



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)

2022

**Environmental, Social and
Governance Report**

環境、社會及管治報告





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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2022年1月1日至2022年12月31日(即報告期內)。

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》(「環境、社會及管治報告指引」)進行編製。本公司已遵守環境、社會及管治報告指引所載的「不遵守就解釋」條文。

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 2022 to 31 December 2022 (the “Reporting Period”).

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 (the “ESG 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”). The Company has complied with the “comply or explain” provisions set out in the ESG Reporting Guide.

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獲取本報告的而電子文稿。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

2022年是充滿挑戰的一年，在市場狀況不利，外部環境亦存在不確定性的情況下，中梁控股秉承「保交樓、保民生、保穩定」的經營原則，充分展示出中梁控股的綜合實力和社會責任感。

在踐行社會責任的路上，中梁控股始終以一往無前的奮鬥姿態前行。我們積極將社會責任與經營戰略相融合，專注於企業管治、環境保護、社會發展，不斷提升可持續發展的表現，增強集團韌性，降低運營風險，並攜手各持份者推動企業可持續發展的發展，為股東創造長遠的價值。

我們多舉措並舉，踐行ESG工作，優化我們的風險管理體系，推動本集團的企業管治。

我們全力以赴保交付。在新的市場週期下，保交樓已成為中國房地產市場的關鍵任務。

我們踐行國家實現「2030碳達峰、2060碳中和」的目標，積極響應國家經濟社會全面可持續發展的號召。

我們重視勤奮敬業的人才。本集團高度重視人才的多元發展和可持續培養。我們通過建立系統性培訓及適當的內部提拔機制，助力員工快速成長。我們與員工建立開放的溝通渠道，進一步提升內部凝聚力，為企業發展貢獻力量。

2022 was a challenging year. Facing unfavourable market conditions and uncertainties in the external environment, Zhongliang Holdings adhered to its operating principles of “ensuring housing project delivery, safeguarding people’s livelihood and securing stability” and demonstrated its comprehensive strength and sense of social responsibility.

Zhongliang Holdings is committed to fulfilling its social responsibilities. We proactively integrate our social responsibilities and business strategies with emphasis on corporate governance, environmental protection and social development, so as to enhance the sustainable development performance and resilience and to reduce operational risks of the Group. We work with various stakeholders to promote sustainable development of the Group and create long-term value for our shareholders.

We take various measures to practice our ESG work, optimize our risk management system and promote corporate governance of the Group.

We strive to ensure delivery. Under the new market cycle, ensuring the delivery of property units has become a key task of the real estate market in China.

We contribute to the national goal of reaching the carbon peak by 2030 and achieving the carbon neutrality by 2060 and proactively respond to the call for comprehensive and sustainable economic and social development of the State.

We value talents with diligence and dedication. The Group places great emphasis on diversified development and sustainable cultivation of talents. We have developed a mechanism of systematic training and appropriate internal promotion to help our employees to grow rapidly. We have established open communication channels with our employees to enhance internal cohesion and to contribute to our corporate development.

引言 Introduction

我們與供應商戮力同心實現可持續的綠色發展。本集團已建立完善的供應商管理制度，涵蓋接洽到交付的全過程，促進與供應商的深度合作及共同發展。

We work together with suppliers to achieve sustainable green development. The Group has established comprehensive supplier management system, covering step from engagement to delivery, and promoting in-depth cooperation and co-development with suppliers.

我們奮力承擔企業責任。中梁控股持續為教育扶持、救災及其他公益事業貢獻力量。

We strive to undertake our corporate responsibilities. Zhongliang Holdings continued to contribute to education support, disaster relief and other public welfare undertakings.

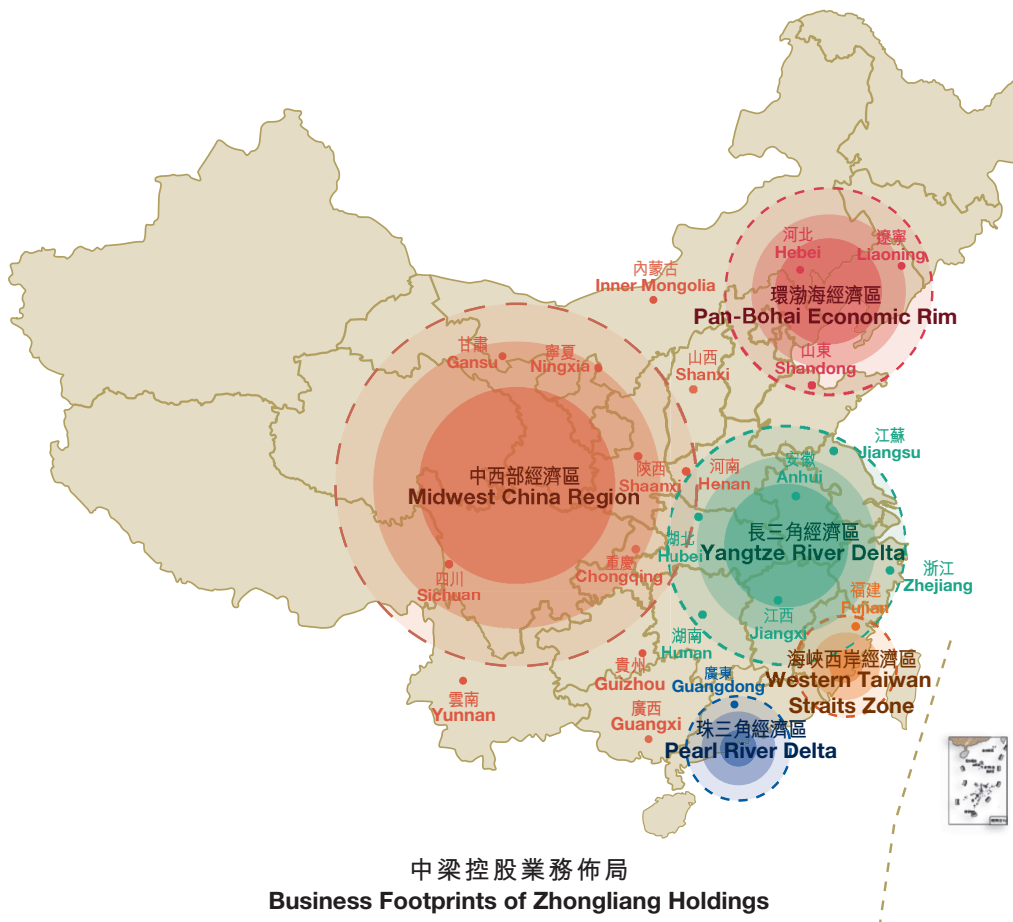
展望2023年，中梁控股將秉持謹慎樂觀的態度，銳意創造價值，繼續肩負「共創價值，讓四季心情綻放」的企業使命，積極改進發展模式，履行「保交樓、保民生、保穩定」的宗旨。同時，我們將繼續在安全、健康、高質量及可持續發展的道路上行穩致遠。

Looking ahead to 2023, Zhongliang Holdings will stay prudent, optimistic and determined to create value. Under its corporate mission of “create value for a better life”, Zhongliang Holdings will enhance its development model and fulfil the mission of “ensuring housing project delivery, safeguarding people’s livelihood and securing stability”. Meanwhile, we will continue to achieve a safe, healthy, high-quality, sustainable and steady development.

走進中梁 About Zhongliang

中梁控股是一家全國性大型綜合房地產開發商，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137個城市。截止2022年12月31日，本集團擁有土地儲備建築面積約為4,093萬平方米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，致力創造卓越的價值共創集團。

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 137 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. As of 31 December 2022, the Group had a land bank with gross floor area (“GFA”) of approximately 40.93 million square meter¹. 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.



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.

走進中梁 About Zhongliang

一直以來，中梁控股秉承「開放、開拓、開創、共識、共擔、共享」的價值觀，踐行「公開、公平、公正、簡單、務實、有效」的組織文化，不斷努力創造價值，與同行者共享發展成果。在過去的2022年，中梁控股在貫徹「保交樓、保民生、保穩定」的同時，致力於踐行可持續發展，堅持以科技為驅動力賦能美麗建築，為城市美好生活煥新賦能。我們作為社會責任的推動者，以卓越的產品與服務贏得業界內外的高度贊譽。

Adhering to the values of “Openness, Development, Innovation; Consensus, Undertaking, Sharing” and the corporate culture of “Transparency, Fairness, Justice, Simplicity, Pragmatism, Effectiveness”, Zhongliang Holdings has been striving to create values and sharing the fruits with all stakeholders. Over the year of 2022, Zhongliang Holdings had followed the call of “ensuring housing project delivery, safeguarding people’s livelihood and securing stability” on one hand and committed to practice sustainable development on the other. Moreover, Zhongliang Holdings perseveres in empowering its development in real estate industry with technology to contribute to the quality improvement of urban life. While shouldering the social responsibility, we received acclaim from both inside and outside the industry with excellent product and service.

2022年我們踔厲奮發 We forged ahead in 2022

榮譽獎項 Award

頒發機構 Awarding institution

2022中國地產上市公司品牌價值榜第21位
No.21 in Real Estate Companies of China
by Brand Value in 2022

成都傳媒集團《每日經濟新聞》、清華大學中國企業研究中心
“National Business Daily” of Chengdu Media Group,
China Business Research Center, Tsinghua University

2022年樓盤交付滿意度典範企業
2022 Model Enterprise on Delivery of Buildings
by Satisfaction

樂居控股有限公司－樂居財經研究院
Leju Holdings Limited – Leju Financial Research Institute

2022年《財富》中國500強第180位
No.180 in “Fortune” China 500 in 2022

時代華納集團《財富》
“Fortune” under Time Warner

2022上市房企運營效率TOP4
2022 Top4 of Listed Real Estate Enterprises
by Operating Efficiency

財訊傳媒集團《證券市場周刊》
“Capital Week” under SEEC Media Group

2022年中國房地產年度採購峰會
陽光採購標杆開發商
2022 Benchmark Developer for Open and
Transparent Procurement on the Annual
Procurement Summit of China Real Estate

深圳市明源雲科技有限公司
Shenzhen Mingyuan Cloud Technology Co., Ltd.

鏈築平台2022年度評審專家
Lianzhu 2022 Evaluation Expert

四川建橋科技有限公司－鏈築
Sichuan Jianqiao Technology Co., Ltd. – Lianzhu



2022年樓盤交付滿意度典範企業
2022 Model Enterprise on Delivery of
Buildings by Satisfaction



2021年度產品力地產品牌
2021 Real Estate Brand by Product Brand

一、合規管治

I. Compliance and Governance

中梁控股重視合規管治，以良好的企業治理推動公司健康、長遠、穩健發展。自上市以來，本集團始終恪守《中華人民共和國公司法》和上市規則附錄十四中《企業管治守則》等相關法律法規，制定並實行企業管治政策與措施。我們持續完善ESG管治架構，建立全面的風險管理體系，致力於營造公平誠信廉潔的公司氛圍。

1.1 ESG 管治

中梁控股積極承擔ESG責任，不斷推進、優化ESG管理，定期檢討集團ESG表現，制定集團ESG策略與政策，將社會責任融入企業發展戰略與日常經營，致力於不斷提升圍繞ESG管治為中心的企業治理水平，並推動行業和社會的可持續發展。

1.1.1 ESG 管治結構

中梁控股建立了自上而下的可持續發展管治架構，不斷加強董事會參與，形成由董事會、ESG委員會及ESG工作小組所組成的三級ESG管治架構。董事會作為最高決策層，領導和監督本公司ESG工作的管理與實踐，對ESG事宜相關風險進行審議。ESG委員會負責統籌推進ESG各項事宜，並向董事會定期匯報。ESG工作小組則負責落實本公司ESG日常工作，致力於提升中梁控股在ESG方面的表現。

Zhongliang Holdings attaches great importance to compliance and governance and seeks healthy and steady development of the Company in the long run with good corporate governance. Since its listing, the Group has abided by the *Company Law of the People's Republic of China* and the *Corporate Governance Code* as set out in Appendix 14 of the Listing Rules and other relevant laws and regulations, and formulated and implemented corporate governance policies and measures. We continue to improve the ESG governance structure by building a comprehensive ESG risk management system, so as to create a fair, honest and corruption-free corporate environment.

1.1 ESG GOVERNANCE

Zhongliang Holdings performs its ESG responsibilities actively by promoting and optimizing the ESG management constantly. It also regularly reviews the ESG performance of the Group and formulates ESG strategies and policies accordingly to integrate its social responsibility into corporate development strategies and daily operations. By striving to improve its corporate governance with ESG governance at core, Zhongliang Holdings aims to achieve the sustainable development of the industry and society.

1.1.1 ESG Governance Structure

By establishing a top-down sustainability governance structure, Zhongliang Holdings has continuously strengthened the involvement of the Board, setting up a three-level ESG governance structure consisting of the Board, the ESG committee and the ESG working group. Specifically, the Board as the highest decision-making body plays a leadership and supervisory role in the management and implementation of the Company's ESG efforts and considers the risks associated with ESG issues. The ESG committee is responsible for coordinating and promoting ESG related matters and reports to the Board on a regular basis, while the ESG working group is responsible for the implementation of the ESG-related daily work of the Company and strives to enhance the performance on ESG of Zhongliang Holdings.

一、合規管治

I. Compliance and Governance



ESG管治架構
ESG Governance Structure

一、合規管治

I. Compliance and Governance

1.1.2 管治與溝通

中梁控股遵循香港聯合交易所《環境、社會及管治報告指引》要求。中梁控股董事會高度重視公司可持續發展，作為本公司的最高決策機構，董事會負責決定公司ESG管理架構及管理策略、確保設立合適及有效的ESG風險管理及內部監控系統、審議及批准公司ESG年度報告，始終對本公司ESG策略與匯報承擔全部責任。我們成立ESG委員會，為董事會定期審閱和制定ESG整體戰略提供支持，並定期監督及檢討ESG的責任、願景、目標、策略、框架、原則、政策及ESG相關風險等，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，促進本集團ESG管理績效表現不斷提升。

中梁控股關注持份者期望與訴求，定期與持份者開展ESG議題重要性評估交流。ESG委員會負責監察公司與其持份者的溝通渠道及方式，我們經常與分析師及投資者交流、安排到訪項目進行實地考察，並通過高級管理層會議介紹本集團的發展策略、關鍵信息及近期業務發展情況。同時，基於各持份者所關切的問題，ESG委員會負責識別和評估ESG重要議題並對議題重要性進行排序，評估結果於ESG委員會上討論及審核。針對ESG方面的機遇與風險，ESG委員會專門負責依據風險評估框架進行討論並判定，最終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，與其他業務風險一並納入監控範圍，通過採取積極措施來減緩其影響。

1.1.2 Compliance and Communication

Zhongliang Holdings complies with the requirements of the *ESG Reporting Guide* issued by the Stock Exchange of Hong Kong. The Board of Zhongliang Holdings as the highest decision-making body of the Company puts a high value on the sustainability of the Company. It is responsible for determining the Company's ESG management structure and management strategy to ensure an appropriate and effective ESG risk management and internal control system in place, and for reviewing and approving the Company's ESG annual report. The Board always assumes full responsibility for the Company's ESG strategies and reporting. We have established an ESG committee, which is designed to provide support for the Board reviewing and formulating the overall ESG strategies in a regular manner. In addition, the ESG committee regularly supervises and reviews the ESG responsibilities, vision, goals, strategies, structure, principles, policies and ESG-related risks, while also reviewing the public disclosure of ESG related matters, coordinating and promoting the implementation of ESG related issues to promote the continuous improvement of the Group's performance on ESG management.

Being concerned with the expectations and demands of stakeholders, Zhongliang Holdings regularly communicates with stakeholders on the materiality of ESG issues. The ESG committee is responsible for monitoring the channels and means of communication between the Company and its stakeholders. We regularly communicate with analysts and investors, arrange site visits, and present the Group's development strategies, key information and recent business developments in senior management meetings. In the meantime, the ESG committee is responsible for identifying and assessing key ESG issues and ranks the materiality of such issues based on the concerns of stakeholders. The assessment results are subject to discuss and review by the ESG committee. The ESG committee is dedicated to discussing and determining ESG opportunities and risks in accordance with the risk assessment framework, and ultimately makes recommendations to the Board on risks of strategic significance, while also developing a future risk management framework that is monitored alongside other business risks to mitigate their impact by taking proactive measures.

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報告期內，董事會對公司就環境、產品、健康與安全方面制定的多個目標及各項目標的實現路徑進行審議並批准。未來，中梁控股將繼續嚴格遵守環境、社會及管治的要求，持續優化內部管理和報告披露，繼續為持份者提供可靠、一致、可比的ESG報告，不斷推動本公司環境、社會及管治水平的提升，共同為更美好的明天努力。

1.1.3 持份者溝通

我們深知持份者的意見對制定與推行可持續發展策略十分重要，為更好地回應持份者對可持續發展事宜的關切，我們積極與持份者方搭建常態化、多元化的雙向溝通機制，通過多種渠道同持份者方展開更深入、更廣泛的溝通與交流，及時了解各方訴求與期望並作出戰略規劃。本集團的主要持份者包括：員工、客戶/業主、投資者/股東、合作夥伴/供應商、社區、政府及監管機構。

During the Reporting Period, the Board considered and approved several goals set by the Company in relation to environmental, product, health and safety and the pathways to achieve each of such goals. In the future, Zhongliang Holdings will continue to strictly comply with requirements on ESG, optimize internal management and reporting disclosure on an ongoing basis, in a bid to provide reliable, consistent and comparable ESG reports for stakeholders continuously, and constantly promote the improvement of the Company's environmental, social and governance standards, hence work together for a brighter tomorrow.

1.1.3 Communication with Stakeholders

We acknowledge the importance of stakeholders' views for formulating and implementing our sustainability strategy. In order to respond to the concerns of our stakeholders on sustainability issues in a better way, we have actively established a regular and diversified two-way communication mechanism with our stakeholders. By carrying out more in-depth and extensive communication and exchanges with stakeholders through various channels, we understand their demands and expectations in a timely manner and thus make strategic planning. The Group's main stakeholders include: employees, customers/property owners, investors/shareholders, partners/suppliers, communities, government and regulators.

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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 as well as our communication and response methods:

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
員工	勞工準則 員工健康與安全 員工培訓與晉升體系 員工關愛與溝通 薪酬與福利	各類員工活動 內部刊物(報紙、雜誌) 員工績效考核
Employees	Labour standards Employees' health and safety Employee training and promotion system Employee care and communication Compensation and benefits	Various employee activities Internal journals (newspaper, magazine) Employee performance appraisal
客戶／業主	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	客戶滿意度調查 客戶專線 官方媒體平台
Customers/property owners	Product quality and customer service Customer satisfaction and complaint handling Protection of consumers' information security and privacy	Customer satisfaction survey Customer service hotline Official media platform
投資者／股東	反貪腐管控 反不正當競爭 業務發展 經濟績效	股東大會／特別股東大會 投資者、分析師路演 業績發佈會 新聞稿／公告 現場調研
Investors/Shareholders	Anti-corruption regulation Anti-unfair competition Business development Economic performance	General meeting/extraordinary general meeting Investors and analysts roadshow Results press conference Press release/announcement On-site investigation

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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
合作夥伴／供應商 Partners/Suppliers	供應商管理 反貪腐管控 綠色供應鏈建設 Supplier management Anti-Corruption regulation Construction of green supply chain	供應商資質審核 供應商交流大會 Supplier qualification review Supplier Forum
社區 Communities	社區發展及社會公益 Community development and social charity	新聞稿／公告 各類公益事業 Press release/announcement Various public welfare undertakings
政府及監管機構 Governments and regulators	合理合規營銷 反貪腐管控 Legitimate and reasonable marketing Anti-corruption regulation	現場調研 會談 On-site investigation Meetings

1.1.4 ESG 重大議題

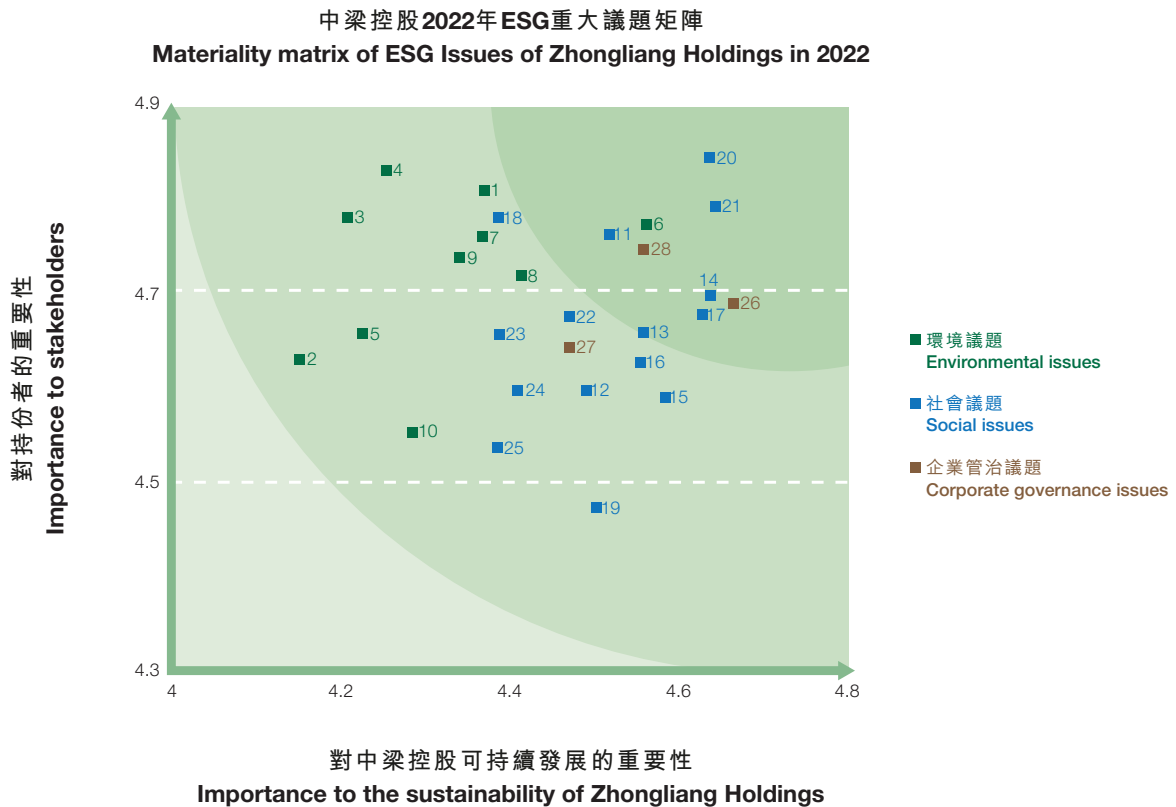
報告期內，中梁控股通過深入訪談和發放持份者問卷的形式，全面了解各方持份者觀點以及對中梁控股的意見反饋，結合國家政策、行業發展趨勢以及本集團發展戰略運營重點識別可持續發展重要議題，並形成重大性議題矩陣。2022年本集團共收到持份者403份問卷反饋，並形成重大性議題矩陣。其中，產品質量與客戶服務、客戶滿意度及投訴處理始終是持份者關注重點，物料消耗在循環經濟發展的大背景下也逐步成為本集團發展戰略中的重要關注議題。我們就識別出的重大性議題向董事會進行匯報，檢討及評估集團可持續發展風險，並對重大性議題最終判定結果給出建議。

1.1.4 Material ESG Issues

During the Reporting Period, Zhongliang Holdings gained comprehensive understanding of stakeholders' views and their feedback on Zhongliang Holdings by in-depth interviews and distributing questionnaires to stakeholders, and identified materiality issues of sustainability after taking into account the national policies, industry trends and the operational priorities of the Group's development strategy to establish a matrix of material issues. In 2022, the Group received 403 responses from stakeholders and formed a matrix of material issues. Among them, product quality and customer service, customer satisfaction and complaint handling are always the issues of concern by stakeholders, while material consumption is gradually becoming an important issue in the Group's development strategy in the global context of the development of circular economy. The materiality issues identified were reported to the Board for reviewing and assessing the risks of the Group's sustainability and to make recommendations on the final determination of materiality issues.

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2022年，根據持份者反饋信息，我們對重大性議題進行調整，最終確定包括8項高度重要性議題和20項中度重要性議題在內的28項重大性議題。其中，新增薪酬與福利和員工多元化2項議題。
In 2022, we adjusted the materiality issues based on stakeholders' feedback and finalized 28 materiality issues, including 8 issues of high importance and 20 issues of medium importance. Among them, two new issues namely compensation and benefits and diversity in employees, were identified.



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序號 重大性議題

No. Materiality Issues

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
Material 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措施
Measures taken to adapt to climate change
- 10 考慮氣候變化對業務影響
Considering the impact of climate change on business

社會議題

Social Issues

- 11 勞工準則
Labour standards
- 12 員工健康與安全
Employees' health and safety
- 13 員工關愛
Caring for employees
- 14 員工培訓與晉升體系
Employee training and promotion system
- 15 薪酬與福利
Compensation and benefits
- 16 員工多元化
Diversity in employees
- 17 供應商管理
Suppliers management
- 18 綠色供應鏈建設
Construction of green supply chain
- 19 研發創新
Research and development and innovation
- 20 產品質量與客戶服務
Product quality and customer services
- 21 客戶滿意度及投訴處理
Customer satisfaction and complaint handling
- 22 保護消費者信息安全及隱私
Protection of consumers' information security and privacy
- 23 尊重和保護知識產權
Respect and protect intellectual property rights
- 24 社區發展及社會公益
Community development and social charity
- 25 行業貢獻
Industry contribution

企業管治議題

Corporate governance issues

- 26 反貪腐管控
Anti-corruption regulation
- 27 反不正當競爭
Anti-unfair competition
- 28 合規合理營銷
Legitimate and reasonable marketing

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1.2 風險管控

穩健經營是企業實現可持續發展的重要基石，中梁控股堅守誠信合規之道，遵循科學的風險管理流程，不斷優化公司治理結構。我們通過建立風險防控體系，強化從風險識別到最終管理能力，為中梁控股持續健康發展奠定紮實的基礎。

1.2.1 體系建設

中梁控股積極推進企業風險防治和管理，通過建立健全的風險防控體系，保障公司長期穩定的經營。2022年為提升風險管理工作的有效性，本集團將風險管理架構劃分為前台與後台，明確本集團風險管理組織體系、具體職責、風險管理整體流程、風險評估等內容。中梁控股權責分明、各司其職的風險管理架構，有效強化了集團風險管理體系與內控合規體系的建設。

1.2 RISK MANAGEMENT AND CONTROL

Steady operation is an important cornerstone for an enterprise to achieve sustainable development. Adhering to the principle of integrity and compliance and following scientific risk management processes, Zhongliang Holdings constantly optimized its corporate governance structure. Through the establishment of a risk prevention and control system, we strengthened our capabilities from risk identification to final management, laying a solid foundation for the sustainable and healthy development of Zhongliang Holdings.

1.2.1 System building

Zhongliang Holdings actively promoted the enterprise risk prevention and management, and ensured the Company's long-term and stable operation by establishing a sound risk prevention and control system. In 2022, in order to improve the effectiveness of risk management, the Group divided the risk management structure into front office and back office, clarifying the Group's risk management organizational system, specific responsibilities, overall risk management process, risk assessment, etc. With its risk management framework with clear authorities and responsibilities and each performing its own duties, Zhongliang Holdings has effectively strengthened the development of the Group's risk management system as well as internal control and compliance system.

前台 — 為公司經營止損及挽損

Front office — stop loss and recover loss for the Company's operation

- 對接、指導各區域公司開展法務工作
Matchmaking with and guiding regional companies to carry out legal work
- 聚焦重大案件及時跟進
Focusing on major cases and follow up in a timely manner
- 處理重大非訴業務
Handling major non-litigation business

後台 — 以預防風險為首要任務

Back office — take risk prevention as a top priority

- 對專業條線統一對外輸出標準
Unifying external output standards for professional lines
- 制定完善的模式模板，嚴格把關流程審核
Developing a proper model and template to strictly check the process review
- 進行專項檢查監督、專項業務支持
Carrying out special inspection and supervision and providing support for special business

風險管理架構

Risk Management Framework

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1.2.2 流程管理

報告期內，中梁控股雖面臨疫情和地產行業整體環境所帶來的多重挑戰，仍積極推進風險管理工作，基於中梁控股風險防控體系的搭建，我們制定了完善的內部風險防控管理制度和手冊，不斷優化和規範風險管理流程。通過風險管理系統、不良信息系統及訴訟系統進行風險識別，從集團運營層面建立了長效信息化管理機制。除此之外，本集團結合全方位風險管控措施，從助力項目融資到支持逾期項目交付，再到主動訴訟風險案件，全方位風控有效解決從業務到融資等各個方面的糾紛，確保公司收益落地的同時提高中梁控股整體風控管治水平。

1.2.2 Process Management

During the Reporting Period, although faced with multiple challenges brought by the epidemic and the overall environment of the real estate industry, Zhongliang Holdings still actively promoted risk management. In line with the development of risk prevention and control system of Zhongliang Holdings, we have formulated a sound internal risk prevention and control management system and manual so as to continuously optimize and standardize the risk management process. Leveraging on its risk management system, negative information system and litigation system, Zhongliang Holdings conducted risk identification to establish a long-term information management mechanism at the operation level of the Group. In addition, by combining a full range of risk control measures, from assisting project financing to supporting overdue project delivery and to active litigation risk cases, the Group effectively resolved the disputes in all aspects from business to financing through comprehensive risk control, thereby ensuring the Company's revenue while improving the overall risk control and management level of Zhongliang Holdings.

風控管理系統 Risk control management system

- 針對項目開發全過程可能涉及的風險事項進行上浮填報
Fill in and report to superiors the risk matters that may be involved in the whole process of project development
- 達到信息上浮、風險追蹤及閉環的作用
Achieve information report to superiors, risk tracking and closed loop

不良信息系統 Negative information system

- 針對經營管理活動中存在違反法律法規的負面信息進行上浮填報
Fill in and report to superiors the negative information on violation of laws and regulations during the operation and management activities
- 法務風控中心定期通過內部網絡平台通報各單位的不良信用信息數量、影響程度及處理情況，督促各區域閉合不良信用信息風險，減少後續不良信用信息事件發生
The legal risk control center periodically reports the quantity, degree of impact, and handling of negative credit information of each unit through internal network platforms, urging all regions to eliminate the risk of negative credit information and reducing subsequent occurrences of negative credit information

訴訟系統 Litigation system

- 對訴訟案件進行台賬管理，由各區域法務人員在收到案件後三日內填報
Conduct ledger management for litigation cases, which shall be filled in and reported by legal personnel in each region within three days after receiving such cases
- 達到信息對稱、訴訟相關數據整合分析作用，將訴訟案件檔案電子化存檔
Achieve information symmetry, integration and analysis of litigation-related data, and electronically archive litigation case files

風險識別三大系統

Three Major Systems for Risk Identification

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針對由高風險所導致的重大性風險案件，本集團建立從案件資料接收到生效判決款項支付跟進的全流程訴訟應對體系，全面提升風險案件處理質量和效率。我們通過制定《及時移交訴訟及仲裁資料的通知》，有效提高案件材料接收的時效性，並在訴前建立研討機制，明確應對方案及推進重點。不僅如此，在訴訟過程中，我們持續優化外聘律所管控，助力案件解決。在訴訟完結後，我們通過及時複盤總結，定期對典型案件進行會議宣貫，全面提升本集團應對重大風險案件能力。

In respect of the major risk cases caused by high risks, the Group has established a whole-process litigation response system from the receipt of case materials to the follow-up of the payment under effective judgments, so as to comprehensively improve the quality and efficiency of risk case handling. By formulating the *Notice of Timely Transfer of Litigation and Arbitration Materials*, we effectively improved the timeliness of receiving case materials, and established a discussion mechanism before litigation to clarify the response plans and priorities for implementation. Furthermore, during the litigation process, we continued to optimize the control on external law firms to facilitate the solution of cases. Subsequent to the end of litigation, we regularly held meetings for the publicity of typical cases through timely review and summary, so as to comprehensively enhance the Group's ability to deal with major risk cases.

規範案件材料接收

Standardize the receipt of case materials

- 為避免錯過應訴時間，本集團發佈《及時移交訴訟及仲裁資料的通知》，明確各部門人員須在當日或次日內將資料移交法務部門，並按要求登記信息
In order to avoid missing the response time, the Group issued the *Notice of Timely Transfer of Litigation and Arbitration Materials*, clarifying that personnel of various departments must transfer the materials to the legal department on the same day or the next day and register the information as required

訴訟案件信息對稱及業務決策

Information symmetry and business decision-making for litigation cases

- 重大訴訟案件由區域法務第一時間通過釘釘或微信建立聯通，及時進行信息對稱，快速推進決策
Major litigation cases shall be connected by regional in-house counsel through DingTalk or WeChat at the first time, to realise information symmetry and rapid decision-making in a timely manner

訴前研討機制

Pre-litigation discussion mechanism

- 重大案件涉及條線需全力配合，相關負責人在訴訟案件舉證期限屆滿前召開的溝通研討會議，明確應對方案及推進重點，及時提交所需資料
Major cases involving business lines shall be given full assistance, and the relevant responsible personnel shall hold a communication seminar before the expiration of the time limit for presenting evidence in litigation cases to clarify the response plan and priorities for implementation, and submit the required materials in a timely manner

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訴訟費用支付

Payment of litigation costs

- 生效判決履行相關費用明確歸口管理部門及支付部門，訴訟仲裁、律師費等相關費用單獨列支、專款專用，相關費用不納入預算考核，以促使費用承擔主體及時支付

The expenses related to the performance of effective judgments shall be clearly assigned to the management department and payment department, and related expenses such as litigation and arbitration, lawyer fees shall be separately expensed and paid by special funds, and relevant expenses shall not be included in the budget assessment, so as to facilitate timely payment by the cost-bearing entity

複盤總結

Review and summary

- 對投資、融資、營銷、工程、勞動等常見案件類型進行分類總結，通過正反面案例分析，提煉優質訴訟方案，定期進行會議宣貫及專項培訓複盤

Classify and summarize common case types such as investment, financing, marketing, engineering and labor, refine high-quality litigation proposals through positive and negative case analysis, and regularly hold meetings for publicity and conduct special training on case review

重大案件全流程應對機制

Responding Mechanism for the Whole Process of Major Cases

中梁控股為確保交付順利，從政法兩條線並行出發應對總包不配合竣工的風險事項，在取得政府支持的同時完善法律證據支撐，爭取使法院做出先予執行的裁定。我們以法律為準則，以訴訟為手段，不斷加強與政府、政法委、住建局、法院的溝通，通過函件、緊急情況說明等書面文件闡明總包不配合竣工備案、惡意停工索賠等情況，以建築工程施工糾紛主動向法院提起訴訟，以此減少對項目整體開發的不利影響。

In order to ensure smooth delivery, Zhongliang Holdings started from the parallel political and legal lines to deal with the risk of general contractor not cooperating with the completion of the project, and improved the legal evidence support while obtaining government support, striving to make the court prioritize to enforce the ruling. Taking law as the standard and litigation as the means, Zhongliang Holdings continuously strengthened the communication with the government, the politics and law committee, the Housing and Urban-Rural Development Bureau as well as the court. By explaining through written documents such as letters and emergency statements that the general contractor does not cooperate with the completion filing and claims for malicious shut down, Zhongliang Holdings actively filed a lawsuit with the court in respect of construction disputes, so as to reduce the adverse impact on the overall development of the project.

1.2.3 風控培訓

本集團通過加強風控培訓，就風控合規體系建設重難點、風險事件問題根源分析、推進內部審計統籌、細化案件管理等議題深入探討和宣貫，加強風險教育，確保對集團所有風險進行全流程管理。

1.2.3 Risk Control Training

By strengthening risk control training, the Group has conducted in-depth discussions and publicity on topics such as the key difficulties in the development of risk control and compliance system, the analysis of the root causes of risk events, the promotion of internal audit coordination as well as the refinement of case management, so as to strengthen the risk education and ensure the whole-process management of all risks of the Group.

一、合規管治

I. Compliance and Governance

為保障決策層對風控的全面把控，報告期內，本集團累計在月度高管會上進行法務風控合規宣貫12場次，覆蓋各層級高管人數超600人²，培訓內容涵蓋行政處罰、交付風險、營銷風險、疫情應對等方面。為提升全體員工的風控意識和防控技能，本集團由區域公司法務針對開盤、簽約、交付等重要節點風控事項，對相關業務條線開展日常風控合規專項培訓和宣貫，面向營銷客服、工程、招採、融資、設計、人力等共計開展12場次，累計參與人數超2,000人。

In order to ensure the comprehensive control on the risk control by decision-makers, during the Reporting Period, the Group conducted a total of 12 publicity events on legal risk control and compliance at the monthly executive meetings, covering more than 600² senior executives at all levels, and the training content covered administrative penalties, delivery risks, marketing risks, epidemic response, etc. In order to enhance the risk control awareness as well as prevention and control skills of all the employees, the Group's in-house counsel of regional companies provided daily special training of risk control compliance and promotion for relevant business lines on significant risk control matters such as opening quotation, signing contracts and project delivery. A total of 12 trainings were held regarding marketing customer service, engineering, procurement, financing, design and human resources, with a cumulative number of more than 2,000 participants.

法務條線合規宣貫培訓 Publicity and Training on Legal Line Compliance

- 開展為期兩天的《春季大練兵》專項賦能訓練營，各區域選取10類典型案例進行專項複盤培訓，針對勝訴及敗訴原因提煉總結

Carry out a two-day special empowerment training camp namely the *Spring Training* to select 10 types of typical cases in each region for special review training, and analyze and summarize the reasons for winning and losing the cases
- 邀請外部律師及優秀同行進行培訓溝通，如：邀請上海錦天城律師事務所李雲律師進行《民法典擔保制度變化分析》專項培訓

Invite external lawyers and outstanding peers to conduct training and communication, such as inviting Mr. Li Yun from AllBright Law Offices to conduct a special training on *Analysis of Changes in the Guarantee System of the Civil Code*
- 每月例行法務條線工作總結會議中，進行各類典型案例處理要點分享及培訓

Share and train the key points of various typical cases at the monthly summary meeting of legal line
- 由全集團法務人員共同編寫年度案例49篇，並匯編成冊，在法務條線內下發學習研討

The legal staff of the whole Group jointly compile 49 annual cases and compile them into a book for study and discussion within the legal line



2. 此處月度高管會統計全年參與高級管理人員及中層管理人員人數，因此數據高於報告期末對應員工類型。

2. The senior management included the number of senior and middle management participating the training throughout the year in calculation, therefore, the figure is higher than that of corresponding employee type at the end of the Reporting Period.

一、合規管治

I. Compliance and Governance

1.3 商業道德管理

中梁控股致力營造陽光廉潔的企業氛圍，以最高標準的商業準則約束自身及員工，以抱誠守真的態度開展運營。我們恪守《中華人民共和國反不正當競爭法》《國家工商行政管理局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，通過不斷完善《中梁廉潔自律八項禁令》《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》等廉潔運營相關規章制度，強化內部監督問責與舉報機制，持續推進反貪腐教育與培訓，嚴防相關違規違法行為的發生，維護倡廉善治的企業氛圍。

1.3.1 廉潔管理

中梁控股持續加強廉潔誠信管理，杜絕貪腐、賄賂、勒索、欺詐等不法行為的發生。為貫徹落實誠信經營原則，本集團發佈了《關於修訂離職離崗審計範圍的通知》，更新調整人員離職離崗審計範圍、明確人員離職離崗報備流程和審計流程，並根據《離任審計管理辦法》開展離職離崗人員的自查自檢工作。

離職離崗備案及必審範圍

Filing and scope of mandatory review for resignation

- 地產集團總部各中心負責人及以上
Heads of each center of the real estate group headquarter and above
- 地產集團總部各專項組組長
Leaders of the special teams of the real estate group headquarter
- 區域公司董事長、常務副總、營銷副總
Chairman, executive vice president and vice president of marketing of regional companies

1.3 BUSINESS ETHICS MANAGEMENT

Zhongliang Holdings is committed to creating a transparent and clean corporate atmosphere, restraining itself and its employees with the highest standard of business principles, and conducting operations with sincerity and integrity. We strictly complied with the requirements of national laws and regulations such as *Anti-Unfair Competition Law of the People's Republic of China*, *Interim Provisions of the State Administration for Industry and Commerce on Banning 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*. By continuously improving the rules and regulations related to integrity such as the *Zhongliang's Eight Prohibitions for Integrity and Self-discipline*, *Furnace Rules of Zhongliang Holdings Group (Version 2020)*, *Administrative Measures for Term Audit* and *Administrative Measures for Board Audit*, Zhongliang Holdings strengthened the internal supervision, accountability and reporting system, continuously implemented education and training on anti-corruption, and strictly prevent the violations of relevant laws and regulations, with a bid to maintain a corporate atmosphere that promotes integrity and good governance.

1.3.1 Integrity management

Zhongliang Holdings continuously strengthened the integrity and honesty management, aiming to eliminate corruption, bribery, extortion, fraud and other illegal behaviours. In order to implement the principle of honest operation, the Group issued the *Notice on Revising the Audit Scope for Resignation*, to update and adjust the audit scope for resignation, clarify the reporting process and audit process for the resigned staff, and conduct self-check and self-inspection for the resigned staff in accordance with the *Administrative Measures for Resignation Audit*.

離職離崗備案及選審範圍

Filing and scope of selective review for resignation

- 地產集團總部各二級部門負責人
Heads of secondary departments of the real estate group headquarter
- 區域公司平台部門負責人及以上
Heads of platform department of regional companies and above
- 區域公司事業部總經理
General manager of business department of regional companies

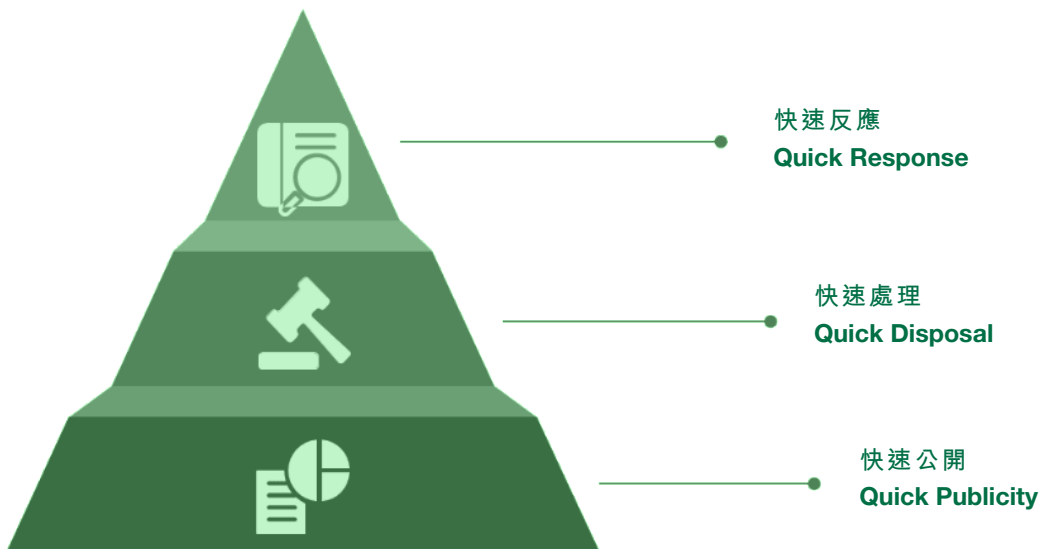
離職離崗審計範圍

Audit Scope for Resignation

一、合規管治 I. Compliance and Governance

為進一步加強公司廉正建設，完善監督約束機制，促進全體員工廉潔從業，本集團秉承「三快」原則，一旦發現涉嫌嚴重違規或廉潔舞弊問題，快速上報相關部門啟動分析調查，同時、同步採取補救措施，在最短時間內將舞弊案件可能造成的影響降至最低。報告期內，本集團已審結2例重大貪腐訴訟案件，已移送司法機關依法懲處，並通過內部公示以此為警示，進一步加強廉政制度建設及風險管控。

In order to further strengthen the integrity construction of the Company, improve the supervision mechanism, and promote the integrity of all employees, the Group always adheres to the principle of “Three Quickness”. Suspected serious violations or corruptions found shall be quickly reported to the relevant departments for analysis and investigation, and remedial measures shall be taken simultaneously to minimize the possible impact of the fraud case as soon as possible. During the Reporting Period, the Group has concluded 2 major corruption litigation cases, which have been transferred to the judicial organs for punishment according to laws, and have been publicized internally as a warning to further strengthen the construction of the integrity system and risk control.



「三快」原則
Principle of “Three Quickness”

一、合規管治

I. Compliance and Governance

1.3.2 舉報機制

本集團秉持「規範、統一、開放、暢通」原則，於2022年更新並統一中梁體系舉報渠道，通過本集團官方網站、OA (Office Automation, 辦公自動化) 內部公示、廉潔中梁微信公眾號，以便及時受理調查各類不良風氣、違紀、舞弊、貪腐等問題。我們堅持「四不」準則，對於實名舉報問題必定徹查。持續強化「不敢、不能、不想」的高壓態勢將助力各級組織促進經營管控閉環，有效減少舞弊機會和舞弊條件，避免員工誤入歧途。

1.3.2 Reporting mechanism

On the principle of “standardized, unified, open and smooth”, the Group updated and unified the reporting channels of Zhongliang in 2022. Through the official website of the Group, OA (Office Automation) internal publicity, and the Wechat official account of Integrity Zhongliang, various issues such as unhealthy customs, violations of discipline, frauds and corruptions shall be promptly accepted and investigated. We adhere to the principle of “Four Never” and will conduct thorough investigation for real-name reports. Continuously strengthening the high-pressure situation of “Don’t Dare, Can Not and Don’t Want” will assist organizations at all levels to promote closed loop management and control, effectively reduce the opportunities and conditions for fraud, and avoid employees from going astray.



「四不」準則
Principle of “Four Never”

受理部門	Acceptance Department	中梁地產集團審計監察部 Audit & Supervision Department of Zhongliang Real Estate Group
舉報郵箱	Email	sjjc@zldcgroup.com
舉報微信	WeChat	ZL13122770858
舉報電話	Telephone	13122770858
信函渠道	Postal Address	上海市普陀區雲嶺東路235號長風跨國採購會展中心3號樓16層 王先生收 16/F, No.3 Shanghai Convention & Exhibition Center of International Sourcing, 235 Yunling East Road, Putuo District, Shanghai, attention of Mr. Wang

一、合規管治

I. Compliance and Governance

中梁控股不斷完善舉報人保護措施，對舉報人信息進行嚴格保密，並對打擊報復舉報人的行為進行制止和嚴厲處分。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，並對舉報內容依據相關規紀做出處理。

Zhongliang Holdings continues to improve the protection measures for whistleblowers, keeps strictly confidential the information of whistleblowers, restrains and implements severe punishment to those who retaliate against whistleblowers. For the reported clues, the Group has assigned a special person responsible for recording, summarizing and reporting the reported information, and deals with the reported content in accordance with relevant rules and regulations.

舉報人保護舉措 Protection Measures for Whistleblowers

投訴舉報信息由指定專人記錄、匯總與匯報，嚴防泄露舉報內容或遺失舉報材料

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

應在保密、封閉場所接受當面舉報，由專人接待並詳細記錄，無關人員不得旁聽或詢問

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

專人負責舉報信件的收發、拆閱，需詳細記錄匯總，設立追責到人制度，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

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

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

一、合規管治

I. Compliance and Governance

此外，為支持員工對本集團的經營活動和廉潔環境進行監督，我們秉持舉報保密、實名優先、查實有獎的原則，於報告期內發佈《關於進一步調整舉報獎勵標準的通知》對舉報獎勵相關機制進行修訂，對揭發、檢舉違反中梁控股規章制度行為，提供調查線索的有功人員給予獎勵。同時，通過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，有效貫徹落實誠信經營的原則。

In addition, in order to support employees to supervise the business activities and integrity of the Group, we uphold the principles of confidentiality of reporting, priority given to real-name reporting, and reward for verification. During the Reporting Period, we issued the *Notice on Further Adjustment of Reporting Award Standards* to revise related mechanisms of reporting reward. Rewards will be given to those who expose and report violations of the rules and regulations of Zhongliang Holdings and provide investigation clues. Meanwhile, the principle of integrity operation shall be thoroughly implemented through the continuous improvement of protection measures for whistleblowers, and the strict prevention of disclosure of reported content and personal information of whistleblowers.

獎勵對象 Object of Reward

- 對實名舉報、投訴有功者給予精神及物資獎勵
Spiritual and material rewards shall be given to those who make real-name reports and complaints
- 對匿名舉報原則上不予獎勵，但本人申請經審查後，可予以發放
Those make anonymous reports shall not be rewarded in principle, but they may receive rewards after their applications have been reviewed
- 獎勵對象不僅限於中梁控股內部員工，亦包含外部合作夥伴、客戶等相關知情者
The object of rewards shall not only limit to employees of Zhongliang Holdings, but also include persons in the know such as external partners and customers

獎勵標準 Reward Standards

- 對舉報線索經查實存在舞弊行為並挽回損失的，按最終結案認定挽損金額給予一定比例的稅後現金獎勵
If the reporting clue is verified to have fraudulent behavior and the loss is recovered, a certain percentage of after-tax cash reward will be given according to the amount of loss recognized in the final settlement of the case
- 獎勵比例最低不低於10%，具體獎勵比例在10%基礎上，依照提供證據情況及配合情況適時調整增加10%比例
The reward ratio shall be no less than 10%, and the specific reward ratio shall be adjusted, on the basis of such 10%, within the increase of 10% in due course according to the evidence provided and the cooperation situation
- 對舉報人員應得獎勵於挽損到賬後7日內予以兌付，如涉及司法移送類，以司法判決生效且挽損到賬後7日內予以兌付
The reward to whistleblowers shall be paid within 7 days after the receipt of the loss retrieved; if the judicial transfer is involved, the reward shall be paid within 7 days after the judicial judgment coming into effect and the receipt of the loss retrieved

舉報獎勵機制

Reward Mechanism of Reporting

一、合規管治

I. Compliance and Governance

1.3.3 廉潔宣貫

我們通過開展廉潔合規宣貫，加強員工對商業行為準則和反腐敗制度的認識和理解。本集團面向區域董事長、事業總、營銷總、新棟梁等各職級重點人群，涵蓋地產集團營銷、招採、工程、成本、財務等多個條線，開展普及相關法律知識及公司相關要求的宣貫，營造風清氣正的商業營運環境。報告期內，本集團線下組織及參與開展專題廉正宣貫共計112場，其中向董事及管理人員提供反貪污培訓24次，參與培訓人數93名，向員工提供的反貪腐培訓88次，參與培訓的員工為4,690人³。

1.3.3 Integrity publicity

By promoting integrity and compliance, we enhance employees' awareness and understanding of the business code of conduct and anti-corruption system. The Group carried out the popularization of relevant legal knowledge and the publicity required by the Company for key groups of regional chairmen, heads of business units, heads of marketing units, new pillars and other ranks, covering the marketing, bidding and sourcing, engineering, cost, finance and other lines of the Group, so as to create a positive business environment with integrity. During the Reporting Period, the Group arranged and participated in 112 sessions of special offline promotion under the topic of integrity, among which 24 sessions of anti-corruption training were provided to Directors and management personnel with participation of 93 persons, and 88 sessions of anti-corruption training were provided to employees with participation of 4,690³ persons.

廉潔合規提醒

Reminder of Integrity and Compliance

中梁控股以案例解析形式，在每月月底通過郵件為全體員工進行廉潔合規提醒，傳遞企業正能量，以構築陽光透明、公平公開、廉潔自律的企業氛圍。2022年審計監察部共發送12份廉潔合規提醒郵件，解析廉潔舞弊類案例24例，合規經營類案例24例，案例涵蓋營銷、工程、成本、招採等條線，有效提高員工廉潔合規意識。

In the form of case analysis, Zhongliang Holdings reminds all employees of integrity and compliance by email at the end of each month to convey positivity of the enterprise, so as to cultivate a sunny, transparent, fair, open, honest and self-disciplined environment. In 2022, the Audit & Supervision Department sent 12 emails reminding employees of integrity and compliance, and analyzed 24 cases of fraud and 24 cases of compliance operation, covering marketing, engineering, cost, bidding and sourcing and other lines, effectively raising employees' awareness of integrity and compliance.

3. 該培訓統計全年參與員工人數，因此數據高於報告期末員工總數。

3 The training included the number of employees participating the training throughout the year in calculation, therefore, the figure is higher than the total number of employee at the end of the Reporting Period.

二、匠心品質，精誠服務

II. Outstanding Quality and Sincere Service

面對行業新形勢帶來的機遇與挑戰，中梁控股秉承「共克時艱、穩步經營、擁抱變化、堅定信心」的指導思想和「為美好生活創造價值」的理念，將「保交樓、保民生、保穩定」作為公司經營管理的首要任務，牢牢扛穩企業責任。

我們嚴格遵守《中華人民共和國民法總則》《中華人民共和國物權法》《中華人民共和國合同法》《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》和《城市危險房屋管理規定》等法律法規，將服務與產品理念澆築於兌現中，匠心鑄造品質安居的作品。從精準選址、項目規劃及管理、材料採購、工程建設到最終產品交付及物業管理，確保項目發展全周期各環節的高品質保障及可持續性，為客戶提供全旅程的安心服務。

In the face of opportunities and challenges brought by the new development of the industry, Zhongliang Holdings adheres to the guiding ideology of “joint response to difficulties, steady management, embracing changes, and strengthening confidence” and the philosophy of “creating value for a better life”, and making “ensuring housing project delivery, safeguarding people’s livelihood and securing stability” the top priority of the Company’s operation and management for firmly shouldering its corporate responsibility.

We strictly abide by the *General Provisions of the Civil Law of the PRC*, the *Property Law of the PRC*, the *Contract Law of the PRC*, the *Urban Real Estate Administration Law of the PRC*, the *Regulations on the Development and Operation of Urban Real Estate* and the *Regulations on the Management of Dangerous Houses in the City*. We integrate our concepts of service and product with our quality works. From site selection, project planning and management, material procurement, engineering construction to final product delivery and property management, we ensure the high-quality assurance and sustainability of all links in the whole project development cycle, and provide customers with peace of mind for the whole journey.

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2023年，完美交付比例佔當年交付項目的90%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 90% of all the projects delivered by 2023

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 publicly available, transparent and accurate during the sales period and improving customer satisfaction year by year

中梁控股服務承諾

Zhongliang Holding Service Commitments

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2.1 精益質量

中梁控股不斷打磨、專業精研，始終將質量放在第一位。我們以品質立身，不斷鍛造服務力，持續、穩定的提升產品質量和交付能力，為每一位將信任相託的中梁控股家人呈遞更為豐盛美好的生活。

2.1.1 質量管理

為確保每一道工序、每一項細節完美呈現，中梁控股嚴格管理工程項目質量。2022年，本集團積極擁抱外部環境變化，從「精總部，強管控」原則出發釋放質量管理組織活力，調整質量管理架構為「1個後台+7個專項」，專項組分佈北方、京津冀、山東、中部、西部、浙閩、廣東等全國各區域並各自下設工程運營部，以緊密合作的組織架構為基礎提高質量管控的運作效率。

2.1 EXCELLENT QUALITY

Adhered to quality first, Zhongliang Holdings constantly develops itself and makes professional refining. We stand on quality and continue to improve its services, striving to provide each client who trusts Zhongliang Holdings with a richer and more wonderful life by its product quality and delivery under consistent and stable improvement.

2.1.1 Quality Management

In order to ensure the perfect presentation of every process and every detail, Zhongliang Holdings conduct strict management on the quality of projects. In 2022, the Group actively embraced the changes in the external environment, and released the vitality of the quality management on the basis of the principle of “refining headquarters, strengthening control” by adjusting the quality management structure as “1 back office +7 special projects”. The special teams are distributed in Northern China, Beijing-Tianjin-Hebei, Shandong, Central China, Western China, Zhejiang, Fujian, Guangdong and other regions of the country with their own engineering operation departments. Based on the organization structure of close cooperation, the operation efficiency of quality control has been improved.

二、匠心品質，精誠服務

II. Outstanding Quality and Sincere Service

1個後台

1 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
Being responsible for developing and improving engineering management system, assessment and evaluation system and technology system
- 編製、修訂完善工程相關標準化流程，固化工程業務流程和管控動作
Formulating, revising and improving engineering related standard processes, standardising engineering work flows and control actions
- 完善、監管並維護工程管理信息化平台
Improving, monitoring and maintaining the information platform of engineering management
- 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和區域公司進行工程全維度考核及單項考核，負責參與示範區品質評比工作
Conducting full-dimension and single-item engineering assessment for the regional group's alliance centers and affiliated regional companies on a regular basis, and participating in the quality evaluation of demonstration area

7個專項

7 Special projects

- 負責對接具體項目業務，上傳集團總部指派的工作任務、下達工程管理相關任務指標
Being responsible for specific project business, reporting work tasks assigned by the group headquarters, and issuing project management related task indicators
- 各自負責下轄區域內項目的具體業務管控，協同集團總部進行管理
Being responsible for the specific business control of projects in the area under its management, and coordinating with the group headquarters for management
- 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，並提出懲罰建議
Participating in the investigation of quality accidents at major or above level and safety accidents at relative serious or above level, reviewing the investigation report and treatment plan, and putting forward punishment suggestions
- 參與項目工程全周期評估過程，針對評估結果進行整改並上報
Participating in the whole cycle evaluation process of the project, and rectifying and reporting the evaluation results
- 對重點、難點項目提供技術支持，確保品質交付
Providing technical support for key and difficult projects to ensure quality delivery

中梁控股質量管理機制

Quality Management Mechanism of Zhongliang Holdings

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

報告期內，我們基於《中華人民共和國產品質量法》，修訂《品質型項目管控辦法》《產品品質梯隊評審辦法》《中梁地產集團質量通病防治手冊》《中梁地產集團工程創新案例集》《中梁地產集團工程師手冊（第一版）》《中梁地產集團「全景二展體驗區」落地指導手冊V1.0》等一系列制度政策和**管理辦法**，強化項目質量要求。中梁控股採用全周期**管理措施**對事前、事中和事後工作進行品質管控，滿足業主對高品質好產品的追求。

During the Reporting Period, based on the *Product Quality Law of the People's Republic of China*, we revised a range of systems, policies and management measures, including the *Control Measures for Quality-oriented Projects*, the *Evaluation Method of Product Quality Tiers*, the *Manual for the Prevention of Common Quality Issues of Zhongliang Real Estate Group*, the *Innovative Engineering Cases of Zhongliang Real Estate Group*, the *Handbook for Engineers of Zhongliang Real Estate Group (First Edition)*, and the *Guide Book for Panoramic Preview Experience Zone of Zhongliang Real Estate Group V1.0*, to strengthen the requirements for quality of the project. Zhongliang Holdings adopts whole-process management measures to control the quality of the project beforehand, in the process and afterwards to meet the owner's pursuit of high-quality products.

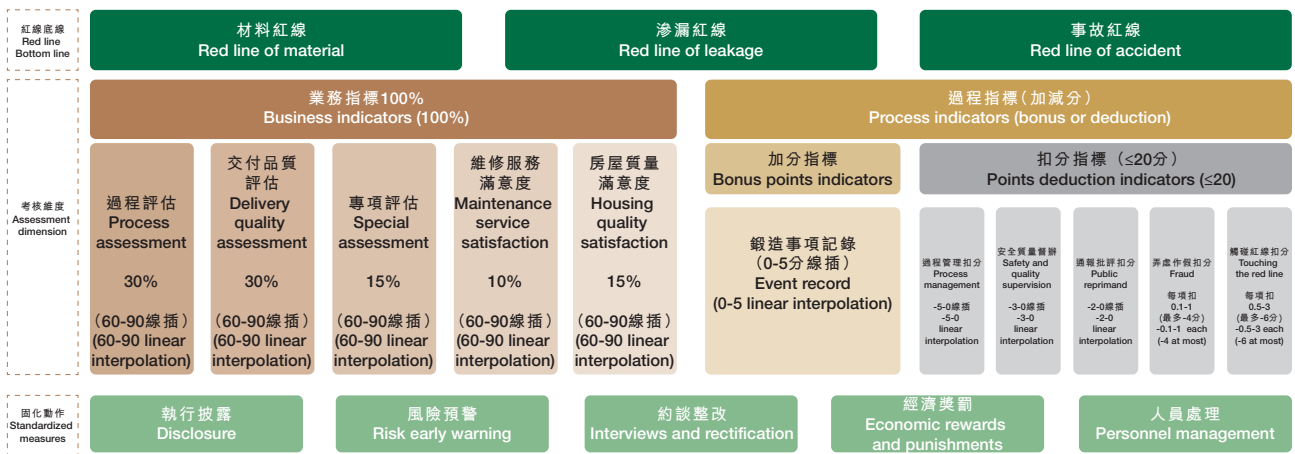
事前—項目審核標準 Beforehand — Project review criteria	事中—工程檢查標準 In the process — Project inspection criteria	事後—質量評估標準 Afterwards — Quality evaluation criteria
<ul style="list-style-type: none"> • 修訂了監理相關管理辦法以多維度全方位把關項目審核，確保項目審批程序的規範性 <p>The relevant supervision suppliers management measures have been revised to strengthen project review in a multi-dimensional and all-round way to ensure the standardization of the project approval process</p>	<ul style="list-style-type: none"> • 加強項目建設過程中的圖紙管理，避免「錯、漏、碰、缺」事件的發生 <p>The management of drawings during project construction has been strengthened to avoid the occurrence of “mistakes, omissions, collisions and shortages”</p>	<ul style="list-style-type: none"> • 優化工程質量評估體系，將品質管控覆蓋到工程建設的每一個環節 <p>The project quality evaluation system has been optimized to cover quality control in every link of project construction</p>

中梁控股品質管控流程
Quality Control Process of Zhongliang Holdings

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

同時，中梁控股迎難而上、認真履責，集中資源向交付項目傾斜，千方百計保障項目過程中的質量建設。我們基於質量安全風險督辦管理流程更新考核框架，並將質量安全納入各工作條線的考核中，通過優化守好材料、滲漏、事故三道質量紅線。本集團在業務指標和過程指標兩個維度考察項目全周期的質量情況，同時憑藉執行披露、風險預警、約談整改、經濟獎罰和人員處理五項固化工作保障交付，築牢項目品質。

In the meantime, Zhongliang Holdings overcame difficulties and conscientiously fulfilled its responsibilities to concentrate resources on the delivery of projects, and made every effort to ensure the quality in the process of project construction. We updated the assessment framework based on the quality and safety risk supervision and management process, and included quality and safety in the assessment of each work line, and kept the three quality red lines of material, leakage and accident through optimization. The Group assesses the quality of the whole project cycle from the two dimensions of business indicators and process indicators. At the same time, it ensures the delivery of high-quality project by virtue of the implementation of five standardized measures of disclosure, risk early warning, interviews and rectification, economic rewards and punishments and personnel management.



質量考核管理框架
Quality Assessment Management Framework

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2.1.2 質量提升

中梁控股堅守高質量發展，全力以赴推動房屋交付，用實際行動響應國家「保交樓、保民生、保穩定」號召，推動房地產市場健康、有序與平穩發展。在內部管控方面，本集團建立質量安全風險清單，建立「信息上浮、及時決策、快速閉合」較為完善的問題解決方案。

2.1.2 Quality Improvement

Zhongliang Holdings adheres to high-quality development, spares no efforts to promote building delivery, responds to the national call of “ensuring housing project delivery, safeguarding people’s livelihood and securing stability” with practical actions, and promotes the healthy, orderly and stable development of the real estate market. In terms of internal control, the Group has established a list of quality and safety risks and a consolidated problem solution of “information floating, timely decision-making and rapid closure”.

信息上浮 Information floating	及時決策 Timely decision-making	快速閉合 Rapid closure
<p>通過信息化系統，本集團總部可以及時了解項目詳細情況。如若在現場巡檢、第三方評估檢查時遇到較為嚴重的質量問題，可以直接反饋到中梁控股總部。</p> <p>The headquarters of the Group can timely understand the details of the project through the information system, based on which any serious quality problems that encountered during on-site inspection and third-party assessment and inspection can be directly reported to the headquarters of Zhongliang Holdings.</p>	<p>對於較為嚴重的質量問題，中梁控股將會通過巡檢督辦系統，直接與項目負責人進行溝通，要求其限期整改完畢，屆時將信息同步至各層級負責人，協同推進決策。</p> <p>For serious quality problems, Zhongliang Holdings will directly communicate with the person in charge of the project through the inspection and supervision system, and require such person to complete the rectification within a fixed period. At that time, such information will be synchronized to the leaders at all levels to promote decision-making.</p>	<p>通過多層級的組織協同，區域公司和集團總部持續跟蹤項目問題整改情況。在規定時間內不能及時銷項完畢的項目負責人，會在考核中給予扣分處理。</p> <p>The rectification of project is followed by regional companies and headquarters of the Group on a continuous basis through multi-level organizational coordination. The person in charge of the project who fails to complete the rectification within a fixed period will be deducted points in the appraisal.</p>

項目質量問題應對機制 Project Quality Problem Response Mechanism

二、匠心品質，精誠服務

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在信息化建設方面，我們不斷優化、更新、迭代質量信息管理系統，在實施分類管控、穩定供應鏈、狠抓項目推進、切實管控風險等關鍵方面提升平台化、體系化建設，保質、保量完成項目建設，全面壓實保交付責任。

In terms of information construction, through constant optimization, updating and iteration of the quality information management system, we are committed to the platform-based and systematic construction in key aspects such as implementing classified control, stabilizing the supply chain, paying close attention to project promotion, and effectively managing and controlling risks, so as to complete the project construction with guaranteed quality and quantity, and fulfill our responsibility for ensuring delivery.

工程管理移動平台

Mobile platform for project management

為進一步強化日常質量安全管控，移動平台將周期性的安全管理信息線上化，新增安全晨會照片上傳功能、減少線下溝通工作量，賦能一線工作人員。

In order to further strengthen the daily quality and safety control, the mobile platform will put online the periodic safety management information, add the function of uploading photos of safety morning meetings, reduce the workload of offline communication, and empower front-line staff.

數據管理平台

Data management platform

為及時跟蹤質量管理人員的工作情況、做好質量人才盤點，數據平台新增考核加分項表、批量修改表等功能表，以減少區域填報工作量，提升工作效率。

In order to track the work and number of quality management personnel in a timely manner, the data platform has added function tables such as appraisal bonus points table and batch modification table to reduce the workload of regional filling and improve work efficiency.

風險督辦系統

Risk supervision system

為充分發揮七大專項區域作用、確保安全問題的及時整改。風險督辦系統優化工作流程，由項目負責人更換為區域工程負責人，實現管一級、控一級。

In order to give full play to the role of the seven special regions and ensure the timely rectification of safety problems, the risk supervision system optimizes the work process by replacing the project leader with the regional project leader to achieve hierarchical management and control.

質量安全管理信息化體系 Quality and Safety Management Information System

在項目監管方面，中梁控股將質量督辦與安全拉閘工作合並為質量安全風險拉閘督辦，通過項目巡檢、第三方檢查等途徑摸排項目質量安全風險，對於觸碰質量安全風險的事項予以督辦拉閘處理並實施全面或局部停工處罰，並跟進整改情況。我們同步更新了過程評估、材料飛檢、交付專項評估以及交付評估四大類評估內容。

In terms of project supervision, Zhongliang Holdings has consolidated the quality supervision and safety supervision work into the quality and safety risks supervision system. It intends to identify the project quality and safety risks through the project patrol inspection, third-party inspection and other ways, implement overall or partial shutdown punishment to the subjects that found to be with any quality and safety risk, and follow up the rectification. We synchronously update the assessment contents of four categories, namely process assessment, material flight inspection, special delivery assessment and delivery assessment.

二、匠心品質，精誠服務

II. Outstanding Quality and Sincere Service

報告期內，全年供組織開展3次過程評估並按需開展交付專項及交付評估。同時，我們按照不低於50%的抽查比例採取2次材料飛檢，覆蓋率均為100%，且各類型評估成績均穩步提升。根據評估結果，我們開展如下對應改進舉措：

During the Reporting Period, three process assessments were organized throughout the year, and special delivery assessment and delivery assessment were carried out as required. At the same time, we conducted two material flight inspections based on a random inspection ratio of no less than 50% with the coverage rate of 100% in both cases. The results of various assessments have been steadily improved. According to the assessment results, we carried out the following corresponding improvement measures:

質量提升舉措 Quality improvement measures

每輪過程評估、材料飛檢結束後，對評估結果在全集團範圍進行公告，對於交付專項和交付評估成績，每季度在全集團範圍內予以公告。對於成績好的組織予以表揚，成績不好的組織予以批評。

After each round of process assessment and material flight inspection, the assessment results will be announced throughout the Group. The results of special delivery assessment and delivery assessment will be announced quarterly throughout the Group. The organization with good performance will be praised, and the organization with poor performance will be criticized.

安排第三方評估單位對於本季度的評估工作進行總結，對於相關短板與問題提出改進建議，表現好的項目做經驗分享，亟待改進的項目做複盤分析。

Third party assessment entity is arranged to summarize the assessment work of the quarter, give improvement suggestions for the relevant weaknesses and problems, share the experience of the projects with good performance, and make a comprehensive analysis of the projects that need to be improved.

要求區域公司針對本組織的實際情況，開展針對性的分析、制定措施，揚長避短。

The regional companies are required to carry out targeted analysis and formulate measures according to the actual situation of the organization, so as to maximize the advantages and avoid the disadvantages.

分析整個集團的評估數據，適時優化調整評估體系，並以此為牽引強化系統性、多發性問題的持續改善。

The overall assessment data of the Group is analyzed to make appropriate optimization and adjustment to the assessment system, and thereby strengthen the continuous improvement of systemic and repeated issues.

2022年，中梁控股在保交樓方面努力克服行業及疫情等不利因素影響，穩妥有序推進全國各地項目正常施工。報告期內，我們在全國範圍內已實現平穩交付109個批次、近7萬物業單位，工程質量滿意度較2021年上漲2.1分，為每一個中梁家人的歸途奉獻滿意的答卷。

In 2022, Zhongliang Holdings strived to delivery buildings and steadily promote the normal construction of projects across the country despite of the impact of the industry, epidemic and other adverse factors. During the Reporting Period, we achieved stable delivery of 109 batches and nearly 70,000 property units nationwide, and the project quality satisfaction increased by 2.1 points compared with 2021, offering a satisfactory result for every Zhongliang person.

二、匠心品質，精誠服務

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中梁控股榮獲2022年樓盤交付滿意度典範企業

Zhongliang Holdings Was Awarded the “Model Enterprise of Real Estate Delivery Satisfaction of 2022”

樂居財經主辦的「2022(第五屆)樂居財經年度論壇暨財經之夜」在杭州舉行，百位地產、家居和物管行業精英齊聚，共同尋找不動產折疊時代的追光之旅。獎項由樂居財經研究院通過評估交付的完成度、項目交付時間與承諾交付時間差、項目交付品質及細節和業主交房滿意度等指標評選得出。中梁控股憑藉卓越的「交付力」榮獲「2022年樓盤交付滿意度典範企業。」

The “2022 (5th) Leju Financial Annual Forum and Financial Night” hosted by Leju Finance was held in Hangzhou, where hundreds of elites from the real estate, home furnishing and property management industries gathered to find a way out in the challenging times faced by the real estate industry. The award is selected by Leju Financial Research Institute by evaluating of a number of indicators including the completion of the delivery, the difference between the project delivery time and the promised delivery time, the quality and details of the project delivery, and the owner’s satisfaction with the delivery of the property unit. With its outstanding “Delivery Capability”, Zhongliang Holdings was awarded the “Model Enterprise of Real Estate Delivery Satisfaction of 2022”.



2022年樓盤交付滿意度
典範企業

Model Enterprise of Real
Estate Delivery Satisfaction of
2022

住房，是民生之本，也是民生之要。安置房代建不僅是房企積極參與保障性安居工程、履行社會責任的重要方式，同樣通過高品質的安置房交付，幫助房企塑造優質品牌形象、提升品牌力。中梁控股持續參與安置房代建，為千餘戶家庭解決了改善住房問題，積極參與新型城鎮化建設，做負責任的社會企業。報告期內，本集團參與安置房項目共計32項，輻射京津冀、安徽、福建、江西、山東、江蘇、浙江等地區，建築面積超過300萬平方米。

Housing is the foundation and the key of people’s livelihood. The construction of relocation housing is not only an important way for real estate enterprises to actively participate in the government-subsidized housing projects and fulfill their social responsibilities, but also helps real estate enterprises build high-quality brand image and enhance brand power through high-quality relocation housing delivery. Zhongliang Holdings continued to participate in the construction of relocation housing, which improved the housing condition of more than 1,000 families, and actively took part in the construction of new-type urbanization, fulfilling its role of a socially responsible enterprise. During the Reporting Period, the Group participated in a total of 32 relocation housing projects in Beijing, Tianjin and Hebei, Anhui, Fujian, Jiangxi, Shandong, Jiangsu, Zhejiang and other regions, with a construction area of more than 3 million square meter.

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2022年，中梁控股在質量方面獲得多個省級及市級獎項，部分獎項信息如下： In 2022, Zhongliang Holdings received many provincial and municipal awards for its building quality. Some awards are as follows:

「南寧中梁國賓熙岸」獲得廣西省最高質量獎「真武閣杯」
“Nanning Zhongliang Glory Elegance Court” won the “Zhenwuge Cup”, the highest quality award in Guangxi Province



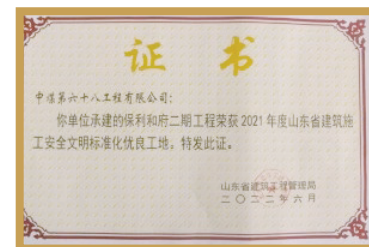
佛山市中梁樾園獲得廣東省質量獎「廣廈獎」
Zhongliang Yueyuan in Foshan won the Guangdong Province Quality Award “Guangsha Award”



蚌埠紫金雲城獲得省級「安全文明標準化工地」
Zijinyun in Bengbu won the title of provincial “Safe and Civilized Standardized Construction site”



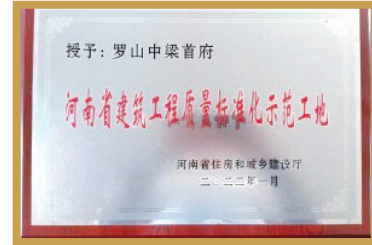
濟寧保利和府獲得省級「安全文明標準化工地」
Baoli Hefu in Jining won the title of provincial “Safe and Civilized Standardized Construction site”



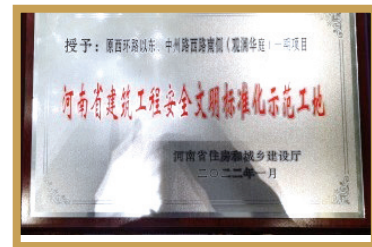
二、匠心品質，精誠服務

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信陽市羅山中梁首府獲得省級「安全文明標準化工地」
Luoshan Zhongliang Shoufu in Xinyang won the title of provincial
“Safe and Civilized Standardized Construction site”



南陽中梁觀瀾華庭(中梁瓏熙府)獲得省級「安全文明標準化工地」
Longxi Mansion in Nanyang won the title of provincial “Safe and
Civilized Standardized Construction site”



無為中梁山河甲第獲得省級「安全文明標準化工地」
Wuwei Zhongliang Shanhe Jiadi won the title of provincial “Safe
and Civilized Standardized Construction site”



二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2.2 產品設計

中梁控股秉持初心、良心、匠心，將產品和品牌作為公司的核心競爭力，極致挖掘金價值，融合市場、營銷、工程、客服等多條線管控以建立標準化、規範化的產品設計管理體系，致力於高質量硬件保障和客戶承諾。

2.2.1 設計管理

設計對產品的最終質量具有決定作用，中梁控股堅持「以人為本、重鑄生活」核心設計理念，深度打磨優質產品。本集團基於多年沉澱的研發經驗、優秀實踐和典型案例，升級迭代《中梁住宅5.0產品設計指引》及項目管理手冊，優化整合建築、景觀和精裝等各類模塊的管理流程，細化項目模塊設計準則，為業主的健康及福祉保駕護航。

2022年，我們基於《中梁地產集團「全景二展體驗區」管控指導手冊》《中梁項目二展案例實操手冊》《鎏金是怎樣煉成的》白皮書等文件，從產品設計的視角出發於前後端發力，助力質量管控和品牌二次推廣。在築底保品方面，中梁控股設計管理部把控設計圖紙和設計施工現場兩方面，通過組織考核圖紙的一致性、考察竣備效果的還原度、抽查景觀精裝圖紙的備案率等多項管理舉措，借助設計賦能質量提升。

2.2 PRODUCT DESIGN

Adhering to its original intention, conscience and ingenuity, Zhongliang Holdings regards product and brand as the core competitiveness of the Company, and endeavors to establish a standardized and regulated product design management system with linkage among various lines such as market, marketing, engineering, customer service, to ensure high-quality project delivery and customer commitment.

2.2.1 Design Management

As design plays a decisive role in the final quality of products. Focusing on the core design concept of “people-oriented, rebuilding life”, Zhongliang Holdings is committed to delivering high-quality products. Based on years of research and development experience, excellent practices and typical cases, the Group has upgraded the *Product Design Guidelines for Zhongliang Residence 5.0* and the project management manual, optimized and integrated the management process of various modules such as architecture, landscape and hardbound, refined the project module design criteria, thereby protecting the health and well-being of the owners.

In 2022, starting from the perspective of product design, we made efforts at the front and back ends to help quality control and secondary brand promotion based on the documents such as the *Guide Book for Panoramic Preview Experience Zone Management and Control of Zhongliang Real Estate Group*, the *Zhongliang Project Second Exhibition Case Practical Manual* and the white paper *How the Metropolis Series is Created*. In terms of quality assurance, the design management department of Zhongliang Holdings controls both the design drawings and the design and construction site, and empowers quality improvement with design by organizing and assessing the consistency of the drawings, investigating the degree of reduction of the completion effect, and spot-checking the filing rate of the landscape hardcover drawings.



宜人園林景觀
Pleasant landscape



樂齡生活配套
Elderly life supporting facilities



本地特色造型組合
Local style combination

二、匠心品質，精誠服務

II. Outstanding Quality and Sincere Service

報告期內，作為長期主義的踐行者，中梁控股聚焦「保交樓、保民生、保穩定」的首要任務，設計側配合集團策略明確增效思路、增效邏輯，開展系列舉措梳理良好品質、提振消費者信心。

During the Reporting Period, Zhongliang Holdings pursued long-term development and put “ensuring housing project delivery, safeguarding people’s livelihood and securing stability” as a priority. We defined the idea and logic of efficiency enhancement in line with the Group’s strategy and took a series of measures to deliver good quality and boost consumer’s confidence.

增效三級梳理，提出適配降本和技術降本的方式方法，有效指導設計降本

Enhance efficiency at three levels, propose solutions to reduce costs in adaptation and technology and effectively guide the cost reduction at the design level

制定差異化增效路徑，圍繞優化適配和完善做法等手段，發掘各個階段的降本重點

Formulate differentiated efficiency enhancement paths and identify cost reduction priorities at each stage by means of optimizing adaptation and improving practices

拉通設計前台，協助賦能後台，在條線內部形成設計增效銷項清單、完成《降本增效經典案例彙編》，賦能一線增效動作落地

Communicate with the design office to empower the back office, develop a list of design efficiency gains within the business line and complete the *Compilation of Classic Cases of Cost Reduction and Efficiency Increase* to facilitate the implementation of front-line efficiency enhancement measures

設計端增效系列亮點舉措

Efficiency Enhancement Highlights at the Design Level

2.2.2 知識產權管理

中梁控股嚴格遵守《中華人民共和國商標法》《中華人民共和國著作權法》《中華人民共和國專利法》《中華人民共和國反不正當競爭法》等法律法規要求，採取法律手段管理與保護中梁控股的專利、著作權、商標等知識產權。同時，我們也充分尊重合作夥伴及他人的知識產權，鼓勵和保護公平競爭、協同合作，預防和嚴禁任何形式的侵權行為。

本集團強化對項目專利風險以及外部合作知識產權的管理，通過2021年全新修訂的商標管理制度保障商標的依法合規使用，監督知識產權工作的開展。截至2022年12月31日，中梁控股共擁有140件商標。

2.2.2 Intellectual Property Rights Management

Zhongliang Holdings adopted legal measures to manage and protect its intellectual property rights including patents, copyrights and trademarks, in strict compliance with laws and regulations such as the *Trademark Law of the People’s Republic of China*, the *Copyright Law of the People’s Republic of China*, the *Patent Law of the People’s Republic of China* and the *Anti-Unfair Competition Law of the People’s Republic of China*. Meanwhile, we also fully respect the intellectual property rights of our partners and others, encourage and protect fair competition and collaborative cooperation, and prevent and strictly prohibit any form of infringement.

The Group strengthened its management of project patent risks and intellectual property rights acquired through external collaboration. We ensured the legal and compliant use of trademarks and supervised the work of intellectual property rights through the newly revised trademark management system in 2021. As of 31 December 2022, Zhongliang Holdings owned a total of 140 trademarks.

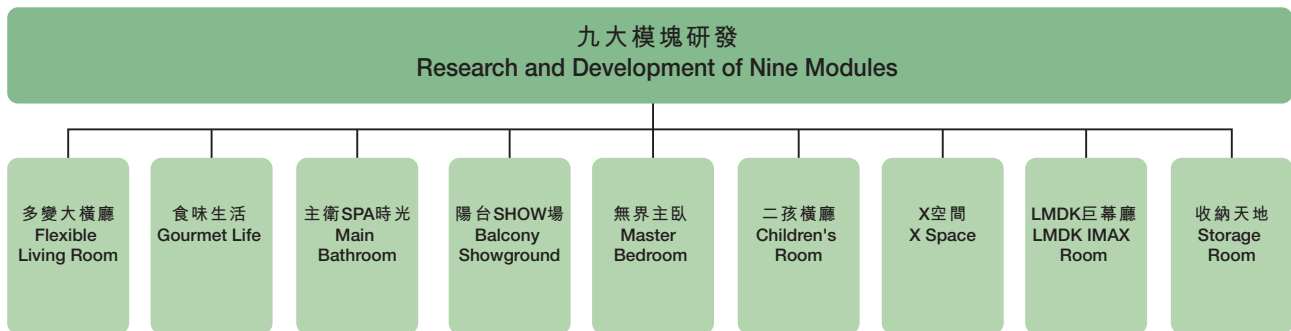
二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2.2.3 產品研發

中梁控股秉持「以上 致上」的產品研發精神，通過客群分析了解消費者居住真實需求，提供多元化、高品質的設計服務。我們的4.0產品體系對高端局主產品空間、模塊、配置標準進行體系化的優化，從空間設計、地理選址、內部裝飾等方面開展標準化管理，不斷創新鑒金系產品設計，致敬「一城一鑒金」精神。

2.2.3 Product Development

Adhering to the product development spirit of “above to the top”, Zhongliang Holdings understands the real needs of consumers through customer analysis and provides diversified and high-quality design services. Our 4.0 product system systematically optimizes the space, modules and configuration standards of high-end residential products, carries out standardized management in terms of space design, geographic location, interior decoration, etc., and continuously innovates the design of the Metropolis Series, paying tribute to the spirit of “one City, one Metropolis”.



中梁控股4.0產品戶型特性
House Type Features of Zhongliang Holdings 4.0 Products

2.3 客戶增信

中梁控股以「安心、信任、尊重、共榮」服務理念，加快項目銷售、著力保證項目建設，推動高質量交付，積極履行社會責任，用實際行動贏得客戶口碑。我們將「用戶思維」作為主旋律，不斷提升客戶服務管理能力，為客戶提供更貼心的服務。

2.3 CUSTOMER TRUST

With the service concept of “relief, trust, respect and co-prosperity”, Zhongliang Holdings has accelerated project sales, secured project construction, promoted quality delivery and actively fulfilled its social responsibilities, striving to win customers’ trust through practical actions. Putting ourselves in customers’ shoes, we are committed to improving our customer service management capability and providing more attentive services to customers.

2.3.1 客戶服務

中梁控股積極改進產品和服務質量，打造優質客戶服務團隊，傾聽客戶心聲。我們已制定《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，以增強項目交付品質、滿足客戶對項目的期望。

2.3.1 Customer Service

Zhongliang Holdings endeavors to build a quality customer service team and listens to customers’ voices by improving its product and service quality. We have formulated the *Guidelines for Presale Customer Risk Checking Guide*, *Guidelines for Customer Complaint Handling* and other management processes to enhance project quality and meet customers’ expectations.

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2022年，為規範項目保修管理工作的內容、標準和流程，本集團新編製並發佈《中梁地產房修業務作業指引》，明確項目房修團隊各層級管理職責及權限，規範房修管理作業流程及資源管理標準，並對房修會議組織、維修時效性、維修質量控制、質保金管理、發函要求進行明確規定，有效指導一線房修工作開展，第一時間解決業主訴求。同時，為提高客戶報修處理效率，中梁控股加強房修工程師的「企業微信」推廣及運用考核，目前房修人員企業微信的使用率已達100%。

In 2022, to standardize the contents, standards and processes of project warranty management, the Group newly prepared and issued the *Operation Guidelines for Zhongliang Real Estate Maintenance and Repair Practice*, which clarifies the management responsibilities and authorities of real estate maintenance and repair teams at all levels, standardizes the operation process and resource management standards of real estate maintenance and repair practice, and clearly stipulates the meeting organization, timeliness, quality control, warranty fund management and letter issuance requirements of real estate maintenance and repair practice, effectively providing guidance to front-line real estate maintenance and repair practice and resolving property owners' requests in the first instance. At the same time, to improve the efficiency of customer repair processing, Zhongliang Holdings strengthened the promotion and application assessment of "Enterprise WeChat" for the real estate maintenance and repair engineers. Currently, the utilization rate of such Enterprise WeChat has reached 100%.

本集團積極倡導「美好交付」，打造極具自身特色的蓄心交付體系，貫穿售前、售中、售後的全周期、全維度流程。我們以360°全周期「蓄心」服務護航客戶需求，憑藉「找得到、勤關懷、多見面、常關注、喜歡你」售後服務5步法提高服務意識，「蓄享」雙平台線上服務拓寬服務渠道，「蓄家」房屋報修服務提升業主交付體驗、「蓄鄰」生活節為業主兌現幸福。

The Group advocates "quality delivery" and strives to establish its own unique delivery system, which runs through the whole cycle and process of pre-sales, in-sales and after-sales. We escort customers' needs with 360° full-cycle services and improved our service awareness through 5-step after-sales services, i.e. "Find Us, Care Services, Meet Us, Watch Us and Like You". We also launched "Huixiang" dual-platform online services to expand our service channels, "Huijia" housing repair services to enhance owners' experience, and "Huilin" life festival services to bring happiness to property owners.



二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

第三屆「薈鄰生活節」

The 3rd “Huilin Life Festival”

中梁控股於2020年推出首屆「薈鄰生活節」，通過豐富、有溫度且具有文化內涵的系列活動，行程中糧獨有的大型客戶活動盛會。第三屆「薈鄰生活節」再次依據社會環境與客戶需求進行迭代升級，以「分享」為核心主題，開展泡泡音樂節、啤酒龍蝦節、清涼西瓜節、夏日燒烤節、消暑觀影節等活動，小青新友睦鄰分享美食美景及美好心情。以優質的品質住區，貼心的服務關懷，絢爛的歡樂海洋，讓中梁閃耀的幸福光點再次聚光成芒，映照出中梁式幸福全景。

In 2020, Zhongliang Holdings launched the first “Huilin Life Festival”, which is a large, unique customer event with plentiful, warm and culturally meaningful activities. The 3rd “Huilin Life Festival” has been upgraded in light of the social environment and customer needs. With “sharing” as the core theme, this festival has carried out various activities, such as the bubble music festival, beer and lobster festival, watermelon festival, barbecue festival and movie-watching festival, where neighbours can share tasty food, beautiful scenery and good mood. Zhongliang Holdings aims to make every owner happy through quality residential areas, caring services and joyful atmosphere.



二、匠心品質，精誠服務

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尊崇禮遇，VIP定制歸家路

Distinguished and Customize VIP Services

2022年7月2日，溫州中梁鹿錦東園如約迎來盛大交付，業主們也踏上了期盼已久的歸家之旅。中梁控股用心營造的歸家儀式感和極具中梁特色的尊崇服務體驗，讓歸家不止是愉悅的感受，更是私人定製般的享受。我們重視業主意見與體驗，特設置高級管理層陪驗環節，在友好交流、聽取反饋的過程中，把最暖心和尊崇的服務帶給業主。

工作人員以真摯的心有序為業主辦理交付手續，細心幫助每位來訪業主核驗資料，陪同驗房收房，同時傾聽業主的提問，並一一解答。交付全流程一氣呵成，家園品質與順捷周到的服務，給予業主雙倍舒心的歸家感受。

On 2 July 2022, Zhongliang Lujin East Garden, Wenzhou was successfully delivered to property owners as promised, and the property owners have embarked the long-awaited inspection and acceptance course. Zhongliang Holdings held a grand delivery ceremony and provided distinguished and customize Zhongliang VIP services to please every property owner. We attached importance to the feedback and experience of property owners. Therefore, our senior management has accompanied property owners to inspect and accept property units, and delivered the warmest and most respectful services through friendly exchanges and listening to feedbacks.

Our staff also sincerely handled the delivery procedures for property owners in an orderly manner. They assisted each visiting owner in information verification, accompanied them to inspect and accept property units, listened to owners' questions and answered them one by one. All of which facilitated the smooth completion of the entire delivery process. By virtue of property unit quality and considerate services, our property owners enjoyed a comfortable delivery experience.



客戶知曉及使用度

中梁控股在案場、工地、集中交付活動及社區內等不同場景下，加大對400客服熱線和「薈生活」在線客服平台的普及力度，致力於提升客戶知曉率及客訴渠道使用率，並通過第三方調研追蹤數據。2022年，我們的在線客服平台知曉率進一步提升，400客服熱線及「薈生活」使用率較2021年分別提升5%及2%。

Customer Awareness and Utilization Rate

Zhongliang Holdings has increased the popularity of the 400 customer service hotline and the “Hui Life” online customer service platform in different scenarios such as project sites, construction sites, mass delivery events and community, with a view to increasing customer awareness and the utilization rate of customer complaint channels, and also tracked data through third-party research. In 2022, the awareness rate of our online customer service platform was further improved, while the utilization rate of our 400 customer service hotline and “Hui Life” increased by 5% and 2% respectively as compare to 2021.

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

客訴處理率

中梁控股根據400客訴處理期限及客訴問題影響面等因素重新梳理督辦規則，設置A、B、C三檔客訴處理等級並明確各級客訴處理責任人及職責範圍。具體情況如下：

Complaint Processing Rate

Zhongliang Holdings has reorganised its supervision rules based on the processing period for 400 customer complaints and the impact thereof. It set three levels for customer complaints processing, namely A, B and C, and specified the responsible persons at each level and their responsibilities. Details are as follows:



客訴處理機制

Customer Complaint Processing Mechanism

備註：

A級，集團客戶關係部每月通過內部聯繫單形式向區域發送督辦單；

B級，集團客戶關係部牽頭建立超期督辦工作群，每周發送超期清單由區域客關發起督辦。

報告期內，投訴處理逾期率較2021年下降8%。2022年，中梁控股共接收投訴總量52,889件，其中服務類投訴量32,040件、產品類投訴量20,855件，累計投訴關閉率達98%，及時投訴關閉率為80%。

Notes:

For Level A, the Group customer relations department sends monthly supervision orders to regions in the form of internal contact sheets;

For Level B, the Group customer relations department takes the lead in establishing an overdue supervision work group, which sends the overdue list for supervision by regional customer relations staff every week.

During the Reporting Period, our complaint processing overdue rate reduced 8% as compared with 2021. In 2022, Zhongliang Holdings received a total of 52,889 complaints, including 32,040 service complaints and 20,855 product complaints, with a cumulative complaint closure rate of 98% and a timely complaint closure rate of 80%.

二、匠心品質，精誠服務

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客戶滿意度

本集團依舊保持原有調研形式、調研內容及調研節點開展客戶滿意度調查，本年度結合公司經營戰略將調研範圍聚焦於107個深耕城市。我們通過銷售服務、售後關懷、交付組織服務、房屋質量、維修服務、房屋設計、園林景觀、區內規劃和設施、物業服務、投訴處理等9個維度進行電話回訪。

報告期內，我們基於對交付項目質量及服務的管理加強，新交項目滿意度同比提升9分，交付組織、質量、設計、維修等專業維度滿意度均提升3-5分。2022年，中梁控股鼓勵交付項目產品及服務品質提升，每季度對客戶滿意度和集中交付率雙達標的項目予以表揚，樹立集團標杆。

2.3.2 信息安全及隱私保護

中梁控股嚴格遵守《中華人民共和國網絡安全法》《通用數據保護條例(GDPR)》和《中華人民共和國個人信息保護法》等法律法規，制定《客戶信息安全管理制度》《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》《區域公司客服績效評價管理辦法》等制度，適用範圍包含涉及數據安全與個人信息合規的所有人員、供應商及第三方等。

Customer Satisfaction

The Group conducted customer satisfaction survey by using the same form, content and nodal of investigation that it used before. Combining with the operation strategies of the Company for the current year, the investigation scope focused on 107 cities we deeply engaged in. We would make a telephone interview from 9 dimensions, including sales services, post-sale communication, delivery organisation and services, housing quality, maintenance services, housing design, community landscaping, overall community planning and facilities, property services and complaint handling.

During the Reporting Period, the satisfaction of new projects delivered increased by 9 points as compared with the same period last year, while the satisfaction of the professional dimensions including delivery organization, quality, design and maintenance increased by 3 to 5 points, due to our enhancement in managing the quality and services of delivery projects. In 2022, Zhongliang Holdings encouraged the improvement of products and service quality of delivery projects, and recognized the project with standard performance on both customer satisfaction and centralized delivery rate on a quarterly basis, so as to establish the benchmark project of the Group.

2.3.2 Information Security and Privacy Protection

Zhongliang Holdings strictly abides by the *Cybersecurity Law of the People's Republic of China*, the *General Data Protection Regulation (GDPR)*, the *Law of the People's Republic of China on the Protection of Personal Information* and other laws and regulations, and has formulated the *Customer Information Security Management System*, the *Guidelines for Presale Customer Risk Checking*, the *Guidelines for Customer Complaint Handling*, the *Administrative Measures for Customer Service Performance Evaluation of Regional Companies* and other regulations with a scope of application covering all personnel, suppliers and third parties involved in data security and personal information compliance, etc.

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我們通過規範客戶信息採集、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，杜絕個人信息濫用，維護客戶隱私。本集團已開發無感鑰匙系統、智能手推車等信息處理手段，以通過無接觸的方式加強用戶信息保護，通過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，提高用戶隱私安全性。同時，通過對建設防火牆等有效措施保障數據庫的安全性，有效預防外界攻擊和數據泄露。

2.4 責任營銷

中梁控股致力於打造負責任品牌房企形象，積極擁抱新變化、克服諸多不利因素、挖掘營銷團隊潛力，加大營銷動作，以更優異的表現兌現企業承諾，夯實穩健發展。

2.4.1 合規宣傳

中梁控股嚴格遵守《中華人民共和國消費者權益保護法》《中華人民共和國廣告法》等法律法規，對《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》《銷售現場展示及公示作業指引》《項目營銷費用及費率管理辦法》《車位銷售業務操作管理辦法》等多項內部制度進行前置更新與修訂，確保案場銷售管理、費用控制、車位銷售等方面工作均符合規定及行業指引。

By virtue of regulating the collection, use, processing and access permissions of customer information and the environment in which customer information is stored, we reduced the risk of illegal use and dissemination of customer information, with an aim to eradicate the misuse of personal information and protect customers' privacy. The Group has developed information processing means such as digital key system and intelligent trolley, to strengthen the user information protection in a contactless manner. Specifically, in order to enhance users' privacy security, we 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, effective measures such as construction of firewalls have been taken to protect database security and prevent external attacks and data leakage effectively.

2.4 RESPONSIBLE MARKETING

Zhongliang Holdings is committed to carving an image of a responsible branded real estate enterprise which proactively embraces new changes and overcomes numerous unfavorable factors. We will also fulfill our corporate commitments with better performance and solidify steady development by tapping the potentials of our marketing team and beefing up our marketing.

2.4.1 Compliance Promotion

Zhongliang Holdings strictly complies with the *Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers*, the *Advertising Law of the People's Republic of China* and other laws and regulations, and prospectively implements updates and amendments on certain internal systems such as the *Measures on the Administration of Legal Compliance in Marketing*, the *Operational Guidelines on the Production of Project Sales Promotion Materials*, the *Operational Guidelines on Sales Site Display and Publicity*, the *Measures on the Administration of Project Marketing Fees and Rates* and the *Measures on the Administration of Car Park Sales Operation*, ensuring on-site sales management, expense control, car park sales and other work are in compliance with regulations and industry guidelines.

二、匠心品質，精誠服務

II. Outstanding Quality and Sincere Service

2022年，我們成立獨立的營銷中心，將合規管控作為營銷工作重點，做到力出一孔，打造營銷鐵軍。在監管層面，本集團常態化持續開展營銷類「資產」及「合同檔案」管理自查自糾的工作，同時針對負責任營銷開展專項審計行動，合規管控營銷工作。

In 2022, we established an independent marketing center with compliance control and management as its main point, to deeply engage in compliance marketing and building a powerful marketing team. In terms of supervision, the Group has been normally carrying out self-examination and correction for marketing “asset” and “contract files” management, while conducting specific audit based on the responsible marketing and compliance control over marketing.

合同檔案管理：分段管理商品房買賣合同材料及工作：通過「易盤點」系統實現軟裝資產的錄入及處理工作

Contract file management: Manage the contract materials and works of commercial property sales in stages: record and process soft assets via “Epanidian.com (易盤點)” system

神秘客戶：重點圍繞主力項目從範區評審、物業服務、銷售全流程、風險防範等方面開展神秘客戶檢查，以月度為單位考核跟蹤複盤

Mystery customers: Focus on the major project by conducting mystery customer inspections in certain aspects including demonstration area review, property services, the whole sales process and risk prevention, with monthly assessment on tracking review

日常巡查：常態化聯合審計持續進行合規排查與管控，包含銷售管理、營銷費用、非標業務等全業務範圍營銷工作

Daily inspections: Continuously conduct regular joint audits on compliance identification and controls, including sales management, marketing expenses, non-standard business and other business-wide marketing

負責任營銷管理合規舉措

Initiatives on Compliance Management for Responsible Marketing

同時，本集團持續打擊營銷腐敗行為，結合公司廉潔營銷規範，制定《合法合規銷售原則》等管理制度，定期開展進行專項宣貫，並確保營銷人員100%簽署「廉潔協議」。報告期內，本集團嚴格遵守各項法律法規，無任何違規營銷事件發生。

Meanwhile, the Group continued to combat marketing corruption, and has formulated managing systems such as the *Principles on Legal Compliance for Sales* in conjunction with the integrity marketing code of the Company. In addition, it also conducted specific publicity regularly to ensure the signature of the Integrity Agreement from all the sales staff. During the Reporting Period, the Group strictly complied with all the laws and regulations, and there was no marketing incompliance occurred.

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

在合規營銷培訓方面，本集團不斷推進營銷團隊業務員能力突破和經營效能提升，開展營銷突破等專項培訓課程，並要求區域公司、項目營銷團隊全員參加培訓，覆蓋率達100%。

In terms of compliance marketing training, the Group continued to promote breakthroughs in the ability of marketing team businessmen and improve operational effectiveness, carried out special training courses such as marketing breakthrough, and required all regional companies and project marketing teams to participate in training, with 100% coverage.



中梁控股專項培訓現場
Site of Zhongliang Holdings' Special Training

2.4.2 強化營銷

中梁控股秉承對消費者負責的態度，市場銷售和營銷協同合作，錨定穩健發展。在品牌傳播層面，中梁控股圍繞「美好交付」、「優美好善」開展營銷工作，旨在特殊時期為消費者提供信心，全年圍繞品牌動態、交付動態及節點統一營銷活動開展宣傳推廣工作。同時，在助力產品推廣方面，我們通過直播等潮流形式傳遞設計理念和宣傳設計亮點，通過實時播報的方式宣傳品牌，提升產品知名度和透明度。

2.4.2 Strengthen Marketing

Upholding the responsible attitude to consumers, Zhongliang Holdings anchors a steady and healthy development under the synergistic collaboration between sales and marketing. In terms of brand promoting, Zhongliang Holdings conducted its marketing with a focus on “Quality Delivery” and “Beautiful and Excellent (優美好善)”, aiming to provide confidence for consumers during this special period. We launched publicity and promotion activities centering on brand news, delivery dynamics and unified nodal for marketing throughout the year. Meanwhile, we conveyed our design concepts and publicize design highlights via live broadcast and other trendy forms to assist product promotion, and promoted the brand through real-time broadcast to enhance product popularity and transparency.

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

2022年初，我們搶抓政策春風，組織「春風」購房節主題活動，全面開啟2022年營銷促銷活動。
At the beginning of 2022, we organized the theme activity of “Spring Breeze” House Purchase Festival (「春風」購房節) based on favorable policies to fully launch the marketing and promotion activities in 2022.



每月推出集團品牌動態，針對財務動態、評獎評級、全國招聘、內外溝通等進行定期報道，針對集團交付數據及完美交付項目進行定期通報，增強客戶信心。

We launched the Group's brand news every month with regular reports on financial dynamics, awards and ratings, national recruitment, internal and external communication, as well as regular briefings on the Group's delivery data and perfect delivery of projects, to enhance customer confidence.



二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

把握清明、五一、中秋、國慶等節日節點，大力搶抓節日返鄉客戶，同步緊跟線上營銷步伐。
By grasping the opportunities of holidays such as Ching Ming Festival, Labour Day, Mid-Autumn Festival and National Day, we vigorously seized the homecoming customers and synchronized with the pace of online marketing.



開展618、818、雙十一、雙十二等營銷活動，積極佈局線上，以直播、短視頻等形式拓展客戶群體。

We actively developed online marketing by organising marketing activities in conjunction with various festivals (including 618, 818, Double 11 and Double 12), to expand customer base with live broadcast and short video.



營銷推廣亮點舉措

Highlights of Marketing and Promotional Activities

報告期內，我們依託公眾號及媒體端，聚焦「業績、保交樓、客戶服務、公益」等方面的傳播，全年微信傳播文章超過100篇，微信公眾號的圖文閱贊比同比增長15%，官微傳播指數排名穩定在行業TOP30。

During the Reporting Period, we focused on the communication of “performance, guaranteeing delivery, customer service and public welfare” by leveraging our WeChat official account and media terminal, issuing more than 100 articles on Wechat throughout the year. The ratio on browse to “like” of our WeChat official account increased by 15% year-on-year, and the ranking was stable in the industry Top 30 in terms of the forwarding ratio of the official Microblog.

二、匠心品質，精誠服務 II. Outstanding Quality and Sincere Service

常態化工地直播

On-site Livestream on a regular basis

2022年，中梁控股設計團隊積極響應本集團「保銷售、保交付」重點工作，開展重點項目的現場直播了解業主關心、回應業主期待，向業主介紹中梁控股房屋建築、社區景觀和裝修風格等細節與動線。In 2022, the design team of Zhongliang Holdings conducted an on-site live broadcast regarding the major projects in response to the Group's key work of "guaranteeing sales and delivery (保銷售、保交付)", so as to realize and meet the concerns and expectation of owners, and introduce details and routes including property construction, community landscape and decoration style to them.



三、綠色低碳，永續發展

III. Green and Low-Carbon, Sustainable Development

中梁控股致力於減少運營環節中對環境的負面影響，為環境賦予綠水青山的美好未來。本集團以環境目標為導向，積極推行綠色辦公、雨水回用、材料再利用等舉措，不斷提升節能環保管理成效，降低消耗，進一步減少自身的碳排放量的同時，持續推進污染防治工作，積極承擔環境責任。

3.1 環境管理

中梁控股嚴格遵守《中華人民共和國環境保護法》《中華人民共和國清潔生產促進法》等運營所在地的法律法規，主動跟蹤與識別環境保護、節約能源、清潔生產、大氣污染、水污染等方面的法律法規變化，積極開展合規性評價，並依據外部變化優化更新環境保護管理制度。

為了踐行可持續發展的理念，進一步推動環境管理提升，本集團建立了目標導向式的管理機制。我們設立了四大環境目標，涵蓋環境評估、綠色建築、碳排放管理、環境影響四個方面，完善了環境管理的頂層設計。

Zhongliang Holdings strives to mitigate the negative impact on environment during its operation, so as to create a better environment for a bright future. The Group actively promotes initiatives such as green office, rainwater recycle and material reuse with environmental objectives in mind, so as to continuously improve the effectiveness of energy conservation and environmental management and consumption reduction. Besides, the Group continues to advance pollution prevention while further reducing its own carbon emissions, to actively assume environmental responsibility.

3.1 ENVIRONMENTAL MANAGEMENT

Zhongliang Holdings strictly complies with the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on Promoting Clean Production* and other laws and regulation of the place we operating in. Furthermore, we actively tracks and identifies changes in laws and regulations on environmental protection, energy conservation, cleaner production, air pollution and water pollution, actively conducts compliance evaluation, and optimizes and updates environmental protection management system based on external changes.

Aiming to practice sustainable development concept, the Group established an objective-oriented managing system for the further improvement of environmental management. We improved our top-level design on environmental management through setting four major environmental objectives covering four aspects, namely environment assessment, green building, carbon emission management and environmental impact.

三、綠色低碳，永續發展

III. Green and Low-Carbon, Sustainable 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 initiate continuous improvement and optimization 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 minimizing 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、綠色低碳，永續發展

III. Green and Low-Carbon, Sustainable Development

3.1.1 綠色建築

中梁控股嚴格按照《綠色建築評價標準》GB/T 50378-2019、《民用建築節水設計標準》GB 50555、《室內空氣質量標準》GB/T 18883等相關規定，推進綠色建築的建設，致力於提升綠色建築標識認證率。

我們在建築設計階段有效佈局能源使用策略，盡可能減少建築本身的能耗。例如，我們合理採用空間設計，充分使用自然風，同時使用變頻調節控制技術，降低建築的耗能。另外，我們在建築材料的選取上，嚴格選擇滿足國家現行綠色產品，將有害物質嚴格控制在一定範圍內。接著，我們通過收集建築屋面雨水、路面雨水等，將污水回用，以降低建築平均日用水量，提升建築的綠色性能。截止報告期末，中梁控股累計綠建項目（包含綠色建築認證或評級）超350個，累計開發綠色建築總面積超過5,000萬平方米。

3.1.2 綠色金融

中梁積極踐行綠色發展的新理念，深入打造綠色地產品牌，並通過良好的ESG指標績效塑造公司的核心競爭力。本集團已發佈由ESG評級機構Sustainalytics出具的一致性第三方意見的《中梁控股集團可持續融資框架》。未來，我們會按市場環境、經濟情況及結合本集團融資需求，對綠色債券做出進一步規劃。

3.1.1 Green Building

In strict compliance with the *Assessment Standard for Green Building* (《綠色建築評價標準》) GB/T 50378-2019, *Standard for Water Saving Design in Civil Building* (《民用建築節水設計標準》) GB 50555, *Indoor Air Quality Standard* (《室內空氣質量標準》) GB/T 18883 and other relevant regulations, Zhongliang Holdings promotes the construction of green buildings to enhance the certification rate of green building label.

We have effectively implemented energy use strategies during the design phase of buildings to reduce the energy consumption of the building itself as much as possible. For example, we rationalized the spatial design, made full use of natural wind, and utilized variable frequency control technology to reduce the building's energy consumption. In addition, we strictly selected building materials to meet the national green products, and strictly controlled the harmful substances within a certain range. Next, we collected rainwater from building roofs and roads and reused the sewage water to reduce the average daily water consumption of the building and enhanced the green performance of the building. 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.

3.1.2 Green Finance

Zhongliang actively pursued the new concept of green development by creating a green property brand, shaping the core competitiveness of the Company through good ESG performance indicators. 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 ESG rating agency. In the future, we will make further plans for green bonds in light of market conditions, economic conditions and the Group's financing needs.

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3.2 應對氣候變化

隨著中國政府在全球氣候治理體系中積極推動達成和加快落實《巴黎協定》並主動承諾「中國力爭二氧化碳排放2030年前達到峰值、2060年實現碳中和」，中梁控股作為有擔當的企業，積極識別氣候變化風險，並制定相關應對舉措，以回應國家層面的碳排放管理計劃，助力國家順利實現2030年碳達峰和2060年碳中和的雙碳目標。

本集團已建立完善的氣候變化風險管理體系。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。ESG工作小組負責收集、整理氣候變化風險相關信息，識別氣候變化風險，制定相關行動計劃，協調推進氣候變化風險相關事宜落地執行。

報告期內，我們為更好回應對持份者氣候變化風險的關注與期望，降低中梁控股面對氣候變化的風險，我們開展了氣候變化識別工作。本集團參考氣候相關財務信息披露工作組(TCFD)的披露方法與建議，並參考監管機構披露指引、資本市場評級機構、國際報告標準機構所關注的氣候變化風險議題，通過管理層與持份者溝通與調研，選定溫州、杭州、寧波、金華四個主要運營地開展氣候變化風險識別工作，識別公司未來戰略、財務、運營等方向關聯度最高的氣候變化風險議題，並制定了相應的舉措。

3.2 IN RESPONSE TO CLIMATE CHANGE

The Chinese government has been actively promoting and accelerating the implementation of the *Paris Agreement* in the global climate governance system and has taken the initiative to pledge that “China will strive to peak carbon dioxide emissions by 2030 and achieve carbon neutrality by 2060”. Against this backdrop, Zhongliang Holdings, as a responsible enterprise, has actively identified the risks of climate change and formulated relevant countermeasures to respond to the national carbon emission management plan, so as to help the country achieve the dual carbon goals of carbon peaking by 2030 and carbon neutrality by 2060.

The Group has established a sound climate change risk management system. The Board is responsible for auditing the relevant risks and significance of climate change, overseeing and reviewing the progress of climate change related policies, management, performance and related targets. The ESG working group is responsible for collecting and collating climate change risk related information, identifying climate change risks, formulating relevant action plans and coordinating the implementation of climate change risk related issues.

During the Reporting Period, we conducted a climate change identification exercise in order to better respond to stakeholders' concerns and expectations on climate change risks and to reduce the exposure of Zhongliang Holdings to climate change risks. With reference to the disclosure methods and recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the climate change risk issues concerned regulators' disclosure guidelines, capital market rating agencies and international reporting standards bodies, the Group, through communication and research between the management and stakeholders, selected four major operating locations, namely Wenzhou, Hangzhou, Ningbo and Jinhua, to carry out climate change risk identification work, identified the most relevant climate change risk issues in terms of future strategy, finance and operations and formulated corresponding measures.

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3.2.1 實體風險

3.2.1 Physical risks

風險類別 Risk category	風險子類別 Risk sub-category	風險名稱 Risk name	風險描述 Risk description	緩解及適應舉措 Mitigation and adaptation measures
實體風險 Physical risks	急性風險 Acute risk	洪水(包括風暴、降雨量上升、河水溢流) Floods (including storms, increased rainfall, and river overflows)	暴雨和洪水破壞運營地、運營基礎設施及相關設施，並造成設備設施斷電等問題，同時需工作人員撤離，最終導致運營中斷、資產損失和收入減少。 Heavy rains and floods damage the operation site, operation infrastructure and related facilities, cut off the power to equipment and facilities, and make it necessary for personnel to be evacuated, resulting in operational interruption, asset loss and reduction in revenue.	<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 在建築設計端，中梁控股充分考慮極端天氣的影響，提高建築自身的防禦能力 In respect of architectural design, Zhongliang Holdings took into account the impact of extreme weather and improved the ability to withstand extreme weather events 在運營端，中梁控股制定針對極端天氣的風險應急機制，優化極端天氣的風險管理流程，定期開展應急演練 In respect of operation, Zhongliang Holdings developed a risk response mechanism for extreme weather, optimized the risk management process for extreme weather, and conducted emergency drills on a regular basis
	急性風險 Acute risk	乾旱 Drought	乾旱可能會造成供水量緊缺，導致用水費用增加，甚至水資源供應不足，增加成本。 Droughts may cause water shortages, resulting in higher water bills, or even insufficient water supplies, increasing costs.	<ul style="list-style-type: none"> 強化水資源回用舉措，例如將生活污水處理達標後用於綠化，減少了綠化用水量 Enhancement on water reuse initiatives, such as using domestic wastewater for greening after treatment to meet standards, reducing the amount of water used for greening 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
	急性風險 Acute risk	極熱 Extreme heat	極熱天氣事件會影響工作人員的安全，影響勞動力管理和規劃。 Extreme weather events could impact workforce safety and affect work force management and planning.	<ul style="list-style-type: none"> 強化員工的職業安全防護措施，開展送清涼活動 Strengthening occupational safety and security measures for staff and launching cooling activities
	慢性風險 Chronic risk	海平面上升 Sea level rise	企業部分運營地位與中國沿海省份，海平面上升可能會導致建築及基礎設施損毀，資產減值，並增加維護成本。 Some of our operations are located in coastal provinces in China, where sea level rise could lead to damage to buildings and facilities and higher maintenance costs.	<ul style="list-style-type: none"> 中梁控股評估運營地周邊情況，及時採取措施加強基礎設施建設 Zhongliang Holdings assessed the situation around the operation site and took timely measures to strengthen the infrastructure construction 同時，在未來項目開展前，將會把此風險納入選址的重要因素 This risk will also be an important factor in site selection before future projects commence 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慮因素 Forward-looking risk identification and evaluation of chronic climate risks, which shall be included in the consideration of products design

氣候變化實體風險與應對措施

Climate Change Physical Risks and Countermeasures

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基於所識別出的氣候變化實體風險和所採取的應對措施，中梁控股嚴格相關措施的落實，降低氣候變化所帶來的各項風險。針對洪水、颱風等極端天氣，報告期內，我們及時發佈《關於加強在建項目自然災害風險防範工作的通知》等相關要求及通知，並且採取針對的應對措施，要求項目提前進行惡劣天氣來臨前的檢查和預防，排除安全風險，將惡劣天氣的影響降至最低。

Based on the physical risks of climate change identified and the countermeasures taken, Zhongliang Holdings strictly implemented the relevant measures to reduce the various risks arising from climate change. During the Reporting Period, in response to extreme weather such as floods and typhoons, we promptly issued relevant requirements and notices such as the *Notice on Strengthening the Prevention of Natural Disaster Risks in Projects under Construction*, and adopted targeted countermeasures, requiring inspections and precautions to be carried out for projects in advance before the onset of severe weather to eliminate safety risks and minimize the impact of severe weather.

多個項目提前開展安全檢查以應對極端天氣

Several Projects Started Safety Checks in Advance to Cope with Extreme Weather

中梁雲璟瀾庭項目、中梁星海臻園等項目在暴雨天氣來臨之前，區域公司組織人員到施工現場開展安全大檢查，重點排查用電安全、洪澇安全。交底項目部按相關要求提前做好暴雨來臨前的檢查和準備工作，對施工用電線路檢查，對排水通道檢查。對於存在安全隱患的問題點，我們嚴格要求項目部當天完成整改，以安全度過暴雨天氣。

Before the arrival of heavy rain, the regional companies of Zhongliang Yunjing Lanting Project and Zhongliang Xinghai Zhenyuan Project organised personnel to carry out safety checks at construction sites, focusing on electricity safety and flood safety. The handover project department carried out inspections and preparatory work in advance of the onset of heavy rainfall in accordance with the relevant requirements by inspecting the construction electricity lines and drainage channels. The project department was strictly required to complete the rectification work for the sites with safety hazards on the same day in order to weather the rainstorm safely.



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3.2.2 轉型風險

3.2.2 Transition risks

風險類別 Risk category	風險子類別 Risk sub-category	風險名稱 Risk name	風險描述 Risk description	緩解及適應舉措 Mitigation and adaptation measures
轉型風險 Transition risks	政策、法律及法規 Policies, laws and regulations	現有產品和服務的要求與監管 Requirements and regulations for existing products and services	國家和地區的相關政策將對中梁控股在各地區的運營有更加嚴格的要求和監管，未來政策將會進一步收緊，可能導致運營成本提升。 Relevant national and regional policies will impose stricter requirements and regulations on the operations of Zhongliang Holdings, and the policies will be tightened in the future, which may lead to higher operating costs.	<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 全面識別運營風險，確保運營合規。加速低碳轉型，形成可持續發展的新局面 Comprehensively identify operational risks and ensure operational compliance. Accelerating the low carbon transition to a new sustainable development
	政策、法律及法規 Policies, laws and regulations	強化排放量報告義務 Strengthened reporting obligations of emissions	隨著碳排放、碳交易等管理措施的完善及實施，國內外均對中梁控股的排放報告提出了更高的要求。同時，隨著香港交易所對新的ESG報告規定出台，對溫室氣體排放、減少排放的措施和運營對環境的影響的報告有了更高的要求。 The improvement and implementation of regulatory measures such as carbon emissions and carbon trading have brought higher domestic and international requirements for Zhongliang Holdings' emissions reporting. Meanwhile, with the introduction of the HKEX's new ESG reporting requirements, there are more stringent requirements for reporting on greenhouse gas emissions, measures to reduce emissions and the environmental impact of operations.	<ul style="list-style-type: none"> 中梁控股加強對環境數據的管理，統計數據收集口徑，定期收集並審查環境數據，做好碳核實工作，並按照要求披露數據 Zhongliang Holdings strengthens the management on environmental data, statistics collection scope, collects and reviews environmental data regularly to perform proper carbon verification and discloses the data as required 中梁控股依據實際情況，結合制定的排放目標和能源使用計劃，調整運營計劃 Zhongliang Holdings adjusts its operating plan in accordance with the actual situation, taking into account the emission targets and energy use plans
	技術風險 Technology risks	低碳排放技術轉型的前端費用 The upfront expense of the transition to low carbon technologies	為了滿足政府降低溫室氣體排放和客戶對於低排放產品的需求，中梁控股需要積極控制運營的碳排放，並可能需要增加有效的過程開發以及對新技術的使用。中梁控股需更新運營設備以滿足低排放的運營需求。該過程短期內可能意味著運營成本的增加。 To comply with the government's requirement for reducing greenhouse gas emissions and to satisfy customers' demand for low-emission products, Zhongliang Holdings must proactively control the carbon emissions generated in its operations. This may involve enhancing process development and adopting new technologies. Zhongliang Holdings must also upgrade its operational equipment to meet the standards of a low-emission operation, which could result in higher operating costs in the short term.	<ul style="list-style-type: none"> 積極調整綠色發展戰略，加強研究佈局 Adjust green development strategies proactively and strengthening research layout 在產品開發及項目管理的過程中將環保因素納入考慮 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

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風險類別 Risk category	風險子類別 Risk sub-category	風險名稱 Risk name	風險描述 Risk description	緩解及適應舉措 Mitigation and adaptation measures
市場風險 Market risks		客戶偏好轉變 The change of customer's preference	若不能在節能降耗等可持續發展表現方面達到客戶要求，成為行業的低碳引領者，那麼客戶可能會流失，進而帶來收入減少的影響。 Failure to meet our customers' sustainability performance requirements, including but not limited to energy and consumption reduction, and to establish ourselves as a low-carbon player in the industry, may result in the loss of customers and subsequently, a decline in revenue.	<ul style="list-style-type: none"> 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 decorative materials comply with the requirements of the current national green product evaluation standards on the limits of harmful substances 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 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
		原材料成本上漲 Rise in cost of raw materials	業界廣泛使用環保型材料，導致原材料價格上漲，採購成本增加。 The industry's growing adoption of eco-friendly materials has resulted in higher prices for raw materials and an increase in procurement costs.	<ul style="list-style-type: none"> 積極擴充供應商庫，持續打造可持續採購 Continuously build sustainable procurement by actively expanding its supplier base 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 Analyse trends in raw material prices and effectively manage the risk of rising procurement costs through communication with suppliers and resource consolidation
聲譽風險 Reputation risks		持份者對負面反饋日益關切 Increasing concern of stakeholders on the negative feedback	<ol style="list-style-type: none"> 若環境績效和披露不充分，那麼投資者和客戶可能會選擇我們的競爭對手，導致我們的收入減少； Inadequate environmental performance and disclosure may lead investors and customers to choose our competitors, thereby reducing our revenues; 客戶和投資者對環保表現越來越感興趣。如果環境績效表現不佳，那麼可能會失去合同和投資。 As customers and investors increasingly prioritize environmental performance, poor environmental performance may result in the loss of contracts and investments. 	<ul style="list-style-type: none"> 建立ESG數據收集體系，充分收集持份者感興趣的數據，並通過公開渠道進行披露 An ESG data collection system has been established to adequately collect data from stakeholders' concerns and disclose them through public channels 積極識別法律法規風險，健全內部合規體系，並在ESG報告中披露本集團所遵守的法律法規 Take a proactive approach in identifying potential legal and regulatory risks, improve internal compliance systems, and disclose the Group's compliance with relevant laws and regulations in the ESG report 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 disclosures related to sustainability and climate change, and optimize external CSR communication channels 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 well-recognized or applicable international and domestic eco-friendly activities to enhance the competitiveness of the industry

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Climate Change Transition Risks and Countermeasures

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能源管理

基於轉型風險所帶來的挑戰，中梁控股在嚴格遵守《中華人民共和國節約能源法》等法律法規，並結合各項碳減排指引，不斷優化運營和施工層面的能源管理流程，明確各部門及能源管理人員的職責，規範化能源管理工作，降低本集團的碳排放量，促進企業低碳轉型。

我們緊緊圍繞「人與自然和諧共生」的理念，從減少公司辦公運營碳足跡出發，開展形式多樣、內容豐富的綠色辦公舉措，貫徹綠色發展的宗旨，傳遞低碳辦公的理念，營造人人參與的低碳運營文化。

Energy management

In view of the challenges of transition risks, Zhongliang Holdings has continued to optimize its energy management at operation and construction levels and clarify the responsibilities among departments and energy management personnel to standardize its energy management work, reduce the Group's carbon emissions and promote low-carbon corporate transition by strictly complying with the *Energy Conservation Law of the People's Republic of China* and other laws and regulations, and incorporating various carbon emission reduction guidelines.

Our commitment to promoting "Human and Nature Coexist Harmoniously" is reflected in our efforts to reduce the carbon footprint of our office operations. Through a variety of green office initiatives, we strive to implement the principles of green development, convey the concept of low-carbon office and foster a culture of low-carbon operations, in which all employees participate.

高效用能 Efficient consumption of energy

- 總裁辦採取值班機制，員工每晚輪流值班，檢查能源浪費的情況，杜絕能源浪費現象的發生
The Office of the President has implemented a duty mechanism wherein staff members take turns to monitor energy consumption at night and prevent energy wastage from occurring
- 對辦公區域的空調、照明等進行檢查，並且在工作日物業空調集中開放時，嚴禁各辦公區域另行開啟辦公室的獨立空調
Inspect the air conditioning and lighting in the office areas and prevent separate office air conditioning from being turned on when the central air conditioning of the property is operating during the business day

車輛配置優化 Vehicle optimisation

- 每個區域按照一輛公務車及一輛專用車的數量嚴格配置
A strict allocation of one official vehicle and one special vehicle per region
- 對在管車輛老舊、車況欠佳的組織，我們採取內部調撥優化方式進行車輛配置，原則上不購置新車
We implement an internal reallocation strategy for organizations with old and poorly maintained vehicles under management to optimize vehicle assignment and no new vehicles will be purchased in principle

綠色差旅 Eco-friendly travel

- 修訂《出差管理辦法》，員工(除M7級及以上)出差應先發起《出差申請單》，明確出差時間、地點、事由、交通工具及各項費用金額等，進一步規範了員工差旅管理，提倡非必要不出差
Revised the *Management methods for business trips*, staff (except M7 level and above) should submit a *Business Trip Application Form* for business trips. The form should specify the time, location, purpose, transportation, and expenses of the trip. This will promote standardized travel management practices among our staff and encourage the avoidance of unnecessary business trips
- 鼓勵員工出差儘量選擇公共交通工具
Encourage staff to use public transport where possible for business trips

低碳辦公亮點舉措

Low Carbon Office Highlights

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在建設施工端，由於中梁控股的項目建設採取外包模式，該部分的能源消耗及碳排放量不計入本集團的範圍內。但是我們基於節能、降本、增效的原則，對承包商制定嚴格的節約能源要求，推動我們全價值鏈的低碳發展。我們從前期規劃、過程管控和後期管理三階段對承包商進行全流程管理，在計劃鋪排、方案制定、過程監控等方面嚴格管控，以全面降低施工過程中的碳排放。

As the construction of Zhongliang Holdings' projects are outsourced, the energy consumption and carbon emissions of the construction are not counted as part of the Group's scope. However, based on the principles of energy saving, cost reduction and efficiency enhancement, we set strict energy saving requirements for our contractors to promote low carbon development throughout our value chain. We manage the whole process on our contractors, including the three stages of pre-planning, process control and post-management. Strict control is exercised in planning, programming and process monitoring in order to fully reduce carbon emissions during the construction process.



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報告期內，本集團的能源消耗及排放數據如下所示：

The Group's energy consumption and emissions data for the Reporting Period are shown below:

2022年溫室氣體排放及能源消耗	單位	辦公營運 ⁴	工程建設
2022 GHG emissions and energy consumption	Unit	Office operation ⁴	Project construction
間接能源消耗量			
Indirect energy consumption			
外購電力	兆瓦時	2,408	60,332
Purchased electricity	MWh		
直接能源消耗量			
Direct energy consumption			
液化石油氣	噸	/	469
Liquefied petroleum gas (LPG)	tonnes		
汽油	升	20,151	18,203
Petrol	litres		
綜合能源消耗量 ⁵	兆瓦時	2,583	67,032
Comprehensive energy consumption ⁵	MWh		
溫室氣體排放			
GHG emissions			
範疇1：直接溫室氣體排放量(辦公運營) ⁶	噸二氧化碳當量		42.73
Scope 1: Direct GHG emissions (Office Operation) ⁶	tonnes of CO ₂ equivalent		
範疇2：間接溫室氣體排放量(辦公運營) ⁷	噸二氧化碳當量		1,373.52
Scope 2: Indirect GHG emissions (Office Operation) ⁷	tonnes of CO ₂ equivalent		
工程建設溫室氣體排放量	噸二氧化碳當量		35,900.73
GHG emissions from project construction	tonnes of CO ₂ equivalent		

⁴ 中梁控股不斷優化ESG數據管理體系，以內部架構為契機，中梁控股擴大能源消耗數據收集範圍，較往年新增各個地區辦公運營的能源消耗(2021年及以前僅包括上海地區)，因此辦公運營的碳排放總量增加，但辦公運營的碳排放強度降低。

⁵ 綜合能耗計算參考了GB/T 2589-2020《綜合能耗計算通則》。

⁶ 本報告溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法與報告指南》進行核算。

⁷ 溫室氣體排放量(範疇二)：公司實際運營的主體通過使用外購電力使用所產生的溫室氣體排放。溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發佈的《企業溫室氣體排放核算方法與報告指南發電設施(2022年修訂版)》(環辦氣候[2021]111號)進行核算與編制。

⁴ Zhongliang Holdings continues to optimize its ESG data management system. Taking the internal structure as an opportunity, Zhongliang Holdings expands the scope of energy consumption data collection, and adds the energy consumption of office operations in various regions (only Shanghai in 2021 and before) compared with previous years, so the total carbon emissions of office operations increased, but the carbon emission intensity of office operations decreased.

⁵ The calculation of comprehensive energy consumption was made with reference to GB/T 2589-2020 *General Principles for Calculation of Comprehensive Energy Consumption*.

⁶ GHG calculation in this report is presented in CO₂ equivalent and in accordance with the *Guide of Accounting and Report of Greenhouse Gas Emissions for Public Construction Operation Enterprises* issued by the National Development and Reform Commission.

⁷ GHG emissions (Scope 2): GHG emissions generated by the entity actually operating the Company through the use of purchased electricity. GHG calculation is presented in CO₂ equivalent and is calculated and prepared in accordance with the *Guidelines on Enterprises' Greenhouse Gas Emissions Accounting and Reporting – Power Generating Equipment (2022 Revision)* Environmental Office [2021] No.111 issued by the National Development and Reform Commission.

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溫室氣體排放及資源消耗連年對比 (辦公運營)	單位	2020	2021	2022
Year-on-year comparison of GHG emissions and resource consumption (office operation)	Unit			
每平方米辦公面積溫室氣體排放 (辦公運營) GHG emissions/m ² under office area (office operation)	千克二氧化碳當量/ 平方米(辦公面積) kilograms CO ₂ equivalent/ m ² (office area)	/	28.96	25.86
每平方米辦公面積綜合能源消耗量 (含辦公運營) Comprehensive energy consumption/m ² under office area (including office operation)	千瓦時/平方米 (辦公面積) kWh/m ² (office area)	/	54.67	47.18

溫室氣體排放及資源消耗連年對比 (含辦公運營及工程建設)	單位	2020	2021	2022 ⁸
Year-on-year comparison of GHG emissions and resource consumption (including office operation and project construction)	Unit			
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	0.64	1.10	1.94
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	1.28	2.25	3.63

⁸ 受市場態勢迅速變化及外部環境不確定性影響，中梁控股於報告期內對富餘資產進行處置管理，在建面積較上一報告期內下降。其次，受疫情反復波動對在建工程項目正常施工造成影響，辦公運營端能源使用量上升，因此溫室氣體排放強度(含辦公運營及工程建設)較上一報告期內上漲。

⁸ Affected by the rapid changes in the market situation and the uncertainty of the external environment, Zhongliang Holdings carried out disposal management of surplus assets during the Reporting Period, and the area under construction decreased compared with the previous reporting period. Secondly, due to the impact of repeated fluctuations of the epidemic on the normal construction of projects under construction, the energy consumption of office operations increased, so the greenhouse gas emission intensity (including office operation and engineering construction) increased compared with the previous reporting period.

三、綠色低碳，永續發展

III. Green and Low-Carbon, Sustainable Development

3.3 綠色運營

中梁控股不斷踐行高效使用水資源，持續減少污染物的承諾。作為一家有責任感的企業，我們深知節約資源和保護環境的重要性，不懈地為一個更綠色的未來而努力。因此，我們通過對管理與循環技術的實施，減少水資源使用量，並通過循環利用施工材料，提升耗材的最大使用價值，減少廢棄物的產生，實現環境保護。

3.3.1 水資源管理

為減少取水量，提高用水效率，我們貫徹重複利用和減少使用的理念，合理規劃與利用水資源。我們從管理端減少水資源浪費、從技術端推動水資源回用，並通過優化設備選型等舉措，減少水資源使用量，持續提升本集團的水資源利用效率。

3.3 GREEN OPERATIONS

Zhongliang Holdings continues to execute on its commitment of efficient use of water resources and reduce pollutant in a continuous manner. As a responsible corporation, we understand the importance of resources conservation and environmental protection and keep strive for a greener future. We, therefore, reduce the consumption of water resources by implementing management and recycling technologies, and enhance the maximum use of consumables by recycling construction materials, to reduce waste generation and achieve environmental protection.

3.3.1 Water resources management

To reduce water consumption and improve the efficiency of water use, we follow the concept of “reuse and reduce” to plan and use water appropriately. We reduce water consumption by reducing water wastage from the management side and promoting water reuse from the technical side, as well as implementation of optimizing equipment selection and other initiatives to reduce water consumption, in order to continuously improve the efficiency of water use.

管理端節水 Water conservation in management side

- 強化水資源管理，確保工作結束後斷水
Strengthen water management to ensure water is switched off at the end of the work
- 管道安裝報警設施避免故障導致的水浪費
Installation of alarms to prevent water waste due to equipment failure
- 節水衛生器具用水效率等級達到2級以上
Use water efficiency level 2 or higher of the water-saving sanitary

水資源回用 Water resources reuse

- 項目上安裝收集水資源的裝置，充分收集地下水和雨水
Installing water-harvesting devices in projects to make full use of groundwater and rainwater
- 使用替代水源，對景觀水體及綠化澆灌的雨水採用回用設計
Use alternative water sources and reuse rainwater to irrigate landscape areas and greenery

節水管理舉措

Water Conservation Management Initiatives

三、綠色低碳，永續發展

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雨水回用

Rainwater Reuse

在項目上，我們積極推進水資源的循環利用，通過雨水回用的舉措，降低本集團從市政管網中的取水量。首先，我們佈局雨水收集系統，將收集的雨水輸送至沉澱池。然後我們將過濾後的水輸送至水池裡，再輸入到各區域。最後我們將回收過濾後的雨水用於混凝土養護、沖洗道路、車輛清洗、沖洗廁所等，或者將雨水作為建築施工過程中的臨時用水，極大程度上減少水資源的使用。

In projects, we proactively promote the recycling of water resources and reduce the amount of water sourced from municipal water through initiatives such as rainwater reuse. First, we install a rainwater collection system transmitting the collected rainwater to a sedimentation tank. Then, we transfer the filtered water to a pond and distribute it to every area. Finally, we use the recycled and filtered rainwater for concrete maintenance, road washing, vehicle washing and toilet flushing, or use the rainwater as temporary water during the construction, which greatly reduces the use of water resources.

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0.36噸/平方米（辦公面積），具體定量數據如下所示：

During the Reporting Period, the Group's water consumption mainly came from office operation, and the water consumption intensity for office area was 0.36 tonnes/m² (office area). The specific data are as follows:

水資源消耗量 Water consumption	單位 Unit	2022		
水資源消耗總量 Total water consumption	噸 tonnes	3,292,223		
辦公運營 Office Operation	噸 tonnes	19,884 ⁹		
工程建設 Project construction	噸 tonnes	3,272,339		

水資源消耗強度(包括辦公運營) Water consumption intensity (including office operation)	單位 Unit	2020	2021	2022
每平方米辦公面積水資源消耗量 Water consumption/m ² of office area	噸/平方米(辦公面積) tonnes/m ² (office area)	/	0.56	0.36

⁹ 中梁控股不斷優化ESG數據管理體系，以內部架構為契機，中梁控股擴大水資源消耗數據收集範圍，較往年新增各個地區辦公運營的水資源消耗(2021年及以前僅包括上海地區)，因此辦公運營的水資源消耗總量增加，但辦公運營的水資源消耗強度降低。

⁹ Zhongliang Holdings continues to optimize its ESG data management system. Taking the internal structure as an opportunity, Zhongliang Holdings expands the scope of water consumption data collection, and adds the water consumption of office operations in various regions (only Shanghai in 2021 and before) compared with previous years, so the total water consumption of office operations increased, but the water consumption intensity of office operations decreased.

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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	2020	2021	2022
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 (areas under construction)	0.27	0.16	0.17

3.3.2 排放管理

中梁控股始終以貫徹國家法規為基礎，著重落實排放管理責任制，將「深化污染防治攻堅戰」作為工作的重心，不斷探索創新管理方法，提升綠色建設能力，努力減少辦公及施工對環境的影響。

中梁控股嚴格遵守《中華人民共和國固體廢物污染環境防治法》《中華人民共和國水污染防治法》《中華人民共和國大氣污染防治法》等法律法規，定期根據業務和合規性要求變化，對自身生產運營所產生的三廢進行了更精細化的管理，致力於降低廢水、廢氣、廢棄物的產生，推進本集團綠色發展的建設。

對於廢氣和廢水排放，本集團開展不定期巡檢並評估項目廢氣廢水排放情況，針對存在隱患的施工場地開展整改直至閉環。另外，我們也實施積極的舉措以減少廢氣和廢水的產生。例如，我們在施工現場的大門位置安放封閉的洗車設備，防止污水飛濺。

3.3.2 Emission Management

With the implementation of national regulations as the basis, Zhongliang Holding always focuses on the implementation of the emission management responsibility system, takes “the nationwide battle to prevent and control pollution” as the focus, continues to explore innovative management methods, enhances green construction capabilities to minimize the impact of office and construction on the environment.

In strict compliance with laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, the *Law of the People's Republic of China on the Prevention and Control of Water Pollution* and the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, Zhongliang Holding conducted refined management on three wastes generated from operation on a regular basis in accordance with the change in business and compliance requirement, and was committed to reducing the discharge of waste water, waste gas and waste, to promote the construction the Group's green development.

In terms of waste gas and waste water, the Group inspects and evaluates the waste gas and waste water discharge of the projects irregularly, and rectifies the construction site with potential violations until the loop is closed. We also implement supporting initiative to reduce waste gas and waste water. For example, an enclosed car washing facility is set at the entrance of the site to prevent splashing of sewage.

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針對廢棄物管理，本集團嚴格按照相關政策的要求分類收集、分類存放並委託有資質的第三方處理危險廢棄物。同時，我們積極減少無害廢棄物的產生，為綠色地球做出一份貢獻。另外，我們積極推進施工材料的循環利用以減少廢棄物的產生。

For waste management, the Group collects and stores waste by category in strict compliance with the requirement of relevant policies, and engages the third parties with relevant qualifications to dispose of hazardous wastes. In addition, we proactively reduce non-hazardous wastes and make our own efforts for green earth. We also actively promote the reuse of construction materials to reduce waste.

對於廢舊鋼筋和型鋼，我們積極收集，交由專業鋼材回收處理公司，達到效益與資源循環利用的作用

For wastes steel bar and shape steel, we proactively collect and engage professional steel recycling and treatment companies to handle it in order to achieve the benefits and recycling of resources.

對於木材，我們根據實際需要打磨再利用。我們通過專用設備採取短接長的措施，儘量周轉使用可使用部分，達到重複利用的目的。

For wood, we milled and reuse it according to actual needs. We adopt the measure of short joint length by specific equipment, and try to recycle the usable part to achieve the purpose of reuse.

對於不可周轉的材料，通過修整後再根據需要另做他用

For non-recyclable materials, we reuse them as required after trimming.

施工材料的循環利用亮點舉措 Recycling Measures of Construction Materials Highlights

三、綠色低碳，永續發展 III. Green and Low-Carbon, Sustainable Development

為了滿足文明施工的要求，切實貫徹文明施工的理念，我們採取積極的措施對施工過程中的噪聲、揚塵、水土污染等問題加以控制。

To meet the requirements of civilized construction and effectively implement the concept of civilized construction, we take active measures to control noise, dust, soil and water pollution during the construction process.

噪音 Noise

- 嚴格遵守當地政府施工噪音管理要求。夜間施工先審批後實施，晝間施工保持分貝在要求範圍內，同時做好施工場地的封閉管理，減少對外界環境的影響
Strictly comply with the local government requirements for construction noise management. Night construction must be approved before implementation. Daytime construction shall keep the decibels within the required band, and the construction site shall be well closed, to reduce the impact on the outside environment

揚塵 Dust

- 開展智慧工地試點項目，在施工現場設置揚塵管控設施
Launching smart site pilot projects and equipping construction sites with dust control facilities
- 車輛出工地前對車身進行清洗，減少揚塵的產生
Washing the vehicles bodies before leaving the factory to reduce dust

水土污染 Soil and Water Pollution

- 為避免汽油、柴油等洩露造成的水土污染，除規範施工外，在關鍵區域增加防滲漏墊層，同時設立收集裝置，防止洩漏造成的水土污染
To prevent soil and water pollution caused by petrol and diesel spills, in addition to standardizing the construction site, install anti-leak bedding in key areas, and setting up collection devices as well, to prevent soil and water pollution caused by spills
- 對於施工場地的水土條件做定期監測，避免因施工活動造成水土的改變
Regular monitoring of the soil and water conditions at the construction site to prevent soil and water changes from construction activities

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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4.01千克/平方米(辦公面積)。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。具體排放數據如下：

During the Reporting Period, the waste generated by the Group came from office operations and its intensity was 4.01 kg/m² (office area). 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	2022		
無害廢棄物產生量 The total amount of non-hazardous waste produced				
工程建設 Project construction				
廚餘垃圾 Kitchen waste	噸 tonnes			5,307
土方廢料 Earthwork waste	立方米 m ³			2,406,000
其他廢棄物 ¹⁰ Other building waste ¹⁰	噸 tonnes			15,000
辦公運營¹¹ Office Operation ¹¹				
辦公廢棄物 Office waste	噸 tonnes			220
可回收物 ¹² Recyclables ¹²	噸 tonnes			24
其他廢棄物 ¹³ Other wastes ¹³	噸 tonnes			196
辦公運營無害廢棄物強度 Intensity of non-hazardous waste in office operation				
每平方米辦公運營無害廢棄物強度 Intensity of non-hazardous waste/m ² in office operation	單位 Unit	2020	2021	2022
	千克/平方米 kg/m ²	/	5.56	4.01

¹⁰ 2022年未統計工程類其他廢棄物數據。

¹¹ 中梁控股不斷優化ESG數據管理體系，以內部架構為契機，中梁控股擴大無害廢棄物數據收集範圍，較往年新增各個地區辦公運營的無害廢棄物產生量(2021年及以前僅包括上海地區)，因此辦公運營的無害廢棄物產生總量增加。

¹² 辦公運營產生的可回收物為快遞包裝。

¹³ 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。

¹⁰ Data on other wastes generated during construction were not collected in 2022.

¹¹ Zhongliang Holdings continues to optimize its ESG data management system. Taking the internal structure as an opportunity, Zhongliang Holdings expands the scope of nonhazardous waste data collection, and the amounts of nonhazardous waste generated during office operations in various regions (only Shanghai in 2021 and before) increased compared with previous years, so the total amount of nonhazardous waste of office operations increased.

¹² Recyclables generated from office operation represented logistic package materials.

¹³ Other wastes included kitchen waste and other un-recycled wastes.

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有害廢棄物產生量				
The total amount of hazardous waste produced				
辦公運營¹⁴				
Office Operation¹⁴				
廢硒鼓墨盒	噸			0
Used toner cartridge and drum cartridge	tonnes			
廢日光燈或節能燈管	根			324
Used fluorescent lamps or power-saving fluorescent lamps	pieces			
廢水排放量	單位	2020	2021	2022
Sewage emission	Unit			
工程建設				
Project construction				
廢水排放總量	噸	4,226,585	2,907,339	2,617,872
The total amount of sewage emission	tonnes			
每平方米在建面積廢水排放總量	噸/平方米(在建面積)	0.13	0.12	0.14
The total amount of sewage emission/m ² under construction	tonnes/m ² (areas under construction)			

¹⁴ 同無害廢棄物，較往年新增各個地區辦公運營的有害廢棄物產生量(2021年及以前僅包括上海地區)，因此辦公運營的有害廢棄物產生總量增加。由於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。

¹⁴ Similar to nonhazardous waste, the amount of hazardous waste generated during office operations in various regions (only Shanghai in 2021 and before) increased compared with previous years, so the total amount of hazardous waste generated during office operations increased. Its density is not calculated due to the low amount of hazardous waste generated during office operations and the direct disposal of qualified third parties.

四、以人為本，築造棟「梁」

IV. People-Oriented, Talent-Targeted

人才是企業發展最寶貴的資源，中梁控股以「先人後勢」的人才發展理念，始終提倡共創共擔共享。我們視員工為企業的合作夥伴，充分尊重和保障每一位員工的基本權益，高度重視人才的多元發展和可持續培養，並通過提升員工關愛和保證員工職業健康，推動員工與企業的共同成長。

4.1 員工管理

中梁控股堅持合法、合規、平等僱傭，我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《禁止使用童工規定》等法律法規，持續完善並落實《招聘管理制度》等內部政策制度，承諾堅持公開透明的招聘與培養原則，嚴禁僱傭童工及強制勞動，杜絕因性別、民族、地域、宗教、性取向等因素產生任何歧視及不公正對待。

我們通過合規的信息收集等舉措，在新員工入職前對其身份進行嚴格地核驗。若發現任何違規行為，我們都將及時上報相關部門。員工亦可隨時舉報童工、強制勞動及歧視等事件，相關行為一經獨立調查和核實後，將由管理層跟進及處理，確保員工的訴求得到合理解決。報告期內，中梁控股遵守與防止童工或強迫勞動有關的重大法律法規，未發生僱傭童工或強迫勞工的事件。

Talents are the most valuable resources for corporation development. With the talent development philosophy of “people first, then strategies”, Zhongliang Holdings always advocates the collective creation, mutual responsibility and mutual sharing. We regard employees as our partners, fully respect and protect the basic rights of each employee, attach great importance to the diversified development and sustainable development and promote the common growth of employees and the Company by improving employee care and ensuring employee occupational health.

4.1 EMPLOYEE MANAGEMENT

Zhongliang Holdings adheres to legal/compliant and equal employment, strictly complies with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Regulations on Prohibition of Child Labor* and other labor-related laws and regulations, and continuously improves and implements internal policies and systems such as the *Recruitment Management System*. We are committed to adhering the principle of open and transparent recruitment and training, strictly prohibited employment of child labor and forced labor, and put an end to any discrimination and unfair treatment based on gender, ethnicity, region, religion, sexual orientation.

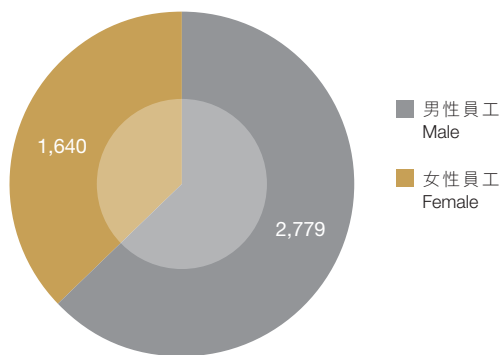
We strictly verify the identities of new employees before they join through initiatives such as information gathering in a compliant manner. We promptly report any violations to relevant department. Employees can also report incidents of child labor, forced labor and discrimination at any time. Once the relevant acts are independently investigated and verified, they will be followed and handled by the management to ensure that employees' claims are appropriately resolved. During the Reporting Period, Zhongliang Holdings abided by relevant major laws and regulations on the prevention of child labor and forced labor, and there were no incidents of child labor and forced labor occurred.

四、以人為本，築造棟「梁」 IV. People-Oriented, Talent-Targeted

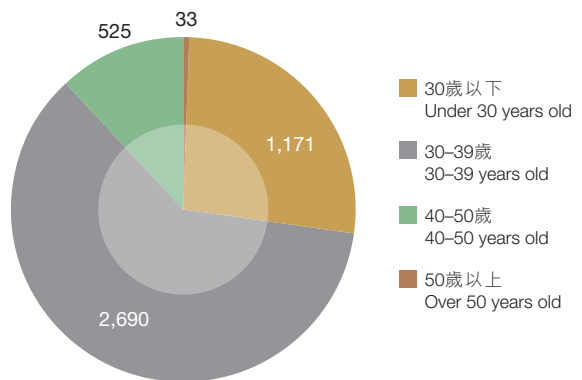
此外，本集團重視多元文化的融合，重視團隊的整體成就，尊重各個企業多元化的背景。截至2022年12月31日，本集團共有全職員工4,419人，員工流失率為54%¹⁵，具體數據如下：

In addition, the Group values the integration of different cultures and the overall performance of its teams and respects the diverse backgrounds of each company. As of 31 December 2022, the Group had 4,419 full-time employees with an turnover rate of 54%¹⁵ as shown below:

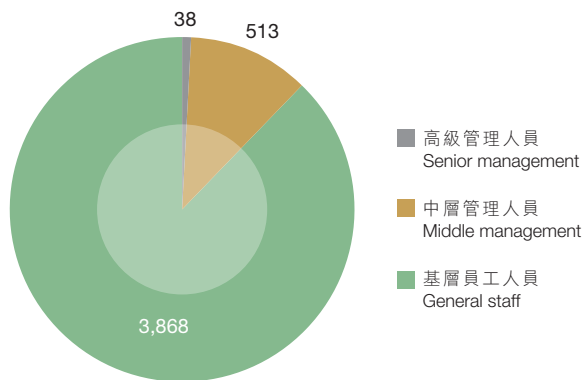
按性別劃分員工總數
Total number of employees by gender



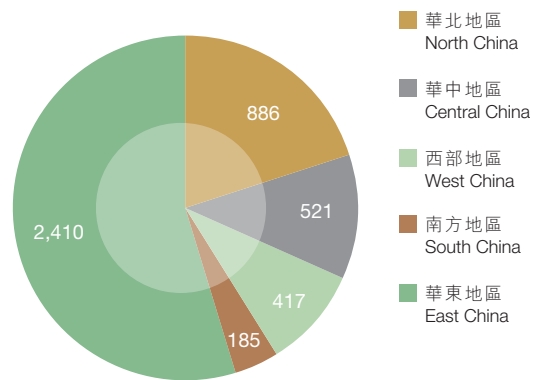
按年齡劃分員工總數
Total number of employees by age



按職級劃分員工總數
Total number of employees by employment type



按地區劃分員工總數
Total number of employees by geographic areas

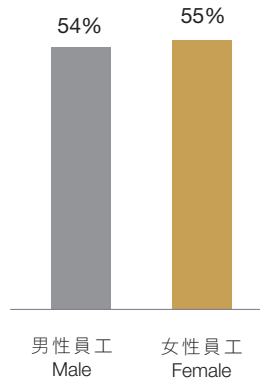


¹⁵ 中梁控股的員工流失率計算方式為「流失率=員工流失人數/(員工流失人數+期末員工人數)*100%」。為應對市場態勢迅速變化及外部環境不確定性，中梁控股2022年進行內部組織架構調整及優化，因此員工流失率較2021年增加。

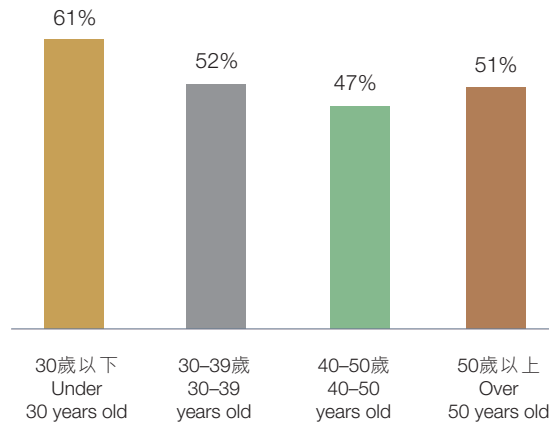
¹⁵ The employee turnover rate of Zhongliang Holdings is calculated as “turnover rate = number of turnover employees/(number of turnover employees + number of employees as at the end of period) * 100%”. In order to cope with the rapid changes in the market situation and the uncertainty of the external environment, Zhongliang Holdings adjusted and optimized its internal organizational structure in 2022, so the employee turnover rate increased compared with 2021.

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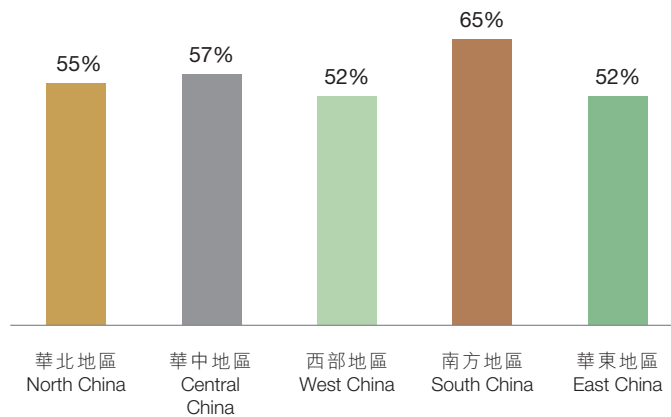
按性別劃分員工流失率
Turnover rate of employees by gender



按年齡劃分員工流失率
Turnover rate of employees by age



按地區劃分員工流失率
Turnover rate of employees by geographic areas



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4.1.1 招賢納士

當前行業發展陷入階段性困境是房地產行業周期性的具體體現。報告期內，本集團根據運營情況完成2.5級組織架構調整，以減少區域集團層級，全面提高管理效率。地產集團總部定位從精總部升級為強總部，並成立專項辦公室，最終形成三大聯盟平台、八大專項組與聯盟後台的強管控龍身結構。

中梁控股在招聘和錄用環節遵循「最合適」原則，採用精準招聘計劃。

4.1.1 Talent Recruitment

The current industry development caught in a stage of difficulties, which is a concrete reflection of the cyclicity of the real estate industry. During the Reporting Period, the Group completed the adjustment of the 2.5-level organizational structure according to the operation situation to reduce the hierarchy of regional groups and comprehensively improve management efficiency. The real estate group headquarters was upgraded from a fine headquarters to a strong headquarters, and a special project office was established, eventually forming a strong control structure with three alliance platforms, eight special project groups and the alliance back office.

Zhongliang Holdings follows the “Best fit” principle in the recruitment and recruitment process, adopts a precise recruitment plan.



中梁控股招聘宣傳
Publicity for recruitment of Zhongliang Holdings

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4.1.2 薪酬福利

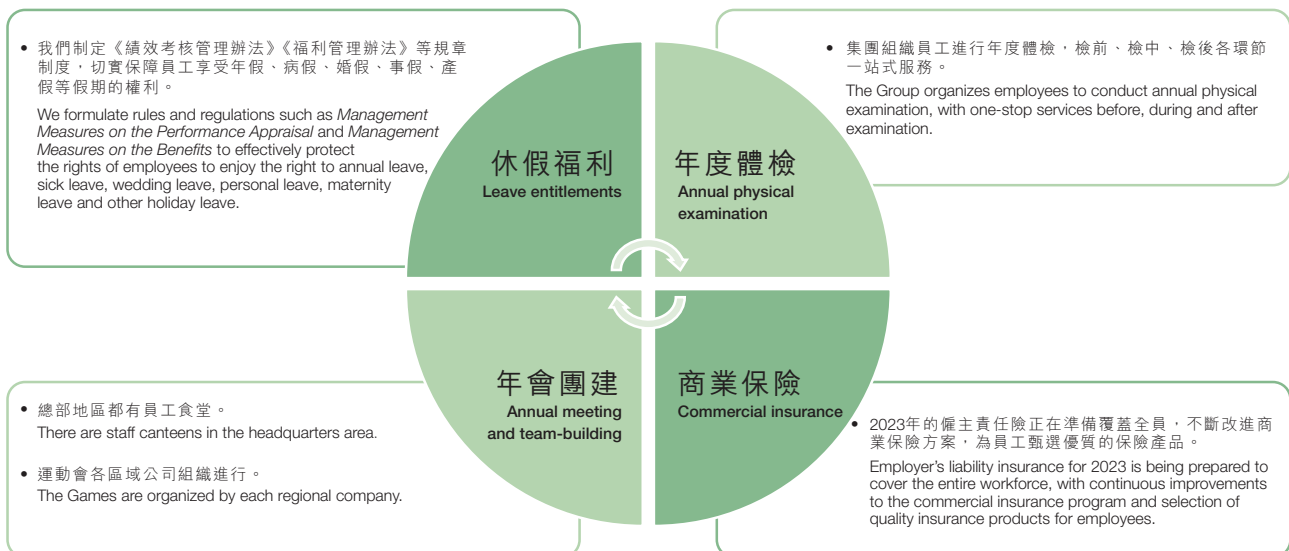
為員工提供具有激勵性的薪酬和豐厚的福利是調動員工積極性和實現企業穩定發展的基礎。我們嚴格遵守薪資標準和國家地方薪資管理規定，確保以基本工資為員工提供基本生活保障，並制定完善且具有競爭力的薪酬福利體系和獎勵，通過《績效考核管理辦法》《福利管理辦法》等內部管理制度打造員工與企業發展雙贏的良性激勵機制。本集團進一步完善績效管理辦法，通過「工作業績和價值觀/能力」和「考核結果和行為」雙維度的考核標準，兼顧價值與公平，將考核結果分為A、B、C、D四個耕地，更加科學且系統地進行績效管理，幫助員工實現個人目標。

我們為員工提供豐富的福利與保障，為員工購買商業保險和年度體檢，切實確保員工享受年假，病假，產假，婚嫁等假期的權利，並提供高溫，餐費，通訊，交通，住房等員工補貼。同時，為結婚、生育和子女高考員工發放恭賀金，生病及亡故發放慰問金。

4.1.2 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. We strictly observe the salary standards as well as the national and local salary management regulations to ensure basic livelihood protection for employees with basic salary, we have formulated and completed a competitive salary and welfare system with rewards, and created an incentive mechanism for the win-win development between employees and the enterprise through the internal management systems such as *Management Measures on the Performance Appraisal* (《績效考核管理辦法》) and *Management Measures on the Benefits* (《福利管理辦法》). The Group has further improved its management measures on the performance by adopting a two-dimensional appraisal standard of “performance and values/competence” and “appraisal results and behavior”, taking into account value and fairness, and dividing appraisal results into four plots of A, B, C and D. Performance management is conducted more scientifically and systematically to help employees achieve their personal goals.

We provide abundant welfare and protection for our employees. We purchase commercial insurance and annual physical examination for our employees, effectively ensure that employees enjoy the right to annual leave, sick leave, maternity leave, marriage and other holidays, and provide employee subsidies such as high temperature subsidies, meal subsidies, communications subsidies, transportation subsidies, and housing subsidies. At the same time, congratulation fund will be issued to employees for their marriage, childbirth, children’s college entrance examination, and consolation money for disease and death.



中梁控股企業內部員工福利

Internal employee benefits of Zhongliang Holdings

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4.2 人才發展

中梁控股重點關注員工職業發展，致力於幫助每一位員工實現個人價值的最優體現。本集團建立了完善的職業發展晉升機制，為員工規劃出清晰地晉升路線，並廣泛拓展晉升通道，保障晉升公平與透明。同時，我們不斷完善科學的培訓體系，提升員工個人軟硬技能的同時增強企業的人才吸引力和競爭力。

4.2.1 人才晉升

中梁控股始終堅持向員工開放內部輪崗及晉升窗口，激發員工活力，做到七分成熟、大膽任用。堅持做好內部湧動，對於因組織調整暫時沒有崗位的優秀幹部，優先內部湧動保留，保證優秀幹部在內部儲備，待有機會空缺時由總部牽頭對內部崗位需求、富餘人才進行調配。

面臨疫情反覆等其他因素的挑戰，為吸引和保留人才，我們採取內部提拔幹部、用心帶教和關注新棟樑等舉措，全面激發人才活力。報告期內，集團上半年統籌組織新任命幹部及兩年期內新棟樑的晉升，分別晉升新任命幹部69人，新棟樑192人，共計261人。下半年，重點晉升「保銷售、保交付、降本增效」等工作中作出突出貢獻的員工、項目一線員工及兩年以上新棟樑，共計656人，全年晉升比例達到21%。同時，我們堅持年度評優活動，加大榮譽激勵幅度，結合年度主題增設評優獎項，篩選並宣傳標杆人物，充分發揮榜樣帶動力量。

4.2 TALENT DEVELOPMENT

Zhongliang Holdings pays close attention to the career development of employees and is committed to helping each employee achieve the best expression of personal value. The Group has established a sound career development and promotion mechanism, planned a clear promotion path for employees, and extensively expanded promotion channels to ensure fair and transparent promotion. At the same time, we continue to improve the scientific training system to improve the personal soft and hard skills of employees, while strengthening the attractiveness and competitiveness of the Company.

4.2.1 Talent Promotion

Zhongliang Holdings always insists on opening the internal rotation and promotion window to employees, stimulating their vitality, and appoint them boldly. We insist on doing a good job of internal influx, for outstanding cadres who do not have positions temporarily due to organizational adjustment, priority will be given to internal surging retention to ensure that outstanding cadres are internally reserved. When there are opportunities for vacancies, the headquarters will take the lead in deploying internal job demand and surplus talents.

Faced with the challenges of other factors such as recurring pandemic, we have taken initiatives to attract and retain talent by promoting cadres internally, leading with care and focusing on new pillars to fully energize them. During the Reporting Period, the Group coordinated and organised the promotion of newly appointed cadres in the first half of the year and the promotion of new pillars during the two-year period. 69 newly appointed cadres and 192 new pillars were promoted respectively, for a total of 261 people. In the second half of the year, it focused on promoting employees who have made outstanding contributions to work such as “guaranteeing sale, guaranteeing delivery, cost reduction and efficiency improvement”, project frontline employees and new pillars for more than two years, with a total of 656 people, and the annual promotion ratio reached 21%. At the same time, we adhere to the annual evaluation activities, increase the scope of honorary incentives, add awards in combination with the annual theme, screen and publicize benchmark figures, and give full play to the role model effect.

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內部提拔幹部：堅持七分成熟大膽任用，優先給內部人員機會

Internal promotion of cadres: adhere to bold appointments, and give priority to internal personnel opportunities

用心帶教：高管帶中層、中層帶基層，讓組織內的學習生態實現1到N的增長

Leading with care: senior management members lead the middle management members, middle management members lead the grassroots, so that the learning ecology in the organization can achieve the growth of 1 to N

關注新棟樑成長與發展：重點關注和發展新棟樑、非凡生，建立管培生關鍵崗位人才梯隊，大膽給新棟樑晉升發展機會

Pay attention to the growth and development of new pillars: focus on and develop new pillars and extraordinary person, establish a talent echelon for key positions in management trainees, and boldly provide new pillars opportunities for promotion and development

員工晉升亮點舉措 Employee Promotion Highlights

4.2.2 員工培訓

中梁控股在長期的人才管理中，積累了豐富的管理經驗與工作實踐，目前形成以「中梁學院」為核心的人才培養體系，旨在打造人才輩出的高素質人才供應鏈。「中梁學院」始終秉持「收斂聚焦、資源萃取、賦能突破、樹立標杆」的方針，持續踐行「一個中心、兩大抓手、三項計劃、四維賦能」的培訓發展戰略，從重大會議管控、核心業務賦能、戰略後備培養、文化場域打造四個維度入手，通過中梁E學堂、知識管理平台和中梁學習匯等培訓虛擬端，全方位滿足員工能力和技能提升的需求，樹立終身學習的理念。

4.2.2 Employee Training

In the long-term talent management, Zhongliang Holdings has accumulated rich management experience and work practice, and currently forms a talent cultivation system with Zhongliang Academy as the core, aiming to create a supply chain of high quality management talents. Zhongliang Academy always adheres to the policy of “convergence and focus, resource extraction, empowerment breakthrough, and benchmarking”, and continues to practice the training development strategy of “one center, two major drivers, three plans, four dimensional empowerment”. From the four dimensions such as major conference control, core business empowerment, strategic reserve training, and cultural field development, it improves employee’s abilities and skills in all aspects through the training virtual terminals such as Zhongliang E-school, Knowledge Management Platform and Zhongliang Learning Exchange, so as to establish the concept of lifelong learning.

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中梁控股培訓發展戰略 Training development strategy of Zhongliang Holdings

報告期內，我們圍繞管理層領導力培養、核心業務賦能、戰略後備培養和文化場域打造四個重點方向，開展了多項培訓活動，包括高管學習會、專題賦能、管培生培養、組織氛圍建設等項目。不僅有效把控中梁控股未來戰略發展方向，且進一步強化了員工業務素養，不斷擴充了本集團的後備力量，為形成步調一致、訓練有素的內部團隊夯實了基礎。

During the Reporting Period, we launched diverse training activities based on four major aspects, namely, management leadership training, core business empowerment, strategic reserve training and cultural field development, including executive learning sessions, thematic empowerment, management trainee training, and organizational atmosphere building, so as to not only effectively control the future strategic development direction of Zhongliang Holdings, but also further strengthen the business literacy of employees, continuously expand the reserve strength of the Group, and lay a solid foundation for the formation of a well-trained internal team taking concerted actions.

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IV. People-Oriented, Talent-Targeted

管理層領導力 培養 Management Leadership Training

- 周一高管學習會
Executive learning session on Monday
- 月度經營會
Monthly business meetings
- 半年度和年度大會
Semi-annual and annual general meetings

核心業務賦能 Core Business Empowerment

- 3+X專題賦能
3+X thematic empowerment
- 贏銷礪劍行動
Sharpening marketing activity
- 條線垂直培訓
Line vertical training
- 精品課程提煉
Refinement of high-quality courses

戰略後備培養 Strategic Reserve Training

- 新棟梁計劃
New pillar plan
- 非凡生培養持續優體系
Continuous excellence system for cultivating extraordinary trainees
- 高關注、強落地、立標桿
High attention, strong implementing, benchmarking

文化場域打造 Cultural Field Development

- 組織氛圍建設
Organizational atmosphere building
- 奮鬥者文化灌輸
Strivers culture indoctrination
- 賽場文化培養
Culture development of arena
- 學習場域營造
Learning field development

2022年中梁控股重點培訓項目
Key training projects of Zhongliang Holdings in 2022

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IV. People-Oriented, Talent-Targeted

管理層領導力培養

中梁控股高度重視高管學習會的價值和意義，會議以政策為導向，圍繞公司戰略、緊貼核心業務，開展營銷回款和降本增效專題匯報，賦能組織穿越周期的力量以達到管控落地。同時，本集團深度聚焦營銷回款夯實成效，助力銷售回款全面突破。我們持續挖掘降本增效，綜合考量、因地制宜，保障按需落地。此外，我們圍繞降本增效、助力營銷、保交付等核心業務，對職能部門進行總結宣貫。報告期內，我們針對177個議題開展區域營銷回款分享和複盤共42次、區域降本增效匯報31場、總部降本增效匯報24次。

Management leadership development

Zhongliang Holdings attaches great importance to the value and significance of the executive learning session, which is policy-oriented, focuses on the Company's strategy, closely follows the core business, carries out special reports on marketing collection, cost reduction and efficiency improvement, and empowers the organization to cross the cycle to put control in place. At the same time, the Group deeply focuses on marketing collection to consolidate the results and help the sales collection make a breakthrough in an all-round way. We continue to explore cost reduction and efficiency improvement, comprehensively consider and adapt measures in accordance with local conditions to ensure on-demand implementation. In addition, we summarize and publicize the functional departments around core businesses such as cost reduction and efficiency improvement, helping marketing, and ensuring delivery. During the Reporting Period, we carried out a total of 42 regional marketing collection sharing and review on 177 topics, 31 reports on regional cost reduction and efficiency improvement, and 24 reports on headquarters cost reduction and efficiency improvement.

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核心業務賦能

中梁控股以人才全面發展為導向，促進和保障經營以創造更多價值。本集團以營銷突破、降本增效、崗位複合為重點，通過分層分級模式對員工開展核心業務3+X專項賦能活動。我們集中智慧、沉澱知識、針對性開發主題課程，並萃取3+X專項賦能中的精品課程加強突破，以因地制宜、鍛長補短為特色自主落實分級課程學習。此外，中梁控股各業務條線也直擊業務痛點，通過條線垂直培訓積極開展「深根計劃」共享成功經驗，深挖一線需求打通縱向賦能，實現條線能力的全面提升，助力業務發展。報告期內，3+X專項賦能共計開展營銷突破課程485門、降本增效課程316門、崗位複合課程152門。

Core business empowerment

Towards the all-round development of talents, Zhongliang Holdings promotes and guarantees operations to create more value. Focusing on marketing breakthroughs, cost reduction and efficiency improvement, and post compounding, the Group carries out core business 3+X thematic empowerment activities for employees through a hierarchical model. We concentrate wisdom, precipitate knowledge, develop targeted theme courses, and extract high-quality courses in the 3+X thematic empowerment to strengthen breakthroughs, and independently implement graded course learning featuring local conditions and forging strengths to complement each other's weaknesses. In addition, each business line of Zhongliang Holdings also directly hit the pain points of the business, actively carried out the "Deep Development Plan" through vertical training to share successful experience, deeply explored the front-line demand, opened up vertical empowerment, achieved the comprehensive improvement of the line's capabilities, and helped business development. During the Reporting Period, a total of 485 marketing breakthrough courses, 316 cost reduction and efficiency improvement courses, and 152 post compounding courses were carried out under 3+X thematic empowerment.



3+X專項賦能培訓現場
3+X thematic empowerment training

「深根計劃」培訓現場
"Deep Development Plan" training

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中梁控股項目營銷總飛虎特訓營

Zhongliang Holdings' Marketing Director of Project – “Flying Tiger” special training camp

我們重視營銷人才培養，以高標準、嚴要求、強考核為宗旨，特開展項目營銷總飛虎特訓營，將培訓賦能下沉至一線員工，著力打造項目營銷操盤手。報告期內，一期項目營銷總飛虎特訓營面向60名績優、高潛、穩定、年輕的優秀人員進行4次線上培訓，共計42人成功畢業。二期項目營銷總飛虎特訓營為41名新入職員工，以及前置儲備項目營銷總、儲備區域公司營銷總等員工，進行11門精品課程線下講授。兩期特訓營的成功舉辦為中梁控股輸送了大批營銷人才，為未來項目經營打下了堅實基礎。

We attach great importance to the training of marketing talents, with high standards, strict requirements and strong assessment as the purpose, especially carry out the “Flying Tiger” special training camp, implement the training empowerment to the front-line staff, and strive to build project marketing operators. During the Reporting Period, the first phase of the “Flying Tiger” special training camp conducted 4 online training sessions for 60 outstanding personnel with excellent performance, high potential, stability and youth, and a total of 42 people successfully graduated. The second phase of the “Flying Tiger” special training camp provided 11 excellent offline courses for 41 new employees, as well as the pre-reserve marketing directors of project and reserve regional company marketing directors of projects. The successful holding of the two special training camps has provided Zhongliang Holdings with a large number of marketing talents and laid a solid foundation for future project operation.



項目營銷總飛虎特訓營

Marketing Director of Project – “Flying Tiger” Special Training Camp

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戰略後備培養

中梁控股高度重視管培生保留工作，堅持做好每位管培生的個人關注與引導，秉持不主動優化、不降職降薪、不否定打擊、不放任不管的原則，通過資源傾斜持續優化管培生全周期人才培養體系，旨在為本集團輸入新鮮的棟梁之才。從2015屆開始至2022屆本集團共計招募管培生2,132人，目前在職566人，總保有率26.5%。

Strategic reserve development

Zhongliang Holdings attaches great importance to the retention of management trainees, adheres to the personal attention and guidance of each management trainee, adheres to the principles of no active optimization, no demotion and salary reduction, no negation of the blow, and no letting go, and continuously optimizes the full-cycle talent training system of management trainees through resource tilt, aiming to import fresh talents for the Group. From the beginning of 2015 to the session of 2022, the Group has recruited a total of 2,132 management trainees, of which 566 are currently on the job, with a total retention rate of 26.5%.

項目	課程	講師
2022-2023	新棟梁計劃	總經理
2022-2023	非凡生培養計劃	副總經理
2022-2023	管培生入職培訓	HRD
2022-2023	管培生輪崗培訓	HRD
2022-2023	管培生晉升培訓	HRD
2022-2023	管培生考核培訓	HRD
2022-2023	管培生離職培訓	HRD
2022-2023	管培生復職培訓	HRD
2022-2023	管培生轉崗培訓	HRD
2022-2023	管培生晉升培訓	HRD
2022-2023	管培生考核培訓	HRD
2022-2023	管培生離職培訓	HRD
2022-2023	管培生復職培訓	HRD
2022-2023	管培生轉崗培訓	HRD

入職培訓

Orientation training

為不同條線管培生設置針對性課程，旨在培養靈活應對的思維模式，簡化培訓形式，並精選培訓課程

Targeted courses are set up for management trainees of different lines, aiming to cultivate a flexible mindset, simplify the training formats, and select training courses



導師帶教

Teaching by tutors

新棟梁計劃：為新棟梁設置雙導師

New pillar training plan: Set up dual-tutor system for new pillars

非凡生培養：為非凡生設置三導師

Extraordinary trainee cultivation: Set up tri-tutor system for extraordinary trainees

年份	項目	人數	總額
2019年度	專業培訓	20	13,045
	輪崗培訓	132	45,775
	晉升培訓	18	13,045
2020年度	專業培訓	24	14,875
	輪崗培訓	2	4,875
	晉升培訓	45	16,775
2021年度	專業培訓	126	48,475
	輪崗培訓	17	30,975
	晉升培訓	1	4,875
2022年度	專業培訓	6	16,775
	輪崗培訓	10	22,475
	晉升培訓	15	48,475

集中述職

Debriefing and reporting

為管培生業務考核設立專場述職，管培生同台PK業務技能，實時提高思維反應能力

Set up a special debriefing for the business assessment of management trainees, and the management trainees compete over business skills on the same stage to improve their thinking and response ability in real time



舉手考核

Assessment

激發管培生成長、助力脫離新手保護、盡早持證上崗

Facilitate the growth of management trainees and detachment from the protection, to work with a license sooner



交流座談

Communication and discussion

幫助管培生認識行業情況，理解企業運營模式，把握自身發展前景

Help management trainees understand the industry situation, understand the operation mode of the enterprise, and grasp their own development prospects

管培生人才培養體系

Management Trainee Talent Training System

四、以人為本，築造棟「梁」 IV. People-Oriented, Talent-Targeted

組織氛圍建設

中梁控股以文化宣導為抓手，建設團隊凝聚、思想統一的組織氛圍，傳遞「擰成一股繩，合成一股力」的理念，旨在使營銷突破、降本增效與每人休戚相關、命運共同的觀念深入人心，為全員樹立必勝的信念。我們通過舉辦營銷說辭大賽和營銷巡禮活動，通過以賽代練的形式，持續打磨一線員工的基本功，並邀請一線優秀人才分享成功心得經驗，有效激發團隊活力。

Organizational atmosphere building

Zhongliang Holdings takes cultural publicity as the starting point, builds an organizational atmosphere of team cohesion and unified thinking, and transmits the concept of “integrating as a whole and working together”, aiming to make marketing breakthroughs, cost reduction and efficiency improvement, and the concept of everyone’s solidarity and common destiny deeply rooted in their hearts, and establish the belief of victory for all employees. Through holding marketing rhetoric contests and marketing tours, we continue to polish the basic skills of front-line employees in the form of competition in lieu of training, and invite outstanding front-line talents to share their successful experience and effectively stimulate team vitality.



營銷突破系列宣貫
Publicity of Marketing
Breakthrough Series



降本增效系列宣貫
Publicity of Cost Reduction and
Efficiency Improvement Series



中梁大字報和梁人良語
Zhongliang Posters and Speeches
of Zhongliang Person

與此同時，我們推出《梁紀》和「標杆人物」評選，以具化的榜樣和案例作為載體，通過對事業心、進取心、責任心三類標杆的薈萃，打造奮鬥者文化，引領全體員工砥礪前行。同時，我們不斷深化中梁E學堂、知識管理平台和中梁學習匯等培訓平台，通過組織診斷等各渠道主動發現業務和經營中的問題，針對真實案例進行剖析、解決，最終形成模板化教學方案，有效幫助員工自主規避業務中的疑難點。

Meanwhile, we launched the *Liang Ji* and “Benchmark Figures” collection, with concrete role models and cases as the carrier and through the collection of three types of benchmarks of professionalism, enterprising spirit and responsibility, to create a striver’s culture and lead all employees to move forward. At the same time, we continue to develop the training platforms such as Zhongliang E Academy, Knowledge Management Platform and Zhongliang Learning Exchange, actively discover problems in business and operation through various channels such as organizational diagnosis, analyze and solve real cases, and finally form a templated teaching program to effectively help employees independently avoid difficult points in business.

報告期內，中梁學習匯公眾號本年度共推送專欄文章91篇，年度瀏覽量突破8萬次。已啟用5年時間的中梁E學堂平台課程數量繼續保持逐年增加態勢，2022年上線課程1,275門，在線學習人次達56,889人次。

During the Reporting Period, the WeChat official account of Zhongliang Learning Exchange pushed a total of 91 column articles this year, and the annual viewership exceeded 80,000. The number of courses on the Zhongliang E Academy platform, which has been in use for 5 years, continues to increase year by year, with 1,275 courses launched in 2022 and 56,889 online learning person-times.

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中梁地產標杆人物集 — 《梁紀》

Zhongliang Real Estate Benchmark Figures Collection — *Liang Ji*

為進一步將榜樣故事化、活動儀式化，致力打造必勝信念，本集團通過編撰《梁紀》標杆人物故事書籍，發佈《戰九贏十》和《凝心共戰》兩大年度專刊，對18家區域公司涵蓋投資、設計、成本、招采等條線中的34位有能力、有擔當、共奮鬥的同行者進行表彰。報告期內，通過公眾號平台累計推送標杆人物系列推文13篇。

In order to further storyatize the role model, ritualize activities and strive to create triumphalism, the Group honored 34 competent, responsible and struggling peers from 18 regional companies covering business lines of investment, design, cost, bidding and procurement by compiling the *Liang Ji* (《梁紀》), a book about the stories of the benchmark figures, publishing two annual special issues of *Fighting in September and Securing a Victory in October* (《戰九贏十》), and *Cohesion and Common Battle* (《凝心共戰》). During the Reporting Period, 13 tweets of the benchmark figures series were pushed through the WeChat official account platform in total.



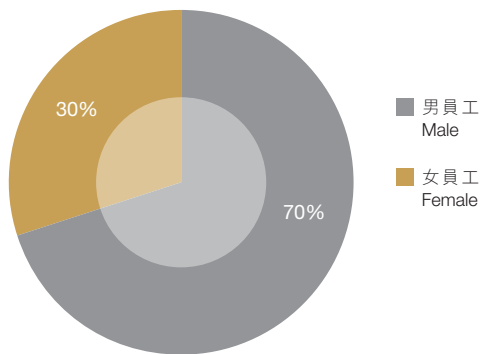
《梁紀》
Liang Ji

四、以人為本，築造棟「梁」 IV. People-Oriented, Talent-Targeted

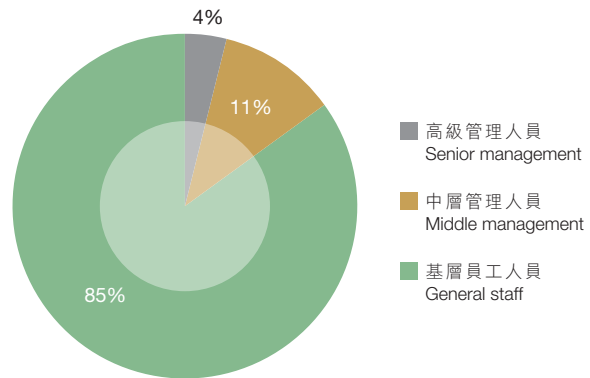
報告期內，本集團受訓員工總人數為4,368人，佔員工總數的98.85%，總培訓時長達59,834小時，具體分佈如下：

During the Reporting Period, total number of trained employees of the Group were 4,368, representing 98.85% of the total number of employees. Total training time was 59,834 hours, the details are set out below:

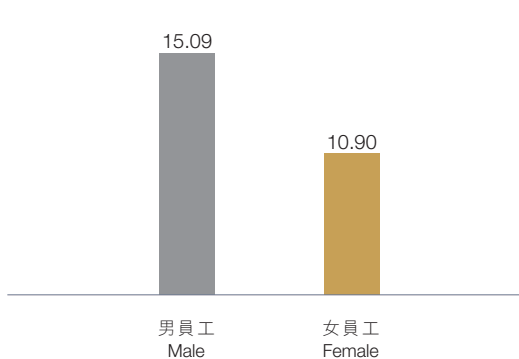
按性別劃分受訓僱員百分比
Percentage of trained employees by gender



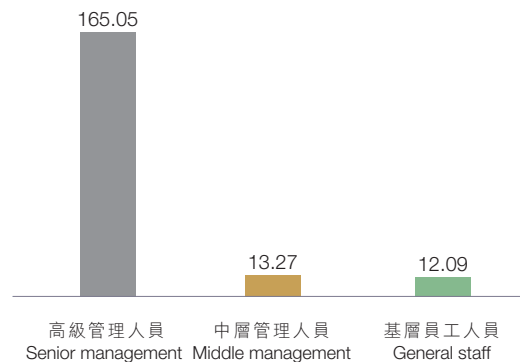
按職級劃分受訓僱員百分比
Percentage of trained employees by rank



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



按職級劃分平均受訓時數（小時）¹⁶
Average training hours by rank (hour)¹⁶



¹⁶ 中梁控股的員工平均受訓時數計算方式為「平均受訓時數=總培訓時數/期末員工人數」。2022年，由於高級管理人員流失率較高，因此高級管理人員平均受訓時數較高。

¹⁶ The average training hours of Zhongliang Holdings' employees is calculated as "average training hours = total training hours/number of employees at the end of the period". In 2022, the average training hours for senior management are higher due to their higher turnover rate.

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IV. People-Oriented, Talent-Targeted

4.2.3 溝通關懷

本集團鼓勵員工與員工之間、上級與下級之間保持平等的對話。我們認為良好、融洽、坦誠的人際關係，和諧、互信、共進的工作氛圍，是我們高效工作的基礎。本集團設立了暢通的溝通及申訴渠道，通過日益完善的信息系統使員工可以通過內部網絡平台，進行內外部信息的傳遞、交流與反饋申訴。

我們定期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，從組織運營到人才管理等方面及時了解員工真實想法，幫助員工解決問題。此外集團為解決員工實際問題，在聽取一線聲音的同時積極開展一線慰問，做到實聽實見的關懷。

4.3 安全健康

中梁控股堅持「生命至上、安全第一」理念，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》等相關法律法規，把保護員工人身安全擺在首位，建立完善的安全管理體系和職業健康管理機制，常態化開展健康與安全培訓，打造安全健康的工作環境。

4.2.3 Communication and Care

The Group encourages equal dialogue between employees and between superiors and subordinates. We believe that a good, harmonious and sincere interpersonal relationship and a harmonious, trusting and co-progressive working atmosphere are the basis for our efficient work. The Group has established smooth communication and appeal channels. Through the increasingly enhanced information system, employees can use the internal network platform to transmit, communicate, give feedback on and appeal against internal and external information.

We regularly administered annual and semi-annual surveys and analysis of engagement and working ambience in units of its subsidiaries to keep abreast of employees' real thoughts in terms of organizational operations and talent management, and help employees solve problems. In addition, in order to solve the actual problems of employees, the Group actively conveyed greetings to front-line staff while listening to their voices, so as to achieve real caring.

4.3 SAFETY AND HEALTH

Zhongliang Holdings adheres to the concept of "Priceless Lives, Safety First" and strictly abides by relevant laws and regulations including *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 put the protection of employees' personal safety in the first place, establish a sound safety management system and occupational health management mechanism, carry out health and safety training on a regular basis, so as to create a safe and healthy working environment.

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4.3.1 員工健康

中梁控股持續關注員工對職業安全與環境安全的訴求與需求，積極設立完善的員工健康保障制度。為增加員工對集團的信賴與歸屬感並增強風險控制，集團為員工提供每年度的定期體檢以確保員工的身體健康。在2022年新冠疫情期間中梁控股持續關注新冠疫情發展動態，嚴格遵守《關於防範新型冠狀病毒引起相關風險的通知》，毫不放鬆常態化防疫措施，為保障員工健康進行了施工與辦公區域的消殺，採購並分發口罩、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。在新冠傳染的高發期間，集團為文職員工提供線上辦公的通道並對全體員工的身體情況進行定期收集。

4.3.1 Employee Health

Zhongliang Holdings continues to pay attention to the demands and needs of employees for occupational safety and environmental safety, and actively establishes a comprehensive employee health protection system. In order to increase employees' trust and sense of belonging to the Group and enhance risk control, the Group arranges regular physical examinations for employees every year to ensure their health. Zhongliang Holdings continues to pay attention to the development of the COVID-19 pandemic during the outbreaks in 2022, strictly abides by *Notice on Prevention of Relevant Risks Arising from the COVID-19* and does not relax normal prevention measures. In order to protect the health of employees, we carried out disinfection of construction and office areas, and purchased and distributed 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. During the period of high incidence of the COVID-19, the Group provided clerical employees with online office channels and regularly collected the physical conditions of all employees.

辦公區域的消殺、基本藥品的提供、定期提醒員工防疫規範

Disinfection in the office area, provision of essential medicines, regular reminders to employees of pandemic prevention regulations

減少線下出差、鼓勵食堂，減少外部聚餐

Reduce offline business trips, encourage dining in canteen, and reduce external dinner parties

定期使用外部醫療機構進行核酸檢測、封控期間組建群提供相應保障

Regularly go to external medical institutions for nucleic acid testing, and form groups to provide corresponding guarantees during the lockdown period



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4.3.2 安全保障

中梁控股謹慎防控工程事故風險，全面展開安全生產與施工保障的責任架構管理。本集團分設區域公司安全管理小組和事業部安全工作小組對各項目的現場情況，員工安全設備情況及消防情況進行重點檢查，指派各級業務最高領導人擔任安全負責人，對施工安全進行責任制，從架構上提高安全管理的積極性。中梁控股制定的《中梁地產集團工程安全管理辦法》中聚焦了各節點安全管理動作，在各環節實現項目達成「零死亡、零火災」的安全目標，並計劃持續加強集團的安全力量。

4.3.2 Safety and Security

Zhongliang Holdings carefully prevents and controls the risk of engineering accidents, and comprehensively implements the responsibility structure management of safety production and construction guarantee. The Group sets up a safety management group of the regional companies and a safety working group of business department to conduct focused inspections on the site conditions of each project, staff safety equipment and fire fighting conditions, appoints the top business leaders at all levels to be in charge of safety and implements the responsibility system for construction safety to improve the initiative of safety management in terms of the structure. Zhongliang Holdings has formulated the *Measures for Construction Safety Management of Zhongliang Real Estate Group*, which focuses on the safety management actions of each node, to achieve the safety target of “zero death and zero fire” in each link of the project and plans to continuously strengthen the Group’s safety force.



對於承包商員工和合作供方，我們同樣實行標準化風險管理機制，在合約內進行安全標準的設立和風險控制的落實，要求合作方對安全事故情況進行及時的上報和合規的處理，內部設置對合作方安全管理的審查崗位，進一步實現良性監管，同時明確安全管理流程和禁區以有效保障每一階段的管理合理執行與落地。

For contractors’ employees and suppliers cooperated with us, we also implement a standardized risk management mechanism, establish safety standards and implement risk control within the contract, and require partners to report safety accidents in time for compliant handling. The Group has set up internal review positions for partners’ safety management to further achieve benign supervision, and clarify safety management processes and prohibited areas to effectively guarantee the implementation of management at each stage.

此外，我們不斷探索有效的方式幫助員工在日常工作生活中提升自我保護能力，提高對潛在危險的識別能力，增強相關的安全意識。我們在集團內部積極開展安全培訓宣講與考核，向員工普及安全知識，訓後通過考試的方式來檢驗員工對安全知識的掌握程度，增強一線作業人員的安全意識與技能。同時，本集團每兩個月實行一次安全專項評估，對項目過程中新增的安全風險進行及時控制與針對性處理，提升面對重大風險隱患的應對處理能力。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161天，過往3年未發生工亡事故。因工作關係而死亡的人數0人。

In addition, we continue to explore effective ways to help employees improve their self-protection capabilities in their daily work and life, improve their ability to identify potential dangers, and enhance related safety awareness. We actively carry out safety training, preaching and assessment within the Group, popularize safety knowledge to employees, and test employees’ mastery of safety knowledge through examinations after training, so as to enhance the safety awareness and skills of front-line operators. At the same time, the Group conducts a special safety assessment every two months to timely control and specifically address the newly added safety risks in the course of the project, so as to improve the ability to deal with major risks and hidden dangers. During the Reporting Period, the Group’s safety training coverage rate was 100%, and the lost days due to work injury was 161 days. There were no work-related fatalities in the past 3 years. The number of work-related fatalities was 0.

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

中梁控股十分注重和供應商建立雙贏的合作關係，堅持打造堅實的合作基礎，積極探索共贏之道。本集團積極打造健全的供應商管理體系，嚴格區分前後台的管理職責，持續對招採信息化系統進行優化，準確匹配供應商，並持續把控採購質量，協助解決供應商訴求，降低供應鏈風險，實現共贏的可持續發展。

Zhongliang Holdings attaches great importance to establishing a win-win cooperative relationship with suppliers, insists on building a solid foundation for cooperation, and actively explores ways to achieve win-win results. The Group actively builds a sound supplier management system, strictly distinguishes the management responsibilities of the front and back offices, and continuously optimizes the information system of tendering and procurement to accurately match suppliers. Moreover, it continues to control the quality of procurement, assists in solving suppliers' problems to reduce supply chain risk and achieve win-win sustainable development.

5.1 供應商管理體系

中梁控股建立並不斷完善具有競爭力的供應鏈管理體系，持續打造具有自身特色的供應鏈體系。我們持續優化《工程類戰集採操作指引》《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》內部制度，從供應商准入到日常關係維護，對供應商開展全過程的全面管理。2022年，我們持續優化供應鏈管理架構，調整供應鏈管理前後台的職能，搭建更為完整的供應鏈管理體系。

5.1 SUPPLIER MANAGEMENT SYSTEM

Through establishment and continuous improvement of the competitive supply chain management system, Zhongliang Holdings continues to create a supply chain system with its own characteristics. We continue to optimize the internal systems including the *Operational Guidelines for the Engineering Centralized Procurement*, 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*, carrying out comprehensive management of suppliers from supplier admission to daily relationship maintenance. In 2022, we continued to optimize the supply chain management structure, adjusted the functions of the front and back offices of supply chain management, and built a more complete supply chain management system.

後台 Back office	前台 Front office
<p>負責採購相關體系類工作的建設，具體包括制度指引制定、標準合同模板制定、授權、招採系統維護、戰略採購、招採人才池建設、賦能培訓等</p> <p>Responsible for the construction of procurement-related systems, including system guidelines formulation, standard contract template formulation, authorization, tendering and procurement system maintenance, strategic procurement, tendering and procurement talent pool construction, empowerment training, etc.</p>	<p>負責具體招標業務審批及所轄區域供方治理等工作合規治理等，分別管理不同地域的供應鏈相關工作</p> <p>Responsible for the approval of specific bidding business and the compliance management of suppliers in the areas under its jurisdiction, etc., and manage the supply chain related work in different regions</p>

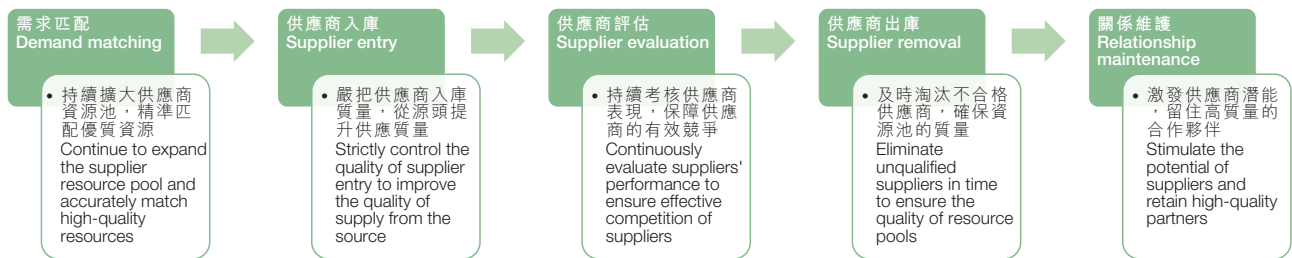
招採前後台管理職能
Management Functions of Front and Back Office of Tendering and Procurement

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

中梁控股建立了完善的供應商管理體系，開展了針對供應商全生命周期的管理工作，主要包含供應商需求匹配、入庫、評估、出庫、維護的全流程，全方位保障供應商的交付質量，為業主建造值得信奈的美麗家園。

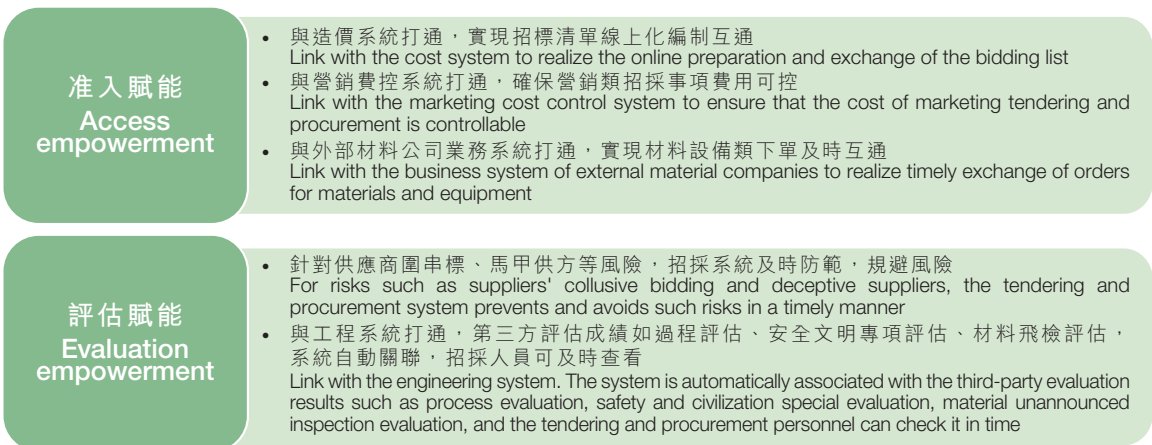
Zhongliang Holdings has established a complete supplier management system, and has carried out management for the entire life cycle of suppliers, which mainly includes the entire process of supplier demand matching, entry, evaluation, removal and maintenance, to comprehensively guarantee the supplier's deliver quality and build beautiful homes for proprietor that are worthy of trust.



供應商全生命周期管理體系
Entire Life Cycle Management System for Suppliers

為了更好的對招採業務進行系統化管理，加強流程管控、降低採購風險，報告期內我們借助信息化的管理技術，在《線上招採系統及線下資料管理操作指引》的指導下，升級了中梁招採信息化2.0系統，從供應商准入及評估端賦能，全面提高招採工作的效率和質量，打造高效招採和優質供給。

In order to better manage the tendering and procurement business in a systematical manner, strengthen process control, and reduce procurement risks, during the Reporting Period, leveraging on informatization management technology and under the guidance of the *Operation Guidelines for Online Tendering and Procurement System and Offline Data Management*, we upgraded Zhongliang Tendering and Procurement Informatization 2.0 System to empower the supplier access and evaluation. The efficiency and quality of tendering and procurement have been improved comprehensively to create efficient tendering and procurement and high-quality supply.



中梁招採信息化2.0系統升級
Upgrade on Zhongliang Tendering and Procurement Informatization 2.0 System

五、責任採購，互助共贏

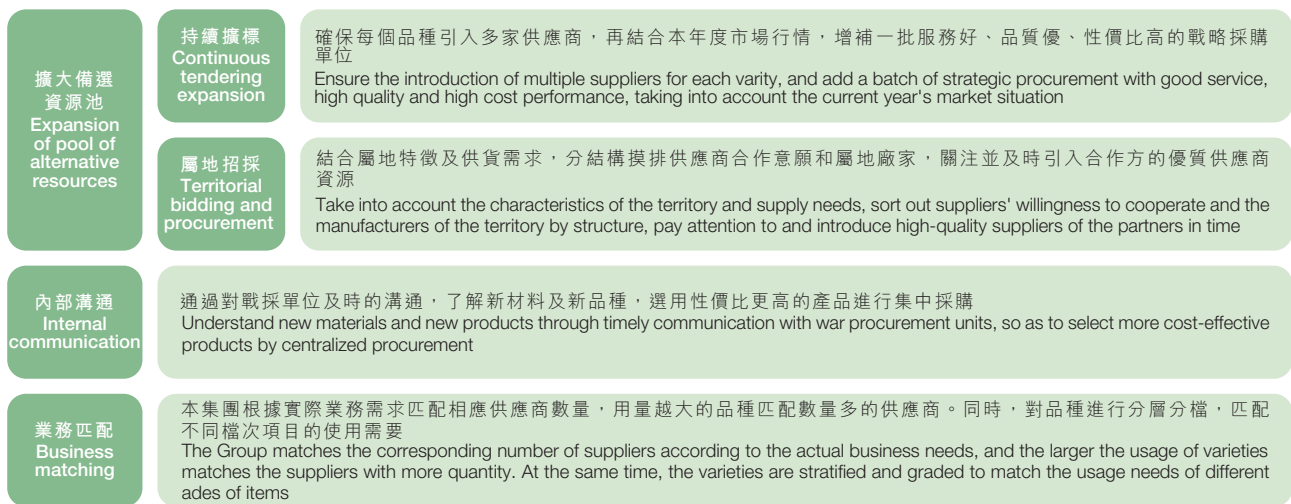
V. Responsible Procurement and Mutual Assistance for Win-Win

5.1.1 供應商准入

為了讓中梁控股與優質的供應商開展合作，中梁控股通過持續擴標、屬地招採的形式，擴大備選供應商資源池。同時，我們通過充分溝通，業務匹配的形式，精準識別本集團的招採需求，為本集團匹配準確高質量的供應商。

5.1.1 Criteria for Admission of Suppliers

In order to enable Zhongliang Holdings to cooperate with quality suppliers, Zhongliang Holdings expands the pool of alternative suppliers through continuous tendering expansion and territorial bidding and procurement. Meanwhile, we accurately identify demand on the Group's bidding and procurement needs through full communication and business matching, with a view to matching accurate and high-quality suppliers for the Group.



採購需求精準匹配體系

Precise Matching System for Procurement Needs

對於供應商入庫環節，我們嚴把入庫關。我們從源頭開始，嚴格審核供應商信息，開展供應商預審，對考察合格的供應商方能入庫。我們制定《工程類標準招標文件及標準合同管理操作指引》《示範區軟裝供方及採購操作指引》等詳細的採購操作指引，清楚地界定地產集團和區域公司的職責與權限。同時，我們依照相關採購操作指引，對供應商開展嚴格的入庫審查。

We strictly review suppliers during the supplier induction process. From the source, we strictly review supplier information, carry out pre-qualification of supplier, and only induct suppliers who pass the examination. We have formulated detailed procurement operation guidelines such as the *Management and Operation Guidelines for Standard Tender Documents and Standard Contract for Engineering*, and the *Guidelines for Suppliers and Procurement Operation of Softwares in the Demonstration Area*, which clearly define the responsibilities and authorities of the real estate group and regional companies. At the same time, we carry out strict review on supplier induction in accordance with relevant procurement operation guidelines.

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

准入前預審 Pre-qualification before admission

- 對於對供方的資質情況、財務狀況、服務範圍、承接能力、公司管理、項目經理及以往合作業績等方面進行資格預審，通過的方可安排開展供方考察
To pre-qualify the supplier's qualification, financial status, service scope, ability to undertake, company management, project manager and past cooperation performance, etc., and only those who are qualified can arrange to carry out supplier examination

入庫考察 Induction examination

- 考察人員根據供方類型選擇相應的《供方實地考察評價表》進行打分及評價，合格的供應商經審批通過後方能入庫
The examination personnel shall select the corresponding *Supplier Fieldwork Evaluation Form* for scoring and evaluation according to the type of supplier, and the qualified suppliers shall be included only after approval

供應商准入考核 Assessment of Supplier Admission

5.1.2 供應商評估

本集團持續開展外部第三方評估和內部履約評估，以嚴格把控供應商的質量。在評估中，我們針對不同品類和級別的供應商建立不同的考察維度與標準以準確的評估供應商的實際表現。本集團根據履約評估情況每半年對供方定級，對於評估成績較好的供方，對其進行升級。對於不合格供方，暫停新項目投標和承接資格，待履約結束後予以出庫。

5.1.2 Evaluation of Suppliers

The Group continues to carry out external third-party evaluation and internal performance evaluation to strictly control the quality of suppliers. In the evaluation, we establish different inspection dimensions and standards for different categories and levels of suppliers to accurately evaluate the actual performance of suppliers. The Group will rate suppliers on a semi-annual basis according to the performance evaluation, and upgrade suppliers with better performance. Unqualified suppliers will be suspended from bidding and undertaking new projects and will be disqualified upon expiration of their contracts.

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

外部第三方評估 External third-party evaluation

由集團工程管理部主導進行，審查內容包括過程評估、材料專項評估、交付專項評估
Led by the Engineering Management Department of the Group, the review includes process evaluation, material-specific evaluation, and delivery-specific evaluation

內部履約評估 Internal performance evaluation

針對材料設備類供應商，審查維度包括供貨進度、安裝進度、補貨進度、工程款支付配合、日常工作配合等

For material and equipment suppliers, the review dimensions include supply progress, installation progress, replenishment progress, cooperation with project payment, daily work cooperation, etc.

針對工程施工類供應商，審查維度包括組織架構及能力、節點完成情況、質量管理體系、第三方評估成績、輔助現場協調、日常配合情況等

For engineering construction suppliers, the review dimensions include organizational structure and capabilities, node completion, quality management system, third-party evaluation results, auxiliary on-site coordination, daily cooperation, etc.

供應商評估舉措

Supplier Evaluation Initiatives

為了淘汰表現不佳的供應商，保留一批高質量的供應商，本集團結合供應商評估結果，對不合格供應商、長期末合作的供應商及黑名單供應商經審批後進行出庫。此外，對於暫時履約不佳的供應商，我們將其納入「留庫待觀察」，暫停一定期限的新項目承接資格，待觀察期滿後根據履約情況判定是否「解禁」。

In order to eliminate suppliers with poor performance and retain a batch of high-quality suppliers, the Group will discharge those unqualified suppliers, long-term uncooperative suppliers and blacklisted suppliers after approval based on the supplier evaluation results. In addition, for suppliers with poor performance temporarily, we will include them in the “reserved suppliers for observation”, suspend their qualifications of undertaking new projects for a certain period of time, and determine whether to “unblock” them upon the expiration of the observation period based on their performance.

5.1.3 供應商關係維護

中梁控股與供應商建立了長期的良好的溝通與交流機制，以加強供應鏈上各夥伴企業的合作關係。本集團已建立了完善的供應商溝通渠道，我們通過公開舉報及交流渠道、「高層互訪」等形式與供應商開展交流，了解其心聲。另外，為了有效的響應供應商的訴求，本集團已與供應商建立了「事前、事中、事後」三步走的溝通與處理機制，持續關注供方訴求，擬定問題的處理方針，制定相關回應舉措，完善訴求的解決方案，為雙方合作提供保障，最終實現互信、互贏、利益共享的夥伴關係。

5.1.3 Supplier Relationship Maintenance

Zhongliang Holdings has established a long-term good communication and exchange mechanism with suppliers to strengthen the cooperative relationship among partner enterprises in the supply chain. The Group has established a perfect supplier communication channel. We communicate with suppliers through public reporting and communication channels, “senior-level visits” and other forms to understand their voices. In addition, in order to effectively respond to the demands of suppliers, the Group has established a three-step communication and handling mechanism with suppliers, namely “in advance, in the process and after the event”, to continue to pay attention to the demands of suppliers, draw up guidelines for handling problems, develop relevant response measures, and improve the solutions of demands, so as to provide guarantee for the cooperation of both parties, and finally achieve a partnership of mutual trust, win-win situation and benefit sharing.

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win



供應商溝通與問題處理機制

Supplier Communication and Problem Handling Mechanism

中梁控股在夏季為承包商送清涼

Zhongliang Holdings bring coolness and refreshment to contractors in summer

2022年，全國各地夏季高溫不斷，熱浪酷暑「烤」驗著奮戰在一線的工作人員。為深入了解一線項目現狀，切實保障承包商員工的身心健康，中梁控股於7月啟動了「情系一線，夏日送清涼」防暑降溫慰問活動，為承包商送去清涼、送上關懷，用實際行動表達對承包商的關心和敬意。在本次「情系一線，夏日送清涼」活動中，各區域公司董事長/常務副總、人力總、事業部總等組成的慰問小組，在慰問承包商的同時，與承包商開展了親切的座談交流，為承包商答疑解惑。

In 2022, the summer heat across the country was constant, and the heat waves and scorching heat were challenging the frontline workers. In order to understand the current situation of frontline projects and protect the physical and mental health of contractors' employees, Zhongliang Holdings launched the summer heat prevention and cooling activity with the theme of "Caring for the Frontline, Sending Coolness in Summer" in July to send coolness and care to contractors and express its care and respect to contractors with practical actions. In this "Caring for the Frontline, Sending Coolness in Summer" activity, the sympathy team composed of the chairman/executive vice president, human resources director and business department director of each regional company, while sympathizing with the contractors, had a friendly discussion and exchange with the contractors and answered their questions.



中梁集團夏日送清涼行動

Summer Cooling Campaign of Zhongliang Group

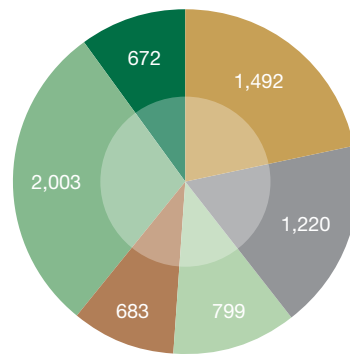
五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

報告期內，中梁控股共有供應商12,288家，按供應商服務類型可分為工程類供應商6,869家和營銷類供應商5,419家。我們於報告期內對工程類供應商中的6,105家供應商開展了審查，佔工程類供應商的89%。按地區以及採購類型劃分的具體供應商數目如下：

During the Reporting Period, Zhongliang Holdings had 12,288 suppliers in total, which can be divided into 6,869 engineering suppliers and 5,419 marketing suppliers by the service types of suppliers. During the Reporting Period, we conducted inspections against 6,105 suppliers in the engineering supplier group, accounting for 89% of engineering suppliers. The details of the number of suppliers by region and procurement type are as follows:

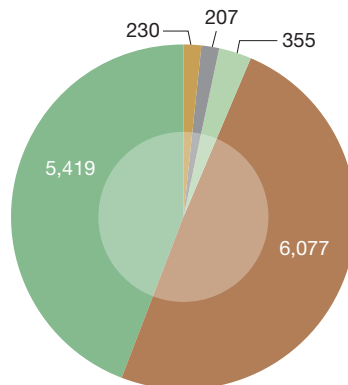
按區域劃分的工程類供應商數量
Number of engineering suppliers by region



單位：家
Unit



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



單位：家
Unit



五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

5.2 可持續供應鏈

與供應商合作夥伴攜手相伴，打造可持續發展綠色供應鏈，互利共贏，共同成長是中梁控股不變的願景與目標。為此，我們秉著公平、公正、公開的原則，建立了完善的供應鏈反貪腐體系，並致力於將綠色供應鏈管理理念融入發展戰略規劃，持續推進綠色供應鏈管理的建設。同時，我們利用信息化管理手段，強化供應商管理的線上化，降低管理風險。

5.2.1 陽光採購

中梁控股嚴格開展廉潔採購工作，通過建立規範化、標準化的採購管理模式，形成採購的監督合一。同時，中梁控股嚴格要求自身廉潔行為，約束供應商的投標行為，真正做到「陽光透明」的採購。

5.2 SUSTAINABLE SUPPLY CHAIN

It is the constant vision and goal of Zhongliang Holdings to work together with its suppliers and partners to build a sustainable green supply chain for mutual benefit and growing together. To this end, we have established a comprehensive anti-corruption system for the supply chain based on the principles of fairness, impartiality and openness, and are committed to integrating the concept of green supply chain management into our development strategy planning and continuously promoting the construction of green supply chain management. At the same time, we use information management techniques to strengthen the online management of suppliers and reduce management risks.

5.2.1 Transparent Procurement

By establishing a regularized and standardized procurement management model, Zhongliang Holdings strictly carries out clean procurement work and forms a unified monitoring of procurement. At the same time, Zhongliang Holdings strictly requires its own incorruptible behavior and restrains the bidding behavior of suppliers to truly achieve “a fair and transparent” procurement.

要求所有的供應商均需簽署《供應商廉潔協議》以確保採購的透明性
All suppliers are required to sign the *Supplier Integrity Agreement* to ensure the transparency of procurement

在供應商交底時開展廉潔宣貫
Carry out integrity publicity in supplier's delivery

開展招採人員的廉潔培訓，招採條線全體人員必須參加，覆蓋率100%
Conduct integrity training for personnel engaged in bidding and procurement business. All personnel in the business line must participate in the training, with a coverage rate of 100%

向供應商公開舉報渠道和信息以督促自身的廉潔行為
Disclose reporting channels and information to suppliers to promote their own integrity behavior

加入房地產供應鏈反「黑」聯盟
Join the Anti-fraud Alliance of Real Estate Supply Chain

廉潔採購的舉措 Measures for Integrity Procurement

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

基於以上的廉潔採購舉措，本集團採購過程的陽光性和透明度受到了行業的認可。報告期內，我們獲評「中國房地產年度採購峰會陽光採購標杆開發商」。

Based on the above integrity procurement measures, the openness and transparency during the procurement process of the Group has been recognized by the industry. During the Reporting Period, we were awarded as “Transparent Procurement Benchmark Developer” at China Real Estate Annual Procurement Summit.



中梁獲評「中國房地產年度採購峰會陽光採購標杆開發商」

Zhongliang was awarded as “Transparent Procurement Benchmark Developer” at China Real Estate Annual Procurement Summit

五、責任採購，互助共贏

V. Responsible Procurement and Mutual Assistance for Win-Win

5.2.2 綠色採購

其次，考核供應商的ESG表現是打造可持續發展供應鏈的核心之一，也是將直接決定著中梁控股業務發展風險的高低。因此，中梁控股十分重視供應商的ESG表現，積極響應節能減排，綠色生態的號召，大力倡導綠色採購。在我們篩選和考核供應商時，會將供應商的環境、社會及管治表現納入考核內容，優先選擇能耗排放低、勞工制度完善等具有優秀ESG表現的企業。

5.2.2 Green Procurement

In addition, the assessment of the ESG performance of suppliers is one of the core contents of building a sustainable supply chain, and it will directly determine the level of business development risk of Zhongliang Holdings. Therefore, Zhongliang Holdings attaches great importance to the ESG performance of suppliers, actively responds to the call for energy conservation, emission reduction and green ecology, and make effort to promote green procurement. When selection and evaluation of suppliers, we will take account of the environmental, social and governance performance of suppliers into the evaluation content, and give priority to enterprises with excellent ESG performance such as low energy consumption and emission as well as perfect labor system.

實時監測供應商的社會與環境表現，如果出現負面的社會與環境事件，立即開展供應商問詢和評估，嚴重者將被淘汰
Real-time monitoring on the social and environmental performance of suppliers. In case of negative social and environmental events, inquiries to and evaluations on suppliers will be carried out immediately, and the serious ones will be eliminated

對供應商的環保和安全表現提出更高要求，例如查驗供應商的環評影響文件、排污許可證等
Putting forward higher requirements on the environmental protection and safety performance of suppliers, such as checking the environmental impact assessment documents and pollution discharge permits of suppliers

基於綠色建築的要求，優先對提供綠色低碳原材料、產品及服務的供應商進行採購
Based on the requirements of green buildings, priority is given to the procurement to suppliers providing green and low-carbon raw materials, products and services

地板等採購均選取行業排名前十的品牌廠家，其產品能耗排放等更符合國家規範，且產品採購安裝後不良氣體（如甲醛等）的釋放量也更符合國家標準
For the procurement of flooring, the top ten brand manufacturers in the industry will be prefer, as the energy consumption and emission of their products are more in line with the national standards, and the emission of harmful gases (such as formaldehyde) after the procurement and installation of products are also more in line with the national standards

水泥、鋼筋、鋁合金型材等高能耗材料採購選定積極承擔社會責任感的企業龍頭企業，將採購環境對生態的影響降到最低
For the procurement of high energy consumption materials such as cement, steel bars, aluminum alloy profiles, leading enterprises which actively assume social responsibility to minimize the impact of the procurement environment on the ecology will be selected

供應商ESG考量因素 Considerations of ESG for Suppliers

六、攜手社會，共創未來

VI. Working Together for a Better Future

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，充分承擔社會責任，推動社會發展。我們利用一切機遇，集結行業資源合作應對一切挑戰，致力於共同引導行業的可持續發展走向，朝著更加開放、包容、普惠、平衡、共贏的方向發展。同時，我們以感恩之心反哺社會，讓公益事業成為中梁控股的一份堅守與一種情懷。

Zhongliang Holdings has fully assumed its social responsibilities and promoted social development, while steadily improving its enterprise economic benefit and growing influence. We makes full use of all opportunities, integrates industry resources for cooperation in addressing all challenges, and are committed to jointly guiding the sustainable development of the industry and developing towards a more open, tolerant, inclusive, balanced and win-win direction. At the same time, we give back to society with gratitude, and make public welfare undertakings become a commitment and a feeling of Zhongliang Holdings.

6.1 行業參與

實現行業的可持續發展，離不開中梁控股與同行的共同努力。我們關注地產行業的可持續發展趨勢，積極倡導與商業夥伴一同推進地產行業的高質量發展。作為國內領先的房地產集團，報告期內，我們活躍於各行業協會及論壇，與優秀同行一起分享戰略經驗，交流市場趨勢，促進行業不斷創新與進步。

6.1 INDUSTRY ENGAGEMENT

The sustainable development of the industry cannot be achieved without the collaborative efforts of Zhongliang Holdings and its peers. We pay attention to the sustainable development trend of the real estate industry, and actively promote the high-quality development of the real estate industry with business partners. As a leading real estate group in China, we actively participated in various industry associations and forums during the Reporting Period to share strategic experience with excellent peers, exchange market trends, and promote continuous innovation and progress in the industry.

2022年1月25日，中梁控股參加集團房地產市場形勢系列報告會(第九講)

On 25 January 2022, Zhongliang Holdings participated in a series of reports on the Group's real estate market situation (lecture 9)

2022年11月9日，中梁控股參加中國房地產業協會八屆六次理事會

On 9 November 2022, Zhongliang Holdings participated in the sixth council of the eighth session of the China Real Estate Association

2022年11月10日，中梁控股參加第十三屆中國房地產科學發展論壇

On 10 November 2022, Zhongliang Holdings participated in the 13th China Real Estate Scientific Development Forum

2022年11月29日，中梁控股參加全聯房地產商會第五屆會員大會

On 29 November 2022, Zhongliang Holdings participated in the fifth general meeting of China Real Estate Chamber of Commerce

中梁控股行業參與亮點時刻
Highlights of Industry Engagement by Zhongliang Holdings

六、攜手社會，共創未來 VI. Working Together for a Better Future

6.2 慈善公益

中梁控股自創立以來，始終堅守人文理想，履行社會責任，傳遞人間大愛。我們立足於教育和社會等需求，在公益慈善的各個領域持續發力。中梁控股堅持以責任澆灌行動，以使命引領發展，以文化傳播未來，用實踐承載全體中梁控股人的公益理想。

2022年，中梁控股時刻關注社會痛點問題，持續傳遞正向價值。我們聚焦鄉村教育和抗擊疫情等方面，持續踐行企業社會責任，助力中國公益事業的持續發展。報告期內，中梁控股的慈善捐款總額約人民幣1,860萬元，其中包括為各地政府舉辦的慈善活動、人民教育基金、學校改造工程中的捐款。

6.2.1 書香中梁

教育事關民生福祉，事關國家民族的未來。作為一家有溫度的上市公司，中梁控股始終以企業公民為標準，努力踐行企業社會責任，通過投身於教育端「書香中梁」公益活動，為廣大築夢學子擎起一片藍天。我們聚焦特殊兒童群體，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。此外，自2016年開始，我們積極響應國家「倡導全民閱讀，建設書香社會」的號召，為多所學校捐贈多媒體設施，助力落後地區學生擁有優質學習器材。我們還持續為中小學建立愛心圖書館，至今已為青海、西藏、雲南、貴州等17個省市的103所中小學捐贈圖書50餘萬冊。

6.2 CHARITY AND PUBLIC WELFARE

Since its establishment, Zhongliang Holdings has always adhered to its humanistic ideals, fulfilled its social responsibilities and passed on the great love of the world. Based on the needs of education and society, we continue to make efforts in various fields of public welfare and charity. Zhongliang Holdings insists on taking action with responsibility, leading development with mission, spreading the future with culture, and upholding the public welfare ideal of all staff in Zhongliang Holdings with practice.

In 2022, Zhongliang Holdings had always paid attention to social concerns and continued to deliver positive value. We focus on rural education and combating of the pandemic, continue to practice corporate social responsibility, so as to facilitate the sustainable development of China's public welfare undertakings. During the Reporting Period, Zhongliang Holdings donated approximately RMB18.6 million in total to charitable activities held for local governments, the People's Education Foundation, and donations in school renovation projects.

6.2.1 Scholarly Zhongliang

Education is related to people's well-being and the future of the nation. As a listed company with a warming heart, Zhongliang Holdings has been taken corporate citizenship as the standard, and strives to practice its corporate social responsibilities. A great number of students who hold dreams now have a clearer future thanks to the "Zhongliang Book Reading" public welfare activities at the educational end. We focus 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. In addition, since 2016, we have actively responded to the advocate of the nation to "advocate reading for all people and build a scholarly society", donating multimedia facilities to many schools to help students in backward areas have high-quality learning materials. We have also continued to establish love libraries for primary and secondary schools, and so far have donated more than 500,000 books to 103 primary and secondary schools in 17 provinces and cities including Qinghai, Tibet, Yunnan and Guizhou.

六、攜手社會，共創未來 VI. Working Together for a Better Future

6.2.2 抗擊疫情

2022年，面對新冠疫情的反覆延宕，中梁控股憑藉出色的企業管治能力與高效的團隊行動力，全力以赴做好各項疫情防控工作，並結合自身資源優勢向上海市捐贈防疫物資和生活物資，以大愛之姿積極回饋社會，共築美好家園。

6.2.2 Fight the pandemic

In 2022, in the face of recurrence of the COVID-19, Zhongliang Holdings, with excellent corporate governance ability and efficient team action, took all efforts to do a good job in pandemic prevention and control, and donated pandemic prevention materials and living materials to Shanghai in combination with its own resource advantages, actively giving back to the society with great love and building a beautiful home together.

案例：疫情捐助彰顯大愛

Case: Donation during the pandemic demonstrating great love

2022年4月，上海抗擊新冠肺炎疫情進入最關鍵階段。作為上海市普陀區最大的民營企業之一，中梁控股結合自身資源優勢，深度服務普陀，向上海市普陀區桃浦鎮、長風街道捐贈12萬元的防疫物資。同時，由於上海全域靜態管理，部分區域生活物資配給相對緊張，中梁控股時刻關注疫情防控最新情況，積極響應號召，採購防疫物資和500箱生活物資，送至防疫人員手中和居民小區中。中梁控股用實際行動彰顯社會大愛，與社會各界共同守「滬」美好。

In April 2022, the combating of COVID-19 in Shanghai entered the most critical stage. As one of the largest non-state-owned enterprises in Putuo District, Shanghai, Zhongliang Holdings, combining with its own resource advantages, provided in-depth services to Putuo and donated RMB120,000 of pandemic prevention materials to Taopu Town and Changfeng Street, Putuo District, Shanghai. Meanwhile, due to the overall static management of Shanghai, the supply and distribution of living materials in some regions was relatively tight. Zhongliang Holdings had always paid attention to the latest situation of pandemic prevention and control, actively responded to the advocate, and purchased pandemic prevention materials and 500 boxes of living materials, which were delivered to pandemic prevention personnel and residential areas. Zhongliang Holdings demonstrated the great love of society with practical actions, and safeguarded the happiness of “Shanghai” with all sectors of society.



中梁控股捐助的防疫物資
Pandemic prevention materials donated by Zhongliang Holdings

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 《中華人民共和國反不正當競爭法》	Anti-Unfair Competition Law of the People's Republic of China
3 《國家工商行政管理局關於禁止商業賄賂行為的暫行規定》	Interim Provisions of the State Administration for Industry and Commerce on Banning Commercial Bribery
4 《中華人民共和國刑法》	Criminal Law of the People's Republic of China
5 《中華人民共和國刑事訴訟法》	Criminal Procedure Law of the People's Republic of China
6 《中華人民共和國民法典》	Civil Code of the People's Republic of China
7 《中華人民共和國民法總則》	General Rules of the Civil Law of the People's Republic of China
8 《中華人民共和國物權法》	Property Law of the People's Republic of China
9 《中華人民共和國合同法》	Contract Law of the People's Republic of China
10 《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
11 《城市房地產開發經營管理條例》	Regulations on Urban Real Estate Development and Management Control
12 《城市危險房屋管理規定》	Regulations on Urban Dangerous Housing Management
13 《中華人民共和國產品質量法》	Product Quality Law of the People's Republic of China
14 《中華人民共和國商標法》	Trademark Law of the People's Republic of China
15 《中華人民共和國著作權法》	Copyright Law of the People's Republic of China
16 《中華人民共和國專利法》	Patent Law of the People's Republic of China
17 《中華人民共和國網絡安全法》	Cybersecurity Law of the People's Republic of China
18 《通用數據保護條例 (GDPR)》	General Data Protection Regulation (GDPR)
19 《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
20 《中華人民共和國廣告法》	Advertising Law of the People's Republic of China
21 《綠色建築評價標準》	Evaluation Standard for Green Building
22 《民用建築節水設計》	Water Saving Design in Civil Building
23 《室內空氣質量標準》	Indoor Air Quality Standard
24 《中華人民共和國環境保護法》	Environmental Protection Law of the People's Republic of China
25 《中華人民共和國清潔生產促進法》	Law of the People's Republic of China on Promoting Clean Production
26 《中華人民共和國節約能源法》	Energy Conservation Law of the People's Republic of China
27 《中華人民共和國固體廢物污染環境防治法》	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste
28 《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
29 《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
30 《中華人民共和國勞動法》	Labor Law of the People's Republic of China
31 《中華人民共和國勞動合同法》	Labor Contract Law of the People's Republic of China
32 《禁止使用童工規定》	Regulations on Prohibition of Child Labor

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
33 《中華人民共和國安全生產法》	Production Safety Law of the People's Republic of China
34 《中華人民共和國消防法》	Fire Protection Law of the People's Republic of China
35 《工傷保險條例》	Regulation on Work-Related Injury Insurances
36 《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 Disease
37 《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
38 《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
39 《國家危險廢物名錄》	National Catalogue of Hazardous Wastes
40 《建設項目環境保護管理條例》	Law of the Regulations on Environmental Protection and Management of Construction Projects
41 《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
42 《中華人民共和國個人信息保護法》	Personal Information Protection Law of the People's Republic of China
內部政策	Internal Policies
1 《及時移交訴訟及仲裁資料的通知》	Notice of Timely Transfer of Litigation and Arbitration Materials
2 《中梁廉潔自律八項禁令》	Zhongliang's Eight Prohibitions for Integrity and Self-Discipline
3 《中梁控股集團火爐法則(2020版)》	Furnace Rules of Zhongliang Holdings Group (Version 2020)
4 《任期審計管理辦法》	Administrative Measures for Term Audit
5 《董事會審計管理辦法》	Administrative Measures for Board Audit
6 《關於修訂離職離崗審計範圍的通知》	Notice on Revision of the Scope of Off-office Audit
7 《離任審計管理辦法》	Administrative Measures for Resignation Audit
8 《關於進一步調整舉報獎勵標準的通知》	Notice on Further Adjustment of Reporting Award Standards
9 《品質型項目管控辦法》	Control Measures for Quality-oriented Projects
10 《產品品質梯隊評審辦法》	Evaluation Method of Product Quality Tiers
11 《質量通病防治手冊》	Manual for the Prevention of Common Quality Issues
12 《工程創新案例集》	Innovative Engineering Cases
13 《中梁地產集團工程師手冊(第一版)》	Handbook for Engineers of Zhongliang Real Estate Group (First Edition)
14 《全景二展體驗區落地指導手冊》	Guide Book for Panoramic Preview Experience Zone
15 《中梁住宅5.0產品設計指引》	Product Design Guidelines for Zhongliang Residence 5.0
16 《中梁地產集團「全景二展體驗區」管控指導手冊》	Guide Book for Control of Panoramic Preview Experience Zone of Zhongliang Real Estate Group
17 《中梁項目二展案例實操手冊》	Zhongliang Project Second Exhibition Case Practical Manual
18 《鑒金是怎樣煉成的》	How the Metropolis Series is Created
19 《銷售前客戶風險檢查作業指引》	Guidelines for Presale Customer Risk Checking Guide
20 《客戶投訴處理實施作業指引》	Guidelines for Customer Complaint Handling

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
21 《中梁地產房修業務作業指引》	Operation Guidelines for Zhongliang Real Estate Maintenance and Repair Practice
22 《客戶信息安全管理制度》	Customer Information Security Management System
23 《區域公司客服績效評價管理辦法》	Administrative Measures for Customer Service Performance Evaluation of Regional Companies
24 《營銷合法合規管理辦法》	Measures on Managing Compliance with Laws and Regulations on Marketing
25 《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
26 《銷售現場展示及公示作業指引》	Guidelines on On-Site Sales Demonstration and Public Operation
27 《項目營銷費用及費率管理辦法》	Regulations on the Management of Project Marketing Fees and Rates
28 《車位銷售業務操作管理辦法》	Rules for the Management of Parking Space Sales
29 《合法合規銷售原則》	Principles of Legal and Compliance Sales
30 《關於加強在建項目自然災害風險防範工作的通知》	Notice on Strengthening the Prevention of Natural Disaster Risks for Projects Under Construction
31 《出差管理辦法》	Management Methods for Business Trips
32 《招聘管理制度》	Recruitment Management System
33 《績效考核管理辦法》	Administrative Measures for Performance Assessment
34 《福利管理辦法》	Management Measures on the Benefits
35 《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
36 《中梁地產集團工程安全管理辦法》	Measures for Construction Safety Management of Zhongliang Real Estate Group
37 《工程類戰集採操作指引》	Operational Guidelines for Engineering Centralized Procurement
38 《工程類供方管理制度》	Engineering Supplier Management System
39 《工程類供方全過程優化管理操作指引》	Operational Guidelines for Optimizing the Management of Engineering Suppliers in the Entire Process
40 《工程類供方履約管理操作指引》	Operational Guidelines for the Performance Management of Engineering Suppliers
41 《線上招採系統及線下資料管理操作指引》	Operation Guidelines for Online Tendering and Procurement System and Offline Data Management
42 《工程類標準招標文件及標準合同管理操作指引》	Operational Guidelines for the Management of Engineering Standard Tender Documents and Standard Contracts
43 《示範區軟裝供方及採購操作指引》	Operational Guidelines for Software Supplier and Procurement in Demonstration Areas
44 《供應商廉潔協議(2021版)》	Supplier Integrity Agreement (2021)
45 《風險清單》	Risk List
46 《招採廉潔自律辦法》	Measures for Integrity and Self-Discipline in Tender and Procurement
47 《中梁地產集團設計紅線》	Red Line in Design of Zhongliang Real Estate Group
48 《培訓管理制度》	Training Management System

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 Aspect A1	排放物 Emissions	
一般披露 General Disclosure	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。 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.	3.2 應對氣候變化 3.3 綠色運營 3.2 In Response to Climate Change 3.3 Green Operations
關鍵績效指標A1.1 KPI A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	3.2 應對氣候變化 3.3 綠色運營 3.2 In Response to Climate Change 3.3 Green Operations
關鍵績效指標A1.2 KPI 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)。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.2 應對氣候變化 3.2 In Response to Climate Change
關鍵績效指標A1.3 KPI 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)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 綠色運營 3.3 Green Operations
關鍵績效指標A1.4 KPI 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)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.3 綠色運營 3.3 Green Operations
關鍵績效指標A1.5 KPI 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。 Description of emission target(s) set and steps taken to achieve them.	3.1 環境管理 3.1 Environmental Management
關鍵績效指標A1.6 KPI A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	3.1 環境管理 3.1 Environmental Management

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

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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
層面 A2 Aspect A2	資源使用 Use of Resources	
一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。資源可用於生產、儲存、運輸、樓宇、電子設備等。 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.	3.1 環境管理 3.2 應對氣候變化 3.3 綠色運營 3.1 Environmental Management 3.2 In Response to Climate Change 3.3 Green Operations
關鍵績效指標 A2.1 KPI A2.1	按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	3.2 應對氣候變化 3.2 In Response to Climate Change
關鍵績效指標 A2.2 KPI A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	3.3 綠色運營 3.3 Green Operations
關鍵績效指標 A2.3 KPI A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	3.2 應對氣候變化 3.2 In Response to Climate Change
關鍵績效指標 A2.4 KPI A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	3.3 綠色運營 本集團取水來源於市政用水，並且取水量較小，水風險較低 3.3 Green Operations The Group sources its water from municipal water and the amount is small, thus the risk to water is low
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)每生產單位佔量。 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使用 The business of the Group does not involve the use of 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 環境管理 3.2 應對氣候變化 3.3 綠色運營 3.1 Environmental Management 3.2 In Response to Climate Change 3.3 Green Operations
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 環境管理 3.2 應對氣候變化 3.3 綠色運營 3.1 Environmental Management 3.2 In Response to Climate Change 3.3 Green Operations

附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

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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
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 應對氣候變化 3.2 In Response to Climate Change
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 應對氣候變化 3.2 In Response to Climate Change
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.	4.1 員工管理 4.2 人才發展 4.1 Employee Management 4.2 Talent Development
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 安全健康 4.3 Safety and Health

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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安全健康 4.3 Safety and Health
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安全健康 4.3 Safety and Health
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安全健康 4.3 Safety and Health
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
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

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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.	5.2 可持續供應鏈 5.2 Sustainable Supply Chain
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 供應商管理體系 5.1 Supplier Management System
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, and how they are implemented and monitored.	5.1 供應商管理體系 5.1 Supplier Management System
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 供應商管理體系 5.2 可持續供應鏈 5.1 Supplier Management System 5.2 Sustainable Supply Chain
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.	5.2 可持續供應鏈 5.2 Sustainable Supply Chain
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 客戶服務 2.4 責任營銷 2.3 Customer Service 2.4 Responsible Marketing
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

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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.	2.3客戶服務 2.3 Customer Service
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.	2.2產品設計 2.2 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.	2.1精益質量 本集團業務不涉及產品回收 2.1 Excellent 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, and how they are implemented and monitored.	2.3客戶服務 2.3 Customer Service
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商業道德管理 1.3 Business Ethics Management
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商業道德管理 1.3 Business Ethics Management
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商業道德管理 1.3 Business Ethics Management
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商業道德管理 1.3 Business Ethics Management

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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.	6.1 行業參與 6.2 慈善公益 6.1 Industry Engagement 6.2 Charity and Public Welfare
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).	6.1 行業參與 6.2 慈善公益 6.1 Industry Engagement 6.2 Charity and Public Welfare
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.	6.1 行業參與 6.2 慈善公益 6.1 Industry Engagement 6.2 Charity and Public Welfare

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