

sunac 融創服務

2022 環境、社會 及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

融創服務控股有限公司
SUNAC SERVICES HOLDINGS LIMITED

(於開曼群島註冊成立的有限責任公司)
(INCORPORATED IN THE CAYMAN ISLANDS WITH LIMITED LIABILITY)

STOCK CODE 股份代號: 01516.HK

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ABOUT THE REPORT

Sunac Services Holdings Limited (the “Company”, “Sunac Services” or “we”, together with its subsidiaries, the “Group”), based on the identification of key stakeholders and the relevant environmental, social and governance (“ESG”) issues they concern, has prepared and published this ESG report for 2022, for the purpose of disclosing the management status and performance of the Group in the ESG aspects during 2022.

(I) REPORTING STANDARDS

This report has been prepared in accordance with the “Environmental, Social and Governance Reporting Guide” (the “ESG Guide”) set out in Appendix 27 to the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”), by reference to the Sustainability Reporting Standards (“GRI Standards”) issued by the Global Reporting Initiatives and the United Nations Sustainable Development Goals (the “UN SDGs”). The Group has also disclosed relevant information in this report in accordance with mandatory disclosure requirements and “comply or explain” provisions under the ESG Guide.

(II) REPORTING PRINCIPLES

This report followed the principles of “materiality”, “quantitative”, “consistency” and “balance”.

1. “Materiality”: We prioritised the ESG issues of concern to our stakeholders and responded to them in this report according to their level of importance, as described in the section headed “Stakeholder Communication and Assessment of Materiality Issues” of this report.
2. “Quantitative”: The Group’s environmental and social KPIs are presented in quantitative terms to facilitate the assessment and validation of the KPIs in this report. In addition, the quantitative criteria, methods, assumptions and/or calculation tools for the KPIs, and the sources of conversion coefficients used, are described in the appropriate places.
3. “Consistency”: We have adopted a consistent approach to statistical disclosure as in previous years, and where there are changes, these have been noted where appropriate so that the information in this report can be meaningfully compared in the future.
4. “Balance”: This report provides an objective, fair and balanced view of the Group’s ESG performance.

(III) SCOPE OF THE REPORT

The scope of this report covers the year of 2022 (from 1 January 2022 to 31 December 2022) (the “Reporting Period”). The disclosure scope of this report covers the headquarters of the Group, all regional and city platform companies and their projects under management, which are entities mainly engaged in property management services, community living services and commercial operation and management services.

(IV) HOW TO OBTAIN THIS REPORT AND FEEDBACK

The electronic version of this report can be browsed and downloaded from the website of the Stock Exchange (www.hkexnews.hk) and the Company’s website (www.sunacservice.com). If you have any comments or suggestions on the Company’s ESG report, please feel free to send an email to ir@sunacwy.com.cn.

ABOUT THE COMPANY

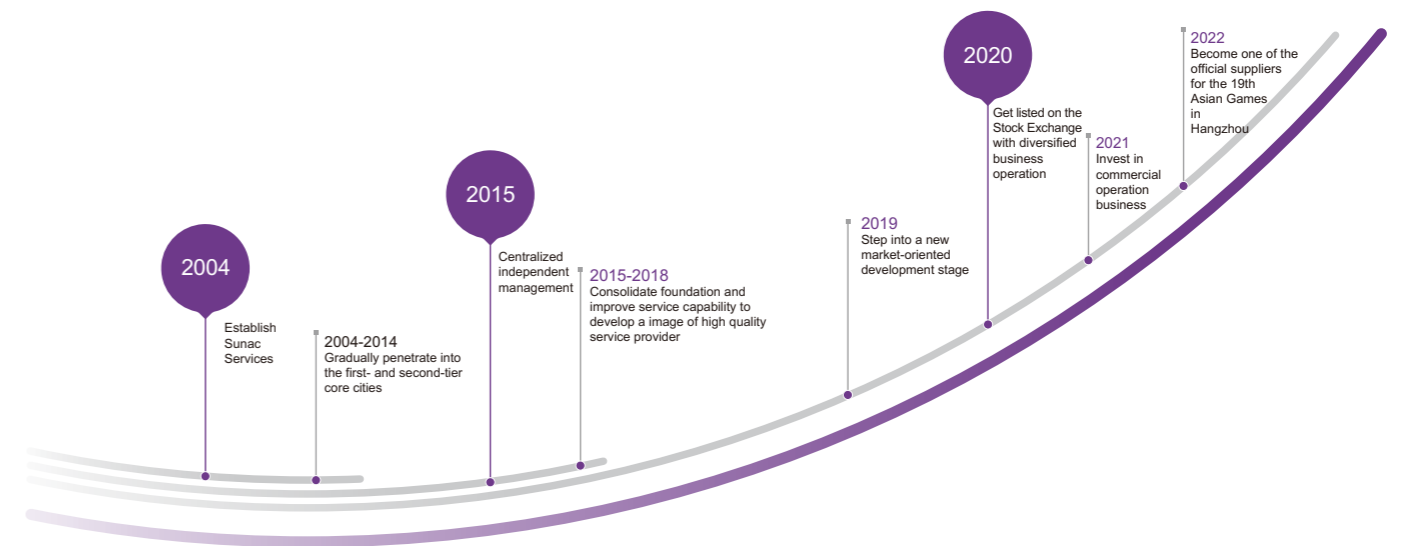
(I) COMPANY PROFILE

Sunac Services established in 2004 and has been listed on the Main Board of the Stock Exchange since November 2020 (stock code:1516.HK).

Since its establishment, the Group has focused on mid-to-high end properties in core cities, adhered to the strategy of high quality development, and developed two main business segments of property management and comprehensive commercial operational services, owing to which, the Group has established its leading position in the industry gradually.

In pursuit of its service philosophy of “commitment to excellence and beauty” (至善•致美), the Group offers a full range of high-quality property services to its customers and is dedicated to becoming the “Best Quality Service Provider in China”.

History of development:



(II) HONORS AWARDED

The Group continues to innovate service contents and models, and expand scope of service under service-oriented approach. The high quality service enables it to be highly recognized by the market and customers with numbers of honors awarded.

In 2022, the Group received a total of over 290 awards from industry organizations, local governments, housing and construction authorities at various levels, China Children and Teenagers' Fund, housing and property associations at various levels and mainstream media, etc. Some of the awards are as follows:

Awards granted	Awards issuer
Services	
TOP 2 of 2022 China Leading Enterprises in terms of High-end Property Management Services	China Index Academy
Top 2 of 2022 China Leading Enterprises in terms of Quality Property Management Services	CRIC Property Management
TOP 3 of 2022 Top 100 China Leading Property Management Companies in terms of Satisfaction	China Index Academy
Top 3 of 2022 Leading Enterprise in terms of Property Management Service Satisfaction	CRIC Property Management
2022 China Property Management Service Model Companies in terms of Customer Satisfaction	EH Property Management Service Research Institute
TOP 3 of 2022 China Outstanding Enterprises in Diversified Property Management Service Operations	China Index Academy
Top 3 of 2022 China Leading Enterprises in terms of Property Management Value-added Service Operations	CRIC Property Management
Typical Example in "Enhancing Property Management to Build a Better Home"	Secretary Office of the Central Steering Committee Office for Construction of Spiritual Civilization of the Office of the Ministry of Housing and Urban-Rural Development
2022 Shenzhen 3-Star Green Property Management Project, a municipal award received by Shenzhen Zhihui Building (深圳智匯大廈)	Shenzhen Construction Technology Promotion Centre
Comprehensive	
Top 5 of 2022 Top 100 Companies in terms of Property Management Service Capabilities	CRIC Property Management
Top 6 of 2022 Top 100 China Property Management Companies	China Index Academy
Top 5 of 2022 China Property Management Companies in terms of Comprehensive Strength	EH Property Management Service Research Institute
Top 5 of 2022 China Listed Property Management Companies	EH Property Management Service Research Institute

Awards granted	Awards issuer
Technology	
TOP 2 of 2022 China Leading Property Management Companies in Technology Empowerment	China Index Academy
Top 3 of 2022 China Property Management Companies in terms of Data Power	CRIC Property Management
TOP 3 of 2022 China Benchmark Property Management Companies in terms of Smart Services	EH Property Management Service Research Institute
National "Smart Community Demonstration Project"	National Key Research and Development Programme
Governance	
Top 1 of 2022 Excellent Property Management Teams	China Index Academy
Top 5 of 2022 China Listed Property Management Companies in terms of Operating Capacities	EH Property Management Service Research Institute
Top 5 of 2022 Outstanding Property Management Companies in terms of Management Capabilities	Guandian Index Academy
Investment	
Best Capital Market Communication Award	International Roadshow Center
Top 10 Listed Companies Most Welcomed by Institutions	International Roadshow Center
Security	
"2022 Excellent Solution Award for Intelligent Security" by the Sixth China Security System Integrator Summit	Shenzhen Security and Prevention Association
Employment	
TOP3 of 2022 China Best Employers in Property Management Industry	China Index Academy
2022 China Leading Property Management Companies in terms of Employer Brand Influence	EH Property Management Service Research Institute
2022 China Best Employer in Property Management Industry	Keyan Think Tank
Social Responsibility	
TOP3 of 2022 China Property Management Companies with Strong Social Responsibility of the Year	China Index Academy
Community Safety Culture Demonstration Unit of the "Sunac Commonweal" Project	The Expert Committee on Child Safety Education Project under the China Children and Teenagers' Fund The Professional Safety Education Committee under the Chinese Society of Educational Development Strategy The Standardization Professional Committee under the China Society of Emergency Management

(III) CERTIFICATES OBTAINED

ISO 14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATION



ISO 9001:2015 QUALITY MANAGEMENT SYSTEM CERTIFICATION



ISO 45001:2018 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM CERTIFICATION



ISO 50001:2018 ENERGY MANAGEMENT SYSTEM CERTIFICATION



ISO/IEC 20000-1:2008 INFORMATION TECHNOLOGY SERVICE MANAGEMENT SYSTEM CERTIFICATION



ISO 37001:2016 ANTI-BRIBERY MANAGEMENT SYSTEMS CERTIFICATION



SERVING CAPACITY FOR DOMESTIC WASTE SORTING 8 STAR LEVEL



ISO/IEC 27001-1:2013 INFORMATION TECHNOLOGY INFORMATION SECURITY MANAGEMENT SYSTEM CERTIFICATION



SA 8000:2014 SOCIAL ACCOUNTABILITY MANAGEMENT SYSTEM CERTIFICATION



(I) THE BOARD'S STATEMENT

- The board (the "Board") of directors (the "Directors") of the Company complies with the requirements of the ESG Guide by making the following statement:



The Board: The Board is responsible for the overall ESG governance issues and supervising and reviewing the ESG performance of the Group; reviewing the ESG structure and strategy of the Group; reviewing and ensuring that the Group has established an appropriate and effective ESG risk management and internal control system; as well as reviewing and approving the ESG report.

ESG management: The management is responsible for formulating the ESG strategies, policies and management targets; coordinating ESG work arrangements according to ESG strategies and policies; evaluating and sorting out ESG – related risks and opportunities; and reporting the work on ESG management to the Board.
















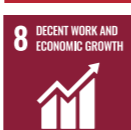





ESG working group: The ESG working group is responsible for discussing and formulating the ESG targets and working plans for relevant departments on ESG based on the ESG strategies and policies; carrying out key work based on the ESG targets and working plans and supervising the achievement of targets; carrying out ESG report data collection and preparation.

- The Group conducts the assessment, prioritization and management of material ESG issues each year based on the results of stakeholder communication, etc. to continuously improve the Group's material ESG issues and clarify the focus of ESG management. The Board has participated in the assessment process of ESG issues. For details on the material ESG issues management process, please refer to the section headed "Stakeholder Communication" and "Materiality Issue Assessment" in this report.

The Group attaches importance to the significant impact that ESG risks and opportunities may have on the Group and incorporates them into its risk management system. The Board oversees the ESG risks and opportunities process.

- The Group has established environmental targets associated with its business operations. The Board regularly reviews the achievement and progress of the environmental targets. Further information on the ESG environmental targets are set out in the section headed "Environmental Protection and Green Operation" in this report.

(II) ESG PHILOSOPHY

Sections hereof	Key actions and performance in 2022	The United Nations Sustainable Development Goals (SDGs)
STANDARD GOVERNANCE AND COMPLIANT OPERATIONS	<p>Highly concerned about and constantly improving corporate governance as well as board diversity, with approximately 38% female directors and an appropriate balance of diversity in skills, experience and perspectives among board members;</p> <p>Highly concerned about risk management and business ethics education with integrity training covering all employees, directors and suppliers, and a total of over 40,000 training hours. Integrity agreements signed by all employees and suppliers.</p>	 
COMMITMENT TO EXCELLENCE AND BEAUTY AND QUALITY SERVICES	<p>Continuously polishing products and improving service quality, with overall customer satisfaction ranking among the top players in the industry;</p> <p>Focusing on customer demands and expanding communication channels, with all customer complaints responded in a timely manner;</p> <p>Upgrading safety management measures to ensure "zero safety accidents", and placing high emphasis on the protection of customers' data and privacy with a sound data management mechanism.</p>	    
ENVIRONMENTAL PROTECTION AND GREEN OPERATION	<p>Advocating green operation, energy conservation and emission reduction, reducing carbon emissions by 14,500 tons per year through the use of clean energy in 2022;</p> <p>In 2022, the non-hazardous waste intensity, energy consumption intensity and water consumption intensity decreased as compared to previous year.</p>	   
PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT	<p>Respecting and protecting the legal rights of employees, aiming to create an equal, safe, healthy and comfortable working environment for them. Valuing and promoting employee diversity;</p> <p>Concerned about employee growth and development, with more than 1,600 employee training sessions and more than 20,000 employee activities organized in 2022.</p>	     
HARMONIOUS COMMUNITY AND WARM SOCIETY	<p>Actively assuming social responsibility and promote social inclusion, with an accumulated investment of about RMB2 million in public welfare and charity endeavors;</p> <p>A total of 3,540 community service activities and 83 public welfare events were held, including volunteer assistance, medical consultations and sympathy delivering, etc.</p>	   

(III) STAKEHOLDER COMMUNICATION

1. IDENTIFYING AND COMMUNICATIONS WITH STAKEHOLDERS

The Group attaches importance to communications with stakeholders. The Group has established routine communication mechanisms with stakeholders to identify their ESG concerns and actively respond to them. The major stakeholders identified and the major communication channels between the Group and stakeholders are as follows:

Category of stakeholders	Expectations and demands	Major communication channels
Shareholders and investors	Financial results and profitability Investor return Interest protection Information transparency Pay attention to climate change risk	Results release Shareholders meetings Investor forums Investor hotline & email Information disclosure
Customers and property owners	Quality products and services Maintenance of customer relation Customer privacy protection	Community Customer service center Sunac Livable Community APP Customer satisfaction survey Customer complaint hotline
Employees	Labor interests Occupational health and safety Remuneration and benefits Employees development Staff caring	Working conference Employees training Employees care activities Employees satisfaction survey Employee experience officer
Suppliers and partners	Promote business development Cooperate for win-win achievement Fair competition	Daily tendering Procurement communication Cooperation negotiations Communication and interaction Business meetings
Government and regulators	Compliance operation Tax payment by laws Respond to policies	Policy and guideline Daily communication Working conference Information disclosure Accept supervision
Public welfare organisations and the public	Contribute to rural revitalization Develop community benefits Support charity activities Protect biological environment	Marketing and promotion activities Community welfare and volunteering service Sunac Commonweal Project Campaign to disseminate green idea

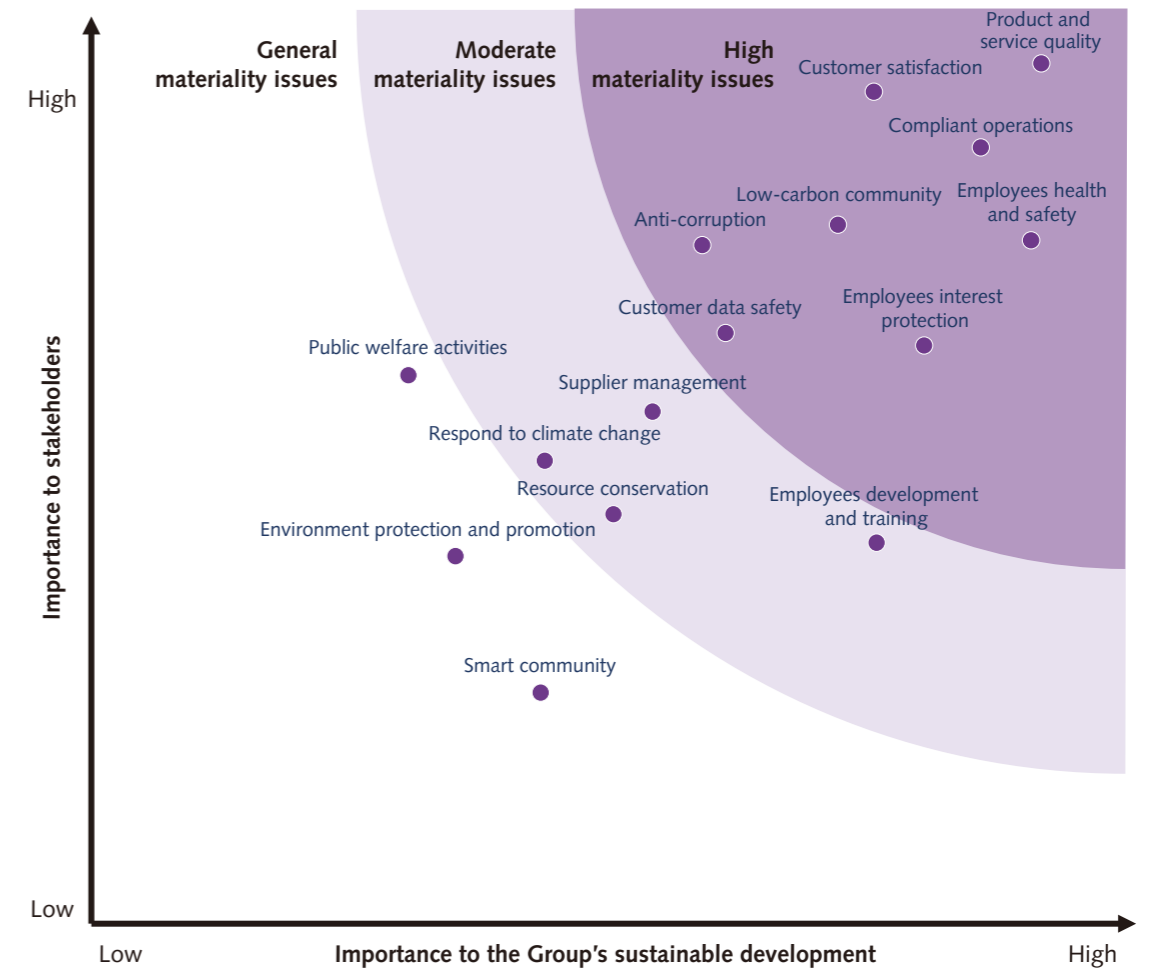
(IV) MATERIALITY ISSUE ASSESSMENT

Taking into account its actual situation, the Group has summarized 15 ESG issues based on the results of identifying the materiality issues for 2022, with reference to the ESG Guide, the GRI Standards and the UN SDGs as well as the issues of concern to the stakeholders.

At the same time, in order to assess the level of concerns of stakeholders on ESG issues related to the Group and the materiality of ESG issues, the Group engaged an independent professional third-party consultant to carry out materiality issue assessment by distributing questionnaires to stakeholders, analyzing the results of the questionnaires to stakeholders and, in conjunction with the development of the Group, arriving at the results of the materiality issue assessment from two dimensions: "Importance to the Group" and "Importance to stakeholders".

Materiality	Issues	Ranking
High materiality	Product and service quality	1
	Customer satisfaction	2
	Compliant operations	3
	Employees health and safety	4
	Low-carbon community	5
	Anti-corruption	6
	Employees interest protection	7
	Customer data safety	8
Moderate materiality	Employees development and training	9
	Supplier management	10
	Respond to climate change	11
	Resource conservation	12
General materiality	Public welfare activities	13
	Environment protection and promotion	14
	Smart community	15

The results of the Group's assessment of materiality issues are as follows:



IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS

(I) CORPORATE GOVERNANCE

The Company attaches importance to the importance of good corporate governance and the benefits it brings. The Company strictly complies with laws and regulations and the relevant provisions of the Listing Rules and actively enhances its corporate governance and corporate management to facilitate its compliance, sound and quality development.

The Board is responsible for fulfilling its corporate governance responsibilities and assumes the responsibility for leading and monitoring the Company, overseeing and approving the Company's strategic development objectives, major decisions in its operations and financial performance. The Board has also established a number of Board Committees, including the Audit Committee, the Remuneration Committee and the Nomination Committee, all of which perform their specific duties in accordance with their respective terms of reference. The Company values its policy of diversity within the Board and takes a diverse perspective when considering the nomination and appointment of Directors, including but not limited to the candidates' skills, knowledge, professional experience and qualifications, cultural and educational background, age, gender and potential contribution they are expected to bring to the Board, in order to better suit the needs and development of the Company. Currently, the Board comprises eight Directors, including two executive Directors, three non-executive Directors and three independent non-executive Directors, and including three female Directors. Each of the Directors possesses a wide range of skills, knowledge, professional experience and qualifications and has sufficient diversity to meet the Company's corporate governance and business development needs. In addition, the Board has put in place mechanisms to encourage all Directors to freely express independent views and constructive challenges in order to enhance objectivity and effectiveness in decision-making.

(II) INFORMATION DISCLOSURE AND INVESTOR RELATION

The Company attaches importance to regulated information disclosure and good communication with investors. The Company discloses information in a timely, accurate, truthful, complete and fair manner in accordance with the Listing Rules and other applicable laws and regulations to enable shareholders, investors and the public to be fully updated with the material matters relating to the Company's operation and development and thus to make informed decisions. The Company has established various communication channels to ensure good interactive communication with investors through various means such as telephone calls, emails, results presentations and securities company exchange summits to enhance investors' understanding on the Company and to convey the information relating to its operation.

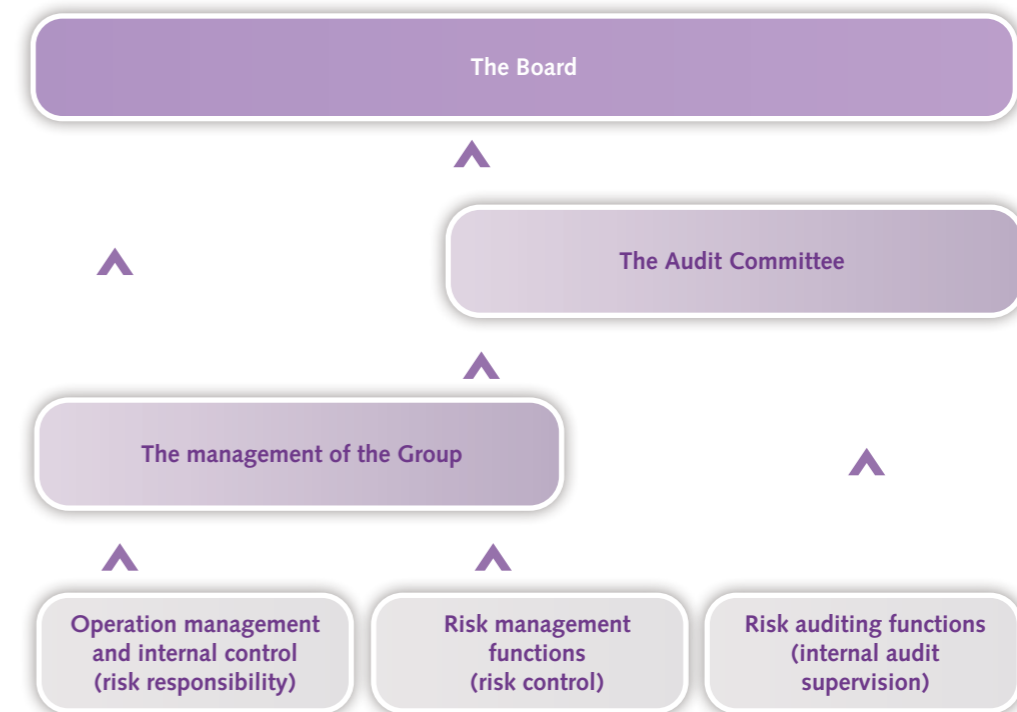
In 2022, the Company was awarded the Best Capital Market Communication Award and the Top 10 Listed Companies Most Interested by Institutional Investors by the Cross-Border Roadshow Platform for Listed Companies.

IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS

(III) RISK MANAGEMENT AND INTERNAL CONTROL

The Group has established a risk management system with clear authority and responsibilities and well-developed functions. It integrates industry standards with the Company's practices and conducts efficient and independent internal controls on an ongoing basis to optimise the governance environment and improve management standards. Led by the Board, the management is responsible for assisting the Board in identifying and assessing the specific risk elements of the respective business systems, implementing the Company's policies and procedures, and participating in the design and operation of internal controls that meet the Company's management requirements to provide reliable assurance for the Company's business operation.

The risk management structure of the Company is as follows:



INTERNAL CONTROL

The audit and supervision department of the Company is appointed by the Board and the Audit Committee to complete various audits throughout the year and make recommendations for improvements to the effectiveness of the Company's risk management and internal control system, and make regular thematic reports to the Board and the Audit Committee each half year.

IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS

Based on the business development of the Group, the audit and supervision department conducts audits and supervises the major business sectors during the operation and management through regular audits, special audits and investigation audits of matters reported, etc. It requests the business units to rectify the various risk issues identified during the audits and follows up on the rectification progress and measures to ensure that the various risk issues are effectively controlled, and organises training for the business units of the Company on a regular basis to share internal control experience and risk information to enhance the risk management level of the Company.

The Group has established whistleblowing procedures and reporting channels for employees and other interested parties to raise concerns with the audit and supervision department for any possible improper issues within the Group. The Group has also established a stringent system for monitoring whistleblowing information to safeguard the independence and confidentiality of internal audit work.

RISK MANAGEMENT PROCEDURE

The Company identifies, evaluates and addresses major business risks in accordance with the Group's internal audit system. The audit and supervision department sets risk assessment criteria for the Company, evaluates major risks that may affect the achievement of business objectives, and determines the scope and content of internal audits based on the importance level of the risks. The business units also assess existing controls and management practices and formulate treatment plans for potential risks in operation and management.

IDENTIFICATION AND ASSESSMENT OF RISKS

The Group actively identifies the potential major business risks or contingencies and formulates contingency plans to minimise potential losses and ensure continuity of business operations. In 2022, the Group updated, reviewed and supplemented its safety management system in line with its business development stage, and established the "Risk Event Classification and Notification Management Measures of Sunac Services", which clearly defines the escalation management measures and escalation notification mechanism covering 9 major sections, 13 categories and three risk levels in four professional lines, and covering nine major scenarios and 39 risk scenarios with risk categories comprising safety management, equipment and facilities, environmental management, customer services, occupational safety, natural disasters, brand risks, administration and management and team management. It also contains the management criteria and disposal procedure covering the entire process and aspects in relation to personnel, operations, equipment, emergency response, natural disasters, emergency disposal, brand impact, customer assets and service assessment.

IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS

(IV) INTEGRITY OPERATION

The Group is committed to the construction of integrity culture, and strictly abides by national and local policies, laws and regulations on anti-corruption, integrity and business ethics, including the Anti-Unfair Competition Law of the People's Republic of China and the Interim Provisions on Banning Commercial Bribery, striving to create clean and honest atmosphere with employees and suppliers.

INTEGRITY TRAININGS AND PROMOTION

As a part of the risk management, the Group organised more than 30 integrity trainings throughout 2022 with over 40,000 hours of training in total, which achieved engagement and coverage of all employees. In the meantime, to further develop and improve employees' integrity awareness, the Group offered compliance trainings for different business lines, which were tailored according to the practical operation of each business scenario and the management requirement, and set special examinations. Only employees passing the examinations can continue to work on their posts. The Audit Committee is responsible for monitoring the compliance development of business ethics. In 2022, the Group also provided anti-corruption and integrity operation trainings to all Directors.



▲ Integrity training

IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS

WHISTLE-BLOWING OF CORRUPT PRACTICES

The Group has established a variety of channels for reporting corrupt practices, including telephone, emails and QR codes, to receive reports from employees and other stakeholders. The Group fully protects the legitimate rights and interests of the whistle-blower and regards the work of keeping information of the whistle-blower confidential as the key of daily management requirements. Meanwhile, the Group establishes corresponding measures to reward whistle-blowing and encourage employees to provide their feedback and opinion. The Group develops a strict regulation system on whistleblowing information, with specialists of the audit and supervision centre being responsible for the matter reported and the information of the whistle-blower. The Group implements the real-name management of the audit system account to ensure that only specialists of the audit and supervision centre have access to the system, so as to ensure work confidentiality and independence.

STAFF'S INTEGRITY BUILDING

The Group has obtained the certification of ISO 37001 International Anti-Bribery Management System, and has prepared the Employee Integrity Agreement, which specifies the code of conduct for employees, urges them to abide by business ethics, and prevents them from giving or requesting improper business benefits, improper use and misappropriation of the Group's property. All employees of the Group are required to sign the Employee Integrity Agreements. Through regular audits, special audits, off-office audits and investigations of matters reported, the Group reviews and inspects employees' compliance with the Group's rules and regulations to effectively monitor and restrict operation and management activities and ensure the healthy development of the Company. In 2022, the Group received the outcome of a corruption litigation case (which was transferred from previous years) that was legally referred by us to the public security authorities, in which an employee was sentenced to a fixed term of imprisonment for the offence of misappropriation of duties. The employee involved in the case has been dismissed and the embezzled funds have been recovered without any significant impact on the Company's business operation.

The Group strictly implemented the Code of Conduct for the Commercial Activities of Employees issued publicly. The code of conduct applies to employees who have joined and served in the Group and those who have established labour dispatch relationships with the Group, details of which are set out in <http://report.sunac.com.cn:8899/conduct/pdfjs/web/viewer.html>.

SUPPLIERS' INTEGRITY BUILDING

The Group has continuously strengthened the integrity building of suppliers, prepared the Supplier Integrity Agreement, which all suppliers have signed, formulated the Regulations on the Management of Red, Yellow and Black Lists of Suppliers to restrict the conducts of all suppliers in contract period, and stipulated the punishment and treatment basis of integrity related violations.

The Group has specified requirements on the internal and external management relationship of suppliers:

- Suppliers shall fill in the related parties of the Group, including their working areas, departments and positions, in the bidding and procurement system;
- Relevant professional departments review the related-party relationship with the suppliers during the bidding process to prevent risks on the related-party relationship;
- Meanwhile, the Group provides integrity trainings to suppliers to enhance the integrity awareness, which are arranged in meetings with suppliers and delivered in the letter of anti-corruption sent in festivals.

IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS

(V) INTELLECTUAL PROPERTY PROTECTION

The Group complies with the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China, the Copyright Law of the People's Republic of China and other relevant laws and regulations. While protecting its own intellectual property rights, the Group advocates that the intellectual property rights of others should be fully respected and protected and the infringement of the intellectual property rights of others should be prevented. The Group has included the clauses for protection of its own intellectual property rights in its standard contracts, which are reviewed by the legal department. Meanwhile, the legal department conducts close monitoring and reminds colleagues of other departments to avoid infringement of the intellectual property rights of others in the course of business. The Group applies for trademark registration for the logos and figures commonly used in daily management, and applies for software copyrights or patent rights registration for self-developed APPs and platform systems.

The legal department of the Group will deal with the infringements of the Group's intellectual property rights. According to the infringements monitored, it will protect the legitimate rights and interests of the Group by issuing written notice, legal action and other ways.

(VI) PUBLICITY AND ADVERTISING MANAGEMENT

The Group strictly complies with the Advertising Law of the People's Republic of China and local policies and regulations, carefully reviews the content of advertisements and ensures that the advertisements are true, legal, scientific and accurate to avoid advertisements with seriously distorted statements.

(I) PRODUCT QUALITY

The Group has always been customer-centric and adhered to the essence of services. It takes services as foundation and relies on fine management to provide customers with comprehensive and high quality services.

RESIDENTIAL SERVICES

The Group has created a residential service system known as “Heartfelt Everyday Life Service (歸心全生活服務)”, which focuses on improving our customers’ experience through optimizing service details, implementing service scenarios and improving service quality from five perspectives, i.e. “Comfortable Home (悦居)”, “Delightful Enjoyment (悦享)”, “Friendly Neighborhood (悦鄰)”, “Physical Health (悦身)” and “Peaceful Mind (悦心)”, aiming to create an enjoyable community experience of “Pleasant Home, Enjoyable Life and Companionship” for our customers, and has established a “smart community (智慧社區)” through technologies.

“Comfortable Home”: The Joy of Living Comfortably

We strive to build a more comfortable, safer and more convenient environment for our property owners to live in, to provide quality services that are technically convenient and heart-warming, so as to bring them an experience that exceeds their expectations.



“Delightful Enjoyment”: The Joy of Living in Convenience

Through integration of our opulent resources, we provide house-keeping services, community commercial services, home decoration services and property brokerage services. We strive to meet the diverse and personalized expectations of our property owners, with services provided on demand to give them a feeling that home living is so convenient and worry-free.



“Friendly Neighborhood”: The “Pleasure” of Community Civilization

We jointly build safe, harmonious and environment-friendly demonstration communities, negotiate community conventions with property owners, help them establish trusting and friendly relationships, and foster a civilized and harmonious atmosphere.



“Physical Health”: the “Joy” of Physical Soundness

We organize various sports events such as the “National Property Owners Basketball Tournament” for our property owners with the aim of fostering a healthy lifestyle which is full of vitality together with them. We periodically invite experts from hospitals to our communities to provide our property owners with services, with the aim of fostering a healthy atmosphere where young people look vibrant and energetic, and the elderly and children feel safe and relaxed.



“Peaceful Mind”: The “Pleasure” of Spiritual Nourishment

We organize the SUN-DAY Super Experience Day activities for them to experience the comprehensive and high-standard Sunac services; we upgrade the “i Sunny” community with more than 30 interest groups consisting of the elderly, youth and children established to create a joyful spiritual home for them.



Smart Community

The Group actively builds smart communities by creating a customized smart community platform, “Sunac Smart Community”. At the technical level, the smart community platform, through strong computing power and rapid business intelligence response capabilities, has set up an online customer service platform through the integration of offline and online resources, and provided convenient customer experience with the guidance of serving customers by using the leading Internet of Things (IOT) platform. At the business level, the smart community platform has standardized and unified the four major business scenarios of car, pedestrian, security and equipment and facility, allowing owners to enjoy an efficient and convenient life while improving the Group’s management energy efficiency. At present, “Sunac Smart Community” has covered hundreds of communities in the property management projects managed by the Group’s headquarters, regional and city platform companies, and we plan to roll out smart communities across the country in a point-to-area manner to provide owners with convenient, safe and caring smart services.

In 2022, the Group’s self-developed “Rong Hui (融慧)” quality control system was introduced in our key projects and gradually extended nationwide. The system uses high-definition monitoring equipment and artificial intelligence algorithms to enable remote diagnosis of product quality, thus effectively improving the management efficiency and realizes rapid rectification upon spotting of problems by linking to the work order issuing system, which improves the timeliness of solving problems.

Case Tianjin Aocheng (奥城) Community: Being selected as a national “Smart Community Demonstration Project” with its first-in-kind “Technology + Humanity” operating model

The Group applied its industry-leading smart community technical achievements and concepts in the Tianjin Times Aocheng (天津時代奥城) Residential Project to upgrade the Tianjin Sunac Aocheng community comprehensively by enabling smart vehicular traffic, pedestrian traffic and smart security, and inputting all the data to the IoT platform for centralized management, thus creating a whole new experience of convenient, safe and efficient community life for the residents. The project has been certified as a “Smart Community Demonstration Project”, a key research subject jointly promoted by two national ministries/commissions, and is one of the first five cooperative demonstration projects of the “Old Urban Residential Community Renovation and Smart Community Demonstration Project” in China, as well as the only first commercial housing project in China to be demonstrated and promoted nationwide.

During the construction of intelligent projects, we prioritized the interaction between property owners and intelligent devices, aiming to amplify the intelligent scenes in community operation in respect of humanism. We introduced the soil monitoring equipment, interactive big screens installed in the square and intelligent fitness facilities, while developing and optimizing the interactive functions of our Sunac Livable Community APP to connect with the community’s intelligent interactive facilities, with the environment monitoring, intelligent entertainment and intelligent sports scenes selected to demonstrate the interactive characteristics of an intelligent community.



V COMMITMENT TO EXCELLENCE AND BEAUTY AND QUALITY SERVICES

NON-RESIDENTIAL SERVICES

The Group provides a full range of high-quality property management services to customers in four main areas of government and enterprise services, medical and wellness, city services and commercial operations, as well as customized high-end commercial services to meet our customers' specific needs. We also offer scientific management throughout the whole life cycle of the buildings under our management by applying our digital operation and management system.

OFFICE AND COMMERCIAL SERVICES

The services of the Group covers various formats such as commercial office buildings, corporate headquarters, government offices and industrial parks with offices. The Group is committed to satisfying our customers' needs by offering customized high-end corporate services covering all scenes and industrial formats known as "Sunac Heart-felt Services (歸心禮服)", aiming to assist our corporate customers showcase and enhance their corporate images.



▲ Wuhan Intelligent Valley



▲ Beijing Xiaomi Mega Center

HOSPITALS

The Group has been serving more than 80 hospitals, providing them with order keeping, cleaning, electrical and mechanical engineering, patient guidance, centralized transportation, patient escort and catering management services to support the efficient operation of the hospital's service system, bringing heart-felt, attentive and delicate care and quality intelligent management service experience to every doctor and patient there.



▲ Hangzhou TCM Hospital



▲ Children's Hospital of Chongqing Medical University

CITY SERVICES

The Group is committed to building an integrated platform for city services, covering venues, schools, parks and scenic spots, transportation hubs, municipal services and other areas closely related to city management, civilization and livelihood services. With the focus placed on urban infrastructure construction and the integration of environmental sanitation, the Group prioritizes the creation of a "green, beautiful, bright, clean and orderly" five-in-one urban landscape model, with the aim of enhancing its city management expertise, improving the overall city service capabilities, and contributing to the development of the cities.



▲ Tianjin Nankai University, Jinan Campus



▲ Hangzhou International Expo Center

V COMMITMENT TO EXCELLENCE AND BEAUTY AND QUALITY SERVICES

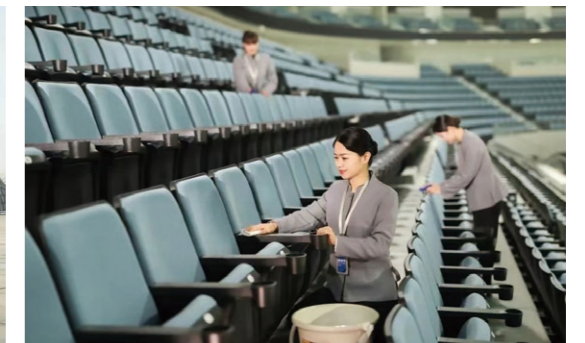
Case

Main Gymnasium, Swimming Pool and Training Complex of Hangzhou Olympic Sports Center ("Three Venues of Asian Games")

As a property service provider, the Group responds to the low-carbon attributes of the development of modern stadium operation and maintenance by integrating the lean management concepts into the maintenance of Asian Games venues, aiming to establish differentiated standards for the operation and maintenance of sports facilities, and actively explore the research and practice of energy-saving technology systems.

The topic entitled "Research and Application of Green Operation and Maintenance Technology and Management System for Large and Medium-sized Stadiums" undertaken by the Group, which is the only topic focusing on the sports venue industry among the 23 topics set up under the "Property Management Research Topic 2022", was successfully accepted on 1 March 2023 and rated as an "outstanding" topic.

In addition to its lean facility operation and maintenance system recognized by the Asian Games Organizing Committee, the Group participated in the drafting of the "Guidelines on Facility Operation and Maintenance of the 19th Asian Games" (the "Guidelines") together with Hangzhou Property Management Association (杭州市物業管理協會) and other professional organizations led by the Venue Construction Department of the 19th Asian Games Organizing Committee. The Guidelines serve as the standards for facility operation and maintenance of the 56 competition venues and 31 training venues to ensure stable and reliable operation of the facilities and equipment during the Games, and as the first international standard for the operation and maintenance of sports venues, filled the gap in the standards for the operation and maintenance of sports facilities.





COMMITMENT TO EXCELLENCE AND BEAUTY AND QUALITY SERVICES

Smart Park

The Group creates different types and levels of smart park products for various scenes, such as pedestrian and vehicular traffic, security, building automation, fire control, energy management, etc., to suit different needs of intelligent operation.

Case

Wuhan Sunac Intelligent Valley: 2022 Outstanding Benchmarking Industrial Park Project in the Project Management Industry of China

The Intelligent Valley Industrial Park is one of the first demonstration projects of Wuhan City under the name of "Innovation Valley Project", the occupants of which are mainly high-tech innovative enterprises, with integrated functions of corporate headquarters, incubation, R&D, trading, exhibition and living services, etc. Since we moved into the park, the Group has been striving to improve the software and hardware of the park in all aspects and continuously strengthening the service infrastructure thereof. In addition, the Group direct its efforts and resources precisely on the needs of our customers, and innovated a multi-level and customized service system to empower the Park with technology and provide pragmatic, efficient and heart-warming services to the enterprises and their employees there in, creating a more comfortable and convenient office environment and experience for them, helping them attract and retain talents, and empowering the transformation and development of the regional industrial structure and economy.

Project highlights:

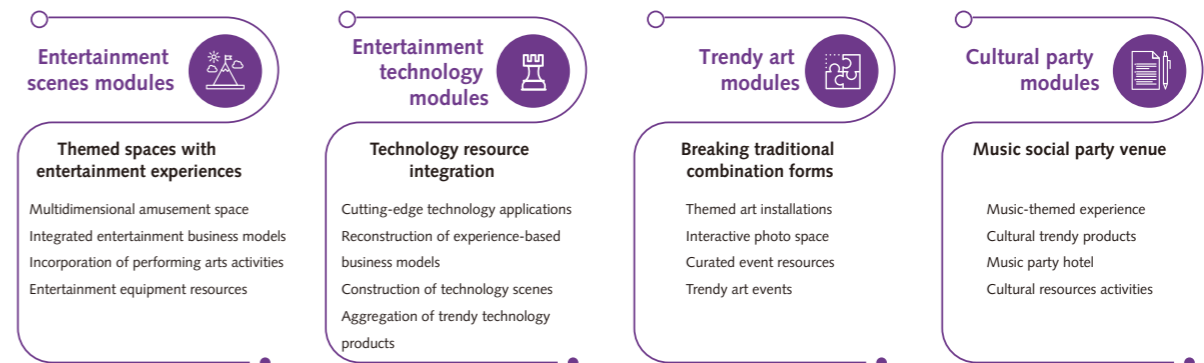
- We built a three-dimensional intelligent protection network in the Park from three perspectives, namely, intelligent security, intelligent facilities and intelligent fire control. Through cutting-edge technologies such as IOT sensor and face recognition, we strive to build an integrated management system featuring comprehensive defense to enhance the feel of technology and comfort.
- The Group continuously pursues innovation based on its characteristic service system and on-demand service system. By establishing menu-like value-added service items, we strive to complete the extension of basic services; and by better understanding our customers' needs and customizing specific services, we aim to form an effective connection between outdoor services and indoor services.
- We bear in mind the needs of our customers and organize activities regularly to promote interaction between enterprises and employees in the park; In addition, in order to enhance the employees' concern about their health, we hold lectures on healthcare, arrange nucleic acid tests, vaccination, medical insurance card upgrade and other convenient services for our employees, as well as offering "heart-warming" services such as off-duty care to reflect the humane care of the park for their employees.



COMMITMENT TO EXCELLENCE AND BEAUTY AND QUALITY SERVICES

COMMERCIAL OPERATIONAL SERVICES

The Group relies on its seven core competencies, which include preliminary planning, investment estimation, planning and design, tenant sourcing execution, opening preparation management, operational management, and property management, to provide a full range of services for commercial entities. Adhering to the development concept of "creating unique and distinctive city entertainment (製造城市娛樂與不同)", our goal is to provide families with a micro-vacation and entertainment ecological experience, bring more entertainment scenes to more cities, and create a one-stop entertainment-oriented micro-vacation commercial operation platform for Chinese families.



Huai'an SJID • Sunac Ins Park



Nanning Ruyi Lane

(II) CUSTOMER COMMUNICATION

The Group pays attention to the demands of customers, and attaches importance to communications with customers. The Group has formulated the Management Rules on Reporting and Complaints by Customers of Sunac Services Group, which specifies the handling process, the scope of responsibility and the management requirements on reporting or complaints by customers, guaranteed timely and effectively services for customers by staff at all levels, solved their difficulties and consistently enhanced customer satisfaction.

The Group has established various complaint channels to allow customers to provide feedback to the Group through such methods as visits, calls, customer interviews, satisfaction surveys, steward interaction, and Sunac Livable Community APP. The Group has dedicated staff to receive, respond to, follow up and handle customer complaints in a timely manner. After the complaints are resolved, they will seek for confirmation and evaluation of the handling results from customers. For customers who don't provide comment, the Group will arrange the 400-service command center for timely return visits and follow-up to find out about customer satisfaction level. In 2022, each project of the Group conducted quarterly customer interviews, monthly residential project manager meetings, and posted complaint hotlines at the major moving points of customers to achieve zero distance communication between property owners and property management in a timely manner. The number of customer telephone complaints received by the Group during the year was 22,656 and the complaint response rate was 100%.

The Group values customer feedback on our products and services and actively conducts customer satisfaction surveys. In 2022, the Group updated the Rules Governing Satisfaction Touch Point Surveys, aiming to clarify the rules, interfaces of responsibilities and management requirements for customer satisfaction touch point surveys. The Group conducts owner satisfaction surveys through regular satisfaction surveys. The Group distributes the SMS/WeChat/satisfaction survey tools questionnaires to customers randomly and conducts follow-up phone calls by dedicated staff, and the Group researches and analyses the needs of owners to develop effective service improvement measures, with a view to continuously improving customer satisfaction. The Group's customer satisfaction score in 2022 maintained a leading level in the industry.

(III) SAFETY MANAGEMENT

The Group strictly adheres to national laws and regulations such as the "Fire Protection Law of the People's Republic of China" and the "Work Safety Law of the People's Republic of China", as well as industry standards. The Group attaches remarkable importance to the management of safety production, and has established a safety management system with corresponding management measures to impose safety management responsibilities. We have adopted the "Integrated Fire Safety Management System of Sunac Services Group", "Risk Event Classification and Notification Management Measures of Sunac Services Group", "Comprehensive Risk Management Measures for Non-Residential Buildings of Sunac Services Group", "Safety Production Management Measures for Non-Residential Buildings of Sunac Services Group" and "Emergency Handling Procedures" to emphasize safety requirements in daily operation and set up emergency plans. Safety production committees have been established by the Group in major regions and cities, which exercise their functions to research and develop measures for significant safety production issues. We also actively carried out safety education and training sessions to enhance the safety awareness of all our people, aiming to create a safety atmosphere and continuously improve the safety management expertise of the Group.

In terms of improving the quality of customer service, upgrading safety management measures, protecting the property of owners, and eliminating fire hazards, the Group has completed the following targeted deployment measures in 2022:

- The "Fire Risk Classification Management (《消防風險分級管理》)" policy has been developed and implemented to achieve systematization and standardization at the management end by establishing a fire risk grading management mechanism, focusing on management and use thereof in accordance with the laws and regulations, pre-emptive control of hidden hazards, process control and supervision, and risk write-off and verification, so as to maintain effective control of fire management risks and liability hazards and ensure and achieve "zero safety incidents";
- To construct Sunac "Style" gatehouses, i.e. unified appearance of service staff, standardized equipment configuration, comfortable service scenario and panoramic drill; providing exclusive services according to customers' changing scenes to optimize community security management and enhance customers' sense of security with unified appearance of our service staff, standardized equipment configuration and tight requirements for security skill. The Group completed the construction of Sunac "Style" gatehouses in 40 pilot projects across 12 major regions and 30 city-level companies in 2022, resulting in significant improvements in on-site quality and customer experience;
- A "Six Defenses (《六防線》)" standard has been established through the adoption of the "Three in One" approach of "Things, People and Technology" in smart communities, i.e. making sure that there are CCTV cameras for key and important spots and positions in boundaries, doorways, underground parking, lifts, inside and outside buildings and rooftops, etc.; otherwise, optimizing and adjusting our business by combining online monitoring and offline inspection, so that the patrol work has wide coverage and strong verification, and provides more reliable security services for customers;
- The Group has widely launched activities such as safety production month and fire safety promotion week to create a safe atmosphere and ensure the safety of customers while providing high-quality living experiences.



▲ Standard Image of Sunac "Style" Gatehouses



▲ Fire prevention education campaign



▲ Fire drill



(IV) CUSTOMER PRIVACY PROTECTION

The Group complies with the Network Security Law of the People’s Republic of China, the Data Security Law of the People’s Republic of China, the Law of the People’s Republic of China on Personal Information Protection and other information security and privacy protection related laws and regulations, and follows the principle of “hierarchical management and authorized use” to implement the main responsibility of the enterprise in network security, information security and personal privacy protection. Adhering to the principle of compliance and reasonable implementation, and through strict authority control strategies and data classification and grading mechanisms, the Group has implemented full life-cycle security control for different dimensions of data such as trade secrets, business information, employee and customer personal information.

In 2022, the Group deepened its work on data compliance by developing a proprietary data classification and grading platform to enable real-time and accurate management of the Company’s data assets, ensuring that they are classified and graded appropriately, and implemented a secure management mechanism for data classification and control in different scenarios, including system design, feature development, business use, and system maintenance, mainly including:

- System Certification: The Group has obtained ISO/IEC 20000-1:2008 Information Technology Service Management System Certification and ISO/IEC 27001-1:2013 Information Technology Information Security Management System Certification;
- The system involves in the phase of sorting out the full lifecycle requirements of data security, using “minimization” as the security principle, identifying the scope and type of data collection, data storage, and data sharing, and verifying the privacy compliance risk through rigorous audit tools;
- Business usage involves subdivision of data desensitization scenarios to achieve data sharing and desensitization, and standardization of system logs for sensitive data operations;
- System operation and maintenance involves the deployment of a database audit platform to strengthen data security management at the database level, and the achievement of controlled risk management of changes to the database through a comprehensive process workflow;

The Group has established security mechanisms to deal with malicious attacks and accidental data leaks in two dimensions: prevention and response, mainly include.

- Prevention in advance: deployment of a unified monitoring platform to monitor data traffic in real time and report alarms from each level; imposition of security control tools on the network edge through private server room security firewalls and public cloud security control tools to research and judge attacks and prevent ransomware attacks; perfect data backup mechanism and contingency plans;
- Post-event traceability: The Group’s data assets are classified and graded, and each system has standardized operation logs, administrator logs, and audit logs; so that the value of the leaked data can be determined after the event, and the leak can be quickly located and stopped in a timely manner;
- Emergency response drills: for systems with a centralised distribution of customer data, regular emergency response drills are conducted.



In terms of major information security and network security incidents, the Group has established a service guarantee system that supports business needs through integrating all departments and following top-down, general-to-detailed and general-to-local approaches. This system includes:

- Risk Research and Assessment

The Group strictly follows the ISO 20000 and ISO 27001 systems for planning risk identification and establishing a risk identification system based on business scenarios. Regular risk assessments are conducted every year for data assets, business availability, system stability, and information security risks. Based on the results of risk identification, risk analysis is carried out, and improvement and prevention measures are developed in accordance with the Group’s risk acceptance criteria and risk preferences. Information system risks are controlled through change management to ensure the smooth operation of the system with minimum risks.

- Data-Based Emergency Response Drills

To prevent accidental IT system failures and the infringement of data assets, such as data corruption, loss, and ransom caused by information security incidents, Sunac Services Group develops emergency plans for systems and products with centralized distribution of data assets based on data scenarios. The Group conducts annual emergency drills to effectively verify data backup and system vulnerability prevention capabilities. After the drills, the Group summarizes the process, reviews the results, identifies issues, updates the emergency plans, and ensures the health of the system at the data level.

Based on the operational and security mechanisms and emergency handling mechanisms that the Group has established, the overall situation of operation and security work is well-managed, with internal processes in place for real-time operation and maintenance, defense against external virus threats, active response to security incidents, and regular self-inspection. Despite multiple variants of ransomware and vulnerability attacks, they have not had any impact on the Group.

V COMMITMENT TO EXCELLENCE AND BEAUTY AND QUALITY SERVICES

(V) SUPPLIER MANAGEMENT

The Group has formulated the Supplier Management Regulation of Sunac Services Group that covers all suppliers, developed the Regulations for On-site Management of Labour Outsourcing for labour service suppliers such as security and cleaning services, and established the supplier management mechanism to ensure that the supplier management system is systematic, standard and effective. Such system specifies the principles and requirements on key links, sets standard management procedures for all links, and promotes supplier management in an effective, comprehensive, systematic, open and fair manner.

The Group implements a comprehensive procurement management process that covers all suppliers and clearly defines the management requirements for supplier access, evaluation, punishment, and elimination. The Group conducts monthly performance evaluations for outsourcing suppliers and semi-annual evaluations for other service and material suppliers, communicates with suppliers on the monthly performance results on the regular basis, and talks with suppliers with unsatisfactory performance in the semi-annual evaluations, urging suppliers to make rectification and improvement. For suppliers that have serious violations during the contract period, the Group adopts compulsory exit measures on them. Meanwhile, the Group places great importance on communication and management with its suppliers.

Further, the Group incorporates the consideration of environmental and social performance of suppliers into the supplier management. For the management of environmental performance, the Group appoints professionals of the business department as environmental experts to participate in projects' procurement bidding process, set technical standards and requirements related to environmental impacts that are consistent with products' parameter requirements, and appraise suppliers' samples and product testing reports. Suppliers meeting the environmental standards can enter the subsequent procurement procedures. For instance, in the procurement of trash bins, trash bags and furniture for property management parks, the Group sets environmental requirements and requires suppliers to provide products' environmental impact assessment reports and environmentally-friendly product certificates issued by authoritative organisations. In the management of social performance, the procurement department and the relevant business department visit suppliers of first cooperation for on the – spot investigations, which cover employees' workplaces and labour rights and interests. As at the end of 2022, the Group had 1,160 suppliers with ISO 9001 Quality Management System Certification, 1,040 suppliers with ISO 14001 Environmental Management System Certification and 1,012 suppliers with ISO 45001 Occupational Health and Safety Management System Certification.

VI ENVIRONMENTAL PROTECTION AND GREEN OPERATION

(I) ENVIRONMENTAL GOALS

Based on the historical environmental performance, the Group has set environmental goals in line with the business operation in 2021, which include:

- Emission reduction goals: Actively respond to the national goals of carbon peaking and carbon neutrality, strictly implement green operations and keep greenhouse gas emission intensity a decreasing trend. During the year, the Group's greenhouse gas emissions intensity decreased as compared to previous years.
- Waste reduction goals: Minimize waste discharge and have 100% of hazardous waste treated harmlessly by qualified suppliers and actively promote waste sorting and management in accordance with policy requirements. During the year, the Group achieved this waste reduction goal.
- Energy conservation goals: Continuously establish energy management system, promote energy saving equipment and enhance the efficiency in the use of energy. During the year, the Group's energy consumption intensity decreased as compared to previous years.
- Water conservation goals: Continuously establish energy management system, promote water saving equipment and enhance the efficiency in the use of water resources. During the year, the Group's water consumption intensity decreased as compared to previous years.

For details of the Group's environmental KPIs, please refer to the section headed "Appendix: Key Performance Indicators" of this report.

(II) USE OF RESOURCES

The Group strictly abides by the Environmental Protection Law of the People's Republic of China and other laws and regulations on environmental protection, and emphasizes the green development concept in business operation and provision of services. Basing on the operation model, the Group has established the environmental management system and obtained the certification of ISO 14001: 2015 Environmental Management System. The Group established the energy management system in line with the use of resources in the course of business operation and obtained the certification of ISO 50001: 2018 Energy Management System, which covered the management of processes from energy procurement, receipt/storage, transmission and distribution to use that are related to public facilities employed in the office work of the Group's headquarters and in the course of provision of property services, and the application of energy conservation technologies.

The Group guides and standardises the environmental protection management under the closed-loop management model covering planning, implementation, examination and handling, sets out detailed management systems and measures on reducing energy consumption and emissions, and promotes and implements such systems and measures within the Group.

WORKPLACE ENERGY CONSERVATION AND CONSUMPTION REDUCTION MANAGEMENT

The management measures implemented to reduce energy consumption in the Group’s workplace are as follows:

- Energy-saving tip: Encourage employees to save electricity and set up energy-saving reminder signs in various areas of the office.
- Office equipment management: Set office computers to sleep mode when not in use, unplug devices that are not frequently used after use, and turn off heating and cooling equipment when not in use; also, ensure that all office equipment is shut down and disconnected from the power source before leaving work to minimize standby power consumption and ensure electrical safety.
- Facilities Management:
 - Air conditioning: Strictly control the indoor temperature of the air conditioning system, with a target temperature of 26 degrees Celsius or above in summer and turning on the system when the indoor temperature falls below 0 degree Celsius in winter. It is not allowed to open windows while the air conditioning in operation;
 - Lighting facilities: Precise control of lighting on and off according to the corresponding times for morning cleaning, lunch break and evening closing of the work area;
 - Energy saving lamp replacement: low energy lamps are installed in appropriate locations.

ENERGY CONSERVATION MANAGEMENT OF PROJECTS

The Group attaches great importance to energy conservation and consumption reduction, and has formulated management systems such as the Measures for Management of Energy Consumption of Sunac Services Group, establishes a four-level energy consumption management system, comprising the Group, regions, cities and projects, and integrates energy consumption management into the entire project cycle, including the planning and design stage, the construction undertaking and inspection stage and the service operation stage. On the premise of ensuring service quality, the management and control of energy use is well implemented to improve energy efficiency and reduce energy consumption. Meanwhile, the Group regularly collects and reviews the energy consumption data of all projects, assesses the effectiveness of energy management, grants reward and imposes punishments based on the assessment.

- Management: The Group has established management systems, including the Measures for Management of Energy Consumption of Sunac Services Group, through the establishment of energy consumption management ledgers to accurately record statistics on single-party electricity consumption and has conducted monthly energy consumption analysis and review. The Group also implemented energy-saving and consumption-reduction management from the date of delivery and timely adjust lighting and air-conditioning on/off times according to changes in light and temperature.
- Promotion and education: The Group fostered awareness and habits of energy conservation among staff and owners to enable them to attach importance to energy conservation in their minds;
- Technical energy conservation: The Group eliminates outdated and high-energy-consuming electrical equipment and introduces high-efficiency energy-saving equipment, such as LED lights, radar sensing lighting systems, secondary water supply equipment without negative-pressure, solar-powered street lights, and more. In addition, based on the actual operation of each project, the Group optimizes energy consumption equipment in a timely manner through technical means such as load optimization, line optimization, and optimization of operating time periods to reduce energy waste.

Case Sunac Commercial: Fully Utilizing Photovoltaic Power Generation to Achieve Renewable Energy Supply

By introducing photovoltaic power generation, a sustainable and renewable green energy source, Sunac Commercial actively responds to the national call for “carbon peak and carbon neutrality,” promoting cooperation in 10 projects across Guangzhou, Harbin, Hefei, Jinan, Nanchang, Qingdao, and Wuxi, with a total installed area of 445,000 square meters and installed capacity of 43.6 MW, resulting in 24.31 million kWh/year of commercial power generation usage and a reduction of 14,500 tons/year of carbon emissions, achieving sustainable renewable energy supply and improving building energy efficiency.



▲ Hefei Sunac Mall PV Power Generation System

Case Wuhan Sunac Intelligent Valley: Innovative Energy Consumption Management to Build a Green Park

Wuhan Sunac Intelligent Valley, as an industrial park, originally used 33 watts lighting fixtures for floor lighting with a single-loop power supply and controlled by a timer, which consumed more energy when the lights were fully turned on.

To achieve energy efficiency without compromising on-site service quality while ensuring normal lighting needs for industrial park tenants, the Group has innovatively adopted a fine-tuned approach to floor lighting control, which is divided into three colors and used for different purposes. Green, yellow, and red colors are used to indicate different working states of the lighting fixtures, making it easier for staff to accurately and quickly identify whether the lighting fixtures are working properly during daily inspections. In addition, the lighting can be finely controlled according to the different needs of each area. After the transformation, it is expected that the annual energy savings will reach 40,000 kWh, significantly improving the energy-saving and consumption reduction level of the Intelligent Valley industrial park.

GREEN OFFICE

The Group promotes the green office pattern in office areas and continuously enhances employees' environmental protection awareness. The green office measures adopted by the Group include, but are not limited to:

Facilitate the construction of office information systems.	Build the "Sunac Smart" quality inspection system, enabling the use of cameras to monitor key areas and routes in the community, achieving online inspections and reducing the number of trips/car trips.
Promote the paperless office	Continuously promote the use of electronic signatures in contracts to reduce paper-based contracts.
Advocate online meetings	Advocate online meetings to reduce carbon emissions generated by business trips.
Encourage paper recycling	Encourage two-sided, multi-page and black-and-white printing and reuse of paper.
Office supplies management and control	Control the procurement of office supplies and efficiently manage supplies in the warehouse; encourage the prioritisation of refills over brand new pens to reduce the consumption of office pens.

WATER RESOURCE MANAGEMENT

In terms of project operations, the Group applied the energy management system to monitor water consumption data, formulated the water resource management strategy of the Group, and reduced the overall water consumption of projects while using water resources in a scientific and reasonable manner. In respect of office premises, the Group actively promoted water conservation by posting water saving notices in the public water service areas of office areas and property management parks and improved the water saving awareness of employees and property owners, to avoid "water running, flowing, dripping and leakage" and other circumstances of wasting water resources.

- Water saving technologies: The Group employed the reclaimed water system to source natural water resources for irrigating plants and cleaning, and adopted the EBA remote automatic control system to control the water level and replenishment of fire-fighting water and water landscape, thereby preventing artificially caused waste.
- Water saving management: The Group has established water conservation management organizations at all levels, equipped with dedicated management personnel, and established the water conservation management network of units. Through mapping the water consumption network, improving water meter measurement, drawing the maps of water supply pipe network and measurement network, establishing measurement base data, etc., the Group conducted statistical comparison between the first and second level meters, found out the measurement indicators for two-level measurement difference (or completing water balance test), identified problems and carried out rectification. Through the development of management systems for water use, water conservation, measurement, inspection, reporting and repair, the Group implemented effective management and improved relevant records.

Case

Kaiyuan Mingdu in Haining, Jiaying: "2022 Water Saving Benchmark Garden" of Provincial Level

The Kaiyuan Mingdu Project in Haining which is managed by the Group won the title of Water-saving Community during the evaluation of the Office of Water Conservation of Zhejiang Province in 2022. The project strictly controls water consumption by various means with a focus on reducing energy consumption. In particular, the participation in the overall design of the automatic spraying work for community greening has achieved significant results. A larger area coverage and low loss may be realised through the efficient use of limited water even in high-temperature weather. In addition, rainwater has been stored.



Automatic spraying system

Case

Zhihui Building: "Shenzhen Green Property Project"

In 2022, the Zhihui Building (智匯大廈) project in Shenzhen which is managed by the Group was awarded the title of "Shenzhen Green Property Project" for its outstanding performance in green and low-carbon project management. The project focuses on the design of energy-consuming equipment and actively uses advanced equipment and technologies in lighting, elevators and pumps to achieve energy-saving goals in essence. At the same time, rainwater collection and irrigation facilities were built to maximize the use of rainwater resources for greening and cleaning. Through the implementation of various tasks, the project saved 450,000 kWh of electricity and 2,000 tonnes of tap water.



Partial picture of rainwater recycling system



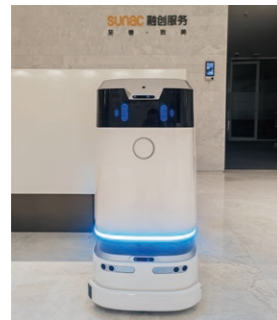
Winning the title of "Shenzhen Green Property Project"

(III) EMISSIONS MANAGEMENT

The Group has formulated the Control Procedures on Environment, Occupational Health and Safety Operation and other systems, to regulate the management of emissions from office areas and property management parks and provide detailed requirements on the treatment of possible dust, sewage and wastes.

DUST AND WASTE GAS CONTROL

The Group has promoted the use of enclosed three-in-one sweepers and enclosed three-in-one floor scrubbers for sweeping and dust removal in the property management parks, and has basically implemented mechanized operations during the renovation period and the disposal of dust from excavation, thus reducing the occurrence of dust pollution and maintaining the overall coverage of the cleaning equipment at over 178%. The Group requires that staff canteens and merchants which engaged in catering in parks shall install purification equipment for exhaust emission and their cooking stoves shall adopt clean fuels to prevent polluting surrounding areas.



▲ The smart cleaning robot



▲ The electric vacuum cleaner with plate-like brushes



▲ The fully automatic floor scrubber

SEWAGE MANAGEMENT

The Group strictly implements the Tier III Standard provided in the Integrated Wastewater Discharge Standard. Sewage from cleaning in the property management parks shall be discharged into the municipal sewage pipeline network after sedimentation. Staff canteens shall have oil separation pools, and sewage is discharged into the sewage pipeline network after sedimentation in oil separation pools. Designated personnel are arranged to clean the oil separation pools on the regular basis. To ensure that the discharge of wastewater meets the standards, the Group sets rigorous work procedures and standards to strengthen the treatment and monitoring of production and domestic sewage, thus reducing the impact on the environment. The Company has also commissioned a professional third party with national certification to provide assistance.

WASTE MANAGEMENT

For non-hazardous wastes, the Group requires sorting and recycling office wastes, household wastes, kitchen wastes and construction wastes and delivering them to municipal departments or qualified suppliers of cleaning services for centralised disposal based on relevant regulations of local governments. For a few hazardous wastes generated, such as waste ink cartridges, carbon powder, toner cartridges, fluorescent tubes and batteries generated by the Group in office areas and parks, the Group collects and stores them separately and delivers them to qualified professional companies for handling.

Case

Hangzhou International Expo Center: Intelligent Management to Help Promote Waste Separation

The Hangzhou International Expo Center (the “Hangzhou Expo”), the main venue of the G20 Hangzhou Summit, is located opposite the main stadium of the Asian Games, with a total construction area of approximately 850,000 square meters, and currently generates a total of over 5,000 tonnes of waste each year. The Group, as a service provider of the Hangzhou Expo, has set a benchmark for waste separation through intelligent application. Up to now, we have conducted more than 21 waste separation visits, which have been fully recognized and affirmed by all walks of life, helping to promote the progress of waste separation.

The Group manages all wastes intelligently, collecting all kinds of waste data through automatic weighing equipment and intelligent chips, and monitoring all aspects of the waste separation and collection process through intelligent monitoring devices.



▲ Intelligent collection cabinets, inductive drop-in cabinets and waste separation guidance station

Case

Hangzhou International Expo Center: Digital Management of Emissions

We have established an air detection and deodorization system to achieve automatic odour removal and disinfection, as well as automatic detection of air quality at wastes collection points, with the detection data being directly uploaded to the visualization data center. The visualization data center will conduct real-time statistics and analysis on all waste data, and generate monthly and annual analysis reports to provide data support for the next step of reduction and data generation of waste separation.



▲ The air detection and deodorization system with automatic disinfection



▲ The visualization digital center

(IV) BIODIVERSITY PROTECTION

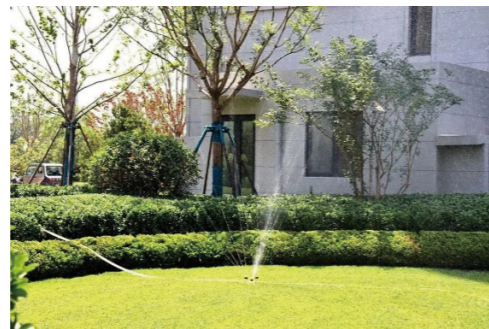
In the course of its business operations, the Group attaches importance to environmental protection and the use and promotion of environmentally friendly products. In the course of its actual service and operation, the Group not only strives to maintain and protect the ecological environment of parks, but also focuses on the continuous enhancement and maintenance of the climatic environment and the biodiversity of the ecological chain of the parks; specific measures include:

- We will develop corresponding maintenance plans according to the different seasons in different areas to improve the microclimate ecological environment and the oxygen content of the air in the parks, increase the retention rate of plants and reduce the destruction of natural vegetation through scientific and professional maintenance. We will improve the coverage and beautification of cost-free greenery through asexual propagation (dragging and sub-planting), and continuously improve the integrity and richness of the vegetation in the parks. In Chongqing City of the great Yu-Gui region, we carried out the cost-free propagation of 4,000 square meters of “Cui Lu Li (翠盧麗), Lengshui Flowers (冷水花) and Ya Jiao Mu (鴨腳木)” which has a direct economic value of approximately more than RMB300,000, and the richness of the parks’ plants and greenery coverage has been greatly enhanced.
- For the flat grassland, the “system of ground mobile micro-spray, micro-spray belt and underground automatic irrigation” has been improved to reduce the surface water pollution and water wastage caused by the traditional large water irrigation and surface water run-off from direct water pipes.
- We strictly implement the national standards on the use of pesticides, using “low-level, residue-free, bio-extracted, environmentally friendly pesticides” and eliminating the use of “highly toxic, high residue organophosphorus pesticides”. The management of the Company’s pesticides is strictly implemented through the independent lock-up management mechanism of “dedicated personnel, separate lock-up and independent management”.
- In winter, we strictly implement the “Snow Removal Operation Regulations” for the “snow removal and plowing”, and we do not use snow-melting agent for snow removal in the green areas of the parks. We sweep the clean snow without using snow-melting agent into the green areas to increase the use of snow water and reduce the discharge of polluted water and pollution.
- Through the regular activities in the parks of property owners, such as the talks and competitions on rubbish classification, tree planting festival, plant adoption, promotion of civilized dog keeping, and donation of clothing, we actively promote and raise the knowledge and awareness of environmental protection through positive guidance and the participation of the street offices and property owners.

In 2022, The Group applied the themes of “Spring Rain”, “Summer Breeze”, “Autumn Sun” and “Winter Snow” in its operation throughout the year to actively practice the concept of environment-friendliness. Throughout the year, we replanted 21,441 green plants, maintained 11,000 square meters of lawn and trimmed 14,000 square meters of vegetation, thus creating a green way and a poetic life for our customers.



▲ The greenery-featured living festival in warm March



▲ The micro-spray system for lawn maintenance

Case 3060 Carbon Neutral Forest Adoption Program

In December 2022, Sunac Business (融創商業), together with China Siyuan Foundation, launched the first children’s public welfare activity named “Listen to My Green Voices (綠色聲音 請聽我說)”. Through the “Little Green Guardians” public lecture, the activity aims to convey the understanding and knowledge of green environment and sustainability from the perspective of young people and at the same time, promote and raise funds for the “3060 Carbon Neutral Forest Adoption Project” of China Siyuan Project Foundation. China Siyuan Project Foundation, a national public foundation, intends to plant sea buckthorn, an environmental protection economic forest, in Siziwang Banner, Ulanqab City, Inner Mongolia, to help combat desertification and promote carbon neutrality.



(V) CLIMATE CHANGE

Climate change has growing influences on the human society and has brought great challenges to businesses. In this context, the Group takes the initiative to identify potential risks caused by climate change and closely monitors the issue of national policies on climate change and their development, so as to facilitate business development. The Group assesses the impact of climate change issues on the overall strategy of the Company and incorporates climate change risks into its risk management system. The Board is primarily responsible for the Company’s risk management and internal control and supervises the effectiveness of the Group’s control system. The management assists the Board of Directors in the identification and assessment of risk elements of each business system, including climate risk, and participates in the design and operation of internal control measures that meet the management requirements of the Group. The Group makes reference to the “Guidelines on Climate Change Information Disclosure Reporting in accordance with TCFD Recommendations” issued by the Stock Exchange for information disclosure on climate change, while conducting assessments of the physical risks, transformation risks and opportunities arising from climate changes as well as analysis of responding strategies, as detailed in the table below.

The risk identification results of climate change and countermeasures of the Group			
Major risk		Potential impact	Countermeasures
Physical risks	Acute risks	Acute risks caused by climate change, such as floods, snow storms and typhoons, may affect the continuity of the Group's businesses and become great challenges to the health and safety of customers and employees.	<p>For projects in different climatic environments, the Group conducts pre-analysis of the impact of extreme weather on its business and staff, and carries out special plans according to the high frequency cycle of extreme weather, with clear protection mechanisms and contingency plans.</p> <p>The Group formulates emergency plans to cope with climate-related natural disasters, including the Snow Storm Emergency Plan of Sunac Property Group, the Typhoon Emergency Plan of Sunac Property Group and the Flood Emergency Plan of Sunac Property Group, which clarify the cycles of extreme weathers and the responsibilities of leaders and employees of functional departments. Take flood control works as an example. The Group estimates that the high frequency cycle of floods in China's southern regions is from May to September. If acute climate events, such as rainstorms and typhoons, occur during the cycle, project managers, as the chiefs of emergency response groups, are responsible for making overall emergency response plans; persons in charge of engineering and persons in charge of order, as the deputy chiefs, are responsible for protecting the equipment rooms, ensuring the drainage works in parks and safeguarding the provision and transportation safety of supplies, with the aim of protecting the safety of employees and property owners, ensuring the continuity of businesses and minimising possible losses.</p>
	Chronic risk	Chronic risks such as extreme temperatures and droughts may increase energy consumption in office and public areas and increase operating costs.	The Group will consider sea level rise in the planning of new operation sites and monitor the trend of sea level rise. In addition, the Group will also consider the impact of rising temperature in the planning of new operation sites, and select heat-resistant materials and equipment for the operation and maintenance of park facilities.

The risk identification results of climate change and countermeasures of the Group			
Major risk		Potential impact	Countermeasures
Transformation Risk	Policy risk	China will introduce laws and regulations related to climate change, which may increase compliance costs to meet regulatory requirements, or expose the Company to litigation and penalties if it fails to meet regulatory requirements in terms of environmental management.	In view of the long-term low-carbon transformation and development trend in China, the Group is committed to continuously reducing our carbon emissions by complying with and responding to our nation's current requirements related to carbon emission reduction and implementing energy saving and emission reduction measures. At the same time, the Group keeps a close eye on the regulations and policies related to climate change and carbon emission reduction that may have a significant impact, and the Group will study the policy trends and initiate preparatory work in advance.
	Market risk	Customers and consumers are more aware of environmental protection, and the low-carbon and environmental attributes of the residential parks may become more important basis for consumption judgment, which will put higher demands on the management capability and supporting technology and equipment of the green and low-carbon parks of the Company.	We will investigate the consumers' preference for the environmental protection and green concept parks, consider introducing more environmental protection, low-carbon and green management strategies in the operation of parks, and communicate and promote the low-carbon and environmental attributes of parks to the consumers.
	Technology risk	With the transition to a low-carbon and energy-efficient economy, the Company may face challenges of technological improvement or innovation, and the replacement of equipment with lower environmental impact and lower emissions may cause more costs.	The Group proactively identifies, sorts out and considers the use of emerging technologies, such as those with higher levels of energy efficiency and renewable energy.
	Reputation risk	Including but not limited to the increasing concerns of regulators, shareholders, partners, customers, the public and other stakeholders on climate issues. The Company's reputation may be affected if the Company fails to develop appropriate responses to climate change.	The Group evaluates the impact of appropriate climate change response on its overall strategy, implements climate change response measures based on its current status, plans future response strategies, and strengthen communication with investors, consumers and other stakeholders in respect of climate change response.

VI ENVIRONMENTAL PROTECTION AND GREEN OPERATION

The opportunity identification results of climate change and countermeasures of the Group			
Type of opportunity		Main description	Countermeasures
Opportunities	Products and services	Developing and managing innovative communities with environmental attributes may enhance a company's competitive advantage while adapting to future changes in consumer preferences.	The Group started to evaluate and consider incorporating environmental attributes into its service and product strategy, and plan for the launch of communities with environmental attributes.
	Resource efficiency	The Company's operating costs can be reduced by implementing various green operation measures related to energy saving and emission reduction, water resources management and waste management when the technology is mature.	The Group commissions and upgrades its current operating facilities, and builds and uses a digital energy monitoring and management platform.

(VI) ENVIRONMENTAL PERFORMANCE IN 2022

The scope of the data on environmental performance in this report covers the headquarters of the Group, all regional and city-level platform companies and the property management projects and commercial operational projects under their management. Emissions from the operation of the Group mainly include greenhouse gas emissions from the use of energy, and non-hazardous wastes. Non-hazardous wastes produced are collected and sorted for disposal by municipal authorities or qualified cleaning and transportation services providers. Hazardous wastes of small quantity generated during the operation of the Group are all recycled or treated in an environmentally-friendly manner by qualified professional companies, which will have no significant impacts on the environment. The resources used in the operation of the Group mainly include gasoline, diesel, purchased electricity, liquefied petroleum gas, natural gas and water. Since the Group's operation involves very few packaging materials, data on key performance indicator A2.5 – Total packaging material used for finished products is not disclosed. The Group has no problem in sourcing water resources. In 2022, the emission intensity and resource use intensity of the Group both recorded a decline as compared to 2021. For detailed data of key performance indicators on emissions and use of resources, please refer to "Appendix: Key Performance Indicators".

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

(I) EMPLOYMENT AND PROMOTION

Employees are key drivers to the sustainable development of an enterprise. The Group abides by the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and the requirements of other laws and regulations and is devoted to creating an equal, safe, healthy and comfortable working environment for each employee. The Group fully respects and guarantees the basic rights and interests of each employee, strives to create conditions for the personal growth of employees and provide them with broad promotion potential and development platforms.

The Group adheres to the principle of fair and just recruitment and does not treat applicants differently regarding their races, ages, genders, marital status, social classes and religions during the recruitment, and attaches great importance to and promotes the diversity of its employees and builds a diverse and inclusive workforce. The Group has formulated the Recruitment Management Regulation of Sunac Services Group, the Management Regulation on Internal Recommendation of Sunac Services Group, the Operational Standards on Recruitment of Sunac Services Group and other management regulations and standards in accordance with the development needs of the Group to promote the standardized and normalized recruitment process and improve the recruitment efficiency while ensuring the fairness and impartiality in recruitment.

The Group formulated the Management Regulation on Labor Contracts of Sunac Services Group, which standardizes the contract management work and operational procedures and specifies the rights and obligations of both parties. The management regulation has explicit provisions on working hours, employee vocations, working contents, remuneration and welfare, labor conditions and other contents to safeguard the basic legitimate interests of laborers and the Group and establish a harmonious and stable labor relationship. For employees during the probation, the Group formulated the Management Regulations on the Probation and Regularization of Employees of Sunac Services Group to optimize the evaluation and regularization process of employees during the probation, and promote employee's growth and progress, quick integration into the Group's culture, and adaptation to job requirements, thereby establishing long-term and stable labor relations. For new employees, the Group assigns sunshine partners to conduct one-to-one tutoring communication to help new employees get familiar with and integrate into the team as soon as possible. At the same time, the Group understands the ideological trends of new employees and the degree of enterprise integration through interviews, makes overall predictions on the working status of new employees, and carries out corresponding improvement measures.

The Group has formulated a management system for staff appraisal and promotion, including the "Regulations on Management of Staff Appraisal and Motivation of Sunac Services Group", and conducts annual performance appraisals on staff using methods such as 360 performance appraisal to provide promotion and development opportunities for staff with outstanding overall performance. At the same time, the Group actively taps into the internal talents of the Company and gives priority to internal staff for more promotion opportunities.

The Group has also established a system for the termination of employment of employees, and has formulated corresponding operational procedures for different reasons and types of employees to protect the legitimate interests of employees and the Company during the termination process.

The Group complies with the Law on the Protection of Women's Rights and Interests and conscientiously implement the Notice of the Ministry of Human Resources and Social Security on Further Standardizing Recruitment to Promote Women Employment issued by the Ministry of Human Resources and Social Security and the Special Provisions on the Labor Protection of Female Employees issued by the State Council. Provisions regarding maternity leave, breast-feeding leave and other leaves for female employees are implemented strictly and the Group ensures that female employees have equal remuneration and benefits and promotion opportunities according to law.

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

SCHOOL-ENTERPRISE COOPERATION

Grassroots school-enterprise cooperation is an important tool to improve the talent structure of front-line teams. The Group has established a long-term and stable supply of high-quality grass-roots staff through cooperation with universities and colleges across the country, and on the other hand, the Group has also established a nationwide grass-roots staff training base with the help of school training resources to gradually achieve full coverage of grass-roots training and full staff certification to enhance the quality of grass-roots staff. The Group has established 71 practical bases for grass-roots schools and enterprises, contracted 117 institutions, set up 83 order classes and effectively enrolled 1,609 employees in 2022.

(II) LABOUR STANDARDS

The Group has formulated and implemented the “Recruitment Management Regulations of Sunac Services Group” and the “Staff Onboarding Management Regulations of Sunac Services Group” to regulate the staff hiring process and strictly prohibit the employment of child labour and forced labour. The Group will verify the identity information of its employees when they join the Group to avoid the employment of child labour. The Group employs employees in accordance with the law and does not have any cases of forced labour. If suspicious situations are identified, the Group will promptly stop improper employment and labour practices, take corrective measures, provide employees with labour protection and labour conditions as required by law, compensate employees for losses caused in accordance with the law and take punitive measures against those responsible. In 2022, there were no incidents of employment of child labour or forced labour of the Group.

(III) REMUNERATION AND BENEFITS

REMUNERATION AND BENEFITS OF EMPLOYEES

The Group has formulated the “Rules Governing the Remuneration of Sunac Services Group” and the “Rules Governing the Benefits of Sunac Services Group” to regulate the management of the Group’s remuneration and benefits and provide a fair and reasonable remuneration and benefits system for its employees. The Group conducts regular evaluation of the remuneration of its employees and provides them with remuneration levels that are competitive in the industry.

The Group provides a wide range of employee benefits to its employees, including housing subsidies, transportation subsidies, meal subsidies, festive gifts and free medical examinations for employees. Every year, we invite professional staff to explain the medical examination reports to remind our employees to be aware of their health conditions; and in line with its management status, the Group has supplemented the “Employee Employer’s Liability Insurance” in addition to full social security coverage.

EMPLOYEE SHARE INCENTIVE SCHEME

In accordance with the share incentive scheme adopted by Sunac Shine in June 2021, we recognized the contribution of certain eligible persons to the Group and provided incentives to encourage certain eligible persons to work towards the continued development of the Group. We aligned the interests of certain eligible persons with those of the shareholders of the Company by providing them with the opportunity to own equity interests in the Company. The Awarded Shares available for grant under the Scheme are held by Sunac Shine on trust in accordance with the Trust Deed until such shares vested and transferred to the relevant selected employees in accordance with the rules of the Scheme.

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

The share incentive scheme sets annual performance assessments and other indicators as vesting conditions, and if employees fail to meet the vesting conditions, the corresponding shares would be forfeited. As at the end of 2022, a total of 21,059,000 shares were awarded to selected eligible persons under the scheme, of which 4,248,000 shares were awarded to the directors of the Company.

STAFF CARE AND STAFF ACTIVITIES

The Group organized a number of staff activities, including staff birthday parties, staff themed development activities, staff club activities and Thanksgiving Day series activities to enrich the lives of staff and create a good working atmosphere. The Company continues to operate staff clubs to support staff to form interest groups for daily exchange activities. We organize football, basketball, Pilates, flower arranging and book clubs to protect the physical and mental health of our staff in a multi-dimensional manner. In 2022, the Group organized more than 20,000 events and activities for its employees.



▲ Pilates Club Activity



▲ Activity to Celebrate the Women’s Day

Throughout 2022, under the leadership of the Group’s Head Office, the Group launched thematic activities such as Health Month, Labour Month, Party Building Month and Thanksgiving Month, and organized various staff activities during various important festivals to enhance the organizational atmosphere and employees’ sense of belonging by various way and high frequency.



▲ Party-building Month Activity



▲ Thanksgiving Month Activity

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

In order to fully utilize the power of the Group's headquarters and promote team integration and a good atmosphere, the Group organized several annual large-scale staff activities. During the fun games and staff talent competitions, more than 300 staff members demonstrated their team spirit and showed off their talents. According to the staff interview survey, the satisfaction rate was 95%.



Fun Sporting Meeting



Employee Talent Competition

(IV) EMPLOYEES HEALTH AND SAFETY

The Group conducts annual health diagnostics of external and internal audit safety controls to assess their operational health. In 2022, we have completed the annual follow-up audit of ISO 45001 covering the scope of property management services business operations, and identified and assessed the occupational health and safety risks of the Group. The Group regularly organizes the identification and analysis of risk sources, sets up the post of risk assessment specialist, and regularly identifies and controls the potential risks of various types of work and operation sites, established relevant safety correction and rectification verification mechanism. The risk assessment specialist would report to the audit and supervision department for important risk matters. The Audit and Supervision Department is appointed by the Board of Directors and the Audit Committee to follow up on the rectification status and measures to ensure that the various risk issues are effectively controlled and to make regular half-yearly thematic reports to the Board of Directors and the Audit Committee.

In respect of on-site operation safety management, the Group adopts "safe operation" as the first safety operation management guideline, and continuously improves the "Engineering Maintenance Safety Operation Management Code" to follow up on the implementation of the safety production requirements in the code to ensure the effectiveness of on-site operation safety on the ground. The Group provides necessary labour protection to its staff, requires engineering staff to be licensed to work, and conducts regular training for specialized operators. The Group also works with all regions to regularly inspect the implementation of the management code for each project, and assess and evaluate the healthiness of the occupational safety operation of the projects.

The Group attaches great importance to the occupational health and safety of third-party outsourced personnel and actively implements the production safety requirements in the code. The Group requires suppliers to take out personal insurance and third-party liability insurance for its employees in the contract, organize occupational safety education for its employees, including training on the use of labour protective equipment and work safety at least once/half year, with training records supervised and maintained by the person in charge of the professional line of the project, and implementing the "employer's liability insurance coverage" for all employees. Staff care is provided for high temperature and extreme cold weather according to the hot and cold weather conditions, and outsourced personnel are equipped with labour protection gears and required to carry out equipment maintenance activities in accordance with the requirements of safe operation. The Group requires third-party outsourced personnel to implement its "Engineering Maintenance Safety Operation Management Code". For each region, the Group requires to regularly inspect the implementation of the management code for each project, evaluates the safety and health performance of each project, and conducts monthly evaluations on the quality of service and compliance with health and safety requirements by third-party outsourced personnel.

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

In view of the extensive and persistent nature of the pandemic in 2022, the Group has formulated a number of epidemic prevention and control measures to reduce the risk of employee infection, including: (1) issuing free epidemic prevention items to employees, increasing the frequency of disinfection in public areas and deploying disinfection supplies at entrances and exits and necessary activity venues; (2) reducing the risk of virus transmission by using facial recognition and mobile phone punching instead of contact fingerprint punching; (3) during the pandemic period, the Company allowed employees in risky areas to work flexibly from home, replacing the punching of attendance with a workday report; (4) jointly mobilizing local epidemic prevention departments to carry out joint anti-pandemic efforts, and providing coordination and support in terms of resources/materials to areas in difficulty; (5) concerning about the ability of owners and employees in medium and high-risk areas in various cities to resist the pandemic, and providing necessary living materials and epidemic prevention materials to projects in difficulty; (6) comprehensively investigating the supply channels and distribution methods of food ingredients, and compiling statistics on the health status of transportation, kitchen staff and delivery staff; (7) setting up exclusive areas for external staff, and setting up the allocation of disinfection items and implementing disinfection; (8) collecting daily updates on the pandemic situation and control policies in the place where our branch company is located, and keeping abreast of information related to the pandemic, and requesting staff to report abnormal staff conditions and other emergencies on a timely basis; and (9) actively carrying out publicity and education on epidemic prevention to enable staff to understand the knowledge related to combating the pandemic and enhancing their awareness of epidemic prevention.

(V) COMMUNICATION AND EXCHANGE

The Group is committed to protecting the legitimate rights of its employees and their freedom of expression, providing them with smooth communication channels, strictly implementing the "Diversity and Inclusion Policy of Sunac" and respecting their rights, including the freedom to associate, participate in trade unions and attend staff meetings, in accordance with the law. At the same time, the Group opens up various communication channels for its employees, creates a simple, direct and transparent communication atmosphere, organizes various activities on a regular basis to listen to employees' voices and improve them, and protects employees' right to communicate with the management regarding the working environment, operational or management issues, suggestions and opinions, etc. in the exercise of their legitimate rights.

The Group opens up communication channels and listens to its employees. In order to better listen to the voices of its employees and understand their true feelings, the Group provides its employees with multi-channel communication platforms and opportunities to communicate with each other. In 2022, the Group conducted a survey on the engagement of the Group's employees by means of questionnaires with a coverage rate of 100%.

For the management trainees of Sunac, the Group matches each student with three mentors to support their growth in terms of corporate culture, basic business and growth planning. Regular communication and exchange activities, such as the discussion meeting and quarterly training sessions, are held to help the students understand the corporate culture and clear up any confusion in their career development. At the same time, the Group regularly conducts quarterly surveys on the satisfaction level of the school's students on a quarterly basis, with a satisfaction rate of 89%. Through the survey, we understand the real demands of the group and use 1 to 1 communication and job rotation to allocate resources to solve students' problems.

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

In order to motivate employees to take the initiative to communicate, solve their problems in a timely manner and dig deeper into their suggestions and aspirations, the Group aims to “listen to the voices of the grassroots, stay close to the front-line and care for the employees. We have created a mechanism for employee experience officers to create a smooth communication channel between employees, the Company and management. The Group continues to maintain close communication with employees at all levels through daily activities such as organizing management’s visits to the front-line and face-to-face interviews.



The Group follows the requirements of the International Labour Organization’s core conventions on labour rights protection and aims to better protect the legitimate rights and interests of its employees. The Group has established trade unions to better protect the legitimate rights and interests of employees, establish a harmonious and stable employment relationship and promote the common development of employees and the Group. In 2022, the Group’s 18 trade unions spent a total of approximately RMB950,000 on various activities, including festive celebrations, summer refreshments, epidemic prevention and sympathy.

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

(VI) TRAINING AND DEVELOPMENT

The Group attaches great importance to the growth and development of employees, and has established a diversified talent training system. Based on the needs of our employees at different levels and in different positions, we prepare training courses in a targeted manner and carry out training in various forms such as online learning platforms, offline training courses, training camps and skill competitions, aiming to guide our employees to excite their potential through training, improve their working skills and comprehensive capability, and promote their personal career development. In 2022, the Group conducted more than 1,600 employee training and all the employees of the Group have received proper training, details of which are set out in “Appendix: Key Performance Indicators” in this report.

The Group established the “Sunac Academy” in 2018 with the aim of empowering talent, promoting culture and guiding innovation, and a view to establishing a mechanism for supplying and nurturing talents, promoting organizational reforms, establishing industry standards and building partnerships, thus achieving a win-win situation and mutual growth for both the Company and our employees. Sunac Academy has several branches underneath to meet the needs for development of our employees at different levels and stages and to achieve the goal of nurturing talents in a comprehensive and multi-dimensional manner. Among those branches, the Leadership Branch focuses on leadership empowerment of management and core succession echelons, and incorporates project manager training into the full cycle of training to enhance the multi-dimensional management capabilities of junior management staff; the Professional Power Branch focus on comprehensively enhancing the professional skills of staff and the work skills of junior staff, and developing the Group’s professional talents in the areas of residential, non-residential, investment expansion, life services and grassroots security, customer services and environmental engineering; the Sunac Management Trainee Branch focuses on the cultivation of comprehensive abilities of fresh graduates and the preparation of future management talents for the Group; the Digital Teaching Branch focuses on the establishment of OMO-style teaching model and coordinating the construction and operation of the Group’s online learning platform; the Culture Branch focuses on helping new employees blend into and the promotion of our corporate culture; and the Operation Center focuses on vocational skills certification and grass-roots staff training and the construction and development of internal trainer team.

RONG XUE YUN (融學雲)

In 2022, the Group established an independent online learning platform known as “Rong Xue Yun (融學雲)”, aiming to accelerate the construction of the Group’s talent development system by technological means. On the one hand, the Platform has optimized the online functions such as “test, learning, practice, examination, and evaluation” to consolidate the knowledge, the courses and examinations at each stage and facilitate the accomplishment of the whole training process; on the other hand, it distilled the knowledge of each professional segment, and linked it to the external industry resources to create a comprehensive knowledge sharing center where our employees can find with ease what they want to learn according to their own needs. Since its launch in November 2022, a total of 108 online training programs have been conducted with approximately 7,900 employees trained, and 181 exams completed with around 7,000 participants.

OCCUPATIONAL SKILLS CERTIFICATION

In order to improve the quality of our services, enhance the comprehensive service ability of front-line guest personnel, meet the increasing service needs of owners, thoroughly implement the spirit of the “14th Five-Year Plan for Vocational Skills Training” and improve the enterprise vocational skills training system, the Group carried out vocational skill level identification work throughout the Group in 2022, with a total of 1,487 employees obtaining certificates for Customer Service Administrator Level 3 and Housekeeper Level 5, and other vocational certificates.

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT



Some of the Group's key training projects in 2022 are as follows:

Leadership training; in 2022, the Group imposed its leadership downwards, focusing on the mid-level team building, with a series of training projects carried out at the municipal headquarters and project headquarters, etc.


Courses	Main contents	
Shanghai Program (山海計劃)	In order to enhance the service quality, professionalism, learning ability, innovation ability and other comprehensive capabilities of the general managers of our city branches and strengthen the strength of our echelons, we rolled out the Shanghai Program, a reserve municipal general manager training program, aiming to achieve our short-term and long-term goals through systematic training and certification. 73 new/reserve municipal general managers were trained in 2022.	
Xingyao Program (星耀計劃)	The Xingyao Program consists of a series of training programs for the Group's non-residential backbone personnel. The training focuses on the multi-style management mindset, standardization of non-residential operation, and process-oriented business system, etc. while striving to analyze and solve the current pain points and difficulties, so as to quickly enhance the business management ability of our non-residential officials and establish non-residential operation standards and process business system. It cultivates talents in non-residential operations and strengthens the theoretical construction of our mid-level echelon. A total of 120 non-residential officials were trained in 2022.	
Xinghuo Program (星火計劃)	The Xinghuo Program consists of a series of trainings for the Group's residential project managers, focusing on fostering comprehensive project managers with professional, management and operation capabilities, and improving their job competency. The Group is responsible for empowering in-service project managers, with its training covering 122 junior project managers in 2022; the regional companies are responsible for selecting and training reserve project managers, with 351 project managers trained in 2022.	

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

TRAINING OF PROFESSIONAL POWER


Courses	Main contents	
Liaoyuan Program (燎原計劃)	Capacity enhancement training program for project directors and below, which consists mainly of training for project directors, foremen, etc., aiming to open up the development channel for them and help improve the capacity of our talent echelon.	
Dedicated training	Various types of training to enhance professional capabilities, such as the "Rongyu (融樂) Campaign", which focuses on order and security enhancement, as well as steward training camps, and skills competitions for junior staff.	

TRAINING FOR SUNAC MANAGEMENT TRAINEES

Courses	Main contents	
Sunac Management Trainee Program (融譽生計劃)	<p>The Group has launched the "Sunac Management Trainee Program" since 2015, with the purpose of selecting outstanding fresh graduates. Through "theory courses", "task exercises", "position practice", "intensive training and improvement", it develops high-caliber management talents with outstanding capabilities and high sense of recognition to meet the future development demands of the Group.</p> <p>In 2022, the "Sunac Management Trainee Program" was fully upgraded with emphasis placed on soft landing of graduates in the workplace, highlighting 1.5 years of training period, 4 times of talent identification, and 2 times of promotion and selection. The "Rongyao Program" gives special attention to the accumulation of front-line experience, aiming to identify high-caliber talents through major battles and cultivate comprehensive management talents who know frontline business and are capable of systematic thinking; the "Yucheng Program" focuses on professional depth, with 2 months of post rotation to help the trainees patch up their business thinking and foster backbone talents of great professionalism through 1 year of on-the-job training. At the same time, the Group has carried out competitive recruitment and accelerated training for the previous Sunac management trainees, giving them more and faster growth opportunities and a stage for display.</p>	

VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT

CULTURE CONSTRUCTION

Courses	Main contents
Qianfan Program (千帆計劃)	The Qianfan Program is a series of training programs designed for new employees to speed up their blending into our corporate culture, including induction training, Sunshine Partners, online and offline communication, etc., aiming to help them quickly understand our corporate culture, blend into the Company smoothly and accelerate the transformation of their roles. 
Various themed cultural activities	In 2022, the Group rolled out various cultural activities with focus placed on carrying out cultural knowledge PK contests, the promotion of our corporate culture by key people and the selection of service stars to foster an atmosphere where everyone is interested in and aware of our culture, so as to enhance the correct understanding and recognition of our culture by all our employees; we also strove to strengthen the influence of our culture through activities such as photography contest and telling stories about the 100 flags. 

SKILL COMPETITIONS

To build high-quality grassroots business teams, improve front-line service level and capability comprehensively, create a good atmosphere that helps enhance skills and improve services across the Group, and highlight brand image, the Group carried out employee skill competitions. The competitions were designed to improve the touch points of services and divided into theory tests and individual skill competitions, team skill competitions and knowledge contests.

Individual skill competitions were carried out in six areas of housekeeping services, engineering services, security services, greening services, cleaning services and sales assistance services according to business lines. The concise and professional competitions placed high emphasis on practical application, which effectively helped competitors to correct their errors and grow during the competition, and improve their business skills comprehensively.



▲ Competition among greening business line



▲ Competition among sales assistance business line

VIII HARMONIOUS COMMUNITY AND WARM SOCIETY

(I) PARTY BUILDING

The property sector is an important part of cities' basic-level governance, and the Group vigorously promotes the pattern of Party building leading the direction of property services and builds the enterprise into an important platform for the Party Organisation to reach and serve the public.

INHERITING THE RED POWER

The Group offered online lectures on regular basis, organised Party building activities with special themes, and standardised the works related to Party building, further developing the Red Power to promote the construction of Red Property with the original aspiration and mission.



VALUING THE SPIRIT OF FIGHTING HARD

With the leadership of the Party Committee of communities, the Group's Party Branch cooperated with residents' self-governance groups, social organisations, the public and property enterprises to jointly advance community construction, visit veterans, senior Party members and seniors who lived on their own and promote theme activities such as Community Party Culture Festival, immersing every corner of communities in the Red Culture and setting a model for basic-level governance.



(II) EPIDEMIC PREVENTION AND CONTROL

As the fundamental units of cities, communities are the first line of epidemic prevention and control. Strict prevention and persistence of each family is the solid foundation of epidemic control. The Group is fully committed to the frontline of the fight against COVID-19, working for 24 hours to help the nucleic acid testing, disinfect the communities and deliver supplies and caring services to safeguard the warmth and safety the “last mile”.

Amid the persistent, large-scale and rampant resurgence of COVID-19 pandemic, the Group, as an important guardian of the communities, adopted a series of epidemic prevention and control measures in 2022:

- Promotion of epidemic prevention idea: In response to the report of close contacts in many regions across the country, the Group took measures promptly to implement the requirements of local governments and upgraded the epidemic prevention and control measures for communities. Stewards and customer service staff of each project updated the latest epidemic development and prevention guidelines and tips through communication groups and social media, advising residents to maintain vigilance at all times.
- Strict control at community entrances and exits: To isolate the virus from homes, the Group implemented comprehensive monitoring in all communities and took strict management measures at all entrances and exits for 24 hours, which included keeping only one access available and closing the other accesses, ordering the central control personnel and the security patrol personnel to strengthen inspection efforts in communities, immediately examining the source of exceptional conditions and adopting solutions in a timely manner. All entrances and exits were equipped with infrared thermometers to check the temperature of residents walking or driving through the entrances and exits. For the purpose of precise prevention and control, visitors and deliverymen for takeaway and express services were required to present important information such as the health code and the travel code.
- Highest-level sanitation management and frequent disinfection of key areas: Epidemic prevention and control measures were upgraded comprehensively. Key public areas such as elevators, leisure facilities, trash cans and the parking lot were disinfected frequently and carefully every day to eliminate any possible neglect; disinfection was carried out in every corner covering the door handles and the door mats of each household; third-party facilities, including the delivery lockers, were also in the scope of disinfection.
- Cooperation with the government and provision of facilitation to residents for better life: To relieve residents from the trouble and worry in taking express deliveries and purchasing daily necessities in the condition of lockdown, the Group offered “errand” services on the premise of protecting its staff from infection, providing disinfection, purchase and delivery of daily necessities, delivery of meals and foods, disposal of wastes, dog walking, delivery pick-up and grocery shopping to residents in quarantine.



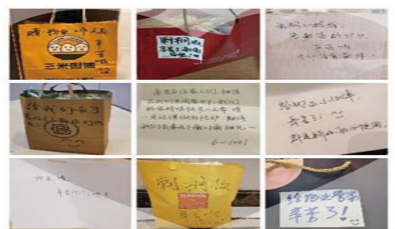
Cooperating with communities on nucleic acid testings



Purchasing living materials for property owners



Looking after the elderly living alone



Commendatory letters from property owners

Case

Sunac New Century Property helping the Children’s Hospital of Chongqing Medical University to Support Yuelai Makeshift Hospital.

The N6 Unit of Yuelai Makeshift Hospital covered more than 7,500 square metres and offered 864 beds. Volunteers of the Group kept working from 14:00 to 22:30, starting from cleaning the partition doors of 864 beds, then handling the wastes in the makeshift hospital, disinfecting the 864 beds and cleaning carefully the restrooms. Thanks to these efforts, the N6 Unit of Chongqing’s Yuelai Makeshift Hospital was opened officially. The nursing supervisor of Yuelai Makeshift Hospital stated that without the assistance of this professional, careful and responsible team, they would not have completed the preparation work for the service of the hospital.

After completing the cleaning work, the volunteers of Sunac New Century Property devoted themselves to transshipment of medical wastes, disinfection, waste disposal and supplies guarantee works. As the makeshift hospital required 24-hour services, the volunteers worked by 4-hour shift accordingly, and it was common for them to work from before dawn till after dark and stay up all night. Amid the aggravation of pandemic in Chongqing, more patients were admitted to the makeshift hospital, and the Operation Officer of Yugui Region of Sunac Services Group dispatched another team of 35 volunteers to support Yuelai Makeshift Hospital. They said that as professionals of hospital property services, the team was experienced and capable in the management of epidemic prevention practices of makeshift hospitals and was obliged to fulfill more responsibilities, and the team members, with a strong sense of mission, were all warriors at this critical juncture.



(III) COMMUNITY SERVICE AND DEDICATION

The Group provides residents with high-quality services and a new pattern of better family life, and is committed to creating a livable community of co-construction, sharing and common good and building a civilised and harmonious neighborhood and a warm and friendly community environment through community convention, club activities and community activities. At the same time, the Group focuses on fulfilling its social responsibilities, devotes itself to public welfare undertakings, and contributes to the creation of a warm society.

COMMUNITY CONVENTION

In order to allow more residents to participate in the process of community maintenance and to jointly create a harmonious community, the Group solicits opinions from, has in-depth communication with, shares insights with, builds friendly cooperation with residents to draw a beautiful community blueprint, and compiles all sincere expectations into the Group's Livable Community Convention, as a code of conduct for public life in the community, thereby helping residents to reach consensus on self-discipline and mutual assistance. In April 2020, the Group launched the online event of signing the Livable Community Convention. As at the end of year 2022, more than 33,000 residents participated in the event on the Group's Livable APP, becoming practitioners of civilised behavior in the community. Good community governance and neighborly harmony fill every corner of the community with benevolence and kindness.

CLUB UPGRADING

Clubs of Sunac Services were renewed in 2022, and the "i Sunny" clubs were promoted in communities managed by the Group across the country. With the concept of "rebuilding neighbouring relationships, meeting intimate friends" (「重塑鄰里關係·邂逅人生知己」) and the Sunac community culture of "happy childhood, colourful senior years, zealous prime" (「幼有所樂·老有所頤·青年有熱愛」), the Group cultivated diversified clubs for residents and their families of different ages and hobbies, built the emotional resonance and advanced the common development of cultural governance of both the property service enterprise and the communities. As at the end of 2022, the Group built 114 clubs in the communities under its management across the country, which covered more than 20 hobbies of different ages and attracted 25,379 "i Sunny" club members. Among these clubs, the "Joy Art Club" focused on inheriting traditional culture in 2022 and promoted the intangible cultural heritage to Sunac communities. The Peking Opera Event of Tianjin Joy Art Club was introduced by CCTV's China News and was highly recognised.

Case "i Sunny Basketball Competition"

Unveiled in July 2022, the "i Sunny Basketball Competition" covered 10 cities, attracted 62 teams formed by community members and staged more than 100 games with about 2,000 participants. It was concluded with the team of Chongqing Aoyuan Tiger winning the championship. The i Sunny Basketball Competition attracted attention of several institutions of central media and local media, including Chongqing Morning Post (www.CQCB.com), China Community News, Chongqing Daily and LEJU Finance.



COMMUNITY ACTIVITIES

The Group attached importance to residents' cultural life and actively organised community activities with different themes, such as Sun Fruit Program (太陽果計劃), Star Cinema (星空影院) and Convenient Service Day (便民服務日); and signature activities for residents of different ages, such as "Fitness Walking for a Better Future" (健走未來), "Shell Program" (果殼計劃), "Neighborhood Program" (鄰里計劃), "Talent Show" (達人秀) and "Spring Festival Gala" (業主春晚), so as to establish a deep connection between the Group and residents and build a new pattern of Chinese neighborhood.



Convenient Activity – Free Repairs



Star Cinema

CHARITABLE ACTIVITIES

Since its establishment, the Group has made outstanding contribution to promoting quality education, rural revitalisation, city construction and caring of disadvantaged groups, and cooperated with China Children and Teenagers' Fund to advance the "Sunac Commonweal" Project to explore the pattern and path of social resources engaging in community cultural construction. In the future, it will uphold the core values of safety, environmental friendliness, harmony and order to build the community culture, thus realising its social value.



▲ Caring for and sending support to the hearing-impaired



▲ Organizing volunteer teaching activities to care for the growth of children in the mountain areas

In 2022, the "Sunac Commonweal" Project donated a total of RMB2,000,000, which covered 3,600 families in 9 cities and directly benefited more than 18,000 people. With the cooperation of China Children and Teenagers' Fund, the project worked with women's federations and fire departments of provincial, municipal and district levels, sub-district offices, professional institutions/universities, to invite over 50 leaders, experts and scholars to engage in the relevant activities. As it advanced the "Sunac Commonweal" Project, the Group further improved the capabilities of safety guarantee and emergency response in the process of community service, reinforced the community safety guarantee strength and mechanism and developed the function of property service enterprise as an important force in community governance.



▲ Safety-themed activities of "Sunac Commonweal"



In 2022, the Group rolled out 3,540 community-benefiting activities and 83 charity events, including volunteer work, free diagnosis and heart-warming visits. As at the end of 2022, the Group organised a total of 162 volunteers to provide public services, and the total service hours reached 892 hours.

(I) KEY PERFORMANCE INDICATORS ON EMPLOYMENT

Indicator		Data
Total workforce		27,952
Workforce by employment type	Employee under labour contract	27,186
	Employee not under labour contract	766
Workforce by gender ¹	Male	15,779
	Female	11,407
Workforce by age group ¹	30 and below	10,590
	31 to 50	14,525
	50 and above	2,071
Workforce by geographical region ¹	Mainland China	27,186
	Hong Kong, Macau and Taiwan	0
	Other countries and regions	0
Employee turnover rate¹		
Employee turnover rate by gender	Male	43.82%
	Female	40.67%
Employee turnover rate by age group	30 and below	49.67%
	31 to 50	37.62%
	50 and above	30.62%
Employee turnover rate by geographical region	Mainland China	42.54%
	Hong Kong, Macau and Taiwan	0.00%
	Other countries and regions	0.00%

¹ Categorised on the basis of employees under labour contract

APPENDIX: KEY PERFORMANCE INDICATORS

(II) KEY PERFORMANCE INDICATORS ON HEALTH AND SAFETY

Indicator	2022	2021	2020
Number of work-related fatalities	0	0	0
Rate of work-related fatalities (%)	0%	0%	0.004%

The lost days due to work injury in 2022 were 268 days.

(III) KEY PERFORMANCE INDICATORS ON EMPLOYEE TRAINING

Indicator	Data	
Percentage of employees trained by gender	Male	100.00%
	Female	100.00%
Percentage of employees trained by management level	Senior management	100.00%
	Middle management	100.00%
	General staff	100.00%
Average training hours completed per employee by gender	Male	77.82
	Female	83.56
Average training hours completed per employee by management level	Senior management	41.25
	Middle management	85.58
	General staff	77.31

APPENDIX: KEY PERFORMANCE INDICATORS

(IV) KEY PERFORMANCE INDICATORS ON EMISSIONS¹

Indicator	Unit	Performance
Total Greenhouse Gas (GHG) emissions (Scope 1 and Scope 2) ^{2,3}	Tonnes	316,631
GHG emissions (Scope 1)	Tonnes	1,020
GHG emissions (Scope 2)	Tonnes	315,611
Intensity of GHG emissions (Scope 1 and Scope 2)	Tonnes/sq.m. ⁴	0.001
Hazardous wastes ⁵	Tonnes	2.52
Intensity of hazardous wastes	Kg/sq.m.	0.000
Non-hazardous wastes ⁶	Tonnes	3,154
Intensity of non-hazardous wastes	Kg/sq.m.	0.013

(V) KEY PERFORMANCE INDICATORS ON USE OF RESOURCES

Indicator	Unit	Performance
Total comprehensive energy consumption ⁷	MWh	525,264
Intensity of comprehensive energy consumption	MWh/sq.m.	0.002
Direct energy consumption ⁷	MWh	4,718
Gasoline	MWh	875
Diesel	MWh	546
LPG	MWh	625
Natural gas	MWh	2,672
Indirect energy consumption ⁷	MWh	520,546
Purchased electricity	MWh	520,546
Water consumption	Tonnes	12,496,405
Intensity of water consumption	Tonnes/sq.m.	0.051

APPENDIX: KEY PERFORMANCE INDICATORS

- 1 Based on the nature of the Group's business, gas emissions are mainly GHG emissions generated from the use of fossil fuel-converted electricity and fuels;
- 2 The Group's GHG inventory mainly includes carbon dioxide, methane and nitrous oxide. GHG emissions data is presented in CO2 equivalent and is calculated in accordance with the Chinese Regional Power Grid Baseline Emission Factors for 2012 Emission Reduction Projects (《2012年度減排項目中國區域電網基線排放因子》) and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (Revised in 2019) (《IPCC 2006國家溫室氣體列表指南2019修訂版》);
- 3 GHG Scope 1: covering the GHG emissions directly generated from the Group's operation; GHG Scope 2: GHG emissions (indirect energy) from the Group's consumption of electricity and heat;
- 4 Areas under management of the Group as at 31 December 2022;
- 5 Hazardous wastes mainly include waste oil, waste paint, waste ink cartridges, carbon powder, toner cartridges, fluorescent tubes and waste batteries produced in office activities and project operation and maintenance;
- 6 Non-hazardous wastes mainly include office wastes, household wastes, kitchen wastes and construction wastes produced in office activities and project operation and maintenance;
- 7 Total comprehensive energy consumption is derived from direct and indirect energy consumption based on the conversion factors as set out in the General Rules for Calculation of the Comprehensive Energy Consumption (GB/T2589-2020).

(VI) NUMBER OF SUPPLIERS BY GEOGRAPHICAL REGION

Geographical region	Number of suppliers
Mainland China	7,608
Hong Kong, Macau and Taiwan	12
Other countries and regions	1

The number of suppliers represents the number of suppliers that have signed cooperation contracts with the Group in the past two year.

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Area	Issue	Disclosure requirements	Chapter
Governance Structure	–	A statement from the board containing the following elements: (1) a disclosure of the board's oversight of ESG issues; (2) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (3) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	III (I) THE BOARD'S STATEMENT
Reporting Principles	–	A description of, or an explanation on, the application of the following reporting principles in the preparation of the ESG report: Materiality: The ESG report shall disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	I ABOUT THE REPORT



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Area	Issue	Disclosure requirements	Chapter
Reporting Boundary	–	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	I ABOUT THE REPORT
Environmental	A1 Emissions	General Disclosure: Information on: (1) the policies; and (2) 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 nonhazardous waste.	VI (III) EMISSIONS MANAGEMENT APPENDIX: KEY PERFORMANCE INDICATORS
		A1.1 The types of emissions and respective emissions data.	APPENDIX: KEY PERFORMANCE INDICATORS
		A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	APPENDIX: KEY PERFORMANCE INDICATORS
		A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	APPENDIX: KEY PERFORMANCE INDICATORS
		A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	APPENDIX: KEY PERFORMANCE INDICATORS
		A1.5 Description of emission target(s) set and steps taken to achieve them.	VI (I) ENVIRONMENTAL GOALS
		A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	VI (I) ENVIRONMENTAL GOALS
	A2 Use of Resources	General Disclosure: Policies on the efficient use of resources, including energy, water and other raw materials.	VI (II) USE OF RESOURCES



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Area	Issue	Disclosure requirements	Chapter
		A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in'000s) and intensity (e.g. per unit of production volume, per facility).	APPENDIX: KEY PERFORMANCE INDICATORS
		A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	APPENDIX: KEY PERFORMANCE INDICATORS
		A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.	VI (I) ENVIRONMENTAL GOALS
		A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	VI (II) USE OF RESOURCES
		A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to consumption per unit of production volume.	Not applicable
	A3 The Environment and Natural Resources	General Disclosure: Policies on minimising the issuer's significant impacts on the environment and natural resources.	VI (IV) BIODIVERSITY PROTECTION
		A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	VI (II) USE OF RESOURCES (III) EMISSIONS MANAGEMENT (IV) BIODIVERSITY PROTECTION
	A4 Climate Change	General Disclosure: Policies on identification and mitigation of significant climate-related issues which have affected, and those which may affect, the issuer.	VI (V) CLIMATE CHANGE
		A4.1 Description of the significant climate-related issues which have affected, and those which may affect, the issuer, and the actions taken to manage them.	VI (V) CLIMATE CHANGE

Area	Issue	Disclosure requirements	Chapter
Social	B1 Employment	General Disclosure: Information on: (1) the policies; and (2) 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.	VII (I) EMPLOYMENT AND PROMOTION (III) REMUNERATION AND BENEFITS
		B1.1 Total workforce by gender, employment type (for example, full-time or part-time), age group and geographical region.	APPENDIX: KEY PERFORMANCE INDICATORS
		B1.2 Employee turnover rate by gender, age group and geographical region.	APPENDIX: KEY PERFORMANCE INDICATORS
	B2 Health and Safety	General Disclosure: Information on: (1) the policies; and (2) 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.	VII (IV) EMPLOYEES HEALTH AND SAFETY
		B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	APPENDIX: KEY PERFORMANCE INDICATORS
		B2.2 Lost days due to work injury.	APPENDIX: KEY PERFORMANCE INDICATORS
		B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	VII (IV) EMPLOYEES HEALTH AND SAFETY
	B3 Development and Training	General Disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	VII (VI) TRAINING AND DEVELOPMENT
		B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	APPENDIX: KEY PERFORMANCE INDICATORS
		B3.2 The average training hours completed per employee by gender and employee category.	APPENDIX: KEY PERFORMANCE INDICATORS

Area	Issue	Disclosure requirements	Chapter
	B4 Labour Standards	General Disclosure: Information on: (1) the policies; and (2) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	VII (I) EMPLOYMENT AND PROMOTION
		B4.1 Description of measures to review employment practices to avoid child and forced labour.	VII (II) EMPLOYMENT AND PROMOTION
		B4.2 Description of steps taken to eliminate such practices when discovered.	VII (II) EMPLOYMENT AND PROMOTION
	B5 Supply Chain Management	General Disclosure: Policies on managing environmental and social risks of the supply chain.	V (V) SUPPLIER MANAGEMENT
		B5.1 Number of suppliers by geographical region.	APPENDIX: KEY PERFORMANCE INDICATORS
		B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	V (V) SUPPLIER MANAGEMENT
		B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	V (V) SUPPLIER MANAGEMENT
		B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	V (V) SUPPLIER MANAGEMENT



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Area	Issue	Disclosure requirements	Chapter
B6 Product Responsibility	General Disclosure: Information on: (1) the policies; and (2) 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.		IV (V) INTELLECTUAL PROPERTY PROTECTION IV (VI) PUBLICITY AND ADVERTISING MANAGEMENT V (I) PRODUCT QUALITY V (III) SAFETY MANAGEMENT V (IV) CUSTOMER PRIVACY PROTECTION
		B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable
		B6.2 Number of product – and service-related complaints received and how they are dealt with.	V (I) PRODUCT QUALITY
		B6.3 Description of practices relating to observing and protecting intellectual property rights.	IV (V) INTELLECTUAL PROPERTY PROTECTION
		B6.4 Description of quality assurance process and recall procedures.	V (I) PRODUCT QUALITY
		B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	V (IV) CUSTOMER PRIVACY PROTECTION
		B7 Anti-corruption	General Disclosure: Information on: (1) the policies; and (2) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.
B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	IV (IV) INTEGRITY OPERATION		
B7.2 Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored.	IV (IV) INTEGRITY OPERATION		
B7.3 Description of anti-corruption training provided to directors and staff.	IV (IV) INTEGRITY OPERATION		
B8 Community Investment	General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		VIII (III) COMMUNITY SERVICE AND DEDICATION
		B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	VIII (III) COMMUNITY SERVICE AND DEDICATION
		B8.2 Resources contributed (e.g. money or time) to the focus area.	VIII (III) COMMUNITY SERVICE AND DEDICATION



GRI CONTENT INDEX

Instructions:

Sunac Services Holdings Limited prepared its reports with reference to GRI standards for the period from 1 January 2022 to 31 December 2022.

GRI1: Foundation 2021

GRI Standards	Disclosure Issues	Chapter	
1. The Organisation and its Reporting Practices	2-1	Organisational details	II ABOUT THE COMPANY
	2-2	Entities included in the organisation's sustainability reporting	I ABOUT THE REPORT
	2-3	Reporting period, frequency and contact Point	I ABOUT THE REPORT
2. Activities and Workers	2-6	Activities, value chain and other business relationships	II ABOUT THE COMPANY
	2-7	Employees	VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT
3. Governance	2-9	Governance structure and composition	IV (I) CORPORATE GOVERNANCE
	2-10	Nomination and selection of the highest governance body	IV (I) CORPORATE GOVERNANCE
	2-11	Chair of the highest governance body	IV (I) CORPORATE GOVERNANCE
	2-12	Role of the highest governance body in overseeing the management of impacts	IV (I) CORPORATE GOVERNANCE (III) RISK MANAGEMENT AND INTERNAL CONTROL
	2-13	Delegation of responsibility for managing impacts	III (I) THE BOARD'S STATEMENT IV (I) CORPORATE GOVERNANCE
	2-14	Role of the highest governance body in sustainability reporting	III (I) THE BOARD'S STATEMENT
	2-16	Communication of critical concerns	III (III) STAKEHOLDER COMMUNICATION (IV) MATERIALITY ISSUE ASSESSMENT
	2-17	Communication of critical concerns	III (I) THE BOARD'S STATEMENT IV (I) CORPORATE GOVERNANCE
4. Strategy, Policies and Practices	2-22	Statement on sustainable development strategy	I ABOUT THE REPORT III (I) THE BOARD'S STATEMENT
	2-23	Policy commitments	VII (V) COMMUNICATION AND EXCHANGE
	2-25	Processes to remediate negative impacts	VII (II) LABOR STANDARDS
	2-27	Compliance with laws and regulations	IV STANDARD GOVERNANCE AND COMPLIANT OPERATIONS
5. Stakeholder Engagement	2-29	Approach to stakeholder engagement	III (III) STAKEHOLDER COMMUNICATION
	2-30	Collective bargaining agreements	VII (V) COMMUNICATION
	3-1	Process to determine material topics	III (III) STAKEHOLDER COMMUNICATION
	3-2	List of material topics	III (IV) MATERIALITY ISSUE ASSESSMENT
	3-3	Management of material topics	III (IV) MATERIALITY ISSUE ASSESSMENT

GRI Standards	Disclosure Issues	Chapter
GRI 201: Economic Performance		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Economic performance management methods	II ABOUT THE COMPANY
Topic-specific disclosure	201-1	Direct economic value generated and distributed
	201-2	Financial impacts and other risks and opportunities of climate change
GRI203: Indirect Economic Impact		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for indirect economic impact	VIII (III) COMMUNITY SERVICE AND PUBLIC WELFARE
Topic-specific disclosure	203-1	Infrastructure investment and supporting services
GRI 204: Procurement Practices		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for procurement practices	V (V) SUPPLIER MANAGEMENT
GRI 205: Anti-corruption		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for anti-corruption	IV (IV) INTEGRITY OPERATION
Topic-specific disclosure	205-2	Communication and training on anti-corruption policies and procedures
	205-3	Confirmed incidents of corruption and actions taken
GRI 302: Energy		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for energy	VI (II) USE OF RESOURCES
Topic-specific disclosure	302-1	Energy consumption within the organization
	302-3	Energy intensity
	302-4	Reduce energy consumption
GRI 303: Water and Effluents		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	303-1	Interactions with water as a shared resource
	303-2	Management of water discharge-related impacts
Topic-specific disclosure	303-5	Water consumption
GRI 304: Biodiversity		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for biodiversity	VI (IV) BIODIVERSITY PROTECTION
Topic-specific disclosure	304-2	Significant impacts of activities, products and services on biodiversity

GRI Standards	Disclosure Issues	Chapter
GRI 305: Emissions		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for emissions	VI (III) EMISSIONS MANAGEMENT
Topic-specific disclosure	305-1	Direct (Scope 1) GHG emissions
	305-2	Energy indirect (Scope 2) GHG emissions
	305-4	GHG emissions intensity
GRI 306: Waste		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	306-1	Waste generation and significant wasterelated impacts
	306-2	Management of significant waste-related impacts
Topic-specific disclosure	306-3	Waste generated
GRI 307: Environmental Compliance		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for environmental compliance	VI ENVIRONMENTAL PROTECTION AND GREEN OPERATION
GRI 308: Supplier Environmental Assessment		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for supplier environmental assessment	V (V) SUPPLIER MANAGEMENT
Topic-specific disclosure	308-1	New suppliers that were screened using environmental criteria
	308-2	Negative impacts of the supply chain on the environment and actions taken
GRI 401: Employment		
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for employment	VII PUTTING PEOPLE FIRST, CO-COMMITMENT AND CO-ACHIEVEMENT
Topic-specific disclosure	401-1	New employee hires and employment turnover
	401-2	Benefits provided to full-time employees (excluding temporary or parttime employees)

GRI Standards	Disclosure Issues		Chapter
GRI 403: Occupational Health and Safety			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	403-1	Occupational health and safety management system	VII (IV) EMPLOYEES HEALTH AND SAFETY
	403-2	Hazard identification, risk assessment and incident investigation	VII (IV) EMPLOYEES HEALTH AND SAFETY
	403-5	Worker training on occupational health and safety	VII (IV) EMPLOYEES HEALTH AND SAFETY
	403-6	Promotion of worker health	VII (IV) EMPLOYEES HEALTH AND SAFETY
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	VII (IV) EMPLOYEES HEALTH AND SAFETY
Topic-specific disclosure	403-8	Workers covered by an occupational health and safety management system	VII (IV) EMPLOYEES HEALTH AND SAFETY
	403-9	Work-related injuries	APPENDIX: KEY PERFORMANCE INDICATORS
GRI 404: Training and Education			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for training and education		VII (VI) TRAINING AND DEVELOPMENT
Topic-specific disclosure	404-1	Average hours of training per year per employee	APPENDIX: KEY PERFORMANCE INDICATORS
	404-2	Employee upskilling programs and overassistance programs	VII (VI) TRAINING AND DEVELOPMENT
GRI 405: Diversity and Equal Opportunities			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for Diversity and Equal Opportunities		VII (I) EMPLOYMENT AND PROMOTION
Topic-specific disclosure	405-1	Diversity of governance bodies and employees	IV (I) CORPORATE GOVERNANCE VII (I) EMPLOYMENT AND PROMOTION
GRI 406: Non-discrimination			
GRI 3: Material Topics	Management methods for non-discrimination		VII (I) EMPLOYMENT AND PROMOTION
Topic-specific disclosure	406-1	Incidents of discrimination and corrective actions taken	VII (II) LABOR STANDARDS
GRI 407: Freedom of Association and Collective Bargaining			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for freedom of association and collective bargaining		VII (V) COMMUNICATION AND EXCHANGE

GRI Standards	Disclosure Issues		Chapter
GRI 408: Child Labor			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for child labor		VII (II) LABOR STANDARDS
GRI 409: Forced or Compulsory Labour			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for forced or compulsory labour		VII (II) LABOR STANDARDS
GRI 412: Human Rights Assessment			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for human rights assessment		VII (V) COMMUNICATION AND EXCHANGE
Topic-specific disclosure	412-2	Employee training on human rights policies or procedures	VII (V) COMMUNICATION AND EXCHANGE
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	VII (I) EMPLOYMENT AND PROMOTION (V) COMMUNICATION AND EXCHANGE
GRI 413: Local Communities			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for local communities		VIII HARMONIOUS COMMUNITY AND WARM SOCIETY
Topic-specific disclosure	413-1	Operations with local community engagement, impact assessment and development plans	VIII HARMONIOUS COMMUNITY AND WARM SOCIETY
GRI 414: Supplier Social Assessment			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for supplier social assessment		V (V) SUPPLIER MANAGEMENT
Topic-specific disclosure	414-1	New suppliers that were screened using social criteria	V (V) SUPPLIER MANAGEMENT
GRI 416: Customer Health and Safety			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for customer health and safety		V (III) SAFETY MANAGEMENT
Topic-specific disclosure	416-1	Assessment of health and safety impacts on product and service categories	V (III) SAFETY MANAGEMENT
GRI 417: Marketing and Identity			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for marketing and identity		IV (VI) PUBLICITY AND ADVERTISING MANAGEMENT
Topic-specific disclosure	417-1	Requirements for product and service information and labelling	IV (VI) PUBLICITY AND ADVERTISING MANAGEMENT
GRI 418: Customer Privacy			
GRI 3: DISCLOSURE OF MANAGEMENT METHODS	Management methods for customer privacy		V (IV) CUSTOMER PRIVACY PROTECTION



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