

# ZHENRO 正榮服務

## ZHENRO SERVICES GROUP LIMITED 正榮服務集團有限公司

(於開曼群島註冊成立的有限公司)  
(incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 6958





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# 關於本報告

## About the Report

《正榮服務集團有限公司（簡稱「本公司」）2021年度環境、社會及管治（簡稱「ESG」）報告》（簡稱「ESG報告」）是本公司上市後的第二份ESG報告，將系統闡述本公司於2021年度在ESG方面的策略、政策、措施及成果，並重點披露本公司在環境、社會和管治等方面的相關信息。

### 報告時間

ESG報告時間涵蓋本公司2021年1月1日至2021年12月31日（以下簡稱「報告期」）的信息和數據，部分內容有關本集團以往年份的績效。

### 報告範圍

ESG報告範圍覆蓋本公司及其子公司（以下簡稱「本集團」、「正榮服務」或「我們」）。

### 報告準則

ESG報告參考香港聯合交易所（簡稱「香港聯交所」）上市規則附錄二十七《環境、社會及管治報告指引》進行編製。

本報告按照識別和排列的重要利益相關方以及ESG相關重要議題，收集並檢視相關材料和數據，以確保ESG報告內容的完整性、實質性、真實性和平衡性。

### 資料來源及可靠性保證

ESG報告披露的信息和數據來源於本集團統計報告和正式文件，並通過相關部門審核。本集團承諾ESG報告不存在任何虛假記載或誤導性陳述，並對內容真實性、準確性和完整性負責。

The 2021 Environmental, Social and Governance (“ESG”) Report (the “ESG Report”) of Zhenro Services Group Limited (the “Company”) is the second ESG report after the listing of the Company, which systematically describes the Company’s strategies, policies, measures and achievements in terms of ESG in 2021, and focuses on disclosing ESG-related information of the Company.

### PERIOD COVERED BY THE REPORT

The ESG Report covers the period from 1 January 2021 to 31 December 2021 (the “Reporting Period”). Certain contents were related to the Group’s performance in prior years.

### SCOPE OF THE REPORT

The ESG Report covers the Company and its subsidiaries (the “Group”, “Zhenro Services” or “we” or “us”).

### REPORTING STANDARDS

The ESG Report has been prepared in accordance with the requirements of the Environmental, Social and Governance Reporting Guide set out in Appendix 27 to the Listing Rules of The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”).

Based on the key stakeholders and material ESG-related issues identified and prioritized, relevant materials and information are collected and reviewed to ensure the completeness, materiality, authenticity and balance of the ESG Report.

### SOURCE OF INFORMATION AND RELIABILITY WARRANTY

Information and data disclosed in the ESG Report are derived from the Group’s statistical reports and formal documents and have been verified by relevant departments. The Group undertakes that the ESG Report does not contain any false or misleading statements, and is responsible for the truthfulness, accuracy and completeness of its contents.

# 關於本報告

## About the Report

### ESG報告語言及形式

ESG報告設有中文和英文版，並以電子版形式供參閱。若兩個版本存不一致之處，以中文版為準。如想了解更多關於正榮服務的背景、業務發展和可持續發展理念，歡迎瀏覽正榮服務官方網站：<http://www.zhenrowy.com/>。

### 確認及批准

ESG報告經管理層確認後，於2022年3月25日獲本公司董事會（「董事會」）通過。

### LANGUAGE AND FORMAT OF THE ESG REPORT

The ESG Report is available in electronic version, in Chinese language and English language. In case of any discrepancy between the two versions, the Chinese version shall prevail. For more information regarding the background, business development and philosophy of sustainable development of Zhenro Services, please refer to the official website of Zhenro Services (<http://www.zhenrowy.com/>).

### CONFIRMATION AND APPROVAL

The ESG Report was approved by the board of directors of the Company (the “Board”) on 25 March 2022 after confirmation by the management.

# 董事長致辭

## Chairman's Statement

2021年，恰逢國內疫情初歇，經濟復蘇穩中向好，是產業發展恢復迅速、服務業回歸欣欣向榮的一年。這一年對正榮服務而言也是不平凡的一年。從螢燭之輝到皓月之明，正榮服務始終秉承「服務由心，幸福為你」的理念，遵循「客戶優先」的原則，踐行「正直構築繁榮」的企業核心價值觀，以正直善良之心，誠信擔責之行，致力於成為國內領先的美好生活服務集團。

正榮服務始終堅持誠信經營，責任立企。我們強化了ESG工作小組職能，優化了ESG工作機制，進一步提升了企業管治水平。報告期內，我們通過不斷優化、完善風控體系化建設，加強商業道德培訓和監管，全面提升了企業內控與風險管理水平。同時，我們與各利益相關方保持密切溝通，積極開展ESG重大性風險識別工作，有效的保障了企業管治體系的穩健運行。

正榮服務始終堅持以客戶體驗為核心，打造國內高品質、高價值的綜合服務集團。我們緊緊圍繞三大服務品牌，持續為客戶提供全週期、全場景服務。2021年，我們以「幸福三重奏」為主題，為客戶構建舒心尊崇、歡樂多彩的社區生活，傳遞美好、美滿和幸福。我們通過科技賦能，進一步提升了服務水平，正式上線了「榮戰圖」運營平台，加強了正榮服務在數字化建設方面的深度佈局，助力企業高質量發展。在強化品質管理的基礎之上，我們積極與客戶展開對話，優化反饋機制，不斷提升客戶滿意度。

In 2021 when the pandemic in China began to plateau, the economy of China was stable and moving in a positive direction, with rapid industrial development and recovery of the service industry. It is also an extraordinary year for Zhenro Services. On the road to brilliance, Zhenro Services has always adhered to the philosophy of “providing heartfelt and personalized services for your well-being (服務由心，幸福為你)”, followed the principle of “customers first”, practiced the core value of “attaining prosperity with integrity.” Zhenro Services shoulder its responsibilities with integrity and kindness. It is committed to becoming the leading service group for a better life in China.

Zhenro Services has always adhered to the principle of corporate development based on responsibility. We strengthen the functions of the ESG working group, optimize the ESG working mechanism and further improve our corporate governance. During the Reporting Period, we comprehensively improved the internal control and risk management level of enterprises through continuous optimization and improvement of the systematic construction for risk control and strengthening of business ethics training and supervision. Meanwhile, we maintained close communication with stakeholders and actively carried out the identification of material ESG risks, which effectively ensured the steady operation of the corporate governance system.

With a focus on customer experience, Zhenro Services has built a domestic high-quality and high-value comprehensive service group. With a focus on three major service brands, we continuously provide customers with full-cycle and full-scenario services. In 2021, with the theme of “happiness trio”, we helped create a comfortable, respected, happy and colorful community life for our customers, delivering happiness. Through technological enablement, we further improved our service level, officially launched the “Rongzhantu (榮戰圖)” operation platform, and strengthened the in-depth arrangements of Zhenro Services in digital construction, which supported the high-quality corporate development. On the basis of strengthening quality management, we actively communicated with our customers to optimize our feedback mechanism and continuously improve customer satisfaction.

## 董事長致辭 Chairman's Statement

正榮服務始終堅持綠色運營，低碳發展。我們積極響應國家「碳達峰、碳中和」政策，推行節能減排，降低能源消耗，為客戶提供綠色健康、可持續發展的服務。此外，我們大力提倡節約水資源，並開展了一系列綠色環保活動，呼籲每一位業主和員工加入到綠色可持續發展的行動中。我們進一步強化環境管理，制定了環境目標，並初步開展了氣候變化風險識別，希望與國內和國際同行共同努力，並肩前行，推動企業綠色低碳轉型，實現人與自然和諧共生。

正榮服務始終堅持「以人為本」的核心理念。我們深知員工是企業生存與發展的基石，通過培養精英團隊，制定「一正五力」人才標準以及完善管培生等人才發展體系，我們致力於為員工創造多元化的成長平台，幫助其實現自我價值，穩固企業核心競爭力。同時，我們積極優化薪酬激勵機制，保障員工權益，積極開展員工幫扶活動，與員工「共擔、共享、共榮」。

正榮服務始終堅持與各合作方共享企業價值，同築可持續發展之路。我們持續提升供應商的品質與服務，並積極參與行業交流活動，與合作夥伴共享發展成果，實現合作共贏。同時我們持續為社區共建奉獻愛心力量。我們依託企業運營優勢，於2021年內多次開展社區培訓、「相守•幸福」「你好社區」等活動，致力於打造安全社區、文明社區、綠色社區，積極履行企業公民的社會責任，為社會帶來更多慈善力量。

2021年，我們昂首邁進「十四五」規劃的新征程。未來，正榮服務也將積極承擔企業社會責任，貫徹落實國家可持續發展政策，繼往開來、砥礪奮進，以做人的佳績回饋社會、造福員工，譜寫新時代綠色可持續發展的新篇章。

Zhenro Services has always persisted in green operation and low-carbon development. In active response to the national policy of “carbon peaking and carbon neutrality”, we carry out energy conservation, emission reduction, energy consumption reduction, and provide customers with green, healthy and sustainable development services. In addition, we strongly advocate water conservation and have launched a series of environmental protection activities, and requested every property owner and employee to participate in the green sustainable development. We further strengthen our environmental management, set environmental targets and initially identify climate change risks. We hope to work with our domestic and international peers to promote the green and low-carbon transition of enterprises and realize the harmonious coexistence of man and nature.

Zhenro Services has always adhered to the core philosophy of “putting people first.” We are fully aware that employees are the cornerstone for the survival and development of an enterprise. Through training the elite team, formulating the talent standard of “integrity and five strengths” and improving the management trainees and other talent development systems, we are committed to creating a diversified growth platform for employees, helping them realize their value and stabilizing the core competitiveness of enterprises. Meanwhile, we actively optimize the salary incentive mechanism to protect the rights and interests of our employees and actively carry out employee assistance activities to “share difficulties and achievements” with our employees.

Zhenro Services has always persisted in sharing its corporate value with all partners to build the road to sustainable development. We continuously improve the quality and service of our suppliers, and actively participate in exchanges with peers to share development achievements with our partners and achieve win-win cooperation. Meanwhile, we continuously contribute to the co-construction of communities. In 2021, with our corporate operating advantages, we carried out community training, “Concomitance and Happiness”, “Hello, Community” and other activities, so as to build safe, civilized and green communities. We actively performed the social responsibilities of corporate citizens, and brought more power of charity to the society.

In 2021, we will advance bravely in the new journey under the “14th Five-Year” Plan. In the future, Zhenro Services will also actively assume corporate social responsibility, implement the national sustainable development policy, carry forward the cause and forge ahead, make efforts, and give back to the society and benefit employees with excellent achievements, and open a new chapter of green and sustainable development in the new era.

# 走進正榮服務

## About Zhenro Services

正榮服務是一家佈局全國、快速成長的綜合性物業管理服務提供商，為住宅和非住宅物業提供多樣化的物業管理服務。我們於2000年成立，2020年7月10日正式在香港聯交所主板掛牌上市（股票代碼：06958.HK）。

秉承著「服務由心，幸福為你」的服務理念，我們致力於打造國內高品質、高價值的綜合服務集團，圍繞商業運營、物業服務、資產管理三大板塊，為客戶提供全週期全場景服務。以住宅、商企、商寫、商業街、商業綜合體服務為基石，主動探索佈局城市服務、長租公寓等資產管理服務。作為在商業管理領域著力於輕資產拓展的企業，正榮服務秉持著管理與經營的思路，堅持區域深耕和「住宅+非住宅」的雙輪驅動戰略，積極探索存量市場下，商業發展的內在核心和外在新態勢，強化規模效應，實現業務均衡發展，努力成為國內領先的美好生活服務集團。截至報告期末，正榮服務在管項目共計358個，在管建築面積達約71.0百萬平方米；商業運營在管項目共計23個，位於福州、長沙、莆田、常州及泰興，在管總建築面積達約1.49百萬平方米。

Zhenro Services is a nationwide and fast-growing comprehensive property management service provider, providing diversified property management services for residential and non-residential properties. We were established in 2000 and listed on the Main Board of the Hong Kong Stock Exchange (Stock Code: 06958.HK) on 10 July 2020.

Under the service philosophy of “providing heartfelt and personalized services for your well-being (服務由心，幸福為你)”, we are committed to building a high-quality and high-value comprehensive service group in China, with a focus on three major segments, namely commercial operation, property services and asset management, to provide customers with full-cycle and full-scenario services. Based on residence, business enterprise, commercial office buildings, commercial street and commercial complex services as the cornerstone, we take the initiative to explore the arrangement for urban services, long-term rental apartments and other asset management services. As an enterprise that focuses on the asset-light expansion in commercial management, Zhenro Services adheres to the philosophy of management and operation, and persists in the deep engagement in local areas and the “residential and non-residential” strategy. It actively explores the internal core and external new trend of commercial development in the existing market, strengthens the scale effect, realizes the balanced development of business, and strives to become the leading service group for a better life in China. As of the end of the Reporting Period, Zhenro Services had a total of 358 projects under management with the GFA under management of approximately 71.0 million sq.m.; and a total of 23 commercial operation projects under management in Fuzhou, Changsha, Putian, Changzhou and Taixing, with a total GFA under management of approximately 1.49 million sq.m.

中國物業企業綜合實力**17**名  
**17**th among China Property Management Companies in terms of Overall Strength

中國社區服務商**10**強  
**10**th among China Community Service Providers

中國物業服務百強企業  
綜合實力**18**強  
**18**th among China's Top 100 Property Management Companies in terms of Overall Strength

# 走進正榮服務

## About Zhenro Services

### 企業文化

### CORPORATE CULTURE

#### 核心價值觀 Core Values

- 正直構築繁榮，以正直善良之心，誠信擔責之行，推動企業發展，助力社會繁榮
- Attain prosperity with integrity, shoulder responsibilities with integrity and kindness, and promote corporate development and social prosperity

#### 願景 Vision

- 打造幸福企業，成就共創、共擔、共享的價值分享平台
- Create a happy enterprise and a platform for co-creation and sharing

#### 經營理念 Business Philosophy

- 深入客戶思維，一切從客戶角度思考問題，解決問題
- Deeply understand the thinking of customers, think about and solve problems from the perspective of customers

#### 使命 Mission

- 追求匠心品質，用心打造人本主義的產品及服務
- Pursue ingenuity and attentively create humanistic products and services

#### 組織文化 Organizational Culture

- 建立精英團隊，培養和依靠精英團隊實現企業目標
- Establish and train an elite team, and rely on the elite team to achieve corporate goals

企業文化是正榮服務人堅守的信念與價值，我們十分重視自身企業文化體系建設，致力於將健康積極的企業文化融入企業經營的全過程，不斷優化企業運營能力，為客戶、行業和社會創造價值。我們始終秉承正直構築繁榮的價值觀，堅守「讓幸福無處不在」的使命，憑借多年專業積澱，以正心「立信」、運匠心「達責」，將客戶意見作為工作標尺持續提升管理，致力於成為具有高度社會責任感的幸福企業。

Corporate culture is the faith and value that employees of Zhenro Services uphold. We attach great importance to the construction of our corporate culture system. We are committed to integrating a healthy and positive corporate culture into the whole process of business operation, continuously optimizing the business operation ability and creating value for customers, industries and society. We always adhere to the values of attaining prosperity with integrity, and make efforts to fulfil the mission of “making happiness everywhere.” With years of professional accumulation, we build a “reputation” with integrity and perform “responsibility” with ingenuity. We take customers’ opinions as work rules to continuously improve management, and are committed to becoming a happy enterprise with a strong sense of social responsibility.



# 走進正榮服務

## About Zhenro Services

### 主營業務

正榮服務的主營業務為物業管理服務、非業主增值服務、社區增值服務及商業運營管理服務。通過打造多維度的客戶綜合服務產品，我們致力於完善整個物業管理價值鏈，進一步提升正榮服務的多元化發展。

### PRINCIPAL ACTIVITIES

The principal activities of Zhenro Services are property management services, value-added services to non-property owners, community value-added services and commercial operational management services. By developing a broad range of comprehensive services and products for customers, we are committed to improving the entire value chain of property management and further enhancing the diversified development of Zhenro Services.

#### 物業管理服務 Property Management Services

- 向物業開發商、業主、住戶及商業物業租戶提供一系列的物業管理服務，如住宅、非住宅物業及商業物業清潔服務、安全秩序服務、園藝服務及工程維修服務等。
- Provision of a wide range of property management services to property developers, property owners, residents and commercial property tenants such as cleaning services, security services, landscaping services and repair and maintenance services at residential, non-residential properties and commercial properties.

#### 非業主增值服務 Value-added Services to Non-property Owners

- 向非業主提供全方位的物業相關解決方案，如協銷服務、客制化的額外定制服務、房屋維修服務、前期規劃及設計服務和交付前檢驗服務等。
- Provision of comprehensive property-related solutions to non-property owners, such as sales assistance services, additional customized services, house maintenance services, preliminary planning and design consultancy services, and pre-delivery inspection services.

#### 社區增值服務 Community Value-added Services

- 向業主和住戶提供社區增值服務，如家居生活服務、車位管理、租賃協助和其他服務、公共區域增值服務等。
- Provision of community value-added services to property owners and residents, such as home-living services, car park management, leasing assistance and other services, and common area value-added services.

#### 商業運營管理 服務 Commercial operational management services

- 向租戶與客戶提供商業運營管理服務，主要包括(i)品牌及管理輸出服務；及(ii)轉租服務。
- Provision of commercial operational management services to the tenants and the customers, primarily including (i) brand and management output services; and (ii) sublease services.

# 走進正榮服務

## About Zhenro Services

### 獎項與認可

正榮服務持續踐行可持續發展理念，堅持以完備的服務體系與管理架構賦能企業發展新活力。報告期內，我們真誠、優質和多元化的服務，贏得了客戶、媒體與行業內的一致好評。

### AWARDS AND RECOGNITIONS

Zhenro Services continuously implements the philosophy of sustainable development and persists in enabling corporate development with a complete service system and management structure. During the Reporting Period, with our sincere, high-quality and diversified services, we won high praise from customers, media and the industry.

評選單位	獲獎時間	獲獎名稱
Awarding Organization	Time of Award	Name of Award
中指研究院 China Index Academy	2021.3	中國商業地產企業綜合實力20強
	March 2021	China Top 20 Commercial Real Estate Enterprises in terms of Overall Strength
	2021.4	2021中國物業服務百強企業(18名)
	April 2021	2021 China Top 100 Property Management Companies (Top 18)
	2021.4	2021中國物業服務百強滿意度領先企業
	April 2021	2021 China Top 100 Leading Enterprises in terms of Property Service Satisfaction
	2021.4	2021中國物業管理行業市場化運營領先企業
	April 2021	2021 China Leading Property Management Companies in terms of Marketalisation of Business
2021.7	2021物業服務行業示範基地(莆田•正榮府)	
July 2021	2021 China Property Service Industry Demonstration Base (Putian Zhenro Mansion)	

## 走進正榮服務

### About Zhenro Services

評選單位 Awarding Organization	獲獎時間 Time of Award	獲獎名稱 Name of Award
億翰智庫 YIHAN Zhiku	2021.5	中國上市物業服務企業經營能力TOP10
	May 2021	China Top 10 Listed Property Management Enterprises in terms of Operating Capability
	2021.5	中國上市物業服務企業TOP15
	May 2021	China Top 15 Listed Property Management Enterprises
	2021.9	2021中國物業服務企業綜合實力第15名
	September 2021	2021 Property Management Companies in terms of Overall Strength in China (Top 15)
	2021.9	2021中國房企商業物業價值第15名
	September 2021	2021 China Top 15 Real Estate Companies in terms of Commercial Property Value in China in 2021
	2021.9	客戶滿意度模範企業50強
	September 2021	China Top 50 Model Companies for Customer Satisfaction
	2021.9	學校物業服務10強
	September 2021	Top 10 Enterprises in terms of School Property Services
	2021.9	商業物業服務10強
	September 2021	Top 10 Enterprises in terms of Commercial Property Services
	2021.9	華東競爭力10強
September 2021	Top 10 Enterprises in terms of Competitiveness in East China	
2021.9	2021中國商業地產企業成長性5強	
September 2021	2021 China Top 5 Commercial Real Estate Companies in terms of Growth	
2021.12	2021中國物企超級服務力TOP16	
December 2021	2021 China Top 16 Property Management Enterprises in terms of Super Service Strength	
2021.12	2021中國物業服務城市服務標桿項目TOP10(中山社區)	
December 2021	2021 China Top 10 Urban Service Demonstration Projects in terms of Property Services (Zhongshan Community)	
2021.12	2021商業物業服務標桿項目TOP10(虹橋•正榮中心)	
December 2021	2021 Top 10 Commercial Property Service Demonstration Projects (Hongqiao Zhenro Center)	
中物研協 CPMI (China Property Management Institute)	2021.9	2021中國物業服務企業綜合實力500強
	September 2021	2021 China Top 500 Property Management Enterprises in terms of Overall Strength
	2021.9	2021中國商業物業服務領先企業
September 2021	2021 China Leading Companies in Commercial Property Management	

## 走進正榮服務

### About Zhenro Services

評選單位 Awarding Organization	獲獎時間 Time of Award	獲獎名稱 Name of Award
中物研協 CPMI (China Property Management Institute)	2021.5 May 2021	2021中國物業上市公司市值認可領先企業 2021 China Leading Listed Property Management Enterprises in terms of Recognition of Market Value
香港公益金 The Community Chest	2021.11 November 2021	公益卓越獎 Excellence Award in Public Welfare
香港投資者關係協會 HKIRA (Hong Kong Investor Relation Association)	2021.9 September 2021	最佳投資者關係公司 Best Investor Relations Company
智通財經、同花順 Zhitongcaijing.com and RoyalFlush	2021.1 January 2021 2021.1 January 2021	最佳物業公司 Best Property Management Companies 最受投資者歡迎新股公司 Most Popular New IPO Companies
和訊網 Hexun.com	2021.12 December 2021	2021年度物業運營能力榜樣 Model in Property Operation Capability in 2021
樂居財經 Leju Finance	2021.9 September 2021	2021年物業成長性品牌企業 Brand Property Management Enterprise of 2021 in terms of Growth

# 走進正榮服務

## About Zhenro Services

2021年亮點績效

HIGHLIGHTS OF PERFORMANCE IN 2021

### 財務表現

#### Financial Performance

營業收入	毛利	溢利
人民幣 <b>1,335.8</b> 百萬元	人民幣 <b>428.1</b> 百萬元	人民幣 <b>177.6</b> 百萬元
Revenue	Gross profit	Profit
RMB <b>1,335.8</b> million	RMB <b>428.1</b> million	RMB <b>177.6</b> million

### 正直構築繁榮

#### Attaining Prosperity with Integrity

建立了**可持續發展管治架構**  
*The sustainability governance structure* was established

員工參加**9**次反貪腐培訓  
Employees attended **9** anti-corruption training sessions

董事會及高管參加**5**次反貪腐培訓  
The members of the Board and the senior management attended **5** anti-corruption training sessions

**0**貪污訴訟案件  
The number of corruption litigations was **0**

### 匠心打造品質

#### Achieving High Quality with Ingenuity

投訴處理率**100%**  
The complaint handling rate was **100%**

客戶滿意度**87**分  
The customer satisfaction was **87** points

獲得**一級物業資質**  
*Grade I property qualification* was obtained

科技智慧平台 - **榮戰圖**  
Intelligent platform - **Rongzhantu**

# 走進正榮服務

## About Zhenro Services

### 綠色引領未來

#### Leading the Future Development with Green Operation

#### ISO 14001 環境管理 體系認證

ISO 14001  
environmental  
management  
system  
certification

單位收益溫室氣體排放量(噸二氧化碳當量/萬元收入)有效降低  
Greenhouse gas emissions per unit revenue (tonne CO<sub>2</sub> equivalent/ten thousand revenue) were effectively reduced

單位收益能源消耗量(噸標煤/萬元收入)顯著降低  
Energy consumption per unit revenue (tonne of coal equivalent/ten thousand revenue) was significantly reduced

#### 開展多項綠色環保主題活動

Green and environmental protection theme activities were carried

### 人才賦能企業

#### Enabling Enterprises by Talents

員工培訓覆蓋率  
**100%**  
100% of employees were trained

員工總培訓時長  
**31,175** 小時  
The total employee training hours were **31,175** hours

員工滿意度調查結果為**84%**  
The employee satisfaction survey result was **84%**

連續三年因工傷死亡人數**0**人  
The number of work-related fatalities has been **0** for three successive years

### 合作促進雙贏

#### Achieving Win-win Outcomes by Cooperation

供應商簽署廉潔協議的比率**100%**  
100% of suppliers signed the integrity agreements

與超**300**家公司建立戰略合作  
Strategic cooperation with over **300** companies was established

### 良善匯聚幸福

#### Gaining Happiness with Goodness

**160**人參與社區公益活動，共計**20**次  
160 employees participated in **20** public welfare activities

# 正直構築繁榮

## Attaining Prosperity with Integrity

正榮服務秉承著「正直構築繁榮」的核心價值觀，以正心立信，以責任立企。我們始終堅持高標準、高水平的企業管治理念，將ESG管理納入企業戰略規劃中。我們通過健全企業管治架構，加強企業風險管理，不斷提升企業管治水平，進一步推動企業的可持續發展。

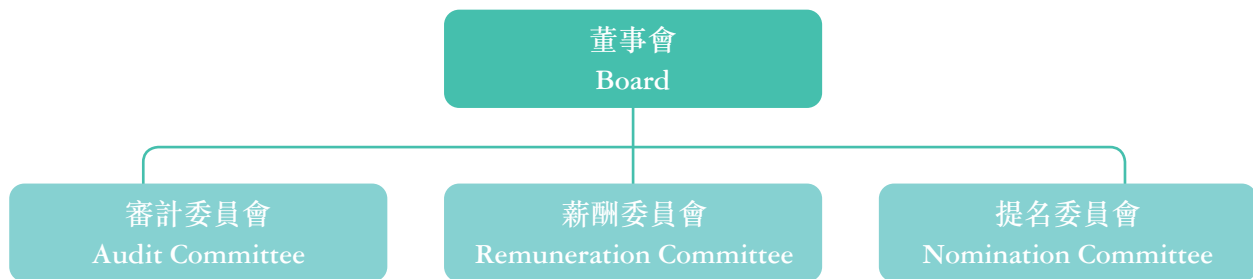
### 企業管治

正榮服務堅持持正、問責、透明、獨立、盡責及公平原則，以高質量的企業治理為利益相關方和社會帶來積極影響。我們嚴格遵守《中華人民共和國公司法》等運營地所在法律法規，建立了職級明確的企業管治架構，在保證董事會獨立性的同事權衡董事間職責權限。正榮服務以董事會為最高責任機構，董事會下設審計委員會、薪酬委員會和提名委員會。審計委員會負責檢討及監督本集團的財務報告程序、內部監控系統、風險管理及內部審核相關事宜；薪酬委員會負責訂立與檢討本集團有關董事及高級管理層薪酬的政策及架構，就制定有關薪酬政策設立正式且透明的程序，並向董事會提出建議；提名委員會負責每年檢討董事會架構、人數及組成並對董事會做出的變動提出建議。

Zhenro Services upholds the core value of “attaining prosperity with integrity”, builds its reputation with integrity and bases its existence on performing its responsibilities. We have always adhered to a high standard and level of corporate governance and incorporated ESG management into our corporate strategic plans. We further promote corporate sustainable development by continuously improving our corporate governance structure and strengthening corporate risk management.

### CORPORATE GOVERNANCE

Zhenro Services adheres to the principles of integrity, accountability, transparency, independence, responsibility and fairness, and exerts a positive influence on stakeholders and society through high-quality corporate governance. In strict compliance with the Company Law of the People’s Republic of China and other laws and regulations of the places where we operate, we have established a corporate governance structure with clear ranks, and weighed the duties and privileges among the directors while ensuring the independence of the Board. At Zhenro Services, the Board is the top governing body and has an audit committee, a remuneration committee and a nomination committee. The audit committee is responsible for reviewing and supervising the Group’s financial reporting procedures, internal control systems, risk management and internal audit-related matters; the remuneration committee is responsible for formulating and reviewing the Group’s policies and structure in relation to the remuneration of directors and senior management, establishing formal and transparent procedures for developing such remuneration policies and making recommendations to the Board; the nomination committee is responsible for reviewing the structure, the number of members and composition of the Board annually and making recommendations on changes to the Board.



正榮服務企業管治架構

Corporate Governance Structure of Zhenro Services

(更多內容請參考正榮服務2021年年報中企業管治報告)

(For more details, please refer to the Corporate Governance Report in the 2021 Annual Report of Zhenro Services)

## 正直構築繁榮

### Attaining Prosperity with Integrity

此外，我們深知董事會多元化是本集團達到戰略目標及維持可持續發展的有力支撐。我們積極採納董事會多元化政策，用人唯才，對專業經驗、技能、知識和教育背景等多維度進行考量，以更好的切合本集團發展的需要。

#### 內控與風險管理

我們高度重視內部風險管控工作，嚴格遵守《中華人民共和國審計法》等所在法律法規、香港聯合交易所有限公司《企業管治守則》以及本公司《公司章程》的規定，並依託已建立的風險內控機制，持續從財務、營運、合規等相關環節對潛在風險進行識別、評估和管理，加大風險管控力度，確保本集團有效穩健的運營。

我們建立了一套完善的內控與風險管理組織架構。董事會負責維持健全有效的內控與風險管理系統，每年編製風險管理報告，並定期檢討、審閱及監察風險管理和內控系統的成效；各部門要求在授權範圍內經營部門業務，嚴格執行本集團制定的戰略及政策。此外，我們委任獨立內控顧問審核本集團的內部控制並向董事會提供建議，並針對建議結果實施整改或改進措施。

報告期內，我們持續優化內控與風險管理相關制度，對合規管理、審計處罰與整改、員工行為追責、合同及履約管理等相關制度進行了全面的更新和優化，進一步規範和完善了本集團內控與風險管理體系。

In addition, we are fully aware that the diversity of the Board is strong support for the Group to achieve its strategic objectives and maintain sustainable development. We have actively adopted a board diversity policy, and recruited its members based on meritocracy, professional experience, skills, knowledge and educational background, so as to better meet the development needs of the Group.

#### Internal Control and Risk Management

We attach great importance to internal risk control, and strictly comply with relevant laws and regulations of the place where we operate including the Audit Law of the People's Republic of China, the Corporate Governance Code of The Stock Exchange of Hong Kong Limited and the articles of association of the Company. Based on the established mechanism for internal control of risks, we continuously identify, assess and manage potential risks in terms of finance, operation, compliance, etc., and strengthen risk control to ensure the effective and stable operation of the Group.

We have established a sound organizational structure of internal control and risk management. The Board is responsible for maintaining sound and effective internal control and risk management systems, preparing risk management reports annually, and regularly examining, reviewing and monitoring the effectiveness of the risk management and internal control systems. Each department is required to carry out its business within the scope of authorization and strictly implement the strategies and policies developed by the Group. In addition, we have engaged independent internal control consultants to review the internal control of the Group and make recommendations to the Board, and carry out rectification or improvement measures according to the results of the recommendations.

During the Reporting Period, we continuously optimized the systems in relation to internal control and risk management, comprehensively updated and optimized systems in relation to compliance management, audit penalties and rectification, employee accountability, contract and performance management, etc., and further standardized and improved the internal control and risk management systems of the Group.



# 正直構築繁榮

## Attaining Prosperity with Integrity

### 風控培訓

為有效提升員工風控意識並提升本集團業務的合規和風險管理水平，實現員工與企業共同發展，我們於報告期內開展了一系列風控培訓。

### Risk Control Training

In order to effectively enhance the employees' awareness of risk control and enhance the compliance and risk management level of the business of the Group, and realize the joint development of employees and enterprises, we carried out risk control training during the Reporting Period.

#### 制度與規範類培訓 System and standard training

- 我們定期組織制度類、工作流程規範類、物業類法務操作指引相關培訓，並在報告期內起草了法律培訓制度，進一步搭建培訓體系
- We regularly organized training in relation to guidance on legal affair handling as to systems, workflow specifications and properties, and drafted a law training system during the Reporting Period to further establish a training system

#### 「常態培訓 + 臨時專項培訓」 “Regular training + temporary special training”

- 我們定期以常態培訓「風控大講堂」、專項主題培訓的形式開展風控培訓，提高員工的風險管理意識
- We regularly carried out risk control training in the form of regular training “Risk Control Class” and special theme training, to improve employees' awareness of risk management

#### 風險防範宣貫 Risk prevention publicity

- 報告期內，我們開始在總部及區域以行業週報的形式分享行業資訊與業務風險防範點
- During the Reporting Period, we began to share industry information and business risk prevention points in the form of weekly industry reports at our headquarters and regional organizations

### 「風控大講堂」培訓活動

#### “RISK CONTROL CLASS” TRAINING ACTIVITY

自2021年4月，正榮服務每月進行「風控大講堂」主題培訓或分享，要求總部同事及區域同事以線上和線下結合形式參加，全面覆蓋集團內部各條線和業務。截至報告期末，該活動已累計開展8期，參與培訓員工共計1,600人。

Since April 2021, Zhenro Services has monthly carried out the theme training or sharing of the “risk control class”, covering all lines and businesses of the Group. Employees at headquarters and regional organizations are required to attend the activity online and offline. As at the end of the Reporting Period, a total of 8 training activities were carried out with the participation of a total of 1,600 employees.



# 正直構築繁榮

## Attaining Prosperity with Integrity

### 風控體系化建設

報告期內，我們還完善了企業管治的信息化建設，致力於通過信息系統支持並助力風控水平提升。我們致力於通過制度建設、信息系統支持、標準化經營、風控意識培訓等方式加快風控體系化建設。報告期內，我們主要完成了訴訟管理系統、重大合同督辦管理系統以及供應商合規系統的成熟和完善。

### Systematic Construction for Risk Control

During the Reporting Period, we improved the information-based construction of corporate governance, and were committed to supporting the improvement in risk control standards through information systems. We are committed to accelerating the systematic construction for risk control through system construction, information system support, standardized operation and risk control awareness training. During the Reporting Period, we mainly refined and improved our litigation management system, material contract supervision and management system and supplier compliance system.

#### 訴訟管理系統

##### Litigation management system

- 實現案件上報與完結的全流程管控
- 完善風險上報機制中訴訟或仲裁類風險的系統化上報
- We realized the control of the whole process from case reporting to closure
- We improved the systematic reporting of litigation or arbitration risks in the risk reporting mechanism

#### 重大合同督辦管理系統

##### Material contract supervision and management system

- 保障重大合同重大業務的管控，實現體系化、標準化、全週期、強落地的合同風控體系
- We ensured the management and control of material contracts and businesses, and implemented a systematic, standardized, full-cycle contract risk control system which was implemented strictly

#### 供應商合規系統

##### Supplier compliance system

- 實現查找供應商、供應商的入庫審查、在庫風險監控、績效評估與退出等功能
- 實現智能化、自動化、信息化的客商一體化全週期數字管理系統
- We achieved the functions of supplier search, supplier admission review, supplier risk monitoring, performance evaluation, removal and other functions
- We established an intelligent, automated and information-based system for integrated, full-cycle and digital management of customers and merchants

# 正直構築繁榮

## Attaining Prosperity with Integrity

### 商業道德

正榮服務始終堅持廉潔誠信，合規運營，不斷加強商業道德建設，以正確的商業道德價值取向謀取經營發展。我們嚴格遵守《中華人民共和國公司法》《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等運營地所在法律法規，並持續完善內部相關合規制度建設與商業道德管理工作流程，定期對員工和供應商進行商業道德培訓、監督與評估，嚴格打擊貪腐、舞弊、欺詐和洗錢等不正當行為。

正榮服務堅持「正直構築繁榮，以正直善良之心，誠信擔責執行」的企業核心價值觀，對任何貪污與腐敗持零容忍態度，以商業道德最高標準嚴抓腐敗、貪污、舞弊事件與違規違紀行為。本集團與所有員工和供應商均簽訂了《廉潔協議》，且定期開展多元化的反貪腐培訓，營造誠信廉潔的良好氛圍。報告期內，我們開展了對「榮之星」「榮之將」的廉正宣貫、對招採、增值等業務線的專項宣貫以及對各區域子公司核心骨幹開展廉正宣貫和案例講解，進一步提高了員工的廉潔意識。報告期內，本集團6名董事及高管參加了5次反貪腐培訓，員工參加了9次反貪腐培訓，共計培訓600人次。報告期內未有貪污訴訟案件。

### Business Ethics

Zhenro Services always adheres to the principle of honesty and integrity, operates in compliance with regulations, continuously raises the commercial morality standard, and seeks business development with correct business ethics and value orientation. We strictly comply with the Company Law of the People's Republic of China, the Anti-Money Laundering Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations of the place where we operate. We continuously improve the internal relevant compliance system construction and the management workflow as to business ethics. We regularly train, monitor and evaluate employees and suppliers with regard to business ethics, and strictly crack down on corruption, malpractices, fraud, money laundering and other improprieties.

Zhenro Services adheres to the core corporate values of “attaining prosperity with integrity, shoulder responsibilities with integrity and kindness”. It has zero tolerance for any corruption, and strictly investigates and deals with corruption and fraud incidents and violations of regulations and disciplines at the highest standards of business ethics. The Group signs Integrity Agreements with all employees and suppliers and regularly conducts diversified anti-corruption training to create a good atmosphere of integrity. During the Reporting Period, we carried out integrity publicity of “Ro's Star (榮之星)” and “Ro's General (榮之將)”, special publicity for business lines including tendering and purchase, and value-added business, as well as integrity publicity and case explanation for core backbones of subsidiaries in regions, thus further improving the employees' awareness of integrity. During the Reporting Period, 6 directors and senior management of the Group participated in 5 anti-corruption trainings, and employees participated in 9 anti-corruption trainings, with a total of 600 person-times. The Group was not involved in any corruption litigations during the Reporting Period.

### 反貪腐案例教學

#### TEACHING BASED ON ANTI-CORRUPTION CASES

報告期內，我們以反貪腐案例教學形式對員工進行廉政教育，以審計人員舞弊案例及處理結果作為案例教學，樹立了員工的反貪腐意識，深化了廉政防腐體系。

During the Reporting Period, we conducted anti-corruption education for our employees in the form of teaching based on anti-corruption cases, using the cases of fraud committed by auditors and the handling results, which developed their anti-corruption awareness and deepened the anti-corruption system.



## 正直構築繁榮 Attaining Prosperity with Integrity

### 正榮服務員工行為規範及廉政建設宣貫會議

#### PUBLICITY MEETING FOR ZHENRO SERVICES CODE OF CONDUCT OF EMPLOYEES AND ACTION AGAINST CORRUPTION

報告期內，我們召開了「正榮服務員工行為規範及廉政建設宣貫會議」，用26個內部真實案例為員工講解員工行為規範，並宣貫了《正榮服務員工行為規範及廉政建設》價值觀，進一步促進了廉潔文化的建設。

During the Reporting Period, we held a “publicity meeting for Zhenro Services code of conduct of employees and action against corruption”, at which we explained the code of conduct for employees, using 26 real internal cases, and publicized the values in Zhenro Services Code of Conduct of Employees and Action against Corruption, thus further promoting the development of an integrity culture.



針對違反商業道德行為，我們設立了專門的投訴舉報渠道，鼓勵全體員工、客戶和供應商通過客服熱線、郵箱等各類渠道對違規問題進行舉報，嚴禁任何人、任何單位以任何形式對舉報人及其親屬和為舉報調查提供幫助的人員打擊報復，一經發現將嚴肅查處。

同時，我們對舉報材料以及舉報人的信息進行嚴格的保密，採取相關措施保護舉報人的信息不被洩露，例如我們僅授權審計人員及相關人員針對舉報人信息進行內部溝通；規避舉報人進行檢舉的敏感時間與地點，並在檢舉處理程序每一環節中充分保護舉報人相關信息。

With regard to violations of business ethics, we have set up special complaint reporting channels to encourage all employees, customers and suppliers to report violations through various channels such as customer service hotlines and mailboxes. Any individuals and organizations are not allowed to retaliate against the reporters and their relatives and persons who assist in the investigation for the reports in any form. Any retaliation found will be seriously investigated and dealt with.

Meanwhile, we strictly keep confidential the reporting materials and information of the reporters, and take relevant measures to protect the information of the reporters from disclosure. For example, we only authorize auditors and relevant personnel to conduct internal communication as to the information of the reporters; avoid the time and place sensitive for the reporting by the reporters, and fully protect the information on the reporters in every process of report treatment.

# 正直構築繁榮

## Attaining Prosperity with Integrity

### ESG治理

#### ESG管治架構

正榮服務高度重視ESG治理，堅持將ESG理念融入企業頂層規劃中。我們建立了由董事會、ESG工作小組、各職能部門及下屬公司構成的可持續發展管治架構，確保ESG治理體系的科學化和規範化。其中，董事會是本集團的最高管治機構。本集團下設多個工作小組，協助制定並檢討ESG相關的責任、願景、策略、框架、原則及政策，並監管ESG主要趨勢及有關的風險和機遇，確保經董事會通過的ESG政策有效地執行和實施。具體管治架構及分工如下：

#### 董事會

##### Board

- 審議公司ESG事宜相關風險及重要性
- 審議、批准公司的戰略與目標
- 監督、檢討本公司ESG相關政策、管理、表現及相關目標進度
- Reviewing the risks in relation to and significance of ESG matters of the Company
- Reviewing and approving the strategies and objectives of the Company
- Supervising and reviewing the ESG-related policies, management, performance and progress towards relevant objectives of the Company

#### ESG工作小組

##### ESG working group

- 制定本公司可持續發展戰略與目標，並就相關可持續發展工作向董事會提供建議
- 識別、釐訂本公司ESG事宜相關風險及機遇，並定期向董事會匯報評估結果
- 評核及檢驗本公司ESG事宜相關政策、管理、表現及相關目標進度
- 監督並指導各職能部門全面落实公司可持續發展策略及相關行動，協調推進ESG相關事宜落地執行
- 審閱、檢討本公司就ESG相關事宜表現的公開披露，負責ESG報告的統籌及編制
- 定期向董事會匯報工作推進進展及董事會授權的其他事宜
- Developing the Company's sustainable development strategies and targets and making recommendations to the Board on relevant sustainable development work
- Identifying and determining risks and opportunities in relation to ESG matters of the Company and reporting the assessment results to the Board on a regular basis
- Assessing and inspecting the Company's policies, management, performance and progress towards relevant targets in relation to ESG matters
- Supervising and guiding each functional department to fully implement the Company's sustainable development strategies and relevant actions, and coordinating and promoting the implementation of ESG-related matters
- Checking and reviewing the public disclosure of the Company's performance on ESG-related matters, and taking charge of the overall planning and preparation of the ESG reports
- Regularly reporting to the Board on work progress and other matters authorized by the Board

#### 相關職能部門

##### Relevant functional departments

- 履行公司ESG相關策略及管理措施
- 協助ESG工作小組進行數據資料收集並提供反饋
- Implementing the Company's ESG related strategies and management measures
- Assisting the ESG working group in data collection and providing feedback

### ESG GOVERNANCE

#### ESG Governance Structure

Zhenro Services attaches great importance to ESG governance and persists in incorporating ESG philosophy into the top plans of enterprises. We have established a sustainable development governance structure comprising the Board, the ESG working group, various functional departments and subsidiaries to ensure a scientific and standardized ESG governance system. The Board is the top governing body of the Group. The Group has working groups to assist in the development and review ESG-related responsibilities, visions, strategies, frameworks, principles and policies, and to monitor key ESG trends and relevant risks and opportunities to ensure the effective implementation of ESG policies adopted by the Board. The specific governance structure and division of labour are as follows:

# 正直構築繁榮

## Attaining Prosperity with Integrity

### 董事會聲明

董事會對ESG相關工作、目標制定和檢討及ESG披露相關事宜承擔最終責任。董事會負責制定ESG願景、政策、戰略和目標，評估和審閱本集團重要的ESG風險議題，確保公司的ESG管治體系穩健高效。

董事會每年參與重大性議題的評估、優先級排序及最終確認，定期對ESG相關風險進行審視和回顧，並結合對於利益相關方的重要性對識別的風險進行重大性分析。此外，董事會負責定期對ESG目標進行檢討和追蹤，並基於完成情況確立未來發展方向。

報告期內，我們開展了氣候變化風險初步識別工作，協同各職能部門制定了相應的風險應對措施。同時，我們基於本集團運營現狀和未來業務發展趨勢，制定了四項環境目標及實施路徑。ESG工作小組將包含氣候變化風險識別及環境目標在內的ESG工作成果向董事會進行溝通及匯報，經由董事會提出修改和指導意見並審批通過後，在董事會的監督和ESG工作小組的統籌下，由各職能部門負責相關方案的落地執行。

### Directors' Statement

The Board is ultimately responsible for ESG-related work, target setting and review, and ESG disclosure-related matters. The Board is responsible for developing ESG visions, policies, strategies and targets, assessing and reviewing material ESG risk issues of the Group, and ensuring a robust and efficient ESG governance system of the Company.

The Board participates in the assessment, prioritization and final confirmation of significant issues annually, examines and reviews ESG-related risks on a regular basis, and performs a materiality analysis of the identified risks in consideration of their significance to stakeholders. In addition, the Board is responsible for regularly reviewing and tracking the progress towards ESG targets and determining the future development direction based on the achievements of the targets.

During the Reporting Period, we carried out preliminary identification of climate change risks and worked with various functional departments to formulate corresponding risk response measures. Meanwhile, we have developed four environmental targets and implementation strategies based on the current operating conditions and future business development trends of the Group. The ESG working group communicates and reports to the Board on the ESG work results including climate change risk identification and environmental targets. Subject to amendments and guiding opinions proposed and approval by the Board, under the supervision of the Board and the coordination by the ESG working group, each functional department is responsible for the implementation of relevant plans.

# 正直構築繁榮

## Attaining Prosperity with Integrity

### 利益相關方溝通

正榮服務高度重視與利益相關方之間的溝通，我們堅持常態化的多元溝通機制，與客戶、員工、投資者、政府等各利益相關方保持良好溝通，深入了解各利益相關方的期望與關切，實現共同發展。報告期內，我們識別了七大類主要利益相關方，並建立了多頻次、多維度的溝通機制（正式和非正式、線上和線下），其所關注的議題和溝通方式如下：

### COMMUNICATION WITH STAKEHOLDERS

Zhenro Services attaches great importance to communication with stakeholders. We adhere to the normalized and diversified communication mechanism, maintain good communication with customers, employees, investors, the government and other stakeholders, gain an in-depth understanding of the expectations and concerns of stakeholders, so as to achieve joint development. During the Reporting Period, we identified seven major categories of stakeholders and established a multi-frequency and multi-dimensional communication mechanism (formal and informal, online and offline) with the following issues of concern to them and communication methods:

利益相關方 Stakeholder	關注的主要議題 Key Issue of Concern	溝通回應方式 Ways of Communication and Response	頻率／次數 Frequency
股東／投資者 Shareholders/Investors	經濟績效 合法合規 風險管理 Economic performance Compliance with laws and regulations Risk management	－ 股東大會 － 投資者見面會 － 業績發佈會 － 新聞稿／公告 － 現場調研 － General meetings － Investor meetings － Results presentation － Press releases/announcements － Site survey	股東大會每年一次 投資者見面會及現場調研不定期舉行 General meeting is held once a year Investor meetings and site surveys are carried out from time to time
政府／監管機構 Government/regulatory bodies	合法合規 信息安全 反腐敗 Compliance with laws and regulations Information security Anti-corruption	－ 現場調研 － 會談 － Site survey － Talks	不定期 From time to time
合作夥伴 Partners	信息安全 行業交流 Information security Exchanges with industry peers	－ 現場調研 － 會談 － Site survey － Talks	不定期 From time to time

# 正直構築繁榮

## Attaining Prosperity with Integrity

利益相關方 Stakeholder	關注的主要議題 Key Issue of Concern	溝通回應方式 Ways of Communication and Response	頻率／次數 Frequency
客戶 Customers	信息安全 客戶服務質量 客戶敏感信息管理 智能化物業發展 Information security Customer service quality Sensitive customer information management Intelligent property development	— 線上推廣 — 電話／電子郵件 — 微信／微博 — 問卷 — 會談 — Online promotions — Telephone/Email — WeChat/Weibo — Questionnaires — Talks	不定期 From time to time
員工 Employees	薪酬福利 員工健康與安全 員工發展與培訓 Remuneration and benefits Employee health and safety Employee development and training	— 員工面談 — 內部電郵 — 內部微信公眾號 — Interviews with employees — Internal emails — Internal WeChat official account	不定期 From time to time
媒體與公眾 Media and the public	合法合規 業務對社會的影響 Compliance with laws and regulations Impact of business on the society	— 新聞稿／公告 — 採訪 — 會議 — Press releases/announcements — Press interviews — Meetings	不定期 From time to time
社區公眾 Community and the public	社區貢獻 公益慈善 Contribution to Communities Public welfare	— 現場調研 — 會談 — Site survey — Talks	不定期 From time to time



# 正直構築繁榮

## Attaining Prosperity with Integrity

### 重大性議題分析

報告期內，我們通過媒體分析、行業對標、利益相關方訪談等形式，從對正榮服務可持續發展重要性、對利益相關方評估和決策重要性兩個方面出發，對ESG相關議題進行了識別和更新，並結合員工、高級管理層和董事會等內部利益相關方的意見和建議，在綜合評估後形成了重大性議題矩陣，共識別出6項高度重要議題，11項中度重要議題，2項低度重要議題。其中反貪腐和風險管理議題受關注到較高，溫室氣體排放重要度較去年相比有所提升，詳細的重大性議題矩陣如下：

### ANALYSIS OF MATERIAL ISSUES

During the Reporting Period, through media analysis, industry benchmarking, stakeholder interviews and other forms, we identified and updated ESG-related issues in terms of the significance to the sustainable development of Zhenro Services and the evaluation and decision-making by stakeholders, and formed a matrix of material issues in consideration of the opinions and suggestions of internal stakeholders including employees, senior management and the Board, after a comprehensive assessment. We identified a total of 6 issues of high significance, 11 issues of moderate significance and 2 issues of low significance. Anti-corruption and risk management issues received substantial attention, and the significance of greenhouse gas emissions increased compared with last year. The specific matrix of material issues is as follows:



#### 高度重要性議題

1. 反貪腐
2. 風險管理
3. 員工福利及報酬
7. 產品及服務質量
14. 環境合規
19. 溫室氣體排放

#### Issues of High Significance

1. Anti-corruption
2. Risk management
3. Employee benefits and remuneration
7. Product and service quality
14. Environmental compliance
19. Greenhouse gas emission

#### 中度重要性議題

4. 人才發展及培訓
5. 員工關懷
6. 職業健康與安全
8. 智能化物業發展
9. 合規營銷
10. 客戶滿意度管理
11. 客戶隱私及信息保護
15. 能源使用
16. 水資源管理
17. 廢水排放管理
18. 廢棄物處理

#### Issues of Moderate Significance

4. Talent development and training
5. Care for employees
6. Occupational health and safety
8. Intelligent property development
9. Compliant marketing
10. Customer satisfaction management
11. Customer privacy and information protection
15. Use of energy
16. Water resources management
17. Wastewater discharge management
18. Waste treatment

#### 低度重要性議題

12. 責任供應鏈
13. 社區貢獻

#### Issues of Low Significance

12. Responsible supply chain
13. Contribution to community

# 匠心打造品質

## Achieving High Quality with Ingenuity

正榮服務始終懷揣著「服務由心，幸福為你」的品牌理念，聚焦提升服務品質，堅持以客戶為中心，走綠色可持續發展道路。我們圍繞「物業服務、商業運營、資產管理」積極拓展新業務新賽道，並在品質穩步提升、全場景服務響應、科技賦能和新興業務四個方面持續發力，以「品質心、關懷心、智慧心」打造高品質服務，努力成為國內領先的美好生活服務集團。

### 服務品牌

正榮服務始終將高端品質服務置於本集團發展的首要位置，並致力於打造國內高品質、高價值的綜合服務集團。我們緊緊圍繞「榮享家」、「榮服務」、「榮商辦」三大服務品牌，為客戶提供全週期、全場景服務，用心打造人本主義的產品及服務。

Zhenro Services has always adhered to the brand philosophy of “providing heartfelt and personalized services for your well-being”, focused on improving service quality, insisted on the customer-oriented principle and stuck to the path of green and sustainable development. We actively develop our new business with a focus on “property services, commercial operation and asset management.” We make efforts in terms of steady quality improvement, full-scenario service response, technological enablement and emerging business. We provide service in a high-quality, caring and intelligent manner. We strive to become the leading service group for a better life in China.

### SERVICE BRAND

Zhenro Services has always put high-end and high-quality service first in the development of the Group and is committed to building a high-quality and high-value comprehensive service group in China. With a focus on the three major service brands of “Rong Enjoy (榮享家)”, “Rong Service (榮服務)” and “Rong Shangban (榮商辦)”, we provide customers with full-cycle and full-scenario services, and attentively create humanistic products and services.

#### 榮享家 Rong Enjoy

- 「榮享家」是正榮服務為了滿足客戶衍生的全新生活需求而提供的種類更廣的社區增值服務和產品，能讓業主及客戶形成社區意識，進而豐富他們的居住體驗，享受服務帶來的甜蜜
- “Rong Enjoy” is a wider range of community value-added services and products provided by Zhenro Services to meet new living needs of customers. It can enable property owners and customers to develop community awareness, thus enriching their living experience and providing them with the pleasure from the services.

#### 榮服務 Rong Service

- 「榮服務」以人和住宅為中心，從業主的日常需求、最敏感的服務點和住宅的社會屬性出發，結合產品分類與硬件配置，從衣、食、住、行、樂、商需求方向提供六個維度的服務
- “Rong Service” provides services from six aspects, namely clothing, food, housing, transportation, entertainment and business, with a focus on people and residence, based on the daily needs of property owners, the most sensitive service points and the social attributes of residence, and in consideration of product classification and hardware setting.

#### 榮商辦 Rong Shangban

- 「榮商辦」是正榮服務針對商業物業、寫字樓及其它類型非住宅物業提供的物業管理服務產品，包含設施設備維護、商業綜合服務策劃及執行等服務內容。同時，「榮商辦」也面向市場，承接外部優質非住宅項目的物業管理服務
- “Rong Shangban” is a property management service product provided by Zhenro Services for commercial properties, office buildings and other types of non-residential properties, including services such as facility and equipment maintenance, commercial complex service planning and implementation. Meanwhile, “Rong Shangban” is also a market-oriented property management service for external high-quality non-residential project.

## 匠心打造品質

### Achieving High Quality with Ingenuity

為更好的維護正榮服務的品牌形象，我們嚴格遵循《中華人民共和國商標法》等法律法規及規範性文件要求，規範註冊和使用商標。我們對商標實施台賬管理，識別商標到期等各項問題，並持續跟進商標到期後展期流程。同時，我們嚴防商標被惡意搶注的情況，一旦查詢到本集團的商標被惡意搶注，我們會第一時間向商標局提起商標撤銷的申請。

### 品質保障

#### 品質管理

我們深知高品質的服務能夠促進企業長足發展。我們堅持為用戶提供可靠且優質的服務，以工匠之心，精益品質管理，不斷提升正榮服務的品牌競爭力。我們嚴格遵守《中華人民共和國消費者權益保護法》等法律法規，不斷優化《客戶檔案管理規程》《微信管家管理規程》《客戶接待管理規程》等內部制度，始終堅持從客戶角度思考問題、解決問題，不斷完善服務質量體系建設。我們建立了涵蓋物業項目交付前端及後期運營端的全生命週期質量管理體系，強化了物業服務管理的標準及流程。在質量管理體系，我們成功取得了ISO 9001:2015質量管理體系認證，並獲得了一級物業資質等證書、「AAA級別重合同守信用企業」以及「中國誠信示範企業」等認證。

報告期內，為進一步強化品質管理要求，我們在品質管理端建立了兩大制度，完善了管理模式。

In order to better safeguard the brand image of Zhenro Services, we standardize the registration and use of trademarks, in strict compliance with the Trademark Law of the People's Republic of China and other laws and regulations and the requirements of normative documents. We carry out account management for trademarks, identify issues including the expiry of a trademark, and continuously follow up the renewal process after the expiry of a trademark. Meanwhile, we strictly prevent malicious squatting of our trademarks. Once we find out that trademarks of the Group are squatted maliciously, we will immediately apply to the Trademark Office for trademark cancellation.

### QUALITY ASSURANCE

#### Quality Management

We know that high-quality service can promote the rapid development of the enterprise. We persist in providing reliable and high-quality service for our users, and continuously improve the brand competitiveness of Zhenro Services with the spirit of craftsmen and lean quality management. We strictly comply with the Law of the People's Republic of China on the Protection of Consumers' Rights and Interests and other laws and regulations, and continuously optimize internal systems such as the Customer File Management Rules, the WeChat Manager Management Rules and the Customer Reception Management Rules. We always persist in thinking about and solving problems from the perspective of customers, and continuously improve the construction of our service quality system. We have established a full-cycle quality management system covering the pre-delivery property project management and post-delivery operation management, and strengthened the standards and processes of property service management. In the quality management system, we obtained the ISO 9001:2015 quality management system certification, and certificates such as Grade I property qualification certificate, "AAA Trustworthy Enterprise" and "China's Trustworthy Model Enterprise" and other certifications.

During the Reporting Period, in order to further strengthen the quality management requirements, we established two systems in terms of quality management and improved our management model.

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 三品管理制度

正榮服務建立了「集團－區域子公司－項目服務中心」自上至下的三品管理制度，各層級各司其職，以「強監控」「強執行」「強落地」「強考核」明確質量體系的標準，並以品質為本，提高客戶黏度，弘揚正榮服務品牌理念。

### Three-level Management System

Zhenro Services has established a top-to-bottom three-level management system of “group-regional subsidiary-project service center”, with organizations at each level playing their roles. It defines the quality system standard based on “strict monitoring”, “strict implementation” and “strict assessment”, and improves customer stickiness based on quality. It carries forward the brand philosophy.

服務集團：服務集團根據業務發展需要構建維護公司質量管理體系，編制標準文件、作業指導，制定專項業務解決方案。

Service group: The service group builds and maintains the quality management system of the Company according to the needs of business development, prepares standard documents, work instructions and develops special business solutions.

區域子公司：區域子公司根據質量管理體系的管理要求，指導下轄項目開展基礎服務、專項業務，管控區域品質目標達成。

Regional subsidiaries: According to the management requirements of quality management systems, the regional subsidiaries direct basic services and special businesses of projects under their management, and manage the progress towards regional quality targets.

項目服務中心：在區域子公司的指導下，落實質量管理體系的管理要求，執行工作標準，達成本項目品質管理目標。

Project service center: Under the guidance of regional subsidiaries, the project service center implements the management requirements of the quality management system, and the work standards, to achieve the project quality management targets.

### 正榮服務三品管理制度

Three-level Management System of Zhenro Services

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 三級管理模式

正榮服務制定了針對服務質量的三級管理模式，從服務、客戶、評價三個角度出發，洞察客戶需求，提供質價相符的差異化服務，並在堅守安全底線的前提下採取靈活用工、職能整合、質價相符、不過度服務的運營模式。

### Three-level Management Model

Zhenro Services has developed a three-level management model for service quality. Based on service, customer and evaluation, Zhenro Services has gained insight into customers' needs, and provided differentiated services with the match of quality and price. It has adopted an operation model of flexible employment, functional integration, match of quality and price, and avoidance of excessive service, while ensuring safety.

#### 服務分級

##### Service Classification

- 我們構建以客戶需求為前提，以經營目標為驅動，以品質保障為中心，以質價相符為導向的分級服務標準體系，根據服務開展頻次、服務菜單內容、人員配置標準分為尊享、心享、悅享三個服務等級，進一步夯實服務質量
- We have established a hierarchical service standard system subject to customer demand, driven by operation targets, focusing on quality assurance, and oriented towards the match of quality and price. According to service frequency, items and staffing, we classify services into three levels, namely supreme, premium and classic, to further strengthen the service quality.

#### 客戶觸點

##### Points of Contact with Customers

- 我們基於關鍵場景、關鍵需求、關鍵動線，制訂客戶關鍵觸點手冊，直擊客戶痛點及癢點。我們將客戶關鍵痛點分為3類，即人的觸點、關鍵場所的觸點、設備設施的觸點。依據不同的客戶痛點，優化服務品質。
- Based on the key scenarios, requirements and kintonema, we have developed the manual of key contact with customers to address pain and itching points of customers. We classify key pain points of our customers into three categories, namely point of contact with customers, contact points in key premises, and contact points for equipment and facilities. We optimize our service quality based on different pain points of customers.

#### 評價體系

##### Evaluation System

- 我們將能反映責任狀、關鍵業務執行情況的指標作為業務評價標準，建立指標監測體系，從經營、品質、組織、風險四個維度進行分析。
- We use as business evaluation criteria, indicators that can reflect the responsibility statement and the implementation of key businesses, and establish an indicator monitoring system, and carry out analysis from four aspects, namely operation, quality, organization and risk.

### 正榮服務三級管理模式

#### Three-level Management Model of Zhenro Services

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 紅黃牌制度

正榮服務建立了紅黃牌制度，完善了品質督導及處罰機制，對品質不合格項目亮牌，為全面監控正榮服務體系標準的落地執行保駕護航，促進品質戰略目標的達成。

### Red and Yellow Card System

Zhenro Services has established a red and yellow card system and improved the quality supervision and punishment mechanism that assigns cards to unqualified items, so as to ensure the implementation of the systems and standards of Zhenro Services and promote the achievement of the quality strategy goals.

**黃牌警告：**檢查分數低於75分且嚴重不合格超過3項；簽發公告、全公司範圍郵件通報，取消年度評優資格，取消年度晉職晉級資格等。

**Yellow card warning:** Employees with the inspection score of less than 75 points and over 3 serious nonconformities are subject to public announcements, company-wide name and shame by e-mail, cancellation of merit appraisal qualification and annual promotion qualification, etc.

**紅牌記過 / 記大過：**檢查分數低於60分且嚴重不合格超過5項；除警告黃牌對應的處罰動作外，額外增加崗位調整、降職、降薪、解除勞動關係等處罰措施。

**Red card demerit/serious demerit:** Employees with the inspection score of less than 60 points and over 5 serious nonconformities are subject to job transfer, demotion, salary reduction, and termination of labor relations, in addition to punishment corresponding to a yellow card.

### 正榮服務紅黃牌制度

Red and Yellow Card System of Zhenro Services

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 品質目標

為樹立本集團質量為先意識，強化各業態項目基礎服務品質，我們以各行業優秀管理方法及服務經驗為基礎，設立品質管理目標，制定標桿項目標準，努力打造具有競爭力的特色標桿項目，為業主創建整潔優美的幸福環境，營造溫馨有愛的幸福氛圍。

### Quality Targets

In order to develop the Group's awareness of quality first and strengthen the basic service quality of various forms of projects, we set quality management targets and benchmark project standards based on the excellent management methods and service experience in industries, and strive to create competitive and characteristic benchmarking projects, and a neat, beautiful and happy environment for property owners and a warm, loving and happy atmosphere.

#### 內部標桿 Internal benchmark

- 第三方滿意率≥85%
- 第三方神秘客得分≥85分
- 達到標桿打造手冊要求
- 項目：南京正榮紫闕、合肥濱湖正榮府、宜春麗景濱江北區、長沙財富中心、西安正榮府、天津正榮府
- Third party satisfaction ≥85%
- Third-party mystery customer score ≥85 points
- Meeting the requirements of the benchmark establishment manual
- Projects: Nanjing Zhenro Violet Mansion, Hefei Zhenro Mansion, North Area of Yichun Landscape Riverside, Changsha Fortune Center, Xi'an Zhenro Mansion, and Tianjin Zhenro Mansion

#### 行業標桿 Industry benchmark

- 已取得市優、省優等榮譽
- 對標屬地標桿項目提升打造
- 已達到內部標桿項目要求
- 項目：南昌潤園、福州正榮府、蘇州悅玲瓏
- The municipal and provincial titles of excellent enterprise were obtained
- Improvement and creation were carried out by benchmarking projects in local areas
- Internal benchmarking project requirements were satisfied
- Projects: Nanchang Rivage Garden, Fuzhou Zhenro Mansion, and Suzhou Majestic Garden

#### 反向路演和智慧社區 試點標桿 Reverse roadshow and benchmark for intelligent community trials

- 要求項目已到達行業標桿要求且現場符合對外參觀展示的硬件改造
- 項目：莆田正榮府、武漢正榮府、上海虹橋正榮府
- The required projects met industry benchmark requirements and the hardware of the project sites can be reconstructed for visit and exhibition
- Projects: Putian Zhenro Mansion, Wuhan Zhenro Mansion and Shanghai Hongqiao Zhenro Mansion

#### 正榮服務三大標桿

Three Benchmarks of Zhenro Services

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 品質提升

正榮服務始終堅持精益求精、追求卓越的經營理念，從產品能力、服務能力、運營能力等方面全面提升服務質量，驅動企業的高質量發展。報告期內，我們針對置業週期、交付週期、生活共建週期三大階段進行了品質完善和提升，努力為業主營造舒心尊崇的置業環境、提供理想滿意的交付服務以及構建歡樂多彩的社區生活，深度打造「正美好」、「正美滿」、「正幸福」三大服務體系，鳴響幸福三重奏，全面提升服務質量。

### Quality Improvement

Zhenro Services always adheres to the business philosophy of keeping improving and pursuing excellence, and comprehensively improves the service quality from the aspects of product, service and operation capabilities, to drive the high-quality development of enterprises. During the Reporting Period, we improved the quality for the three major stages of property purchase, delivery, and residence and co-construction. We made efforts to create a comfortable and respected property purchase environment for the property owners, provide ideal and satisfactory delivery services and create a happy and colorful community life. We have built three service systems of “Real Gloriousness (正美好)”, “Real Satisfaction (正美滿)” and “Real Happiness (正幸福)” in depth to create happiness and comprehensively improve the service quality.

#### 「相識•美好」— 正美好 “Acquaintance, Gloriousness” – Real Gloriousness

- 以精準化理念，從人員標準、服務配置標準、水吧服務標準等維度進行服務設計。通過標準作業流程指引、精細化的服務手冊打造服務標桿白皮書。通過優化禮賓司等服務，從「迎」至「送」，全程讓業主舒適尊崇，滿足不同層次業主需求，打造服務標桿。
- Under the targeted philosophy, we design service from the aspects of staffing, service setting and beverage service standards. We develop a white paper for service benchmarks through standard operation process guidance and refined service manuals. Through optimizing reception and other services, we make the property owners feel comfortable and respected from arrival to departure and meet the needs of property owners at different levels e, so as to create a service benchmark.

#### 「相託•美滿」— 正美滿 “Mutual Trust, Satisfaction” – Real Satisfaction

- 為業主打造交付期觸動內心的歸家動線。從入口到交鑰匙，每一步的禮遇服務都讓業主理想圓滿。以紫蘭花園項目為例，我們為業主準備了儀式感十足的「十二道禮遇」，誠摯歡迎業主回家，包括舞獅送福、精美茶歇等活動，營造了熱鬧的氛圍，點燃業主們歸家的熱情和對新生活的期盼。
- We create an access to home for property owners that strikes a chord, during the delivery period. From entrance to turn-key, courteous reception services for every process makes property owners satisfactory. Taking the Violet Mansion Garden project as an example, we prepared “twelve steps for courteous reception” with a full sense of ceremony to sincerely welcome the property owners home, including lion dances, exquisite tea breaks and other activities, thus creating a lively atmosphere and arousing their enthusiasm for returning home and expectation for a new life.

#### 「相守•幸福」— 正幸福 “Concomitance, Happiness” – Real Happiness

- 為了營造和諧、舒適、健康的社區居住環境，讓全體業主感受到正榮物業的親情與溫暖，我們開展了「幸福到家」免費洗車、免費理髮等便民活動。同時我們還組織關愛老人，小朋友關愛海洋、業主低碳出遊等活動，體現了正榮服務在建設環境友好型社會方面的責任感和使命感。
- In order to create a harmonious, comfortable and healthy living environment in the community and let all property owners feel the affection and warmth of Zhenro Property, we carry out “Happy Home” free car washing, free haircut and other activities for the convenience of the property owners. Meanwhile, we also organize activities including care for the elderly, children’s care for the ocean, and low-carbon travel of property owners, showing Zhenro Services’ sense of responsibility and mission in building an environment-friendly society.

正榮服務「幸福三重奏」  
“Happiness Trio” of Zhenro Services



## 匠心打造品質 Achieving High Quality with Ingenuity



正美好之禮賓服務  
Reception Services of Real Gloriousness



正幸福系列活動  
Series of Activities of Real Happiness

### 服務由心

#### 責任服務

##### 責任營銷

正榮服務嚴格遵守《中華人民共和國廣告法》等相關的法律法規，確保所有營銷內容合法、真實、有效。我們建立了由總部至區域子公司的營銷管理體系，由總部的市場營銷部負責制定整體營銷策略以及銷售方面的相關政策。此外，為強化正榮服務員工責任營銷的意識，創造合規營銷的企業氛圍，我們積極開展員工培訓活動，普及營銷合規知識。我們嚴格杜絕虛假宣傳或誇大宣傳的情況，通過設立內部審核機制，對所有形式的營銷宣傳內容進行核對，確保營銷合規。

### HEARTFELT SERVICES

#### Responsible Services

##### Responsible Marketing

Zhenro Services strictly complies with the Advertising Law of the People's Republic of China and other relevant laws and regulations to ensure that all marketing contents are legal, authentic and effective. We have established a marketing management system covering our headquarters and regional subsidiaries. The marketing department at our headquarters is responsible for developing overall marketing strategies and relevant sales policies. In addition, in order to strengthen the awareness of employees of Zhenro Services of responsible marketing and create a corporate atmosphere of compliant marketing, we actively carry out employee training activities to popularize the knowledge of marketing compliance. We have strictly eliminated disinformation campaigns or exaggerated propaganda and established an internal audit mechanism to check all forms of marketing and publicity to ensure marketing compliance.

# 匠心打造品質

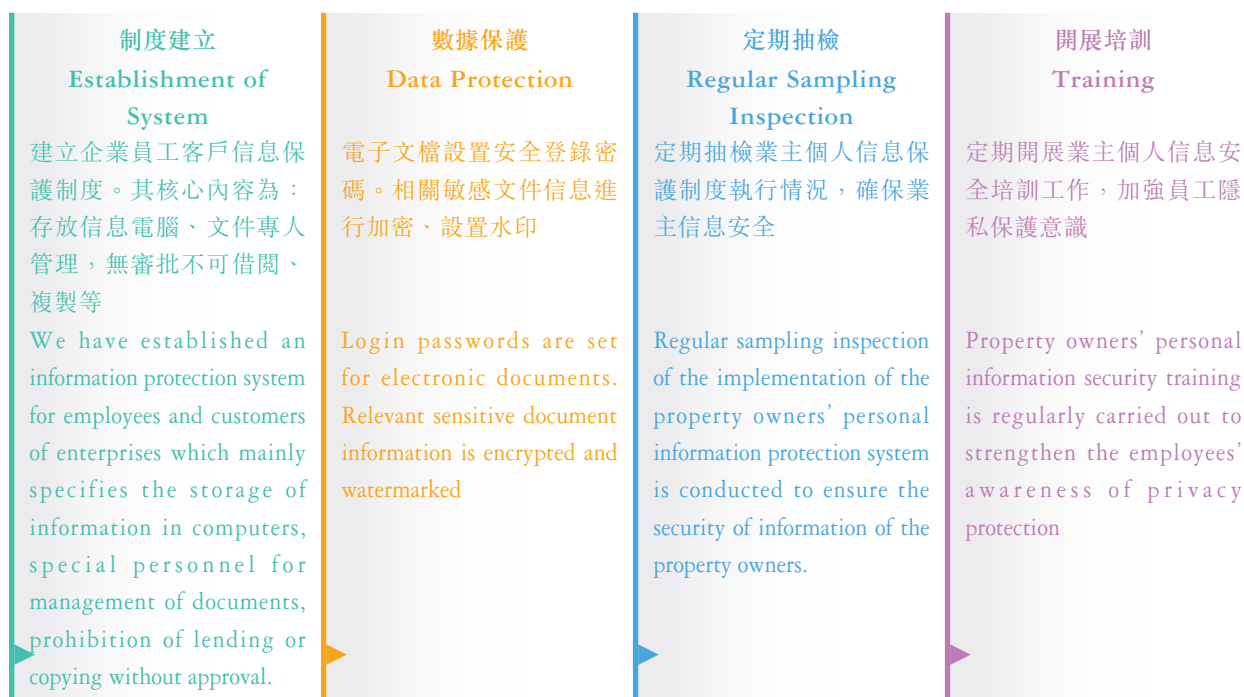
## Achieving High Quality with Ingenuity

### 隱私保護

正榮服務充分尊重並保護客戶的隱私。我們嚴格遵守《中華人民共和國網絡安全法》《信息安全登記保護管理辦法》等法律法規，不斷優化客戶隱私保護機制，通過多樣化的客戶隱私保護措施，嚴格保護客戶的信息安全。報告期內，本集團未收到客戶隱私洩漏或侵犯的投訴。

### Privacy Protection

Zhenro Services fully respects and protects customers' privacy. In strict compliance with the Cybersecurity Law of the People's Republic of China, the Administrative Measures for the Graded Protection of Information Security and other laws and regulations, we continuously optimize the customer privacy protection mechanism, and strictly protect the security of customer information through diversified customer privacy protection measures. During the Reporting Period, the Group did not receive any complaints about customers information leakage or privacy infringement.



正榮服務隱私保護措施  
Privacy Protection Measures of Zhenro Services

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 客戶優先

我們始終秉持「客戶優先」原則，從客戶角度思考問題、解決問題，打造極致的人居體驗，用專業、熱心的服務，讓客戶收獲安心與滿意。

### 客訴處理

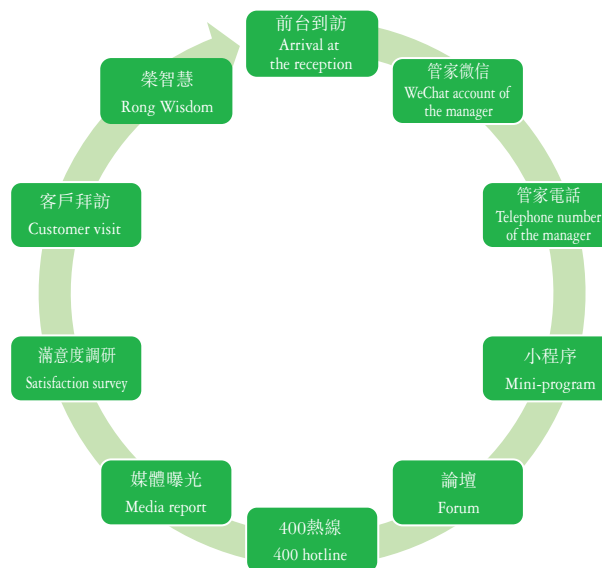
正榮服務高度重視客戶體驗，致力於為用戶提供貼心實際的服務。我們建立了以客戶為中心的服務保障體系，提供給客戶多樣的投訴渠道，持續優化客戶反饋響應機制。

### Customer First

We always adhere to the principle of “customer first”, think about and solve problems from the perspective of customers, create an excellent living experience, and provide customers with professional and enthusiastic services so that customers are carefree and satisfactory.

### Handling of Customer Complaints

Zhenro Services attaches great importance to customer experience and is committed to providing considerate and practical services to users. We have established a customer-oriented service guarantee system, provided various channels for customers to make a complaint, and continuously optimized the mechanism to respond to customer feedback.



客戶投訴渠道

Customer Complaint Channels

為更全面地響應客戶訴求，我們制定了「2157」客戶投訴管理程序，增強客戶投訴處理的行動力，強化客戶服務的閉環管理，優化回訪機制，讓客戶提出的問題在第一時間能夠得到響應並解決。報告期內，本集團共接收客戶投訴1,396件，投訴處理率達100%。

In order to respond to customers' demands more comprehensively, we developed the “2157” customer complaint management program to enhance our customer complaint handling ability, strengthen the closed-loop management of customer services, and optimize the follow-up mechanism so that questions posed by customers can be answered and resolved in a timely manner. During the Reporting Period, the Group received a total of 1,396 complaints from customers, with a complaint handling rate of 100%.

# 匠心打造品質

## Achieving High Quality with Ingenuity



### 2小時

- 信息接收後2小時內與客戶解釋、安撫及疏導
- 如需向責任部門了解情況的，立即與責任部門溝通，必要時要求責任部門立即現場處理解決

### 2 hours

- Provide explanation to and appease customers and channel their sentiments within 2 hours after receiving the information
- If it is necessary to ask the responsible department for information, immediately communicate with the responsible department, and request the responsible department to deal with the case on site immediately if necessary

### 1天

- 項目在1個工作日內與客戶形成初步解決方案
- 區域公司對接人將投訴處理單反饋至總部呼叫中心

### 1 day

- A preliminary solution is formed with the customer within 1 working day
- The responsible person in the regional company returns the complaint handling order to the call center of the headquarters

### 5天

- 對於基本問題，5天內關閉客戶投訴，進行滿意度預回訪
- 對接人反饋處理單至總部呼叫中心

### 5 days

- For a basic issue, the customer complaint case is closed within 5 days and satisfaction follow-up is conducted
- The responsible person returns the handling order to the call center of the headquarters

### 7天

- 因延期導致處理時限超過5天的，每7天（含前面5天）進行處理過程跟進，告知客戶進展
- 正常處理時限超過5天的，每7天進行處理過程跟進，告知客戶進展

### 7 days

- If the handling period exceeds 5 days due to postponement, the handling process is followed up at intervals of 7 days (including the previous 5 days) and the progress is notified to the customer
- If the normal handling period exceeds 5 days under normal circumstances, the handling process is followed up at intervals of 7 days and the progress is notified to the customer

### 回訪

- 總部呼叫中心在收到處理單後對客戶進行滿意度回訪

### Follow-up

- The call center of the headquarters follows up the customer after receiving the handling order

「2157」客戶投訴管理程序  
“2157” Customer Complaint Management Procedure

## 匠心打造品質 Achieving High Quality with Ingenuity

### 正榮服務積極響應並處理客戶投訴事件

#### Zhenro Services Actively Responded to and Handled Customer Complaints

2021年8月，某業主將小區保安上班玩手機，外來人員隨意進出不管不問的問題反映至正榮服務400熱線。我們接到投訴工單後第一時間核實投訴內容，確認屬實後向業主提出了合理的解決方案。我們在當天立即落實行動，將督崗照片反饋給業主進行監督。僅在第二天，我們就關閉了客戶投訴單，並且完成了電話回訪，業主對於處理結果表示滿意。後續我們針對此類事件實施了一系列的提升措施，例如加強小區保安意識提升等，有效防止此類事件的再次發生。

In August 2021, a property owner reported to the 400 hotline of Zhenro Services the problem that the community security guards played with their mobile phones, ignoring the entry or departure of visitors. We verified the complaint immediately after receiving the complaint work order, and proposed reasonable solutions to the property owner after the complaint was substantiated. On the same day, we immediately took actions to send the position supervision photos to the property owner for supervision. On the second day alone, we closed the customer complaint order and completed the telephone follow-up. The property owner expressed satisfaction with the handling result. Subsequently, we implemented a series of improvement measures for such type of incidents, such as enhancing the awareness of community security guards, so as to effectively prevent the recurrence of similar incidents.

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 客戶滿意度調查

我們定期進行客戶滿意度調查，通過分析客戶反饋，不斷優化服務，及時了解客戶需求，持續提升客戶服務質量。我們針對性的開展調查工作，對不同項目的業主進行不同頻率、方式和維度的滿意度調查。報告期內，本集團客戶滿意度87分。

### Customer Satisfaction Survey

We regularly conduct customer satisfaction surveys, continuously optimize our services, understand the needs of customers in a timely manner, and continuously improve customer service quality by analyzing customer feedback. We conduct targeted investigations and satisfaction surveys of property owners of different projects at different intervals, by different methods, from different aspects. The Group was scored at 87 in the customer satisfaction during the Reporting Period.

#### 住宅自有項目 Owned Residential Projects

- 聘請第三方調研機構，以短信、電話形式開展，一年2次，調研結果以得分卡、原始數據及分析報告的形式供業務分析和改進
- 目標值83分，綜合半年度成績83分；下半年成績88分
- A third-party research organization is engaged to conduct research by short message and telephone twice a year. The research result is provided for business analysis and improvement in the form of scorecards, original data and analysis reports
- The target score is 83 points, and the comprehensive semi-annual score is 83 points; the score for the second half of the year is 88 points

#### 住宅外拓項目 External Residential Projects

- 採用400電話形式
- 滿意度測評覆蓋率達60%
- 400 hotline is used
- The satisfaction evaluation coverage rate is 60%

#### 非住自有項目 Owned Non-residential Projects

- 聘請第三方調研機構，以短信、電話形式開展，一年1次，調研結果以得分卡、原始數據及分析報告的形式供業務分析和改進
- 目標值租戶79分、消費者83分
- 2021年消費者滿意度83分，達成目標值
- A third-party research organization is engaged to conduct research by short message and telephone once a year. The research result is provided for business analysis and improvement in the form of scorecards, original data and analysis reports
- The target satisfaction is 79 points in the case of tenant and 83 points in the case of consumer
- In 2021, the consumer satisfaction was 83 points, reaching the target score

#### 非住外拓項目 External Non-residential Projects

- 採用400電話形式
- 滿意度測評覆蓋率達60%，得分92分
- 400 hotline is used
- The satisfaction evaluation coverage rate is 60%, and the score is 92 points

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 服務提升

為進一步提高服務品質，改善客戶服務感受，提升客戶滿意度，落地品牌打造，弘揚品牌美譽度，報告期內我們依據客戶關鍵觸點，從速度、品質、規範性三個維度明確「精」，「禮」，「快」的客戶精細化服務管理需求，進一步優化客戶體驗。

### Service Improvement

In order to further improve the service quality, the customer service experience and customer satisfaction, build a brand and promote the brand reputation, during the Reporting Period, we identified the “refined”, “courteous” and “rapid” customer service management requirements, from three aspects of rate, quality and standard, based on the key points of contacts with customers, so as to further optimize the customer experience.



正榮服務「三維度」精細化管理

Delicacy Management of Zhenro Services from “Three Aspects”

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 安全保障

保障業主安全是我們提供高質量服務的基礎。我們制定了一系列安全管理措施，例如提供公共設施維修服務、每日安全巡檢以及定期開展安全演練活動，全方位保障每一位業主的健康與安全。同時，我們制定了針對商戶的開閉店制度、三關一閉制度以及24項應急預案，並通過定期的安全演練和培訓活動，提高商戶安全意識。

### Safety Guarantee

Safeguarding the safety of property owners is the foundation of our high-quality service. We have developed a series of safety management measures, such as the provision of public facilities maintenance services, daily safety inspection and regular safety drills, to safeguard the health and safety of every property owner in an all-round way. Meanwhile, we have developed the system for store opening and closure by merchants, the system of turning off water, electricity and gas, and closing the kitchen door and 24 emergency plans for merchants, and raised the safety awareness of merchants through regular safety drills and training activities.

#### 應對極端天氣

##### Dealing with extreme weather

- 物業團隊時刻根據應急預案做好業主提醒工作。報告期內，我們在颱風「煙花」登陸前一晚進行預警通知。
- The property management team constantly and properly reminds the property owners according to the emergency plans. During the Reporting Period, we sent early warning notice the night before the arrival of Typhoon “In-fa”.

#### 應對新冠疫情

##### Response to the COVID-19 Outbreak

- 我們對所有辦公區域與在管物業加強衛生與預防措施，對於不同風險地區、不同接觸度的員工和業主進行排查、流調，加強管控。報告期內，我們的在管項目無感染新冠病毒案例。
- We strengthened hygiene and preventive measures for all office areas and properties under management, and investigated, transferred, and strengthened the control and management of employees and property owners from different risk areas and with different degrees of contact. During the Reporting Period, there were no COVID-19 infection cases in the projects under our management.



# 匠心打造品質 Achieving High Quality with Ingenuity

## 正榮人用心守護業主

### Attentive Protection of Property Owners by Employees of Zhenro

2021年新冠疫情反覆，打亂了眾人生活節奏。正榮服務的一線人員用實際行動為業主建立起安全防線。正榮服務蘇滬區域的物業人不分晝夜地堅守在抗疫一線，積極響應並落實防疫政策，用心為業主的健康安全保駕護航。

In 2021, the flare-ups of the COVID-19 outbreak disrupted the lives of the people. The frontline employees of Zhenro Services built defenses for the property owners with tangible action. Employees of Zhenro Services in Jiangsu and Shanghai stuck to their posts at the front line in the fight against the outbreak day and night, actively responded to and implemented epidemic prevention policies, and attentively protected the health and safety of the property owners.



對每一個出入的業主進行體溫測量，「雙碼」核查  
Checking the temperature of every incoming and outgoing owner and the "two codes"



對環境、公共設施進行全面消毒，防止二次污染  
Carrying out comprehensive disinfection of the environment and public facilities to prevent secondary pollution



對快遞進行消毒  
Disinfecting express packages



改善檢測點、縮短核酸檢測等候時間  
Improving the testing sites and shortening the waiting time for nucleic acid testing

# 匠心打造品質 Achieving High Quality with Ingenuity

## 科技賦能

2021年，正榮服務緊跟行業發展趨勢，利用信息技術手段，全面建設智能化服務體系，大幅度地提升企業自身管理能力、服務能力，持續將企業數字化升級建設推向了新的高度。

在智能化設備應用方面，正榮服務緊緊抓住設備智能化機遇，不斷提升智能運行管理水平。我們率先試點虹橋、武漢、莆田正榮府項目，進行智慧社區改造，推動人臉識別、天使之眼、智慧人行等用戶使用功能落地，給用戶帶來智慧體驗。同時我們持續推動電動車進電梯報警、智慧車行、高空拋物、智慧園區管理等運營功能落地，提高管理效率和智慧運營水平。

在智慧平台建設方面，正榮服務計劃運營平台—榮戰圖市場拓展模塊在報告期內正式上線。榮戰圖能較好的解決在傳統物業企業中市場拓展所面對的數據丟失、商機跟進不及時等問題。榮戰圖市場拓展模塊的上線為正榮服務快速構建榮戰圖計劃運營平台打造了一個完美的開端。

## TECHNOLOGICAL ENABLEMENT

In 2021, Zhenro Services kept up with the development trend of the industry, comprehensively built an intelligent service system by using information technology, greatly improved the management and service capabilities of enterprises, and continuously took the digital upgrading and construction of enterprises to a new level.

In terms of the application of intelligent equipment, Zhenro Services firmly grasped the opportunity from equipment intelligentization and continuously improved the management level of intelligent operation. We took the lead in carrying out trials in Hongqiao Zhenro Mansion, Wuhan Zhenro Mansion and Putian Zhenro Mansion projects for intelligent community construction, and promoted the application of face recognition, angel's eyes (天使之眼), intelligent travel (智慧人行) and other functions, so as to provide convenience for users. Meanwhile, we continuously promoted the application of operational functions including the alarms triggered by electric bicycles in elevators, intelligent driving, high-rise littering and intelligent park management, so as to improve the management efficiency and the intelligent operation level.

In terms of intelligent platform construction, Zhenro Services planned to officially launch the Rongzhantu market development module, a business platform, during the Reporting Period. Rongzhantu can better solve the problems of traditional property enterprises, including loss of data and delay in the follow-up of business opportunities in market development. The launch of the Rongzhantu market development module has created a good start for Zhenro Services to quickly build the Rongzhantu plan operation platform.



正榮服務榮戰圖  
Rongzhantu of Zhenro Services

# 匠心打造品質

## Achieving High Quality with Ingenuity

### 顛覆傳統模式— 流程線上化

Overthrowing  
the traditional  
model – online  
process

- 實現了商機獲取到項目接管全流程的線上化、數據化，提高了商機信息的觸達率，提升市場拓展效率
- Achieving the online and data-based process from obtaining business opportunities to managing projects, thus increasing the access to business opportunities, and the market development efficiency

### 全生命週期跟蹤— 流程標準化

Life-cycle  
tracking –  
standardized  
process

- 通過標準化的信息收集與資料存檔、前期溝通與簽約接管、項目計劃與管理，實現了市場拓展流程的優化、項目全生命週期跟蹤
- Achieving the optimization of market development processes and life cycle tracking of a project, through standardized information collection and storage, early communication and contracting for management, project planning and management

### 全景計劃對接— 管理數據化

Overall planning  
– Data-based  
management

- 通過數據標準化、規範化上報，確保了數據的準確性和穩定性，為企業數據科學管理打下了堅實的基礎，真正做到數據化管理
- Ensuring the accuracy and stability of data through data standardization and standardized reporting, thus laying a solid foundation for scientific management of enterprise data and truly realizing data-based management

### 數據同步—指 標體系可視化

Data  
synchronization  
– visualization of  
indicator systems

- 同步實現項目綜合數據的沉澱積累，建立總部及區域職能管理對全公司市場拓展績效指標實時顯示，形成層次化報告的整合信息，並形成相關數據可視化體系，優化企業業務人員的績效指標
- Simultaneously realizing the accumulation of comprehensive project data, achieving the real-time display of market development performance indicators as to function management of the headquarters and regional organizations, and forming the integrated information of hierarchical reports, and developing a visual system of relevant information to optimize the performance indicators of business personnel of enterprises

榮戰圖市場拓展模塊的四大功能

Four Major Functions of Rongzhan Market Development Module

# 綠色引領未來

## Leading the Future Development with Green Operation

正榮服務積極響應國家可持續發展戰略的號召，堅持以「滿足人們美好生活」為宗旨，走綠色低碳發展道路。我們在環境目標的框架下，堅持可持續的環境管理模式，以綠色運營引領未來高質量發展，為客戶提供健康、可持續的綠色服務，為中國的低碳轉型貢獻正榮服務的力量。

### 環境管理

正榮服務始終堅持運營的綠色化發展，對環境管理的各個環節進行有效管控。我們嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國固體廢物污染防治法》及《生活垃圾管理條例》等所在運營地的相關法律法規，並制定了《環境因素的識別與評價程序》《污染物管理程序》等內部制度，持續完善環境管理體系，加強對環境的管控力度。此外，我們積極開展環境管理體系認證工作，不斷提升環境管理體系的科學性、目標性和有效性。我們已於2017年取得了ISO 14001環境管理體系認證。

我們高度重視環境風險管控工作，不斷完善內部環境風險管理。通過定期對環境因素進行識別和評估，我們定期更新突發環境應急預案，全面排查生產經營過程中存在的環境風險，並及時採取措施，最大程度的減小公司生產經營活動對環境的影響。

Zhenro Services actively responds to the call under the national sustainable development strategy, insists on the objective of “satisfying the people’s demand for a better life” and carries out green and low-carbon development. Under the framework of environmental objectives, we adhere to a sustainable environmental management model, lead the future high-quality development with green operation, provide healthy and sustainable green services for our customers, and contribute to the low-carbon transformation of China.

### ENVIRONMENTAL MANAGEMENT

Zhenro Services always persists in green development and effectively controls all processes of environmental management. We strictly comply with the relevant laws and regulations of the places where we operate, including the Environmental Protection Law of the People’s Republic of China, the Energy Conservation Law of the People’s Republic of China, the Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste and the Regulations on Household Refuse Management. We have formulated internal systems, including the Procedures for Identification and Evaluation of Environmental Factors and the Pollutant Management Procedures. We continuously improve our environmental management systems and strengthen our control over the environment. In addition, we actively carry out the environmental management system certification work, and continuously make the environmental management system more scientific, target-oriented and effective. We obtained ISO 14001 environmental management system certification in 2017.



We attach great importance to environmental risk control and continuously improve our internal environmental risk management. Through regular identification and assessment of environmental factors, we regularly update our environmental emergency plans, comprehensively identify the environmental risks in production and operation, and take timely measures to minimize the impact of the Company’s production and operation activities on the environment.

# 綠色引領未來

## Leading the Future Development with Green Operation

此外，我們積極開展環保督查工作。我們依據所設立的环境保護指標和方案，針對廢棄物管理、用水管理、粉塵、噪聲等問題開展檢查工作，一旦發現環境違規情況，要求相關部門立即整改。報告期內，正榮服務未出現任何環境違規情況。

為了進一步推行環境保護工作，明確綠色發展模式，優化環境管理路徑，報告期內，正榮服務經董事會審批，設立環境管理目標，督促環境管理措施的落實，提升本集團在環境管理方面的表現。

In addition, we actively carry out environmental protection supervision. Based on the established environmental protection indicators and plans, we carry out inspections of waste management, water use management, dust, noise and other issues, and once environmental violations are found, we require relevant departments to immediately carry out rectification. During the Reporting Period, Zhenro Services did not commit environmental violations.

In order to further implement the environmental protection work, specify the green development model and optimize the environmental management path, with the approval by the Board, Zhenro Services set environmental management objectives, supervised the implementation of environmental management measures and improved the Group's performance on environmental management, during the Reporting Period.



正榮服務環境管理目標  
Environmental Management Target of Zhenro Services

# 綠色引領未來

## Leading the Future Development with Green Operation

### 節能低碳

#### 能源管理

正榮服務積極響應並落實國家提出的「碳达峰，碳中和」(以下簡稱「雙碳」)政策。我們嚴格貫徹《中華人民共和國節約能源法》等法律法規，對運營過程的各個環節進行能源優化管理，通過使用節能設備以及系統優化等舉措，降低能源消耗，減少溫室氣體排放。

### ENERGY SAVING AND LOW CARBON

#### Energy Management

Zhenro Services actively responds to and implements the national policy of “carbon peaking and carbon neutrality (“Dual Carbon”).” In strict compliance with the Energy Conservation Law of the People’s Republic of China and other laws and regulations, we carry out energy optimization management in all operation processes, and reduce energy consumption and greenhouse gas emissions through the use of energy-saving equipment, system optimization and other measures.

#### 商業項目空調系統

##### Commercial projects Air-conditioning System

- 在關店前1小時或更長時間提前關閉主機，利用冷卻水管道內冷媒水所含慣性冷量進行熱交換循環  
Turn off the unit 1 hour or more before closing the store, and use the cooling capacity of the refrigerant water in the cooling water pipe for heat exchange cycle
- 合理設定商場空調目標溫度  
Reasonably set the target air conditioning temperature in shopping malls
- 每月定時按計劃進行中央空調水處理去除結垢等，改善製冷效果  
Treat central air-conditioning water and remove incrustation scale as scheduled every month, so as to improve the cooling effect
- 夏季主機開機前對冷凍冷卻系統做全面清洗和維護  
In summer, thoroughly clean and maintain the refrigeration and cooling system before turning on the unit.
- 夏季關閉遮陽簾減少採光頂夏季熱負荷  
Close shades in summer to reduce the heat load of daylighting roof in summer



#### 商業項目照明系統

##### Commercial projects Illuminating system

- 只提前5分鐘設定開燈時間，閉店後除少量室內應急照明外所有正常照明準時關閉  
Make a setting of turning on the lamps only 5 minutes in advance and turning off all lamps for normal illumination, other than a few indoor emergency lamps, on time
- 商場外場店招、外廣告燈箱的開啟根據季節及天氣作實時調整  
Adjust the time of turning on exterior signboards and advertising light boxes of shopping malls according to the season and weather
- 地下室照明燈具全部採用LED照明並安裝時控裝置，地庫關閉車位燈，夜間保留四分之一車道燈做基本照明，減少全天照明時間節約電能  
Totally use LED lighting with time control devices for the basement; turn off the parking lights in the underground parking lot and keeps one quarter of the lane lights on for basic lighting at night, to reduce the lighting time and electricity consumption throughout the day.
- 將普通燈管更換為雷達燈管，降低閒時能耗  
Replace ordinary lamp tubes by radar lamp tubes so as to reduce energy consumption during idle hours



## 綠色引領未來

# Leading the Future Development with Green Operation

### 商業項目電梯系統

#### Commercial projects Elevator system

- 商場內公區手扶梯全部啟用變頻運行，降低扶梯待機耗電量
- Use variable frequency operation for all escalators in the common areas of shopping malls to reduce the standby power consumption of escalators.



### 正榮服務節能優化舉措

#### Energy Saving and Optimization Measures of Zhenro Services

報告期內，我們通過構建能源管理體系架構、組建能源管理團隊以及制定能源管理策略等舉措，進一步推動了「綠色商場」的創建。

During the Reporting Period, we further promoted the construction of “green shopping malls” by taking measures including establishing an energy management system structure and an energy management team and developing energy management strategies.

### 長沙財富中心綠色商場創建

#### Construction of Green Shopping Mall in Changsha Fortune Center

綠色商場是集節能低碳改造、綠色產品銷售、綠色技術應用、廢物回收於一體的商貿零售企業。長沙正榮財富中心實行科學綠色營運管理，在節能減排方面成果顯著。報告期內，長沙正榮財富中心通過應用綠色減排設備，組建能源管理團隊，建立商業能源管理制度，制定年度能源管理策略，督促節能獎懲辦法落實等措施，對場內水、電、天然氣等各類能源消耗進行統一管理，實行節能技術改造，大力支持清潔能源的使用，有效的實現了節能降耗。

A green shopping mall is a commercial retail enterprise that integrates energy-saving and low-carbon transformation, sales of green products, application of green technologies and waste recycling. Changsha Zhenro Fortune Center carries out scientific and green operation management and makes remarkable achievements in energy conservation and emission reduction. During the Reporting Period, Changsha Zhenro Fortune Center uniformly managed the consumption of various types of energy including water, electricity and natural gas in the shopping mall, by taking measures including the application of green and emission reduction equipment, establishment of an energy management team, development of a commercial energy management system, and an annual energy management strategy, supervision of the implementation of energy-saving reward and punishment measures, etc., and carried out the energy-saving technological transformation, and vigorously supported the use of clean energy, thus effectively realizing energy conservation and consumption reduction.



# 綠色引領未來

## Leading the Future Development with Green Operation

報告期內，本集團能源使用及溫室氣體排放<sup>1</sup>情況如下：

The Group's energy use and greenhouse gas emissions<sup>1</sup> during the Reporting Period are as follows:

指標 Indicator	單位 Unit	2020年 2020	2021年 2021
汽油使用量 Gasoline consumption	公升 L	/	5,998
外購電力使用 Purchased electricity consumption	千瓦時 kWh	3,470,083	1,352,968
直接能源消耗量 Direct energy consumption	噸標煤 tonne of coal equivalent	/	6
間接能源消耗量 Indirect energy consumption	噸標煤 tonne of coal equivalent	426	166
綜合(直接+間接)能源消耗總量 <sup>2</sup> Total comprehensive (direct and indirect) energy consumption <sup>2</sup>	噸標煤 tonne of coal equivalent	426	172
單位收益能源消耗量 Energy consumption per unit of revenue	噸標煤/萬元收入 tonne of coal equivalent/ten thousand revenue	0.004	0.001
範圍一溫室氣體排放 Scope 1 greenhouse gas emissions	噸二氧化碳當量 tonne CO <sub>2</sub> equivalent	/	13
範圍二溫室氣體排放 Scope 2 greenhouse gas emissions	噸二氧化碳當量 tonne CO <sub>2</sub> equivalent	2,441	952
溫室氣體排放總量 Total greenhouse gas emissions	噸二氧化碳當量 tonne CO <sub>2</sub> equivalent	2,441	965
單位收益溫室氣體排放量 Greenhouse gas emissions per unit of revenue	噸二氧化碳當量/萬元收入 tonne CO <sub>2</sub> equivalent/ten thousand revenue	0.02	0.01

1 本集團的能源種類主要來源於外購電力和汽油。其中外購電力數據僅包括上海正榮中心辦公環節，相應產生的綜合能耗及溫室氣體排放亦同。報告期內正榮服務開展智能化建設，鼓勵員工節約用電，同時受到疫情的影響，導致外購電力使用量下降。

1 The type of energy used by the Group is mainly purchased electricity and gasoline. Such data of purchased electricity only includes the office link of Shanghai Zhenro Centre, which also applies to the generation of comprehensive energy consumption and greenhouse gas emissions. During the Reporting Period, Zhenro Services carried out intelligent construction to encourage employees to save electricity. Also, due to the impact of the epidemic, the consumption of purchased electricity has decreased.

2 綜合能源消耗總量：依據《綜合能耗計算通則》(GB 2589-2020)計算。

2 Total comprehensive energy consumption: Calculated based on the General Principles for Calculation of the Comprehensive Energy Consumption (GB 2589-2020).



# 綠色引領未來

## Leading the Future Development with Green Operation

### 應對氣候變化

正榮服務深刻意識到氣候變化對企業可持續發展的重要性，我們積極響應國家雙碳目標，將氣候變化風險識別工作納入企業管理的重要部分。我們參照氣候相關財務信息披露工作組(TCFD)的披露方法與建議，開展了氣候變化風險識別。同時，我們抓住機遇，制定了氣候變化風險應對措施，加快推動企業實現綠色轉型，不斷提高我們應對氣候變化風險的工作水平。我們基於兩種典型溫室氣體濃度途徑(RCP2.6與RCP8.5)下的對比情境，通過調研與討論，識別出對於本集團業務運營以及財務帶來一定影響的氣候變化實體風險和轉型風險，如下所示：

### Coping with Climate Change

Zhenro Services is deeply aware of the importance of climate change to the sustainable development of enterprises. We actively respond to the national Dual Carbon targets and incorporate the identification of climate change risks into an important part of enterprise management. We identify climate change risks with reference to the disclosure methods and recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Meanwhile, we seize opportunities, develop measures to cope with climate change risks, accelerate the green transformation of enterprises and continuously improve our work in coping with climate change risks. Physical risks and transition risks of climate change that have a certain impact on the business operations and finances of the Group are identified through research and discussion, based on scenarios between RCP2.6 and RCP8.5, and are as follows:

風險類別		風險參數	風險描述	應對舉措
Risk Category		Risk Parameter	Risk Description	Response
轉型風險	政策和法律	強化排放量報告義務	隨著碳排放、碳交易等管理措施的完善及實施，國內外均對正榮服務的排放報告提出了更高的要求。同時，隨著香港聯交所上市規則附錄二十七《環境、社會及管治報告指引》出台，對溫室氣體排放、減少排放的措施和運營對環境的影響的報告有了更高的要求。	正榮服務加強對環境數據的管理，統一統計口徑，定期收集並審查環境數據，並按照要求披露數據。另一方面，正榮服務依據實際情況，結合所制定的排放目標和排放計劃，調整運營計劃。
Transition risks	Policies and laws	Enhancement of emissions reporting obligations	With the improvement and implementation of administrative measures for carbon emissions and carbon trading, there are greater demands on the emission reports of Zhenro Services both at home and abroad. Meanwhile, with the publication of the Environmental, Social and Governance Reporting Guide in Appendix 27 to the Listing Rules of the Hong Kong Stock Exchange, there are greater demands on the reporting of greenhouse gas emissions, emission reduction measures and the environmental impact of operations.	Zhenro Services strengthens the management of environmental data, unifies the statistical bases, regularly collects and reviews environmental data, and discloses data as required. On the other hand, Zhenro Services adjusts its operation plan based on the actual situation and in consideration of the emission targets and emission plans developed.

## 綠色引領未來

# Leading the Future Development with Green Operation

風險類別 Risk Category	風險參數 Risk Parameter	風險描述 Risk Description	應對舉措 Response
	政策的變化 Policy changes	<p>在國家雙碳背景下，隨著相關法規及政策陸續出台，正榮服務可能因未能及時根據最新政策調整自身運營標準而面臨罰款、業務損失、以及品牌和聲譽受損等負面影響。</p> <p>Under the national dual-carbon policy, with the publication of relevant regulations and policies, Zhenro Services may be subject to negative impacts including fines, business losses, brand and reputation damage due to its failure to adjust its operating standards in accordance with the latest policies in a timely manner.</p>	<p>正榮服務積極識別現行的法律法規與政策，解讀相關的政策導向，結合自身的業務和實際需求，制定企業的發展戰略，持續更新和完善企業的管理體系，將節能減排理念納入企業的戰略規劃之中。</p> <p>Zhenro Services actively identifies the existing laws, regulations and policies, interprets relevant policy orientation, develops the development strategy of enterprises based on its business and actual needs, continuously updates and improves the management system of enterprises, and incorporates the philosophy of energy conservation and emission reduction into the strategic planning of enterprises.</p>
市場 Market	業主對綠色服務的傾向 Preference of property owners for green services	<p>業主可能會更傾向於選擇提供綠色可持續服務的企業。</p> <p>Property owners may prefer to choose enterprises that provide green and sustainable services.</p>	<p>正榮服務逐步增加對綠色服務的研發投入，並持續關注和參與政府對綠色服務的扶持項目。</p> <p>Zhenro Services has gradually increased its investment in research and development of green services and continuously paid attention to and participated in government support projects for green services.</p>
	採購成本上漲 Increase in purchase costs	<p>氣候變化可能導致原材料價格上漲，從而導致採購成本上漲。</p> <p>Climate change may lead to an increase in raw material prices and thus a rise in purchase costs.</p>	<p>正榮服務積極分析原材料價格變化趨勢，擴大本地供應商合作比例，降低供應鏈風險，同時通過與供應商交流及資源整合，有效管理採購成本上漲風險。</p> <p>Zhenro Services actively analyzes the changing trend of raw material prices, expands the proportion of cooperation with local suppliers, so as to reduce supply chain risks, and effectively manages the risks of purchase cost increases through communication with suppliers and resource integration.</p>

## 綠色引領未來

# Leading the Future Development with Green Operation

風險類別 Risk Category	風險參數 Risk Parameter	風險描述 Risk Description	應對舉措 Response
聲譽 Reputation	業主對社會責任的重視 Attention of property owners to social responsibilities	社會及客戶越來越注重企業社會責任履責的表現。 Society and customers pay more and more attention to the performance of corporate social responsibilities.	正榮服務堅持可持續發展的道路，加強社會公益事業的參與，並逐步開展綠色服務轉型，迎合業主的需求。 Zhenro Services persists in sustainable development, strengthens the participation in social welfare undertakings, and gradually carries out the green service transition to meet the needs of property owners.
實體風險 Physical risks	慢性風險 Chronic risks	海平面上升 Sea level rise	
		政府間氣候變化專門委員會(IPCC)預計在RCP8.5情景下，海平面增長值約為0.30 m；在RCP2.6情景下，平均增長值約為0.24 m。 The Intergovernmental Panel on Climate Change (IPCC) predicted that the sea level would rise by approximately 0.30m under the RCP8.5 scenario and 0.24m on average under the RCP2.6 scenario.	正榮服務對慢性氣候風險進行前瞻性風險識別及評估，並納入規劃考量因素；同時，正榮服務緊密關注天氣預報以確保作出及時、充足的準備，保障工作人員及業主安全。 Zhenro Services carries out forward-looking risk identification and assessment of chronic climate risks, which are taken into consideration in planning; meanwhile, Zhenro Services pays close attention to the weather forecast to ensure timely and adequate preparation for the safety of employees and property owners.
		正榮服務部分運營地位於中國沿海省份，海平面上升可能會導致運營區域的變化和服務內容的變化。 Certain operations of Zhenro Services are located in the coastal provinces of China, and sea level rise may lead to changes in the operational regions and services.	
	急性風險 Acute risk	颱風、洪水等極端天氣事件嚴重程度提高 Increase in the severity of extreme weather events including typhoons and floods	極端天氣事件會影響正榮服務工作人員的安全，影響勞動力管理和規劃。 Extreme weather events will affect the safety of employees of Zhenro Services and labour management and planning.
			正榮服務制定應對極端天氣的風險應急機制，優化應對極端天氣的應急管理流程，積極開展應急演練。 Zhenro Services has developed a risk emergency mechanism to cope with extreme weather, optimized the emergency management process to cope with extreme weather, and actively carried out emergency drills.

# 綠色引領未來

## Leading the Future Development with Green Operation

### 水資源使用

正榮服務積極提倡水資源的節約和循環利用。我們的水資源消耗主要用於辦公區生活用水，來源均為市政管網供水。我們積極提倡節約用水理念，報告期內，我們在辦公室積極推行直飲水機，減少普通飲水機的投放；同時，我們在洗手間內安裝節水馬桶、節水龍頭等各類節水器具，減少對水資源的浪費，達到有效節水的目的。

報告期內，本集團水資源<sup>3</sup>使用情況如下：

指標 Index
用水量 Water consumption
單位收益用水量 Water consumption per unit revenue

### USE OF WATER RESOURCES

Zhenro Services actively advocates the conservation and recycling of water resources. Our water consumption is mainly due to the use in office areas of domestic water, which comes from municipal water supply networks. We actively advocate the philosophy of water conservation. During the Reporting Period, we actively promoted the use of direct water dispensers in the office to reduce the use of ordinary water dispensers; meanwhile, we installed water-saving close stools, water-saving faucets and other water-saving appliances in the toilets to reduce the waste of water resources and achieve effective water saving.

During the Reporting Period, the use of water<sup>3</sup> by the Group was as follows:

單位 Unit	2020年 2020	2021年 2021
噸 tonne	4,765	10,402
噸／萬元收入 tonne/ten thousand revenue	0.043	0.078

### 排放管理

正榮服務高度重視排放物管理工作，嚴格遵循國家和地方法律法規。我們制定了《污染物管理程序》，持續優化排放管理辦法，加強運營過程中的排放監測力度，確保合規排放。

### 廢氣管理

由於行業屬性的特殊性，我們的廢氣排放處於較低水平。本集團的廢氣排放主要來源於自有車輛的尾氣排放。為了降低廢氣排放量，本集團嚴格按照國家要求，對自有車輛進行定期年檢，確保車輛使用合規。同時，我們不斷調整車輛配置，減少自有車輛的使用，鼓勵員工使用拼車或公共交通，減少廢氣的排放。另外，針對廢氣量產生較多的設備，我們對其排放的各項廢氣指標進行嚴格監測，確保達到國家及地區的排放標準。

### EMISSIONS MANAGEMENT

Zhenro Services attaches great importance to emission management and strictly complies with national and local laws and regulations. We have developed the Pollutant Management Procedures, continuously optimized the emission management measures, strengthened the emission monitoring during operation, so as to ensure compliant emissions.

### Exhaust Gas Management

Due to the specific nature of the industry, our exhaust gas emissions are at a low level. The Group's exhaust gas emissions are mainly the exhaust emissions from its vehicles. In order to reduce exhaust gas emissions, the Group has its vehicles annually inspected in strict compliance with national requirements to ensure compliance in vehicle use. Meanwhile, we continuously adjust the vehicle allocation to reduce the use of our vehicles and encourage our employees to adopt ride sharing or public transportation, so as to reduce exhaust gas emissions. In addition, for the equipment that generates more exhaust gas, we strictly monitor various exhaust gas indicators to ensure that it meets the national and regional emission standards.

3 水資源消耗量僅包含上海虹橋正榮中心辦公用水。

3 Water consumption only includes the water used for the offices of Shanghai HongQiao Zhenro Centre.

# 綠色引領未來

## Leading the Future Development with Green Operation

### 廢水管理

正榮服務廢水排放主要來源於生活污水。我們嚴格遵守國家和地方法律法規，建立嚴格的廢水排放管理體系。我們實行雨污分流機制，並對運營過程中廢水排放進行嚴格的監測。我們委託具有專業資質機構的第三方，每年對廢水進行各項指標監測，確保出水指標符合排放要求。同時，我們積極採取措施減少污水排放，降低對環境的影響。

### Wastewater Management

Wastewater discharged by Zhenro Services is mainly domestic sewage. We strictly comply with national and local laws and regulations and have developed a strict wastewater discharge management system. We implement a rain and sewage diversion mechanism and strictly monitor the wastewater discharge during operation. We engage a third party with professional qualifications to monitor various indicators of wastewater annually, so as to ensure that the effluent indicators meet the discharge requirements. Meanwhile, we actively take measures to reduce sewage discharge and the environmental impact.



- 規定禁止排入下水道的廢棄物，例如廢油，廢渣等  
Specify wastes that should not be discharged into sewers, such as waste oil, and waste residue



- 嚴格規定垃圾存放的地點，以防雨天污水流入雨水管道  
Strictly specify the location of garbage storage to prevent sewage from flowing into rainwater pipes in rainy days



- 規定員工行為，例如禁止在公司內沖洗車輛，以免油污沖入污水管道  
Specify employee behaviors, such as prohibiting washing vehicles in the premises of the Company to prevent flushing oil contamination into sewage pipes



- 明確管理行為，例如滴在地上的油品及化學品要用抹布擦乾淨後再放入指定地點，禁止用水沖洗，以免污水流入下水道  
Specify management behaviors, for example, oils and chemicals dripping on the floor should be cleaned up with a rag, which should be put in a designated area and should not be rinsed with water to prevent sewage flowing into the sewer

報告期內，廢水<sup>4</sup>產生情況如下：

The generation of wastewater<sup>4</sup> during the Reporting Period is as follows:

指標 Index	單位 Unit	2020年 2020	2021年 2021
廢水排放量 Wastewater discharge	噸 tonne	3,812	8,322
單位收益廢水排放量 Wastewater discharge per unit revenue	噸／萬元收入 tonne/ten thousand revenue	0.035	0.062

<sup>4</sup> 廢水排放量僅包括上海虹橋正榮中心。

<sup>4</sup> Wastewater discharge only includes Shanghai Hongqiao Zhenro Centre.

## 綠色引領未來

# Leading the Future Development with Green Operation

### 廢棄物管理

正榮服務嚴格遵守國家和地方法律法規，並制定了《固體廢棄物管理規定》等內部制度，對運營過程中產生的廢棄物進行全過程管理，嚴格管控廢棄物收集、分類、暫存、處置和回收的各個環節，確保合規處置。我們在日常經營及辦公過程中產生的無害廢棄物主要包括廚餘垃圾、廢棄紙張和廢棄包裝物等。產生的有害廢棄物主要包括硒鼓、廢棄墨盒、廢舊電子設備等。

針對生活垃圾，我們建立了完善的垃圾分類體系，並督促各區域子公司結合當地政府要求，積極實行垃圾分類政策。在辦公區端，我們各處設立的垃圾桶均包含乾垃圾、濕垃圾分類選項。在商場端，我們明確了垃圾分類的要求，並且從清運工具、清運方式和清運管理三個層面明確了商戶對生活垃圾的處理要求。例如，我們要求垃圾必須乾、濕分類後，使用加厚型垃圾袋分層打包；泔水垃圾必須用120L垃圾桶裝，並蓋上蓋子防止清運過程中外洩造成二次污染。

### Waste Management

Zhenro Services strictly complies with the national and local laws and regulations, and has developed internal systems including the Solid Waste Management Rules. Zhenro Services carries out whole-process management of the wastes generated in operation, and strictly controls all processes of waste collection, classification, temporary storage, disposal and recycling, to ensure compliant disposal. Non-hazardous wastes generated in our daily operations and office work mainly include kitchen waste, waste paper and waste packaging materials. Hazardous wastes generated mainly include toner cartridges, waste ink cartridges, and waste electronic equipment.

With regard to domestic waste, we have established a sound waste classification system and urged our regional subsidiaries to actively implement the waste classification policy based on the requirements of the local government. In office areas, the garbage bins with dry and wet waste separation are provided. In shopping malls, we specify the classification requirements, and the requirements for merchants to dispose of domestic garbage, from three aspects, namely removal tools, methods and management. For example, we require that dry and wet wastes should be separated and packaged with thickened garbage bags; swill waste should be put in 120L garbage cans, which should be covered to prevent secondary pollution caused by leakage during transportation.

# 綠色引領未來

## Leading the Future Development with Green Operation

### 福州馬保項目嚴格實施垃圾分類工作

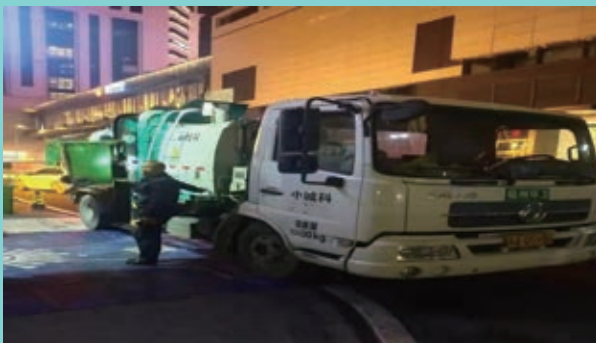
#### STRICT WASTE SORTING IN FUZHOU MABAO PROJECT

福州馬保項目於2021年初採購四色分類垃圾桶、對生活垃圾房進行改造、並對現場保潔及垃圾轉運單位進行培訓，成為福州高新區第一家全面實行垃圾分類的商業綜合體。在2021年9月份高新區綜合執法局的垃圾分類檢查中，福州馬保項目得到了相關部門一致的肯定。

In early 2021, in Fuzhou Mabao Project, we purchased waste sorting bins in four colors, renovated domestic garbage chambers, and trained on-site cleaning workers and garbage transportation organizations, such that the project became the first commercial complex in Fuzhou High-tech Zone in terms of comprehensive garbage sorting. In September 2021, in the waste sorting inspection by the Comprehensive Law Enforcement Bureau of the High-tech Zone, the Fuzhou Mabao Project was recognized by relevant departments unanimously.



嚴格執行垃圾分類  
Strict Waste Sorting



廚餘垃圾專用清運車  
Kitchen Waste Transportation Vehicle



其他垃圾專用清運車  
Other Waste Transportation Vehicles

## 綠色引領未來

# Leading the Future Development with Green Operation

在做好垃圾分類管理的同時，我們持續推進廢棄物循環回收工作，倡導綠色辦公。我們在打印機旁設立二次紙／舊辦公用具二次回收籃，便於收集尚可使用的紙張、辦公用具等進行循環使用，增加資源循環使用率。同時，我們積極響應綠色發展要求，在辦公區全面推行無紙化辦公。對於涉及到的辦公事項均在線上進行審批及記錄，避免線下流程的紙張消耗，大大降低了紙張的使用。

報告期內，廢棄物產生情況如下：

指標 Index
有害廢棄物總量 <sup>5</sup> Total hazardous waste <sup>5</sup>
無害廢棄物總量 <sup>6</sup> Total non-hazardous waste <sup>6</sup>
單位收益廢棄物排放量 Waste discharge per unit revenue

### 綠色行動

正榮服務不斷聚焦綠色低碳發展，引導員工踐行綠色理念、推動綠色地球建設，以自身行動帶動客戶及社會參與到綠色行動中來，共建美好的綠色家園。

#### 「不塑之約」環保主題活動

正榮服務啟動「不塑之約」環保主題活動，通過提倡綠色生活方式，推動全員減少一次性塑料製品使用，從源頭上抑制「白色污染」。我們提倡在日常辦公和生活中，減少一次性紙杯、塑料瓶的使用，通過出門攜帶可重複使用的環保袋等行為，減少消耗保鮮膜，與家人和朋友分享減塑生活。

5 有害廢棄物僅包含上海虹橋正榮中心產生的廢電池。

6 無害廢棄物僅包含上海虹橋正榮中心產生的廚餘垃圾。

While properly carrying out waste sorting management, we continuously promote waste recycling and green office practices. We provide used paper/old office appliance recycling baskets next to printers, so as to facilitate the collection of paper and office appliances that can continue to be used, for recycling, thus increasing the resource recycling rate. Meanwhile, we actively respond to the green development requirements by fully implementing paperless office practices in the office area. Office matters involved are approved and recorded online to avoid paper consumption in the offline process, thus greatly reducing the use of paper.

The waste generation during the Reporting Period is as follows:

單位 Unit	2020年 2020	2021年 2021
噸 tonne	/	0.015
噸 tonne	125,252	131,942
噸／萬元收入 tonne/ten thousand revenue	1.136	0.988

### GREEN ACTIONS

Zhenro Services continuously focuses on green and low-carbon development, guides its employees to practice the green philosophy, promotes the construction of green earth, and encourages customers and the people to participate in the green action with its tangible action to build a beautiful and green homeland.

#### “Plastics-free” Environmental Protection Theme Activity

Zhenro Services launched the “plastics-free” environmental protection theme activity. It encourages all employees to reduce the use of disposable plastic products by promoting a green lifestyle, so as to curb “white pollution” at source. We advocate reducing the use of disposable paper cups and plastic bottles in daily work and life, reducing the consumption of plastic wrap by carrying reusable bags when going out, and sharing the experience of plastic reduction with family and friends.

5 The hazardous waste only includes exhaust batteries produced by Shanghai HongQiao Zhenro Centre.

6 The non-hazardous waste only includes kitchen waste produced by Shanghai HongQiao Zhenro Centre.



## 綠色引領未來

## Leading the Future Development with Green Operation



### 光盤行動

為了節約糧食，養成員工不浪費糧食的優良習慣，我們在各類展示區發佈節約糧食，光盤行動等宣傳展板，旨在提升全體員工節約意識。

### Clean Plate Campaign

In order to save food and develop employees' good habit of cherishing food, we provide food-saving, clean plate campaign and other publicity display boards in various display areas, so as to enhance the employees' awareness of saving.



## 綠色引領未來

# Leading the Future Development with Green Operation

### 「你好海洋」- 世界海洋日環保主題活動

我們積極響應聯合國的倡議，高度關注人類賴以生存的海洋，並深刻意識到全球性污染和魚類資源過度消耗等問題給海洋環境和海洋生物帶來的不利影響。2021年6月8日，正榮公益基金會聯動正榮商業管理有限公司及各地正榮購物中心，開展了海洋環保主題手工坊等系列海洋保護公益倡導行動，呼籲社會各界共同守護我們的蔚藍星球。

### “Hello! Ocean”- Environmental Protection Theme Activity on the World Oceans Day

We actively respond to the initiative of the United Nations, pay close attention to the ocean on which human beings depend for their survival, and are deeply aware of the adverse impact of global pollution, excessive consumption of fish resources and other issues on the marine environment and life. On 8 June 2021, Zhenro Foundation worked with Zhenro Commercial Management Co., Ltd and Zhenro shopping centers to launch a series of ocean conservation charity promotion activities, including handicraft workshops with the theme of ocean protection, calling for all sectors of society to jointly protect our blue planet.



莆田正榮財富中心海洋知識競答  
Putian Zhenro Fortune Center Marine Knowledge Contest



馬尾正榮財富中心3D海洋塗鴉牆互動  
Mawei Zhenro Fortune Center 3D Ocean Graffiti Wall Interaction



西安正榮彩虹谷海洋漂浮瓶造物課堂  
Xi'an Zhenro Rainbow Valley Drift Bottle Creation Class

# 人才賦能企業

## Enabling Enterprises by Talents

人力資源是企業發展之本，是公司的核心競爭力所在。正榮服務始終堅持以人為本，堅持「惜才、展才、耀才」的人才理念，不斷完善招聘管理規範，積極打造多元化的工作環境和充滿活力的人才梯隊，推動正榮人戰略力、執行力、協作力、領導力和驅動力的不斷提升。此外，我們持續完善薪酬和福利並重的人才晉升體系，保障員工的合法權益及健康安全，為員工提供更優質的工作平台，促進員工自我價值的實現，助力企業的繁榮發展。

### 規範僱傭

正榮服務嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等法律法規，制定了完善且規範的招聘制度與管理體系。我們堅持平等僱傭的原則，積極打造平等和多元化的工作環境，禁止就業歧視，尊重並平等對待不同性別、種族、宗教信仰和文化背景的員工。此外，我們嚴格遵守《中華人民共和國未成年人保護法》、國際勞工組織《強迫勞動公約》(第29號)的《禁止使用童工規定》等法律法規，嚴禁使用童工和強制勞工，並在僱傭的各個環節嚴格核查候選人身份文件等資料，確保合規僱傭。報告期內，正榮服務未發生使用童工和強制勞工的情況。

Human resources are the foundation of enterprise development and the core competitiveness of companies. Zhenro Services always adheres to the people-oriented principle and the talent philosophy of “cherishing, developing and giving full play to talents”, continuously improves the recruitment management standard, actively creates a diversified working environment and a dynamic talent team, and promotes the continuous improvement of strategic strength, execution ability, teamwork, leadership and driving forces of employees of Zhenro. In addition, we continuously improve the talent promotion system with equal attention to remuneration and benefits, safeguard the legitimate rights and interests of employees and health and safety, provide employees with a better working platform, promote the realization of employees' self-worth and support the prosperity and development of enterprises.

### STANDARD EMPLOYMENT

Zhenro Services strictly complies with the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China and other laws and regulations, and has developed a sound and standard recruitment system and management system. We adhere to the principle of equal employment, actively create an equal and diversified working environment, prohibit discrimination in employment, and respect and equally treat employees of different genders, races, religious beliefs and cultural backgrounds. In addition, in strict compliance with the Law of the People's Republic of China on the Protection of Minors, the Provisions on the Prohibition of Using Child Labour in the Forced Labour Convention (No.29) of the International Labour Organisation and other laws and regulations, we strictly prohibit the use of child and forced labour, and strictly check the information of candidates including identity documents at all processes of employment to ensure compliant employment. During the Reporting Period, Zhenro Services did not use child or forced labour.

# 人才賦能企業

## Enabling Enterprises by Talents

正榮服務始終把人才發展置於戰略高度，尊重人才的價值，有效利用招聘管理，為公司吸納和儲備人才，助力人才隊伍建設，保障本集團經營管理目標的實現。為進一步規範招聘流程、達成招聘目標、匹配業務發展、支持人才戰略落地，正榮服務於報告期內更新了招聘管理規範，涵蓋人才准入標準、招聘編製和需求以及招聘渠道管理。

Zhenro Services always strategically considers the development of talents, respects the value of talents, effectively utilizes the recruitment management to attract talents and make a talent pool for the Company, support the construction of a talent team, so as to ensure the achievement of the operation and management objectives of the Group. In order to further standardize the recruitment process, achieve recruitment objectives, match business development and support the implementation of talent strategies, Zhenro Services updated the recruitment management rules during the Reporting Period, covering talent admission standards, staffing and recruitment demand, and recruitment channel management.

### 人才准入標準

#### Talent admission standards

- 結合集團當前戰略需要、團隊結構及市場供需等因素，在符合招聘原則「一正五力」的基礎上，保證正榮服務學歷及年齡指標達成年度目標值的情況下，明確學歷及年齡准入標準。  
The admission standards as to educational background and age are specified in consideration of the current strategic needs of the Group, team structure, market supply and demand and other factors, and on the basis of complying with the recruitment principle of “integrity and five strengths” and ensuring that the indicators of Zhenro Services as to educational background and age reach the annual targets.

### 編制和需求

#### Staffing and demands

- 正榮服務總部組織人力部定期修訂編制管理方案，作為服務總部、服務區域及分子公司定崗定編的參考依據。  
The headquarters of Zhenro Services organizes the human resources department to regularly revise the staffing management plan, which serves as a reference for the position establishment and staffing determination of the service headquarters, service areas, branches and subsidiaries.

### 渠道管理

#### Channel management

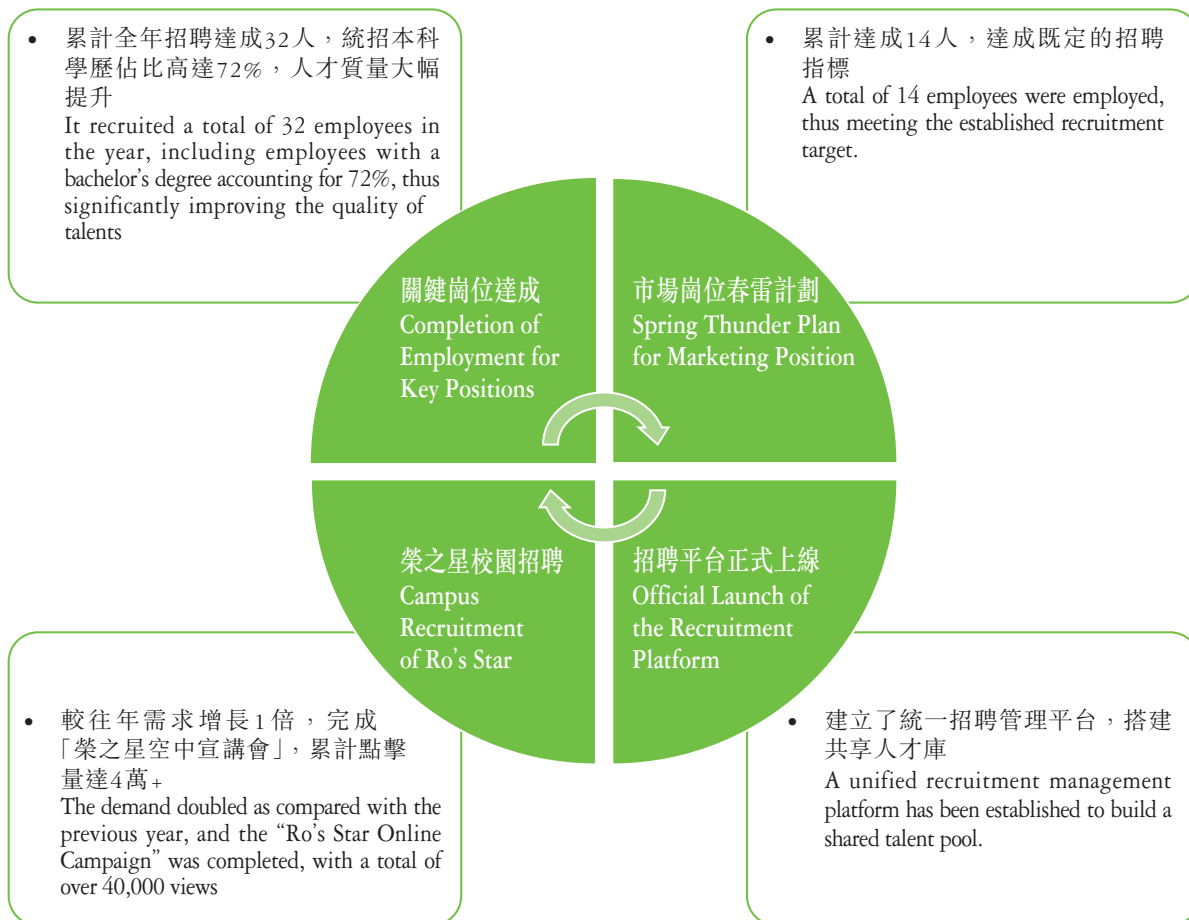
- 分別從內部人才推薦管理、獵頭管理以及回流員工管理三個渠道方面進行了迭代，更加適配組織當前的發展。  
The iteration is carried out from three aspects, namely internal talent recommendation management, headhunting management and boomerang employee management to better adapt to the current development of the organization.

# 人才賦能企業

## Enabling Enterprises by Talents

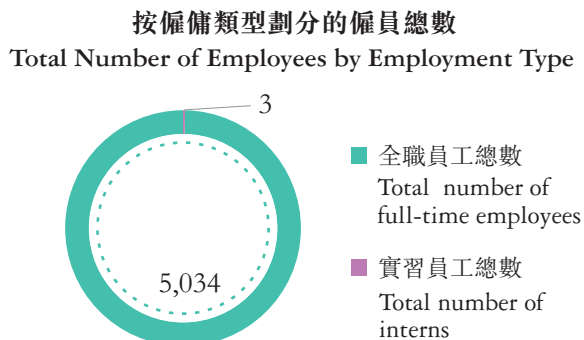
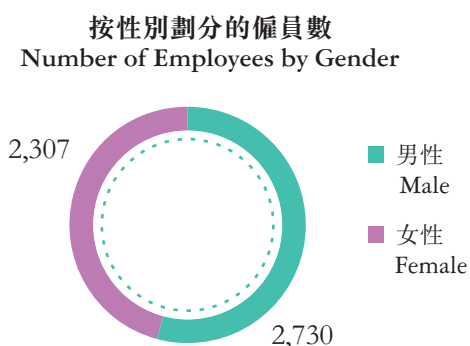
報告期內，正榮服務持續提升人才招聘水平，優化人才隊伍，在人才招聘上取得多方面成就：

During the Reporting Period, Zhenro Services continuously improved the talent recruitment level to optimize the talent team, and made many achievements in talent recruitment:



截至報告期末，本集團在職員工總數為5,037人（2020年：4,635人），員工分類情況如下：

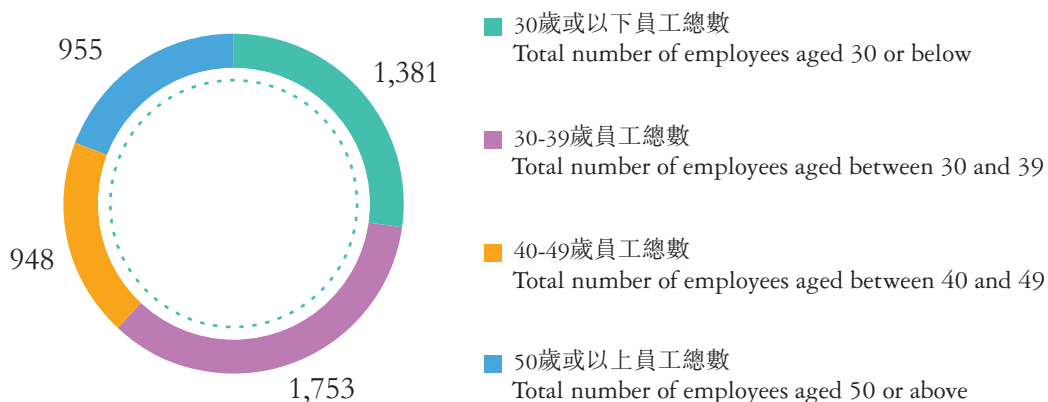
As at the end of the Reporting Period, the total number of in-service employees of the Group was 5,037 (2020: 4,635), and the classification of employees is as follows:



# 人才賦能企業 Enabling Enterprises by Talents

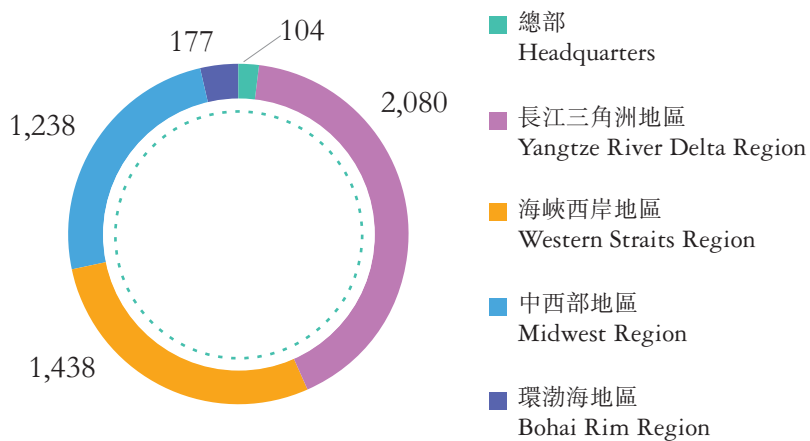
## 按年齡劃分的僱員數

### Number of Employees by Age



## 按地區劃分的僱員數

### Number of Employees by Region

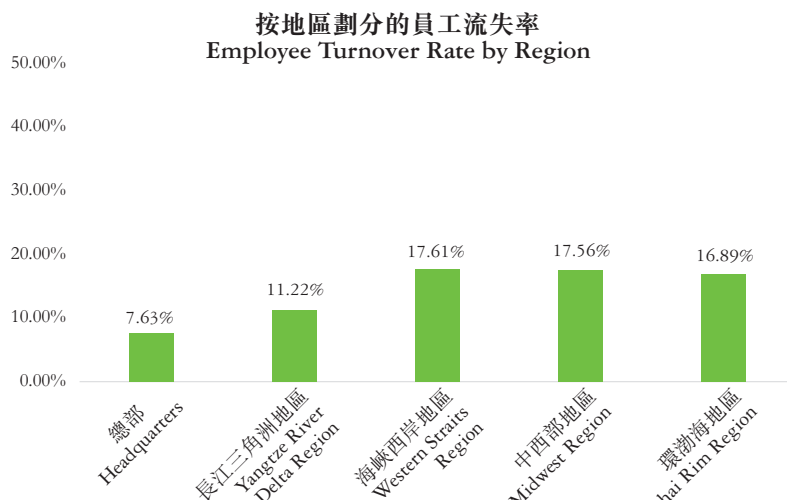
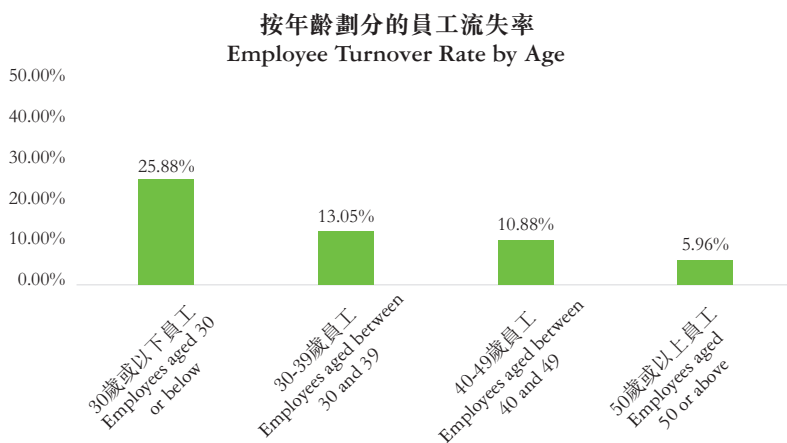
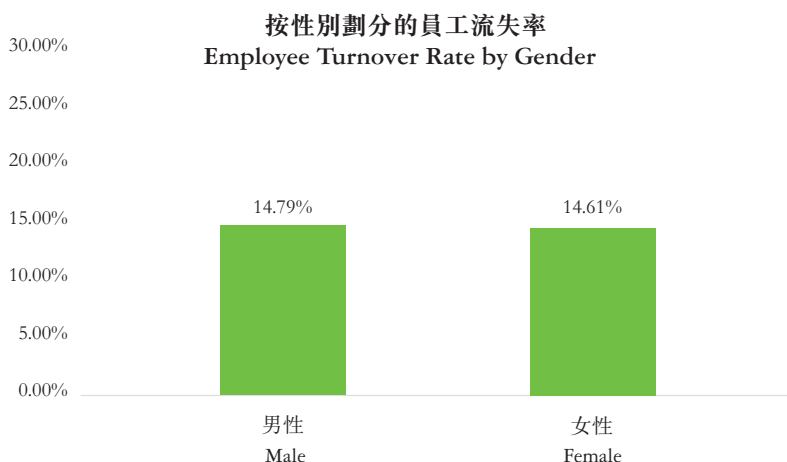


# 人才賦能企業

## Enabling Enterprises by Talents

報告期內，各類別員工流失率<sup>7</sup>如下：

The turnover rates<sup>7</sup> for employee categories during the Reporting Period are as follows:



<sup>7</sup> 流失率 = 主動離職人數 / ((期初人數 + 期末人數) / 2)

<sup>7</sup> Turnover rate = the number of resigning employees / ((the number of employees as at the beginning of the period + the number of employees as at the end of the period) / 2)

# 人才賦能企業 Enabling Enterprises by Talents

## 晉升發展

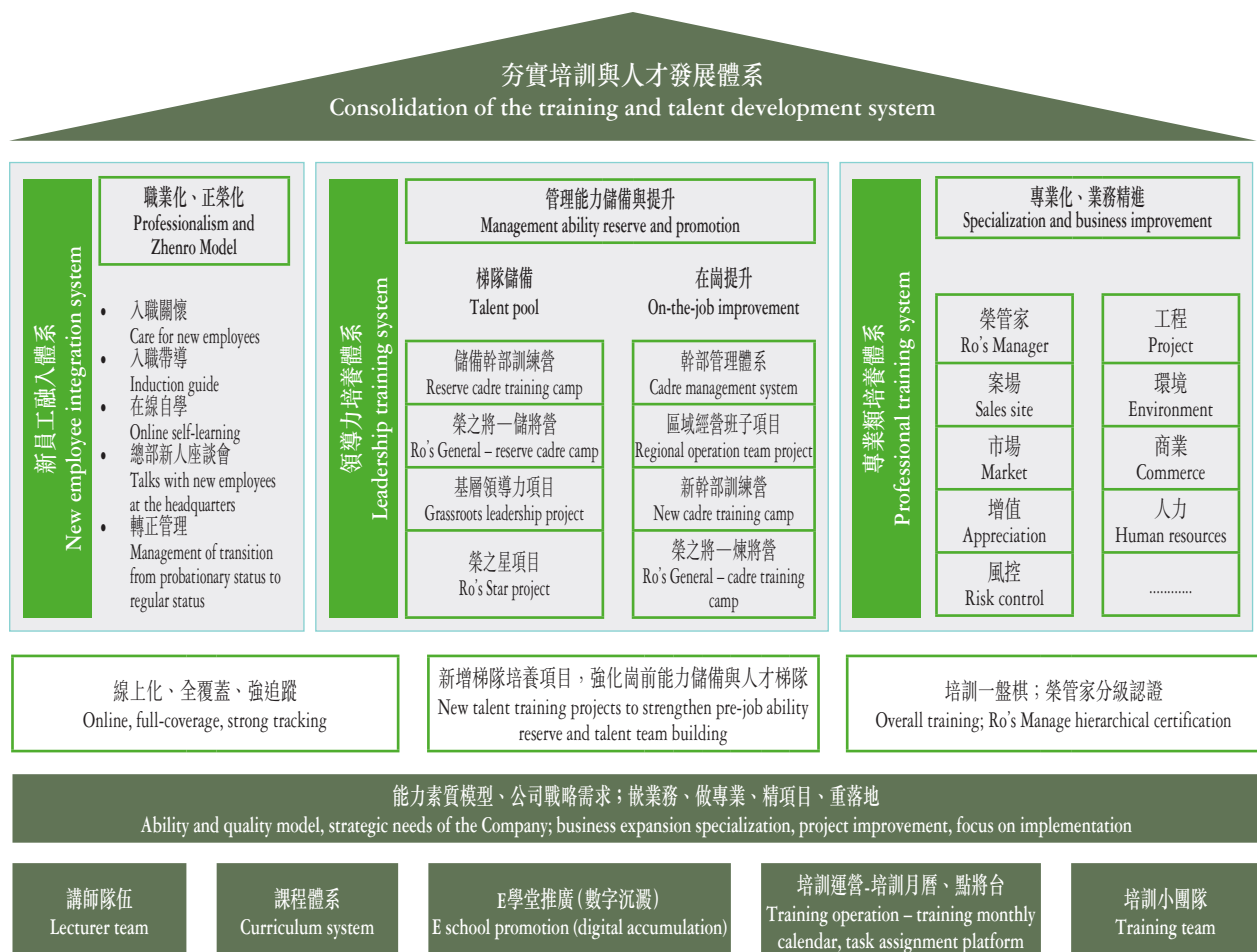
### 員工培養

正榮服務始終堅持以正直陽光為核心凝聚人才，以構築事業為平台發展人才，以繁榮共享為目標激勵人才。結合人力資本時代的到來和本集團戰略的要求，我們制定了「一正五力」人才標準，通過「外部標桿企業人才引進」與「內部正榮子弟兵培養」相結合的方式，在新員工融入、基礎崗位技能提升、關鍵崗位能力培養和梯隊建設等方面建立了完善的人才培養與發展體系。

## PROMOTION AND DEVELOPMENT

### Employee Training

Zhenro Services always persists in bringing talents together with its integrity as the core, taking career construction as the platform for talent development, and stimulating talents with the target of prosperity and sharing. In consideration of the arrival of the human capital era and the Group's strategic requirements, we have developed the "integrity and five strengths" talent standard, and established a sound talent training and development system in terms of integration of new employees, enhancement of basic skills for positions, ability training for key positions and team construction by the combination of the "introduction of talents from external benchmarking enterprises" and the "internal talent training of Zhenro."



### 正榮服務人才培養與發展體系

Talent Training and Development System of Zhenro Services



# 人才賦能企業

## Enabling Enterprises by Talents

### 「榮之星」項目

榮之星項目是正榮服務大學生引進與關鍵崗位梯隊培養的重要項目，報告期內，我們對「榮之星」項目進行了升級和優化。

### “Ro’s Star” Project

The “Ro’s Star” project is an important project for Zhenro Services to introduce university graduates and for employee training for key positions. During the Reporting Period, we upgraded and optimized the “Ro’s Star” project.



# 人才賦能企業

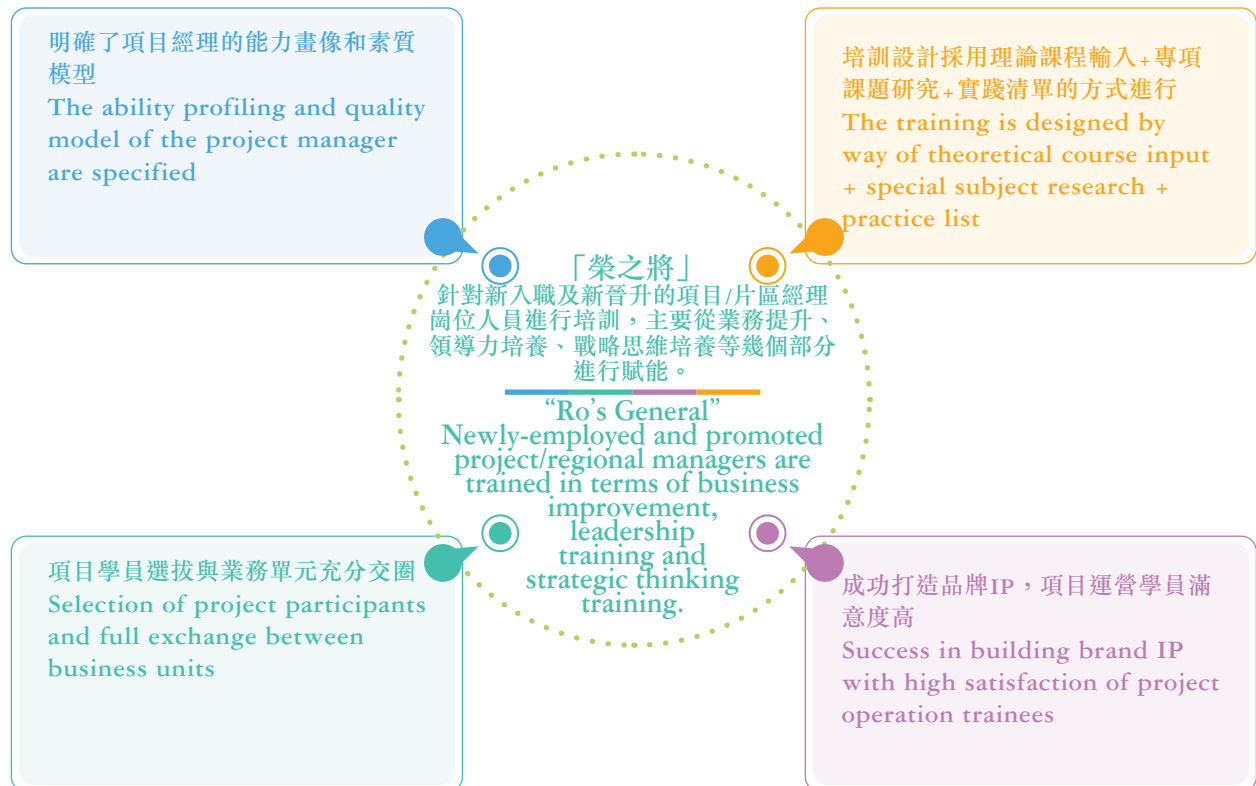
## Enabling Enterprises by Talents

### 「榮之將」項目

榮之將項目是本集團儲備和提升幹部力量的人才發展項目，報告期內，我們對「榮之將」項目進行了升級和優化。

### “Ro’s General” Project

“Ro’s General” project is a talent development project for the Group to make a pool of cadres and enhance the ability of cadres. During the Reporting Period, we upgraded and optimized the “Ro’s General” project.



# 人才賦能企業

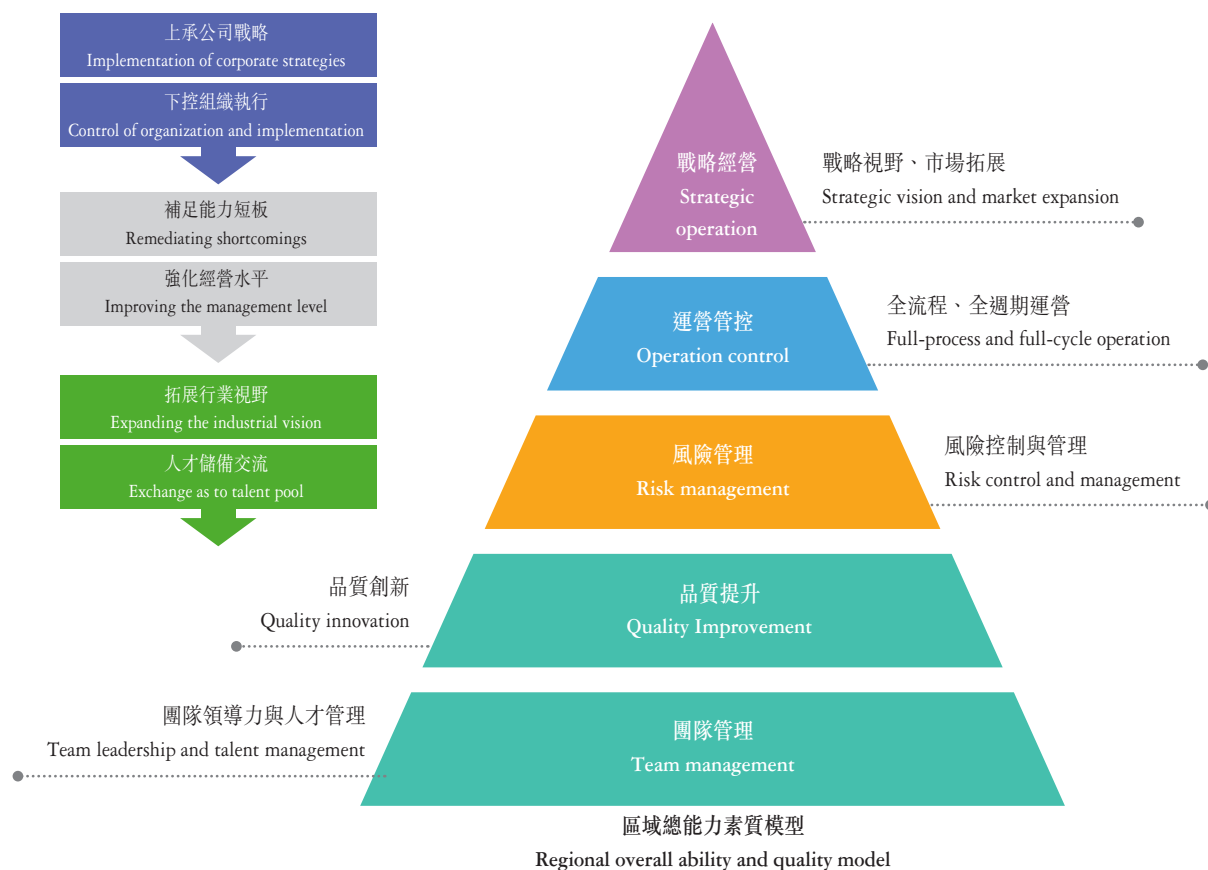
## Enabling Enterprises by Talents

### 經營人才綜合能力培養提升計劃

在物業行業高速發展的前提下，面對本集團戰略發展要求，正榮服務圍繞戰略經營、運營管控、風險管理、品質提升和團隊管理等重點能力維度，制定了經營人才（商業／區域總經理）綜合能力培養提升計劃，整體提升區域及相關儲備梯隊人才的經營管理能力，系統培養和打造提升一批具有戰略意識和經營頭腦的經營管理人才梯隊，助力本集團戰略落地和繁榮發展。

### Comprehensive Ability Training and improvement Plan for Business Talents

Under the background of rapid development of the property industry, and in the face of the Group's strategic development requirements, Zhenro Services has developed a comprehensive ability training and improvement plan for management talents (business/regional general managers) with a focus on strategic operation, operation control, risk management, quality improvement, team management and other key capabilities, so as to improve the operation and management ability of regional employees and the employees in the talent pool, systematically train and establish a group of operation and management personnel with strategic awareness and business savvy, and support implementation of strategies and prosperous development of the Group.



報告期內，我們邀請了第三方機構分別開展了為期1天和2天的關於《商業全流程》和《服務企業沙盤工作坊》的線下培訓活動，參訓人次達56餘次，進一步提升了我們人才梯隊的綜合能力。

During the Reporting Period, we invited third-party organizations to carry out off-line training activities of “Entire Business Process” and “Sand Table Workshop for Service Enterprises” for 1 and 2 days respectively, with more than 56 participants, further improving the comprehensive ability of our talent team.

# 人才賦能企業

## Enabling Enterprises by Talents



### 「榮管家」項目

為提升管理服務效率和質量，拓展管家發展空間，為客戶主管和項目經理儲備人才，我們於報告期內成立了管家培訓項目－管家專項小組。該小組在管家定位和職責、管家業務流程和管家分級認證等方面啟動變革。變革後的榮管家將成為項目運營中樞和客戶服務指揮棒，將為管理、服務提效和自身職業發展提供強大助力。

### “Ro’s Manager” Project

In order to improve the efficiency and quality of management services, expand room for the development of management services and make a pool of customer supervisors and project managers, we established a manager training project – special manager team during the Reporting Period. The team initiated changes in the orientation and responsibilities of managers, manager business processes and hierarchical certification of managers. The changed Ro’s Manager will become a project operation center and provide customer service guidance, which will strongly support management, service efficiency improvement and career development.

管家定位 Manager positioning	工作職責 Duties	工作事項 Work items
懂客戶 Understanding customers	客戶關係維護 Customer relationship maintenance	<ul style="list-style-type: none"> <li>客戶需求響應、受理、挖掘 Responding to, accepting and tapping into the demand of customers</li> <li>客戶接待 Customer reception</li> <li>客戶拜訪 Customer visit</li> <li>客戶信息維護 Customer information maintenance</li> <li>客戶APP應用 Use of customer APPs</li> </ul>
	社區氛圍營造 Creation of a community atmosphere	<ul style="list-style-type: none"> <li>社區活動 Community activities</li> <li>社區佈置 Community arrangement</li> <li>信息公示 Information announcement</li> </ul>
管品質 Quality management	現場品質管理 Onsite quality management	<ul style="list-style-type: none"> <li>現場巡檢 Patrol inspection on the site</li> <li>空置房巡查 Patrol inspection of empty houses</li> <li>客戶裝修管控 Customer decoration control</li> </ul>
	內業品質管理 Internal quality management	<ul style="list-style-type: none"> <li>客戶物品管理 Management of goods of customers</li> </ul>
善經營 Good at operation	費用收繳 Fee collection	<ul style="list-style-type: none"> <li>物業費、車位費、能耗費 Property fee, parking space fee and energy consumption cost</li> </ul>
	客戶資產管理 Customer asset management	<ul style="list-style-type: none"> <li>二手房、車位資產管理 Management of second-hand houses and parking spaces</li> </ul>
	社區經營達成 Completion of community management	<ul style="list-style-type: none"> <li>產品推介、宣傳、銷售 Product promotion, publicity and sales</li> </ul>

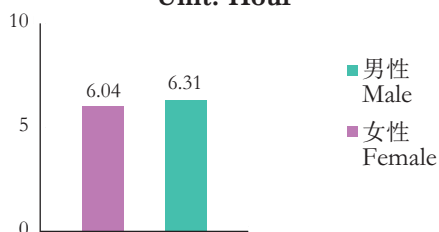
# 人才賦能企業

## Enabling Enterprises by Talents

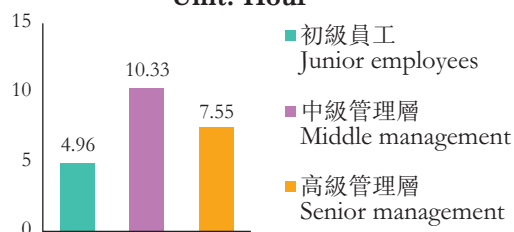
報告期內，本集團為員工共計開展了31,175小時的員工培訓，員工人均受訓時長為6.19小時／人，具體員工培訓情況如下：

During the Reporting Period, the Group conducted a total of 31,175 hours of training for its employees, with the average training hours per employee of 6.19 hours. The specific employee training is as follows:

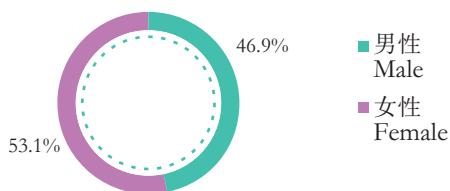
**按性別劃分的員工平均培訓時數**  
Average Training Hours per Employee by Gender  
單位：小時  
Unit: Hour



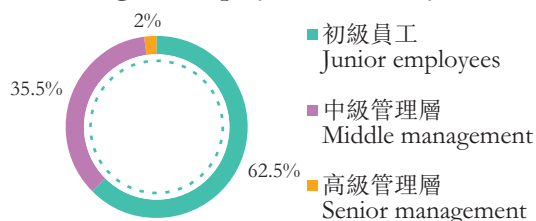
**按職級劃分的員工平均培訓時數**  
Average Training Hours per Employee by Rank  
單位：小時  
Unit: Hour



**按性別劃分的受訓百分比**  
Percentage of Employees Trained by Gender



**按職級劃分的受訓百分比**  
Percentage of Employees Trained by Rank



# 人才賦能企業

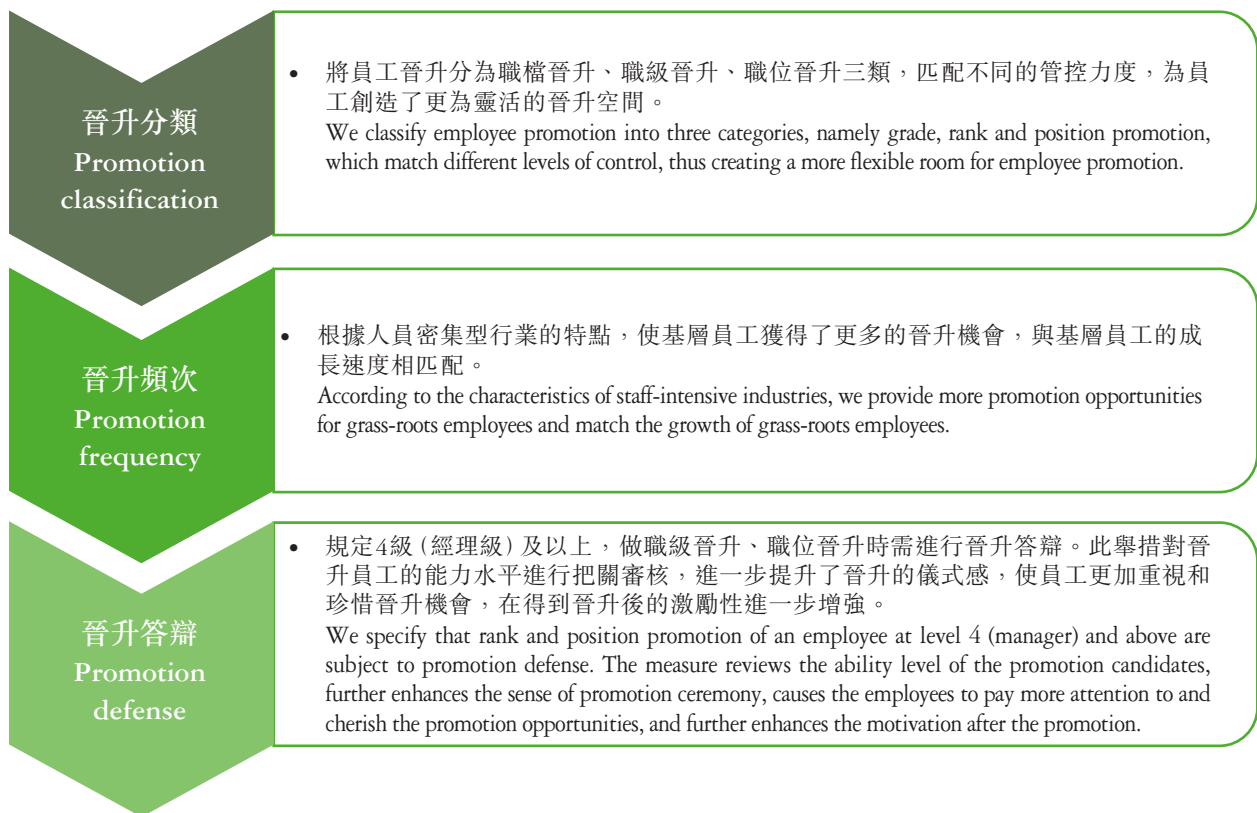
## Enabling Enterprises by Talents

### 員工晉升

本集團的人才晉升可以分為管理序列和專業序列兩個維度，並結合職責、崗位和管理內容進行劃分。為建立和健全人才選拔及激勵機制，我們倡導公正、公開、公平的用人理念，明確晉升工作流程、標準和管理程序，確保晉升工作有序高效的進行。報告期內，我們對員工晉升機製作了較大幅度的調整優化。

### Employee Promotion

The Group's employee promotion can be divided into management sequence and professional sequence, in consideration of responsibilities, positions and management items. In order to establish and improve the talent selection and incentive mechanism, we promote the philosophy of impartial, open and fair employment, and specify the promotion processes, standards and management procedures, to ensure orderly and efficient promotion. During the Reporting Period, we significantly adjusted and optimized the employee promotion mechanism.



# 人才賦能企業

## Enabling Enterprises by Talents

### 員工激勵

科學且合理的薪酬激勵對增強企業的人才競爭力尤為重要。我們積極承接並落實本集團戰略經營目標，加強高績效文化導向，結合業務分類，匹配多元化的激勵及績效考核機制。報告期內，我們結合本集團發展戰略並對標市場現狀，優化了薪酬結構，增加了項目管理津貼、單項獎懲等激勵維度，調整薪酬寬帶，以增強市場競爭力。

### Employee Incentive

Scientific and reasonable salary incentives are particularly important for enhancing the ability of enterprises to compete for talents. We actively implement strategic business objectives of the Group, strengthen the high-performance cultural orientation, and develop diversified incentive and performance assessment mechanisms in consideration of business classification. During the Reporting Period, in consideration of the Group's development strategy and the current market situation, we optimized the remuneration structure, added incentives such as project management allowances, individual rewards and punishments, and adjusted the salary bands to enhance market competitiveness.

創新激勵 Innovative Incentives	多元績效考核 Diversified Performance Assessment
<ol style="list-style-type: none"> <li>刷新增值業務佣金方案，激勵新業務及永續性業務的拓展及持續提升，鼓勵全民營銷，獎金分配覆蓋項目全員。  We update the value-added business commission scheme, simulate the expansion and continuous improvement of new and sustainable businesses, and encourage nationwide marketing, with the bonus allocation covering all employees involved in the projects.</li> <li>增加新業務公寓租賃業務佣金方案，對標市場，優化一線人員固浮比例，鼓勵員工通過業績突破獲得高收入所得。  We add the commission scheme for the apartment lease business (a new business), and optimize the fixed and floating rates for frontline employees in consideration of market conditions, so as to encourage employees to obtain high income by making a breakthrough in their performance.</li> <li>鼓勵項目管理人員擴大管理幅度，為多管項目的人員發放管理津貼，通過激勵提高管理刻度。  We encourage the project management personnel to expand the scope of management, pay management allowances to the personnel of management projects, and improve the management level through incentives.</li> <li>優化單項獎懲及即時激勵機制，聚焦年度重大複雜事項推進及新業務孵化落地，實現重難點工作的突破，貢獻經營利潤結果。  We optimize the individual rewards and punishments and immediate incentive mechanisms with a focus on the implementation of major and complicated matters and the development of new businesses during the year, so as to achieve breakthroughs in major and difficult work, and contribute to operating profit.</li> <li>刷新年度激勵方案，聚焦年度利潤達成，提高服務團隊整體的經營意識及專項業務突破。激勵分配向核心業務團隊傾斜，促進增值業務、輕資產／市拓規模及滿意度的全面提升。  We update the annual incentive plan, with a focus on the achievement in annual profit, so as to improve the overall operation awareness of the service team and achieve a breakthrough in special business. The allocation of incentives is tilted towards the core business team to promote the overall improvement in the value-added business, light asset/market expansion scale and satisfaction.</li> </ol>	<ol style="list-style-type: none"> <li>市場發展團隊：設計季度KPI考核，同時薪酬結構調整為月薪制以提高員工及時所得，並結合季度業績建立及時可上可下機制，通過多元激勵激發團隊狼性。  Market development team: We design quarterly KPI assessments, and change the salary structure to the monthly salary system to increase the immediate income of employees, and establish an immediate vertical mobility mechanism based on the quarterly results, and stimulate the aggressiveness of the team through multiple incentives.</li> <li>項目一線人員：設計計件提成模式，鼓勵多勞多得，通過激勵提高效率。  Front-line personnel of the project: We design a piece-rate pay model to encourage employees to gain more pay by more work and improve the efficiency through incentives.</li> <li>職能平台人員：沿用半年度PPI考核，並強調計劃指標的可衡量性，加強過程監控，及時覆盤及績效輔導，組織績效面談及溝通，建立有效的績效改善機制。  Employees of the functional platform: We continue to carry out the semi-annual PPI assessment, with a focus on the measurability of plan indicators, strengthen the process monitoring, carry out review and performance coaching in a timely manner, organize performance interviews and communication, and establish an effective performance improvement mechanism.</li> <li>同時，擴大績效結果的運用範圍，優化晉職晉薪條件，增加評優、汰換、試用期評定等績效運用場景，逐步提升全員績效文化意識，保障公司經營目標自上而下的信息透明。  Meanwhile, we expand the scope of application of performance results, optimize the promotion and salary increase conditions, add performance application scenarios including merit appraisal, weed-out, probation period evaluation, and gradually enhance the performance culture awareness of all employees, and ensure the top-down information transparency of business objectives of the Company.</li> </ol>

# 人才賦能企業

## Enabling Enterprises by Talents

### 健康安全

正榮服務堅信保障員工的職業健康與安全是企業運營的第一要素，我們嚴格遵循《中華人民共和國職業病防治法》《職業健康檢查管理辦法》等法律法規的要求，制定並不斷完善操作指引流程工作手冊，定期向員工進行解讀並強調安全風險點，嚴格規避項目實施過程中的勞動風險。為保障一線員工的健康與安全，我們為其提供了全面的個人防護用品，例如口罩、防護服、絕緣手套、絕緣鞋、安全繩、秩序安防裝備等，最大程度保障其人身安全。此外，我們也已獲得了ISO 45001職業健康與安全管理體系認證。

同時，我們根據崗位需要對員工進行崗位實操培訓，並結合線上平台，利用動畫的形式為員工提供全面的安全引導培訓。我們嚴格要求專業員工持證上崗，並為其考取相關資質證書提供全方位的支持，例如考證專項培訓、考證費用報銷等。此外，我們在各區域子公司不定期開展崗位技能培訓和比拼，與外部消防部門聯動進行消防演練，進一步提高員工職業病危害防護意識和應急能力。報告期內，本集團並未發現違反保護安全工作環境相關的法律與條例。針對持續發生的新冠疫情，我們出台疫情防控相關的專項管理辦法，要求所有辦公區域與在管物業加強衛生與預防措施。對於不同風險地區、不同接觸度、不同風險員工實施排查、流調、管控的動作，保障員工安全及公司穩定運營。報告期間，正榮服務全體員工及在管專案無一例新冠病毒感染案例。正榮服務在疫情管理方面所做出的努力多次受到政府及相關部門的認可。

### HEALTH AND SAFETY

Zhenro Services firmly believes that the protection of employees' occupational health and safety is foremost in enterprise operation. We strictly comply with the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, the Administrative Measures for Occupational Health Check and other laws and regulations. We have developed and continuously improved operational guidelines and processes and work manuals, regularly interpreted them to employees, and emphasized safety risk points, so as to strictly avoid labour risks during the implementation of projects. In order to protect the health and safety of frontline employees, we provide them with comprehensive personal protective equipment, such as masks, protective clothing, insulating gloves, insulating boots, safety ropes, security and protection equipment for order maintenance, etc. to ensure their personal safety to the maximum extent. In addition, we obtained the ISO 45001 occupational health and safety management system certification.

Meanwhile, we provide on-the-job practical training for our employees according to the job requirements, and comprehensive safety guidance training for our employees in the form of animation through online platforms. We strictly require professional employees to be certified for work and provide comprehensive support for them to obtain relevant qualification certificates, such as special training for obtaining certificates and reimbursement of costs for obtaining certificates. In addition, we carry out on-the-job skills training and competition on the premises of regional subsidiaries from time to time, and conduct fire drills with external fire departments to further improve the employees' awareness of occupational disease prevention and emergency response ability. During the Reporting Period, the Group did not notice any non-compliance with laws and regulations relating to the protection of safe working environment. In response to the ongoing COVID-19 epidemic, we have issued special management measures related to epidemic prevention and control, requiring all office areas and properties under management to enhance sanitary and prevention measures. For employees in different risk areas and with different degrees of contact and different risks, we carried out investigation, trip surveys and control actions to ensure employee safety and stable operation of the Company. During the Reporting Period, all employees and the projects under management of Zhenro Services had no COVID-19 infected cases. The efforts made by Zhenro Services in epidemic management have been recognized by the government and relevant authorities for several times.



# 人才賦能企業

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### 急救技能訓練營

#### First Aid Skills Training Camp

2021年9月22日－23日，總部大樓服務團隊在集團總部一樓多功能廳組織開展了「急救技能訓練營」的活動。共有20名員工參加了為期2天的培訓，培訓內容涵蓋心肺復蘇、氣道梗阻、AED（除顫儀）、創傷急救包紮等內容，培訓考核後的持證率85%。

From 22 to 23 September 2021, the service team of the headquarters building organized the “First Aid Skills Training Camp” in the multi-function hall on the first floor of the headquarters of the Group. The 2-day training was participated in by a total of 20 employees and covered cardiopulmonary resuscitation, airway obstruction, AED (automated external defibrillator), first-aid wound dressing, etc. The certification rate after the training and test was 85%.

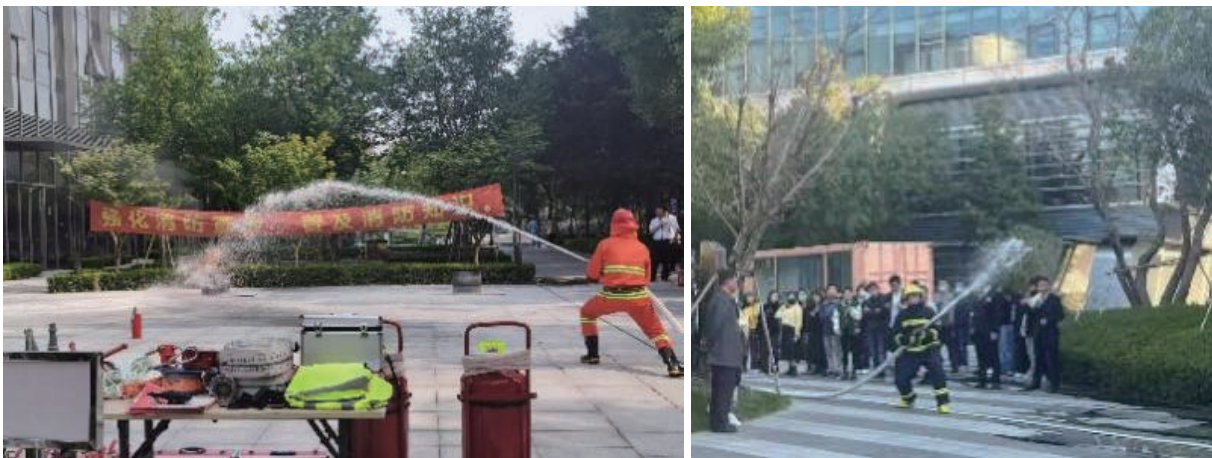


### 消防聯合演練

#### Joint Fire Drill

報告期內，正榮服務總部與虹橋•正榮中心開展了全員參與的消防聯合演練，涉及客服、工程、秩序及保潔四條線員工。

During the Reporting Period, the headquarters of Zhenro Services and Hongqiao Zhenro Center jointly conducted a fire drill with the participation of all employees including those from four business lines, namely customer service, engineering, order and cleaning.



# 人才賦能企業

## Enabling Enterprises by Talents

### 員工安全培訓

#### Employee Safety Training

2021年11月15日，正榮服務組織開展了「化險為夷－員工安全培訓」，培訓覆蓋總部大樓服務團隊全員。培訓內容包括消防常識、登高注意事項、交通出行安全、用電安全等方面。

On 15 November 2021, Zhenro Services organized and carried out the “Risk Avoidance-Employee Safety Training”, which covered all employees of the service team of the headquarters building. The training covered common knowledge of fire prevention, climbing precautions, travel safety, safe use of electricity, etc.



本集團過去三年內未發生任何工亡事件。報告期內，因工傷損失工作日數達318天。

No work-related fatalities occurred in the Group in the past three years. During the Reporting Period, the number of days lost due to work-related injuries was 318 days.

## 權益保障

### 員工福利

正榮服務重視員工關懷，積極為員工營造溫馨的工作氛圍，提供豐富多元的員工福利，努力增強員工的歸屬感，傳遞企業對每一位員工的溫暖。我們關注員工身心健康，打造有效的溝通渠道，創建豐富多彩的業餘活動，保障員工生活和工作平衡，提升員工幸福感，體現企業人文關懷。

報告期內，為穩步承接新三年戰略，我們對行之有效的制度規範繼續認真落實，同時優化升級相關標準，提高本集團對外競爭力及對內激勵性，進一步完善僱主品牌建設。

## PROTECTION OF RIGHTS AND INTERESTS

### Employee Benefits

Zhenro Services attaches importance to care for its employees, actively creates a warm working atmosphere for its employees, provides rich and diversified employee benefits, strives to enhance their sense of belonging and conveys its care to each employee. We pay attention to the physical and mental health of our employees, create effective communication channels, and rich and colorful off-hour activities, safeguard the balance of life and work of our employees, enhance their happiness, and embody the humanistic care of enterprises.

During the Reporting Period, in order to steadily implement the new three-year strategy, we continued to earnestly implement the effective systems and standards, while optimizing and upgrading relevant standards, enhancing the competitiveness of the Group and the incentives for its employees, and further improving the employer brand building.

# 人才賦能企業

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### 主要修訂內容：

#### Main Amendments:

- 1、福利制度：組織平台融合，回顧福利標準，統一同類型員工的福利標準。
  - 2、異地工作福利制度：鼓勵員工在本集團發展過程中積極突破，異地發展，規範了異地福利的適用範圍，明確異地補貼、安家費的執行標準。
  - 3、日常福利關懷：無限量供應牛奶、酸奶、咖啡、水果和下午茶等，結合時令及節氣給員工提供應季食品，晚上安排深夜食堂，對晚上延遲下班的員工提供企業滴滴服務。
1. **Benefit system:** We organize platform integration, review benefit standards, and unify the benefit standards for the same categories of employees.
  2. **Non-local work benefit system:** We encourage employees to actively make breakthroughs and achieve personal advancement in non-local areas during the development of the Group, by standardizing the scope of application of non-local benefits and specifying the implementation standards for non-local subsidies and settling-in allowances.
  3. **Daily benefits and care:** We provide employees with milk, yogurt, coffee, fruit, afternoon tea, etc. without limitation, seasonal food based on seasons and solar terms, and midnight snack at night, and book ride sharing seats for employees who work overtime at night.

### 員工關懷

我們積極落實企業文化精神，依據《正榮集團員工互助基金制度》，採取一系列措施及時緩解員工在遇到突發重大困難時的經濟壓力，讓每一位員工感受到正榮大家庭的溫暖與關愛，提升員工幸福感。我們主要幫扶的對象包括：

### Care for Employees

We actively implement the spirit of the corporate culture. In accordance with the Employees' Mutual Fund System of Zhenro Group, we take a series of measures in a timely manner to relieve the economic pressure of our employees experiencing sudden and major difficulties, so that every employee can feel the warmth and care of Zhenro, thus enhancing their happiness. Main recipients include:



重大疾病、醫療費用數額巨大且無力承擔者（參加醫療及其它商業保險，費用足可報銷者除外）  
Employees who suffer serious diseases and cannot afford the significant medical expenses arising therefrom (except for those sufficiently covered by medical and other commercial insurance)



突遇變故（如交通事故、工傷事故、其它意外事故、罪案波及、家庭不測等）導致個人或家庭生活面臨較大困難者  
Employees or their families subject to great difficulties in life due to sudden accidents (such as traffic accidents, work-related accidents, involvement in crime, and family accidents)



遭受自然災害（如火災、水災、風災、地震、泥石流、火山爆發、海嘯等非人力因素所能控制的各類災害），個人或家庭生活難以為繼者  
Employees or their families subject to difficulties in continuing their life due to natural disasters (such as fires, floods, windstorms, earthquakes, mud-rock flows, volcanic eruptions, tsunamis and other disasters that are beyond the control of human)

## 人才賦能企業 Enabling Enterprises by Talents

同時，我們關注員工的生活和身心健康，在確保疫情安全可控的情況下，我們在工會的領導下積極開展多維度員工活動，豐富員工生活，提升員工滿意度。我們每週固定組織安排羽毛球、籃球、足球、瑜伽等員工活動，並提供免費健身房，促進員工的身心健康發展。同時，我們每季度或每半年開展較大規模的專項員工活動。報告期內，我們開展了徒步、司慶、團隊熔煉拓展、生日會、節日聯歡等活動50餘次，獲得員工極高認同感，有力的增強了員工凝聚力。

Meanwhile, we pay attention to the life and physical and mental health of our employees. Subject to keeping the outbreak under control, we actively carry out various employee activities under the leadership of the trade union, so as to enrich their lives and enhance their satisfaction. We organize and arrange badminton, basketball, football, yoga and other employee activities every week, and provide a free gym to promote the physical and mental health of our employees. Meanwhile, we conduct large special employee activities on a quarterly or semi-annual basis. During the Reporting Period, we carried out more than 50 activities including hiking, company celebration, outward bound, birthday parties, festival parties, which helped develop employees' strong sense of identity and effectively strengthen the cohesiveness of employees.



多姿多彩的員工活動  
Colorful Employee Activities

# 人才賦能企業

## Enabling Enterprises by Talents

### 員工溝通

我們建立了完善的員工溝通體系，鼓勵員工積極和上級針對工作和生活中遇到的問題進行溝通。同時，我們在總部、各區域子公司設置了員工關係專員崗和員工服務熱線，專人專職，接受和處理員工的意見和建議，並保證在正常工作日36小時內給予答覆。我們每半年召開一次員工懇談會，深度了解員工訴求，並積極回應員工關切的問題，滿足其合理需求。

我們樂於接受員工的可行性改善建議，並不斷整改相關問題，促進企業向上發展，提高員工的幸福感和歸屬感。報告期內，我們開展了組織氛圍調研，在引領性領導、組織敏捷、基礎設施、工作體驗、人才聚焦等維度開展了員工滿意度問卷調研。調研結果整體得為84%，處於市場高分水平(80%-100%)。我們結合實際日常工作，充分解讀了調研報告，並將調研結果運用於改善人才成果、運營效率、顧客服務等方面，從而助力了本集團的經營發展。

### Communication with Employees

We have established a sound employee communication system to encourage employees to actively communicate with their superiors with regard to problems in work and life. Meanwhile, we have employee relations specialists and employee service hotlines in our headquarters and regional subsidiaries to accept and deal with employees' opinions and suggestions and ensure that replies are given within 36 hours during normal working days. We have a talk with employees every six months to gain an in-depth understanding of their demands and actively respond to their concerns, so as to meet their reasonable needs.

We are willing to accept employees' feasible improvement suggestions, and continuously rectify relevant problems to promote the development of enterprises and enhance employees' happiness and sense of belonging. During the Reporting Period, we conducted a survey of organizational atmosphere and a questionnaire survey of employee satisfaction in terms of leadership, organizational agility, infrastructure, work experience and focus on talents. The overall survey results were 84%, which was at a high level in the market (80%-100%). Based on our daily work, we fully interpreted the research report and applied the research results to improve the talent-related achievements, operation efficiency, customer service, etc., thus contributing to the business development of the Group.

# 合作促進雙贏

## Cooperation Contributing to Win-win Outcomes

正榮服務致力於與合作夥伴，供應商等建立平等協作、互利共贏的關係。我們通過構建公平透明的責任採購關係，並積極參與行業共建，通過政企合作、協會參與等多種方式，與合作夥伴共享發展成果，共擔社會責任，共築可持續發展。

### 供應商管理

本集團始終將高質量的供應鏈體系作為提供優質產品與貼心服務的重要前提，堅持嚴格的供應商評估標準，嚴格遵守《中華人民共和國招標投標法》等相關法律法規，建立並不斷完善《正榮物業採購招標管理制度》《正榮服務控股集團招標採購及供應商管理制度》等集團內部的供應商管理制度，明確供應商的准入標準及考核制度，以確保供應鏈管理水平不斷提升。

### 供應商准入

我們對供應商設有嚴格的准入考察機制，在供應商准入之前，我們會採用實地考察、溝通交流、資料審查等形式對其進行多維度的評估，確保其滿足准入要求。除考量供應商在資質獲取、產品品質以及服務質量方面的表現，我們還考量供應商在ESG方面的管理水平。我們對供應商實行ESG准入評估機制，從環境管理、社會責任、勞工權益等各方面開展全面評估，持續完善供應鏈准入機制，保障業務責任運營。同時，所有供應商在准入之前需要在供應鏈管理平台上傳企業專業資質、典型案例等相關資料，通過本集團相關責任人審批後方可進入供方庫。

Zhenro Services is committed to establishing equal cooperation and win-win relationship with its partners and suppliers. We share development achievements and social responsibilities and jointly make efforts to achieve sustainable development, with our partners through building a fair, transparent and responsible purchase relationship and actively participating in industry co-construction, government-enterprise cooperation, joining associations and other methods.

### SUPPLIER MANAGEMENT

The Group has always regarded a high-quality supply chain system as an important prerequisite for providing high-quality products and considerate services. The Group adheres to strict supplier evaluation standards and strictly complies with relevant laws and regulations including the Law of the People's Republic of China on Tendering and Bidding. The Group has established and continuously improved internal supplier management systems of the Group including the Procurement and Tender Management System of Zhenro Property and the Tendering and Procurement and Supplier Management System of Zhenro Services Holdings Group, which specify supplier admission standards and evaluation systems to ensure the continuous improvement of supply chain management standards.

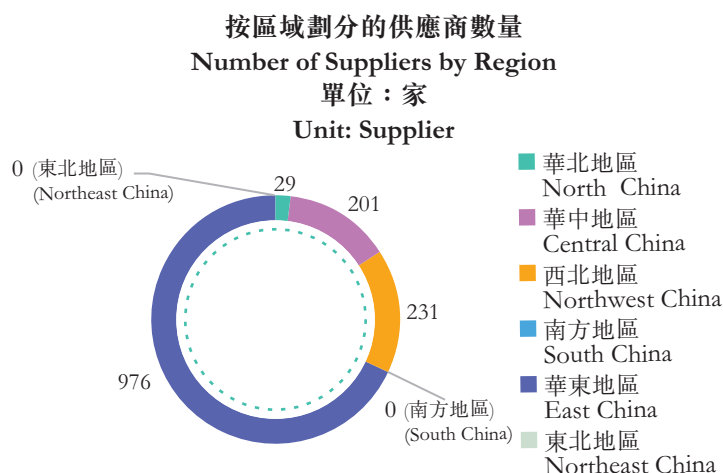
### Admission of Suppliers

We have a strict inspection mechanism for supplier admission. Before the admission of suppliers, we will evaluate them by on-site inspection, communication and exchange, information review, etc. to ensure that they meet the admission requirements. We consider the ESG management level of suppliers, in addition to their performance on qualification, product and service quality. We implement an ESG-related admission assessment mechanism for our suppliers, conduct a comprehensive assessment in terms of environmental management, social responsibility, labour rights and interests, etc., and continuously improve the supply chain admission mechanism, to ensure the responsible operation of business. Meanwhile, all suppliers are required to upload to the supply chain management platform, relevant information such as corporate professional qualifications and typical cases, before admission, and cannot be included in the list of suppliers until approval by the relevant responsible persons of the Group.

## 合作促進雙贏 Cooperation Contributing to Win-win Outcomes

報告期內，我們共有1,437家供應商（2020年：540家），供應商情況如下：

During the Reporting Period, we had a total of 1,437 suppliers (2020: 540), whose profiles are as follows:



### 供應商評估

對於現有供應商，我們會對其實施日常檢查和月度／季度／不定期質量督導檢查。其中，在日常檢查中，我們根據合同和產品的品質要求，對供應商的服務質量進行日常檢查；在月度／季度／不定期質量督導檢查中，我們對供應商的履約情況進行不定期檢查，對於未嚴格按照合同約定履約的情況，我們根據客觀情況進行現場記錄。基於檢查結果，我們針對供應商履約情況進行打分，並要求供應商限時整改。當發現供應商存在違規或者違約行為的情況，我們立即終止與該供應商的合約。

### Supplier Evaluation

For existing suppliers, we conduct daily inspections and monthly/quarterly/irregular quality supervisions and inspections. In the case of the daily inspection, we inspect the service quality of suppliers according to the quality requirements of contracts and products; in the case of monthly/quarterly/irregular quality supervision and inspection, we inspect the performance of contracts by suppliers. We record the failure to strictly perform contracts, on the site, according to the objective circumstances. Based on the inspection results, we score the performance of suppliers and require them to make rectifications within a specified period. We immediately terminate our contract with a supplier who is found to violate regulations or contracts.

# 合作促進雙贏

## Cooperation Contributing to Win-win Outcomes

<p><b>S級：集團優秀級</b></p> <p>多區域合作，且各區域供應商評價均為優秀的，可定級為本集團優秀級供應商，享受相應的激勵政策。</p> <p><b>Level S: the Group's Excellent Level</b></p> <p>The supplier with cooperation in multiple regions who is rated excellent in each regional supplier evaluation can be classified as an excellent supplier of the Group and is entitled to corresponding incentives.</p>	<p><b>A級：區域優秀級</b></p> <p>單區域多項目合作，且該區域供應商評價為優秀的。</p> <p><b>Level A: Regional Excellent Level</b></p> <p>The supplier with cooperation in multiple projects in a single region who is rated excellent in the supplier evaluation in the region.</p>	<p><b>B級：普通合格級</b></p> <p>基本滿足項目日常採購需求的供應商。</p> <p><b>Level B: General Qualified Level</b></p> <p>Supplier who meets daily purchasing needs of projects.</p>	<p><b>不合格供應商</b></p> <p>凍結兩年，該期限內該單位不得再與正榮服務不合格評價所在區域項目進行任何形式的合作。兩年後如果再次合作，需重新考察入庫。</p> <p><b>Unqualified Supplier</b></p> <p>The supplier is subject to two-year suspension, during which the supplier is not allowed to have any cooperation with Zhenro Services in projects in the place where it is rated unqualified. The resumption of cooperation after the two-year period is subject to re-inspection for admission.</p>	<p><b>黑名單供應商</b></p> <p>暫停合作期為三年，該期限內該單位不得再與正榮服務所有項目進行任何形式的合作。三年後需啟動合作的，必須經總部招採職能審批確認後，方可重新考察入庫。</p> <p><b>Blacklisted Supplier</b></p> <p>The supplier is subject to a three-year cooperation suspension, during which the supplier is not allowed to have any cooperation in all projects of Zhenro Services. The resumption of cooperation after the three-year period is subject to re-inspection for admission after the approval and confirmation by the bidding purchase department of the headquarters.</p>
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我們定期對供應商進行審計和評估，每年年初，我們會對合作時間一年以上的合格供應商進行集中年度評審、定級工作，一般為一年一次。我們對供應商服務態度、服務水平、企業信譽、售前／售後服務、服務／產品的質量、服務／產品的配合度／配送及時性、服務／產品的價格、服務／產品的安全性等進行評審。根據評審結果，我們從合作方面將其分為不同的層級。

We conduct regular audits and evaluations of our suppliers. At the beginning of each year, we conduct a centralized annual review and grading of qualified suppliers with more than one year of cooperation, generally once a year. We review the supplier's service attitude, service level, corporate reputation, pre-sale/after-sale service, the quality, adaptability/delivery timeliness, price, safety of service/product, etc. Based on the results of the review, we divide them into different levels in terms of cooperation.



## 合作促進雙贏

### Cooperation Contributing to Win-win Outcomes

此外，我們還根據供應商性質或其業務範圍，對入庫的供應商進行分類管理。

In addition, we also classify and manage admitted suppliers based on their nature or business scope.

#### 供應商性質 Category of supplier

- 常規供應商
- 策略供應商：不滿足入圍條件但對本集團利益有重大影響的特殊關係背景供應商。
- 戰略供應商：與正榮服務集團簽署戰略（戰採）合作協議的供應商。
- 壟斷供應商
- Ordinary supplier
- Strategic supplier: Supplier with special relationships who does not meet the shortlisting requirements but has a significant impact on the interests of the Group.
- Tactical supplier: Supplier who signs a strategic (strategic purchase) cooperation agreement with Zhenro Services Group.
- Monopoly supplier

#### 業務範圍 Scope of business

- 秩序類
- 環境類
- 工程類
- 物資類
  
- Order
- Environment
- Engineering
- Materials

我們高度關注供應商在可持續發展方面的管理水平，為更好的識別和管控供應鏈ESG風險，我們將供應商在合規管理、環境保護、員工健康與安全以及道德規範和標準等方面的表現納入供應商考核因素中，有效管控風險，維持供應鏈的穩定。

We pay close attention to the management level of suppliers in terms of sustainable development. In order to better identify and control the ESG risks in the supply chain, we take into consideration in supplier assessment, the performance of suppliers on compliant management, environmental protection, employee health and safety, and moral norm and standards, so as to effectively control the risks and maintain the stability of the supply chain.

## 合作促進雙贏 Cooperation Contributing to Win-win Outcomes

我們堅持公平公正的陽光採購原則，致力於反腐反舞弊等廉政文化建設，將供應商的資質資信作為入庫重點考察要素之一。所有供應商在入庫前均需簽訂廉潔協議，我們在招標過程文件中亦有廉潔協議承諾的要求，需要相關方在簽訂合同時同步簽訂廉潔協議。我們對任何違反誠信約定的供應商採取零容忍態度，終止與其合作協議。報告期內，供應商簽署廉潔協議的比率為100%。

### 供應商交流與培訓

我們深知企業的穩健發展離不開良好的供應商合作關係。除定期對供應商進行質量督導檢查與年度評估外，我們積極與供應商建立良好的溝通機制，就產品細節、質量等各個維度展開面對面交流活動，持續促進供應商品質與服務的提升，達到合作共贏，共同進步的目標。報告期內，我們開展了多項供應商交流與培訓活動，進一步提升了供應鏈的穩定持續發展。

### 每月開展商戶安全培訓，提升商戶員工安全意識



We adhere to the principle of fair, just and transparent purchase. We are committed to anti-corruption, anti-fraud and other integrity culture construction, and regard the supplier qualification and credit as one of the key inspection factors in admission. All suppliers are required to sign the integrity agreement before admission. Our tendering process documents also specify the requirement as to the integrity agreement and commitment that relevant parties are required to sign the integrity agreement when signing a contract. We adopt a zero-tolerance attitude towards any supplier who violates the integrity agreement, and terminate the cooperation agreement with it. During the Reporting Period, 100% of suppliers signed the integrity agreements.

### Supplier Communication and Training

We are fully aware that good cooperative relationships with suppliers are essential for the steady development of enterprises. In addition to regular quality supervision and inspection and annual assessment of suppliers, we have actively established a good communication mechanism with suppliers, and conducted face-to-face communication activities in terms of product details and quality, so as to continuously promote the improvement of the quality and service of the suppliers and achieve the goals of win-win cooperation and mutual improvement. During the Reporting Period, we carried out various supplier communication and training activities, further improving the stable and sustainable development of our supply chain.

### Monthly Safety Training for Merchants to Enhance the Safety Awareness of Their Employees



## 合作促進雙贏 Cooperation Contributing to Win-win Outcomes

每月開展安保人員應急預案培訓和演練

Monthly Emergency Plan Training and Drill of Security Guards



每半年開展一次大型消防疏散實戰演練

Large Semi-annual Fire Evacuation Drill

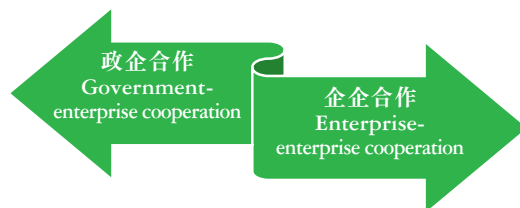


### 行業戰略合作

### STRATEGIC COOPERATION IN THE INDUSTRY

正榮服務堅定不移地打造具有高度社會責任感的幸福企業，與社會各界攜手努力，共同推動社會發展。報告期內，我們通過政企合作、企企合作，以正直善良之心，誠信擔責之行，在打造百年正榮之際，與各方共同助力社會繁榮。

Zhenro Services will unwaveringly build a happy enterprise with a high sense of social responsibility and work with all sectors of society to promote social development. During the Reporting Period, through government-enterprise cooperation and enterprise-enterprise cooperation, we shoulder responsibilities with integrity and kindness. We worked with all sectors of society to promote social prosperity while developing Zhenro into a company with over 100 years of history.



正榮服務行業戰略合作模式

Strategic Cooperation Model of Zhenro Services in the Industry

## 合作促進雙贏 Cooperation Contributing to Win-win Outcomes

### 正榮服務與福州高新區達成戰略合作

2021年3月，福州高新區與正榮服務戰略合作簽約儀式在虹橋正榮中心隆重舉行。福州高新區將與正榮服務建立全方位的長期合作機制，依託正榮服務在物業管理與城市服務領域的成熟模式與創新探索，為高新區多元化發展提供更有力的支撐。雙方將共同努力，將福州高新區打造成為「宜學、宜業、宜居、宜遊」的綠色科技新城。



### Strategic Cooperation between Zhenro Services and Fuzhou Hi-tech Zone

In March 2021, the signing ceremony of strategic cooperation between Fuzhou Hi-tech Zone and Zhenro Services was held in Hongqiao Zhenro Center. Fuzhou Hi-tech Zone will establish a comprehensive long-term cooperation mechanism with Zhenro Services, and rely on the mature model and innovative exploration of Zhenro Services in property management and urban service, to provide more powerful support for the diversified development of the Hi-tech Zone. Both parties will make joint efforts to develop Fuzhou High-tech Zone into a “green science and technology new city that is suitable for learning, industry, residence and tourism.”

### 正榮服務聯手宜春公交集團

2021年9月，正榮服務與宜春公交集團簽署戰略合作協議。正榮服務與宜春公交集團的合作進一步增強了正榮服務的多業態「操盤」能力。雙方將在物業管理、秩序管理、市政養護、社區資產管理、公交專業版塊等多個領域的大物業全產業鏈服務開展合作，共同開闢出一條「共商、共建、共享、共贏」的可持續發展新路徑，樹立國企與民營上市物企合作新標桿，為每一位客戶持續創造美好生活。



### Cooperation between Zhenro Services and Yichun Public Transportation Group (宜春公交集團)

In September 2021, Zhenro Services signed a strategic cooperation agreement with Yichun Public Transportation Group. The cooperation between Zhenro Services and Yichun Public Transportation Group further enhanced the multi-form operation capability of Zhenro Services. Both parties will cooperate in the whole industry chain services for large properties in various sectors, including property management, order management, municipal maintenance, community asset management, and public transport, and jointly break a new path of sustainable development featuring “joint discussion, joint construction, sharing and win-win outcomes”, set a new benchmark for cooperation between state-owned enterprises and private listed property enterprises, and create a better life for every customer.

## 合作促進雙贏

### Cooperation Contributing to Win-win Outcomes

#### 正榮服務新增一項老舊社區管理戰略合作，打造城市美好生活

2021年11月，南京市秦淮區朝天宮街道與正榮服務簽署老舊小區物業管理戰略合作協議。秦淮區朝天宮街道與正榮服務發揮各自優勢，攜手推進老舊小區物業管理。正榮服務將依託自身管理優勢與豐富的相關管理經驗，讓老舊小區實現「內涵」和「顏值」雙提升，易居更宜居，這既是正榮服務在提升城市服務方面的重要實施舉措，也是服務社會、踐行企業責任的榮耀使命。



#### New Strategic Cooperation of Zhenro Services in Management of Old Communities for a Better Life in the City

In November 2021, Chaotiangong Street Office of Qinhuai District, Nanjing City and Zhenro Services signed a strategic cooperation agreement for property management of old communities. Chaotiangong Street Office of Qinhuai District and Zhenro Services gave full play to their respective advantages to jointly promote the property management of old communities. With its management advantages and rich management experience, Zhenro Services will promote the “connotation” and “appearance” improvement of old communities and make them more livable. This is not only an important implementation measure of Zhenro Services in improving urban services, but also a glorious mission of serving society and fulfilling corporate responsibilities.

# 良善匯聚幸福

## Gaining Happiness with Goodness

正榮服務始終貫徹「成就共創、共擔、共享的價值分享平台」的信念，在推進自身成長與創新的同時，堅持將創新成果與社會共享，因地制宜，積極響應各地政府的政策導向，於社區內開展多項公益活動，以更專業化、標準化、系統化的優質服務體系推進社區建設，持續助力打造有溫度的社區，為社會帶來長遠正面的影響。報告期內，我們160名員工參加了20次社區公益活動。

### 共建社區

本集團依託強大的業務體系，通過開展消防演習、防詐騙普法講座等活動與模式，打造「你好社區」IP活動，奉行構建里仁為美的社區之理想，致力打造安全社區、文明社區、綠色社區，始終關注社區建設對環境及社會的影響，積極履行企業社會責任，凝聚多方力量，實現健康、互助、幸福的社區美好生活。

Zhenro Services always adheres to the belief of “a value sharing platform for co-creation and sharing.” While promoting its growth and innovation, Zhenro Services persists in sharing its innovation achievements with the society, and actively responds to the policy guidance of local governments according to local conditions. It carries out various public welfare activities in communities, promotes community construction with a more professional, standardized, systematic, and high-quality service system, and continuously supports the creation of a warm community, which has a long-term positive impact on society. During the Reporting Period, 160 employees participated in 20 public welfare activities in communities.

### CO-CONSTRUCTION OF COMMUNITY

With its strong business system, the Group has created “Hello, Community” IP activities through fire drills, anti-fraud and legal knowledge lectures and other activities and models. The Group pursues the ideal of building a beneficent community. It is committed to building safe, civilized and green communities. The Group always pays attention to the impact of community construction on the environment and society. The Group actively fulfills corporate social responsibilities, and works with various parties to create a better life in a healthy, friendly and happy community.

# 良善匯聚幸福

## Gaining Happiness with Goodness

### 社區安全家

2021年6-8月，正榮服務為提升社區居民的自我防範意識與應對災害的避險、自救和互救能力，特聘請藍天救援隊的專業人員為社區居民提供防減災的相關知識培訓，以便真正使減防災意識深入到每個人的日常生活中，使社區居民面對災害侵害時，能夠更加從容的應對，最大程度的減輕人員及財產損失。

我們將此次活動的選址定為福州正榮財富中心，於客流量較大的商場內開展活動，可以擴大活動範圍，有效的提升活動影響力，使更多人受益於此次培訓。

此外，我們也於21年10-11月，在武漢正榮府、西安正榮府、襄陽正榮府等社區開展消防演習、防詐騙普法講座等4場活動。

我們致力在有限的社區範圍內，為居民提供多維度社區服務，搭建美好生活化場景，構築安全社區。

### SAFE HOMES IN COMMUNITIES

From June to August 2021, Zhenro Services engaged professionals from the Blue Sky Rescue to provide community residents with relevant knowledge training in disaster prevention and mitigation in order to enhance their awareness of self-prevention and their ability to avoid risks, rescue themselves and each other in response to disasters, thus cementing the disaster reduction and prevention awareness in their daily life, and enabling them to make a response more calmly and minimize personal injuries and property loss in a disaster.

We carried out the activity in Fuzhou Zhenro Fortune Center. Carrying out the activity in a shopping mall with high passenger traffic can expand the scope of activities, effectively enhance the influence of the activity, and enable more people to benefit from the training.

In addition, from October to November of 2021, we carried out four activities including fire drills and anti-fraud and legal knowledge lectures, in communities including Wuhan Zhenro Mansion, Xi'an Zhenro Mansion and Xiangyang Zhenro Mansion.

We are committed to providing residents with diversified community services in the limited community area, building a better life scenario and a safe community.



# 良善匯聚幸福

## Gaining Happiness with Goodness

### 「你好社區」

2021年9月5日，正榮「愛正•濃時，讓幸福無處不在」服務項目之樓組自治團隊組建與調研第二次主題活動，在上海正榮御首府原售樓處居委會大會議室順利開展。此次活動向居民們介紹了樓道自治與樓道美化的意義，鼓勵大家通過改善樓道環境，打造特色樓道文化，提升社區生活品質，激發社區活力，促進社群融合。

同時我們積極發揮社區骨幹力量，整合共建資源，在福州中山社區項目，邀請青年藝術家進駐社區，將藝術創造與社區營運相結合，打造標桿示範社區，並通過相關宣傳手段，在當地形成較高的影響力。



我們於虹橋正榮府開展一系列非遺傳統手工藝DIY活動，讓皮影戲、木藝、紙藝等傳統藝術走進社區，在構築親密的鄰里關係的同時，將樓道建設成為展示小區精神面貌的舞台，以增強居民對社區的認同感、歸屬感，提升社區精神文化內涵，打造文明社區，貫徹落實黨中央「推進國家治理體系和治理能力現代化」的精神內涵，為社會主義精神文明建設做出卓越貢獻。

### “HELLO, COMMUNITY”

On 5 September 2021, the second theme activity for the establishment of the building-based autonomy team establishment and survey in the “Strong Love, Happy Everywhere” service project of Zhenro was carried out in the large meeting room of the neighborhood committee in the former sales office of Shanghai Zhenro The Capital of Jinshan. The activity introduced to the residents, the significance of corridor autonomy and beautification, and encouraged them to improve the corridor environment, develop a distinctive corridor culture, improve the quality of life in the community, stimulate the vitality of the community, and promote integration in the community.

Meanwhile, we actively gave full play to the backbone of the community and integrated co-construction resources. We invited young artists to carry out their business in the community in the Fuzhou Zhongshan community project, so as to combine artistic creation and community operation, thus creating a model community. We gained a higher influence in the local area through relevant publicity means.

We carried out a series of non-legacy traditional handicraft DIY activities in Hongqiao Zhenro Mansion, including shadow play, wooden art, and paper art. While building a close neighborhood relationship, we turned the corridor construction into a stage for displaying the spiritual outlook of the community, in order to enhance residents' sense of identity with and belonging to the community, the spiritual and cultural connotation of the community, create a civilized community, implement the spiritual connotation of “promoting the modernization of the national governance system and governance capabilities” proposed by the Party Central Committee, and make outstanding contributions to the socialist spiritual civilization construction.



# 良善匯聚幸福

## Gaining Happiness with Goodness

### 關愛流浪貓活動

近年來如何有效管理流浪貓成為社會的熱點話題。為更好地解決小區環境與鄰里矛盾等問題，實現園區環境與鄰里和諧關係的雙提升，南京正榮潤江城、潤錦城物業聯合愛心業主堅持為小區里的流浪貓做絕育，此項活動已連續進行2年。報告期內，我們為80餘隻流浪貓進行絕育再放歸，並聯同50餘位熱心業主共同出資，分工協作，在小區內設置固定投餵點，並定制了愛心貓窩。

我們始終致力於實現社會與自然的和諧發展，在規範管理，避免動物傷人、污染環境的同時，也根據審核標準，向愛心人士開放領養，以領養代替購買，以絕育代替捕殺，凸顯人性化管理，打造有溫度、有情感的社區。

本次活動開創小區解決流浪貓問題的新思路，被多個小區效仿落地，並受到南京各大關愛流浪貓自媒體的廣泛贊譽。



### CARE FOR STRAY CATS

In recent years, how to effectively manage stray cats has become a hot topic in society. In order to better solve the problems including the contradiction between the community environment and the neighbors, and improve the harmonious relationship between the park environment and the neighbors, Nanjing Zhenro Riverside Wonderland and Nanjing Zhenro Splendid Land have worked with loving property owners in sterilizing the stray cats in the community for 2 consecutive years. During the Reporting Period, we sterilized and freed more than 80 stray cats, and together with more than 50 enthusiastic property owners, made a joint contribution, and worked in cooperation with a due division, in establishing a fixed feeding point in the community, and customizing a loving cattery.

We are always committed to the harmonious development of society and nature. While standardizing management to prevent animals from injuring people and polluting the environment, we also allow loving people to adopt the cats according to the audit standards, and replace purchase with adoption and killing with sterilization, so as to highlight the humanized management and create a warm and emotional community.

The activity represents a new idea for the community to solve the problem of stray cats. It has been followed by many communities and widely praised by the major media in Nanjing with care for stray cats.

# 良善匯聚幸福 Gaining Happiness with Goodness

## 聚力公益

作為企業社會責任的承擔者與踐行者，正榮服務始終把推進社會建設和積極參與公益事業作為履行社會責任的重要內容和具體體現，將關愛社會、回報社會作為企業的生存價值和發展動力。正榮服務始終致力於發展可持續的企業責任項目，通過開展多個節日活動、關愛老兵、雷鋒節、關愛小動物等活動，將社區發展和企業發展有機融合，為社會公共事業做出貢獻。

## FOCUS ON PUBLIC BENEFITS

As the undertaker and practitioner of corporate social responsibilities, Zhenro Services always regards the promotion of social construction and active participation in public welfare undertakings as the important work and concrete manifestation of fulfilling social responsibility, and treats caring for society and giving back to the society as the survival value and development motivation of enterprises. Zhenro Services has always been committed to the development of sustainable corporate responsibility projects. Through various festival activities, care for veterans, Learn from Lei Feng Day, care for small animals and other activities, Zhenro Services organically integrates community development and corporate development and contributes to social and public undertakings.

## 節日活動

## Festival Activities



致敬老兵•關愛英雄公益活動  
Salute to Veterans, Public Welfare Activity to Care for Heroes



月圓•正美中秋節系列活動  
Full Moon, Beautiful Mid-Autumn Festival Series of Activities



榮光如炬•教師節公益活動  
Glorious Torch, Public Welfare Activity on Teachers' Day

# 良善匯聚幸福

## Gaining Happiness with Goodness

### 關愛老兵活動

國家的穩步發展離不開軍人的守護，在這個和平年代，老兵帶給我們的民族覺醒和奮鬥精神，是激勵我們繼續前行的力量和動力。飲水思源，正榮服務感念於老兵們的無私奉獻，督促全國範圍內各物業區域與商管子公司多方聯動，開展了一系列關愛老兵活動，為他們送去關心與慰問，聽他們追憶崢嶸歲月，向他們獻上最誠摯的敬意。

### Care for Veterans

The guard of the soldiers is essential for the steady development of China. In the peaceful era, the national awakening and fighting spirit brought by the veterans are the power and impetus for us to move forward. We should not forget the source of our happiness. Zhenro Services remembers the selfless dedication of the veterans with gratitude, and urge organizations in all property areas in China to cooperate with commercial management subsidiaries in carrying out a series of activities to care for the veterans, providing care and concern to them, listening to their reminiscences about the eventful years, and paying the sincerest respect to them.



莆田商管  
Putian Commercial Management



海西區域  
West Side of the Straits



中部區域  
Central China



長沙商管  
Changsha Commercial Management



蘇滬區域  
Jiangsu and Shanghai

### 學雷鋒活動

在新形勢下，正榮服務廣泛深入開展學雷鋒活動，大力弘揚雷鋒精神，倡導文明新風，匡正道德失範，矯正誠信缺失，提升社會道德水平，引導廣大員工做中華民族傳統美德的傳承者、社會主義道德規範的實踐者、良好社會風尚的引領者。

### Learn from Lei Feng Activity

Under the new situation, Zhenro Services carried out the extensive and in-depth Learn from Lei Feng activity, vigorously carried forward the spirit of Lei Feng, publicized a new style of civilization, corrected the moral anomie and the lack of integrity, raised the moral standard, and guided the employees to be the inheritor of the traditional virtue of the Chinese nation, the practitioner of the socialist moral standard, and the leader of good social fashion.

# 良善匯聚幸福 Gaining Happiness with Goodness

## 社區鄰里雷鋒節

2021年3月5日，是第58個學雷鋒紀念日。作為雷鋒家鄉的一份子，為進一步培育和踐行社會主義核心價值觀，推進企業文化建設，弘揚雷鋒精神，長沙正榮商業管理有限公司、長沙正榮財富中心商圍黨總支、正榮商圍聯合工會開展以「社區鄰里雷鋒節」為主題的系列活動。

通過開展雷鋒知識普及學習、「雷鋒小劇場」、舞台劇、「我心目中的雷鋒精神」繪畫比賽等活動，致敬雷鋒的無私奉獻精神。我們積極組織員工參加各項志願服務活動，讓員工在實踐中體會到「服務人民、助人為樂」的精神實質和深刻內涵，讓雷鋒精神成為企業文化的靈魂，將「雷鋒工程」落到實處，用熱心公益回饋社會，為社會公益事業凝魂聚魂、強筋壯骨。

## LEARN FROM LEI FENG DAY IN COMMUNITY

5 March 2021 is the 58th anniversary of learning from Lei Feng. In order to further develop and practice the socialist core values, promote the construction of corporate culture and carry forward the spirit of Lei Feng, Changsha Zhenro Commerce Management Co., Ltd., the general Party branch of the business area of Changsha Zhenro Fortune Center and the business areas of Zhenro, as persons from the hometown of Lei Feng, worked with the labour union in carrying out a series of activities with the theme of "Learn from Lei Feng Day in Community."

Through activities such as the popularization and study of knowledge of Lei Feng, "Lei Feng's Little Play", living theatre and "Lei Feng Spirit in My Mind" painting competition, we paid tribute to the selfless dedication of Lei Feng. We actively organize our employees to participate in various voluntary service activities, to enable the employees to experience the spiritual essence and profound connotation of "serving the people and finding pleasure in helping others" in practice, and make the spirit of Lei Feng the soul of the corporate culture. We practically implement the "Lei Feng Project" and give back to the society with warm-hearted public welfare activities, thus contributing to the social public welfare undertakings.



# 附錄一 法律法規及內部政策清單

## Appendix I List of Laws, Regulations and Internal Policies

### 法律法規

《中華人民共和國公司法》  
《聯交所證券上市規則》  
《中華人民共和國審計法》  
《中華人民共和國反洗錢法》  
《中華人民共和國反不正當競爭法》  
《關於禁止商業賄賂行為的暫行規定》  
《中華人民共和國網絡安全法》  
《信息安全等級保護管理辦法》  
《中華人民共和國消費者權益保護法》  
  
《中華人民共和國廣告法》  
《物業管理條例》  
《中華人民共和國環境保護法》  
《中華人民共和國勞動法》  
《中華人民共和國未成年人保護法》  
《中華人民共和國招標投標法》

### 內部政策

《正榮物業採購招標管理制度》  
《廉政合作協議》  
《客戶檔案管理規程》  
《微信管家管理規程》  
《客戶接待管理規程》  
《正榮服務控股集團物業市場准入規範  
(2021年試行版)》  
《正榮服務控股集團物業市場拓展管理  
規範(2021年試行版)》  
《正榮服務控股集團物業外拓項目立項  
指引(2021年試行版)》  
《環境因素的識別與評價程序》  
《污染物管理程序》  
《對相關方施加影響管理程序》  
《污染物管理程序》  
《固體廢棄物管理規定》  
《正榮物業及時管理制度》  
《正榮物業採購招標管理制度》  
《正榮服務招標採購及供應商管理制度》

### Laws and Regulations

Company Law of the People's Republic of China  
Rules Governing the Listing of Securities on the Stock Exchange  
Audit Law of the People's Republic of China  
Law of the People's Republic of China on Anti-money Laundering  
Law of the People's Republic of China on Anti-Unfair Competition  
Interim Provisions on Prohibiting Commercial Bribery  
Network Security Law of the People's Republic of China  
Administrative Measures for the Graded Protection of Information Security  
Law of the People's Republic of China on the Protection of Consumers' Rights  
and Interests  
  
Advertising Law of the People's Republic of China  
Property Management Regulations  
Environmental Protection Law of the People's Republic of China  
Labour Law of the People's Republic of China  
Law of the People's Republic of China on the Protection of Minors  
Law of the People's Republic of China on Tendering and Bidding

### Internal Policies

Procurement and Tender Management System of Zhenro Property  
Agreement on Cooperation with Integrity  
Customer File Management Rules  
WeChat Butler Management Rules  
Customer Reception Management Protocol  
Property Market Access Rules of Zhenro Services Holdings Group (2021 Trial)  
  
Management Rules on Property Market Expansion of Zhenro Services Holdings  
Group (2021 Trial)  
Guidelines for the Establishment of Property Extension Projects of Zhenro  
Services Holdings Group (2021 Trial)  
Procedures for Identification and Evaluation of Environmental Factors  
Pollutant Management Procedures  
Management Procedures on the Influence Exerted on Interested Parties  
Pollutant Management Procedures  
Solid Waste Management Regulations  
Timely Management System of Zhenro Property  
Procurement and Tendering Management System of Zhenro Property  
Tendering and Procurement and Supplier Management System of Zhenro Services

# 附錄二 香港聯交所《環境、社會及管治報告指引》索引

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<b>環境</b>		
<b>Environmental</b>		
A1 : 一般披露	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無	綠色引領未來
排放物	害廢棄物的產生等的：	Leading the Future Development with Green Operation
A1: Disclosure	(a) 政策；及	
Emissions	(b) 遵守對發行人有重大影響的相關法律及規例的資料。	
	Information on:	
	(a) the policies; and	
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	
關鍵績效	排放物種類及相關排放數據。	綠色引領未來
指標A1.1	The types of emissions and respective emissions data.	– 排放管理
KPI A1.1		Leading the Future Development with Green Operation – Emission Management
關鍵績效	直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計	綠色引領未來
指標A1.2	算)及(如適用)密度(如以每產量單位、每項設施計算)。	– 節能低碳
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Leading the Future Development with Green Operation – Energy Saving and Low Carbon
關鍵績效	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以	綠色引領未來
指標A1.3	每產量單位、每項設施計算)。	– 排放管理
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Leading the Future Development with Green Operation – Emission Management
關鍵績效	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以	綠色引領未來
指標A1.4	每產量單位、每項設施計算)。	– 排放管理
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Leading the Future Development with Green Operation – Emission Management
關鍵績效	描述所訂立的排放量目標及為達到這些目標所採取的步	綠色引領未來
指標A1.5	驟。	– 環境管理
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Leading the Future Development with Green Operation – Environmental Management

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關鍵績效 指標A1.6 KPI 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。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	綠色引領未來 – 環境管理 – 排放管理 Leading the Future Development with Green Operation – Environmental Management – Emission Management
A2 : 資源 使用 A2: Use of Resources	一般披露 General Disclosure 有效使用資源(包括能源，水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	綠色引領未來 – 節能低碳 – 水資源使用 Leading the Future Development with Green Operation – Energy Saving and Low Carbon – Use of Water Resources
關鍵績效 指標A2.1 KPI A2.1	按類型劃分的直接及／或間接能源(如電，氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	綠色引領未來 – 節能低碳 Leading the Future Development with Green Operation – Energy Saving and Low Carbon
關鍵績效 指標A2.2 KPI A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility)	綠色引領未來 – 水資源使用 Leading the Future Development with Green Operation – Use of Water Resources
關鍵績效 指標A2.3 KPI 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。 Description of energy use efficiency target(s) set and steps taken to achieve them.	綠色引領未來 – 環境管理 Leading the Future Development with Green Operation – Environmental Management
關鍵績效 指標A2.4 KPI A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	綠色引領未來 – 環境管理 – 水資源使用 Leading the Future Development with Green Operation – Environmental Management – Use of Water Resources

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	<p>關鍵績效指標A2.5</p> <p>KPI A2.5</p>	<p>製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。</p> <p>Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.</p>
		不適用，本集團業務運營不涉及製成品及包裝。
		Not applicable, as the operation of the Group does not involve finished products and packaging.
A3：環境及天然資源	<p>一般披露</p> <p>General Disclosure</p>	減低發行人對環境及天然資源造成重大影響的政策。
		Policies on minimising the issuer's significant impacts on the environment and natural resources.
A3：The Environment and Natural Resources	<p>關鍵績效指標A3.1</p> <p>KPI A3.1</p>	<p>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</p> <p>Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them</p>
		綠色引領未來
		Leading the Future Development with Green Operation
		綠色引領未來
		Leading the Future Development with Green Operation
A4：氣候變化	<p>一般披露</p> <p>General Disclosure</p>	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。
		Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.
A4: Climate Change	<p>關鍵績效指標A4.1</p> <p>KPI A4.1</p>	<p>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。</p> <p>Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.</p>
		綠色引領未來
		— 節能低碳
		Leading the Future Development with Green Operation
		— Energy Saving and Low Carbon
		綠色引領未來
		— 節能低碳
		Leading the Future Development with Green Operation
		— Energy Saving and Low Carbon
社會		
Social		
B1：僱傭	<p>一般披露</p> <p>General Disclosure</p>	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
B1: Employment		(b) 遵守對發行人有重大影響的相關法律及規例的資料。
		Information on:
		(a) the policies; and
		(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.
		人才賦能企業
		Enabling Enterprises by Talents



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關鍵績效 指標B1.1 KPI 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。 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	人才賦能企業 – 規範僱傭 Enabling Enterprises by Talents – Standard Employment
關鍵績效 指標B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率 Employee turnover rate by gender, age group and geographical region	人才賦能企業 – 規範僱傭 Enabling Enterprises by Talents – Standard Employment
B2 : 健康與安全 B2: Health and Safety	一般披露 General Disclosure 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	人才賦能企業 – 健康安全 Enabling Enterprises by Talents – Health and Safety
關鍵績效 指標B2.1 KPI B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	人才賦能企業 – 健康安全 Enabling Enterprises by Talents – Health and Safety
關鍵績效 指標B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	人才賦能企業 – 健康安全 Enabling Enterprises by Talents – Health and Safety
關鍵績效 指標B2.3 KPI B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	人才賦能企業 – 健康安全 Enabling Enterprises by Talents – Health and Safety

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B3 : 發展及培訓	一般披露 General	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。	人才賦能企業 – 晉升發展
B3: Development and Training	Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Enabling Enterprises by Talents – Promotion and Development
	關鍵績效 指標B3.1	按性別及僱員類別 (如高級管理層、中級管理層) 劃分的受訓僱員百分比。	人才賦能企業 – 晉升發展
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Enabling Enterprises by Talents – Promotion and Development
	關鍵績效 指標B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	人才賦能企業 – 晉升發展
	KPI B3.2	The average training hours completed per employee by gender and employee category.	Enabling Enterprises by Talents – Promotion and Development
B4 : 勞工準則	一般披露 General	有關防止童工或強制勞工的：	人才賦能企業 – 規範僱傭
B4: Labor Standards	Disclosure	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on:	Enabling Enterprises by Talents – Standard Employment
		(a) the policies; and	
		(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	
	關鍵績效 指標B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。	人才賦能企業 – 規範僱傭
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Enabling Enterprises by Talents – Standard Employment
	關鍵績效 指標B4.2	描述在發現違規情況時消除有關情況所採取的步驟。	人才賦能企業 – 規範僱傭
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Enabling Enterprises by Talents – Standard Employment

## 附錄二 香港聯交所《環境、社會及管治報告指引》索引

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B5 : 供應鏈管理	一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	合作促進雙贏 Cooperation Contributing to Win-win Outcomes
B5: Supply Chain Management	關鍵績效 指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	合作促進雙贏 － 供應商管理 Cooperation Contributing to Win-win Outcomes － Supplier Management
	關鍵績效 指標B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	合作促進雙贏 － 供應商管理 Cooperation Contributing to Win-win Outcomes － Supplier Management
	關鍵績效 指標B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的管理，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	合作促進雙贏 － 供應商管理 Cooperation Contributing to Win-win Outcomes － Supplier Management
	關鍵績效 指標B5.4 KPI 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。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	合作促進雙贏 － 供應商管理 Cooperation Contributing to Win-win Outcomes － Supplier Management

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B6 : 產品責任 B6: Product Responsibility	一般披露 General Disclosure	有關所提供產品和服務的健康與安全，廣告，標籤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。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	匠心打造品質 Achieving High Quality with Ingenuity
關鍵績效 指標B6.1 KPI B6.1		已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用，本集團業務運營不涉及產品召回。 Not applicable, as the operation of the Group does not involve product recall.
關鍵績效 指標B6.2 KPI B6.2		接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	匠心打造品質 － 服務由心 Achieving High Quality with Ingenuity
關鍵績效 指標B6.3 KPI B6.3		描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	－ Heartfelt Services 匠心打造品質 － 服務品牌 Achieving High Quality with Ingenuity
關鍵績效 指標B6.4 KPI B6.4		描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	－ Service Brand 匠心打造品質 － 品質保障 (不涉及產品回收) Achieving High Quality with Ingenuity
關鍵績效 指標B6.5 KPI 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。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	－ Quality Assurance (No product recall is involved) 匠心打造品質 － 服務由心 Achieving High Quality with Ingenuity
			－ Heartfelt Services

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B7: 反貪污	一般披露 General	有關防止賄賂，勒索，欺詐及洗黑錢的： (a) 政策；及	正直構築繁榮
B7: Anti- corruption	Disclosure	(b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Attaining Prosperity with Integrity
關鍵績效 指標B7.1	KPI 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的數目及訴訟結果。	正直構築繁榮 － 企業管治
		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.	Attaining Prosperity with Integrity － Corporate Governance
關鍵績效 指標B7.2	KPI B7.2	描述防範措施及舉報程序，以及相關執行及監察方法	正直構築繁榮 － 企業管治
		Description of consumer data protection and privacy policies, and how they are implemented and monitored	Attaining Prosperity with Integrity － Corporate Governance
關鍵績效 指標B7.3	KPI B7.3	描述向董事及員工提供的反貪污培訓。	正直構築繁榮 － 企業管治
		Description of anti-corruption training provided to directors and staff.	Attaining Prosperity with Integrity － Corporate Governance
B8: 社區投資	一般披露 General	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。	良善匯聚幸福
B8: Community Investment	Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Gaining Happiness with Goodness
關鍵績效 指標B8.1	KPI 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)	良善匯聚幸福
		Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	Gaining Happiness with Goodness
關鍵績效 指標B8.2	KPI B8.2	在專注範疇所動用資源(如金錢或時間)。	良善匯聚幸福
		Resources contributed (e.g. money or time) to the focus area.	Gaining Happiness with Goodness

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