



建业新生活

CENTRAL CHINA NEW LIFE

建業新生活有限公司
Central China New Life Limited

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立的有限公司)
Stock Code 股票代號：9983

Environmental, Social and Governance Report 2021 環境、社會及管治報告



LIFE & MORE

新型生活方式服务平台

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ABOUT THIS REPORT

關於本報告

INTRODUCTION

Central China New Life Limited (“CCNL” or the “Company”, and together with its subsidiaries, the “Group” or “we”) is a property management service provider rooted in the central China region, and is committed to practicing the philosophy of sustainable development in the process of providing services to customers to meet their diversified needs, and create a harmonious relationship that balances economic benefits, society and environment.

This report (the “Report”) is the second annual Environmental, Social and Governance (“ESG”) Report published by Central China New Life Limited, with an intention to disclose the Group’s ESG-related strategic policies, management measures and performance.

REPORTING SCOPE

The Report covers a period from 1 January 2021 to 31 December 2021 (the “Reporting Period”), with some contents or elaboration may go beyond the time frame above.

General disclosures of the Report cover the Group’s property management services and value-added services segment and the lifestyle services segment, and the aggregate revenue of both segments accounted for 95.8%¹ of the total in 2021. In terms of the commercial property management and consultation services segment, as the growth in 2021 mainly comes from cultural tourism complex management business and there is no significant change in hotel management and commercial property management businesses, the contents of this segment disclosed this year are mainly data about cultural tourism complex management business. Social key performance indicators (KPIs) cover the general businesses, while environmental KPIs cover the headquarters of the Group, the office areas of the property management service division and the management area of the property management service division and non-outsourced staff canteens. For the detailed reporting scope of environmental KPIs, please refer to the section headed “Description of Environmental KPIs”. With the continuous deepening of the sustainable development work of CCNL and the continuous improvement of internal data collection procedures, the Group will gradually expand the breadth and depth of the scope of disclosure in the future.

¹ The revenue from the property management services segment, the lifestyle services segment and the commercial property management and consultation services segment accounted for 84.5%, 11.3% and 4.2% of the total in 2021, respectively.

報告簡介

建業新生活有限公司(「建業新生活」或「本公司」，連同其附屬公司統稱「本集團」或「我們」)是一家扎根於中國中部地區的物業管理服務提供商，致力於在為客戶提供服務以滿足其多樣化需求的過程中實踐可持續發展理念，平衡經濟利益與社會、環境的和諧關係。

本報告為建業新生活有限公司所發佈的第二份年度環境、社會及管治(「ESG」)報告，旨在就本集團ESG相關戰略方針、管理措施以及表現進行披露。

報告範圍

本報告時間跨度為2021年1月1日至2021年12月31日(「報告期間」)，部分報告內容或闡述可能超出上述時間範圍。

本報告一般披露內容覆蓋本集團物業管理服務及增值服務板塊及生活服務板塊，2021年度兩大業務板塊收入佔比95.8%¹，針對商業資產管理及諮詢服務板塊，由於2021年度主要增長源自文化旅遊綜合體管理業務，酒店管理與商業資產管理業務無顯著變動，今年該板塊內容主要針對文化旅遊綜合體進行披露；社會範疇關鍵績效指標涵蓋整體業務範圍；環境範疇關鍵績效指標則納入集團總部及物業服務事業部各級辦公區域、物業服務事業部管理區域及非外包員工食堂。有關環境範疇關鍵績效指標的詳細報告範圍，請參見「環境關鍵績效說明」。隨著建業新生活可持續發展工作的不斷深化和內部資料收集程序的持續完善，本集團未來將逐步擴展披露範圍的廣度和深度。

¹ 2021年度物業管理服務板塊收入佔比84.5%；生活服務板塊收入佔比11.3%；商業資產管理及諮詢服務板塊收入佔比4.2%。



REPORTING STANDARDS

The Report is prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) in Appendix 27 to the Rules Governing the Listing of Securities on Main Board of The Stock Exchange of Hong Kong Limited, with strict fulfillment of the disclosure obligations under the “comply or explain” provisions.

The index of subject areas, aspects, general disclosures and KPIs under the ESG Reporting Guide is set out in detail in “Appendix I: ESG Reporting Guide Content Index” of the Report for quick reference.

REPORTING PRINCIPLES

The Report upholds the following principles for reporting: materiality, quantification, balance and consistency:

報告標準

本報告遵循香港交易所主板上市規則附錄二十七《環境、社會及管治報告指引》(《ESG報告指引》)編製，嚴格履行「不披露就解釋」條文的披露責任。

本報告《附錄一：〈環境、社會及管治報告指引〉內容索引》詳列《ESG報告指引》主要範疇、層面、一般披露及關鍵績效指標索引，以供讀者快速查詢。

報告原則

本報告秉持以下原則進行匯報：重要性、量化、平衡及一致性：

Reporting principles 匯報原則	Definition of reporting principles in ESG Reporting Guide ESG 指引中對匯報原則的定義	Response from CCNL 建業新生活的回應
Materiality 重要性	The ESG report should disclose the process and results of the engagement of investors and other stakeholders in the identification of material ESG factors and the criteria for the selection of the factors. 報告應匯報投資者及其他利益相關方參與識別環境、社會及管治重要因素的過程及結果，以及選擇這些因素的準則。	The Report focuses on the disclosure of relevant matters that may have a significant impact on investors and other stakeholders through a materiality assessment. 本報告通過重要性評估，重點披露可能對投資者及其他利益相關方產生重要影響的相關事宜。
Quantification 量化	Information on the standards, methodologies, assumptions and/or calculation tools used, and sources of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. 報告應披露有關匯報排放量／能源耗用(如適用)所用的標準、方法、假設及／或計算工具的數據，以及所使用的轉換因素的來源。	The Report provides KPIs and information on the standards, methodologies, assumptions and calculation tools used in a quantitative manner, accompanied by explanations for readers to evaluate and verify the performance of the Group's ESG policies and management systems. 本報告以量化方式提供KPI及所用的標準、方法、假設及計算工具等資料，並附帶說明，以便讀者評估和驗證集團ESG政策及管理系統的績效。



ABOUT THIS REPORT

關於本報告

Reporting principles 匯報原則	Definition of reporting principles in ESG Reporting Guide ESG 指引中對匯報原則的定義	Response from CCNL 建業新生活的回應
Balance 平衡	With an unbiased picture of the issuer's performance, the ESG report should avoid selections, omissions, or presentation formats that may inappropriately influence a decision or judgment by the report reader. 報告應不偏不倚地避免可能會不恰當地影響報告讀者決策或判斷的選擇、遺漏或呈報格式。	Based on objective facts, the Report fully discloses the ESG performance of the Group and avoids expressions or presentation formats that may inappropriately influence a decision or judgment by the report reader. 本報告以客觀事實為基礎，全面地披露本集團在環境、社會及管治方面的績效表現，避免可能會不恰當影響讀者決策或判斷的表述或呈報格式。
Consistency 一致性	The issuer should use consistent methodologies to allow for meaningful comparisons of ESG data over time. 發行人應使用一致的披露統計方法，令環境、社會及管治數據日後可作有意義的比較。	The Report adopts consistent disclosure and statistical methodologies for this year, the previous year and subsequent years to enable readers to compare the performance of the Group year by year. 本報告於本年度、上一年度及後續年度採用一致的披露統計方法，以便讀者對本集團績效作逐年比較。

SOURCES OF INFORMATION

All data and materials contained in the Report are derived from the Group's official internal documents, statistical reports and third-party questionnaire results. The Report is reviewed and published by the board of directors, who is responsible for the truthfulness, accuracy and completeness of its contents. The Group warrants that there are no false representations or misleading statements contained in, or material omissions from the Report.

METHOD OF PUBLICATION

The Report is prepared in both Chinese and English published in electronic form, and has been uploaded to CCNL's official website at www.ccnewlife.com.cn and the HKExnews website at www.hkexnews.hk. In the event of any discrepancy between the Chinese and English versions of the Report, the Chinese version shall prevail.

信息來源

本報告所有數據及材料來源包括本集團內部正式文件、統計報告及第三方問卷調查結果等。本報告經董事會審核發佈，對其內容真實性、準確性和完整性負責。本集團承諾本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏。

發佈方式

本報告以中、英文兩種文字編製，以電子形式發佈，並已上載至建業新生活官方網站 www.ccnewlife.com.cn 和香港交易所披露易網站 www.hkexnews.hk。若本報告的中英文版本有抵觸或不相符之處，請以中文版為準。

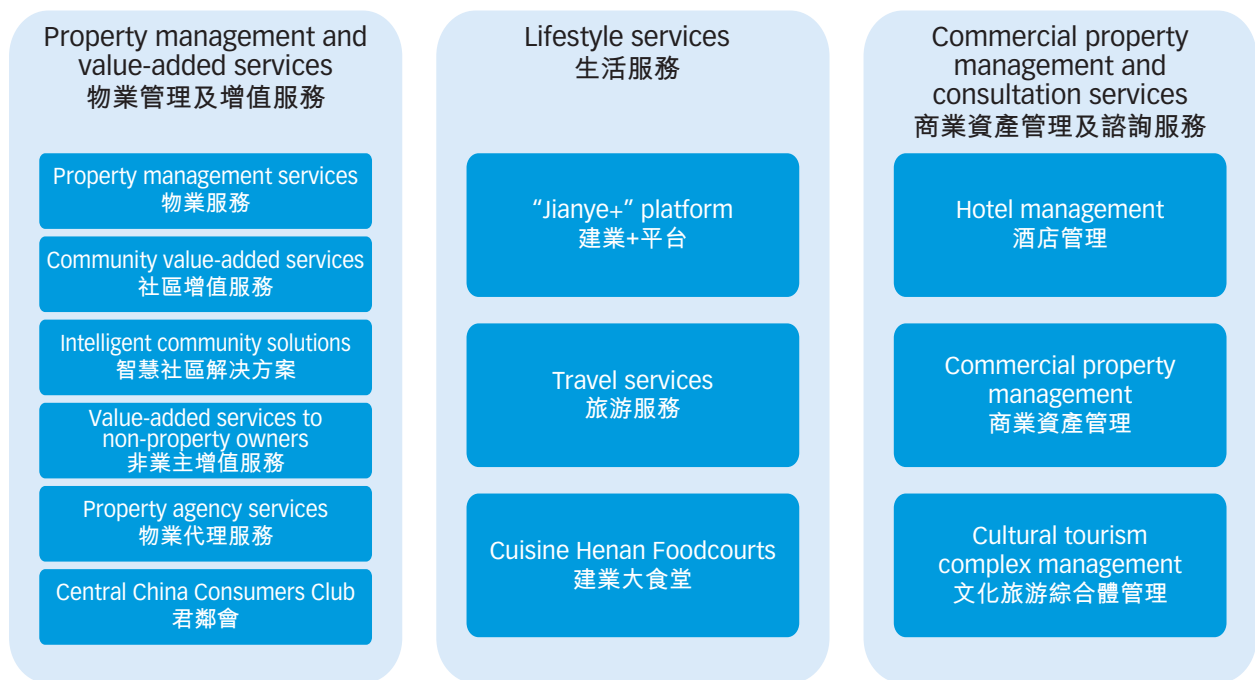


COMPANY PROFILE

Central China New Life Limited (stock code: 9983.HK, abbreviated as CCNL) was successfully listed on the Main Board of The Stock Exchange of Hong Kong on 15 May 2020. As a new lifestyle service provider, CCNL is committed to building a new lifestyle service platform. CCNL practices the core values of "Rooted in central China and confer benefit on the people", and conducts its businesses through three segments, namely property management and value-added services, lifestyle services and commercial property management and consultation services, covering property management, excellent life, intelligent communities, quality living, customised tourism, exquisite hotels, business management, agricultural development, cultural and tourism operations, high-end membership organisations and other diversified businesses, with a view to creating a service system that leads a new lifestyle. It owns a membership platform "Jianye+", which provides lifestyle services for 50 million business passengers and 2.1 million property owners at all time, in all areas and with all functions.

企業概況

建業新生活有限公司於2020年5月15日在香港聯合交易所主板成功掛牌上市(股票代碼: 9983.HK, 簡稱「建業新生活」), 作為新型生活方式服務商, 致力於打造新型生活方式服務平台。建業新生活踐行「根植中原, 造福百姓」的核心價值觀, 業務覆蓋物業管理與增值服務、生活服務、商業資產管理及諮詢服務三大板塊, 涵蓋物業管理、優選生活、智慧社區、品質居住、定制旅遊、精緻酒店、商業管理、農業發展、文旅運營、高端會員組織等多元業務, 打造引領新型生活方式的服務體系。建業新生活擁有會員權益平台「建業+」, 為5000萬商業客流、210萬業主提供時間、區域、功能無盲點的生活服務。



Group Business Overview
集團業務一覽

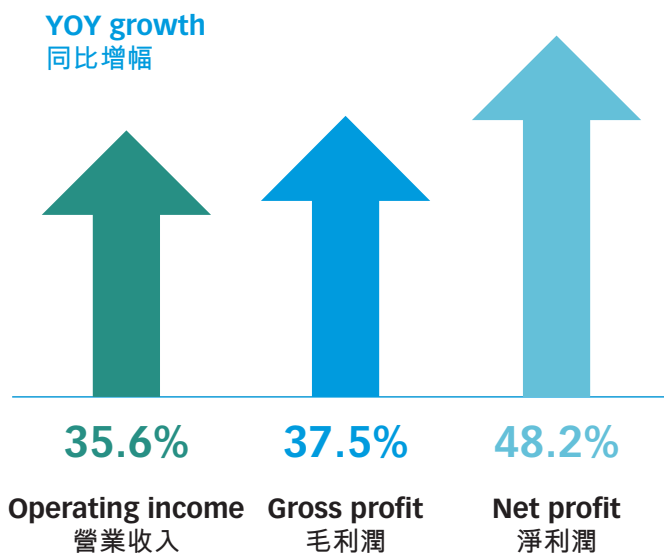


2021 DATA

數說 2021 年

Economic Performance

經濟績效



Central China New Life Economic Performance in 2021
2021年建業新生活經濟績效

- Operating income: **RMB3,599 million**
營業收入35.99億元
- Gross profit: **RMB1,183 million**
毛利潤11.83億元
- Net profit: **RMB653 million**
淨利潤6.53億元

Operational Performance

運營績效

Property management and value-added services 物業管理及增值服務

Served more than **50 million** business passengers
服務逾**5,000萬**商業客流
Served more than **2.1 million** owners and residents in **729** properties
服務**729**項物業中逾**210萬**名業主及住戶

Movie Town 電影小鎮

Received a total of **5 million** tourists
累計接待遊客**500萬**人次

Unique Henan, Land of Dramas 只有河南·戲劇幻城

Received a total of **500,000** visitors
累計接待觀眾**50萬**人次

The cumulative number of registered users of Jianye+ platform exceeds **5.836 million**
建業+平台累計註冊用戶超**583.6萬**人

Cooperation with more than **1,000** suppliers;
More than **239** merchants have settled in **6** Cuisine Henan Foodcourts, offering a variety of delicacies
與超過**1,000**家供貨商進行合作；
6家建業大食堂入駐逾**239**名商戶，提供各種美食

The portfolio of commercial properties under management includes **5** cultural tourism complexes, **7** shopping malls and **10** hotels
在管商業物業組合包括**5**個文化旅遊綜合體、**7**個商場及**10**家酒店

Environmental Performance

環境績效

Total GHG emissions
溫室氣體總排放量

245,839.42
Tonnes of carbon
dioxide equivalent
噸二氧化碳當量

Total energy consumption
能源總耗量

360,613.76
kWh in '000s
千個千瓦時

Total water consumption
總耗水量

3,535,228.41
Cubic metres
立方米

Social Performance

社會績效

**Percentage of employees
trained**
僱員受訓員工百分比

99.60%

**Comprehensive satisfaction
with complaint handling**
投訴處理綜合滿意度

89.25%

**Average number of hours
of training for employees**
僱員平均受訓時數

28.98
hours/person
小時/人

Total donation
捐贈總額

RMB465,360.00元

HONOURS AND RECOGNITIONS

榮譽認可

Date 時間	Award and awarding entity 獎項名稱與發佈機構
January 2021 2021年1月	<ul style="list-style-type: none"> ➤ Best Property Management Company and one of the Most Popular IPOs among Investors ➤ 最佳物業公司、最受投資者歡迎新股公司 Zhitongcaijing 智通財經
April 2021 2021年4月	<ul style="list-style-type: none"> ➤ 11th among the 2021 China Top 100 Property Management Companies ➤ 2021中國物業服務百強企業第11位 China Real Estate Index System and China Index Academy 中國房地產指數系統、中國指數研究院



Date 時間	Award and awarding entity 獎項名稱與發佈機構
<p>May 2021 2021年5月</p>	<ul style="list-style-type: none"> ➤ The NECS Summit — Chinese Culture — Work with Innovation Contribution of the Year 2021 ➤ 2021文化新空間·中國文化·年度創新貢獻力作品 Tsinghua Alumni Association, Institute for Cultural Creativity, Tsinghua University, Shuimu Yuanchuang (Shenzhen) Technology Co., Ltd. and Beijing 88 Culture Development Co., Ltd. Excellent Company in China's Cultural Tourism Industry in Fulfilling Social Responsibilities 清華校友總會、清華大學文化創意發展研究院、水木元創(深圳)科技有限公司、北京八十八文化發展有限公司中國文旅行業履行社會責任優秀企業案例 ➤ 2021 Top 100 Most Valuable Brands of China Property Management Service, 2021 Top 20 Branded Property Management Companies in Central China, 2021 Leading Enterprise in Market Development Capabilities of Listed Property Companies in China, 2021 Top 20 Listed Property Management Companies in China, and 2021 Featured Brand of China Property Management Service — Central China Happy Times ➤ 2021中國物業服務企業品牌價值100強、2021年中國物業服務華中品牌企業20強、2021中國物業上市公司市拓能力領先企業、2021中國物業服務企業上市公司20強、2021中國物業服務品牌特色企業 — 建業幸福時光裡 Shanghai E-House Real Estate Research Institute and China Real Estate Appraisal 上海易居房地產研究院、中國房地產測評中心 ➤ 2021 Top 10 Chinese Property Management Companies in terms of Operating Capacity and 2021 Top 20 Listed Chinese Property Management Companies ➤ 2021中國物業服務企業經營能力十強、2021中國上市物業企業TOP20 EH Think Tank, Jiahe Jiaye and Guru Club 億翰智庫、嘉和家業、格隆匯 ➤ 2021 China TOP10 Listed Property Service Companies by Comprehensive Strength, 2021 China Listed Property Service Enterprise with Excellent Investment Value ➤ 2021中國物業服務上市公司綜合實力TOP10、2021中國上市物業服務投資價值優秀企業 China Enterprise Evaluation Association, Institute of Real Estate Studies of Tsinghua University, China Index Academy, China Real Estate Top10 Research Group and China Index Holdings (CIH) 中國企業評價協會、清華大學房地產研究所、中指研究院主辦，中國房地產TOP10研究組、中指控股(CIH)
<p>June 2021 2021年6月</p>	<ul style="list-style-type: none"> ➤ Best Solution for Green Smart Cities ➤ 綠色智慧城市最佳解決方案獎 Jiemian-Cailian Press 界面·財聯社 ➤ Top 100 Blue Chip Property Management Companies and Excellent Companies in terms of Investment Value ➤ 2021藍籌物業百強企業、卓越投資價值企業 The Economic Observer 《經濟觀察報》



Date 時間	Award and awarding entity 獎項名稱與發佈機構
July 2021 2021年7月	<ul style="list-style-type: none"> ➤ 2021 Excellent Property Management Companies with Diversified Operation ➤ 2021 物業服務多元化運營優秀企業 China Real Estate Index System and China Index Academy 中房指數系統、中指研究院
September 2021 2021年9月	<ul style="list-style-type: none"> ➤ 2021 China Leading Well-known Property Management Companies with Specialised Operation and 2021 China Leading Well-known Property Management Companies in Central China ➤ 2021 中國物業服務企業專業化運營領先品牌企業、2021 中國物業服務華中區域領先品牌企業 China Enterprise Evaluation Association, Institute of Real Estate Studies of Tsinghua University, Information Technology Research Institute of Beijing China Index Academy, and China Real Estate Top10 Research Group under the institute 中國企業評價協會、清華大學房地產研究所、北京中指信息技術研究院主辦、北京中指信息技術研究院中國房地產TOP10 ➤ 2021 China Top 20 Property Management Companies in terms of Comprehensive Strength, 2021 China Top 10 Competitive Property Management Companies in Central China, 2021 China Top 50 Model Property Management Companies in terms of Customer Satisfaction, 2021 China Top 20 Property Management Companies in terms of Brand Value, 2021 China Model Property Management Companies in terms of Community Value-added Services, 2021 China Model Property Management Companies in terms of Community Operations and 2021 China Top 10 Property Management Companies in terms of Operating Capacity ➤ 2021 中國物業服務企業綜合實力TOP20、2021 中國物業服務企業華中競爭力十強、2021 中國物業服務企業客戶滿意度模範企業五十強、2021 中國物業服務企業品牌價值二十強、2021 中國物業服務企業社區增值服務運營標桿企業、2021 中國物業服務企業社群運營標桿企、2021 中國物業服務企業運營能力十強 EH Think Tank, China Real Estate Chamber of Commerce (CRECC) and CRECC Enterprise Research Council 億翰智庫、全聯房地產商會、全聯房地產商會企業研究分會 ➤ Influential Property Service Provider of the Year 2021 ➤ 2021 年度影響力物業服務企業 Guandian Index Academy 觀點指數研究院 ➤ 14th among 2021 China Top 500 Property Management Companies in terms of Comprehensive Strength, 2021 China Leading Property Management Companies in terms of City Services and 2021 China Leading Companies with Intelligent Property Management Service ➤ 2021 中國物業服務企業綜合實力500強(第14名)、2021 中國物業城市服務領先企業、2021 中國智慧物業服務領先企業 Shanghai E-House Real Estate Research Institute, China Real Estate Appraisal 上海易居房地產研究院、中國房地產測評中心



Date 時間	Award and awarding entity 獎項名稱與發佈機構
November 2021 2021年11月	<ul style="list-style-type: none"> ➤ 7th among 2021 Top 10 Commercial Property Management Companies by Performance and 2021 Top 100 Commercial Property Companies by Performance ➤ 2021年度商業地產管理企業表現TOP10第7名、2021年度商業地產企業表現百強 Guandian Property & Co. 觀點地產機構 ➤ Top 1 Property Management Company in terms of Digitalisation in Henan and 12th among Top 20 Property Management Companies in terms of Digitalisation in China ➤ 河南省物業企業數字力TOP1、中國物業企業數字力TOP20(第12位) CRIC 克而瑞 ➤ “Specialised, fined, peculiar and innovative” SME (One Family Technology) ➤ 「專精特新」中小企業(一家科技) Service centre for small and medium-sized enterprises of Zhengzhou 鄭州市中小企業服務中心
December 2021 2021年12月	<ul style="list-style-type: none"> ➤ 2021 Leading Property Management Companies in Central China in terms of Market Position ➤ 2021中部區域物業服務市場地位領先企業 China Real Estate Index System, CIH and China Index Academy 中國房地產指數系統研究、中指控股(CIH)和中指研究院 ➤ Best Information Disclosure Award ➤ 最佳信息披露獎 Guru Club 格隆匯 ➤ 2021 China Top 20 Property Management Companies with Super Service Capability ➤ 2021中國物企超級服務力TOP20 EH Think Tank 億翰智庫 ➤ Innovative Project of Culture and Tourism Integration in 2021 (Unique Henan, Land of Dramas) ➤ 2021文旅融合創新項目(只有河南·戲劇幻城) China Tourism Academy and China Tourism Association 中國旅遊研究院、中國旅遊協會 ➤ Outstanding Listed Property Management Service Provider ➤ 中國物業上市公司優秀服務獎 JRJ.com.cn 金融界



"Rooted in central China and confer benefit on the people" has always been the core value of CCNL since its inception. With the core value in mind, we demonstrated the spirit of self-confidence and self-improvement in the unusual 2021. In the face of uncertainties, risks and challenges in the internal and external environments, we have united our efforts to stick to the basic property management services business in the toughest time. We innovated in and improved community lifestyle services to create more community scenarios, in order to meet diversified customer needs. Constant investments were made in innovative cultural tourism to help create a business card for culture in central China, in a bid to seize the new strategic opportunities arising from the Yellow River ecology and the development of central China. We guarded property owners and rescued our compatriots in the heavy rainfall, which was unprecedented in a century. CCNL recorded full-year revenue of RMB3,598.9 million, an increase of approximately 35.6% from the revenue of RMB2,654.5 million for 2020.

PROMOTING DIGITAL INTELLIGENT TRANSFORMATION, WITH TECHNOLOGY EMPOWERING QUALITY IMPROVEMENT AND EFFICIENCY ENHANCEMENT

We launched an intelligent service supply chain project in 2021, when we integrated the resources in all business formats in central China in an intelligent way based on the brand deposits of Central China Group to provide full-link upgrade solutions tailored to local conditions for property management companies. As for commercial property management and consultation services, we delivered standardised and digital intelligent property management services to the market in batches, thereby promoting exchange of industry experience, enhancing service levels and improving customer satisfaction. Under the guidance of the national 14th Five-Year Plan, the digital economy is booming in the entire industry. With the launch of the Group's intelligent service supply chain project, it saw great development opportunities for community lifestyle services. The number of registered users increased by 2.164 million in 2021.

In the meantime, the Group promoted digital intelligent transformation internally, strengthened the driving force of technological innovation, explored new ways to reduce costs and increase efficiency, with a view to accelerate the pace of strategic upgrade, management upgrade and service upgrade. Intelligent tools and headquarters-based management enable us to further enhance the per capita management efficiency, cut management fees, and increase net profit in the future.

「根植中原，造福百姓」是建業新生活自成立之初一以貫之的核心價值觀，而懷抱著這一核心價值，我們在極不平凡的2021年中展現出自信自強的精神風貌。面對內外部環境不確定性因素及風險挑戰，我們凝心聚力，在最艱難的時刻仍堅守基礎物業服務業務；面對更多元的客戶需求，我們積極創新與完善社區生活服務，打造更多樣化的社區場景；面對黃河生態與中原發展的新戰略機遇，我們持續地投資創新文旅的發展，助力打造中原文化名片；面對百年不遇的暴雨，我們挺身而出，守護業主、救援同胞。在經營績效上，我們實現全年收入人民幣3,598.9百萬元，較2020年收入人民幣2,654.5百萬元增長約35.6%。

推動數智轉型，科技賦能提質增效

2021年，我們啟動智慧化服務供應鏈項目，通過智慧化手段運用，基於建業集團的品牌底蘊，整合中原的全業態資源，為中原物業公司提供因地制宜的全鏈路升級解決方案。針對商業資產管理與諮詢，我們為市場批量輸送標準化、數智化的物業服務，促進行業經驗交流，提升服務水平，提高客戶的滿意度。在國家「十四五」規劃引領下，全行業數字經濟蓬勃發展，隨著本集團智慧化供應鏈項目的啟動，我們迎來社區生活服務大發展機遇，2021年全年新增註冊用戶216.4萬人。

同時，針對本集團內部，我們全面推動數智化轉型，增強科技創新驅動力，開闢降本增效新路徑，加快戰略升級、管理升級和服務升級步伐。隨著工具智慧化和總部化，未來，我們將進一步增強人均管理能效，降低管理費率，提升淨利潤。



INTEGRATING NEIGHBOURHOOD CULTURE AND CREATING A LOCAL LIFESTYLE PLATFORM

With continuous innovation, we extended the "Jianye+" service system in 2021 to create a new local lifestyle platform. As a new lifestyle service provider, CCNL has been making innovations in the community business and service system and exploring services in the last 500 metre of communities to create a happy life, to improve property owners' happiness and satisfaction. We tied Central China Car Life, Ken Chi Kui Daily Fresh Grocery and Central China Consumers Canteen for trial operation. With the launch of a variety of innovative businesses, we made a new attempt in business innovation and fine services to facilitate the innovation and extension of the "Jianye+" service system. From "shopping", "mobility" and "diet" and other dimensions, we gave full play to our strategic advantages, brand advantages and compounded resource advantages to create a happy life under the community business scenarios.

With the continuous upgrading and increasingly diversified living needs of customers, CCNL's lifestyle service system has also been gradually improved. CCNL offers customers services via "Jianye+" and diversified business segments. Besides, it will gradually collaborate with more partners to establish a large business cooperation alliance network with CCNL as a service platform in central China, aiming to realise the blueprint of creating a better life for people in central China.

TELLING THE STORY OF THE YELLOW RIVER AND BOOSTING THE DEVELOPMENT OF CULTURAL TOURISM IN CENTRAL CHINA

The Unique Henan, Land of Dramas is based on the Yellow River culture and centres on "Yellow River, land, food and inheritance". It is now encountering great historical opportunities arising from China's national strategy of ecological protection and high-quality development of the Yellow River Basin. With a focus on the history of the Yellow River and inheritance of its culture, the Unique Henan, Land of Dramas strives to create a cultural artifact with global influence. The Unique Henan, Land of Dramas was open to visitors on 6 June 2021. In just half a year, the theatre hosted a total of 500,000 visitors, with nearly 3 million tickets sold. It was selected as an Innovative Project of Culture and Tourism Integration in 2021, a national-level honour. The Unique Henan, Land of Dramas is of great significance for building cultural self-confidence, prospering the Yellow River culture, and accelerating the rise of the Central China culture. In the meantime, we also have Jianye & Huayi Brothers Movie Town. Since its opening on 21 September 2019, Movie Town has received a total of 5 million tourists, becoming a brand-new business card for Zhengzhou's "night economy".

融合鄰里文化，打造本地生活平台

2021年，我們不斷創新和延伸「建業+」大服務體系，打造本地新生活平台。作為新型生活方式服務商，建業新生活為提升業主幸福感、滿意度，不斷創新社區商業和服務體系，探索社區最後500米幸福生活服務路徑。我們聯動試營業建業車生活、肯吃虧生鮮市集、建業君鄰食堂三店，通過相繼上線多種類型的創新業務，進行業務創新以及精細化服務新嘗試，不斷延伸「建業+」大服務體系，從「購」「行」「吃」等維度，充分發揮企業戰略優勢、品牌優勢和資源疊加優勢，打造社區商業全場景下的幸福生活。

伴隨著客戶生活需求的不斷升級和日益豐富多元，建業新生活大服務體系也在逐步完善，建業新生活除通過「建業+」及多元業務板塊為客戶提供服務之外，還將逐步鏈接更多合作企業，在中原地區形成以建業新生活為服務平台的大商業合作聯盟網絡，共同實現中原人民的美好生活藍圖。

講好黃河故事，創新中原文旅發展

「只有河南·戲劇幻城」，以「黃河文化」為根基，圍繞「黃河、土地、糧食、傳承」的主線，面對黃河流域生態保護和高質量發展上升為國家戰略的重大歷史機遇，以講述黃河故事、傳承黃河文化為基調，力圖打造具有世界影響力的文化精品。「只有河南·戲劇幻城」於2021年6月6日開城納客，在短短半年的時間內，我們累計接待觀眾50萬人次，觀劇人次近300萬，並榮獲國家級榮譽「2021文旅融合創新項目」。「只有河南·戲劇幻城」的成功對於樹立文化自信、繁榮黃河文化、加速出彩中原文化崛起具有重要意義。同時，我們還擁有「建業·華誼兄弟電影小鎮」，該項目自2019年9月21日開業至今，累計接待遊客達500萬人次，已成為鄭州「夜經濟」一張嶄新的名片。

With our continuous investment in cultural tourism, we strive to promote tourism through culture and boost the development of cultural tourism in central China while building the “Central China” brand, to facilitate higher-quality modernisation and meet the more diverse needs of consumers.

ASSUMING SOCIAL RESPONSIBILITIES AND PROTECTING MILLIONS OF PROPERTY OWNERS

In the face of a rare heavy rainfall in Henan in 2021, as a regional property management company, on one hand, we actively organised donations and dispatched all employees to participate in flood prevention and post-disaster reconstruction. We defended every inch of ground with actions to protect the lives and property of 2.1 million property owners. It fully reflects the positive significance of a property management service provider's participation in community governance, and highlights the service value of the property management service provider in the “last kilometre”. On the other hand, Central China Consumers Club, leveraging our strengths in communities, actively mobilised local members to take part in community governance and urban governance from the very first moment of the disaster and donated and transported materials to help people get their lives back on track.

After experiencing the twists and turns in 2021, in 2022, CCNL will continuously conduct its businesses with its positioning as a new lifestyle service provider on the basis of existing services and deeply get involved in urban services riding on community services. Efforts will be made to explore more diverse community business models and use technology as a tool to constantly break the scope and boundaries of services. After the overall structure is streamlined and optimised, we will boost the intelligence and efficiency of business development with flatter internal management. In the adventure of “serving the Greater Central China”, we will stick to the core value of “Rooted in central China and confer benefit on the people”, adhere to the corporate spirit of “pursuing excellence with perseverance”, continuously focus on and guide customer needs and utilise the ecological advantages of the multi-format service system to lead the new lifestyle of the people in Central China, and strive to create sustainable corporate value of higher quality.

Wang Jun
Chairman

27 May 2022

我們致力於借由本集團針對文旅發展的持續性投入，以文促旅，在打造建業品牌的同時，創新中原文旅發展，助力更高質量的現代化建設，滿足消費者更加多元的需求。

勇擔社會責任，守護百萬業主平安

作為一家區域深耕物業管理企業，面對2021年河南罕見的特大暴雨災害，一方面，我們積極組織捐款捐物，全員參與抗洪防疫及災後重建工作，用行動堅守每一寸陣地，逆流而上全力保護210萬業主的生命和財產安全，再一次充分體現了物業服務企業參與社區治理的積極意義，凸顯了物業服務企業「最後一公里」的服務價值；另一方面，利用我們的社群優勢，各地君鄰會成員從災害發生的第一時間起便開始積極組織當地會員參與社區治理和城市治理，捐贈與搬運愛心物資，加速推動人民生活回歸正軌。

在經歷了充滿波折的2021之後，2022年，建業新生活將在已有服務的基礎上繼續貫徹新型生活方式服務商的定位，以社區服務為基底，深度地參與城市服務，探索更為多元的社區商業模式，以科技為工具，不斷打破服務的範圍與邊界。在整體架構得到精簡優化之後，我們將以更為扁平化的內部管理促進業務開展的智能化與高效化。未來，我們將持續在「服務大中原」的奮鬥征程中，堅守「根植中原，造福百姓」的核心價值觀，秉承「追求卓越，堅忍圖成」的企業精神，繼續圍繞客戶需求、引導客戶需求，同時發揮多元業態服務體系的生態優勢，持續引領中原人民新型生活方式，力爭創造更高質量、可持續的企業價值。

主席
王俊

2022年5月27日



SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

“Rooted in central China and confer benefit on the people” has always been the core value of the Group since its inception. We go from the community to the society and are fully aware of the opportunities and responsibilities based on this consumption and social portal. With the provision of good property management services and value-added services, we have established a close and trusting relationship with the community. We offer richer community lifestyle services to meet increasingly diversified customer needs. The Group integrates its experience and resources to facilitate knowledge co-creation and digital intelligence sharing with the industry partners. The Group firmly believes that only by giving back to the public and creating profits, and achieving the harmony and unity with the society and environment can it achieve sustainable development and maintain a long-lasting foundation.

SUSTAINABLE DEVELOPMENT POLICY

The Group adheres to its characteristic cultural system, responds to the call of the country, keeps up with the international situation, advances with the country and keeps abreast of the times. It also puts into practice the philosophy of sustainable development and actively participates in the determination of the corporate strategic direction for sustainable development. In addition, it identifies and implements sustainable development goals and action plans to achieve the goals of promoting the overall progress and satisfying the needs of people for a better life. The Group integrates core values into its internal governance and development strategies, and gradually establishes and improves the social responsibility management system and promotion mechanism, which will become the internal core of CCNL’s long-term strategy for today, tomorrow and forward.

「根植中原，造福百姓」是本集團自成立以來一直奉行的核心價值觀，我們從社區中來，到社會中去，深知立足於這一消費和社交入口的機遇和責任。我們透過良好的物業管理服務及增值服務建立起與社區緊密聯繫的信任關係，通過更為豐富的社區生活服務滿足日益多元的客戶需求，並整合集團經驗與資源同行業夥伴踐行知識共創、數智共享。本集團深信，唯回報公眾與創造利潤並舉，實現與社會及環境的和諧統一，方能永續發展，基業長青。

可持續發展方針

本集團秉承建業特色文化體系，響應國家號召，緊跟國際形勢，與國家共進，與時代同行，貫徹落實可持續發展觀，積極參與企業可持續發展戰略方向擬定，以推動全面進步和滿足人民美好生活為目標識別和執行可持續發展目標及行動方案。本集團將核心價值觀融入企業的內部治理與發展戰略，逐步建立和完善社會責任管理體系與推動機制，成為建業新生活為今天、明天、後天長遠佈局的內核。



5 Commitments

Create a new business card for this city
 Create a new lifestyle for the local people
 Work with local developers to enhance the construction of construction in this city
 Pay more tax to local government
 Integrate into the city and be a good city propagandist

5 個承諾

為這個城市打造一張新名片
 為當地老百姓創造一種新型生活方式
 與當地開發商一起提高這個城市的建設水平
 為當地政府上繳更多稅收
 融入城市，當好這個城市的宣傳員

4 Unities

High degree of unity for:
 Economic and social benefits
 Physical and spiritual pursuit
 Corporates' and employees' interests
 Strategic objectives and execution process

4 個統一

經濟效益和社會效益高度統一
 物質追求和精神追求高度統一
 企業利益和員工利益高度統一
 戰略目標和執行過程高度統一

6 Recognitions

Recognition of:
 Government: keeping promises, being responsible, and developing together
 Expert: continuous product and service innovation
 Peer: brand reputation, market leadership
 Customer: quality life, spiritual wealth
 Employee: dual realisation of corporate and personal benefits
 Shareholder: continuous profit, stable growth

6 個認同

政府認同：守信用、負責任、共發展
 專家認同：持續的產品和服務創新
 同行認同：品牌聲譽、市場引領
 客戶認同：品質生活、精神富足
 員工認同：企業效益和個人效益的雙重實現
 股東認同：持續盈利、穩定增長

6 Bottom Lines

Stick to the bottom line of:
 Morality: standardized operation, sunshine operation, no bribery
 Law: no tax evasion
 Product: there is no reason to provide defective products to customers
 Service: there is no reason to provide poor services to customers
 Unity: cohesion is the most fundamental ability of an organisation
 Contract: abide by the spirit of contracts

6 個底線

堅守道德底線：規範經營，陽光操作，不行賄受賄
 堅守法律底線：不能偷稅漏稅
 堅守產品底線：沒有任何理由向客戶提供有瑕疵的產品
 堅守服務底線：沒有任何理由向客戶提供二流的服務
 堅守團結底線：凝聚力是所有組織最根本的能力
 堅守契約底線：恪守契約精神

2 Perspectives

From the perspective of:
 City: improve living conditions and enhance city image
 Strategic: provincialisation strategy, new blue ocean strategy and Greater Central China strategy

2 個高度

城市的高度：提高人居水平，提升城市形象
 戰略的高度：省域化戰略，新藍海戰略，大中原戰略

The Group's Sustainable Development Policy

集團可持續發展方針



SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

SUSTAINABLE DEVELOPMENT STRUCTURE

The corporate governance structure of the Group provides solid organisational support for its sustainable development practices. Through top-down hierarchical planning, the Group is able to implement its sustainable development policies effectively and ensure the integration of fulfilling environmental and social responsibilities into its management decisions, business operations and corporate culture.

As the highest decision-making body, the board of directors is responsible for the Group's ESG matters. It guides the sustainable development efforts with regular review and evaluation of relevant strategies, oversees the assessment of environmental and social impacts and understands the potential impacts and associated risks of environmental, social and governance issues on its business model. The leadership of the Group, headed by the chairman of the board of directors, forms the leading body, and is responsible for reviewing the risks and opportunities in the ESG areas facing the Group, and incorporating the relevant identification, analysis, evaluation, response and reporting mechanisms into the management strategy. The board of directors of the Group, as the coordinating body, is responsible for designing specific implementation rules, procedures and controls according to relevant management strategies, coordinating various resources and supervising the implementation of various business units in the ESG areas to ensure the effective and continuous implementation of policies. It regularly reviews the Group's sustainability performance in relation to environmental, social and governance objectives, and examines and approves the information disclosed in the ESG report, so that its performance and information disclosure are always in line with the expectations and requests of investors and regulators.

可持續發展架構

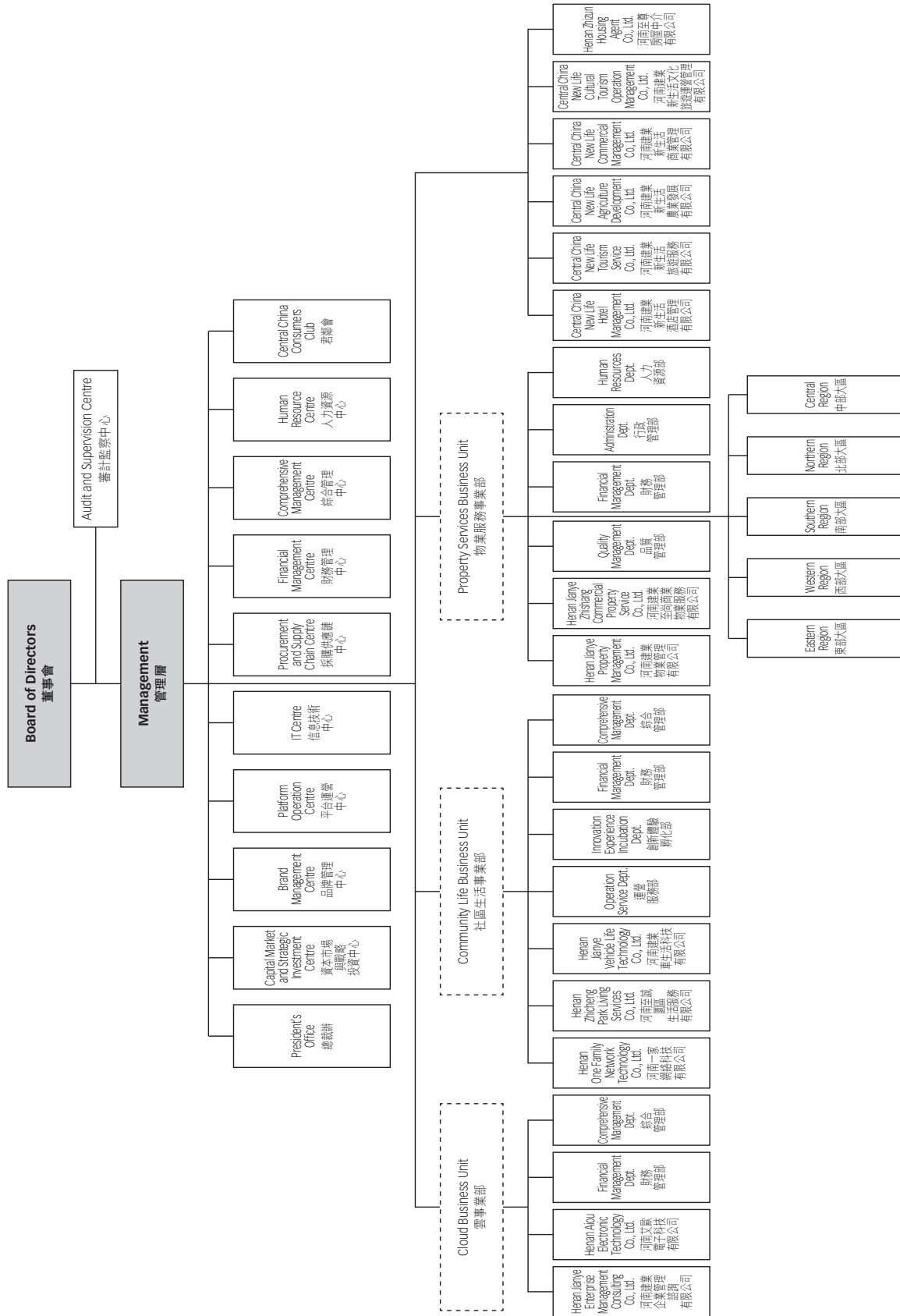
本集團企業管治架構為本集團的可持續發展實務提供堅實的組織保障。通過自上而下的分級規劃，本集團得以有效落實可持續發展政策，確保將環境及社會責任的履行融入管理決策、業務營運及企業文化之中。

董事會作為最高決策機構，對本集團環境、社會及管治負責，通過定期檢視和評估有關戰略對可持續發展工作做出指導，監督有關環境和社會影響的評估，瞭解環境、社會及管治事宜對我們業務模式的潛在影響和相關風險。以董事長帶領的集團領導層作為領導機構，負責審視本集團環境、社會及管治領域所面臨的風險及機遇，將有關識別、分析、評估、應對及匯報機制納入管理策略。本集團董事會作為統籌機構，負責依照有關管理策略設計具體執行細則、流程及控制，統籌和協調各類資源，並監督各業務單元在環境、社會及管治領域的執行情況以確保政策得到有效及持續地執行，就環境、社會及管治相關目標定期檢討集團可持續發展工作的表現，並審批環境、社會及管治報告內的披露資料，使我們的表現和信息披露始終與投資者和監管機構的期望和要求保持一致。



SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理



Organisation chart
組織架構圖

SUSTAINABLE DEVELOPMENT MANAGEMENT



可持續發展管理

SUSTAINABLE DEVELOPMENT RISKS AND OPPORTUNITIES

In order to solve the global development issues in the three dimensions of society, economy and environment, the United Nations set and published 17 Sustainable Development Goals ("SDGs"), calling for concerted global action to leverage the creativity and innovation capabilities of more organisations and people to cope with the challenges to sustainable development. The Group has always kept pace with the times and the national and regional development, actively practices the philosophy of sustainable development, takes risk management and internal control to respond to the risks of and opportunities for sustainable development, and regularly reviews its actions in line with the SDGs to make adjustments and improvements accordingly.

可持續發展風險與機遇

為解決全球社會、經濟和環境三個維度的發展問題，聯合國制定並發佈了17個可持續發展目標（「SDGs」），呼籲全球共同採取行動，發揮更多組織、更多人的創造力和創新能力來應對可持續發展挑戰。本集團始終與時代同步、與祖國同步、與區域共進，積極實踐可持續發展理念，以風險管理及內部監控的管理思路應對可持續發展的風險及機遇，並結合SDGs定期審視我們的行動，以做出相應的調整和改善。

Area 範圍	SDGs 可持續發展目標 (SDGs)	Our risks 我們的風險	Our opportunities 我們的機遇	Our actions 我們的行動
Environmental 環境	 <p>2 Zero hunger 6 Clean water and sanitation 11 Sustainable cities and communities 12 Responsible consumption and production 13 Climate action</p> <p>2 零飢餓 6 清潔飲水和衛生設施 11 可持續城市和社區 12 負責任消費和生產 13 氣候行動</p>	<ul style="list-style-type: none"> Energy use risk Water pollution risk Waste management risk Climate change risk <p>• 能源使用風險 • 水污染風險 • 廢棄物管理風險 • 氣候變化風險</p>	<ul style="list-style-type: none"> Upgrading of environmental technology Energy-saving reconstruction of buildings Resource acquisition and allocation optimisation Formulation of contingency plans <p>• 環保技術升級 • 建築節能改造 • 資源獲取及分配優化 • 制定應急預案</p>	<ul style="list-style-type: none"> Energy-saving and water-saving reconstruction Paperless office promotion Vehicle usage monitoring Waste classification management <p>• 節能節水改造 • 無紙化辦公推廣 • 公務車使用監控 • 垃圾分類管理</p>
Employment and Labour Practices 僱傭及勞工常規	 <p>3 Good health and well-being 5 Gender equality 8 Decent work and economic growth</p> <p>3 良好健康與福祉 5 性別平等 8 體面工作和經濟增長</p>	<ul style="list-style-type: none"> Risk of illegal employment Labour cost risk Welfare and security risk Risk of brain drain Equal opportunity risk Occupational health risk <p>• 違規僱傭風險 • 人力成本風險 • 福利保障風險 • 人才流失風險 • 平等機會風險 • 職業健康風險</p>	<ul style="list-style-type: none"> Human capital empowerment Use of technology tools Multi-channel knowledge acquisition <p>• 人力資本賦能 • 科技工具使用 • 多渠道知識獲取</p>	<ul style="list-style-type: none"> Equal employment opportunities Diversified talent recruitment Provision of reasonable remuneration and welfare Sound training and promotion system Ensuring the health and safety of employees <p>• 平等就業機會 • 多元人才招聘 • 提供合理薪酬福利 • 健全的培訓及晉升體系 • 保障員工健康安全</p>



SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

Area 範圍	SDGs 可持續發展目標 (SDGs)	Our risks 我們的風險	Our opportunities 我們的機遇	Our actions 我們的行動
<p>Operating Practices</p> <p>營運慣例</p>	 <p>3 Good health and well-being 11 Sustainable cities and communities 12 Responsible consumption and production 17 Partnerships for the goals</p> <p>3 良好健康與福祉 11 可持續城市和社區 12 負責任消費與生產 17 促進目標實現的夥伴關係</p>	<ul style="list-style-type: none"> Product and service quality risk Risk of barriers to diversification Customer relationship management risk Community security risk Information security risk Intellectual property risk Marketing compliance risk Emergency management risk Supply chain management risk <p>• 產品與服務質量風險 • 多元化佈局壁壘風險 • 客戶關係管理風險 • 社區安保風險 • 信息安全風險 • 知識產權風險 • 營銷合規風險 • 應急管理風險 • 供應鏈管理風險</p>	<ul style="list-style-type: none"> Technology empowerment Innovation in management model Innovation in property management services and value-added services Development in lifestyle services and commercial property management Integration of industry resources <p>• 科技賦能 • 管理模式創新 • 物業管理服務及增值業服務新 • 生活服務及商業資產管理市場發展 • 行業資源整合</p>	<ul style="list-style-type: none"> Quality management Building a new lifestyle service platform Building intelligent communities Customer demand survey and satisfaction survey Ensuring community and information security Safeguarding intellectual property Strictly reviewing marketing content Focusing on the anti-corruption, and environmental and social responsibility performance of the supply chain <p>• 品質管理 • 打造新型生活方式服務平台 • 建設智慧社區 • 客戶需求調研與滿意度調查 • 保證社區及信息安全 • 維護知識產權 • 嚴格審核營銷內容 • 關注供應鏈的反貪污、環境及社會責任表現</p>
<p>Community</p> <p>社區</p>	 <p>1 No poverty 2 Zero hunger 4 Quality education 11 Sustainable cities and communities</p> <p>1 無貧窮 2 零飢餓 4 優質教育 11 可持續城市和社區</p>	<ul style="list-style-type: none"> Sustainability risk against cities and communities Public security risk Public health risk <p>• 城市和社區可持續風險 • 公共安全風險 • 公共衛生風險</p>	<ul style="list-style-type: none"> Establishment of charity funds Building infrastructure <p>• 建立公益基金 • 建設基礎設施</p>	<ul style="list-style-type: none"> Providing jobs Renovation of old communities Devotion to social welfare undertakings Inheritance of culture in central China <p>• 提供就業崗位 • 老舊社區改造 • 投身社會公益事業 • 傳承中原文化</p>



STAKEHOLDER ENGAGEMENT 利益相關方參與

The Group is keenly aware that full understanding of the needs and expectations of stakeholders is an important way to achieve sustainable development. The Group listens to the opinions of stakeholders in a timely manner through the establishment of multi-level and highly flexible communication channels, and makes corresponding responses. We also hope to make use of the Report to demonstrate to the stakeholders the Group's investment and achievements in sustainable development in the past year.

STAKEHOLDER COMMUNICATION

The Group has set up diversified communication channels, such as official website, WeChat official account, online APP, complaint calls, and promptly understands and responds to the demands and expectations of various stakeholders through industry exchanges, employee communication activities, etc., in order to draw up its vision for sustainable development and realise such vision. Our current communication channels for stakeholders can be summarised as follows:

本集團深知充分瞭解利益相關方的需求與期望是企業實現可持續發展的重要途徑。我們搭建多層次、高靈活的溝通渠道，及時聆聽利益相關方的意見，並作出針對性的回應。我們亦希望借助本報告向利益相關方展現過去一年本集團在可持續發展領域的投入與成績。

利益相關方溝通

本集團設置官方網站、微信公眾號、線上App、投訴電話等多樣化溝通渠道，通過開展行業交流會、員工溝通活動等途徑，及時瞭解並回應各利益相關方的訴求和期望，以協助本集團描繪可持續發展願景及助力其實現。我們現行的利益相關方溝通渠道可概括如下：

Stakeholders 利益相關方	Expectations and demands 期望與需求	Communication and response 溝通與回應
Employees 員工	<ul style="list-style-type: none"> • Equal employment • Compensation and welfare protection • Career development and promotion • Healthy working environment • Protecting the legitimate rights and interests of employees <ul style="list-style-type: none"> • 平等僱傭 • 薪酬與福利保障 • 職業發展與晉升 • 健康的工作環境 • 保護員工合法權益 	<ul style="list-style-type: none"> • Ensuring employment compliance • Offering competitive compensation • Optimising employee development and promotion mechanism • Carrying out safety education for employees • Establishing barrier-free communication channels for employees <ul style="list-style-type: none"> • 保障僱傭合規性 • 提供有競爭力的薪酬 • 優化員工發展與晉升機制 • 開展員工安全教育 • 建立員工無障礙溝通渠道



Stakeholders 利益相關方	Expectations and demands 期望與需求	Communication and response 溝通與回應
Investors/shareholders/ capital markets analysts 投資者／股東／ 資本市場分析員	<ul style="list-style-type: none"> Protecting shareholders' rights and interests Getting returns on investment Disclosing important information <ul style="list-style-type: none"> 保障股東權益 獲取投資回報 披露重要信息 	<ul style="list-style-type: none"> Holding general meetings of shareholders Improving the continuous profitability of the Company Daily information disclosure 召開股東大會 提高公司持續盈利能力 日常信息披露
Customers/property owners/members 客戶／業主／會員	<ul style="list-style-type: none"> Product and service quality Customer service experience Information security and privacy protection Business integrity Compliance operations <ul style="list-style-type: none"> 產品與服務品質 客戶服務體驗 信息安全與隱私保護 商業誠信 合規經營 	<ul style="list-style-type: none"> Continuously improving the quality of products and services Carrying out customer communication and survey Strictly following the requirements on customer information confidentiality Reasonable publicity and promotion Optimising risk and internal control management <ul style="list-style-type: none"> 持續提升產品與服務質量 開展客戶溝通與調研 嚴格履行客戶信息保密規定 合理宣傳與推廣 優化風險及內部監控管理
Suppliers/contractors/ partners 供應商／合約商／夥伴	<ul style="list-style-type: none"> Fair competition Win-win cooperation <ul style="list-style-type: none"> 公平競爭 合作共贏 	<ul style="list-style-type: none"> Standardising supplier bidding process Improving supplier evaluation and communication mechanism <ul style="list-style-type: none"> 規範供應商招投標流程 完善供應商評估與溝通機制



STAKEHOLDER ENGAGEMENT

利益相關方參與

Stakeholders 利益相關方	Expectations and demands 期望與需求	Communication and response 溝通與回應
Local communities/ neighbourhood committees 當地社區／居委會	<ul style="list-style-type: none"> Protecting the community environment Devoting to social welfare undertakings Creating a harmonious community environment Promoting community development 保護社區環境 投身社會公益 營造和諧社區環境 促進社區發展 	<ul style="list-style-type: none"> Comprehensively practicing green operation Carrying out public welfare projects Actively participating in community building Improving community infrastructure 全面實踐綠色運營 開展公益項目 積極參與社區共建 改善社區基礎設施建設
Industry associations/ public welfare organisations 行業協會／公益組織	<ul style="list-style-type: none"> Industry experience exchange Intellectual property protection Paying attention to disadvantaged groups Charity and philanthropy Community culture building 行業經驗交流 知識產權保護 關注弱勢群體 公益慈善 社區文化建設 	<ul style="list-style-type: none"> Participating in industry seminars Applying for patent protection Volunteer services Carrying out public welfare projects Publicising community culture 參與行業研討 申請專利保護 志願者服務 開展公益項目 宣傳社區文化
Governments/regulatory authorities 政府／監管機構	<ul style="list-style-type: none"> Compliance with laws and regulations Paying taxes in accordance with law Promoting employment Upholding integrity practices 遵紀守法 依法納稅 促進就業 廉政建設 	<ul style="list-style-type: none"> Legal operation and compliance management Actively paying taxes Creating employment opportunities Conducting anti-corruption supervision and training 依法經營與合規管理 主動納稅 創造就業機會 開展反貪污監督與培訓



ASSESSMENT OF MATERIAL ISSUES

In order to continuously understand the key concerns of stakeholders on the Group's sustainable development, and to continuously improve its sustainable development management and related information disclosure, we combined the business development, industry characteristics and national policy environment with the expectations of stakeholders. Through close communication with stakeholders, feedback and industry analysis, we comprehensively assessed and prioritised material issues in 2021.

重要性議題評估

為持續瞭解利益相關方對本集團可持續發展的重點關注事宜，以持續改善本集團的可持續發展管理及相關信息披露，我們將業務發展情況、行業特點及國家政策環境等與利益相關方的期望相結合，通過與利益相關方的密切溝通、意見反饋以及行業分析等方式對2021年重要性議題進行綜合評定及排序。

The four steps taken to conduct a materiality assessment in 2021 are as follows:

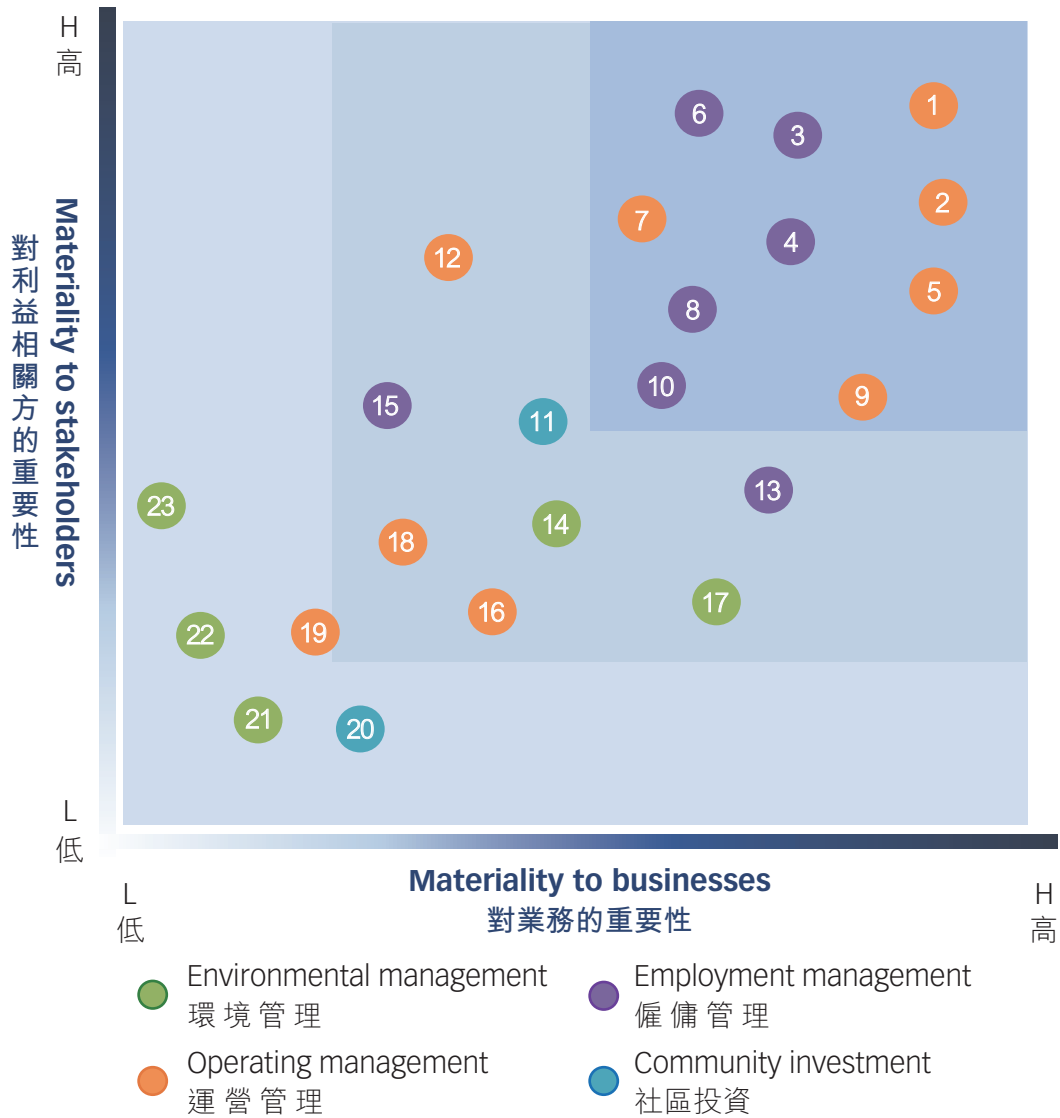
2021年的重要性評估主要採取以下四個步驟：



STAKEHOLDER ENGAGEMENT

利益相關方參與

The Group's 2021 materiality matrix and prioritisation are as follows: 本集團2021年度重要性議題矩陣及排序如下：



Operating management 運營管理	Employment management 僱傭管理	Environmental management 環境管理	Community investment 社區投資
1. Service quality and customer satisfaction 2. Customer information and privacy protection 5. Smart services and innovation 7. Integrity building and anti-corruption 9. Responsible supply chain management 10. Customer well-being and health and safety 12. Intellectual property protection 16. Intelligent management 18. Reasonable marketing and promotion 19. Disaster emergency management 1. 服務品質與客戶滿意度 2. 客戶信息與隱私保護 5. 智慧服務與創新 7. 廉潔建設與反貪污 9. 負責任的供應鏈管理 10. 客戶福祉與健康安全 12. 知識產權保護 16. 智能化管理 18. 合理的營銷與推廣 19. 災難应急管理	3. Employee recruitment and team building 4. Employee training and development 6. Employee occupational health and safety 8. Prevention of child labour and forced labour 13. Employee compensation and welfare 15. Employee care and protection of rights and interests 3. 員工招聘與團隊建設 4. 員工培訓與發展 6. 員工職業健康與安全 8. 防止僱傭童工及強制勞工 13. 員工薪酬與福利 15. 員工關懷與權益保障	14. Energy consumption and efficiency 17. Energy conservation & emission reduction and green operation 21. Water use and water conservation 22. Waste disposal and management 23. Response to climate change 14. 能源消耗與效益 17. 節能減排與綠色運營 21. 水資源使用與節水 22. 廢棄物棄置與管理 23. 應對氣候變化	11. Promoting community development 20. Philanthropy and social services 11. 促進社區發展 20. 公益慈善與社會服務



STAKEHOLDER ENGAGEMENT 利益相關方參與

Based on the results of the materiality assessment in 2021, the Group identified the most important material issues on sustainable development, which included service quality and customer satisfaction, customer information and privacy protection, smart services and innovation, and other operating practices, and which also included employment management issues, such as employee recruitment and team building, employee training and development, and employee occupational health and safety. For the material issues of concerns to stakeholders, we will focus on explaining the management approaches and annual performance in the following sections to respond to the concerns and expectations of stakeholders. Moreover, the Group regularly assesses the management approaches of issues through internal and external audits, performance appraisals, communication with stakeholders, formulation of a grievance mechanism, etc., and will adjust accordingly to ensure the effectiveness of various management approaches.

根據2021年重要性評估結果，本集團將服務品質與客戶滿意度、客戶信息與隱私保護、智慧服務與創新等運營慣例範疇議題及員工招聘與團隊建設、員工培訓與發展、員工職業健康與安全等僱傭管理範疇議題作為我們在可持續發展方面的最重要事宜。針對利益相關方關注的重要性議題，我們將之後章節就其管理方法及年度績效表現進行重點闡釋，以回應各利益相關方的關注與期待。同時，本集團通過內外部審計、績效考核、利益相關方溝通、制定申訴機制等方式定期評估各項議題管理方法，將在必要時對其進行合理調整，確保各項管理方法的有效性。

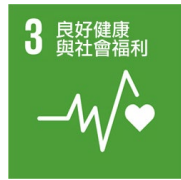


DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

The SDGs addressed in this section:

本章節回應 SDGs:



Good health and well-being
良好健康與福祉



Sustainable cities and communities
可持續城市和社區



Responsible consumption and production
負責任消費和生產

Stakeholders' concerns:

利益相關方關注：



Source of data: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

CCNL, which positions itself as a new lifestyle service provider, integrates property management services and value-added services, lifestyle services, and commercial property management and consultation services. With the original aspiration of offering quality basic property management services, we build an extensive lifestyle service network through the integration of resources, and actively understand the needs and preferences of customers, continuously innovate in the service model, with the commitment to delivering responsible and satisfying products and services to customers.

建業新生活以「新型生活方式服務商」為自身定位，集物業管理服務及增值服務、生活服務、商業資產管理及諮詢服務為一體。我們不忘初心，堅守物業基礎服務品質，通過資源整合構建更廣泛的生活服務網絡，並主動瞭解客戶的需求及偏好，持續創新服務模式，致力於交付負責任的、令客戶滿意的產品及服務。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

NEW LIFESTYLE SERVICES

The Group has a diversified service system in place, covering basic property management services, property management and value-added services, Central China Consumers Club, cultural tourism complex, commercial management consultation, "Jianye+" value-added services, Central China Travel, as well as Cuisine Henan Foodcourts. We focus on providing high-quality services to meet the diverse needs of our customers, and constantly enrich the variety of goods and services in the regions we cover.

Property Management Services

We have provided traditional property management services such as security, cleaning and greening services since 1994, and have expanded our service offerings over the years. We uphold the corporate spirit of "pursuing excellence with perseverance" and adhere to the quality policy of "making property management as good as it gets", with a view to creating quality services with practical actions.

In order to establish and improve the service quality supervision and control model, we have strengthened the supervision and guidance of the property headquarters for each region by implementing *the Quality Supervision and Management Rules* applicable to property management projects. We have also laid down the *Operation Instructions, Unannounced Visit Standards and Supervision Standards* and other supporting guidelines to build a service value system based on customer needs and oriented by customer satisfaction. In addition, in compliance with the Operating Procedures for Property Owners Moving in Houses and the House Delivery Management Regulations, we handled procedures for property owners to move in houses in a quick and orderly manner, in order to achieve smooth delivery of houses. In terms of outsourcing services, we formulated the *Supervision System for Cleaning Outsourcing, the Management System for Tendering and Procurement, the Supervision System for Outsourcing of Guards of Honour and the Supervision System for Greening Maintenance Outsourcing* to clarify the work standards and assessment standards for outsourcing service management, aiming to strengthen supervision and ensure on-site service quality. In order to ensure the planned implementation and execution of various quality control objectives and programmes, we have set quality objectives that are monitored by various departments and regions. All the quality objectives we set for 2021 have been achieved.

服務新型生活

本集團目前已形成物業基礎服務、物業管理與增值服務、建業君鄰會、文旅綜合體、商業管理諮詢、「建業+」增值服務、建業旅遊、建業大食堂的多元服務體系。我們專注於為客戶提供高質量的服務，以滿足其多元化需求，我們不斷豐富所覆蓋地區內的商品和服務種類。

物業管理服務

本集團自1994年開始提供安保、清潔及綠化服務等傳統物業管理服務，多年來不斷增加服務種類。我們秉承「追求卓越，堅忍圖成」的企業精神，堅持「物業管理，盡善盡美」的質量方針，用實際行動打造至臻品質。

為了建立並完善服務質量監察管控模式，我們通過實施適用於物業管理項目的《品質督導管理細則》加強物業總部對各大區的監督及指導，並制定《作業指導書》、《暗訪標準》及《督導標準》等配套工作指引，持續構建以客戶需求為基礎、以客戶滿意度為導向的服務價值體系。此外，我們還制定並實施《業主入住辦理作業規程》及《交房管理規範》，為業主快速、有序地辦理入住手續，實現順利交房。針對外包服務，我們制定《保潔外包工作監管制度》、《招標採購管理制度》、《禮兵外包工作監管制度》及《綠化養護外包監管制度》，明確外包服務管理的工作標準和考核標準，持續加強監管、保障現場服務品質。為確保各項質量管理目標和方案有計劃的落實和執行，我們設置了質量目標並由各個部門及區域進行監測，2021年我們所訂立的所有質量目標均已實現。

DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Quality target
Third-party property owners would give a satisfaction score greater than or equal to 86 points
Quality supervision score would be greater than or equal to 80/82 points
The occurrence rate of public security accidents would be less than 0.5%
There would be no fire incidents or major potential safety hazards
The repair and maintenance timeliness rate would be greater than or equal to 95%
The handling and settlement rate of property owners' complaints would be greater than or equal to 90%

質量目標
第三方業主滿意度大於等於 86 分
品質督導得分大於等於 80/82 分
責任內治安事故發生率小於 0.5%
責任內的消防事件 0，無重大安全隱患
維修及時率大於等於 95%
業主投訴處結率大於等於 90%

The *Problem Closing Management System* was formulated and implemented in each procedure to deal with problems, in order to grasp the key factors of customer relationship and solve the immediate problems that property owners are concerned about. Upon receipt of the problems reported by property owners, employees should create work orders in the property cloud system in accordance with the six categories of report, repair, consultation, complaint, praise and remaining problems of projects. According to the classification of property owner's problems and sorting of their information, we have reviewed thoroughly and successfully settle their problems in accordance with the *Customer Service Work Order Handling Management System* to increase efforts to respond and handle problems, and follow up the problems step by step until they are closed.

Under the three-level model of area self-inspection, regional inspection, and random inspection of the property headquarters, we keep improving the effectiveness of service quality supervision and control by carrying out quality inspections, so that quality services can be truly normalised. Each region and area will be scored and ranked according to the inspection results, and the heads of the top two regions/areas will receive a certain cash reward. Incentives are given to drive service quality improvement. Regarding the operation of each department and region, we carry out regular self-inspection, identify deficiencies, confirm resource needs, and strictly follow the requirements of the quality control system to strengthen the implementation quality.

為把握客戶關係的關鍵因素、解決業主關注的切身問題，我們制定《問題關閉管理制度》並落實到問題處置的各個流程中。所有工作人員收到業主反映的問題，需及時在物業雲系統中按照報事、報修、諮詢、投訴、表揚和工程遺留問題等六大分類創建工單。我們根據業主問題分類，結合業主信息梳理，詳細掌握業主問題並按照《客服工單處理管理制度》進行業主問題的處理，提高問題響應及處理力度，逐級跟進問題直至關閉問題。

在片區自查、大區檢查、物業總部抽查的三級模式下，我們通過開展品質檢查工作持續完善服務質量監察管控成效，讓品質服務真正做到常態化。各個大區及片區的檢查結果將被打分和排序，排名前兩位的區域負責人可獲一定現金獎勵，通過激勵手段驅動服務品質提升；對於各部門及區域的運行情況，我們開展定期自查，明確不足之處，確認資源需求，並嚴格按照質量管理體系要求，強化執行質量。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Services for Central China Consumers Club Members

Central China Consumers Club, an online and offline membership-based community organisation composed of customers from all walks of life. Connected via the credit of the “Central China” brand, we pursue the creation of a shared platform for life sharing, intelligence integration, business cooperation and win-win investment, with Central China Group’s internal and external high-quality resources as the value support, aiming to build a new neighbourhood relationship. It is a new lifestyle service platform for customers to share. From its establishment on 5 June 2016 to 31 December 2021, Central China Consumers Club organised 7,700 activities with around 123,000 participants, developed more than 80 tribes in 13 categories, and cooperated with 233 merchants. It is building an increasingly perfect happiness system concerning neighbours that includes four service modules of “rights and interests, wisdom gathering, tribe and customisation”. Central China Consumers Club, as Customer Service 3.0 of Central China Group, with which we advocate the new gentleman culture, share the new life with neighbours, and practice the new neighbourhood relationship, so that more like-minded people can attract each other and gather together. By breaking through the barriers between physical communities and virtual communities, the club will bring virtual communities offline, build a traditional neighbourhood relationship and make communities warmer and more humane. In this way, the new lifestyle will be no longer a fantasy or a concept, but a beautiful life environment of property owners.

Central China Consumers Club implements *the Member Service Satisfaction Improvement Plan*. It clearly stipulates several processes, from product customisation, business approval to member management etc. to optimise the product details and service deliveries. A professional management team was set up and online service tools were upgraded to provide accurate and high-quality services for members.

君鄰會員服務

君鄰會是邀請各界建業客戶共同組成的線上及線下會員制社群組織，其以建業品牌信用為紐帶，以打造新型鄰里關係為目標，以建業內外部優質資源為價值支撐，以打造生活共享、智慧共融、商務合作、投資共贏的共享平台為追求，是建業客戶共享新型生活方式服務平台。自2016年6月5日成立至2021年12月31日，君鄰會組織7,700場會員活動，會員參與約123,000人次，培育13個大類80餘個部落，233家君鄰品牌聯盟商家，構建日益完善的包含「權益、智匯、部落、定制」四大服務板塊的君鄰幸福系統。君鄰會作為建業服務3.0版，倡導新君子文化，共享君鄰新生活，實踐新型鄰里關係，讓更多志同道合的人得以相互吸引，凝聚在一起。通過打通實體社區與虛擬社群的藩籬，君鄰會讓虛擬社群走到線下，讓鄰里關係回歸傳統，讓社群更加溫潤暖心、富有人情味，使新型生活方式不再是一番暢想、一種理念，而是建業君鄰的生活美境。

君鄰會制定並實施《會員服務滿意度提升方案》，對產品定制流程、業務審批流程、會員管理流程等內容進行明確規定，以完善產品細節、優化服務流程。我們設立專業會員管理團隊和升級線上服務工具等措施，持續為會員提供精準、優質的服務。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

We actively pay return visits to new members to truly understand their needs and provide high-quality services. An improvement plan was formulated to increase accuracy for regions and cities with low information accuracy to ensure the quality and stability of the return visits. We organised 12 rounds of return visits to new members and successfully visited 656 members in 2021. In addition, we launched and improved the functions of adding and editing front-end and back-end visit records to improve the service efficiency of employees. A text message is sent to members to conduct satisfaction evaluation after each visit and each activity, which enables the effective supervision of service quality.

With the continuous growth of the club's members, we strive to offer members with better services and products on the basis of existing services to meet more personalised and high-quality life needs of members. We implement the *Standard on Compliance of Rights- and Interests-linked Products* we formulated to define the principles, criteria and types to determine whether the products are compliant, in order to ensure the quality of the products. In the event of three or more complaints from members during the use of the rights- and interests-linked products, or any violations of laws and regulations by merchants in their daily operations, the products and the merchant will be also removed from the shelves and the club will also terminate their partnership.

Central China Consumers Club sets key performance indicators, namely 11 indicators including member satisfaction, to evaluate service quality. We conduct data statistics and score ranking of relevant assessment items in each region on a quarterly and annual basis, and apply the ranking to organisational performance and job performance.

為切實瞭解新入會會員需求、提供優質服務，我們積極開展新會員回訪，並針對信息準確率較低的大區和城市制定專項準確率提升計劃，以保證新會員回訪工作的質量和穩定性；2021年度，我們共進行12期新會員回訪，成功回訪會員656名。此外，我們上線並完善了前端及後台會員拜訪記錄添加、編輯功能，提高了工作人員的服務效率。通過每次拜訪後推送拜訪滿意度評價短信，及每次活動結束後推送活動滿意度評價短信，實現了對服務質量的有效監督。

隨著君鄰會員規模的不斷增長，我們致力於在現有服務基礎上為會員提供更優質的服務及產品，滿足會員更多個性化、高品質的生活類需求。為保障權益產品質量，我們制定並實施《權益產品合規標準》，明確權益產品合規認定原則、標準及類型；同時，如權益產品在使用期間出現三次及以上會員投訴、或商家在日常經營中存在違法違規現象，該權益產品及商家將受到下架處理，君鄰會也將終止與其合作關係。

君鄰會設置關鍵業績考核指標評估服務質量和品質，考核範圍覆蓋包括會員滿意度在內的十一項指標。我們以季度、年度為單位對各區域進行相關考核項的數據統計及分數排名，將排名應用於組織績效及崗位績效。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Jianye+

“Jianye+” integrates the internal service system and external high-quality service resources and connects online and offline service scenarios through online platforms (“Jianye+” mobile app, WeChat mini-programme, etc.), Internet of Things and offline physical network by using artificial intelligence, cloud computing, big data and other technologies to provide basic community services, local lifestyle services covering food, accommodation, mobility, travel, entertainment and shopping, and value-added services like high-end customisation and wealth management, aiming to provide tiered and graded housekeeper-like membership service experience for more people in the central China region. “Jianye+” mobile app features payment of property fees, recording of facial information, visitor invitation, smart home control, reporting for repairs, purchasing and other daily functions, providing more convenient services for property owners to live a better life.

建業+

「建業+」整合建業內部大服務體系及外部優質服務資源，利用人工智能、雲計算、大數據等技術，通過線上互聯網（「建業+」手機App、微信小程序等）、物聯網和線下實體網絡，打通線上線下服務場景，提供社區基礎服務、食住行遊娛購本地生活服務以及高端定制、財富管理等增值服務，為更多中原人民提供分層分級的管家式會員制服務體驗。「建業+」手機App具備物業費繳納、人臉信息錄入、訪客邀請、智能家居控制、報事報修、物品採買等日常功能，為實現業主的美好生活提供更便捷的服務。



Jianye+ APP
建業+APP

The “Jianye+” platform has established a sound quality control mechanism, which regulates the work standards in many aspects from products, user services to platform operations. The internal policies we formulated include *the Management Rules for Rights and Interests of Members and Launch of Packages (trial)*, *the Management Rules for the Shopping Mall on “Jianye+” Platform*, *the Management Rules for Operation of “Jianye+” Platform (trial)*, *the Management Rules for Business Categories on “Jianye+” Platform (trial)*, and *the Provisions on Defective Products, Unsalable Products and Returns*, which are to strictly regulate the standards for launching products online, an audit mechanism, return procedures for such products, as well as online operations.

「建業+」平台建立了完善的質量管控體系，規範從產品、用戶服務到平台運營等方面的工作標準。我們制定《「建業+」平台會員權益及套餐上架管理細則（試行）》、《「建業+」平台優選商城管理細則》、《「建業+」平台運營管理細則（試行）》、《「建業+」平台經營類目管理細則（試行）》及《殘次品、滯銷品、退貨條款》等內部政策，嚴格規範產品上架標準、審核機制以及退貨流程及線上運營行為。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Product Selection 產品優選	User Services 用戶服務	Platform Operation 平台運營
<ul style="list-style-type: none"> ➤ Establishing product selection standards, setting up a product selection team, and appointing product selectors online to strictly control the product selection process and standardise the service process; ➤ Strictly standardising product launch standards, formulating an audit mechanism, and returning products that do not meet the online release requirements for rectification; ➤ Regularly checking the listed products and services on the platform on a random basis. ➤ 制定產品優選的標準，並成立選品小組，線上徵集選品師，嚴格把控選品環節，規範服務流程； ➤ 嚴格規範產品上架標準，並制定審核機制，對不符合上線發佈要求的產品予以退回整改； ➤ 定期抽查平台已上架的產品和服務。 	<ul style="list-style-type: none"> ➤ Establishing and standardising the speech skills and service procedures at each stage of services to improve service standards; ➤ Establishing mechanisms, such as overtime compensation, refund at any time after expiration and advance compensation, to maximise users' rights and interests, and enhance user experience. ➤ 在服務的每個階段均制定規範話術及服務流程，提高服務標準； ➤ 平台設定超時賠付、過期退隨時退、先行賠付等機制，保障用戶權益最大化，提升用戶體驗。 	<ul style="list-style-type: none"> ➤ Standardising the online operation of each operating entity and setting strict requirements and standards for the release of content, with automatic review on key words and expressions on the system; ➤ Adopting an appointment system for the key advertising spaces on the platform to maximise the effective publicity of operating entities. ➤ 規範各運營主體的線上運營行為，對於內容的發佈有嚴格的要求標準，系統會對關鍵字、詞自動審查； ➤ 平台重點廣告位採取預約制度，最大化保證各運營主體的有效宣傳。

"Jianye+" quality control system 建業+質量管理體系

Central China Travel Services

Central China Travel is committed to becoming a professional customised travel service provider, and offers high-quality services for customers. We formulated *the Standardisation of Speech Skills for Central China Travel*, which stipulates the process of customer acquisition through phone calls, in-person visits and online communication, and standardises communication etiquette, ways to introduce materials and products and closing remarks, so as to create the best communication experience for customers.

建業旅遊服務

建業旅遊致力於「做專業化的定制旅遊服務者」，為客戶提供專業化的高品質服務。我們制定《建業旅遊話術標準化》制度，明確電話拓客、客戶登門拜訪及線上交流流程，對客戶交流禮儀、物資、產品介紹方式及結束語等做出標準化規定，為客戶創造最佳交流體驗。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

The Implementation Plan for the Customer Complaints Initiative is carried out to improve product quality, strengthen service level and optimise service system. The summarisation of problems enables us to see a comprehensive improvement in service efficiency, customer experience, and product quality, and to have confidence in products and services.

我們開展客戶投訴專項治理行動實施方案以提升產品質量、加強服務水平、完善服務制度。通過問題的歸納總結，我們實現服務效率、客戶體驗、產品質量的全面提升，實現產品自信和服務自信。

Communication Management 溝通管理	Product Quality 產品質量	Service Quality 服務質量	Contract Management 合同管理
<ul style="list-style-type: none"> ➢ Improving standard communication skills, making a list of communication elements, and fully communicating with customers to confirm their needs; ➢ Responding to the requirements raised by customers according to our actual situation; ➢ Elaborating on products in the process of introduction. ➢ Establishing standards to maintain customers at all levels and following the standards in daily work. ➢ 完善標準話術，制定溝通要素清單，與客戶進行充分的溝通，確認客戶需求； ➢ 對於客戶提出的要求，結合我們的實際情況進行解答； ➢ 產品介紹的過程中，對於產品細節認真解釋。 ➢ 制定各級客戶的維護標準，日常維護中按照標準執行。 	<ul style="list-style-type: none"> ➢ The production staffs communicate fully with salespersons and communicate needs clearly, so as to ensure the complete and correct transmission of information; ➢ Strictly requiring the product R&D centre to follow customer service standards to avoid the psychological gap of customers. ➢ 產品製作人員與銷售充分溝通，轉述過程中進行明確的需求交接，做到信息的完整無誤傳遞； ➢ 嚴格要求產品研發中心按照客戶服務標準執行，避免客戶產生落差心理。 	<ul style="list-style-type: none"> ➢ Conducting graded management on travel managers, tailoring different ranks for customers at different levels; ➢ Providing first aid training, etiquette training and other professional skills training for travel managers, in order to deal with different emergencies. ➢ 對旅行管家進行分級管理，不同等級的旅行管家對應不同級別的客戶； ➢ 對旅行管家進行急救培訓、禮儀培訓等多項專業技能培訓，以應對不同突發情況的產生。 	<ul style="list-style-type: none"> ➢ Supervising contracts to ensure the standardisation of contract signing; ➢ Holding a training session on travel contracts; ➢ Establishing criteria on contract signing and reward and punishment rules; ➢ Making all kinds of contract signing attachments; ➢ Strictly checking the signing of contracts. ➢ 開展合同專項監察，確保合同簽署的規範性； ➢ 開展關於旅遊合同的專項培訓； ➢ 設立合同簽署規範要求及獎懲規則； ➢ 制定各類合同簽署附件； ➢ 嚴查合同簽署情況。

Coverage of Action Plan

行動方案覆蓋範圍



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質



Steps to carry out the action plan 行動方案步驟

Cuisine Henan Foodcourts

Adhering to the policy and principle of "discovering, protecting, inheriting and promoting" the traditional specialties and snacks in Central China, the Group has formulated and implemented various internal policies, including *the Product Pricing and Price Adjustment Management System of Cuisine Henan Foodcourts*, *the Management Rules for the Merchant Selection of Cuisine Henan Foodcourts*, *the Customer Management System*, *the Collection Standards and Preferential Policies for the Service Fees for Merchant Management* and *the Regulations on the Daily Management of Merchants*, to strengthen merchant selection

建業大食堂

建業大食堂秉承「發掘、保護、傳承、光大」中原傳統特色名吃、小吃的八字方針原則，制定並實施《建業大食堂產品定價及調價管理制度》、《建業大食堂招商管理細則》、《客戶管理制度》、《商家管理服務費收取標準及優惠政策》及《商家日常管理條例》等內部政策，以加強招商管理，明確招商



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

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management, clarify merchant selection standards and requirements, regulate merchant entry, evaluation and withdrawal procedures, and stabilise Cuisine Henan Foodcourts' product pricing, regulate the management of merchants and customers, and effectively improve employees' awareness of customer management and customer satisfaction.

標準和要求，規範商家入駐、評價、撤場流程，穩定建業大食堂產品定價，規範商戶及顧客管理，有效提高員工的客戶管理意識及顧客的滿意度。

Selection of Merchants 優選商家	Improvement of Pricing 完善定價	Quality Control 把控質量
<ul style="list-style-type: none"> Adhering to the principles of openness, fairness and impartiality, and merit-based selection; Establishing, maintaining and managing merchant selection system; Looking for and selecting merchants. 堅持公開、公平公正、擇優錄取原則； 建立、維護和管理招商體系； 搜集、甄選商家。 	<ul style="list-style-type: none"> Paper backup price adjustment application form; Conducting market research and analysis on product prices; Determining the prices of target products based on the local consumption level; Reviewing the fairness and objectivity of product prices in the market; Recording the product prices reviewed and approved and entering them into the charging system. 紙質備份調價申請單； 進行產品價位的市場調查與分析； 結合本店當地消費水平確定目標產品價格； 審核產品價格市場公允性和客觀公正性； 備案審批過的產品價格，並錄入收費系統。 	<ul style="list-style-type: none"> Strictly implementing the merchant selection policies and merchant management systems formulated by the Company; Managing the daily operations of merchants, and handling the merchant entry and exit procedures according to the procedures; Supervising the quality of products provided by merchants and managing food safety and hygiene; Assisting merchants in applying for industrial and commercial qualification certificates. 嚴格執行公司制定的各項招商政策及商家管理制度； 管理商家日常經營，按流程辦理商家進場、退場手續； 監督商家出品品質及管控食品安全衛生； 協助商家辦理工商資質證書。

Quality Control Programme of Cuisine Henan Foodcourts
 建業大食堂質量控制程序



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

INNOVATIVE INTELLIGENT SYSTEM

CCNL, deeply engaged in the industry field, continuously develops, practices and makes in-depth exploration of new lifestyles with technological innovation. We are actively moving towards the construction, development and operation of intelligent communities to facilitate the healthy and orderly development of the industry ecology, and set a model for building a better new life with intelligent technologies.

Intelligent Property Management Platform

The Group, which is customer-centric, has built an intelligent service system consisting of a "platform (intelligent property management platform) + terminals ("Jianye+" APP, "Jianyeji" APP and Bluedon Cloud) + Digital Command Centre + Call Command Centre" using the Internet and big data and online and offline integration, which realises unified service entrance, unified command and dispatch and unified management standards, promotes the big data support and scientific decision-making in the process of property management and service, and contributes to the digital transformation and technology empowerment of intelligent communities.

We are not only a property management service provider, but also an urban space operator linked by the big data of users. In the intelligent application, with the original aspiration of solving business pain points, we centre on customer services to discover business pain points and optimise 16 intelligent functions in customer operations, customer service work orders, manager SOP (standard operating procedure), basic data and business intelligence, with a view to reducing the burden for employees and standardising and customising services in the property management segment. Through technology empowerment, we can increase business efficiency and achieve precise customer services. In innovative intelligent text message payment reminder, reminder task work orders, online decoration function and online vacant house management, property managers realise paperless and online operations, which empowers front-line employees, and increases management efficiency.

創新智慧體系

建業新生活深耕行業領域、結合科技創新，對新型生活方式不斷研發、實踐、深入探索。我們積極邁向智慧社區的建設和開發運營，以助力行業生態和產業生態的健康有序發展，開啟用智慧科技築就美好新生活的典範。

智能化物業管理平台

本集團以客戶為中心，借助互聯網與大數據技術，線上與線下相融合，搭建「平台（智能化物業管理平台）+端（「建業+」App、「建業家」App、藍盾雲）+數字指揮中心+呼叫指揮中心」組成的智慧服務體系，實現統一服務入口、統一指揮調度、統一管理標準，促進物業管理與服務過程中的大數據支撐與科學決策，助力智能社區的數字化轉型與科技賦能。

我們不止是物業，更是以用戶大數據為紐帶的城市空間運營商。2021年，在智慧化應用中，我們於物業板塊圍繞為員工減負和服務標準化、定制化，以解決業務痛點為初心，以客戶服務為中心，深挖業務痛點，優化完善客戶運營、客服工單、管家SOP（Standard Operation Procedure，標準作業程序）、基礎數據和商業智能5大板塊、16項客智功能，通過技術賦能，提高業務效率，實現客戶精準服務。在智能創新短信催費、催費任務工單、線上裝修功能和線上空置房管理中，物業管家實現工作無紙化、線上化操作，賦能一線員工，實現管理增效。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Intelligent Payment Reminder 智能賬款催收

As of 31 December 2021, CCNL promoted text message payment reminder in 436 communities, reminding property owners of the payment 1.467 million times in a single click. Reminder task work orders have been launched in 315 communities, which has been running smoothly for 10 months. The online delivery of batch text message reminders and the standardisation of reminder task work orders effectively reduce the repetitive work of employees and improve the average payment collection rate.

截至2021年12月31日，建業新生活短信催費已在436個小區推廣，實現一鍵觸達，累計觸達業主146.7萬人次；催費任務工單已上線小區315個，平穩運行10個月。批量短信催費的線上化及催費任務工單標準化有效減少了人力重複性工作，提高了平均回款率。

Intelligent Decoration Services 智能裝修服務

Property owners handle the decoration procedures and pays the decoration fees online, which improves the efficiency of handling decoration procedures and realises the automatic push of decoration inspection tasks. Our property management segment organised 4 training publicity activities, with more than 2,586 participants and 10 pilot communities. A total of 2,873 decoration inspection tasks were completed in one week. We provide decoration supervision services for 2,126 property owners, which empowers front-line employees and increases management efficiency.

業主通過線上辦理裝修手續，並繳納裝修手續費，提高了裝修手續辦理的效率，實現了裝修巡檢任務自動推送。我們的物業板塊組織培訓宣貫4場，參會人員2,586餘人次，試點小區10個，運行1周共計完成裝修巡檢任務2,873條，為2,126位業主提供裝修監管服務，賦能一線員工，實現管理增效。

Intelligent Reporting Management System 智能報事管理系統

The intelligent reporting management system is adjusted to: The reporting management system includes customer reports, repairs, consultation, complaints, praise and projects' leftover problems. In 2021, the system covered 436 communities under management of Jianye Property. There were 854,553 reporting work orders, with timely response rate within 15 minutes of 97.83% and timely completion rate of 96.16%. Paperless work orders and mobile handling greatly improves work efficiency. At the same time, instant transmission ensures timeliness and authenticity in work.

智能報事管理系統內容調整為：報事管理系統包含客戶的報事、報修、諮詢、投訴、表揚和工程遺留問題等模塊，2021年度，已覆蓋建業物業在管小區436個，累計報事工單854,553單，15分鐘內及時響應率97.83%，及時完成率96.16%。利用無紙化工單、移動處理，極大地提高了工作效率，同時，實時傳輸也保障了工作中的時效性和真實性。

Intelligent Management of 'Vacant Houses' 智能「空置房」管理

Through online inspection of vacant houses, the manager updates the information of vacant houses online, realising automatic reporting of inspection results, and providing more intimate services for property owners. A total of 31,228 vacant house inspection tasks were completed in 55 pilot communities, with the completion rate of 89.25%, providing 9,358 property owners with vacant house supervision services.

通過線上空置房巡檢功能，管家在線更新空置房信息，實現巡檢結果自動匯報，為業主提供更加貼心的服務。55個試點小區共計完成空置房巡檢任務31,228條，巡檢任務完成率為89.25%，為9,358位業主提供空置房監管服務。

DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

Intelligent RBA (Remote Building Automation) Management System for Facilities and Equipment 智能設施設備（遠程樓宇自動化）管理系統

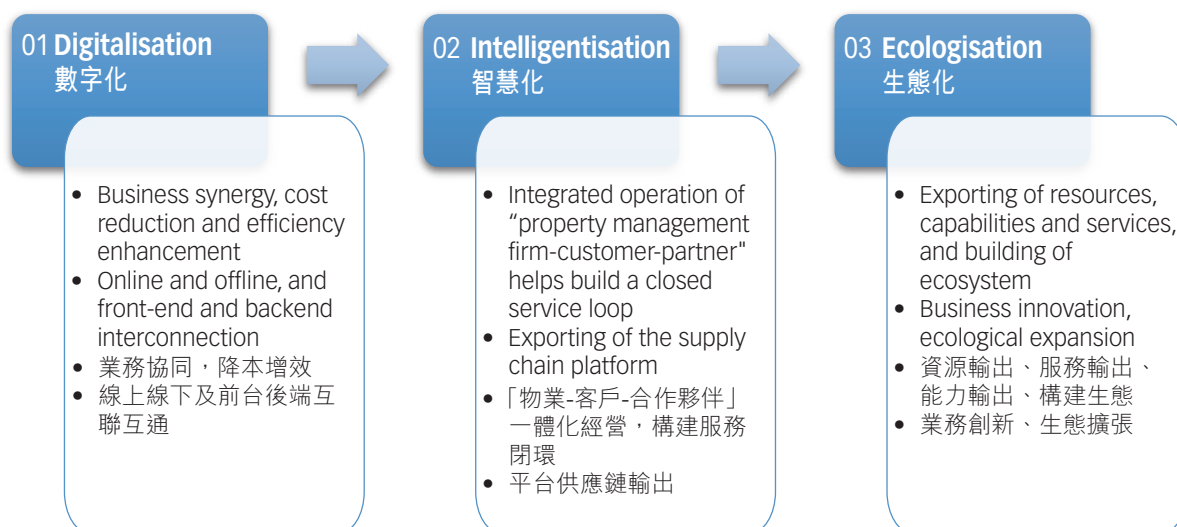
The management ledger for facilities and equipment is available online through online collection and recording of their basic information. According to the work order issued by the system, we repair and inspect the facilities and equipment, record the running status of facilities and equipment in real time, and guide preventive maintenance and predictive maintenance. Jianye Property's cloud patrol inspection system was launched in 284 communities in 2021, including task scheduling of background system and regular push of inspection tasks, which can complete task work orders offline, realise paperless inspection and achieve digitalisation of hours of work orders.

通過線下收集、錄入設施設備基礎信息，可在線查詢設施設備管理台賬，根據系統下發的工單，對設施設備進行維修和巡檢保養，實時記錄設施設備的運行狀態，指導開展預防性維修和預見維修。2021年度，河南全省284個小區已上線建業物業雲巡檢系統，包括後台系統任務排程、巡檢任務定時推送，可在離線環境中完成任務工單，實現巡檢任務無紙化，工單工時數據化。

Intelligent Application of Property Management Services 物業服務智能化應用

We simultaneously set the goal of intelligent property management services to create value externally and improve efficiency internally. A "three-step" strategic plan was established to optimise Jianye Property's supply chain platform. We fully utilise this platform to carry out management, business and operation, and also to provide technology. We export resources, capabilities and services on the platform, and achieve business expansion through ecological expansion.

我們同步設置物業服務智能化目標，實現對外創造價值、對內提升效率。我們搭建了「三步走」戰略規劃，以完善建業物業供應鏈平台，將管理、業務、運營、技術全面平台化，推動平台資源、能力、服務輸出，通過生態擴張實現業務擴張。



Jianye Property's Supply Chain Platform Strategy 物業供應鏈平台戰略



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

Shisui Cloud

In 2021, we established the Shisui Cloud operating system for lifestyle services in central China, which is based on “central China” scenario and includes intelligent property management solutions and business scenario solutions, in order to match the strategic vision of matching market output model with the Greater Central China strategy, and expanding the service radius via exporting of products to partners. Shisui Cloud is committed to offering one-stop solutions for property management firms in central China: We provide a comprehensive management course system for the property management industry through knowledge transfer. Technology empowerment enables us to assist customers in problem analysis and business transformation through rich industry experience. We advocate technological equality, practice knowledge co-creation, data sharing, and community symbiosis, and provide property management firms in central China with full-link upgrade solutions tailored to local conditions.

Intelligent Communities

With the introduction of concepts such as “Internet +”, CCNL accelerates the in-depth integration of the Internet with community governance and service systems. Driven by the construction of smart cities, it strives to provide residents with comfortable living conditions and offer smarter management and more humane services, marking the shift from extensive property management to fine property management. We lead the transformation with our original intention. The security guard system for residential buildings has evolved from the most basic security system to intelligent control by AI recognition and from passive defense to active prevention, which allows the upgrade from intelligent communities to intelligent and technologically advanced houses.

The Group is committed to providing a safer, more comfortable, more convenient, healthier and greener intelligent living environment to create a new trend of urban housing. To this end, we proposed the concept of 8F future communities, which not only meet human living needs, but also focus on people orientation, ecologisation, digital intelligence, etc. We will build a people-centred composite scenario system covering eight major innovations, namely future security, future traffic, future health, future home, future building, future service, future neighbourhood and future governance, with a view to building a new type of communities that integrate multi-dimensional perception, The Internet of Everything, openness and compatibility, and make people have a sense of belonging, comfort and future, so as to start a better life together.

拾穗雲

2021年，我們搭建拾穗雲中原生活服務操作系統，該系統基於建業場景，包含智慧物業管理解決方案、商業場景解決方案等，以實現對市場輸出模式匹配大中原戰略、對合作夥伴輸出產品擴大服務半徑的戰略願景。拾穗雲致力於為中原物業公司提供一站式解決方案：我們借由知識傳遞，為物業行業提供全面的管理課程體系；我們利用科技賦能，通過豐富的行業經驗協助客戶進行問題分析，助力業務轉型；我們主張科技平等，踐行知識共創、數據共享、社區共生，為中原物業公司提供因地制宜的全鏈路升級解決方案。

智慧社區

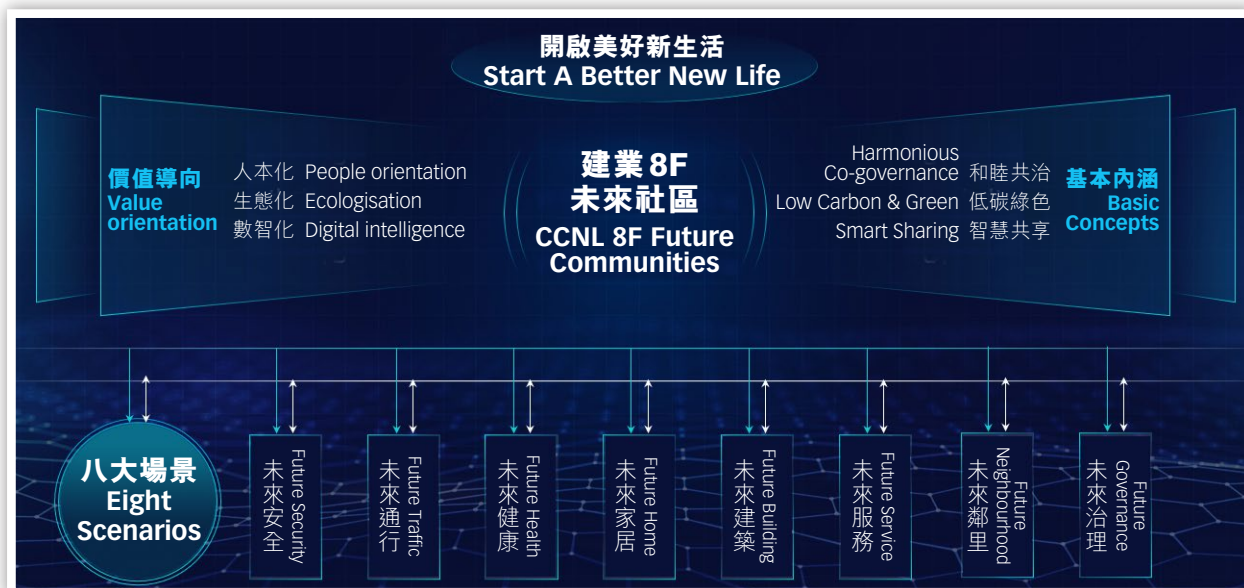
隨著「互聯網+」等概念的提出，建業新生活加快互聯網與社區治理和服務體系的深度融合，在智慧城市建設的推動下，讓居民住的舒適，管理更智能，服務更人性，住宅管理由粗放型進入精細化階段。我們以初心引領轉型，住宅安全保障從最基本安防系統到AI (Artificial Intelligence, 人工智能) 識別智能管控，從被動防禦到主動預防演進，從建業智慧社區到智慧科技住宅升級。

本集團致力於提供更安全、更舒適、更便捷、更健康、更綠色的智慧生活環境，打造城市住宅的全新風向標。為此，我們推出建業8F未來社區，不僅滿足人居需求，更是聚焦了人本化、生態化和數智化等多維的價值坐標，構建以人本為主軸的覆蓋未來安全、未來通行、未來健康、未來家居、未來建築、未來服務、未來鄰里、未來治理等八大創新的複合場景系統，致力於打造集多維感知、萬物互聯、開放兼容於一體，有歸屬感、舒適感和未來感的新型社區，共同開啟美好新生活。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質



Overall Structure of 8F Future Communities

建業8F未來社區整體結構

Intellectual Property Protection

In strict compliance with the relevant laws and regulations, including the *Trademark Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China* and the *Patent Law of the People's Republic of China*, the Group regulates application, registration, filing, change of ownership and related information management of intellectual property rights, and implements relevant regulations through training publicity and continuous monitoring. At the same time, the Group formulates an annual intellectual property management plan every year, and designates a dedicated person to be responsible for implementation and supervision, so as to actively protect its legitimate rights and interests.

As of 31 December 2021, the Group has obtained a total of 530 intellectual property rights, including 12 patents, 330 trademarks, 165 software copyrights, and 23 functional domain names.

保護知識產權

本集團嚴格遵守《中華人民共和國商標法》、《中華人民共和國著作權法》及《中華人民共和國專利法》等法律法規，規範知識產權的申請、註冊、登記、權屬變更以及相關信息管理，並通過培訓宣貫和持續監控落實有關規定的執行。同時，本集團每年制定知識產權管理年度計劃，並設立專人負責實施和監督，積極保護自身合法權益。

截至2021年12月31日，本集團已獲得的知識產權數量共計530件，其中專利12件、商標330件、軟件著作權165件、域名23件。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

PROTECTING CUSTOMERS WHOLEHEARTEDLY

Adhering to the principle of "customers first, service first", the Group is customer-centric, maintains multi-channel and frequent communication with customers, and actively responds to customer demands, striving to provide the best service experience.

Response to Customer Needs

The Group handles complaints from customers in strict compliance with relevant laws and regulations including the *Law on Protection of Consumer Rights and Interests of the People's Republic of China* and in accordance with the *Management Rules for Handling of Customer Complaints of Central China Group*, the *Management System for Handling of Complaints of Jianye Property*, the *Management System for Closing of Property Owners' Problems of Jianye Property*, the *Management System for Public Opinions of Jianye Property*, the *Management Specifications for Operation of Merchants in Central China Consumers Club*, the *Implementation Plan of Handling Action for Customer Complaints of Central China Travel*, the *Special Management Measures for Customer Complaints of Agricultural Companies*, as well as the *Complaint Handling Procedures*. Continuous efforts were made to optimise the complaint handling process and promote the online complaint handling and work order visualisation to ensure timely and proper receipt and handling of customer feedback and opinions. We classify and analyse customer complaints scientifically via weekly analysis of complaints in areas, monthly application of complaints in regions, monthly reports of complaints of the headquarters and ranking announcements, aiming to optimise service quality through continuous improvement of lean management and services, protect customers' legitimate rights and interests, ensure service efficiency and better fulfill our commitment to property owners.

In order to handle customer complaints and feedbacks in a timely and effective manner, the property management segment of the Group divides complaints into three levels: general complaints, key complaints and major complaints. Persons at different levels are designated to be responsible for different complaints to increase the efficiency of complaint handling. Complaint handling principles have been established to standardise the complaint handling process, as an effort to effectively protect the interests of customers.

傾心守護客戶

本集團本著「客戶至上，服務第一」的工作宗旨，以客戶需求為導向，與客戶保持多渠道、高頻次的溝通，積極響應客戶訴求，致力於提供最優質的服務體驗。

響應客戶需求

本集團嚴格遵守《中華人民共和國消費者權益保護法》等法律法規，依據《建業集團客戶投訴處理管理細則》、《建業物業投訴處理管理制度》、《建業物業業主問題關閉管理制度》、《建業物業輿情管理制度》、《建業君鄰會品牌聯盟商家運營管理規範》、《關於建業旅遊開展客戶投訴專項治理行動的實施方案》、《農業公司客戶投訴專項管理辦法》及《投訴處理作業規程》的相關要求，開展客戶投訴專項治理行動。我們不斷完善投訴處理作業流程，推動投訴處理線上化和工單可視化功能，確保及時妥善地接收、處理客戶的反饋及意見。我們制定片區投訴周分析、大區投訴月應用、總部投訴月度報告和排序公告，科學地對客戶投訴進行分類及統計分析，旨在在精益化管理和服務中持續改善以優化服務品質，保障客戶合法權益，確保服務效率，更好地履行對業主的承諾。

為及時、有效地處理客戶的投訴和意見反饋，本集團物業板塊將投訴劃分為一般投訴、重點投訴及重大投訴三大級別，不同級別投訴對應不同級別責任人以提升投訴處置效率，並制定投訴處理原則規範投訴處置過程，切實保障客戶利益。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

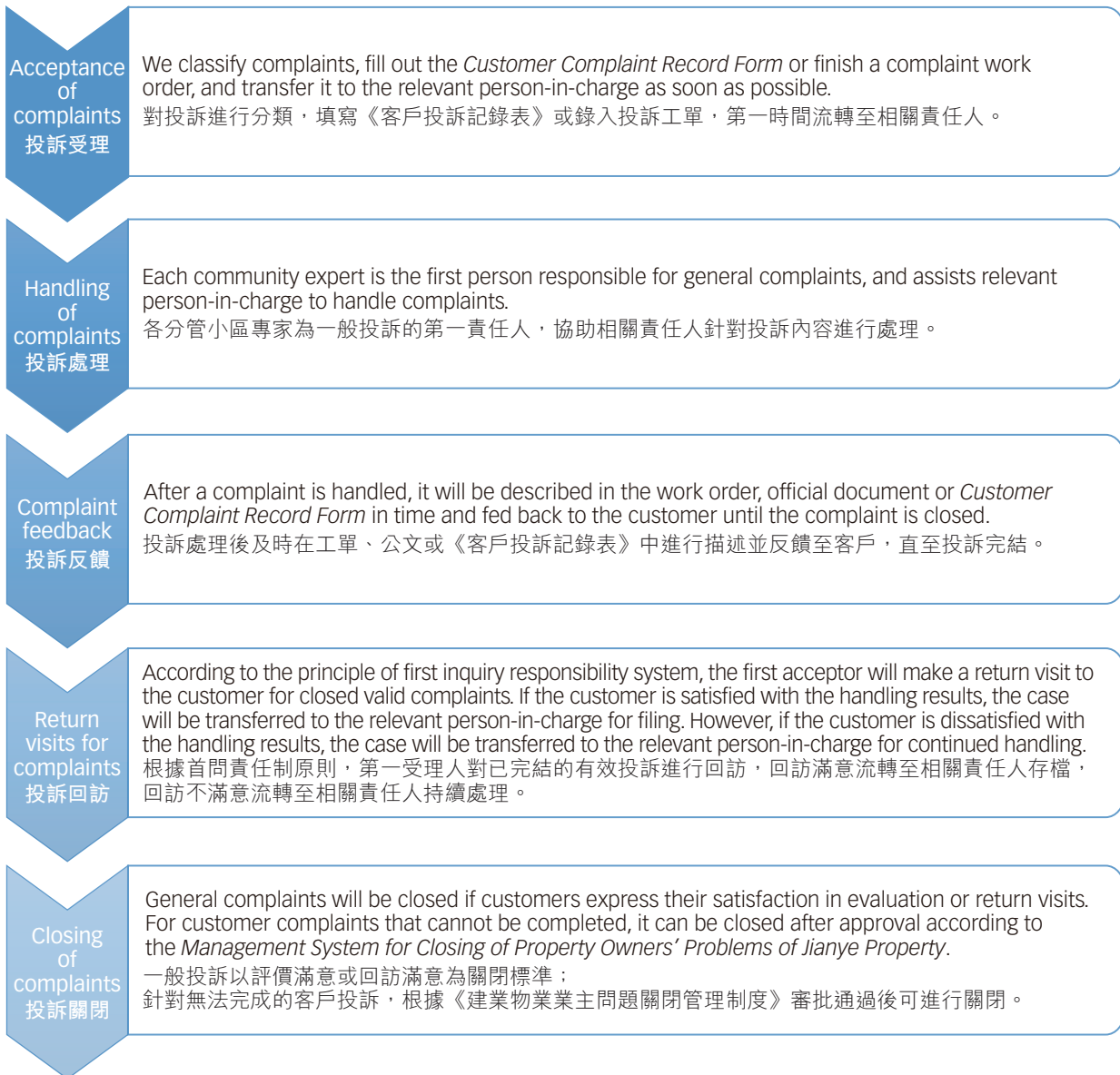
First Inquiry Responsibility System 首問責任制	12-12-24 principle 12-12-24 原則
<ul style="list-style-type: none"> ➢ Employees of the property management firms shall first reassure customers upon receipt of complaints; ➢ The employees shall follow up the complaint handling process until complaints are resolved. ➢ 物業工作人員接到客戶投訴，應第一時間先安撫客戶； ➢ 投訴處理過程中，該人員須持續跟進，直至處理完結。 	<ul style="list-style-type: none"> ➢ Getting in touch with customers within 12 minutes and informing them of the position and contact information; ➢ For problems that cannot be solved by telephone communication, the persons-in-charge shall visit customers within 12 hours; ➢ Communicating with customers about solutions within 24 hours and clarifying handling opinions. ➢ 12分鐘內與客戶取得聯繫，告知客戶職務及聯繫方式； ➢ 電話溝通無法解決的問題，12小時內需親自上門拜訪； ➢ 24小時內與客戶溝通解決方案，明確處理意見。
“Four Firsts” principle 「四個第一」原則	“Three keep looking” principle 「三不放過」原則
<ul style="list-style-type: none"> ➢ Responding quickly; ➢ Visiting customers immediately and coming up with solutions; ➢ Following up problem resolution and closure as soon as possible; ➢ Complaints that are beyond the authority of the persons-in-charge must be handled in accordance with <i>the Management System for Closing of Property Owners’ Problems of Jianye Property</i> as soon as possible. ➢ 第一時間快速響應； ➢ 第一時間拜訪客戶拿出解決措施； ➢ 第一時間跟蹤問題的解決與關閉； ➢ 超過責任人處理範圍的投訴，必須第一時間按照《建業物業業主問題關閉管理制度》進行升級處理。 	<ul style="list-style-type: none"> ➢ Keep looking until we discover a problem; ➢ Keep looking until we come up with a solution; ➢ Keep looking until we find prevention causes; ➢ 找不到問題不放過； ➢ 找不到解決辦法不放過； ➢ 找不到預防原因不放過。

Property complaint handling principle
物業投訴處置原則



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質



Property complaint handling process
物業投訴處置流程



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

In order to effectively protect the rights and interests of customers, we implement a complaint handling supervision system, and conduct complaint reporting and complaint spot checks. Each region summarises the complaints in areas every month and submits a complaint analysis report containing progress of major complaints and corrective and preventive measures for the previous month to the head of the headquarters' manager service department. In the following month, the call command centre of the Group's headquarters summarises all the complaints of the previous month, and generate relevant complaint analysis report. The comprehensive management centre of the Group's headquarters produces typical complaint cases every six months and distributes them to all levels of units to share the complaint handling experience and response skills. The community supervisor/manager and community expert carry out a spot check on complaint records, follow-up handling, feedback and filing every week. The area manager conducts a monthly spot check and guidance on the complaints in the area. The head of the regional manager service department checks the complaint handling situation every month. We assess the complaint handling results, and punish the responsible person according to the level and frequency of complaints, so as to effectively control the service quality and the complaint handling process.

Customer service staffs of "Jianye+" analyse the details of complaints every month, publicise and rank the number of complaints, the reasons for the complaints, the time limit for handling, the handling plan, the information on various types of complaints, and the complaints about merchants, and proposes rectification plans and suggestions at the same time. The complaint report is submitted to the heads of supply chain, mall operation and other departments respectively. Meanwhile, the customer service staffs of "Jianye+" pay return visits to users in the event of three complaints of the same kind about the same products, rights and interests, subscription packages and activities within a week. The products, rights and interests, subscription packages and activities shall be suspended or removed to protect the rights and interests of users.

為切實保障客戶權益，我們實行並落實投訴處理監管體系，進行投訴報告及投訴抽查活動。大區每月進行片區投訴匯總，形成包含重大投訴進展專項、上個月糾正預防措施在內的投訴分析上報至總公司管家服務部負責人；次月由集團總部呼叫中心指揮中心匯總上個月所有投訴內容，生成投訴相關分析，集團總部綜合管理中心每半年製作典型投訴案例並下發各級單位，共享投訴處置經驗及應對技巧。投訴抽查由各小區管家主管／經理、分管小區專家每週抽查投訴記錄、跟進處理、反饋及存檔情況；片區經理對本片區內的投訴情況，進行每月一次的抽查和指導；大區管家服務部經理每月抽查轄區內投訴處理情況。我們同步落實投訴處理考核工作，依據發生投訴的級別及頻次給予相關責任人一定懲處，以有效控制服務質量及投訴處理流程。

「建業+」客服每月進行投訴明細分析，對投訴數量、投訴原因、處理時效、處理方案、各品類投訴信息、各商家投訴情況等進行公示和排名，同時提出整改方案及建議。此投訴匯報分別提交供應鏈、商城運營等部門負責人。同時，「建業+」客服根據實際用戶投訴情況，一周內同一商品、權益、訂閱包及活動出現同類型3次投訴，則進行所購買用戶的全回訪，並要求對該商品、權益、訂閱包及活動進行暫停或下架以保障用戶權益。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Establishment of complaint channels

投訴渠道設置

- 01.** Complaints filed via telephone: Calls to the Command Centre and calls to other service departments.
來電投訴：呼叫指揮中心來電、其他服務電話來電。
- 02.** Complaints filed via visits: Employees receive complaints filed after customer visits.
來訪投訴：工作人員接到客戶來訪投訴。
- 03.** Complaints filed via correspondence: Complaints filed via letters, etc.
來函投訴：信件等投訴。
- 04.** Online complaints: Jianye Property's official WeChat account, online media, WeChat, Jianye+ APP, etc.
網絡投訴：建業物業官微平台、網絡媒體、微信、建業+APP等。
- 05.** Transferred complaints: Complaints transferred from Central China Group and other business segments.
投訴流轉：由建業集團及其他業務板塊流轉的投訴。



In 2021, the Group's property management segment, tourism segment and community life accepted a total of 6,501 complaints from users. Specific complaints related indicators are shown in Appendix II.

We focus on protecting the legitimate rights and interests of customers, responding to their needs in a timely manner, safeguarding their safety, maintaining effective communication with them, maintaining a harmonious relationship with them, and enhancing their satisfaction and brand recognition.

2021年，本集團物業板塊、旅遊板塊及社區生活共計受理用戶投訴6,501例，具體投訴相關指標見附錄二。

我們注重保障客戶合法權益，及時響應客戶需求，守護客戶安全，與客戶維持有效的溝通交流，與客戶維繫的和諧關係，提升客戶的滿意度及品牌認同感。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質



Five Channels for Communication with Property Owners 與業主的五大溝通渠道

In 2021, a third party was appointed to conduct an annual customer satisfaction survey on asset-heavy residential projects in the form of telephone interviews. Adopting a mode of combining nodes and mid-year and year-end visits, we collected and analysed information about satisfaction of property management services, notification of emergency events such as water and power outages, community activity organisation and cultural atmosphere, and decoration management satisfaction. The survey results were presented in the form of reports to determine the key improvement directions for the next year. The overall customer satisfaction score in 2021 is 89.3 points, which is 3.3 points higher than the Group's annual target value, reaching the industry benchmark level.

Moreover, Central China Consumers Club laid down the *Member Satisfaction Survey Plan* for 2021 and completed two surveys in the middle and at the end of the year. Through the monthly return visit of new members, we supervise the retention of new members by staffs, which improves the satisfaction of new members. We have formulated a special satisfaction improvement plan according to the different operation status of regions, seeing an increase in the overall satisfaction rate from 88% in the middle of the year to 95% at the end of the year, and in the basic service score from 75 points to 92 points

2021年度，我們聘請第三方以電話訪談形式對重資產住宅項目開展年度客戶滿意度調研。調研採取節點調研與年中年底集中回訪相結合模式，對物業服務滿意度、停水停電等緊急事件通知、社區活動組織和文化氛圍及裝修管理滿意度進行信息反饋收集分析工作。調研結果以調研報告形式呈現確定下一年度需重點提升方向。2021年客戶滿意度整體得分89.3分，高於本集團年度目標值3.3分，達到行業標桿水平。

此外，君鄰會亦制定《2021年君鄰會會員滿意度調研方案》，完成了年中、年終兩次調研工作。同時，通過每月新會員的回訪工作，監督工作人員對新會員的維繫情況，提升了新會員的滿意度。我們針對區域不同的運營現狀，制定了專項滿意度提升計劃，實現了綜合滿意度從年中88%到年終95%、基礎服務評分從75分到92分的提升。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY

多元服務，穩固建業品質

We create a happiness system based on the service needs of property owners at all stages of the entire life span, in order to improve their service experience. We provide one-to-one services in the entire lifecycle, Central China by Your Side, Ice Melting Action, Central China Happy Times and Star Convenience Services, which have effectively shortened the relationship between property management firms and property owners, and increased the stickiness with property owners.

Central China by Your Side

建業在身邊

We carried out a total of 172,729 activities themed on Central China by Your Side and paid return visits to property owners by telephone, WeChat and other means to explore their needs. Return visits were paid to 230,245 households, with the completion rate of 133.30%.

我們針對已入住及未入住業主共計開展建業在身邊活動共計172,729次，通過電話、微信等方式一對一回訪業主，挖掘業主需求，累計回訪230,245戶，回訪完成率133.30%。

Maintaining Customer Privacy

Great importance has been attached to customer information and privacy protection. In strict compliance with relevant laws and regulations, including *the Administrative Measures for Classified Protection of Information Security and the Regulations on Protection of Computer Information System Security*, the Group formulated and implemented internal policies, including *the Information Security Management Rules, the Data Security Management System, the Management Measures for Operation and Maintenance of Equipment Rooms, the Management Rules for Computer Information Security and the Management Rules for Information System Security*. It takes a prudent and rigorous attitude to export information to the outside world to ensure no leakage and abuse of customers' personal information. We have established a comprehensive information security protection system for CCNL based on cloud computing network security, host security, application security, data security, security situation awareness and other security services. In terms of management, we strictly control access to data, conduct safety training activities for employees and raise their safety awareness. We ensure data security from both technical and management aspects to protect our information security and customer privacy.

提升業主服務體驗，我們結合業主全生命週期各階段服務需求，打造管家幸福體系。我們開展全生命週期一對一節點服務、建業在身邊、融冰行動、幸福時光裡活動和星級便民服務，切實拉近物業同業主的關係，增加與業主的黏性。

Convenience Services

便民服務

We offered convenience services 17,958 times, such as knife sharpening, cleaning of floor mats, voluntary diagnosis and treatment, and free haircuts in various projects under management, with 162,273 participants.

我們於各在管項目開展磨刀、清洗地墊、義診、免費理發等便民服務共計17,958次，累計參與162,273人次。

維護客戶隱私

本集團高度重視客戶信息及隱私保護，嚴格遵守《信息安全等級保護管理辦法》及《計算機信息系統安全保護條例》等法律法規，制定並實施《信息安全管理制度》、《數據安全管理細則》、《機房運維管理辦法》、《計算機信息安全管理細則》及《信息系統安全管理細則》等內部政策，秉持審慎嚴謹的態度向外界輸出信息，確保客戶個人信息不被洩露和濫用。從系統上，我們基於雲計算網絡安全、主機安全、應用安全、數據安全、安全態勢感知等多方面安全服務，建立建業新生活全面的信息安全防護；從管理上，我們嚴格控制數據權限訪問，開展員工安全培訓和提高安全意識。我們的數據安全從技術上和管理上雙管齊下，保障本集團信息安全及客戶隱私。

DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

In addition, the Terms and Rules for Customer Data Protection of CCNL were formulated to strengthen the personal information security management and protection of the Group's customers, fulfill the obligation of protecting their personal information, and ensure the security of their personal information. We standardise the process of collecting and using customer information, the access to customer information and the environment for carrying customer information, so as to reduce the risk of illegal use and dissemination of customer information. We solemnly promise that "Jianye+" respects and protects the privacy of all users who use services. Meanwhile, employees are required to sign the *Confidentiality Agreement for Resigned Employees*, to ensure customer privacy security.

Ensuring Safety of Customers

The Group has formulated and implemented internal policies and guidelines, such as the *Fire Safety Management Regulations and Operation Manual*, the *Management System for Fire Maintenance Suppliers*, the *Management System for Elevator Maintenance Suppliers* and the *Operation Specifications for Emergency Plans (public security)*, and exerted active efforts on fire protection safety, fire protection, elevator maintenance, order maintenance and patrols, etc. to fully protect the health and property safety of customers. We have established commitments and goals for the health and safety of residents. The actual safety management satisfaction score in 2021 is 93.1 points, 3.1 points higher than the target value of 90 points.

The Group has set up a complete fire safety management system in order to clarify fire management responsibilities, enhance the ability to handle fire emergencies, improve fire control level, strengthen fire safety protection in communities, prevent accidents, and reduce fire safety risks. Persons are assigned fire safety responsibility for the head office, regions and areas.

此外，我們制定《建業新生活客戶數據保護條款及規則》以加強集團客戶個人信息安全管理及保護工作，履行客戶個人信息保護義務，確保客戶個人信息安全。我們規範客戶信息採集和使用處理的流程、客戶信息訪問權限以及承載客戶信息的環境，降低客戶信息被違法使用和傳播的風險。我們鄭重承諾「建業+」尊重並保護所有使用服務用戶的個人隱私權。同時，我們要求員工離職簽署《員工離職保密協議》，保障客戶隱私安全。

保障客戶安全

本集團制定並實施《消防安全管理規程及操作手冊》、《消防維保供方管理制度》、《電梯維保供方管理制度》及《應急預案處理作業規範(治安類)》等內部政策及指引，積極做好消防安全、消防維保、電梯維保、治安、巡邏等各方面工作，全力保障住戶的健康與財產安全。我們建立了住戶健康與安全的承諾和目標，2021年度安全管理滿意度目標值90分，實際安全管理滿意度得分93.1分，高出目標值3.1分。

為明確消防管理責任，提升消防應急事件處理能力，提高消防管控水平，加強小區消防安全防護，預防事故發生，降低消防安全風險，本集團建立了完善的消防安全管理體系，總公司、大區及片區三級均設置消防安全責任人，將消防安全責任切實落實到人。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

Early intervention stage 前期介入階段	Acceptance inspection stage 承接查驗階段	Operational management stage 運行管理階段
<ul style="list-style-type: none"> ➢ As required, we conduct joint review of the fire protection system design drawings of a new project, and conduct field inspections for the establishment of the fire protection system to ensure that the design drawing and equipment installation meet the requirements. ➢ 依據規範要求，針對新建項目的消防系統設計圖紙進行會審，並對消防系統施工進行巡場，確保圖紙設計、設備安裝符合要求。 	<ul style="list-style-type: none"> ➢ The regional engineering technology department conducts self-inspection on the installation and function of firefighting facilities and equipment ; ➢ The engineering technology department of the head office conducts special acceptance check on the fire protection system; ➢ Rectifying failed items and problems discovered; ➢ Carrying out the handover of firefighting facilities and equipment. ➢ 區域工程技術部對消防設施設備安裝及功能進行自檢； ➢ 總公司工程技術部根據針對消防系統進行專項驗收； ➢ 針對未通過項及發現問題，跟進問題整改落實； ➢ 進行消防設施設備移交接管工作。 	<ul style="list-style-type: none"> ➢ Conducting inspections and maintenance of firefighting facilities and equipment in each area according to the relevant requirements of the operation instructions; ➢ Carrying out maintenance of the fire protection system in strict accordance with the terms of the <i>Fire Protection Technical Service (Maintenance) Contract</i>; ➢ Launching fire emergency drills; ➢ Organising fire safety training and publicity; ➢ Carrying out information-based control of equipment and facilities. ➢ 各片區依據作業指導書相關要求，針對消防設施設備進行巡檢及保養工作； ➢ 嚴格按照《消防技術服務（維護保養）合同》條款執行消防維保工作； ➢ 進行消防應急演練； ➢ 消防安全專項培訓及宣傳； ➢ 設備設施信息化管控。

Fire Safety Management Control Process 消防安全管理控制流程

Special inspection standards for firefighting facilities and equipment were established based on the 13 key points of such facilities and equipment. The engineering technology department and the basic service department of the head office conduct joint inspection on firefighting facilities and equipment in cities every half a year and in areas every year. Communities are ranked according to scores. We use certain penalties and incentives to strengthen fire safety management. For instance, if there is no water pressure in the fire water system, the superior person in charge of fire safety shall be jointly held responsible, and if in serious circumstances, the expert in charge of the project shall be dismissed from the post. For the top three communities with the highest scores in the annual fire safety inspection, the relevant persons-in-charge will receive a certain cash reward.

我們結合消防設施設備13個關鍵點，制定消防設施設備專項檢查標準。檢查採取總部工程技術部、基礎服務部聯合檢查模式，檢查頻次每半年覆蓋城市，全年覆蓋片區，並以打分形式進行小區排序。我們採取一定處罰及獎勵措施加強消防安全管理，如消防水系統管網壓力存在無水壓等情況時連帶問責消防安全上級責任人，情節嚴重的對分管項目專家進行撤職。年度小區消防專項檢查綜合得分合格排序前三名，相關負責人可獲一定現金獎勵。

DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質

In addition, we formulate and implement the certification programme for monitoring specialists in each major districts, and make a plan to retain the certified specialists. All property management staffs are required to participate in fire drills and fire linkages, with an aim to enable them to learn fire rescue operations. We strengthen fire safety awareness, knowledge, and hazard publicity, and strictly control fire safety red lines, and any acts that touch the red lines shall be stopped when discovered.

此外，我們於各大區制定實施監控專員持證計劃，同時制定留住持證人員計劃。我們要求物業全員參與消防演習及消防聯動，致力於達成全員學會消防救援操作。我們加強消防意識、知識、危害宣傳，嚴格管控消防紅線，發現即制止。



Fire Drills
消防演練

In order to continuously strengthen safety control, the Group carried out the fifth special action: Iron Eagle. Through the action, we assess star gate guards and models of gate guards to maintain the standardisation of gate guards, strengthen the control over outsiders, and ensure the personal and property safety of the property owners. At the same time, all guards of honour are required to learn the purpose, implementation plan and inspection principles of the Iron Eagle action to enhance their ability to perform duties.

為持續強化安全管控，本集團特開展第五屆專項行動：鐵鷹行動。該項行動通過星級門崗、門崗標兵評定工作，持續保持門崗標準化，強化門崗對外來人員管控，保障園區業主人身財產安全。同時，我們組織禮兵序列全體人員對「鐵鷹行動」開展目的、實施計劃及檢查原則進行學習以提升巡邏禮兵履職盡責能力。



DIVERSIFIED SERVICES TO STABILISE THE QUALITY 多元服務，穩固建業品質



Training for Guards of Honour
禮兵培訓

We formulated and implemented various guidelines for the prevention and control of the pandemic, including the *Guidebook for the Safe Operation of Employees during Pandemic Prevention and Control* and the *Operational Procedures for Entrance Guards during Pandemic Prevention and Control*, and established a normalised pandemic management mechanism in accordance with the organisational structure of “headquarters-region-area”, to conduct supervision and prevention and control level by level to ensure the health and safety of community residents in the special period. Moreover, strictly following the national pandemic prevention and control requirements, we actively carried out prevention, supervision and inspection work, and immediately initiated the first-level emergency response in more than 300 communities in Henan, Xinjiang and Hainan. All front-line employees went to the front line of pandemic prevention without hesitation, and resolutely implemented professional, strict and comprehensive prevention and control measures in every city and every community we operate, thereby promptly beginning the fight against the pandemic, and building the first line of defense in the communities.

針對疫情防控，我們制定並實施《員工防疫防護安全作業指導書》及《門崗管控疫情防控作業流程》等防疫工作指引，按照「總部—區域—片區」的組織架構建立疫情管理的常態化機制，通過層層督導、層層防控，保證社區住戶在特殊時期的生命健康與安全。同時，我們嚴格執行國家疫情防控要求，積極開展各項預防及監督檢查工作，在河南全省及新疆、海南的300多個小區第一時間啟動一級應急響應，全體一線員工義無反顧地上陣防疫一線，在我們運營的每一座城市、每一個社區堅決執行專業、嚴格、全面的防控措施，及時打響疫情防控阻擊戰，築牢社區第一道防線。



BEING PEOPLE-ORIENTED TO BUILD A TEAM

以人為本，打造建業團隊

The SDGs addressed in this section:

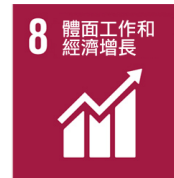
本章節回應 SDGs:



Good health and well-being
良好健康與福祉



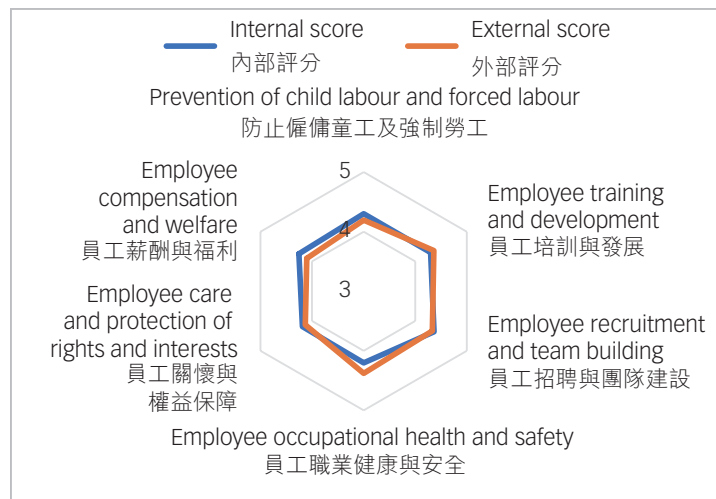
Gender equality
性別平等



Decent work and economic growth
體面工作和經濟增長

Stakeholders' concerns:

利益相關方關注：



Source of Information: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

A sound employment management system has been established by CCNL to actively protect the rights and interests of employees. We provide customised empowerment projects, smooth career paths and extensive development opportunities to tap full potential of talents. The focus falls on communicating with and caring for employees, aiming to give them encouragement, trust, and courage and sense of identity, create a healthy, equal and relaxing corporate atmosphere, and promote the common development of employees and the Group.

建業新生活建立完善的僱傭管理體系，積極保障員工權益；我們提供定制化的賦能項目、暢通的職業路徑與廣泛的發展機會，做到人盡其才；我們重視員工溝通與關懷，給予員工鼓勵、信任、勇氣和認同感，營造健康、平等、輕鬆的企業氛圍，推動員工與集團的共同發展。



BEING PEOPLE-ORIENTED TO BUILD A TEAM 以人為本，打造建業團隊

SOUND TALENT MANAGEMENT

The Group, which adheres to the concept of “Caring for employees and being people-oriented”, provides employees with a fair and harmonious employment environment. A complete training system has been in place to ensure the continuous development of employees’ careers. We create a diverse, happy and modern working space to achieve the common growth of employees and the Group.

Equal Employment

The Group carries out employment activities in accordance with applicable laws and regulations, including *the Labour Law of the People’s Republic of China, the Law on the Protection of Rights and Interests of Women and Children of the People’s Republic of China, the Law on the Protection of Minors of the People’s Republic of China, and the Provisions on the Prohibition of Using Child Labour*. A scientific human resource management system was established based on the *Human Resource Control Programme*, involving employee recruitment, promotion, compensation, benefits, evaluation, training, employee relations, communication, etc., to ensure the legal compliance and fairness of employment.

We formulate and implement the *Recruitment Management System* to hold recruitment activities in accordance with the principle of fair competition, treat every applicant fairly during the recruitment process, and ensure the openness and transparency of the recruitment process and the unity of recruitment standards. In order to support the rapid development of businesses, the Group put forward a diversified and inclusive talent reserve and training strategy, actively recruit talents through campus recruitment, experienced recruitment and other channels, and optimise the employee composition to promote diversity in gender, age, region, educational background, etc., providing abundant human resources for the transformation, upgrading and development of the Group. With attention paid to the training of outstanding fresh graduates, we are committed to creating a young, professional, international talent team. Different training systems have been established according to the recruitment of interns (Jianye interns), management trainees (new driving force) and school recruits (new vitality), with an aim to build a differentiated brand of campus recruitment. CCNL recruited a total of 1,303 new regular employees in 2021.

健全的人才管理

本集團秉持「關愛員工，以人為本」的理念，為員工提供公平和諧的僱傭環境。我們建立完善的培訓體系確保員工職業生涯的持續發展；我們打造多元、幸福、現代化的工作空間，實現員工與集團的共同成長。

平等僱傭

本集團嚴格按照《中華人民共和國勞動法》、《中華人民共和國婦女兒童權益保護法》、《中華人民共和國未成年人保護法》、《禁止使用童工規定》等適用法律法規開展各項僱傭工作。我們依據《人力資源控制程序》構建科學的人力資源管理體系，應用於員工聘用、晉升、薪酬、福利、評核、培訓、員工關係及溝通等層面，確保僱傭工作的合法合規及公平性。

我們制定並落實《招聘管理制度》，遵循公平競爭原則開展各項招聘活動，招聘過程中公平地對待每一位應聘者，保證招聘過程的公開、透明以及招聘標準的統一。為支持業務迅速發展的步伐，我們提出多元共融的人才儲備和培養策略，積極通過校園招聘和社會招聘等途徑招募人才，並持續優化員工結構，促進員工性別、年齡、地區、學歷背景等的多元化構成，為本集團的轉型升級與發展提供充實的人才資源。我們注重應屆的優秀畢業生的培養，致力於打造一支年輕化、專業化、國際化的人才隊伍，依據不同招聘對象實習生（建習生）、管培生（新動力）及校招生（新活力）設置不同培養體系，建立差異化的校招品牌。2021年度，新生活集團共招聘新正式員工1,303人。



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Priority is given to internal training for job vacancies in order to ensure the full use of internal human resources, we encourage internal open recruitment, and all our agencies can publish internal recruitment information on the recruitment platform for all employees to see and participate in. We actively take measures to avoid possible conflicts of interest to ensure the provision of equal and fair competition opportunities and a work platform. In principle, all department-level professional companies do not employ individuals who have immediate family relations with internal employees. Special talents must be hired after approval by the president, but they cannot be arranged in the same department as their relatives.

We strictly comply with *the Circular on Further Regulating Recruitment Practice to Promote Female Employment* released by the Ministry of Human Resources and Social Security and the *Special Rules on the Labour Protection of Female Employees* published by the State Council. We promise that there will be no discrimination in terms of age, gender, place of origin, ethnicity, customs, religion, social class, physical disability, political affiliation and other aspects in the employment process, and we will not raise the employment standards differently due to any of the above factors.

We prohibit and resolutely reject child labour and forced labour. The age of applicants is verified through ID cards and other materials in the recruitment process, and the age information of employees is verified again when recorded in the internal system. We implement the eight-hour workday system, pay statutory overtime wages for the employees working overtime voluntarily, do not advocate forced labour, and do not allow any overtime or labour against their will. No violations in relation to child labour or forced labour were found in the Group in 2021.

As of 31 December 2021, the Group had a total of 6,007 employees. The number of employees by gender, employment type, employee category, age group and geographical region is shown in Appendix II.

為保證內部人力資源的充分利用，崗位的空缺優先內部培養，我們鼓勵內部公開招聘，旗下所有機構均可在招聘平台發佈內部招聘信息，全員可見並參與。為確保提供平等、公正的競爭機會及工作平台，我們積極採取手段規避可能存在的利益衝突：各部級專業公司原則上不錄用與內部員工有直系親屬關係的人員，特殊人才需經總裁審批後錄用，但不得與其親屬安排在同一部門。

我們嚴格落實國家人力資源和社會保障部發佈的《關於人社部進一步規範招聘行為促進婦女就業的通知》和國務院發佈的《女職工勞動保護特別規定》，並承諾僱傭流程中不存在任何年齡、性別、籍貫、民族、習俗、宗教、社會等級、身體殘疾、政治歸屬等方面的歧視，不因上述任何因素而差別化地提高錄用標準。

我們杜絕和堅決抵制僱用童工和強制勞動等行為。我們在招聘環節通過身份證等材料核實應聘人員年齡，並在內部系統錄入中再次核實員工年齡信息。我們踐行八小時工作制，為自願加班員工支付法定加班工資，不提倡任何強制勞工行為，不允許發生任何違背員工意願情況下的加班或勞動。2021年，本集團未發現任何童工或強制勞工相關的違法事件。

截至2021年12月31日，本集團共有員工6,007人，按性別、僱傭類型、員工職級、年齡組別及地理位置劃分的情況見附錄二。



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Training and Development

CCNL puts talent development at a strategic height, trains talents in an all-round and multi-level way, and fully taps the potential of employees. The *Training Management System* was specially formulated to establish a three-level training system of “group-headquarters-region” covering all aspects to provide professional talent support for corporate development, in order to meet the talent reserve demand in the process of rapid development of the Company and promote the standardisation and institutionalisation of its training management.

Based on the level and type of trainees, and the content and form of training, we establish a matrix training system that combines the training level system, curriculum system and organisational system. Relying on CCNL Academy, the Group builds a comprehensive employee learning and growth platform to promote the common development of the Group and its employees. Meanwhile, each of the business segments has refined and upgraded the training courses applicable to each business model according to the training system specified by the Group. For instance, our property segment has established a line empowerment mechanism for manager services, quality management, engineering technology, financial management, basic services, intelligent services and comprehensive management, and has created seven-level talent echelon training courses for employees at different levels to train efficient talents for property management services and serve the central China region. Central China Consumers Club promotes and selects outstanding grassroots talents through the Rock Programme, provides high-quality learning resources for new in-service managers and key grassroots employees, and strengthens employees’ business capabilities and upgrades management capabilities through team projects, so as to meet the needs for reserve of grassroots managers and complete the establishment of talent echelons at all levels.

培訓與發展

建業新生活將人才發展置於戰略高度，全方位多層次培養人才，充分挖掘員工潛能。為滿足公司快速發展過程中的人才儲備需求，促進新生活集團培訓管理工作規範化制度化，特制定《培訓管理制度》建立全方位覆蓋的「集團—總部—大區」的三級培訓體系，為企業發展提供專業人才支撐。

我們依據培訓對象的層次和類型、培訓的內容和形式，建立培訓層級體系、課程體系、組織體系相結合的矩陣式培訓體系，並依托建業新生活學院打造全面員工學習成長平台，促進本集團與員工的共同發展。與此同時，我們的各個業務板塊依據集團所指定的培訓體系，細化升級了適用於各業務模式的培訓課程。例如，我們的物業板塊建立了分管家服務、品質管理、工程技術、財務管理、基礎服務、智慧服務及綜合管理的條線賦能機制，針對不同層級員工打造七級人才梯隊培訓課程，為物業管理服務源源不斷的培養高效人才，助力服務大中原；君鄰會則通過「磐石計劃」提升選拔優秀基層人才，為新晉在職管理者與基層骨幹員工群體提供優質的學習資源，以團隊課題的方式強化員工的業務能力，升級管理能力，以滿足君鄰會對基層管理人員的儲備需求，完善各層級人才梯隊搭建。



“Lunch & Learn” Training Programme 「Lunch & Learn」培訓項目



“Lunch & Learn” is a new sharing and communication platform created by CCNL Academy in 2021. It holds a theme sharing every two weeks and invites certified lecturers of the Group to share courses through the online conference platform, covering general skills and professional literacy, aiming at improving work efficiency. Since its launch in October 2021, it has offered 7 quality courses, with more than 5,100 participants.

「Lunch & Learn」是2021年建業新生活學院全新打造的分享交流平臺，每雙周舉行一次主題分享，邀請本集團認證講師通過線上會議平臺進行課程分享，涵蓋通用技能類和職業素養類內容，致力於幫助大家提升工作效能。自2021年10月啟動以來，共推出精品課程7期，累計參與學習5,100餘人次。

π Training Camp for New Employees 新生 π 訓練營培訓

The π training camp for new employees, a training programme for new recruits, principally serves new youth employed in experienced recruitment and two types of new employees categorised into ‘new driving force’ and ‘new vitality’ employed in campus recruitment. Based on the three-level training system of the Group, the three-level training contents are offered for new employees, namely new youth training (corporate culture), ice melting plan (the overall situation, service system) and onboarding of each company (specific businesses, skills), in order to guide trainees to understand the businesses and main development history of each professional company.

「新生 π 訓練營」為新員工培訓項目，主要服務於社會招聘新青年、校園招聘新動力新活力兩類新員工群體，結合本集團三級培訓體系建設，形成新青年培訓(企業文化)-新生活融冰計劃(新生活整體情況、服務體系)-各公司新員工培訓(具體業務、技能)的三級新員工培訓內容，引導學員主動瞭解各專業公司業務情況及主要發展歷程。



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Rock Programme

磐石計劃



Central China Consumers Club launched the Rock Programme to empower new in-service managers and grassroots backbone employees, in a bid to enhance the business and management abilities of new employees. The training programme adopts a multi-dimensional learning model, and introduces team competition to improve coordination and cooperation capabilities. The Rock Programme gathers the original intention of core talents in the club, which supports the career growth of core talents.

為提升員工業務及管理能力，君鄰會開展「磐石計劃」，為新晉在職管理者、基層骨幹員工群體賦能。培訓採用多維度學習模式，引入團隊對抗競賽提升協調與合作能力。「磐石計劃」凝聚核心人才對君鄰會初心理念，助力核心人才的職業成長。

Distant Mountain Programme

遠山計劃



The trainees of the Distant Mountain Programme include the managers of functional departments of the Group's headquarters and the managers of various business departments, with the important task of training high-quality middle and high-level talents for the Group. The training programme adopts a class mechanism to strengthen the communication and interaction at the management level of the Group. The focus is innovation and practice, and the results shall be multi-dimensional, which is conducive to the achievement of the Group's strategic goals.

「遠山計劃」培訓對象為本集團總部職能部門管理人員、各事業部管理人員等，承擔著為本集團輸出優質中高層人才的重任。培訓實行班級機制，以加強本集團管理層級的交流與互動，培訓內容注重創新與實踐，並要求多維度的成果輸出，助力本集團戰略目標的實現。

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A three-level training evaluation process has been established to evaluate and improve the training effect. After the implementation of the training, the training organiser will ask the participants to fill in the *Training Effect Evaluation Form* for first-level evaluation. After the training, the training organiser will present the *Training Implementation Summary Form* and the results of the post-training examination. This is the second-level evaluation. The headquarters conducts interviews with the immediate superiors of the trainees from time to time to understand the behaviour and performance improvement of the trainees, measure the application of the training knowledge of employees and the effect to be generated on the job, and further carry out follow-up training considering performance appraisal work. This is third-level evaluation. It can be used as the reference for improving the training measures and making the next year's training plan.

We formulated and implemented the *Detailed Rules for Management of Internal Lecturers of CCNL Academy*, with a view to building a professional and high-quality internal lecturer team and standardising the management of internal lecturers. CCNL Academy currently has 48 lecturers and 61 courses. In the future, CCNL Academy will continuously optimise relevant systems, expand learning and sharing platforms, promote the establishment of the lecturer system, and build a team of certified lecturers with "excellent ability and ability to fight".

The percentage of employees trained and average training hours completed per employee by gender and employee category in 2021 are shown in Appendix II. Our training plan for 2022 was laid down based on the implementation and evaluation results of the 2021 training plan. We will invest resources to conduct repeated calculation and upgrading of training courses, further improve the training system, optimise systems, mechanisms and learning sharing platforms, enrich learning forms, and improve training satisfaction and training effect.

We have established the *Position and Rank Management System* to clarify the position sequence, unify the rank standard and improve the career development channel of employees. According to the characteristics of positions, we set up three types of job sequences: management sequence, professional sequence and operation sequence. The management sequence

為評估及提升培訓效果，我們搭建了三級培訓評估流程。培訓實施後，培訓主辦單位組織參訓人員填寫《培訓效果評估表》進行一級評估；培訓結束後，由培訓主辦單位提供《培訓實施總結表》及訓後考試考核結果，此為培訓二級評估；總部不定期對受訓人員直接上級進行訪談，瞭解受訓人員的行為及績效改進情況，衡量員工在工作崗位上對培訓知識的運用程度及產生的效果，結合績效考核工作進一步開展後續培訓，此為培訓的三級評估，並以此作為完善培訓的措施和制定下一年度培訓計劃的參考依據。

為組建專業、高素質的內部講師隊伍，實現內部師課管理的規範化，我們制定並實施了《建業新生活學院內部講師管理細則》。建業新生活學院現有講師48人，開發課程61門。未來，建業新生活學院將不斷優化相關制度，擴大學習分享平台，推進師課體系建設，打造建業新生活「能力卓越、能征善戰」的認證講師團隊。

2021年，本集團按性別及員工類別劃分的受訓員工百分比及每名員工完成受訓的平均時數見附錄二。依據2021年度培訓開展情況及評估效果，我們制定了2022年度培訓計劃，將持續投入資源進行培訓課程進行迭代升級，進一步完善培訓體系，優化制度機制及學習分享平台，豐富學習形式，提升培訓滿意度及培訓效果。

此外，我們建立《職位職級管理制度》明確職位序列、統一職級標準並完善員工職業發展通道，根據職位特徵設置管理序列、專業序列和操作序列三類職位序列。其中，管理序列和專業序列之間互相貫通，操作序列員工也可以跨通道晉升發展。我們鼓勵專業及管理序列員工分別在專業、管理



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and the professional sequence are interconnected, and the employees of the operation sequence can also be promoted across channels. We encourage professional and management staffs to grow into inter-disciplinary talents with high skills and strong management ability in professional and management channels, respectively. In order to match the promotion of employees and strengthen the connection between strategies, goals and rights and responsibilities, we have formulated the *Performance Appraisal System* to conduct a comprehensive evaluation of employees. Employees enter key performance indicators through the system. The superior department will make an open, objective and fair evaluation of the employees based on the completion time, work quality and contribution to the Group. The evaluation results correspond with annual performance pay, bonuses and promotion, so as to motivate employees.

EFFECTIVE PROTECTION OF RIGHTS AND INTERESTS

The Group regards employees as the most important wealth, and provides maximum care and assistance to employees to enhance their sense of belonging, and stimulate their enthusiasm and passion for work. We have formulated and implemented various internal policies, including *the Compensation Management System*, *the Incentive Management Measures* and *the Leave Management System*, continuously optimise the compensation and benefit system, value and listen to the opinions of employees, actively carry out diversified cultural activities and condolences, and care for their life.

Compensation and Benefits

We formulated the *Management System for Labour Contract*, *Social Insurance and Provident Fund* to provide all employees with competitive compensation and benefits, and Provide all employees with social security, such as pension, medical care, work-related injury, maternity, unemployment insurance and housing provident fund, in accordance with local policies of the places of business. We strictly abide by national policies on holidays and working hours, encourage employees to balance work and life, and ensure that employees enjoy legal rights and interests such as sick leave, marriage leave, maternity leave and annual leave.

通道上成長為技術高超、管理能力強的複合型人才。為匹配員工晉升，並加強戰略、目標及權責間聯繫，我們制定《績效考核制度》對員工進行綜合評估，員工通過系統錄入關鍵績效指標，由上級部門基於工作完成時間和工作質量及對本集團的貢獻度，對員工進行公開、客觀、公正的考評。評估結果與年度績效工資、獎金、晉升一一對應，從而調動員工的工作積極性。

切實的權益保障

本集團將員工視作最重要的財富，最大限度地給予員工關懷和幫助，增進員工歸屬感，激發員工工作積極性與熱情。我們制定並實施《薪酬管理制度》、《激勵管理辦法》及《休假管理制度》等內部政策，持續優化薪酬福利體系，重視及傾聽員工的意見，積極開展豐富的文化活動和慰問行動，關心員工生活。

薪酬與福利

我們制定《勞動合同、社會保險及公積金管理制度》，為所有員工提供具有競爭力的薪酬福利，並按照運營所在地政策為旗下所有員工提供各項社會保障，如養老、醫療、工傷、生育、失業保險和住房公積金等。我們嚴格遵守國家關於假期以及工作時間的政策，鼓勵員工勞逸結合、合理平衡工作與生活，確保員工享有病休、婚假、產假、年休等各項法定權益。



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We formulated the Management Rules for Employee Welfare and Care and implemented them into day-to-day operations, aiming to enhance the sense of belonging of employees, stimulate their enthusiasm and passion for work, promote the realisation of our strategic goals. Our care activities cover the work, life and family of employees, with which we hope to improve the quality of life and happiness of employees in an all-round way. We prepare caring gifts for new and departing employees to strengthen our ties with employees. Meanwhile, all employees of the Group are entitled to transportation allowance, seniority allowance, lunch allowance, holiday gifts, birthday benefits and gifts for marriage and childbirth. Employees' children and parents can also receive gifts on Children's Day and Double Ninth Festival. Furthermore, we fully integrate the resources of the service system to provide employees with preferential policies for house purchase, preferential policies for children's education, Jianye+ in-app purchase benefits, ecological agricultural products and discounts on tickets for cultural destinations and other special benefits.

Communication and Care

In order to improve the office mechanism and increase work efficiency, we formulated and implemented the Management Measures for Communication and Feedback to ensure timely communication, consistent understanding, effective solution and smooth execution of all tasks under the principle of unified planning and deployment. Diversified communication channels have been set up to encourage employees to put forward reasonable opinions and suggestions in various forms.

Persons-in-charge at all levels are required to have a quarterly interview with indirect subordinates to understand their working and living conditions, suggestions to the Group and other information, fully grasp the dynamics of employees, and record them in the communication and feedback form. We set up an opinion collection mailbox, and any employee can send an email to express opinions and suggestions, which will be collected, sorted out and reported to persons-in-charge at all levels. The above communication records and opinions will be used for subsequent improvement and optimisation of employees' work.

為增進員工歸屬感、激發員工工作積極性與熱情、推動本集團戰略目標的實現，我們制定了《員工福利及關懷管理細則》並落實到日常運營中。我們的關懷活動覆蓋員工工作、生活與家庭，期望能夠全方位提升員工生活質量與幸福感。我們為新入職員工及離職員工準備關懷禮物，以加強本集團與員工的聯繫；同時，本集團全體員工均可享受交通津貼、司齡津貼、午餐補貼、節假日慰問、生日福利及婚育賀禮等，員工子女及父母還可在兒童節及重陽節領取慰問品。此外，我們充分協同建業大服務體系資源，為員工提供購房優惠政策、子女入學優惠政策、建業+內購福利、生態農產品及文旅景區門票員工折扣等特色福利。

溝通與關懷

為完善辦公機制、提升工作效率，我們制定並落實《溝通反饋管理辦法》，確保各項工作能夠在統一計劃、部署的原則下達到溝通及時、理解一致、解決有效、執行暢通。我們搭建多元化的溝通渠道，鼓勵員工以多種形式提出合理意見及建議。

我們要求各級負責人每季度同隔級下屬面談一次，瞭解員工的工作及生活情況、對本集團的建議等信息，全面掌握員工的動態，並以《溝通反饋表》形式進行記錄；同時，我們設置意見收集郵箱，任何員工都可以發郵件傾訴意見和建議，由相關部門人員收集、整理並呈報各級負責人。上述溝通記錄和意見將用於員工工作的後續改進和優化。



BEING PEOPLE-ORIENTED TO BUILD A TEAM 以人為本，打造建業團隊

In addition, new employees can interact and communicate with the management through “executive meet-and-greet”, “rookie roundtable” and other ways. We also organise exchanges and sharing between department heads, job mentors and new employees from time to time to communicate the personal development of employees. Rewards will be given to employees whose opinions can effectively improve the work and optimise the businesses. If employees’ feedback is a complaint, we will punish the respondent when it proves to be true after investigation.

此外，新入職員工可通過「高管見面會」「新人圓桌」等形式，與管理層進行互動溝通；我們也不定期地組織部門負責人、崗位導師與新員工之間進行交流分享，溝通員工個人發展情況。如員工意見切實推動了工作改進及業務優化，我們將參照獎懲辦法給予一定獎勵；員工反饋內容為投訴性質的，如經調查屬實，我們亦將參照獎懲辦法將對被投訴人做出相應處罰。



Daily Communication Meeting
日常溝通會議

In addition to providing employees with a complete compensation and welfare system, building smooth communication channels, and creating a comfortable modern office space, we also organise a variety of team building activities and recreational and leisure activities, such as basketball club, badminton club, table tennis club, reading club and other cultural and sports groups, allowing employees to enjoy life after work, and creating a simple, efficient and harmonious corporate atmosphere and a positive, healthy and harmonious working environment for employees.

除了為員工提供完善的薪酬與福利體系、構建暢通的交流渠道、構建舒適的現代化辦公場所外，我們亦組織豐富多彩的團建活動和娛樂休閒活動，組建籃球會、羽毛球會、乒乓球會、讀書會等各式文體小組，讓員工在工作之餘享受生活，為員工創造打造簡單、高效、融洽的企業氛圍和積極向上、健康、和諧的工作環境。

BEING PEOPLE-ORIENTED TO BUILD A TEAM

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Overview of employee activities
員工活動一覽圖

Teachers' Day-themed Event 感恩教師節活動



CCNL's Teachers' Day-themed event for 2021 was rounded off at the headquarters of the Group on the afternoon of 10 September 2021. The event was held to thank all the certified lecturers for their outstanding contributions in the internal training, and to commend the 5 lecturers who achieved excellent performance in the lecturer competition and were honoured as registered lecturers of the Group.

2021年9月10日教師節下午，建業新生活2021年教師節活動在集團總部成功舉行，以感謝各位認證講師在內部培訓中做出的突出貢獻，並對講師大賽中成績優異、取得集團註冊講師榮譽的5位講師進行表彰。



BEING PEOPLE-ORIENTED TO BUILD A TEAM 以人為本，打造建業團隊

SAFE WORKING ENVIRONMENT

The Group strictly complies with the relevant laws and regulations, including the *Production Safety Law of the People's Republic of China*, the *Law on Prevention and Treatment of Occupational Diseases of the People's Republic of China*, the *Emergency Response Law of the People's Republic of China*, and the *Personal Protective Equipment Standards*, to protect the life safety and physical and mental health of employees, and to create a healthy, safe and comfortable working environment for employees.

The Group's employee health and safety key performance indicators in 2021 are shown in Appendix II.

Daily Safety Management

Great attention has been paid to the physical and mental health of employees. In addition to providing annual health check-ups, we also purchase employer liability insurance for them. We implement the Risk Management System we formulated to identify potential risks in the operation process in a timely manner and ensure the stable and orderly development of various operation activities. We strengthen safety education and training on employees, requiring all employees to participate in the normalised safety training and education, and special operators to be trained. With the purpose of enhancing the ability to respond to emergencies, we actively established an emergency response system to ensure rapid response after an accident occurs and effectively protect the occupational health and safety of employees.

安全的工作環境

本集團嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》、《中華人民共和國突發事件應對法》及《勞動防護用品配備標準》等相關法律法規，保障員工生命安全與身心健康，致力為員工營造一個健康、安全及舒適的工作環境。

2021年，本集團員工健康與安全關鍵績效指標表現見附錄二。

日常安全管理

我們高度關注員工的身心健康，除了提供年度健康體檢，我們還為員工購買了僱主責任險。我們制定並實施《風險管理制度》，及時識別運營過程中的各項潛在風險，確保各項運營活動的穩定及有序開展。我們加強員工安全教育與培訓，要求全員安全培訓教育常態化，特種作業人員培訓上崗。為提升突發事件應對能力，我們積極建立應急體系，確保在意外發生後快速響應，切實保障員工職業健康安全。

Fire Drills

消防演練活動



In order to continuously strengthen safety control, the Group's property management segment carried out the fifth special action: Iron Eagle. Through the action, we assess star gate guards and models of gate guards to maintain the standardisation of gate guards, strengthen the control over outsiders, and ensure the personal and property safety of the property owners. At the same time, all guards of honour are required to learn the purpose, implementation plan and inspection principles of the Iron Eagle action to enhance their ability to perform duties.

為強化員工消防安全意識，切實提升緊急情況下自我保護的能力，我們每年在各項目開展不低於1次消防演練，全員參與學習。消防組、疏散組、物資保障組分工明確，職責清晰，各種工具一一實操，用逼真的道具模擬真實現場，讓員工在穿越層層障礙的過程中學會尊重生命，牢牢把安全第一時刻放在第一位。

BEING PEOPLE-ORIENTED TO BUILD A TEAM 以人為本，打造建業團隊

Pandemic Prevention and Control

The Group formulated the *Guidelines on COVID-19 Prevention and Control* to guide all employees to complete their work in the normalised prevention and control of the pandemic, improve the professionalism and systematicness of COVID-19 prevention and control in all affiliates of the Group, protect the health and life safety of employees and customers, and minimise the impact of the spread of COVID-19 on operation and production management.

Taking into account the characteristics of the industries where the Group operates businesses, we took relevant anti-pandemic measures in mechanism guarantee, prevention and control requirements for various industries, material reserve and emergency response. We set up a special group for COVID-19 prevention and control of CCNL, which is responsible for issuing various notices and requirements for pandemic prevention and control, and examining and correcting of our existing COVID-19 prevention and control plans for timely supplement and improvement. We organize and strictly supervise emergency drills, inspect the progress of the COVID-19 prevention and control work in the regions where the Group operates, and assumes the responsibilities for its COVID-19 emergency response management.

Anti-pandemic supplies were offered to employees to ensure their health. Employees were encouraged to be actively vaccinated against COVID-19. In the meantime, efforts were taken to ensure the safety of office areas by disinfecting public places in a timely manner, which were recorded. We actively cooperate with external resources and communities to popularise the information about the pandemic and provide employees with training on prevention and control measures. If conditions permit, we invite professionals to provide training guidance to enhance employees' knowledge of personal protection against the novel coronavirus, hygiene and health habits, as well as emergency response measures.

疫情防控

本集團制定《新型冠狀病毒肺炎疫情防控工作指引》指引全體員工做好新型冠狀病毒肺炎疫情的常態化防控工作，提高本集團各下屬機構新冠肺炎疫情防控工作保障的專業性和系統性，保護好員工和客戶身體健康和生命安全，盡可能降低新冠肺炎疫情傳播給經營生產管理工作帶來的影響。

我們結合本集團行業屬性，在機制保障、各業態防控要求、物資儲備、應急事件處理上均落實相關防疫舉措。我們成立建業新生活新冠肺炎疫情防控工作專項小組，負責上傳下達疫情防控各項通知及要求，自查自糾本集團現有新冠肺炎疫情防控預案，及時補充完善；組織本集團新冠肺炎疫情應急預案演練，並嚴格督促，檢查落實經營所在區域新冠肺炎疫情防控工作進展；以及承擔本集團新冠肺炎疫情應急處理管理職責。

我們提供防疫物資保護員工個人健康，鼓勵員工積極接種新冠疫苗，同時保障辦公區域安全，及時對公共場所進行消毒並形成專項消毒消殺記錄管理。我們與外部資源、社區積極聯動，對員工進行疫情知識普及以及防控措施培訓，條件允許的情況下邀請專業人士進行培訓指導，提升員工掌握新型冠狀病毒的個人防護知識、衛生健康習慣及新冠肺炎疫情防控工作應急處置辦法。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT

夥伴互惠，促進建業發展

The SDGs addressed in this section:

本章節回應 SDGs:



Partnerships for the goals
促進目標實現的夥伴關係

Stakeholders' concerns:

利益相關方關注：



Source of Information: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT

夥伴互惠，促進建業發展

The Group strives to create a mutually beneficial and win-win ecosystem with partners, continuously improve the level of supply chain management, and promote the sustainable development of the supply chain. In strict compliance with relevant laws and regulations of the country and region where we operate, including the *Tendering and Bidding Law of the People's Republic of China* and the *Government Procurement Law of the People's Republic of China*, we have formulated and implemented systems, including the *Supplier Development and Management Manual*, the *Rules for Selection of Commercial Procurement Suppliers*, the *Review Meetings for Selection of Suppliers* and the *Supply Chain Management Measures*.

DEVELOPING SUSTAINABLE SUPPLY CHAIN

The Group regulates the selection, evaluation and management of suppliers, ensures the service quality of suppliers, enhances user satisfaction, and realizes the orderly supply of production, living materials and services of the Group.

Supply Chain Lifecycle Management

The Group has formulated a complete supplier management system, in which it specifies the specific processes of supplier development, selection, contract signing, quality control, rating, and replacement. We give priority to selecting cooperative suppliers close to the source of goods and services to establish market advantages. In the supplier review stage, we strictly follow the review process to maintain and expand long-term cooperative relationships with partners, and set up a normalised supplier management mechanism.

本集團致力於打造與合作夥伴互利共贏的生態圈，持續提升供應鏈管理水平，推動供應鏈的可持續發展。我們嚴格遵守《中華人民共和國招投標法》及《中華人民共和國政府採購法》等運營所在國家和地區法律法規，制定並實施《供應商開發及管理手冊》、《商業類採購供應商准入細則》、《執行供應商准入評審會》及《供應鏈管理舉措》制度等。

發展可持續供應鏈

本集團規範供應商的選擇、評估和管理工作，保證供應商的服務質量、提升用戶滿意度，實現本集團生產、生活物資和服務的有序供給。

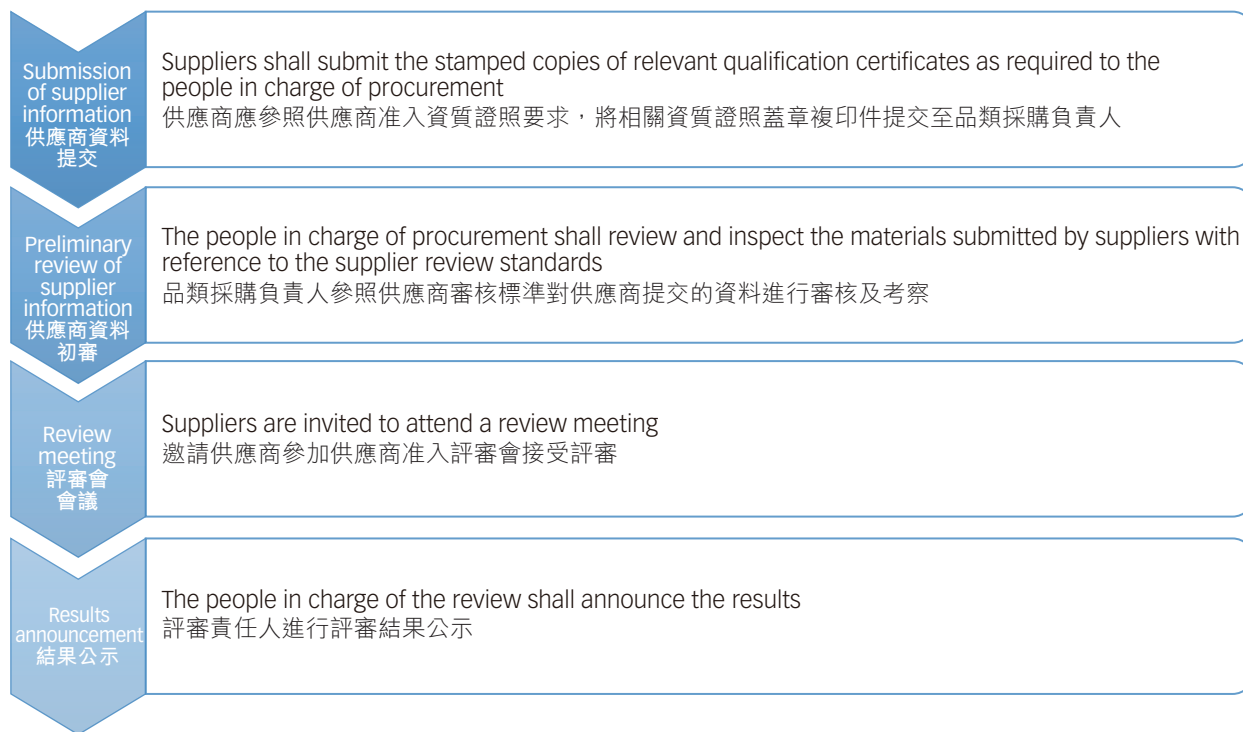
供應鏈生命週期管理

本集團制定完善的供應商管理體系，明確供應商開發、准入、簽約、品控、評級、汰換共6個模塊的具體流程。我們優先選用靠近商品及服務源頭合作供應商以建立市場優勢，在供應商評審階段則嚴格遵循評審流程以維繫及拓展與合作夥伴的長期合作關係，並形成供應商管理的常態化機制。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT

夥伴互惠，促進建業發展



Supplier Management System 供應商管理體系

We establish a pre-sales, sales and after-sales management system in accordance with the *Group's Pricing Management System, Delivery Management System and Violation Penalty System* to standardise the behaviour of suppliers, in order to ensure the quality of suppliers' products and services. Suppliers are strictly evaluated, with scoring of their services and appraisal of their performance indicators on a regular basis. The supplier graded last is phased out and the contracts with substandard suppliers are terminated to ensure that the quality of our supply chain always meets the standards of CCNL.

為保障供應商產品及服務質量，我們依據本集團《定價管理制度》、《發貨管理制度》及《違規處罰制度》建立售前售中售後管理體系，規範供應商行為。我們嚴格評估供應商，對供應商進行定期的服務評分及業績指標考核，並實行末位淘汰制度，與不達標供應商解約，以確保我們的供應鏈品質始終符合建業新生活標準。

Pre-sales management 售前管理	Sales management 售中管理	After-sales management 售後管理
<ul style="list-style-type: none"> • Sampling in quality control • Pricing management • 品控抽檢 • 定價管理 	<ul style="list-style-type: none"> • On-time delivery guarantee • Delivery acceptance • 發貨時效保障 • 交貨驗收 	<ul style="list-style-type: none"> • After-sales handling specifications • Penalties for violations • 售後處理規範 • 違規處罰

Pre-sales, sales and after-sales management system 售前售中售後管理體系

As of 31 December 2021, the Group had a total of 4,925 suppliers. The number of suppliers by geographical region is shown in Appendix II.

截至2021年12月31日，本集團共計有4,925個供應商，按地區劃分的供應商數目見附錄二。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT 夥伴互惠，促進建業發展

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY IN THE SUPPLY CHAIN

In the process of supplier selection, the Group not only pays attention to their supply qualifications, but also integrates the perspective of sustainable development in supplier selection, evaluation and communication and other procedures. It works with suppliers to improve management level from environmental and social performance. We continuously increase the purchase share of green products, conduct on-site inspections of environmentally-friendly products, ensure that enterprises produce products or provide services in a responsible way, and work together to build brand image of and public confidence in a responsible supply chain.

供應鏈的環境及社會責任要求

本集團在供應商選擇過程中，除了關注其供貨資質，亦於供應商准入、評估及溝通等各環節中融入可持續發展視角，攜手供應商從環境以及社會表現提升管理水平。我們持續加大綠色產品的採購份額，進行環保產品實地考察檢驗，確保企業用負責任的方式生產產品或提供服務，攜手樹立負責任供應鏈的品牌形象和公眾信心。



Field trip on Siheshan apples in Lingbao City

靈寶寺河山蘋果實地考察



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT 夥伴互惠，促進建業發展

CREATING A GOOD BUSINESS ENVIRONMENT

CCNL has always adhered to the concept of "Integrity management". We ensure the accuracy, legality and authenticity of the publicity information released externally, and avoid adverse social impact and legal risks on the brand due to inappropriate disclosure. At the same time, it pays attention to the integrity education for employees, actively creates an internal working culture and atmosphere of integrity, keeps honest and trustworthy and operates in compliance with regulations, thereby maintaining a healthy and sound business environment.

Compliant Publicity and Promotion

The Group strictly complies with the *Advertising Law of the People's Republic of China* and other laws and regulations of the country and region where it operates, and strictly controls the consistency of information from channels such as radio, television and portal websites. In addition, we ensure that product labels are authentic and valid, which accurately reflect ingredients, safety and other information, so as to prevent exaggeration or false advertising. We adhere to compliant and honest marketing, and earnestly safeguard the legitimate rights and interests of customers.

We have formulated and implemented systems, including the *Regulations on the Application of Brand Logos* and the *Brand Management System*, to strengthen the brand awareness of all employees of the Group, strengthen the standardisation of brand communication and management, and fully implement its brand strategy, with a view to contributing to the appreciation of value of the "CCNL" brand. With an increase in the size of CCNL's businesses, we regulate the use of the brand in outreach projects, clarify the reporting scope and process of brand promotion activities, unify the channels for voice, and shape the brand image.

營造良好營商環境

建業新生活始終秉承誠信經營的理念，我們確保對外宣傳信息的準確性、合法性、真實性，避免因為不恰當的輸出對品牌造成不良的社會影響和法律風險；同時注重對員工的廉潔教育，積極營造內部廉潔從業文化氛圍，誠實守信、合規經營，共同維護健康陽光的商業環境。

合規宣傳與推廣

本集團謹遵《中華人民共和國廣告法》等運營所在國家和地區法律法規，嚴格把控廣播、電視、門戶網站等輸出渠道的信息口徑。同時，我們確保產品標識真實有效，準確反應成分、安全性等信息，杜絕誇大或虛假宣傳，合規誠信營銷，切實維護客戶合法權益。

我們制定並實施《品牌標誌應用規範》及《品牌管理制度》等制度，強化本集團全員品牌意識，加強本集團品牌傳播與管理的規範化、標準化建設，全面落實本集團品牌戰略，助力「建業新生活」品牌價值提升。隨著建業新生活業務規模的擴大，我們也對外拓項目品牌使用相關事宜做出規定，明確品牌推廣活動的報備範圍流程，統一發聲渠道，塑造品牌形象。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT

夥伴互惠，促進建業發展

Building Culture of Integrity

The Group strictly complies with the laws and regulations of the country and region where it operates, including the *Anti-unfair Competition Law of the People's Republic of China* and the *Interim Regulations on Prohibition of Commercial Bribery*. The systems it formulated and implemented include the *Anti-fraud System*, the *Audit and Supervision Management System*, the *Audit and Supervision Work Guidelines*, the *Internal Audit Management Regulations* and the *Internal Audit Operation Management Measures*, which are designed to ensure the realisation of the business objectives and the sustainable, stable and healthy development of the Group.

The Group's Audit and Supervision Centre conducts work according to laws, gives full play to the function of the audit and supervision system, establishes a sound audit and supervision management system in accordance with the regulatory requirements for listed companies, promotes the establishment and improvement of the internal control system, and realises the institutionalisation and standardisation of internal audit and supervision. It performs the function of audit management and execution, is responsible for annual and quarterly audit programmes, audits projects, prepares audit working papers and audit and supervision reports, implements the rectification of problems found in audits, and coordinates the rectification and implementation of audit and supervision results by functional departments. The centre makes good use of the function of supervision and monitoring, carries out and promotes the cultural study of the companies with whom the Group has sound cooperation, establishes, standardises, and manages the Group's reporting and complaint platform and anti-fraud mechanism, accepts and handles the complaints and reports received by the Group for corruption, bribery, fraud, and abuse of authority and other professional ethics and violations of laws and disciplines, and conducts investigations and collects evidence on, and processes the violations of laws and disciplines. These are to promote the building of the culture of integrity and ensure compliance operations of the Group. We support rational reporting and set up a special acceptance channel. Whistle-blowers can report by, but not limited to, telephone, letter, email and visit. While encouraging real-name reporting, we strictly keep the information of whistle-blowers confidential, protect the legitimate rights and interests of whistle-blowers to the greatest extent, and resolutely deal with acts that infringe on whistle-blowers' rights, such as strikes, threats, and retaliation against whistle-blowers and witnesses.

廉政文化建設

本集團嚴格遵守《中華人民共和國反不正當競爭法》及《關於禁止商業賄賂行為的暫行規定》等運營所在國家和地區法律法規，制定並實施《反舞弊制度》、《審計監察管理制度》、《審計監察工作指引》、《內部審計管理規定》及《內部審計作業管理辦法》制度，確保本集團經營目標的實現和本集團持續、穩定、健康發展。

本集團審計監察中心依法開展工作，充分發揮審計監察體系建設職能，依據上市公司監管要求，建立健全的審計監察管理體系，推動內部控制體系的建設與完善，實現內部審計監察的制度化 and 規範化；充分發揮審計管理與執行的職能，負責年度、季度審計工作計劃，開展重大專題專案審計，編製審計底稿、審計監察報告，落實審計發現問題的整改，協調各職能部門對審計監察成果的整改落实；充分發揮督導與監察的職能，開展、宣導陽光合作企業文化學習，建立、規範、管理本集團舉報投訴平台及反舞弊機制，受理並處置本集團貪污受賄、營私舞弊、以權謀私、濫用職權等職業道德方面、違法違紀事件的投訴舉報，開展對違法違紀事件的調查、證據收集和處理等工作。以此推進本集團廉政文化建設，確保合規營運。我們支持理性舉報，並設立專門受理渠道，舉報人可採用包括但不限於電話、信函、電子郵件、來訪等方式舉報。在鼓勵實名舉報的同時，我們嚴格保密舉報人員信息，最大限度的維護舉報人合法權益，堅決處理對舉報人、證人打擊、威脅、報復等侵害舉報人權利的行為。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT 夥伴互惠，促進建業發展

Reporting channels

舉報渠道

CCNL's phone for accepting reports: 0371-55505685

建業新生活舉報受理電話：0371-55505685

CCNL's email for accepting reports: supervision@ccnewlife.com.cn

建業新生活舉報受理電子郵箱：supervision@ccnewlife.com.cn

CCNL's mailing address for accepting reports: Audit and Supervision Centre, CCNL, Room 1905, PICC Tower, No. 24

Shangwu Waihuan Road, Jinshui District, Zhengzhou City, Henan Province

建業新生活舉報受理通訊地址：河南省鄭州市金水區商務外環路24號中國人保大廈1905室新生活集團審計監察中心

We actively create a cultural atmosphere of integrity and maintain a healthy and sound business environment. We attach great importance to integrity, adopt a zero-tolerance attitude towards all corruption, require employees to abide by the principle of impartiality, integrity and self-discipline, and prohibit solicitation and acceptance of bribes and kickbacks. All employees of the Group are required to comply with and sign the *Code of Conduct for Employees*, and carry out work and business activities in accordance with the requirements set out in the code, in order to practice the corporate culture of “keeping promises, being responsible, taking the right path, doing business rightly, and being willing to suffer losses”, and to urge all employees to be honest and trustworthy, abide by rules and regulations, maintain good professional ethics, and follow the basic professional code of conduct.

我們積極營造內部廉潔從業的文化氛圍，維護健康陽光的商業環境。我們高度重視廉潔，對一切貪污腐敗採取零容忍態度，要求員工恪守公正原則、廉潔自律，禁止索賄受賄和收受回扣行為。為踐行「守信用、負責任、走正道、務正業、肯吃虧」的企業文化，促使全體員工誠實守信、遵章守紀、保持良好的職業操守、恪守基本職業行為規範，我們要求本集團全體員工遵守並簽署《員工操守準則》，按準則的要求開展工作及業務活動。



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT 夥伴互惠，促進建業發展

In 2021, there was no litigation case regarding corruption against the Group. We simultaneously carry out anti-corruption training to all directors and employees, and push learning tasks through on-site training, our intelligent platforms and WeChat accounts. Our anti-corruption training courses are rich in content, covering corruption-free holidays, disciplinary measures and code of conduct for employees, etc., to strengthen the ideological understanding of all employees that they cannot, dare not, and do not want to be corrupt. Data on the anti-corruption training provided by the Group to directors and employees is set out in Appendix II.

2021年，本集團未發生任何貪污訴訟案件。我們同步向全體董事及員工開展反貪腐培訓，通過現場培訓，以及智慧建業平台和微信公眾號推送學習任務。我們的反貪腐培訓課程內容豐富多樣，覆蓋廉潔節假日、違紀追究辦法及員工守則等，加強全員不能腐、不敢腐、不想腐的思想認識。本集團向董事及員工提供的反貪污培訓數據見附錄二。



Anti-corruption Training for Financial Staffs
財務人員反貪污專項培訓



MUTUALLY BENEFICIAL PARTNERSHIPS TO PROMOTE DEVELOPMENT 夥伴互惠，促進建業發展

In 2022, we will adhere to the working principle of “independence, objectivity and impartiality” in accordance with our development strategy and new business management goals, carry out integrity publicity and case guidance, combine onboarding and integrity publicity in an orderly manner, target the management and front-line employees to develop a habit of following rules and create a clean and positive atmosphere.

PROMOTING INDUSTRY EXCHANGE AND DEVELOPMENT

The Group actively participates in industry seminars and exchanges, and discusses and cooperates with like-minded partners, and promotes the incremental improvement of cooperation projects through mutual empowerment and complementary resources. We actively participate in the discussion on the development and growth of the property management service industry, its vitality and the experience and trends of capital connection, guide companies to be self-disciplined, maintain a good brand image of listed companies, promote exchanges and cooperation between companies, and provide better services for people's better life.

2022年，我們將結合本集團發展戰略和經營管理新目標，堅持「獨立、客觀、公正」的工作原則，繼續開展廉政宣傳和案例引導，將新員工培訓和廉政宣傳有序結合，覆蓋管理層和一線員工，形成按規章辦事習慣和風清氣正氛圍。

推進行業交流與發展

本集團積極參與行業研討及交流，與志同道合的業務夥伴開展多元討論與合作，通過相互賦能、資源互補，助推合作項目增量提升。我們積極參與探討物業服務行業發展壯大、永葆活力以及對接資本的經驗和趨勢，引導企業規範自律，維護上市公司良好的品牌形象，促進企業間交流合作，為人民美好生活提供更加優質的服務。

Guandian Property Conference 觀點物業大會



Mr. Zhang Penghua, Vice President of CCNL, as an invited guest, attended the first Guandian Property Conference organised by Guandian Property Co., during which he on behalf of the Group shared his views and discussed the new trends in the property management service industry. At the conference, we encouraged the development of local lifestyle services and advised property management companies to go out of the community to provide integrated urban service solutions.

建業新生活副總裁張鵬華先生作為受邀嘉賓參與觀點地產機構首屆「觀點物業大會」，代表本集團就物業服務行業的發展新趨勢及新動向進行了觀點分享和深入探討。會上，我們鼓勵發力本地生活服務，建議物業管理企業走出社區，提供一體化的城市服務解決方案。

China Property Service Industry Summit and Presidents' Meeting 中國物業服務行業峰會及總裁會

Ms. Wen Ting, Vice President of CCNL, as a special guest, attended the Property Service Industry Summit and Presidents' Meeting held by EH Think Tank and Jiahe Jiaye. At the Forum on "Value innovation, decoding the 'small community' economy under consumption", Ms. Wen Ting elaborated on the innovative ways of community economy based on the strategy and significance of CCNL's value-added services, which provides a novel idea for this proposition.

建業新生活副總裁溫婷女士作為特邀嘉賓出席由億翰·嘉和家業主辦的物業服務行業峰會及總裁會。在本次總裁會的「價值創新·解密大消費下的「小社區」經濟」論壇上，溫婷女士從建業新生活增值服務的戰略及意義出發，詳細闡釋社區經濟的創新玩法，為這一命題提供了新穎思路。



Inauguration Ceremony for G11 Cooperation Alliance of Listed Property Management Companies

「G11」上市物企合作聯盟成立儀式



G11 cooperation alliance of listed property management companies comprises of 11 renowned property management service providers. Guided and driven by G11 cooperation alliance, CCNL provides a new direction, a new idea and a new model of practical significance for the industry in terms of further regional development, diversification and customisation of local lifestyle service system of property management companies.

「G11」上市物業企業合作聯盟由11家知名物業服務公司聯合組成，在「G11」合作聯盟的引領和推動下，建業新生活就物業管理企業的區域深耕、多元及定制化本地生活服務體系探索方面，為行業提供了具有實踐意義的新方向、新思路和新模式。

GREEN ECOLOGY INTEGRATED INTO CULTURE

綠色生態，融入建業文化

The SDGs addressed in this section:

本章節回應 SDGs:



Zero hunger

零飢餓



Clean water and sanitation

清潔飲水和衛生設施



Sustainable cities and communities

可持續城市 and 社區



Responsible consumption and production

負責任消費和生產

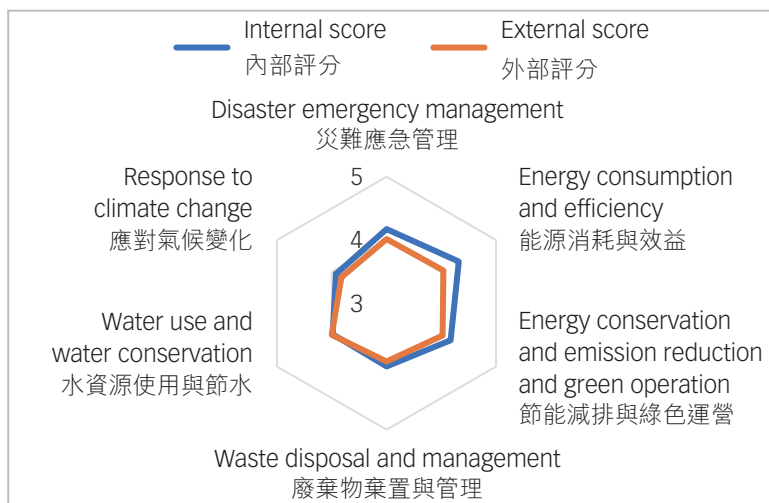


Climate action

氣候行動

Stakeholders' concerns:

利益相關方關注：



Source of Information: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

GREEN ECOLOGY INTEGRATED INTO CULTURE

綠色生態，融入建業文化

The Group keeps abreast of international development trends, integrates the concept of harmony between man and nature into every part of its operation, strictly complies with *the Environmental Protection Law of the People's Republic of China, Law on the Prevention and Control of Water Pollution of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, Regulations on the Energy Conservation of Public Institutions, the Law on the Prevention and Control of Environmental Pollution by Solid Wastes of the People's Republic of China, the Law on the Prevention and Control of Atmospheric Pollution of the People's Republic of China*, and other laws and regulations. It actively builds green communities, improves environmental management measures, and advocates the concept of low-carbon office to provide green lifestyle services.

GREEN OPERATION

CCNL cares for the nature and incorporates the concept of sustainable development into all of its operations. We actively advocate green office and practice energy conservation and emission reduction through effective management measures on resources and solid waste, wastewater and air emissions to reduce the negative impact on the environment. Environmental indicators of the Group are shown in Appendix II.

Water Conservation

The property management segment of the Group has formulated and implemented the *Water Consumption Management System*. It implements the policy of water conservation, strengthens the scientific management of water use, and adds water conservation signs to the prominent places of daily water use to avoid water waste. In 2021, the Group's water consumption came from municipal water, and there were no problems in obtaining the applicable water source.

本集團緊跟國際發展趨勢，將人與自然和諧相處的理念貫徹到運營中的每一步，嚴格遵循《中華人民共和國環境保護法》、《中華人民共和國水污染防治法》、《中華人民共和國節約能源法》、《公共機構節能條例》、《中華人民共和國固定廢棄物污染環境防治法》及《中華人民共和國大氣污染防治法》等法律法規，積極營造綠色社區，完善環境管理措施，倡導低碳辦公理念，用綠色服務生活。

綠色運營

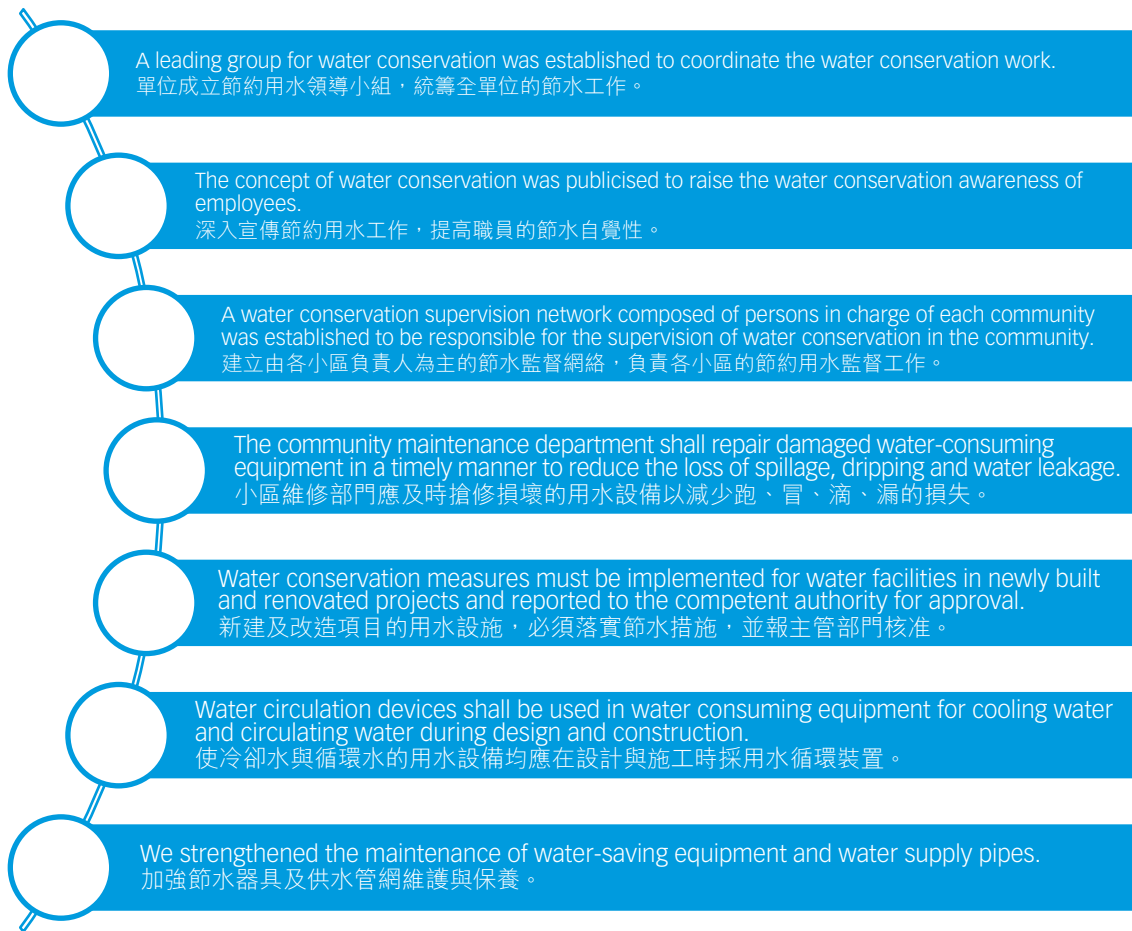
建業新生活關愛自然，將可持續發展理念落實到各項運營活動中。我們積極倡導綠色辦公，通過有效的資源及三廢排放管理措施，主動踐行節能減排，降低對環境的負面影響。本集團環境相關指標見附錄二。

節水

本集團制定並實施《用水管理制度》，貫徹節約用水的方針，加強用水的科學管理，在日常用水的醒目處增貼節約用水標識，以避免水資源浪費。2021年度，本集團用水來自市政水，在求取適用水源方面並無任何問題。



GREEN ECOLOGY INTEGRATED INTO CULTURE 綠色生態，融入建業文化



Measures for Water Conservation 物業節水舉措



GREEN ECOLOGY INTEGRATED INTO CULTURE

綠色生態，融入建業文化

Energy Conservation

The property management segment of the Group has formulated and implemented the *Energy Management System and Electricity Consumption Management System* to maximise savings on electricity costs, reduce direct and indirect loss of electricity and fully improve the electricity use efficiency on the basis of ensuring the supply of electricity for operation. In daily operations, we adopt advanced energy-saving and environmentally-friendly equipment and technology, and incorporate energy conservation throughout the entire operation process, striving to build the Group into a green, environmentally-friendly and energy-saving enterprise.

Based on the year 2020, we set the following energy efficiency targets for the property management segment in 2021:

節能

本集團物業板塊制定並實施《能源管理制度》及《用電管理制度》，在保證運營用電需要的基礎之上，最大限度地節約用電成本，減少電能的直接和間接損耗，充分提高用電使用效益。在日常運營過程中，我們採用先進的節能環保設備和技術，將節能工作貫穿運營全過程，力求將本集團建設成綠色、環保、節約型企業。

我們以2020年為基準，制定如下物業板塊2021年能源效益目標：

Item 項目	Unit 單位	Reference value in 2020 2020年基準值	Target value in 2021 2021年目標值
Company-level energy benchmarks and performance parameters 公司級能源基準和績效參數			
Sub-item1 細項1	Comprehensive energy consumption per unit of output value (kgce/RMB10,000) 單位產值綜合能耗(kgce/萬元)	212	210
Sub-item2 細項2	Comprehensive energy consumption per unit area (Kgce/m ² · a) 單位面積綜合能耗(Kgce/m ² · a)	0.5676	≤0.5676
Secondary energy benchmarks and performance parameters 次級能源基準和績效參數			
Communities 小區	Electricity consumption (kWh/m ²) 電耗量(kwh/m ²)	4.40	4.35
Office areas 辦公	Electricity consumption (kWh/m ²) 電耗量(kwh/m ²)	1.66	1.65
Office areas 辦公	Petrol consumption (litre/m ²) 汽油耗量(升/m ²)	0.13	0.13 ²

² As the Group's revenue mainly comes from property management and value-added services (82.8% in 2020 and 84.5% in 2021), this business segment's revenue is considered as the first year's revenue. Setting energy efficiency objectives and solid waste management objectives and determining the scope for achieving the objectives to test the feasibility and effectiveness of relevant means.

² 因本集團主要收入來自於物業管理及增值服務業務(2020年82.8%，2021年為84.5%)，因此先行選取該業務分部作為首年能源效益目標和固體廢棄物管理目標的設立及實現範圍，以試行相關手段的可行性和有效性。



GREEN ECOLOGY INTEGRATED INTO CULTURE 綠色生態，融入建業文化

In order to achieve the above objectives, we actively explore energy conservation and emission reduction plans and implement them into various operating activities. Equipment innovation and practical and effective management measures reduce the impact of property management business on the environment in an all-round way. Starting from the source, we optimise the operation model and improve energy efficiency by introducing new processes, new equipment and new technologies. For example, we technically switch to efficient and energy-saving pumps with no-negative pressure water supply at Jianye Plaza and add the sleep function of pumps at night when property owners do not use domestic water to save energy. After calculation and evaluation, non-negative pressure water supply equipment can save energy by 20% a month after the renovation. The comprehensive management department and engineering technology department are required to check the implementation of energy conservation and emission reduction plans on a quarterly basis, so as to promote the effective energy efficiency management and ensure the achievement of the objectives.

為實現上述目標，我們積極探索節能減排方案並落實到各項運營活動中，依托設備創新和切實有效的管理措施，全方位減少物業業務對環境的影響。從源頭抓起，我們通過引進新工藝、新設備及新技術，優化運行方式，提高能源利用效率。例如，我們在建業廣場採取技術手段改用無負壓供水高效節能泵，在夜間業主不使用生活水的時間段增加水泵休眠功能，以實現節省電能；經測算與評估，無負壓供水設備更新改造後每月可實現節能20%。同時，我們要求綜合管理部及工程技術部每季度檢查一次節能減排方案執行情況，以此推動能效管理的有效開展，確保目標的達成。

Energy conservation and emission reduction 節能降耗	Improvement of energy efficiency 提高能源效率
<input type="checkbox"/> In the case that sunlight can meet the normal demand, it is forbidden to turn on the lighting facilities and their switches shall be controlled separately 在光線能達到正常需求的情況下，禁止開啟照明用電，照明用電開關分開控制	<input type="checkbox"/> Efforts are stepped up on the lubrication, maintenance, upkeep and inspection of energy facilities 加強對能源運行設施的潤滑、維護、保養、檢查
<input type="checkbox"/> Moves are taken to ensure the turnover and protection of materials to eliminate waste caused by humans 做好物料的周轉、防護工作，杜絕人為原因造成的浪費	<input type="checkbox"/> We select low-energy-consuming equipment and focus on inspecting major energy-consuming equipment 選用低耗能的設備，對主要耗能設備進行重點檢查
<input type="checkbox"/> Billboards and banners are used to strengthen the publicity on energy conservation 通過黑板報與條幅的形式，加強節能宣傳	<input type="checkbox"/> Awareness education for employees is strengthened and the emphasis on energy is increased 加強對員工進行意識教育，提高對能源重視程度

Measures for Energy Conservation and Consumption Reduction in Property Management 物業節能降耗措施

Energy targets set by the Group's property management segment in 2021 have been achieved.

2021年度，集團物業板塊所訂立的能源目標均已達成。



Management of Discharge and Emissions

The Group formulated the *Control Programme for Wastewater, Air and Noise Pollution* to prevent and control wastewater, air and noise pollution, so as to ensure that pollutant discharge and emissions meet the standards. We set environmental targets that all wastewater, air and noise emissions meet environmental requirements. The quality management department, which is responsible for implementing the *Environmental and Occupational Health Performance Monitoring and Measurement Control Programme*, checks on the official website of Zhengzhou Municipal Bureau of Ecology and Environment from time to time to see if there are any violations. The quality management department analyses and evaluates the monitoring results, and each department takes effective rectification measures for non-compliant projects in a timely manner. We actively explore and apply processes and facilities to reduce carbon emissions, such as energy-saving reconstruction of lighting fixtures and use of solar lamps. We launch energy-saving reconstruction of facilities and equipment. Air conditioning temperature is strictly controlled at 26°C, and power distribution equipment must be installed with capacitor compensation devices to continuously reduce carbon emissions.

The property management segment of the Group set a target of 100% achievement rate of solid waste classification, storage and disposal, and the responsible unit for the three-level property management structure conducts monitoring. The quality management department supervises the classification, storage and disposal of solid waste in each department on a quarterly basis and fills in the *Quality Checklist* for filing. In order to reduce waste of resources, we make comprehensive use of valuable waste or sell it externally to achieve recycling benefits.

In active response to the national policy, we adhere to the principle of "improving living conditions and enhancing city image" and implement the waste classification policy by introducing four types of trash bins of "kitchen waste, recyclable waste, hazardous waste and other waste" in communities, and cooperating with neighbourhood committees and subdistrict offices several times to popularise the knowledge of waste classification to property owners, so as to enhance their understanding and recognition of waste classification. We have established the *Waste Collection and Transportation Management System* to standardise the management of waste collection and transportation, and formulated the Waste Collection and Transportation Evaluation Form to ensure the quality of waste collection and transportation and confirm no secondary pollution in the process.

排放物管理

本集團制定《污水、廢氣、噪音污染控制程序》，以落實污水、廢氣、噪音防治工作，確保污染物排放達標。我們訂立污水、廢氣、噪音排放均符合環保要求的環境目標，由品質管理部負責執行《環境和職業健康績效監視和測量控制程序》，品質管理部會不定期在鄭州市生態環境局官網進行查詢是否出現違規現象。同時，品質管理部對監測結果進行分析與評價，各部門對不合規項目及時採取有效整改措施。我們積極探索及應用減少碳排放工藝與設施，如照明燈具節能改造、使用太陽能燈具等；設施設備節能改造：空調嚴格控制在 26°C，配電設備必須安裝電容補償裝置等以持續降低碳排放。

本集團制定固體廢物分類、存放、處置達標率 100% 的目標，由物業三級管理架構歸屬負責單位進行監測。品質管理部每季度對各部門的固體廢物分類存放和處置進行監督並填寫《品質抽檢單》留檔。為減少資源浪費，我們對有價值的廢物綜合利用或對外銷售以實現循環效益。

我們積極響應國家政策，堅守「提高人居水平，提升城市形象」的原則，大力推行垃圾分類政策，於社區內引進「廚餘垃圾、可回收垃圾、有害垃圾、其他垃圾」四分類垃圾桶，並與居委會、街道辦等單位多次合作，向業主普及垃圾分類的知識，增加業主對垃圾分類的瞭解與認可。我們建立《垃圾清運管理制度》，規範垃圾清運管理行為，並制定《垃圾清運評價表》，確認垃圾清運質量及過程中無二次污染行為，保障垃圾清運質量。










GREEN ECOLOGY INTEGRATED INTO CULTURE 綠色生態，融入建業文化

Green Office

The Group conducts management of office environment under the principle of "green office", pays attention to details and every little thing, and calls on all employees to work together to create a green office environment. We formulated and implemented the Management System for Office Environment (《辦公環境管理制度》) to standardise the daily inspection of the office environment, create a clean working environment, and establish a great corporate image.

綠色辦公

本集團以「綠色辦公」為原則進行辦公環境管理，關注細節，從點滴抓起，號召全體員工共同打造綠色辦公環境。我們制定並實施《辦公環境管理制度》，規範辦公環境的日常檢查，創造潔淨的工作環境，樹立良好的企業形象。

	Employees manage their personal hygiene at their workstations and at the same time maintain sanitary public spaces; 員工做好個人工位衛生管理工作，同時積極參與公區衛生保持及維護；
	Part of travel trips are replaced with teleconferences and video conferences to reduce carbon emissions from business travel; 通過電話會議、視頻會議代替部分差旅出行，減少差旅產生的碳排放；
	Green plants are placed in the office area to beautify the office environment; 辦公區域放置綠植美化辦公環境；
	We reduce the standby energy consumption of office equipment such as computer hosts, monitors, projectors, printers, water dispensers and photocopiers, and turn off the power in time when they are not in use for a long time; 電腦主機、顯示器、投影儀、打印機、飲水機、複印機等辦公設備減少待機能耗，長時間不使用時及時關閉電源；
	We set the temperature of the air conditioners to 26℃, close the doors and windows when air conditioners are turned on, and turn off the air conditioners when leaving the office; 將空調溫度設置為26攝氏度，空調開啟後應注意關閉門窗，離開辦公室時關閉空調；
	Efforts are made to reduce the use of disposable stationery, use papers for double-sided printing, use e-mails for internal document communication as much as possible and gradually promote paperless office; 減少使用一次性文具，紙張正反面打印，內部文件溝通盡量採用電子郵件，逐步推進無紙化辦公；
	We vigorously carry out green office publicity and education activities to popularise energy conservation knowledge in daily work to employees. 大力開展綠色辦公宣傳教育活動，向廣大員工普及日常工作中的節能知識。

Green Office Initiatives 綠色辦公舉措



RESPONSE TO EXTREME CLIMATE

The Group places climate change response at an important position in its sustainable development, always pays attention to the impact and risks of climate change on its operations, actively explores climate change-related risks and opportunities, and keeps a close eye on and plans to formulate relevant strategies to avoid climate change damage to its future development.

The *Extreme Weather Emergency Plan* was formulated to effectively prevent and deal with various natural disasters caused by catastrophic extreme weather, minimise losses, effectively ensure the safety of the Group's employees and property, maintain the stability of the production order, and avoid the occurrence of production safety accidents under extreme weather conditions. We adhere to the policy of "people orientation, safety first and prevention priority". In the face of natural disasters caused by extreme weather such as rainstorm, cold wave, low temperature freezing, gale, hail, frost, heavy fog and blizzards, as well as their secondary and derivative disasters, each institution immediately establishes a special emergency leading group, which is responsible for the comprehensive coordination and command of various departments and specialties to carry out disaster prevention, disaster resistance and disaster relief work.

In the property management segment that is most closely related to communities, based on its extreme weather emergency policy, the Group further formulated the *Emergency Handling Procedures (Severe Weather)*, and established an extreme weather emergency organisation to minimise or eliminate losses caused by natural disasters and ensure the safety of residents, communities and employees and the orderly progress of work and life under severe weather conditions.

極端氣候應對

本集團將氣候變化應對放在我們可持續發展的重要位置，始終關注氣候變化對集團運營的影響及風險，積極探索氣候變化相關風險和機遇，密切關注並計劃著手制定相關的應對策略，避免氣候變化對我們的未來發展造成損害。

我們制定《極端天氣應急方案》以有效防範和處理因災害性極端天氣帶來的各種自然災害，最大限度地減少各類損失，切實保障本集團員工和財產的安全，維護生產秩序的穩定，杜絕在極端天氣情況下安全生產事故的發生。我們堅持「以人為本、安全第一、預防為主」的方針，在面對嚴重威脅的暴雨、寒潮、低溫冰凍、大風、冰雹、霜凍、大霧、暴雪等極端天氣而造成的自然災害以及其衍生、衍生災害時，各機構第一時間成立項目應急領導小組，負責綜合協調和指揮各部門、各專業開展防災、抗災、救災工作。

在與社區聯繫最為密切的物業板塊，我們基於本集團極端天氣應急方針，進一步制定《應急預案處理作業規程(惡劣天氣類)》，並成立極端天氣應急組織機構，以最大限度地減輕或者消除天災造成的損失，保證惡劣天氣下住戶、社區以及員工的安全和工作生活的有序進行。



GREEN ECOLOGY INTEGRATED INTO CULTURE

綠色生態，融入建業文化

Command group 指揮組	Being responsible for coordinating and directing other groups to quickly carry out rescue and maintenance work, striving to minimise losses and casualties, and reporting the situation in a timely manner. 負責協調、指揮各小組迅速開展搶救、維護工作，力爭將損失、傷亡程度降到最低，並將情況及時上報。
Incident handling group 事故處理組	In the event of a disaster, rushing to the scene as soon as possible to maintain order, organise the relief work, and collect materials on the spot or prepare tools in advance to carry out disaster protection and handling work, and rescue people who are not out of danger. 在發生災害時，第一時間趕到現場，維持秩序，組織好疏導工作，並就地取材或事前準備工具，開展災情防護、處理工作，同時營救尚未脫險的人員。
Rescue group 救護組	Immediately rescuing the injured, dialling 120 for emergency services, and assisting in the treatment of the injured. 及時救護受傷人員，撥打 120 急救電話，協助送治傷員。
Publicity group 宣傳組	Being responsible for publicising and explaining the precautions to residents in the event of severe weather, carrying out targeted safety education for relevant personnel, and raising awareness of risk prevention. 負責向住戶宣傳講解遇到災害性天氣時的注意事項，對相關人員開展針對性的安全專題教育，提高防患意識。
Logistics support group 後勤保障組	Being responsible for preparing tools, facilities and equipment for disaster relief and providing material guarantee. 負責籌備救助災害的工具、設施、設備，提供物質保證。

Extreme Weather Emergency Organisation

物業極端氣候應急組織機構

Moreover, we formulated the *Flood Control Emergency Plan* especially for natural disasters caused by heavy rains to improve the response capability and ensure that the responsibility for flood control work is assigned to persons and that the work is carried out under unified command, in an orderly manner, and in rapid response. We have set up regional flood control emergency groups, which are responsible for flood control command and overall planning, and coordinating the work of the guarding, cleaning, greening, engineering and outsourcing in flood control. We hold safety education and training activities on rainstorm for all employees in communities, and at the same time emphasise the safety precautions for outdoor walking in stormy weather to ensure the safety of commuting.

此外，我們還特別針對暴雨自然災害制定《防汛工作應急預案》以提升應對能力，保障防汛工作責任到人、統一指揮、有序開展、快速響應。我們成立各大區防汛應急小組，負責防汛指揮和統籌工作，協調禮兵、保潔、綠化、工程及外包五大板塊開展防汛工作。我們對小區全體員工進行暴雨天氣安全教育培訓，同時向員工重點強調大風暴雨天氣室外行走安全注意事項，以確保上下班交通安全。



Jianye Property's Participation in Rescue Activities

建業物業參與救援活動



In July 2021, Henan was hit by torrential rains for several days, and tens of thousands of people were trapped, waiting for rescue. The property management segment of the Group immediately launched the first-level flood control plan, and assigned employees to be on duty 24 hours a day for emergency rescue, making every effort to ensure the safety of life and property of 2.1 million residents in the communities under management. Every worker of Jianye Property defends every inch of ground with actions, highlighting the service value of the property management service provider in the "last kilometre". It brings people's lives back on track and contributes to the homeland and cities.

2021年7月，河南接連多日遭遇極端強降雨，數以萬計的群眾受困，等待救援。本集團物業板塊第一時間啟動防汛一級預案，24小時不間斷值守搶險，全力保障在管小區及210萬住戶的生命財產安全。每位建業物業人用行動堅守每一寸陣地，凸顯了物業服務企業「最後一公里」的服務價值，推動人民生活回歸正軌，為家園、為城市貢獻自己的一份力量。

The Group's commercial management and operation segment teamed up with No. 2 fund of Henan TV Station City Channel to set up a transfer station for material donations for Xinxiang, Hebi, Zhoukou and other hard-hit areas.

本集團旗下商業管理運營板塊聯合河南廣播電視台都市頻道二基金設置了物資捐贈中轉站，奔赴送往新鄉、鶴壁、周口等重災區。



Relief Material Transfer Station
救災物資中轉站



GREEN ECOLOGY INTEGRATED INTO CULTURE 綠色生態，融入建業文化

Cuisine Henan Foodcourts and Central China Agriculture did all they can to help the affected people. Cuisine Henan Foodcourts in Yanling County provided free accommodation, food and materials for people who had no shelter due to flood discharge. The Hebi branch of Central China Agriculture actively coordinates resources to donate money and materials to the affected people.

本集團建業大食堂和建業農業公司為周邊受災群眾奉獻力所能及的力量。鄢陵建業大食堂為因洩洪無處安身的群眾提供免費住宿、餐飲、物資，農業公司鶴壁分公司積極協調資源為受災群眾捐款捐物。

Lunch Programme for Firefighters 為消防員提供午餐活動

Theater Hotel in Zhengzhou received information on 22 July 2021 that the Zhongmu Fire and Rescue Brigade and the Yichang Fire and Rescue Brigade in Hubei, who were working on the front line for drainage and dredging, urgently needed launch. The hotel's leadership attached great importance to it, and the chef team immediately prepared hot dishes, steamed buns and ginger tea, which were sent to the drainage site by a team led by the general manager and sent to the hands of the firefighters. 2021年7月22日，鄭州建業只有·劇場酒店獲得信息，正在前線進行排水疏通工作的中牟縣消防救援大隊及湖北消防宜昌支隊急需午餐。酒店領導層高度重視，廚師團隊立即準備了熱騰騰的菜餚、饅頭及姜茶，由總經理帶隊送往一線排水現場，送到消防隊員的手中。



Central China Consumers Club's Support and Rescue Activities 君鄰會支援救援活動

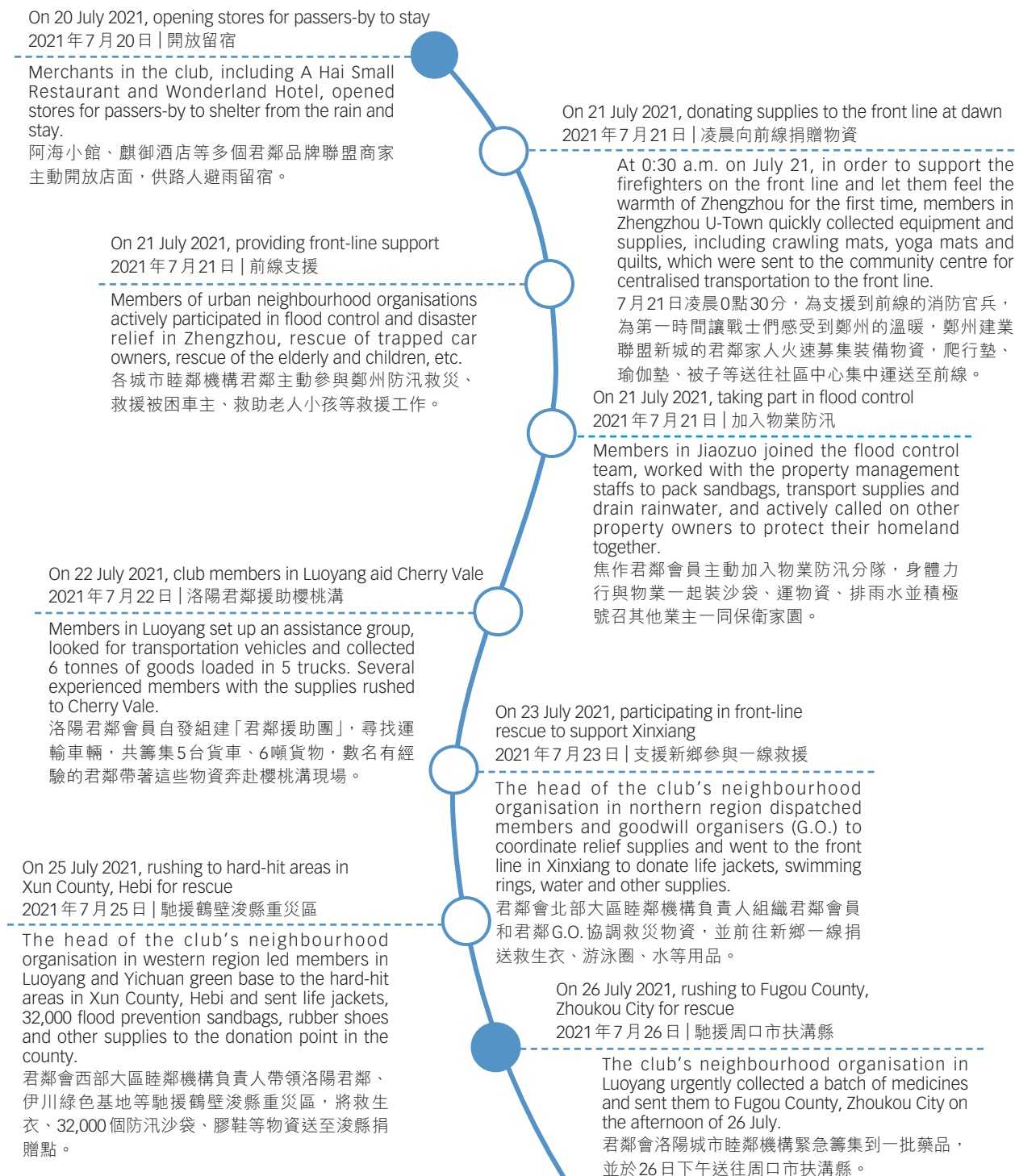
In the face of the floods, members of Central China Consumers Club participated in the rescue work and the post-disaster reconstruction, while members in Henan became volunteers and organised operations for the trapped people. Merchants in the club and consumers' bodies in cities actively made donations and volunteered to carry supplies.

面對汛情，本集團君鄰會會員積極參與暴雨救援與災區重建工作，河南省君鄰家人主動做抗洪志願者組織受困群眾救援行動。君鄰會品牌聯盟商家及各城市睦鄰機構的君鄰們，積極參與物資捐贈活動並自發搬運救援物資。



GREEN ECOLOGY INTEGRATED INTO CULTURE

綠色生態，融入建業文化



Timeline of Club Members Supporting the Front Line
君鄰會員支援一線時間線



REPAYING THE SOCIETY AND PRACTISING THE VALUE

反哺社會，踐行建業價值

The SDGs addressed in this section:

本章節回應 SDGs:



No poverty

無貧窮



Quality education

優質教育

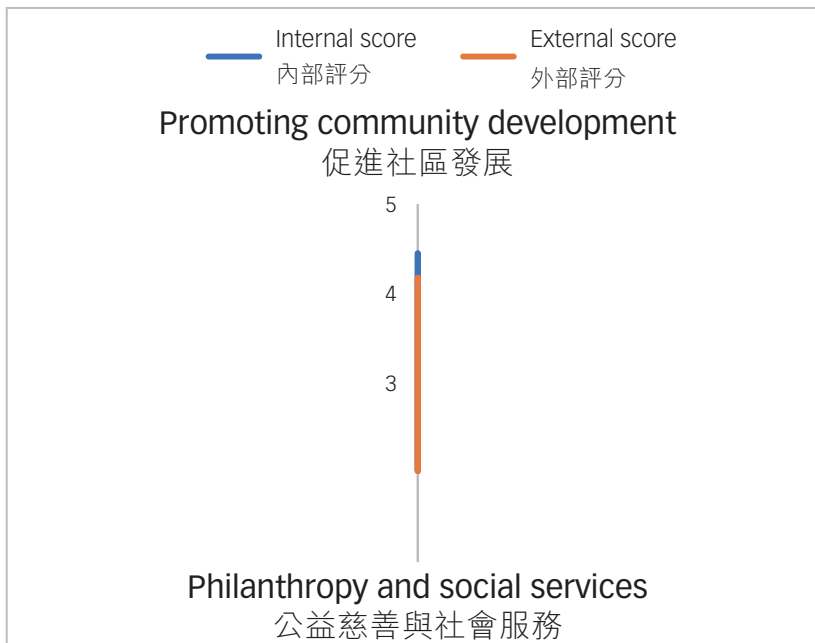


Sustainable cities and communities

可持續城市和社區

Stakeholders' concerns:

利益相關方關注：



Source of Information: Materiality assessment of ESG issues

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

數據來源：ESG 議題重要性評估

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商／合約商／夥伴、行業協會／公益組織、客戶／業主／會員、投資者／股東／資本市場分析員、政府／監管機構、當地社區／居委會及其他利益相關方。



REPAYING THE SOCIETY AND PRACTISING THE VALUE

反哺社會，踐行建業價值

The Group adheres to its value of “Rooted in central China and confer benefit on the people”. Each of its business segments constantly fulfill social responsibilities, make unremitting efforts to protect the ecological environment, take actions on cultural inheritance, forge ahead for social welfare, and contribute to rural revitalisation. There is no end to the road of giving back the society, and the journey of chasing dreams will never stop. We will continuously strengthen the energy links with public welfare organisations, governments and individuals, innovate in forms and draw energy from Internet public welfare platforms and multiple media platforms, so that the ship of repaying the society can go a long way in a healthy and sustainable model.

CULTURAL INHERITANCE

CCNL is well aware that culture is an important force for the survival and development of a nation. We create the Unique Henan, Land of Dramas to carry forward the culture of central China, build Cuisine Henan Foodcourts to promote famous food, and invest resources to boost the continuous development of excellent traditional culture.

Unique Henan, Land of Dramas Carries Forward the Culture of Central China

The Unique Henan, Land of Dramas is an innovative cultural work co-created by Central China Group that has been deeply rooted in Henan for 29 years and director Wang Chaoge, marking another innovation for Central China Group to “explore, protect, inherit and develop” the culture of central China. Costing approximately RMB6 billion, the unprecedented “land of dramas” is our practical action and cultural awareness of “telling the story of the Yellow River”.

As a highly innovative cultural work, the Unique Henan, Land of Dramas has attracted attention from all walks of life. Brand exposure kept increasing after the theatre made its debut. The project has become a brand-new tourist destination for understanding Henan culture and feeling the civilisation of the central China region. More than 1,400 employees work in the Unique Henan, Land of Dramas, creating jobs for over 8,000 people.

本集團秉承「根植中原，造福百姓」的企業價值觀，旗下各業務板塊持續履行社會公益責任，為守護生態環境不懈努力，為文化傳承履踐致遠，為社會公益砥礪奮進，為實現鄉村振興貢獻力量。反哺之路永無止境，逐夢之行永不停歇，我們將持續加強與公益組織、政府及個人之間的能量鏈接，創新形式並通過互聯網公益平台、多類媒體平台等汲取能量，讓反哺社會這條航船在健康、可持續的模式中行穩致遠。

文化傳承

建業新生活深知文化是民族生存和發展的重要力量，我們打造「只有河南·戲劇幻城」弘揚中原文化，我們發展建業大食堂推廣傳統名吃，持續投入資源助力優秀傳統文化康續綿延。

只有河南，弘揚中原文化

「只有河南·戲劇幻城」是深耕河南29年的建業集團聯袂王潮歌導演共同創作的一部創新文化作品，是建業「挖掘、保護、傳承、光大」中原文化的又一次創新。這座投資近60億、前所未見的「戲劇幻城」，是我們「講好黃河故事」的實際行動和文化自覺。

作為一部極具創新力的文化作品，「只有河南·戲劇幻城」備受社會各界的關注，開城後品牌聲量持續攀升。該項目已經成為瞭解河南文化、感受中原文明嶄新的旅遊目的地。同時，「只有河南·戲劇幻城」擁有員工1,400餘人，直接帶動就業8,000餘人。



REPAYING THE SOCIETY AND PRACTISING THE VALUE 反哺社會，踐行建業價值

The Unique Henan, Land of Dramas marks the first time in China that the elegant and serious theatrical art form is the “object of consumers”. It is a “destination work” of cultural tourism with advanced and leading artistic and social value. The theatre not only pays attention to the external performance effects, but also goes directly to the core of the central China culture and the Yellow River civilisation. The theatre, centring on “Yellow River, land, food and inheritance”, focuses on telling the story of the Yellow River and inheriting the Yellow River culture to create a globally influential cultural work by seizing great historical opportunities arising from China’s move to adopt ecological protection and high-quality development of the Yellow River Basin as a major national strategy. The Unique Henan, Land of Dramas is of great significance for building cultural self-confidence, prospering the Yellow River culture, building Zhengzhou into a national central city, and accelerating the rise of cultures in Central Plains.

To pay tribute to the medical, military and police personnel who have contributed to the COVID-19 pandemic and the torrential rain in Henan, the Unique Henan, Land of Dramas was open to them for free in August and September 2021.

「只有河南·戲劇幻城」是國內第一次將高雅、嚴肅的戲劇藝術形式作為「被消費主體」，是一部文化旅遊「目的地作品」，具有超前的、引領式的藝術價值和社會價值。「只有河南·戲劇幻城」不僅關注外在演出效果，更直抵中原文化、黃河文明的內核。戲劇圍繞「黃河、土地、糧食、傳承」的主線，面對黃河流域生態保護和高質量發展上升為國家戰略的重大歷史機遇，以講述黃河故事、傳承黃河文化為基調，打造具有世界影響力的文化精品。「只有河南·戲劇幻城」對於樹立河南文化自信、繁榮黃河文化、促進鄭州建設國家級中心城市、加速中原崛起具有舉足輕重的意義。

為了致敬在新冠疫情及河南暴雨中做出貢獻的醫護、軍警人員，「只有河南·戲劇幻城」的大門在2021年8月、9月免費為醫護及軍警人員打開。

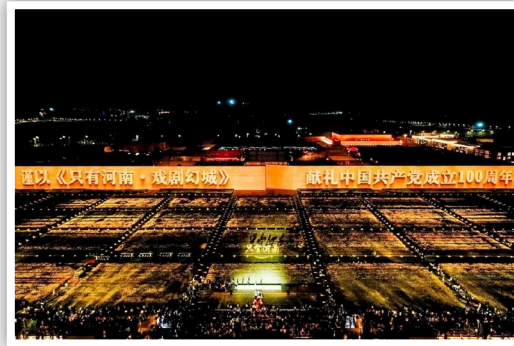


Unique Henan, Land of Dramas Open to Visitors

「只有河南·戲劇幻城」開城

The Unique Henan, Land of Dramas made its debut on 5 June 2021 after 1,334 days and nights in four years. Attendees who witnessed the debut included more than 2,000 entrepreneurs, cultural celebrities, partners and media guests from all over China. Within 10 days of its opening, the theatre was reported by CCTV seven times, including channels and key programmes like Xinwen Lianbo, China News, First Time, Morning News and Nightly News. It has become a new business card for cultural tourism of Henan.

2021年6月5日，歷經4年、1,334個日夜的「只有河南·戲劇幻城」迎來開城首演，來自全國各地的2,000餘位企業家、文化名人、合作夥伴、媒體嘉賓等，共同見證了本次首演。開業10天內，中國中央電視台對「只有河南」的相關報道已達到七次之多，涵蓋《新聞聯播》《中國新聞》《第一時間》《朝聞天下》和《晚間新聞》等多個頻道和重點欄目，已然成為河南文化旅遊新名片。



Li-Ning AW 2021 Fashion Show Themed on "Innovation with My Ideas" in Henan

河南「悟創吾意——中國李寧21秋冬潮流發佈」會

Taking advantage of the unique venue of the yet-to-be-opened Unique Henan, Land of Dramas, Li-Ning presented its fashion show on 7 April 2021, publicising the show via brand ambassadors and fashion KOLs (Key Opinion Leaders) and creating an immersive experience that integrates catwalks, live performances, and fashion parties. The crossover interaction combines traditional culture and popular elements ingeniously. On the one hand, it has a strong role in promoting brand building and publicity. On the other hand, it also vividly demonstrates CCNL's practical actions for "telling the story of the Yellow River, continuing historical context and strengthening cultural self-confidence".

2021年4月7日，中國李寧借助尚未開業的「只有河南·戲劇幻城」的獨特場地優勢，通過代言人流量效應、時尚KOL (Key Opinion Leader·關鍵意見領袖) 發聲將大秀做到了跨界聯動、文化破圈，呈現一場融合走秀、現場表演、潮流派對為一體的沉浸式體驗空間對話。本次品牌跨界互動，將傳統文化和流行元素巧妙融合，一方面對於品牌建設和推廣具有強效推動作用，另一方面也生動的展示了建業新生活為「講好黃河故事、延續歷史文脈、堅定文化自信」所做出的實際行動。



REPAYING THE SOCIETY AND PRACTISING THE VALUE 反哺社會，踐行建業價值

Inheriting Food Culture and Promoting Famous Traditional Food

In the 14 Cuisine Henan Foodcourts that have opened so far, we have discovered and introduced more than 280 kinds of famous food and snacks in Henan, and promoted more than 30 kinds of folk arts and handicrafts in 10 categories, including 12 national intangible cultural heritages and 38 provincial intangible cultural heritages.

Mobile market is one of the five product series of Cuisine Henan Foodcourts, which integrates traditional famous food, special snacks, traditional folk experience, traditional folk art, and derivative products of central China. We drive 12 mobile dining cars that were uniformly decorated to communities, shopping malls and venues. Cuisine Henan Foodcourts has so far held more than 200 activities, expanding its footprints to 18 cities (including more than 60 county-level cities) in Henan and bringing more than 600,000 people the wonderful experience of central China food and folk culture.

飲食傳承，推廣傳統名吃

在目前已累計開業的14家建業大食堂，我們發掘並推出280餘種河南名吃、小吃，推廣10大類30餘種非遺曲藝、手工技藝，其中包含12個國家級非物質文化遺產，38個省級非物質文化遺產。

流動市集是建業大食堂五大產品系列之一，融合了中原傳統名吃、特色小吃、傳統民俗體驗、傳統曲藝、衍生產品展銷等多種內容及形式，以統一品牌視覺包裝的12輛專業流動餐車走進社區、走進商場、走進活動現場。截止目前，建業大食堂已經開展各類活動200餘場，足跡已遍佈河南18地市（包括60多個縣市），為六十餘萬人帶去了中原美食與民俗文化的美好體驗。



Mobile Markets of Cuisine Henan Foodcourts
建業大食堂流動市集

SUPPORTING ENVIRONMENTAL PROTECTION

The Group has always firmly believed that green power is the protection of nature. We give full play to our professional strengths and guide property owners to public welfare activities and join hands with government agencies, industry experts, partners, public welfare organisations, media and others to implement the concept of energy conservation, emission reduction and nature protection in the form of environmental protection activities and popular science lectures and so forth.

助力環保

本集團始終堅信每一份綠色環保的力量，皆是對自然的守護。我們發揮專業所長，組織業主參與環保公益活動，並通過聯合政府機構、業內專家、合作夥伴、公益組織、媒體等各界人士，以環保活動和科普講座等多種方式貫徹節能減排、愛護自然理念。

Online Charity Forest 線上打榜公益林

In the property management segment, we made all efforts to create a theme activity month under "life & more in nature" and launched "Alipay's Ant Forest and Jianye Property Charity Forest" online on 1 March 2021. Property owners could obtain green energy by walking, paying online, taking public transportation, reducing self-driving trips, etc. every day, to form a trend of low-carbon life. The 13-day event was rounded off, during which "Jianye Property Charity Forest" remained on the top page of Ant Forest in terms of daily watering amount. The total watering amount exceeded 37.1 tonnes that can be used to water 254 pinus sylvestris in remote desert areas.

我們於物業板塊傾力打造「好生活·自然多一點」主題活動月，於2021年3月1日線上啟動「支付寶螞蟻森林暨建業物業公益林低碳打榜賽」活動。業主可以每日通過健步走、線上支付、乘坐公共交通、減少自駕出行等方式獲取綠色能量，形成一股低碳生活的潮流。為期13天的活動最終圓滿完成，期間「建業物業公益林」日均澆水量均保持在螞蟻森林公益林日榜首頁，總澆水量突破37.1噸，可在邊遠荒漠地帶種植樟子松254棵。



REPAYING THE SOCIETY AND PRACTISING THE VALUE 反哺社會，踐行建業價值

Tree Planting Charity Activity Involving over 1,000 Property Owners

線下千人植樹



Guided by the property management segment of the Group, more than 1,000 property owners from 10 cities gathered in the national reserve forest in Lankao and participated in the tree planting activity. They planted more than 600 trees and received our public service certificate.

在本集團物業板塊的組織下，來自10個城市的1,000餘位業主齊聚蘭考國儲林，參與植樹活動，植樹600餘棵，並獲得我們頒發的公益證書以作紀念。

Activity about Protection of Migratory Birds

守護候鳥活動



A charity activity regarding protection of migratory birds, initiated by Central China Consumers Club's neighbourhood organisation in Xinxiang, and supported by SEE Yellow River Project Centre and Changyuan Green Future Environmental Protection Association, was rounded off at the neighbours' library in Xinxiang Chinoiserie Palace on 28 January 2021. The activity started again on 30 January 2021, during which club members collected garbage in the Yellow River beach and put them into bags and did a thorough cleaning for the home of migratory birds.

2021年1月28日，由建業君鄰會新鄉城市睦鄰機構發起、阿拉善SEE黃河項目中心與長垣綠色未來環境保護協會共同參與的「守護候鳥」系列公益活動在新鄉建業世和府鄰里書館圓滿舉行。同年1月30日，「守護候鳥」系列活動再度啟程，君鄰一行來到了黃河灘邊，君鄰家人們紛紛拿出環保垃圾袋，清理黃河灘的垃圾，為候鳥們的家做了一次大掃除。

Earth Day-related Activity

地球日活動

On the occasion of the 52nd Earth Day, Tiptop Service carried out seven activities, including self-made green plant micro landscape, brisk walking and green plant giveaway with WeChat steps, in seven projects in Zhengzhou, Kaifeng, Luoyang and Nanyang, guarding Henan with warm and capable actions.

在第52個世界地球日來臨之際，建業至尚商業物業在鄭州、開封、洛陽、南陽四地的7個項目開展自製綠植微景觀、健步走、微信步數贈送綠植等7件小事，用溫暖且力所能及的行動守護了河南綠色正能量。



CURA Community Carbon Reduction Initiative

一點星火 — 中城聯盟社區減碳行動

A community carbon reduction initiative, organised by China Urban Realty Association and China Urban Property Innovation Association and initiated by Central China Group and China Green Carbon Foundation, was held in Zhengzhou Sky Mansion, the Group's project under management, on 3 July 2021. Property owners shared the knowledge of carbon reduction, spread the scientific concept of carbon reduction, and publicised the concepts of energy conservation, emission reduction, low carbon and environmental protection to more families in communities via a variety of activities, including experts' talk about "carbon", a spark classroom and a spark market.

2021年7月3日，由中城聯盟、中城創盟主辦，建業集團、中國綠色碳匯基金會聯合發起的「一點星火·中城聯盟社區減碳行動」走進本集團在管項目鄭州·建業天築小區，與業主們一起分享減碳知識、傳播科學的減碳觀，通過專家談談「碳」、星火小課堂、星火市集等豐富有趣的活動形式，將節能減排、低碳環保理念覆蓋到更多社區家庭。



REPAYING THE SOCIETY AND PRACTISING THE VALUE

反哺社會，踐行建業價值

COMMUNITY ACTIVITIES

CCNL always believes in the value of public welfare activities. We actively encourage property owners to participate in public welfare activities and jointly build public welfare communities. Importance has been attached to education in remote areas, with children's libraries established to donate books to improve public literacy. We care for the disadvantaged groups to bring them continuous care, and constantly demonstrate our responsibility through practical actions.

Central China Happy Times

With an aim to achieving harmony neighbourhood, linked by property management service centres, Central China Happy Times focuses on the needs of property owners of all ages, guides property owners to enjoy new lifestyles with new concepts, to feel the wonderful time of coexistence with neighbours, and to experience the unique community culture of Jianye Property.

Based on the traditional Chinese cultural concept, Central China Happy Times is committed to creating a neighbourhood atmosphere of "neighbourhood relationship, harmony in diversity", and promoting the community cultural concept of "etiquette, inheritance, amity and kindness", from which four core themes of happy time are derived. Through the two core contents of "Time" (monthly theme activities, traditional festivals, public welfare activities, and party building activities) and "Happy alliance" (associations, art troupes and community activities), we create noble, harmonious, healthy, growing and open new lifestyles with characteristics of Central China Group. There are themes every month and activities every festival.

Central China Happy Times centred on public welfare sector in 2021 and launched a series of theme activities regarding education, carbon neutrality, environmental protection and so forth, which achieved remarkable results. Various brand activities emerged in an endless stream, receiving unanimous praise from property owners. A total of 7,281 activities about Central China Happy Times were held in 2021, with up to 796,629 participants.

社區活動

建業新生活始終堅信公益活動的價值，我們積極倡導業主參與公益活動，共同建設公益社區；我們重視偏遠地區教育，建設君鄰童書館、捐贈書籍提升公眾文化素養；我們關愛弱勢群體為其帶去持續關懷，不斷用實際行動彰顯責任擔當。

建業幸福時光裡

建業幸福時光裡以鄰里和諧為出發點，以物業服務中心為紐帶，關注全年齡層業主需求，引導業主以全新理念暢享新型生活方式，感受鄰里共處的曼妙時光，體驗建業物業獨特特色的社區文化。

基於中國傳統文化理念，建業幸福時光裡致力於營造「鄰里美美，和而不同」的鄰里氛圍，倡導「明禮、傳習、親睦、向善」的社區文化理念，並由此衍生出社區幸福公約四大核心主題。通過「時光裡」（月度主題活動、傳統節日活動、公益活動、黨建活動）和「幸福盟」（協會、藝術團及社團活動）兩大核心內容，打造尊貴、和諧、健康、成長、開放的建業特色的新型生活方式，實現「月月有主題，節節有活動」。

2021年，建業幸福時光裡活動著重發力公益板塊，以教育、碳中和、環保等為切入點，發起一系列主題活動，且落地情況成效顯著，各類品牌活動層出不窮，收到業主一致好評。建業幸福時光裡活動全年共開展7,281場，高達796,629人次參與。

REPAYING THE SOCIETY AND PRACTISING THE VALUE 反哺社會，踐行建業價值



Central China Happy Times Activities
建業幸福時光裡活動

Book Donation Event

Books are the root of civilisation, and we always believe in the power of books. Together with millions of property owners, we initiated Star Book Corner — Jianye Property Charity Growth Plan to send books to schools in remote areas, hoping that children there can find the power to realise their dreams in books.

Pooling social forces, we partnered with the one book fund of Henan Charity General Federation, Henan News Radio, Henan Institute of Economics and Trade, and Henan Broadcasting System, which expanded the social attention and participation of the public welfare activity. Information and technologies enable the love of property owners to be traceable and Star Book Corner to continue.

Property owners who donated books register in the mini-programme and enter the information of donated books. The donated books are sent to primary schools after being classified and packaged by college student volunteers. The borrowing information of the books can be visually presented in the mini-programme. In addition, donors and recipients can enter messages in the mini-programme, and a bridge of long-term communication is set up.

捐贈圖書活動

書籍是文明的根脈，我們始終相信書籍的力量。我們與百萬業主一起策劃、啟動「星光圖書角 — 建業物業公益成長計劃」，為偏遠地區學校送去書籍，祝願那裡的孩子能在書籍中找尋到實現夢想的力量。

我們充分結合社會力量，與河南省慈善總會一本書基金會、河南新聞廣播、河南經貿職業學院、河南廣播電視台等聯動，擴大這項公益活動的社會關注度和參與度，並利用信息與科技手段，讓業主的愛心有跡可循，讓星光圖書角公益活動持續有效。

捐贈圖書的業主在小程序裡進行線上登記，輸入捐贈圖書信息，所贈圖書經過大學生志願者分類包裝，再送到被捐贈小學後，圖書的借閱信息便可在小程序中直觀呈現。此外，捐贈者與被捐贈者還能在小程序中輸入留言，一座長期溝通的橋樑便在此刻架起。



REPAYING THE SOCIETY AND PRACTISING THE VALUE 反哺社會，踐行建業價值

Star Book Corner

星光圖書角



Star Book Corner — Jianye Property Charity Growth Plan officially kicked off on 26 April 2021. As of 31 December 2021, we went to 55 poverty-stricken schools and sent 24,825 books and school and sports supplies worth RMB108,988.25.

2021年4月26日，「星光圖書角—建業物業公益成長計劃」正式啟動。截至2021年12月31日，我們共走進55所貧困學校，送去24,825本書、價值108,988.25元的學習及體育用品。

Charity Month

In 2021, the Group's Central China Consumers Club held over 20 charity activities in neighbourhood organisations across Henan, including charity classrooms, volunteer teaching tours, caring for the disabled, protecting intangible cultural heritage, and donating to children's libraries, attracting more than 500 members to take part in them and benefiting over 1,000 people.

Neighbourhood organisations actively mobilise social resources and explore innovative ways to hold charity activities. The entities that joined us include media platforms like Himalaya and Daxinyang, social organisations including Baijingyu, and merchants like Join. It enriches the charity activities and also provides a range of opportunities for club members to participate in such activities. Neighbourhood organisations planned activities such as themed volunteer teaching support, material donations and art exhibitions based on the characteristics of each tribe, which were reported by media, including China.com.cn, Dingdian, Anyang Today and Daxinyang.

Central China Consumers Club aims to raise the awareness and concern of disabled children from all walks of life, call on more caring people to join charity activities and bring continuous and effective social care to children, and build a platform for social integration and communication to show their self-improvement spirit.

君鄰公益月

2021年，本集團君鄰會於河南省的各睦鄰機構策劃舉辦了大小20餘場公益活動，包括公益課堂、支教遊學、愛心助殘、保護非遺、捐贈君鄰童書館等主題，會員累計參與500餘人次，1,000餘人次受益。

各睦鄰機構積極聯動社會資源，創新公益玩法。我們連接喜馬拉雅和大信陽等媒體平台、白鯨魚公益組織等社會組織、中鑫之寶等品牌聯盟商家加入公益的隊伍，豐富活動形式的同時也為君鄰會員提供了廣泛的公益機會。部分睦鄰機構結合各個部落特點策劃主題支教、物資捐贈、公益畫展等活動，多場活動分別被中國網、頂端新聞、今報安陽、大信陽等媒體報道。

君鄰會致力於提高社會各界對殘疾兒童的認識與關注，呼籲更多愛心人士加入慈善，為孩子們帶去持續、有效的社會關懷，搭建社會融合交流的平台，展示屬於他們的自強精神。

Insurance Donation Programme for Disabled Children 殘疾兒童公益保險捐助計劃

In April 2021, members in Jiyuan participated in a charity donation about accident insurance for the disabled, providing more protection for children at the rehabilitation centre for the disabled in Jiyuan Industry-City Integration Demonstration Zone. More than 100 members participated in the event, helping 153 disabled children and raising more than RMB20,000 in total. By acting altruistically and fulfilling public responsibilities, the members jointly practice the idea of new gentlemen.

2021年4月，濟源君鄰自發參與「殘疾人意外傷害保險」公益捐助，為濟源示範區殘疾人康復中心兒童提供多一份保障。活動期間，逾百名君鄰會員參與其中，累計幫扶殘疾兒童153人，累計募集善款兩萬餘元。以利他之行，盡公共之責，君鄰們共同踐行新君子理念。



Run to Give Run to Give 公益跑行動

Central China Consumers Club launched a charity run called Run to Give, which enabled lovely “angels with broken wings” to feel the joy of sports in the form of a fun marathon. On the track, more than 30 “competitors”, accompanied by their families, teachers and club members, completed a three-kilometre marathon. Although the race was simple, the children felt the joy of sports and competition through such simple and interesting sports.

為此，君鄰會發起Run to Give公益跑行動，以趣味馬拉松的方式，讓這群可愛的「折翼天使」也能感受到運動的快樂。賽道上，30餘名「參賽選手」在家人、老師和君鄰們的陪伴下完成了三公里趣味馬拉松，賽事項目雖然簡單，但通這樣簡單的趣味運動，孩子們感受到了運動和競技的快樂。



REPAYING THE SOCIETY AND PRACTISING THE VALUE 反哺社會，踐行建業價值

In order to solve the problem of local farmers' difficulty in selling vegetables, we give a helping hand to farmers in Henan every year by actively purchasing unsalable agricultural products and holding more than 100 activities every year to aid farmers, through which we help them sell more than 500,000 catties of agricultural products worth more than RMB600,000 and serve more than 100,000 property owners. We escort farmers to realise their dreams, do our best to make property owners happy and contribute to the recovery of the industry.

為解決地方農民賣菜難的問題，我們每年都會向河南省農戶伸出援手，積極認購滯銷農產品，年均開展「愛心助農」活動百餘場，助銷農產品50多萬斤，價值60萬餘元，服務業主10萬餘戶。我們為農民夢想保駕護航、為業主幸福竭盡全力、為產業復甦添磚加瓦。

Purchase of Pears from Farmers 購買愛心酥梨活動



In 2021, Central China Consumers Club's neighbourhood organisation in Shangqiu and "dream builders" called on members and Jianye Property's project workers to lend a hand to farmers and buy their pears. They bought 42,400 catties of pears packed in 2,120 boxes from Shiqiao Town, Ningling County, solving the urgent problem of farmers selling pears.

2021年，建業君鄰會商丘城市睦鄰機構「和君親築夢人」積極號召商丘君鄰會員和建業地產各項目伸出援手助農，購買愛心酥梨，共訂購寧陵縣石橋鎮窖藏酥梨2,120箱、42,400斤，解決了農民銷售酥梨的燃眉之急。

"Children's Libraries"

"Children's libraries" is charity sub-brand of Central China Consumers Club. It is committed to donating extra-curricular books to school-age children in rural areas, building library venues, and mobilising club members and social forces to provide children with teaching courses, research-learning experience and other caring actions. It is a charity project that brings care to school-age children in rural areas. As of the end of December 2021, a total of 18 "children's libraries" were established in Henan.

"Children's libraries" have donated more than 20,000 books, benefiting nearly 3,000 teachers and students. A total of nearly 2,000 club members and good-hearted people participating in the activity, with more than 100 courses offered. They are not only physical spaces to accommodate books donated by club members, but also a series of public welfare actions and long-term spiritual care and it is the embodiment of the value of "social publicity" of the platform.

君鄰童書館

君鄰童書館是君鄰會旗下的公益子品牌，致力於為鄉村地區學齡兒童捐贈課外閱讀書目、建設圖書場館，並發動君鄰會會員及社會力量為孩子們帶來支教課程、研學體驗等愛心行動，是為鄉村地區學齡兒童帶來系列化關懷的愛心公益項目。截至2021年12月底，河南全省累計已有18座君鄰童書館落地。

君鄰童書館目前累計捐贈書目20,000餘冊，惠及師生近3,000名，共有近2,000名君鄰會會員及愛心人士參與到活動中來，聯合開設100餘節課程。它們不僅僅是容納君鄰家人捐贈書目的物理空間，更是一套系列化的公益動作和長線的心靈關懷，是君鄰會平台「社會公共性」的價值體現。

Fundraising event for “children's libraries” 君鄰童書館募捐活動

Central China Consumers Club raised funds from caring people under “Sending heartwarming bags and bringing love home”, a charity programme of Henan Women and Children’s Development Foundation. It collaborated with Central China Commerce, Central China Agriculture, Central China Hotel and Jianye Canal Town to launch a charity activity themed on “New Year’s gifts for children in the countryside”. Each segment established a “donating together” team and set up donation guide boards both online and offline. All the proceeds were used to buy heartwarming bags that were sent to children of “children's libraries”.

建業君鄰會在河南省婦女兒童發展基金會「送暖心包把愛帶回家」公益項目下，發起「一起捐」戰隊，面向社會愛心人士發起募集；聯動建業商業、建業農業、建業酒店、建業運河古鎮共同發起「送給鄉村兒童的新年禮物」公益活動，各板塊發起「一起捐」戰隊，並在線下設置捐贈引導牌。所有戰隊資金全部用於購買冬日暖心包並捐贈給君鄰童書館的孩子們。



Summer Home Visits
君鄰夏季家訪活動



Members of the neighbourhood organisation in Shangqiu and support staffs in the eastern region walked more than 2,000 kilometres and went to the homes of sponsored students to check and update their household registration information, investigate their family status and show their care to the kids and their parents. Through home visits, we have an understanding of the students' family education and growth environment, providing valuable reference materials for members' funding, and ensuring the authenticity of monthly funding. The sponsored families are grateful to club members. Currently, more than 20 students have been admitted to universities.

商丘城市睦鄰機構的君鄰會員和東部大區支援人員累計走訪兩千多公里，深入被資助學生家中，核對更新戶籍信息，調研家庭現狀，並對孩子和家長表示親切的慰問。通過家訪活動，我們對學生的家庭教育和成長環境進行瞭解，為會員資助提供寶貴的參考資料，保證每月按時資助的真實性。受助家庭亦對君鄰會員心懷感恩，目前已有二十餘名學生考上大學。



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附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
A1 General Disclosure A1 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Disclosed 已披露	Appendix II 附錄二
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). 直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Disclosed 已披露	Appendix II 附錄二
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Disclosed 已披露	Appendix II 附錄二
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Disclosed 已披露	Appendix II 附錄二
A1.5	Description of emission target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 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。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A2 General Disclosure A2 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Disclosed 已披露	Appendix II 附錄二
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Disclosed 已披露	Appendix II 附錄二
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 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。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 描述求取適用水源可有任何問題，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。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。	Not applicable since the Group does not consume any package in operations 不適用，本集團運營不涉及包裝	
A3 General Disclosure A3 一般披露	Policies on minimising the issuer's significant impacts on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A3.1	Description of the significant impacts of activities on the material environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大資源的重大影響及已採取管理有關影響的行動。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A4 General Disclosure A4 一般披露	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已影響及可能對發行人產生影響的重大氣候相關事宜，及應對行動。	Disclosed 已披露	Green Ecology Integrated into Culture 綠色生態，融入建業文化



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B1 General Disclosure B1 一般披露	<p>Information on the policies and 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.</p> <p>有關薪酬及解雇、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政策及遵守對發行人有重大影響的相關法律及規例的資料。</p>	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊
B1.1	<p>Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.</p> <p>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。</p>	Disclosed 已披露	Being People-Oriented to Build a Team Appendix II 以人為本，打造建業團隊 附錄二
B1.2	<p>Employee turnover rate by gender, age group and geographical region.</p> <p>按性別、年齡組別及地區劃分的僱員流失比率。</p>	Disclosed 已披露	Being People-Oriented to Build a Team Appendix II 以人為本，打造建業團隊 附錄二



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B2 General Disclosure B2 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 有關提供安全工作環境以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。	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊
B2.1	Number and rate of work-related fatalities occurred in the past three years including the reporting year. 過去三年（包括匯報年度）因工亡故的人數及比率。	Disclosed 已披露	Being People-Oriented to Build a Team Appendix II 以人為本，打造建業團隊 附錄二
B2.2	Lost days due to work injury. 因工傷損失工作日數。	Disclosed 已披露	Being People-Oriented to Build a Team Appendix II 以人為本，打造建業團隊 附錄二
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B3 General Disclosure B3 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。	Disclosed 已披露	Being People-Oriented to Build a Team Appendix II 以人為本，打造建業團隊 附錄二
B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Disclosed 已披露	Being People-Oriented to Build a Team Appendix II 以人為本，打造建業團隊 附錄二
B4 General Disclosure B4 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊
B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊
B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Disclosed 已披露	Being People-Oriented to Build a Team 以人為本，打造建業團隊



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B5 General Disclosure B5 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development 夥伴互惠，促進建業發展
B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development Appendix II 夥伴互惠，促進建業發展 附錄二
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development 夥伴互惠，促進建業發展
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development 夥伴互惠，促進建業發展
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 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的方法。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development 夥伴互惠，促進建業發展



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B6 General Disclosure B6 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (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。	Disclosed 已披露	Diversified Services to Stabilise the Quality 多元服務，穩固建業品質
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全健康理由而須回收的百分比。	Disclosed 已披露	Diversified Services to Stabilise the Quality Appendix II 多元服務，穩固建業品質 附錄二
B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Disclosed 已披露	Diversified Services to Stabilise the Quality Appendix II 多元服務，穩固建業品質 附錄二
B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Disclosed 已披露	Diversified Services to Stabilise the Quality 多元服務，穩固建業品質
B6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Disclosed 已披露	Diversified Services to Stabilise the Quality 多元服務，穩固建業品質
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 描述消費者數據保障及私隱政策，以及相關執行及監察方法。	Disclosed 已披露	Diversified Services to Stabilise the Quality 多元服務，穩固建業品質



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ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B7 General Disclosure B7 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development 夥伴互惠，促進建業發展
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development Appendix II 夥伴互惠，促進建業發展 附錄二
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development 夥伴互惠，促進建業發展
B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Disclosed 已披露	Mutually Beneficial Partnerships to Promote Development Appendix II 夥伴互惠，促進建業發展 附錄二



APPENDIX I: ESG REPORTING GUIDE CONTENT INDEX

附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
B8 General Disclosure B8 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來瞭解營運所在社區需要和確保其業務活動考慮社區利益的政策。	Disclosed 已披露	Repaying the Society and Practising the Value 反哺社會，踐行建業價值
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Disclosed 已披露	Repaying the Society and Practising the Value 反哺社會，踐行建業價值
B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Disclosed 已披露	Repaying the Society and Practising the Value Appendix II 反哺社會，踐行建業價值 附錄二



APPENDIX II: KPIS INDEX 附錄二：關鍵績效指標索引

SUBJECT AREA A. ENVIRONMENTAL

主要範疇 A. 環境

No. 序號	KPIs 關鍵績效指標	Unit 單位	2021 ⁽¹⁾⁽²⁾ 2021年 ⁽¹⁾⁽²⁾
A1.1	Nitrogen oxide emissions ⁽³⁾ 氮氧化物排放量 ⁽³⁾	Kg 千克	406.26
	Sulphur oxide emissions ⁽³⁾ 硫氧化物排放量 ⁽³⁾	Kg 千克	1.18
	Particulate matter emissions ⁽³⁾ 顆粒物排放量 ⁽³⁾	Kg 千克	22.45
A1.2	Total greenhouse gas emissions 溫室氣體總排放量	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	245,839.42
	Intensity of greenhouse gas emissions (Total greenhouse gas emissions/area under management) ⁽⁸⁾ 溫室氣體排放密度(溫室氣體總排放量/在管面積) ⁽⁸⁾	Tonnes of carbon dioxide equivalent/0'000 square metres 噸二氧化碳當量/萬平方米	18.09
	Direct greenhouse gas emissions (Scope 1) ⁽⁴⁾ 直接溫室氣體排放量(範圍1) ⁽⁴⁾	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	841.46
	Energy indirect greenhouse gas emissions (Scope 2) ⁽⁴⁾ 能源間接溫室氣體排放量(範圍2) ⁽⁴⁾	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	244,997.96
A1.3	Total hazardous waste produced ⁽⁵⁾ 有害廢棄物總產生量 ⁽⁵⁾	Tonne 噸	1.79
	Intensity of hazardous waste (Total hazardous waste produced/area under management) ⁽⁸⁾ 有害廢棄物密度(有害廢棄物總產生量/在管面積) ⁽⁸⁾	Tonne/0'000 square metres 噸/萬平方米	0.00013
	Weight of waste batteries 廢棄電池重量	Tonne 噸	0.48
	Weight of waste mercurycontaining fluorescent tubes and other waste mercury-containing electric light sources 廢含汞螢光燈管及其他廢含汞電光源重量	Tonne 噸	1.30
A1.4	Non-hazardous waste produced ⁽⁶⁾ 無害廢棄物產生量 ⁽⁶⁾	Tonne 噸	127.76
	Intensity of non-hazardous waste (Total non-hazardous waste produced/area under management) ⁽⁸⁾ 無害廢棄物密度(無害廢棄物總產生量/在管面積) ⁽⁸⁾	Tonne/0'000 square metres 噸/萬平方米	0.0094
	Office waste produced 辦公垃圾產生量	Tonne 噸	21.97
	Kitchen waste produced 廚餘垃圾產生量	Tonne 噸	105.79



APPENDIX II: KPIS INDEX

附錄二：關鍵績效指標索引

No. 序號	KPIS 關鍵績效指標	Unit 單位	2021 ⁽¹⁾⁽²⁾ 2021年 ⁽¹⁾⁽²⁾
A2.1	Total energy consumption 能源總耗量	'000 kWh 千個千瓦時	360,613.76
	Energy intensity (total energy consumption/area under management) ⁽⁸⁾ 能源密度(能源總耗量/在管面積) ⁽⁸⁾	'000 kWh/0'000 square metres 千個千瓦時/萬平方米	26.54
	Non-renewable fuel (direct) consumption 不可再生燃料(直接)耗量	'000 kWh 千個千瓦時	3,648.45
	Pipeline natural gas consumption 管道天然氣耗量	'000 kWh 千個千瓦時	775.65
	Liquefied natural gas consumption 液化天然氣耗量	'000 kWh 千個千瓦時	320.78
	Liquefied petroleum gas consumption 液化石油氣耗量	'000 kWh 千個千瓦時	65.12
	Total gas consumption 煤氣總耗量	'000 kWh 千個千瓦時	238.14
	Total petrol consumption 汽油總耗量	'000 kWh 千個千瓦時	1,385.13
	Total diesel consumption 柴油總耗量	'000 kWh 千個千瓦時	863.63
	Purchased energy (indirect) consumption 購買能源(間接)耗量	'000 kWh 千個千瓦時	356,965.31
	Heat consumption ⁽³⁾ 熱力耗量 ⁽³⁾	'000 kWh 千個千瓦時	132,663.01
	Electricity consumption 電力耗量	'000 kWh 千個千瓦時	224,302.30
A2.2	Total water consumption ⁽⁷⁾ 總耗水量 ⁽⁷⁾	Cubic metre 立方米	3,535,228.41
	Water consumption intensity (Total water consumption/area under management) ⁽⁸⁾ 耗水密度(總耗水量/在管面積) ⁽⁸⁾	Cubic metre/0'000 square metres 立方米/萬平方米	260.17
	Municipal water consumption 政府供水耗量	Cubic metre 立方米	3,535,228.41



APPENDIX II: KPIS INDEX 附錄二：關鍵績效指標索引

Description of Environmental KPIS:

- (1) The time range for the disclosure of environmental KPIS covers 1 January 2021 to 31 December 2021.
- (2) The entity scope of disclosure of environmental KPIS covers the headquarters of the Group, Cloud Business Unit, Central China Hotel, Central China Agriculture, and Central China Commerce. It also covers all-level office areas of, and public areas managed by, the property management service division, of which the Company holds 50% of interests and which was put into full operation during the reporting period, as well as non-outsourced staff canteens, including 5 regional companies, 1 municipal company, and 345 property management projects.
- (3) Sources of emission factors: ① when calculating emissions, the emission factors for natural gas were applied with reference to the *Calculation Methods of Pollutants Discharge Factor and Material Balance for Industries not Classified in Pollutants Discharge Permitting Administration* issued by the Ministry of Ecology and Environment, and those for others were applied with reference to the Reporting Guidance on Environmental KPIS of the Stock Exchange; ② when calculating greenhouse gas emissions, the emission factors for natural gas, stationary source gasoline, and thermal emission factor were applied with reference to the *Guidance on Accounting Methods and Reporting of Greenhouse Gas Emissions by Public Building Operating Companies* issued by the National Development and Reform Commission, electricity emission factors were applied with reference to *China Regional Grid Baseline Emission Factors for Emission Reduction Projects 2019* issued by the Ministry of Ecology and Environment of the People's Republic of China, and the emission factors for other energy resources were applied with reference to the *Reporting Guidance on Environmental KPIS* of the Stock Exchange; and ③ the conversion factors of various energy consumption units were applied with reference to the *Guidance on Accounting Methods and Reporting of Greenhouse Gas Emissions by Public Building Operating Companies* issued by the National Development and Reform Commission.
- (4) The greenhouse gas emissions (Scope 1) in 2021 came from the direct emissions from the combustion of automobile petrol, automobile diesel, stationary source diesel, stationary source petrol, piped natural gas, liquefied natural gas and liquefied petroleum gas; and the greenhouse gas emissions (Scope 2) came from the indirect emissions of greenhouse gases from purchased electricity.
- (5) The hazardous waste represents waste batteries and waste mercury-containing fluorescent tubes and other waste mercury-containing electric light sources.
- (6) The non-hazardous waste represents the office waste generated by administrative offices and kitchen waste generated by non-outsourced staff canteens.
- (7) The total water consumption came from municipal water.
- (8) Greenhouse gas emission intensity, hazardous waste intensity, non-hazardous waste intensity, energy consumption intensity and water consumption intensity are calculated based on the Group's area under management (unit: 0'000 square metres) in 2021 as the denominator.

環境關鍵績效指標說明：

- (1) 環境關鍵績效指標披露時間範圍覆蓋2021年1月1日至2021年12月31日。
- (2) 環境關鍵績效指標披露實體範圍覆蓋本集團總部、雲事業部、建業酒管、建業農業、建業商管及由本公司持有權益超過50%、且於報告期間全年投入運營的物業服務事業部各級辦公區域、管轄的公共區域以及非外包員工食堂，包括5個區域公司、1個城市公司以及345個物業管理項目。
- (3) 排放係數來源：①計算排放物時，天然氣的排放係數參考生態環境部發佈的《未納入排污許可管理行業通用的係數物料衡算方法》，其他參考聯交所《環境關鍵績效指標匯報指引》；②計算溫室氣體排放量時，天然氣排放係數、固定源汽油、熱力排放係數排放係數參考國家發展和改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法和報告指南》，電力排放係數參考中華人民共和國生態環境部發佈的《2019年度減排項目中國區域電網基準線排放因子》，其他能源的排放係數參考聯交所《環境關鍵績效指標匯報指引》；③各類能源能耗熱值換算係數參考國家發展和改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法和報告指南》。
- (4) 2021年度溫室氣體排放量(範圍一)來自於汽車汽油、汽車柴油、固定源柴油、固定源汽油、管道天然氣、液化天然氣、液化石油氣、煤氣直接燃燒排放；溫室氣體排放量(範圍二)來自於外購電力和外購熱力產生的溫室氣體間接排放。
- (5) 有害廢棄物為廢棄電池和廢含汞螢光燈管及其他廢含汞電光源。
- (6) 無害廢棄物為行政辦公產生的辦公垃圾和非外包員工食堂產生的廚餘垃圾。
- (7) 總耗水量來自政府供水。
- (8) 溫室氣體排放強度、有害廢棄物強度、無害廢棄物強度、能耗強度、耗水強度以2021年度本集團在管面積(單位：萬平方米)為分母計算。



APPENDIX II: KPIS INDEX

附錄二：關鍵績效指標索引

Subject Area B. Social⁽¹⁾⁽²⁾ B1 Employment

主要範疇B. 社會⁽¹⁾⁽²⁾ B1 僱傭

B1.1 Total workforce by gender, employment type, age group and geographical region B1.1 按性別、僱傭類型、年齡組別及地區劃分的員工總數		Number 人數 (Unit: person) (單位：人)
Total workforce 員工總數	In aggregate 合計	6,007
By gender 按性別劃分	Male 男	2,974
	Female 女	3,033
By employment type ⁽³⁾ 按僱傭類型劃分 ⁽³⁾	Full-time 全職	6,007
By employee category ⁽⁴⁾ 按員工職級劃分 ⁽⁴⁾	Senior management 高級管理層	22
	Middle management 中級管理層	969
	Ordinary employees 普通員工	5,016
By age group 按年齡組別劃分	Under 30 30歲以下	1,903
	30–50 30歲至50歲	3,686
	Over 50 50歲以上	418
By geographical region ⁽⁵⁾ 按地區劃分 ⁽⁵⁾	Mainland China 中國內地	5,999
	Hong Kong, PRC 中國香港	8



APPENDIX II: KPIS INDEX

附錄二：關鍵績效指標索引

B1.2 Employee turnover rate by gender, age group and geographical region. B1.2 按性別、年齡組別及地區劃分的員工流失比率		Employee turnover rate 員工流失比率	Number of employees leaving 離職員工人數 (Unit: person) (單位：人)
Overall employee turnover rate 員工總流失比率		7.29%	438
By gender 按性別劃分	Male 男	6.72%	200
	Female 女	7.85%	238
By age group 按年齡組別劃分	Under 30 30歲以下	10.51%	200
	30-50 30歲至50歲	6.21%	229
	50 and over 51歲及以上	2.15%	9
By geographical region 按地區劃分	Mainland China 中國內地	7.30%	438
	Hong Kong, PRC 中國香港	0.00%	0

B2 Health and Safety

B2 健康與安全

B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year B2.1 過去三年(包括匯報年度)因工亡故的人數及比率		Number of work-related fatalities 因工傷造成的死亡人數 (Unit: person) (單位：人)	Rate of work-related fatalities 因工傷造成的死亡比率
2021	2021年	1	0.02%
2020	2020年	0	0
2019	2019年	0	0
B2.2 Lost days due to work injury B2.2 因工傷損失工作日數		Lost days due to work injury 因工傷損失的工作日數 (Unit: day) (單位：天)	
		190	
Hours of health and safety trainings 健康安全培訓時數		(Unit: hour) (單位：小時)	1,277
Number of fire drills 消防演習次數		(Unit: hour) (單位：次數)	412



APPENDIX II: KPIS INDEX

附錄二：關鍵績效指標索引

B3 Development and Training

B3 發展及培訓

B3.1 The percentage of employees trained by gender and employee category B3.1 按性別及僱傭類別劃分的受訓員工百分比		Percentage of employees trained 受訓員工百分比	Number of employees trained 受訓員工人數 (Unit: person) (單位：人)
Number of employees trained 受訓員工人數	In aggregate 合計	99.60%	5,983
By gender 按性別劃分	Male 男	49.41%	2,956
	Female 女	50.59%	3,027
By employee category 按員工職級劃分	Senior management 高級管理層	0.27%	16
	Middle management 中級管理層	16.06%	961
	Ordinary employees 普通員工	83.67%	5,006
B3.2 The average training hours completed per employee by gender and employee category B3.2 按性別及僱傭類別劃分，每名員工完成受訓的平均時數		Average training hours 平均受訓時數 (Unit: hour/person) (單位：小時/人)	Training hours 受訓時數 (Unit: hour) (單位：小時)
Average training hours of employees 員工平均受訓時數	In aggregate 合計	28.98	174,064.98
By gender 按性別劃分	Male 男	29.76	88,491.53
	Female 女	28.21	85,573.45
By employee category 按員工職級劃分	Senior management 高級管理層	43.56	958.22
	Middle management 中級管理層	49.01	47,491.31
	Ordinary employees 普通員工	25.04	125,615.45



B5 Supply Chain Management⁽⁶⁾

B5 供應鏈管理⁽⁶⁾

B5.1 Number of suppliers by geographical region B5.1 按地區劃分的供應商數目	Number of suppliers 供應商數量	Percentage to total 佔總數量比例
In aggregate 總計	4,925	100.00%
Henan 河南省	4,712	95.68%
Outside Henan 除河南省外	213	4.32%

B6 Product Responsibility

B6 產品責任

B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons 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 products sold (or shipped) subject to recalls 須回收的已售(或已運送)產品的百分比	Number of products subject to recalls for safety and health reasons 因安全與健康理由而須回收產品的數量	Percentage of products sold (or shipped) subject to recalls 須回收的已售(或已運送)產品的百分比	Sales of products subject to recalls for safety and health reasons 因安全與健康理由而須回收產品的銷售額
	(in quantity) (以數量計)	(Unit: piece) (單位：件)	(in sales) (以銷售額計)	(Unit: RMB) (單位：人民幣元)
Jianye Property 建業物業	0.00%	0	0.00%	0
Central China Commerce 建業商管	0.00%	0	0.00%	0
Central China Agriculture 建業農業	0.00%	0	0.00%	0



APPENDIX II: KPIS INDEX

附錄二：關鍵績效指標索引

B6.2 Number of products and service related complaints received and how they are dealt with B6.2 接獲關於產品及服務的投訴數目及應對方法	Number of products and service related complaints received 接獲關於產品和服務的投訴數目	Average response time for customer complaints 客戶投訴平均回應時間	Resolution rate of customer complaints 客戶投訴解決率	Comprehensive satisfaction rate of complaint handling 投訴處理綜合滿意度
	(Unit: case) (單位：件)	(Unit: minute) (單位：分鐘)		
Jianye Property 建業物業	5,223	12.00	95.93%	90.65%
Zhishang Property 至尚物業	57	5.00	100.00%	100.00%
Central China Travel 建業旅遊	2	30.00	100.00%	100.00%
Community Life 社區生活	1,109	8.00	100.00%	81.00%
Taihua Property 泰華物業	110	30.00	100.00%	100.00%

B7 Anti-corruption

B7 反貪污

B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	Number of cases 訴訟案件數目	Outcomes of the cases 訴訟結果
	(Unit: case) (單位：件)	
	0	N/A 不適用
B7.3 Anti-corruption trainings provided to directors and employees B7.3 向董事及員工提供的反貪污培訓	Training hours 培訓時數	Percentage of participation 參與比例
	(Unit: hour) (單位：小時)	
Directors 董事	1.00	100.00%
Employees 員工	149.10	100.00%



APPENDIX II: KPIS INDEX 附錄二：關鍵績效指標索引

B8 Community Investment⁽⁷⁾

B8 社會投資⁽⁷⁾

B8.2 Resources contributed to the focus area B8.2 在專注貢獻範疇動用資源	Donation in cash 現金捐獻	Donation in kind 實物捐贈
	(Unit: RMB) (單位：人民幣元)	(Unit: RMB) (單位：人民幣元)
Emergency Relief 應急救災	73,560.00	178,000.00
Public Charity 社會慈善	98,800.00	115,000.00

Description of social KPIs:

- (1) Unless otherwise specified, the social KPIs cover all the entities that the Group included in the scope of listing in 2021.
- (2) Unless otherwise specified, the criteria, calculation methods, assumptions and/or calculation tools used in the social KPIs follow the "Appendix III: Reporting Guidance on Social KPIs" to the *How to Prepare an ESG Report* issued by The Stock Exchange of Hong Kong in March 2020.
- (3) During the reporting period, all employees of the Group were full-time employees.
- (4) During the reporting period, the ranks of the employees of the Group were defined as follows: senior management includes the company heads at the level of the assistant to the president of the Group and above; middle-level management includes the heads of all centres/business divisions of the Group; and ordinary employees are the staffs of at all centres/business divisions of the Group.
- (5) During the reporting period, employees of the Group worked in mainland China and the Hong Kong Special Administrative Region of the PRC.
- (6) During the reporting period, all suppliers of the Group were enterprises in mainland China.
- (7) The data on social investment only includes the quantifiable statistics.

社會關鍵績效指標說明：

- (1) 除特別說明，社會範疇關鍵績效指標涵蓋本集團2021年內納入上市範圍的全部實體。
- (2) 除特別說明，社會範疇關鍵績效指標所用準則、計算方法、假設及／或計算工具均遵循香港聯交所2020年3月發佈之《如何編製環境、社會及管治報告》之《附錄三：社會關鍵績效指標匯報指引》。
- (3) 匯報期間，本集團員工均為全職員工。
- (4) 匯報期間，本集團員工職級劃分定義如下：高級管理層為本集團總裁助理及以上級別的公司負責人；中級管理層為本集團各中心／事業部負責人；普通員工為本集團各中心／事業部員工。
- (5) 匯報期間，本集團員工於中國內地及中國香港特別行政區辦公。
- (6) 匯報期間，本集團供應商均為中國內地企業。
- (7) 有關社會投資的數據僅包含能夠量化統計的部分。



