



中梁控股集团

ZHONGLIANG HOLDINGS GROUP

ZHONGLIANG HOLDINGS GROUP COMPANY LIMITED

中梁控股集团有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立之有限公司)

(Stock Code 股份代號 : 2772)

**Environmental, Social
and Governance Report**

**環境、社會
及管治報告**

2021



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關於本報告

About this Report

概覽

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

報告周期

本報告覆蓋的周期為2021年1月1日至2021年12月31日(即報告期內)，部分內容涵蓋2022年第一季度。

報告範圍

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

編製依據

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

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

OVERVIEW

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

REPORTING PERIOD

The period covered by this Report is from 1 January 2021 to 31 December 2021 (the “Reporting Period”), and is extended to the first quarter of 2022 for some sections.

SCOPE OF THE REPORT

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

BASIS OF PREPARATION

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

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

關於本報告 About this Report

資料來源

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

報告語言及發佈形式

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

報告編製流程

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

審閱及批准

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

SOURCES OF DATA

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

REPORTING LANGUAGE AND FORM OF ISSUE

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

REPORT PREPARATION PROCESS

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

REVIEW AND APPROVAL

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

引言

Introduction

回首2021年，疫情的持續與市場變局的交織讓外部環境更趨複雜嚴峻和不確定。面對一系列的挑戰，中梁人迎難而上，彰顯擔當與作為，實現「業績穩、財務穩、產品穩」，整體保持安全穩健發展。我們響應國家政策，順應行業發展趨勢，繼續踐行可持續發展的理念。通過持續提升產品、業績穩中有進、踐行企業擔當，持續為客戶、股東和社會創造長期價值。

中梁控股深耕ESG管理理念與實踐，構建了由董事會領導、ESG委員會和ESG工作小組牽頭的三級ESG管理架構，為本集團的可持續發展奠定了堅實的基礎。2021年，我們成功發行5億美元綠色債券，積極推動綠色智慧建築落地，累計開發綠色建築項目超過350個，並獲人民日報社《國際金融報》評為「2021年度ESG最具投資價值企業」。

我們匠心打磨產品力，用品質耕心美好，從細節煥新服務。2021年，我們不斷提升產品體系的標準化和規範化，深入開展工程品質鍛造計劃，全面提升品質力、交付力、創新力、營銷力和文化力。我們持續通過信息化賦能品質提升，並設立了總部客戶關係管理協調督導組提高客戶溝通時效性，進一步強化服務能力，為客戶和業主創造理想生活。

我們持續打造綠色地產品牌，積極響應國家政策與「碳達峰、碳中和」目標。2021年我們制定了綠色建築、溫室氣體排放、資源使用與能源消耗方面的目標，同時開展了氣候變化風險識別與應對舉措分析。我們積極探索綠色建築，加強辦公運營中的能源管理，攜手施工承包商樹立環保意識，加強施工單位精細化管理，努力將綠色理念貫穿於日常業務的每一個環節。

Looking back on 2021, the interweaving of the ongoing pandemic and market changes has made the external environment more complex, severe and uncertain. Confronting a series of challenges, we managed to demonstrate our commitment and determination, strived to achieve stability in terms of performance, financial position, and products, thereby maintaining a safe and stable development as a whole. In respond to national policies and the development trend of the industry, we continued to practice the philosophy of sustainable development. We have been creating long-term value for customers, shareholders and society by continuously improving products, making steady progress in performance, and practicing corporate responsibility.

Zhongliang Holdings has further explored the ESG governance philosophy and practices, and built a three-level ESG governance structure comprising of the Board, the ESG committee and the ESG working group, which has laid a solid foundation for the sustainable development of the Group. In 2021, we successfully issued US\$500 million green bonds, actively promoted the implementation of green and smart buildings, and developed more than 350 green building projects. Zhongliang Holdings was awarded the “2021 ESG Most Valuable Enterprise for Investment” by People’s Daily “International Finance News”.

We are committed to strengthening our product competitiveness, building a better living environment, and improving our service. In 2021, we continued to enhance the standardization and regulation of the product system, carry out in-depth engineering quality improvement plans, and comprehensively strengthen our quality, delivery, innovation, marketing and cultural capabilities. We have continuously improved our service quality through informatization, and set up a supervision and coordination team for customer relationship management at the headquarters to improve the timeliness of customer communication, so as to further strengthen our service capability, and contribute to an ideal life for customers and owners.

We continue to build a green real estate brand and actively respond to national policies and the goal of “carbon emission peak and carbon neutrality”. In 2021, we set targets for green buildings, greenhouse gas emissions, resource use and energy consumption, and conducted climate change risk identification and response analysis. We have actively explored green buildings, strengthened energy management in office operations, worked with construction contractors to promote environmental awareness, strengthened the refined management of construction units, and strived to incorporate green concepts into every aspect of daily operations.

引言 Introduction

我們遵循「先人後事」的理念，致力於打造高素質經營人才，將滿足員工的發展期望、職業規劃和技能提升需求作為人才管理的核心。2021年，我們進一步精細化人才管理制度建立，優化「中梁學院」培訓體系，有效保障各層級和職能的員工得到明晰的職業發展指導和成長機會。通過打造價值共創平台，不斷深化人才梯隊建設，為企業可持續發展蓄積強大動能。

我們全力向善，彰顯企業社會擔當，攜手供應商與合作夥伴共建負責任的可持續供應鏈，同時在多個社會公益領域發力。2021年，「書香中梁」第100所愛心圖書館落地延安，完成了五年百校的承諾；河南洪災期間，中梁第一時間向河南紅十會捐贈人民幣100萬元善款用於保障受災地區的群眾安全與採購緊急救災物資。我們持續對口幫扶脫貧攻堅，助力鄉村振興，堅持以社會責任為己任，實現企業與社會協同發展。

展望2022，中梁將始終與員工、客戶、股東、合作夥伴等利益相關方凝心聚力，共創價值，乘勢而上，將「為美好生活創造價值」的企業發展理念與國家使命相結合，踐行長期主義戰略，實現安全健康、高質量和可持續穩健發展。

Upholding the concept of “people first”, we are committed to building high-quality business talents, and take meeting employees’ development expectations, career planning and skill improvement needs as the core of talent management. In 2021, we further refined the establishment of the talent management system, optimized the training system of Zhongliang Academy, in order to effectively ensure that employees at all levels and functions receive clear career development guidance and growth opportunities. By establishing a value co-creation platform, we will continue to deepen the construction of talent echelon, and accumulate strong momentum for the sustainable development of the Company.

We try our best to undertake corporate social responsibility, work with suppliers and partners to build a responsible and sustainable supply chain, and make efforts in various social welfare fields. In 2021, the 100th library under the project “Zhongliang Book Reading” landed in Yan’an to fulfill the Five Year Commitment of 100 Schools. During the 2021 Henan Floods, Zhongliang immediately donated RMB1 million to the Red Cross Society of Henan to ensure the safety of the people in the disaster-stricken areas and to purchase emergency relief materials. We are committed to helping our counterparts in poverty alleviation, assisting rural revitalization, and realizing the coordinated development of enterprise and society in line with our social responsibility.

Looking forward to 2022, Zhongliang will continue to unite with our employees, customers, shareholders, partners, and other stakeholders to create value together, take advantage of the trend, and combine the corporate development philosophy of “create value for a better life” with the national mission. We will practice the long-term strategy, and achieve a safe, healthy, high-quality, sustainable and steady development.

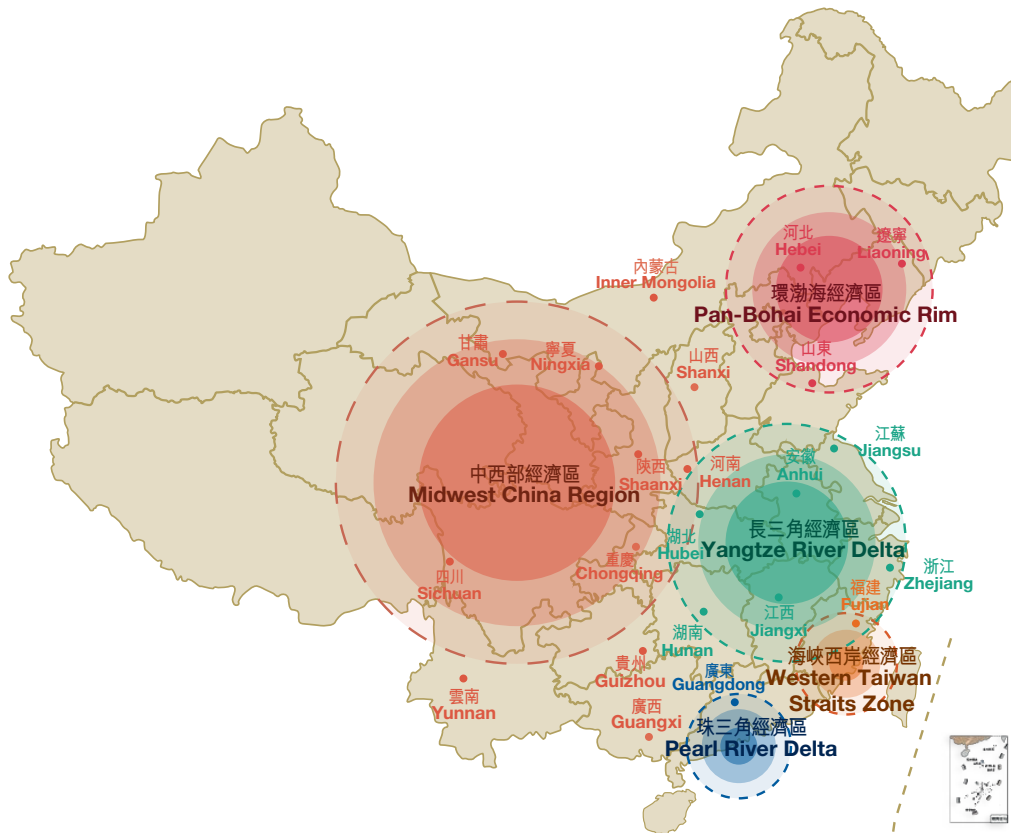
一、勇創未來 I. Embarking on the Future

1.1 走進中梁

中梁控股是一家全國性大型房地產開發商，2019年在香港聯交所上市（股份代號：2772.HK）。我們聚焦中國市場，將上海總部作為業務基點，開展以住宅為核心，持續發展商業、產業等業務，項目已覆蓋長三角、中西部、環渤海、海峽兩岸及珠三角五大核心經濟區域的25個省份及直轄市的153個城市。2021年，中梁控股的附屬公司、合營企業及聯營公司新增85宗地塊，規劃總建築面積約為1,000萬平方米，截止2021年12月31日，本集團擁有土地儲備建築面積約為5,980平方米⁽¹⁾。一直以來，中梁控股秉承「共創價值，讓四季心情綻放」的企業使命，始終關注人們對美好生活的追求，致力共創卓越。

1.1 ABOUT ZHONGLIANG

Zhongliang Holdings is a large-scale comprehensive real estate developer in China, whose shares were listed on the Hong Kong Stock Exchange (Stock Code: 2772.HK) in 2019. Headquartered in Shanghai, we focus on residential development in China as the core, and commercial properties as a supplement. Our projects have covered 153 cities in 25 provinces and municipalities across five key economic zones, namely the Yangtze River Delta, the Midwest China Region, the Pan-Bohai Economic Rim, the Western Taiwan Straits Zone and the Pearl River Delta. During 2021, the subsidiaries, joint ventures and associates of Zhongliang Holdings acquired 85 new land parcels with a total planned GFA of approximately 10 million sq.m. As of 31 December 2021, the Group had a land bank with GFA of approximately 5,980 sq.m.⁽¹⁾ Under the corporate mission of “create value for a better life”, Zhongliang Holdings has strived for value co-creation in pursuit of a better life.



中梁控股業務佈局
Business Footprints of Zhongliang Holdings

(1) 土地儲備總量等於(i)已完工可供銷售總建築面積／可出租總建築面積；及(ii)開發中及持作未來開發的總建築面積的總和，惟並不按本集團就其合營企業或聯營公司持有的項目所持有的股權作出調整。

(1) Total land bank equals to the sum of (i) total completed GFA available for sale/leasable GFA; and (ii) total GFA under development and held for future development, without adjusting the equity interest held by the Group in respect of the projects held by the Group's joint ventures or associates.

一、勇創未來

I. Embarking on the Future

中梁控股秉承「開放、開拓、開創；共識、共擔、共享」的企業價值觀，不斷升級產品品質及服務。2021年，我們持續關注社區健康、綠色、智慧與安全，將客戶需求置於首位，不斷完善中梁4.0產品，開發新產品，讓優質的品質服務助力美好生活，堅守品質，用心服務。

Adhering to the values of “Openness, Development, Innovation; Consensus, Undertaking, Sharing”, Zhongliang Holdings has been continuously upgrading product quality and services. In 2021, we continued to concern about community health, greenness, smartness and safety, putting customer needs at the first place, improving Zhongliang 4.0 products, and developing new products to make life better with quality services which we pursue as always.

1.2 再創佳績

中梁控股持續踐行可持續發展，堅持以科技之力賦能企業未來，2021年，我們在重塑人居高度的同時，憑藉優秀的產品服務以及深厚的社會責任感，獲得了業界內外好評。

1.2 ACHIEVING GREATER SUCCESS

Zhongliang Holdings continued to practice sustainable development while empowering its future with technology. In 2021, while optimizing the living environment, we received acclaim from both inside and outside the industry with excellent product and service and a strong sense of social responsibility.

2021年，我們砥礪奮進 We forged ahead in 2021

榮譽獎項 Award

頒發機構 Awarding institution

綜合實力

Comprehensive strength

2021年中國房地產開發企業上海市6強

中國房地產業協會、上海易居房地產研究院中國房地產測評中心

2021 Shanghai Top 6 of China Real Estate Developers

China Real Estate Association, China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute

2021中國房地產開發企業綜合實力20強

中國房地產業協會、上海易居房地產研究院

2021 Top 20 of China Real Estate Developers by Comprehensive Strength

China Real Estate Association, Shanghai E-House Real Estate Research Institute

2021中國房地產優秀組織管理企業
2021 China Real Estate Excellent Enterprises by Organisation and Management

上海易居房地產研究院中國房地產測評中心

China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute

產品技術

Product technology

2021年房地產企業優秀產品力榜樣
2021 Role Model for Real Estate Enterprises by Product Strength

財經網絡門戶和訊網

Hexun.com, a financial portal website

2021中國房地產企業人力資本價值TOP26

上海易居房地產研究院中國房地產測評中心

2021 Top 26 of China Real Estate Enterprises by Human Capital Value

China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute

一、勇創未來 I. Embarking on the Future

榮譽獎項 Award	頒發機構 Awarding institution
中國房地產企業產品力TOP30 Top 30 of China Real Estate Developers by Product Strength	克而瑞研究中心、築想科技 CRIC, Wishbuild Tech
品牌價值 Brand value	
2021中國房地產年度影響力企業 2021 China Real Estate Annual Influential Developers	中國房地產報、中國住交會組委會、中國城市與區域治理研究院 China Real Estate Business, CIHAF Organizing Committee, China Institute for Urban and Regional Governance
2021中國房地產企業最佳僱主 2021 China Real Estate Best Employer	上海易居房地產研究院中國房地產測評中心 China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute
2021中國房地產客戶服務體系領先企業 2021 China Real Estate Leading Enterprises by Customer Service System	上海易居房地產研究院中國房地產測評中心 China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute
2021中國房地產企業客戶滿意度30強 2021 Top 30 of China Real Estate Enterprises by Customer Satisfaction	上海易居房地產研究院中國房地產測評中心 China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute
2021中國房地產綜合實力標桿品牌企業 2021 China Real Estate Benchmark Enterprises by Comprehensive Strength	中國房地產報、房地產網、中房報新媒體、中房智庫 China Real Estate Business, creb.com.cn, China Real Estate Business New Media, China Real Estate Think Tank
金橋獎年度最具投資價值地產公司 Jinqiao Prize – Most Investment-worthy Real Estate Company of the Year	思維財經、投資者網 Civic Finance, investor.org.cn
2021每日經濟新聞第十一屆價值地產企業 2021 National Business Daily 11th Real Estate Companies by Value	每日經濟新聞 National Business Daily
社會責任 Social responsibility	
2021年中國房企責任地產NO.3 2021 No.3 of China Real Estate Enterprises by Social Responsibility	中國房地產業協會、上海易居房地產研究院中國房地產測評中心 China Real Estate Association, China Real Estate Evaluation Center of Shanghai E-House Real Estate Research Institute
2021年度ESG最具投資價值企業 2021 ESG Most Valuable Enterprise for Investment	人民日報社《國際金融報》 People's Daily "International Finance News"

一、勇創未來

I. Embarking on the Future

榮譽獎項 Award	頒發機構 Awarding institution
2021年中國房地產開發企業責任地產TOP10 2021 Top 10 of China Real Estate Developers by Social Responsibility	中國房地產業協會、上海易居房地產研究院 China Real Estate Association, Shanghai E-House Real Estate Research Institute
2021中國地產年度鄉村振興樣本企業 2021 China Real Estate Annual Rural Revitalization Model Enterprise	樂居財經、新浪財經、中國企業家、中房網、中物研協 Leju Finance, Sina Finance, iceo.com.cn, fangchan.com, CPMRI
全國「萬企幫萬村」精準扶貧行動先進民營企業 Advanced Private Enterprise in “10,000 Enterprises Assisting 10,000 Villages” Campaign	全國工商聯、國務院扶貧辦、中國光彩會、中國農業發展銀行 All-China Federation of Industry and Commerce, the State Council Poverty Alleviation Office, China Society for Promotion of the Guangcai Program, Agricultural Development Bank Of China
社會力量助力掛牌督戰工作榮譽證書 Certificate of Honor for Social Forces Assisting Poverty Alleviation and Supervision	國務院扶貧辦社會扶貧司、規劃財務司、中國扶貧基金會 Social Welfare Department and Planning and Finance Department of the State Council Poverty Alleviation Office, China Foundation for Poverty Alleviation
上海市浙江商會「生命之光」 Zhejiang Chamber of Commerce Shanghai “Light of Life”	第五屆世界浙商上海論壇暨2020上海市浙江商會年會 The 5th Global Zhejiang Entrepreneurs Forum in Shanghai and 2020 Zhejiang Chamber of Commerce Shanghai Annual Meeting
廉潔合規創新獎 Integrity and Compliance Innovation Award	華東政法大學刑事法學院、華東政法大學互聯網企業反腐敗與合規研究院 School of Criminal Law of East China University of Political Science and Law, Internet Enterprise Anti-Corruption and Compliance Research Institute of East China University of Political Science and Law
最佳創新項目獎 Best Innovative Project Award	華東政法大學刑事法學院、華東政法大學互聯網企業反腐敗與合規研究院 School of Criminal Law of East China University of Political Science and Law, Internet Enterprise Anti-Corruption and Compliance Research Institute of East China University of Political Science and Law

一、勇創未來 I. Embarking on the Future



2021中國房地產企業人力資本價值30強
2021 Top 30 of China Real Estate Enterprises
by Human Capital Value



2021中國房地產企業最佳僱主
2021 China Real Estate Best Employer



2021中國房地產優秀組織管理企業
2021 China Real Estate Excellent Enterprises
by Organisation and Management



2021年度非凡僱主提名企業
2021 Extraordinary Employer Nominee

一、勇創未來

I. Embarking on the Future

1.3 企業管治

中梁控股在維護現有的良好企業管治常規的基礎上，不斷優化管治體系及程序，以維護股東利益，提升公司價值，加強公司問責性，確保公司決策的嚴謹性與高效性。自上市以來，本集團始終恪守《企業管治常規守則》附錄十四中企業管治守則，並以此作為本集團的管治依據。

風險管控

流程管理

建立健全的風險防控體系是公司長期穩定經營的基本保障。我們依據相關法律法規，通過制定風險防控管理制度，發佈風險防控手冊、風險防控清單等輔助文件規範風險防控體系。我們採用雙向風控管理模式，依托「中梁風控系統」和風險數據庫，運用信息化手段進行項目風險評估，預警重大風險項目，跟蹤管理高風險事項進度。本集團始終明確責任主體、部門及相關操作流程，制定風險防範及整改方案，針對項目運營過程中所面臨的風險進行等級劃分，對不同級別的風險點做出有針對性的風險防控措施。

1.3 CORPORATE GOVERNANCE

On the basis of maintaining existing good corporate governance practices, Zhongliang Holdings continuously optimizes its governance system and procedures to safeguard the interests of shareholders, enhance corporate value, strengthen corporate accountability, and ensure a rigorous and efficient corporate decision-making. The Group has complied with the Corporate Governance Code contained in Appendix 14 to the Listing Rules as the basis for its governance since the Listing.

Risk Management and Control

Process Management

Establishing a sound risk prevention and control system is the basic guarantee for long-term stable operation of a company. In accordance with relevant laws and regulations, we have standardized our risk prevention and control system by formulating a risk prevention and control management system and issuing supporting documents such as risk prevention and control manual and risk prevention and control list. Adopting a two-way risk control management model and relying on “Zhongliang Risk Control System” and risk database, we utilize information technology to conduct project risk assessment, give early warning of major risk projects, and track and manage the progress of high-risk matters. The Group clarifies the subject of responsibility and departments and relevant operating procedures to formulate risk prevention and rectification action. The risks faced in the process of project operation have been graded and targeted risk prevention and control measures have been taken for different levels of risk points.

高風險事項

High-risk matters

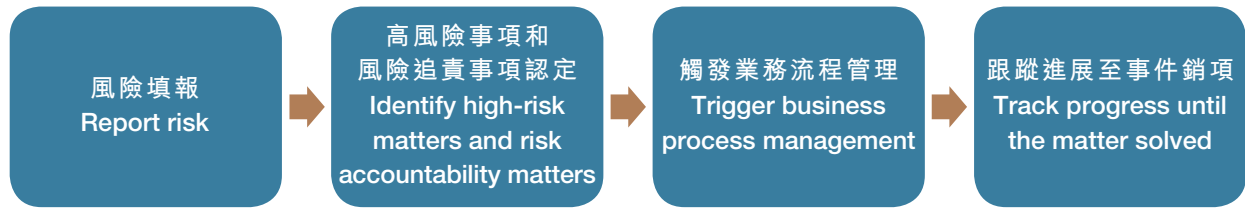
- 高風險事項依據風險發生的「可能性」、「影響程度」及發生後解除的「緊迫性」三個維度系數判定。High-risk matters are identified based on three factors, namely the “possibility” of the occurrence of the risk, its “degree of impact”, and the “urgency” that need to be released after the occurrence.

風險追責事項

Risk accountability matters

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

一、勇創未來 I. Embarking on the Future



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

針對由高風險所導致的重大性風險案件，我們將基於新修訂的《訴訟案件管理指引》進行全流程管控，提升風險事項處理質量和效率。

For major risk cases caused by high risks, we will conduct whole-process management and control based on the newly revised *Guidelines for the Management of Litigation Cases* to improve the quality and efficiency of risk handling.



報告期內，本集團面臨疫情和地產行業整體環境所帶來的挑戰。中梁控股積極推進風險管理工作，在逾期交付、輿論管理和審計體系等方面開展多項風險管控舉措。

During the Reporting Period, the Group faced challenges brought by the pandemic and the overall environment of the real estate industry. Zhongliang Holdings actively promoted risk management and carried out a number of risk management and control measures in terms of overdue delivery, public opinion management and audit system.

一、勇創未來

I. Embarking on the Future

逾期交付

Overdue delivery

- 中梁控股在報告期內發佈《關於疫情卷土重來可能導致項目延期交付應對措施的通知》《關於部分地區疫情嚴重可能導致項目延期交付應對措施的通知》等制度，並通過政策梳理、培訓交流等舉措，提升各地區法務人員的風險管理能力。多個項目成功獲得順延交付支持，減少公司經濟損失。

During the Reporting Period, Zhongliang Holdings issued the *Notice on Countermeasures for Potential Project Delivery Delays Due to the Resurgence of the Pandemic* and *Notice on Countermeasures for Potential Project Delivery Delays Due to Severe Pandemic in Some Areas* and other systems, and improved the risk management ability of legal personnel in various regions through measures such as policy sorting, training and exchange. A number of projects have successfully obtained support for delayed delivery, reducing the Company's economic losses.

輿論監控

Public opinion monitoring

- 中梁控股新增輿情專職崗位，對網絡媒體、自媒體、傳統媒體等領域進行輿情監控，及時回應媒體聚焦的問題，維護公司品牌形象。

Zhongliang Holdings has set up a new full-time post for public opinion to monitor public opinion in the fields of online media, self-media and traditional media, respond to media-focused issues in a timely manner and maintain the Company's brand image.

2021年風險管控亮點

Highlights of Risk Management and Control in 2021

風控培訓

為全方位、全過程辨識在日常經營活動中的潛在風險，本集團不斷完善風控合規辨識程序，從員工入手，通過風控合規培訓等形式，加強風險教育，提升員工防控技能，確保風險始終處於受控範圍。報告期內，本集團組織開展財務、設計、營銷客服、工程、運營、成本、招採、融資等業務類法務風控合規宣貫培訓，累計宣貫培訓41次，參與人數逾2,100人；面向高級管理人員開展涵蓋行政處罰、交付風險、營銷風險、疫情應對等法務風控合規培訓12次，參與人員超600人。

Risk Control Training

To identify potential risks in daily business activities in an all-round and full process manner, the Group continues to improve the identification procedures for risk control compliance and strengthens the employees' risk education by risk control compliance trainings and improve the employees' risk prevention and control skills so as to ensure that the risks are under control. During the Reporting Period, the Group organised 41 training on legal and risk control compliance in finance, design, marketing and customer service, engineering, operation, cost, procurement and financing with over 2,100 participants in total. The Group arranged 12 risk control compliance training in respect of administrative penalties, delivery risks, marketing risks and pandemic response for senior management with over 600 participants.

一、勇創未來 I. Embarking on the Future

司法專題培訓課程 Judicial Special Training Courses

2021年9月25日，為加強集團內部法務風險防控宣貫，中梁控股邀請上海錦天城(鄭州)律師事務所律師進行以「公司法解釋四、解釋五視野下的公司治理」為主題的專項法律培訓講座。本次講座，通過線上直播與現場講解兩種形式相結合，講座從「公司法及相關司法解釋的歷史沿革、公司治理中的主要利益衝突、司法解釋四中的股權、治理與訴訟」三方面入手，提升公司員工在公司治理方面的風險意識。

On 25 September 2021, Zhongliang Holding invited the lawyers from Shanghai Jin Tian Cheng (Zhengzhou) Law Firm (上海錦天城(鄭州)律師事務所) to conduct a special legal training seminar with the theme of “Corporate Governance under Interpretation IV and V of the Company Act” in order to strengthen the Group’s internal legal and risk promotion. This seminar, held by a combination of online live streaming and live lectures, focused on the history of the Company Act and related judicial interpretations, major conflicts of interest in corporate governance and equity, governance and litigation in Judicial Interpretation IV so as to enhance the risk awareness of the Company’s employees in corporate governance.



反貪腐

中梁控股一貫秉承著對貪腐行為零容忍的態度，並嚴格遵守《中華人民共和國反不正當競爭法》《關於禁止商業賄賂行為的暫行規定》《中華人民共和國刑法》《中華人民共和國刑事訴訟法》《中華人民共和國民法典》《中華人民共和國公司法》等國家法律法規以及內部管理文件《中梁廉潔自律八項禁令》，建立並完善反貪腐制度體系。

廉潔管理

中梁控股始終奉行清正廉潔的文化理念，對貪腐現象持零容忍態度，堅決遏制任何形式的貪污、賄賂、勒索、欺詐等行為，積極倡導員工誠實守信，樹立員工廉潔意識，不斷完善集團內部廉潔運營相關規章制度，強化內部監督問責與舉報機制，持續推進廉潔教育與培訓，不斷規範員工行為，維護倡廉善治的企業氛圍。

Anti-Corruption

Zhongliang Holding has adhered to a zero-tolerance attitude to corruption and strictly complied with the requirements of national laws and regulations such as *Anti-Unfair Competition Law of the People’s Republic of China*, *Interim Provision on the Prohibition of Commercial Bribery*, *Criminal Law of the People’s Republic of China*, *Criminal Procedure Law of the People’s Republic of China*, *Civil Code of the People’s Republic of China*, *Company Law of the People’s Republic of China*, as well as internal administration documents such as the *Zhongliang’s Eight Prohibitions for Integrity and Self-discipline* to establish and improve Anti-Corruption System.

Integrity Management

Zhongliang Holding has pursued the culture of integrity and honesty, exercised zero tolerance to corruption, resolutely cracked down on any form of corruption, bribery, extortion and fraud, actively advocated honesty and trustworthiness of employees and established employees’ awareness of integrity. We continue to improve the Group’s internal rules and regulations on integrity, strengthen the Group’s internal supervision, accountability and reporting system, implement integrity education and training, and regulate employees’ behaviours, to maintain a corporate atmosphere that promotes integrity and good governance.

一、勇創未來

I. Embarking on the Future

本集團始終以最高標準的商業準則約束自身及員工，通過《中梁控股集團火爐法則(2020版)》《任期審計管理辦法》《董事會審計管理辦法》《區域集團駐地審計管理辦法》等內部制度明確員工的道德、法律及制度紅線，嚴禁任何員工行賄受賄行為。2021年，本集團在持續加強多級管控體系，完善例行審計與專項審計的廉潔建設的基礎上，修訂《員工廉潔協議(2021版)》並要求各級組織簽訂勞動合同的員工均需簽署《員工廉潔協議》，以此加強員工廉潔自律意識。

The Group has restrained itself and its employees with the highest standards of business standards, clarified the red lines of ethics and laws and systems for employees through the internal systems such as the *Furnace Rules of Zhongliang Holdings Group (Version 2020)*, *Administrative Measures for Term Audit*, *Administrative Measures for Board Audit* and *Administrative Measures for Regional Business Group Residence Audit*, and strictly prevent all bribery of employees. In 2021, based on the Group's continuing strengthening of the multi-level management and control system and the improvement of the integrity construction of routine and special audits, the *Employee Integrity Agreement (Version 2021)* (《員工廉潔協議(2021版)》) was revised and required to be signed by employees who signed labor contracts at all levels of the organisation in order to strengthen the integrity and self-discipline awareness of employees.

例行審計 Routine Audits	專項審計 Special Audits
<p>「陽光巡視」 “Transparent inspection”</p> <p>全面開展區域集團總部職能條線、各直屬區域公司／區域公司「陽光巡視」例行審計，針對披露的風險事項及典型問題，形成流程化的整改追蹤銷項清單，持續推動整改閉環。</p> <p>We comprehensively carried out transparent routine audits on the functions of the regional group headquarters and the directly-affiliated regional companies/regional companies, and developed a process-oriented rectification and tracking checklist for the disclosed risk issues and typical problems, to continuously promote the closed loop of rectification.</p>	<p>營銷招採事權分離 Separation of marketing recruitment and procurement authority</p> <p>核查營銷招採人員配置、系統授權、流程管控等重點內容，針對審計發現的典型問題，提出相對應的管理建議並進一步推動集團重大決策部署有效落地。</p> <p>We verified key aspects such as marketing recruitment and procurement personnel allocation, system authorization and process control, proposed corresponding management suggestions for the typical problems found in the audit, and further promoted the effective implementation of the Group's major decisions and deployments.</p>

2021年開展的主要例行審計與專項審計 Major routine and special audits conducted in 2021

一、勇創未來 I. Embarking on the Future



員工廉潔手冊
Employee Integrity Manual

舉報機制

為保障集團舉報渠道規範、統一、開放、暢通，及時受理調查各類不良風氣、違紀、舞弊、廉潔等問題，本集團於2021年發佈《關於重申舉報政策並更新舉報渠道相關事宜的通知》與《舉報渠道告知函(2021版)》，並組織各級辦公場所以海報、台卡等形式公開《舉報渠道告知函(2021版)》，明確集團相關舉報機制。

Reporting mechanism

To maintain a standardized, unified, open and smooth reporting channels of the Group, and promptly accept and investigate various issues such as unhealthy customs, discipline, fraud and integrity, the Group issued the *Notice on Reiterating the Reporting Policy and Updating Matters Related to Reporting Channels* and the *Notice on Reporting Channels (2021 Edition)* in 2021, and organised offices at all levels to publish the *Notice on Reporting Channels (2021 Edition)* in the form of posters and desk cards, to clarify the relevant reporting mechanisms of the Group.

舉報途徑

Reporting Channels

電話舉報

Telephone

13122770858

郵箱舉報

Email

sjjc@zldcgroup.com

微信舉報

WeChat



一、勇創未來

I. Embarking on the Future

中梁控股嚴格遵守《紀檢檢查機關處理檢舉控告工作規則》及集團內部《中梁控股集團火爐法則(2020版)》制度，不斷完善舉報人保護措施，嚴防泄露舉報內容及信訪個人信息。針對舉報線索，集團指派專人負責對舉報信息進行記錄、匯總與匯報，對舉報內容依規依紀做出處理。

Zhongliang Holdings strictly abides by the *Rules of Work of Discipline Inspection Organs in Handling Reports and Complaints* and the internal system of *Zhongliang Holdings Group Fire Rule (2020 Edition)*, constantly improves the protection measures for whistleblowers and strictly prevents the disclosure of reported content and personal information of petitions. For the reported clues, the Group has assigned a person responsible for recording, summarizing and reporting the reported information, and deals with the reported content in accordance with rules and regulations.

指定專人負責投訴舉報信息記錄、匯總與匯報，嚴防泄露舉報內容或遺失舉報材料

Designate a person responsible for recording, summarizing and reporting complaints and reports, and strictly prevent the disclosure of reported content or loss of reported materials

接收當面舉報應當在保密、封閉場所進行，專人接待，詳細記錄，其他人員不得旁聽、詢問

In-person reporting should be carried out in a confidential and closed place by a designated person for record in detail. Other personnel are not allowed to listen or ask questions

舉報信件的收發、拆閱需安排專人負責，詳細記錄匯總，信件跟蹤責任到人，嚴防舉報信件丟失
It is necessary to arrange a designated person to be responsible for the sending, receiving, opening and reading of the report letter, and make detailed records and summary with the tracking responsibility for the letter vested to a person, to prevent the loss of the report letter

通過微信、電話、電子郵件等渠道接收的舉報內容，平台指定專人負責詳細記錄匯總，嚴防信息泄露

For the reported content received through WeChat, telephone, email and other channels, the platform designates a person to be responsible for the detailed record and summary to prevent information leakage

所有舉報內容，監察組進入調查程序時，嚴禁向該監察組外其他人員泄露舉報內容，其他人員嚴禁探聽、討論

For all reported content, when the monitoring team enters the investigation process, it is strictly forbidden to disclose the reported content to other persons outside the monitoring team, and other persons are strictly prohibited from inquiring and discussing

舉報人保護機制

Protection Mechanism for Whistleblowers

2021年，本集團接收1例重大貪腐投訴案件，已移送司法機關依法懲處。本集團以此為警示，持續加強廉政制度建設及風險管控。

In 2021, the Group received 1 major corruption complaint case, which had been transferred to judicial organs for punishment according to laws. The Group takes this as a warning to continuously strengthen the construction of integrity system and risk control.

一、勇創未來

I. Embarking on the Future

廉潔培訓

本集團堅持以「不敢、不能、不想」六字方針為主導，開展梯度廉潔培訓。培訓範圍覆蓋總部、區域集團及區域公司三層級，培訓課程面向營銷、招採等多個業務職能部門全體員工。報告期內，本集團向董事及管理人員提供的反貪腐培訓超過36次，參與培訓的人數1,034人，向員工提供的反貪腐培訓172次，參與培訓的員工為10,884人。

Integrity training

Adhering to the six-word policy of “Don’t Dare, Can Not, Don’t Want”, the Group carried out gradient integrity trainings which covered the headquarters, regional groups and regional companies. The training courses were open to all employees of business functions such as marketing, recruitment and procurement. During the reporting period, the Group provided more than 36 anti-corruption training sessions to directors and managers, with 1,034 participants, and 172 anti-corruption training sessions to employees, with 10,884 participants.

不敢 Don't Dare

營造「不敢腐」的高壓態勢
Create a high-pressure situation of “do not dare to corrupt”

查實舞弊案件，追責相關人員，打造健康、陽光的企業環境。
Investigate and substantiate fraud cases and hold the relevant personnel accountable to create a healthy and sunny corporate environment.

不能 Can Not

推動「不能腐」的機制閉環
Promote the “can not corrupt” closed loop mechanism

強化監督預警機制，開展監審專項行動，發現並提示重大風險事項；開展專項複盤，促進相關業務條線管控優化。
Strengthen the supervision and warning mechanism and carry out special actions for supervision and audits to identify and prompt major risk issues; carry out special reviews to promote the optimization of the control of relevant business lines.

不想 Don't Want

構築「不想腐」的思想防線
Build an ideological defense line of “do not want to corrupt”

持續廉政宣貫，組織全員開展火爐法則認知測試，強化員工紅線、底線思維，警鐘長鳴。
Continue to publicize the integrity, and organise all employees to carry out the awareness test of the fire rule to strengthen the red line and bottom line thinking of employees and ring the alarm bells.

一、勇創未來

I. Embarking on the Future

1.4 ESG 管治

中梁控股始終踐行可持續發展，關注各利益相關方的訴求與期望，結合自身業務和發展，圍繞品質、綠色、人文以及社會責任等方面不斷完善ESG管治為核心的公司治理體系。

ESG 管治架構

本集團十分重視環境、社會及管治(ESG)發展管理，為保障中梁控股在各個ESG議題上具備充分且有效的管理能力，我們建立了自上而下由董事會、ESG委員會及ESG工作小組所組成的三級ESG管治架構。其中，董事會是ESG管治的最高負責機構，在ESG管治工作中起主要的領導和監管作用；ESG委員會（於2021年3月23日成立）由董事會授權，負責向董事會提供意見並統籌推進ESG各項事宜；ESG工作小組負責推動ESG相關具體工作的落地。

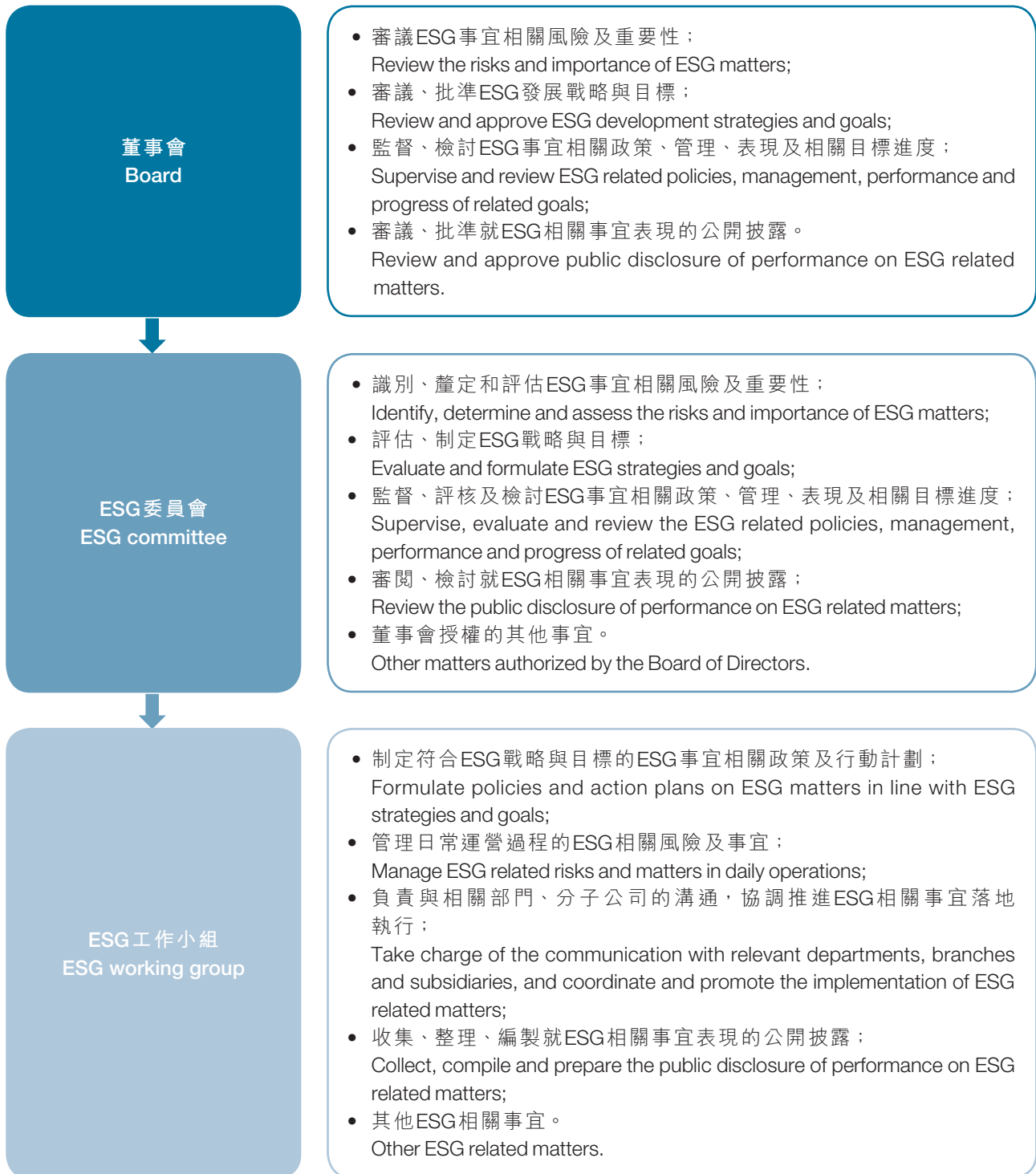
1.4 ESG GOVERNANCE

Zhongliang Holdings has practiced sustainable development, paid attention to the demands and expectations of various stakeholders, and continuously improved its corporate governance system with ESG governance at its core in terms of quality, green, humanity and social responsibility based on its business and development.

ESG Governance Structure

The Group places great emphasis on ESG development management. To ensure that Zhongliang Holdings has adequate and effective management capability on various ESG issues, we have established a top-down three-level ESG governance structure consisting of the Board, the ESG committee and the ESG working group. Specifically, the Board is the highest body responsible for ESG governance, and plays a major leadership and supervisory role in ESG governance. The ESG Committee (established on 23 March 2021) has been delegated by the Board to provide advice to the Board and coordinate and promote ESG related matters; the ESG working group is responsible for facilitating the implementation of specific ESG related work.

一、勇創未來 I. Embarking on the Future



ESG 管治架構
ESG Governance Structure

一、勇創未來

I. Embarking on the Future

董事會聲明

中梁控股董事會始終對集團ESG策略與匯報承擔全部責任。本集團董事會主要職責為建立ESG治理體系、完善ESG制度體系、構建ESG風險管理體系、落實ESG專項行動、夯實ESG資訊披露等。為不斷完善集團自身ESG管治架構與體系，我們搭建以董事會為責任主體的ESG管理機制，創建ESG委員會及ESG工作小組，負責制定與評估ESG戰略及目標、監督並檢討ESG相關事宜政策以及目標進度、識別與ESG事宜相關風險、審閱ESG相關事宜表現的公開披露、協調推進ESG相關事宜落地執行等工作。

本集團定期與持份者開展ESG議題重要性評估交流，針對ESG方面的機遇與風險進行討論，依據公司風險評估框架對ESG議題的重要性進行評估和排序。ESG委員會專門負責評估環境及社會風險，向董事會就具有策略意義的風險提出建議，並制定未來風險管理框架，與其他業務風險一併監控，透過採取積極措施來減緩其影響。報告期內，公司就環境、產品、健康與安全方面制定多個目標，並制定實現各項目標的實現路徑，董事會對這些目標進行審議並批准。

本集團開展有關ESG匯報最新指引的培訓，加強董事會成員對聯交所ESG合規要求的動態理解。董事會全面審視2021年度ESG事宜的工作推進進度及完成情況，基於完成結果和報告期內持份者的訴求對ESG各領域的工作進行新的規劃和部署。

持份者溝通

我們十分注重與持份者的溝通，定期與持份者開展溝通，全面深入了解各方訴求、意見與建議，將持份者及其關注點與本集團的運營和決策融合。本集團的主要持份者包括：員工、股東／投資者、政府及監管機構、客戶／業主、合作夥伴／供應商和社區。

Statement by the Board

The Board of Zhongliang Holdings has been fully responsible for the Group's ESG strategy and reporting. The main responsibilities of the Board of the Group are to establish ESG governance system, improve ESG system, build ESG risk management system, implement ESG special actions and consolidate ESG information disclosure. In order to continuously improve the Group's ESG governance structure and system, we have established an ESG management mechanism with the Board as the main responsible body, and created the ESG committee and the ESG working group, which are responsible for formulating and evaluating ESG strategies and goals, overseeing and reviewing ESG-related policies and progress of relevant goals, identifying risks related to ESG matters, reviewing the public disclosure of ESG related performance, and coordinating and promoting the implementation of ESG related matters.

The Group regularly communicates with stakeholders on the materiality of ESG issues, discusses ESG opportunities and risks, and evaluates and ranks the materiality of ESG issues based on the risk assessment framework of the Company. The ESG Committee is dedicated to assessing environmental and social risks, making recommendations to the Board on risks of strategic significance and developing a future risk management framework that is monitored alongside other business risks to mitigate their impact by taking proactive measures. During the Reporting Period, the Company set a number of goals in the areas of environment, product, health and safety and developed pathways to achieve each goal, which were reviewed and approved by the Board.

The Group conducted training on the latest guidance on ESG reporting to enhance the Board members' dynamic understanding on the Stock Exchange's ESG compliance requirements. The Board comprehensively reviewed the progress and completion of ESG matters for the year 2021, and planned and deployed new work in various ESG areas based on the completion results and the demands of stakeholders during the Reporting Period.

Communication with Stakeholders

We attach great importance to communication with stakeholders and conducts regular communication with stakeholders to comprehensively understands the demands, opinions and suggestions of all parties, take into consideration of the stakeholders and their concerns in the operation and decision-making of the Group. The Group's main stakeholders include: employees, shareholders/investors, governments and regulators, customers/property owners, partners/suppliers and communities.

一、勇創未來 I. Embarking on the Future

下表列出報告期內不同持份者組別所關注的議題以及我們的溝通回應方式：

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

持份者組別 Group of stakeholders	關注議題 Issues of concern	溝通渠道／反饋方式 Communication channels/feedback methods
員工 Employees	勞工準則 員工健康與安全 員工培訓與晉升體系 員工關愛 Labor code Employee health and safety Employee training and promotion system Employee care	各類員工活動 內部刊物(報紙、雜誌) 員工績效考核 Various employee activities Internal journals (newspaper, magazine) Employee performance appraisal
股東／投資者 Shareholders/Investors	反貪腐管控 反不正當競爭 業務發展 經濟績效 Anti-corruption control Anti-unfair competition Business development Economic performance	股東大會／特別股東大會 投資者見面會 業績發佈會 新聞稿／公告 現場調研 General meeting/extraordinary general meeting Investors meeting Results press conference Press release/announcement On-site roadshow
政府及監管機構 Governments and regulators	合理合規營銷 風險管理 支持國家政策落實 Legitimate and reasonable marketing Risk management Support for the implementation of national policies	現場調研 會談 On-site investigation Meetings

一、勇創未來

I. Embarking on the Future

持份者組別	關注議題	溝通渠道／反饋方式
Group of stakeholders	Issues of concern	Communication channels/feedback methods
合作夥伴／供應商 Partners/Suppliers	供應商管理 誠信廉潔 Supplier management Honesty and integrity	供應商資質審核 供應商交流大會 Supplier qualification review Supplier Forum
客戶／業主 Customers/Property owners	產品質量與客戶服務 客戶滿意度及投訴處理 保護消費者信息安全及隱私 Product quality and customer service Customer satisfaction and complaint handling Protection for the consumers' information security and privacy	客戶滿意度調查 客戶專線 官方媒體平台 Customer satisfaction survey Customer service hotline Official media platform
社區 Communities	社區發展 社會公益 Community development Social welfare	新聞稿／公告 各類公益事業 Press release/announcement Various public welfare undertakings

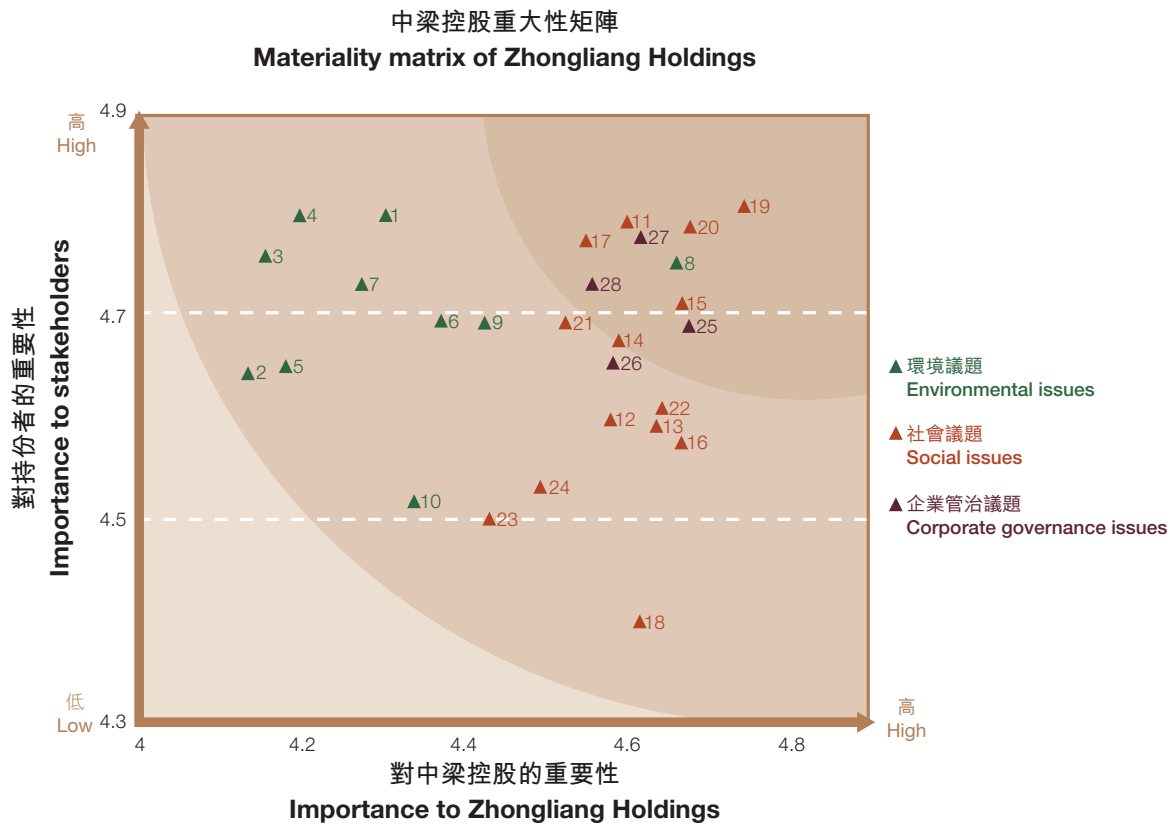
一、勇創未來 I. Embarking on the Future

ESG 重大議題

結合國家政策及行業發展趨勢、持份者訴求以及本集團發展戰略運營重點，2021年本集團重要性議題包括9項高度重要性議題和19項中度重要性議題。其中產品質量與客戶服務始終是本集團關注的首要議題，綠色建築和綠色供應鏈在碳中和的大背景下也逐步成為本集團發展戰略中的重要關注議題。

Material ESG Issues

Taking into account the national policies and industry trends, stakeholders' demands and the operational priorities of the Group's development strategy, the materiality issues of the Group in 2021 included 9 issues of high importance and 19 issues of medium importance. Among them, product quality and customer service are the Group's top issues, and green buildings and green supply chain are gradually becoming important issues in the Group's development strategy in the global context of carbon neutrality.



一、勇創未來

I. Embarking on the Future

環境議題

Environmental issues

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

社會議題

Social issues

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

- 22 保護消費者信息安全及隱私
Protection of consumers' information security and privacy
- 23 社區發展及社會公益
Community development and social charity
- 24 行業貢獻
Industry contribution

企業管治議題

Corporate governance issues

- 25 反貪腐管控
Anti-corruption regulation
- 26 反不正當競爭
Anti-unfair competition
- 27 合規合理營銷
Legitimate and reasonable marketing
- 28 支持國家政策落實
Supporting the implementation of national policies

二、品質服務 II. Quality Service

從精準擇址、產品理念到規劃設計，再至最終的成品呈現，中梁控股無不精心考量、匠心研磨，尊重人文自然及城市發展格局，因地制宜、因時制宜，力求呈現與土地氣質相呼應、與城市發展同頻共振的作品。「為美好創造價值」是中梁控股始終秉持的理念。我們嚴格遵守《中華人民共和國城市房地產管理法》《城市房地產開發經營管理條例》等法律法規的要求，以對時代、對社會、對城市、對人的責任和擔當，參與多元化、深層次的城市建設，持續賦能城市生活升級。此外，本集團致力於持續提升產品質量與客戶體驗，並制定了相關目標。

Zhongliang Holdings has made due diligence and pursued delicate design in the whole process covering from precise site selection, product concept developing, planning and design until the finished products, so as to develop its properties in harmonious with the local culture, nature, land condition, policy and urban development plan by respecting. Zhongliang Holdings is committed to the principle of “creating value for a better life”. We strictly comply with the requirements of laws and regulations such as *the Law of the People’s Republic of China on the Administration of the Urban Real Estate* and *the Regulations on Urban Real Estate Development and Management Control* to engage into the all-round urban development and contribute to urban life constant upgrading by taking our responsibility and commitment to the times, society, cities and people. In addition, the Group is committed to and has set goals for the improvement of product quality and customer experience.

以提升房屋交付質量為核心，同時提高交付後的維修水平，至2022年，完美交付比例佔當年交付項目**30%以上**

Taking the building quality delivered as the core and improving maintenance after delivery, and the proportion of perfect delivery accounting for **more than 30%** of all the projects delivered that year by 2022

在銷售期間確保所有的銷售信息公開、透明及準確，**逐年提高**客戶滿意度

Ensuring that all sales information is open, transparent and accurate during the sales period and **improving** customer satisfaction **year over year**

中梁控股服務承諾
Zhongliang Holding Service Commitment

二、品質服務

II. Quality Service

2.1 產品設計

設計管理

本集團圍繞「以人為本、重築生活」的核心設計研發理念，以標準化、規範化的管控方法，形成可持續發展的產品體系，聯動設計、市場、營銷、成本、工程、客服等多條線建立起可指導、可量化、可評價的管控工具。報告期內，我們優化了產品設計團隊，明確分級組織架構中設計團隊定位及主要職責，不斷加強集團的設計管理水平和管轄顆粒度，以保障高質量的項目交付，促進產品品質持續攀升。

在設計管理標準制度及指引設計方面，我們在4.0產品設計指引的「體驗性設計」基礎上升級並制定了《中梁住宅5.0產品設計指引》，聚焦規劃形態、地上歸家動線、地下歸家動線、及示范區設計五大方面的品質設計，以先進設計理念、經典案例沉澱、優秀做法總結為指引，構建了產品開發過程中100余項模塊設計準則。旨在通過設計手段提升業主歸家時的體驗感、儀式感、趣味性及幸福指數。

2.1 PRODUCT DESIGN

Design Management

Focusing on the core design and development concept of “people-oriented, rebuilding life”, the Group has formed a sustainable product system with standardized and regulated management and control methods, and established instructable, quantifiable, and evaluable management and control tools with linkage among various lines such as design, market, marketing, cost, engineering, customer service. During the Reporting Period, we optimized the product design team, defined the positioning and major responsibilities of the design team in the hierarchical organizational structure, and continuously enhanced the design management level and management effectiveness of the Group to ensure high-quality project delivery and promote continuous improvement in product quality.

In terms of design management standard system and design guidelines, we have upgraded and formulated the *Product Design Guidelines for Zhongliang Residence 5.0* based on the “experiential design” of the *Product Design Guidelines 4.0*, focusing on the top five aspects of quality design, including shape planning, home flow route, underground home route, and model zone design, using advanced design concepts, classical cases and excellent practices as guidelines to build more than 100 module design standards in the product development process. We aim to improve the experience, sense of ritual, amusement and happiness of owners when they return home by means of building design.

二、品質服務 II. Quality Service



《中梁住宅5.0產品設計指引》
The Product Design Guidelines for Zhongliang Residence 5.0

制定本集團精裝設計相關制度類文件，確定各類卡位標準，編製配套模式模板

Formulate institutional documents related to the Group's fine decoration design, determine various positioning standards, and compile templates of supporting facilities models

負責中梁控股特色室內產品力的規劃和精裝標準化的研發工作

Responsible for the planning of Zhongliang Holdings' characteristic indoor product strength and the research and development of fine decoration standardization

負責公司所有精裝涉及戰採部品的選型選樣

Responsible for all model selection and sample selection in strategic procurement of parts for fine decoration of the Company

負責審核項目前期精裝修定位、成本適配、標準化信息和戶型優化

Responsible for reviewing the pre-positioning on fine decoration of the projects, cost adaptation, standardization information and house type optimization

針對品質型項目、特殊性項目前期定位、設計效果、過程主要節點和呈現效果進行管控與評審

Control and review the pre-positioning, design effects, main process nodes and presentation effects of quality projects and special projects

負責精裝修設計類供方的考察、入庫、履約、升降級。精裝：制度、模板、通知

Responsible for the inspection, warehousing, contract performance, upgrading and downgrading of suppliers of fine decoration design. Fine decoration: institutions, templates, notifications

二、品質服務 II. Quality Service

中梁控股已構建全周期、全專業、全類別的設計標準化成果矩陣，並結合智慧健康專項要素，形成覆蓋星海、雲璟、鎏金三大產品系、5條產品綫的專項及通用性標準化成果系列。報告期內，我們在產品標準化方面持續發力，從集約和增效二方面出發，拉通相關職能，降低集採成本同時實現產品獨特的辨識度與標志性，以適應客戶不斷變化的美好生活需要。

Zhongliang Holdings has built a whole-cycle, all-professional and multi-category design standardization results matrix, and combined with special elements of wisdom and health to form a series of special and universal standard results covering three product series including the Star and Sea, the Mansion, and the Metropolis, and five product lines. During the Reporting Period, we continued to make efforts in product standardization, starting from intensification and efficiency enhancement, connecting related departments, reducing procurement costs while fulfilling the unique recognition and characteristic of our products to meet the changing needs of our customers for a better life.

集約標準化 (設計、工程、成本、採購) Intensive standardization (design, engineering, cost, procurement)	增效標準化 (辨識度、標志性) Efficiency increase standardization (recognition and characteristic)
<ul style="list-style-type: none"> • 建築專業：地庫美化通用性標準化、雲璟系建築外立面標準化、示範區選型標準化 • 景觀專業：堆坡種植通用性標準化、景觀C標系列8大模塊標準化 • 室內標準化：樣板房及售樓處室內風格標準化 • Architectural: the common standardization of basement beautification, the standardization of building facades of Mansion series, the standardization of selection of demonstration areas • Landscape: the standardization of hillside planting, the standardization of 8 modules of C standard series of landscape • Interior standardization: the standardization of interior styles in showrooms and sales offices 	<ul style="list-style-type: none"> • 建築系列H立面標準化：現代風格、具備獨創性、通過融合H，形成獨特辨識性和標識度 • 「五門」標準化：關鍵部位妝容標準化，包含社區主次入口門頭、建築單元門頭、地庫坡道門頭、地下大堂門頭及入戶門頭，兼顧不同業態的使用需求 • Standardization of architectural series H: modern style, originality, unique recognition and identity with integration of H • Standardization of “five doors”: the standardization of key parts of the community, including the main and secondary facades, facades of building units, facades of basement rampways, facades of underground lobbies and entry doors, taking into account the demands of different business

二、品質服務 II. Quality Service

報告期內，本集團發佈了《中梁項目二展案例實操作手冊》以及《鑒金是怎樣煉成的》白皮書等文件，指導各項目設計團隊規範化、標準化、模塊化的管理與運營。其中，《鑒金是怎樣煉成的》白皮書從中梁產品體系、鑒金系定位和模塊、工程及營銷操作指引等多角度闡述鑒金產品的特點，指導未來鑒金系產品設計。

During the Reporting Period, the Group released documents such as the *Zhongliang Project Second Exhibition Case Practical Manual* and the white paper *How the Metropolis Series is Created* to guide the regulated, standardized and modularized management and operation of each project design team. Among them, the white paper *How Metropolis Series is Created* describes the characteristics of products of the Metropolis Series from various perspectives such as product systems of Zhongliang, positioning of the Metropolis Series and modules, engineering and marketing operation guidelines, and guides the design of future products of the Metropolis Series.

標準化案例—「鑒金系」產品

Standardization Case — Products of the Metropolis Series

中梁控股鑒金系秉持著「以上 致上」的產品研造精神，是中梁控股產品力的典範，承載著中梁控股前沿的研發成果的落地使命，引入中梁4.0產品體系，是對高端居住產品空間、模塊、配置標準的深度思考後的經驗沉澱。我們從空間設計、地理選址、內部裝飾等方面的標準化管理，致力於打造「中國人居TOP級作品」，以「一城一鑒金」的精神致敬每一座城市。



Adhering to the product development spirit of “above to the top”, the Metropolis Series of Zhongliang Holdings is a model of Zhongliang Holdings’ product strength, which carries the mission of implementation of the cutting-edge research and development achievements of Zhongliang Holdings. It introduces the Zhongliang 4.0 product system, which is the accumulation of experience after in-depth thinking on the space, modules and configuration standards of high-end residential products. With the standardization management of space design, geographic location, interior decoration, etc., we are committed to creating “TOP-level works of Chinese living”, paying tribute to each city with the spirit of “one city, one Metropolis”.

二、品質服務

II. Quality Service

產品研發

中梁控股始終保持市場敏感度，持續迭代產品以適應不斷變化的市場需求，以創新不斷驅動產品力升級。我們遵循內部《產品研發中心產品研發管理手冊》、《產品研發成果設計管理辦法》等制度，不斷推陳出新，搭建多元化產品體系的同時，持續提升產品競爭力。

Product Development

Zhongliang Holdings has maintained market sensitivity to continuously iterate products to adapt to changing market demands, and continuously drive product upgrades with innovation. Following the internal systems such as *the Product Development Management Manual for the Product R&D Center* and *the Management Measure for Design of Product R&D Achievements*, we constantly innovate to build a diversified product system, and continuously improve product competitiveness.

「WEI家」 “WEI Jia”

WEI家：作為中梁4.0代「WEI」產品體系成員之一，在研發之初就被寄予了豐富的內涵 — W (wisdom) 智慧家、E (energy) 活力家、I (innovation) 創新家。我們通過入戶拜訪、調研訪談、數據報告分析等多種調研方式，應用場景化設計思路，研究不同家庭戶內生活行為，針對新生代的喜好趨向深入分析，尋找產品改善機遇點。並且通過匯總、篩選、串聯改善機遇點，最終導出「WEI家」住宅系列「1+5+N」美好生活場景。

WEI Home: As one member of Zhongliang 4.0 generation “WEI” product systems, it has been endowed with rich connotations at the beginning of research and development — W (wisdom) wisdom home, E (energy) energy home, I (innovation) innovation home. Through various research methods such as home visits, research interviews, and data report analysis, we apply scenario-based design ideas to study the indoor life behavior of different families, and conduct in-depth analysis of the preferences of the new generation to find opportunities for product improvement. And by summarizing, screening, and putting together opportunities for improvement, the “1+5+N” beautiful life scene of the “WEI Home” residential series is finally derived.

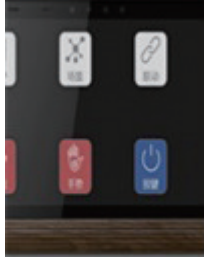
「WEI家」住宅戶型系列 “WEI Jia” Residential House Series

中梁控股選取95/110/120/130/140/170多個面積段戶型進行場景適配，以A級/B級/C級/E級/S級/S+為戶型名稱，為不同生活方式、家庭結構、消費能力的客戶群體提供全生命周期解決方案，營造新生代人群的未來美好生活。

Zhongliang Holdings selects various house types of 95/110/120/130/140/170 sq.m. for scenario adaptation, with class A / class B / class C / class E / class S / S+ as the names of the house types, providing full life cycle solutions for customer groups with different lifestyles, family structures and consumption capacities, and creating a better livelihood for the new generation.

二、品質服務

II. Quality Service



信息化

Informatization

- 中梁家庭超級大腦：與產業鏈合作共創中梁「家庭大腦」，自身兼具部分傳感器和執行器能力，可解決客廳餐廳單空間智能化，具備家庭安防、便捷控制、室內環境、智能中控四大類功能，讓科技具有生活的溫度，打造超越地產同行與智能家居行業的產品

Zhongliang Smart Home System: Cooperate with the industry chain to create Zhongliang's Home System, which is equipped with sensor modules and actuator modules, and can realize the intelligence of single space in living and dining rooms, with four categories of functions: home security, convenient control, indoor environment and intelligent central control, so that combine technology with life needs and create products that surpass those of real estate peers and the smart home industry

- 中梁數字化服務平台：針對用戶社區生活場景及社區運營所需的硬件、系統應用等設施，提供統一的平台管理與數字化服務，賦予其綜合協同的智慧能力，最終為用戶帶來智慧體驗

Zhongliang's Digital Service Platform: Provide unified platform management and digital services for users in respect of community life scenarios and facilities such as hardware and system applications required for community operation, empowering them with comprehensive and collaborative intelligence capabilities, ultimately bringing intelligent experiences to users



智能設備

Smart Equipments

- 智慧手推車：為解決社區內重物、大物搬運困難的痛點而設計的智慧電動手推車，採用簡潔大氣的工業設計，輕鬆實現電動助力

Intelligent Trolley: Designed to solve the pain point of moving heavy and large objects in the community, the smart electric trolley adopts a simple and atmospheric industrial design and easily realizes the electric assistance

- 智慧斑馬線：在地下車庫地下大堂出口處設置感應器，當有行人經過時，斑馬線亮起警示紅燈，為用戶提供安全感十足的出行體驗

Intelligent Crosswalk: Sensor modules are installed at the exit of the underground lobby, when a pedestrian passes by, the crosswalk will automatically flash with a warning red light, providing users with a safe and secure travel experience

科技產品

Technology Products

二、品質服務 II. Quality Service

我們的設計與研發獲得了諸多行業認可，部分獲獎如下：

We have received numerous industry recognitions for our design and development, some of which are as follows:

成都中梁雲璽臺

Chengdu Zhongliang Yunxitai

蒙自•中梁•拾光星圖

Mengzi Zhongliang Shiguangxingtu

成都中梁御璟台

Chengdu Zhongliang Yujingtai

雲南中梁玉溪九璋

Yunnan Zhongliang Yuxijiuzhang

赤峰恒基中梁拾光明珠

Chifeng Hengji Zhongliang

Shiguangmingzhu

襄陽中梁天樾

Xiangyang Zhongliang Tianyue

長沙中梁璽悅台

Changsha Zhongliang Xiyuetai

杭州中梁沐宸院

Hangzhou Zhongliang Muchen Mansion

中梁拾光映象

Zhongliang Shiguangyinxiang

寧波湖光天樾

Ningbo Huguang Tianyue

GBE地產設計大獎－最佳創新設計獎

GBE Real Estate Design Award — Best Innovative Design Award

2021年金居獎西部地區年度最佳預售樓盤獎

Kin Ju Awards 2021 — Annual Best Pre-sale Property (Western Region)

2021年克而瑞產品力100全國十大品質項目

Top 10 Quality Project of China by CRIC Product Strength 100 in 2021

第十二屆園冶杯專業獎銀獎

12th YuanYe Award — Silver Award (Professionals)

2021金居獎北部賽區年度最佳預售樓盤獎

Kin Ju Awards 2021 — Annual Best Pre-sale Property (Northern Region)

GHDA環球人居設計大獎地產展示區景觀設計類

Global Habitat Design Awards (Landscape Design of Real Estate Sector)

第八屆亞洲不動產獎年度大眾住宅建築設計項目優秀獎

8th Aisa Property Awards — Outstanding Mass Residential Project Design Award

IAI全球設計獎－IAI優秀獎－當代建築

IAI Design Award — IAI Excellence Award (Modern Architecture Sector)

BERLIN DESIGN AWARDS 柏林設計大獎(銀獎)

BERLIN DESIGN AWARDS — Silver Award

ADA年度亞洲設計大獎(推動產業與行業發展大獎)

Asia Design Award — Promoting Industry and Industry Development Award

2020年度中國十大美「力」住宅

2020 Top 10 Residential Property of China

第6屆REARD全球地產設計大獎－居住景觀類榮譽獎

6th REARD Global Design Award — Honorable Mention (Residential Landscape Sector)

第6屆REARD全球地產設計大獎－居住類•榮譽獎

6th REARD Global Design Award — Honorable Mention (Residential Sector)



二、品質服務 II. Quality Service

知識產權管理

中梁控股嚴格遵守《中華人民共和國商標法》《中華人民共和國專利法》等法律法規，不僅對保護自身的研發成果，也同樣尊重合作夥伴的知識產權。報告期內，我們針對無感鑰匙、智慧手推車等項目開展專利申請工作。

此外，我們於報告期內，全新修訂了商標管理制度，通過合理有效的商標管理，確保商標依法正確使用、確保商標價值的不斷增值。截至2021年12月31日，本集團共擁有140件商標。

2.2 精工質量

質量管理

中梁控股持續完善質量管理架構，報告期內，我們優化了質量管理中前台和後台分工，加強組織間的配合度，使管理思路更加清晰，制度要求更好落實，工作流程有條不紊。

Intellectual Property Rights Management

With the view to protect our R&D achievements and respect intellectual property rights of partners, Zhongliang Holdings has been in strictly compliance with *the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China* and other laws and regulations. During the Reporting Period, we have started patent applications for Digital Key and Intelligent Trolley.

In addition, we have revised a new set trademark management procedures during the Reporting Period, ensuring proper use of trademarks in accordance with the law and the continuous enhancement of trademark value through reasonable and effective trademark management. As of 31 December 2021, the Group owned a total of 140 trademarks.

2.2 REFINING CONSTRUCTION QUALITY

Quality Management

Zhongliang Holdings continues to improve its quality management structure. During the Reporting Period, we optimised the separation of responsibilities of the front and back office for quality management and strengthened the cooperation between organisations to better clarify our management ideology, implement the regulations and requirements, and work in an orderly way.

二、品質服務

II. Quality Service

前台

Front office

- 負責對接下級組織，下達工程管理相關任務指標
Responsible for matchmaking with subordinate organisations and assigning project management related targets
- 對地產關注的重點、難點項目進行工程品質、安全、工程風險等方面的監控、抽查、預警，並跟蹤整改落實情況
Monitoring, spot checking and warning of the engineering quality, safety and engineering risk of key and difficult projects concerned in real estate industry, and tracking the implementation of rectification
- 參與調查項目重大及以上質量事故、較大及以上安全事故，審核調查報告、處理方案，並提出處罰建議
Participating in the investigation of major and above quality accidents and large-scale and above safety accidents of the project, review the investigation report and handling scheme, and put forward punishment suggestions
- 對重點、難點項目提供技術支持
Providing technical support for key and difficult projects

後台

Back office

- 負責建立和完善工程管理制度體系、工程評估及考核體系、工程技術體系
Responsible for developing and improving engineering management system, assessment and evaluation system and technology system
- 編製、修訂工程相關制度、辦法、指引及對應的模板表單
Formulating and revising engineering related systems, measures, guidelines and corresponding form templates
- 建立和完善工程相關標準化流程，固化工程業務流程和管控動作
Establishing and improving engineering related standard processes, standardising engineering work flows and control actions
- 建立和完善工程管理信息化平台並實施監控
Establishing and improving the information platform of engineering management, and monitoring the platform
- 組織第三方單位進行在建項目工程過程評估和交付項目交付品質評估工作
Organising third parties to evaluate the engineering process of projects under construction and delivery quality of delivery projects
- 定期對區域集團聯盟中心／直屬區域公司進行工程全維度考核及單項考核，對考核結果進行排名公示，對落後的組織實施預警、約談、獎罰，提出人員處理建議
Conducting full-dimension and single-item engineering assessment for the regional group's alliance centers/ directly affiliated regional companies on a regular basis, publishing the rankings of evaluation results, carrying out early warning, interviews, rewards and punishments for organisations fell behind, and making recommendations for personnel management
- 參與示範區品質評比工作：組織集團層面的宣貫培訓和項目觀摩考察工作
Participating in quality evaluation of the model zone: organising publicity training and project observation and inspection at the group level

二、品質服務 II. Quality Service

中梁控股嚴格按照《中華人民共和國產品質量法》，嚴格把控項目質量。報告期內，我們制定並發佈了《品質型項目管控辦法》，旨在貫徹執行本集團發展戰略，提升品牌影響力，強化品質型項目管理動作，促進品質型項目管理標準化、規範化，保證品質型項目大區交付品質。該管控辦法明確了品質型項目定義及管控界面、權責劃分、操作流程等管控內容，作為開展品質型項目全過程管控的操作指引，為品質型項目獲取、評審、現場管理以及示範區呈現和項目交付奠定基礎。此外，我們還制定發佈了《產品品質梯隊評審辦法》，從組織層面拉出產品品質梯隊排名，明確品質梯隊品質周期及原則，固化評審小組人員以保持結果的公平公正性，並通過設立品質專項獎勵等措施激勵中梁控股項目產品力的提升，為躋身地產行業產品力第一梯隊做好充分準備。

此外，中梁控股積極參與安置房代建，將商品房的質量理念導入安置房設計建設中，通過改善社區的居住條件和生活質量，提升社區的生活品質，最大程度上惠及社區。

報告期內，為了保交付、提品質，本集團制定了一系列管理措施與相關標準手冊，包括《質量通病防治手冊》《工程創新案例集》《工程師手冊》《全景二展體驗區落地指導手冊》等，同時還修訂了工程條線的考核管理辦法和評估體系的修訂，不斷提高組織能力。我們設置了完美交付指標，具體包含交付率、客戶滿意度等維度，將質量管理成效體現在量化數據中，更加有效的對質量進行把控。

In strict compliance with the *Product Quality Law of the People's Republic of China*, Zhongliang Holdings strictly controls the quality of projects. During the Reporting Period, we formulated and issued the *Control Measures for Quality-oriented Projects* to implement the development strategies of the Group, enhance our brand reputation, strengthen the management actions for quality-oriented project, promote the standardisation of quality-oriented project management and ensure the delivery quality of regional quality-oriented projects. The Control Measures clarify the definition of quality-oriented project and the control areas, power and duties involved, operating processes and other contents. As the operating guidelines for whole-process control of quality-oriented project, it has laid the foundation of acquisition, assessment and on-site management of quality-oriented project, as well as model zone demonstration and project delivery. In addition, we also formulated and issued the *Evaluation Method of Product Quality Tiers* to rank the product quality on the organisation level, clarify the quality cycle and principle of quality tiers, and solidify the review panel to keep results fair and impartial. Moreover, we provided incentives to improve the product competitiveness of Zhongliang Holdings' projects by setting up special quality awards and other measures, thus be well-prepared to rank the top in real estate industry in respect of product competitiveness.

Besides, Zhongliang Holdings actively participated in the construction of relocation housing and incorporated the quality concept of commodity properties into the design and construction of relocation housing. We enhanced the quality of living of community through improving its living conditions and quality of life, benefiting the community to the greatest extent.

During the Reporting Period, in order to ensure the delivery and improve the quality, the Group formulated a range of management measures and relevant standards manual, including the *Manual for the Prevention of Common Quality Issues*, the *Innovative Engineering Cases*, the *Handbook for Engineers*, the *Guide Book for Panoramic Preview Experience Zone*, etc.. We also revised the Administrative Measures for the Assessment on Engineering-Related Departments and evaluation system to continuously enhance the organisational ability. We have set up the standards for perfect delivery, such as delivery rate and customer satisfaction, to quantify the quality management effectiveness and achieve more effective quality control.

二、品質服務

II. Quality Service

「交付五優」品質提升文件

Quality Improvement Document of “Delivery of Five Excellences (交付五優)”

中梁控股在2021年初發佈了「交付五優」品質提升文件，要求交付項目需對標周邊競品，摸排客戶需求，對歸家動線充分做好品質保障。在工程建設過程中，要求所有項目建立對客展示的二展體驗區，所見即所得，充分釋放產品品質。我們還發佈交付標準管理動作，通過精心策劃，精心服務，給客戶帶來良好質量體驗。報告期內，中梁控股通過多項保交付保品質措施，實現了完美交付38個批次的優秀成果，佔比交付批次22%，實現了中梁控股品牌的有效落地和傳播。

Zhongliang Holdings issued the quality improvement document of “Delivery of Five Excellences (交付五優)” in the early 2021, requiring that the delivery project needs to benchmark against surrounding competing products, sort out customer needs, and fully guarantee the quality of the commuting route. During the process of engineering construction, all projects are required to establish a dual exhibition area for customers to display “what you see is what you get”, and fully reflect product quality. We also release standardized delivery procedures through providing well-prepared planning and meticulous service, so as to bring customers a good quality experience. During the Reporting Period, by virtue of a number of measures to ensure delivery and quality, Zhongliang Holdings achieved excellent results of 38 deliveries, representing 22% of the total delivery, and realized the effective presentation and promotion of the brand of Zhongliang Holdings.

質量提升

中梁控股始終追求更高品質的產品與交付，致力於為住戶打造安心、放心的居住空間。報告期內，我們持續運用信息化手段，更高效的提升品質；新設置了督辦流程，可有效解決項目重大質量與安全問題，高效有序留痕解決問題；並且積極開展質量培訓、質量評比等活動，打造良好的品質氛圍，全方位提升集團高品質交付的品牌形象。

Quality Improvement

Zhongliang Holdings pursues higher quality products and delivery, with a commitment to building a relaxing and reassuring living space for residents. During the Reporting Period, we continued to use information technology to enhance quality more efficiently. The new supervision process can be more effective in addressing material quality and safety problems of the project, and efficiently and orderly record the solution to the problems. Furthermore, quality training, quality evaluation and other activities were carried out to foster a good quality atmosphere, so as to comprehensively improve the Group's brand image of high-quality delivery.

二、品質服務 II. Quality Service

<p>信息化提升 Informatization improvement</p>	<p>風險督辦 Risk supervisory</p>	<p>文化建設 Cultural development</p>
<ul style="list-style-type: none"> 工程類信息化進行了重大升級改善，移動工程增加進度模塊，同時與數據採集平台打通，實現一次填報，跨平台使用，無需多次填報，減輕一線工作人員的負擔之外，還提高工作效率 The informatization has been significantly upgraded and improved, and the progress module of mobile engineering has been added. Meanwhile, it has been connected with the data collection platform to realize the one-time filling and cross-platform use without multiple filling, which not only ease the burden of front-line employees, but also improves the work efficiency 新增線上巡檢小組，主要工作是通過信息化系統對各條線業務數據進行線上巡檢，通過巡檢發現問題，提出整改意見，為集團和一線賦能，助力項目管控 The new online inspection team is mainly responsible for online inspection of business data of each line through the information system, identifying problems through inspection and putting forward rectification suggestions, empowering the Group and the frontline and helping the project control 工程類第三方評估數據上線，如過程評估、安全評估、材料飛檢和交付品質評估，所有第三方評估數據評估當天錄入信息化系統，作為項目管控的重要依據，為後期統計分析，考核排名，助力管控提供有力的保障和基礎 The evaluation data of engineering cooperation manufacturers will be on-line, such as process assessment, safety assessment, unannounced inspection on materials and delivery quality assessment. All the assessment data relating to third-party assessment will be recorded in the informatization system on the same day, which will serve as an important basis for project management and control, provided as a strong guarantee and basis for statistical analysis, ranking and facilitate management and control 	<ul style="list-style-type: none"> 組織第三方對項目開展過程評估、安全文明專項評估，第三方按照控股集團提供的督辦清單，對符合督辦條線的項目下發督辦單，並反饋至集團 The third party process assessment and safety and civilization project assessment will be carried out, and the third party will issue the supervision order to the project that meets the supervision line in accordance with the supervision list provided by the holding group, and send feedback to the Group 收到第三方反饋的督辦單及對應質量安全問題相關描述與照片後進行核實與判定，若滿足督辦卡位標準，則簽字確認，由集團通過線上督辦系統，下發至各級組織直至項目負責人 Verification and judgment will be made after receiving the feedback supervision order from the third party and the relevant description and photos of the corresponding quality and safety problems. If the supervision fulfil the standard, the Group will sign for confirmation and dispatch it to the organisations at all levels until the person in charge of project through the online supervision system 各級組織及項目收到督辦單後，在規定時間內整改完畢，並將相關整改報告及材料上傳至督辦系統，申請督辦單關單 Organisations and projects at all levels shall complete the rectification within the specified period after receiving the supervision order, and upload the relevant rectification report and materials to the supervision system, and apply for the closure of supervision 收到關單申請後審核相關材料是否滿足關單要求，若符合則同意關單，不符合則退回重新整改直至符合關單要求 Review whether relevant materials meet the closure of supervision requirements after receiving the closure of supervision application. If they meet the requirements, we will agree with the closure of supervision. If they do not meet the requirements, they will be returned for rectification until they meet the requirements 	<ul style="list-style-type: none"> 報告期內，本集團全方位制定工程品質提升「鍛造計劃」，其中一大重點在於傳承工匠精神，培育工程師文化，強化一線工程師質量意識，持續打造中梁控股地產品質工程 During the Reporting Period, the Group comprehensively formulated the “Forging Plan (鍛造計劃)” for the improvement of engineering quality, which focuses on inheriting the craftsman spirit, cultivating the engineer culture, strengthening the quality awareness of front-line engineers, and continuously creating the quality project of Zhongliang Holdings 2021年4月，中梁控股首屆工程師文化節在上海重磅啟幕，以一個屬於工程體系自己的節日致敬每一位默默付出的「梁匠」。通過持續開展針對工程師的高質量活動，包括「工程師論壇」「工地開放日」「技能大比武」「最美工程師」評選等，向每一位工程師致以崇高的敬意，樹立榜樣榜樣，讓工匠精神成為工程體系的內核支柱 In April 2021, the first Engineer Culture Festival of Zhongliang Holdings has been held in Shanghai to pay tribute to every “Zhongliang Holdings Engineer” behind with a festival of their own. Through the continuous development of high-quality activities for engineers, including “Engineer Forum”, “Construction Site Visit Day”, “Skill Competition”, “The Best Engineer” campaign, etc., we show our high respect to every engineer, aiming to set an example, and let the spirit of craftsman become the core pillar of the engineering system

二、品質服務

II. Quality Service

品質類項目

Quality-oriented Projects

蕪湖中梁旭輝鉅悅濱江項目

Wuhu Zhongliang Xuhui Boyue Riverside Project

該項目獲得2021年美國Muse繆斯設計金獎、16屆金盤獎總評選年度最佳售樓空間獎、法國巴黎設計大獎DNA Paris Design Awards榮譽獎、GHDA環球人居設計大獎(2020-2021)等國內外數項大獎，業界一致好評，二階段實景展示區的開放更是得到業主和政府的高度評價。

The Project has won a number of domestic and international awards, including the Gold Prize at U.S.Muse Design Awards 2021, the Best Sales Space of the Year Award at the 16th Kinpan Awards, the Honorable Mention at the DNA Paris Design Awards, and the Grand Prize at the Global Habitat Design Awards (2020-2021), and thus has been well recognised by the industry. The opening of the second phase of the showcase has been highly praised by the owners and the government.

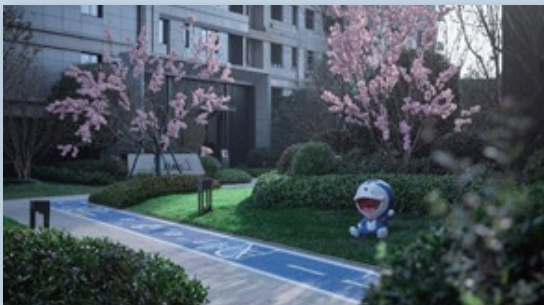


洛陽中梁百悅府項目

Luoyang Zhongliang Baiyue Mansion Project

該項目展示至今榮獲國內外多項大獎，具體包括第十六屆金盤網最佳空間獎，第十六屆金盤獎河南賽區最佳預售樓盤獎，2021 PIO環球地產設計標桿獎，第十二屆園冶杯地產團林示範區類銅獎，2020-2021年度國際環藝創新設計作品大賽華鼎獎，2021環球建築設計倫敦地產大獎，2021北美PI設計大獎。

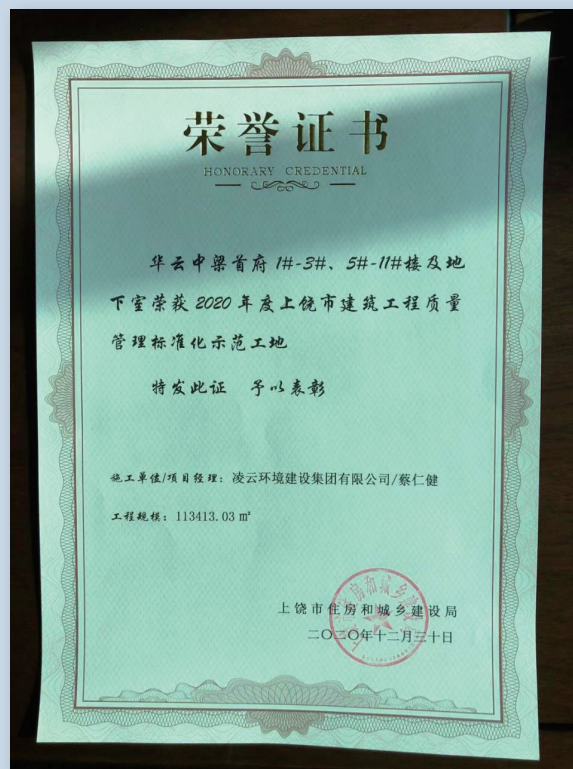
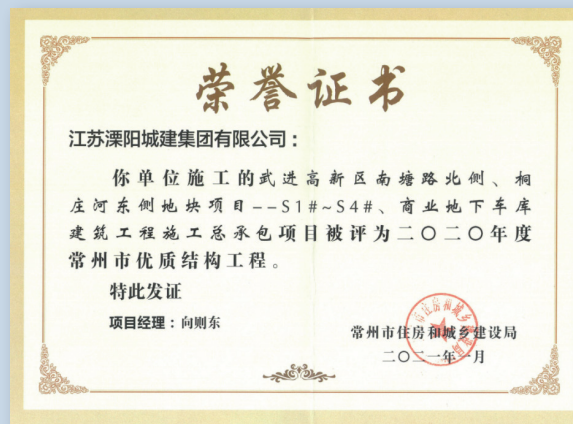
The Project has won a number of domestic and international awards since its presentation, particularly including the Best Space at the 16th Kinpan Awards, the Best Pre-sale Property at the 16th Kinpan Awards in Henan, the Benchmark Prize at 2021 PIO Global Real Estate Design Awards, the Bronze Prize of the 12th Yuanye Cup for the Real Estate and Gardening Demonstration Area, the Huading Award at the 2020-2021 International Design Competition for Environmental Innovation, the Grand Prize at the 2021 Global Architectural Design for London Real Estate, and the Grand Prize at the 2021 PI Design Awards in North America.



二、品質服務 II. Quality Service

此外，本集團在全國範圍內的项目榮獲了諸多質量相關的認可與嘉獎，例如：常州百悅城項目獲得「2020年度常州市優質結構工程」，玉山華雲中梁首府獲得「上饒市建築工程質量標準化示範工地」。

In addition, the Group's projects nationwide received numerous recognitions and awards in terms of quality, such as the "2020 Changzhou Quality Structural Project" for the Changzhou Baiyue City Project and the "Shangrao Construction Project-Quality Standardisation Demonstration Site" for the Yushan Huayun Zhongliang Masion.



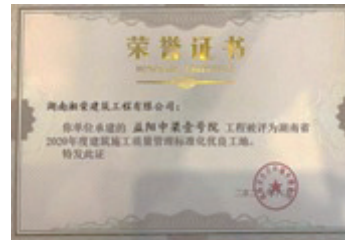
二、品質服務 II. Quality Service

報告期內，我們對於質量的追求，也受到外界一致好評，獲得的部分獎項如下：

During the Reporting Period, our pursuit of quality was also well recognised by other sectors, with some of the awards as follows:

湖南省2020年度建築施工質量管理「年度項目考評優良工地」

“Annual Project Appraisal Excellent Site” for Hunan Construction Quality Control in 2020



施工質量管理標準化「年度項目考評優良工地」

“Annual Project Appraisal Excellent Site” for Construction Quality Control Standardisation



2020年度內蒙古自治區建築工程優質結構獎

Inner Mongolia Construction Quality Structure Award 2020



江西省優良工程獎

Jiangxi Excellent Engineering Award



河南省建築工地質量標準化示範工地

Henan Construction Site — Quality Standardisation Demonstration Site



二、品質服務 II. Quality Service

2.3 合規宣傳

中梁控股基於《營銷合法合規管理辦法》、《項目銷售宣傳物料製作管理操作指引》以及《銷售現場展示及公示作業指引》等制度文件，構建多渠道的宣傳營銷活動，與消費者形成多個營銷觸點，並採取一系列措施管理營銷過程中的合規性，保障消費者合法權益。

本集團結合各節日節點(元宵節、清明小長假、五一、618、818、十一黃金周、雙十一、雙十二、元旦等)，統一組織營銷推廣活動，整合資源，形成宣傳合力，提升品牌知名度及營銷去化速度。

2.3 COMPLIANCE PROMOTION

Based on the “Measures on the Administration of Legal Compliance in Marketing”, “Operational Guidelines on the Production of Project Sales Promotion Materials”, “Operational Guidelines on Sales Site Display and Publicity” and other regulations, Zhongliang Holdings has established multiple channels of promotional and marketing activities, formed multiple marketing interaction points with consumers, and taken a series of measures to manage compliance in the marketing process to protect the legal rights of consumers.

The Group organises marketing and promotional activities in conjunction with various festivals (Lantern Festival, Ching Ming Holiday, May Day, 618, 818, National Day Golden Week, Double 11, Double 12, New Year’s Day, etc.) to consolidate resources and form a promotional synergy to enhance brand awareness and accelerate the speed of marketing and sales.



二、品質服務 II. Quality Service

品牌活動—「品質耕心美好」

Branding campaign — “A Quality Brand with A Better Future”

2021年3月，中梁控股正式發佈年度品牌主張「品質耕心美好」。通過全新品牌主張，本集團希望呼應時代風向，追求人與城市、與自然以及人與人之間的共生共融關係，並通過對產品品質、品牌溫度的全新理解，為中國家庭打造美好生活的新樣本。除此之外，我們還將通過開展品質「鍛造行動」，築造「梁匠工程」，從組織能力建設、專項提升行動、建造技術體系、優品標桿計劃、客戶價值傳遞等方面著力打造，同時通過供方能力提升、第三方飛檢、工程信息化管理等手段保證品質提升落地，從好房子到好生活，以穩定、可靠的品質保障，呈現超越期待的生活享受。

In March 2021, Zhongliang Holdings formally announced its annual brand vision — “A Quality Brand with A Better Future”. With the new branding vision, the Group hopes to echo the trend of the times and pursue a symbiotic relationship between people and cities, people and nature, and between people. Moreover, leveraging by a new understanding of product quality and brand awareness, the Group are creating a new model of good living for Chinese families. In addition, we will also take “forging measures” to build a quality “Liangjiang Project”, by means of organisational capacity building, specialised improvement action, construction technology system, quality benchmark project, customer value transmission and other aspects. At the same time, we ensure the quality improvement by means of supplier capacity enhancement, collaborative factory inspection without notice and engineering information management, so as to present a life enjoyment beyond expectation with stable and reliable quality assurance from good house to good life.



二、品質服務 II. Quality Service

中梁控股堅持負責任營銷，我們謹遵《中華人民共和國消費者權益保護法》等法律法規，通過文檔管理、自查自糾、風險管控、內外審核、神秘客戶等方式，確保對外宣傳信息的準確性、合法性、真實性，避免任何虛假、誤導、欺詐等不合規營銷，引導消費者做出理智的消費決策。

Zhongliang Holdings insists on responsible marketing while complying with the *Law of the People's Republic of China on the Protection of Consumers' Rights and Interests* and other laws and regulations, and ensures the accuracy, legality and truthfulness of our external publicity through document management, self-examination and correction, risk control, internal and external audits and mystery customers, so as to avoid any false, misleading or fraudulent marketing and to guide consumers to make sensible consumer decisions.

文檔管理

Document management

- 為了規範化管理、過程留痕、便於風險排查，我們開展商品房買賣合同檔案管理
Management of commercial property sales contract files is managed by standards and with traceability to facilitate risk identifying
- 基於「統一領導+網格化管理」，各區域推進監督，各事業部聯合案場進行檢查、管理
Based on “unified leadership + grid management”, each region promotes supervision, and each business department conducts inspection and management in conjunction with the on-site sales office

自查自糾

Self-examination and correction

- 開展營銷合同及銷售輸出自查自糾工作，對內檢查相關合同的交付時間、交付標準及合同圖紙、合同模板、合同填充內容、產權辦證等信息是否準確，同時銷講及銷售現場公示是否符合要求
Carrying out self-examination and correction for marketing contracts and outputs in sales, and internally checking whether the delivery time, delivery standards and contract drawings, contract templates, contract contents, property rights certificates and other relevant information accurate, and whether the sales presentation and sales site publicity meet the requirements

風險管控

Risk control

- 明確付款風險提示及人臉風控提示，並向客戶展示，確保客戶付款安全
Setting up clear warnings for payment risk and facial recognition-related risk control, and showing them to customers to ensure customer payment security
- 有效降低人臉風控被投訴的風險
Effectively reducing the potential complaints against facial recognition-related risk control

二、品質服務

II. Quality Service

內外審核

Internal and external audits

- 持續開展營銷合法合規宣傳工作，並通過線下抽檢、線上核查等手段，持續核查「營銷十大紅線」「營銷宣傳十六禁」「營銷十大禁止說辭」等營銷工作
Carrying out legal marketing activities continuously, and examining such activities irregularly to determine if there were any non-compliances of rules, such as “Ten Red Lines of Marketing”, “Sixteen Prohibitions in Marketing and Publicity”, and “Ten Prohibited Speeches in Marketing” through offline sampling inspection, online inspection and other means

神秘客戶

Mystery customers

- 每月通過第三方機構進行神秘客戶檢查，包括示範區評審、物業服務、銷售全流程、風險防範等四項綜合評估
Conduct mystery customer inspections through third-party agencies monthly, involving comprehensive evaluation in four aspects, namely demonstration area review, property services, the whole sales process, and risk prevention

反腐倡廉

Anti-corruption

- 持續開展營銷反腐行動，審計監察部進行審計宣貫
Carrying out anti-corruption activities in marketing on an on-going basis, and conducting audit publicity and implementation by audit and supervision department
- 下發並要求所有營銷人員簽署「廉潔協議」及營銷人員合法合規告知書
Issue the *Integrity Agreement* and the *Notification on Legal Compliance for Sales Staff*, and require all sales staff to sign

2.4 客戶至上

客戶服務

「服務創造價值，讓四季心情綻放」是中梁控股一直以來堅持的企業使命，恪守「安心、信任、尊重、共榮」的服務理念，也是我們長期踐行的諾言。本集團已制定《銷售前客戶風險檢查作業指引》《客戶投訴處理實施作業指引》等管理流程，對客戶服務的要求和客戶需求的管理作出了規範。

2.4 CUSTOMER-ORIENTED

Customer Service

Zhongliang Holdings adheres to the enterprise mission of “Service Creates Values, For A Better Life” and abides by the service concept of “relief, trust, respect and co-prosperity”, which also serves to be our long-standing promise. The Group has formulated the *Guidelines for Presale Customer Risk Checking Guide*, *Guidelines for Customer Complaint Handling* and other management processes to regulate customer service and to meet their needs.

二、品質服務 II. Quality Service

此外，我們設立了總部客戶關係管理(Customer Relationship Management, CRM)協調督導組，提高客戶溝通時效性，有效解決了原先客服熱線人員配置不均衡，服務質量不一致的問題。自CRM協調督導組正式上線運營以來，本集團整體接通率達90%以上，客戶訴求相應效率得到明顯提升。

為了規範項目保修管理工作的內容、標準和流程，及時有效的處理客戶報修和投訴，持續提升客戶維保服務體驗，我們在報告期內發佈《中梁地產房修業務作業指引》，進一步明確各級組織職責分工、各階段房修業務推進要求，推進房修體系落地。

在面對客戶投訴時，為了全面提升客訴處理效率，報告期內本集團啟動了超期客訴升級督辦，將客訴處理等級分為A、B、C、D四檔，明確各等級的處理及督辦責任人，根據未閉合客訴超期時長(未能在建議處理周期解決事項)不斷升級處理及督辦等級，以推進長期未解決客訴問題閉合，施行以來超期客訴量連續下降。報告期內，中梁控股共接收投訴總量43,500件，其中服務類投訴量25,439件、產品類投訴量18,061件，累計投訴關閉率97%，較2020年提升9%，投訴處理逾期率較2020年下降24%。

In addition, we have set up a Customer Relationship Management (CRM) coordination and supervision team at our headquarters to improve the timeliness of customer communication, which effectively solved the problems of uneven staffing and unstable service quality of the original customer service hotline. Since the CRM coordination and supervision team was officially on post to perform their duties, over 90% of requirements for communication can be received, leading to significant improvement in satisfaction of customer demands.

In order to manage the content, standards and processes of project maintenance, handle customers' repair requirements and complaints in a timely and effective manner, and continuously improve customers' experience, we issued the *Operation Guidelines for Zhongliang Real Estate Maintenance and Repair Practice* during the Reporting Period to further clarify the responsibilities of different departments and the requirements for the advance of repair business at various stages to promote the implementation of the house repair system.

In terms of customer complaints, the Group initiated the enhanced supervision for prolonged customer complaints during the Reporting Period to improve the overall handling efficiency of customer complaints, pursuant to which, customer complaints are classified into four levels, namely A, B, C and D, and the responsible persons for each level are specified. The prolonged customer complaints shall be handled and supervised with corresponding level upgraded according to its length of overdue (time beyond recommended period for handling), so as to promote the resolution of long-standing unresolved customer complaints, resulting in the continuous decrease in number of overdue customer complaints since its implementation. During the Reporting Period, Zhongliang Holdings received a total of 43,500 complaints, including 25,439 service complaints and 18,061 product complaints, with a settled rate of cumulative complaints of 97%, up 9% from 2020, and a decrease of 24% in the overdue handling rate of complaints compared to 2020.

二、品質服務 II. Quality Service

我們每年面向用戶開展滿意度調查，報告期內，共調研本集團操盤的住宅項目業主共16,810戶（包含準業主、磨合期業主、穩定期業主），採用月度滾動節點式的調查方法，按照三級指標體系，覆蓋十個業務維度。報告期內的調研結果顯示，較上一報告期，準業主滿意度基本持平，磨合期、穩定期業主分別進步了約13%和38%。

We conduct satisfaction surveys among users every year. During the Reporting Period, a total of 16,810 owners of residential projects operated by the Group (including prospective owners, transitional owners and stable owners) were surveyed by using a monthly rolling nodal survey method, which covers ten business dimensions according to a three-tier indicator system. The results of the survey during the Reporting Period showed that the satisfaction level of prospective owners remained basically even, while that of transitional owners and stable owners improved by approximately 13% and 38% respectively as compared with the previous reporting period.

一級指標 Tier 1 Indicators	二級指標 Tier 2 Indicators	三級指標 Tier 3 Indicators
<ul style="list-style-type: none"> 總體滿意度、再購意向、推薦意向 <p>Overall satisfaction, intention to repurchase and intention to recommend</p>	<ul style="list-style-type: none"> 銷售服務、約後溝通和服務、交付組織和服務、房屋質量、維修服務、房屋設計、小區園林綠化、小區整體規劃和公區設施、物業服務、投訴處理 <p>Sales services, post-contract communication and services, delivery organisation and services, housing quality, maintenance services, housing design, community landscaping, overall community planning and common area facilities, property services and complaint handling</p>	<ul style="list-style-type: none"> 銷售服務流程、銷售人員表現、按揭貸款 <p>Sales service process, salesperson performance, mortgage lending</p>

客戶滿意度調研維度
Customer satisfaction survey dimension

二、品質服務 II. Quality Service

我們還將客戶滿意度與高管個人激勵掛鉤，並且客戶、營銷、工程等相關部門也將客戶滿意度指標納入條線績效評價中。

We also link customer satisfaction to personal incentives of our senior management members. Besides, customer, marketing, engineering and other related departments has incorporated customer satisfaction metrics into performance evaluations on business lines.



隱私保護

依據《個人信息保護法》等法律法規，中梁控股已發佈了《客戶信息安全管理制度》，規範客戶信息採集、使用、處理流程、訪問權限，以及承載客戶信息的環境，降低客戶信息被違法使用和傳播的風險，明確了客戶信息涵蓋範圍、等級、應用及管理原則、各級組織客戶信息管理的職責和權限，並對客戶信息收集與應用、系統賬號授權及系統平台的技術管理提出了要求。

Privacy Protection

Pursuant to the *Personal Information Protection Law* and other laws and regulations, Zhongliang Holdings has issued the *Customer Information Security Management System* to regulate the collection, use, processing flow and access permissions of customer information, and the environment in which customer information is held, so as to reduce the risk of illegal use and dissemination of customer information. The system has clarified the scope, level, application and management principles of customer information, and the responsibilities and permissions of organisations at all levels in customer information management, as well as set out requirements on the collection and application of customer information, the authorisation of system accounts and the technical management of the system platform.

二、品質服務 II. Quality Service

基於制度要求，我們在日常工作中，所有客戶信息在售樓系統內(除接待置業顧問以外)，均為隱號體現，須審批至總部申請全號導出。此外，負責數據的員工，也必須通過專項流程申請相應售樓系統權限，才能夠知曉部分信息。

Based on the requirements of the system, in our daily work, all customer information is showed with hidden account numbers in the property sales system unless when serving property consultants and the complete account numbers will be showed with the approval of the headquarters after application. In addition, employees who are responsible for information must also apply for the appropriate licence of the property sales system through a special process in order to access some of the information.

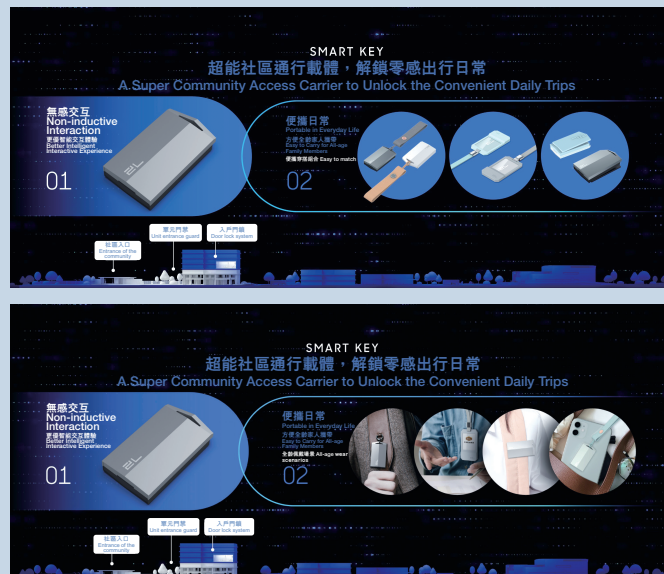
無接觸式信息保護 Contactless information protection

本集團開發的無感鑰匙系統，採用鑰匙與房間號匹配的信息處理手段，無需採集任何用戶自身的數據信息即可通過物理方式遠程開門，並且信息有定製開發的數據後台存儲，極大的提高了用戶的隱私安全性。

The digital key system developed by the Group adopts information processing means through which keys and room numbers can be matched so that doors can be opened remotely by physical means without collecting any of the users' own data information. Meanwhile, the information is stored in a custom-developed data backend, greatly enhancing the privacy security of users.

智慧手推車基於無感鑰匙的開啟手段，保證不額外交觸客戶的其他信息，避免造成信息泄漏。鑰匙通行的後台數據庫為定製開發的本地數據庫，數據限定在集團內部，在數據庫安全性上通過防火牆等多種有效的措施保證數據不被外界攻擊和泄密。

The intelligent trolley is based on the unlocking means of the digital key, which ensures that no additional information of customers is accessed and avoids leakage of information. The key-passed backend database is a custom-developed local database, which is maintained only inside the Group. In terms of database security, it is protected from external attacks and leaks through various effective measures such as firewalls.



三、低碳綠色

III. Low Carbon and Green

「文化、舒適、健康、綠色、科技」是中梁控股秉持的管理理念，我們積極踐行綠色理念，打造綠色地產品牌，並通過可持續發展環境指標塑造公司新的核心競爭力。本集團於報告期內，制定了綠色建築、溫室氣體排放等方面的目標，持續發力綠色建築，引領健康品質生活，並致力於減少辦公營運過程中的資源耗用，同時倡導合作夥伴共同推動綠色發展。

As “culture, comfort, health, green, science and technology” together serve as the management concepts of Zhongliang Holdings, we actively practice green concepts, build a green property brand and shape our new core competitiveness through sustainable development environmental indicators. During the Reporting Period, the Group set goals for green buildings and greenhouse gas emissions to continuously promote green buildings and lead a healthy and quality life. It is committed to reducing resource consumption in the office and during the operations while advocating and guiding our partners to jointly promote green development.

對集團開發的項目進行國內外綠色建築標準對標及認證，逐年提高新建建築項目中綠色建築二星及以上的認證比例並盡可能優先考慮獲得綠色建築國際認證。至2023年，新建建築項目**90%**達到國家《綠色建築評價標準》一星或以上標準

To comply with and obtain certification of domestic and international green building standards for projects developed by the Group, increase the proportion of new construction projects with two-star or above green building certification year by year and give priority to obtaining international green building certification where possible. By 2023, **90%** of new construction projects will attain 1-star or above level of the national Evaluation Standard for Green Building

定期對公司的環保表現和實踐進行評估和檢討，並推動持續的改進優化，**逐年減少**單位碳排放強度
To regularly assess and review the Company's environmental performance and practices, and spur continuous improvement and optimisation to **reduce** carbon emission intensity per unit **year by year**

嚴格執行國家和地方政策中對節能減排、降低建築能耗與溫室氣體排放的要求，擴大推行項目土建裝修一體化設計，從而避免了裝修單獨設計時對已有建築材料造成浪費，最大限度地**減少對環境及天然資源的影響**

To strictly implement requirements of national and local policies on energy saving and emission reduction and reducing building energy consumption and greenhouse gas emissions, and promote the integrated design of the projects' civil construction and decoration, whereby avoiding waste of existing building materials when the decoration is designed separately and **minimising the impact on the environment and natural resources**

定期對集團的水資源與廢棄物表現和實踐進行評估和檢討，並推動**持續的改進優化**

To regularly evaluate and review the Group's water and waste performance and practices, and to promote **continuous improvement and optimization**

中梁控股環境目標／承諾
Environmental Goals/Commitments of Zhongliang Holdings

三、低碳綠色

III. Low Carbon and Green

3.1 綠色建築

中梁控股積極推進綠色建築與可持續設計，嚴格參照《綠色建築評價標準》GB/T 50378-2019，通過資源循環利用、合理佈局供能設備、合理運用能源等方式，盡最大努力減少對環境造成污染的材料，塑造建築綠色性能，打造人與自然和諧共生的高質量綠色建築，不斷推出綠色建築典範。

3.1 GREEN BUILDING

Zhongliang Holdings actively promotes green building and sustainable design, strictly referring to the *Assessment Standard for Green Building* (《綠色建築評價標準》) GB/T 50378-2019, tries its best to cut down on environmentally polluting materials and shapes environmental-friendly performance of buildings through resource recycling, rational layout of energy supply equipment and rational use of energy, in order to build high-quality green buildings in which human and nature coexist harmoniously, and constantly launch green building models.

節材與綠色建材 Material saving and green building materials

- 室內空氣中的氨、甲醛、苯、總揮發性有機物、氡等污染物濃度應符合現行國家標準《室內空氣質量標準》GB/T 18883的有關規定
The concentrations of ammonia, formaldehyde, benzene, total volatile organic compounds, radon and other pollutants in indoor air shall comply with the relevant provisions of the current national standard Indoor Air Quality Standard (《室內空氣質量標準》) GB/T 18883
- 選用的裝飾裝修材料滿足國家現行綠色產品評價標準中對有害物質限量的要求
The selected decoration materials meet the requirements of the current national green product assessment standards on the limit of harmful substances

節能與能源利用 Energy saving and energy use

- 在地庫設計中，利用車庫坡道、半地下通風窗等室外的風壓作用和室內熱壓作用形成自然通風，有效降低建築能耗，改善室內空氣品質，提高室內人員舒適度
In the basement design, use the wind pressure from outdoor such as garage rampways, semi-underground ventilators to form natural ventilation with indoor thermal pressure, effectively reduce energy consumption in buildings, improve indoor air quality, and increase comfort of indoor personnel
- 合理佈局配電房、風機房、水泵房，採用變頻調節控制技術
Reasonable layout of power distribution room, fan room and pump room, and adoption of variable frequency adjustment and control technology

節水與水資源利用 Water saving and water resource use

- 建築平均日用水量滿足現行國家標準《民用建築節水設計標準》GB 50555中節水用水定額的要求
The average daily water consumption of the building meets the requirements of water saving quotas in the current national standard Standard for Water Saving Design in Civil Building (《民用建築節水設計標準》) GB 50555
- 收集建築屋面雨水、路面雨水等處理後作為綠化澆灌多種用途的非飲用水，同時通過地面滲透，回灌補充地下水源
Collect rainwater from the roof of buildings and the road and process it as non-potable water for greening, irrigation and other use, while recharging through ground infiltration to supplement groundwater sources

報告期內，本集團新增綠建項目62個，佔本年新拿地地塊的73%。截至報告期末，累計共有超350個項目為綠色建築(包含綠色建築認證或評級)，累計開發綠色建築總面積超過5,000萬平方米。

During the Reporting Period, the Group added 62 new green building projects, accounting for 73% of the new land parcels acquired during the year. As of the end of Reporting Period, a total of more than 350 projects were green buildings (including green building certification or rating), with a total accumulated developed gross floor area of more than 50 million square meters.

三、低碳綠色 III. Low Carbon and Green

江陰瑞新花苑 Jiangyin Ruixin Garden

江陰瑞新花苑結合項目所在地的氣候、資源及環境特點，按照因地制宜的原則，合理規劃建築佈局，經日照模擬，滿足日照標準的相關要求。本項目的居建節能達到65%，獲二星綠色建築設計標識證書。

Taking local conditions into consideration, the building layout of Jiangyin Ruixin Garden is planned rationally based on the climate, resources and environmental characteristics of the project location. According to the sunshine simulation, it meets the relevant requirements of the sunshine standard. This project obtained the Two-Star Certificate of Green Building Design Label with a residential building energy saving rate of 65%.



宿遷瓊華佳苑 Suqian Qionghua Jiayuan

瓊華佳苑項目結合當地資源環境，合理規劃建築布置，利用綠色環保材料，推廣太陽能使用，建築節能效果符合綠建二星的要求，獲得了綠建二星的證書。

The building layout of Suqian Qionghua Jiayuan is planned rationally based on the local resources and environment. By using green environmental-friendly materials and promoting solar energy applications, this project obtained the Two-Star Certificate of Green Building as its building energy-saving performance met the requirements.



三、低碳綠色

III. Low Carbon and Green

3.2 低碳發展

管治

在氣候變化治理方面，中梁控股由董事會負責審計氣候變化相關風險及重要性，監督、檢討氣候變化相關政策、管理、表現及相關目標進度，確保將氣候變化相關事宜納入公司風險管控與戰略方向制定中。

管理與策略

氣候變化會對人類健康以及全球經濟發展帶來諸多負面影響，但也會為企業帶來潛在的商業機遇。為了準確識別氣候變化對中梁控股的影響，從而更全面地部署風險應對方案與識別商業機遇，本集團參照氣候相關財務信息披露工作組(TCFD)的披露方法與建議，對政府規劃、政策和極端天氣事件的歷史記錄進行資料搜索與查閱，以確定與氣候相關的關鍵議題。報告期內，我們選定了溫州、杭州、寧波、金華四個主要運營地，進行對於中梁控股運營潛在影響的評估。

3.2 LOW-CARBON DEVELOPMENT

Governance

In terms of climate change governance, the Board of Zhongliang Holdings is responsible for auditing climate change related risks and significance, monitoring and reviewing climate change related policies, management, performance and progress of related objectives, and ensuring that climate change related matters are incorporated into the company's risk management and strategic direction formulation.

Management and Strategy

Climate change will have many negative impacts on human health and global economic development, but it will also bring potential business opportunities for companies. In order to accurately identify the impact of climate change on Zhongliang Holdings, so as to more comprehensively deploy risk response plans and identify business opportunities, the Group conducted information search and review of government plans, policies and historical records of extreme weather events with reference to the disclosure methods and recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in order to identify key climate-related issues. During the Reporting Period, we selected four major operating locations, namely Wenzhou, Hangzhou, Ningbo and Jinhua, to conduct an assessment of the potential impact on the operations of Zhongliang Holdings.

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中梁控股氣候變化風險與應對措施

Climate change risks and countermeasures of Zhongliang Holdings

風險類型 Risk type	風險參數 Risk parameter	應對舉措 Countermeasures
轉型風險 Transition risks	政策和法律 Policies and laws 溫室氣體排放定價升高 Higher price of greenhouse gas emissions 強化排放量報告義務及合規要求 Strengthened reporting obligations and compliance requirements of emissions 產品監管要求及標準變化 Changes in regulatory requirements and standards of products	<ul style="list-style-type: none"> 及時了解和遵守相關監管法律法規 Promptly understand and observe relevant regulatory laws and regulations 在產品開發及項目管理的過程中將環保因素納入考量 Take environmental factors into consideration during product development and project management 持續關注綠色建築的發展與標準 Continuously focus on the development and standards of green buildings
	技術 Technology 以低排放選擇替代現有產品和服務 Replacement of existing products and services with low-emission alternatives 採用低排科技及建築材料 Adoption of low-emission technology and construction materials	<ul style="list-style-type: none"> 持續關注並參與政府對綠色建築的扶持項目 Continuously pay attention to and participate in government support projects for green buildings
	市場 Market 消費者對綠色產品的青睞 Preference of consumers on green products 市場信號不確定 Uncertain market signals 原材料成本上漲 Rise in cost of raw materials	<ul style="list-style-type: none"> 持續將節能減排理念納入產品設計及研發的過程中 Continuously incorporate the concept of energy saving and emission reduction into the process of product design and R&D 逐步增加對綠色建築的研發投入 Gradually increase investment in the R&D of green buildings 分析原材料價格變化趨勢，通過與供應商交流及資源整合，有效管理採購成本上漲風險 Analyze the trend of raw material prices, and effectively manage the risk of rising procurement costs through negotiation with suppliers and resource integration

三、低碳綠色

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風險類型 Risk type	風險參數 Risk parameter	應對舉措 Countermeasures
聲譽 Reputation	利益相關方對其負面反饋日益關切 Increasing concern of stakeholders on the negative feedback	<ul style="list-style-type: none"> 加強關注可持續發展及氣候變化相關披露要求，在確保合規的同時，優化企業社會責任對外傳播渠道 Pay more attention to relevant disclosure requirements of sustainable development and climate changes, and optimize external dissemination channel of corporate social responsibilities while ensuring compliance 持續關注並參與認可度高或適用性強的國際和國內綠色環保活動，提升行業競爭力 Continuously pay attention to and participate in the domestic and international environmental protection activities with high recognition or strong applicability for enhancement of the industrial competitiveness
實體風險 Entity risks	<p>急性 Acute</p> <p>颱風、洪水、極熱等極端天氣事件 Extreme climate events such typhoons, floods and extreme heat</p> <p>慢性 Chronic</p> <p>降雨量變化和天氣模式極端波動、平均氣溫上升、海平面上升等 Change in rainfall and extreme fluctuation of weather model, rise in average temperature, sea level rise, etc.</p>	<ul style="list-style-type: none"> 對降雨量變化和極端天氣進行常規監測 Routine monitoring on change in rainfall and extreme weather 制定應急預案以應對突發天氣事件對施工的影響 Formulation of emergency plan in response to impacts of emergency weather events on construction 對慢性氣候風險進行前瞻性風險識別及評估，並納入產品設計的考量因素 Forward-looking risk identification and evaluation of chronic climate risks, which shall be included in the consideration of products design

此外，我們還識別了資源效率、能源來源、產品和服務、市場、適應力等五個維度的機遇，本集團將會持續通過技術創新、可再生能源利用、綠色金融、強化供應鏈管理等方式，持續探索降低氣候變化風險的道路。報告期內，中梁控股在應對氣候變化方面已有完善的應對機制與措施，例如在夏季高溫、颱風季節、冬季施工等天氣不利於項目施工時，中梁控股均會發佈相關管理要求，要求項目做好不利天氣的應對。我們發佈了《關於做好地產集團2021年夏季「五防」安全工作的通知》、颱風預警信息、特大暴雨信息等，並要求做好防汛防颱風工作。

In addition, we have also identified the opportunities in five dimensions including resource efficiency, energy source, products and services, market and adaptability. The Group will continue to explore the path to mitigate climate change related risks through technological innovation, utilization of renewable energy, green finance and intensified management of supply chain. During the Reporting Period, Zhongliang Holdings had formulated a complete response mechanism and relevant measures in response to climate change. For instance, it put forward relevant management requirements in response to the adverse weather where the project construction is affected by high temperature in summer, typhoon or extreme coldness in winter. We released the *Notification on the "Five Preventions" of the Real Estate Group in Summer in 2021*, the typhoon early warning and extraordinary rainstorm information, and required the preventive work for flood and typhoon.

三、低碳綠色 III. Low Carbon and Green

節能減碳

我們不斷加強集團自身辦公運營過程中的能源管理，採取減少集團公車和優化差旅等措施，有效實現節能減排。同時，中梁控股積極倡導綠色辦公，報告期內，開展視頻會議次數達到58,426次。

Energy conservation and carbon reduction

We constantly strengthened the energy management during the office and operation process, and effectively realized energy conservation and emission reduction by reducing the number of buses and optimizing business trips. Meanwhile, Zhongliang Holdings actively advocated green office. During the Reporting Period, we held 58,426 video conferences.

用車管理 Vehicle management

報告期內，全集團機動車輛從原有的163輛，處理剩餘123輛。車輛管理制度明確規定各大區車輛配合數量及取消下屬事業部車輛配置。During the Reporting Period, the Group reduced the motor vehicles from 163 to 123. The number of vehicles for each major region was explicitly stipulated in the vehicle management system, and vehicle allocation for subordinate business divisions was cancelled.

車輛使用做台賬，確保用車過程不走彎路，不繞路。
Records of vehicle usage shall be made to prevent detours during the usage.

車輛費用包幹制從原有人民幣7萬元/年/輛（含保險、維修）降低至人民幣5萬元/輛。從而降低車輛使用降低碳排放。
Lump-sum vehicle expenses were reduced from RMB70,000/year/vehicle (including insurance and maintenance) to RMB50,000/vehicle, in order to reduce the carbon emissions.

差旅管理 Business trip management

報告期內修訂了出差管理辦法，明確規定了年度出差人均標準。

Management methods for business trips were revised during the Reporting Period, explicitly stipulating the average annual standards of business trips.

要求人員出差需擇優選擇公共交通工具，同行人員未達3人，不允許租車，以及每月外出租賃車輛每月累計不得超過5天。

Personnel on business trips were required to choose the most economical public transportation. Car rental was forbidden for no more than three persons travelling together, and the car rental period shall not exceed five days per month.

建設施工過程中的能源消耗與碳排放，雖然不屬本集團的能源管理範疇，但是我們仍然要求承包商樹立環保意識，減少建設過程中的能源耗用，攜手施工單位，共同打造綠色產業鏈條。本集團按照《綠色建造技術導則(試行)》等國家政策，加強施工單位的精細化管理，確保其符合低碳的施工標準。

Although the energy consumption and carbon emission during the construction process doesn't fall into the energy management category of the Group, we still require the contractors to establish the environmental protection awareness to reduce the energy consumption during the construction process, and cooperate with construction companies to build the green industrial chain. In accordance with the national policies such as the Guidelines on the Green Construction Technology (Trial), we strengthened the refined management of construction units to guarantee the compliance with low-carbon construction standards.

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報告期內，本集團的能源消耗量與溫室氣體排放主要來源於辦公設施和車輛使用，其中，能源消耗強度為54.67千瓦時/平方米(辦公面積)，溫室氣體排放強度為28.96克二氧化碳當量/平方米(辦公面積)。同時，本集團還統計了工程建設過程中的能源消耗和溫室氣體排放。具體數據如下：

During the Reporting Period, the Group's energy consumption and green house gas (GHG) emissions mainly came from the use of office facilities and vehicles, of which the energy consumption intensity was 54.67 KWh/m² (office area), and the GHG emission intensity was 28.96 kilograms CO₂ equivalent/m² (office area). At the same time, the Group also counted the energy consumption and greenhouse gas emissions during project construction. The specific data are as follows:

2021年溫室氣體排放及能源消耗		單位	辦公營運	工程建設
2021 GHG emissions and energy consumption		Unit	Office Operation	Project construction
間接能源消耗量	Indirect energy consumption			
外購電力	Purchased electricity	兆瓦時 MWh	373	40,478
直接能源消耗量	Direct energy consumption			
液化石油氣	Liquefied petroleum gas (LPG)	噸 tonnes	/	882
汽油	Petrol	升 litres	8,000	84,157
綜合能源消耗量 ¹	Comprehensive energy consumption ¹	兆瓦時 MWh	443	53,512
溫室氣體排放²	GHG emissions²			
範疇1：直接溫室氣體排放量(辦公運營)	Scope 1: Direct GHG emissions (Office Operation)	噸二氧化碳當量 tonnes of CO ₂ equivalent		17.65
範疇2：間接溫室氣體排放量(辦公運營)	Scope 2: Indirect GHG emissions (Office Operation)	噸二氧化碳當量 tonnes of CO ₂ equivalent		216.91
工程建設溫室氣體排放量	GHG emissions from project construction	噸二氧化碳當量 tonnes of CO ₂ equivalent		26,308.86

¹ 綜合能耗計算參考了GB/T 2589-2020《綜合能耗計算通則》

¹ The calculation of comprehensive energy consumption was made with reference to GB/T 2589-2020 General Principles for Calculation of Comprehensive Energy Consumption

² 溫室氣體排放計算參考了《企業溫室氣體排放核算方法與報告指南—發電設施》(《工業其他行業企業溫室氣體排放核算方法與報告指南》(試行))，其中選擇全國電網最新排放因子0.5810tCO₂作為電力溫室氣體排放因子。範疇1是指企業直接排放的溫室氣體，具體包括液化石油氣、汽油的排放等；範疇2是指企業間接排放的溫室氣體，具體包括外購電力等。

² The calculation of the GHG emissions was made with reference to the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions of Enterprises — Power Generation Facilities (《企業溫室氣體排放核算方法與報告指南—發電設施》) and the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions of Enterprises in Industry and Other Sectors (Trial) (《工業其他行業企業溫室氣體排放核算方法與報告指南》(試行)), in which the latest emission factor of 0.5810tCO₂ from the national power grid was selected as the greenhouse gas emission factor for electricity. Scope 1 refers to the direct GHG emissions from enterprises, mainly include LPG, petrol emissions, etc.; Scope 2 refers to the indirect GHG emissions from enterprises, mainly include purchased electricity, etc.

三、低碳綠色

III. Low Carbon and Green

溫室氣體排放及資源消耗連年對比 Year-on-year comparison of GHG emissions and resource consumption	單位 Unit	2019	2020	2021 ³
每平方米在建項目溫室氣體排放 (含辦公運營及工程建設) GHG emissions/m ² under construction (including office operation and project construction)	千克二氧化碳當量/ 平方米(在建面積) kilograms CO ₂ equivalent/m ² under construction	0.71	0.64	1.10
每平方米在建面積綜合能源消耗量 (含辦公運營及工程建設) Comprehensive energy consumption/m ² under construction (including office operation and project construction)	千瓦時/平方米 (在建面積) KWh/m ² under construction	1.43	1.28	2.25

3.3 綠色經營

中梁控股嚴格遵守《中華人民共和國環境保護法》《中華人民共和國環境影響評價法》《中華人民共和國環境噪聲污染防治法》《中華人民共和國固體廢物污染環境防治法》《中華人民共和國大氣污染防治法》《中華人民共和國水污染防治法》《建設項目環境保護管理條例》及其他環境保護相關的法律法規。本集團建立了較為完善的環境監察體系，要求現場用電控制、節約用水、循環用水，嚴格控制廢氣排放，安裝環境監測感應器，監察工地現場的空氣質量，對施工現場的廢水做出全面的處理要求，並嚴格管理污水排放標準，建築垃圾要求設置特定處理地點進行處理等，全面降低我們的對於環境的負面影響，促進綠色發展。報告期內，本集團未受到環境保護方面的重大處罰。

3.3 GREEN OPERATIONS

Zhongliang Holdings strictly complies with the *Environmental Protection Law of the People's Republic of China*, *Law of the People's Republic of China on Environmental Impact of Assessment*, *Law of the People's Republic of China on the Prevention and Control of Pollution from Environmental Noise*, *Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution*, *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, *Law of the People's Republic of China on the Prevention and Control of Water Pollution* and *Law of the Regulations on Environmental Protection and Management of Construction Projects* and other laws and regulations related to environmental protection. The Group has established a relatively sound environmental monitoring system, with requirements including on-site electricity control, water conservation and water recycling, strict control of waste gas emissions, installation of environmental monitoring sensor to supervise the air quality at construction sites, comprehensive disposal requirement of waste water at construction sites, strict management of waste water discharge standards and setting up specific disposal sites for construction wastes, so as to reduce our adverse impact on the environment in an all-rounded manner and promote green development. During the Reporting Period, the Group did not suffer from significant penalties in respect of environmental protection.

³ 本集團歷史披露的排放強度含辦公運營排放及工程建設排放，2021年數據較上一報告期內上漲的原因為：1) 強度所使用的在建面積為期末在建面積，但項目開工時期不盡相同(本集團與上一報告期末與本報告期內新開工的項目較多)，導致能源消耗總量有所增加。由於本集團的工程建設均為外包，為更好的體現中梁控股在能源方面管理的表現，我們在本報告中披露辦公運營的能源消耗強度及溫室氣體排放強度，並將於未來對該指標進行連年比對。

³ The Group's emission intensity disclosed previously includes office operation emissions and project construction emissions, and the increase in the figures for 2021 compared to the previous reporting period is due to 1) the floor area under construction used for intensity is the area under construction at the end of the period, yet the projects were commenced at different periods (the Group had more new projects commenced at the end of the previous reporting period compared to the current Reporting Period), resulting in an increase in the total energy consumption. As the Group's construction projects are all outsourced, we disclose the energy consumption intensity and greenhouse gas emission intensity of the office operations in this Report in order to better reflect the performance of Zhongliang Holdings in terms of energy management, and will compare this indicator year-on-year in the future.

三、低碳綠色

III. Low Carbon and Green

水資源管理

本集團不僅將綠色節水理念融入到產品設計中，也十分注重辦公過程和施工過程中的水資源節約，致力於推動高效綠色運營。

Water resources management

The Group not only incorporates the concept of green water conservation into product design, but also places great emphasis on water conservation during the office process and the construction process, and is committed to promoting efficient and green operation.

減少浪費 Waste reduction

消防水池及生活水箱溢流管上設置報警設備，避免因設施故障而產生的水資源浪費
Alarm devices are installed on the overflow pipes of the fire-fighting pool and domestic water tank to avoid waste of water resources caused by facility failure

對設備加強管理，工作結束的時候確保設備的斷水
Strengthen the management of equipment and make sure that the water equipment is switched off at the end of the work

替代水源 Alternative water sources

結合雨水回用設施進行景觀水體及綠化澆灌設計
Design of landscape water installation and greening irrigation in combination with rainwater reuse facilities

優化設備 Equipment optimization

使用的節水衛生器具用水效率等級達到2級以上，符合現行標準《節水型生活用水器具》CJ/T 164和《節水型產品技術條件》GB/T 18870的要求
The water efficiency level of the water-saving sanitary appliances used have reached level 2 or above, which meets the requirements of the current standard CJ/T 164 of the *Water-Saving Household Water Appliances* and GB/T 18870 of the *Technical Conditions for Water-Saving Products*

在設備的選用上要對設備進行挑選，盡量選用節水型的設備。如在施工中安置集水的裝置，充分利用雨水和地下水
Water-saving equipment should be selected for use whenever possible. For instance, install water collection devices during construction to make full use of rainwater and groundwater

三、低碳綠色 III. Low Carbon and Green

報告期內，本集團的水資源消耗量來源於辦公運營，用水強度為0.56噸/平方米（辦公面積）。同時，本集團還統計了工程建設過程中的水資源消耗量。具體數據如下：

During the Reporting Period, the Group's water consumption mainly came from office operation, and the water consumption intensity was 0.56 tonne/m² (office area). At the same time, the Group also counted the water consumption during project construction. The specific data are as follows:

水資源消耗量 Water consumption		單位 Unit	2021		
水資源消耗總量	Total water consumption	噸 tonnes	3,840,252		
辦公運營	Office Operation	噸 tonnes	4,500		
工程建設	Project construction	噸 tonnes	3,835,752		

水資源消耗強度(包括辦公運營和工程建設) Water consumption intensity (including office operation and project construction)		單位 Unit	2019	2020	2021
每平方米在建面積水資源消耗量	Water consumption/m ² under construction	噸/平方米(在建面積) tonnes/m ² under construction	0.35	0.27	0.16

排放管理

中梁控股嚴格遵守國家與地方在廢棄物管理方面的法律法規。在辦公營運環節中，本集團積極倡導綠色辦公，減少不必要的列印，或使用雙面列印；在辦公區域內設置分類垃圾桶，並且對廢電池、廢日光燈管等辦公有害廢棄物設置單獨的投放點；報告期內，我們開設了員工餐廳，並下發《關於員工餐廳禁止浪費的通知》，避免就餐過程中造成不必要的浪費。

Emission Management

Zhongliang Holding strictly abides by national and local laws and regulations regarding to waste management. The Group advocates green office, represented by encouraging employees to reduce unnecessary printing or use double-sided printing during office operations; setting different garbage bins in the office area and separately collecting office hazardous waste such as waste batteries or fluorescent tubes. During the Reporting Period, we opened a staff canteen and issued *Notice of Prohibition of Wasting in Staff Canteen*, to avoid waste during dining.



三、低碳綠色

III. Low Carbon and Green

在工程建設環節中，我們堅決貫徹環境保護相關法律法規，明確施工過程中的環保責任主體，要求施工單位嚴格按照標準合規排放污染物，並通過環保合同條款約束施工單位，確保環保行動的落地實施。

During the project construction, by strictly complying relevant laws and regulations on environmental protection, we specified the responsible body for environmental protection during construction and required the construction companies to discharge pollutants according to relevant standards and regulations. We also included environmental protection requirements into the contract to ensure the implementation of environmental measures.



三、低碳綠色 III. Low Carbon and Green

報告期內，本集團的廢棄物來源於辦公運營，廢棄物產生強度為5.56千克/平方米(辦公面積)⁴。同時，本集團還統計了工程建設過程中的無害廢棄物產生量及廢水產生量。具體數據如下：

During the Reporting Period, the waste generated by the Group came from office operations and its intensity was 5.56 kg/m² (office area)⁴. Besides, the Group also calculated the amounts of non-hazardous waste and sewage generated during construction. The details are as following:

廢棄物排放 Emission of waste		單位 Unit	2021
無害廢棄物產生量 The total amount of non-hazardous waste produced			
工程建設 廚餘垃圾	Project construction Kitchen waste	噸 tonnes	4,495
土方廢料	Earthwork waste	立方米 m ³	1,712,832
其他廢棄物	Other building waste	噸 tonnes	53,041
辦公運營 Office Operation			
辦公廢棄物	Office waste	噸 tonnes	45
可回收物 ⁵	Recyclables ⁵		14
其他廢棄物 ⁶	Other wastes ⁶		31
有害廢棄物產生量 The total amount of hazardous waste produced			
辦公運營 ⁷ 廢硒鼓墨盒	Office Operation ⁷ Used toner cartridge and drum cartridge	噸 tonnes	0
廢日光燈或節能燈管	Used fluorescent lamps or power-saving fluorescent lamps	根 pieces	136
廢水排放量⁸ Sewage emission ⁸			
工程建設 廢水排放總量	Project construction The total amount of sewage emission	噸 tonnes	2,907,339 4,226,585
每平方米在建面積 廢水排放總量	The total amount of sewage emission/m ² under construction	噸/平方米 (在建面積) tonnes/m ² (areas under construction)	0.12 0.13

⁴ 往年未披露廢棄物產生強度，報告未對往年數據進行比對。我們將在未來的報告中逐步開展同一指標強度的連年對比。

⁵ 辦公運營產生的可回收物為快遞包裝。

⁶ 其他廢棄物包括餐廚/廚餘垃圾以及未被回收利用的其他廢棄物。

⁷ 辦公室運營過程所產生的有害廢棄物，數量少且直接交由有資質的第三方處理，故未計算其密度。

⁸ 由於辦公運營中產生的廢水均進入市政管道，其強度與辦公運營的用水強度一致，為0.56噸/平方米(辦公面積)。

⁴ As no intensity of wastes was disclosed in previous years, there are no figures of comparison presented herein. We will disclose the year-on-year comparative figures on corresponding intensity gradually in the future reports.

⁵ Recyclables generated from office operation represented logistic package materials.

⁶ Other wastes included kitchen waste and other un-recycled wastes.

⁷ With little generation of hazardous waste during office operation, which were directly disposed of by a qualified third party, we do not calculate the intensity of these wastes.

⁸ As the sewage generated from office operation was discharged to the municipal drainage pipes, its intensity was the same as the intensity of water used in office operation, which was 0.56 tonnes/m² (office area).

三、低碳綠色

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3.4 綠色金融

環境、社會和管治是中梁控股業務戰略核心。我們設立發行綠色、社會責任、可持續發展債券及其他融資工具時的治理機制，以期推動綠色項目的發展。2021年4月，本集團發佈《中梁控股集團可持續融資框架》，該框架取得由獨立ESG評級機構Sustainalytics出具的一致性第三方意見。在該框架下發行的可持續金融交易將專用與分配給合格的項目。

2021年，我們成功於5月和9月分別發行兩筆綠色優先票據，這些綠色優先票據在香港交易及結算所優先公司上市，並在其可持續和綠色交易所(STAGE)平台上市。

3.4 GREEN FINANCING

ESG are at the core of Zhongliang Holdings' business strategy. We have set up a governance mechanism for the issuance of green bonds and other financing tools in respect of social responsibility and sustainable development with a view to facilitating the development of green projects. In April 2021, the Group issued the Sustainable Financing Framework of Zhongliang Holdings Group that obtained a second-party opinion in terms of alignment issued by Sustainalytics, an independent ESG rating agency. Sustainable finance transactions issued under the framework will be exclusively allocated to Eligible Projects.

In 2021, we successfully issued two green senior notes in May and September respectively, which were listed on Hong Kong Exchanges and Clearing Limited and its HKEX Sustainable and Green Exchange (STAGE).

中梁控股2021年綠色優先票據 2021 Green Senior Notes of Zhongliang Holdings

發行人	Issuer	中梁控股集團有限公司 Zhongliang Holdings Group Company Limited	
發行日期	Issue date	2021年5月20日 20 May 2021	2021年9月17日 17 September 2021
發行金額	Issue amount	3億美元 US\$300 million	2億美元 US\$200 million
到期日	Maturity date	2022年5月19日 19 May 2022	2023年4月17日 17 April 2023
票面利息	Coupon interest	8.5%	12%
ISIN號碼	ISIN number	XS2341214059	XS2386495100
合計綠色優先票據所得款項	Total proceeds from the green senior notes	5億美元 US\$500 million	

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截至2021年底，我們的綠色優先票據主要應用在以下幾個項目中：

As of the end of 2021, our green senior notes were primarily applied in the following projects:

項目名稱		類型	分配比例
Project Name		Category	Allocated Percentage
常州武進中梁百悅城	Changzhou Wujin Zhongliang Baiyue City	綠色建築 Green buildings	29.2%
西安中梁壹號院	Xi'an Zhongliang No. 1 Courtyard		24.9%
蘇州常熟中梁瓏景閣	Suzhou Changshu Zhongliang Longjing Pavilion		45.9%

四、心繫員工

IV. Employee Wellbeing

中梁控股長期以來秉持「先人後勢」的人才理念，堅持「持續打造高素質經營人才」的人才戰略，為員工創造健康安全的工作環境，營造和諧包容的工作氛圍，提供充分多樣的發展與晉升機會，並給予完善豐厚的福利與關懷。

Zhongliang Holdings has long been adhering to the talent philosophy of “people first, then strategies” and the talent strategy of “continuously cultivating high-quality management talents”, to build a healthy and safe working environment for employees, to create a harmonious and inclusive working climate, to provide sufficient and diversified development and promotion opportunities, and to offer comprehensive and generous welfare and care.

4.1 員工管理

本集團嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年人保護法》等勞工相關的法律法規，並且制定了《招聘管理制度》《績效考核管理辦法》《培訓管理制度》等內部政策制度，進一步規範人才招聘、晉升、培養、薪酬福利等人才管理流程。

4.1 EMPLOYEE MANAGEMENT

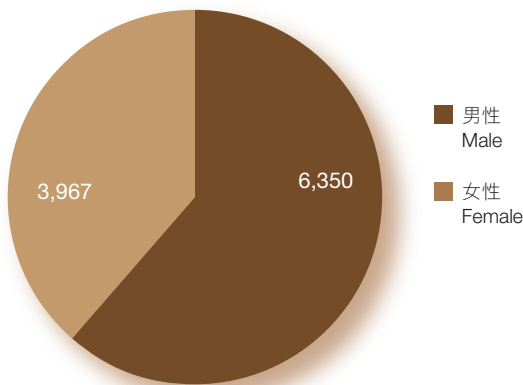
The Group strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Law of the People's Republic of China on the Protection of Minors* and other labor-related laws and regulations. And internal policies and systems including the *Recruitment Management System*, the *Management Measures for Performance Appraisal* and the *Training Management System* have been formulated to further standardize the talent management processes of talent recruitment, promotion, training, compensation and benefits.

四、心繫員工 IV. Employee Wellbeing

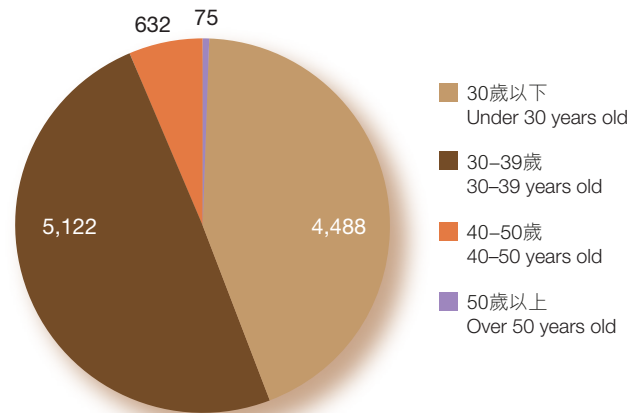
中梁控股在用工過程中嚴厲杜絕僱傭童工或者任何形式的強迫勞工，通過身份證件檢查、背景調查核實等舉措從源頭上防止不合規僱傭。若發現違規情況，我們將向相關機構報告並取消勞動合同，同時內部檢討造成違規的流程以及時糾正。報告期內，中梁控股未發生僱傭童工或強迫勞工的事件。此外，我們堅持公開透明的招聘與培養原則，鼓勵多元化的員工組成，不因員工的性別、年齡、宗教、種族、婚姻狀況等個人屬性的不同而在僱傭、培養或晉升過程中區別對待，努力建立並維護平等、多元、包容的工作環境。截至2021年12月31日，本集團共有員工10,317人，具體分類如下：

In the course of employment, Zhongliang Holdings strictly prohibits the employment of child labor or any form of forced labor, and prevents non-compliance employment at source by means of identity document checks and background checks. If non-compliance is found, we will report the situation to the relevant authorities and revoke the labor contract, while internally reviewing the process that caused the non-compliance and correcting it in a timely manner. During the Reporting Period, there was no incident of child labor or forced labor in Zhongliang Holdings. In addition, we adhere to the principle of openness and transparency when recruiting and training. We encourage a diverse employee composition, and treat employees equally regardless of their gender, age, religion, race, marital status or other personal statuses during employment, training or promotion, thus establishing and maintaining an equal, diverse and inclusive work environment. As of 31 December 2021, the Group has a total of 10,317 employees, with specific breakdowns as follows:

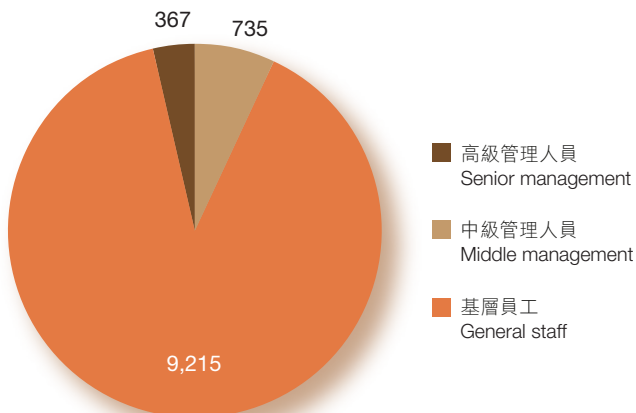
按性別劃分的員工總數
Total number of employees by gender



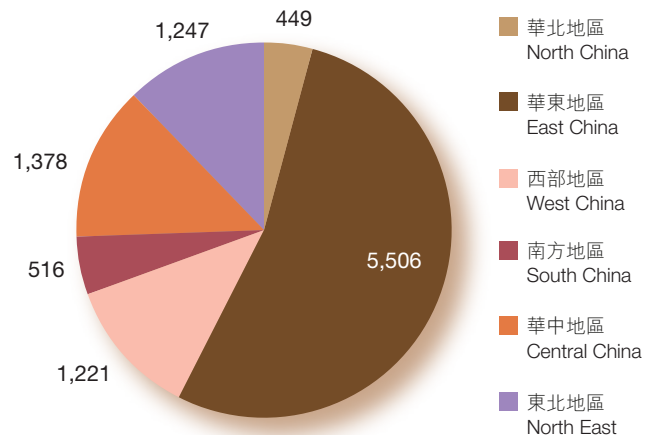
按年齡組別劃分的員工總數
Total number of employees by age



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



按區域劃分的員工總數
Total number of employees by geographic areas



四、心繫員工 IV. Employee Wellbeing

員工招聘

依據《招聘管理制度》，中梁控股建立了多渠道的招聘流程，除在校園招聘、社會招聘等渠道制定精準的招聘計劃外，還通過內部競聘、內部推薦等形式尋找符合中梁價值觀的優秀人才，以滿足集團的戰略發展的人才需要，推動企業和員工的價值共創。

Employee Recruitment

According to the *Recruitment Management System*, Zhongliang Holdings has established a multi-channel recruitment process. In addition to formulating accurate recruitment plans in campus recruitment, social recruitment and other channels, Zhongliang Holdings also seeks for outstanding talents in line with Zhongliang's values through internal competition, internal recommendation and other forms, so as to meet the talent needs of the Group's strategic development and promote the value co-creation between enterprises and employees.



中梁控股開展的招聘計劃
Recruitment plans launched by Zhongliang Holdings

四、心繫員工 IV. Employee Wellbeing

薪酬福利

為員工提供具有激勵性的薪酬和豐厚的福利是調動員工積極性和實現企業穩定發展的基礎，也是中梁控股重視員工關懷最直接的體現。我們制定了《薪酬福利管理制度》《福利管理辦法》以及《考勤休假管辦法》，為員工提供所有包括社會保險、住房公積金、法定節假日、帶薪休假等法定福利，並在此基礎上完善了企業內部福利，為員工權益提供全方位的保障。

Remuneration and Benefits

Providing employees with incentive salaries and generous benefits is the basis for mobilizing the employee enthusiasm and achieving stable development of the enterprise, and it is also the most direct embodiment of Zhongliang Holdings' emphasis on employee care. We have formulated the *Remuneration and Benefits Management System, Benefits Management Measures and Attendance and Leave Management Measures*, to provide employees with all statutory benefits including social insurance, housing provident fund, statutory holidays, paid leave, etc. Apart from the above, we have also improved the internal benefits and provided a full range of protection for the rights and interests of employees.



中梁控股企業內部員工福利
Internal employee benefits of Zhongliang Holdings

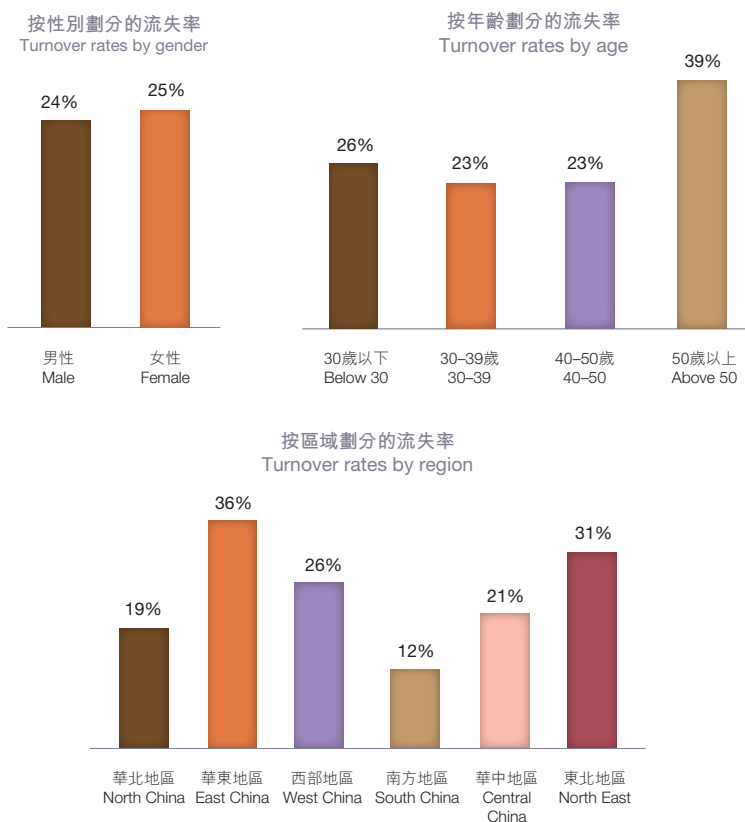
四、心繫員工 IV. Employee Wellbeing

我們為員工提供公正、具有保障性和激勵性的薪酬，並且在2021年重點優化了薪酬結構。各組織的晉升加薪向核心骨幹傾斜，更有利於中基層優秀員工獲得認可與激勵。重點激勵的員工包括新任命部門負責人及各組織核心骨幹、服從組織安排且堅守困難項目的一線員工、績效領先的員工、業績較好並具有潛力的歷屆新棟梁，以及做出突出貢獻的員工。薪酬的分配和激勵政策與員工的年齡、性別、背景等個人屬性無關，從而公正透明地激勵做出貢獻的每一位員工。

We provide fair, guaranteed and motivating remuneration to our employees and have focused on the optimization of our remuneration structure in 2021. The promotion and salary increase of each organisation is inclined to the core backbones, which is more conducive to the recognition and motivation of outstanding employees at the middle and general level. Employees who are focused on motivation include newly appointed department heads and core backbones of various organisations, front-line employees who obey the organisational arrangements and adhere to difficult projects, employees with excellent performance, new leaders with better performance and potential, and employees who have made outstanding contributions. The distribution and incentive policy of remuneration has nothing to do with the personal attributes of employees such as age, gender, background, etc., so as to fairly and transparently motivate every employee who has made contribution.

報告期內，中梁控股的員工流失率為25%⁹，按不同類別劃分的員工流失率情況如下：

During the Reporting Period, the employee turnover rate of Zhongliang Holdings was 25%⁹. Employee turnover rates by different categories are set out below:



⁹ 中梁控股的員工流失率計算方式為「流失率=員工流失人數/(員工流失人數+期末員工人數)×100%」。

⁹ The employee turnover rate of Zhongliang Holdings is calculated as “turnover rate = number of turnover employees/(number of turnover employees + number of employees as at the end of period) × 100%”.

四、心繫員工 IV. Employee Wellbeing

中梁控股對人才的重視以及卓越的僱主品牌形象得到了廣泛的社會認可。報告期內，中梁控股榮獲包括2021中國房地產企業人力資本價值30強、2021中國房地產企業最佳僱主、2021中國房地產優秀組織管理企業、2021年度非凡僱主提名企業等僱主獎項，彰顯了對我們人才招聘和管理的充分肯定。

Zhongliang Holdings' emphasis on talents and its excellent employer brand image have been widely recognized by the society. During the Reporting Period, Zhongliang Holdings was granted several employer awards, including 2021 Top 30 Real Estate Enterprises in Human Capital Value in China, 2021 Best Employers in Real Estate Enterprises in China, 2021 Real Estate Enterprises with Excellent Organisation Management in China, and 2021 Nomination Enterprises for Extraordinary Employer, which demonstrated full recognition of our talent recruitment and management.



2021中國房地產企業人力資本價值30強
2021 Top 30 Real Estate Enterprises
in Human Capital Value in China



2021中國房地產企業最佳僱主
2021 Best Employers in Real Estate Enterprises
in China



2021中國房地產優秀組織管理企業
2021 Real Estate Enterprises with Excellent Organisation
Management in China



2021年度非凡僱主提名企業
2021 Nomination Enterprises for Extraordinary Employer

中梁控股2021年僱主類獎項 Employer Award of Zhongliang Holdings for 2021

四、心繫員工

IV. Employee Wellbeing

4.2 人才發展

中梁控股將滿足員工的發展期望、職業規劃和技能提升需求作為人才管理的核心。對人才發展的投入不僅能促進員工的吸引和留任，也是確保員工與時俱進、保持公司長遠競爭力的關鍵。我們制定了《培訓管理制度》《效能管理手冊》《人才評定制度》等人才管理政策，並專門設立「中梁學院」作為公司員工的培訓管理中心，不斷加強員工發展與培訓的系統性與規範化。

員工發展

2021年，我們在人才管理方面做了更精細化的制度建立，針對員工職業發展路徑、員工輪崗管理、精英管培生和營銷管培生的發展管理分別建立了相應管理制度，有效保障各層級和各職能的員工均得到明晰的職業發展指導和成長機會，更好的將個人發展需求與企業發展的規劃相結合。

4.2 TALENT DEVELOPMENT

Zhongliang Holdings places the satisfaction of employees' development expectations, career planning and skills improvement needs as the core of talent management. Investment in talent development increases the attraction and retention of employees, and is also the key to ensuring staff development is aligned with the latest updates and maintaining the long term competitiveness of the Company. We have established several talent management policies such as *Training Management System*, *Performance Management Manual* and *Talent Assessment System*; and set up "Zhongliang Academy" as the training management center for our employees to continuously enhance the systematization and standardization of employee development and training.

Employee Development

In 2021, we have established a more refined system for talent management, and established corresponding management systems for the development management of employee career development paths, employees rotation management, elite management trainees and marketing management trainees, respectively, so as to ensure the employees at different levels and functions are all provided with clear career development guidance and growth opportunities, and thus further integrate personal development needs with corporate development planning.

四、心繫員工 IV. Employee Wellbeing

<p>精英管培生 Elite Management Trainees</p>	<p>《星耀人才管理辦法》 XingYao Talent Management Measures</p>
<ul style="list-style-type: none"> • 對完成兩年培養期後的管培生進行更好的盤點和選拔，並予以發展機會 • 提高內部精英管培生的成材率和晉升率 • Better inventory and selection for management trainees after a two-year training period, and provide them with development opportunities • Improve the retention rate and promotion rate of internal elite management trainees 	
<p>營銷管培生 Marketing Management Trainees</p>	<p>《非凡生管理辦法》 Extroinary Trainee Management Measures</p>
<ul style="list-style-type: none"> • 對營銷管培生設定了輪崗、帶教等培養環節 • 更好促進營銷管培生的成長，提升內部營銷人才成才率 • Set up training sessions such as rotation and coaching for marketing management trainees • Better promote the growth of marketing management trainees and improve the retention rate of internal marketing talents 	
<p>各條線員工 Employees from various business lines</p>	<p>《員工職業發展路徑圖》《輪崗管理細則》 Employee Career Development Path Map and Rotation Management Rules</p>
<ul style="list-style-type: none"> • 為幫助員工明晰個人發展路徑，對各條線人員長期發展路徑進行梳理，明確要求 • 給予員工職業發展指導，降低人員流失率 • 促進上下同欲、人才複合，對各條線制定了詳細的上下輪崗制度，提高人員複合度 • Sort out the long-term development direction of various business lines of employees in order to help them clarify their personal development direction and specify requirements • Provide employees with career development guidance to reduce turnover rates • Promote the cooperation to strive and talent compound, and formulate a sound rotation system for various business lines to improve the compounding rate of employees 	

2021 年人才管理制度 2021 Talent Management System

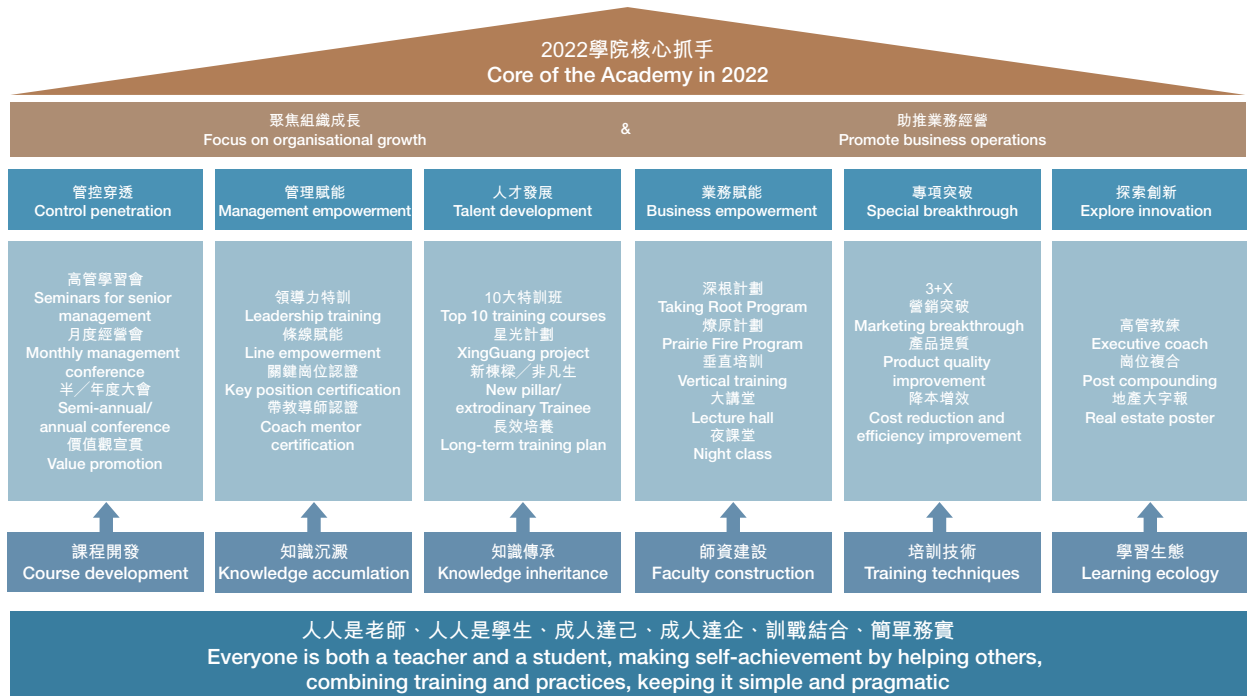
員工培訓

「中梁學院」作為中梁控股的人才培養體系，旨在打造人才輩出的高素質經營人才供應鏈。通過中梁E學堂、知識管理平台和中梁學習匯等培訓平台開展領導力修煉、崗位勝任培訓、崗位資格認證、專項培訓和業務賦能五大類培訓計劃，全方位為員工提供能力和技能的提升平台，樹立終身學習的理念。

Employee Training

“Zhongliang Academy”, as the talent cultivation system of Zhongliang Holdings, aims to create a supply chain of high quality management talents. Through the training platforms such as Zhongliang E-school, Knowledge Management Platform and Zhongliang Learning Exchange, Zhongliang Holdings provides five types of training plans such as Leadership training, Job competency training, Job qualification certification, Special training and Business empowerment to improve employee’s abilities and skills in all aspects, so as to establish the concept of lifelong learning.

四、心繫員工 IV. Employee Wellbeing



中梁控股人才培養體系 Talent training system of Zhongliang Holdings

2021年，我們的培訓計劃與項目在「中梁學院」培訓體系的指導下持續深入開展，並且推出了「一個中心、兩大抓手、三項計劃、四維賦能」的培訓發展戰略，明確了培訓發展的目的、重點發展方向、培訓開展計劃和賦能維度，進一步完善了培訓體系。

In 2021, our training plans and projects continued to be carried out under the guidance of the “Zhongliang Academy” training system and launched a training development strategy of “one core, two major drivers, three plans, four dimensional empowerment”, for which clarified the purpose of the training development, key development directions, training development plans and empowerment dimensions to further improve the training system.

四、心繫員工 IV. Employee Wellbeing



中梁控股培訓發展戰略

Training development strategy of Zhongliang Holdings

報告期內，我們圍繞人才培養、管控落地、業務賦能和場域打造四個重點方向，開展了多項各種形式的培訓活動，包括了管理能力提升、業務能力加強、人才儲備培養和企業文化宣貫等方面的培訓內容。同時，我們加強了培訓資源建設，開展了針對培訓師的培訓並認證了一千餘名內訓講師，並且開發了一千二百餘門課程。此外，中梁E學堂和知識管理平台的課程數量、知識條目、登錄人次和在線學習人次持續增長，員工持續學習的意識也在不斷提升。

During the Reporting Period, we launched diverse training activities based on four major aspects, namely, talent training, control implementation, business empowerment, and field development, covering management ability improvement, business ability enhancement, talent reserve and training, corporate culture promotion and implementation. Meanwhile, we strengthened training resources development, carried out trainings targeted to trainers and certified more than 1,000 internal trainers, and developed more than 1,200 courses. In addition, the number of courses, knowledge items, logins and people learning online of Zhongliang E-school and Knowledge Management Platform increased continuously, and the awareness of learning of employees improved constantly.

四、心繫員工 IV. Employee Wellbeing



2021年中梁控股重點培訓項目
Major training projects of Zhongliang Holdings in 2021

四、心繫員工 IV. Employee Wellbeing



新棟梁年終培訓交流會
Year-end training and exchange
meeting for new talents



區域董事長特訓班
Special training class for
regional chairmen



客關負責人特訓班
Special training class for
customer relationship principals



京津冀「送課去一線」
Beijing-Tianjin-Hebei
“Frontline Training Course”



總部新員工培訓
New staff training at headquarters



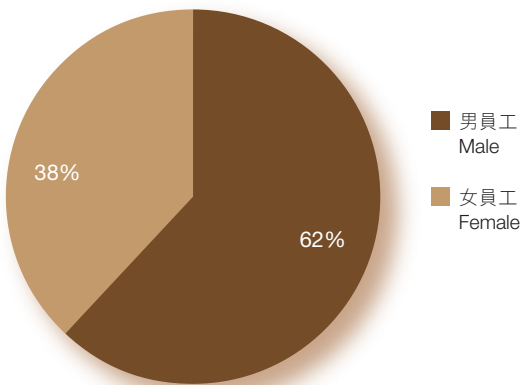
北方投資特訓班
Special training class for
North Region

四、心繫員工 IV. Employee Wellbeing

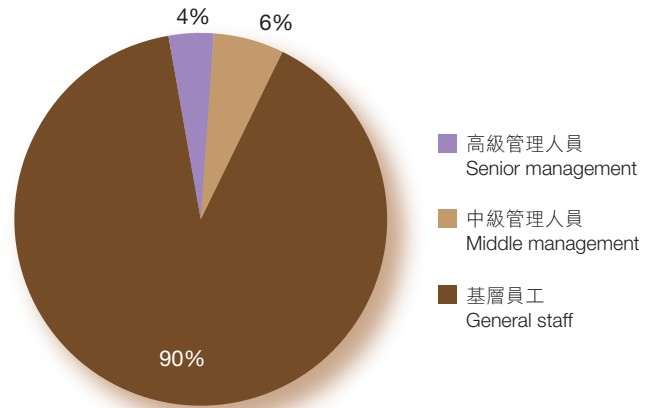
報告期內，本集團受訓員工總人數為9,839人，佔員工總數的95%¹⁰。總培訓時長392,317小時，具體分布如下：

During the Reporting Period, total number of trained employees were 9,839, representing 95%¹⁰ of the total number of employees. Total training time was 392,317 hours, the details are set out below:

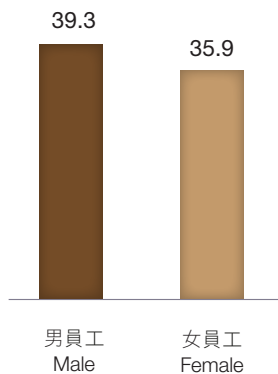
按性別劃分的受訓僱員百分比
Percentage of trained employees by gender



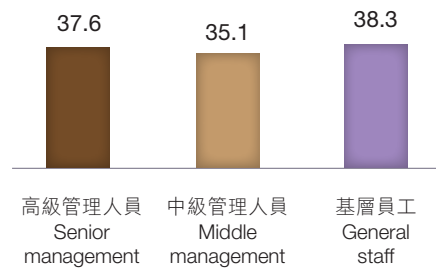
按職級劃分的受訓僱員百分比
Percentage of trained employees by rank



按性別劃分的
平均受訓時數 (小時)
Average training hours
by gender (hour)



按職級劃分
平均受訓時數 (小時)
Average training hours
by rank (hour)



¹⁰ 由於部分學員已在往期人才培養項目畢業並獲得認證，故有5%左右員工不在培訓範圍內。

¹⁰ There are about 5% employees out of the scope since some of the employees have graduated and obtained certification in previous talent training project.

四、心繫員工 IV. Employee Wellbeing

4.3 健康安全

作為一個負責任的地產企業，健康與安全是中梁控股「先人後事」的最基本原則，滲透到施工項目和行政辦公的每一個細節，關切到每一位員工和承包商。我們嚴格遵守《中華人民共和國安全生產法》《中華人民共和國消防法》《工傷保險條例》《中華人民共和國職業病防治法》等法律法規，並制定了《中梁工程安全風險管理與事故應對指引》《工程安全管理辦法》等內部管理制度，為工程安全和員工安全提供了全方位的制度保障。

4.3 HEALTH AND SAFETY

As a responsible estate enterprise, health and safety is the most basic principle of Zhongliang Holdings' concept of "people first, then things", which is incorporated into every aspect of construction projects and office administration, and relative to each employee and contractor. We strictly abide by the laws and regulations including the *Production Safety Law of the People's Republic of China*, *Fire Protection Law of the People's Republic of China*, the *Regulation on Work-Related Injury Insurances*, and the *Law of the People's Republic of China on Prevention and Control of Occupational Disease*. We have formulated internal management systems such as the *Guidance for Safety Risk Management of Construction and Accident Response of Zhongliang* and the *Measures for Construction Safety Management*, so as to provide overall institutional guarantees to the safety of construction and employees.

中梁控股健康與安全目標：進一步強化人員安全意識底線、提升安全標準、明確安全管理處罰制度，員工及單位承包商安全培訓覆蓋率**100%**，因生產安全導致死亡事故為**0**。
Health and safety goal of Zhongliang Holdings: further enhance the bottom line of staff safety awareness, improve safety standards, clarify the safety management penalty system, achieve **100%** coverage of employees and unit contractors safety training and **0** death accident due to production safety.

員工健康安全

中梁控股致力於為員工提供健康、安全和舒適的工作環境，保障員工的職業安全與身心健康。除每年為員工安排定期體檢，確保員工身體健康外，我們持續關注新冠疫情發展動態，毫不放鬆常態化防疫措施，繼續採購分發口罩、洗手液、防護服、體溫計等防控物資。我們積極鼓勵並組織員工接種疫苗，並針對外出員工不定期集中組織核酸檢測。面對2021年河南水災，我們及時啟動了應急預案方案保障人財物的安全。在災後積極響應復工之前，我們聘請了專業團隊評估施工安全以保障復工員工的安全。

Employee Health and Safety

Zhongliang Holdings is committed to providing employees with a healthy, safe and comfortable working environment and ensuring their occupational safety and physical and mental health. In addition to arranging regular physical examinations for employees every year to ensure their health, we continue to pay attention to the development of the COVID-19 pandemic, and do not relax normal prevention measures, and continue to purchase and distribute masks, hand sanitizers, protective clothing, thermometers and other prevention and control materials. We actively encourage and organise employees to be vaccinated, and organise nucleic acid test for employees who travel out from time to time. In the face of the flood in Henan in 2021, we launched the emergency plan in time to ensure the safety of people and property. Before actively responding to the resumption of work after the disaster, we hired a professional team to assess construction safety to ensure the safety of employees who return to work.

四、心繫員工

IV. Employee Wellbeing

工程安全

中梁控股建立了完善的工程安全管理架構，同時分設區域集團安全領導小組、區域公司安全管理小組和事業部安全工作小組，並由各級業務最高領導人擔任安全負責人。安全管理架構落實了安全管理責任制，從縱向管理和橫向協調都指定了責任負責人，有效提高了安全管理水平。

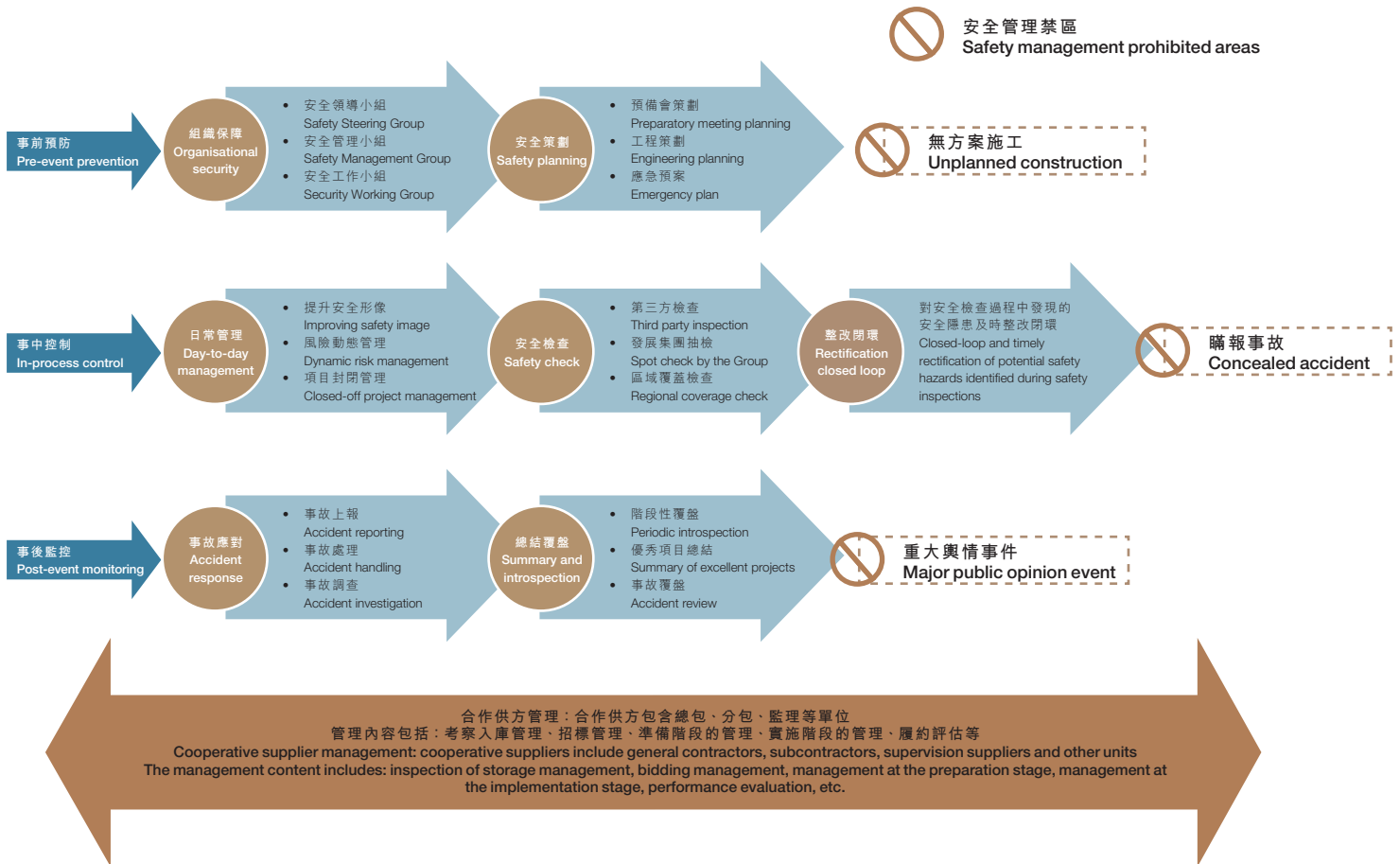
我們制定了《中梁地產集團工程安全管理辦法》，進一步明確各組織級安全管理職責，固化安全管理動作，實現項目達成「零死亡、零火災」的安全目標。工程安全管理流程圍繞事前預防、事中控制、和事後監控三個階段展開，以無方案施工、瞞報事故和重大輿情事件為安全管理禁區，並將合作供方管理也納入了風險管理全流程。安全管理流程和禁區的明確化有效保障了安全管理舉措在每一階段執行落地。

Construction Safety

Zhongliang Holdings has established a sound construction safety management structure, and at the same time set up a safety leading group of the regional group, a safety management group of the regional companies and a safety working group of business department, and the top business leaders at all levels are in charge of safety. The safety management structure implements the safety management responsibility system, and assigns responsible persons for both vertical management and horizontal coordination, which effectively improves the level of safety management.

We have formulated the Measures for Construction Safety Management of Zhongliang Real Estate Group, which further clarifies the safety management responsibility of organisations at all levels and standardises the safety management actions to achieve the project safety target of “zero death and zero fire”. The construction safety management process revolves around three stages: pre-event prevention, in-process control, and post-event monitoring, with unplanned construction, concealed accidents and major public opinion incidents as safety management prohibited areas, and the management of cooperative suppliers is also included in the whole process of risk management. The clarification of safety management procedures and prohibited areas effectively guarantees the implementation of safety management measures at each stage.

四、心繫員工 IV. Employee Wellbeing



工程安全管理流程框架
Construction Safety Management Process Framework

在安全管理架構和流程框架的指引下，我們將安全管理措施落實到一線工作中，從提升自身安全形象、安全風險動態管理和強化項目封閉管理三方面指定了細化的舉措。我們每兩個月實行一次安全專項評估，並針對評估後發現的安全風險項採取針對性閉環措施，對於重大風險隱患及時停工拉閘，並採用自檢與飛檢相結合的形式及時消除隱患。

Under the guidance of the safety management structure and process framework, we have implemented safety management measures into the front-line work, and specified detailed measures from three aspects: improving our own safety image, carrying out dynamic management of safety risks, and strengthening closed-off project management. We carry out a special safety assessment every two months, and take targeted closed-loop measures for the safety risk items found after the assessment, stop work immediately for major hidden dangers, and eliminate hidden dangers in time through the combination of self-inspection and unannounced inspection.

四、心繫員工

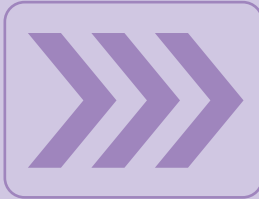
IV. Employee Wellbeing



提升自身安全形象

Improve Our Safety Image

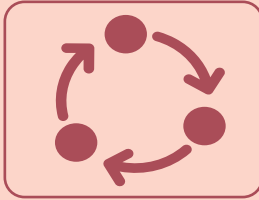
- 以身作則，遵守施工現場安全規定
Lead by example and follow the safety regulations of construction site
- 佩戴好安全帽並系好帽帶，佩戴胸牌並穿好反光衣
Wear helmets with hatbands fastened, breastplates, and reflective clothing
- 鼓勵各級組織工程管理人員統一工作服裝
Encourage project management personnel at all levels of the organisation to wear uniform work clothes



安全風險動態管理

Dynamic Management of Safety Risks

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



強化項目封閉管理

Strengthen Closed-off Project Management

- 建立工地人員進出管理和巡視制度，並對該制度的落實情況予以督促
Establish the management and inspection system of personnel entering and leaving the site, and supervise the implementation of such system
- 設置工地全封閉圍擋
Set up closed enclosure on the site
- 與發文公告要求相同
The same as the requirements of announcements

日常安全管理措施

Daily Safety Management Measures

我們深知安全意識和日常習慣的重要性，努力讓每一位參與工程項目人員成為安全管控專家。2021年，中梁控股面向全集團所有事業部與項目每周開展安全宣貫會，對安全施工各方面管控措施與注意事項進行系統性的培訓。通過制度學習、制度體系宣貫、優秀管理經驗分享、複盤反思等形式，靈活多樣地開展安全質量項目管理培訓活動。同時，工程條線每周圍繞質量與安全進行專項培訓，持續提升安全意識，防微杜漸。報告期內，本集團的安全培訓覆蓋率為100%，因工傷損失工作日數為726天，過往3年未發生工亡事故。

We acknowledge that the importance of safety awareness and daily habit, and strive to help everyone involved in the project become safety control expert. In 2021, Zhongliang Holdings carried out Weekly Safety Promotion Conference to all business departments of the Group and conducted a systematic training on control measures and precautions in all aspects of safe construction. The training activities for safety and quality projects were carried out in flexible and diversified manners such as learning about systems, promotion of systems, sharing of outstanding management experience, and case learning and reviewing. Meanwhile, themed trainings with quality and safety were arranged for engineering-related departments every week to continuously improve safety awareness. During the Reporting Period, the Group's safety training coverage rate was 100% and the lost days due to work injury was 726 days. There are no work-related fatalities in the past 3 years.

四、心繫員工 IV. Employee Wellbeing

4.4 員工關愛

關愛員工是中梁控股「以人為本」理念的具體實踐，是員工成長和增強企業凝聚力的重要途徑。我們通過強化員工溝通、保障工會權益和開展員工活動讓員工增強歸屬感，同時營造人文關懷的企業氛圍。

員工溝通

中梁控股極其重視員工的意見與權益，通過成立工會和開展敬業度及組織氛圍調研，充分保障員工的參與權與表達權，架起基層和一線員工與管理層之間溝通的橋梁。

2021年，中梁控股成立了隸屬於長風新村街道總工會的上海中梁地產集團工會委員會。工會的成立在實施民主管理、和諧勞動關係、保障勞工權益、激勵優秀員工、豐富員工生活等多方面發揮作用，進一步增強和員工之間的溝通交流。

此外，本集團以各附屬公司為單位開展年度和半年度敬業度及組織氛圍調研診斷，調研範圍覆蓋入職滿半年以上的全體員工。調研工作從組織、機制、人才、管理、流程等方面全面了解和分析了中梁控股的組織氛圍和員工敬業度情況，並以調研結果作為組織提升方向的指引。

4.4 EMPLOYEE CARE

Employee care is the specific practice of Zhongliang Holdings' philosophy of "people-oriented" as well as the important channel for employees' development and enhancement of the cohesion within the Group. We strengthen communication with employees, safeguard the rights and interests of the trade union and carry out employee activities to enhance the sense of belonging of employees, and create caring ambience.

Communication with Employees

Zhongliang Holdings attaches great attention to the opinions and rights and interests of employees. It fully protects employees' right of participation and expression through establishing the trade union and conducting surveys in respect of employee engagement and working ambience, which serves a bridge for communication between front-line employees and the management.

In 2021, Zhongliang Holdings established the Shanghai Zhongliang Real Estate Group Trade Union Committee, which is affiliated to the General Union of Changfeng Xincun Street. The establishment of such trade union plays a role on democratic management, harmonious labor relationship, protecting labors' rights and interests, motivating outstanding employees and enriching employees' lives, which will further enhance our communication with employees.

In addition, the Group administered annual and semi-annual surveys and analysis of engagement and working ambience in units of its subsidiaries, which covered all employees who had been employed for more than half a year. Through such survey, we comprehensively understood and analyzed the working ambience and employee engagement in Zhongliang Holdings from the aspects of organisation, mechanism, talent, management, and processes. The survey results shall serve as the guide for the direction of organisational improvement.

四、心繫員工

IV. Employee Wellbeing

員工活動

中梁控股每年舉辦不同主題和形式多樣的員工活動，豐富員工的生活，也增強團隊的凝聚力。報告期內，我們舉辦了城市公益徒步接力賽，不僅讓員工通過參與徒步增強體質，也通過積攢能量獻愛心的公益形式增加了成就感和凝聚力。

Employee Activities

Zhongliang Holdings holds employee activities under different themes and in various kinds to enrich employees' lives and enhance cohesion of our team. During the Reporting Period, we held the urban charitable hiking relay race, during which employees not only improved their physique by participating in hiking, but also increased their sense of accomplishment and cohesion through donating their energy that converted into charitable supplies to charity.

凝聚共識，砥礪共行

Achieve Consensus and Forge Ahead

2021年5月29日，2021中梁地產城市公益徒步接力賽圓滿收官，本次活動以「共行者」為統一主題，活動共聯動9大區域、按長征路線徒步百公里，從井岡山到遵義再到延安，中梁人以腳步再次丈量紅軍征程。

On 29 May 2021, Zhongliang Urban Charitable Hiking Relay Race in 2021 was completed. The activity was held under the united theme of “Join Hands on the Way”, which covered nine areas and followed the path of the Long March for walking 100 kilometers, from Jinggang Mountains to Zunyi and then to Yan'an, whereby the people of Zhongliang felt the Long March with their footsteps.

同時，「共行者」不僅是一次豐富員工業餘生活的活動，更是一個承載愛與公益的平台。「共行者」們最終完成200萬步，總計積攢能量達100萬千卡，我們將每一位參與徒步成員所積攢的能量悉數轉化成公益力量，並兌換成愛心物資，捐獻給「書香中梁」公益品牌計劃後續要落地的學校，涓涓細流，匯聚為海，未來，我們也將與所有「共行者」持續前行。

Moreover, “Join Hands on the Way” was not only an activity of enriching employees' lives, but also served as a platform of love and charity. Finally, participants of “Join Hands on the Way” completed 2 million footsteps and accumulated a total of 1 million kcal of energy. We fully converted the energy accumulated by every participant into the charitable supplies and donated the same to the schools that be completed under the “Zhongliang Book Reading” charity project. In the future, we will continue to move forward with all participants of “Join Hands on the Way”.



五、攜手共建 V. Working Together

懷著「創造卓越的價值共創集團」這一願景，秉承「共識、共擔、共享」的企業價值觀，中梁控股長期以來致力於與供應商和業務合作夥伴共同成長，以求合作共贏，同時將共同創造的價值與社會共同分享，積極踐行企業社會責任，以回饋社區。

With the vision of “Creating outstanding value for the Group” and the corporate values of “Consensus, Undertaking, Sharing”, Zhongliang Holdings has long been committed to the co-development with its suppliers and business partners to pursue win-win cooperation. At the same time, we share the value created together with the society and actively fulfill our corporate social responsibility to return the community.

5.1 供應商管理

供應商管理體系

中梁控股通過不斷完善供應鏈管理體系努力建立並維持一個高效、透明、規範，且對環境、社會和商業道德負責任的可持續供應鏈。報告期內，我們優化整合了供應鏈採購管理組織架構，由中梁控股總部、區域集團和區域公司組成三級組織架構對供應商進行分層管理。同時，中梁控股層面進一步建立了聯盟賦能管理前台和後台，更加明確招採管理的分工，助力業務和供應商的進一步精細化管控。

5.1 SUPPLIER MANAGEMENT

Supplier Management System

Through continuous improvement of the supply chain management system, Zhongliang Holdings strives to establish and maintain a sustainable supply chain that is efficient, transparent, standardized and responsible for the environment, society and business ethics. During the Reporting Period, we optimized and integrated the organisation structure of supply chain procurement management, which is a three-tier organisation structure consisting of the headquarters of Zhongliang Holdings, regional groups and regional companies to manage suppliers at different levels. At the same time, Zhongliang Holdings has further established the front-end and back-end of alliance empowered management platform, which provided a clearer division of labor in tendering and procurement management and facilitated further refinement of businesses and suppliers' management and control.



供應商管理三級架構分類管理
Three-tier structure of supplier categorized management

五、攜手共建 V. Working Together



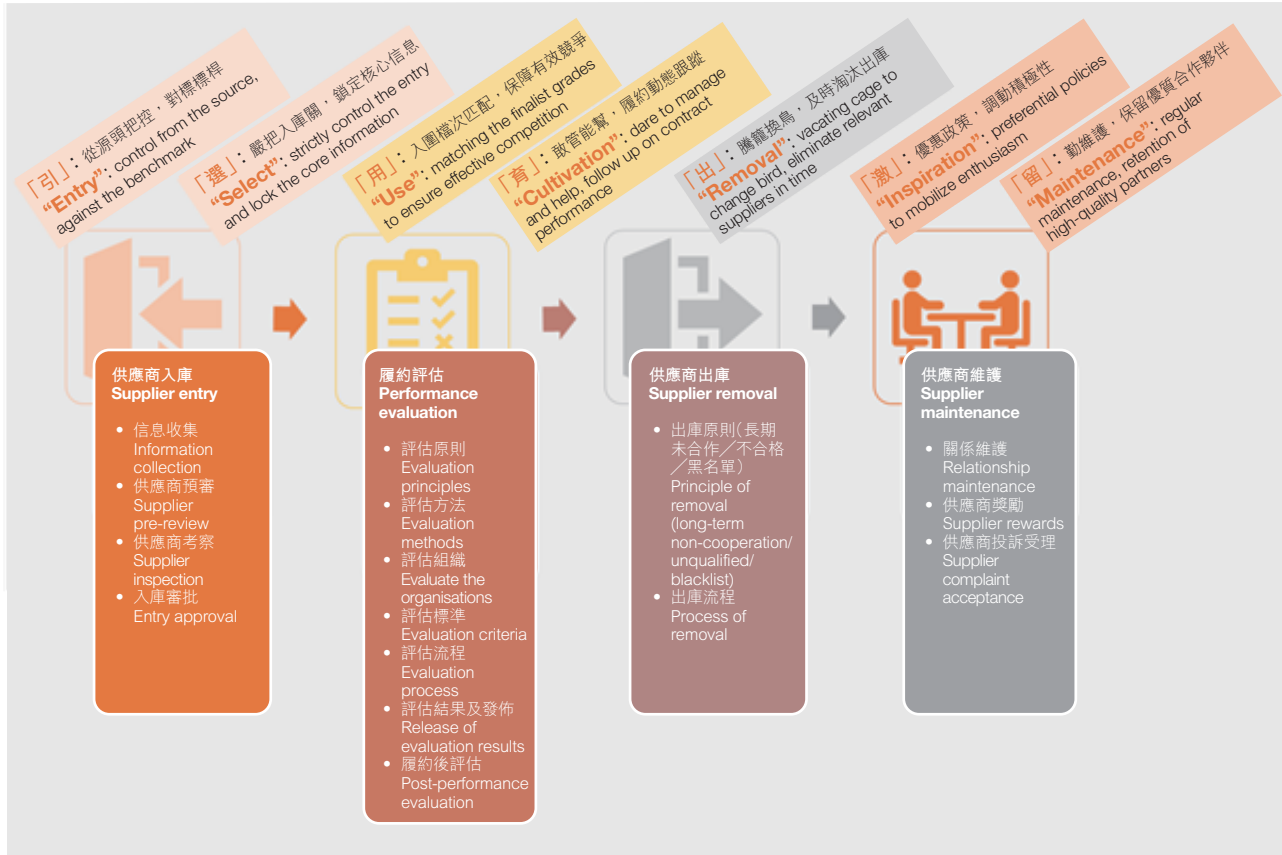
中梁控股招採組織架構優化分工

The optimization of Zhongliang Holdings' organisation structure of tendering and procurement

報告期內，我們進一步完善了供應商管理制度，並發佈了《工程類供方管理制度》《工程類供方全過程優化管理操作指引》《工程類供方履約管理操作指引》三份內部制度，涵蓋了從供應商入庫、履約過程管理、出庫和日常關係維護全過程的管理流程及管理要點、供應商分類管理原則和供應商履約紅線／黑名單觸發條件等執行標準。此外，針對戰略採購我們制定了《工程類戰集採操作指引》，將戰略採購內部和外部維度標準化，並對戰略供應商建庫提供了操作指引。

During the Reporting Period, we further improved the supplier management system, and introduced three internal systems, namely the *Engineering Supplier Management System*, the *Operational Guidelines for Optimizing the Management of Engineering Suppliers in the Entire Process*, and the *Operational Guidelines for the Performance Management of Engineering Suppliers*. These systems cover the management process and management points of the entire process from supplier entry, performance process management, removal and daily relationship maintenance, and implementation standards, such as supplier classification management principles and conditions for triggering the red line/blacklist for supplier performance. In addition, we have formulated the *Operational Guidelines for Engineering Centralized Procurement* for strategic procurement, which standardizes the internal and external dimensions of strategic procurement, and provides operational guidelines for strategic suppliers' database building.

五、攜手共建 V. Working Together



供應商管理流程及要點

The process and points of supplier management

依照相關制度，中梁控股對供應商的全周期流程進行管理。針對不同品類和級別的供應商，本集團建立了考察評價表、考察報告等標準，在入庫時嚴格把關。我們每半年按照《供方履約評估制度》的要求對供應商開展履約評估，並參照《第三方工程過程評估管理辦法》等內部標準定期展開第三方評估，包括材料飛檢、安全文明檢查和第三方過程評估。此外，我們持續升級招採信息化系統，保障招採活動健康有序的發展。

Zhongliang Holdings manages the entire cycle process of its supplier pursuant to relevant systems. For suppliers of different categories and levels, the Group has established standards, such as inspection and evaluation forms and inspection reports, which are strictly monitored when they are entered. We conduct performance evaluations on suppliers semi-annually in accordance with the requirements of the *Supplier Performance Evaluation System*, and regularly conduct third-party evaluations with reference to internal standards such as the *Management Measure on Evaluation of Construction by Third Party*, including material inspections, safety and civilization inspections and third-party evaluations. In addition, we continue to upgrade the tendering and procurement information system to ensure the healthy and orderly development of our tendering and procurement activities.

五、攜手共建

V. Working Together

招採信息化持續升級

Continuous upgrade on tendering and procurement informatization

中梁招採信息化2.0系統在2021年持續升級，新增了多個功能加強賦能供應鏈管理：

In 2021, we continuously upgraded Zhongliang Tendering and Procurement Informatization 2.0 System by adding several functions to enhance and empower supply chain management:

- 與外部企業數據庫「天眼查」打通，庫內供應商核心信息與天眼查數據保持動態更新，有效提升了合規管控能力，降低招標違規概率；

Link with the external enterprise database of “TianYanCha”, and keep the core information on suppliers in our database dynamically update with data from TianYanCha, effectively enhancing our capability of compliance management and control, and declining probability of tender irregularities;

- 將供應商「服務範圍」升級為入庫時必填項，並以當地過往業績為支撐。通過鎖定服務範圍降低供應商跨區域承接的發生概率；

Elevate the “services scope” of suppliers as a mandatory field with local past performance as support when included into our database. Reduce the probability of cross-regional undertake by suppliers through locking services scope;

- 信息化報表功能與成本系統打通，實時動態統計戰略單位，如下單量、分批次供貨量、已付款／應付款統計等，為總部實時掌握集團整體採購金額做決策支撐；

Connect the informative reporting function with cost system, provide real-time dynamic statistics on strategic units, such as the order quantity, batch supply quantity, paid/payable statistics, etc., so as to support the headquarters in making decisions on the overall procurement amount of the Group in real-time;

- 增加戰略／集採單位履約問題反饋渠道，及時收集戰集採履約問題，以及時協調解決。

Increase feedback channels for performance issues of strategic/centralized procurement units, and promptly collect performance issues of strategic/centralized procurement so as to resolve and coordinate in a timely manner.

五、攜手共建 V. Working Together

在供應商的履約管理和日常維護中，我們設置了「2+1」戰略供應商配置以調動供應商積極性，增強供應穩定性。

In the course of performance management and daily maintenance of suppliers, we have set up a “2+1” strategic supplier allocation system to motivate their initiative and enhance the stability of supply.

「2+1」戰略供應商配置 “2+1” strategic supplier allocation

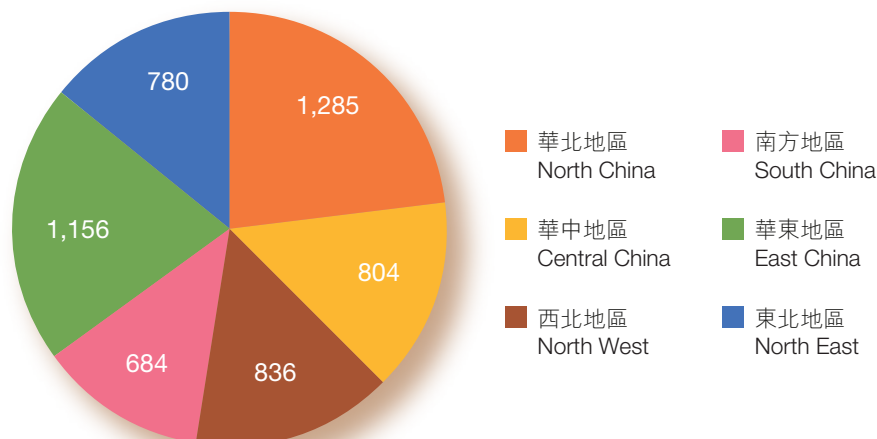
中梁控股針對土建和精裝材料設備已形成涵蓋39個大類的戰略供應商庫，其中針對每個品類原則上採用「2+1」的戰略供應商配置，即每個品類通過戰略招標選定2家主選戰略供應商、1家備選戰略供應商，供下級組織擇優選擇。通過構建競爭氛圍調動戰略供應商積極性，避免壟斷形成的「消極怠工」，若出現戰略供應商無法及時供貨或履約出現問題時，備選戰略供應商及時補位，將時間和成本損失降到最小。

Zhongliang Holding has established a strategic supplier database covering 39 major categories for civil construction and fine decoration material and equipment, among which each category in principle adopts “2+1” strategic supplier allocation, namely 2 main strategic suppliers and 1 alternative strategic supplier are selected for each category through strategic bidding, to provide preferential choice for lower-level organisation. Strategic suppliers are motivated to avoid “slack working” arising from monopoly by creating a competitive atmosphere. If a strategic supplier fails to deliver on time or perform, the alternative strategic supplier shall fill in promptly to minimize the loss of time and cost.

2021年，中梁控股進一步精細化供應商管理，不斷加強對供應商資質審核和履約評估的要求。報告期內，中梁控股共有供應商10,409家，按供應商服務類型可分為工程類供應商5,545家和營銷類供應商4,864家。我們於報告期內對5,314家供應商開展了審查，佔工程類供應商的96%。按地區以及採購類型劃分的具體供應商數目如下：

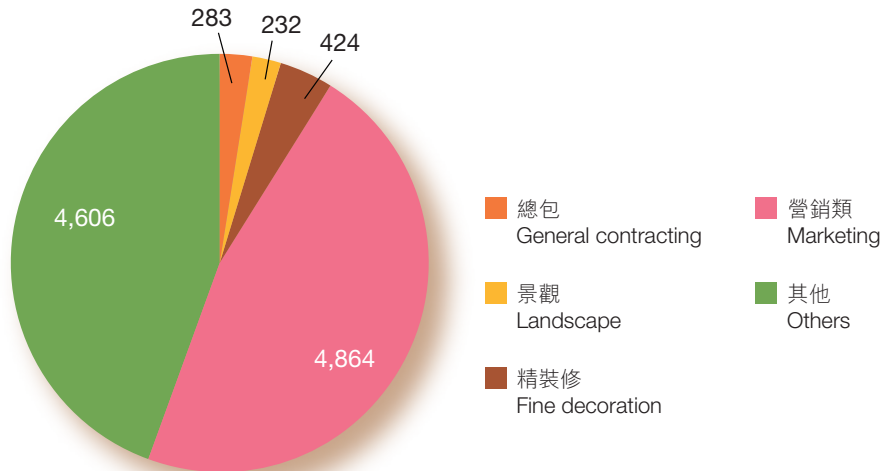
In 2021, Zhongliang Holdings further refined the supply chain management and increasingly enhanced the requirements for supplier qualification review and performance evaluation. During the Reporting Period, Zhongliang Holdings had 10,409 suppliers in total, which can be divided into 5,545 construction suppliers and 4,864 marketing suppliers by the service types of suppliers. During the Reporting Period, we reviewed 5,314 suppliers, accounting for 96% of construction suppliers. The details of the number of suppliers by region and procurement type are as follows:

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



五、攜手共建 V. Working Together

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



可持續供應鏈

中梁控股積極敦促供應商與業務合作夥伴維持高標準的道德操守，履行社會責任，並推動綠色供應鏈發展。2021年我們更新了《供應商廉潔協議(2021版)》，進一步明確了雙方的廉潔責任條款以及違約條款，並且重點告知了舉報渠道和信息。此外，中梁控股作為房地產供應鏈反「黑」聯盟的成員之一，積極與聯盟內的其他成員共同促進行業的良性發展。

本集團將供應商的環境與社會責任也納入了戰略採購考量維度，包括但不限於供應商的安全管理體系、生產辦公環境、廢水/廢氣/廢料處理體系、合作意願度等，以利於識別供應商的環境、社會風險並在戰略採購過程中優先選擇能與中梁控股攜手推動可持續供應鏈發展的供應商。我們首選生產過程中能耗排放合規、質量安全更符合國家標準、有利於打造建築綠色低碳性能的品牌作為室內裝修材料的供應商，這不僅能在行業內促進綠色供應鏈的共建，也為消費者保障健康舒適的居住體驗。

Sustainable Supply Chain

Zhongliang Holdings actively urges its suppliers and business partners to maintain high-standard ethics, fulfill social responsibilities and promote green supply chain development. In 2021, we updated the Supplier Integrity Agreement (2021) to further clarify the terms of integrity responsibilities of both parties as well as the default clauses, and focused on informing the reporting channels and information. In addition, as a member of the Real Estate Supply Chain Anti-fraud Alliance, Zhongliang Holdings actively worked with other members to promote the healthy development of the industry.

The Group has also incorporated the environmental and social responsibility of suppliers into its strategic procurement considerations, including but not limited to the suppliers' safety management system, production and office environment, waste water/gas/waste treatment system and willingness to cooperate, in order to facilitate the selection of suppliers that can join hands with Zhongliang Holdings to identify the environmental and social risks of suppliers and promote sustainable supply chain development in the strategic procurement process. We prefer brands that are in compliance with energy consumption and emissions in production processes, whose quality and safety are more in line with national standards, and that will contribute to buildings with green and low-carbon functions as our suppliers of interior decoration materials. This not only promotes joint development of green supply chain in the industry, also guarantees a healthy and comfortable living experience for consumers.

五、攜手共建 V. Working Together

交流與合作

中梁控股倡導與供應商建立常態化的溝通機制，並一直以來積極促進行業交流合作。通過每年開展多場供應商大會，我們以宣貫、培訓、交流和成果分享等形式對以往合作進行總結，提出對未來合作的期許，宣貫中梁控股的供應鏈管理理念，同時助力與供應商的共同成長。

Communication and Cooperation

Zhongliang Holdings advocates establishing a regular communication mechanism with suppliers, and has been actively promoting exchanges and cooperation with industry. Through several supplier conferences in each year, we summarize our past cooperation in the form of publicity, training, exchange and sharing fruit, present our expectations for future cooperation and promote the management concept for supply chain of Zhongliang Holdings, in bid to facilitate our development in parallel with suppliers.

山東區域集團供應商大會

Shandong Regional Group Supplier Conference



大會以「精誠齊聚，創享共贏」為主題，旨在通過本次大會促進山東區與各優質供方真誠溝通、友好合作，營造健康、陽光、共贏的供應商管理體系。

The conference, themed with “Gathering with Sincerity, Creating Win-Win”, is aimed to promote sincere communication and friendly cooperation between Shandong Regional Group and various quality suppliers, so as create a healthy, bright and win-win supplier management system.

中梁地產集團供應商大會

Zhongliang Real Estate Group Supplier Conference



以「聚耀中梁 共贏不凡」為主題，中梁控股與來自全國各地的供應商、共贏者們400餘人出席大會，共享中梁發展碩果，共謀行業全新未來。

With the theme of “Talents Gathering in Zhongliang, Jointly Creating Extraordinary Performance”, Zhongliang Holdings met with over 400 suppliers and partners from all over China in the conference to share the development fruits of Zhongliang and seek a new future for the industry.

浙江區域集團景觀工程 合作夥伴交流會

Zhejiang Regional Group Landscape Engineering Partners Exchange Meeting



會議圍繞「同心者同路、共築產品力」的主題展開，為增強與景觀工程合作夥伴的交流與互動，確保思想統一、步調一致，在提高供方配合度的同時提升產品力，培育一批與中梁共同成長的合作夥伴。

The conference was held under the theme of “One Heart One Way, Jointly Building Product Power” to enhance communication and interaction with landscape engineering partners, ensure to build consensus among partners and take concerted actions, strengthen product power while improving supplier cooperation, and cultivate a group of partners in a common development with Zhongliang.

五、攜手共建 V. Working Together

江蘇區域集團供方大會
Jiangsu Regional Group
Supplier Conference



大會以「聚勢勵行，創贏未來」為主題，增進合作夥伴雙方的相互了解。中梁江蘇區域攜手眾多供應商夥伴分享成果，交流經驗，共謀發展，開啟2021合作新篇章。

The conference, themed with “Gathering Momentum to March Forward, Creating a Winning Future”, is aimed to enhance mutual understanding between partners. Jiangsu Regional Group of Zhongliang joined hands with many supplier partners to share achievements, exchange experiences and pursue common development to open a new chapter of cooperation in 2021.

北方區域集團供應商大會
Northern Regional Group
Supplier Conference



中梁控股聯盟賦能管理負責人從招採管控措施、成本管控工具、工程管控方式以及合作模式、合作深度、廣度等方面，闡述了對於未來合作的美好期待。同時，審計監察部駐地監也介紹了公司在監察審計工作上理念和舉措。

The head of the alliance empowered management platform of Zhongliang Holdings elaborated on the bright expectations for future cooperation from the aspects of bidding and procurement control measures, cost control tools, engineering control methods, as well as cooperation mode, and the depth and breadth of cooperation. Meanwhile, the resident supervisor of the audit and supervision department also introduced our philosophy and measures for auditing supervision.

西部區域集團合作方大會
Western Regional Group
Partners Conference



西部區域集團與來自不同區域的近200家優質合作方共同出席本次大會，共商新時代下的長期深入合作關係、共繪未來發展藍圖。

Western Regional Group met with nearly 200 quality partners from different regions in the conference to discuss prolonged and intensive cooperation in the new era and to draw a blueprint for future development.

五、攜手共建 V. Working Together

中梁控股日常關注供應商的訴求並及時處理。各區域集團季度、各區域公司月度開展供應商溝通，針對性地就對方合理化訴求進行及時協調與解決，以保障合作順利高效開展。此外，我們鼓勵開展送溫暖活動，對履約優秀的供應商表示肯定與認可。報告期內，各大區陸續開展了多種形式的供應商關懷活動，包括西部大區「夏日送清涼」活動，以及北方、江蘇、中部等多個大區向項目配合優秀的總包頒發獎狀、錦旗或者感謝信等活動，以表彰供應商的優秀履約表現。

Zhongliang Holdings pays attention to suppliers' requests on a daily basis and handles in a timely manner. Our regional groups communicate with suppliers on a quarterly basis and each regional company is on a monthly basis to coordinate and specifically resolve suppliers' reasonable requests in a timely manner, so as to ensure smooth and efficient cooperation. In addition, we encourage to launch inspire warmth activities to recognize and acknowledge suppliers with outstanding performance. During the Reporting Period, all regions launched various forms of supplier care activities such as "Summer Cooler" campaign in the western region, and the awarding of certificates, banners or letters of appreciation to main contractors for their excellent project cooperation in the Northern Region, Jiangsu and Central Region, in recognition of suppliers' outstanding performance.



西部大區「夏日送清涼」供應商關懷活動
"Summer Cooler" Supplier Care activity
in the Western Region



北方區域集團為供應商頒發獎項
Awards Presented to Suppliers by
Northern Regional Group

5.2 社會公益

中梁控股在企業經濟效益穩步提升與影響力日益增強的同時，作為社會價值的創造者、獲益者與擔當者，本集團也堅持以社會責任為己任，以感恩之心反哺社會。在為客戶提供優質服務的同時，潛心公益勇擔責任，積極響應社會需求，共享企業成果，多維度持續輸出社會價值，實現企業與社會的協同發展。

5.2 SOCIAL CHARITY

As a creator, beneficiary and contributor of social value, Zhongliang Holdings also adheres to take social responsibility as its own duty and give back to society with gratitude, while steadily improving its enterprise economic benefit and growing influence. In addition to providing quality services for customers, the Group is also committed to public welfare and prepared to carry responsibilities, actively responding to the needs of the community and sharing the achievements of the enterprise through continuously exporting social values in multiple dimensions to achieve the synergistic development of the enterprise and the community.

五、攜手共建

V. Working Together

中梁控股依托優質的服務體系與極強的產業資源整合力，將業務優勢與公益事業充分融合，聚焦鄉村教育、扶危濟困、賑災援助、抗擊疫情、社區建設等領域，積極投身於各項公益活動，用實際行動彰顯大企擔當，踐行時代賦予我們的使命與重任，譜寫我們在公益之路中的鏗鏘步伐。

報告期內，中梁控股的捐款總額為人民幣2,160萬元。

以愛傳承，築夢未來

教育是國家發展之根本，關係著國家的前途與命運。中梁控股始終不忘「企業公民」的身份，秉承著強烈的社會責任感，積極響應國家倡導、行業號召，開設「書香中梁」系列公益活動，持續深耕教育領域，踐行著社會責任擔當者的責任理念，憑借龐大的企業力量，為國家教育脫貧事業添磚加瓦。

Relying on quality service system and strong integration of industrial resources, Zhongliang Holdings has fully integrated its business strengths with public welfare undertakings, focusing on rural education, alleviating penury, disaster relief, fighting pandemic and community construction, and actively devoted in various public welfare activities to demonstrate our responsibility as a large enterprise with practical actions, fulfill the mission and important task bestowed by the times, and write our determined steps towards in the path of public welfare.

During the Reporting Period, Zhongliang Holdings donated RMB21,600,000 in total.

Pass on Love and Build the Future with Dreams

Education is the foundation of the development of a country, which is vitally interrelated with the future and destiny of that country. With a strong sense of social responsibility, Zhongliang Holdings has been a “corporate citizen” and actively responded to the national advocacy and the industry call to launch a series of charity activities under “Zhongliang Book Reading”. Zhongliang Holdings continued to make efforts in the field of education and practiced the concept of social responsibility to contribute to the national education and poverty alleviation by virtue of its strength.

五、攜手共建 V. Working Together

百校書香獻禮百年華誕

To Celebrate the Centenary of the Party with Building One Hundred Charity Libraries

自2016年起，中梁控股便開設「書香中梁」公益品牌計劃，以響應國家「倡導全民閱讀，建設書香社會」的號召。在五年中，我們先後於青海、西藏、雲南、貴州等17個省市的103所中小學內設立愛心圖書館，共捐贈圖書50餘萬冊。同時我們也精準資助成績優異的孩子繼續學習，並為多所學校捐贈多媒體設施，以設立助學金的形式鼓勵逐夢學子揚帆遠航。憑借書香中梁在鄉村教育上的持續推進，我們也於2021（第五屆）中國地產新時代盛典中榮獲「2021中國地產年度鄉村振興樣本企業」。

Since 2016, Zhongliang Holdings has launched the “Zhongliang Book Reading” charity brand program in response to the national call of “advocating reading nationwide to create an enlightened social culture”. In the past five years, we have set up charity libraries in 103 primary and secondary schools in 17 provinces and cities, including Qinghai, Tibet, Yunnan and Guizhou, with donation of more than 500,000 books. In addition, we provided targeted financial support to children with excellent academic performance to continue their studies. Also, we donated multimedia facilities to many schools and encouraged students who pursue their studies to set sail in the form of sponsorship. With the continuous promotion of “Zhongliang Book Reading” in rural education, we also won the “2021 China Real Estate Annual Rural Revitalization Model Enterprise” in the 2021 (the Fifth) China Real Estate New Era Grand Ceremony.

2021年6月29日，「書香中梁」的第一百所愛心圖書館於革命聖地延安建成，中梁控股攜手上海中梁公益基金會向延安新區第二小學、延安市寶塔區臨鎮小學捐贈27,000多冊、價值近人民幣百萬元的愛心圖書，以實際行動履行社會責任，兌現「五年百校」之諾。

On 29 June 2021, the 100th charity library under “Zhongliang Book Reading” was completed in Yan’an, the holy land of revolution. Together with Zhongliang Foundation, Zhongliang Holdings donated more than 27,000 books worth nearly RMB1 million to The Second Primary School in Yan’an New Area and Linzhen Primary School in Baota District, Yan’an, therefore fulfilling its social responsibilities by taking concrete actions and fulfilling its commitment of “Donating Libraries to One Hundred Schools in Five Years”.



五、攜手共建 V. Working Together

梁苗相攜溫暖同行

Warm-hearted Assistance under Zhongliang Children Program

2021年10月14日，「書香中梁－梁苗活動」正式拉開序幕。中梁控股聚焦特殊兒童群體，致力於為偏遠地區或貧困地區的孩子們打造舒適的成長環境，為他們的健康發展保駕護航。

On 14 October 2021, the “Zhongliang Book Reading- Zhongliang Children Program” was officially kicked off. Zhongliang Holdings focuses on special groups of children and is committed to creating a comfortable environment for children in remote areas or poor areas, thus escorting their healthy development.

活動中，我們攜手中梁公益基金會，響應習總書記的號召，積極參與由上海市政府、市民政局組織的上海社會力量助力內蒙古兒童福利事業發展結對援助項目，與赤峰市兒童福利院組成結對幫扶小組。

Under the Zhongliang Children Program, we joined hands with Zhongliang Foundation, responded to the General Secretary of the CPC, Xi Jinping’s call, and actively participated in the Charity Development Project of Assistance to Children in Inner Mongolia with the Social Force in Shanghai organised by the Shanghai Municipal Government and the Shanghai Civil Affairs Bureau, during which we formed a targeted support group with the Children’s Welfare Home in Chifeng.

在實地走訪與調研後，我們安排志願者為孩子們帶來禮物，傾聽他們內心的訴求，力圖真實且全面的了解福利院的基礎設施與軟硬件條件的實際情況，為他們提供最需要的幫助，全方位改善院內生活條件與教育設施。

After field visits and research, we arranged volunteers to bring gifts to the children and listen to their inner appeals. We strove to truly and comprehensively master the actual conditions of the infrastructure and hardware and software in the welfare home, so as to provide them with the assistance in great need and comprehensively improve the living conditions and educational facilities in the welfare home.



五、攜手共建 V. Working Together

同舟共濟，以愛為家

中梁控股始終重視社區的健康協調發展，積極踐行企業社會責任，憑借出色的企業管治能力與高效的團隊行動力，在為客戶提供更專業、更周全的優質服務的同時，通過完善危機應急體系、加強社區環境建設等措施，積極回饋社會，共築美好家園。

We Stand Together and Share Our Love

Zhongliang Holdings has attached importance to the healthy and coordinated development of the community and actively practiced its corporate social responsibilities. With its outstanding corporate governance and efficient team action, Zhongliang Holdings not only provides customers with more professional and comprehensive quality services, but also actively gives back to the society and builds a better home together by improving crisis emergency response system and strengthening community environment construction.

援豫搶險，中梁勇當先

Zhongliang's Rapid Assistance to the Disaster Relief in Henan

2021年7月，突如其來的暴雨及洪災席卷河南，也牽動了全國人民的心。中梁控股第一時間安排員工在確保自身安全的條件下，堅守在防汛第一線，冒雨巡查危險區域，第一時間組織行動小組清理積水，為業主排除安全隱患，提供及時、迅速的防汛服務，做好防範工作，杜絕安全事故發生。同時我們也在第一時間向河南省紅十字會捐贈人民幣100萬元善款，用於保障受災地區的群眾安全與採購緊急救災物資等環節，以實際行動支援河南防汛搶險工作。

In July 2021, sudden rainstorms and floods swept across Henan Province, which also touched the hearts of people across the country. Under the circumstance of ensuring their own safety, Zhongliang Holdings immediately arranged employees to stick to the front line of flood control, patrol dangerous areas in the rain and organise responding teams to clear water immediately to eliminate potential safety hazards for property owners, provide timely and rapid flood control services, and do a good job in preventing accidents. Moreover, we donated RMB1 million to the Red Cross Society of Henan Province as soon as possible, which was used to guarantee the safety of people in the affected areas and purchase emergency relief materials, demonstrating its practical support to the flood control and rescue work in Henan Province.

中梁控股始終堅持發展與責任並重，在增強自身產品力的同時，時刻關注社區需求與社區建設，持續彰顯我們長遠、可持續發展的目標與決心。

Zhongliang Holdings has attached equal importance to development and responsibility. While enhancing our product strength, we pay attention to community needs and community construction, and continuously demonstrate our long-term and sustainable development goals and determination.



五、攜手共建 V. Working Together

共襄善舉，愛滿人間

從「社會保障的重要補充」，到「發揮第三次分配作用」，中國的公益慈善事業在新時代也被賦予了新的使命。時間丈量著中梁的發展歷程，同樣也考驗著中梁控股的初心與恒心。本集團自成立起便將「為美好生活創造價值」作為企業的發展理念，始終將家國使命銘刻於心，致力於用公益之行傳遞正能量，營造一個充滿愛與溫暖的美好家園。

Support charities, fill the world with love

Charity in China has been given a new mission in the new era, whether it is “an important supplement to social security” or “playing the role of the third distribution”. Time reflects the development of Zhongliang, and also measures the originality and persistence of Zhongliang Holdings. Since its establishment, the Group has been adhering to the corporate development philosophy of “create value for a better life”, keeping in mind the social mission and dedicating itself to spreading positive energy through charity efforts to create a beautiful home full of love and warmth.

一村一品重發展，產業扶持解民憂

One village one product to promote development, industry support to solve people's worries

中梁控股積極響應國家鄉村振興的號召，成立專項調研小組，在經過多次實地調研與籌備後，結合會澤縣清河村、李子箐村兩地所需，促成多個項目落地，最終使得此次結對幫扶行動取得顯著成效。

Zhongliang Holdings actively responded to the national call for rural revitalization and set up a special research team. After several on-site surveys and preparations, Zhongliang Holdings combined the needs of Qinghe Village and Lizijing Village in Huize County to facilitate the implementation of various projects, which eventually led to the remarkable results of the matching assistance action.

憑借對該地的幫扶成果，我們也榮獲了全國「萬企幫萬村」精準扶貧行動先進民營企業、社會力量助力掛牌督戰工作榮譽證書、上海市普陀區工商聯「社會貢獻」獎、上海市浙江商會「生命之光」等殊榮。

With the achievements of assisting the community, we have also won the honorary prize of the Advanced Private Enterprise in “10,000 Enterprises Assisting 10,000 Villages” Campaign, Certificate of Honor for Social Forces Assisting Poverty Alleviation and Supervision, the “Social Contribution” award of Shanghai Putuo District Federation of Industry and Commerce, and the “Light of Life” of the Zhejiang Chamber of Commerce, Shanghai.



附錄一：法律法規及內部政策清單

Appendix I: List of Laws and Regulations and Internal Policies

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

附錄一：法律法規及內部政策清單

Appendix I: List of Laws and Regulations and Internal Policies

內部政策	Internal Policies
1 《風險清單》	Risk List
2 《中梁控股集團火爐法則(2020版)》	Furnace Rules of Zhongliang Holdings Group (Version 2020)
3 《客戶信息安全管理制度》	The Customer Information Security Management System
4 《中梁廉潔自律八項禁令》	Zhongliang's Eight Prohibitions for Integrity and Self-Discipline
5 《任期審計管理辦法》	Administrative Measures for Term Audit
6 《董事會審計管理辦法》	Administrative Measures for Board Audit
7 《區域集團駐地審計管理辦法》	Administrative Measures for Regional Business Group Residence Audit
8 《舉報渠道告知函》	Notification Letter of Reporting Channels
9 《招採廉潔自律辦法》	Measures for Tender and Procurement of Integrity and Self-Discipline
10 《關於防範新型冠狀病毒引起相關風險的通知》	Notice on Prevention of Relevant Risks Arising From the COVID-19
11 《營銷合法合規管理辦法》	Measures on Managing Compliance with Laws and Regulations on Marketing
12 《項目銷售宣傳物料製作管理操作指引》	Operating Guidelines on Managing Production of Materials for Sales and Promotion for Projects
13 《招聘管理制度》	Recruitment Management System
14 《工程條線考核管理辦法》	Administrative Measures for the Assessment on Engineering-Related Departments
15 《第三方工程過程評估管理辦法》	Management Measure on Evaluation of Construction by Third Party
16 《項目交付工程品質評估管理辦法》	Administrative Measures for the Assessment on the Quality of Projects Delivered
17 《績效考核管理辦法》	Administrative Measures for Performance Assessment
18 《中梁地產集團設計紅線》	Red Line in Design of Zhongliang Real Estate Group
19 《培訓管理制度》	Training Management System
20 《供應商廉潔協議(2021版)》	Supplier Integrity Agreement (2021)
21 《區域公司客服績效評價管理辦法》	Administrative Measures for Customer Service Performance Evaluation of Regional Companies
22 《銷售現場展示及公示作業指引》	Guidelines on On-Site Sales Demonstration and Public Operation

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

Appendix II: HKEX ESG Reporting Guide Content Index

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 Disclosure Paragraph
A. 環境		
A. Environmental		
層面 A1	排放物	
Aspect A1	Emissions	
一般披露	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	三、低碳綠色
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	III. Low Carbon and Green
關鍵績效指標 A1.1	排放物種類及相關排放數據。	三、低碳綠色 本集團業務不屬於重點污染行業，因此大氣排放物對本集團不適用
KPI A1.1	The types of emissions and respective emissions data.	III. Low Carbon and Green The Group's business does not fall into the scope of the heavily polluting industries and therefore atmospheric emissions are not applicable to the Group
關鍵績效指標 A1.2	溫室氣體總排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	3.2 低碳發展
KPI A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.2 Low-carbon Development
關鍵績效指標 A1.3	所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	3.3 綠色經營
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 Green Operations
關鍵績效指標 A1.4	所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	3.3 綠色經營
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 Green Operations

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關鍵績效指標A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。	三、低碳綠色
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	III. Low Carbon and Green
關鍵績效指標A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	三、低碳綠色
KPI 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.	III. Low Carbon and Green
層面A2	資源使用	
Aspect A2	Use of Resources	
一般披露	有效使用資源(包括能源、水及其他原材料)的政策。資源可用於生產、儲存、運輸、樓宇、電子設備等。	三、低碳綠色
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Resources can be used for production, storage, transportation, buildings, electronic devices, etc..	III. Low Carbon and Green
關鍵績效指標A2.1	按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	3.2 低碳發展
KPI 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).	3.2 Low-carbon Development
關鍵績效指標A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。	3.3 綠色經營
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	3.3 Green Operations
關鍵績效指標A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	3.2 低碳發展
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	3.2 Low-carbon Development
關鍵績效指標A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	3.3 綠色經營 本集團取水來源於市政用水，並且取水量較小，水風險較低
KPI 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.	3.3 Green Operations The Group sources its water from municipal water and the amount is small, thus the risk to water is low

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關鍵績效指標A2.5 KPI A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。 Total packaging material used for finished products (in tonnes) and, where appropriate, per unit produced.	本集團業務不涉及包裝材料的使用 The business of the Group does not involve packaging material
層面A3 Aspect A3	環境及天然資源 The Environment and Natural Resources	
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	3.1 綠色建築 3.1 Green Building
關鍵績效指標A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of business activities on the environment and natural resources and the actions taken to manage them.	3.1 綠色建築 3.1 Green Building
層面A4 Aspect A4	氣候變化 Climate Change	
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	3.2 低碳發展 3.2 Low-carbon Development
關鍵績效指標A4.1 KPI A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	3.2 低碳發展 3.2 Low-carbon Development
B. 社會 B. Social		
層面B1 Aspect B1	僱傭 Employment	
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	四、心繫員工 IV. Employee Wellbeing

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關鍵績效指標B1.1 KPI B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	4.1員工管理 4.1 Employee Management
關鍵績效指標B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	4.1員工管理 4.1 Employee Management
層面B2 Aspect B2	健康與安全 Health and Safety	
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	4.3健康安全 4.3 Health and Safety
關鍵績效指標B2.1 KPI B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	4.3健康安全 4.3 Health and Safety
關鍵績效指標B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	4.3健康安全 4.3 Health and Safety
關鍵績效指標B2.3 KPI B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	4.3健康安全 4.3 Health and Safety
層面B3 Aspect B3	發展及培訓 Development and Training	
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 培訓指職業培訓，可包括由僱主付費的內外部課程。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Training refers to vocational training. It may include internal and external courses paid by the employer.	4.2人才發展 4.2 Talent Development
關鍵績效指標B3.1 KPI B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	4.2人才發展 4.2 Talent Development

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關鍵績效指標B3.2 KPI B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	4.2人才發展 4.2 Talent Development
層面B4 Aspect B4	勞工準則 Labour Standards	
一般披露 General Disclosure	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。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	4.1員工管理 4.1 Employee Management
關鍵績效指標B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	4.1員工管理 4.1 Employee Management
關鍵績效指標B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	4.1員工管理 4.1 Employee Management
層面B5 Aspect B5	供應鏈管理 Supply Chain Management	
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	5.1供應商管理 5.1 Supplier Management
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	5.1供應商管理 5.1 Supplier Management
關鍵績效指標B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	5.1供應商管理 5.1 Supplier Management
關鍵績效指標B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	5.1供應商管理 5.1 Supplier Management
關鍵績效指標B5.4 KPI B5.4	描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	3.1綠色建築 5.1供應商管理 3.1 Green Building 5.1 Supplier Management

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層面 B6 Aspect B6	產品責任 Product Responsibility	
一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2.3 合規宣傳 2.4 客戶至上 2.3 Compliance Promotion 2.4 Customer-oriented
關鍵績效指標 B6.1 KPI B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	本集團業務不涉及產品回收 The business of the Group does not involve product recall
關鍵績效指標 B6.2 KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	2.4 客戶至上 2.4 Customer-oriented
關鍵績效指標 B6.3 KPI B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	2.1 產品設計 2.1 Product Design
關鍵績效指標 B6.4 KPI B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	品質服務 — 精工質量 本集團業務不涉及產品回收 Quality Service — Refining Construction Quality The business of the Group does not involve product recall
關鍵績效指標 B6.5 KPI B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	2.4 客戶至上 2.4 Customer-oriented

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層面B7 Aspect B7	反貪污 Anti-corruption	
一般披露 General Disclosure	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。 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.	1.3企業管治 1.3 Corporate Governance
關鍵績效指標B7.1 KPI B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	1.3企業管治 1.3 Corporate Governance
關鍵績效指標B7.2 KPI B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	1.3企業管治 1.3 Corporate Governance
關鍵績效指標B7.3 KPI B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	1.3企業管治 1.3 Corporate Governance
層面B8 Aspect B8	社區投資 Community Investment	
一般披露 General Disclosure	有關以參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 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.	5.2社會公益 5.2 Social Charity
關鍵績效指標B8.1 KPI B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	5.2社會公益 5.2 Social Charity
關鍵績效指標B8.2 KPI B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	5.2社會公益 5.2 Social Charity

