

2022

環境、社會及管治報告

Environmental, Social and Governance Report



康橋悅生活集團有限公司
Kangqiao Service Group Limited

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

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1 關於本報告 About This Report

1.1 報告簡介 Report Overview

康橋悅生活集團有限公司（下稱「康橋悅生活」或「本公司」，連同其附屬公司統稱「本集團」）欣然發佈康橋悅生活 2022 年度環境、社會及管治（下稱「ESG」）報告（下稱「本報告」），在披露本集團在可持續發展方面的願景與理念的同時，向利益相關方及社會各界人士傳達本集團於報告期內的可持續發展實踐與績效。

Kangqiao Service Group Limited (hereinafter referred to as “Kangqiao Service” or the “Company”, together with its subsidiaries collectively referred to as the “Group”) is pleased to present its Environmental, Social and Governance (“ESG”) Report (hereinafter referred to as the “Report”) for the year 2022. By disclosing the vision and concept of the Group on sustainable development, we keep our stakeholders and people from all sectors of society abreast of our practices and performance thereon during the reporting period.

1.2 報告範圍及邊界 Reporting Scope and Boundaries

本報告所載資料的時間範圍為 2022 年 1 月 1 日至 2022 年 12 月 31 日，內容覆蓋本集團物業管理服務、社區增值服務、非業主增值服務及城市服務等業務。有關本公司業務策略、營運及財務表現的詳細內容，請查看本集團 2022 年報。

The reporting period of the information contained in the Report is from 1 January 2021 to 31 December 2022, and its content covers the Group’s property management services, community value-added services, value-added services to non-property owners and city services. For details about the Company’s business strategy, operations and financial performance, please refer to the Group’s 2022 Annual Report.

1.3 編製依據 Basis of Preparation

本報告按照香港聯合交易所有限公司（「聯交所」）《香港聯合交易所有限公司證券上市規則》（「上市規則」）附錄二十七所載《環境、社會及管治報告指引》（「《ESG 報告指引》」）編製而成。本報告附錄部分詳列《ESG 報告指引》內容索引，以便讀者快速查詢。本報告的披露符合《ESG 報告指引》中所有強制披露規定及「不遵守就解釋」條文。

The Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) as set out in Appendix 27 to the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (“HKEX”). The content index of the ESG Reporting Guide is detailed in the Appendix of this Report for quick reference. The disclosures in this Report comply with all mandatory disclosure requirements and the “comply or explain” provisions set out in the ESG Reporting Guide.

1.4 報告原則及資料來源 Reporting Standard and Source of Data

本報告遵循《ESG 報告指引》的重要性、量化、平衡和一致性原則，資料及案例全部來源於本集團的統計報告、相關文件等。本集團承諾本報告不存在任何虛假記載、誤導性陳述，並對其內容真實性、準確性和完整性負責。

The Report has been prepared in accordance with the reporting principles of ESG Reporting Guide, including materiality, quantitative, balance and consistency. The data and cases cited in the Report are all derived from the Group’s statistical reports and related documents. The Group promises that there are no unfaithful representations or misleading statements in the Report, and is responsible for

the authenticity, accuracy and completeness of its content.

1.5 報告批准 Report Approval

本報告於 2023 年 7 月 28 日獲得本公司董事（「董事」）會（「董事會」）審閱確認，批准發佈。

The Report was reviewed and approved for issue by the board (the “Board”) of directors of the Company(the “Directors”) on 28 July 2023.

1.6 報告獲取 Report Availability

本報告提供中文及英文兩個版本供讀者參閱，若中文版報告與英文版出現分歧，以中文版為準。報告電子版可在聯交所網站 (www.hkexnews.hk) 或本集團的官方網站 (kqysh.com.cn) 獲取。如有進一步查詢，或對本報告有任何意見，請通過電郵 ir@hnkqwy.com 與本集團聯繫。

The Report is published in both Chinese and English. Should there be any discrepancies between the two versions, the Chinese version shall prevail. The electronic version of the Report is available on HKEX’s website (www.hkexnews.hk) or the Group’s official website (kqysh.com.cn). For further enquiries or comments on this Report, please email us at ir@hnkqwy.com.

2 關於本公司 About the Company

2.1 公司簡介 Company Profile

本集團秉承「成為美好生活與智慧城市服務商」的企業願景，以現代企業管理機制為基礎，堅持以人為核心，在大服務戰略指引下，以品質服務引領生活方式變革，以智慧科技助力行業發展，促進管理升級與服務迭新，完成核心競爭力的打造，構建了由人、社區、產城及城市互相關聯、相互支撐的生態價值體系，並最終歸納為「五力四化」戰略。「五力」分別為服務力、運營力、組織力、數科力和品牌力，「四化」即服務標準化、標準產品化、產品品牌化、品牌價值化，並形成了「悅生活」、「悅商管」和「悅城服」三大產品線，為不同客戶提供高品質專業化服務。

Upholding the corporate vision of “becoming an excellent service provider dedicated to better life and smart city”, the Group, with the strategy of basis of the modern enterprise management mechanism, adhering to the people-centered approach, under the guidance of the big service strategy, leading the lifestyle change with quality service, assisting the industry development with intelligent technology, promoting the management upgrading and service iteration and completing the building of core competitiveness, has built an ecological value system consisting of human being, community, industry and city with interconnection and mutually supportive, and finally summarized as the “Five Capabilities and Four Standardization” strategy. The “Five Capabilities” are capabilities of service, operation, organization, science and technology, and brand and the “Four Standardization” are Service Standardization, Product Standardization, Product Branding and Brand Value, which have formed three product lines, namely, “Joyful Living”, “Joyful Commercial Property Management”, and “Joyful City Service”, providing high-quality professional services for different customers.

2.2 2022 榮譽 Honours in 2022

序號 No.	榮譽與獎項 Honours and Awards	頒獎單位 Awarded by
1	2022中國物業服務百強企業第29位 2022 Top 100 Property Service Companies in China (29th)	中指研究院 China Index Academy
2	2022中國物業服務行業示範基地：無錫運河灣現代產業發展中心、鄭州康橋知園 2022 Property Service Industry Demonstration Base in China: Wuxi Canal Bay Modern Industrial Development Center, Zhengzhou Kangqiao Zhiyuan	中指研究院 China Index Academy
3	2022中國五星級物業服務專案：香溪郡9號院 2022 Five-star Property Service Project in China: No.9 Xiangxijun	中指研究院 China Index Academy
4	2022中國物業服務上市公司市場拓展能力TOP10 2022 Top 10 Property Service Listed Companies' Market Expansion Capacity in China	中指研究院 China Index Academy
5	2022中部區域物業服務市場地位領先企業 2022 Leading Enterprise in the Property Service Market in the Central Region	中指研究院 China Index Academy
6	2022中國物業服務上市公司ESG實踐優秀企業 2022 Property Service Listed Company ESG Practice Excellent Enterprise in China	中指研究院China Index Academy
7	2022物業服務力百強企業 2022 Top 100 Property Service Companies with Strength	克而瑞物管 上海易居房地產研究院 Kerui Property Management

		E-HOUSE China R&D Institute
8	2022中國物業服務企業綜合實力百強 2022 Top 100 Property Service Enterprises with Comprehensive Strength in China	克而瑞物管 上海易居房地產研究院 Kerui Property Management E-HOUSE China R&D Institute
9	2022中國物業服務企業品牌價值100強 2022 Top 100 Brand Value of Property Service Companies in China	克而瑞物管 上海易居房地產研究院 Kerui Property Management E-HOUSE China R&D Institute
10	2022中國物業服務華中品牌企業30強 2022 Top 30 China Property Service Brand Enterprises in Central China	克而瑞物管 上海易居房地產研究院 Kerui Property Management E-HOUSE China R&D Institute
11	2022中國物業服務品牌特色企業——悅商管 2022 Property Service Brand Characteristic Enterprise in China - Joyful Commercial Property Management	克而瑞物管 上海易居房地產研究院 Kerui Property Management E-HOUSE China R&D Institute
12	2022中國物業管理卓越標杆項目-無錫運河灣現代產業發展中心 2022 Property Management Excellence Benchmark Project in China - Wuxi Canal Bay Modern Industry Development Center	克而瑞物管 上海易居房地產研究院 Kerui Property Management E-HOUSE China R&D Institute
13	2022中國物企數字力TOP30 2022 Top 30 China Property Enterprises with Digitalization	克而瑞物管 上海易居房地產研究院 Kerui Property Management E-HOUSE China R&D Institute
14	2022中國物企超級服務力 2022 China Property Enterprises Providing Super Service	億翰智庫 E&H Consulting
15	2022中國物業服務華中區域服務力領先企業 2022 China's Leading Property Service Enterprises in Central China	億翰智庫 E&H Consulting
16	最具價值地產及物業公司 Most Valuable Real Estate and Property Companies	智通財經 Zhitong Finance
17	2022中國房地產年度紅榜物管服務影響力企業 2022 Property Service Influential Enterprises on the Annual Red List of China's Real Estate	中國網地產 China Online Real Estate
18	2022年度物業服務行業先進企業 2022 Leading Enterprise in the Property Service Industry	河南省物業管理協會 Henan Property Management Association
19	2022年度河南品質物業服務領先企業 2022 Henan's Leading Enterprise with Quality Property Service	河南省物業管理協會 Henan Property Management Association
20	2022年度物業服務行業最具社會責任感企業 2022 Most Socially Responsible Enterprise in the Property Service Industry	河南省物業管理協會 Henan Property Management Association
21	河南省物業服務行業2022年度優秀企業 2022 Outstanding Enterprises of the Property Service Industry in Henan Province	河南省物業商會 Henan Property Chamber of Commerce

22	河南省物業服務行業2022年度抗疫先進企業 2022 Advanced Anti-Epidemic Enterprises of the Property Service Industry in Henan Province	河南省物業商會 Henan Property Chamber of Commerce
24	2022年度物業服務優秀會員單位 2022 Excellent Member Unit of Property Service	鄭州市物業管理協會 Zhengzhou Property Management Association
25	2022年度抗擊疫情先進單位 2022 Advanced Unit for Fighting the Epidemic	鄭州市物業管理協會 Zhengzhou Property Management Association
26	2022年度特別貢獻獎單位 2022 Special Contribution Award Unit	鄭州市物業管理協會 Zhengzhou Property Management Association



3 可持續發展理念及管治 Concept and Governance of Sustainable Development

3.1 可持續發展理念及管理 Concept and Management of Sustainable Development

為符合聯交所監管要求、回應大眾期望以及提升本集團自身可持續發展管理水準，本集團積極將可持續發展納入日常業務運作決策的考慮因素中。本集團已制定 ESG 管治架構，並明確各層級的職責及義務：

To comply with the HKEX's regulatory requirements, respond to public expectations and improve the Group's sustainable development management, the Group has taken sustainable development into account when making decisions on daily business operations. The Group has developed an ESG governance structure with clear responsibilities and obligations at each level:

- 董事會作為 ESG 管治架構的最高決策層，對本集團 ESG 策略及彙報承擔全部責任，負責監督本集團 ESG 相關策略的修訂與落實，調配資源確保 ESG 風險管理工作的有效運行，並負責審閱和正式簽批年度 ESG 報告工作。

The Board of Directors, as the highest decision-making body within the ESG governance structure, shoulders full responsibilities for the Group's ESG strategies and reporting, oversees the revision and implementation of the Group's ESG relevant strategies, allocates resources to ensure effective operation of ESG risk management, and reviews and approves the annual ESG Report.

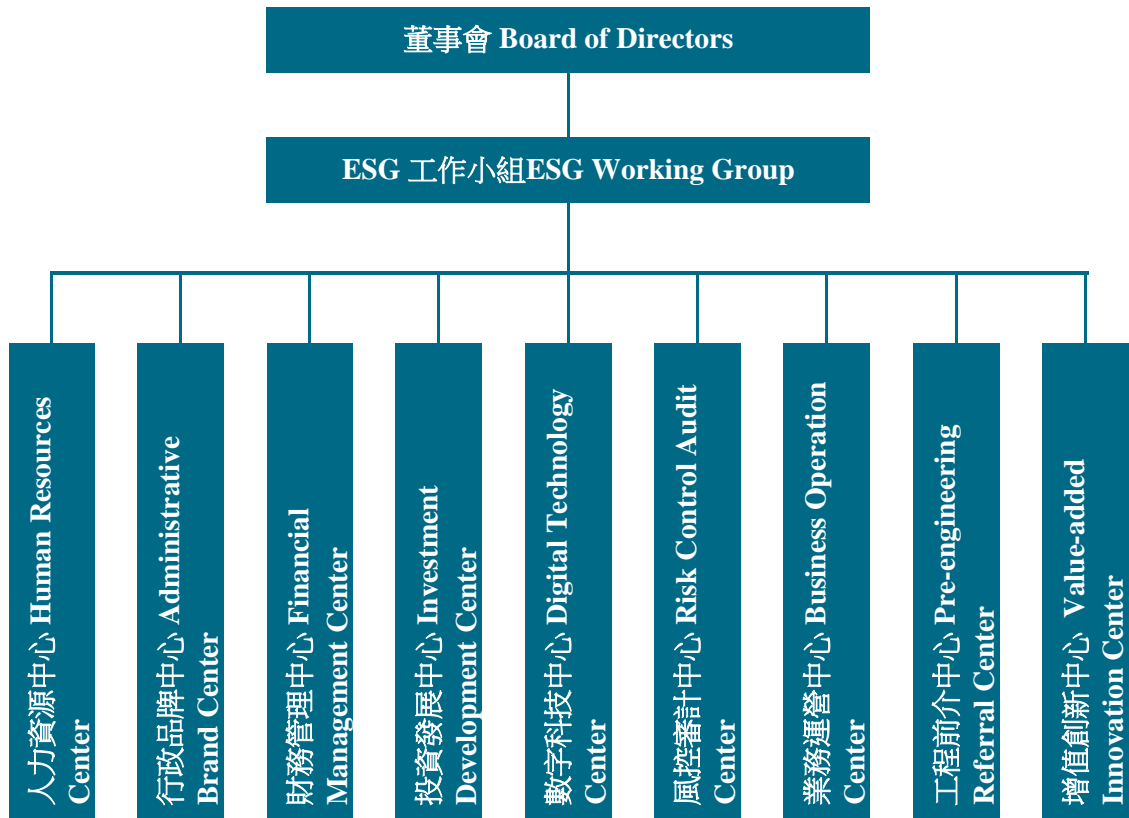
- 董事會下設 ESG 工作小組，並授權 ESG 工作小組在職權範圍內履行董事會的 ESG 監管職責，包括評估及厘定 ESG 相關風險與機遇；制定本集團 ESG 管理方針、策略、優次及目標，通過制定指標等方式就 ESG 相關目標檢討本集團的表現等。ESG 工作小組定期就上述 ESG 事宜的進展與建議向董事會彙報。

The ESG Working Group set up under the Board of Directors is authorised to perform the supervisory duties on behalf of the Board of Directors in its power, including assessing and determining risks and opportunities related to ESG, formulating the Group's ESG management policies, strategies, priorities and objectives, and reviewing the Group's performance against ESG targets by setting indicators or other methods. The ESG Working Group also reports to the Board of Directors periodically on the progress and recommendations on the above ESG issues.

- 各業務部門負責人作為 ESG 工作小組核心成員，負責執行落實 ESG 管理策略，並持續跟進 ESG 管理目標達成進度。

The supervisors from each department, as core members of the ESG Working Group, are responsible for implementing ESG management strategies and following up on the progress in achieving ESG management goals.

ESG 管治架構 ESG Governance Structure



3.2 利益相關方溝通機制 Stakeholder Communication Mechanism

與利益相關方保持密切溝通是本集團實現可持續發展的重要途徑。本集團不斷完善利益相關方的溝通機制，持續通過官方網站、微信公眾號等管道披露本集團資訊，通過業主滿意度調查、員工滿意度調查、供應商會議等活動，及時瞭解和響應利益相關方的期望與要求，並以此為依據持續優化本集團的可持續發展規劃。

Keeping close contacts with stakeholders is important for the Group to achieve sustainable development. The Group consistently improves the stakeholder communication mechanism, discloses the Group's information through the official website and WeChat official account, and keeps up with and responds to stakeholders' expectations and requirements by conducting owner/employee satisfaction surveys, meeting with suppliers etc., to optimise the Group's sustainable development plan on an ongoing basis.

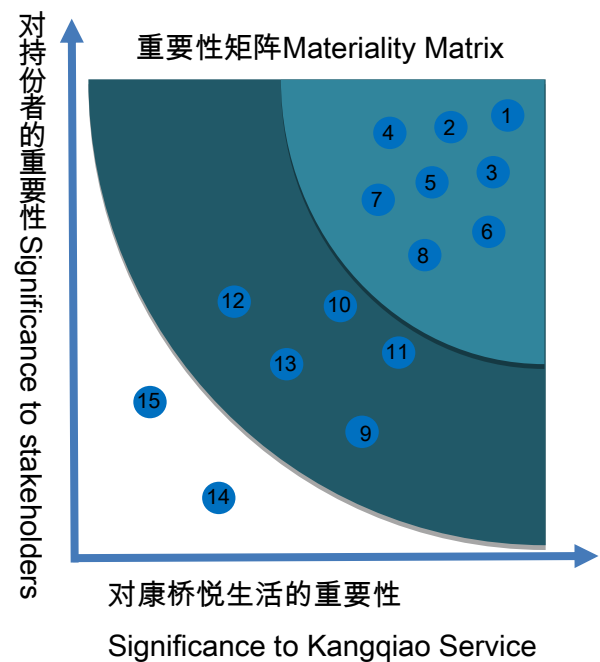
利益相關方 Stakeholders	主要要求 Major requirement	溝通管道或方式 Communication channels or methods
客戶 Customers	產品品質 客戶服務品質 客戶隱私安全 客戶權益保障 Product quality Customer service quality Customer privacy security Protection of customers' rights and interest	保障服務品質 客戶隱私 保護合規行銷 完善客戶溝通機制 Guarantee service quality Protect customer privacy Compliant marketing Improve customer communication mechanism
股東／投資者 Shareholders/Investors	財務業績與盈利能力 權益保護 資訊披露及透明 Financial performance and profitability Protection of rights and interests Information disclosure and transparency	提高盈利能力 召開股東大會並披露報告 定時披露經營資訊 Improve profitability Convene general meeting and disclose reports Disclose operating information regularly
員工 Employees	保障合法權益 薪酬與福利 職業發展與機會 職業健康與安全 Legitimate rights protection Remuneration and benefits Career development and opportunities Occupational health and safety	開展工作表現考核 開展員工敬業度調查 定期開展員工交流會 開展員工活動 Conduct performance appraisal Conduct employee engagement surveys Hold regular employee communication programs Carry out employee events
政府 Government	合法經營與依法納稅 貫徹國家政策 遵守法律監管規則 Legal operation and tax payment in accordance with laws Implementation of national policies Compliance with laws and regulations	接受政府部門的監督及管理 參與政府部門的會議或培訓 進行政策執行彙報 Accept supervision and management from government departments Attend meetings or trainings organised by government departments Report the progress of policy implementation

<p>供應商及業務夥伴 Suppliers and business partners</p>	<p>合作互利共贏 公平開放關係 促進行業發展 Win-win cooperation Fair and inclusive relationship Promotion of industrial development</p>	<p>進行供應商評估 召開定期會議 推進項目合作 Conduct supplier evaluation Hold regular meetings Promote project cooperation</p>
<p>管理區域 (社區、商場、產業園、寫字樓、軌道服務站點、城市等) Management area (communities, shopping malls, industrial parks, office buildings, rail service stations, cities, etc.)</p>	<p>保護管理區域內環境 促進管理項目、城市的發展 Protect the environment in the area under management Promote the development of projects under management and cities</p>	<p>實踐綠色運營 康橋悅生活鄰裡匯與當地文化融合及宣傳 Practice green operation Integration and Publicity of Kangqiao Service's Ling Li Hui and local culture</p>

3.3 重要性ESG議題評估Assessment on Material ESG Issues

本集團圍繞ESG 議題展開多方位風險評估及重要性分析，通過監管要求解析、媒體研究、行業對標與深度訪談等途徑，檢視並得出重大性議題，作為 ESG 報告的編製依據，確保 ESG 相關內容得到合規披露。本集團基於自身業務發展及行業特點，識別並分析出 15 個對本集團發展影響較大的可持續發展議題，涵蓋雇員、環境、產品責任、合規經營、社會公益五大維度。

The Group has carried out a multi-dimensional risk assessment and materiality analysis on ESG issues, reviewed and concluded material issues by regulatory requirements analysis, media research, industry benchmarking, in-depth interviews, etc. The Group regarded such issues as a reference for the preparation of the ESG Report to ensure the compliance disclosure of ESG-related content. Based on the Group's business development and industrial characteristics, 15 sustainable development issues are identified as significant to the Group's development, covering five major dimensions, namely employee, environment, product responsibility, compliance operation and social welfare.



重要性 Significance	序號 No.	2022 年度康橋悅生活 Kangqiao Service for 2022	類別 Category
非常重要 Very Significant	1	產品、服務及員工健康及安全 Products, Services and Employee Health and Safety	產品責任 僱員相關 Product Responsibility Employee Related
	2	客戶服務及品質管理 Customer Services and Quality Management	產品責任 Product Responsibility
	3	客戶資訊與隱私保護 Customer Information and Privacy Protection	產品責任 Product Responsibility
	4	廉潔文化建設 Construction of Integrity Culture	合規經營 Compliance Operation
	5	應對氣候變化 Response to Climate Change	環境相關 Environment Related
	6	推動智慧物業服務發展 Promote the Development of Smart Property Services	產品責任 Product Responsibility
	7	員工權益保障 Protection of Employees' Rights and Interests	僱員相關 Employee Related
	8	員工發展與培訓 Employee Development and Training	僱員相關 Employee Related
重要 Significant	9	綠色宣傳與運營 Green Promotion and Operation	環境相關 Environment Related
	10	供應鏈可持續發展 Supply Chain Sustainable Development	產品責任 Product Responsibility
	11	提升能源使用效率 Improve Energy Efficiency	環境相關 Environment Related
	12	員工薪酬及福利 Employee Remuneration and Benefits	僱員相關 Employee Related
	13	公益慈善與社會服務 Public Charity and Social Service	社會公益 Social Welfare
一般重要 Less Significant	14	智慧財產權保護 Protection of Intellectual Property	產品責任 Product Responsibility
	15	促進管理專案、區域及城市發展 Promote Development of Projects under Management, Regions and Cities	社會公益 Social Welfare

4 康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services

本集團秉承「康派臻心，悅享生活」的使命，聚焦全業態、全齡人群、全場景服務，不斷突破服務範圍與邊界，以「悅服務、智科技」為核心價值，加強智慧化建設，致力成為美好生活與智慧城市服務商。

The Group adheres to the service philosophy of “creating a joyful life through Kangqiao’s considerate services”, with a focus on all business forms, all age groups and all service scenarios. By constantly breaking through the service scope and boundary, and taking “Joyful Service” and “Intelligent Technology” as two core values, the Group will strengthen the construction of smart communities and strive to become a service provider that provides better life and smart city services.

4.1 誠信安全運營 Honest and Safe Operation

4.1.1 規範公司治理 Standardizing Corporate Governance

本集團始終堅持規範公司內部的治理體系，強化風險應對及內部控制的管理體系。我們積極履行資訊披露義務，向所有股東、投資者及社會公眾及時準確地披露相關資訊，使持份者全面瞭解本公司在經濟、環境、社會、管治等方面的重大事項。我們亦保持與持份者良好的溝通，設立多元溝通管道，規範投資者關係管理行為，誠信負責，建立平等互利互信的商業關係。我們更重視員工職業安全、客戶及管理區域內的服務安全，保障服務品質，踐行安全運營。

The Group always adheres to standardizing the internal governance system of the Company, strengthens the management system of risk response and internal control. We actively fulfill our information disclosure obligations and disclose relevant information to all shareholders, investors and the public in a timely and accurate manner so that stakeholders are fully informed of the Company’s material economic, environmental, social and governance issues. We also maintain good communication with our stakeholders, establish diversified communication channels, standardize our investor relations management practices, act with integrity and responsibility, and build a business relationship of equality, mutual benefit and trust. We pay more attention to the occupational safety of employees as well as the service safety of customers and areas under management to ensure the quality of service and practice safe operation.

4.1.2 重視董事多元化 Focusing on Diversity of Directors

本集團重視董事會成員的多元化，所有董事會提名及委任均以任人唯賢基準原則，並納入考慮日常業務所需及董事會成員多元化的裨益而作出。董事會多元化的考慮因素包括但不限於性別、年齡、專業、經驗、文化及教育背景等。截至2022年12月31日，康橋悅生活共有7位董事會成員，其中執行董事3名，非執行董事1名，獨立非執行董事3名。董事會成員中有2名董事為女性。董事會成員中有3名執行董事及1名非執行董事均具有豐富的物業管理及地產行業經驗，3名獨立非執行董事來自不同的行業且為行業的佼佼者，其中1名獨立非執行董事在財務及風險管控方面有充足的管理經驗。

The Group attaches importance to diversity on its Board of Directors. All board nominations and appointments are made on the basis of merit, taking into account the day-to-day business needs and the benefits of a diverse Board of Directors. Factors taken into account in board diversity include,

but are not limited to, gender, age, profession, experience, culture and educational background. As of 31 December 2022, there are seven members of the Board of Directors of Kangqiao Service, of which three are executive directors, one is a non-executive director and three are independent non-executive directors. Two of the board members are women. Among the members of the Board of Directors, three executive directors and one non-executive director have rich experience in property management and real estate industry. Three independent non-executive directors come from different industries and are high calibers in respective industries. Among them, one independent non-executive director has sufficient management experience in financial and risk control.

4.1.3 強化風控管理 Strengthening Risk Control Management

本集團高度重視風險防控，設立完善的風險管理體系，以專案、區域（中心/合資公司）及總部三道防線護航風險管理。2022年度，我們繼續加強對風險的識別工作力度，積極開展風險管控培訓，全年無重大風險和系統性風險。我們積極完善風險管控流程與應對措施，每年開展覆蓋全部業務和全部區域的風險巡查和審計工作，多措並舉強化風險管理，內部控制與風險管理體系化建設推廣落地，推動數位化風險機制有效啟動，加強本集團對各業務風險的科學管理與應對。

The Group attaches great importance to risk prevention and control and has set up a comprehensive risk management system to safeguard risk management through three lines of defense, namely projects, regions (centers/joint ventures) and headquarters. In 2022, we continued to strengthen our efforts in risk identification and actively conducted risk management training, with no major risks or systematic risks for the year. We also improve our risk control process and response measures, carry out annual risk inspections and audits covering all businesses and all regions, strengthen risk management with multiple measures, promote the implementation of internal control and risk management systematization, and promote the effective launch of the digital risk mechanism, strengthening the Group's scientific management and response to risks in all businesses.

梳理及持續更新本集團的三級《風險清單》，推進四個階段的風險管控流程，制定相應管控措施，並逐步將ESG 相關風險因素納入公司整體風險評估及管理體系中，如勞工風險、極端天氣應對等。

The Group sorts out and continuously updates its three-level Risk List, promotes the four-stage risk control process, develops corresponding control measures, and gradually incorporates ESG-related risk factors into its overall risk assessment and management system, such as labor risks and response to extreme weather.

風險管控程式 Risk Control Procedures

管控階段 Stage	管控措施 Measures
風險識別 Risk identification	<p>1、員工主動發現彙報：全體員工第一時間內報告物業管理區域內發生的所有特大、重大事件；</p> <p>2、區域（中心/合資公司）不定期檢核：主動發現專案可能存在的既定或潛在風險；</p> <p>3、總部不定期巡視：總部各業務職能部門每年對各區域進行多次巡檢、抽檢，識別各類營運風險和問題，並督促整改。</p> <p>1. Discovering and reporting by employees on a spontaneous basis: All employees reports all extraordinary and major incidents in the property management area as soon as possible;</p> <p>2. Irregular inspection by regions (centers/joint ventures): Proactively discover the existing or potential risks that may exist in projects;</p> <p>3. Irregular inspections by the headquarter: Each business function of the headquarter conducts several inspections and random inspections on each region every year to identify operational risks and problems and to supervise their rectification.</p>
風險評估 Risk assessment	<p>1、參考風險的劃分類別（安全隱患、重大事件和特大事件）、標準（如性質、金額等），評估風險等級（一級、二級、三級風險）。</p> <p>1. Assess the risk level (Level I, Level II and Level III) by referring to the classification of risks (safety hazards, major incidents and extraordinary incidents) and standards (such as nature, amount, etc.).</p>
風險應對 Response to risks	<p>1、常規區域及總部職能巡檢：總部職能部門通過巡檢梳理現狀，及時提示風險，對問題剖析複盤，查漏補缺，規範業務標準；</p> <p>2、常規審計識別風險的應對：風控審計中心對風險點定期審計，指定風險整改責任人，對風險事項限期整改並及時向管理層回饋整改措施和結果；</p> <p>3、重大、特大事件的應對：由區域負責人協同總裁及集團分管職能部門成立專項小組處理；</p> <p>4、違法事件的應對：配合司法機關予以處理。</p> <p>1. Regular inspections by regions and headquarter functions: The functional departments of the headquarter sort out the current situation through inspections, prompt risks in time, analyze and review the problems, identify gaps and remedy them, and standardize the business standard;</p> <p>2. Response to risks identified by regular audits: The Risk Control Audit Center conducts regular audits of risk points, designates those responsible for risk rectification, sets deadlines for rectification of risk issues and provides timely feedback to the management on rectification measures and results;</p> <p>3. Response to major and extraordinary incidents: A special team will be set up by the regional head in collaboration with the Chief Executive Officer and the Group's functional departments in charge to deal with them;</p> <p>4. Response to violations: Cooperate with the judicial authorities to deal with them.</p>
監督改善 Supervision and improvement	<p>1、明確責任人：深入剖析原因，根據康橋悅生活服務與運營管理體系中《WI-IM-5.5-05 員工獎勵與懲戒管理規範》等公司制度及內控管理要求，明確直接責任人、管理責任人後進行追責；</p> <p>2、監督改進：總部職能檢查人員及風控審計中心由專人負責跟進責任部門的整改進程，直至風險事項整改完畢，形成閉環；</p> <p>3、協同改造：針對管理問題，風控審計中心聯動多部門商討系統性解決方案，通過進一步檢討管理制度、優化管理流程、促進管理執行等方式，形成共識，完善風險管理體系，夯實風險防範；同時，各自明確風險問題的整改主要內容，運營管理部牽頭督辦，每月跟進整改情況。</p> <p>1. Identify those responsible: Analyze the causes in depth and, according to the company's system and internal control management requirements such as WI-IM-5.5-05 Employee Reward and Punishment Management Specification in the Cambridge Joy Life Service and Operation Management System, identify the direct responsible person and the management responsible person and then pursue the responsibility;</p> <p>2. Supervision and improvement: The functional inspectors at the headquarter and the Risk Control Audit Center are responsible for following up the rectification process of the responsible departments until the risk issues are rectified, forming a closed loop;</p> <p>3. Collaborative transformation: In response to management problems, the Risk Control Audit Center discusses systematic solutions with multiple departments and forms a consensus to improve the risk management system and consolidate risk prevention by further reviewing the management system, optimizing management processes and promoting management implementation; at the same time, each of them specifies the main elements of rectification of risk issues, and the Operation Management Department takes the lead in supervising and following up the rectification situation on a monthly basis.</p>

內部控制 Internal Control

本集團重視公司的內部控制，規範業務行為。我們以風控審計中心作為督導主體，基於行業內重點風險案例及審查專案所評估的內控要點，從制度及流程層面促進業務部門全面性

自查、業務系統風險建設、風險預警指標開發和應用等，提出全方面的內控提升方案。

Attaching importance to its internal control, the Group standardizes business behaviors. Under the supervision of the Risk Control Audit Center, we propose a comprehensive internal control improvement plan by urging business departments to conduct comprehensive self-inspection, identify systematic business risks, and develop and apply risk early warning indicators at the system and process level, based on the key internal control points assessed in key risk cases and review projects in the industry.

我們針對集團三大產品線、增值創新業務及智力輸出產品等業務模組，制定並發佈各條線《內控標準化手冊》，包括運營管理、品質控制、風險管控等，規範業務操作，明確操作行為的風險點，加強體系化的內部控制管理，並根據風險案例每年對《內控手冊》更新修訂。

For the three major product lines of the Group, value-added innovation business, intellectual output products and other business modules, we develop and issue the Internal Control Standardization Manual for each line, including operation management, quality control and risk control, to standardize business operations, clarify the risk points of operation behaviors and strengthen systematic internal control management, and update and revise the Internal Control Standardization Manual annually according to risk cases.

本集團加強問題整改的監督，促進管理方案提升並實現迴圈管理，2022年各項問題整改完成率達100%。

The Group strengthens the supervision of problem rectification, improves the management plan and realizes a closed-loop management. In 2022, all problems have been rectified.

我們將風險管理點嵌入各業務系統中，聯合財務、人力、法務、業務、工程等部門，致力於事前、事中和事後的全面防範風險，重視常態化自查與監督，通過全面的內部控制措施，將識別與控制業務關鍵風險點融入到管理和業務流程中，形成常態化的內部管控。我們每年開展多次風險巡查和審計工作，定期對本集團營運範圍內所有區域和各業務職能部門進行內控管理審計、專項審計及調查，主動、全面及系統化進行風險識別，推動事前、事中及事後的風險管控，促進公司良性健康發展。

We have embedded risk management points in business systems, and strived to comprehensively prevent risks before, during and after incidents in cooperation with finance, human resources, legal affairs, business, engineering and other departments. We also attach importance to regular self-inspection and supervision. Through comprehensive internal control measures, we identify and control key business risk points in the management and business processes, forming regular internal control. We carry out risk inspections and audits several times a year and conduct audits, special audits and investigations on internal control management of all regions where the Group operates and their business functions on a regular basis, so as to proactively, comprehensively and systematically identify risks, control risks before, during and after incidents, and promote the healthy development of the Company.



2022年內控管理審計1次含119項，專項審計94次，履職審計35次，舉報調查18次，並對審計發現問題做專項培訓，助力管理提升。報告期內未發現貪污賄賂案件。

In 2022, we conducted one internal control management audit containing 119 items, 94 special audits, 35 duty-performance audits and 18 report investigations, and made special trainings on audit findings to improve management. No corruption and bribery cases were found during the reporting period.

4.1.4 構建安全保障 Building Security

本集團嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國消防法》等法律法規，制定《環境服務安全管控指引》、《突發事件應急手冊》等制度與流程規範，並制定年度培訓計劃、月度培訓計劃，按照培訓計劃內容，執行培訓任務，確保公司制度與流程規範落實到位。建立健全科學、規範、實用、有效的常態化管理機制，加強資訊化管理應用，同時做好客戶資訊保護，全方位保障客戶生命財產及資訊安全，更加強員工安全生產培訓及防範管理，守護員工健康與安全。

The Group strictly abides by the Work Safety Law of the People's Republic of China, the Fire Safety Law of the People's Republic of China and other laws and regulations, and has formulated systems and process specifications including the Guidelines for Safety Management and Control of Environmental Services and the Emergency Response Manual. The Group has also developed annual and monthly training plans and implemented training tasks according to these training plans, so as to ensure the implementation of its systems and process specifications. In addition, the Group

has established a scientific, standardized, practical and effective regular management mechanism, and strengthened informatization and customer information protection to ensure customers' life, property and information security. To protect employees' health and safety, we also strengthened the training and management of their work safety.

保護客戶健康與安全 **Protect customers health and safety**

- **安全生產會議：**組織各管理區域開展安全生產培訓，並對培訓效果進行考核，強化員工安全意識。要求專案每年開展月度、季度及專題安全生產會議，將「安全」作為服務的「底線」，並及時掌握安全生產動態、瞭解安全生產制度的落實情況，確保安全生產要求確實執行到位。

Safety production meeting: organize all management areas to carry out safety production training, assess the training effect, and strengthen the safety awareness of employees. The project is required to hold monthly, quarterly and special safety production meetings every year, take “safety” as the “bottom line” of service, and timely grasp the safety production dynamics, understand the implementation of the safety production system, and ensure that the safety production requirements are implemented in place.

- **資訊化應用：**開發「安全生產巡檢」系統，以安全生產法規、安全操作規程、安全生產規章制度及標準為基礎，通過全檢和抽檢的方式，提高了各級管理人員安全巡檢的效率，實現了全員、全過程參與管理現場安全隱患資訊採集、即時傳輸、排查整改和隱患消除等工作。

Information application: develop the “safety production patrol” system, which is based on the safety production laws and regulations, safety operation procedures, safety production rules and regulations and standards, and improve the efficiency of safety patrol inspection of managers at all levels by means of full inspection and random inspection, so as to realize the whole staff and the whole process to participate in the management of on-site safety hazard information collection, real-time transmission, troubleshooting and rectification, and hazard elimination.

安全檢查 **Security check**

安全隱患排查：按照「全覆蓋、零容忍」要求，每月、每季度對專案消防、安全巡視、出入口管理等內容進行檢查、覆核。全面查改安全隱患，堵塞管理漏洞，摸清安全生產現狀和管理薄弱環節，有效防止各類安全生產事故發生，確保公司安全形勢持續穩定。

Troubleshooting of potential safety hazards: According to the requirements of “full coverage and zero tolerance”, check and recheck the fire protection, safety patrol, entrance and exit management of the project on a monthly and quarterly basis. Comprehensively check and correct potential safety hazards, plug management loopholes, find out the current situation of safety production and weak links of management, effectively prevent all kinds of safety production accidents, and ensure the continuous stability of the Company's safety situation.



安全教育 Safety education

- **提升業戶安全意識**：通過線上、線下相結合的方式向業戶普及消防安全知識，並通過園區顯示幕、電梯及大堂廣告屏等設備，在人流高峰期播放安全警示視頻。定期開展消防、電梯困人、防汛、防盜等安全演習，鼓勵業戶參與，強化安全意識。

Enhance the safety awareness of business households: popularize the fire safety knowledge to business households through the combination of online and offline, and broadcast the safety warning video during the rush hour through the park display screen, elevator, lobby advertising screen and other equipment. Regularly carry out fire fighting, elevator trapping, flood prevention, anti-theft and other safety drills, and encourage business owners to participate and strengthen safety awareness.

- **落實員工安全教育**：凡新入職員工，必須接受安全教育並經考核合格後方可上崗，每月對員工安全教育內容進行複考，保證員工安全考核合格；每年12月份制定下一年度全員安全生產教育計劃，每月按照年度計劃進行分解，執行周培訓計劃，確保員工將“安全”放在生產活動首位。

Implement safety education for employees: all new employees must receive safety education and pass the examination before taking up the post. Re-examine the contents of safety education for employees every month to ensure that the employees pass the safety examination; In December of each year, a safety production education plan for all employees for the next year will be prepared. The plan will be broken down monthly according to the annual plan, and the weekly training plan will be implemented to ensure that employees put “safety” first in production activities.

教育內容不限於：安全生產新知識、新技術、安全生產法律法規、作業場所和工作崗位存在的危險因素、防範措施及事故應急措施、事故案例等。

The content of education is not limited to: new knowledge and technology of safe production, laws and regulations of safe production, dangerous factors existing in workplaces and posts, preventive measures and emergency measures for accidents, accident cases, etc.

案例：防患於未“燃”|消防應急演練

Case: Prevention From Fire | Fire Emergency Drill

2022年7月的「安全生產月」，本公司特邀二七區大學路街道辦事處、二七區消防救援大隊、鄭州交通醫院等單位現場指導，在康橋華城國際中心寫字樓舉行消防應急演練，共有業戶代表100餘人參加。通過演練活動進一步提升了康橋悅生活家人們的消防安全意識，也必將會對今後高效、有序的應急工作提供行之有效的實踐經驗。

In July 2022, during the “Safe Production Month”, the Company specially invited the Daxue Road Sub-district Office of Erqi District, the Erqi District Fire Rescue Brigade, Zhengzhou Traffic Hospital and other units to conduct on-site guidance to hold fire emergency drills in the office building of Kangqiao Huacheng International Center, with more than 100 business representatives participating. Through the exercise, the fire safety awareness of the family members of Kangqiao Joy Life has been further improved, and it will also provide effective practical experience for efficient and orderly emergency work in the future.



消防演練現場 Fire Drill Site

保障客戶隱私 Protect Customer Privacy

本集團嚴格遵守《中華人民共和國網路安全法》、香港特別行政區《個人資料（私隱）條例》等有關資訊與隱私保護的法律法規，注重保護客戶隱私及個人資訊安全。報告期內，本集團不斷完善客戶隱私保護及網路安全的制度建設及管理規範，執行一系列措施完善操

作流程，保障客戶資料、信息系統和基礎設施安全。2022 年，未發生信息洩露或侵犯客戶隱私的情況。

The Group strictly complies with the “Cybersecurity Law of the People's Republic of China”, the “Personal Data (Privacy) Ordinance” of the Hong Kong Special Administrative Region and other laws and regulations relating to the protection of information and privacy, and appreciates the importance to protecting customer privacy and their personal information. During the reporting period, the Group continued to improve the system construction and management norms for customer privacy protection and cybersecurity, and implemented a series of measures to perfect operational processes and safeguard the security of customer data, information system and infrastructure. In 2022, there was no information leakage or customer privacy infringement occurred.

明確規範標準

Clarify normative standards

制定並實施《顧客檔案、資料管理規定》等檔，嚴格實行顧客檔案管理保密，按隱私程度分級存儲客戶信息。

Develop and implement the Administrative Regulations on Customer Profile and Data and other documents, keep customer data in strict confidentiality, and store customer information according to privacy levels.

實施技術保障

Provide technical support

對涉及到客戶信息管理的系統要求技術層面對客戶信息做授權，系統使用人員的資料操作做詳細記錄，且對可能發生的客戶信息洩露進行對應的防範。

For systems involving customer information management, an authorisation of customer information at the technical level is required. Besides, detailed records of the data operations by system users should be made, and corresponding protective measures should be taken against possible leakage of customer information.

專職專人管理

Professional management

顧客資料遵循保密原則，由服務中心負責人授權專人保管，相關人員調離崗位前，應將其顧客資料移交給服務中心負責人授權的接收人，接收人立即更新電子檔的密碼。

Customer data is subject to the principle of confidentiality and kept by the person specially assigned by the head of the Service Centre. Before the person concerned is transferred from his/her post, the customer data should be handed over to the recipient authorised by the head of the Service Centre, and the recipient will update the electronic password immediately after receiving relevant data.

加強培訓監管

Strengthen training and supervision

要求涉及到客戶資訊的員工進行應的培訓、監控、審計，對出現資訊洩露事件相關責任人進行對應處罰。

Employees who have access to customer information are required to attend special training and are subject to monitor and audit. Corresponding penalties will be imposed on those responsible for information leakage.

規範操作管理

Standardise operation management

公司內部員工因工作需要查閱/影印顧客檔案/資料時，由客服負責人向服務中心負責人申請，徵得許可後在客服前台《顧客檔案/資料查閱/影印登記表》上登記後，由前臺客服專員陪同查閱/影印。

When an internal employee asks for consulting/photocopying customer profiles/ data due to work needs, the customer service manager should submit an application to the head of the Service Centre. After obtaining the permission, the employee should register on the Registration Form for Consulting/Photocopying Customer Profiles/ Information at the receptionist desk, and then consult or photocopy the materials accompanied by the customer service specialist.

線上平台隱私管理

Online platform privacy management

對於「康雲優家」線上平台的客戶信息，本集團嚴格遵守《康雲優家 APP 隱私政策》，依據權責一致原則、目的明確原則、選擇同意原則、最少夠用原則、確保安全原則、主體參與原則、公開透明原則等，按業界成熟的安全標準，採取相應的安全保護措施保護客戶個人信息。

The Group strictly abides by the Kang Yun You Jia Privacy Policy to manage the customer information on its online platform, and takes appropriate measures to protect customers' personal information in line with the industry's proven security standards and principles, such as the principle of consistent responsibility and power, the principle of clear purpose, the principle of informed consent, the principle of least supply, the principle of safety assurance, the principle of entity participation, the principle of openness and transparency, etc.

康橋悅生活客戶隱私保護舉措

Customer privacy protection measures of Kangqiao Service

負責任行銷 Responsible Marketing

本集團秉承負責任的行銷理念，嚴格遵守《中華人民共和國廣告法》等法律法規與行業規範，通過線上線下多種形式的培訓與審核，全力確保行銷資訊符合法律規範，踐行行銷合規性。

The Group adheres to the concept of responsible marketing, strictly abides by the "Advertising Law of the People's Republic of China" and other laws, regulations and industry norms. Practice marketing compliance through various forms of online and offline training and auditing to ensure that marketing information complies with legal norms.

員工安全規範 Employee Safety Regulations

本集團人力資源部統一安排，明確員工體檢週期和體檢專案，針對特殊工種人員安排進行法定期限的體檢。各職能部門、各業務中心及專案服務中心按照《個人防護用品配置標準》要求，配置並及時分發相關的個人防護用品，建立完備的《個人防護用品分發/領用記錄》，並建立完備的《安全防護器材/裝備配置清單》，有效控制特定崗位安全防護器材/裝備的配置、使用和定期校核。員工入職後統一組織安全教育培訓，並定期開展安全考試，專案管理人員每天在晨會上強調安全上下班，並宣貫安全作業事項。

The Human Resources Department of the Group will make unified arrangements to clarify the physical examination cycle and items of employees, and arrange the physical examination within the legal period for personnel of special types of work. Each functional department, business center and project service centre shall allocate and timely distribute relevant personal protective equipment according to the requirements of the Personal Protective Equipment Allocation Standard, establish a complete Personal Protective Equipment Distribution/Receiving Record, and establish a complete

Safety Protective Equipment/Equipment Allocation List to effectively control the allocation, use and regular verification of safety protective equipment/equipment for specific posts. After employees are employed, safety education and training shall be organized uniformly, and safety examination shall be carried out regularly. The project management personnel shall emphasise the safety of getting on and off duty at the morning meeting every day, and publicise and implement the safety operation matters.



軌道悅生活員工安全培訓

Safety training for employees of Rail Joy Life

4.1.5 重視內部廉政建設 Valuing Internal Integrity Construction

本集團奉行誠信、守法、合規、陽光透明的企業文化，嚴格遵守《中華人民共和國公司法》、《中華人民共和國反洗錢法》、《中華人民共和國反不正當競爭法》、《關於禁止商業賄賂行為的暫行規定》等法律法規，通過集團內部建設一系列廉正管理制度，員工廉潔教育、董事及高管簽署《反舞弊/反貪腐協議書》、員工簽署《保密、廉潔履職及競業禁止協議》、審計部門定期走訪等方式，杜絕一切賄賂、勒索、欺詐及洗黑錢等行為。

The Group adheres to the corporate culture of integrity, law-abiding, compliance, fairness and transparency, and strictly abides by the “Company Law of the People's Republic of China”, “Anti-money Laundering Law of the People's Republic of China”, “Anti-Unfair Competition Law of the People's Republic of China”, “Interim Regulations on the Prohibition of Commercial Bribery” and other relevant laws and regulations. The Group holds integrity education for employees, requires directors and senior management to sign the Anti-

Fraud/Anti-Corruption Agreement, and engages the audit department to pay regular visits to eliminate all forms of bribery, extortion, fraud and money laundering.

管理制度 Governance System

本集團內部建立廉正管理及商業道德管理制度，規範員工行為，預防貪污腐敗及舞弊行為的發生，營造廉潔誠信的工作氛圍。遵守並執行既有的內部廉正管理制度，如《反腐管理制度》、《反經濟制裁管理制度》、《反洗錢管理制度》、《外部申訴舉報管理指引》、《利益衝突申報機制》、《員工獎勵與懲戒管理規範》等。我們的《供方管理指引》中，要求評審通過的供方在納入《合格供方管控清單》之前，必須完成相應的管理責任要約簽署，包括：合作方廉潔協定、合作方環保/安全協議以及集團統一要求的管理責任要約文本。

The Group has established an integrity management and business ethics management system to standardize employee behavior, prevent corruption and fraud, and create a clean and honest working atmosphere. Abide by and implement existing internal integrity management systems, such as “Anti-corruption Management System”, “Anti-economic Sanctions Management System”, “Anti-money Laundering Management System”, “External Complaint Reporting Management Guidelines”, “Conflict of Interest Reporting Mechanism”, “Employee Reward and Punishment Management Specifications”, etc. In our “Supplier Management Guidelines”, the reviewed suppliers must complete the signing of corresponding management responsibility offer before being included in “the Qualified Supplier Control List”, including the integrity agreement of the partners, the environmental protection/safety agreement of the partners and the management responsibility offer text uniformly required by the Group.

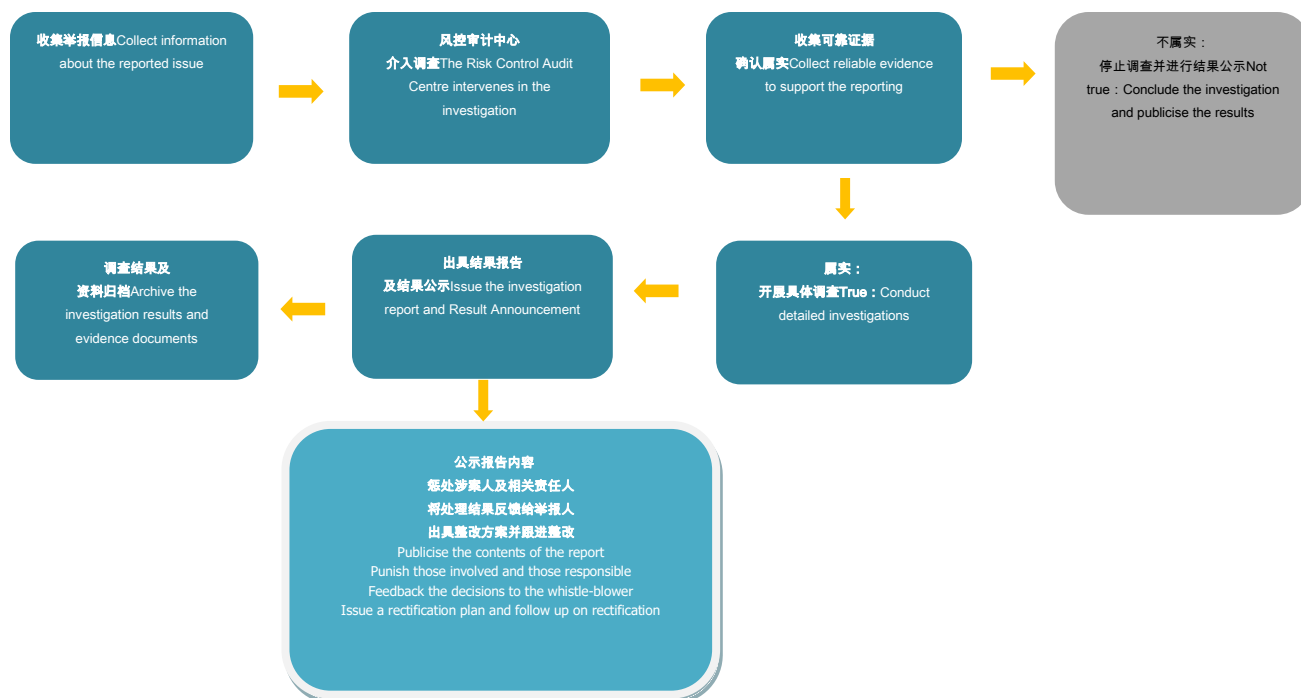
舉報管道和處理流程 Reporting Channels and Handling Procedures

本集團向員工公示舉報電話及舉報郵箱，鼓勵內部員工積極檢舉違紀行為。本集團重視對舉報人的隱私保護，無論舉報的問題是否被核實，舉報人資訊均屬機密，嚴禁洩露。本報告期內，未發生對本集團或員工提出並已審結的貪污訴訟案例。

The Group informs all employees of the reporting telephone number, reporting mailbox and encourages them to actively report violations of discipline. The Group attaches great importance to the privacy protection of whistleblowers. Regardless of whether the reported issues are verified or not, the information of whistleblowers is kept confidential and is strictly prohibited from being disclosed. During the reporting period, neither the Group nor any of our employees was involved in any corruption case already filed and concluded.

本集團按照以下處理接獲的舉報資訊：

The Group handles the reporting according to the following procedures:



公開舉報途徑 Public Reporting Channels

信件舉報：河南省鄭州市二七區大學路華城國際中心24樓
風控審計中心

舉報熱線：+86-400 006 2205 /+86-0371-53385061

電子郵箱：kqwysjjc@zskqdc.com

Letter whistle-blowing：

Risk Control Audit Center

24F, Huacheng International Center

Daxue Road, Erqi District, Zhengzhou City, Henan Province

Whistle-blowing hotline: +86-400 006 2205 /+86-0371-53385061

Whistle-blowing email: kqwysjjc@zskqdc.com

舉報人保護 Protection for whistleblower

本集團保護舉報人的合法權益不受侵犯。我們對舉報人的資訊嚴格保密，保護其免於遭受不公平解僱、迫害或不當處分，對打擊報復舉報人、證人的行為嚴肅處理，我們為就舉報人提供完善的法律保護制度，維護舉報人合法權益。

The Group protects whistleblowers from infringement of their legitimate rights and interests. We keep the information of whistleblowers strictly confidential, protect them from unfair dismissal, persecution or improper discipline, and deal seriously with retaliation against whistleblowers and witnesses. We provide a comprehensive legal protection system for whistleblowers to protect their legitimate rights and interests.

2022年，本集團的舉報核查率為100%，均按相應的工作流程進行跟進和處置。

In 2022, the verification rate of reporting by the Group Reporting and verification rate was 100%, and all of the reporting were followed up and dealt with in accordance with the corresponding work processes.

廉潔教育Integrity Training

本集團設置員工廉潔教育，通過現場、線上培訓及行業警示等方式，引導員工參與到反腐倡廉工作中。本報告期內，本集團董事及僱員接受反貪腐培訓時長總和為5,493 小時，參與反貪腐培訓的本集團僱員及董事共 1,831 人。

The Group has set up an employee integrity training mechanism and guided employees to participate in the anti-corruption work through the on-site training and industry warnings. During the reporting period, the total duration of anti-corruption training for the directors and employees of the Group was 5,493 hours, involving a total of 1,831 participants from employees and directors of the Group.

▶ 案例：開展廉潔培訓，明確本集團禁令

Case: Conduct integrity training and clarify the ban of the Group

本報告期內，本集團如期組織開展第四屆針對員工及管理層的廉潔專項培訓，宣貫本集團治理制度和結構，深化對本集團禁令的認知並落實到實踐中，實現規範行權、高效履職。

During the reporting period, the Group organized and carried out the fourth special integrity training for employees and management as scheduled, publicized and implemented the Group's governance system and structure, deepened the understanding of the Group's prohibition and implemented it into practice, and realized the standardized exercise of power and efficient performance of duties.



廉潔培訓現場

4.2 聚焦服務品質 Focusing on Service Quality

本集團堅守為客戶提供「滿意+驚喜」的服務初心，打造高品質的多元物業管理服務，注重標準化建設，已建立完善的服務品質控制體系。

The Group has always been upholding the original intention of providing customers with “satisfaction + surprise”, as well as high-quality and diversified property management services. By laying emphasis on standardising property management, the Group has established a sound service quality control system.

本集團嚴格按照「三標一體化」的管理要求，已通過品質管制體系、環境管理體系、職業健康安全管理体系、物業服務規範認證，全方位進行業務品質管制。

In stringent compliance with the management requirements of “three-standard integrating”, the Group has passed the certification for the quality management system, environmental management system, occupational health and safety management system and property service specification, and therefore, the Group is able to manage its business quality in all aspects.



品質管制體系認證

環境管理體系認證

職業健康安全管理体系認證

物業服務規範認證

National-level system certification			
Quality Management System Certification	Environmental Management System Certification	Occupational Health and Safety Management System Certification	Property Service Specification Certificate

4.2.1 服務標準化 Service Standardization

本集團堅持標準清晰、執行有據、核驗有途的品質管制工作，已制定《內控管理與服務運營手冊》《品質檢查管理制度》等內部制度及規範，建立全方位服務督導與內部審核體系，實現各業態服務標準化及分級管控。

The Group persists in managing business quality with clear standards, well-founded implementation and reasonable verification. The Group has worked out several internal systems and regulations such as the Operations Manual for Internal Control Management and Services, the Quality Inspection Management System, etc., and established a comprehensive service supervision and internal audit

system, in an effort to realise hierarchical control of residential business.

標準化原則 Standardization principle



標準清晰：本集團制定《服務督導與內部審核基本要求》、《服務督導管理規範》等內部規範文件，建立了康橋悅生活品質三級督導體系與標準檢查工作機制，明確並統一服務品質管制標準。

Clear standards: The Group developed various internal normative documents such as the Basic Requirements for Service Supervision and Internal Audit and the Management Standards of Service Supervision established a three level supervision system and a working mechanism of standard inspection to control the quality of Kangqiao Service , helping to clarify and unify the management standards thereof.

執行有據：本集團依據系統化的《圖文操作手冊》、《服務督導與內部審核作業指引》、《專案服務品質排名管理指引》等指引文件，為專案品質提升與管控提供作業指引，定期開展服務督導與內部審核。

Well founded implementation: The Group provided operational guidelines to improve and control project quality and carry out regular service supervision and internal audit in accordance with systematic instruction documents such as the Graphic Operations Manual, the Guidelines on Service Supervision and Internal Audit Operational and the Guidelines on Project Service Quality Ranking Management.

核驗有途：依據各級業務督導規範內容，本集團每年對各服務中心進行一次體系執行情況審核，並編製《服務督導與內部審核報告》。

Reasonable verification: According to the specifications of business supervision at all levels, all departments and the Service Centre within the Group are required to conduct a system audit every year and prepare the Service Supervision and Internal Audit Report.

業態分級標準 Business classification standard

本集團服務覆蓋業態較為廣泛，主要包含住宅、寫字樓、產業園、公寓、學校、醫院、旅遊景區、城鄉環衛、城市環衛、體育場館等10大服務業態，其中住宅、寫字樓、產業園等3個業態服務專案較多，且體量較大。為更好的服務客戶，對住宅、寫字樓、產業園三大業態進行分級管控。分級標準按照服務單價、專案定位、專案服務標準等維度進行綜合評估。

The Group's service covers a wide range of business types, mainly including residential, office buildings, industrial parks, apartments, schools, hospitals, tourist attractions, urban and rural sanitation, urban sanitation, stadiums and gymnasiums and other 10 service types, among which residential, office buildings, industrial parks and other three business types have a large number of service projects and a large volume. In order to better serve customers, the three business types of residential buildings, office buildings and industrial parks are under hierarchical control. The grading standard is comprehensively evaluated according to the service unit price, project positioning, project service standard and other dimensions.

三級管控體系 Three-Level Control System

本集團自上而下建立三級管控機制，集團級作為一級管理部門，對本集團的整體發展戰略及發展方向起決策作用，集團級下設職能中心、戰區及合資公司，管理具體經營單元，執行集

團級工作安排和任務，對經營指標達成負直接責任，負責制定具體的管理計畫，監督、檢查最小經營單元業績完成情況。服務中心/行銷案場作為最小經營單位負責執行戰區/合資公司及管理中心的計畫與工作安排，對服務品質負直接責任。

The Group has established a three-level management and control mechanism from top to bottom. As a first-level management department, the Group level plays a decision-making role in the overall development strategy and direction of the Group. The Group level has functional centers, business zones and joint ventures to manage specific business units, implement group-level work arrangements and tasks, take direct responsibility for the achievement of business indicators, formulate specific management plans, supervise and inspect the performance of the minimum business units. As the smallest operating unit, the service center/marketing site is responsible for implementing the plans and work arrangements of the business zones/joint venture company and the management center, and is directly responsible for the service quality.

4.2.2 標準產品化 **Product Standardization**

「悅生活」住宅類 **“Joyful Living” Property Services for Residential Community**

為更好的為客戶提供優質的物業服務，將服務標準更加細化，本集團對現有的專案進行差異化管理，對已有的專案進行服務等級分類，不同級別的專案對應不同服務標準，並制定各條線分級手冊，以保證服務要求與專案實際管理相匹配。目前已完成客服、環境、秩序、工程等四大基礎業務條線的服務分級工作，並制定視覺化服務分級手冊，使不同等級的服務專案按照不同的服務標準提供適合專案實際的服務。

In order to better provide customers with high-quality property services, the service standards have been further refined. The Group carries out differentiated management on existing projects by classifying existing projects into different service levels and applying different service standards to projects at different levels, and develops a grading manual for each business line to ensure that the service requirements are functional during the actual project management. At present, the service grading of the four basic business lines, including customer service, environment, order and engineering, has been completed, and a visual service grading manual has been developed to enable service projects at different levels are provided with suitable and practical services in line with different service standards.

「悅商管」非住類 **“Joyful Commercial Property Management” Non-residential Property Services**

「悅商管」產品線是本集團第二大產品線，也是基於本集團業務發展考慮，單獨對非住類項目進行區別性管理，產品線涵蓋寫字樓、產業園、醫院、學校、商業等業態，並根據業態類型單獨建立服務體系、服務標準與考核辦法。目前已完成寫字樓、產業園、寫字樓、醫院、學校等業態的作業規程、表單的制定工作。

The “Joyful Commercial Property Management” is the second largest product line of the Group. It separately carries out differentiated management on non-residential projects based on the business development of the Group. The product line covers office buildings, industrial parks, hospitals, schools, commercial real estates and other business types. It also establishes individual service system, service standards and assessment methods according to each business type. At present, we have completed the

formulation of operating procedures and forms for office buildings, industrial parks, office buildings, hospitals, schools and other business types.

「悅城服」城市服務類 “Joyful City Service” Urban Services

「悅城服」是針對城市公共服務衍生的產品線，主要涵蓋城市環衛服務、城鄉環衛服務、軌道交通服務、場館類服務等。目前「悅城服」產品線雖然包含的專案不多，但服務合同金額已超過1.5個億，該產品線也是2023年集中發力的點。目前已完成市政環衛、軌道環衛、城鄉環衛等業態的作業規程、表單的制定工作。

“Joyful City Service” is a product line derived from urban public services, mainly covering urban sanitation services, urban and rural sanitation services, rail transit services, venue services, etc. At present, although the “Joyful City Service” product line contains few projects, the service contract amount has exceeded 150 million. This product line is also the focus of efforts in 2023. At present, it has completed the formulation of operation procedures and forms for municipal sanitation, rail sanitation, urban and rural sanitation and other business types.

各業態體系搭建 System Construction of Diverse Business Segments

組建專業化團隊，搭建及優化「悅生活」、「悅商管」及「悅城服」服務系統、服務標準及考核辦法，提供差異化服務工作指引。

Establish a professional team, build and optimize the service systems, service standards and assessment methods of “Joyful Living”, “Joyful Commercial Property Management” and “Joyful City Service”, and provide differentiated service work guidance.

服務運營手冊 Operations Manual for Service

制定《單專案服務運營手冊》，解決管理區域廣、業態多、難度大的問題，從產品定位、專案營收、人員配置考慮，制定個性化的服務方案和品質管控舉措，通過差異化管理提升服務品質。

Draw up the Service Operational Manual for Single Project to solve problems arising from wide managing areas, multiple business types and enormous difficulties and formulate personalised service programme and quality control measures by taking into account product positioning, project revenue and personnel allocation, in a view to improve service quality through differentiated management.

「基礎四保」業務考評

Performance Appraisal for “Maintaining Security in Four Areas”

搭建涵蓋客服、環境、工程、秩序四方面的「基礎四保」考評機制，將服務品質與績效結果進行掛鉤，保障品質效果，提高專案服務力。

Establish an evaluation mechanism to “maintain security in four areas” (i.e., customer service, environment, engineering and order). This mechanism can link service quality to performance results, thus ensuring quality and improving service for projects.

4.2.3 產品品牌化 Product Branding

三級品牌戰略 Three-level Brand Strategy

本集團從對行業的深度研究出發，圍繞客戶需求，持續深入打造企業核心競爭力，並歸納為

「五力四化」戰略，其中「五力」分別為產品力、組織力、運營力、數科力和品牌力。「五力」對應的戰術與內涵涉及到服務品質、規模擴張、高效團隊、數科保障及品牌溢價。本集團通過「五力」打造悅生活的核心競爭力以抵抗未來的不確定性及危機。本集團作為服務企業，無形服務有形化是重要核心思想，形成「服務標準化、標準產品化、產品品牌化、品牌價值化」的「四化」格局，保障多業態服務標準、產品封裝，市場競爭能力及品牌溢價。

Based on the in-depth study of the industry, the Group has continued to profoundly build its core competitiveness centering on customer needs, and summarized it into the “Five Strengths and Four Standardizations” strategy, in which the “Five Strengths” are product strength, organizational strength, operational strength, digital science strength and brand strength. The tactics and connotation of the “Five Strengths” are related to service quality, scale expansion, efficient team, digital security and brand premium. The Group builds the core competitiveness of Joy Life through the “Five Strengths” to resist future uncertainties and crises. As a service enterprise, the Group takes materializing intangible services as an important core idea, forming a “Four Standardizations” pattern of “Service Standardization, Product Standardization, Product Branding and Brand Value”, and ensuring the service standards, product packaging, market competitiveness and brand premium of multiple business types.

當前，本集團在「五力四化」的戰略下注重品牌匹配及支撐，即住宅產品線——「悅生活」，商管產品線——「悅商管」，城市服務產品線——「悅城服」，形成多產品線的品牌構架，並在該產品線實行不同等級的品牌分類。如，住宅產品線「悅生活」下有針對住宅業態及案場服務不同級別的「悅心服務、悅享服務及悅熙服務」。

At present, under the strategy of “Five Strengths and Four standardizations”, the Group endeavors to conduct brand matching and support, namely, residential product line - “Joyful Living”, commercial management product line - “Joyful Commercial Property Management”, city service product line - “Joyful City Service”, forming a brand structure of multiple product lines, and implementing different levels of brand classification under one product line. For example, “Joyful Living” under the residential product line offers “Yuexin Service, Yuexiang Service and Yuexi Service” for residential businesses and field sites at different levels.

4.2.4 品牌價值化 Brand Value

本集團綜合價值 The Group’s Comprehensive Value

本集團始終堅守為客戶提供「滿意+驚喜」的服務初心，戮力前行。自成立以來，本集團及其附屬公司通過服務創新、技術更新、產品煥新等方式為客戶和社會創造價值，並榮膺來自政府機關、行業機構、媒體平台、公益組織及社會公眾的多項榮譽和認可。

The Group has always adhered to the original intention of providing customers with “Satisfaction + Surprise” services and made great efforts to move forward. Since its establishment, the Group and its subsidiaries have created value for customers and society by means of service innovation, technology update and product renewal, and won many honors and recognitions from government agencies, industry institutions, media platforms, public welfare organizations and the public.



2022中國物業服務百強企業TOP29
2022 Top 100 Property Management
Companies in China (29th)



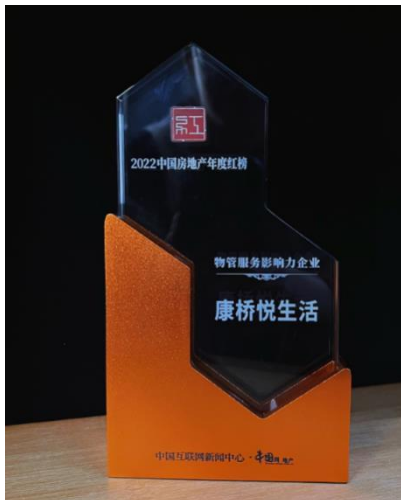
2022中國物業服務上市公司市場拓展能力TOP10
2022 Top 10 Listed Property Service Companies in China
in Terms of Market Developing Capacity



2022中國物業企業數字力TOP30
2022 Top 30 Property Enterprises in China
in Terms of Digital Capacity



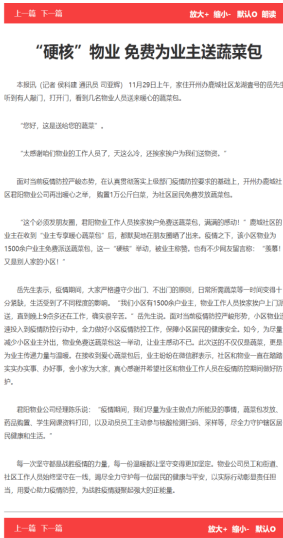
2022中國物業服務企業品牌價值100強
2022 Top 100 Property Management Companies
in China in Terms of Brand Value



2022 中國房地產年度紅榜物管服務影響力企業
Influential Property Management Service Enterprise
in 2022 China Real Estate Annual Red List



最具價值物業公司
Most Valuable Real Property Company



濮陽日報點贊康橋悅生活旗下君陽物業
Puyang Daily Gave Good Review to Junyang Property under Kangqiao Service

三門峽日報點贊康橋悅生活員工
Sanmenxia Daily Gave Good Review to Employees of Kangqiao Service

4.3 創新智慧賦能 Driven by Innovation and Intelligence

本集團積極回應國家數位化轉型政策，在戰略層面加大數位科技能力佈局，強調創新驅動發展的內在動力，以物業服務智慧化平台建設為抓手，深入開展數智化賦能業務的底層邏輯研究，在智慧平台建設、優質服務推廣和經營效益提升方面，均有不俗表現。

The Group actively responded to the national digital transformation policy by strategically enhancing its efforts in digital technology capabilities and emphasizing the internal driving force to the innovation-driven development, and took the construction of intelligent property service platform as the starting point to carry out in-depth research on the underlying logic of businesses driven by digitization and intelligentization, therefore recorded outstanding performance in constructing intelligent platform, promoting high-quality services and improving operating efficiency.

4.3.1. 智慧平台建設 Construction of Intelligent Platform

本集團在2022年度，著力對支撐基礎物業的計費、財務ERP以及人力資源系統進行了全新升級，對智慧物業管理平台的工單管理和工程管理模組，進行了底層邏輯的技術重構。截至報告期末，本集團已取得電腦軟體著作權共59項，全年累計完成專項IT建設項目15項。In 2022, the Group focused on the optimization of the billing, financial ERP and human resources systems that support the basic properties, and conducted the technical restructuring on the underlying logic of the work order management and project management modules of the smart property management platform. As of the end of the reporting period, the Group has obtained 59 computer software copyrights and completed 15 special IT construction projects during the year.

融合計費平台建設 Construction of Integrated Billing Platform

基於本集團的業務統一計費需求，我們在2022年度重點對物業計費收費環節加大研發力度，使財務對計費的一體化高效管控能力得到大幅提升。並基於此，進一步推動集團財

務融合計費的標準化和規範化管理。

Based on the demand for unified billing of the Group's businesses, we focused on the research and development of property billing and charging in 2022, and significantly improved the integrated and efficient control capability of financial accounting. Based on this, the Group further promoted the standardization and standardized management of the Group's financial integration billing.

2022年本集團推出「融合計費平台」，重構計費收費技術架構，高效生成海量基礎費用帳單，便捷化的催繳和收費功能，使專案催繳、系統生費、財務對賬的效率得到大幅提升。

In 2022, the Group launched the “integrated billing platform”, restructured the billing and charging technology architecture to efficiently generate massive basic cost bills and facilitate the collection and charging functions, and then greatly improve the efficiency of project payment collection, payment calculation by system, and financial reconciliation.



融合計費基礎功能 Basic functions of Integrate Billing

財務共用ERP平台建設 Construction of Financial Sharing ERP Platform

本集團持續推進科技助力效率提升的概念落地，深入開展數位化能力建設，在財務管理方向，通過不斷更新反覆運算財務管理系統，優化財務管理體制，將傳統複雜的財務統計、對賬和預算編製等工作，更多的編入系統處理，提升資料處理的自動化、智慧化程度，提升財務處理人效，盡可能釋放一線財務人員的時間，推動財務人員從記帳型財務向管理型財務轉變。

The Group continues to promote the implementation of the concept of science and technology to improve efficiency, and carries out in-depth digital capacity building. In financial management, it optimizes the financial management system through continuous updating and iteration, and incorporates more traditional and complex work such as financial statistics, reconciliation and budget preparation into the system for processing, so as to improve the automation and intelligence of data processing, raise the human efficiency of financial processing, release the time of front-line financial personnel as much as possible, and promote the transformation of financial personnel from bookkeeping finance to management finance.



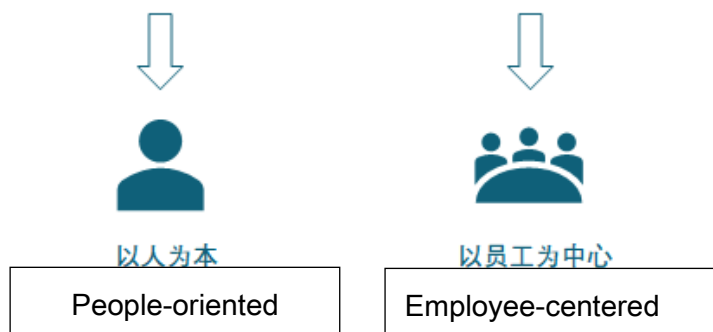
財務ERP建設目標 Financial ERP Construction Objectives

智慧人力資源平台建設 Intelligent Human Resource Platform Construction

本集團始終關注人效的提升，基於以人為本，以員工為中心的人力資源管理理念，追求極致的員工體驗，持續反覆運算數智化辦公能力，深入改革人資管理的體制機制，優化各項管理管理制度和工作流，助力本集團向高水準人力資源管理能力邁進。

The Group has always paid attention to the improvement of human efficiency. Based on the people-oriented and employee-centered human resource management concept, it pursues the ultimate employee experience, continues to iterate the digital intelligent office capability, deeply reforms the system and mechanism of human resource management, and optimizes various management systems and work flows, thereby helping the Group move towards a high-level human resource management capability.

Organizational structure	Employee management	Attendance management	Compensation management
组织架构	员工管理	考勤管理	薪酬管理
Performance management	Reports and statistics	Employee self-service	Recruitment management
绩效管理	报表统计	员工自助	招聘管理



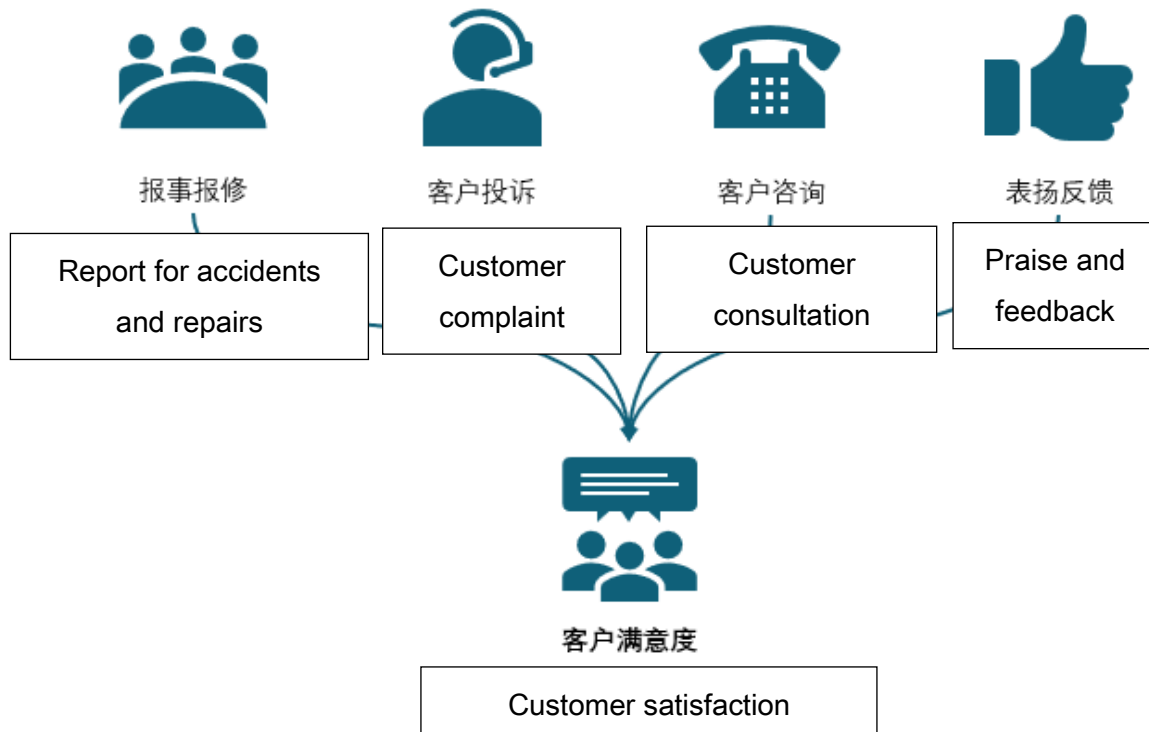
工單處理能力重構升級 Work Order Processing Capacity Reconstruction and Upgrading

本集團秉承“康派臻心，悅享生活”的企業使命，始終將客戶滿意度奉為圭臬，以客戶價值為經營導向。在客戶工單處理方面，2022年我們著重升級了工單提報以及處理全流程的客戶體驗水準和標準化能力，無論是客戶投訴還是報事報修工單，均有清晰的處理節點要求，客戶可隨時監督、追溯處理過程，並對處理結果進行評判。

The Group adheres to the corporate mission of “creating a joyful life through Kangqiao’s considerate services”, and always takes customer satisfaction as the standard and customer value as the business orientation. In terms of customer work order processing, in 2022, we focused on upgrading the customer experience level and standardization ability of the whole process of work order submission and processing. Whether it is a customer complaint or a repair work order, there are clear processing node requirements. Customers can monitor and trace the processing at any time, and judge the processing results.

品質管理通過工單中心與客戶需求進行連結，對需求的處理跟進又形成了真實的客戶滿意度評價。另外，工單中心專門開闢客戶諮詢專欄和表揚信專欄，為全年齡段客戶提供多樣化、普遍適用的連接方式，這幾種需求連接方式之間相輔相成，形成有機整體，共同為提升客戶滿意度服務。

The quality management links the work order center with the customer's needs, and the processing and follow-up of the needs form a real customer satisfaction evaluation. In addition, the work order center has specially opened a customer consultation column and a praise letter column to provide customers of all ages with diversified and universally applicable connection methods. These demand connection methods complement each other and form an organic whole to jointly improve customer satisfaction.

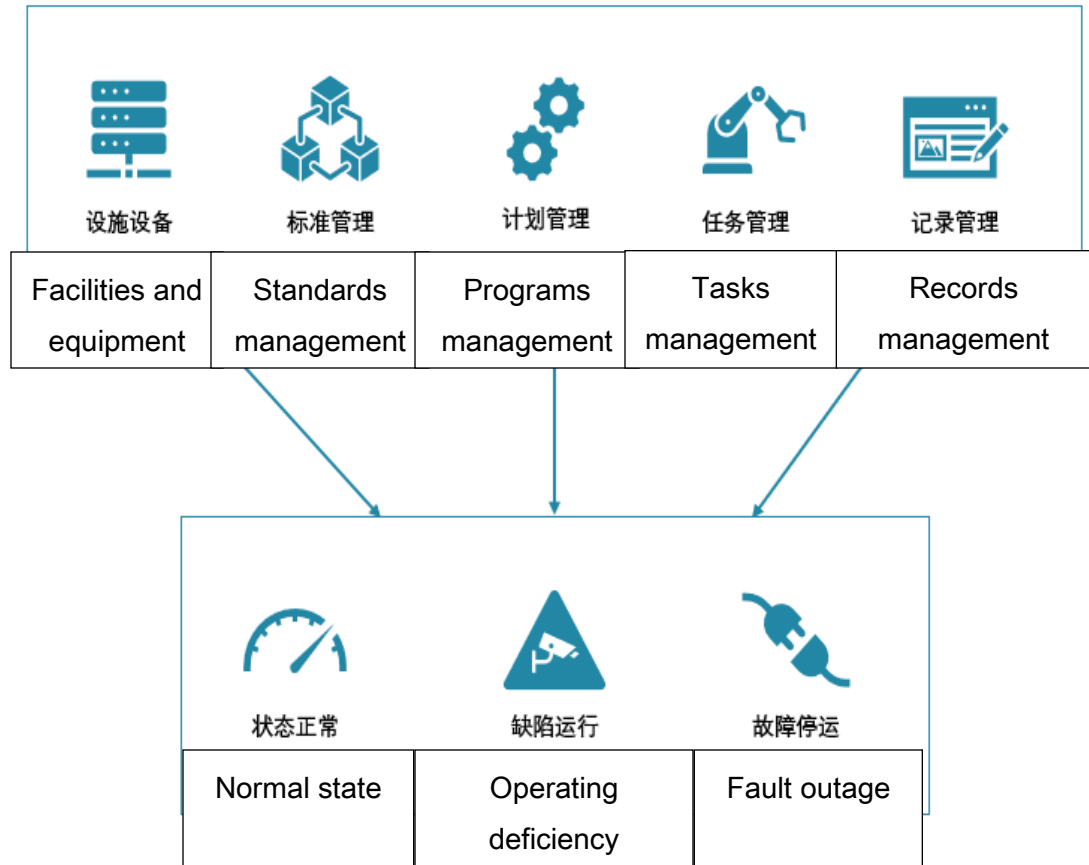


工單處理與客戶滿意度 Work order processing and customer satisfaction

工程管理能力全面反覆運算優化 Overall Iterative Optimization of Engineering Management Capability

本集團以服務為本，持續踐行綠色發展理念，在專案一線的工程管理中大量利用科技手段，減少因人為因素造成的設備損壞、資源浪費和危險發生。通過全集團統一的巡檢、維保標準下發，專案自行制定執行任務頻次，做到上下統一，標準一致，確保各類設備按需、有序的完成巡檢和維保工作。

The Group is service-oriented, continues to practice the concept of green development, and makes a lot of use of scientific and technological means in the project management at the front line to reduce equipment damage, resource waste and risk caused by human factors. Through the issuance of the uniform inspection and maintenance standards of the whole group, each project will formulate the task frequency by itself, so as to achieve the unification of the upper and lower levels and the consistency of the standards, and ensure that the inspection and maintenance of all kinds of equipment are completed in an orderly manner as required.



設施設備狀態管控 Facilities and Equipment Status Control

4.3.2 優質服務推廣 Quality Service Promotion

本集團積極探索高品質全方位的物業服務方式，深入完善配套服務能力，貫徹落實「康派臻心，悅享生活」的企業使命。基於業主/客戶服務的底層邏輯，構築更加專業化、多元化的增值服務體系。

The Group actively explores high-quality and all-around property service methods, and deeply improves its supporting service capacity by implementing the corporate mission of “creating a joyful life through Kangqiao’s considerate services”. Based on the underlying logic of owner/customer service, the Group strives to build a more professional and diversified value-added service system.

在滿足本集團內部數位化需求的基礎上，我們積極開拓對外服務能力，在對產業園區服務、住宅服務、停車場服務及醫療服務等方面均有所突破，助力本集團數位科技產品的品牌化建設，同時為更多中小規模物企提供數位化轉型支援。

On the basis of meeting the internal digital demand of the Group, we actively develop external service capabilities. We have made breakthroughs in industrial park services, residential services, parking lot services and medical services, which help the brand construction of the Group's digital technology products, and provide digital transformation support for more small and medium-sized enterprises.

多元化增值服務 **Diversified Value-added Services**

本集團不斷探尋社區服務的外延邊界，在保證基礎服務客戶滿意度指數處於高水準的前提下，始終圍繞業主/客戶的內在需求，完善搭建更為貼心的增值服務體系，積極開展社區增值服務和非業主增值服務。截止2022年12月31日，平台累計註冊用戶449,380人，其中完成業主認證的有258,570人。

The Group continues to explore the extension boundary of community services. On the premise of ensuring that the customer satisfaction index of basic services is at a high level, it has always focused on the internal needs of owners/customers, improved and built a more considerate value-added service system, and actively carried out community value-added services and non-owner value-added services. As of December 2022, the platform has a total of 449,380 registered users, of which 258,570 have completed owner certification.



案例1：「果蔬團購」社區新零售

Case 1: “fruit and vegetable group purchase” community new retail

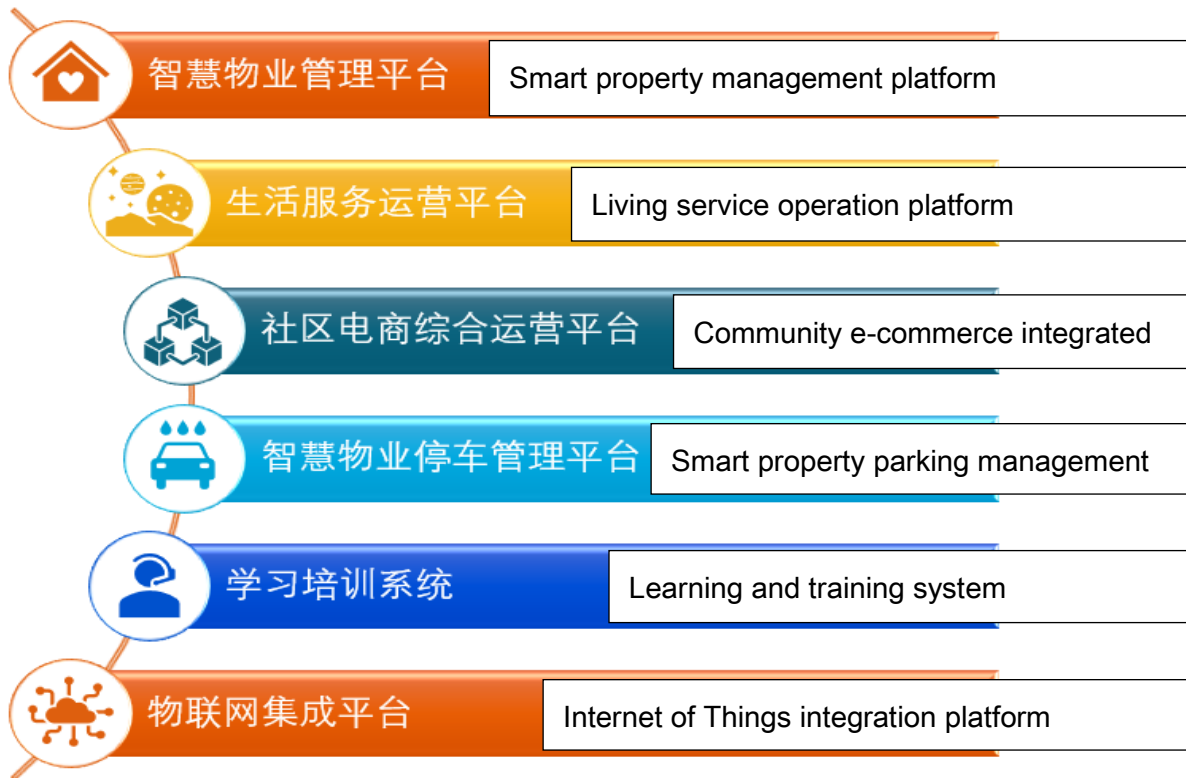
本集團基於社區新零售的團購模式，大幅優化社區團購全過程的處理效率，為社區住戶提供了大量質優價廉的果蔬產品，並在特殊時期內為社區內民生保障提供了重要支撐，促進基礎業務的客戶滿意度提升。

Based on the group-buying model of new retail in the community, the Group has greatly optimized the processing efficiency of the whole process of group-buying in the community, provided a large number of high-quality and low-cost fruit and vegetable products for community residents, and provided important support for people's livelihood security in the community in a special period of time, which promoted the improvement of customer satisfaction of basic businesses.

對外輸出數位化服務 **External Digital Services**

本集團數位科技能力在做好內部業務支撐的前提下，主動尋求對外服務。在智慧物業、社區電商、停車場系統、智慧物聯等方面，均有已部署或正在對接的業務輸出。為同行業中小型物業企業提供了低成本高效率的管理解決方案。目前，本集團對外輸出標準產品包含6大系統，1個移動辦公端產品，3個移動面客端產品，形成體系化的產品矩陣。

The Group actively seeks external services with its digital technology capability on the premise of providing internal business support. In terms of smart property, community e-commerce, parking lot system, intelligent Internet of Things, there are business outputs that have been deployed or are being connected. It provides low-cost and efficient management solutions for small and medium-sized property enterprises in the same industry. At present, the Group's external input standard products include six systems, one mobile office product and three mobile client products, forming a systematic product matrix.



數位化對外輸出能力 Digital External Output Capability



案例2：「上島通」智慧物業平台

Case 2: “Shangdaotong” smart property platform

本集團以行業標準化的智慧物業管理為藍本，結合鄭州金融島的個性化需求，為其量身定制了一套基於智慧產業園區內部資訊管理、發佈和線上互動的平台，解決了園區內各類使用者角色的資訊發佈和資訊獲取難題。

Based on the standardized intelligent property management in the industry and the personalized needs of Zhengzhou Financial Island, the Group has customized a set of platform based on the internal information management, release and online interaction of the intelligent industrial park, which has solved the problem of information distribution and information acquisition of various user roles in the park.

4.3.3 經營效益提升 Improvement of Operating Efficiency

本集團創新智慧平台的研發與推廣，為企業效益的提升起到了直接或間接的促進作用，這體現在管理效率提升、客戶滿意度提升和外部經濟效益提升三個方面。首先，各個數智化系統的內部推廣使用，促進集團內各職能部門、子公司、合資公司間組織協調和業務處理能力的提升，對經營效益提升起到關鍵作用；其次，高效的業戶回應能力以及大量智慧化硬體的應用，促進客戶價值感的提升；最後，標準化產品能力的對外輸出，以

及對業主和非業主增值能力的挖掘，為企業經營帶來了經濟效益的提升。

The research and development and promotion of the Group's innovative intelligence platform has played a direct or indirect role in promoting the improvement of enterprise efficiency, which is reflected in the improvement of management efficiency, customer satisfaction and external economic benefits. First of all, the internal promotion and use of various digital intelligence systems promote the improvement of organizational coordination and business processing capabilities among functional departments, subsidiaries and joint ventures within the Group, and play a key role in the improvement of business efficiency; Secondly, the efficient response ability of business users and the application of a large number of intelligent hardware promote the improvement of customer's sense of value; Finally, the external output of standardized product capabilities and the exploring of value-added capabilities for owners and non-owners have brought economic benefits to the enterprise operation.

業務處理能力的提升 **Improvement of Business Processing Capacity**

- **智慧物業管理平台**：截止本報告提交之前，計費系統處理各類應收帳單的能力，較上個報告期提升了21.68%。呼叫中心系統累計完成約80,000通客戶通話，工單中心累計接受處理工單約20萬單。

Smart Property Management Platform: As of the submission of this report, the ability of the billing system to process various accounts receivable has increased by 21.68% compared with the previous reporting period. The call center system has completed about 80,000 customer calls, and the work order center has accepted and processed about 200,000 work orders.

- **電商平台**：截止本報告提交之前，電商訂單處理量較上個報告期提升10.41%，商品管理系統年平均處理sku數量23,713，行銷管理系統累計完成200餘場線上/線下促銷活動。

E-Commerce Platform: before the submission of this report, e-commerce order processing volume increased by 10.41% compared with the previous reporting period, the annual average number of SKUs processed by the commodity management system was 23,713, and the marketing management system has completed more than 200 online/offline promotional activities.

- **智慧車場管理平台**：截止本報告提交之前，累計完成約2,800萬車次的進出車場抬杆和停車計費收繳管理。

Smart Parking Lot Management Platform: Up to the submission of this report, about 28 million car trips have been completed for pole lifting and parking charge collection management.

4.4 回應客戶需求 **Responding to Customer Needs**

為打造客戶卓越美好生活，本集團持續關注業主需求，開展滿意度調研並制定年度滿意度提升計劃，搭建多元化溝通管道，虛心聆聽業主聲音，及時改善服務並積極回應業主要求，提升業主對物業服務的滿意度。

In order to create a better life within the community, the Group continues to focus on owners' demands. The Group conducts satisfaction surveys, formulates annual satisfaction improvement plan,

opens up diverse communication channels, listens to owners' voices modestly, trying to improve services timely and respond to owners' requests positively for enhancing owners' satisfaction on property services.

4.4.1提升客戶滿意度 Enhancing Customer Satisfaction

本集團秉承「康派臻心，悅享生活」的服務理念，不斷優化物業服務考核業態標準，開展三級品質督導包含項目互檢、戰區質檢、集團飛檢。通過對業主梳理細分，針對業主訴求進行系統性提升，如：車輛管理、外來人員管控、樓層燈光亮度等，全面解決客戶痛點問題。並提升關鍵服務觸點業主互動頻次，增加業主對服務的感知，提升業主滿意度。

In adherence to the service philosophy of “creating a joyful life through Kangqiao’s considerate services”, the Group has optimised its assessment standard of community service and conducted a three-level quality supervision (i.e., Project Self Inspection, War Zone Quality Inspection and Group Unannounced Inspection). Through sorting out and analyzing the owners’ requests, the Group made improvement at systematical level to deal with the sore points in life encountered by owners, such as vehicle management, control of outsiders, floor lighting brightness, etc. The Group also increase the interactions with owners of key service to enhance their perception of services and improve their satisfaction.



案例：關愛獨居老人專項行動

Case: Caring for the elderly living alone, special action

2022年11月，康橋悅生活開展獨居老人關愛行動，為近百個項目的近千戶獨居老人免費提供暖氣檢修、用電排查、家電維修、衛生打掃、血壓測量等服務。

In November 2022, Kangqiao Service carried out care actions for nearly 100 events involving almost 10,000 elderly people living alone to provide them with free services as heating maintenance, electricity troubleshooting, home appliance maintenance, cleaning, blood pressure measurement and so on.

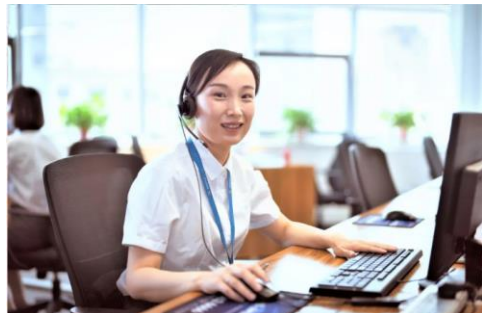


本集團依據內部《客戶滿意度測評管理規範》定期開展E控中心線上業主滿意度調研及年終滿意度調研，報告期內，本集團物業管理綜合滿意度80分。

The Group carries out online owner satisfaction survey at regular intervals and final satisfaction survey of E-Control Center in accordance with the internal Management Standard of Customer Satisfaction Evaluation. During the reporting period, the comprehensive satisfaction with the Group's property management was 80 points.

4.4.2 暢通溝通管道 Opening up Communication Channels

本集團健全溝通管道與投訴機制，確保溝通順暢、及時回應客戶要求。開通全國24小時服務熱線400 006 2205保持24小時線上暢通，可受理所有自建及外拓專案的業主諮詢、報修、投訴問題，由Call Center進行統一受理、進行工單派發和回訪；工單的處理情況均會進行考核，同時社區內解決不了的問題，業主撥打400電話進行回饋，本集團總部會



協調更多的資源協助問題的解決，大大提高了客戶訴求的解決效率和滿意度，同時也提高了社區的人工效能，打通了客戶與公司之間的溝通管道。

The Group has improved communication channels and complaint mechanisms to ensure smooth communication and timely response to customer requests. The Group set a general 24-hour service hotline 400 006 2205 nationwide, which is available for all issues from owners (regardless of self-constructed or outsourced projects) regarding consultation, repair request or complaint. The Call Center will record all such issues, then distribute the work orders and call back thereafter for tracking. The handling results of work orders shall be assessed. In case the issue reported is beyond the capability of the community team, the owners may call 400 for help. The headquarter of the Group will coordinate more resources for it, which greatly improves the efficiency of handling such issue and the customer satisfactions as well as the labor efficiency of the community. Thereby, the bridge for communication between customers and the Company is established.

本集團定期開展業主座談會，邀請各階段業主參與座談，彙報業務工作，聽取業主聲音，改進物業服務水準。專案執行顧客拜訪機制，每月定期拜訪業主，拉近物業與業主的關係，暢通溝通管道，相應客戶需求。

The Group has improved communication channels and complaint mechanisms to ensure smooth communication and timely response to customer requests. The Group holds owners forums regularly - inviting owners at all stages to attend the forums, informing them the business operations and following their advice to improve property services; also establishing and implementing a customer visit mechanism – the Group visits owners every month to close the relationship between the property staff and the owner. In a nutshell, the Group opens up the communication channels for better response to customer needs.

溝通渠道 Communication Channel

- 通過業主座談會、品質見證官座談會、顧客拜訪機制、季度服務報告、設備房開放日、推行全國服務熱線等措施，多管道瞭解收集客戶要求，及時修正工作方向，提升客戶滿意度。

With owner forums, quality witness forums, customer visit mechanism, quarterly service report, equipment room open day, and hotline for national service, the Group has understood and collected customer requests, corrected work direction in time and enhanced customer satisfaction.

投訴機制 Complaint Mechanism

- 嚴格執行投訴回應機制，後台密切關注投訴關閉率及投訴處理滿意度，結果應用強掛鉤。
- 本報告期內接獲物業服務類客戶投訴2,222次，回應及時率為92.1%。
- 本報告期內投訴處理滿意率為95.8%，較2021年提升1.7%。
- The complaint response mechanism is strictly enforced, and the back-end office closely monitors the closure rate and satisfaction rate of complaints handling, with results strongly linked.
- During the reporting period, 2,222 complaints from customers regarding property service had been received, and the timely response rate of complaints was 92.1%.
- The satisfaction rate of complaint handling for this reporting period was 95.8%, an increase of 1.7% as Compared with 2021.



案例：臻情相伴，共悅美好——康橋悅生活品質見證官座談會

Case: Enjoy love and happiness together - Quality witness forum of Kangqiao Service

2022年7月，本集團舉辦「康橋悅生活上市一周內暨全新服務熱線啟動儀式」，品質見證官座談會作為活動的重要一環在商務會議室鄭重舉行，本集團執行董事兼總裁戴衛先生、執行董事兼執行總裁康衛國先生一起聆聽見證官們的意見，安排梳理成工作項，快速推動及提升。

In July 2022, the Group held the “activating ceremony of the new service hotline within one week after the listing of Kangqiao Service”. As an important part of the event, the Quality witness forum was held in the business conference room, during which, Mr. Dai Wei, the executive director and president of the Group, and Mr. Kang Weiguo, the executive director and executive president of the Group listened to the opinions of the quality witness officers, and sorted them out as work items for quick implementation and improvement.



康橋悅生活品質見證官座談會 Kangqiao Service Quality Witness Forum

4.4.3 提升客戶價值感 Improving Customer Value

在智慧化應用場景的開發和實踐上，本集團依託物聯網、大資料與雲計算、AI技術等，完善區域智慧應用，創新智慧產品，為業主帶來更加安全、便利、舒適的生活體驗，提升客戶對物業服務的價值感知。



In terms of developing and practising intelligent application scenarios, the Group has improved the park-wide intelligent applications and innovated smart products depending on the Internet of Things (IoT), big data and Cloud computing, AI technology, etc., thereby bringing a more secure, convenient and comfortable life experience to owners and enhancing





customers' perception of the value of property services.

智慧硬體的應用，在企業經營層面，一方面降低了對人工作業的依賴性，另一方面提高了作業的標準程度和及時性。在安全防範方面，智慧物聯網設備可做到7*24小時不間斷執勤，發信隱患隨時告警，對企業經營提供了可靠的安全保障。

By the application of intelligent hardware, the dependence on manual work is reduced, while the work standard and timeliness is improved on the other hand in terms of cooperate operating. In terms of security, the intelligent IoT equipment can be on duty 7*24 hours and send warnings whenever hidden dangers are identified, providing reliable security guarantee for enterprise operation.

	高空抛物监测 <ul style="list-style-type: none"> •智能摄像头全范围覆盖高低楼层，实时监控坠落点； •算法模拟坠落轨迹，记录高空抛物点，以供查证；
	设施设备管理 <ul style="list-style-type: none"> •大量传感器植入关键感知点，实时监测设备运行关键指标； •设备运行告警，系统自动生成告警工单，接入工单中心自动派单处理；
	智慧人行系统 <ul style="list-style-type: none"> •人脸门禁识别，为业户无钥匙通行提供更加便利的方式； •业户身份鉴别，提供更加高效的园区访客安全保障；
	智能消防预警 <ul style="list-style-type: none"> •智能烟感设备布防，对高温火源进行实施监测预警； •发生点火告警时，同时进行现场语音播报及指挥中心告警；
	防疫机器人 <ul style="list-style-type: none"> •根据设定路线，全周期无间隔的投入环境消杀工作； •减少人员投入和感染风险，提升环境消杀保障能力；
	智慧安防系统 <ul style="list-style-type: none"> •7*24小时对园区周边围栏进行进行红外线安全防护 •异常侵入，立即触发系统报警，自动向指挥中心和安保人员推送告警信息；

	Monitoring acts of throwing objects from a high altitude <ul style="list-style-type: none"> • The smart cameras provide full coverage of high and low floors, monitoring the location of falls in real-time; • Using algorithm to simulate the trajectory of the fall and recording the high-altitude throwing location for verification;
	Management of facilities and equipment <ul style="list-style-type: none"> • A large number of sensors implanted in key sensing points to monitor critical operational indicators of devices in real time; • Device running warning, the system automatically generates an alarm work order, which is automatically assigned for processing in the work order center;

	<p>Smart pedestrian passing system</p> <ul style="list-style-type: none"> • Facial recognition door access, more convenient for tenants to enter without a using a key; • Identity verification of owners, more efficient security guarantee for the visitors of the park;
	<p>Intelligent fire warning</p> <ul style="list-style-type: none"> • Intelligent smoke sensing devices are deployed to constantly monitor and warn of high temperatures and potential fire hazards in real-time; • When a fire alarm occurs, simultaneous on-site voice broadcasting and notification to the command center will take place;
	<p>Epidemic prevention robot</p> <ul style="list-style-type: none"> • Based on the predetermined route, the continuous and uninterrupted disinfection work is being carried out throughout the entire cycle. • Reducing personnel investment and infection risk, and improving environmental disinfection assurance capability;
	<p>Smart security system</p> <ul style="list-style-type: none"> • 24/7 infrared security protection is provided for the perimeter and fences of the park. • In case of any abnormal intrusion, the system will immediately trigger an alarm and automatically send alert messages to the command center and security personnel.

智慧硬體的推廣應用 *Promotion and Application of Intelligent Hardware*

5 以人為本，成就員工 Putting People First to Help Employees Succeed

作為物業管理服務提供者，本集團始終認為員工是持續提供優質及可靠服務的關鍵。本集團嚴格遵守國家勞動法律法規，切實保障員工的合法權益，提供完善的培訓體系，全面呵護員工的身心健康，為每一位員工提供公平工作、助力發展且充滿幸福的工作環境，提供成長空間。

As a property management service provider, the Group always believes that employees are the key to continuing to provide quality and reliable services. The Group strictly abides by the national labour laws and regulations, effectively protects the legitimate rights and interests of employees, provides a well-established training system, cares for the physical and mental health of employees in all details, creates for all employees a fair employment, development and happy working environment, and provides opportunities for employees' development.

5.1 保障員工權益 Protecting Employees' Interests and Rights

本集團嚴格遵守《中華人民共和國勞動法》《中華人民共和國社會保險法》《中華人民共和國促進就業法》等相關法律法規，遵循「幫助員工成長、提升物業價值、鑄就百年企業」的發展理念，通過建立平等的雇傭關係、公平的競爭機制、有競爭力的薪酬及福利待遇、良好的企業文化氛圍，守護每位員工的合法權益，實現員工與企業雙贏發展。

The Group adheres to the development concept of "helping employees grow, enhancing property value, and building a century-old enterprise", and protects the legitimate rights and interests of everyone employee by establishing an equal employment relationship and a fair competition mechanism and providing competitive remuneration and benefits, thus realising the win-win development of employees and the Group.

平等雇傭 Equal Employment

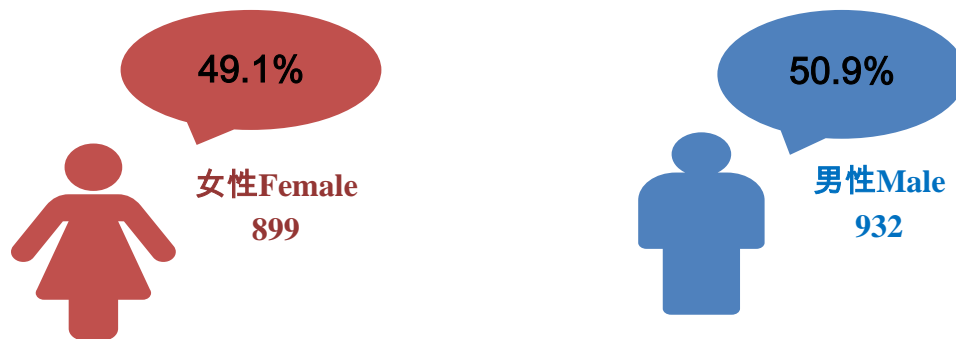
- 本集團嚴格遵守《中華人民共和國勞動合同法》《禁止使用童工規定》《中華人民共和國未成年人保護法》等法律法規，堅持平等雇傭準則，反對一切因性別、年齡、地域、學歷、宗教信仰、國籍、種族、性取向、殘疾與否等不同而存在的歧視行為，努力打造具有多樣性和包容性的職業環境。同時，建立公平、公正、公開的選人用人機制，嚴禁使用童工、強迫勞動、超時工作、騷擾虐待，切實維護員工合法權益。若發現有未成年人入職，將向相關勞動管理部門報備，核實入職員工有效身份證件並對審批人進行追責。本報告期內，本集團未出現任何雇傭童工和強制勞工的情況。The Group strictly abides by the "Labour Contract Law of the People's Republic of China", "the Provisions on the Prohibition of Employing Child Labour" and other laws and regulations, adheres to the principle of equal employment, opposes all discriminatory behaviours based on differences in gender, age, region, education, religious belief, nationality, ethnicity, sexual orientation, disability, etc., and strives to create a diverse and inclusive professional environment. At the same time, a fair, justice and open selection and employment mechanism are established and the use of child labour, forced labour, overtime work, harassment and abuse are strictly prohibit, to effectively protect the legitimate rights and

interests of employees. Any employment of minors will be reported to the relevant labour authority, verify the valid ID of the onboarding employee and hold the approver accountable. During the reporting period, the Group had no violations involving child labour or forced labour.

- 本集團與每一位員工按員工類型簽訂勞動合同、聘用合同或實習協定，並與合同到期的員工及時進行合同續簽工作。本集團尊重每一位員工選擇工作的權利，建立員工退出機制，規範解除、終止勞動合同的工作機制，切實維護解聘員工的合法權益。The Group signs the labour contract, employment contract or internship agreement with each employee based on the type of employment, and promptly renews the contract with the employee whose contract expires. The Group respects every employee's right to choose a job, establishes an employee resignation mechanism to standardise the procedures of rescinding and terminating the labour contract and earnestly safeguard the legitimate rights and interests of resigning employees.

- 本報告期內，本集團共有員工1,831人。

During the reporting period, the Group had a total of 1,831 employees.



職業晉升 Career Advancement

- 在職業晉升方面，本集團嚴格按照《職位（級）晉升評估管理指引》要求，開展晉升評估工作，明確定義職位及職級，細化評估標準，規範操作流程，打造公開透明的晉升文化。本集團人力部門依據《職位晉升提名條件》圈定晉升候選人，並負責收集《晉升人員評估申請表》，申請表中從 10 個維度為申請人打分，晉升結果將在全集團進行公示。

In terms of career advancement, the Group conducts promotion assessment in strict accordance with the requirements of the Guidelines for the Management of Position (Level) Promotion Assessment, clearly defines the positions and ranks, refines assessment standards, and standardises the operation procedures to create an open and transparent promotion culture. The human resources department of the Group identifies candidates for promotion according to the Nomination Conditions for Position Promotion, and is responsible for collecting the Application Form for Assessment of Promotion Candidates. The application form scores applicants from 10 dimensions, and the assessment results will be announced throughout the Group.

薪酬福利 Remuneration and Benefits

- 本集團制定《績效管理制度》、《薪酬管理指引》、《福利管理指引》等一系列內部制度，規範薪酬福利、績效管理機制，明確薪酬福利發放標準，形成有效的激勵和約束機制，構建公平、系統、科學的薪酬福利體系，引導不同部門及員工正向工作，促進員工與本集團共同發展。

The Group has formulated a series of internal policies such as the *Performance Management System*, the *Remuneration Management Guidelines* and the *Welfare Management Guidelines* to standardise the remuneration and benefits and performance management mechanisms, clarify remuneration and benefits distribution standards, form an effective incentive and restraint mechanism, and build a fair, systematic and scientific remuneration and benefits system, guiding all departments and employees to work positively and promote the common development of employees and the Group.

5.2 廣納優秀人才 Employment of Outstanding Talents

本集團立足業務發展的需要，制定人才招聘計劃，通過校園招聘及社會招聘的方式，為本集團注入新活力。

Based on the business development needs, the Group formulates a talent recruitment plan to inject new vitality into the Group through campus recruitment and social recruitment.

校園招聘：Campus Recruitment

本集團開展「攜手未來，築夢遠航」校園招聘計劃，通過線上宣講會、線上互動等形式，廣納優秀畢業生。同時，本集團展開校企合作，為在校生提供見習機會，共同推動人才培育發展，打造高校、企業、學生三方共贏的長效人才平台。為在校生提供見習機會，共同推動人才培育發展，打造高校、企業、學生三方共贏的長效人才平台。

The Group has launched the “Join Hands for the Future, Build Dreams for a Long Voyage” campus recruitment plan to recruit outstanding graduates through online lectures and online communications. At the same time, the Group has carried out school-enterprise cooperation to provide students with internship opportunities, jointly promote talent cultivation and development, and create a long-term talent platform for universities, enterprises and students to achieve success together.

社會招聘：Social Recruitment

本集團執行「1351人才工程」招聘計劃，2022年共引進61位關鍵崗位人才，其中總監1人、專案經理12人、專業經理48人。本集團打造年輕化的管理社會招聘團隊，不斷提升人才保有量，為僱員打造長期穩定發展的工作環境。

The Group implements the “1351 Talent Project” recruitment plan, and has recruited a total of 61 talents for key positions in 2022, including 1 directors, 12 project managers and 48 professional managers. The Group has built a younger management social recruitment team, continuously replenished the talent pool, and created a long-term and stable working environment for employees.

▶ 案例：「攜手未來，築夢遠航」校園招聘活動

Case: “Join Hands for the Future, Build Dreams for a Long Voyage” Campus Recruitment Activity

2022年，本集團持續開展校園招聘工作，「攜手未來，築夢遠航」校園招聘活動旨在為本集團輸送優秀的青年管理人才。招聘通過空中宣講會、線上校園宣講會、雙選會等方式宣傳「築橋生」培養計劃，招聘崗位涵蓋管理崗、業務崗、職能崗等；歷屆校招活動反響非凡，效果頗豐。

In 2022, the Group continued to carry out campus recruitment. The campus recruitment activity of “Join Hands for the Future, Build Dreams for a Long Voyage” aims to provide excellent young management talents for the Group. Recruitment publicizes the training plan of “Zhuqiao Trainees” through live seminars, online campus seminars, mutual selection seminar and other ways, and the recruitment positions include management posts, business posts, functional posts, etc. Previous campus recruitment activities have had remarkable repercussions and achieved fruitful results.



校園招聘活動宣傳海報Poster: Campus Recruitment Promotion



案例：工程板塊校企合作

Case: School-Enterprise Cooperation in the Engineering Sector

物業工程類崗位需要較強的專業基礎知識，為滿足本集團不斷發展需要的工程人才，夯實人才隊伍建設，本集團2022年繼續加強校企合作，從大中專院校招聘電氣自動化等工程相關專業背景畢業生進行培養。

Property engineering posts require strong professional basic knowledge. In order to meet the needs of the Group's continuous development of engineering talents, and strengthen the construction of talent team, the Group continued to strengthen school-enterprise cooperation in 2022, and recruit graduates with engineering related background such as electrical automation from universities and colleges for training.



校企合作宣講會

School-Enterprise Cooperation seminar

5.3 引領員工成長 Guiding Employees to Grow

本集團建設並完善《員工入職培訓與崗位引導管理指引》《人才梯隊建設管理指引》等人才培養制度，為入職員工制定培養方案，鼓勵員工積極進取，促進僱傭關係良性迴圈。報告期內，本集團實現僱員 100% 受訓，人均受訓時數近 36 小時。

The Group has established and refined a series of talent training policies such as the Guidelines for Induction Training and Post Guidance Management and the Guidelines for the Management of Talent Echelon Construction. Training programs have been formulated for on-boarding employees to encourage employees to be proactive to promote a virtuous circle of employment relationships. During the reporting period, the Group achieved 100% training for its employees, nearly 36 hours of training for every employee.

物管學院

School of Property Management

物管學院致力於人才發鏈的打造和專業技能的提升，由基於人才發展鏈的本部和基於專業技能提升的分院組成。

The School of Property Management is aimed at creation of a talent development chain and the enhancement of professional skills, covering a headquarters based on the talent development chain and a branch school based on the enhancement of professional skills.

築橋系列

Zhuqiao Series

實施員工分級受訓，按梯隊搭配課程，實現專業、管理能力協同提升。

Train staff by levels and select different courses for staff at different echelons to achieve coordinated improvement of professional and management capabilities.

線上平台

Online platform

線下課程結合線上學習平台「康橋學堂」，靈活設置最大化培訓效力。

The offline courses are combined with the online learning platform “Kangqiao Academy” to provide flexible access and maximise the training effect.

金牌講師

Golden instructors

聘請專業內訓師共49位，含15位特聘講師，共同更新、完善內訓課程。

A total of 49 internal professional instructors are hired, including 15 specially appointed instructors, to jointly update and improve the internal training courses.

▶ 案例：康橋大講堂

Case: Kangqiao Lecture Hall

本集團通過「康橋大講堂」，圍繞行業前沿、標杆分享等方面，向本集團內部總監級及以上人員提供培訓，旨在開拓管理人員視野、提升管理人員對行業的認知度。本報告期內，「康橋大講堂」共培訓2期共計6個課時，覆蓋108人次。

Through the “Kangqiao Lecture Hall”, the Group provides training to the internal directors and above of the Group around the forefront of the industry, benchmarking sharing and other aspects, aiming at expanding the vision of the management personnel and improving the recognition of the management personnel to the industry. During the reporting period, the “Kangqiao Lecture Hall” held 2 training sessions with a total of 6 class hours, covering 108 people.



“康橋大講堂”培訓現場

“Kangqiao Lecture Hall” training site

▶ 案例：搭建「康橋學堂」線上學習平台

Case: Build “Kangqiao School” Online Learning Platform

本集團搭建「康橋學堂」線上學習平台，圍繞企業文化、管理和專業技能等方面，設置課程及配套測試，每年定期更新內容。線上平台幫助員工靈活安排學習計劃，同時方便本公司考核培訓內容的完成情況，提升人力資源管理效率。本報告期內，「康橋學堂」共上線課程 317 餘門，人均完成15 次線上培訓、66次考試，平均測試通過率超68%。

The Group has established an online learning platform called “Kangqiao Academy”, which focuses on corporate culture and management and professional skills, provides courses and supporting tests, and regularly updates the content at each year. The online platform helps employees flexibly arrange their learning plans and facilitates the Company to assess the achievement of training goals at the same time, and improve the efficiency of human resource management. During the reporting period, “Kangqiao Academy” launched a more than 317 courses, with every participant completing an average of 15 online trainings and 66 exams, achieving an average test pass rate of over 68%.



序号	培训名称	分类	类型	开始时间	结束时间	状态	参加率
11	豫北战区新员工入职培训-秩序	筑...	线上	2022-01-01 08:00:00	2022-01-02 18:00:00	已结束	0/0(0%)
12	豫南区新项目交付筹备培训	豫...	线上	2021-12-22 08:00:00	2021-12-31 18:00:00	已结束	39/49(79.8%)
13	住宅管理—中心新员工培训-工程	筑...	线上	2020-10-20 08:00:00	2021-12-31 18:00:00	已结束	54/89(60.7%)
14	住宅管理—中心新员工入职培训...	筑...	线上	2020-10-20 08:00:00	2021-11-30 18:00:00	已结束	88/107(82.2%)
15	集团危机管理制度培训	文化	线上	2021-11-17 08:00:00	2021-11-30 18:00:00	已结束	958/1274(75.2%)
16	如何提高物业费收缴率	能...	线上	2021-10-21 08:00:00	2021-10-30 18:00:00	已结束	278/390(71.3%)
17	ERP采购申请业务培训	临...	线上	2021-09-28 08:00:00	2021-10-27 18:00:00	已结束	79/128(61.7%)
18	ERP日常报训业务培训	临...	线上	2021-09-28 08:00:00	2021-10-27 18:00:00	已结束	89/129(69%)
19	海底捞心服务与用户体验	能...	线上	2021-08-31 16:00:00	2021-09-03 12:00:00	已结束	131/145(90.3%)
20	如何成为物业金牌管家	能...	线上	2021-08-24 18:00:00	2021-08-31 18:00:00	已结束	238/420(56.7%)

「康橋學堂」頁面示例 Sample page of “Kangqiao Academy”

5.4 職業健康與安全 Occupational Health and Safety

本集團高度重視員工的職業健康與安全，嚴格遵守《中華人民共和國職業病防治法》及《中華人民共和國消防法》等法律法規，樹立「安全第一、生命第一」的安全管理基本準則，為員工打造安全、健康、舒適的工作環境，力求將員工受傷風險降至最低。

The Group attaches great importance to the occupational health and safety of its employees, and strictly abides by the “Law of the People's Republic of China on the Prevention and Control of Occupational Diseases”, the “Fire Protection Law of the People's Republic of China” and other relevant laws and regulations. Basic safety management principle of "safety first, life first" has been established to create a safe, healthy and comfortable working environment for employees and minimise the risk of work-related injuries.



本集團重視辦公安全，發佈工傷處理流程及注意事項，在辦公區內張貼「遇險防範」措施，在公眾號及內部辦公平台中發佈安全教育視頻，鼓勵員工學習遇險自救知識，提高自我保護意識。同時，本集團定期排查安全隱患，不斷加強安全控制，切實做好保障職業健康與安全工作。報告期內，本集團已獲得國家級職業健康與安全管理體系認證證書。

The Group emphasises office safety, publishes work-related injury handling procedures and precautions, posts “distress prevention” measures in the office area, and releases safety education videos on the official account and internal office platform to encourage employees to learn the knowledge of self-rescue in distress and improve their awareness of self-protection. At the same time, the Group regularly investigates potential safety hazards and continuously strengthens safety control to effectively protect occupational health and safety. During the reporting period, the Group had obtained the certificate of the national Occupational Health and Safety Management System.

5.5 關愛員工生活 Caring for the Life of Employees

本集團深挖員工需求，強化員工關懷體系建設，完善員工溝通與回饋平台，認真聆聽員工心聲，提升員工滿意度及幸福感。本集團建立員工基金，旨在幫扶困難員工渡過難關。

The Group deeply engaged in the needs of employees, strengthens the construction of the employee care system, improves the employee communication and feedback platform, and listens carefully to the voices of employees to enhance employee satisfaction and happiness. The Group has established an employee fund to help employees in need tide over the difficulties.

▶ 案例：員工關懷|健康徒步活動

Case: Employee care | Healthy hiking

本集團多次舉辦健康徒步走活動，挑戰距離極限，增強員工體魄，將勇於向前、勇於拼搏、勇爭第一的體育精神深入員工內心，促進員工在日常活動中發光發彩。本集團通過集體活動，使員工身體更加健康，讓工作氛圍更和睦，讓內部溝通更高效。

The Group has held a number of healthy hiking activities to encourage employees to challenge their limit of distance and enhance their physical fitness. In this way, the sports spirits of striving forward, working hard and struggling ahead are deeply rooted in the hearts of employees, so as to promote employees to explore their maximum potential in daily activities. Through collective activities, the Group has made employees healthier, made the working atmosphere more harmonious, and made internal communication more efficient.



健康徒步走Healthy hiking

▶ 案例：員工關懷 | 520客戶服務日

Case: Employee Care | 520 Customer Service Day

集團多次舉辦員工活動，讓員工感受到本集團對其關注與關心，520康橋表白日就是其中之一。借助本集團520客戶服務日，舉辦520專項員工活動，並向全體員工發佈520表白海報。每一次員工活動都讓員工動力滿滿，對集團的感情也愈發深厚。

The Group has held employee activities for many times to enable employees feel the Group's attention and concern, and 520 Cambridge Watch Day is one of such activities. Taking the opportunity of the Group's 520 Customer Service Day, a special 520 staff event was organised and a 520 confession poster was released to all staff. Each employee activity keeps employees motivated, and their affection for the group grows deeper.



520客戶服務日 520 Customer Service Day



案例：員工關懷|凝聚力量 關愛互助

Case: employee care | cohesion, care and mutual assistance

本集團與員工共同出資成立員工基金，為困難員工提供基金援助、彰顯本集團人文關懷的專項應急救助基金。

The Group and its employees jointly contributed to the establishment of an employee fund to provide fund assistance to employees in difficulties and highlight the special emergency relief fund of the Group's humanistic care.



員工基金捐助 Employee fund contributions

重視表彰先進 Attach great importance to the Recognition of the Advanced

本集團重視表彰先進、激勵員工，開展2022年度優秀員工、優秀團隊、優秀骨幹、優秀管理者、十年忠誠榮譽、十五年貢獻榮譽等進行評優評先表彰，鼓舞士氣，凝聚人心。

The Group attaches great importance to the recognition of advanced and motivating employees, and carries out the evaluation and commendation of excellent employees, excellent teams, excellent backbone, excellent managers, ten-year loyalty and honor, and 15-year contribution honor in 2022, so as to inspire morale and rally staff.

案例：表彰先進 Case: Commending the advanced

年度表彰共設置有優秀管理者獎、優秀員工獎、築橋新星獎、5+團隊獎、十五年貢獻榮譽、總裁特別獎等近二十項大獎，由本集團高層分別為獲獎員工代表頒獎並合影留念。

The annual awards include nearly 20 awards, such as the Outstanding Manager Award, the Outstanding Employee Award, the New Star Award for Bridge Building, the 5+Team Award, the Honor for Fifteen Years' Contribution, and the President's Special Award. These awards will be granted by the senior management of the Group to the representatives of the award-winning employees respectively, whom will take a group photo together .



6 共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation

本集團重視業務發展過程中的環境保護，嚴格遵守《中華人民共和國環境保護法》，積極回應國家提出的「2060 碳達峰、碳中和」目標，貫徹落實節能減排措施，應對氣候變化、宣傳綠色理念，踐行低碳環保經營模式，推動綠色物業服務建設。

The Group attaches great importance to environmental protection in the process of business development, strictly abides by the “Environmental Protection Law of the People’s Republic of China”, actively responds to the “2060 carbon peak and carbon neutrality” goals proposed by the state, implements energy conservation and emission reduction measures, promotes green concepts in response to climate change, practices low-carbon and environmentally friendly business models, and promotes the construction of green property services.

為打造綠色物業服務，加強對環境管理效益的追蹤與管控，本集團制定節水、減廢及節能減排共三大發展目標，並從宣導綠色物業、應對氣候變化、綠色辦公三大維度制定行動計畫，推動目標達成。

To develop green property services and strengthen the tracking and control on environmental management benefits, the Group has formulated three development goals in terms of water saving, waste reduction and energy conservation and emission reduction, and developed action plans to drive the achievement of the goals from three dimensions, namely promoting green property services, reacting to climate change and practicing green office.

<p>節水目標 Target of Water Saving</p>	<ul style="list-style-type: none"> • 本集團嚴格遵守《中華人民共和國水污染防治法》等法律法規，在年度目標責任書中制定用水管控計劃，明確日常用水管理措施，如採用節水型設施設備、建設雨水回收系統等。本集團明確各層級負責人相關考核要求，並要求月度、半年度及年度會議中彙報執行情況，切實保障用水管控目標落實。 <p>The Group strictly abides by the “Water Pollution Prevention and Control Law of the People's Republic of China” and other relevant laws and regulations, formulates a water management and control plan in the annual target responsibility letter, and specifies daily water management measures, such as the use of water-saving facilities and equipment, and the construction of rainwater recycling systems. The Group clarifies the relevant assessment requirements for persons in charge at all levels, and requires reporting on the implementation status in monthly, semi-annual and annual meetings to ensure the effective implementation of water management and control goals.</p>
<p>減廢目標 Target of Waste Reduction</p>	<ul style="list-style-type: none"> • 本集團設置年度減廢目標，致力於減少、回收及妥善處理廢棄物，實現固體廢棄物分類收集處置率 100% 的目標。 <p>The Group has set an annual waste reduction target, and is committed to reducing, recycling and properly disposing of waste, and achieving the goal of 100% classified collection and disposal rate of solid waste.</p>
<p>節能減排目標 Targets of Energy Conservation and Emission Reduction</p>	<ul style="list-style-type: none"> • 本集團設置年度能耗管控目標，設置每年節能降耗 2% 的目標。通過監控能源利用情況及智慧節能降耗方案等，提高能源效益。 <p>The Group sets an annual energy consumption control target, and implements an annual energy conservation and consumption reduction target of 2%. The Group manages to improve energy efficiency by monitoring energy utilisation and adopting intelligent energy conservation and consumption reduction solutions.</p>

6.1 宣導綠色物業 Advocating Green Property Services

本集團致力於建設綠色物業，秉承「清潔管理、預防污染、遵守法規、持續改進」的環境管理方針，持續改進能源管理與廢棄物管理，踐行綠色運營理念。

The Group is committed to providing green property services, adhering to the environmental management policy of “cleanness management, pollution prevention, compliance with laws and regulations, and continuous improvement” to steadily improve energy management and waste management and promoting the concept of green operation.

能源管理 Energy Management

本集團嚴格遵守《中華人民共和國節約能源法》等法律法規，通過開展節能降耗專項工作、完善智慧降耗解決方案、健全節能設備設施等方式，實行即時高效能源管控，推動新能源使用，提升用電、用水效益，促進綠色運營。本集團的水源主要來自市政管網用水，部分專案會利用附近河道水作為綠化灌溉用水。在求取適用水源上不存在任何問題。

The Group strictly abides by the “Energy Conservation Law of the People’s Republic of China” and other relevant laws and regulations. The Group takes various measures to implement efficient real-time energy management and control, such as carrying out special work for energy conservation and consumption reduction, optimising intelligent solutions regarding consumption reduction, and deploying better energy conservation facilities and equipment, favours the use of new energy, and improves the power and water use efficiency to promote green operation. The Group mainly uses the municipal water supply in daily operation. Some projects might take water from nearby rivers for greenery irrigation. The Group has no problem with access to suitable water sources.



節能降耗專項工作 Special projects on energy conservation and consumption reduction

自2022年6月，本集團針對高效節約用水，有效灌溉開展專項綠化噴灌改造計畫，於7月15日完成改造的項目共計50項目，既有效節能降耗，又提升客戶滿意度。

Since June 2022, the Group has carried out a special greening sprinkler irrigation renovation plan for efficient water conservation and effective irrigation, and completed a total of 50 projects on July 15, which not only effectively save energy and reduce consumption, but also improve customer satisfaction.



智慧降耗解決方案 Intelligent consumption reduction solutions

本集團秉承科技賦能理念，完善智慧能耗解決方案，建立 EBA 設備能耗管理平台和設施管理系統，針對公區用電進行能耗分析，通過日能耗、月能耗、季度能耗和年能耗進行資料分析，得出同比和環比能耗資料，為專案能耗預算、節能降耗提供資料參考。

The Group adheres to the concept of technology empowerment. The Group refines the smart energy consumption solutions, establishes the EBA equipment energy consumption management platform and facility management system, and conducts energy consumption analysis on power consumption in public areas. Through the analysis of daily, monthly, quarterly and annual energy consumption data, the Group obtains year-on-year and month-on-month energy consumption data, which

provides data reference for the project energy consumption budget and energy conservation and consumption reduction targets.

此方案解決了線下抄表「時效性差」「資料精確度低」「跑冒滴漏現象無法及時發現」等弊端，實現對各項目公區用電的即時能耗資料獲取分析，提升資料獲取和分析速度，改善能耗管控效率。

This solution solves the problems with offline meter reading, such as “low timeliness”, “low data accuracy”, and “delayed detection of various forms of leakage”, realises real-time power consumption data collection and analysis for public areas of all projects, improves data collection and analysis speed, and enhances the efficiency of energy management and control.

廢棄物管理 Waste Management

本集團嚴格遵守《中華人民共和國固體廢物污染環境防治法》等國家法律法規，建立環境模組品質管制的標準與培訓制度，踐行垃圾分類政策，對園區進行智慧垃圾監測，並制定環境衛生管理計畫，築牢衛生防線。

The Group strictly abides by the “Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste” and other relevant national laws and regulations. The Group has established necessary standards and training system for environmental module quality management, implemented the waste classification policy, conducted intelligent waste monitoring in the park, and formulated an environmental sanitation management plan to build a solid line of defence for sanitation.

智慧社區垃圾監測 Smart community waste monitoring

本集團制定環境衛生管理計畫，利用智慧設備對廢棄物進行管理，實現垃圾溢出監測，並結合不同季節調整保潔工作頻率，優化廢棄物清運管理，確保垃圾桶無滿溢情況。



The Group has formulated an environmental sanitation management plan, conducted waste management using intelligent equipment, realised waste overflow monitoring, adjusted the frequency of cleaning work based on the seasonal conditions, and optimised waste removal and transportation management to avoid overflowing of trash cans.

廢棄物專項清運 Special waste removal

本集團重視新型冠狀病毒疫情（「疫情」）期間的口罩等廢棄物清理，設立「廢棄口罩專用垃圾桶」，統一收集、專車運輸、定點處理，防止因口罩隨意丟棄造成二次污染，並及時進行垃圾桶和清運車輛的消殺與防護。

The Group attaches great importance to the disposal of discarded masks and other wastes in the community during the COVID-19 pandemic (“the pandemic”). The Group has provided “dedicated trash cans for discarded masks”, and required discarded masks be centrally collected, transferred with dedicated vehicles, and treated at dedicated sites, so as to prevent secondary pollution caused by random discarding of masks. The trash cans and vehicles will be sanitised

regularly.

6.2 應對氣候變化 Responding to Climate Change

本集團嚴格遵守《中華人民共和國大氣污染防治法》等法律法規，一方面積極主動採取多項措施減緩氣候變化並踐行碳中和實踐，另一方面制定策略適應氣候變化，有效降低氣候變化對業務的影響。

The Group strictly abides by the “Law of the People's Republic of China on the Prevention and Control of Air Pollution” and other relevant laws and regulations. On the one hand, the Group proactively takes measures to help mitigate climate change and drive carbon neutrality. On the other hand, the Group formulates strategies to adapt to climate change and effectively reduce the impact of climate change on business.

碳中和實踐 Carbon Neutral Practices

本集團通過節能降耗、綠色改造等方式，積極履行碳中和實踐，不斷提高環保意識，降低能源消耗並減少碳排放，助力綠色物業管理。

The Group actively implements carbon neutral practices through energy conservation and consumption reduction, green transformation and other means, continuously improves environmental protection awareness, reduces energy consumption and carbon emissions, and facilitates green property management.

配備綠色節能充電樁 Setting up green energy conservation charging piles

本集團建立綠色充電站，通過線上平台掌握用電能耗情況，為業主提供新能源汽車充電增值服務，並向外部客戶提供充電運維服務，助力減少碳排放。

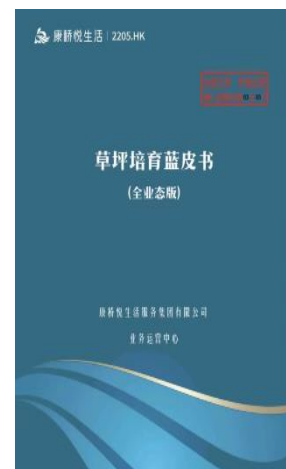
The Group establishes green charging stations, monitors power consumption through online platforms, provides owners with value-added services related to charging of new energy vehicles (NEVs), and provides charging operation and maintenance services to external customers to help reduce carbon emissions.



推進綠化覆蓋 Promoting greenery coverage

本集團積極推進管理區域的綠化覆蓋，建立綠化標準，2022年度，按照《綠化養護藍皮書》指引，進行綠化專項培訓23次；推動綠化升級改造。例如，杭州泊悅府對綠化草坪挖土翻新更換草籽品種，面積約300平方米。

The Group actively has promoted the greening coverage of the management area and established greening standards. In 2022, according to the guidance of the Blue Book of Greening Maintenance, the Group conducted 23 special greening trainings and promoted greening upgrading and transformation. For example, Boyue Mansion in Hangzhou dug and renovated the green lawn to replace grass seed varieties, covering an area of about 300m².



極端氣候挑戰 Responding to Extreme Climate

本集團定期審閱業務經營活動的氣候風險與影響，從實體風險與轉型風險兩大維度識別可能對本集團產生重大影響的氣候變化事宜。其中，實體風險包括但不限於極端強降雨、颱風、地震、極寒極熱天氣、氣候變暖等導致資產擱淺的風險，轉型風險包括但不限於碳排放相關政策風險等。同時，本集團積極主動採取多項措施減緩氣候變化。

The Group regularly reviews the climate risks and impacts facing the business operation activities, and identifies climate change issues that may have a significant impact on the Group from the two dimensions of physical risks and transition risks. Among them, physical risks include but are not limited to extreme heavy rainfalls, typhoons, earthquakes, extremely cold or hot weather, climate warming, etc. that result in stranded assets, and transition risks include but are not limited to carbon emission-related policy risks, etc. At the same time, the Group proactively takes various measures to help mitigate climate change.



預防汛情專項工作 Special work for flood prevention

本集團嚴格遵守《中華人民共和國防洪法》、《中華人民共和國防汛條例》等法律法規，制定《物業汛情防控白皮書》，涵蓋防汛相關知識及自救、防汛應急預案、基本保障指引、汛情員工上崗指引等內容，汛期提前儲備物資，有效指引行銷案場、住宅、寫字樓、產業園、醫院、軌道等物業服務區域防汛操作。

The Group strictly abides by the “Flood Control Law of the People’s Republic of China”, the “Flood Control Regulations of the People’s Republic of China” and other laws and regulations, and has formulated the “White Paper on Flood Prevention and Control around Properties”, which covers knowledge on flood control, emergency self-rescue and flood control plans, guidelines on basic security, work guide for flood control staff, etc., and provides guidance for early storage of materials during the flood season, effectively regulating the flood control operations in property service areas such as marketing sites, residences, office buildings, industrial parks, hospitals and rail transit sanitation.



案例：7月，軌道城郊線防汛日常演習

Case: In July, the daily exercise of flood control on the suburban rail line



開展冬季除雪防災工作 Carrying out snow removal and disaster prevention in winter

本集團制定並遵守《冬季除雪標準》，統一作業前準備、到工作區域及執行標準及要求，並開展防雪凍應急專項工作、園區冬季防凍保暖措施，有效應對冬季寒潮、雨雪冰凍災害等極端天氣。

The Group has formulated and implemented the “Winter Snow Removal Standards”, which puts forward standards and requirements for preparation before work, arriving at the work area, and implementation of work. The Group carries out special emergency work for preventing snow freezing, and takes antifreeze measures within the park to effectively deal with extreme weather in winter like cold snap, freezing rain or blizzard, etc.



防雪凍應急專項工作 Special emergency work for preventing freezing

為減少雨雪冰凍災害對社區業主正常生活帶來的影響，為將可能對員工生命、財產安全造成的損失或影響降至最低，本集團在 2022 年 10 月完成對所有在管專案的應急預案培訓及相關工作事項安排。

To reduce the impact of freezing rain, snow or ice disasters on the normal life of owners in the community, and to minimise the possible loss or impact on the life and property safety of employees, the Group completed trainings on emergency plans for all the projects under management, and made relevant work arrangements in October 2022.



冬季防凍保暖工作 Winter antifreeze and insulation work

為降低冬季冰凍災害對綠植的影響，本集團編製冬季綠化養護標準下發項目，並於2022 年 11 月前完成所有在管園區的喬灌木防凍保暖和封凍水澆灌工作。

To reduce the impact of freezing disasters in winter on the community greenery, the Group has prepared a winter greenery maintenance standard and communicated it to all projects, which requires completing the antifreeze and insulation work for the trees and shrubs in all the parks under management and the insulation watering before November 2022.

▶ 案例：康橋悅生活工作人員集體開展防雪工作

Case: Kangqiao Service staff carried out collective activity of snow prevention

2022 年 11 月寒潮來襲，本集團各模組人員迅速有序開展各項防凍工作，客服管家及時進行天氣預報宣傳、張貼告示，秩序人員及時檢查雨水篦子、樓層消防管道等設施安全，保潔人員及時備好防凍除雪工具物資，工程人員及時對室外消防栓、水龍頭消防噴淋、屋頂消防環網管道等所有設備進行防凍、保溫全覆蓋，切實保障社區人員安全。

In response to the cold snap outbreak in November 2022, the staff of all units of the Group carried out various antifreeze work in a prompt and orderly manner. The customer service housekeepers carried out weather forecast promotion and posted notices in a timely manner. The order maintenance staff conducted timely safety inspection on facilities such as rainwater grates and the fire pipes in all storeys. The cleaning staff prepared antifreeze and snow-removing tools and materials. The engineering staff carried out timely antifreeze and insulation protection on all equipment such as outdoor fire hydrants, water faucets, fire sprinklers, and roof fire ring net pipes, so as to ensure the safety of community residents.



工作人員進行管道防凍作業 Worker performs antifreeze work on pipeline

6.3 宣傳綠色文化 Promoting Green Culture

本集團緊跟國家綠色發展戰略，堅信每一份綠色環保的力量都是對自然的守護，號召員工、業主參與環保公益活動。本集團積極開展多類型綠色文化宣傳，如植樹節、「綠色康橋」等社區主題活動，吸引業主參與，助力環保理念傳承，普及環保知識，宣傳綠色文化。

The Group closely follows the national green development strategy and firmly believes that green power is the protection of nature. We call on employees and property owners to participate in environmental public welfare activities. Besides, the Group actively carries out various types of green culture publicity, and engages owners in community-themed activities such as the Arbor Day and the “Green Kangqiao”, aimed at helping communicate the concept of environmental protection, popularising knowledge on environmental protection, and promoting green culture.

案例：植樹節活動 Case: Arbor Day activities

2022年3月，植樹節到來之際，本集團組織業主對園區內空地進行樹苗種植，並在綠植掛上樹牌進行認領，寫上心願祝福，有效激發業主參與植樹活動和保護園區綠化綠植的熱情，提升其環保意識。

In March 2022, when the Tree Planting Day was coming, the Group organized the owners to plant seedlings in the open space in the park, hang a tree sign on the green plants to claim them and write wishes, effectively stimulating the owners' enthusiasm to participate in tree planting activities and protect the green plants in the park, and improving their environmental awareness.



7 攜手共建，行業賦能 **Joining Hands to Promote Co-construction and Drive Industry Empowerment**

本集團牢固樹立合規風險防控意識，有序開展廉潔建設工作，營造廉潔從業的文化氛圍。同時，本集團重視供應商管理流程的規範性和專業性，關注供應商的環境及社會責任履責表現，秉持公平交易、互利共贏的合作理念，持續推進供應鏈的可持續發展。

The Group firmly establishes the awareness of compliance risk prevention and control, carries out the work of integrity construction in an orderly manner, and creates an atmosphere of business integrity. At the same time, the Group attaches great importance to the standardisation and professionalism of the supplier management process, pays attention to suppliers' performance of environmental and social responsibility, adheres to the cooperation concept of fair trade, mutual benefit and win-win results, and continuously promotes the sustainable development of the supply chain.

7.1 促進可持續供應鏈 **Promoting Sustainable Supply Chain**

本集團嚴格遵守《中華人民共和國招標投標法》《中華人民共和國政府採購法》《政府採購貨物和服務招標投標管理辦法》等法律法規，制定並完善供應商管理機制，建立健全陽光採購、綠色採購評估體系，保障供應鏈體系可持續發展。

The Group strictly complies with laws and regulations such as the Law of the People's Republic of China on Tenders and Bids, the Law of the People's Republic of China on Government Procurement and the Measures for the Administration of Tenders and Invitations to Bid in Government Procurement of Goods and Services, and formulates and improves the supplier management mechanism, establishes a sound assessment system featuring transparent procurement and green procurement to ensure the sustainable development of the supply chain.

7.1.1 供應鏈管理 **Supply Chain Management**

本集團制定並落實《供應商管理指引》《招標採購管理規範》制度，明確供應商准入流程、履約評估體系及動態管理方法，識別高品質、優服務供應商。

The Group has formulated and implemented systems such as the Supplier Management Guidelines and the Specifications for Tender and Procurement Management, which defined the supplier access process, performance assessment system and dynamic management method to identify high-quality and superior service providers.



7.1.2 陽光採購 Transparent Procurement

本集團秉持公正保密、系統優先、廉潔奉公的招采原則，建立合規的招采流程，對運營或供應鏈中貪腐行為持零容忍態度。

The Group upholds the principles of impartiality, confidentiality, system priority and honesty and integrity in procurement and establishes a compliant bidding and purchasing process with zero tolerance for corruption in operations or supply chain.

- **公正保密原則**：招標小組承擔招標採購資訊保密義務，杜絕暗箱操作。

Principle of impartiality and confidentiality: The bidding team assumes the obligation to keep the bidding and purchasing information confidential, and eliminates manipulation behind the scenes.

- **系統優先原則**：招標過程線上化、流程化、標準化，避免人為操作風險。

Principle of system priority: The bidding process is online, streamlined and standardized to avoid man-made operation risks.

- **廉潔奉公原則**：本集團員工需廉潔自律、克己奉公，並向供應商定期宣貫廉潔奉公原則。

Principle of honesty and integrity: Employees of the Group are required to act with integrity and self-restraint, and to regularly promote the principle of integrity to suppliers.

本集團要求與合作的供應商簽訂《廉潔合作協定》，協議中明確商業賄賂、行賄、資金往來、串標等禁止行為。同時，採購部門建立「非誠信合作」黑名單，並在內部公示。

The Group requires the signing of the Cooperation Integrity Agreement with the suppliers it cooperates with, which specifies the prohibited acts such as commercial bribery, bribery, financial transactions, and bid-rigging. At the same time, the Procurement Department established a blacklist of “non-integrity cooperation” and made it public internally.

7.1.3 供應鏈環境及社會風險管理 Supply Chain Environmental and Social Risk Management

本集團高度重視供應商在環境及社會風險管理方面的合規情況，以促使供應鏈的健康可持續發展。本集團編製《招標文件》，列明本集團對供應商在環保及社會方面的要求，內容涵蓋綠色發展、員工權益及福利、多元化及反歧視、健康與安全等多方面，該準則適用於

本集團所有範圍內合作的供應商。此外，本集團鼓勵供應商獲取環境管理體系、健康與安全管理體系、品質管制體系等認證，在供應商資料庫中列示供應商環境、品質、安全認證證書，以降低本集團供應鏈風險。

The Group attaches great importance to suppliers' compliance in environmental and social risk management in order to promote the healthy and sustainable development of the supply chain. The Group has prepared the Bidding Document, which sets out the environmental and social requirements for the Group's suppliers, covering various aspects such as green development, employee rights and welfare, diversity and anti-discrimination, health and safety, etc. The criteria are applicable to all the suppliers with whom the Group cooperates. In addition, the Group encourages suppliers to obtain certifications of environmental management system, health and safety management system, quality management system, etc. The environmental, quality and safety certifications of suppliers shall be listed in the supplier database to reduce the Group's supply chain risk.

本集團在採購專案中深化綠色低碳理念，關注專案在低碳環保、安全健康等方面的表現，已對供應商的環保資質、施工中的環保做明確要求。

The Group deepens the green and low-carbon development principle in procurement projects, and pays attention to the performance of the projects in terms of low-carbon environmental protection, safety and health, etc., and has made clear requirements on the environmental qualification of suppliers and environmental protection in construction.

- **材料環保要求：**中標單位必須承諾所有用於本專案工程的材料除達到國家規定的環保要求外，且達到相關建築材料、建築行業的規範要求。

Environmental protection requirements for materials: The bid winner shall undertake that all materials used in the project not only meet the national environmental protection requirements, but also meet the requirements of relevant building materials and construction industry specifications.

- **空氣品質要求：**投標單位所施工的區域必須通過有資質的環保檢測單位的室內環境品質檢測，有任何一項達不到國家現行室內環境標準的規定要求，則視為不合格產品，不給予驗收及結算。

Air quality requirements: The areas constructed by the tenderer shall pass the indoor environmental quality test by qualified environmental protection inspection units, and if any of them fails to meet the requirements of the current national indoor environmental standards, it will be regarded as unqualified products and will not be accepted and settled.

- **材料品質要求：**投標單位對其選用的裝修材料進行嚴格的環保控制，用於本工程項目的所有材料都必須提供有效、準確的環境污染物檢測報告及放射性參數檢測報告，保證所用材料均能達到環保要求。

Material quality requirements: The tenderer shall carry out strict environmental control on the decoration materials it selects, and all materials used in the project shall provide valid and accurate environmental pollutant test reports and radioactive parameter test reports to ensure that all materials used can meet environmental protection requirements.

- **防火安全要求：**所有木質材料均需要做三層防火漆處理，與結構或後砌牆接觸的面須用環保防腐材料做防腐處理。

Fire safety requirements: All wood materials need to be treated with three layers of fire-proof paint, and the surface in contact with the structural walls or the walls that build after the structural walls shall be treated with environmentally friendly anti-corrosion materials.

7.2 保護智慧財產權 Trademark Protection

本集團嚴格遵守《中華人民共和國著作權法》《中華人民共和國商標法》《中華人民共和國專利法》等法律法規要求，高度重視智慧財產權保護。本集團遵循內部管理原則，要求員工入職簽署保密協議，並定期開展智慧財產權培訓課程。

The Group strictly abide by relevant laws and regulations including the “Copyright Law of the People’s Republic of China”, the “Trademark Law of the People’s Republic of China” and the “Patent Law of the People’s Republic of China” and attaches great importance to the protection of intellectual property rights. The Group adheres to internal management principles, requires employees to sign confidentiality agreements and conducts intellectual property training courses on a regular basis.

7.2.1 商標保護 Trademark Protection

- **樹立保護意識：**在全集團樹立商標保護意識，宣貫商標的合理及使用規範；

Establish awareness of protection: Establish awareness of trademark protection throughout the Group and promote information on the rational and usage norms of trademarks;

- **做好商標規劃：**在推進新業務或打造新商號時做好商標規劃，避免侵犯他人的註冊商標；

Make a trademark plan: make a plan for trademark to avoid infringing on registered trademarks of others’, when promoting emerging businesses or building emerging firms;

- **保持前置溝通：**在推進商標註冊前，與本集團法務部、品牌部或外部專業機構保持前置溝通，確保計劃註冊商標的可行性及合法合規性，申請商標註冊需在完成前置溝通並獲得內部審批通過後方可發起；

Keep preliminary communication: keep preliminary communication with the Group’s legal department, the brand department and external professional institutions, before promoting trademark registration, and ensure the feasibility, legality and compliance of the trademark proposed to register. The application of trademark registration is subjected to the completion of preliminary communication and the internal approval;

- **規範宣傳行為：**在進行產品或服務命名或對外宣講時，嚴格規範商標使用，不得使用已被他人註冊的商標作為本集團的產品或服務的對外宣傳名稱，避免商標侵權。

Standardize advertisement behaviors: strictly standardize the use of trademark when naming the products or services or conducting public announcements. Do not use others’ registered trademarks as public promotion name of the Group’s products or services to avoid trademark infringement.

7.3 助力行業發展 Helping Industry Development

本集團致力於為物業管理行業的長遠健康發展添力蓄能。本報告期內，本集團舉辦「康橋悅生活戰略解碼與經營管理卓越實踐深度研學」、「鄭州市物業服務社區防汛應急演練觀摩會」等活動，同時，還積極參與行業展會和交流會，如「2022深圳國際智慧物業產業博覽會」、「2022上半年河南物業行業研討交流會」、「2022中國物業服務百強企業研究成果發佈會暨第十五屆中國物業服務百強企業家峰會」、「2022中國房地產上市公司研究成果發佈會暨第二十屆產城融合投融資大會」、「第五屆CIOOC不動產數位化峰會」等，助力物業管理行業發展。

The Group is committed to making contribution to the long-term sound development of the property management industry. During the reporting period, the Group held activities such as “Kangqiao Services Strategy Decoding and Operation Management Excellence Practice In-depth Research Study”, “Zhengzhou Property Service Community Flood Prevention Emergency Drill Observation Meeting”, and also actively participated in industry exhibitions and exchanges, such as “Shenzhen International Smart Property Industry Expo 2022”, “Henan Property Industry Seminar in the first half of 2022”, “2022 China’s Top 100 Property Service Enterprises Research Results Conference and the 15th China’s Top 100 Property Service Entrepreneurs Summit”, “2022 China’s Real Estate Listed Companies Research Results Conference and the 20th Industrial and Urban Integration Investment and Financing Conference”, “the fifth CIOC Real Estate Digital Summit”, and so on, promoting the development of the property management industry.

案例：戰略解碼與經營管理卓越實踐深度研學活動

Case: Strategic Decoding and Operation Management Excellence practice In-depth Research Study Activity

2022年7月，由本集團聯合鈞涵顧問和北大高景亞太房地產研究院主辦的康橋悅生活戰略解碼與經營管理卓越實踐深度研學活動隆重舉行。來自全國各地房企、物企學員100余人齊聚鄭州，通過實景品鑒、分享交流、主題論壇等，共同探索新時代背景下成長型物企服務力提升和創新經營之道，共謀行業發展新篇章。

In July 2022, the grand Kangqiao Service Group’s Strategy Decoding and Operation Management Excellence Practice In-depth Research Study Activity, organized by the Group together with Junhan Consulting and Beijing University Gaojing Asia-Pacific Real Estate Research Institute, was held. More than 100 participants from real estate enterprises and property enterprises from all over the country gathered in Zhengzhou to jointly explore the ways to improve the service capacity and innovate the operation of growth property enterprises in the new era through live appraisal, sharing and exchange, theme forums, etc., in order to seek a new chapter in the development of the industry.



案例：參加2022深圳國際智慧物業產業博覽會

Case: Participation in Shenzhen International Smart Property Industry Expo 2022

2022年11月，「2022中國物業服務行業高峰論壇暨城市服務論壇」在深圳舉行，本集團執行董事兼總裁戴衛先生受邀進行主題演講，向與會嘉賓講述了在當前經濟社會背景下，悅生活對於城市服務發展的探索與實踐。本集團以自身為例，闡述在大服務戰略指引下，以品質服務引領生活方式變革，以智慧科技助力行業發展，促進管理升級與服務迭新，完成核心競爭力的打造，為行業發展提供了新方向、新思路、新模式。

In November 2022, the "2022 China Property Service Industry Summit Forum and Urban Service Forum" was held in Shenzhen. Mr. Dai Wei, Executive Director and President of the Group, was invited to deliver a keynote speech, telling the guests about the exploration and practice of Kangqiao Service for urban service development in the current economic and social background. The Group, taking itself as an example, elaborated that under the guidance of the big service strategy, it led the lifestyle change by providing high quality service, contributed to the development of the industry with smart technology, promoted the management and service upgrade, and completed the building of core competitiveness, providing new directions, new ideas and new models for the development of the industry.



案例：參加2022上半年河南物業行業研討交流會

Case: Participation in Henan Property Industry Seminar in the first half of 2022

2022年7月，由中指研究院主辦的「聚焦服務品質 共話物業成長」2022上半年河南物業行業研討交流會在鄭州舉行。本集團執行董事兼總裁戴衛先生受邀做主題分享，指出中小物企在危機下搏生存，生存四寶缺一不可：保品質、擴規模、聚團隊、增效益。本集團通過城市服務、創造就業、納稅回饋、環保節能、紅色物業、公益慈善等多個方面綠色經營，回饋社會，助力行業發展。

In July 2022, Henan Property Industry Seminar in the first half of 2022 themed on the "Focus on Service Quality and Discuss about Property Growth", sponsored by the China Index Academy, was held in Zhengzhou. Mr. Dai Wei, Executive Director and President of the Group, was invited to make a theme sharing, pointing out four measures that are indispensable for small and medium-sized property enterprises to survive under the crisis, i.e., ensuring quality, expanding scale, gathering teams, and increasing efficiency. The Group contributed to the society and the development of the industry through green operations in urban services, employment creation, tax returns, environmental protection and energy conservation, properties managed with Red Spirit, public welfare and charity.



8 回饋社會，一路善行 Supporting Our Communities, Making Positive Impacts

本集團積極參與社區建設，以實際行動履行企業社會公民責任。2022年，本集團立足服務區域實際需求，開展一系列社會公益、文化活動及黨建工作，打造溫暖氛圍，傳遞善意與正能量。

The Group actively engages in community developments and takes practical actions to fulfil its corporate social responsibilities. In 2022, the Group has carried out a series of social public welfare, cultural activities and party building based on the actual needs of serving region, creating a warm atmosphere and delivering benevolence and positive energy.

8.1 戰疫不止 Unremitting Endeavour to Fight Against the Pandemic

本集團作為防控中堅力量，堅決築牢群防群控防線，保障全體業主和員工的身體健康和生命安全，彰顯本集團積極參與社會治理、履行企業責任的決心。

As the backbone of pandemic prevention and control, the Group has built a solid defence for group prevention and control by protecting the health and safety of all property owners and employees, which demonstrates the Group's determination to be actively engaged in social governance and fulfil corporate social responsibilities.

面對疫情反復，本集團嚴格執行國家、當地政府及社區的管控政策，承擔社會責任，投入人力、物力等回饋社會，同時，悅生活一線物業服務中湧現出很多舍小家、護大家的感人事蹟。

In the face of recurring outbreaks, the Group strictly implemented the management and control policies issued by the state, local governments and communities, assumed social responsibilities and gave back to the society by investing human and material resources. At the same time, many touching deeds of sacrificing individual interests for public good emerged in the frontline property services of Kangqiao Service.



案例：不懼風險，轉運「擺渡人」

Case: Transfer without Fear of Risk

為了早日讓康橋悅生活「家人們」的生活有序恢復正常，康橋悅生活陳亮作為隊長，帶領邢永發、周玉朋等8人成立「戰疫突擊隊」，深入高風險專案，用自己的實際行動踐行責任與擔當。

在二十餘天的奮戰中，陳亮和團隊需要負責600多戶業主的物資派送、垃圾清運、環境消殺等工作。面對繁重的工作量，這支僅8人組成的戰疫突擊隊，沒有退縮，每天都鼓足幹勁，像一隻只旋轉不停的「陀螺」，始終奮戰在崗位上。

In order to make the life of family members of Kangqiao Services return to normal orderly as soon as possible, Chen Liang, as the team leader, led 8 people, including Xing Yongfa, Zhou Yupeng and so on to set up a “Anti-pandemic Commando” to get involved high-risk projects and assuming responsibility with their own practical actions.

During more than 20 days of fighting, Chen Liang and his team need to be responsible for the material delivery, garbage removal, environmental disinfection and sterilization and other work of more than 600 owners. In the face of heavy workload, the Anti-pandemic Commando, consisting of only 8 people, has not retreated, and has worked hard every day, like a spinning “top” that never stops, always fighting in the position.



8.2 文化活動 Cultural Activities

本集團致力打造「康橋鄰禮匯」文化品牌，圍繞「四季一堂」（愛心公益季、童心夢想季、健康運動季、暖心服務季和康橋禮學堂）和「五社」（悅跑團、義工社、棋牌社、悅讀社和愛心車隊）兩大核心板塊，探索鄰里關係新模式。

The Group is committed to developing the “Kangqiao Lin Li Hui” cultural brand and exploring a new model of neighbourhood relations, based on two core sectors - “Four Seasons and One Hall” (including four seasonal activities: Season of Love and Public Welfare, Children’s Dream Season, Healthy Sports Season, Warm Heart Service Season and Kangqiao Ritual School) and “Five Clubs” (Joyful Running Club, Volunteering Club, Chess Club, Joyful Reading Club and Drivers’ Club).

2022 年，為進一步深化溫暖社區的品牌理念，本集團共舉辦 1,865 餘場文化和公益活動，涵蓋文化、環境、健康、教育、紅色精神多個方面，用實力與責任為本土社區的未來貢獻力量。

In 2022, to further solidify the brand concept of developing warm communities, the Group held more than 1,865 activities on culture and public welfare, covering various topics such as traditional culture, environment, wellbeing, education and the red spirit, promoting the progression of local communities with capability and responsibility.



案例：網課輔導系列活動

Case: online class tutorial series activities

2022年封控期間，康橋悅生活九溪天悅項目提供場地，項目管家充當「輔導老師」，陪伴指導無人照看孩子上課、作業，獲得業主家長的紛紛點贊。

During the closure period in 2022, the Jiuxi Tianyue Project of Kangqiao Service will provide the venue, and the project housekeeper will act as a “tutor” to accompany and guide the unattended children in class and homework, which has been praised by the owners and parents.



客服管家化身“辅导老师”
课堂监督、课后辅导、作业提交



坐姿端正





案例：「獻禮中秋&教師節」活動

Case: “Mid-Autumn Festival & Teachers' Day” activity

2022年9月，本集團在上城品、蔚來雲城等專案，物業人員為教師業主準備了精美賀卡、鮮花、筆記本等，並致以節日的祝福。

在香溪郡、學府三園等專案，一場場精彩紛呈的節目演出將中秋的氣氛烘托得更為濃烈。



In September 2022, the Group prepared exquisite greeting cards, flowers, notebooks, etc. for sending holiday greetings to teachers in communities of Shangchengpin (上城品), Weilai Yuncheng (蔚來雲城) and other projects.

In projects such as Xiangxijun (香溪郡) and Xuefu Sanyuan (學府三園), the atmosphere of the Mid-Autumn Festival is further enhanced by a variety of wonderful performances.

8.3 紅色物業 Managing Properties with Red Spirit

本集團積極打造「紅色物業」，將社區物業打造成基層黨組織服務平台，圍繞「紅色鄰里匯」主題開展多項活動，協助構建基層治理環環相扣、緊密協同的大格局。

The Group commits to “Managing Properties with Red Spirit”, establishing the community properties as a service platform for primary party organizations, and carried out a number of activities based on the theme of “Ling Li Hui with Red Spirit” to help build a general pattern of primary governance that is closely interrelated and coordinated.

為進一步夯實「黨建引領+紅色物業」的基層基礎，提升物業服務品質，增強社區居民的獲得感、幸福感、安全感，康橋悅生活黨支部組織黨員同志及志願者做出一系列公益活動。

In order to further consolidate the grass-roots foundation of “Party Building Leading + Red Property”, improve the quality of property services, and enhance the sense of gain, happiness and security of residents in the community, the party branch of Kangqiao Service organized party members and volunteers to make a series of public welfare activities.

▶ 案例：「疫情防控志願」活動

Case: “Voluntary pandemic prevention and control” activity

2022年，新冠疫情持續反覆，康橋悅生活黨支部組織黨員同志和志願者積極投入疫情防控的志願服務工作，發揚黨員先進作用，獲得共青團西安市委員會「西安市長安區新冠肺炎疫情防控優秀志願者證書」、中共新鄭市委組織部和中共新鄭市委城鄉社區發展治理委員會共同頒發的「新鄭市城鄉社區疫情防控工作最美社區志願者」獎項。

In 2022, the COVID-19 continued to recur. The Kangqiao Service Party Branch organized party members and volunteers to actively participate in the voluntary service work of pandemic prevention and control, carried forward the advanced role of party members, and won the “Certificate of Excellent Volunteer for COVID-19 Prevention and Control in Chang'an District of Xi'an City” issued by the Xi'an Municipal Committee of the Communist Youth League and “The most beautiful community volunteer for pandemic prevention and control in urban and rural communities in Xinzheng City” award jointly issued by the Organization Department of the CPC Xinzheng Municipal Committee and the Urban and Rural Community Development and Governance Committee of the CPC Xinzheng Municipal Committee.



▶ 案例：「民族要復興，鄉村必振興」活動

Case: “National rejuvenation, rural revitalization” activity

為助力實施鄉村振興戰略，改善農村人居環境，2022年7月29日，康橋悅生活黨支部聯同軌道悅生活志願者，深入中牟縣狼牙崗鎮曹寨村開展「建設美麗鄉村」志願服務活動。本次志願服務活動分為「垃圾分類有獎問答」、「愛心助老血壓測量」和「煥新清潔服務」三支隊伍。參與垃圾分類有獎問答的小朋友爭前恐後地回答問題，而不同顏色垃圾桶的現場教學，真真切切給孩子們上了一堂生動的垃圾分類知識課。



In order to help implement the rural revitalization strategy and improve the rural living environment, on 29 July 2022, the Kangqiao Services Party Branch, together with the Orbit Joy Living volunteers, went to Caozhai Village, Langyagang Town, Zhongmou County to carry out the voluntary service activity of “building a beautiful village”. This volunteer service activity is divided into three teams: “garbage sorting award-winning question and answer”, “caring for the elderly blood pressure measurement” and “refreshing cleaning service”. The children participating in the award-winning question and answer for garbage classification competed to answer the questions and the on-site teaching of garbage cans with different colors gave the children a vivid garbage classification knowledge lesson in a practical manner.



案例：「智慧助老 與銀齡老人“疫”路同行」活動

Case: “Smart help for the elderly and pass through the pandemic together with the silver-age elderly ” activity

2022年是黨的二十大召開之年，亦是國家成立73周年，本集團堅持黨建引領，積極回應國家智慧助老號召，集團黨支部特組織在祝福紅城、梧桐新語等社區陸續開展3期「智慧助老 與銀齡老人“疫”路同行」紅色鄰禮匯公益活動。



2022 is the year of the 20th National Congress of the Communist Party of China and the 73rd anniversary of the founding of the country. The Group adheres to the leadership of party building and actively responds to the call of the country to help the elderly with wisdom. The Party branch of the Group specially organized public welfare activities of “Smart Hhelping for the eElderly and pass through the pandemic together with the Silver silver-Age age eElderly” in three phases in Zhufu Hongcheng (祝福紅城), Wutong Xinyu (梧桐新語) and other communities.



案例：「喜迎二十大 奮進新征程 歡樂慶中秋 攜手做慈善」活動

Case: “Welcoming the new journey of the 20th National Congress and celebrating the Mid-Autumn Festival and joining hands for charity” activity

於2022年9月9日「99公益日」來臨之際由大學路街道辦事處主辦，康橋華城社區、康橋悅生活、雷鋒幫幫團、青益社工、美好生活社工協辦，開展主題為“喜迎二十大 奮進新征程 歡樂慶中秋 攜手做慈善”的社區鄰里節活動。



On 9 September 2022, the “Public Welfare Day on 9 September” was hosted by the Daxue Road Sub-district Office, and co-organized by the Kangqiao Huacheng Community, Kangqiao Service, Lei Feng Charity Group (雷鋒幫幫團), Qingyi Social Workers and Better Life Social Workers, to carry out the neighborhood festival activity with the theme of “Welcoming Celebrating the New new Journey journey of the Twentieth 20th National Congress and Celebrating celebrating the Mid-Autumn Festival and joining hands for charity” in the community.

附錄一：聯交所《環境、社會及管治報告指引》關鍵績效指標

Appendix I: Index of Key Performance Indicators (KPIs) under HKEX's ESG Reporting Guide

環境數據 Environmental KPIs		
ESG 指標 ESG indicator	單位 Unit	數據 Data
A1：排放物		
A1 Emissions		
A1.2 溫室氣體排放量及密度		
A1.2 Greenhouse gas emissions and intensity		
能源間接溫室氣體排放（範圍 2） Energy Indirect greenhouse gas emissions (Scope 2)	噸 Tonne	43,574.51
溫室氣體總排放量 Total greenhouse gas emissions	噸 Tonne	43,574.51
溫室氣體排放密度 Greenhouse gas emissions intensity	噸／百萬平方米 Tonne per million square metre	1,743.68
A1.3 所產生有害廢棄物及密度		
A1.3 Hazardous waste produced and intensity		
廢棄電池重量 Weight of disposed batteries	噸 Tonne	0.02
廢棄燈管、燈泡重量 Weight of disposed fluorescent light bulbs	噸 Tonne	0.13
廢棄墨盒/硒鼓重量 Weight of disposed ink cartridges and drums	噸 Tonne	0.13
有害廢棄物總重量 Total weight of hazardous waste	噸 Tonne	0.28
有害廢棄物密度 Hazardous waste intensity	噸/百萬平方米 Tonne per million square metre	0.01
A1.4 所產生無害廢棄物及密度		
A1.4 Non-hazardous waste produced and intensity		
一般辦公室廢物重量 Weight of general commercial waste	噸 Tonne	3.12

環境數據 Environmental KPIs		
ESG 指標 ESG indicator	單位 Unit	數據 Data
無害廢棄物總重量 Total weight of non-hazardous waste	噸Tonne	3.12
無害廢棄物密度 Non-hazardous waste intensity	噸/百萬平方米 Tonne per million square metre	0.10
A2：資源使用		
A2: Use of Resources		
A2.1 能源消耗量及密度		
A2.1 Energy consumption and intensity		
用電量 Electricity consumption	千個千瓦時 Thousands of kWh	50,744.74
間接能源總耗量 Total indirect energy consumption	千個千瓦時 Thousands of kWh	50,744.74
能源總耗量 Total energy consumption	千個千瓦時 Thousands of kWh	50,744.74
能耗密度 Energy consumption intensity	千個千瓦時/百萬平方米 Thousands of kWh per million square metre	2,030.60
A2.2 水資源消耗量及密度		
A2.2 Water consumption and intensity		
總耗水量 Total water consumption	立方米 Cubic metre	765,720.25
耗水密度 Water consumption intensity	立方米/百萬平方米 Cubic metre per million square metre	30,641.07

2022年度環境數據相關說明：

Notes to the 2022 environmental data:

1) 數據時間範圍：2022年1月1日至2022年12月31日。

The reporting period of data collected is from 1 January 2022 to 31 December 2022.

- 2) 數據項目範圍：披露本集團辦公區、在管項目的辦公區和物業管理區的能源及資源消耗情況（不包括由住戶承擔費用的資源消耗量和廢棄物產生量）。

The scope of data collected includes the consumption of energy and resource in the Group's head office, total area of office and properties under management (excluding resource consumption and waste generation at the expense of households).

- 3) 溫室氣體排放量（範圍二）產生於外購電力；由於本集團並未涉及其他燃料的使用，故本集團不涉及直接廢氣及溫室氣體（範圍一）的排放。

Greenhouse gas emissions (Scope 2) are generated from purchased electricity. As the Group is not involved in the use of other fuels, the Group is not involved in the emission from direct consumption of greenhouse gases (Scope 1).

- 4) 外購電力的溫室氣體排放係數參考國家生態環境部發佈的《二零一九年度減排項目中國區域電網基綫排放因子》；其他排放因子參考聯交所《ESG 報告指引》。

The greenhouse gas emission factors of purchased electricity are calculated with reference to the Baseline Emission Factors for Regional Power Grids in China (2019) issued by the Ministry of Ecology and Environment of the People's Republic of China; other emission factors are calculated with reference to HKEX's ESG Reporting Guide.

- 5) 無害廢棄物主要為一般辦公室廢物；有害廢棄物主要為廢棄電池、廢棄燈管燈泡、廢棄墨盒/硒鼓。

Non-hazardous waste mainly consists of general commercial waste; hazardous waste mainly consists of disposed batteries, disposed fluorescent light bulbs and disposed ink cartridges and drums.

- 6) 本集團能耗類型為外購電力。

The type of energy consumption of the Group is purchased electricity.

- 7) 溫室氣體排放密度=溫室氣體排放總量/在管面積、有害廢棄物密度=有害廢棄物總重量/在管面積、無害廢棄物密度=無害廢棄物總重量/在管面積、能耗密度=能耗總量/在管面積、耗水密度=總耗水量/在管面積；其中，在管面積統計範圍和環境數據收集範圍保持一致。

Greenhouse gas emissions intensity = total Greenhouse gas emissions/area under management, hazardous waste intensity = total weight of hazardous waste/area under management, non-hazardous waste intensity = total weight of non-hazardous waste/area under management, energy consumption intensity = total energy consumption/area under management, water intensity = total water consumption/area under management; among which, the statistical scope of the area under management is consistent with the scope of environmental data collected.

- 8) 基於本集團的業務性質，不涉及包裝材料的使用。

The use of packaging materials is not applicable due to the nature of the Group's business.

社會數據 Social Data			
ESG 指標 ESG indicator		單位 Unit	數據 Data
B1.僱傭			
B1. Employment			
B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數			
B1.1 Total workforce by gender, employment type, age group and geographical region			
	僱員總數	人	1831
	Total number of employees	Person	
性別 Gender	男性	人	932
	Male	Person	
	女性	人	899
	Female	Person	
僱傭類型 Employment Type	全職	人	1,831
	Full time	Person	
	兼職	人	0
	Part time	Person	
僱員職級 Employee category	高級管理層	人	6
	Senior management	Person	
	中層管理層	人	680
	Junior management	Person	
年齡 Age	非管理層員工	人	1,145
	Non-management	Person	
	30 歲及以下	人	483
	Aged under (inclusive) 30	Person	
	31-50 歲	人	1,154
	Aged 31-50	Person	
	50 歲以上	人	194
	Aged 50 above	Person	
地區 Region	中國大陸	人	1,829
	Mainland China	Person	
	港澳臺及海外地區	人	2
	Hong Kong SAR, Macao SAR, Taiwan and overseas regions	Person	

社會數據 Social Data			
ESG 指標 ESG indicator		單位 Unit	數據 Data
B1.2 按性別、年齡組別及地區劃分的僱員流失比率			
B1.2 Employee turnover rate by gender, age group and geographical region			
	僱員總流失率	百分比	20.21
	Total employee turnover rate	%	
性別 Gender	男性	百分比	18.99
	Male	%	
	女性	百分比	21.47
	Female	%	
年齡 Age	30 歲及以下	百分比	32.51
	Aged under (inclusive)30	%	
	31-50 歲	百分比	16.55
	Aged 31-50	%	
	50 歲以上	百分比	11.34
	Aged 50 above	%	
	中國大陸	百分比	20.23
地區 Region	Mainland China	%	
	港澳臺及海外地區Hong Kong SAR, Macao SAR, Taiwan and overseas regions	百分比	0
		%	
B2.健康與安全			
B2. Health and Safety			
B2.1 過去三年每年因工亡故的人數及比率			
B2.1 Number and rate of work-related fatalities occurred in each of the past three years			
2022年 2022	因工作關係死亡人數 Number of fatalities as a result of work-related injury	人 Person	0
2021年 2021	因工作關係死亡人數 Number of fatalities as a result of work-related injury	人 Person	0
2020年 2020	因工作關係死亡人數 Number of fatalities as a result of work-related injury	人 Person	0
B2.2 因工傷損失工作日數			
B2.2 Lost days due to work injury			

社會數據
Social Data

ESG 指標 ESG indicator	單位 Unit	數據 Data	
因工傷損失工作日數 Lost days due to work injury	天 Day	0	
B3.發展與培訓			
B3. Development and Training			
B3.1 按性別及僱員類別劃分的受訓僱員百分比			
B3.1 The percentage of employees trained by gender and employee category			
	受訓僱員百分比 Percentage of total employees who took part in training	百分比 %	100
性別 Gender	男性 Male	百分比 %	100
	女性 Female	百分比 %	100
僱員職級 Employee category	高級管理層 Senior management	百分比 %	100
	中層管理層 Junior management	百分比 %	100
	非管理層員工 Non-management	百分比 %	100
B3.2 按性別及僱員類別劃分，每名僱員完成受訓的平均時數			
B3.2 The average training hours completed per employee by gender and employee category			
	全體僱員平均受訓時長 The average training hours for all employees	小時 Hour	35.49
性別 Gender	男性 Male	小時 Hour	34.43
	女性 Female	小時 Hour	36.59
僱員職級 Employee category	高級管理層 Senior management	小時 Hour	25
	中層管理層 Middle management	小時 Hour	28
	非管理層員工 Non-management	小時 Hour	40

社會數據			
Social Data			
ESG 指標		單位	數據
ESG indicator		Unit	Data
B5. 供貨商管理			
B5. Supply Chain Management			
B5.1 按地區劃分供貨商數目			
B5.1 Number of suppliers by geographical region			
	供貨商總數	個	627
	Total number of suppliers	Number	
地區	東部地區	個	23
	Eastern China	Number	
	中部地區	個	570
	Central China	Number	
Geographical Region	西部地區	個	34
	Western China	Number	
B6. 產品責任			
B6. Product Responsibility			
B6.2 接獲關於產品及物業服務類的投訴數目			
B6.2 Number of products and property service related complaints received			
	關於物業服務類的投訴數目	次	2,222
	Number of complaints received related to property management services	Case	
B7. 反貪污			
B7. Anti-corruption			
B7.1 貪污訴訟案件的數目			
B7.1 Number of legal cases regarding corrupt practices			
	已審結的貪污訴訟案件數目	件	0
	Number of concluded legal cases regarding corrupt practices	Case	
B7.3 描述向董事及員工提供的反貪污培訓			
B7.3 Description of anti-corruption training provided to directors and employees			
	參加反貪污培訓的董事人數	人	7
	Number of directors attending anti-corruption trainings	Person	
	向董事提供的反貪腐培訓時長	小時/人	3
	Hours of anti-corruption trainings provided to directors	Hour/Person	

社會數據
Social Data

ESG 指標 ESG indicator	單位 Unit	數據 Data	單位 Unit
參加反貪污培訓僱員人數 Number of employees attending anti-corruption trainings	人 Person	1,831	
向員工提供的反貪污培訓時長 Hours of anti-corruption trainings provided to employees	小時/人 Hour/ Person	3	
B8. 社區投資			
B8. Community Investment			
B8.2 在專注範疇所動用資源			
B8.2 Resources contributed to the focus area			
投入金額 Amount invested	人民幣萬元 0,000' RMB	245.08	
投入時間 Time devoted	小時 Hour	3,850	
參與僱員 Participating employees	人次 Participator	27,975	

二零二二年度社會數據相關說明：

Notes to the 2022 social data:

- 1) 員工流失率=(二零二二年全年流失員工人數/於二零二二年十二月三十一日在職員工人數)×100%。

Employee turnover rate = (Number of employees leaving employment in 2022/ Number of employees as at 31 December 2022) x 100%.

- 2) 嚴重工傷指無法或預期不能於六個月內恢復傷害前健康狀況的傷害，不包括死亡。

Serious work-related injuries are injuries that ones do not, or are not expected to, recover their pre-injury health conditions within six months, excluding death.

- 3) 相關類別員工平均受訓百分比=特定類別員工的總受訓人數/特定類別的員工人數。

Average percentage of employees trained by category = Total employees trained in the specified particular category / Total employees in the specified category.

- 4) 相關類別員工平均受訓時數=特定類別員工的總受訓時數/特定類別的員工人數。

Average training hours completed per employee by category = Total training hours of employees in the specified category / Total employees in the specified category.

- 5) 供貨商按地區劃分詳情：

Details of supplier distribution by region:

- 東部地區：北京市、天津市、河北省、上海市、江蘇省、浙江省、福建省、山東省、廣東省、海南省

Eastern China: Beijing, Tianjin, Hebei Province, Shanghai, Jiangsu Province, Zhejiang Province, Fujian Province, Shandong Province, Guangdong Province and Hainan Province

- 中部地區：山西省、安徽省、江西省、河南省、湖北省、湖南省

Central China: Shanxi Province, Anhui Province, Jiangxi Province, Henan Province, Hubei Province and Hunan Province

- 西部地區：內蒙古自治區、廣西壯族自治區、重慶市、四川省、貴州省、雲南省、西藏自治區、陝西省、甘肅省、青海省、寧夏回族自治區、新疆維吾爾自治區

Western China: Inner Mongolia Autonomous Region, Guangxi Zhuang Autonomous Region, Chongqing, Sichuan Province, Guizhou Province, Yunnan Province, Tibet Autonomous Region, Shaanxi Province, Gansu Province, Qinghai Province, Ningxia Hui Autonomous Region and Xinjiang Uyghur Autonomous Region

- 6) 基於本集團的業務性質不涉及已售或已運送產品，故聯交所ESG指引關鍵績效指標B6.1 不適用。

As the nature of the Group's business does not involve sold or delivered products, KPI B6.1 under HKEX's ESG Guide is not applicable.

附錄二：香港聯交所ESG報告指引對照表

APPENDIX II: HKEX ESG REPORTING GUIDE INDEX

層面 A2：資源使用		
<i>Aspect A2: Use of Resources</i>		
一般披露 有效使用資源（包括能源、水及其他原材料）的政策。 註：資源可用於生產、儲存、運輸、樓宇、電子設備等。 General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A2.1 KPI A2.1	按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	附錄一 Appendix I
關鍵績效指標 A2.2 KPI A2.2	總耗水量及密度（如以每產量單位、每項設施計算）。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	附錄一 Appendix I
關鍵績效指標 A2.3 KPI A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A2.4 KPI A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A2.5 KPI A2.5	製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位估量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	不適用 Not applicable
層面 A3：環境及天然資源		
<i>Aspect A3: The Environment and Natural Resources</i>		
一般披露 減低發行人對環境及天然資源造成重大影響的政策。 General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
層面 A4：氣候變化		
<i>Aspect A4: Climate Change</i>		
一般披露 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A4.1 KPI A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
B. 社會		
B. Social		

層面 B1：僱傭		
Aspect B1: Employment		
一般披露 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B1.1 KPI B1.1	按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	附錄一 Appendix I
關鍵績效指標 B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	附錄一 Appendix I
層面 B2：健康與安全		
Aspect B2: Health and Safety		
一般披露 有關提供安全工作環境及保障僱員避免職業性危害的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B2.1 KPI B2.1	過去三年（包括匯報年度）每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	附錄一 Appendix I
關鍵績效指標 B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	附錄一 Appendix I
關鍵績效指標 B2.3 KPI B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services 以人為本，成就員工 Putting People First to Help Employees Succeed
層面 B3：發展及培訓		
Aspect B3: Development and Training		
一般披露 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 注：培訓指職業培訓，可包括由僱主付費的內外部課程。 General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B3.1 KPI B3.1	按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	附錄一 Appendix I
關鍵績效指標 B3.2 KPI B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	附錄一 Appendix I

層面 B4：勞工準則 Aspect B4: Labour Standards		
一般披露 有關防止童工或強制勞工的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	以人為本，成就員工 Putting People First to Help Employees Succeed
營運慣例 Operating Practices		
層面 B5：供應鏈管理 Aspect B5: Supply Chain Management		
一般披露 管理供應鏈的環境及社會風險政策。 General Disclosure Policies on managing environmental and social risks of the supply chain.		攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	附錄一 Appendix I
關鍵績效指標 B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B5.4 KPI B5.4	描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment

層面 B6：產品責任 Aspect B6: Product Responsibility		
一般披露 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B6.1 KPI B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 Not applicable
關鍵績效指標 B6.2 KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	附錄一 Appendix I
關鍵績效指標 B6.3 KPI B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B6.4 KPI B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B6.5 KPI B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
層面 B7：反貪污 Aspect B7: Anticorruption		
一般披露 有關防止賄賂、勒索、欺詐及洗黑錢的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B7.1 KPI B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	附錄一 Appendix I
關鍵績效指標 B7.2 KPI B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B7.3 KPI B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services

社區 Community		
層面 B8：社區投資		
Aspect B8: Community Investment		
一般披露 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 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.		回饋社會，一路善行 Supporting Our Communities, Making Positive Impacts
關鍵績效指標 B8.1 KPI B8.1	專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	回饋社會，一路善行 Supporting Our Communities, Making Positive Impacts
關鍵績效指標 B8.2 KPI B8.2	在專注範疇所動用資源（如金錢或時間）。 Resources contributed (e.g. money or time) to the focus area.	附錄一 Appendix I



康橋悅生活

KANGQIAO SERVICE GROUP