

2023

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)

STOCK CODE 股份代號：2205



目錄 Contents

1	關於本報告 ABOUT THIS REPORT	1
1.1	報告簡介 REPORT OVERVIEW	1
1.2	報告範圍及邊界 REPORTING SCOPE AND BOUNDARIES	1
1.3	編製依據 BASIS OF PREPARATION	1
1.4	報告原則及資料來源 REPORTING STANDARD AND SOURCE OF DATA	1
1.5	報告批准 REPORT APPROVAL	2
1.6	報告獲取 REPORT AVAILABILITY	2
2	關於本公司 ABOUT THE COMPANY	3
2.1	公司簡介 COMPANY PROFILE	3
2.2	2023 榮譽 HONOURS IN 2023	3
3	可持續發展理念及管治 CONCEPT AND GOVERNANCE OF SUSTAINABLE DEVELOPMENT	5
3.1	可持續發展理念及管理 CONCEPT AND MANAGEMENT OF SUSTAINABLE DEVELOPMENT	5
3.2	利益相關方溝通機制 STAKEHOLDER COMMUNICATION MECHANISM	6
3.3	重要性ESG議題評估 ASSESSMENT ON MATERIAL ESG ISSUES	8
4	康派臻心，悅享生活 CREATING A JOYFUL LIFE THROUGH KANGQIAO'S CONSIDERATE SERVICES	9
4.1	誠信安全運營 HONEST AND SAFE OPERATION	9
4.1.1	規範公司治理 STANDARDIZING CORPORATE GOVERNANCE	9
4.1.2	重視董事多元化 FOCUSING ON DIVERSITY OF DIRECTORS	9
4.1.3	強化風控管理 STRENGTHENING RISK CONTROL MANAGEMENT	10
4.1.4	構建安全保障 BUILDING SECURITY	13
4.1.5	重視內部廉政建設 VALUING INTERNAL INTEGRITY CONSTRUCTION	19
4.2	聚焦服務品質 FOCUSING ON SERVICE QUALITY	23
4.2.1	服務標準化 SERVICE STANDARDIZATION	23
4.2.2	標準產品化 PRODUCT STANDARDIZATION	25
4.2.3	產品品牌化 PRODUCT BRANDING	27
4.2.4	品牌價值化 BRAND VALUE	27
4.3	創新智慧賦能 DRIVEN BY INNOVATION AND INTELLIGENCE	29
4.3.1	智慧平台建設 CONSTRUCTION OF INTELLIGENT PLATFORM	29
4.3.2	優質服務推廣 QUALITY SERVICE PROMOTION	37
4.3.3	經營效益提升 IMPROVEMENT OF OPERATING EFFICIENCY	40
4.4	回應客戶需求 RESPONDING TO CUSTOMER NEEDS	42
4.4.1	提升客戶滿意度 ENHANCING CUSTOMER SATISFACTION	42
4.4.2	暢通溝通管道 OPENING UP COMMUNICATION CHANNELS	45
4.4.3	提升客戶價值感 IMPROVING CUSTOMER VALUE	46
5	以人為本，成就員工 PUTTING PEOPLE FIRST TO HELP EMPLOYEES SUCCEED	49
5.1	保障員工權益 PROTECTING EMPLOYEES' INTERESTS AND RIGHTS	49
5.2	廣納優秀人才 EMPLOYMENT OF OUTSTANDING TALENTS	51

5.3	引領員工成長 GUIDING EMPLOYEES TO GROW	53
5.4	職業健康與安全 OCCUPATIONAL HEALTH AND SAFETY	55
5.5	關愛員工生活 CARING FOR THE LIFE OF EMPLOYEES	57
6	共治共用，綠色運營 PROMOTING CO-GOVERNANCE AND SHARING IN SUPPORT OF GREEN OPERATION	58
6.1	宣導綠色物業 ADVOCATING GREEN PROPERTY SERVICES	59
6.2	應對氣候變化 RESPONDING TO CLIMATE CHANGE.....	61
6.3	宣傳綠色文化 PROMOTING GREEN CULTURE.....	66
7	攜手共建，行業賦能 JOINING HANDS TO PROMOTE CO-CONSTRUCTION AND DRIVE INDUSTRY EMPOWERMENT	68
7.1	促進可持續供應鏈 PROMOTING SUSTAINABLE SUPPLY CHAIN.....	68
7.1.1	供應鏈管理 SUPPLY CHAIN MANAGEMENT	68
7.1.2	陽光採購 TRANSPARENT PROCUREMENT	69
7.1.3	供應鏈環境及社會風險管理 SUPPLY CHAIN ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT .	70
7.2	保護智慧財產權 TRADEMARK PROTECTION	71
7.2.1	商標保護 TRADEMARK PROTECTION	72
7.3	助力行業發展 HELPING INDUSTRY DEVELOPMENT	72
8	回饋社會，一路善行 SUPPORTING OUR COMMUNITIES, MAKING POSITIVE IMPACTS	76
8.1	文化活動 CULTURAL ACTIVITIES	76
8.2	紅色物業 MANAGING PROPERTIES WITH RED SPIRIT	77
	附錄一：聯交所《環境、社會及管治報告指引》關鍵績效指標	79
	APPENDIX I: INDEX OF KEY PERFORMANCE INDICATORS (KPIs) UNDER HKEX'S ESG REPORTING GUIDE.....	79
	附錄二：聯交所ESG報告指引對照表	88
	APPENDIX II: HKEX ESG REPORTING GUIDE INDEX.....	88

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 2023 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 2023. 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 2023 年 1 月 1 日至 2023 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 2023 年年報。

The reporting period of the information contained in the Report is from January 1, 2023 to December 31, 2023, 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 2023 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C2 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 C2 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，數據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 2024 年 3 月 15 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 “Director(s)”) on March 15, 2024.

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 2023 榮譽 Honours in 2023

序號 No.	榮譽與獎項 Honours and Awards	頒獎單位 Awarded by
1	2023中國物業服務百強企業第27位 2023 TOP 100 Property Management Companies in China (27th)	中指研究院 China Index Academy
2	2023年度河南區域城市服務領先企業 TOP1 2023 Top 1 Leading Urban Services Enterprise in the Henan Region	中指研究院 China Index Academy
3	2023年度河南區域產業園物業領先企業 TOP1 2023 Top 1 Leading Industrial Park Property Enterprise in the Henan Region	中指研究院 China Index Academy
4	2023年度河南區域教育物業領先企業 2023 Leading Educational Property Enterprise in the Henan Region	中指研究院 China Index Academy
5	2023年度河南區域紅色物業服務領先企業 2023 Leading Red Property Service Enterprise in the Henan Region	中指研究院 China Index Academy
6	2023物業服務力百強企業 2023 Top 100 Property Service Companies with Strength	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association

7	2023中國物業服務市場化運營領先企業 2023 Leading Enterprise in Market-Oriented Property Services in China	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
8	2023中國物業服務企業品牌價值100強 2023 Top 100 of Most Valuable Brand of China Property Management Service	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
9	2023中國城市服務領先企業 2023 Leading Urban Services Enterprise in China	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
10	2023河南省產業園區物業服務力TOP1 2023 Top Property Service Provider in Industrial Parks of Henan Province	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
11	2023河南省學校物業服務力TOP1 2023 Top School Property Service Provider in Henan Province	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
13	2023中國物企超級服務力 TOP 100 2023 China Property Enterprises Providing Super Service TOP 100	億翰智庫 億翰物協 E&H Consulting Yihan Material Association
14	2023中國物業企業綜合實力 TOP100 2023 Top 100 Comprehensive Strength of Property Enterprises in China	億翰智庫 億翰物協 E&H Consulting Yihan Material Association
15	最具社會責任上市公司 The Most Socially Responsible Listed Company	智通財經 Zhitong Finance
16	2023年度社會責任獎 2023 Annual Social Responsibility Award	格隆匯 Gelon Exchange
17	2023年度物業服務行業先進企業 2023 Leading Enterprise in the Property Service Industry	河南省物業管理協會 Henan Property Management Association
18	2023年度河南品質物業服務領先企業 2023 Henan's Leading Enterprise with Quality Property Service	河南省物業管理協會 Henan Property Management Association
19	2023年度物業服務優秀會員單位 2023 Excellent Member Unit of Property Service	鄭州市物業管理協會 Zhengzhou Property Management Association
20	2023年度特別貢獻獎單位 2023 Special Contribution Award Unit	鄭州市物業管理協會 Zhengzhou Property Management Association
21	2023年度綠色節能先進單位 2023 Annual Advanced Green Energy-Saving Unit	鄭州市物業管理協會 Zhengzhou Property Management Association

22	2023年度服務創新先進單位 2023 Annual Advanced Unit in Service Innovation	鄭州市物業管理協會 Zhengzhou Property Management Association
23	2023年度新聞宣傳先進單位 2023 Annual Advanced Unit in News and Publicity	鄭州市物業管理協會 Zhengzhou Property Management Association
24	河南省智慧物業創新服務典型案例 (第一批)：康橋悅島 Typical Case of Innovative Service in Smart Property in Henan Province (First Batch): Kangqiao Yue Island	河南省住房和城鄉建設廳 Henan Province Department of Housing and Urban-Rural Development
25	2022年度鄭州市“紅色物業”創建 星級物業服務企業 2022 Zhengzhou “Red Property” Creation of Star- Level Property Service Enterprises	中共鄭州市委組織部 中共鄭州市委城鄉社區發展治理委員會 鄭州市住房保障和房地產管理局 Organization Department of the Zhengzhou Municipal Committee of the Communist Party of China Urban and Rural Community Development and Governance Committee of the Zhengzhou Municipal Committee of the Communist Party of China Zhengzhou Municipal Bureau of Housing Security and Real Estate Management
26	第二十八屆鄭交會房地產專題展覽會先進企業 Advanced Enterprises at the 28th Zhengzhou Trade Fair Real Estate Special Exhibition	鄭州市住房保障和房地產管理局 Zhengzhou Municipal Bureau of Housing Security and Real Estate Management

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, 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.

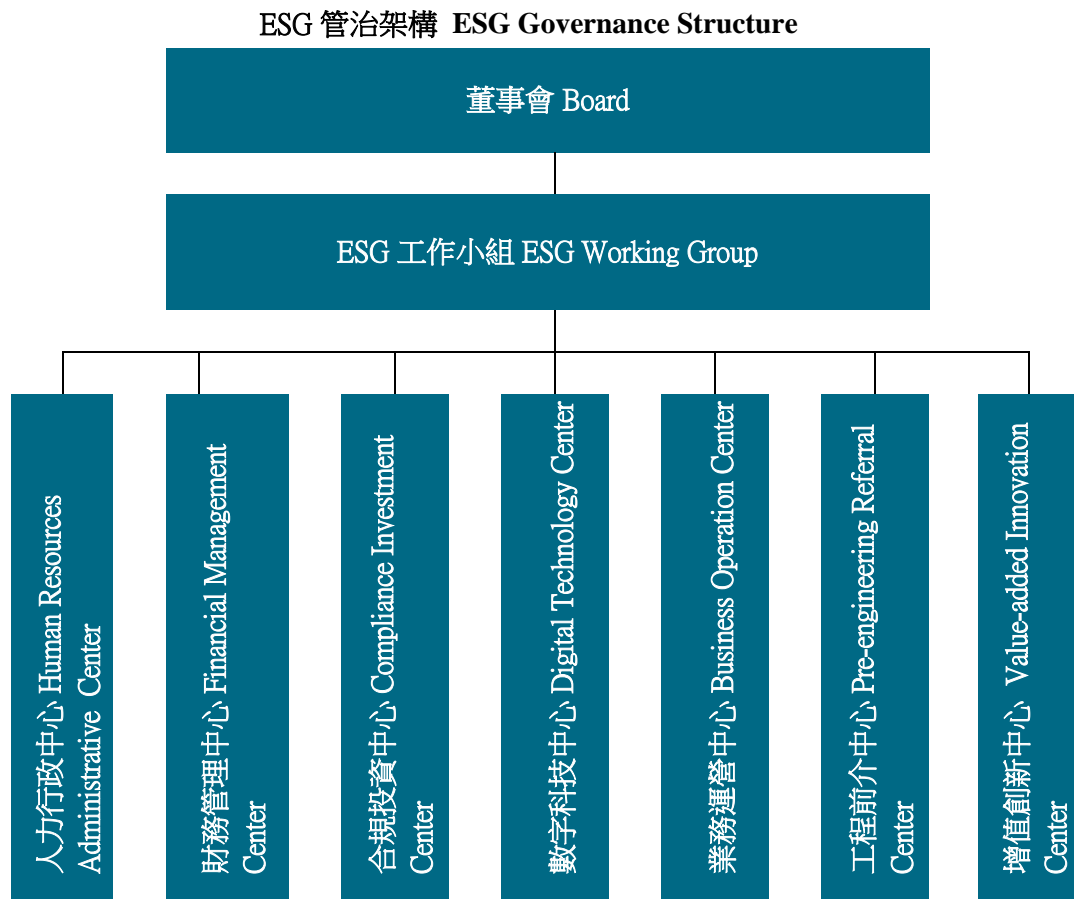
- 董事會下設 ESG 工作小組，並授權 ESG 工作小組在職權範圍內履行董事會的 ESG 監管職責，包括評估及厘定 ESG 相關風險與機遇；制定本集團 ESG 管理方針、策略、優次及目標，通過制定指標等方式就 ESG 相關目標檢討本集團的表現等。ESG 工作小組定期就上述 ESG 事宜的進展與建議向董事會彙報。

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.



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、微信公眾號等渠道披露本集團信息，通過業主滿意度調查、員工滿意度調查、供應商會議等活動，及時了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,

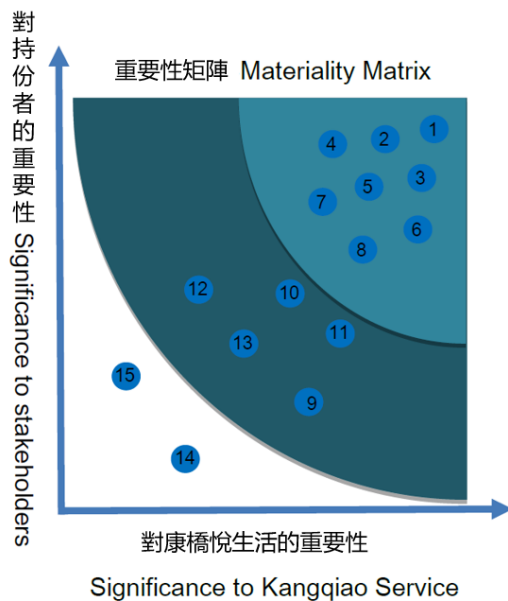
discloses the Group's information through the official website and WeChat official account, and keeps up with and responds to stakeholders' expectations and requirements by conducting owner/employee satisfaction surveys, meeting with suppliers etc., to optimise the Group's sustainable development plan 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 保護客戶隱私 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 national 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
供應商及業務夥伴 Suppliers and business partners	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	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
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.)	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	實踐綠色運營 康橋悅生活鄰禮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

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.	2023 年度康橋悅生活 Kangqiao Service for 2023	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 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本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。我們積極履行信息披露義務，向所有股東、投資者及社會公眾及時準確地披露相關資訊，使持份者全面了解本公司在經濟、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，設立多元溝通渠道，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2023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 members of the Board. 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 December 31, 2023, there are seven members of the Board 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, 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，以項目、區域（中心/合資公司）及總部三道防線護航風險管理。2023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，推動數字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 2023, 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.

本集團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相關風險因素納入本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，對問題剖析復盤，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-YY-IM-5.5-01 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合規投資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，合規投資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-YY-IM-5.5-01 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 compliance investment 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 compliance investment 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。我們以合規投資中心作為督導主體，基於行業內重點風險案例及審查專項所評估的內控要點，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 compliance investment 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.

我們針對本集團三大產品線、增值創新業務及智力輸出產品等業務版塊，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，2023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 2023, 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.



2023年內控管理審計3次，年度風險審計12次，月度專項審計18次，履職審計80次，舉報調查7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件。

In 2023, we conducted 3 internal control management audit, 12 annual risk audits, 18 monthly special audits, 80 performance audits, 7 reports and 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，加強信息化管理應用，同時做好客戶信息保護，全方位保障客戶生命財產及信息安全，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。要求項目每年開展月度、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、了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.

- **信息化應用：**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信息採集、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，確保本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，執行每周培訓計劃，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：警鐘長鳴，防患未「燃」

Case: Keep ringing the alarm bell, prevention from fire

2023年11月9日是第32個全國消防日，初冬時節天乾物燥是火災事故多發高發期，也是防火的關鍵時期。本集團各戰區、各合資公司紛紛開展實操演練、消防培訓等活動。全方位築牢消防安全防線。

November 9, 2023 is the 32nd National Fire Protection Day, and the early winter season is characterized by dry weather and dry materials, which is a period of high incidence of fire accidents and a critical period for fire prevention. The Group's various theaters and joint venture companies have carried out practical exercises, fire training and other activities. Build a comprehensive fire safety defense line.

119

一、知識培訓 Knowledge Training



119

二、實操演練 Practical Operation Drill



119

三、隱患排查 Hidden Danger Investigation



119

四、消防比賽 Firefighting Competition



2023年11月9日，康橋悅生活青島地鐵11號線項目，參加青島地鐵「119」消防比賽，12家參賽隊伍經過激烈比拼，最終斬獲得團隊第一名。

On November 9, 2023, Kangqiao Service's Qingdao Metro Line 11 project participated in the "119" fire competition of the Qingdao Metro. After fierce competition, 12 participating teams finally won first place in the team.

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》等有關信息與隱私保護的法律法規，注重保護客戶隱私及個人信息安全。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，保障客戶信息、信息系統和基礎設施安全。2023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 2023, there was no information leakage or customer privacy infringement occurred.



康橋悅生活客戶隱私保護舉措

Customer privacy protection measures of Kangqiao Service

負責任營銷 Responsible Marketing

本集團秉承負責任的營銷理念，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，全力確保營銷信息符合法律規範，踐行營銷合規性。

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、各業務中心及項目服務中心按照《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，項目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.



員工安全培訓

Safety training for employees

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.

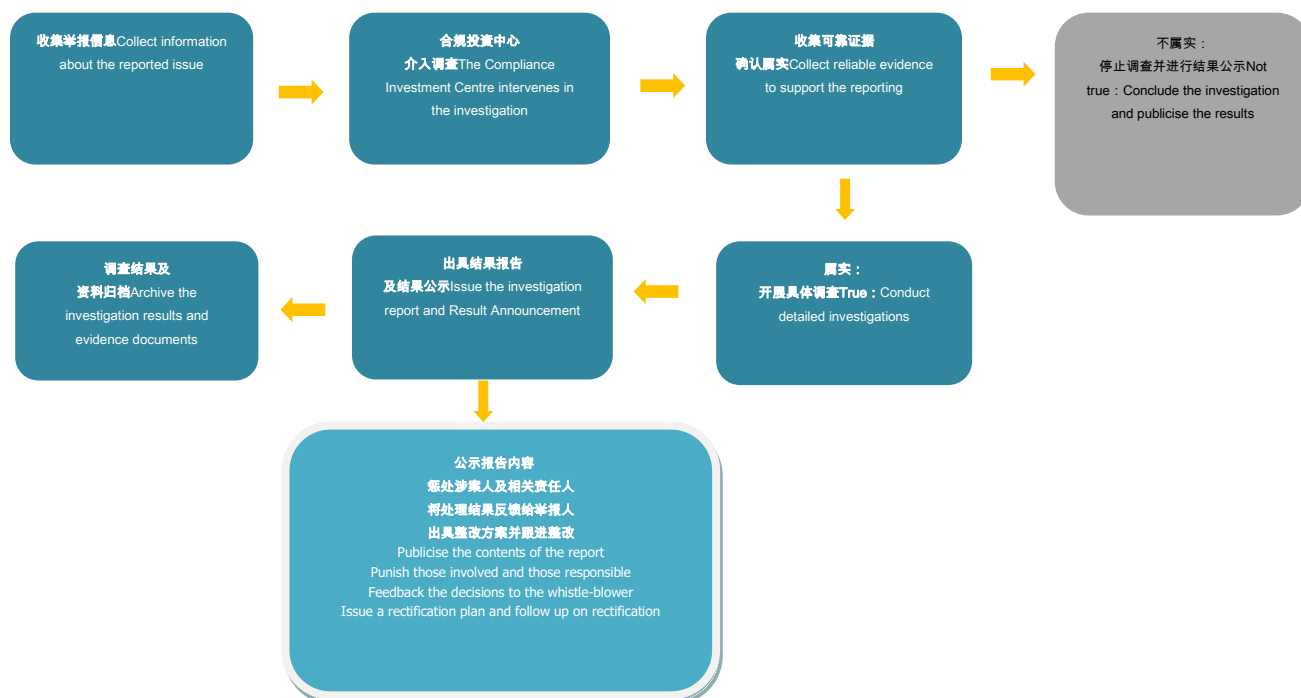
舉報管道和處理流程 Reporting Channels and Handling Procedures

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，舉報人信息均屬機密，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信息：

The Group handles the reporting according to the following procedures:



公開舉報途徑 Public Reporting Channels

信件舉報：中國河南省鄭州市二七區大學路華城國際中心24樓
合規投資中心

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

電子郵箱：kqwysjjc@zzkqdc.com

Letter whistle-blowing:

Compliance Investment Center

24F, Huacheng International Center

Daxue Road, Erqi District, Zhengzhou City, Henan Province, the PRC

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

Whistle-blowing email: kqwysjjc@zzkqdc.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。我們對舉報人的信息嚴格保密，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.

2023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 2023, 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6,264小時，參與反貪腐培訓的本集團僱員及董事共 2,088 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 6,264 hours, involving a total of 2,088 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五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 fifth 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.



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「五標一體化」的管理要求，已通過品質管制體系、環境管理體系、職業健康安全管理體系、能源管理體系、信息安全管理体系認證，全方位進行業務品質管制。

In stringent compliance with the management requirements of “five-standard integrating”, the Group has passed the certification for the quality management system, environmental management system, occupational health and safety management system, energy management of system certification certificate and authentication certificate of information security management system, and therefore, the Group is able to manage its business quality in all aspects.

國家級體系認證 National-level system certification



環境管理體系認證證書	職業健康安全管理體系認證證書	質量管理體系認證證書	能源管理體系認證證書	信息安全管理体系認證證書
Certification of Environmental Management System	Certification of Occupation Health and Safety Management System	Certification of Quality Management System	Energy Management of System Certification Certificate	Authentication Certificate of Information Security Management System

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》、《專項服務品質排名管理指引》等指引文件，為專項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、項目定位、項目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劃，監督、檢查最小經營單元業績完成情況。服務中心/營銷案場作為最小經營單位負責執行戰區/合資公司

及管理中心的計劃與工作安排，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，本集團對現有的項目進行差異化管理，對已有的項目進行服務等級分類，不同級別的項目對應不同服務標準，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, 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《單項目服務運營手冊》，解決管理區域廣、業態多、難度大的問題，從產品定位、項目營收、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，提高項目服務力。

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」分別為服務力、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.



2023中國物業服務百強企業TOP27
2023 Top 100 Property Management
Companies in China (27th)



2023中國物業服務企業品牌價值100強
2023 Top 100 Property Management Companies
in China in Terms of Brand Value



2023中國物業服務市場化運營領先企業
Leading enterprise in market-oriented operation of
property services in China in 2023



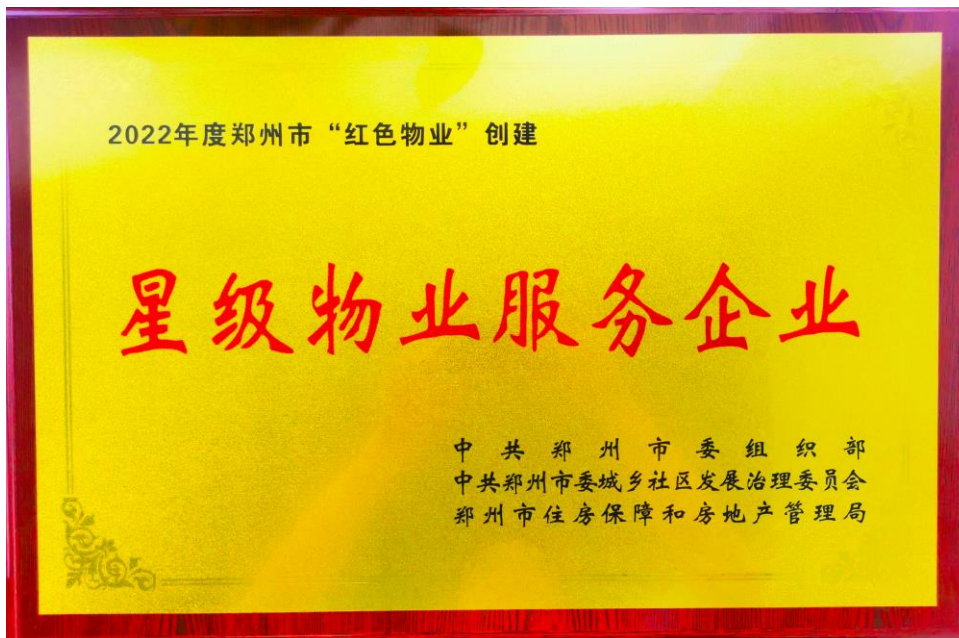
2023中國物業服務力百強企業
2023 Top 100 Property Management
Companies in China



2023年度社會責任獎
2023 Social Responsibility Awards



最具社會責任上市公司
The most socially responsible listed company



2022年度郑州市“红色物业”创建星级物业服务企业
2022 Zhengzhou City's "Red Property" Creation of Star rated Property Service Enterprises

4.3 創新智慧賦能 **Driven by Innovation and Intelligence**

本集團積極回應國家數字化轉型政策，在戰略層面加大數字科技能力佈局，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2023年持續加大對數字化基礎設施的投入，優化數字化平臺建設，提升資料處理能力和資料安全性，保障信息系統的穩定運行。本集團數字化建設以智慧物業服務平臺建設為抓手，深入開展數智化賦能業務的底層邏輯研究，在系統建設、流程優化和信息融通層面，嘗試和探索更多高效方法，加快形成基於本集團業務的數智化新質生產力。

In 2023, the Group continues to increase investment in digital infrastructure, optimizing the construction of digital platforms, enhancing data processing capabilities and data security, and ensuring the stable operation of information systems. Our digital construction focuses on the development of smart property service platforms, conducting in-depth research into the underlying logic of digital intelligence-enabled businesses. By working on system construction, process optimization, and data integration, we are trying and exploring more efficient methods to accelerate the formation of new digital intelligence-based productivity tailored to the Group's business.

在智慧財產權沉澱方面，截至報告期末，本集團已取得電腦軟體著作權共62項，全年累計完成專項IT建設項目17項。

In terms of intellectual property accumulation, as of the end of the reporting period, the Group has obtained 62 computer software copyrights and completed 17 special IT construction projects during the year.

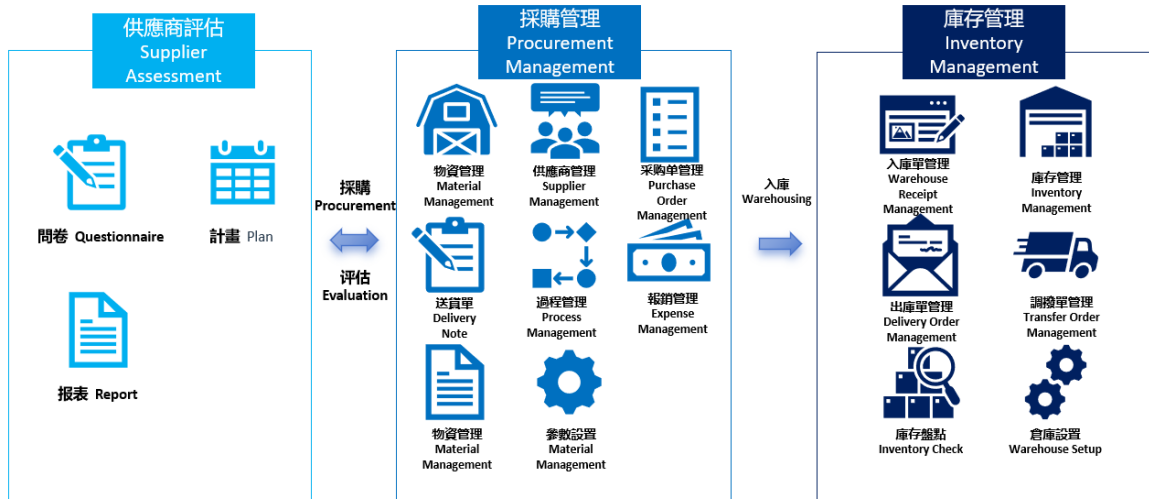
採購和倉庫管理系統建設 Construction of procurement and warehouse management system

隨著本集團業務範圍不斷拓寬，覆蓋業態更加豐富，原有招采管理系統的使用在邊際上已經不符合投產需求。因此，為進一步提升本集團對採購和庫存業務的處理效率，在2023年立項建設了全新的採購和倉庫管理系統。

As the business scope of the group continues to expand and covers a more diverse range of industries, the use of the original procurement management system is no longer suitable for production needs at the margin. Therefore, to further enhance the Group's efficiency in handling procurement and inventory business, a new procurement and warehouse management system was initiated and constructed in 2023.

基於“採購與庫存管理系統”，形成採購供應商評估子系統、採購管理子系統和庫存管理子系統，3個子系統互相關聯，相輔相成。目標供應商評估達標，才能成為採購對象，完成採購後進行入庫調撥等關鍵動作的管理。

Based on the “Procurement and Inventory Management System,” a Purchasing Supplier Evaluation Subsystem, a Procurement Management Subsystem, and an Inventory Management Subsystem are formed. These three subsystems are interrelated and complement each other. Only when target suppliers pass the evaluation can they become the subjects of procurement, and after the completion of procurement, management of key actions such as warehousing and allocation is conducted.



採購與庫存管理功能結構
Structure of Procurement and Inventory Management Functions

項目生命週期管理系統建設 Construction of a Project Lifecycle Management System

為進一步實現對項目全生命週期的精細化管理，本集團單獨研發升級了專用的項目生命週期管理系統。從投拓到商機再到合約，多維度全方位將一個項目從拓展線索到撤場解約進行全流程閉環化管理。

To further achieve refined management of the entire project lifecycle, the Group independently developed and upgraded a dedicated Project Lifecycle Management System. From investment expansion to business opportunity identification and then to contract signing, this system comprehensively manages a project in a full-process closed loop, from expanding leads to contract termination, across multiple dimensions.

投拓目標管理模組，重點是對目標進行分解分等級，並做分解狀態全程跟進，不同的投拓目標關聯明確的目標責任人，以方便投拓業務人員之間的信息共用。商機管理模塊主要是對潛在商機進行階段化管理，具備許可權的員工可創建有效商機。項目管理的關鍵是合約管理，包括簽訂和解約以及合約的審核管理。

The Investment Expansion Target Management Module focuses on decomposing and grading targets, conducting full-process tracking of the decomposition status, and associating different investment expansion targets with clear responsible individuals to facilitate information sharing among investment expansion staff. The Business Opportunity Management Module mainly involves the phased management of potential business opportunities, where authorized employees can create valid business opportunities. The key to Project Management is Contract Management, which includes signing and terminating contracts as well as the audit management of contracts.



項目突發事件資訊報送系統建設 Construction of a Project Emergency Information Reporting System

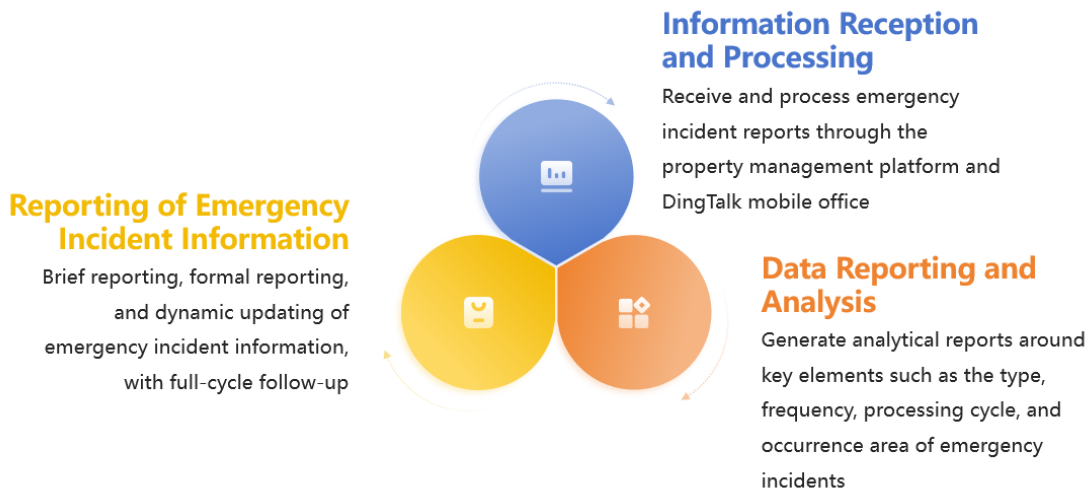
本集團始終秉承高效回應、快速處理的務實工作作風，為持續提升全集團層面對突發事件的回應敏捷度，在2023年投入建設了突發事件資訊報送系統，著力解決突發事件報送渠道便捷度低、匯報對象疏漏、匯報內容不規範、匯報事件及處理過程跟蹤等存在的重點問題。

The Group has always adhered to a pragmatic work style of efficient response and rapid processing. To continuously enhance the entire group's agility in responding to emergencies, we invested in the construction of an Emergency Information Reporting System in 2023. This effort is aimed at addressing key issues such as the low convenience of emergency reporting channels, omissions in reporting items, non-standardized reporting content, and the tracking of reported events and their handling processes.

項目出現突發事件後，由項目負責人在第一時間進行應急報送，系統自動匹配相應類型的事件發送給有關負責人，負責人進行批復處理。後續事態的每一步發展及處理結果，

均需要項目負責人進行詳細描述和上報，系統會記錄每次推進細節和關鍵信息，為後期複盤提供數據。

After the occurrence of an emergency in a project, the project manager is responsible for making an emergency report as soon as possible. The system automatically matches the type of incident and sends it to the relevant responsible person, who then processes and responds to it. Every step of the subsequent developments and the results of the handling must be detailed and reported by the project manager. The system records every detail of progress and key information, providing data for later review and analysis.



突發事件信息報送系統
Emergency Information Reporting System

工程搶單管理系統建設 Construction of an Engineering Bidding Management System

在2023年，本集團一如既往的在客戶滿意度層面大力投入，視客戶滿意度為公司生存和發展之本。具體舉措體現在對客戶工單的搶單處理方面。

In 2023, the Group, as always, heavily invested in customer satisfaction, regarding it as the foundation of the company's survival and development. Specific measures were reflected in the handling of customer work orders through our bidding process.

首先，我們結合員工激勵制度，全面優化了工程搶單邏輯，對客戶自主發起或通過 400 電話提報的工單，系統進行準確的判定，並通過系統廣播的形式在項目上進行播報，員工自由搶單處理。

Firstly, we combined the employee incentive system to fully optimize the logic behind the engineering bidding process. For work orders initiated by customers themselves or reported through the 400 hotline, the system makes accurate judgments and broadcasts them on projects through the system's broadcast function, allowing employees to freely bid for and handle these orders.

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

項目品質巡檢管理系統建設 Construction of a Project Quality Inspection Management System

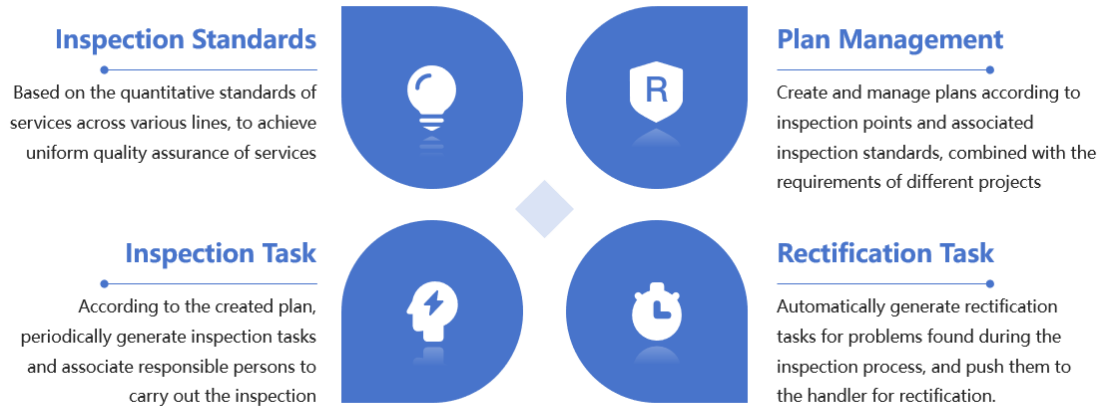
本集團以服務品質為立身之本，始終圍繞“成為美好生活與智慧城市服務商”的企業願景，不斷提升服務能力，打造最符合客戶期待的服務品質。具體來說，即以現代企業管理機制為基礎，智慧科技為手段，實施五力四化戰略目標，構築「心悅社區」、「優悅產城」、「和悅城市」的卓越服務典範。

The Group bases its existence on service quality, always revolving around the corporate vision of “becoming a provider of wonderful life and smart city services”. We continuously enhance our service capabilities to create the service quality that best meets customer expectations. Specifically, this means using modern enterprise management mechanisms as the foundation and smart technology as the means, implementing the strategic goals of “Five Strengths and Four Standardizations”, to construct exemplary services for “Joyful Communities”, “Pleasant Industrial Cities”, and “Harmonious Cities”.

服務品質的保障關鍵在於細化品質巡檢的顆粒度和對品質管理標準的貫徹。本集團通過系統將品質管理標準統一創建成相應的巡檢計劃，並匹配各條線負責人生成巡檢任務，巡檢人將巡檢過程和結果錄入系統，從而實現服務品質的全過程管理。

The key to ensuring service quality lies in refining the granularity of quality inspections and the implementation of quality management standards. The Group standardizes quality management standards through the system, creating corresponding inspection plans, and assigns inspection tasks to the leaders of various departments. Inspectors then enter the inspection process and results into the system, thereby achieving full-process management of service quality.





品質巡檢管理系統 Quality Inspection Management System

經營分析系統建設 Construction of Business Analysis System

本集團在數據治理和數據賦能方面持續發力，不斷反覆運算和優化企業數據治理能力。通過對經營分析系統的多次反覆運算，不斷適應和匹配企業的多業態發展趨勢。

The Group continues to exert efforts in data governance and data empowerment, constantly iterating and optimizing the corporate data governance capabilities. Through multiple iterations of the business analysis system, we continuously adapt and match the multi-format development trends of the enterprise.

2023年，本集團加大了在商業和城市服務的業務拓展力度，多業態專案在合約和管理面積方面都有大幅增加。同時，在傳統優勢業態住宅項目上，進一步細化了管理顆粒度。通過對經營資料的清洗、挖掘、分析，提升對經營態勢的感知能力。

In 2023, the Group has intensified its business expansion in commercial and urban services, with multi-format projects experiencing significant increases in contract and management areas. At the same time, in traditional advantageous sectors like residential projects, management granularity has been further refined. By cleaning, mining, and analyzing operational data, we enhance our perception of business conditions.



集團各層級領導通過數據駕駛艙，查看其許可權內的數據儀錶盤

與經營密切相關的人、財、業
關鍵指標數據展現

基於集團組織架構的多層級數據許可權管理



Leaders at all levels of the group can view the data dashboard within their authority through the data cockpit.

Display of key indicator data closely related to personnel, finance, and business operations.

Multi-level data authority management based on the group's organizational structure.

經營分析系統 *Business Analysis System*

4.3.2 優質服務推廣 *Quality Service Promotion*

本集團堅持深入考究城市文明發展脈絡，以「悅服務」和「智科技」為兩大核心價值，從服務理念到服務配套，以全業態、全齡人群、全服務場景為核心內容，涵蓋地產開發全生命週期，現代管理結合數智化技術，將社區服務作為基底，接軌社會治理，充分展示出大物業時代下的新價值，開啟反覆運算生活品質的美好新篇。

The Group is committed to deeply exploring the development context of urban civilization, with “Pleasing Service” and “Smart Technology” as our two core values. From service concepts to service facilities, we focus on full-format, all-age groups, and all-service scenarios as our core content, covering the entire life cycle of real estate development. Modern management combined with digital intelligence technology takes community service as the foundation, connects with social governance, and fully demonstrates the new values in the era of large-scale property management, opening a beautiful new chapter in continuously

enhancing the quality of life.

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

本集團在持續反覆運算基礎物業品質服務的基礎上，不斷完善社區生活的服務體系，圍繞客戶日常生活的「吃喝玩樂購」及出行、家政、房屋租售等場景，探索使用者基於物業服務的需求邊界。本集團通過「康雲優選」、「康運家政」、「小熙之家」等小程序，以及「康橋悅生活」公眾號，為全集團近60萬客戶提供社區增值服務。截止2023年12月31日，平臺累計註冊用戶58.6萬人，其中完成業主認證的有34.6萬人。

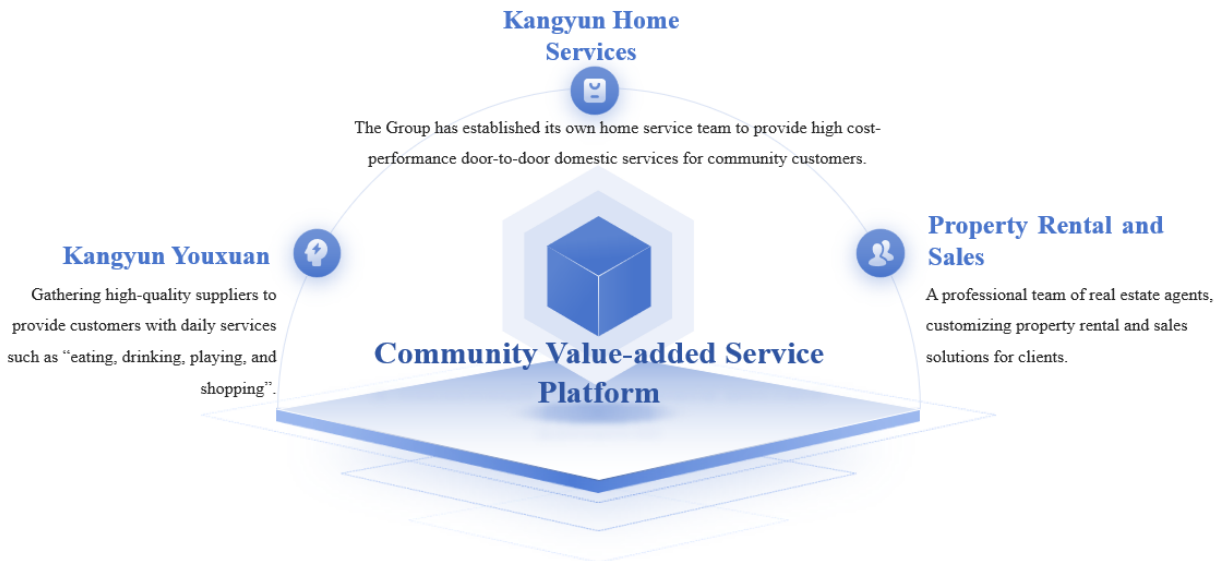
Building on the continuous refinement of basic property quality services, our group persistently improves the service system for community life. Focusing on daily life scenarios such as dining, entertainment, shopping, travel, domestic services, and housing rentals and sales, we explore the boundaries of user needs based on property services. Through mini-programs like “Kangyun Youxuan”, “Kangyun Home Services”, “Xiaoxi’s Home”, and the “Kangqiao Service Group” WeChat public account, we provide community value-added services to nearly 600,000 customers across the group. As of December 31, 2023, the platform has accumulated 586,000 registered users, of which 346,000 have completed owner authentication.

案例1：「年貨節」線上+線下聯動業主團購活動

Case 1: “New Year Goods Festival” Online + Offline Linked Homeowners Group Buying Event

在龍年春節前夕，本集團增值運營中心展開“年貨節”團購活動，從過年禮品到旅遊銷售，形成全面覆蓋、多點開花的火爆行銷勢頭，前後近1個月的年貨節促銷活動，產生近500萬元的營收額。

On the eve of the Lunar New Year of the Dragon, the Group’s Value-Added Operations Center launched the “New Year Goods Festival” group buying event. From New Year gifts to travel sales, a comprehensive coverage and multi-point blossoming marketing momentum was formed. The nearly one-month-long New Year Goods Festival promotional event generated nearly RMB 5 million in revenue.



社區增值服務平臺 Community Value-added Service Platform

賦能行業數字化建設

本集團秉承「商業向善、科技向善」的一貫作風，在探索自身數字化建設的同時，將已成熟的實踐成果向行業內提供業務賦能，持續為中小物企輸出數字化能力支撐。系列產品包含智慧物業、智慧停車、社區電商、智慧物聯等綜合解決方案，具體產品形式有6大系統、1套員工專用移動端產品、3套用戶端面客產品，形成體系化的產品矩陣。

Upholding the consistent style of “business for good, technology for good”, the Group, while exploring its own digital construction, provides business empowerment with its mature practice results to the industry, continuously offering digital capability support to small and medium-sized property enterprises. The series of products include comprehensive solutions such as smart property management, smart parking, community e-commerce, and intelligent IoT, with specific product forms comprising 6 major systems, 1 set of employee-specific mobile products, and 3 sets of user-facing client products, forming a systematic product matrix.



數字化對外輸出能力 *Digital External Output Capability*

案例2：物業智慧管理平臺

Case 2: Smart Property Management Platform.

本集團以行業標準化的智慧物業管理為藍本，結合河南某物業公司的個性化需求，為其量身定制了一套基於智慧住宅的物業資訊管理、發佈和線上互動平臺，提升了員工人效和客戶服務水準。

Based on the standardized intelligent property management in the industry and the personalized needs of a certain property company in Henan, the Group has tailor-made a set of property information management, release, and online interaction platform based on smart residences for them, enhancing both staff efficiency and customer service levels.

4.3.3 經營效益提升 *Improvement of Operating Efficiency*

本集團持續加大數字科技研發投入，直接提升了內部經營效率和客戶的品牌感知度。具體來講，本集團數科能力的提升，在員工人效、品牌建設和多業態服務方面，均有直接幫助。在本集團內部，隨著各項目一線員工對信息化系統的使用頻率和熟練度提升，在處理客戶需求時，回應更加敏捷，且回饋更加及時。同時，隨著業務資料的持續沉澱，逐漸形成集團客戶服務大數據，成為重要的數據資產。在本集團外部，不斷為行業中小企業科技賦能，提升中小企業競爭力，為行業發展貢獻力量。

The Group continues to increase its investment in digital technology research and development, directly enhancing internal operational efficiency and customer brand perception. Specifically, the enhancement of the Group's digital science and technology capabilities directly aids in employee efficiency, brand building, and diversified service offerings. Within the Group, as front-line employees use information systems more frequently and become more proficient, their responses to customer needs are more agile and feedback is more timely. At the same time, as business data continues to accumulate, it gradually forms a large database of customer service data for the Group, becoming an important data asset. Externally, the Group continuously empowers small and medium-sized enterprises in the industry with technology, enhancing their competitiveness and contributing to the development of the industry.

一線業務處理敏捷度提升

Enhancement in Agility for Front-line Business Processing

- ◇ **康雲協作平臺**：截至本報告提交之前，康雲協作平臺累計產生2,000餘條通知公告，所有通知公告通過康雲管家和釘釘直達一線員工，信息流轉的通暢度提升近1倍。

Kangyun Collaboration Platform: As of the submission of this report, the Kangyun Collaboration Platform has generated more than 2,000 notices and announcements, all of which are directly delivered to front-line employees through Kangyun Housekeeper and DingTalk, nearly doubling the fluidity of information circulation.

- ◇ **電商平臺**：截至本報告提交之前，電商訂單客單價近人民幣300元/單，較上個報告期提升約15.14%；客戶複購率接近60%，較上個報告期提升約30%。

E-commerce Platform: As of the submission of this report, the average order value on the e-commerce platform is nearly RMB300 yuan per order, an increase of approximately 15.14% from the previous reporting period; the customer repurchase rate is close to 60%, an increase of approximately 30% from the previous reporting period.

- ◇ **設備巡檢系統**：截至本報告提交之前，完成2,000餘台重點設備累計近20萬台次的巡檢任務，檢查出近百條設備異常，並全部及時完成處理，提前避免了更大問題的出現。

Equipment Inspection System: As of the submission of this report, more than 2,000 key pieces of equipment have been inspected nearly 200,000 times in total, identifying nearly a hundred pieces of equipment anomalies, all of which were timely addressed, preemptively preventing larger issues from arising.

智慧硬體應用提升客戶價值感

Enhancing Customer Value through Smart Hardware Applications

為響應黨和國家對數字中國建設的整體規劃佈局，本集團在深耕住宅物業服務的基礎上，以構建智慧化和諧社區為目標，進一步深化物業服務數字化、智慧化轉型。通過自主研發+外部夥伴共建的建設模式，悅生活智慧物業管理集智慧安防、智慧出行、智慧服務、智慧運維為一體，有機融合打造智慧化住宅社區，並以此為標準，逐步覆蓋本集團住宅、商業和城市服務業態項目，著力推動完善全集團項目物業管理的數智化能力建設。

In response to the Party and the country's overall planning and layout for the construction of a Digital China, the Group, based on the foundation of deep cultivation in residential property services and aiming to build smart and harmonious communities, further deepens the digital and smart transformation of property services. Through a construction model of independent research and development + collaboration with external partners, the Yue Life Smart Property Management integrates smart security, smart mobility, smart services, and smart operations, organically creating smart residential communities. This standard is gradually applied to the group's residential, commercial, and urban service industry projects, actively promoting the improvement of the Group's project property management's digital intelligence capability construction.

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，搭建多元化溝通渠道，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：一年煥新，大有不同

Case: A Year of Transformation, A World of Difference

2022年7月25日，本集團入駐接管祝福紅城1號院項目的物業管理服務。一年光陰一閃而過，2023年的園區哪些：

On July 25, 2022, the Group took over the property management services of the Blessing Red City No.1 Courtyard project. A year has swiftly passed, and in 2023, which aspects of the park have:

一、顏值美起來

Become Beautiful in Appearance

本集團接管後，8,000株綠籬、1,000㎡草坪、130棵小灌、1,200㎡地被補栽，1,000米圍擋安裝，20餘棵雜樹清理，環境大不同。

After the Group took over, the environment has significantly changed with the addition of 8,000 hedge plants, 1,000 square meters of lawn, 130 small shrubs, and 1,200 square meters of ground cover replanted. Moreover, 1,000 meters of fencing have been installed, and more than 20 miscellaneous trees have been cleared.

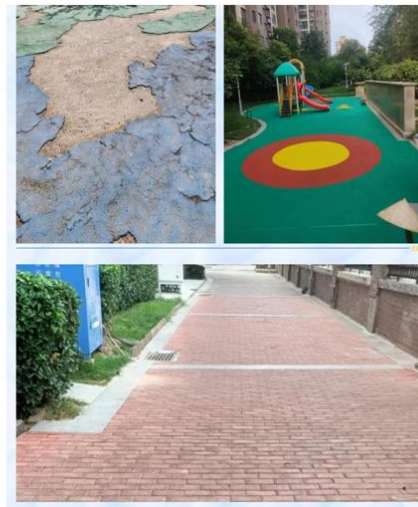


二、路面通起來

The roads have become unobstructed

園區路面、健身器材、遊樂場地地面破損既影響美觀，又影響安全，針對這些問題，祝福紅城1號院工程管家逐一進行修復，合計維修路面約2,000㎡。「變身」之後，通行安全，玩耍無憂，居住更舒適！

The damage to the park's roads, fitness equipment, and playground surfaces not only affects the aesthetics but also poses safety risks. To address these issues, the project manager of Zhufu Hongcheng No.1 Courtyard has carried out repairs one by one, with a total of approximately 2,000 square meters of road surfaces being repaired. After the "transformation," the area has become safer to travel through, worry-free to play in, and more comfortable to live in!



三、路燈亮起來

The street lights turn on

進駐後，工程管家重點對門頭字及路燈進行維修，更換燈罩8個，維修燈具1,215個，一改往日暗淡無光的景象，照亮家人們回家的路。

After moving in, the project manager focused on repairing the signage and streetlights, replacing 8 lamp covers and repairing 1,215 light fixtures. This significantly changed the previously dim and unlit scene, illuminating the way home for residents.





四、設備轉起來 Facilities and equipment start operating

入駐後，工程管家除了對消防和監控系統進行修復，加裝了高空拋物監控設施；對於電梯進行全面檢修，僅大型配件更換曳引輪7個，鋼絲繩10,320米，對重反繩輪更換12個，抱閘制動器更換5對，其他零星配件更換300余項。同時，對園區管道進行全面疏通，更換鑄鐵井蓋31個，雨水篦子300個，安裝製作防汛擋板6副，更新排汙泵20台，全面保障園區防汛安全，為園區正常生活保駕護航。此外，對商業外立面和雨水管道全面檢修，減少高空拋物的隱患，徹底解決雨水管道滲水的問題。

After moving in, the project manager not only repaired the fire protection and surveillance systems but also installed high-altitude object dropping monitoring facilities. The elevators underwent a comprehensive overhaul, with major parts replacements including 7 traction sheaves, 10,320 meters of wire rope, 12 counterweight sheave pulleys, 5 sets of brake calipers, and over 300 other miscellaneous parts replaced. Additionally, the park's pipelines were thoroughly cleared, with 31 cast iron manhole covers and 300 rain grates replaced, 6 sets of flood prevention barriers installed and fabricated, and 20 sewage pumps updated, ensuring comprehensive flood prevention safety for the park and safeguarding the normal life of the community. Furthermore, a comprehensive overhaul of the commercial facades and rainwater pipes was carried out to reduce the hazards of high-altitude object dropping and completely solve the problem of rainwater pipe leakage.

五、社區活動搞起來 Organize community activities

如果說設施設備關乎社區的物質基礎，社區文化活動則為業主的精神文化生活注入豐富的活力。植樹節、端午節、女神節、母親節等傳統節日節氣，總能看到服務中心工作人員和社區業主們歡聚一堂，共度佳節。

If facilities and equipment concern the material foundation of a community, then cultural activities in the community inject vibrant vitality into the spiritual and cultural life of the residents. During traditional festivals and seasonal celebrations such as Arbor Day, Dragon Boat Festival, Women's Day, and Mother's Day, it's common to see service center staff and community residents gathering together to celebrate these occasions joyously.



六、雙向奔赴 共赴美好 Organize community activities

單元門口設置禁停線、每層樓窗戶加裝限位元裝置、天井加裝防護網；每週樓道及井房雜物清理、集體勞動換新家園，每日處理違規停車、各類溫馨標識張貼，每季度一次消防演練、防汛演練……業主我們來寵！

幸運的是，祝福紅城1號院全體物業人員的努力也得到了業主的認可和支持，短短1年時間，先後收到錦旗10餘面，感謝信近100封。

Implementing no-parking lines at the entrance of each unit, installing window restrictors on every floor, and adding protective nets in the atrium; conducting weekly cleanups of corridors and utility rooms, organizing collective labor to rejuvenate the community, daily managing illegal parking, posting various warm signs, and holding quarterly fire and flood drills... We're here to pamper our residents!

Fortunately, the efforts of all the property staff at Blessed Red City Courtyard No. 1 have been recognized and supported by the residents. In just one year, they have received more than 10 banners of appreciation and nearly 100 letters of thanks.



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

本集團健全溝通渠道與投訴機制，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渠道。



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-hours service hotline 400 006 2205 nationwide, which is available for all issues from owners 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，匯報業務工作，聽取業主聲音，改進物業服務水平；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，暢通溝通渠道，響應客戶需求。

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，多管道了解收集客戶要求，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2,286次，回應及時率為93.6%。
 - 本報告期內投訴處理滿意率為91.9%，較2022年下降3.9%。
- 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, 2,286 complaints from customers regarding property service had been received, and the timely response rate of complaints was 93.6%.
- The satisfaction rate of complaint handling for this reporting period was 91.9%, a decrease of 1.7% as Compared with2022.

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

2023年12月，本集團舉辦名為「臻情相伴，共悅美好」主題的品質鑒證官活動，會上積極聆聽業主心聲，將每一位業主的建議記錄在案，持續跟進，做成專項工作落地，並將處理結果及時公示給社區業主。

In December 2023, the Group held an event named “Sincere Companionship, Shared Joy” as a quality certification officer activity. At the event, we actively listened to the voices of the owners, recorded each suggestion made by them, followed up continuously, implemented specific tasks, and promptly publicized the outcomes to the community owners.



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、大數據與雲計算、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 practicing 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.

	<p>高空拋物監測 Monitoring acts of throwing objects from a high altitude</p> <ul style="list-style-type: none"> • 智能攝像頭全範圍覆蓋高低樓層，即時監控墜落點； <p>The smart cameras provide full coverage of high and low floors, monitoring the location of falls in real-time;</p> <ul style="list-style-type: none"> • 智能攝像頭全範圍覆蓋高低樓層，即時監控墜落點。 <p>Using algorithm to simulate the trajectory of the fall and recording the high-altitude throwing location for verification.</p>
	<p>設施設備管理 Management of facilities and equipment</p> <ul style="list-style-type: none"> • 大量感測器植入關鍵感知點，即時監測設備運行關鍵指標； <p>A large number of sensors implanted in key sensing points to monitor critical operational indicators of devices in real time;</p> <ul style="list-style-type: none"> • 設備運行告警，系統自動生成告警工單，接人工單中心自動派單處理。 <p>Device running warning, the system automatically generates an alarm work order, which is automatically assigned for processing in the work order center。</p>
	<p>智慧人行系統 Smart pedestrian passing system</p> <ul style="list-style-type: none"> • 人臉門禁識別，為業戶無鑰匙通行提供更加便利的方式； <p>Facial recognition door access, more convenient for tenants to enter without a using a key;</p> <ul style="list-style-type: none"> • 業戶身份鑒別，提供更加高效的園區訪客安全保障。 <p>Identity verification of owners, more efficient security guarantee for the visitors of the park。</p>
	<p>智能消防預警 Intelligent fire warning</p> <ul style="list-style-type: none"> • 智慧煙感設備佈防，對高溫火源進行實施監測預警； <p>Intelligent smoke sensing devices are deployed to constantly monitor and warn of high temperatures and potential fire hazards in real-time;</p> <ul style="list-style-type: none"> • 發生點火告警時，進行現場語音播報及指揮中心告警。 <p>When a fire alarm occurs, simultaneous on-site voice broadcasting and notification to the command center will take place.</p>

	<p>智慧安防系統 Smart security system</p> <ul style="list-style-type: none"> 7*24小時對園區周邊圍欄進行紅外線安全防護； 24/7 infrared security protection is provided for the perimeter and fences of the park; 異常侵入，立即觸發系統報警，自動向指揮中心和安保人員推送告警信息。 Reducing personnel investment and infection risk, and improving environmental disinfection assurance capability.
	<p>梯控預警 Elevator alert</p> <ul style="list-style-type: none"> 針對電動車上樓等消防高危行為，AI 智能識別到梯內有電動車，不閉門同時向指揮中心發送告警信息。 This is targeted at high-risk behaviours against firefighting such as electric vehicles going to elevators. When AI recognises that there is an electric vehicle in the elevator, it will alert the command centre without closing the door.

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「助力員工成長，提升員工的職業價值，實現員工與企業的和諧共贏」的發展理念，通過建立平等的僱傭關係、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 “Empowering employee growth, enhancing their professional value, and achieving harmonious win-win outcomes for both employees and the company”, 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.

平等僱傭 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，堅持平等僱傭準則，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，本集團未出現任何僱傭童工和強制勞工的情況。

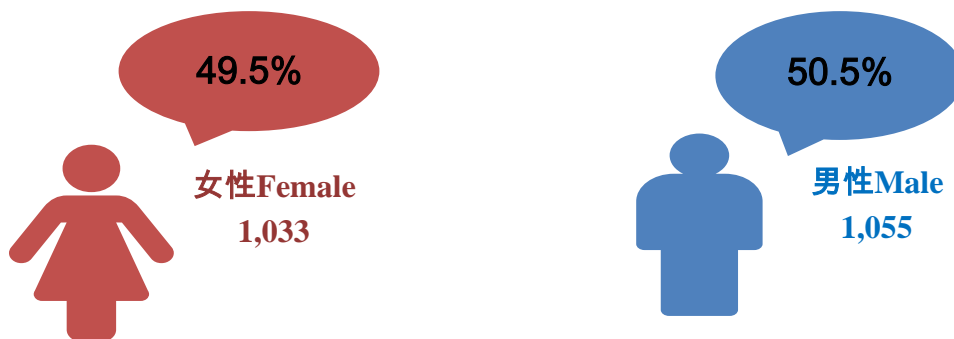
The Group strictly abides by the “Labour Contract Law of the People’s Republic of China”, “the Provisions on the Prohibition of Employing Child Labour” and other laws and regulations, adheres to the principle of equal employment, opposes all discriminatory behaviours based on differences in gender, age, 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、聘用合同或實習協議，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2,088人。

During the reporting period, the Group had a total of 2,088 employees.



職業晉升 Career Advancement

- 在職業晉升方面，本集團嚴格按照《崗位調整與職務調整管理指引》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 Position Adjustment and Job Title Management Guidelines 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。通過對組織管理制度修訂、崗位體系優化、招聘規章制度修訂、從制度體系保證人才供應標準規範統一；強化與合作單位互動，積極做好人才引進服務工作，本年度先後榮獲鄭州百年職校優秀合作單位，智聯招聘「2023中國年度優選雇主」榮譽稱號。

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. By revising organizational management systems, optimizing the job system, and amending recruitment regulations system, we ensure the standardization and uniformity of talent supply from a systemic perspective. By strengthening interactions with partner units and actively improving talent introduction services, this year, we have successively been honored as an “Excellent Cooperative Unit” by the Zhengzhou Centennial Vocational School and received the “China Preferred Employer of The Year 2023” award from Zhaopin 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，2023年共引進91位關鍵崗位人才，其中總監2人、項目經理36人、專業主管53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 91 talents for key positions in 2023, including 2 directors, 36 project managers and 53 professional supervisors. 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.

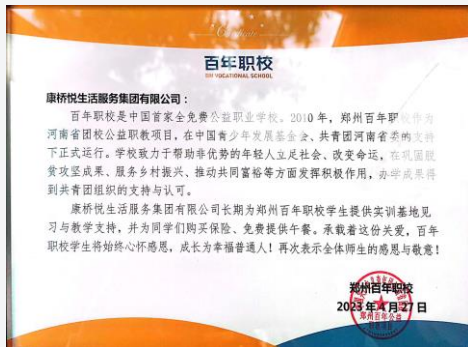


案例：工程板塊校企合作

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2023年繼續加強校企合作，從大中專院校招聘30餘人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 2023, and recruit more than 30 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《崗位調整與職務調整管理指引》、《員工入職與在職培訓管理指引》、《人才梯隊建設管理指引》等人才培養制度，依託物管學院，100%完成年度培訓計畫200個，開展認證14名初級內訓師、建立內訓師積分退出機制，開展崗位SOP、安全方面專案負責人專項培訓，全集團開展年度培訓需求調研795人，員工座談50餘人，夯實培訓基礎體系。

The Group has constructed and perfected talent development systems, including “Job Adjustment and Position Management Guidelines”, “Employee Onboarding and In-service Training Management Guidelines”, and “Talent Echelon Construction Management Guidelines”. Relying on the property management college, we have successfully completed 100% of the annual training plan with 200 sessions, certified 14 junior in-house trainers, established an in-house trainer points exit mechanism, conducted specialized training for project leaders in job SOPs and safety aspects, conducted an annual training needs survey with 795 participants across the group, and held discussions with over 50 employees, solidifying our training foundation system.



通過持續內部業務賦能、本公司二級模組負責人、案場及項目負責人整體儲備率充足，本公司內培比例較高，為內部人才提供充足的發展通道；同時持續推進項目經理公開課、研發落地「未來掌舵人」培養，助力本集團中高管人才培養儲備。

Through continuous internal business empowerment, our company's secondary module leaders, site and project managers have a sufficient overall reserve ratio. Our company has a high internal training ratio, providing ample development channels for internal talents; at the same time, we continuously promote public courses for project managers and develop the "Future Leaders" training program to support the cultivation and reserve of mid-to-high-level management talents within the group.





2023年末，為使員工掌握心肺復蘇及創傷救護等初級救護知識和技能，增強面對突發事件和意外傷害的緊急救護意識，提升處理突發事件和自救互救的能力，在必要時候為業主和客戶提供更加全面周到的服務，本集團特結合鄭州市紅十字會組織開展了一次救護員技能培訓。

At the end of 2023, in order to enable employees to master basic rescue knowledge and skills such as cardiopulmonary resuscitation and trauma rescue, enhance their emergency rescue awareness in the face of emergencies and injuries, enhance their ability to handle emergencies and self rescue and mutual aid, and provide more comprehensive and thoughtful services to owners and customers when necessary, the Group organized a rescue worker skills training in conjunction with the Zhengzhou Red Cross Society.

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

本集團深挖員工需求，通過舉辦員工生日會、520表白日、38女神節活動、母親節、毅行活動、共讀營、「四有」落地等多項活動，並發佈健康文化、舉辦健康大講堂、建立悅動健康打卡群等多種方式強化員工關懷體系建設，完善員工溝通與回饋平臺，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 by organizing a variety of activities such as employee birthday parties, a 520 Confession Day, Women’s Day celebrations, Mother’s Day, endurance walking events, reading camps, and the implementation of the “Four Haves” principles, among others. Additionally, by releasing health culture content, hosting health lectures, and establishing a fitness check-in group, we enhance the construction of our employee care system, 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.



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2023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.



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劃，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</p> <p>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</p> <p>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</p> <p>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 construction of green property, 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

項目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**

2023年，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劃，完成改造的項目共計30項目，既有效節能降耗，又提升客戶滿意度。

In 2023, the Group has carried out a special greening sprinkler irrigation renovation plan for efficient water conservation and effective irrigation, and completed a total of 30 projects, 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，為項目能耗預算、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”, realizes 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.



智慧溫控裝置 **Intelligent consumption reduction solutions**

本集團在電梯機房空調增加智慧溫控裝置，可以根據機房環境溫度，智慧開啟、關

閉空調，起到節約用電及節省人工作業。
2023年，本集團已完成20個項目的230個機房的改造。

The Group has added intelligent temperature control devices to the air conditioning systems in elevator machine rooms. These devices can intelligently turn the air conditioning on or off based on the ambient temperature of the machine room, resulting in electricity savings and reduced manpower. In 2023, the Group has completed the renovation of 230 machine rooms across 20 projects.



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劃，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劃，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.



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。

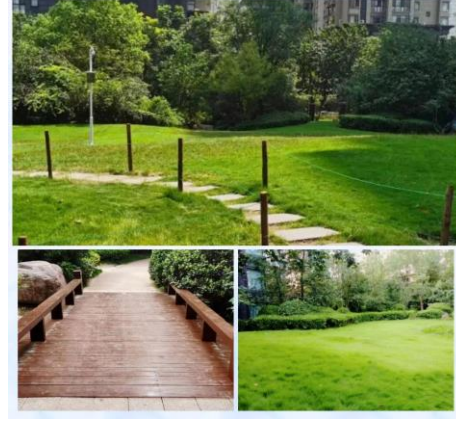
The Group establishes green charging stations, monitors power consumption through online platforms, provides owners with value-added services related to charging of new energy vehicles (NEVs), and provides charging operation and maintenance services to external customers to help reduce carbon emissions.



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，2023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，祝福紅城項目對綠化草坪挖土翻新更換草籽品種，面積約2,200平方米。

The Group actively has promoted the greening coverage of the management area and established greening standards. In 2023, 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, Blessed Red City Courtyard No. 1 dug and renovated the green lawn to replace grass seed varieties, covering an area of about 2,200m².



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，有效指引營銷案場、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.

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 2023 年 10 月完成對所有在管項目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 2023.



*** 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2023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 2023.

案例：以雪為令，雪清心暖 | 記錄2023年冬·初雪

Case: Commanded by Snow, with a Heart Warm and Pure | Documenting the First Snow of Winter 2023

2023年12月10日，中原大地迎來了2023年的第一場雪。為了不讓地面結冰，保障業主出行安全，本集團各項目在深夜晨時開始24小時待命冒雪清掃地面、車身，巡查重點區域、清掃門前及主幹道積雪。除雪機也派上陣來，為業主們清掃出一條安心路。

On December 10, 2023, the central plains welcomed the first snowfall of the year. To prevent the ground from icing and ensure the safety of the property owners' travels, all projects of the Group started a 24-hour standby from the early hours of the morning, braving the snow to clean the ground and vehicles, patrol key areas, and clear snow in front of doors and on main roads. Snow removal equipment was also deployed to clear a safe path for the property owners.



6.3 宣傳綠色文化 Promoting Green Culture

本集團緊跟國家綠色發展戰略，將可持續發展理念和綠色運營意識貫穿至物業管理服務各個方面。本集團堅信每一份綠色環保的力量都是對自然的守護，引導綠色文化在企業內紮根與傳播，並延伸至業主、客戶及合作夥伴。本集團號召員工、業主參與環保公益活動並積極開展多類型綠色文化宣傳，如撿拾垃圾、路面清掃、植樹造林、綠色出行、地球一小時等主題活動，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, integrating the concepts of sustainable development and awareness of green operations into all aspects of our property management services. The Group believe that every effort towards green environmental protection is a safeguard for nature, guiding the roots and spread of green culture within our enterprise and extending it to our owners, clients, and partners. The Group encourages employees and property owners to participate in environmental public welfare activities and actively carry out various types of green cultural promotions, such as litter picking, street sweeping, tree planting, green commuting, and Earth Hour-themed activities. This helps in passing down the concept of environmental protection, spreading environmental knowledge, and promoting green culture.

案例：綠色社區活動

Case: Green Community Activities

2023年3月，本集團各項目環境主管現場為大家示範種樹方法，教會小業主們認真種好每一棵樹；客服管家耐心細緻指導家人們一起動手DIY多肉植物和手繪塗鴉，傳播綠色希望，宣傳綠色理念。

In March 2023, the environmental managers of the Group's projects demonstrated on-site tree planting techniques, teaching young property owners how to properly plant each tree. Customer service stewards patiently and meticulously guided families in hands-on DIY activities with succulents and hand-painted graffiti, spreading green hope and promoting green concepts.





案例：綠色出行及綠色辦公

Case: Green Commuting and Green Office Practices

為積極回應國家「雙碳」環保政策，本集團在完善自身綠色運營管理的同時，大力推行「綠色健康」理念，通過設立電動車充電設備和規劃自行車停車位元等方式宣導綠色出行；杭州萊茵矩陣國際寫字樓以「綠色健康」為主題，宣導租戶將綠色發展理念貫穿至日常生活和工作，獲得 LEED 綠色建築認證，系杭州城西唯一 LEED 金獎寫字樓。

In a proactive response to the national “dual carbon” environmental policy, the Group, while perfecting its green operation management, vigorously promotes the concept of “green health”. This is achieved by setting up electric vehicle charging facilities and planning bicycle parking spaces to advocate for green commuting. The Rhein Matrix International Office Building in Hangzhou, themed around “green health”, encourages tenants to integrate green development concepts into their daily lives and work. It has obtained LEED Green Building Certification, making it the only LEED Gold-certified office building in the west of Hangzhou.



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.

本集團在項目採購中深化綠色低碳理念，關注項目在低碳環保、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，本集團積極參與行業展會和交流會，如，鄭州市住房保障和房地產管理局主辦的「第二十八屆鄭州全國商品交易會人居文化與房地產專題展覽會」；鄭州市物業管理行業的「品質月宣傳展示活動」；中國物業管理協會組織的「深入學習貫徹黨的二十大精神行業黨建活動」、「黨建引領物業管理融入基層治理交流會」和「第八屆全國物業管理行業媒體工作交流會暨2023物業管理行業品牌建設論壇」；河南省物業管理協會組織的「物業行業高品質發展論壇」；鄭州市物業管理協會組織的「深圳國際物業博覽會參觀學習活動」；中指研究院主辦的「第二屆河南省物業行業高品質發展論壇」；克而瑞物管主辦的「2023河南省物業服務企業服務力峰會」等，為推動物業管理行業發展貢獻積極力量。

The Group is committed to making contribution to the long-term sound development of the property management industry. During the reporting period, the Group actively participated in industry exhibitions and exchange meetings, such as the “28th Zhengzhou National Commodity Fair Residential Culture and Real Estate Special Exhibition” organized by the Zhengzhou Housing Security and Real Estate Management Bureau; the “Quality Month” promotional exhibition event of the Zhengzhou property management industry; industry party-building activities organized by the China Property Management Association aimed at “thoroughly studying and implementing the

spirit of the 20th National Congress of the Communist Party”, “Party Building Leading Property Management to Integrate into Grassroots Governance Exchange Meeting”, and the “8th National Property Management Industry Media Work Exchange Meeting and 2023 Property Management Industry Brand Building Forum”; the “High-Quality Development Forum for the Property Industry” organized by the Henan Province Property Management Association; the “Shenzhen International Property Expo Visit and Study Activity” organized by the Zhengzhou Property Management Association; the “2nd High-Quality Development Forum for the Property Industry in Henan Province” hosted by the China Index Academy; and the “2023 Henan Province Property Service Enterprises Service Capability Summit” hosted by Kerer Property Management, contributing positively to the development of the property management industry.

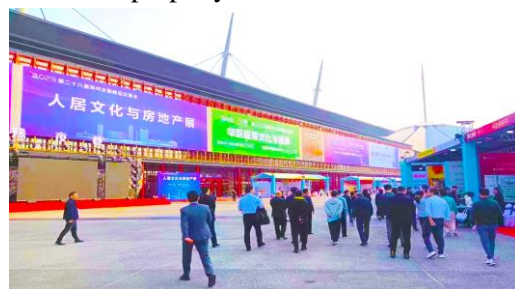
序號 No.	本集團參與行業協會列表 List of industry associations in which the Group participates	職位 Title
1	中國物業管理協會 China Property Management Association	理事單位 Council member
2	河南省物業管理協會 Henan Property Management Association	副秘書長單位 Deputy Secretary-general
3	鄭州市物業管理協會 Zhengzhou Property Management Association	副會長單位 Vice President

案例：參展第二十八屆全國商品交易會人居文化與房地產專題展覽會

Case: Participation in the 28th National Commodity Fair Residential Culture and Real Estate Special Exhibition

2023年10月，「第二十八屆鄭州全國商品交易會人居文化與房地產專題展覽會」在鄭州隆重舉行。作為美好生活與智慧城市服務商，本集團關注行業發展趨勢，積極參與行業交流，通過展板畫面、展位元視頻、人員介紹等方式，全面展現了本集團的企業概況、公司戰略、服務類別、在管項目、合作方式及紅色物業建設等情況。

In October 2023, the “28th National Commodity Fair Residential Culture and Real Estate Special Exhibition” was grandly held in Zhengzhou. As a service provider focused on improving life quality and building smart cities, our group paid close attention to industry development trends and actively participated in industry exchanges. Through display panels, booth videos, and staff introductions, we comprehensively showcased our company profile, corporate strategy, service categories, managed projects, cooperation methods, and our efforts in red property construction.



案例：參加2023中國國際物業管理產業博覽會

Case: Participation in the “2023 China International Property Management Industry Expo”

2023年10月，由中國物業管理協會主辦的「2023中國國際物業管理產業博覽會」在深圳舉辦。本集團積極參與，組織了十餘人的觀摩交流團隊趕赴現場，通過交談溝通、聽取報告、體驗設備等方式，開拓眼界，增長見識，學習先進經驗，持續提升服務品質、創新服務模式，為客戶創造更加美好的服務體驗。

In October 2023, the “2023 China International Property Management Industry Expo”, hosted by the China Property Management Association, was held in Shenzhen. Our group actively participated and organized a delegation of more than ten people to attend the event. Through discussions, listening to reports, and experiencing equipment, we broadened our horizons and increased our knowledge. We learned from advanced experiences to continuously improve our service quality and innovate our service models, aiming to create a better service experience for our customers.



案例：參加「黨建引領物業管理融入基層治理交流會」

Case: Participation in the “Party Building Leading Property Management Integration into Grassroots Governance Exchange Meeting”

2023年12月，中國物業管理協會第五次理事會第八次全體會議暨「黨建引領物業管理融入基層治理交流會」在山東泰安市召開，本集團執行董事兼執行總裁康衛國先生出席交流會。本次會議旨在促進物業管理行業的發展，推動黨建引領下的基層治理創新。物業管理作為城市管理的重要組成部分，在基層治理中扮演著十分重要的角色，是構建和諧宜居社區的中堅力量。

In December 2023, the 5th Council of the China Property Management Association held its 8th Plenary Meeting in Tai'an City, Shandong Province, alongside the “Party Building Leading Property Management Integration into Grassroots Governance Exchange Meeting”. Mr. Kang Weiguo, the Executive Director and the Executive President of our group, attended the exchange meeting. The purpose of this meeting was to promote the development of the property management industry and to drive innovation in grassroots governance under the leadership of party building. Property management, being an essential part of urban management, plays a vital role in grassroots governance and is a core force in building harmonious and livable communities.



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。2023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 2023, 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 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).

2023年，為進一步深化溫暖社區的品牌理念，本集團共舉辦 2,800 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 2023, to further solidify the brand concept of developing warm communities, the Group held more than 2,800 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.

8.2 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.



為弘揚扶貧濟困的傳統美德，宣導奉獻互助的慈善文化，2023年4月19日上午，本集團黨支部聯合長江商學院39期河南同學，向鄭州市兒童福利院進行了物資捐贈。

To promote the traditional virtues of poverty alleviation and helping the needy, and to advocate the charitable culture of dedication and mutual assistance, on the morning of April 19, 2023, the Party branch of our group, in collaboration with the 39th Henan class of Cheung Kong Graduate School of Business, made a donation of supplies to the Zhengzhou City Children’s Welfare Institute.



2023年11月，本集團組織各項目志願服務隊走進農地田間，幫助滯銷農戶採收新鮮白菜5萬餘斤。從採摘到運輸，經過幾個小時的努力，他們用行動「蔬」送溫暖的愛。

In November 2023, the Group organized volunteer service teams from various projects to go into the fields to help farmers with unsold produce harvest over 50,000 pounds of fresh cabbage. From picking to transportation, after several hours of effort, they conveyed warm love through their actions.

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	59,685.89
溫室氣體總排放量 Total greenhouse gas emissions	噸 Tonne	59,685.89
溫室氣體排放密度 Greenhouse gas emissions intensity	噸／百萬平方米 Tonne per million square metre	2,106.69
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	0.01
廢棄燈管、燈泡重量 Weight of disposed fluorescent light bulbs	噸 Tonne	0.14
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	0.27
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	噸 Tonne	2.19

Weight of general commercial waste

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	69,475.82
間接能源總耗量 Total indirect energy consumption	千個千瓦時 Thousands of kWh	69,475.82
能源總耗量 Total energy consumption	千個千瓦時 Thousands of kWh	69,475.82
能耗密度 Energy consumption intensity	千個千瓦時/百萬平方米 Thousands of kWh per million square metre	2,453.52
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	861370.67
耗水密度 Water consumption intensity	立方米/百萬平方米 Cubic metre per million square metre	35,673.80

2023年度環境數據相關說明：

Notes to the 2023 environmental data:

1) 數據時間範圍：2023年1月1日至2023年12月31日。

The reporting period of data collected is from 1 January 2023 to 31 December 2023.

- 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	2,088
	Total number of employees	Person	
性別 Gender	男性	人	1,055
	Male	Person	
	女性	人	1,033
	Female	Person	
僱傭類型 Employment Type	全職	人	2,088
	Full time	Person	
	兼職	人	0
	Part time	Person	
	高級管理層	人	10
	Senior management	Person	
僱員職級 Employee category	中層管理層	人	345
	Junior management	Person	
	非管理層員工	人	1,733
	Non-management	Person	
	30 歲及以下	人	534
	Aged under (inclusive) 30	Person	
年齡 Age	31-50 歲	人	1,309
	Aged 31-50	Person	
	50 歲以上	人	245
	Aged 50 above	Person	
	中國大陸	人	2,086
	Mainland China	Person	
地區 Region	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			
性別 Gender	僱員總流失率 Total employee turnover rate	百分比 %	23.52
	男性 Male	百分比 %	20.44
	女性 Female	百分比 %	27.27
	30 歲及以下 Aged under (inclusive)30	百分比 %	29.92
	31-50 歲 Aged 31-50	百分比 %	22.27
	50 歲以上 Aged 50 above	百分比 %	14.34
地區 Region	中國大陸 Mainland China	百分比 %	23.53
	港澳臺及海外地區 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			
2023年 2023	因工作關係死亡人數 Number of fatalities as a result of work-related injury	人 Person	0
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
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	39
性別 Gender	男性 Male	小時 Hour	38
	女性 Female	小時 Hour	40
僱員職級 Employee category	高級管理層 Senior management	小時 Hour	26
	中層管理層 Middle management	小時 Hour	27
	非管理層員工 Non-management	小時 Hour	39

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	770
	Total number of suppliers	Number	
地區 Geographical Region	東部地區	個	41
	Eastern China	Number	
	中部地區	個	677
	Central China	Number	
	西部地區	個	52
	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	2,286
	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	2,088	
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	4,452	
參與僱員 Participating employees	人次 Participator	31,320	

二零二三年度社會數據相關說明：

Notes to the 2023 social data:

- 1) 員工流失率=(二零二三年全年流失員工人數/於二零二三年十二月三十一日在職員工人數)×100%。

Employee turnover rate = (Number of employees leaving employment in 2023/ Number of employees as at 31 December 2023) 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：聯交所ESG報告指引對照表

APPENDIX II: HKEX ESG REPORTING GUIDE INDEX

A. 環境 Environmental		
層面 A1：排放物 Aspect A1: Emissions		
<p>一般披露 有關廢氣及溫室氣體排放、向水及土地的排汙、有害及無害廢棄物的產生等的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 注：廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。 溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化合物、全氟化碳及六氟化硫。 有害廢棄物指國家規例所界定者。</p> <p>General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.</p>		<p>共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation</p>
<p>關鍵績效指標 A1.1 KPI A1.1</p>	<p>排放物種類及相關排放資料。 The types of emissions and respective emissions data.</p>	<p>附錄一 Appendix I</p>
<p>關鍵績效指標 A1.2 KPI A1.2</p>	<p>直接（範圍1）及能源間接（範圍2）溫室氣體排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄一 Appendix I</p>
<p>關鍵績效指標 A1.3 KPI A1.3</p>	<p>所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄一 Appendix I</p>
<p>關鍵績效指標 A1.4 KPI A1.4</p>	<p>所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄一 Appendix I</p>
<p>關鍵績效指標 A1.5 KPI A1.5</p>	<p>描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emission target(s) set and steps taken to achieve them.</p>	<p>共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation</p>
<p>關鍵績效指標 A1.6 KPI A1.6</p>	<p>描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.</p>	<p>共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation</p>

層面 A2：資源使用 Aspect A2: Use of Resources		
一般披露 有效使用資源（包括能源、水及其他原材料）的政策。 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）每生產單位佔量。 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 Aspect A3: The Environment and Natural Resources		
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 Aspect A4: Climate Change		
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		
<p>一般披露</p> <p>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：</p> <p>(a)政策；及</p> <p>(b)遵守對發行人有重大影響的相關法律及規例的資料。</p> <p>General Disclosure Information on:</p> <p>(a) the policies; and</p> <p>(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.</p>		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		
<p>一般披露</p> <p>有關提供安全工作環境及保障僱員避免職業性危害的：</p> <p>(a)政策；及</p> <p>(b)遵守對發行人有重大影響的相關法律及規例的資料。</p> <p>General Disclosure Information on:</p> <p>(a) the policies; and</p> <p>(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.</p>		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		
<p>一般披露</p> <p>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。</p> <p>注：培訓指職業培訓，可包括由雇主付費的內外部課程。</p> <p>General Disclosure</p> <p>Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.</p> <p>Note: Training refers to vocational training. It may include internal and external courses paid by the employer.</p>		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



KANGQIAO SERVICE GROUP