courses 自主課程

Self-created quality courses converted from internal training or uploaded by employees

由內訓轉化、或由員工自主上傳的禹洲人自創優質課程

### External courses 外部課程

Quality online courses selected by the Business Academy from external resource library

商學院從外部資源庫中，精心挑選的高質量線上課程

100%

Employee activation rate  
員工啟用率

82.68%

Logging rate  
登陸率

72.74%

learning rate  
學習率

20,800小時/h

Total learning hours  
總學習時長

140分鐘/m


Monthly average  
learning hours  
月均學習時長

Usage situation of “Yuzhou School” in 2021  
2021年度「禹學園」使用情況

## Fostering Staff to Grow (Continued) 促進員工成長 (續)

In addition, Yuzhou Business Academy has established a systematic training system, which is divided into three categories, i.e., the management training, professional training and new employee orientation training according to talent demands, and further refined each special training program, and promoted its implementation with Group-wide resources.

此外，禹洲商學院搭建系統的培訓體系，依據人才需求分為管理培訓、專業培訓與新人培訓三大類，並深入細化各專項培訓方案，聯動全集團資源推動實施。

Internal 對內					External 對外
Management training 管理培訓	Yu Shuai Program: 禹帥計劃： General and Reserve Talent Cultivation Program in Cities 城市總及後備 人才培養項目	Yu Jiang Program: 禹將計劃： General and Reserve Talent Cultivation Program for Projects 項目總及後備 人才培養項目	Yu Ying Program: 禹英計劃： New Management and Reserve Talent Cultivation Program 新管理者及 後備人才培養項目	Yu Cai Program: 禹才計劃： New Management Cultivation Program 新經理人培養 項目	Linkage with commerce 聯動商業  
	Leadership Training 領導力培訓				
Professional training 專業培訓	Operation Training Camp 運營 訓練營	Marketing Training Camp 營銷 訓練營	Cost Training Camp 成本 訓練營		Linkage with property 聯動物業  
	Yu Jiang Program 禹匠計劃				
Orientation training 新人培訓	Social recruitment (General staff) 社招 (一般員工)	Social recruitment (Middle and senior management) 社招 (中高層)	School recruitment (Management trainees) 校招 (管培生)		
	Online-Yuzhou School + Offline-Yuzhou Speech Platform + “Yuzhou Business Academy” official account + OA system 線上-禹學園 + 線下-禹話台 + 「禹洲商學院」公眾號 + OA系統				

In 2021, Yuzhou Business Academy totally held 46 large-scale training programs covering six themes, i.e., talent team establishment, specialty enhancement, management trainee cultivation and employer brand building, attended by 14,700 person-times, with a total of 210 training hours. In 2022, the Group will focus on the improvement in the training system for management trainees and middle and senior management talents, striving to build an elite team with strong specialty and high cultural recognition.

2021年，圍繞人才梯隊搭建、專業力提升、管理生培養及僱主品牌建設六大體系，禹洲商學院共開展46場大型培訓項目，共計14,700人次參與，總培訓時長達210個小時。2022年，集團將著重完善針對管培生、中高層梯隊人才的培訓體系，致力於打造一支專業能力強、文化認可度高的精英團隊。



## Key Training Program

In 2021, the Group actively carried out diversified training programs among all the employees according to its own demands. We offered targeted training for employees with different demands such as management trainees and employees of different functions, in order to enhance the talent training efficiency and effects.

## 重點培訓項目

2021年內，集團結合自身需求，面向全體員工積極開展了多元豐富的培訓項目。對於管培生以及職能人員等不同需求的員工，我們提供針對性培訓，以提高人才培訓效率與效益。

- Employee training satisfaction **98.16%**  
員工培訓滿意度**98.16%**
- 10** items of key training were completed accumulatively  
完成關鍵培訓工作累計**10**項

### Management trainees 管培生/後備管理人才

“Looking Forward to Meeting You”  
2021 Management Trainee  
Orientation Training Camp  
「禹見匠的你」  
2021年管培生入職訓練營



“Yu Ying Program”  
Reserve Talent Cultivation Project  
「禹英計劃」  
後備人才培養項目

“Exchange and Sharing for  
Mutual Growth”  
Special Activity of  
Management Trainees  
「交流分享，禹你成長」  
管培生專項活動



“Chun Yu Program”  
Training Activity of  
Management Trainees  
「春禹計劃」  
管培生培訓活動

### Functional line employees 職能條理員工

“Continuous Improvement for  
Craftmanship”  
Craftmanship-oriented Engineering  
Training Program  
「精益求精，致匠心」  
工程體系匠心  
工程培訓項目



“Craftmanship Program”  
Specialty Training for  
Functional Line  
「匠心計劃」  
職能條線專業力培訓

### All the employees 全體員工

“Tianjin Yuzhou School”  
Professional Training  
(Tianjin Branch)  
「津禹學堂」  
專業培訓（天津公司）



“Top Research Club”  
Trans-department  
knowledge sharing  
(Nanjing Branch)  
「精研社」  
跨部門知識分享（南京公司）



### Establishment, Learning and Assessment of Functional Line Defect Cases

In order to summarize the practical experience of the Group's operation and management, cultivate employees' capability to analyze and solve problems in cases, and promote the experience inheritance and business innovation, the Business Academy organized the establishment, learning and assessment of defect cases of the Company in 2021.

#### 職能條線缺陷案例建設及學習考核

為總結和提煉集團經營管理實踐經驗，培養員工從案例中分析解決問題的能力，推動經驗傳承和業務創新，商學院組織了2021年公司缺陷案例庫建設及學習考核工作。

#### Case Compilation

Participating in the case compilation of 10 functional lines (including investment, cost, design, etc.)

#### 案例編寫

10個職能條線（包括投資、成本、設計等）參與案例編寫

#### Case Library

Creating 192 cases through appraisal

#### 案例庫

經過評審產出192個案例

#### Learning and assessment

- Over 2,800 participants from various lines
- Average completion rate of learning 93.15%
- Average passing rate of assessment 94.38%

#### 學習考核

- 各條線2,800餘人參與
- 平均學習完成率93.15%
- 平均考核通過率94.38%

### “Yuzhou Spring Program” Management Trainee Training Program 「春禹計劃」管培生培訓項目

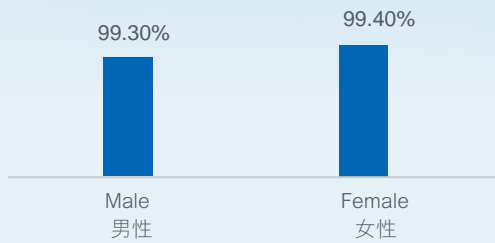
- During the Year, “Yuzhou Spring Program” helped management trainees to have a better understanding of the real estate industry and various business lines in the form of senior management seminar, industry information sharing, visits to projects under development and public-benefit hiking, and promoted the communication, exchange and learning between new and old management trainees.
- In future, we plan to conduct diversified activities such as reading sharing, experience exchange, case analysis meeting and offline board games, in order to motivate the potential and passion of management trainees.
- As at the end of 2021, four sessions of the program were held, and this Program gradually became the special training brand of Xiamen Branch.
- 年內，「春禹計劃」以高管座談會，行業資訊分享、在建項目走訪、公益徒步拓展等形式，幫助管培生加強對地產行業及各業務條線的了解，推動新舊管培生的溝通、交流與學習。
- 未來，我們計畫以讀書分享、經驗雜談、案例分析會、線下桌遊等方式開展多元活動，以激發管培生們的潛能和熱情。
- 截止2021年年底，該計劃累計已經開展四期，逐漸成為廈門公司專屬培訓品牌。



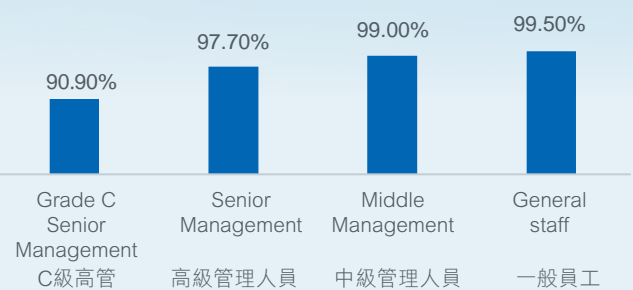
During the Year, all the employees of the Group received 233,518 hours of training, covering a total of 7,246 person-times with the percentage of employees trained of 99.33%.

年內，集團全體員工接受培訓時長達233,518小時，總人次為7,246人，員工受訓百分比為99.33%。

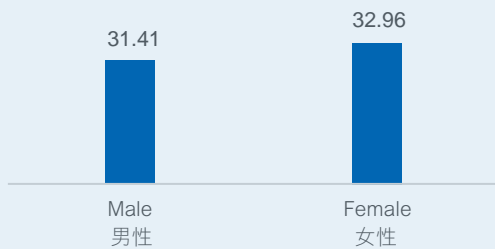
Percentage of employees trained by gender  
按性別劃分的員工受訓百分比



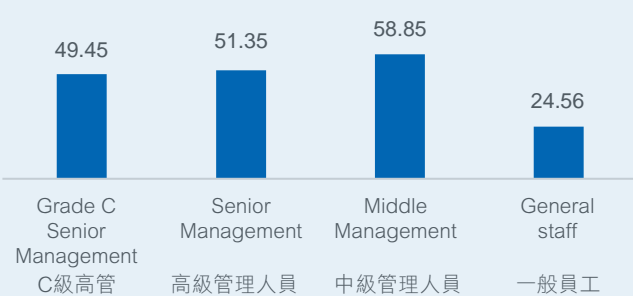
Percentage of employees trained by ranking  
按職能劃分的員工受訓百分比



Average training hours by gender  
按性別劃分的員工平均受訓時數



Average training hours by ranking  
按職能劃分的員工平均受訓時數



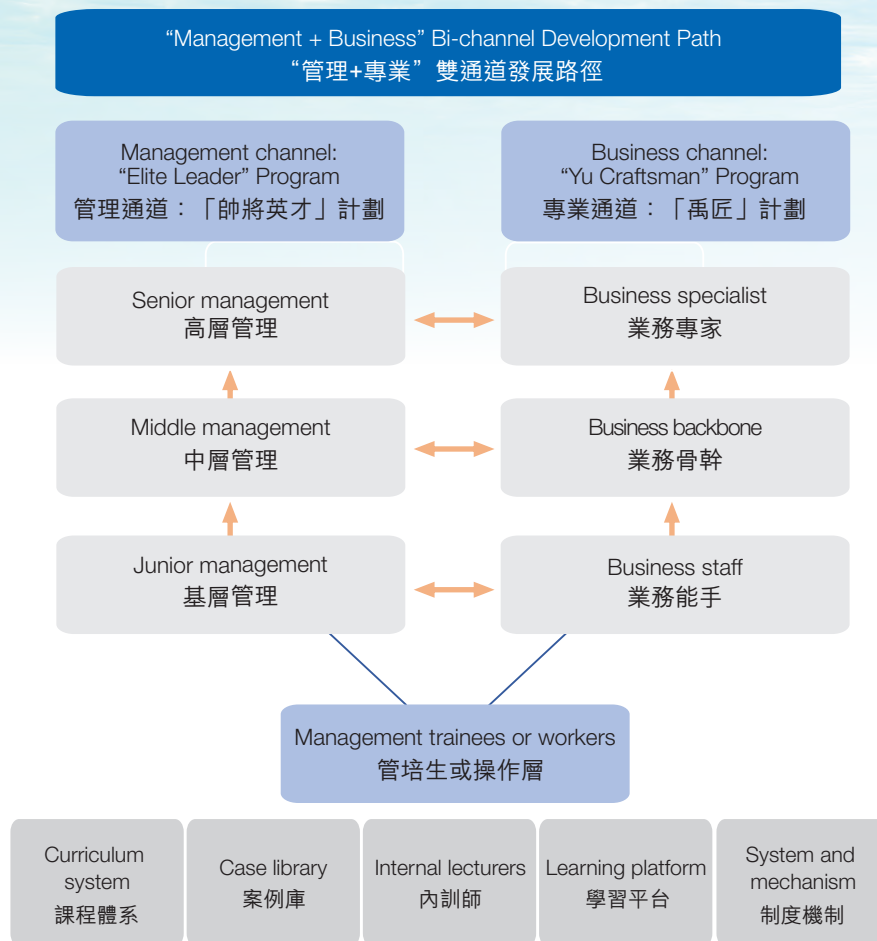
## Career Development

Employees' career development is an impetus to the continuous progress of the enterprise. Yuzhou Group has constantly expanded the promotion channels for employees, and promoted the employee promotion system development. To this end, the Group formulated a systematic promotion channel, implemented two channels for talent development, and provided management talents and professional technical talents with clear development paths, in order to realize the win-win goal for the sustainable development of both employees and the Group. We provide corresponding job transfer training for employees who switch to specific directions and functions during their career journey.

## 職業發展

員工的職業發展是企業不斷進步的引擎，禹洲集團不斷拓寬職工晉升路徑，推進人員晉升制度建設。為此，集團制定系統化的晉升管道，實行人才發展雙通道模式，針對性地為管理型人才及專業技術型人才提供清晰的發展路徑，實現員工與集團可持續發展的雙贏目標。對於中途轉換具體方向和職能的員工，我們亦會為其提供相應的轉崗培訓。

Fostering Staff to Grow (Continued)  
 促進員工成長 (續)



Yuzhou Group has a Reform Committee, which consists of several members of management to carry out reform covering the performance of all employees. The assessment indicators focus on value creation and provide long-term incentives for outstanding employees. In 2021, the rate of employee career development review reached 100%, and all the employees received the performance and occupational development review at the end of year, which effectively promoted the mutual growth of employees and the enterprise.

禹洲集團設有改革委員會，由多名管理層參與，進行覆蓋全體員工績效考核的全面改革，考核指標聚焦於價值創造，為優秀員工提供長期激勵。2021年度，員工職業發展受檢視比率達100%，全體員工均在年末接受績效及職業發展回顧，有效促進員工個人成長與企業發展並行。



## Employee Incentive

In order to guarantee due payment for all the employees, and enhance the performance management level to enable the Group to reach the standards on a whole, we revised the “Management Procedures for Employee Performance” during the Year, which stipulated that the Human Resources Department should organize the quarterly and annual performance assessment, divided the assessment targets into five grades from A (far above expectations) to C (far below expectations), and linked the performance assessment results with the promotion, cultivation, remuneration, long-term incentive and bonus of employees. The performance management system is also applicable to the Chairman of the Board, the Chief Executive Officer and the first-line management trainees. The Group has also established the “Management Procedures for Mutual Career Development” to regulate the following investment procedures and management modes, and encourage employees to share the Group’s operation returns and jointly participate in the project operation.

In addition, the Group has launched the “Yuzhou Share Award Scheme” for middle and senior management personnel, outstanding employees and business backbones, which will not exceed 10% of the issued share capital of the Company, to recognize the contribution of each outstanding employee to the development of the Group. In order to improve the medium and long-term incentive management mechanism, attract and retain outstanding talents and core employees, the Group launched the stock option incentive plan in 2021, offered 69,585,000 shares of stock option incentive for 383 middle and senior management personnel and employees with long-term service contributions, and developed towards the same long-term objective in a community composed of shareholders, enterprises and employees.

## 員工激勵

為保障全體員工勞有所得，同時通過提升績效管理水平促成集團整體達標，我們於年內修訂《員工績效管理規程》。新規程規定人力資源部門需組織開展季度與年度績效考核，並為考核對象評定A（遠超期望）至C（遠低期望）五個等級，績效評級結果將與員工的晉升、培養、薪金、長期激勵和獎金相掛鉤。績效管理體系的適用範圍亦覆蓋董事長、執行總裁乃至一線管培生。集團亦訂立《事業共創激勵管理規程》規範跟投項目程式與管理方式，鼓勵員工分享集團經營回報，共同參與項目運營。

此外，面向中高層人員、優秀員工及業務骨幹，集團推出「禹股共用計劃」，將不超過已發行股本的10%用作員工持股計劃，以肯定每位優秀員工為集團發展所做出的貢獻。為健全中長期激勵管理機制，吸引和留住優秀人才及核心員工，集團於2021年內推出期權激勵計劃，授予383位中高層管理人員及長期服務貢獻員工合共69,585,000股的股權激勵，實現股東、企業和員工形成事業共同體，朝著同樣的長遠目標發展。



## EMPLOYEE COMMUNICATION

Yuzhou Group maintains close communication with its employees, actively listens to their voices through various communication channels such as CEO mailbox, management trainees meetings, meetings for complaints and staff general meetings, understands their expectations and strives to protect employees' rights and create a harmonious and friendly working atmosphere.

## 員工溝通

禹洲集團與員工保持密切溝通，通過多種溝通管道，包括總裁郵箱、管培生會議、吐槽大會、員工大會等，積極聆聽員工心聲，悉心聽取反饋與期許，致力維護員工權益，營造融洽友善的工作氛圍。



Employee communication channels  
員工溝通渠道

## Satisfaction Surveys

Yuzhou carries out employee satisfaction and engagement surveys, and analyzes and sorts out the key improvements according to the survey results, in order to provide effective guidance for our next year's employee work. In 2021, the Group carried out employee satisfaction surveys from 15 dimensions including internal communication, interpersonal relationship and employee morale to have a comprehensive and specific understanding of employees' satisfaction. In addition, we will detail surveys into various organization levels and rank to have an in-depth analysis of internal reasons and raise improvement measures.

## 滿意度調查

禹洲每年均開展員工滿意度及敬業度調查，並根據調研結果分析梳理改進要點，為下一年員工工作提供有效指導。2021年，集團的員工滿意度調查從內部溝通、人際關係、員工士氣等15個維度出發展開，以全面具體地了解員工滿意狀況。此外，我們亦將調查細化至各組織層級、各職級，以深入分析內部原因，提出改進措施。

Employee satisfaction survey results in 2021  
2021年員工滿意度調研結果

- 😊 Over **97.12%** of employees were satisfied with the interpersonal relationship within the department and the Company  
**97.12%** 以上的員工滿意公司、部門範圍內人際關係
- 😊 Over **93.51%** of employees were satisfied with the employee morale and attitudes  
**93.51%** 以上的員工對員工士氣、心態達到滿意
- 😊 Over **96.89%** of employees were satisfied with the work value  
**96.89%** 以上的員工對工作價值達到滿意
- 😊 **97.52%** of employees were satisfied with challenge of the post  
**97.52%** 的員工對管理制度、業務流程評價為基本滿意及以上的員工對本崗位工作挑戰性達到滿意
- 😊 **94.64%** of employees were satisfied with the work intensity of the post  
**94.64%** 的員工對本崗位工作強度達到滿意
- 😊 **97.51%** of employees were satisfied with the management capability and business level of the superiors  
**97.51%** 的員工對上級管理能力和業務水準評價為滿意
- 😊 **97%** of employees were basically satisfied or satisfied with the fairness of superior management  
**97%** 的員工對上級管理公平、公正性評價為基本滿意及以上
- 😊 **87.92%** of employees were satisfied or more satisfied with the fairness and rationality of performance assessment and incentive evaluation  
**87.92%** 的員工對績效考核公平合理和激勵性評價達到滿意及以上
- 😊 Nearly **80%** of employees were basically satisfied or more satisfied with the remuneration, benefits and income  
近**80%** 的員工對薪酬福利及收入達到滿意及以上
- 😊 **92%** of employees were basically satisfied or more satisfied with the work platform and occupational development opportunities  
**92%** 的員工對工作平台及職業發展機會達到滿意及以上
- 😊 **87.75%** of employees were basically satisfied or satisfied with the availability, pertinence and validity of training and learning  
**87.75%** 的員工對培訓學習的可得性、針對性、有效性評價為基本滿意及以上
- 😊 **93.22%** of employees were basically satisfied or satisfied with the teaching of new employees by senior employees  
**93.22%** 的員工對老員工帶教新員工評價為基本滿意及以上
- 😊 **85.38%** of employees were basically satisfied or satisfied with the promotion policies and channels  
**85.38%** 的員工對晉升政策、晉升管道評價為基本滿意及以上
- 😊 **89.1%** of employees were basically satisfied or satisfied with the management system and business processes  
**89.1%** 的員工對管理制度、業務流程評價為基本滿意及以上





## Employee Activities

The Group actively organizes activities such as meetings, forums, public welfare activities, festival celebrations, sports games, basketball games, birthday parties, etc. in accordance with the “Management Procedures for Employee Benefits”, in order to promote the communication and exchange between new and senior employees, deepen the corporate culture, and enhance the sense of belonging of employees.

During the Year under review, Yuzhou mainly carried out employee activities including “Brave with Soaring Aspirations” headquarters team building and mooncake gambling, “Concerted Efforts for Piloting” team building of middle and senior management and “Birthday Celebration with Love” headquarters employee birthday party, which won extensive recognition among internal employees.

## 員工活動

集團依據《員工福利管理流程》積極組織包括會議、座談、公益活動、節日慶典、運動會、籃球賽、生日會等活動，以促進新老員工溝通交流，深入深化企業文化，增強員工歸屬感。

回顧年內，禹洲重點開展包括「勇者無畏·禹志凌雲」集團總部中秋團建暨博餅活動、「勳力同心·禹領航」集團中高管團建融合活動與「以愛之名·禹你慶生」集團總部員工生日會等員工活動，獲得了內部員工的廣泛好評。

### “Brave with Soaring Aspirations” headquarters team building and mooncake games in Mid-autumn Festival

#### 「勇者無畏·禹志凌雲」集團總部中秋團建暨博餅活動

Employees realized self-challenge and breakthroughs with their endeavor and courage during the activity, which fully displayed our dauntless spirits and great aspirations

本次活動員工們用汗水和勇氣實現自我挑戰和突破，充分展現了禹洲人勇者無畏的精神以及沖破雲霄的意志力。



### “Concerted Efforts for Piloting” team building of middle and senior management

#### 「勳力同心·禹領航」集團中高管團建融合活動

The middle and senior management gave full play to their extreme leadership and led us to forge ahead despite great difficulties during the activity.

本次活動讓中高管們的極限領導力發揮得淋漓盡致，超越自我，帶領禹洲人乘風破浪、領航前行。



### “Birthday Celebration with Love” headquarters employee birthday party

#### 「以愛之名·禹你慶生」集團總部員工生日會

The birthday party not only promoted the internal cohesion and affinity of employees, aroused employees' enthusiasm towards work, but also expressed our gratitude to the employees for their concerted efforts.

本次生日會活動不僅促進公司員工的內部凝聚力和親和力，激發員工的工作熱情，更向一路並肩作戰的員工表達感恩之心。



## Support for Employees

The Group provides prompt support for employees and their family members in need, and strives to help the employees tackle their difficulties. In accordance with the “Operations Guidelines for the Management of Employees and Family Difficulties”, the Group’s president office, human resources center, brand management department and regional and city branches provide funding for employees who suffer from major diseases or need other relief, launch internal fund-raising according to the actual situation, and show warmth and concern to employees.

## 員工幫扶

集團向困難員工及其家屬提供及時的幫扶，努力為員工排憂解難。依託內部《員工及家屬困難救助管理作業指引》，集團總裁辦、人力資源中心、品牌管理部及各區域、城市公司共同負責為患有重大疾病或者需要其他救助的員工給予資金資助，並據情況發起內部募捐，送去溫暖與關懷。







## CREATING VALUE FOR CUSTOMERS 創造客戶價值

Adhering to the concept of “Building Cities with Heart, Building Homes with Love”, Yuzhou Group strives to provide customer service for each owner in a considerate, warm and quick manner.

禹洲集團秉持「以誠建城，以愛築家」的理念，致力於為每位業主提供有態度、有溫度、有速度的客戶服務。



Highest score of customer satisfaction indicators in residential projects

住宅項目  
客戶滿意度指標最高分

83.5%

Highest score of customer satisfaction indicators in hotel operations

酒店營運  
客戶滿意度指標最高分

97.7%



Partnership suppliers

合作供應商  
over  
超 900 家

Suppliers' satisfaction

供應商滿意度

98.0%



This chapter:

All-rounded Quality Control | Customer Health and Safety | Responsible Marketing | Customer Communication | Protection of Customers' Privacy | Sustainable Supply Chain

## ALL-ROUNDED QUALITY CONTROL

With the objective of enhancing customer satisfaction, we have established and improved the quality management and customer service system including a series of internal management system in strict accordance with the "Urban Real Estate Administrative Law of the People's Republic of China", to provide healthy, safe and quality products and services for customers.

### Residential Development Projects

With a view to eliminate the potential safety hazards of the residential and non-residential (such as hotels, schools and office buildings) projects, the Group has formulated the "Management Procedure for Project Inspection" to regulate the project quality and safety inspection procedures, and protect customers' life and property safety against any losses.

本章節：

全方位品質管控 | 客戶健康與安全 | 負責任營銷 | 客戶溝通 | 保障客戶私隱 | 可持續供應鏈

## 全方位品質管控

我們以提高客戶滿意度為目標，嚴格遵循《中華人民共和國城市房地產管理法》，建立起健全質量管理和客戶服務體系，包括一系列內部管理制度，保障讓客戶享受到健康、安全、高品質的產品和服務。

### 住宅開發項目

為消除負責開發的住宅類以及非住宅類（如酒店、學校、寫字樓等）項目的潛在安全隱患，集團制定《工程檢查管理規程》，規範項目工程質量與安全的檢查流程，確保客戶生命和財產安全不受損失。



## Creating Value for Customers (Continued) 創造客戶價值 (續)

The Group carries out unannounced inspections on all the projects under development on a quarterly basis, including all the construction works, decoration works, installation works and on-site construction management such as fire protection, material piling and civilized construction. The inspection results will be ranked, and the top subsidiary or city branches will be invited to share their experience. In addition, any severe quality and safety hazards as defined in the “Management Procedures for Construction Switch-out” found in the inspection shall be forthwith reported to the headquarters, and “switch-out” shall be conducted to guarantee the engineering quality and safety.

集團每季度對所有在建項目進行工程飛行檢查，檢查內容包括建築的各項建設工程、裝修工程及安裝工程，包括施工現場管理，例如防火、材料堆放和文明施工等。有關檢查結果將進行排名，排名第一的區域／城市公司將被邀分享經驗。此外，在檢查過程中，如發現《工程拉開管理規程》中所定義的重大質量和安全隱患，將立即上報集團總部，同時「拉開」處理，確保工程質量和安全。



- Constantly meet the needs of customers with years of experience  
憑藉多年經驗，不斷切合客戶需求
- Improve the quality and efficiency of projects through various technologies, such as prefabricated building and BIM technology  
通過多種技術，提高項目質量與效率，如裝配式建築技術、BIM技術等
- Carry out quarterly inspections on quality and safety of projects under development on a quarterly basis  
每季度對在建項目進行質量安全檢查
- Carry out unannounced inspections on quality risks and safety and civilization on construction sites of projects under development  
就在建項目現場的質量風險及安全文明進行突擊檢查
- Carry out comprehensive inspections on quality and safety of projects under development  
對在建項目的質量及安全水平進行綜合檢查
- Self-inspection and evaluation of the delivery areas by the project department in the delivery area 40 days before delivery of the projects  
項目交付前40天由項目部對交付區域進行自查評估
- Engage third party consultants to carry out inspections and evaluation on quality and safety 1 month before delivery of the projects  
項目交付前1個月委託第三方諮詢公司進行質量、安全檢查評估

*Project Development Management Flow*  
開發項目管理流程



## Property Management

The property management segment adheres to the quality policy of “Sincere Service, Pursuit of Excellence, Standardized Management and Scientific Innovation”, continuously innovating the service forms, and enhancing customer experience from customer demands.

In 2021, Yuzhou Group focused on the enhancement of customer satisfaction and brand reputation with innovative products and considerate service with the annual theme of “Achieving Ingenuity”. We launched five full-cycle measures to update considerate service including “5+N Innovative Service and Sales Experience Trip”, “Well-pleasing Delivery Plan”, “Deliver Product Officer Plan”, “Rejuvenation + Plan” and “Innovative Quality Assurance”, in order to fulfill quality commitments.

In addition, we held over 60 customer activities in the communities in 13 cities such as the “3rd Yuzhou Baby Festival”, “Lehuo Hiking” and “Neighborhood Festival”, accumulatively attracting 28,977 Yuzhou owners and winning the unanimous recognition among owners.

We strive to create products with ingenuity, empowering a better life. Based on the “Yuzhou Club” service platform, we increased the “Yuzhou Customer Ambassador” service function and “Yu House Keeper” applet function, in order to provide considerate and efficient customer service such as independent report at the WeChat platform and checking elite recommended projects, and form great product competitiveness and reputation. In addition, we regularly carry out special training for junior employees, and carried out themed training such as “Yu House-Manager”, “Golden Yu House-Manager”, “Yu Army” and “Yu Craftsman” during the Year to improve the professional service level of property service personnel.

## 物業管理

物業管理板塊堅持「真誠服務·追求卓越·管理規範·科學創新」的質量方針·不斷創新服務形式·從客戶需求出發·提升客戶體驗。

2021年·禹洲集團在「致匠心」的年度主題下·以匠心產品和臻心服務為著力點·高度重視客戶滿意度和品牌口碑的打造。我們發布「5+N匠心服務銷售體驗之旅」·「美好交付計劃」·「交付產品官計劃」·「煥新+計劃」·「匠心質保」等5項全週期臻心服務升級舉措·兌現高品質承諾。

此外·我們開展覆蓋13座城市的社區「第三屆禹洲寶貝節」·「樂活健步行」·「鄰裡節」等超過60個場次的客戶活動·累計共計28,977戶禹洲業主熱情參與·獲得業主一致點贊。

我們致力於憑藉匠心鑄造產品·為美好生活賦能。以「禹洲會」服務平台為依托·年內增加了「小禹兒客戶大使」服務功能·「禹房寶」小程序功能·方便為業主提供微信端自主報事·查看精品推介項目的貼心高效客戶服務·形成有禹洲標籤的產品競爭力和產品口碑。我們亦定期開展針對基層員工的專項培訓·於本年度內開展「禹管家」·「金牌禹管家」·「禹林軍」及「禹工匠」主題培訓等·以提升物業服務人員的專業服務水平。





## Commercial Operations

The commercial management segment adheres to the business philosophy of “Sound System, Standardized Management, Streamlined Operations and Caring Service”, and strives to provide quality services for customers. At present, Yuzhou Commercial has distributed its business in tier-1 and core tier-2 cities such as Shanghai, Xiamen, Shenzhen, Hefei, Nanjing, Wuhan and Hangzhou. It has 29 projects under operation and 10 projects under preparation. In addition to a more comprehensive shopping environment that provides customers with a comfortable and value-for-money shopping experience, we continuously provide original and special activities to drive the shopping atmosphere of the entire shopping mall.

## 商業運營

商業管理板塊秉持「制度健全化、管理規範化、營運流程化、服務親善化」的經營理念，竭誠為客戶提供優質的服務。目前，禹洲商業業務分佈於上海、廈門、深圳、合肥、南京、武漢、杭州等一線及核心二線城市，共有運營項目29個，籌備項目10個。除以更加完善的購物環境和更為合理齊備的購物業態為顧客提供舒適超值的消費體驗外，我們不斷提供原創、豐富的企劃活動來帶動整個商城的購物氛圍。



The commercial shopping malls shall be updated according to the current trend and consumers' demands. Therefore, we continuously make innovations during the mall operation, striving to rebuild the business space with diversified brand portfolio, bring better shopping experience to consumers, and satisfy their diversified demands. In future, Yuzhou Commercial will continue to make innovations in diversified business and update the service experience following the industrial tendency, and inject new vigor to the modern business development. During the Year, the commercial operations segment obtained following awards:

商場業態需要緊跟時代潮流和消費者需求進行升級煥新，故於商場運營中持續求新，力求以層次豐富的品牌組合重新構建商業空間，為消費者帶來更優質的購物體驗，滿足其多元需求。未來，禹洲商業也將繼續順應行業趨勢，創新多元業態，升級服務體驗，並持續擁抱年輕化，為現代商業發展注入新的活力。回顧年內，商業運營板塊獲獎包括如下：

### 2021 Commercial Operations Awards Records 2021 商業運營獲獎記錄

2021 Excellence Award of MallChina Industrial Commerce Management Company  
2021年度中購聯購物中心行業商業管理公司卓越榜

2021 Business Marketing IP of MallChina Industrial and Commercial IP Value Ranking  
2021年度中購聯購物中心行業商業IP價值榜單-商業行銷IP

2021 Excellent Operator Award of Commercial Real Estate of Winshang Net  
2021年贏商網「商業地產優秀運營商」獎

## Hotel Operations

We are committed to providing our customers with best-in-class services and experience. Each department of the hotel has a standard service manual to ensure that the services provided meet the expectations of the customers. We conduct daily training and service quality assessment on our employees in accordance with the standards set out in the manual on a weekly basis. Each hotel conducts monthly service quality evaluation meetings to discuss customers' feedback and service needs and formulate rectification plans. The hotel conducts semi-annual inspections of its quality performance, and the Group conducts annual audits covering customer service and hardware facilities, such as hotel greening and room cleanliness, etc. In addition, the Group also organizes unannounced inspections and unannounced visits.

## 酒店運營

我們致力為客戶提供一流的服務與體驗。酒店各部門均設有標準服務手冊，以確保提供符合客戶期望的服務。每週，我們均按照手冊中標準對員工進行日常培訓及服務品質考核。每月，各酒店均設服務品質提升會，就度客戶反饋的意見和服務方面的需求共同討論，並制定整改方案。每半年，酒店對自身的品質表現進行一次檢查，集團每年進行一次審查，內容涵蓋客戶服務及硬件設施，如酒店綠化、房間整潔度等。此外，集團組織不定時的突擊檢查及暗訪。



## CUSTOMER HEALTH AND SAFETY

We adhere to the customer-oriented principle, listens carefully to the voice of customers, and actively responds to customers' demands, striving to build a full life cycle customer care and service system, and protect customers' health and safety.

## 客戶健康與安全

我們堅持以客戶為中心，用心聆聽客戶聲音，積極回應客戶訴求，打造全生命周期客戶關懷及服務體系，保障客戶的健康與安全。

### Residential Development Projects 住房開發項目

- Set up the corporate-level inspection standards higher than the quality inspection standards of general projects  
建立高於普通工程質量驗收標準的公司級驗收標準
- Establish the sample introduction system before massive construction, specify the construction guidelines and eliminate the usage defects in advance  
大面積施工前建立樣板引入製度，提前明確工程施工指引和消除使用功能方面的缺陷
- Quality and service inspection covering the preliminary, middle and late period of the project development before the opening of experience area and after delivery  
從體驗區開放前到交付後，涵蓋項目發展前中後期的質量和服務檢查工作

### Property Management 物業管理

- Organize relevant staff to participate in safety training activities, including job qualification, contingency plans and professional drills. Contingency plans include fire drills, anti-terrorist attack drills and first-aid training (such as wound dressing and CPR), etc.  
組織相關員工參加安全訓練活動，包括崗位技能、應急預案、專業演練等，其中應急預案包括消防演習、防恐防暴、傷病救援（如創口包紮及心肺復甦）等
- Community property service centers are equipped with first-aid kits and staff who have received rescue trainings according to actual situation  
物業服務社區服務中心均設有醫藥箱，並結合實際情況組織一系列傷員模擬救援培訓
- 20 contingency plans are in place, covering natural hazards, security, personnel and facilities control and energy issues  
設有20個應急預案，涵蓋自然災害、刑事治安、人員控制及設備、能源問題等

### Commercial Operation 商業運營

- 2 safety trainings per month, covering the use of fire hydrant and rescue of people trapped in elevator and, etc.  
每月開展2次安全培訓，內容包括消防栓使用、電梯困員解救等
- Semi-annual fire drills with full participation  
每半年舉辦一次消防演習，全員參與

### Hotel Operation 酒店運營

- All food ingredients are invoiced and a ledger is set up from the source upon delivery in accordance with regulatory requirements of the government  
從源頭出發，所有食品在收貨的時候，都按照政府要求索證索票，建立台帳
- Ensure ingredient quality upon receipt through daily checks  
每天對食材收貨檢查，確保食材品質
- Arrange food safety and hygiene specialist specialized in daily food safety and hygiene inspection  
設置食品安全衛生專員，專門負責日常食品安全衛生的檢查
- Provide training to staff of food and beverage department every month, and raise opinion and report on the food and beverage department on a weekly basis  
每月對餐飲部的員工進行培訓，每週對餐飲部的表現提出意見及報告
- Carry out annual ISO-compliant audit on hotels  
每年對酒店進行符合ISO標準的審計



## RESPONSIBLE MARKETING

Yuzhou Group assumes the responsibility of promoting the rational and sustainable consumption of consumers, publicizes the project information regularly, follows up the progress of customer communication project, and invites consumers to visit the experience zone, in order to provide references for consumers to make responsible consumption decisions. Yuzhou Group has formulated the “Responsible Marketing Standards” to specify the strict and responsible marketing behavior standards. In 2021, the Group paid more attention to marketing risk control management and customer satisfaction, and comprehensively investigated and renovated the marketing packages, marketing advertisements and sales commitments of various projects in combination with the “Notification of Eight Departments including the Ministry of Housing and Urban-Rural Development on the Continuous Renovation and Regulation of the Real Estate Market Order” jointly released by eight departments including the Ministry of Housing and Urban-Rural Development, in order to effectively eliminate the release of false and illegal real estate advertisements and false sales commitments.

## 負責任營銷

禹洲集團承擔促進消費者理智和可持續消費的責任，定期公示項目信息，主動與客戶溝通項目進展，並邀請參觀體驗區等活動，為消費者作出負責任消費決策提供參考。禹洲集團制定《負責任營銷準則》，明確集團嚴格且負責任的營銷行為標準。2021年，集團更加註重營銷風控管理和客戶滿意度，結合住建部等八部門聯合發布《住房及城鄉建設部等8部門關於持續整治規範房地產市場秩序的通知》要求，針對各項目營銷展示包裝、營銷廣告、銷售承諾等方面開展全面排查及整治，有效地杜絕發布虛假違法房地產廣告、虛假銷售承諾等行為。



All marketing activities must comply with the relevant national laws and regulations and industry standards, and strictly implement the management and control rules issued by the Group's marketing management center and the Group's brand management department

所有營銷動作必須符合和遵守國家相關法律法規及行業發展規範，嚴格執行集團營銷管理中心及集團品牌管理部門發佈的管控細則



Stringent training and operating standards for marketing personnel, to ensure that all marketing lines are aware of the Group's regulatory requirements before they commence work, so as to ensure that customers are provided with quality products with sincerity and integrity

嚴格的營銷人員培訓作業標準，以確保全體營銷條線上崗前知悉集團的規範要求，以確保用誠心和誠信給予客戶奉獻精緻誠品



The Company will continue to carry out quality control of the sales venue to ensure the authenticity of the marketing campaign and fulfill the commitments, including but not limited to the Group's publicity reports, materials displayed in the sales venues and sales language, etc.

將持續開展案場品質管控，以確保營銷動作真實，實現承諾，包括但不限於我司的宣傳報導、案場展示物料、銷售說辭等

## Creating Value for Customers (Continued) 創造客戶價值(續)

The Customer Relations Department of the Operations Management Center, jointly with the Group's marketing management center, expanded the scope of the secret customer inspection on the projects on sale in September 2021, covering 29 projects in 14 city branches. Key inspections were made on the standard risk items and output of customers' commitments, and city branches were required to make active rectification and submit rectification reports.

### CUSTOMER COMMUNICATION

Enhancement of customer satisfaction is our eternal pursuit. The Group highly focuses on the customer feeling, and sets up 400 (7\*11h) customer service supervision hotline covering sectors of real estate, property management, commercial and hotel to provide prompt and rapid customer service, and realize the information-based inquiry and complaint management. We also guarantee the smooth customer feedback channel by building a one-stop customer service platform "Yuzhou Club", launching the "Customer Ambassador" and realizing online functions such as "online report for repair, complaint and suggestions, activity enrollment and Yu House-Manager Model".

Upon receipt of the customer feedback, the Group will transfer the customers' opinions to the corresponding business segment via online information channel for handling. In order to guarantee the service quality, each business segment shall promptly handle customer complaints, conduct system handover and follow-up management of customer appeals, and solve customer problems in a rapid and effective manner in accordance with the standard customer service operation guidelines on the response time, processing time, closing requirements, improvement and enhancement of customer complaints.

運營管理中心的客戶關係部聯合集團營銷管理中心，於2021年9月加大了在售項目神秘顧客檢查覆蓋範圍，覆蓋14個城市公司、29個項目，重點對風控標準項、客戶承諾輸出情況進行檢查，要求下屬各城市公司積極整改並提交整改報告。

### 客戶溝通

客戶滿意提升是我們不懈的追求。集團高度關注和重視客戶感受，設立涵蓋地產、物業、商業、酒店等業務的集團400客戶服務監督熱線，7\*11小時、全年無休地提供及時且快速的人工客服服務，實現諮詢及投訴管理信息化。我們亦通過打造一站式客戶服務平台「禹洲會」，上線「客戶大使」，實現「在線報修、投訴建議、活動報名、禹管家」等線上功能，確保客戶反饋渠道暢通。

在接獲客戶反饋後，通過線上信息渠道將客戶意見轉至對應業態，由工作人員負責處理。為保證服務質量，各業態均制定有問題回應時間、處理時限、關閉要求、跟踪回訪、改進提升的標準客戶服務操作指引，及時受理和限期處理客戶投訴，對客戶訴求進行系統流轉和跟踪管理，快速有效的解決客戶問題。

<sup>7</sup> Mainly including applications such as Meituan and Qunar, etc.

<sup>7</sup> 主要為美團、去哪兒等應用程序



## Customer Satisfaction

We constantly focus on the customer experience and appraisal, actively identify customers' demands before, during and after sales, and enhance the service capability during the whole process of customer service through several measures. The Group has formulated the "Management Procedures for Customer Satisfaction Assessment of Yuzhou Group", the "Management Procedures for Third-party Customer Satisfaction Survey and Secret Visitor Survey" in order to provide guidance for our customer satisfaction survey. We quantize and verify the Group's quality management and product service effects according to the customer satisfaction survey results, covering several dimensions such as the house design, landscaping, house quality, sales service, delivery service, maintenance service and property service.

## 客戶滿意度

我們持續關注客戶體驗與評價，在售前、售中、售後的不同階段，主動識別客戶需求，通過多種舉措，提升服務能力，貫穿客戶服務全過程。集團制定《禹洲集團客戶滿意度考核管理規程》、《第三方客戶滿意度調研、神秘訪客調研管理規程》等制度，為我們客戶滿意度調研工作提供指引。通過客戶滿意度調研結果，對集團品質管制及產品服務效果進行量化和驗證，涵蓋房屋設計、園林綠化、房屋品質、銷售服務、交付服務、維修服務和物業服務等多個維度。

In 2021, the Group obtained 360 silk banners and 105 commendatory letters from owners as awards. The Group's residential customer satisfaction was on the continuous rise as compared with the previous year, with the growth ranking No. 2 among RMB100 billion real estate enterprises.

2021年，集團獲得業主錦旗表揚360面，表揚信105封，禹洲住宅客戶滿意度較上一年持續上漲，增長幅度位列千億房企第二。





## Creating Value for Customers (Continued) 創造客戶價值 (續)

### Property Management 物業管理

- The customer satisfaction with house quality reached 77.5 with a YoY increase of 5.6 points, 10.3 points higher than the overall level of the industry, ranking No. 25 in the industry  
房屋質量客戶滿意度達到77.5分，同比提升5.6分，領先行業總體水平10.3分，位列行業第25名
- The customer satisfaction with maintenance service reached 76.9 with a YoY increase of 5.6 points, 18.6 points higher than the overall level of the industry, ranking No. 14 in the industry  
維修服務客戶滿意度達到76.9分，同比提升5.6分，領先行業總體水平18.6分，位列行業第14名

### Hotel Business 酒店業務

- Medallia NPS scored 93.16 out of 100;  
Medallia NPS滿分100分，酒店得分93.16分；
- The overall satisfaction scored 9.77 out of 10;  
總體滿意度滿分10分，酒店得分9.77分；
- Social networks<sup>7</sup> scored 4.80 out of 5;  
社交網<sup>7</sup>評分滿分5分，酒店得分4.80分；
- TripAdvisor: scored 4.89 out of 5  
貓途鷹評分滿分5分，酒店得分4.89分

## PROTECTION OF CUSTOMERS' PRIVACY

The Group has established systems such as the “Information Confidentiality System of Yuzhou Group”, the “Guidance for Management of Sales Sites” and the “Customer Information Management Operations Guidelines” to regulate the collection, maintenance and management of customer-related information and fully protect customer privacy. We require our employees not to disclose any customer information to third parties when collecting, using and accessing customer information.

## 保障客戶私隱

集團設有《禹洲集團信息保密制度》、《銷售案場管理指引》以及《客戶信息管理作業指引》等制度，規範客戶相關信息的收集、維護和管理工作，全方位維護客戶隱私權益。我們要求員工在收集、使用及存取客戶信息時，不得向第三方洩露任何客戶信息。



## SUSTAINABLE SUPPLY CHAIN

Suppliers are important partners of Yuzhou Group for the sustainable development. The Group constantly improves the supplier management system, and establishes unified standards for procurement procedures such as selection of suppliers, tendering and review of suppliers, in order to provide important guarantee for safe, healthy and quality products. The Group's suppliers mainly include suppliers of engineering construction and materials and equipment. In 2021, the Group had a total of 903 suppliers, all from Mainland China.

### Supplier Management

The Group adheres to the tendering and procurement principles of “Transparency and Fairness, Full Competition, Pre-Control, Integrity and Due Diligence, Maintenance of Reputation and Mutual Supervision”, and has formulated systems including the “Management Regulations on Tendering and Procurement”, the “Management Regulations on Engineering and Materials Suppliers” to specify the selection and management of suppliers. In order to adapt to the development of the supply chain management, the Group updated the “Management Regulations on Tendering and Procurement” and the “Management Regulations on Engineering and Materials Suppliers” during the Year to improve the quantitative screening standards for suppliers.

## 可持續供應鏈

供應商是禹洲集團實現可持續發展的重要合作夥伴，集團不斷完善供應商管理體系，對遴選供應商、招標投標、供應商評審等採購程序建立統一規範，為提供安全、健康、高質的產品質量提供重要保證。集團的供應商主要包括工程施工類、材料設備供應商等。2021年，集團共有903家供應商，均來自中國內地。

### 供應商管理

集團秉持「透明公正、充分競爭、事前控制、廉潔奉公、維護信譽、互相監督」的招標採購原則，訂立《招標採購管理規定》《工程與材料供應商管理規程》等制度以明確供應商的選擇和管理工作。為適應供應鏈管理業務的發展，集團於年內更新《招標採購管理規程》和《工程與材料供應商管理規程》，完善對供應商的量化篩選標準。





## Evaluation and Review

We regularly carry out inspections and evaluation on the suppliers' operation mode, labor subcontracting mode, social insurance payment and the records of receiving rewards and penalty, and realize the whole process control of suppliers before, during and after the process, so as to select qualified suppliers and ensure that the project quality, progress and safety and civilization meet the requirements of the Group, and provide a solid support for the improvement of our product quality and long-term development.

After the process evaluation, post-performance evaluation and annual performance evaluation on suppliers, we classify our suppliers into "strategic", "excellent", "qualified", "unqualified" and "blacklisted" suppliers. Strategic suppliers and excellent suppliers are entitled to corresponding incentives, such as pre-emptive direct bid negotiation right, reduction or exemption of tender security and performance security. The cooperation with "unqualified" suppliers will be suspended for two years, and the subsequent cooperation shall be determined upon supplementary investigation. The "blacklisted" suppliers shall not have any cooperation with the Group in any projects by any means within three years.

## 評估與審核

我們定期考察和評估供應商的經營模式、勞務分包方式、社保繳納情況、獎罰經歷等，實現對供應商事前、事中、事後的全過程控制，以達到優選合格供應商並確保工程質量、進度、安全文明等方面滿足集團的要求，為我們的產品品質提升和長遠發展提供穩固的支持。

通過供應商進行過程履約、履約後評估及年度綜合履約評估，我們將供應商分為「戰略」、「優秀」、「合格」、「不合格」及「黑名單」供應商。戰略供應商及優秀供應商可獲得相應獎勵措施，如優先直接議標權、減免投標保證金及履約保證金等。「不合格」供應商則會被暫停合作2年，後續合作必須補充考察。而針對「黑名單」供應商，3年內不得與本集團所有項目又任何形式的合作。

<b>Engineering Construction Supplier</b> 工程施工類供應商	<b>Material Supplier</b> 材料類供應商
<ul style="list-style-type: none"> <li>• On-site supervision and regular inspections by Party A's engineers 現場監理監察、甲方工程師監察等常規檢查</li> <li>• Unannounced inspections by the Group 集團的飛行檢查</li> <li>• Quarterly safety and civilization unannounced inspections by third parties 每季度第三方安全文明飛行巡檢</li> <li>• "Switch-out" management of the construction 工程「拉開」管理</li> </ul>	<ul style="list-style-type: none"> <li>• We will seal samples, and suppliers have to provide testing reports issued by qualified testing institutions 我們會對其樣品進行封樣，並且供應商需提供具資質檢測機構出具的檢測報告</li> <li>• Suppliers may be required to send materials for testing during construction, so as to ensure the quality of the materials 在合作過程中，會在相應階段要求供應商將材料送檢，以保障材料的質量</li> </ul>

Supplier Quality Assurance Measures  
供應商質量保證措施



We have formulated detailed procurement plans to reduce procurement risks and ensure the stability, smooth and integration of the supply chain. For materials and equipment with a large procurement volume, we have a dual procurement policy and identify two suppliers to ensure the stability of the supply chain.

### Supplier Communication

In order to improve supplier management, we maintain close cooperation with suppliers, actively convey our requirements and information on the sustainable development, and promptly listens to and responds to suppliers' opinions and feedback. In May 2021, the Group held the supplier summit with the theme of "Innovative Quality for Win-Win" to commend outstanding suppliers with good cooperation with the Group. More than 200 persons in charge of outstanding suppliers of the Group attended the summit, and five core concepts of "Platform, Cooperation, Win-Win, Ingenuity and Integrity" were publicized at the summit.

我們制定詳盡的採購計劃，降低採購風險，保障供應鏈的穩定、順暢和貫通。針對採購量較大的材料和設備，我們設有雙重採購政策，同時確定2家供應商，以此確保供應鏈的穩定性。

### 供應商溝通

為完善供應商管理，我們於保持與供應商的密切合作關係，積極向供應商傳達我們於可持續發展方面的要求和信息，並及時聽取與回應供應商的意見和反饋。2021年5月，集團以「匠心品質，共贏未來」為主題舉行供應商峰會，對保持良好合作的優秀供方進行隆重表彰。集團各大優秀供應商的負責人共超200人出席，供應商峰會上宣貫了「平台、合作、共贏、匠心、廉潔」五大核心理念。



Chairman Lam Lung On pointed out at the summit that, in order to realize cooperation and mutual benefits, Yuzhou raised higher requirements on itself and its suppliers in terms of supplier management, integrity and self-discipline. In terms of supplier management, Yuzhou will further strengthen the strict quality control of construction and materials, selection, assessment and review of strategic suppliers, improve the product quality from the source, and achieve ingenuity with original intention. In terms of integrity and self-discipline, Yuzhou advocates patriotism and honesty, strictly prohibits any form of corruption. We welcome supervision by suppliers, and require suppliers to offer quality products, so as to jointly maintain the win-win system with integrity and self-discipline.

峰會現場，林龍安主席指出，為實現合作共贏，禹洲在供應商管理和廉潔自律上對自我和供應商提出更高的要求。供應商管理上，禹洲將進一步加強對建築品質和材料品質的嚴格把關、對戰略供應商的篩選、考核、審查力度，從源頭上加強產品品質，以初心致匠心；廉潔自律上，禹洲提倡家國情懷，風清氣正，對任何貪腐行為絕對零容忍，歡迎供應商監督，並希望供應商能以品質取勝，共同維護廉潔自律的共贏體系。

## Creating Value for Customers (Continued) 創造客戶價值(續)

In order to promote the sound management of supply chain, the Group conducted satisfaction surveys and some return calls on key suppliers during the Year. The effective units of the satisfaction surveys amounted to 231, among which 203 units gave satisfaction scores of 80 or higher, accounting for 88%. Return calls were made to the persons in charge of site and senior management of 15 key suppliers. According to the results of the return calls, most key suppliers were satisfied with our supply chain management.

### Responsible Procurement

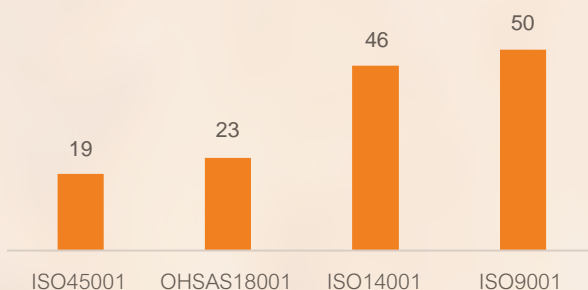
The Group integrates the concept of sustainable development into the management of the supply chain, and takes environmental protection, occupational safety and other factors into consideration in procurement activities to ensure that suppliers provide products and services while assuming responsibility for the environment, employees and society. We set guidelines on safety and civilization for suppliers, who are responsible for the environment and fire safety of the living quarters of the projects. Under the same circumstances, we prefer selecting suppliers with ISO 14001, ISO 9001 and ISO 45001 certifications. We set screening conditions for the main contractor of new suppliers, taking the safety system certification and safety production license, such as the certification of the quality, environment and OHS systems, as the necessary conditions for the selection of new suppliers.

為促進供應鏈管理良性運轉，集團於年內開展全範圍對關鍵類供方的滿意度調查和部分電話回訪。滿意度調查有效單位數量共計231家；其中滿意度評分在80分及以上的單位有203家，整體佔比88%，並對15家關鍵類供應商的現場負責人及公司高層進行回訪。根據回訪結果，大多數關鍵類供應商對我們的供應鏈管理情況滿意。

### 責任採購

集團將可持續發展理念融入對供應鏈的管理中，在採購活動中將環境保護、職業安全等因素納入考慮，確保供應商在提供產品及服務的同時，承擔對環境、員工及社會的責任。我們對供應商負責項目生活區的環境、消防安全等因素，均設有安全文明標準指引。在同等情況下，我們優先選擇已取得ISO 14001、ISO 9001、及ISO 45001認證的供應商。我們對新供應商的總承包商設置篩選條件，將有質量、環境、職業健康安全等體系認證證書及安全生產許可證作為新供應商入選的必須條件。

Certification of material suppliers cooperating with the Group during the Year  
集團於年內合作的材料供應商認證情況





In 2021, the Group conducted comprehensive supplier review and evaluation of 1,938 contracts, covering project management, safety, quality, civilization and progress, in order to have a comprehensive understanding of the supplier performance. Approximately 95.5% of the suppliers passed the evaluation.

2021年，集團進行全範圍的供應商審核評估工作，評估共涉及1,938項合同，通過對項目管理、安全、質量、文明、進度等內容的評估，對供應商履約情況全面了解，評估合格率及以上為95.5%。

## Transparent Procurement

In order to ensure integrity and fairness during procurement, promote fair competition, timely discover and stop illegal acts, and protect the legitimate rights and interests of the Group and suppliers, we have formulated the “Transparent Procurement Policy” and entered into “Integrity Cooperation Agreement” with suppliers and set up corresponding complaint communication channels on the bidding and procurement platform. Both parties are required to abide by professional ethics and discipline, and those who violate will be handled seriously according to the relevant system of the Group.

## 陽光採購

為保障採購環節廉潔公正，促進公平競爭，及時發現並制止違規違法行為，維護集團與供應商的合法權益，我們制定《陽光採購政策》，同時與供應商簽訂《廉潔合作協議》，並於招採平台上設有相應的投訴溝通渠道。雙方均需遵守職業道德與職業紀律，違反者將按照集團相關制度嚴肅處理。

### Transparency and Fairness Principle:

Full transparency during the bidding and procurement process, avoiding covert deals  
**透明公正原則**：整個招標採購過程有充分的透明度，杜絕暗箱操作

### Full Competition Principle:

Full competition shall be guaranteed during the bidding and procurement process  
**充分競爭原則**：保證招標採購具有充分的競爭性

### Integrity and Due Diligence Principle:

All the employees related to the bidding and procurement shall keep integrity without seeking for personal gains by taking advantage of their posts, and no one is allowed to affect the objectiveness and fairness of the bidding and procurement  
**廉潔奉公原則**：所有與招標採購工作相關的員工都應保持廉潔，不得利用職務、職權之便謀求私利，任何個人不得對招標採購工作的客觀公正造成影響

### Maintenance of Reputation Principle:

Maintain objectiveness and fairness during selection of tenders, bid evaluation and determination, so as to establish and maintain a good reputation and image of the Group  
**維護信譽原則**：選擇投標單位、評標、定標時客觀公正，樹立並維護集團良好的信譽和形象

### Mutual Supervision Principle:

All the departments participating in the bidding and procurement process shall have mutual supervision, and the parties concerned shall be held liable for the divulgence of information, if any  
**相互監督原則**：參與招標採購過程的各部要進行相互監督，一旦發生資料洩露將追究當事人員責任

### Bidding and Bid Evaluation Principle:

Bid evaluation with the reasonable lowest price method and comprehensive scoring method  
**招標評標原則**：合理低價法評標、綜合評分法評標





## DEVELOPING AN ENVIRONMENT OF PROBITY 建設廉潔環境

Yuzhou Group strictly abides by high ethical standards, prohibits any form of corruption and fraud, and constantly strengthens the building of internal anti-corruption culture to strengthen the self-discipline awareness and create a clean working atmosphere.

禹洲集團恪守崇高道德標準，對於任何形式的貪污舞弊零容忍，不斷加強內部反貪腐文化建設，以強化自律意識，營造廉潔作業氛圍。



Approximately **8,000** person-times  
約 **8,000** 人次  
participated in the probity education  
參與廉潔教育活動

**91** sessions of probity education  
場廉潔教育活動

**100%**  
Coverage in the probity education  
廉潔教育員工覆蓋率

This chapter:

Anti-corruption | Anti-corruption Inspection | Whistle-blowing System and Whistle-blower Protection | Probity Education

## ANTI-CORRUPTION

We abide by professional ethics and adhere to the principles of fair competition and honest operations. The Board is committed to maintaining and establishing a sound anti-corruption management structure, risk management and internal control system to ensure the integrity and efficient operations of the Group. We continued to implement sustainability policies, such as “Standards of Business Conduct and Whistle-blowing Policy”, and published them on the Group’s official website. The “Integrity Cooperation Agreement 2021” newly added during the Year guaranteed the integrity and self-discipline in the supply chain business.

## ANTI-CORRUPTION INSPECTION

The auditing and supervision center is responsible for managing the Group’s anti-corruption matters, and directly reports various audit reports and the findings of complaints to the Board. The auditing and supervision center is composed of the case team and audit team, which respectively has different functions and duties and guarantees the promotion and implementation of anti-corruption work of the Group. The case team is responsible for the investigation of all the fraud cases and anti-corruption publicity within the system of the joint-stock company. The audit team is responsible for the business audit supervision within the system of the joint-stock company.

本章節：

反腐倡廉 | 反貪腐審查 | 舉報制度及舉報人保護 | 廉潔教育

## 反腐倡廉

我們恪守職業道德操守，堅持營造公平競爭、誠信經營的原則。董事會致力維持及建立完善的反貪腐管理架構、風險管理及內部管控體系，以確保集團廉潔、高效營運。我們繼續執行包括《商業行為準則》及《廉政舉報政策》在內的可持續發展政策並公佈於集團官網，年內新增《2021廉潔合作協定》保障供應鏈業務中的廉潔自律。

## 反貪腐審查

集團的審計監察中心負責管理反貪腐事宜，將各類型審計報告及投訴舉報的調查結果直接匯報董事會。審計監察中心由案件組、審計組構成，兩組分工明確、各司其職，確保集團反貪腐工作的推進與落實。案件組負責股份公司體系範圍內所有舞弊案件的查辦及反腐宣傳工作。審計組則負責股份公司體系範圍內業務審計監督工作。



## Developing an Environment of Probity (Continued) 建設廉潔環境 (續)

The auditing and supervision center conducted anti-corruption audits on all subsidiaries of the Group, with an audit frequency of 2 to 3 subsidiaries per month. The scope of the audit covers various business processes including engineering, costs, marketing, customer service and comprehensive management, and the special cases are examined in terms of six subitems, i.e., daily inspection, regular audit, special audit, economic benefit audit, economic responsibility audit and special investigation, in order to identify integrity risks in a timely manner for risk prevention.

審計監察中心對集團所有附屬公司進行反貪腐審查，頻次為每月2至3家附屬公司，審查範圍包括內部業務如工程、成本、行銷、客戶服務、綜合管理，通過日常巡查、例行審計、專項審計、經濟效益審計、經濟責任審計、專項調查等六項細分審查專案，及時識別廉潔風險，進行風險預防。

Daily inspection: Conduct daily inspection and monitoring on various businesses subordinate to the joint-stock company according to the distribution to business risks

日常巡查：根據業務風險分佈狀態，對股份公司轄下各項業務進行日常巡查監察

Regular audit: Conduct comprehensive audit on specific entities (including subordinate companies and departments), including the comprehensive audit on finance, operation and management

例行審計：對特定主體（包括轄下公司、部門）實施全面審計，包括財務、經營、管理的全面審計

Special audit: The auditing and supervision department determines the projects requiring special audit and other special audits arranged by the Board Chairman according to real-time monitoring, whistle-blowing and other feedback

專項審計：審計監察部依據即時監督、舉報及其他方面的反映，確定需進行專項審計的專案，以及董事長安排的其他專項審計

Economic benefit audit: Inspect and verify the authenticity of operation performance and the fulfillment of annual operation objectives (budgets), in order to provide basis for the annual performance assessment

經濟效益審計：檢查核實經營業績的真實性和年度經營目標（預算）的完成情況，為年度績效考核提供依據

Economic responsibility audit: Conduct engagement (or resignation) economic responsibility audit on the performance of the person in charge of the audited unit during his/her term of office

經濟責任審計：對被審計單位負責人任職期間的履職情況進行任期（或離任）經濟責任審計

Special investigation: Conduct special investigations according to needs of the joint-stock company and the audit

專項調查：根據股份公司及審計需要進行的專項調查





In 2021, the auditing and supervision center reviewed all the business fields and processes of Yuzhou Group, guaranteed each company should at least go through review once each year, and formed over 60 review reports, which provided guidance for the following anti-corruption work.

2021年，審計監察中心對禹洲集團所有業務領域及流程進行審查，確保每家公司每年至少經歷一次審查，形成60餘篇審查報告為下一步反腐工作提供指導。



#### Preliminary stage 事前階段

- Develop and improve an internal control and supervision rating system to reduce the possibility of corruption from the construction of the system and the process system;  
參與建立和完善內部控制和監督評價體系，從體制建設、流程制度方面入手，減少貪污發生的概率；
- Provide anti-corruption training to raise the risk and probity awareness of the staff  
負責廉潔培訓，提高員工風險、廉潔意識

#### Mid-stage 事中階段

- Monitor the course of major business and report immediately when issues arise  
監控重要業務流程的進展，發現問題及時預警

#### Post-audit and monitoring 事後審計與監察

- Investigate and handle non-compliance through regular audit, special audit, engagement audit and handling of complaints. Evaluate the shortfalls in the system based on case study and raise ideas for improvement on the construction of the Group's management system to enhance the management capability of the Group and form closed loop with mutual promotion  
通過例行審計、專項審計、任期責任審計、受理舉報投訴等工作，查實及處理違規事件。並且通過案例，反思制度流程體系的問題，提出集團管理體系建設的改進意見，促進集團管理能力提升，形成閉環，互相促進

Three phases of anti-corruption inspection  
反腐審查的三個階段

## WHISTLE-BLOWING SYSTEM AND WHISTLE-BLOWER PROTECTION

The Group establishes several whistle-blowing channels for the public such as special telephone, mailbox and email, and encourages employees to make real-name or anonymous whistling of the immoral and dishonest behavior. The fraud whistle-blowing and handling procedures are explicitly stipulated in the “Management Measures for Whistle-blowing of Yuzhou Group” and “Integrity Cooperation Agreement”. All the whistle-blowing shall be investigated by the personnel from the auditing and supervision center. Investigators shall take down the results and report to the management of the Group according to the Management Measures.

### Whistle-blowing Policy

The “Whistle-blowing Policy” sets out the suspicious or actual misconduct of the Group, and encourages internal employees or third parties to report any misconduct in relation to the Group, such as violation of the corporate code of conduct, leakage of business secrets, fraud or corruption, which may bring economic or reputational losses to the Group. We have a variety of reporting channels, through which employees or stakeholders can report anti-corruption and fraud through the anti-corruption mailbox, reporting hotline or face-to-face interview.

## 舉報制度及舉報人保護

集團開設專線電話、信箱、電子郵箱等多個公開舉報管道，鼓勵員工針對不道德行為和非誠信行為進行實名或匿名舉報。於《禹洲集團廉政舉報管理辦法》及《廉潔合作協定》中均明確規定舞弊舉報及處理程序。所有舉報均由審計監察中心人員負責展開調查，調查人員按照管理辦法記錄結果，並向集團管理層報告。

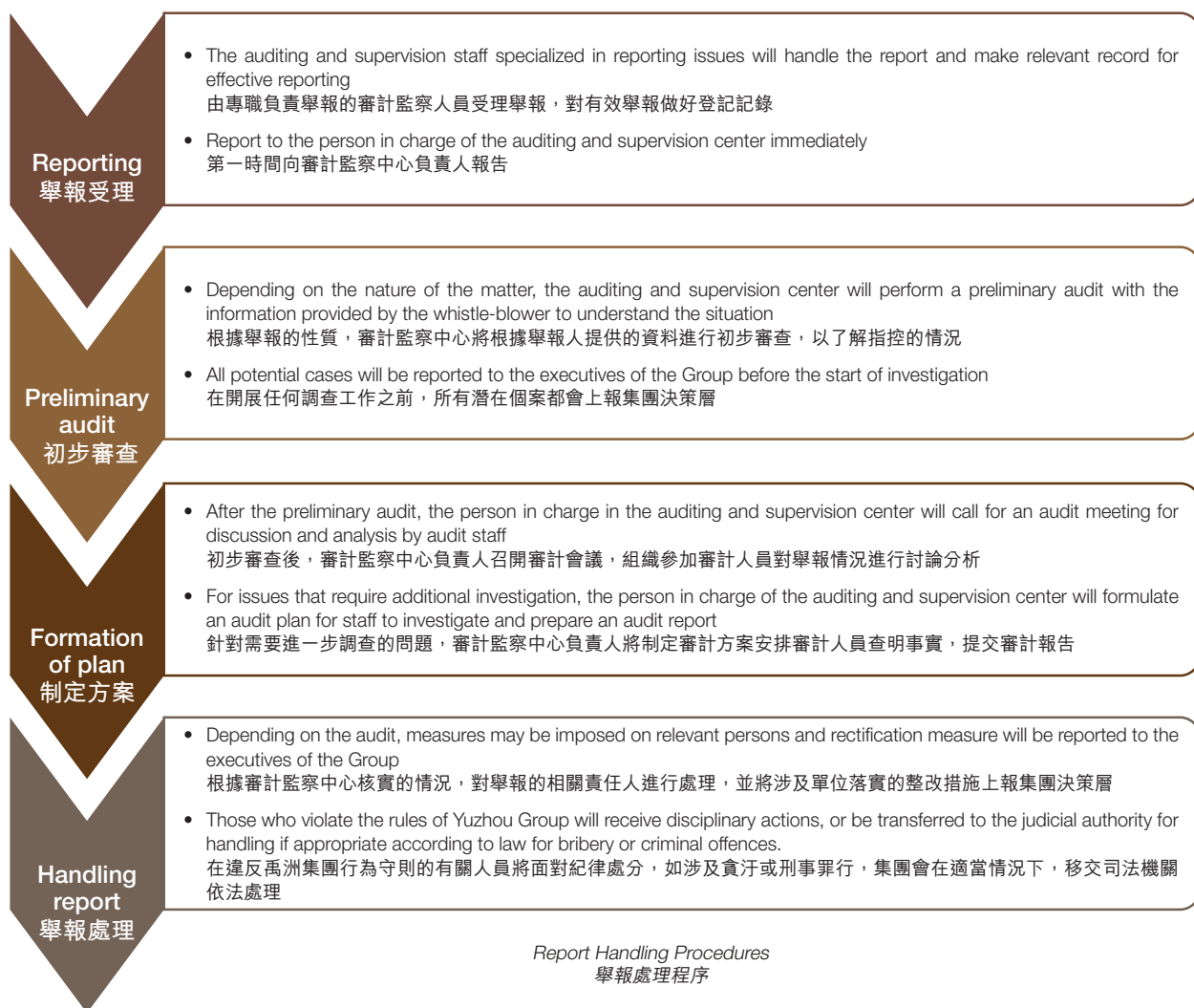
### 《廉政舉報政策》

《廉政舉報政策》中列明與本集團的可疑或實際不當行為鼓勵內部員工或第三方廠商舉報與本集團有關的違反企業行為準則、洩漏商業基本、舞弊或貪腐等給本集團帶來經濟或聲譽等方面損失的不當行為。我們設有多種舉報途徑，員工或利益相關方可通過廉政郵箱、舉報電話或者面談等途徑舉報反貪腐及舞弊行為。



We focus on the protection of whistle-blowers, and any relevant materials related to the identity of whistle-blowers and investigation progress shall be strictly and properly kept. All information obtained by Yuzhou Group through the communication shall be kept confidential except for disclosure in accordance with laws and regulations, or Yuzhou Group's submission of the case to the relevant regulatory authorities or law enforcement authorities for handling. Those who violate the rules and disclose the information of the whistle-blower or retaliate against the whistleblower or the investigator will be dismissed and the labor contract will be terminated. Where a criminal offence is involved, it will be transferred to the judicial authority for handling according to law.

我們十分重視對舉報人的保護，凡涉及舉報人身份及調查進展的相關資料將嚴格妥善保存，除按照法律法規進行披露、或禹洲集團將個案交由有關監管機構或執法部門處理的情況外，禹洲集團對接獲得的一切資料均會保密。對違規洩露檢舉資訊或對舉報人、調查人採取打擊報復的人員，將予以撤職、解除勞動合同。涉及刑事犯罪的，將同時移交司法機關依法處理。





## PROBITY EDUCATION

The Group advocates the “integrity and self-disciplined” corporate culture, focuses on the cultivation of the integrity and anti-corruption awareness of the management and employees of the Group, strengthens the self-discipline consciousness, and creates a clean working atmosphere. The auditing and supervision center is responsible for integrity education and training covering all employees including part-time employees and contract workers, and strengthens the training for business modules with higher corruption risks. Subsidiaries and branches in various cities shall be urged to organize at least one integrity training covering the whole company every quarter, including but not limited to training lectures, visits to probity education bases and watching anti-corrosion films, to improve the risk and integrity awareness of all employees. The Group totally held 91 probity education activities during the Year, which were attended by 7,000 person-times with 100% coverage of probity education.

In order to enhance the anti-corruption awareness of the management staff at various levels, the Group repeatedly stressed the severe consequences of corruption at the management meetings. The Board and the person in charge of the auditing and supervision center conveyed the “integrity and self-disciplined” cultural direction of the Group through the reflection meeting and case analysis to the management at various levels. The integrity publicity activities organized by the auditing and supervision center or arranged by each subsidiary and branch in various cities must be attended by the management at all levels to enhance the anti-corruption awareness of all the employees, especially the management level, and promote the long-term healthy development of the enterprise. We also provide integrity education for every new employee, which covers the corresponding penalties for the code of conduct, fraud or bribery.

## 廉潔教育

集團宣導「風清氣正」的企業文化，注重集團管理層及員工對廉潔問題的重視態度及反貪腐意識的培養，以強化自律意識，營造廉潔作業氛圍。審計監察中心負責廉潔教育培訓，確保培訓範圍覆蓋全體員工，包括兼職員工及合同工，且針對貪腐風險較大的業務模塊及時加大培訓力度。敦促各級城市公司及分支機構少每季組織一次覆蓋全公司的廉潔培訓，包括但不限於培訓宣講、廉潔教育警示基地參觀、反腐影片觀看等培訓形式，以提高全體員工的風險及廉潔意識。本年度集團共舉辦廉潔教育活動91場，約有7,000人次參與，廉潔教育員工覆蓋率100%。

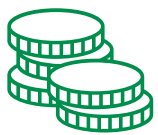
為提高各級管理層的反貪腐意識，集團反復在管理層會議中強調貪污腐敗的嚴重後果。董事會及審計監察中心負責人通過反思會、案例分析等方式向各級管理層傳達集團「風清氣正，廉潔從業」的文化導向。審計監察中心日常組織或要求各城市公司及分支機構自行安排的廉潔宣貫活動中，各級管理層均須參與，以提升全員尤其是管理層的反貪腐意識，促進企業長久健康發展。我們亦重視為每位新入職員工提供廉潔教育，培訓內容覆蓋行為守則、欺詐或賄賂等行為相應的處罰。



## CREATING BEAUTIFUL COMMUNITY 構建美好社區

Adhering to the concept of “From the Community, For the Community”, Yuzhou Group “Building Cities with Heart, Building Homes with Love”, returns the society with actual actions, and provides active support for the poverty alleviation and building of a beautiful China.

禹洲集團「以誠建城，以愛築家」，秉承「取之於社會，獻之於社會」的理念，以實際行動回饋社會，積極支持國家脫貧和建設美麗中國。



Donating to Mainland China approximately  
向中國內地捐款約

RMB **7,630,000** 人民幣

Donating to Hong Kong SAR over  
向香港特別行政區捐款逾

HK\$ **3,860,000** 港幣



## GIVING BACK TO THE SOCIETY

With the vision of “Creating New Value for the Future of the City”, Yuzhou Group actively participates in social welfare undertakings such as education, culture, environmental protection and disaster relief, and makes contributions to the harmonious development of the society, adhering to the concept of “From the Community, For the Community”. Build ideal homes for customers, establish a platform for growth of employees, create ideal profit for shareholders, and devote sincere love to the society.

During the Year, the Group made charitable donations totaling RMB10,800,000, and obtained several honors such as “2021 Outstanding Social Responsibility Enterprise” and “Golden Cicada International Creativity Festival-Top 10 Public Welfare”. Some public-welfare activities conducted by the Group during the Year are as follows:

### EDUCATION AID

- RMB500,000 was donated to improve the operation of Xiamei Central Primary School, Nan'an, Fujian Province
- RMB750,000 was donated to support the education of Chengnan No.2 Experimental Primary School in Huian County
- RMB1,000,000 was used to establish “Yuzhou Scholarship” of Jimei University, which was granted to fund students with family in financial difficulties

### DISASTER RELIEF

- RMB1,000,000 and RMB500,000 was respectively donated to support the COVID-19 prevention in Tong'an District of Xiamen City and Quangan District of Quanzhou City
- HK\$690,000 was accumulatively donated in seven times to relieve the flood in Henan, and restore normal life and production

## 反哺社會

以「創造城市未來新價值」為願景，禹洲集團堅持「取之於社會，獻之於社會」，積極參與教育、文化、環保、賑災等公益事業，為社會和諧發展貢獻力量；為客戶，築造溫馨家園；為員工，打造成長平台；為股東，創造理想收益；為社會，奉獻至誠愛心。

本年度，集團的公益捐款共人民幣1,080萬元，榮獲「2021年傑出社會責任企業」、「金知了國際創意節—公益Top10」等多項榮譽。以下為禹洲集團本年度內開展的部分公益活動。

### 教育助學

- 捐贈50萬元支持福建省南安市霞美中心小學改善辦學
- 捐贈75萬元支持惠安縣城南第二實驗小學教育事業
- 設立100萬元集美大學「禹洲獎助金」並完成發放，幫扶家境困難學子完成學業

### 抗疫救災

- 分別捐贈100萬元、50萬元支持廈門市同安區、泉州市泉港區疫情防控工作
- 前後7次捐贈累計69萬港元用於幫扶河南度過洪災，恢復正常生活和生產



## CARING FOR CHILDREN

- RMB500,000 was donated to support the “Ai You House” project of Ai You Foundation
- Cooperated with Ai You Foundation to launch the step donation plan for children in need, collecting 5 billion steps from the whole society
- Visited more than ten Yuzhou Ai You House in Long’an County, Nanning, Guangxi Province and had close communication with local children, welfare directors and civil affair representatives

## ENVIRONMENTAL PROTECTION

- Materials were donated to support the coastal cleaning activities and development of the Blue Ocean Conservation Association
- We donated a batch of charity materials to Shenzhen Blue Ocean Conservation Association, organized beach clean-up activity in four cities, i.e., Shanghai, Fuzhou, Qingdao and Shenzhen, and obtained the certificate of “Pioneer Enterprise in Marine Protection”

## RETURN TO THE SOCIETY

- RMB200,000 was donated to support the “Love under the Blue Sky” Charity Donation of Shanghai Fengxian District Government
- RMB30,000 was donated to support the folk activities and poor families in Cangshan District, Fuzhou
- Donations were respectively made to Chengdu Army Support Career Development Fund and Shandong Police Officer Subsidy Foundation to support the affairs of military police
- Employees in Shenzhen, Suzhou, Chengdu, Zhuhai, Shanghai, Hefei, Chongqing participated voluntary blood donations with their boundless love

## 關愛兒童

- 捐贈50萬元用以支持愛佑慈善基金會「兒童之家」項目
- 攜手愛佑慈善基金會發起困境兒童幫扶捐步計劃，面向全社會募集50億愛心捐步
- 探訪廣西省南寧市隆安縣十餘個「禹洲·愛佑兒童之家」當地兒童、福利主任、民政代表近距離交流

## 環境保護

- 捐贈物資支持藍色海洋環境保護協會海洋淨灘活動、協會發展
- 捐贈一批愛心物資給深圳藍色海洋環境保護協會，上海、福州、青島、深圳四城組織淨灘活動，獲頒「海洋保護先鋒企業」獎牌

## 回饋社會

- 捐贈20萬元支持上海響應奉賢區政府「藍天下的至愛」慈善募捐活動
- 捐贈3萬元定點支持福州市倉山區民俗活動和困難戶幫扶
- 分別向成都市擁軍事業發展基金、山東省公安民警優撫基金會捐贈，支持軍警事務
- 組織深圳、蘇州、成都、珠海、上海、合肥、重慶多地員工參與無償獻血活動，彰顯大愛精神



Fulfilling corporate responsibilities and support the fight against COVID-19  
 踐行企業責任，助力抗擊疫情



Donating charity materials to children in need in Long'an County  
 為隆安縣的困境兒童送去愛心物資



Helping students in financial difficulties complete their education  
 幫扶家境困難學子完成學業



Visiting old people on the Double Ninth Festival to show respect for the elderly with actual actions  
 重陽敬老活動，以實際行動踐行敬老精神



Holding "Neon Run" activities to appeal for common concern for children in need  
 舉辦“荧光夜跑”活動，呼籲共同關注困境兒童



Coastal Cleaning activity  
 海洋淨灘活動



Supporting the "Ai You House" project of Ai You Foundation  
 支持愛佑慈善基金會「兒童之家」項目



# LAWS AND REGULATIONS

## 法律及法規

Topics 議題	Applicable Laws and Regulations 適用的法律法規	Compliance 合規情況
<b>Environment</b> 環境	<ul style="list-style-type: none"> <li>• Environmental Protection Law of the People's Republic of China</li> <li>• 《中華人民共和國環境保護法》</li> <li>• Atmospheric Pollution Prevention and Control Law of the People's Republic of China</li> <li>• 《中華人民共和國大氣污染防治法》</li> <li>• Water Pollution Prevention and Control Law of the People's Republic of China</li> <li>• 《中華人民共和國水污染防治法》</li> <li>• Law of the People's Republic of China on the Prevention and Control of Environment Pollution Caused by Solid Wastes</li> <li>• 《中華人民共和國固體廢物污染環境防治法》</li> <li>• Energy Conservation Law of the People's Republic of China</li> <li>• 《中華人民共和國節約能源法》</li> <li>• Law of the People's Republic of China on Environmental Impact Assessment</li> <li>• 《中華人民共和國環境影響評價法》</li> <li>• Regulations on the Administration of Construction Project Environmental Protection</li> <li>• 《建設項目環境保護管理條例》</li> <li>• Soil Pollution Prevention and Control Law of the People's Republic of China</li> <li>• 《中華人民共和國土壤污染防治法》</li> <li>• Soil Pollution Prevention and Control Law</li> <li>• 《土壤污染防治法》</li> </ul>	<p>During the Year, Yuzhou Group did not have any non-compliance with relevant laws and regulations that have a significant impact on the Group relating to air emissions and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. In addition, the Group did not have any issue in sourcing water that is fit for purpose.</p> <p>於本年度內，禹洲集團並無任何違反有關廢氣及溫室氣體排放、向水向土地排污及有害或無害廢棄物產生且對集團造成重大影響的法律法規事宜。此外，本集團於求取適用水源上未存在任何問題。</p>
<b>Employment</b> 僱傭	<ul style="list-style-type: none"> <li>• Labor Law of the People's Republic of China</li> <li>• 《中華人民共和國勞動法》</li> <li>• Labor Contract Law of the People's Republic of China</li> <li>• 《中華人民共和國勞動合同法》</li> <li>• Provisions on the Prohibition of Using Child Labor</li> <li>• 《禁止使用童工規定》</li> <li>• Law of the People's Republic of China on the Protection of Minors</li> <li>• 《中華人民共和國未成年人保護法》</li> </ul>	<p>During the Year, the Group was not aware of any laws and regulations matters relating to compensation and dismissal, recruitment and promotion, working hours, holidays, equal opportunity, anti-discrimination, and other benefits and welfare and preventing child and forced labor that have a significant impact on the Group.</p> <p>於本年度內，集團並不知悉任何有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、反歧視以及其他待遇及福利、有關防止童工及強制勞工且對集團造成重大影響的法律法規事宜。</p>



# LAWS AND REGULATIONS

## 法律及法規

### Safety 安全

- Work Safety Law of the People's Republic of China
- 《中華人民共和國安全生產法》
- Law of the People's Republic of China on Prevention and Control of Occupational Diseases
- 《中華人民共和國職業病防治法》

During the Year, the Group was not aware of any non-compliance with laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards.

於本年度內，集團並不知悉任何違反有關提供安全工作環境及保障僱員免受職業危害且對集團造成重大影響的法律法規事宜。

### Product Responsibility 產品責任

- Construction Law of the People's Republic of China
- 《中華人民共和國建築法》
- Urban Real Estate Administrative Law of the People's Republic of China
- 《中華人民共和國城市房地產管理法》
- City Planning Law of the People's Republic of China
- 《中華人民共和國城市規劃法》
- Advertising Law of the People's Republic of China
- 《中華人民共和國廣告法》

During the Year, the Group was not aware of any incidents of non-compliance with laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.

於本年度內，就集團的產品及服務所涉及的健康與安全、廣告、標籤及私隱事宜以及補救辦法，集團均未有發現任何對集團造成重大影響的違法事故。

### Anti- corruption 反貪污

- Criminal Law of the People's Republic of China
- 《中華人民共和國刑法》
- Anti-Unfair Competition Law of the People's Republic of China
- 《中華人民共和國反不正當競爭法》
- Prevention of Bribery Ordinance of Hong Kong
- 香港《防止賄賂條例》

During the Year, the Group was not aware of any non-compliance with relevant laws and regulations that have a significant impact on the Group relating to bribery, extortion, fraud and money laundering.

於本年度內，集團未發現任何有關賄賂、勒索、欺詐及洗黑錢並對集團造成重大影響的法律法規行為。

# PERFORMANCE DATA SUMMARY

## 數據表現摘要

		2020	2021
Environment 環境	<b>Air emissions</b> 廢氣		
	Nitrogen oxides (kg) 氮氧化物 (千克)	8.9	6.6
	Sulphur oxides (kg) 硫氧化物 (千克)	0.9	0.5
	Respiratory suspended particulates (kg) 可吸入懸浮粒子 (千克)	1.6	2.3
	<b>Greenhouse gas</b> 溫室氣體		
	Scope 1: Direct greenhouse gas emissions (tonnes of carbon dioxide equivalent) 範圍一：直接溫室氣體排放 (噸二氧化碳當量)	163.9	143.8
	Scope 2: Energy Indirect greenhouse gas emissions (tonnes of carbon dioxide equivalent) 範圍二：能源間接溫室氣體排放 (噸二氧化碳當量)	6,248.2	4,082.5
	Scope 3: Other indirect greenhouse gas emissions (tonnes of carbon dioxide equivalent) 範圍三：其他間接溫室氣體排放 (噸二氧化碳當量)	235.2	167.9
	Total greenhouse gas emissions (tonnes of carbon dioxide equivalent) 溫室氣體排放總量 (噸二氧化碳當量)	6,647.2	4,394.2
	Intensity of greenhouse gas emissions (tonnes of carbon dioxide equivalent/sq.m.) 溫室氣體排放密度 (噸二氧化碳當量/平方米)	0.002	0.001
	<b>Hazardous waste</b> 有害廢棄物		
	Total hazardous waste (produced) (tonnes) 有害廢棄物總量 (產生量) (噸)	0.1	0.1
	Total hazardous waste (recycled) (tonnes) 有害廢棄物總量 (回收量) (噸)	0.1	0.1
	Intensity of hazardous waste (tonnes/thousand sq.m.) 有害廢棄物產生密度 (噸/千平方米)	0.0000175	0.0000250



Performance Data Summary (Continued)  
數據表現摘要 (續)

		2020	2021
Environment 環境	<b>Non-hazardous waste</b> 無害廢棄物		
	Food waste (production) (tonnes) 廚餘垃圾 (產生量) (噸)	46.4	117.5
	Food waste (recycled) (tonnes) 廚餘垃圾 (回收量) (噸)	17.3	20.0
	Greening waste (production) (tonnes) 綠化垃圾 (產生量) (噸)	14.0	97.4
	Greening waste (recycled) (tonnes) 綠化垃圾 (回收量) (噸)	4.0	3.0
	Total production of non-hazardous waste (tonnes) 無害廢棄物產生總量 (噸)	60.4	214.9
	Total non-hazardous waste recycled (tonnes) 無害廢棄物回收總量 (噸)	21.3	23.0
	Intensity of non-hazardous waste (tonnes/thousand sq.m.) 無害廢棄物產生密度 (噸/千平方米)	0.02	0.05
	<b>Construction waste</b> 建築廢棄物		
	Construction waste (production) (tonnes) 建築廢物 (產生量) (噸)	1,302,440	10,200
	Construction waste (recycled) (tonnes) 建築廢物 (回收量) (噸)	1,650	2,210

		2020	2021
Environment 環境	<b>Resource consumption</b> <b>資源消耗</b>		
	Electricity (MWh) 電力 (兆瓦時)	7,462.5	6,691.6
	Natural gas (cubic meters) 天然氣 (立方米)	3,000.0	18,898.0
	Liquefied gas (kg) 液化氣 (公斤)	624.0	572.0
	Gasoline (liters) 汽油 (公升)	57,677.8	37,864.2
	Diesel (liters) 柴油 (公升)	800.0	200.0
	Total water consumption (cubic meters) 總耗水量 (立方米)	1,071,132	736,730
	Water consumption intensity (cubic meters/sq.m.) 耗水密度 (立方米/平方米)	0.3	0.2
	Total energy consumption (MWh) 能源消耗總量 (兆瓦時)	8,022.2	7,241.1
	Energy consumption intensity (MWh/sq.m.) 能源消耗密度 (兆瓦時/平方米)	0.002	0.002
	<b>Use of major construction materials</b> <b>主要建築材料使用</b>		
	Concrete (tonnes) 混凝土 (噸)	1,113,362	697,365
	Mortar (tonnes) 砂漿 (噸)	416,815	38,567
	Steel reinforcement bars (tonnes) 鋼筋 (噸)	83,368	48,433
	Cement (tonnes) 水泥 (噸)	18,602	10,627
	River sand (tonnes) 河沙 (噸)	55,458	34,034
	Stones (tonnes) 石料 (噸)	16,947	14,834
	Bricks (tonnes) 磚塊 (噸)	80,883	42,187
	Woods (tonnes) 木材 (噸)	29,332	19,739
	PC (tonnes) PC (噸)	50	1,039



Performance Data Summary (Continued)  
數據表現摘要 (續)

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目		Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目	
		Group		Group	
		集團		集團	
Staff 員工	<b>Number of employees at end of year</b> 年末人數				
	Total employees 員工總數	7,537	597	7,295	437
	<b>By employment type</b> 按僱傭類型				
	Full-time 全職	7,516	595	7,290	435
	Part-time 兼職	21	2	5	2
	<b>By contract type</b> 按合約				
	Long-term contract 長期合同	53	83	179	17
	Fixed-term contract 固定期合同	7,484	514	7,116	420
	<b>By gender</b> 按性別				
	Male 男性	4,504	381	4,465	286
	Female 女性	3,033	216	2,830	151
	<b>By age</b> 按年齡				
	30 and below 30歲及以下	2,727	248	2,347	139
	31-40 31-40歲	2,822	301	2,874	247
	41-50 41-50歲	1,242	39	1,262	38
Above 50 50歲以上	746	9	812	13	

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目		Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目	
		Group		Group	
		集團		集團	
Staff 員工	<b>By education</b> 按學歷				
	Doctor's 博士	3	1	2	1
	Master's 碩士	285	112	260	73
	Bachelor's 學士	2,179	332	2,037	266
	Below Bachelor's 大學文憑以下學歷	5,070	152	4,996	97
	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	21	7	22	18
	Senior management 高級管理人員	300	72	299	74
	Middle management 中級管理人員	1,139	177	1,336	174
	General staff 一般員工	6,077	341	5,638	171
	<b>New recruits</b> 新進員工				
	Total new recruits 新進員工總數	2,989	314	4,891	211
	<b>By gender</b> 按性別				
	Male 男性	1,872	204	3,088	145
	Female 女性	1,117	110	1,803	66



Performance Data Summary (Continued)  
數據表現摘要 (續)

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目		Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目	
		Group		Group	
		集團		集團	
Staff 員工	<b>By age</b> 按年齡				
	30 and below 30歲及以下	1,765	161	2,268	103
	31-40 31-40歲	1,112	142	1,734	97
	41-50 41-50歲	95	9	581	11
	Above 50 50歲以上	17	2	308	0
	<b>Employee turnover</b> 流失員工				
	Total employees turnover 流失員工總數	3,024	264	4,971	270
	Employee turnover rate 流失員工比率				
	Total employee turnover rate 流失員工總比率	40.1%	44.2%	68.1%	61.8%
	<b>By gender</b> 按性別				
	Male 男性	41.6%	41.7%	68.1%	64.7%
	Female 女性	37.9%	48.6%	68.2%	56.3%
	<b>By age</b> 按年齡				
	30 and below 30歲及以下	58.6%	47.2%	96.2%	82.0%
	31-40 31-40歲	43.4%	43.5%	62.6%	53.8%
	41-50 41-50歲	12.3%	41.0%	46.7%	50.0%
	Above 50 50歲以上	6.3%	0.0%	40.3%	30.8%
	<b>By region</b> 按地區				
	Mainland 內地	–	–	68.2%	36.6%
	Hong Kong 香港	–	–	41.2%	0.0%

	2020		2021	
	Group	Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目	Group	Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目
	集團		集團	
Work injury accidents 工傷事故	11	0	24	0
Number of work-related injuries 因工受傷人數	11	0	24	0
Number of days lost due to work-related injuries 因工傷損失日數	504	0	1,080	0
Number of work-related fatalities 因工死亡人數	0	0	0	0
Rate of work-related fatalities 因工死亡比率	0.0%	0.0%	0.0%	0.0%
Work-related injury rate per 1,000 workers 千人工傷率	1.5%	0.0%	3.3%	0.0%
Total person-times in safety training 安全培訓總人次	15,847	4,328	7,552	1,089
Total hours of safety training 安全培訓總時數	31,629	6,866	18,717	2,123

**Health and Safety**  
健康與安全



Performance Data Summary (Continued)  
數據表現摘要 (續)

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development Group 集團		Shenzhen and Shanghai headquarters and 8 projects under development Group 集團	
		深圳、上海總部及8個在建項目		深圳、上海總部及8個在建項目	
Training and Development 培訓與發展	<b>Number of employees trained</b> 受訓人數				
	Total employees trained 受訓總人數	7,476	526	7,246	428
	<b>By gender</b> 按性別				
	Male 男性	4,487	336	4,433	283
	Female 女性	2,989	190	2,813	145
	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	21	7	20	18
	Senior management 高級管理人員	293	70	292	70
	Middle management 中級管理人員	1,109	175	1,322	172
	General staff 一般員工	6,053	274	5,612	168

	2020		2021		
	Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目	Group 集團	Shenzhen and Shanghai headquarters and 8 projects under development 深圳、上海總部及8個在建項目	Group 集團	
Training and Development 培訓與發展	<b>Percentage of employees trained</b> 受訓員工百分比				
	<b>By gender</b> 按性別				
	Male 男性	99.6%	88.2%	99.3%	99.0%
	Female 女性	98.6%	88.0%	99.4%	96.0%
	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	100.0%	100.0%	90.9%	100.0%
	Senior management 高級管理人員	97.7%	97.2%	97.7%	94.6%
	Middle management 中級管理人員	97.4%	98.9%	99.0%	98.9%
	General staff 一般員工	99.6%	80.4%	99.5%	98.3%
	<b>Training hours (hours)</b> 受訓時數(小時)				
	<b>Total hours</b> 總時數	459,757	24,268	233,518	18,430
	<b>By gender</b> 按性別				
	Male 男性	274,744	16,188	140,236	12,015
	Female 女性	185,013	8,080	93,282	6,415



Performance Data Summary (Continued)  
數據表現摘要 (續)

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development Group 深圳、上海總部及8個在建項目 集團		Shenzhen and Shanghai headquarters and 8 projects under development Group 深圳、上海總部及8個在建項目 集團	
Training and Development 培訓與發展	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	1,381	332	1,088	1,042
	Senior management 高級管理人員	17,889	4,201	15,353	4,137
	Middle management 中級管理人員	64,923	8,465	78,623	7,362
	General staff 一般員工	375,564	11,270	138,454	5,889
	<b>Average training hours (hours)</b> 平均受訓時數 (小時)				
	<b>By gender</b> 按性別				
	Male 男性	61.0	42.5	31.41	42.01
	Female 女性	61.0	37.4	33.0	42.5
	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	65.8	47.4	49.5	57.9
	Senior management 高級管理人員	59.6	58.4	51.4	55.9
	Middle management 中級管理人員	57.0	47.8	58.9	42.3
	General staff 一般員工	61.8	33.1	24.6	34.4

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development Group 深圳、上海總部及8個在建項目 集團		Shenzhen and Shanghai headquarters and 8 projects under development Group 深圳、上海總部及8個在建項目 集團	
Training and Development 培訓與發展	<b>Employee career development review</b> 員工職業發展檢視				
	Total number 總人數	6,601	527	7,295	437
	<b>By gender</b> 按性別				
	Male 男性	4,002	336	4,465	382
	Female 女性	2,599	191	2,830	55
	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	17	7	22	18
	Senior management 高級管理人員	279	72	299	74
	Middle management 中級管理人員	989	177	1,336	170
	General staff 一般員工	5,316	271	5,638	175



Performance Data Summary (Continued)  
數據表現摘要 (續)

		2020		2021	
		Shenzhen and Shanghai headquarters and 8 projects under development Group 集團		Shenzhen and Shanghai headquarters and 8 projects under development Group 集團	
		深圳、上海總部及8個在建項目		深圳、上海總部及8個在建項目	
Training and Development 培訓與發展	<b>Rate of employee career development review</b> 員工職業發展檢視比率				
	<b>By gender</b> 按性別				
	Male 男性	88.9%	88.2%	100.0%	133.6%
	Female 女性	85.7%	88.4%	100.0%	36.4%
	<b>By ranking</b> 按職級				
	Grade C senior management C級高管	81.0%	100.0%	100.0%	100.0%
	Senior management 高級管理人員	93.0%	100.0%	100.0%	100.0%
	Middle management 中級管理人員	86.8%	100.0%	100.0%	97.7%
	General staff 一般員工	87.5%	79.5%	100.0%	102.3%
	Operations 營運	<b>Distribution of suppliers</b> 供應商分佈			
Total suppliers 供應商總數		898	–	903	–
Mainland China 中國內地		898	–	903	–
Hong Kong 香港		–	–	–	–
Overseas 海外		–	–	–	–
<b>Number of complaints received about health and safety related services</b> 接獲關於健康與安全相關服務的投訴數目		0	0	0	0
<b>Charitable investment (RMB in ten thousand)</b> 公益投入 (萬元人民幣)		780.1	138.2	1080.0	–

Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>A. Environment</b>		
<b>A.環境</b>		
<b>Aspect A1: Emissions</b>		
<b>層面A1：排放物</b>		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to exhaust gas and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Building Green Homes 建設綠色家園
KPI 關鍵績效指標	A1.1 The types of emissions and respective emissions data. A1.1 排放物種類及相關排放數據。	Performance Data Summary 數據表現摘要
	A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total (in tonnes) and intensity (if applicable, e.g. in per production unit or per facility). A1.2 直接（範圍1）及能源間接（範圍2）溫室氣體總排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Performance Data Summary 數據表現摘要
	A1.3 Total hazardous waste produced (in tonnes) and intensity (if applicable, e.g. in per production unit or per facility). A1.3 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Performance Data Summary 數據表現摘要
	A1.4 Total non-hazardous waste produced (in tonnes) and intensity (if applicable, e.g. in per production unit or per facility). A1.4 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Performance Data Summary 數據表現摘要
	A1.5 Description of emissions target(s) set and steps taken to achieve them. A1.5 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Building Green Homes 建設綠色家園
	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. A1.6 描述處理有害及無害廢棄物的方法及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	Building Green Homes 建設綠色家園



Content Index (Continued)  
內容索引(續)

Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect A2: Use of Resources</b>		
<b>層面A2：資源使用</b>		
General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Building Green Homes 建設綠色家園
KPI 關鍵績效指標	A2.1 Total consumption (in thousands of KWH) and intensity (e.g. in per production unit or per facility) of direct and/or indirect energy by type (e.g. electricity, gas or oil). A2.1 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Performance Data Summary 數據表現摘要
	A2.2 Total water consumption and intensity (e.g. in per production unit or per facility). A2.2 總耗水量及密度(如以每產量單位、每項設施計算)。	Performance Data Summary 數據表現摘要
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them. A2.3 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Building Green Homes 建設綠色家園
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, and water efficiency target(s) set and steps taken to achieve them. A2.4 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	Building Green Homes 建設綠色家園
	A2.5 Total packaging material used for finished products (in tonnes) and (if applicable) with reference to per unit produced. A2.5 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。	No packaging material is used in the Group's daily operations 集團日常營運不涉及包裝材料的消耗
<b>Aspect A3: Environment and Natural Resources</b>		
<b>層面A3：環境及天然資源</b>		
General Disclosure 一般披露	Policies on minimizing the issuer's significant impact on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Building Green Homes 建設綠色家園
KPI 關鍵績效指標	A3.1 Description of the significant impact of business activities on the environment and natural resources and the actions taken to manage the impact. A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Building Green Homes 建設綠色家園

Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect A4: Climate Change</b> 層面A4：氣候變化		
General Disclosure 一般披露	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Building Green Homes 建設綠色家園
KPI 關鍵績效指標	A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. A4.1 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	Building Green Homes 建設綠色家園
<b>B. SOCIAL</b> B.社會		
<b>Aspect B1: Employment</b> 層面B1：僱傭		
General Disclosure 一般披露	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, holidays, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Fostering Staff to Grow 促進員工成長
KPI 關鍵績效指標	B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region. B1.1 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 B1.2 Employee turnover rate by gender, age group and geographical region. B1.2 按性別、年齡組別及地區劃分的僱員流失比率。	Performance Data Summary 數據表現摘要 Performance Data Summary Fostering Staff to Grow 數據表現摘要、 促進員工成長



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Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect B2: Health and Safety</b>		
<b>層面B2：健康與安全</b>		
General Disclosure 一般披露	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. 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Fostering Staff to Grow 促進員工成長
KPI 關鍵績效指標	B2.1 Number and rate of work-related fatalities occurred in each of the past three years, including the reporting year. B2.1 過去三年（包括匯報年度）每年因工作關係而死亡的人數及比率。	Performance Data Summary 數據表現摘要
	B2.2 Number of days lost due to work-related injuries. B2.2 因工傷損失工作日數。	Performance Data Summary 數據表現摘要
	B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored. B2.3 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Fostering Staff to Grow 促進員工成長

Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect B3: Development and Training</b>		
<b>層面B3：發展及培訓</b>		
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Fostering Staff to Grow 促進員工成長
KPI 關鍵績效指標	B3.1 Percentage of employees trained by gender and employee type (e.g. senior management, middle management). B3.1 按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比。	Fostering Staff to Grow 促進員工成長
	B3.2 Average number of training hours completed per employee by gender and employee type. B3.2 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Fostering Staff to Grow 促進員工成長
<b>Aspect B4: Labor Standards</b>		
<b>層面B4：勞工準則</b>		
General Disclosure 一般披露	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 or forced labor. 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Fostering Staff to Grow 促進員工成長
KPI 關鍵績效指標	B4.1 Description of measures to review employment practices to prevent child and forced labor. B4.1 描述檢討招聘慣例的措施以避免童工及強制勞工。	Fostering Staff to Grow 促進員工成長
	B4.2 Description of the steps taken to eliminate the relevant situation when a violation is found. B4.2 描述在發現違規情況時消除有關情況所採取的步驟。	Fostering Staff to Grow 促進員工成長



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Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect B5: Supply Chain Management</b>		
<b>層面B5：供應鏈管理</b>		
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Creating Value for Customers 創造客戶價值
KPI 關鍵績效指標	B5.1 Number of suppliers by geographical region. B5.1 按地區劃分的供應商數目。	Performance Data Summary 數據表現摘要
	B5.2 Description of practices to engage suppliers, the number of suppliers being engaged by following such practices and how they are implemented and monitored. B5.2 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。	Creating Value for Customers 創造客戶價值
	B5.3 Description of practices to identify environmental and social risks in each link of the supply chain and how they are implemented and monitored. B5.3 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Creating Value for Customers 創造客戶價值
	B5.4 Description of practices to promote the use of environmentally friendly products and services when selecting suppliers and how they are implemented and monitored. B5.4 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Creating Value for Customers 創造客戶價值

Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect B6: Product Liability</b>		
<b>層面B6：產品責任</b>		
General Disclosure 一般披露	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 issues of products and services provided, and to remedial methods. 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Creating Value for Customers 創造客戶價值
KPI 關鍵績效指標	B6.1 The percentage of products that must be recycled due to safety and health reasons in the total number of products sold or shipped. B6.1 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	
	B6.2 Number of products and service related complaints received and how they are dealt with. B6.2 接獲關於產品及服務的投訴數目以及應對方法。	Performance Data Summary 數據表現摘要
	B6.3 Description of the practices related to the maintenance and protection of intellectual property rights. B6.3 描述與維護及保障知識產權有關的慣例。	Creating Value for Customers 創造客戶價值
	B6.4 Description of quality assurance and product recovery procedures. B6.4 描述質量檢定過程及產品回收程式。	Creating Value for Customers 創造客戶價值
	B6.5 Description of consumer data protection and privacy policies, how they are implemented and monitored. B6.5 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Creating Value for Customers 創造客戶價值



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Indicator 指標	Requirements of HKEX's ESG Reporting Guide 香港聯交所ESG報告指引要求	Section/Remarks 章節／備注
<b>Aspect B7: Anti-corruption</b>		
<b>層面B7：反貪污</b>		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to the prevention of bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Developing an Environment of Probity 建設廉潔環境
KPI 關鍵績效指標	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. B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Developing an Environment of Probity 建設廉潔環境
	B7.2 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored. B7.2 描述防範措施及舉報程式，以及相關執行及監察方法。	Developing an Environment of Probity 建設廉潔環境
	B7.3 Description of anti-corruption training provided to directors and employees. B7.3 描述向董事及員工提供的反貪污培訓。	Developing an Environment of Probity 建設廉潔環境
<b>Aspect B8: Community Investment</b>		
<b>層面B8：社區投資</b>		
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Creating Beautiful Community 構建美好社區
KPI 關鍵績效指標	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport). B8.1 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。	Creating Beautiful Community 構建美好社區
	B8.2 Resources contributed to the focus areas (e.g. money or time). B8.2 在專在專注範疇所動用資源（如金錢或時間）。	Creating Beautiful Community 構建美好社區

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