



# 建业新生活

CENTRAL CHINA NEW LIFE

建業新生活有限公司  
Central China New Life 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 股票代號：9983

## Environmental, Social and Governance Report 2022 環境、社會及管治報告



• LIFE & MORE • 新型生活方式服务平台 •



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## ABOUT THIS REPORT

### 關於本報告

#### INTRODUCTION

Central China New Life Limited (“CCNL” or the “Company”, and together with its subsidiaries, the “Group” or “we”) is a property management service provider rooted in the central China region. Our commitment lies in meeting the diverse needs of our clients while providing essential property management services. As we strive for corporate growth, we actively engage in community development and environmental preservation, practicing responsible conduct towards sustainable development.

This report (the “Report”) is the third annual Environmental, Social and Governance (“ESG”) Report published by Central China New Life Limited, with an intention to disclose the Group’s ESG-related strategic policies, management measures and performance.

#### REPORTING SCOPE

The Report covers a period from 1 January 2022 to 31 December 2022 (the “Reporting Period”), with some contents or elaboration may go beyond the time frame above.

This Report aims to provide a comprehensive overview of CCNL’s various business segments, with a primary focus on the disclosure of information pertaining to our property management and value-added services, lifestyle services, commercial asset management, and consulting services. Social key performance indicators (KPIs) cover the general businesses, while environmental KPIs cover the headquarters of the Group, the office areas of the property management service division and the management area of the property management service division and non-outsourced staff canteens. For the detailed reporting scope of environmental KPIs, please refer to the section headed “Description of Environmental KPIs”. With the continuous deepening of the sustainable development work of CCNL and the continuous improvement of internal data collection procedures, the Group will gradually expand the breadth and depth of the scope of disclosure in the future.

#### 報告簡介

建業新生活有限公司(「建業新生活」或「本公司」，連同其附屬公司統稱「本集團」或「我們」)是一家扎根於中國中部地區的物業管理服務提供商，致力於在為客戶提供基礎物業服務時滿足客戶的多樣化需求，推動企業發展的同時積極參與社區建設與環境保護，以負責任的態度踐行可持續發展。

本報告為建業新生活有限公司所發佈的第三份年度環境、社會及管治(「ESG」)報告就本集團ESG相關戰略方針、管理措施以及表現進行披露。

#### 報告範圍

本報告時間跨度為2022年1月1日至2022年12月31日(「報告期間」)，部分報告內容或闡述可能超出上述時間範圍。

本報告一般披露內容覆蓋本集團業務板塊，並主要圍繞物業管理服務及增值服務、生活服務、商業資產管理及諮詢服務三大服務板塊進行披露。社會範疇關鍵績效指標涵蓋整體業務範圍；環境範疇關鍵績效指標則納入集團總部及物業服務事業部各級辦公區域、物業服務事業部管理區域及非外包員工食堂。有關環境範疇關鍵績效指標的詳細報告範圍，請參見「環境關鍵績效說明」。隨著建業新生活可持續發展工作的不斷深化和內部資料收集程序的持續完善，本集團未來將逐步擴展披露範圍的廣度和深度。

### REPORTING STANDARDS

The Report has been prepared in strict accordance with the Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) in Appendix 27 to the Main Board Listing Rules of the Hong Kong Stock Exchange. We are committed to fulfilling our disclosure responsibility with a “disclose or explain” approach.

The index of subject areas, aspects, general disclosures and KPIs under the ESG Reporting Guide is set out in detail in “Appendix I: ESG Reporting Guide Content Index” of the Report for quick reference.

### REPORTING PRINCIPLES

The Report has been drafted in accordance with the disclosure principles set out in Appendix 27 of the Main Board Listing Rules of the Hong Kong Stock Exchange.

### 報告標準

本報告嚴格依照香港交易所主板上市規則附錄二十七《環境、社會及管治報告指引》（「《ESG報告指引》」）編製，承諾履行「不披露就解釋」的披露責任。

本報告《附錄一：〈環境、社會及管治報告指引〉內容索引》詳列《ESG報告指引》主要範疇、層面、一般披露及關鍵績效指標索引，以供讀者快速查詢。

### 報告原則

本報告秉持香港交易所主板上市規則附錄二十七中的披露原則進行編寫：

Reporting principles 匯報原則	Definition of reporting principles in ESG Reporting Guide ESG 指引中對匯報原則的定義	Response from CCNL 建業新生活的回應
Materiality 重要性	The ESG report should disclose the process and results of the engagement of investors and other stakeholders in the identification of material ESG factors and the criteria for the selection of the factors. 報告應匯報投資者及其他利益相關方參與識別環境、社會及管治重要因素的過程及結果，以及選擇這些因素的準則。	The Report focuses on the disclosure of relevant matters that may have a significant impact on investors and other stakeholders through a materiality assessment. 本報告通過重要性評估，重點披露可能對投資者及其他利益相關方產生重要影響的相關事宜。
Quantification 量化	Information on the standards, methodologies, assumptions and/or calculation tools used, and sources of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. 報告應披露有關匯報排放量／能源耗用（如適用）所用的標準、方法、假設及／或計算工具的數據，以及所使用的轉換因素的來源。	The Report provides KPIs and information on the standards, methodologies, assumptions and calculation tools used in a quantitative manner, accompanied by explanations for readers to evaluate and verify the performance of the Group’s ESG policies and management systems. 本報告以量化方式提供KPI及所用的標準、方法、假設及計算工具等資料，並附帶說明，以便讀者評估和驗證集團ESG政策及管理系統的績效。



## ABOUT THIS REPORT

### 關於本報告

Reporting principles 匯報原則	Definition of reporting principles in ESG Reporting Guide ESG指引中對匯報原則的定義	Response from CCNL 建業新生活的回應
Balance 平衡	With an unbiased picture of the issuer's performance, the ESG report should avoid selections, omissions, or presentation formats that may inappropriately influence a decision or judgment by the report reader. 報告應不偏不倚地避免可能會不恰當地影響報告讀者決策或判斷的選擇、遺漏或呈報格式。	Based on objective facts, the Report fully discloses the ESG performance of the Group and avoids expressions or presentation formats that may inappropriately influence a decision or judgment by the report reader. 本報告以客觀事實為基礎，全面地披露本集團在環境、社會及管治方面的績效表現，避免可能會不恰當影響讀者決策或判斷的表述或呈報格式。
Consistency 一致性	The issuer should use consistent methodologies to allow for meaningful comparisons of ESG data over time. 發行人應使用一致的披露統計方法，令環境、社會及管治數據日後可作有意義的比較。	The Report adopts consistent disclosure and statistical methodologies for this year, the previous year and subsequent years to enable readers to compare the performance of the Group year by year. 本報告於本年度、上一年度及後續年度採用一致的披露統計方法，以便讀者對本集團績效作逐年比較。

### SOURCES OF INFORMATION

All data and materials contained in the Report are derived from the Group's official internal documents, statistical reports and external public information. The Report is reviewed and published by the board of directors, who is responsible for the truthfulness, accuracy and completeness of its contents. The Group warrants that there are no false representations or misleading statements contained in, or material omissions from the Report.

### METHOD OF PUBLICATION

The Report is prepared in both Chinese and English published in electronic form, and has been uploaded to CCNL's official website at [www.ccnewlife.com.cn](http://www.ccnewlife.com.cn) and the HKExnews website at [www.hkexnews.hk](http://www.hkexnews.hk). In the event of any discrepancy between the Chinese and English versions of the Report, the Chinese version shall prevail.

### 信息來源

本報告所有數據及材料來源包括本集團內部正式文件、統計報告、外部公開信息等。本報告經董事會審核發佈，對其內容真實性、準確性和完整性負責。本集團承諾本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏。

### 發佈方式

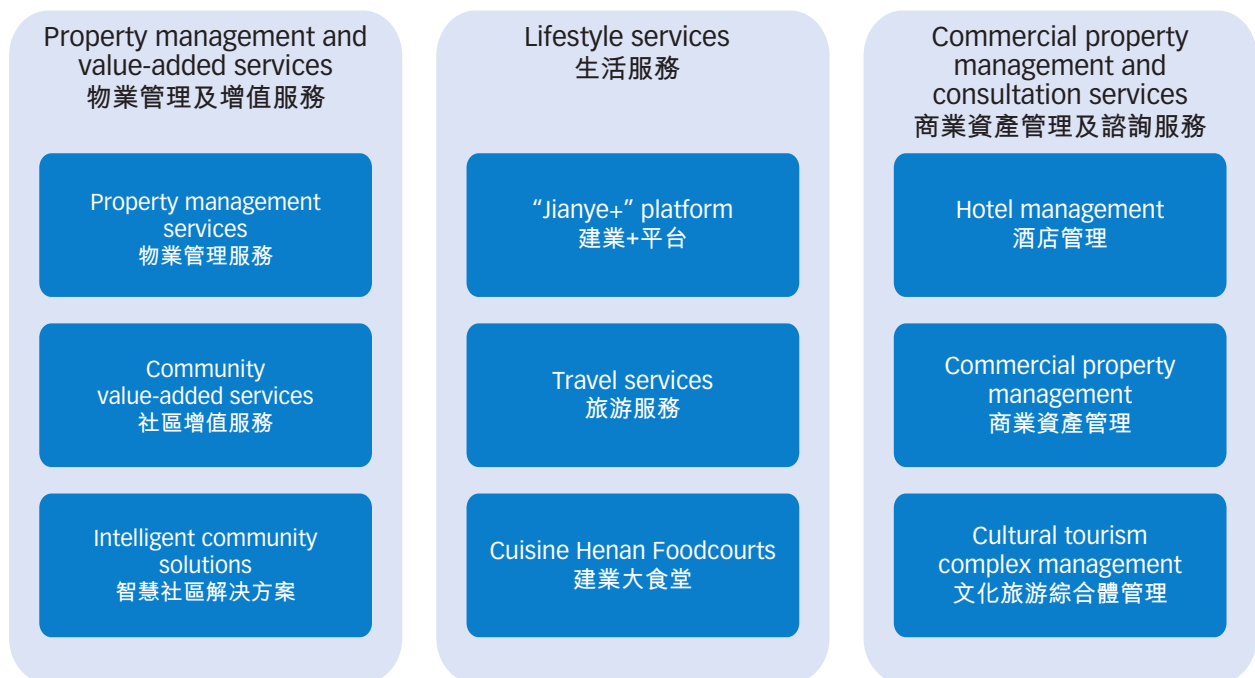
本報告以中、英文兩種文字編製，現已以電子形式發佈上傳至建業新生活官方網站 [www.ccnewlife.com.cn](http://www.ccnewlife.com.cn) 及香港交易所披露易網站 [www.hkexnews.hk](http://www.hkexnews.hk)。若本報告的中英文版本有抵觸或不相符之處，請以中文版為準。

## COMPANY PROFILE

Central China New Life Limited (stock code: 9983.HK, abbreviated as CCNL) was successfully listed on the Main Board of The Stock Exchange of Hong Kong on 15 May 2020. As a new lifestyle service provider, CCNL is committed to building a new lifestyle service platform. CCNL practices the core values of “Rooted in central China and conferring benefit on the people”, and conducts its businesses through three segments, namely property management and value-added services, lifestyle services and commercial property management and consultation services, covering property management, excellent life, intelligent communities, quality living, customised tourism, exquisite hotels, business management, agricultural development, cultural and tourism operations, high-end membership organisations and other diversified businesses, with a view to creating a service system that leads a new lifestyle. It owns a membership platform “Jianye+”, which provides lifestyle services for 50 million business passengers and 2.1 million property owners at all time, in all areas and with all functions.

## 企業概況

建業新生活有限公司於2020年5月15日在香港聯合交易所主板成功掛牌上市(股票代碼：9983.HK，簡稱「建業新生活」)，作為新型生活方式服務商，致力於打造新型生活方式服務平台。建業新生活踐行「根植中原，造福百姓」的核心價值觀，業務覆蓋物業管理與增值服務、生活服務、商業資產管理及諮詢服務三大板塊，涵蓋物業管理、優選生活、智慧社區、品質居住、定制旅遊、精緻酒店、商業管理、農業發展、文旅運營、高端會員組織等多元業務，打造引領新型生活方式的服務體系。建業新生活擁有會員權益平台「建業+」，為5000萬商業客流、210萬業主提供時間、區域、功能無盲點的生活服務。



Group Business Overview  
集團業務一覽

2022 DATA

數說 2022 年

Economic Performance

經濟績效

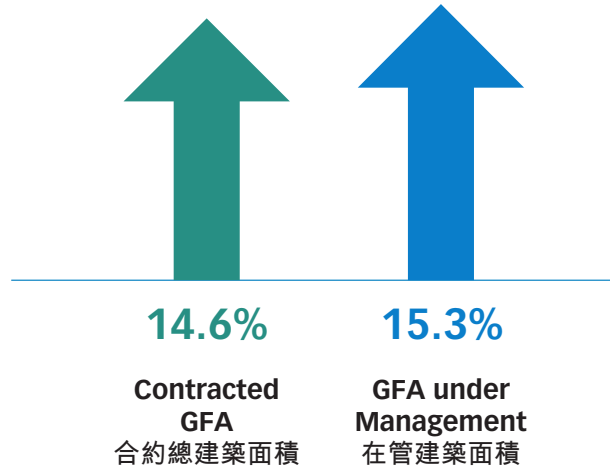
Financial Performance

財務表現

Central China New Life Economic  
Performance in 2022  
2022年建業新生活

- Operating income: **RMB3,148 million**  
營業收入**31.48**億元
- Gross profit: **RMB1,043 million**  
毛利潤**10.43**億元
- Net profit: **RMB571 million**  
淨利潤**5.71**億元

YOY growth  
同比增幅



Operational Performance

運營績效

Property management and value-added services  
物業管理及增值服務

Covered 18 prefecture-level cities in  
Henan province and outside the province  
覆盖河南全省**18**個地級市及省外  
served more than **2.4 million** owners and  
residents in **883** properties  
服務**883**項物業中逾**240**萬名業主及住戶

Commercial property portfolio  
included five cultural tourism  
complexes and ten restaurants  
在管商業物業組合  
包括**五**個文化旅游綜合體  
及**十**家酒店

Cooperation with more than **1,100** suppliers;  
More than **259** merchants have settled in **five** Cuisine  
Henan Foodcourts, offering a variety of delicacies  
與超過**1,100**家供貨商進行合作；  
**五**家建業大食堂入駐逾**259**名商戶

The cumulative number of registered users  
of Jianye+ platform exceeds **8.1 million**  
建業+平台累計註冊用戶約**810**萬人

## Environmental Performance

### 環境績效

**Total GHG emissions**  
溫室氣體總排放量

**265,141.10**  
Tonnes of carbon  
dioxide equivalent  
噸二氧化碳當量

**Total energy consumption**  
能源總耗量

**315,020.13**  
kWh in '000s  
千個千瓦時

**Total water consumption**  
總耗水量

**4,148,190.96**  
Cubic metres  
立方米

## Social Performance

### 社會績效

**Percentage of employees  
trained**  
僱員受訓員工百分比

**86.21%**

**Average number of hours  
of training for employees**  
僱員平均受訓時數

**7.3**  
hours/person  
小時

**Comprehensive satisfaction  
with complaint handling**  
投訴處理綜合滿意度

**94.38%**

**HONOURS**

**榮譽認可**

Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
January 2022 2022年1月	The 2022 Global Investment Trends Forum and 6th Golden Stock Awards Ceremony, jointly hosted by Zhitongcaijing, Tonghuashun Financial News and China Galaxy Securities 智通財經、同花順財經、中國銀河證券聯合主辦「2022年全球投資趨勢論壇暨第六屆金港股頒獎典禮」	> <b>Most Valuable Property Management Company</b> 最具價値物業公司
	The 2021 Online Seminar and Release of Research Results on Property Service Capability in Henan Province, jointly hosted by CRIC Property Management, China Property Management Research Institution, E-house China R&D Institute 克而瑞物管、中物研協、易居房地產研究院聯合舉辦「2021河南省物業服務力研究成果線上研討與發佈會」	> <b>2021 Top 30 Property Service Companies in Henan Province (1st Place)</b> 2021物業服務力河南省TOP30企業(第一名) > <b>2021 Top 3 Residential Property Service Companies in Henan Province (1st Place)</b> 2021河南省住宅物業服務力TOP3(第一名) > <b>2021 Top 3 Property Service Companies in Zhengzhou City (1st Place)</b> 2021物業服務力鄭州TOP3(第一名) > <b>2021 Benchmark Projects with Best Commercial Property Services in Henan Province</b> (Jianye Triumph Plaza in Zhengzhou) 2021河南省寫字樓物業服務力標桿項目(旗下鄭州·建業凱旋廣場) > <b>2021 Benchmark Projects with Best Residential Property Services in Henan Province</b> (Jianye Tianzhu in Zhengzhou) 2021河南省住宅物業服務力標桿項目(旗下鄭州·建業天築)
March 2022 2022年3月	2022 Launch of Better Life Brand Program 2022中國美好生活品牌計劃發佈會	> <b>2022 Zhengzhou Top 10 Property Service Companies for Customer Satisfaction</b> > <b>2022年鄭州物業服務滿意度十強企業</b>

Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
April 2022 2022年4月	The 2022 Research Results of China's Top 100 Property Service Companies, jointly hosted by China Index Academy and China Real Estate Top10 Research Group 中指研究院、中國房地產TOP10研究組主辦「2022中國物業服務百強企業研究成果」	<ul style="list-style-type: none"> <li>➤ <b>11th among the 2022 China Top 100 Property Service Companies</b> 2022中國物業服務百強企業第11位</li> <li>➤ <b>2022 China Top 100 Property Service Companies (Top 10 with Largest Service Scale)</b> 2022中國物業服務百強企業服務規模TOP10</li> <li>➤ <b>2022 China Top 100 Property Service Companies with Best Growth Potential</b> 2022中國物業服務百強企業成長性領先企業</li> <li>➤ <b>2022 China Property Service Industry Demonstration Base</b> (Jianye Zunfu in Luoyang) 2022中國物業服務行業示範基地(旗下洛陽建業·尊府)</li> <li>➤ <b>2022 China Five-star Property Service Projects</b> (Jianye Shihefu in Anyang, Jianye Tianzhu in Shangqiu) 2022中國五星級物業服務項目(旗下安陽建業·世和府、商丘建業·天築)</li> </ul>
May 2022 2022年5月	The 2022 Research Results of China's Listed Real Estate Companies, jointly hosted by China Enterprise Evaluation Association, Institute of Real Estate Studies of Tsinghua University, and Information Technology Research Institute of Beijing China Index Academy 中國企業評價協會、清華大學房地產研究所、北京中指信息技術研究院研究主辦「2022中國房地產上市公司研究成果」	<ul style="list-style-type: none"> <li>➤ <b>2022 China Top 10 Listed Property Service Companies for Comprehensive Strength</b> 2022中國物業服務上市公司綜合實力TOP10</li> <li>➤ <b>2022 China Listed Property Service Enterprises with Excellent Investment Value</b> 2022中國上市物業服務投資價值優秀企業</li> </ul>
September 2022 2022年9月	2022 China Real Estate Brand Value Research Results Conference and the 19th China Real Estate Brand Development Summit 2022中國房地產品牌價值研究成果發佈會暨第十九屆中國房地產品牌發展高峰論壇	<ul style="list-style-type: none"> <li>➤ <b>2022 China Leading Property Service Brands with Specialised Operations</b> 2022中國物業服務專業化運營領先品牌企業</li> <li>➤ <b>2022 China Well-known Property Service Companies in Central China</b> 2022中國物業服務華中區域品牌企業</li> <li>➤ <b>2022 Excellent Property Service Companies in Henan Province</b> 2022河南省物業服務優秀品牌企業</li> </ul>



Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
	<p>The 2022 Golden Kylin Overseas Investment Summit and Selection of the Best Hong Kong or USA Listed Companies, hosted by Sina Finance</p> <p>新浪財經主辦2022年金麒麟海外投資峰會暨港美股最佳上市公司評選：</p>	<p>➢ <b>Sina Finance 2022 Hong Kong or USA Listed Companies with Most Growth Potential</b> 2022 新浪財經港美股最具成長潛力上市公司</p>
<p>December 2022 2022年12月</p>	<p>The 2022 China Real Estate Big Data Annual Conference and 2023 China Real Estate Market Trend Report Conference, sponsored by the Information Technology Research Institute of Beijing China Index Academy and organized by China Real Estate Index System and China Property Service Index System</p> <p>北京中指信息技術研究院主辦·中國房地產指數系統·中國物業服務指數系統承辦「2022中國房地產大數據年會暨2023中國房地產市場趨勢報告」</p>	<p>➢ <b>2022 Leading Property Management Companies in Central China in terms of Market Position (TOP1)</b> 2022 中部區域物業服務市場地位領先企業(TOP1)</p> <p>➢ <b>2022 Top 10 Enterprises in Property Service Market of Henan Province (TOP1)</b> 2022 河南省物業服務市場地位10強企業(TOP1)</p> <p>➢ <b>2022 China Listed Property Service Companies with Excellent ESG Practices</b> 2022 中國物業服務上市公司ESG實踐優秀企業</p>
<p>2022 2022年</p>	<p>Zhengzhou Industry and Information Technology Bureau 鄭州市工業和信息化局</p>	<p>➢ <b>Zhengzhou Top 50 Software and Information Technology Service Companies (One Family Technology)</b> 鄭州市軟件和信息技術服務業企業50強(旗下一家科技)</p>
	<p>Zhengzhou Information Technology Promotion Association 鄭州市信息化促進會</p>	<p>➢ <b>Zhengzhou Top 50 Electronic Information Enterprises and Software and Information Technology Service Enterprises (Aiou Technology)</b> 鄭州市電子信息企業·鄭州市軟件和信息技術服務業企業雙50強(旗下艾歐科技)</p>
	<p>Asia Building Intelligence CIO Summit 亞洲建築智能化CIO峰會</p>	<p>➢ <b>2022 Asia Top 100 Building Intelligence Enterprises (Aiou Technology)</b> 2022 亞洲建築智能化百強企業(旗下艾歐科技)</p>

Looking back on the magnificent past year, CCNL has remained true to its original aspirations and stayed committed to serving the people of the Central China. Guided by the core values of “rooted in central China and conferring benefits on the people”, we have held firmly to our fervent passion amidst numerous uncertainties and challenges. With a more flattened organizational structure, we have focused on self-capacity building and endeavored to create more convenient community living scenes through uncompromising innovation, following the path of low-carbon and green development to meet the diverse needs of the people for a better life. In terms of operational performance, we recorded full-year revenue of RMB3,148 million, with a net profit of RMB571 million.

### Embracing innovation — harnessing digital transformation to build a better life

We firmly believe that the integration of digital technology into infrastructure can help improve people's lives. In 2022, we carried on with our drive to build a smart service system and a smart community. Through the implementation of innovation-driven projects such as smart parking and Ailaidian charging piles, we have successfully enabled our homeowners to enjoy a more convenient new life. In the meantime, we are promoting digital transformation within the Group, leveraging technology to make traditional business scenarios more intelligent and efficient. On the strength of our intelligent property management platform, smart project management platform, customer data center and other initiatives, we have effectively boosted the quality and efficiency of our services, creating value for the people through our unrivaled craftsmanship and innovation.

回望波瀾壯闊的過去一年，建業新生活恪守初心，堅守於中原人民的厚土之上。秉承「根治中原，造福百姓」的核心價值觀，我們在無數的不確定性與挑戰中保持著最初創業的激情，在更為扁平化的組織架構中注重自身能力建設，持續以創新打造更便捷的社區生活場景，踐行低碳綠色之路，滿足人民邁向美好生活的多元需求。在經營績效上，我們實現全年收入人民幣31.48億元，淨利潤5.71億元。

### 擁抱創新，數智轉型助力美好生活

我們一直堅信，數字技術融入基礎設施能讓人民生活更加美好。2022年，我們持續發力智慧化服務體系建設智能化小區，通過普及智慧停車、艾來電充電樁等創新項目，成功讓我們的業主享受美好新生活的快捷與便利。同時，我們在集團內部推進數字化轉型，以科技創新讓傳統業務場景更加智能、快捷、高效，通過智能物業管理平台、智慧項目管理平台、客戶數據中台等項目搭建，有效提升服務品質與效率，以匠心與創新造福百姓。

#### Putting people first — taking multiple measures to promote talent development

Employees are the cornerstone of CCNL, and we stand side by side in our march towards sustainable growth. Guided by the principle of “caring for employees and putting people first”, we are committed to treating all candidates fairly during recruitment, embracing diversity and inclusivity, and forging a training system with industry competitiveness for employees to promote their growth together with the Group. During this year, guided by the Group’s strategic agenda and particularly the mission of “strategic promotion, cultural inheritance, and organizational empowerment”, we put in place a “headquarters-city-district” three-tier training system, a seven-level talent development mechanism, and a “five-level linkage” dual-mentor training model to help employees pursue comprehensive development in terms of professional skills, management abilities, and industry awareness, thereby assisting them in achieving ambitious career goals in the journey of striving with CCNL.

#### Practicing low-carbon conducts — responding to the national call for environmental protection and energy conservation

As a new-lifestyle service provider with a strong foothold in Central China, we actively and responsibly respond to the national call for “Carbon Peaking and Carbon Neutrality” by integrating low-carbon strategies into the Group’s development agenda, scientifically setting environmental and energy management goals, and improving resource utilization and reducing greenhouse gas emissions through innovative energy-saving technologies. In 2022, we installed a total of 6,623 carbon-chain lamps across residential compounds managed by us in Luohe City, achieving significant energy conservation. Additionally, while actively exploring opportunities for implementing circular economy, we have strengthened our waste management efforts and set environmental targets for solid waste, sewage, gas, and noise emissions in a bid to preserve the “lucid waters and lush mountains”, which are seen as “invaluable assets”.

#### 以人為本，多重舉措推動人才發展

員工是建業新生活的基石，我們並肩前行於可持續發展的道路，風雨同舟。秉承「關愛員工，以人為本」的理念，我們承諾在僱傭過程中公平對待所有候選者，以多元包容的態度廣納天下賢士，並為員工打造具有行業競爭力的培訓體系，促進員工與集團共同發展。本年度，我們依據集團戰略部署，將「戰略助推、文化傳承、組織賦能」作為集團使命，搭建「物業總部—城市—片區」三級培訓體系、七級人才梯隊培養機制以及「五級聯動」雙導師培養模式，幫助員工在專業技能、管理能力以及行業認知等方面全方位成長，在與建業新生活共同奮進的道路上實現職業理想。

#### 踐行低碳，環保節能響應國家號召

作為一家根植中原的新型生活方式服務商，我們以負責任的態度響應國家「雙碳」政策，將低碳戰略融入集團發展規劃中，科學設立環境、能源管理目標，並通過創新節能技術提高資源使用率，降低溫室氣體排放。2022年，我們總計在漯河區域完成6,623盞碳鏈燈改造，節能效果顯著。同時，我們進一步加強了廢棄物管理工作，訂立固體廢棄物、污水、廢氣、噪音排放的環保目標，減少資源浪費的同時積極探索循環經濟機會，守住「綠水青山」，邁向「金山銀山」。

### Performing good deeds — serving homeowners with love and care

Dedicated to “empowering the people of Central China to live better lives”, we have consistently placed the wellbeing and contentment of the people at the forefront of our priorities. With a sustained commitment to public welfare and charity, the Group takes an active part in social construction in order to contribute our share to the building of a harmonious society. On the one hand, we have rolled out a broad spectrum of much-hailed community activities through “Central China Happy Times”, which are aimed at caring for vulnerable groups, bringing people closer together, and helping homeowners live a better life. On the other hand, the “Heartwarming Stops”, an initiative we have contributed to, have covered 15 residential complexes managed by Jianye Property, effectively helping the elderly solve the problem of difficult transportation and truly bridging the digital divide through acts of kindness.

Looking back over the past three decades, CCNL, established in 1994, is about to enter its prime. At thirty, we are motivated to deepen our positioning as a new-lifestyle service provider, centering around customer needs and community services, exploring more diverse community living scenes, and empowering a better life with intelligent technology. We are leading the people of Central China towards a new lifestyle amid our drive to achieve sustainable business growth. We always believe that the status of Henan province within China in the forthcoming years would be tantamount to the present-day standing of China amidst the international community. We are optimistic about China, optimistic about Henan, optimistic about ourselves, and optimistic about the future. Adhering consistently to our own course of development, CCNL will forge ahead with determination and perspicacity to lead the way towards urbanization and all-encompassing societal advancement in Central China.

*Chairman*  
**Wang Jun**

24 March 2023

### 廣施善行，以愛啟航守護萬千業主

「讓中原人民都過上好生活」是本集團的企業使命，我們始終將人民的幸福生活放在首位。本集團持續關注公益慈善事業，積極參與社會建設，推動和諧社會發展。一方面，我們通過「建業幸福時光裡」舉辦一系列繽紛多彩的社區活動，關愛弱勢群體，拉近人與人的距離，助力業主實現美好生活。另一方面，我們參與建設的暖心車站已覆蓋建業物業管理下的15個小區，切實幫助老年人解決打車難問題，真正以善行跨越數字鴻溝。

回首過去三十載，成立於1994年的建業新生活即將迎來而立之年。三十而「勵」，建業新生活將繼續深化貫徹新型生活方式服務商的企業定位，以客戶需求為中心，以社區服務為基地，探索更為多元的社區生活場景，以智能技術賦能美好生活，引領中原人民新型生活方式，實現業務可持續增長。我們始終相信，明日河南之於中國，必同於今日中國之於世界，我們看好中國、看好河南、看好自己、看好未來。建業新生活將堅定走好屬於自己的征程，篤定前行，行穩致遠，做好中原城市化進程和社會全面進步的推動者。

*主席*  
**王俊**

2023年3月24日

Dedicated to “empowering the people of Central China to live better lives” and upholding the core values of “rooted in central China and conferring benefits on the people”, we take customer satisfaction as our top priority and manage to extend our premium services from residential compounds to the society. Driven by the increasingly diverse needs of our valued homeowners in their pursuit of a better life, we are committed to enhancing the caliber of our property management and value-added services. The pursuit of a better life today is inseparable from digital empowerment. We actively explore ways to integrate digital technology into every service to create a better future with technology and to deliver a better life with smart community. We believe that corporate growth and community development should go hand in hand. No development should come at the cost of depleting the earth’s resources. Only by adhering to sustainable development and promoting the coordinated development of technology, ecology and comfort at the same time can we steadily embark on the road of sustainable growth.

### SUSTAINABLE DEVELOPMENT POLICY

We are committed to carrying forward our traditional culture, embracing the changes of the times, and responding to national calls. We will continue with our efforts to “reinforce the brand, hone the skills, and strive even harder” in a bid to meet the diverse needs of people pursuing a better life and to serve our new-lifestyle customers with skilled craftsmanship. Aside from integrating our core values into corporate governance and sustainable development strategies, we have gradually established and optimized our ESG responsibility management system, through which we cultivate our corporate culture, bring into being a sustainable framework, and team up with our customers, partners, and employees to build a bright future of sustainable development.

本集團將「讓中原人民都過上好生活」作為企業使命，秉承「根植中原，造福百姓」的核心價值觀，一切以客戶為中心，從社區中來，到社會中去，持續提升物業管理服務及增值服務質量，以滿足客戶日益多元的需求，邁向美好新生活。當下的美好生活與數字化發展密不可分，我們積極探索並將數字化技術融入每一項服務中，以科技創新開闢未來，以數智社區譜寫美好。本集團相信，公司發展與社區建設應攜手並進，任何發展都不應該以耗盡地球資源為代價，唯有堅持可持續發展理念，同時推動科技、生態、舒適協同發展，方能穩步踏上企業的可持續發展之路。

### 可持續發展方針

本集團發揚建業傳統文化，擁抱時代變化，響應國家號召，繼續端好「品牌飯、手藝飯和勤奮飯」，滿足人民美好生活的多樣需求，以匠心守護萬千新生活客戶。本集團將核心價值觀融入企業治理與可持續發展戰略中，逐步建立並優化完善ESG責任管理體系，沉澱建業文化，佈局可持續版圖，與客戶、合作夥伴以及萬千建業人一同實現永續發展的美好明天。

### 5 Commitments

Create a new business card for this city  
 Create a new lifestyle for the local people  
 Work with local developers to enhance the construction of construction in this city  
 Pay more tax to local government  
 Integrate into the city and be a good city propagandist

### 5 個承諾

為這個城市打造一張新名片  
 為當地老百姓創造一種新型生活方式  
 與當地開發商一起提高這個城市的建設水平  
 為當地政府上繳更多稅收  
 融入城市，當好這個城市的宣傳員

### 4 Unities

High degree of unity for:  
 Economic and social benefits  
 Physical and spiritual pursuit  
 Corporates' and employees' interests  
 Strategic objectives and execution process

### 4 個統一

經濟效益和社會效益高度統一  
 物質追求和精神追求高度統一  
 企業利益和員工利益高度統一  
 戰略目標和執行過程高度統一

### 6 Recognitions

Recognition of:  
 Government: keeping promises, being responsible, and developing together  
 Expert: continuous product and service innovation  
 Peer: brand reputation, market leadership  
 Customer: quality life, spiritual wealth  
 Employee: dual realisation of corporate and personal benefits  
 Shareholder: continuous profit, stable growth

### 6 個認同

政府認同：守信用、負責任、共發展  
 專家認同：持續的產品和服務創新  
 同行認同：品牌聲譽、市場引領  
 客戶認同：品質生活、精神富足  
 員工認同：企業效益和個人效益的雙重實現  
 股東認同：持續盈利、穩定增長

### 6 Bottom Lines

Stick to the bottom line of:  
 Morality: standardized operation, sunshine operation, no bribery  
 Law: no tax evasion  
 Product: there is no reason to provide defective products to customers  
 Service: there is no reason to provide poor services to customers  
 Unity: cohesion is the most fundamental ability of an organisation  
 Contract: abide by the spirit of contracts

### 6 個底線

堅守道德底線：規範經營，陽光操作，不行賄受賄  
 堅守法律底線：不能偷稅漏稅  
 堅守產品底線：沒有任何理由向客戶提供有瑕疵的產品  
 堅守服務底線：沒有任何理由向客戶提供二流的服務  
 堅守團結底線：凝聚力是所有組織最根本的能力  
 堅守契約底線：恪守契約精神

### 2 Perspectives

From the perspective of:  
 City: improve living conditions and enhance city image  
 Strategic: provincialisation strategy, new blue ocean strategy and Greater Central China strategy

### 2 個高度

城市的高度：提高人居水平，提升城市形象  
 戰略的高度：省域化戰略，新藍海戰略，大中原戰略

## SUSTAINABLE DEVELOPMENT POLICY OF CCNL

### 集團可持續發展方針



# SUSTAINABLE DEVELOPMENT MANAGEMENT

## 可持續發展管理

### SUSTAINABLE DEVELOPMENT STRUCTURE

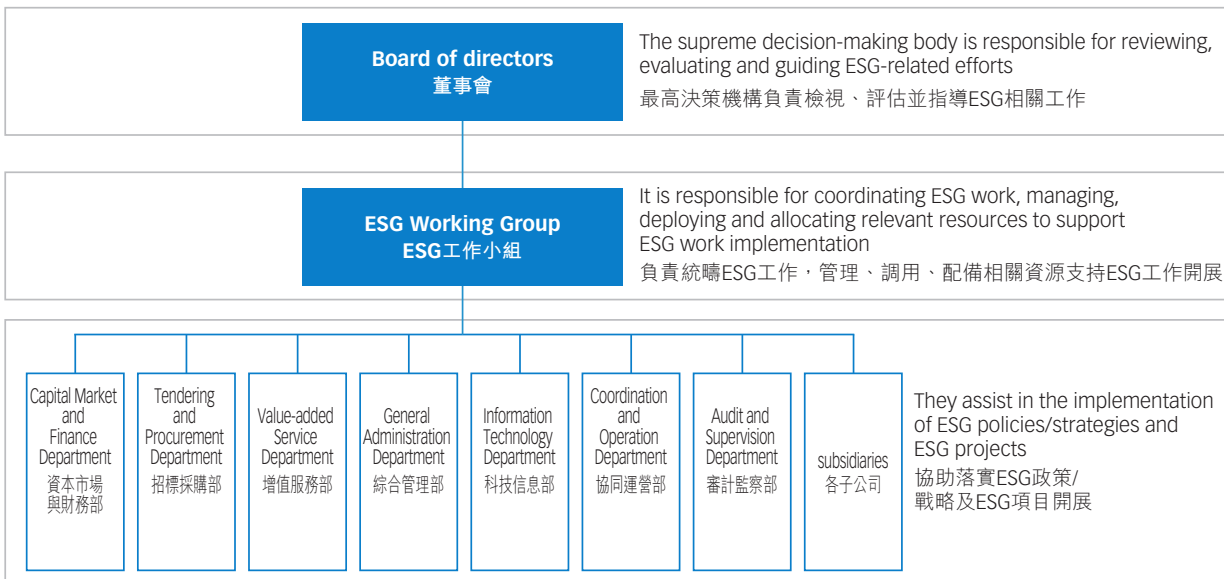
Underpinning sustainable development with our full-fledged corporate governance structure, we have established a systematic sustainable development plan for implementing our sustainable development policies and integrating ESG responsibilities into every aspect of our business operations.

As the highest decision-making body, our board of directors is responsible for overseeing the sustainable development performance of CCNL, regularly reviewing, assessing, and guiding related work, examining the potential impacts of environmental, social, and governance issues on our business model and growth, identifying related risks and opportunities and incorporating the same into our management strategy, assessing our performance in achieving ESG goals, and approving ESG information disclosure. Our management team is responsible for coordinating and allocating various resources to support the implementation and execution of ESG work in accordance with the relevant management strategies. Business units and subsidiaries are responsible for executing and implementing ESG strategies. The Audit and Supervision Department is responsible for monitoring our performance in ESG management and regularly reporting to the board of directors.

### 可持續發展架構

我們借由原本的企業管治架構為本集團的可持續發展提供保障，並建立體系化的可持續發展規劃，落實可持續發展政策，將ESG責任融入集團的每一個業務營運環節中。

本集團董事會作為最高決策機構，對本集團可持續發展表現負責，定期檢視、評估並指導可持續發展相關工作，審視環境、社會及管治事宜對我們業務模式及發展的潛在影響、相關風險及行業機遇，將有關風險及機遇納入管理策略，檢討評估集團圍繞ESG相關目標表現，審批ESG信息披露情況。本集團管理層負責依照有關管理策略，統籌和協調各類資源支持ESG工作推進與執行；各業務部門及分子公司負責ESG戰略的執行及落地；審計監察部負責監督監督公司在ESG管理方面的執行情況，並定期向董事會匯報。





**Organisation Chart of CCNL in 2022**  
2022年建業新生活組織架構圖

### SUSTAINABLE DEVELOPMENT RISKS AND OPPORTUNITIES

In order to solve the global development issues in the three dimensions of society, economy and environment, the United Nations set and published 17 Sustainable Development Goals ("SDGs"), calling for concerted global action to leverage the creativity and innovation capabilities of more organisations and people to cope with the challenges to sustainable development. The Group has always kept pace with the times and the national and regional development, actively practices the philosophy of sustainable development, takes risk management and internal control to respond to the risks of and opportunities for sustainable development, and regularly reviews its actions in line with the SDGs to make adjustments and improvements accordingly.

### 可持續發展風險與機遇

為解決全球社會、經濟和環境三個維度的發展問題，聯合國制定並發佈了17個可持續發展目標（「SDGs」），呼籲全球共同採取行動，發揮更多組織、更多人的創造力和創新能力來應對可持續發展挑戰。本集團始終與時代同步、與祖國同步、與區域共進，積極實踐可持續發展理念，以風險管理及內部監控的管理思路應對可持續發展的風險及機遇，並結合SDGs定期審視我們的行動，以做出相應的調整和改善。

Area 範圍	SDGs 可持續發展目標 (SDGs)	Our risks 我們的風險	Our opportunities 我們的機遇	Our actions 我們的行動
Environmental 環境	 <p>2 Zero hunger 6 Clean water and sanitation 11 Sustainable cities and communities 12 Responsible consumption and production 13 Climate actions</p> <p>2 零飢餓 6 清潔飲水和衛生設施 11 可持續城市和社區 12 負責任消費和生產 13 氣候行動</p>	<ul style="list-style-type: none"> <li>Risks associated with energy use</li> <li>Risks associated with water pollution</li> <li>Risks associated with waste</li> <li>Risks associated with climate change</li> </ul> <p>• 能源使用風險 • 水污染風險 • 廢棄物風險 • 氣候變化風險</p>	<ul style="list-style-type: none"> <li>Development of environmental technology</li> <li>Energy efficient building renovation</li> <li>Optimized resource acquisition and allocation</li> <li>Formulation of emergency plans</li> </ul> <p>• 環保科技發展 • 節能建築改造 • 優化資源獲取及分配 • 制定應急預案</p>	<ul style="list-style-type: none"> <li>Energy-saving and water-saving renovations</li> <li>Paperless office</li> <li>Garbage sorting</li> <li>Solid waste pollution prevention and control</li> <li>Sustainable supply chain plans</li> </ul> <p>• 節能節水改造 • 無紙化辦公 • 垃圾分類管理 • 固廢污染防治 • 可持續供應鏈</p>
Employment and Labour Practices 僱傭及勞工常規	 <p>3 Good health and well-being 5 Gender equality 8 Decent work and economic growth</p> <p>3 良好健康與福祉 5 性別平等 8 體面工作和經濟增長</p>	<ul style="list-style-type: none"> <li>Legal risks associated with employment</li> <li>Risks associated with labor costs</li> <li>Risks associated with benefits</li> <li>Risks associated with brain drain</li> <li>Risks associated with health &amp; safety</li> </ul> <p>• 僱傭法律風險 • 人力成本風險 • 福利待遇風險 • 人才流失風險 • 健康安全風險</p>	<ul style="list-style-type: none"> <li>Human capital empowerment</li> <li>Application of technology tools</li> <li>Provision of multi-disciplinary training</li> </ul> <p>• 人力資本賦能 • 科技工具應用 • 提供多元培訓</p>	<ul style="list-style-type: none"> <li>Recruitment of versatile talent</li> <li>Provision of reasonable salary and benefits</li> <li>Diversified talent training system</li> <li>Full-grown employee promotion system</li> <li>Protection of employees' health and safety</li> </ul> <p>• 多元人才招聘 • 提供合理薪酬福利 • 多元化人才培訓體系 • 健全員工梯度晉升渠道 • 保障員工健康安全</p>

Area 範圍	SDGs 可持續發展目標 (SDGs)	Our risks 我們的風險	Our opportunities 我們的機遇	Our actions 我們的行動
<p><b>Operating Practices</b></p> <p>營運慣例</p>	 <p>3 Good health and well-being 11 Sustainable cities and communities 12 Responsible consumption and production 17 Partnerships for the goals</p> <p>3 良好健康與福祉 11 可持續城市和社區 12 負責任消費與生產 17 促進目標實現的夥伴關係</p>	<ul style="list-style-type: none"> <li>Product and service quality risk</li> <li>Risk of barriers to diversification</li> <li>Customer satisfaction risk</li> <li>Community security risk</li> <li>Data security risk</li> <li>Intellectual property risk</li> <li>Marketing compliance risk</li> <li>Emergency management risk</li> <li>Supply chain stability risk</li> </ul> <p>• 產品與服務質量風險 • 多樣性佈局壁壘風險 • 客戶滿意風險 • 社區安保風險 • 數據安全風險 • 知識產權風險 • 營銷合規風險 • 应急管理風險 • 供應鏈穩定性風險</p>	<ul style="list-style-type: none"> <li>Technology-driven development</li> <li>Creative management model</li> <li>Business development in lifestyle services and commercial property management</li> <li>Integration and synergy of resources</li> </ul> <p>• 科技助力發展 • 創新管理模式 • 生活服務及商業資產管理業務拓展 • 資源整合協同</p>	<ul style="list-style-type: none"> <li>Quality management</li> <li>A diversified lifestyle service platform</li> <li>Building intelligent communities</li> <li>Customer satisfaction management and demand survey</li> <li>Assurance of community safety</li> <li>Intellectual property protection</li> <li>Stringent marketing compliance and anti-corruption efforts</li> <li>Focusing on sustainable development, and environmental and social responsibility performance of the supply chain</li> </ul> <p>• 品質管理 • 多元化生活方式服務平台 • 建設智慧社區 • 客戶滿意度管理與需求調研 • 保障社區安全 • 知識產權保護 • 嚴格落實營銷合規，與廉潔工作建設 • 關注可持續供應鏈發展、環境及社會責任表現</p>
<p><b>Community</b></p> <p>社區</p>	 <p>1 No poverty 2 Zero hunger 4 Quality education 11 Sustainable cities and communities</p> <p>1 無貧窮 2 零飢餓 4 優質教育 11 可持續城市和社區</p>	<ul style="list-style-type: none"> <li>Sustainable cities and communities risks</li> <li>Public security risk</li> <li>Public health risk</li> </ul> <p>• 可持續城市和社區風險 • 公共安全風險 • 公共衛生風險</p>	<ul style="list-style-type: none"> <li>Establishment of charity funds</li> <li>Building infrastructure</li> </ul> <p>• 設立公益基金 • 建設基礎設施</p>	<ul style="list-style-type: none"> <li>Carrying out community activities</li> <li>Paying attention to disadvantaged groups</li> <li>Devotion to social welfare undertakings</li> <li>Inheritance of culture in central China</li> </ul> <p>• 開展社區活動 • 關注弱勢群體 • 投身公益事業 • 傳承中原文化</p>

We have put in place diverse communication channels such as official website, WeChat official account, online APP, and complaint hotline. Furthermore, by holding industry forums, employee exchanges, and other events, we strive to gain timely insight into the needs and expectations of all stakeholders. In doing so, we can assist the Group in establishing appropriate sustainable development goals, devising targeted measures and putting the same into concrete implementation. Our current communication situations for stakeholders can be summarised as follows:

本集團通過設置官方網站、微信公眾號、線上App、投訴電話等多種溝通渠道，同時開展行業交流會、員工交流等活動，及時瞭解並回應各利益相關方的訴求和期望，以協助本集團設定可持續發展目標並制定落實相應舉措，踐行可持續發展理念。我們現行的利益相關方溝通情況可概括如下：

Stakeholders 利益相關方	Expectations and demands 期望與需求	Communication and response 溝通與回應
<b>Employees</b>  員工	<ul style="list-style-type: none"> <li>Equal Employment</li> <li>Compensation and welfare protection</li> <li>Professional training and Development</li> <li>Healthy working environment</li> <li>平等僱傭</li> <li>薪酬與福利保障</li> <li>職業培訓與發展</li> <li>健康的工作環境</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring employment compliance</li> <li>Offering competitive compensation</li> <li>Optimizing vocational training system</li> <li>Carrying out safety education for employees</li> <li>確保僱傭合規</li> <li>提供有競爭力的薪酬</li> <li>優化職業培訓體系</li> <li>開展員工安全教育</li> </ul>
<b>Investors/shareholders/ capital markets analysts</b>  投資者／股東／ 資本市場分析員	<ul style="list-style-type: none"> <li>Company information disclosure</li> <li>Getting returns on investment</li> <li>Legal and compliance operations</li> <li>公司信息披露</li> <li>獲取投資回報</li> <li>合法合規經營</li> </ul>	<ul style="list-style-type: none"> <li>Regular general meetings of shareholders</li> <li>Improving continuous profitability of the Company</li> <li>Building the compliance system</li> <li>定期召開股東大會</li> <li>提高公司持續盈利能力</li> <li>合規體系建設</li> </ul>
<b>Customers/property owners/members</b>  客戶／業主／會員	<ul style="list-style-type: none"> <li>Customer service experience</li> <li>Information security and privacy protection</li> <li>Business integrity</li> <li>Compliance operations</li> <li>客戶服務體驗</li> <li>信息安全與隱私保護</li> <li>商業誠信</li> <li>合規經營</li> </ul>	<ul style="list-style-type: none"> <li>Continuously improving the quality of products and services</li> <li>Honing data security capabilities</li> <li>Reasonable publicity and promotion</li> <li>Optimising risk and internal control management</li> <li>持續提升產品與服務質量</li> <li>提升數據安全能力</li> <li>合理宣傳與推廣</li> <li>優化風險及內部監控管理</li> </ul>

# STAKEHOLDER ENGAGEMENT

## 利益相關方參與

Stakeholders 利益相關方	Expectations and demands 期望與需求	Communication and response 溝通與回應
<b>Suppliers/Contractors/ Partners</b>  供應商／合約商／夥伴	<ul style="list-style-type: none"> <li>Fair competition</li> <li>Win-win cooperation</li> <li>公平競爭</li> <li>合作共贏</li> </ul>	<ul style="list-style-type: none"> <li>Standardizing supplier access</li> <li>Building an honest and clean cooperation atmosphere</li> <li>規範供應商准入</li> <li>建設誠信廉潔的合作環境</li> </ul>
<b>Local communities/ neighbourhood committees</b>  當地社區／居委會	<ul style="list-style-type: none"> <li>Protecting community environment</li> <li>Devoting to social welfare undertakings</li> <li>Creating a harmonious community environment</li> <li>Promoting community development</li> <li>保護社區環境</li> <li>投身社會公益</li> <li>營造和諧社區環境</li> <li>促進社區發展</li> </ul>	<ul style="list-style-type: none"> <li>Promoting green operation</li> <li>Contributing to community building</li> <li>Participating in community activities</li> <li>Community investment</li> <li>推動綠色運營</li> <li>參與社區建設</li> <li>積極參與社區活動</li> <li>社區投資</li> </ul>
<b>Industry associations/ public welfare organisations</b>  行業協會／公益組織	<ul style="list-style-type: none"> <li>Industrial development</li> <li>Intellectual property protection</li> <li>Paying attention to disadvantaged groups</li> <li>Charity and philanthropy</li> <li>Community culture building</li> <li>行業發展</li> <li>知識產權保護</li> <li>關注弱勢群體</li> <li>公益慈善</li> <li>社區文化建設</li> </ul>	<ul style="list-style-type: none"> <li>Participating in industry activities</li> <li>Improving intellectual property protection system</li> <li>Carrying out volunteering activities</li> <li>Participating in public welfare projects</li> <li>Publicising community culture</li> <li>參與行業活動</li> <li>健全知識產權保護體系</li> <li>開展志願者活動</li> <li>參與公益項目</li> <li>宣傳社區文化</li> </ul>
<b>Governments/regulatory authorities</b>  政府／監管機構	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Paying taxes in accordance with law</li> <li>Promoting employment</li> <li>Upholding integrity practices</li> <li>遵紀守法</li> <li>依法納稅</li> <li>促進就業</li> <li>廉政建設</li> </ul>	<ul style="list-style-type: none"> <li>Compliance operations</li> <li>Actively paying taxes</li> <li>Creating employment opportunities</li> <li>Conducting anti-corruption supervision and training</li> <li>合規經營</li> <li>主動納稅</li> <li>創造就業機會</li> <li>開展反貪污監督與培訓</li> </ul>

### ASSESSMENT OF MATERIAL ISSUES

In order to understand the key concerns of stakeholders on the Group's sustainable development, and to continuously improve its sustainable development management and related information disclosure, we combined the business development, industry characteristics and national policy environment with the expectations of stakeholders. Through close communication with stakeholders, feedback and industry analysis, we comprehensively assessed and prioritised material issues in 2022.

### 重要性議題評估

為瞭解利益相關方對本集團可持續發展的重點關注事宜，以持續改善本集團的可持續發展管理及相關信息披露，我們將業務發展情況、行業特點及國家政策環境等與利益相關方的期望相結合，通過與利益相關方的密切溝通、意見反饋以及行業分析等方式對2022年重要性議題進行綜合評定及排序。

The four steps taken to conduct a materiality assessment in 2022 are as follows:

2022年的重要性評估主要採取以下四個步驟：

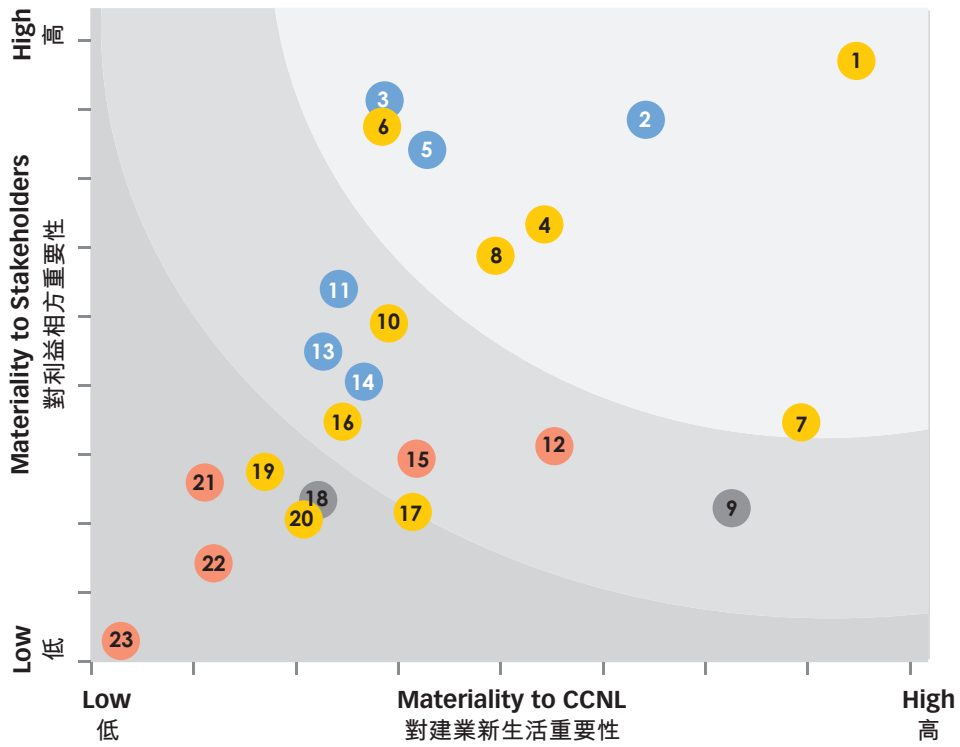








# STAKEHOLDER ENGAGEMENT

## 利益相關方參與

The Group's 2022 materiality matrix and prioritisation are as follows: 本集團2022年度重要性議題矩陣及排序如下：



<b>Operating management</b> 運營管理 	<b>Employment management</b> 僱傭管理 	<b>Environmental management</b> 環境管理 	<b>Community investment</b> 社區投資 
1. Service quality and customer satisfaction 7. Smart services and innovation 8. Responsible supply chain management 6. Integrity building and anti-corruption 17. Intelligent management 10. Customer well-being and health and safety 4. Customer information and privacy protection 16. Intellectual property protection 20. Reasonable marketing and promotion 19. Disaster emergency management 1. 服務品質與客戶滿意度 7. 智慧服務與創新 8. 負責任的供應鏈管理 6. 廉潔建設與反貪污 17. 智能化管理 10. 客戶福祉與健康安全 4. 客戶信息與隱私保護 16. 知識產權保護 20. 合理的營銷與推廣 19. 災難应急管理	2. Employee training and development 3. Employee occupational health and safety 5. Employee recruitment and team building 14. Employee compensation and welfare 13. Employee care and protection of rights and interests 11. Prevention of child labour and forced labour 2. 員工培訓與發展 3. 員工職業健康與安全 5. 員工招聘與團隊建設 14. 員工薪酬與福利 13. 員工關懷與權益保障 11. 防止僱傭童工及強制勞工	12. Energy consumption and efficiency 15. Energy conservation & emission reduction and green operation 21. Water use and water conservation 22. Waste disposal and management 23. Response to climate change 12. 能源消耗與效益 15. 節能減排與綠色運營 21. 水資源使用與節水 22. 廢棄物棄置與管理 23. 應對氣候變化	9. Promoting community development 18. Philanthropy and social services 9. 促進社區發展 18. 公益慈善與社會服務

Based on the results of the materiality assessment in 2022, the Group identified the most important material issues on sustainable development, which included **service quality and customer satisfaction, customer information and privacy protection, integrity building and anti-corruption, smart services and innovation**, and other operating practices, and which also included employment management issues, such as **employee training and development, employee occupational health and safety, and employee recruitment and team building**. For the material issues of concerns to stakeholders, we will focus on explaining the management approaches and annual performance in the following reporting sections to respond to the concerns and expectations of stakeholders. Moreover, the Group regularly assesses the management approaches of issues through internal and external audits, performance appraisals, communication with stakeholders, formulation of a grievance mechanism, etc., and will adjust accordingly to ensure the effectiveness of various management approaches.

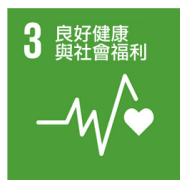
根據2022年重要性評估結果，本集團將**服務品質與客戶滿意度、客戶信息與隱私保護、廉潔建設與反貪腐、智慧服務與創新**等運營慣例範疇議題及**員工培訓與發展、員工職業健康與安全、員工招聘與團隊建設**等僱傭管理範疇議題作為我們在可持續發展方面的最重要事宜。針對利益相關方關注的重要性議題，我們將在之後的報告章節中就管理方法及年度績效表現進行重點闡釋，以回應各利益相關方的關注與期待。同時，本集團通過內外部審計、績效考核、利益相關方溝通、制定申訴機制等方式定期評估各項議題管理方法，將在必要時對其進行合理調整，確保各項管理方法的有效性。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

The SDGs addressed in this section:

本章節回應 SDGs:



**Good health and well-being**  
良好健康與福祉



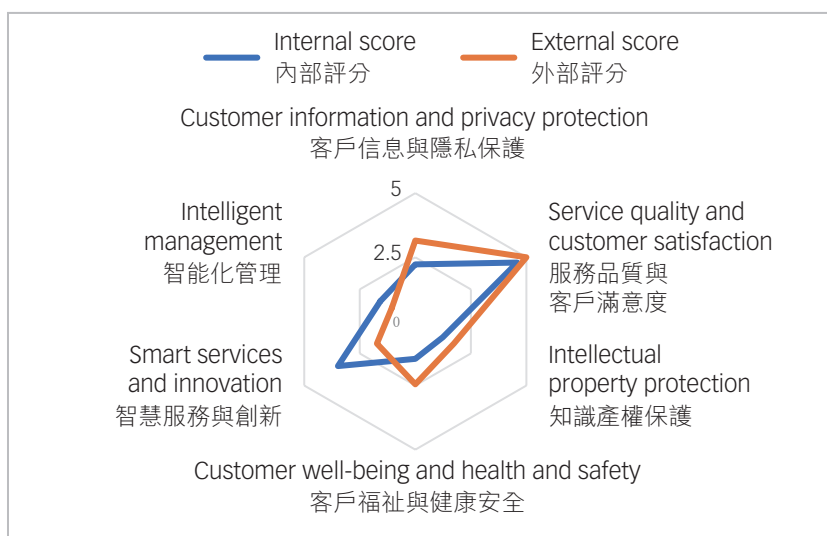
**Sustainable cities and communities**  
可持續城市和社區



**Responsible consumption and production**  
負責任消費和生產

Stakeholders' concerns:

利益相關方關注：



Source: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

Upholding the core values of “rooted in central China and conferring benefits on the people”, and adhering to the business philosophy of “being a trusted service provider in the central region of China”, CCNL integrates property management with value-added services and daily life services to persistently improve the quality of its property services and to empower customers to live a better life. We are dedicated to understanding the needs and pain points of our customers in everyday life, and through technological innovation and resource integration, we have built up an all-encompassing network of life services to provide best products and services that satisfy our customers and effectively solve their problems.

建業新生活始終踐行「根植中原、造福百姓」的核心價值觀，堅持「做好中原好乙方」的經營理念，集物業管理服務及增值服務、生活服務為一體，為客戶的美好生活助力賦能，持續提升物業基礎服務品質。我們致力於洞察瞭解客戶生活中的需求痛點，通過技術創新、資源整合，為客戶構建更廣泛的生活服務網絡，提供讓客戶滿意的、為客戶切實解決問題的產品及服務。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

### NEW LIFESTYLE SERVICES

Committed to providing customers with efficient and premium products and services, we focus on delivering high-quality basic property services and value-added community services to meet the diverse needs of our customers and to comprehensively enrich their living experience.

### Property Management Services

Upholding the corporate spirit of “pursuing excellence with perseverance” and the quality policy of “making property management as good as it gets”, we never relent in our drive to provide reliable traditional property management services such as security, cleaning, and landscaping, and to build the highest service quality through concrete actions.

In order to effectively safeguard the rights and interests of our customers and give a further boost to service quality, we have introduced the 2022 Jianye Property Quality Supervision and Evaluation Plan to guide and strengthen our supervision of branch offices. We also constantly review our service quality based on regulations such as Operation Instructions and Assessment Criteria for each job position, thereby ensuring the implementation of service standards and the accomplishment of service goals. We keep a close watch on all aspects essential to customer experience, including but not limited to environmental protection, maintenance of public facilities, and public equipment upkeep in residential complexes. Through secret quality inspections and unannounced joint inspections, we regularly assess the work of front-line service staff, identify areas for improvement, and provide targeted solutions.

### 服務新型生活

本集團專注於為客戶提供高效率、高品質的產品及服務，致力提供優質的物業基礎服務與社區增值服務，以滿足客戶在社區生活中的多元化需求，全方面提升客戶的居住體驗。

### 物業管理服務

本集團秉承「追求卓越，堅忍圖成」的企業精神以及「物業管理，盡善盡美」的質量方針，持續為客戶提供可靠的安保、清潔及綠化服務等傳統物業管理服務，用實際行動打造至臻品質。

為切實保障客戶權益，進一步提升服務品質，我們制定《2022年建業物業品質督導考核方案》指導加強對建業物業各分支機構的監督，根據各崗位《作業指導書》《考核標準》等各規章制度進行服務品質審查，以確保服務標準落地執行，保障集團服務目標指標的達成。我們關注與客戶體驗相關的方方面面，包括但不限於小區環境保護、公共設施維修、公共設備保養等運營能力，通過品質暗訪調查、聯合飛行檢查等方式對服務一線工作情況開展檢查評估工作，查缺補漏，對相應問題做針對性提升。



CCNL's Approach to Service Quality Supervision  
建業新生活物業品質督導方式

**Sequential Training on Quality Improvement**  
**品質序列培訓**

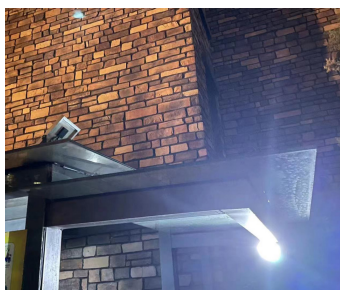


To effectively improve the quality of our services and put quality inspections into full implementation, we kicked off a string of quality training sessions in 2022 to systematize the development of quality specialists' relevant skills and to hone their abilities in terms of coverage, methods, feedback, and reporting of quality inspection, thereby helping boost the quality of our services in respective residential complexes. The total duration of quality-related training reached 48 hours in the year, benefiting a total of 372 participants.

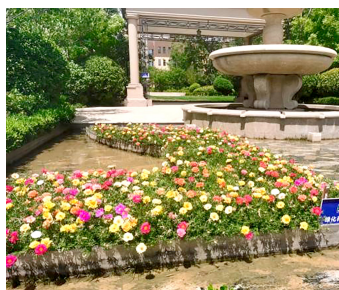
為切實提升服務質量，將服務品質檢查落到實處，本集團於2022年開展了多次品質序列培訓，力求體系化建設品質專員相關能力，提升其在品質檢查內容、方式、反饋及報告方面能力，幫助優化小區服務品質。本年度品質相關培訓總時長達48小時，累計參與人數372人。

In the midst of conducting quality inspections, we have identified and collected excellent practices in environmental optimization, public facility upkeep and amenity provision in various residential complexes. We summarized them into good practices and shared the same with all CCNL-managed residential complexes, calling on all service personnel to learn and apply the practices, thereby allowing sustained optimization of homeowners' living experience through our caring innovations.

在開展服務品質檢查的過程中，我們也積極識別與收集各小區在環境優化、公共設施及便民設施方面的優秀做法，並將其總結成優秀案例分享至各建業小區，號召全體服務人員學以致用，持續以創新與關懷優化客戶居住體驗。



**Neixiang Forest Peninsula**  
**Solar lights at the entrance**  
**of the garage staircase**  
 內鄉森林半島  
 地庫步梯入口安裝太陽能燈



**Zhengzhou Garden Community**  
**Sunflowers in the water system**  
 鄭州花園裡  
 水系種植太陽花



**Zhoukou Spring Community**  
**Pet Toilets within the compound**  
 周口春天裡  
 園區增添「寵物公廁」

**Practices Highlighting the Premium Service Quality in CCNL-managed Residential Complexes**  
**建業小區服務品質亮點案例**



## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

### 服務創新，建業之首

We have formulated and put into concrete implementation the Operating Procedures for Property Owners Moving in Houses and the House Delivery Management Regulations to assist homeowners in smooth move-ins and to enhance their move-in experience. In regard to outsourcing services, we have put in place the Regulations on the Supervision of Cleaning Outsourcing, the Regulations on Tendering and Procurement Management, the Regulations on the Supervision of Security Outsourcing, and the Regulations on the Supervision of Greening Maintenance Outsourcing to clarify the work standards and assessment norms for outsourcing management. To ensure the implementation of work related to service quality, we have set quality goals that are closely monitored by respective departments and district-specific teams. In 2022, all quality goals set by CCNL were successfully accomplished.

我們制定並落實《業主入住辦理作業規程》及《交房管理規範》，以幫助業主入住順利，提升交房體驗；此外，針對外包服務，我們制定了《保潔外包工作監管制度》《招標採購管理制度》《禮兵外包工作監管制度》及《綠化養護外包監管制度》，以規範外包服務管理的工作標準和考核標準。為落實服務質量相關工作內容，我們設置質量目標並由各個部門及區域進行監測，爭取質量目標的達成。2022年，建業新生活質量目標全部成功達成。

Quality Goals Set by CCNL for 2022
Property owners would give a satisfaction score greater than or equal to 86 points for property services
Quality supervision score would be greater than or equal to 82 points
The occurrence rate of public security accidents would be less than 0.5‰
There would be no fire incidents or major potential safety hazards
The repair and maintenance timeliness rate would be greater than or equal to 95%
The handling and settlement rate of property owners' complaints would be greater than or equal to 90%

建業新生活物業2022年質量目標
業主對物業服務滿意度大於等於86分
品質督導得分大於等於82分
責任內治安事故發生率小於0.5‰
責任內的消防事件0，無重大安全隱患
維修及時率大於等於95%
業主投訴處結率大於等於90%

### Community value-added services

While ensuring the delivery of basic property services, CCNL is committed to harnessing next-generation information technologies such as the Internet of Things, cloud computing, and mobile internet to empower compound management and to build up its service system. Through technological innovation, CCNL aims to transform CCNL-managed residential compounds into smart communities featuring high-tech residences, thereby catering to diverse customer demands towards a better life, allowing efficient community management, making products and services way more intelligent, and delivering exceptional living experience for homeowners.

### 社區增值服務

在保障物業基礎服務的前提下，建業新生活致力於利用物聯網、雲計算、移動互聯網等新一代信息技術賦能社區治理及服務體系，以科技引領改變，實現建業新生活社區從普通居住社區到智慧社區、智慧科技住宅的轉型升級，用技術創新滿足客戶邁向美好生活的多樣需求，讓社區管理更高效，產品服務更智能，客戶居住更舒適。

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首

The Group provides value-added services for customers on eight fronts, i.e. future security, future mobility, future health, future home, future building, future services, future neighborhoods, and future governance. By empowering the “8F Future Community” with technologies such as IoT and cloud computing, we strive to achieve the interconnection of all things in CCNL-managed residential compounds, meeting diverse customer demands through futuristic digitization. We aim to build an organic ecosystem and an interactive collaboration system in CCNL-managed residential compounds that embody ubiquitous perception, constant connectivity, invisible algorithms, and limitless intelligence. Our goal is to provide customers with a safer, more convenient, more comfortable, and healthier smart living environment, so that together we can embrace a new and beautiful life that blends caring services with cutting-edge technology. As of 2022, CCNL has successfully achieved its milestone goal of empowering over 200 residential complexes with intelligent services, with yearly human-computer interactions topping 40 million times.

本集團從未來安全、未來通行、未來健康、未來家居、未來建築、未來服務、未來鄰里、未來治理8個方面為客戶提供增值服務，並以物聯網與雲計算技術搭建「8F未來社區」，實現社區萬物互聯，以數字化滿足客戶美好生活的多樣需求，力求在社區構建「感知無處不有、連接無時不在、算法遁於無形，智慧無所不能」的有機生態系統和交互協同體系，為客戶提供更安全更便捷、更舒適、更健康的智慧生活環境，與客戶共同邁向融合科技與溫度的美好新生活。截至2022年，建業新生活已成功實現智能化服務覆蓋小區200餘，年度人機交互數達到4,000萬餘的階段性目標。



**CCNL's Blueprint for 8F Future Communities**  
建業8F未來社區應用場景規劃

To empower homeowners' "future mobility" by facilitating their use of new-energy vehicles, and to contribute our share to the national goals of "Carbon Peaking and Carbon Neutrality", the Group vigorously pushed for the construction and use of EV charging piles in 2022, in addition to launching a three-in-one intelligent EV management platform aimed at expediting the building of low-carbon and smart communities.

為進一步賦能業主「未來出行」，助力國家「雙碳」目標，鼓勵與方便居民使用新能源汽車，本集團在2022年度積極推行新能源汽車充電樁的建設與使用，並打造雲、管、端三位一體化的智能電車管理平台，實現低碳社區、智慧社區的發展。

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首

### Ailaidian Charging Piles

#### 艾來電充電樁

In answer to the national call, CCNL has been keen on promoting the use of new-energy vehicles. We empower the construction of EV charging infrastructures in CCNL-managed residential complexes through our self-developed Ailaidian smart charging piles and our intelligent EV management platform. Harnessing innovative technologies such as robotic steward and automatic inspector, we have successfully increased the operation and management efficiency of our EV charging piles, thus setting us on a course to building intelligent communities that are both low-carbon and efficient. In 2022, the Group successfully completed 205 EV charging pile projects, installing over 3,200 charging piles and serving more than 1.16 million customers.



建業新生活大力響應國家號召，推動新能源車使用。我們通過自主研發的「艾來電」智能充電樁與智能電車管理平臺，賦能建業各小區充電基礎設施的建設。同時，我們通過結合機器人問答、系統自動巡檢等科技創新舉措，提升充電樁運營管理效率，切實推動「低碳高效」的智能社區發展。2022年，本集團已成功完成205個充電樁項目的落地實施，部署3,200餘台設備，服務116萬餘人次。

In addition, we have leveraged cloud technology to build a vehicle management platform, which allows for the effective management of parking lots in residential complexes and brings greater convenience to homeowners.

在智慧社區方面，我們還通過雲技術構建了車管雲平臺，可通過技術手段對小區停車場進行管理，提升停車場的管理效率以及居民生活的便利度。

### Smart Parking

#### 智慧停車

The Group has also kicked off intelligent upgrades to parking lots within CCNL-managed residential complexes, including cloud-based service desk and portable attendant booth. These unmanned parking solutions have greatly enhanced the operational efficiency and reduced the operating costs of parking lots. In 2022, our smart parking projects helped reduce costs by 5%, increase monthly revenue by 15%, improve parking space utilization by 24%, and increase traffic efficiency by 30% across CCNL-managed residential complexes.

本集團的對小區停車場進行智能化改造升級，實現雲坐席、移動崗亭等停車場無人值守方案，大大提升停車場運營效率，降低車場運營成本。2022年，智慧停車項目幫助建業新生活各小區停車場成本降低5%、月均收入提升15%、車位利用率提高24%、通行效率提升30%。

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首

### Jianye+

The Group has seamlessly integrated both internal and external service resources, merging cutting-edge technologies like artificial intelligence, cloud computing, and big data to bring into being our innovative “Jianye+” platform. Through online platforms (“Jianye+” mobile APP, WeChat mini-programs, etc.), Internet of Things and offline outlets, “Jianye+” platform provides customers with a comprehensive blend of online and offline community-based services, local lifestyle services covering food, accommodation, mobility, travel, entertainment and shopping, and value-added services like high-end customisation and wealth management. With features ranging from property fee payment to smart parking, intelligent home control, personalized shopping, custom travel itineraries, and even wealth management, “Jianye+” platform undoubtedly makes the lives of our valued customers more comfortable and convenient.

### 建業+

本集團整合內外部優秀服務資源，融合人工智能、雲計算、大數據等技術打造「建業+」平台。「建業+」平台通過線上互聯網（「建業+」手機App、微信小程序等）、物聯網和線下實體網絡，為客戶提供融合線上線下的社區基礎服務、食住行遊娛購本地生活服務以及高端定制、財富管理等增值服務，實現包括但不限於物業費繳納、智能停車、智能家居控制、物品採買、定制旅遊、財富管理等功能，讓業主生活更加美好便捷。



Jianye+ APP  
建業+APP

In an effort to enhance the quality of our services, we have been constantly polishing up our quality control system on “Jianye+” platform by introducing internal policies such as the Management Rules for Rights and Interests of Members and Launch of Packages on “Jianye+” Platform (trial), the Management Rules for the Shopping Mall on “Jianye+” Platform, the Management Rules for Operation of “Jianye+” Platform (trial), and the Management Rules for Business Categories on “Jianye+” Platform (trial). These policies are aimed at standardizing norms for launching products online, the audit mechanism, the return procedures for such products, and online operations.

為提升服務品質，「建業+」平台持續優化完善質量管控體系，制定並實施《「建業+」平台會員權益及套餐上架管理細則（試行）》《「建業+」平台優選商管理細則》《「建業+」平台運營管理細則（試行）》及《「建業+」平台經營類目管理細則（試行）》等內部政策，嚴格規範產品上架標準、審核機制、退貨流程以及線上運營行為。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

<b>Product Selection</b> 產品優選	<b>User Services</b> 用戶服務	<b>Platform Operation</b> 平台運營
<ul style="list-style-type: none"> <li>➢ Establishing product selection standards, setting up a product selection team, and appointing product selectors online to strictly control the product selection process and standardise the service process;</li> <li>➢ Strictly standardising product launch standards, formulating an audit mechanism, and returning products that do not meet the online release requirements for rectification;</li> <li>➢ Regularly checking the listed products and services on the platform on a random basis.</li> <li>➢ 制定產品優選的標準，成立選品小組，線上徵集選品師，嚴格把控選品環節，規範服務流程；</li> <li>➢ 嚴格規範產品上架標準，並制定審核機制，對不符合上線發佈要求的產品予以退回整改；</li> <li>➢ 定期抽查平台已上架的產品和服務。</li> </ul>	<ul style="list-style-type: none"> <li>➢ Establishing the speech specifications and refining service procedures at each stage of services to improve service standards;</li> <li>➢ Establishing mechanisms, such as overtime compensation, refund at any time after expiration and advance compensation, to maximise users' rights and interests, and enhance user experience.</li> <li>➢ 在服務的每個階段均制定語言規範並完善服務流程，提高服務標準；</li> <li>➢ 平台設定超時賠付、過期退、隨時退、先行賠付等機制，保障用戶權益最大化，提升用戶體驗。</li> </ul>	<ul style="list-style-type: none"> <li>➢ Standardising the online operation of each operating entity and setting strict requirements and standards for the release of content, with automatic review on key words and expressions on the system;</li> <li>➢ Adopting an appointment system for the key advertising spaces on the platform to maximise the effective publicity of operating entities.</li> <li>➢ 規範各運營主體的線上運營行為，對於內容的發佈有嚴格的要求標準，系統會對關鍵字、詞自動審查；</li> <li>➢ 平台重點廣告位採取預約制度，最大化保證各運營主體的有效宣傳。</li> </ul>

### "Jianye+" quality control system 「建業+」質量管理體系

#### Central China Travel Services

Building on our strong presence in the market, we are committed to providing customers with tailor-made travel services that cover Jianye+ experiences, leisure vacations, and business tours. Our goal is to create a whole-new lifestyle and to build a travel social circle for our valued customers. To further improve the quality of our services, we have prepared the Jianye Standard Script for Travel Services to standardize the procedures of telephone solicitation, customer visit, and online communication. We have also put in place a special customer complaint management action plan to comprehensively improve service efficiency, customer experience, and product quality.

#### 建業旅遊服務

建業旅遊服務依托建業品牌優勢，致力於為客戶提供建業+體驗、休閒度假、商旅考察等定制旅遊服務，為客戶打造新型生活方式，營造旅遊社交圈層。為進一步提升服務質量，我們制定了《建業旅遊話術標準化》規範電話拓客、客戶登門拜訪及線上交流流程，並開展客戶投訴專項治理行動實施方案，全面提升服務效率、客戶體驗和產品質量。



#### Cuisine Henan Foodcourts

Taking on the mission of promoting traditional Chinese food culture and preserving the traditional snacks of the Central Plains, Cuisine Henan Foodcourts feature a unique blend of the rich ecological resources and the profound historical culture of Henan Province. A broad array of delicacies from all parts of Henan are sold through food stalls and restaurants to create a unique catering business model. Additionally, we have put in place internal policies such as the Regulations of Cuisine Henan Foodcourts on the Management of Product Pricing and Price Adjustment, the Management Rules for the Merchant Selection of Cuisine Henan Foodcourts, and the Regulations on the Routine Management of Merchants to standardize the merchant recruitment for Cuisine Henan Foodcourts, to improve the management of merchants and customers, to optimize customer experience, and to contribute our share to the continuation and spread of Henan's traditional food culture.

#### 建業大食堂

建業大食堂以弘揚中華傳統飲食文化，發掘、保護以及傳承中原傳統小吃為使命，融合河南省豐富的生態資源與厚重的歷史文化，將河南各地美食以小吃攤位與餐館的形式匯聚一地，形成獨具一格的餐飲商業模式。此外，我們制定《建業大食堂產品定價及調價管理制度》《建業大食堂招商管理細則》及《商家日常管理條例》等內部政策，指導建業大食堂規範化開展招商工作，提升商戶及顧客管理能力，優化顧客體驗，助力河南傳統飲食文化傳承與傳播。



Jianye Cuisine Henan Foodcourts  
河南建業大食堂

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

### EMBRACING DIGITAL INNOVATION

Aside from exploring new lifestyles, CCNL never relents in consolidating and sharpening its own business capabilities. We combine technological innovation with our unwavering exploration of intelligent community living scenes, and build upon our practical experience to deliver more efficient and intelligent platform-based solutions for various business scenarios, thereby improving the internal operating efficiency of the Group, optimizing customer experience, and contributing to sustainable growth of the Group.

### Intelligent Property Management Platform

We are committed to embracing the intelligent era and striving to empower the digital transformation of our business operations with innovative technology, in a drive to become an urban space operator underlain by the big data of users. In 2022, the Group continued to push ahead the construction of a smart service system that integrates online and offline service scenarios, and to explore digital opportunities in property management and services. These efforts have allowed us to deliver more efficient and high-caliber intelligent solutions for diverse business scenarios.

With a focus on the standardization and customization of customer services, we delve deep into business pain points and manage to optimize 16 intelligent functions across 5 spheres, i.e., customer operations, customer service work orders, manager SOP, basic data, and business intelligence. Through technology empowerment, we are able to increase business efficiency and deliver targeted customer services. On the strength of intelligent text message payment reminder, reminder task work order, online interior finishing management and online vacant property management, property managers can go paperless at work and get things easily done online. By empowering front-line employees with technology, we have significantly boosted our management efficiency.

### 擁抱數字創新

對新型生活方式不斷探索研究的同時，建業新生活不忘鞏固強化自身業務能力。我們結合科技創新，不斷深化挖掘智慧社區落地場景，融合集團實踐經驗，為各個業務場景創建更為高效、智能的平台式解決方案，提升集團內部運營效率，優化客戶體驗，助力集團可持續發展。

### 智能物業管理平台

我們致力於擁抱智能時代，力求以創新技術賦能集團運營數字化轉型，成為以用戶大數據為紐帶的城市空間運營商。2022年，本集團繼續推進線上與線下相融合的智慧服務體系建設，繼續探索物業管理與服務中的數字化機會，在多個業務場景下實現更為高效、高質的智慧化解決方案。

我們圍繞服務標準化與定制化，以客戶服務為中心，深挖業務痛點，優化完善客戶運營、客服工單、管家 SOP (Standard Operation Procedure, 標準作業程序)、基礎數據和商業智能5大板塊、16項客智功能，通過智慧化解決方案提高業務效率，實現客戶精準服務。在智能創新短信催費、催費任務工單、線上裝修功能和線上空置房管理中，實現物業管家工作無紙化、線上化操作，賦能一線員工，實現管理增效。



# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

### Intelligent Payment Reminder 智能賬款催收

CCNL has promoted text message payment reminder in a single click. The online delivery of batch text message reminders and the standardisation of reminder task work orders can effectively reduce the repetitive work of employees and improve the average payment collection rate at the same time.

建業新生活智能短信催費已實現一鍵觸達。批量短信催費的線上化及催費任務工單標準化可以有效減少人力重複性工作，同時提高平均回款率。

### Intelligent Reporting Management System 智能報事管理系統

Our intelligent reporting management system offers a diverse range of functionalities, including reports, repairs, complaints, compliments, consultations, and resolution of residual engineering issues. Through the use of paperless work orders and mobile processing, this system significantly enhances our work efficiency.

智能報事管理系統包含報事、報修、投訴、表揚、諮詢、工程遺留問題等功能，利用無紙化工單、移動處理，極大地提高了工作效率。

### Intelligent Decoration Services 智能裝修服務

Our intelligent interior finishing service streamlines online procedures and fee payments for homeowners, well elevating their efficiency in handling the interior finishing formalities, not to mention the automatic push of inspection tasks for customers.

智能裝修服務可幫助業主實現線上裝修手續辦理與手續費繳納，提升業主裝修手續辦理效率，同時還能夠為客戶提供裝修巡檢任務自動推送。

### Intelligent Management of 'Vacant Houses' 智能「空置房」管理

Following the online updates of vacant property information by our property managers, our intelligent "vacant property" management function enables online inspection of vacant property and can automatically generate reports of the inspection results.

在管家在線更新空置房信息後，智能「空置房」管理功能能夠助力線上空置房巡檢，實現巡檢結果自動匯報。

#### Intelligent Application of Property Management Services

物業服務智能化應用

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首

### Intelligent RBA (Remote Building Automation) Management System for Facilities and Equipment

智能設施設備RBA (Remote Building Automation，遠程樓宇自動化)管理系統



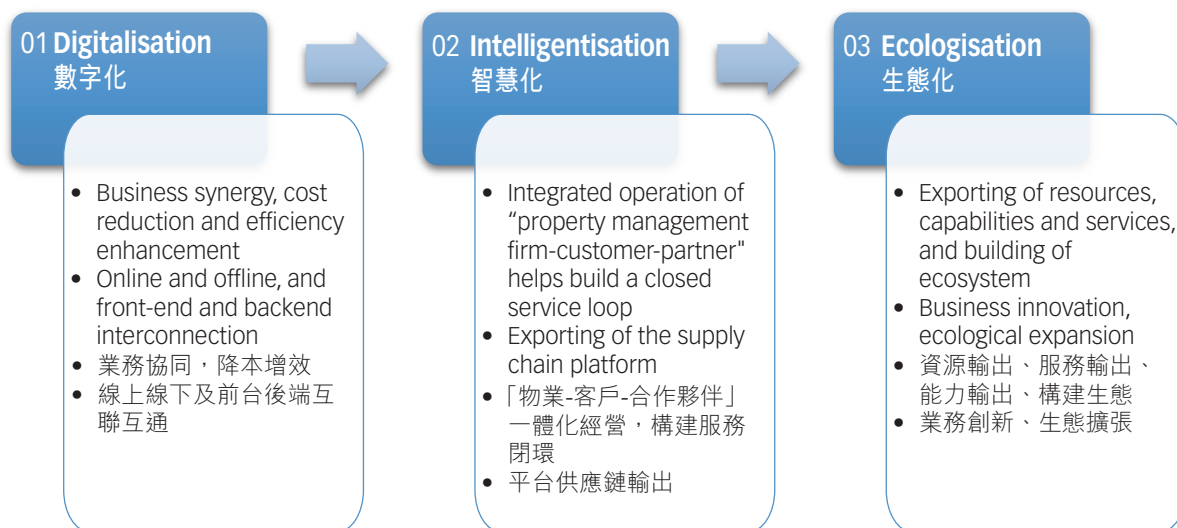
CCNL's RBA management system has raised the bar for the intelligent and efficient management of residential complexes. The management ledger for facilities and equipment in residential complexes is available online through the employees' offline recording of their basic information, and according to the work order issued by the system, we repair and inspect the facilities and equipment in real time, and guide preventive maintenance and predictive maintenance. In 2022, a total of 279 residential complexes across Henan Province

were connected to Jianye Property's cloud patrol inspection system, which encompasses functionalities such as task scheduling, inspection task timing, paperless inspections, and data collection for work orders. This system has not only improved inspection efficiency but also enhanced the management capabilities of our staff with regards to the equipment and environment of residential complexes.

建業新生活RBA管理系統提高了小區管理的智能化水平與管理效率。員工在線下錄入小區設施設備基礎信息後便可在線查詢設施設備管理台賬，並能夠根據系統下發的工單對設施設備進行維修和巡檢保養，實時記錄設施設備的運行狀態，指導開展預防性維修和預見維修。2022年度，河南全省279個小區已上線建業物業雲巡檢系統，包括後台系統任務排程、巡檢任務定時推送，不僅實現巡檢任務無紙化，工單工時數據化，還提升了小區巡檢效率，強化了員工對小區設備環境的管理能力。

Furthermore, we remain committed to our goal of intelligent property management, and we will continue to implement our "three-step" strategic agenda. We aim to perfect our property supply chain platform, to fully platformize management, business, operation, and technology, to export our resources, capabilities, and services on the platform, and to harness intelligent means to boost efficiency, enhance customer experience, and expand our operations.

此外，我們仍堅持物業服務智能化目標，繼續落地「三步走」戰略規劃，以完善建業物業供應鏈平台，將管理、業務、運營、技術全面平台化，推動平台資源、能力、服務輸出，通過智能化手段實現效率提升、客戶體驗優化以及業務擴張。



**Jianye Property's Supply Chain Platform Strategy**  
物業供應鏈平台戰略

### Smart Project Management Platform

CCNL has built a smart project management cloud platform that integrates cutting-edge technologies such as IoT, AI, and cloud computing. This platform is designed to boost the efficiency of engineering projects, ultimately supporting the development of communities. Our smart project management platform provides full life cycle management of community engineering projects, from planning and construction to completion, maintenance and beyond. With features such as in-situ self-inspection and remote video inspection via our mobile APP, the platform provides real-time visualization of project progress and quality measurements related to firefighting system, electromechanical installation, and HVAC system. It promotes collaboration among project stakeholders, reduces response time, and optimizes resource allocation, all of which contribute to the efficient and high-quality execution of community development projects.

### 智慧項目管理平台

建業新生活融合物聯網、人工智能、雲計算等技術構建智慧項目管理綜合雲平台，提升工程項目效率，助力社區優化建設。智慧項目管理平台可以從計劃、施工、竣工到後期維護等流程，實現社區建設工程的全生命週期管理，通過現場APP自檢、遠程視頻巡檢等方法，實現包括但不限於圍繞消防、機電安裝、採暖通風等社區工程項目進度和質量的實時可視化，從而促進項目各相關方協同溝通，縮短響應時間，優化資源配置，以數字化解決方案助力社區建設高效率、高質量開展。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首



CCNL Smart Project Management Platform  
建業中心智慧項目管理平台

### Customer Data Middle Platform

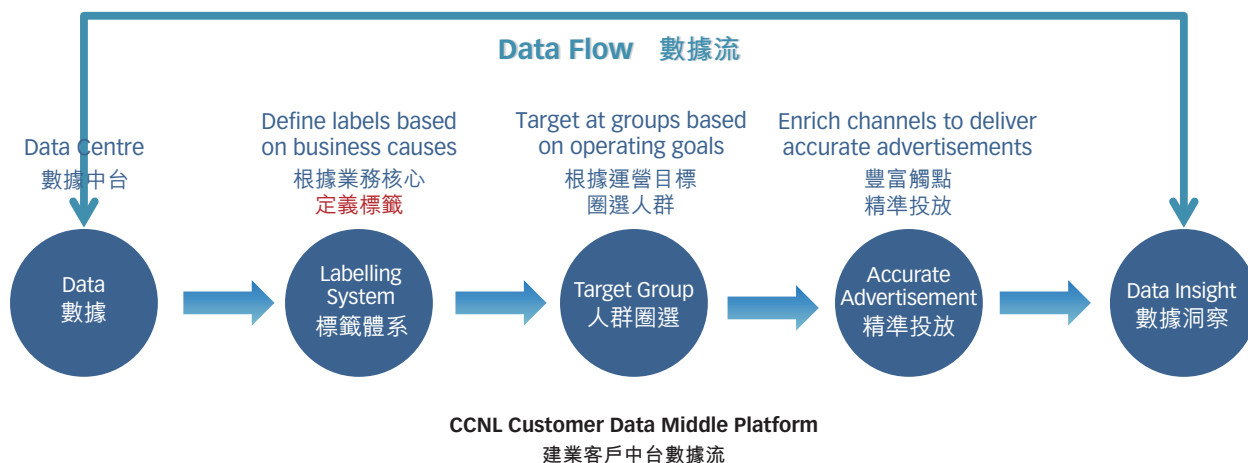
In 2022, the Group embarked on a comprehensive journey towards data governance and the establishment of a customer data middle platform. This initiative enabled us to solidify our data assets and empowered us to execute targeted marketing campaigns, ultimately enhancing our customer experience. In the midst of data governance, we joined hands with Central China Group to establish a data management committee, which oversees the optimization of the entire data lifecycle including data production, data flow, data processing, data analysis, and data application. Building on our initial data governance efforts, we were able to develop a customer data middle platform that seamlessly integrates labeling systems, data insights, customer targeting, and channel management capabilities to allow targeted operations and automated marketing. Through the utilization of customer profiling, we were able to accurately reach out to customers and ultimately boost our overall conversion rates.

### 客戶數據中台

本集團於2022年全面開展數據治理及客戶中台搭建工作，沉澱建業數據資產，賦能精準營銷，提升用戶體驗。在數據治理環節，我們配合建業集團成立數據管理委員會，對數據生產、數據流轉、數據加工、數據分析以及數據應用進行數據全鏈路治理優化。在初步數據治理的基礎上，我們建設了融合標籤體系、數據洞察、人群圈選、通道觸達管理等能力的客戶中台，成功實現精準化運營及自動化營銷，通過客戶畫像精準觸達用戶，提升用戶轉化率。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首



## PROTECTING CUSTOMERS WHOLEHEARTEDLY

Adhering to the principle of “customers first, service first”, the Group upholds the customer-centric approach, maintains communication with customers, and responds to customer demands, striving to provide the best service experience for the customers.

### Response to Customer Needs

Upholding laws and regulations such as the Law on Protection of Consumer Rights and Interests of the People’s Republic of China, we have developed several internal policies such as the Regulations of Jianye Property on Complaint Management, the Regulations of Jianye Property on Complaint Handling, the Regulations of Jianye Property on the Closure of Property Owners’ Problems, and the Regulations of Jianye Property on Public Opinion Management. Through these policies, we continually strive to improve our communication and complaint handling mechanisms in addition to promoting the digitization of complaint management and enhancing our ability to receive and respond to customer feedback.

## 傾心守護客戶

本集團秉持「客戶至上，服務第一」的工作宗旨，堅持以客戶需求為中心，與客戶保持溝通，響應客戶訴求，力求為客戶提供最優質的服務體驗。

### 響應客戶需求

本集團嚴格遵守《中華人民共和國消費者權益保護法》等法律法規，制定《建業物業投訴管理制度》《建業物業投訴處理管理制度》《建業物業業主問題關閉管理制度》《建業物業輿情管理制度》及等內部政策，不斷優化客戶溝通機制，完善客戶投訴處理機制，推動投訴數字化智能化建設，提升我們接收處理客戶反饋能力。

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首

For our enterprise customers, we have also rolled out policies such as the Measures for Handling Complaints Received by the Reception Room for Major Customers to guide our front-line staff on how to properly respond to customer needs in stages of advance warning, complaint acceptance, complaint handling, complaint feedback, complaint follow-up, complaint closure, correction and prevention, etc. Our goal is to protect our customers' legitimate rights and interests, improve their satisfaction, and maintain a positive relationship with them. Furthermore, we have set up multiple online and offline communication channels for homeowners, including but not limited to telephone, in-person visits, and written correspondence. We encourage homeowners to share their views and opinions on our services through these channels, and we promise to address any complaints received from any source with utmost seriousness.

我們圍繞企業類客戶制定《大客戶投訴接待室投訴處理管理辦法》等政策文件，指導一線客服如何在事前預警、投訴受理、投訴處理、投訴反饋、投訴跟進和回訪、投訴關閉、糾正預防等環節悉心回饋客戶需求，保障客戶合法權益，提升客戶滿意度，維護與客戶的良好關係。此外，我們針對業主設立了覆蓋線上線下的多種溝通渠道，包括但不限於來電、來訪、來函等渠道，鼓勵業主分享任何關於我們服務的觀點及意見，同時承諾以嚴肅態度處理來自任何渠道的投訴反饋，持續優化自身服務質量。



**Customer communication and complaints channels**  
客戶溝通與投訴渠道



## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

### 服務創新，建業之首

In addition, in order to improve the efficiency of handling customer complaints and feedbacks, the Group divides property owners' complaints into three levels: general complaints, key complaints and major complaints. Persons at different levels are designated to be responsible for different complaints to increase the efficiency of complaint handling. Complaint handling principles have been established to standardise the complaint handling process, as an effort to effectively protect the interests of customers. In addition, we also strengthen the complaint handling results, and punish the responsible person according to the level and frequency of complaints, so as to effectively control the service quality and the complaint handling process.

此外，為提升處理客戶的投訴和意見反饋的工作效率，本集團將業主投訴劃分為一般投訴、重點投訴及重大投訴三大級別，不同級別投訴對應不同級別責任人以提升投訴處置效率，並制定投訴處理原則規範投訴處理過程，切實保障客戶利益。此外，我們也同步加強投訴處理考核工作，依據發生投訴的級別及頻次給予相關責任人一定懲處，以有效控制服務質量及投訴處理流程。

Complaint level 投訴級別	Description 判定標準	Person-in-charge 一般責任人
<b>General complaints</b> 一般投訴	<ol style="list-style-type: none"> <li>General dissatisfaction expressed by customers with certain aspects of property management, such as service attitude, quality, and communication (such dissatisfaction can generally be addressed through rectification or a mutually agreeable resolution with the customer).</li> <li>Internal complaints regarding the privacy or work-related issues of employees below the level of residential complex supervisor.</li> </ol> <ol style="list-style-type: none"> <li>客戶對物業服務過程中服務態度、服務質量、溝通協調等瑕疵提出異議的常規訴求，通過整改可與客戶達成一致意見。</li> <li>涉及小區主管級以下員工隱私類或工作問題的內部投訴。</li> </ol>	Expert in charge of the specific residential complex 分管小區專家
<b>Key complaints</b> 重點投訴	<ol style="list-style-type: none"> <li>Complaints that have been lodged twice or more within one week and remain unresolved, as well as complaints that cannot be resolved within one month.</li> <li>Complaints lodged by three or more homeowners regarding a specific issue.</li> <li>Complaints pertaining to third-tier public opinion events.</li> <li>Complaints that have been escalated to city or project leaders.</li> <li>Internal complaints that involve the privacy or work-related issues of residential complex supervisor.</li> </ol> <ol style="list-style-type: none"> <li>小區一周內投訴2次及以上仍未解決的投訴，一個月內無法處理的投訴。</li> <li>某一問題引起3戶及以上客戶不滿的投訴。</li> <li>三級輿情事件的投訴。</li> <li>投訴至城市總負責、項目總負責的投訴。</li> <li>涉及小區經理隱私類或工作問題的內部投訴。</li> </ol>	Manager in charge of the specific district 片區經理



## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

### 服務創新，建業之首

Complaint level 投訴級別	Description 判定標準	Person-in-charge 一般責任人
<b>Major complaints</b> 重大投訴	<ol style="list-style-type: none"> <li>District-level complaints that cannot be resolved within two months.</li> <li>Complaints lodged by ten or more homeowners regarding a specific issue, or those that may result in legal action.</li> <li>Complaints pertaining to second- or first-tier public opinion events, or those that may invite negative media coverage.</li> <li>Complaints that are attributable to the company's responsibility and result in significant economic loss or personal injury to the customer.</li> <li>Complaints that have been escalated to the head office of Jianye Property or even the Group, as well as complaints addressed to Group leaders.</li> <li>Internal complaints that involve the privacy or work-related issues of district manager.</li> </ol> <ol style="list-style-type: none"> <li>片區兩個月內無法處理的投訴。</li> <li>某一問題引起10戶及以上群訴，或有可能引起法律訴訟的投訴。</li> <li>二級、一級輿情事件，或引起媒體負面報道的投訴。</li> <li>由於公司責任給客戶造成重大經濟損失或人身傷害的投訴。</li> <li>上訪至物業總公司或集團，投訴至集團領導的投訴。</li> <li>涉及片區經理隱私類或工作問題的內部投訴。</li> </ol>	Manager in charge of the specific city 城市總經理

#### Grading of Complaints and Responsible Persons

##### 物業投訴分級標注級責任人

We regularly classify and analyze customer complaints via weekly analysis of complaints at district level, monthly application of complaints at regional level, monthly reports of complaints at headquarters level and ranking announcements, aiming to identify and address those pronounced issues, to further improve our work efficiency and to provide homeowners with better services. Our "Jianye+" customer service team also conducts monthly analyses of different types of complaints, including the number of complaints, their causes, response times, and resolutions. We then publicly rank and report on these complaints, and offer solutions and suggestions for improvement. This information is shared with other departments responsible for supply chain and mall operations, allowing us to identify and address issues at their root causes and to optimize customer experience. In 2022, the Group's property services segment accepted a total of 4,276 complaints from users, 100% of which were answered. Specific complaints related indicators are shown in Appendix II.

我們定期開展片區投訴周分析、大區投訴月應用、總部投訴月度報告和排序公告等復盤總結工作，對客戶投訴進行統計分析，並對代表性難題進行集中優化，進一步提升工作效率，為業主提供更好的品質服務。我們的「建業+」客服也會每月對各類投訴展開明細分析，對投訴數量、投訴原因、處理時效、處理方案、各品類投訴信息、各商家投訴情況等進行公示和排名，提出整改方案及建議，匯報至供應鏈、商城運營等部門負責人，從根源解決服務品質問題，優化客戶體驗。2022年，本集團物業服務板塊共計受理用戶投訴4,276例，投訴回覆率100%，具體投訴相關指標見附錄二。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

Aside from protecting the legitimate rights and interests of customers and responding to their needs in a timely manner, CCNL maintains effective communication with customers to understand their real needs and to resolve their most pressing issues. These efforts allow us maintain a harmonious relationship with customers and enhance their satisfaction with our services. In 2022, we kicked off a third-party customer satisfaction survey through phone interviews and SMS messages, with a particular focus on emergency notifications, community activities, cultural atmosphere, interior finishing management, public space cleanliness, green space upkeep, and vehicle management. Through the survey report, we summarized our service performance during the reporting period and established priorities for the coming year.

Furthermore, we offer a range of tailored services through our “Happiness System” to meet the diverse needs of our customers, including CCNL by Your Side, Ice Melting Action, CCNL Happy Times and Star Convenience Services, which have effectively brought closer the relationship between CCNL and homeowners.

在保障客戶合法權益、響應客戶需求的基礎上，建業新生活積極與客戶維持開展溝通交流，瞭解客戶真實需求，解決客戶重點問題，維繫客戶和諧關係，提升客戶的滿意度。2022年度，我們通過電話訪談與短信相結合的形式開展第三方客戶滿意度調研，以客服及基礎服務兩個維度為中心，對業主緊急事件通知、社區活動組織和文化氛圍、裝修管理、公共區域的清潔衛生、小區的綠化養護、小區公共設施設備維護維修、機動車管理等方面的滿意度進行信息反饋收集分析工作，形成調研報告，總結報告期內服務表現，並根據結果確定下一年度需重點提升方向。

此外，我們針對不同業主的多樣化服務需求打造管家幸福體系，積極開展建業在身邊、融冰行動、幸福時光裡活動和星級便民等多樣服務，滿足客戶的不同需求，切實拉近物業同業主的關係，增加與業主的黏性。

<b>Central China by Your Side</b> 建業在身邊	<b>Convenience Services</b> 便民服務
<p>In order to enhance the experience of our valued customers, we have initiated a program through which our residential (including apartment) complex managers conduct a customer visit every six months and our commercial estate managers perform quarterly visits, ensuring 100% coverage of our customers.</p> <p>為提升業主服務體驗，我們積極開展業主回訪活動，要求住宅(含公寓)小區管家每半年進行一次業主回訪，商業項目管家每季度回訪一次，回訪業主覆蓋率100%。</p>	<p>Additionally, based on the needs of our customers, we provide convenient services such as weekly cleaning of floor mats and car mats, and e-bike repair, among others. In 2022, the Group conducted a total of 12,637 convenient services, benefiting a cumulative of 228,352 customers.</p> <p>基於業主需求，我們每週至少開展一次清洗地墊、汽車腳墊、電動車等服務等便民服務。2022年，本集團共計開展便民服務12,637次，累計參與228,352人次。</p>

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

### 服務創新，建業之首

#### Maintaining Customer Privacy

At our company, we highly prioritize the protection of customer information and privacy. In strict compliance with relevant laws and regulations, including the Administrative Measures for the Graded Protection of Information Security and the Regulations for Safety Protection of Computer Information Systems, we have introduced a complete lineup of internal policies such as the Rules of CCNL for the Management of Information Systems, the Data Security Management System, the Measures for the O&M Management of Equipment Rooms, the Disaster Recovery Plan, and the Rules for Information System Security Management to systematically guide and manage data and information security, thereby ensuring that our customers' personal information is not disclosed or misused.

In order to effectively implement information security management, we managed to sharpen our capabilities in user management, change management, data security management, and antivirus management in 2022. We have also enhanced the deployment of intrusion detection systems to prevent malware and virus infections and transmission, thus beefing up our data security protection capabilities. Furthermore, we have further improved our data security contingency plans and conducted emergency response drills to assess the scientificity and effectiveness of our plan, thereby sharpening our ability to respond to unforeseen events.

We have also developed the CCNL Customer Data Protection Terms and Rules to guide the management and protection of our customers' personal information. Our aim is to standardize the processes involved in the collection and handling of customer information, as well as access permissions and the environment in which this information is stored. By doing so, we minimize the risk of illegal use and dissemination of our customers' information. We solemnly promise that "Jianye+" respects and protects the privacy of all users who use services. To put our information protection measures into concrete implementation, CCNL has proactively launched various privacy protection training courses to strengthen employees' awareness of privacy protection and enhance their capacity for data and information protection, thus ensuring the security of customers' information. Meanwhile, employees are required to sign the Confidentiality Agreement for Resigned Employees, to ensure customer privacy security.

#### 維護客戶隱私

本集團高度重視客戶信息及隱私保護，嚴格遵守《信息安全等級保護管理辦法》及《計算機信息系統安全保護條例》等法律法規，制定《建業新生活集團信息化制度管理細則》《數據安全管理制度》《機房運維管理辦法》《計算機信息安全管理細則》《災難預案》及《信息化系統安全管理細則》等內部政策，系統化指導管理數據信息安全，確保客戶個人信息不被洩露和濫用。

為將信息安全管理落到實處，我們於2022年重點加強了用戶管理、變更管理、數據安全管理、病責防護管理等管理能力，並加強入侵檢測系統應用，從源頭上杜絕木馬、病毒的感染和傳播，提升數據安全保護能力。此外，我們進一步完善數據安全應急預案並開展應急預案演練，檢驗預案的科學性、有效性，完善應對突發事件的應變能力。

我們還制定了《建業新生活客戶數據保護條款及規則》，指導客戶個人信息安全管理及保護工作，規範客戶信息採集和使用處理的流程、客戶信息訪問權限以及承載客戶信息的環境，降低客戶信息被違法使用和傳播的風險。我們鄭重承諾，「建業+」尊重並保護所有使用服務用戶的個人隱私權。為將信息保護工作落到實處，建業新生活積極開展各項隱私保護相關培訓課程，強化員工隱私保護意識，提升員工數據信息保護能力，切實保護客戶信息安全。同時，我們要求員工簽署《員工離職保密協議》，以保障客戶隱私安全。

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首



Privacy protection training  
隱私保護培訓

# SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL

## 服務創新，建業之首

### Ensuring Safety of Customers

Taking customer safety as our top priority, the Group has introduced internal policies such as the Regulations on the Management of Fire System Maintenance Suppliers, the Regulations on the Management of Elevator Maintenance Suppliers, and the Operation Specifications for Emergency Plans (public security), in addition to updating the Fire Safety Management Regulations in 2022. These policies guide our employees to actively carry out work related to fire safety, fire system maintenance, and elevator maintenance in an effort to fully ensure the health and property safety of homeowners.

In order to further sharpen our ability to prevent security risks and respond to emergencies, the Group comprehensively clarified the working procedures for security risk inspections in 2022. We require all property projects to conduct a security risk inspection every six months, examining safety risks from the perspectives of engineering, security, and environment, in a bid to ensure good compliance with safety regulations and to minimize the risk of safety accidents.

### 保障客戶安全

本集團十分重視客戶安全，制定《消防維保供方管理制度》《電梯維保供方管理制度》及《應急預案處理作業規範（治安類）》等內部政策，並在2022年更新了《消防安全管理規程》，指導員工積極做好消防安全、消防維保、電梯維保等工作，全力保障住戶的健康與財產安全。

為進一步提升物業安全風險防範及應急處突能力，本集團於2022年全面明確了安全運營風險排查的工作細則，要求所有物業項目每半年開展一次安全運營風險排查，在工程、禮兵及環境三個維度開展安全排查，保障小區運營安全合規，並盡可能降低安全事故的發生風險。

<b>Engineering</b> 工程	<b>Security</b> 禮兵	<b>Environment</b> 環境
<ul style="list-style-type: none"> <li>Facilities and equipment</li> <li>House safety</li> <li>Safety warnings</li> <li>設施設備類</li> <li>房屋安全類</li> <li>安全警示類</li> </ul>	<ul style="list-style-type: none"> <li>Personnel safety</li> <li>Employee training</li> <li>Public security</li> <li>Fire safety</li> <li>人員安全類</li> <li>員工培訓類</li> <li>治安安全類</li> <li>消防安全類</li> </ul>	<ul style="list-style-type: none"> <li>Public safety and hygiene</li> <li>Extreme weather</li> <li>公共安全衛生類</li> <li>極端天氣類</li> </ul>

**Dimensions of Security Risk Checks**  
安全運營風險排查維度



As part of our commitment to enhancing fire safety management and reducing safety risks, the Group has gradually improved our fire safety management system by setting up fire safety officers at the headquarters, city companies, districts, and residential compounds. These officers are responsible for ensuring fire safety measures are implemented effectively. Furthermore, we have further optimized our fire safety management control procedures to make explicit rules relating to the early intervention stage, acceptance inspection stage and O&M stage, thereby improving our ability to prevent and control fire accidents.

為明確消防管理責任，提高消防管控水平，加強小區消防安全防護，降低消防安全風險，本集團逐步完善消防安全管理體系建設，在總部、城市公司、片區及小區均設置消防安全責任人，明確責任人對應消防責任，將消防安全工作落到實處。此外，我們進一步深入優化消防安全管理控制流程，明確早期介入階段、承接查驗階段及運行管理階段中涉及的諸多消防安全相關細則，提升消防事故防控能力。

<b>Early intervention stage</b> 早期介入階段	<b>Acceptance inspection stage</b> 承接查驗階段	<b>Operational management stage</b> 運行管理階段
<ul style="list-style-type: none"> <li>• Review of fire system design drawings</li> <li>• Construction site inspection</li> <li>• 消防系統設計圖紙會審</li> <li>• 施工現場巡查</li> </ul>	<ul style="list-style-type: none"> <li>• City self-inspection</li> <li>• Formal acceptance</li> <li>• Rectification follow-up</li> <li>• Handover &amp; takeover</li> <li>• 城市自檢</li> <li>• 正式驗收</li> <li>• 整改跟進</li> <li>• 移交接管</li> </ul>	<ul style="list-style-type: none"> <li>• Daily inspection and maintenance</li> <li>• Fire system maintenance</li> <li>• Emergency response plan</li> <li>• Staffing</li> <li>• Personnel certification</li> <li>• Special training</li> <li>• IT-enabled control of equipment and facilities</li> <li>• Fire safety publicity</li> <li>• Special inspection</li> <li>• 日常巡檢及保養</li> <li>• 消防維保</li> <li>• 應急預案</li> <li>• 人員配置</li> <li>• 持證上崗</li> <li>• 專項培訓</li> <li>• 設施設備信息化管控</li> <li>• 消防安全宣傳</li> <li>• 專項檢查</li> </ul>

**Fire Safety Management Control Process**  
 消防安全管理控制流程

## SERVICE INNOVATION AS THE TOP PRIORITY OF CCNL 服務創新，建業之首

To sharpen our fire emergency response capabilities, we have enhanced our fire emergency plans and mandated that residential complexes conduct no less than one emergency drill annually, while commercial and office buildings conduct such drills no less than twice a year. In addition, we have made every effort to ensure the effective implementation of our fire emergency plans through regular drills. Prior to such drills, we provide relevant personnel with training that covers the testing of the fire sprinkler system, electrical fire suppression system, firefighting linkage control system, and elevator emergency descent procedures. This comprehensive training ensures that all personnel comply with fire safety requirements. To facilitate emergency response, we have categorized fire incidents into three scenarios: false alarms, early-stage fires, and mid-to-late stage fires. For each scenario, we have defined priority actions to ensure that our staff are equipped to handle any fire emergency that may arise.

為提升消防應急事件處理能力，我們還完善了消防應急預案，要求住宅小區每年開展不少於一次、商業及寫字樓每半年不少於一次消防應急演練。同時，我們努力落實消防應急預案演習工作，在應急響應練習前對相關人員提供包括但不限於消防水系統測試、消防電系統測試、消防聯動測試、電梯迫降等內容培訓，確保相關人員技能達到消防要求。我們將應急響應分為「火警誤報」「初期火災」及「中後期火災」三大場景，並詳細規定了每一場景下的優先行動，確保員工有能力應對消防緊急事件的發生。

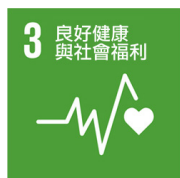


**Fire Drills**  
消防演練



The SDGs addressed in this section:

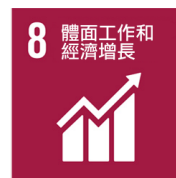
本章節回應SDGs:



**Good health and well-being**  
良好健康與福祉



**Gender equality**  
性別平等



**Decent work and economic growth**  
體面工作和經濟增長

Stakeholders' concerns:

利益相關方關注：



Source: Materiality assessment of ESG issues

數據來源：ESG議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

## TALENTED EMPLOYEES AS THE ENGINE OF CCNL

### 人才濟濟，建業動力

We firmly believe that our employees are the key to our business success. CCNL stays committed to sharing the fruits of development with our employees and creating a more efficient and enjoyable work environment. We strive to improve our employment management system, with a focus on creating a fair, equitable, diverse and inclusive working atmosphere. We offer our employees competitive compensation and benefits packages and put in place a comprehensive talent development and training system, complete with a well-designed promotion mechanism and an online-offline integrated training platform, to enhance their competitiveness in the industry. Additionally, we are dedicated to safeguarding the occupational health and safety of our employees, and have created multiple communication channels to fully protect their legal rights and interests.

### DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES

We understand that a high-quality workforce is essential to maintaining our steady business growth. Guided by the principles of “caring for employees and putting people first”, we are committed to ensuring fair and inclusive recruitment.

#### Employee Recruitment

At CCNL, we strictly adhere to relevant laws and regulations such as the Labor Law and Labor Contract Law of the People’s Republic of China, and have developed policies such as the Regulations on Recruitment Management to establish a scientific human resources management system. We abide by the principles of legality, impartiality, equal resources, and consensus in entering into labor relationships with employees. We uphold a diverse and inclusive talent recruitment and training mechanism, treating all employees with equal respect and without discrimination based on personal attributes such as gender, age, race, marital status, and sexual orientation. We are committed to building a young, professional, and international talent team, not only by recruiting outstanding graduates through campus recruitment but also by promoting organizational effectiveness through internal recruitment and other means in a bid to meet the needs of our strategic development.

我們堅信員工是公司業務成功的關鍵。建業新生活始終堅持與員工共享發展成果，用心創造一個更高效、更愉快的工作環境。我們積極完善僱傭管理體系，致力於為員工創造公平平等、多元共融的工作氛圍。我們為員工提供富有市場競爭力的薪酬福利和完善的人才培養和發展體系，搭建完善的晉升機制與線上線下並行的培訓平台，著力提升員工行業競爭力。同時，我們切實維護員工的職業健康安全，創建多渠道溝通機制，全方位保障員工合法權益。

### 多元招聘與平等僱傭

本集團深知高質量的員工隊伍是維持企業穩健發展的重要基礎。我們始終秉持「關愛員工，以人為本」的理念，致力於在僱傭過程中做到公平公開、多元共融。

#### 員工招聘

建業新生活嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等適用法律法規，制定並落實《招聘管理制度》等制度，構建科學的人力資源管理體系，以合法公正、平等資源、協商一致的原則與員工依法建立勞動關係。我們堅持多元共融的人才招聘與培養機制，不因員工的性別、年齡、種族、婚姻狀況、性取向等個人屬性不同而在員工的僱傭和培養等過程中區別對待。我們致力於打造一支年輕化、專業化、國際化的人才隊伍，除了通過校園招聘募集優秀的應屆畢業生，還通過內部公開招聘等形式促進組織人效提升，滿足集團戰略發展的需要。

We also comply with relevant laws and regulations such as the Law on the Protection of Women's Rights and Interests, and we strictly follow the Circular on Further Regulating Recruitment Practice to Promote Female Employment released by the Ministry of Human Resources and Social Security and the Special Rules on the Labour Protection of Female Employees published by the State Council. We strictly follow the guidelines on maternity and nursing leave for female employees, ensuring that women are entitled to equal compensation, benefits, and promotion opportunities.

Furthermore, we strictly abide by laws and regulations such as the Regulations of the People's Republic of China on the Prohibition of Child Labor, and strongly condemn the employment of child labor or any form of forced labor. We conduct double verification during the recruitment process by checking the identity documents and recording employee information in our internal systems, so as to prevent non-compliant hiring practices. We do not advocate overtime work. Based on our business and staffing needs, we implement an eight-hour work system, and pay overtime premiums in accordance with the law to employees who voluntarily work overtime. During the reporting period, we did not have any incidents involving child labor or forced labor.

As of 31 December 2022, the Group had a total of 6,086 employees. The number of employees by gender, employment type, employee category, age group and geographical region is shown in Appendix II.

### EMPLOYEE TRAINING AND PROMOTION

We prioritize the learning and development of our employees. Starting from a strategic vantage point of talent reserve, we adhere to the requirements for building a learning-oriented organization and leverage our existing training system to conduct various training activities for our employees. Through a combination of online and offline learning methods, we help our employees integrate into our culture, hone their management skills, improve their technical expertise, and promote their mutual growth with the organization.

本集團遵守《婦女權益保護法》相關法律法規，認真貫徹落實國家人力資源和社會保障部發佈的《關於人社部進一步規範招聘行為促進婦女就業的通知》和國務院發佈的《女職工勞動保護特別規定》。嚴格落實女性員工的孕產假期、哺乳期等休假規定，保障女性員工依法享有平等的薪酬福利和晉升機會。

本集團嚴守《中華人民共和國禁止使用童工規定》等法律法規，在用工過程中嚴厲杜絕僱傭童工或任何形式的強迫勞動，我們在招聘環節通過身份證件檢查和內部系統錄入進行雙重資料核驗，防止不合規僱傭。同時，我們不提倡加班，根據集團業務和人才配置需求，我們施行八小時工作制，對於自願加班的員工依法支付加班工資。報告期內，我們未發生僱傭童工和強迫勞動事件。

截至2022年12月31日，本集團共有員工6,086人，按性別、僱傭類型、員工職級、年齡組別及地理位置劃分的情況見附錄二。

### 員工培訓與晉升

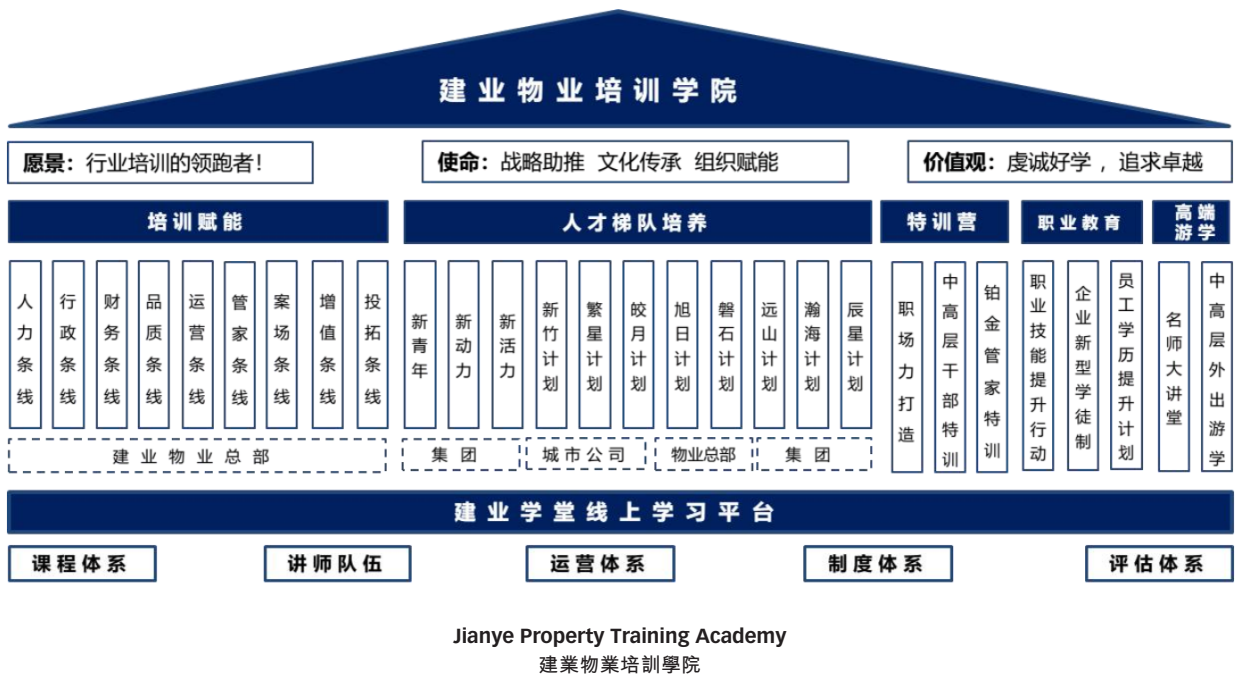
本集團非常重視員工的學習與發展，從人才儲備戰略制高點出發，按照學習型組織建設要求，依托集團現有培訓體系，開展各類培訓活動，通過線上+線下的學習方式，幫助員工融入文化、加強管理、提升技能，促進員工與組織的共同發展。

### Talent Fostering

In 2022, guided by the mission of “strategic promotion, cultural inheritance, and organizational empowerment” and particularly the vision of becoming a pacesetter in industry training, Jianye Property has revised and polished up the Regulations of Jianye Property on Training Management and the Management Rules of Jianye Property for the Seven-Level Talent Development System. We have put in place a “headquarters-city-district” three-tier training system, a seven-level talent development mechanism, and a “five-level linkage” dual-mentor training model. Furthermore, we also founded the Jianye Property Training Academy to offer professional skills, management, and general courses across five subject areas, i.e., “Training Empowerment”, “Talent Development”, “Special Training Camp”, “Vocational Education”, and “High-end Study Tours”. We offer internal training, external training, and self-improvement training to cover and benefit all employees of the Group. Through our full-fledged talent reserve and development plans at all levels, we aim to enhance the business capabilities across the Group and help achieve our business goals.

### 人才培養

2022年度，承載著「戰略助推、文化傳承、組織賦能」的使命，以及成為行業培訓領跑者的集團願景。建業物業公司繼續修訂並完善了《建業物業培訓管理制度》和《建業物業七級人才梯隊培養體系管理細則》。本集團物業板塊搭建了「物業總部—城市—片區」三級培訓體系、七級人才梯隊培養機制，以及「五級聯動」雙導師制培養模式。同時，我們建立了建業物業培訓學院，下設「培訓賦能」、「人才梯隊培養」、「特訓營」、「職業教育」和「高端遊學」五大板塊，包含專業技能類、管理類和通用類課程，並通過公司內部培訓、外派培訓和員工自我提升培訓三種不同的培訓形式，覆蓋集團全體員工。我們通過各層級儲備人才培養計劃，提升集團的業務水平，助力經營目標達成。



# TALENTED EMPLOYEES AS THE ENGINE OF CCNL

## 人才濟濟，建業動力

Employee training is a systematic, comprehensive project covering all employees of the Group and running throughout their career. In order to continuously adapt the talent development work to the actual needs of the Group's growth, we have established and refined our talent training system at all levels to persistently improve the overall quality and job competency of employees at all levels, to motivate employees' work enthusiasm, and to sharpen their professional skills, thereby best aligning employees' career planning with the thriving growth of the Group. In 2022, we delivered a string of vocational training courses in accordance to the work requirements of various levels of job positions, including "New Employee Onboarding Training" and "Talent Development Plan".

員工培訓是集團全員性、全方位、貫穿員工職業生涯始終的系統性工程。為使人才培養工作不斷適應集團發展的實際需求，我們建立和完善了公司各層級人才培訓體系，不斷提高各層級人才整體素質及崗位勝任能力，激發員工工作積極性，增強所有員工專業技能，從而建立集團發展與員工職業規劃相結合的有力支撐。2022年，我們根據各層級崗位工作所需，提供了「新員工入職培訓」和「人才梯隊培養計劃」等一系列職業培訓課程。



**CCNL New Employee Onboarding Training**  
建業新員工入職培訓

# TALENTED EMPLOYEES AS THE ENGINE OF CCNL

## 人才濟濟，建業動力

### Star Programme

#### 繁星計劃

# 01

This programme is led by the City Comprehensive Management Department and aims to build a talent reserve for city-specific line supervisors. The programme runs for one year and its participants are mainly selected from: outstanding property managers, maintenance workers, cleaners, greening workers, and leaders of security guards.

由城市綜合管理部主導，為城市條線主管人才儲備，培養週期1年，學員主要來源為：現任貼心管家、維修工、保潔員、綠化工、禮兵中隊長等基層優秀骨幹。

### Moon Programme

#### 皎月計劃

# 02

This programme is led by the City Comprehensive Management Department and aims to build a talent reserve for city-specific line managers, with participants mainly selected from: supervisors of property managers, maintenance supervisors, leaders of security guards, cleaning/greening supervisors, and functional supervisors.

由城市綜合管理部主導，為城市做條線經理人才儲備，學員主要包括：管家主管、維修主管、禮兵隊長、保潔/綠化主管、職能序列人員

### Sun Programme

#### 旭日計劃

# 03

Led by the Comprehensive Management Department of Jianye Property, this programme runs for one year and aims to cultivate district-specific experts, with participants mainly selected from: outstanding line managers and functional supervisors at various branch offices.

由建業物業綜合管理部主導，主要培養片區專家，培養週期1年。學員主要來源為：各分支機構優秀條線經理、職能主管

### Rock Programme

#### 磐石計劃

# 04

Led by the Comprehensive Management Department of Jianye Property, this programme aims to cultivate district-specific managers, with participants mainly selected from: outstanding line experts at various branch offices, deputy managers of functional department, and reserve managers for posts in the headquarters.

由建業物業綜合管理部主導，主要培養片區經理，學員主要包括：各分支機構優秀條線專家、職能部門副經理、總部儲備崗位經理

### Distant Mountain Programme

#### 遠山計劃

# 05

Led by the Group's Human Resources Center, this programme aims to build a talent reserve for city-specific general managers, functional department general managers at the headquarters, and general managers of specialized companies. The programme runs for one year.

由集團人力資源中心主導，為城市總經理、總部職能部分總經理、專業公司總經理做人才儲備。培養週期為1年。



### Sea Programme

#### 瀚海計劃

# 06

Led by the Group's Human Resources Center, this programme aims to build a talent reserve for the general managers of Jianye Property. The programme runs for one year and its participants are mainly selected from deputy general managers of Jianye Property, assistants, city-specific general managers, and general managers of functional departments/specialized companies.

由集團人力資源中心主導，主要為物業公司總經理做人才儲備，培養週期為1年，學員來源為物業公司副總經理、助理/城市/職能部門/專業公司總經理

### Mercury Programme

#### 辰星計劃

# 07

Led by the Group's Human Resources Center, this programme aims to build a talent reserve for the Group's senior management, with a training period of two years. The participants are mainly selected from: functional department general managers at Jianye Property, city-specific general managers, and general managers of specialized companies.

由集團人力資源中心主導，為集團總裁級管理幹部做人才儲備，培養週期為2年，學員來源為：物業職能部門總經理、城市總經理、專業公司總經理。

### CCNL Talent Development Plan

#### 建業新生活人才培養計劃

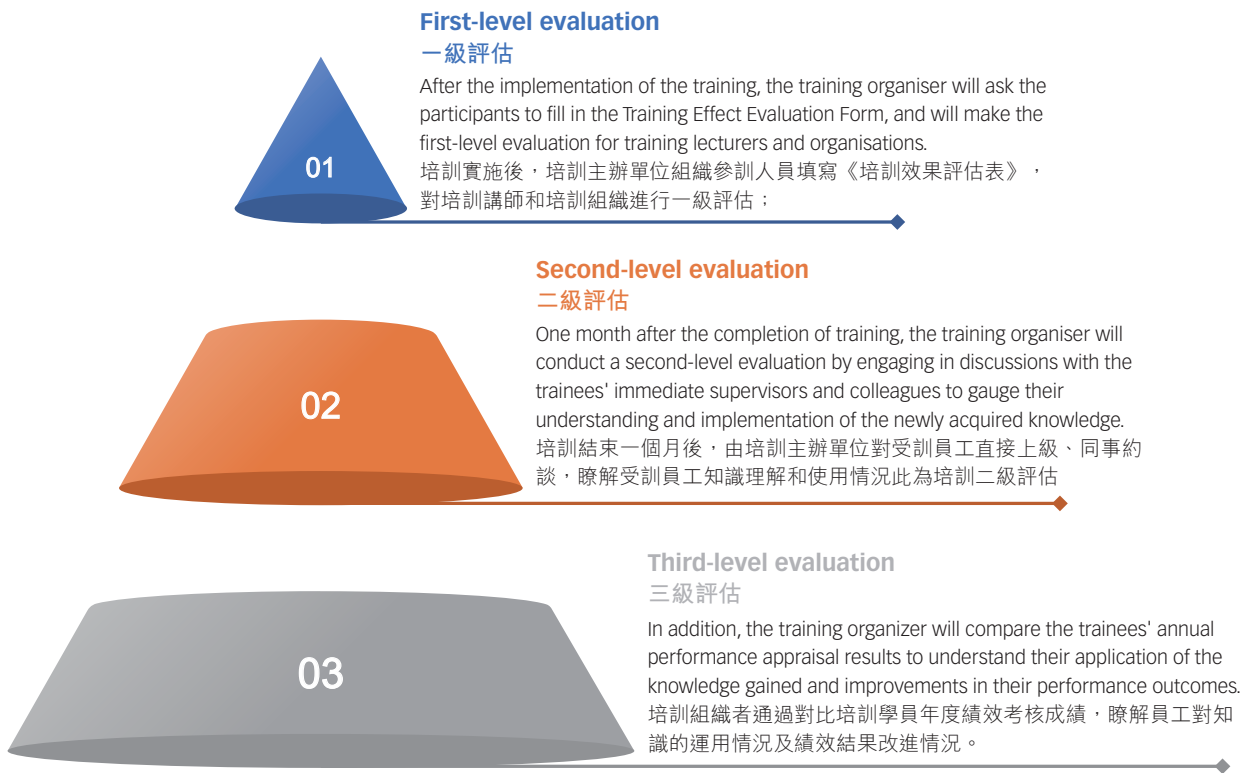


# TALENTED EMPLOYEES AS THE ENGINE OF CCNL

## 人才濟濟，建業動力

In line with CCNL three-level training system, a three-level training evaluation process has been established to evaluate and improve the training effect.

結合新生活三級培訓體系，為評估及提升培訓效果，我們搭建了三級培訓評估流程。



**CCNL's Three Level Evaluation of Training Effectiveness**  
建業新生活培訓三級評估流程



## TALENTED EMPLOYEES AS THE ENGINE OF CCNL

### 人才濟濟，建業動力

As of 31 December 2022, CCNL Academy currently has 48 lecturers and 61 courses. Looking ahead, CCNL Academy is committed to continuously refining its Rules for the Management of Internal Instructors, forging a robust online-offline integrated learning sharing platform, offering a more diverse range of training courses, and fostering a more accomplished team of certified trainers.

截至2022年12月31日，建業新生活學院現有講師48人，開發課程61門。未來，建業新生活學院將不斷優化《建業新生活學院內部講師管理細則》，打造線上與線下學習分享平台，提供內容更豐富的培訓課程、體系更完善的認證講師團隊。



#### Employee training courses

#### 員工培訓課程

The percentage of employees trained and average training hours completed per employee by gender and employee category in 2022 are shown in Appendix II.

2022年，本集團按性別及員工類別劃分的受訓員工百分比及每名員工完成受訓的平均時數見附錄二。

### Talent Development

During the 14th Five-Year Plan period, the Group will further strengthen the overall planning of talent development, comprehensively promote the construction of its talent team, and ensure that the team boasts sufficient manpower, excellent quality, reasonable structure, and outstanding abilities. We will continue to revise and improve the Regulations on Position and Rank Management. Based on the characteristics of job positions, we will set up three types of job sequences: management, professional, and operational sequences, and establish channels for communication between management and professional sequences. We encourage employees to become versatile talent with both leadership and professional skills. In the meantime, we also encourage employees in the operational sequence to seek promotion and development across channels. To strengthen the connection between strategy, goals, and responsibilities, we have developed a series of promotion-related policies such as the Regulations on Performance Appraisal. Employees are evaluated comprehensively based on key performance indicators, work completion time, completion quality, and contributions to the Group. We ensure that the evaluation process is fair and objective, and the evaluation results are matched with annual performance pay, bonuses, and promotions, thereby motivating employees to be more proactive in their work.

### 人才發展

「十四五」期間，本集團進一步加強企業人才工作統籌規劃，全方位推進人才隊伍建設，確保人才隊伍數量充足、素質優良、結構合理、能力出眾。我們繼續修訂和完善《職位職級管理制度》，根據職位特徵設置管理序列、專業序列和操作序列三類職位序列，打通管理序列和專業序列之間的聯通渠道，鼓勵員工成長為具有領導力及專業技術的複合型人才；同時，我們也鼓勵操作序列的員工跨通道晉升與發展。為加強戰略、目標與權責間的聯繫，我們制定了《績效考核制度》等一系列相關晉升制度，通過關鍵績效指標、工作完成時間、完成質量以及對本集團貢獻度四個方面的考核對員工進行綜合評估。我們確保評估過程公正、客觀，評估結果與年度績效工資、獎金以及晉升一一對應，從而調動員工的工作積極性。

### Occupational Skill Level Certificate 職業技能等級證書



In response to the call from the Henan Provincial Department of Human Resources and Social Security for “certification for everyone and creation of a skilled workforce in Henan”, the Group has mobilized the senior management of Jianye Property to study and hone their occupational skills and to get certified by the department. 為響應省人社「人人持證，技能河南」號召，建業集團組織物業管理層學習職業技能，並獲得由人社局認證的職業技能等級證書。

#### EMPLOYEE BENEFITS AND CARE

Putting people first, CCNL is committed to providing employees with a warm and fulfilling work experience. On one hand, we offer our employees a competitive salary structure, as well as a wide range of additional benefits including various allowances, annual health checkups, and extra holidays. On the other hand, we encourage our employees to take an active part in the internal management of the company, in addition to building channels for communication so that employees with ideals and abilities can voice their opinions. Additionally, we actively organize a variety of cultural and sporting activities to enhance our collective cohesion and foster a sense of workplace happiness. We also care for and support employees facing difficulties, striving to create a warm and humane work atmosphere that best caters to the needs of both employees and their families.

#### Compensation and benefits and protection of rights and interests

Providing our employees with a competitive salary and generous benefits is the foundation for motivating their enthusiasm and showcasing our company's stable growth. In addition to formulating the Regulations on the Management of Labor Contract, Social Insurance, and Housing Provident Fund, we provide all our employees with legally mandated benefits, including five types of insurance, housing provident fund, sick leave, marriage leave, maternity leave, and annual leave. On this basis, we have also improved our internal welfare system to encourage employees to balance their work and life, to ignite their passion for work, and to enhance their sense of belonging to the company. All employees across the Group are entitled to benefits such as transportation allowance, seniority allowance, lunch subsidy, holiday gifts, birthday benefits, and wedding and childbirth gifts. Moreover, we coordinate internal resources of the Group to help employees in need, including buying a house, children's education, cultural tourism, and internal purchase of eco-friendly agricultural products.

#### 員工權益與關懷

建業新生活堅持「以人為本」，致力於為員工提供溫暖的職場體驗。一方面，我們為員工提供富有競爭力的薪酬機制，以及包括各種福利津貼、年度體檢、額外假期等多方面的額外福利；另一方面我們鼓勵員工積極參與公司內部管理，搭建員工溝通渠道，讓有理想、有能力的員工敢於發聲。同時，我們通過積極組織各種文體活動，增強集體凝聚力與職場幸福感。我們還關心和幫扶困難員工，致力於為員工打造溫暖、人性化的工作氛圍，關照員工及其家人的生活需求。

#### 薪酬福利與權益保障

為員工提供富有競爭力的薪酬和豐厚的福利是調動員工積極性和展現企業穩定發展的基礎。我們制定了《勞動合同、社會保險及公積金管理制度》，並根據運營所在地向旗下所有員工提供包括五險一金、病假、婚假、產假、年假等法定福利。同時，為鼓勵員工合理平衡工作和生活，激發員工工作熱情，提高對公司的歸屬感，我們在此基礎上完善了企業內部福利。全體集團員工均可享受交通津貼、司齡津貼、午餐補貼、節假日慰問禮品、生日福利及婚育賀禮等福利項目。此外，我們統籌集團內部資源，為有需要的員工提供購房、子女入學、文旅、生態農產品內購等優惠政策。

### Democratic Communication

Committed to innovating democratic management mechanisms, CCNL has introduced a series of policies such as the Measures for Communication and Feedback Management to ensure that our employees' rights to information, participation, expression, and supervision are fully respected. We value and listen to our employees' ideas, and encourage employees to take ownership in their work in order to collectively advance our company's long-term development. Throughout the year, we have organized multiple discussion and sharing activities such as "Meet with Executives" and "Newcomer Roundtable", in addition to creating varied channels for employees to submit complaints and feedback, including a dedicated email address for inviting suggestions from employees. We urge managers to have face-to-face meetings with their subordinates every quarter to listen to their work and life needs, and to facilitate employees' communication with the management on suggestions related to the work environment, business operations, or corporate management under the premise that employees are not threatened. Such conversations are recorded in the "Communication and Feedback Form". Moreover, we periodically hold exchange and sharing activities between department heads, mentors, and newly hired employees to revise, optimize, and update our management systems and business operations based on the company's needs and employees' feedback. If the feedback is received as a complaint, we will investigate it thoroughly, and if necessary, take appropriate disciplinary actions against the responsible party.

### Employee Care

The Group is committed to creating a healthy and comfortable working and living environment for our employees. In doing so, we have actively organized a variety of cultural and sports activities. This year, we continued to hold a diverse range of team-building and leisure activities, established basketball, badminton, table tennis, and book clubs, and provided outlets for our employees to relieve their work-related stress, thereby strengthening their sense of identity and belonging with the company.

2022 marked the 30th anniversary of the establishment of Central China Group. We combined the offerings of our internal service system into lucky-bag gift packages distributed to all employees via a mobile APP for online collection and offline experience. This was intended to allow our employees and their families to share the fruits of the Group's growth and to experience the caring services provided by CCNL's big service system.

### 民主溝通

建業新生活持續創新民主管理機制，制定了《溝通反饋管理辦法》等一系列制度，確保員工的知情權、參與權、表達權和監督權得到充分履行。我們尊重並聆聽員工的想法，鼓勵員工發揚「主人翁」精神，共同推動公司長遠發展。本年度，本集團多次舉辦「高管見面會」「新人圓桌」等座談分享活動，為員工開闢意見收集郵箱等多種申訴和溝通渠道。我們要求負責人每季度同隔級下屬面談一次，傾聽員工的工作與生活方面的需求，以及保障員工在不受威脅的情況下，就工作環境、經營或管理等各項建議與管理層進行溝通，並記錄在《溝通反饋表》中。同時，我們也會不定期舉行部門負責人、崗位導師與新入職員工的交流分享活動，結合公司發展需要和員工反饋內容，對公司的管理制度和業務進行修訂、優化和更新。若公司反饋為投訴內容，一經查實，我們將對被投訴人依照獎懲辦法做出相應處罰。

### 員工關懷

本集團致力於為員工打造健康舒適的工作和生活環境，積極開展各類文體活動。本年度，我們繼續開展豐富多彩的團建活動和娛樂休閒活動，組建籃球會、羽毛球會、乒乓球會、讀書會等各式文體小組，幫助員工排解工作壓力，增強員工對於集團的認同感和歸屬感。

2022年，為慶祝建業集團成立三十週年，集團整合內部大服務體系產品，向每位建業員工發放感恩福袋大禮包，員工通過手機APP線上領取，線下體驗，讓員工及家人共享集團發展成果，也讓建業新生活員工從中體驗到了建業大服務體系下的關懷。



# TALENTED EMPLOYEES AS THE ENGINE OF CCNL

## 人才濟濟，建業動力

Given the challenges posed by the ongoing epidemic in 2022, we managed to purchase and distribute all necessary epidemic prevention supplies to our employees. We also provided sick leave for employees who were feeling unwell to ensure that they received adequate rest and care, a gesture well demonstrating our concern for each employee during the special times.

在2022年疫情尚存的挑戰下，本集團積極購置防疫物資供所有員工使用，對於身體不適員工，公司為其提供假期以保障員工獲得充分休息，在特殊時期以貼切的方式關懷每一位員工。



CCNL's Diverse Activities for Employees  
建業員工活動一覽

### EMPLOYEE SECURITY

As a responsible property management company, we highly value the safety and health of each employee. We strictly adhere to the relevant laws and regulations, such as the Production Safety Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases, and the Administrative Regulations on the Work Safety of Construction Projects, on the basis of which we have established and perfected our Regulations on Risk Management. In parallel with our sustained efforts to refine the institutional framework for safety management, we also conduct fire drills for employees and regularly appoint dedicated personnel for safety risk checks and control, thereby minimizing potential safety hazards in project construction and operational management and creating a safe and healthy working environment for employees. Moreover, we have established standardized procedures for handling work-related injuries and accidents, and improved the standards for determining work-related injuries and assessing labor capacity. For employees who have been identified as having work-related injuries and disabilities, we provide medical expense reimbursement and disability subsidies in accordance with relevant requirements of the bureau of human resources and social security. In addition to pre-employment physical examination and annual health check-ups, we have purchased employer liability insurance for all employees to effectively safeguard their occupational health and safety.

As of 31 December 2022, the Group has had zero work-related fatalities. The details of employee-related injuries and lost workdays are outlined in Appendix II.

### Construction Security

We always attach great importance to safety management during project construction. Throughout year, we continuously optimized our safety management framework and put into implementation multiple safety inspection measures to ensure construction safety. To deal with unexpected situations such as extreme weather and COVID-19 outbreaks, we persistently polished up our emergency response mechanism and normalized safety training and education to sharpen employees' abilities to respond to and handle unexpected safety incidents.

### 員工安全

作為一個負責任的物業公司，我們高度重視每一位員工的安全及健康。本集團嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》、《建築工程安全生產管理條例》等一系列法律法規，制定並完善了《風險管理制度》。通過不斷細化安全管理架構和制度建設，開展員工消防演練活動，定期安排專人進行安全風險排查管控，降低項目建設和運營管理中的安全隱患，為員工打造安全健康的工作環境。同時，集團建立了規範的工傷事故處置流程，完善了工傷認定和勞動能力鑒定標準，對於被認定為工傷和傷殘的員工，集團根據人社局相關要求提供醫保報銷和傷殘補助金。除了入職體檢和每年一次的員工健康體檢外，我們還為所有員工購買了僱主責任險，切實保障所有員工的職業健康安全。

截至2022年12月31日，本集團發生0起因工亡故事件，員工因工受傷和損失工作日數詳見附錄二。

### 施工安全

本集團始終重視項目建設過程中的安全管理。本年度，集團不斷優化安全管理架構，通過多項安全檢查舉措，保障項目施工安全。針對極端天氣、新冠疫情等突發情況，我們持續完善應急響應機制，推進安全培訓教育常態化，提高員工應對和處置突發安全事件的能力。



To strengthen on-site safety management, we regularly organize construction safety learning activities in each project, including safety education and fire safety drills, which cover all engineering and construction workers. Additionally, we provide pre-job training for special operators to ensure safe operations.

#### Epidemic Prevention and Control

This year, the Group formulated the Guidelines on COVID-19 Prevention and Control and established a dedicated team to lead our efforts. We introduced scientific and rigorous measures to protect the health and safety of our employees and customers and to minimize the impact of outbreaks on our production and management operations. In addition to procuring personal protective supplies and promoting COVID-19 vaccination among our employees, we have collaborated with external parties and communities to provide our employees with training and education on COVID-19 prevention and control measures. We have even invited professional experts to get our employees clued up on personal protection and health-related knowledge, whenever possible.

為了強化施工現場的安全管理，我們於各項目中定期開展安全施工學習系列活動，包括安全知識教育、消防安全演練等，培訓範圍覆蓋項目全體工程人員和施工人員。同時，我們為特種作業人員提供相應的崗前培訓，確保作業安全。

#### 疫情防控

本年度，集團制定了《新型冠狀病毒肺炎疫情防控工作指引》，成立了疫情防控指導小組，制定科學嚴謹的疫情防控措施，切實保護好員工和客戶身體健康和生命安全，盡可能降低新冠肺炎疫情傳播給生產經營管理工作帶來的影響。除為員工購置防疫物資、宣傳與鼓勵員工接種新冠疫苗、提供假期外，我們積極與外部資源、社區積極聯動，對員工進行疫情知識普及以及防控措施培訓，條件允許的情況下邀請專業人士進行培訓指導，讓員工掌握個人防護知識、衛生健康知識等。

The SDGs addressed in this section:

本章節回應 SDGs:



**Partnerships for the goals**  
促進目標實現的夥伴關係

Stakeholders' concerns:

利益相關方關注：



Source: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商／合約商／夥伴、行業協會／公益組織、客戶／業主／會員、投資者／股東／資本市場分析員、政府／監管機構、當地社區／居委會及其他利益相關方。

Committed to building a mutual-benefit and win-win ecosystem, we strictly abide by national laws, regulations and regulatory policies such as the Tendering and Bidding Law of the People's Republic of China and the Government Procurement Law of the People's Republic of China, and have developed and put into implementation supply chain management policies such as the Supplier Development and Management Manual, the Rules for Selection of Commercial Procurement Suppliers, etc. to constantly improve our supply chain management and to ensure legal compliance and clean procurement.

#### DEVELOPING SUSTAINABLE SUPPLY CHAIN

The Group is dedicated to building a sustainable supply chain by strictly standardizing supplier selection, evaluation, and management, and establishing a fair and efficient supply chain management system to ensure the sustained and efficient supply of essential goods and services, to guarantee uncompromising service quality, and to enhance customer satisfaction.

##### Supply Chain Lifecycle Management

The Group has established a full-fledged supplier management system that covers the entire supply cycle. In 2022, we further refined the Regulations of CCNL on Supplier Management, which outlines a five-module process for supplier certification, admission, pre-qualification, evaluation, and grading. To sharpen our competitive edge in the market, we prioritize collaborating with suppliers located close to the source of goods and services. During supplier assessments, we adhere strictly to the principles of objectivity and fairness in maintaining long-term collaborative relationships and establishing a standardized mechanism.

本集團始終如一地堅持構建互利共贏的生態體系，嚴格遵守《中華人民共和國招投標法》《中華人民共和國政府採購法》等法律法規及監管政策要求，制定並實施了《供應商開發及管理手冊》《商業類採購供應商准入細則》等供應鏈管理制度，不斷提高供應鏈管理水平，加強合規廉潔保證，推動執行供應鏈可持續發展及合規廉潔工作。

#### 發展可持續供應鏈

本集團致力於實現可持續供應鏈，通過嚴格規範供應商選擇、評估和管理工作，建立公正、高效的供應鏈管理體系，確保集團生產、生活物資和服務持續高效地供給，保障服務質量，提升客戶滿意度。

##### 供應鏈生命週期管理

本集團設置了完善的全週期供應商管理體系，2022年進一步修訂《建業新生活供應商管理制度》，明確供應商認證、入庫、入圍、評估、分級五個模塊的流程。我們優先選用靠近商品及服務源頭合作供應商以建立市場優勢，在供應商評審時，嚴格遵守客觀公平原則，以維持長期合作關係，並形成常態化機制。



### Supplier Management Workflow 供應商管理程序

We strictly follow a standardized management mechanism for suppliers in our database. Specifically, we conduct comprehensive evaluations of our suppliers' capabilities to ensure that our supply chain always meets the standards of CCNL. Additionally, we have established a two-way communication mechanism and regularly carry out annual supplier visits and exchange activities to strengthen the connection between the Group and our suppliers. By teaming up with our valued partners, we aim to achieve the sustainable development of our supply chain.

在供應商認證入庫後，集團嚴格落實供方庫常態管理機制，對入庫供應商進行綜合實力調查，保障供應鏈品質始終符合建業新生活標準；同時建立雙向溝通機制，開展年度供應商互訪工作，開展研討交流活動，加強集團與供應商的聯絡，攜手合作夥伴實現可持續供應鏈不斷發展。

# BUSINESS ACUMEN AS THE CORNERSTONE OF CCNL

## 經商有道，建業根基

Means of Investigation 調查方法	Description 具體內容
On-site supplier visits 生產廠家實地回訪	We would regularly organize on-site visits to our suppliers. 定期組織供應商實地回訪工作。
Investigation of new success cases 新增案例考察	For new and major success cases of the supplier, we would verify and investigate the product type, cooperation status, and after-sales service on the spot, taking into account its relevance and consistency with our needs. 對於供應商新增重大業績案例，應結合集團自身需求的相關性與一致性，就案例所使用產品類型、合作情況、售後服務情況等進行實地驗證與瞭解。
On-site spot checks 生產廠家現場抽查	We would conduct on-site investigations into our suppliers' material purchasing, production progress, delivery progress, and warehousing status, and initiate spot checks if necessary. 應及時赴生產現場，結合事項進度，對供應商原材料進貨現狀、生產進度、配送進度、倉儲情況進行實地排查，必要時進行抽檢。
Public disclosure verification 公開渠道披露情況落實	If a supplier is disclosed by the media or publicly known to have a brand, patent or intellectual product dispute with others, we would promptly investigate and verify such information and update the supplier' status in a timely manner if the information is confirmed to be true. 對媒體或通過公開渠道披露的信息，如涉及庫內供應商的專利／知識產品有爭議等，應及時組織調查落實，查詢屬實的，應及時將供應商狀態進行更新。

### Means of Investigation into Supplier's Comprehensive Strength

#### 供應商綜合實力調查方法

Building on our Regulations on Pricing Management, Regulations on Delivery Management, and Regulations on Penalties for Violations, we have brought into being a pre-sales, in-sales, and after-sales management system to regulate the conduct of suppliers. Meanwhile, through periodic service rating and performance evaluation of suppliers, we implement a last-place elimination system to terminate contracts with underperforming suppliers, thereby ensuring the quality of our supply chain.

本集團依據《定價管理制度》《發貨管理制度》《違規處罰制度》建立了售前售中售後管理體系，以規範供應商行為。同時，本集團進行定期的供應商服務評分及業績指標考核，實行末位淘汰制度，與不達標的供應商解約，以保障我們的供應鏈品質。

Pre-sales management 售前管理	Sales management 售中管理	After-sales management 售後管理
<ul style="list-style-type: none"> <li>• Sampling in quality control</li> <li>• Pricing management</li> <li>• 品控抽檢</li> <li>• 定價管理</li> </ul>	<ul style="list-style-type: none"> <li>• On-time delivery guarantee</li> <li>• Delivery acceptance</li> <li>• 發貨時效保障</li> <li>• 交貨驗收</li> </ul>	<ul style="list-style-type: none"> <li>• After-sales handling specifications</li> <li>• Penalties for violations</li> <li>• 售後處理規範</li> <li>• 違規處罰</li> </ul>

### Pre-, in- and after-sales management system

#### 售前售中售後管理體系

# BUSINESS ACUMEN AS THE CORNERSTONE OF CCNL

## 經商有道，建業根基

As of 31 December, 2022, the Group had a total of 1,171 suppliers, categorized by region as shown in Appendix II.

截止2022年12月31日，本集團共有1,171個供應商，按地區劃分的供應商數目見附錄二。

### Environmental and Social Responsibility in Supply Chain

We incorporate a sustainable development perspective into the selection of suppliers. In addition to focusing on the quality and pricing of suppliers' goods, we also take into account their environmental and social performance in order to promote the improvement of their environmental and social management capabilities. We continuously increase the purchase share of green products, conduct on-site investigations of environmentally-friendly products, ensure that enterprises produce products or provide services in a responsible way, and work with suppliers together to build brand image and public confidence in a responsible supply chain.

### 供應鏈的環境及社會責任要求

本集團在供應商選擇過程中融入可持續發展視角，除了關注供應商的供貨品質、價格因素外，我們還考慮他們的環境與社會表現，以促進供應商提高環境與社會方面的管理水平。我們持續加大綠色產品的採購份額，進行環保產品實地考察，以確保企業用負責任的方式生產產品或提供服務，與供應商共同梳理負責任供應鏈的品牌形象，樹立公眾信心。



Communication and Exchange between the Group and its Suppliers  
集團與供應商開展溝通交流



### CREATING A GOOD BUSINESS ENVIRONMENT

Upholding the fundamental principles of integrity, compliance, incorruptibility and self-discipline, we strictly adhere to relevant national laws, regulations and regulatory requirements, and has established and improved our internal control system. We strive to enhance our risk management capabilities, to ensure legal compliance in brand promotion, to promote ethical conduct among employees, and to refine our anti-corruption and anti-fraud work, thereby creating a compliant and clean working environment and constantly improving our capacity for legal compliance and incorruptibility.

#### Strict Adherence to Legal Compliance Strengthening the Internal Audit System

In accordance with the regulatory requirements for listed companies, the Group continuously strengthens its independent, vertical audit and supervision management system, promoting the institutionalization and standardization of internal audit and supervision. We have established the Audit and Supervision Department to provide pre-consultation and in-process control, thereby giving full play to its supervisory and monitoring role. The audit personnel are responsible for formulating routine annual and quarterly audit work plans, conducting major topic-specific audits, preparing audit workpapers and reports, and following up on corrective actions. Meanwhile, the internal control personnel are responsible for monitoring and implementing the corrections of audit findings, following up on the closed-loop management of audit work, and persistently enhancing our compliance management.

#### Enhancing Risk Management Capabilities

In order to continuously improve the effectiveness of risk management, we have put in place a strict and comprehensive risk control system and been continuously improving our risk list in addition to forming three lines of defense represented by business functional departments, management, internal control, internal audit, and audit committee.

### 營造良好營商環境

本集團秉持誠信合規、廉潔自律的基本理念，嚴格落實國家法律法規及監管要求，建立健全內控體系，強化風險管理能力，規範品牌合規宣傳，提升員工道德標準，推動反腐敗、反舞弊工作精細化，營造合規廉潔的工作環境，不斷提升集團合規廉潔能力水平。

#### 嚴守合規底線 健全內部審計體系

依照上市公司監管要求，本集團持續健全獨立垂直的審計監察管理體系，推進內部審計監察的制度化 and 規範化。本集團設立審計監察部，進行事前諮詢、事中管控，充分發揮督導與監察職能。其中審計人員負責制定常規的年度、季度審計工作計劃，開展重大專題專項審計，編製審計底稿、審計監察報告，跟進審計整改工作；內控人員負責監察審計問題整改落实，跟進審計工作閉環管理，持續強化合規經營建設。

#### 強化風險管理能力

為了不斷提升集團風險管理的有效性，本集團建立了嚴格完善的風險防控體系，不斷完善風險清單，形成由業務職能部門、管理層及內控、內部審計及審核委員會組成的風險管理三道防線。

<p>The first line of defense: business functional departments 第一道防線：業務職能部門</p>	<p>responsible for executing daily functional work, checking for intra-department business risks, and practicing relevant controls under the guidance of a standardized management system to address risks. 負責日常職能工作執行，自檢自查部門業務風險，在標準管理體系的指導下執行相關控制以應對風險。</p>
<p>The second line of defense: management and internal control personnel 第二道防線：管理層及內控人員</p>	<p>responsible for formulating risk management rules, coordinating the risk management work of various functional departments, and overseeing the work execution by business functional personnel to ensure that the risk management work at the first line of defense is effectively implemented. 負責制定風險管理制度，統籌協調各職能部門風險管理工作，監督業務職能人員的執行，以確保第一道防線的風險管理工作得到有效實施。</p>
<p>The third line of defense: the Audit and Supervision Department and the Board of Directors 第三道防線：審計監察部及董事會</p>	<p>responsible for the final supervision of risk management work and conducting relevant audits on major risks to evaluate the effectiveness of the company's risk management and internal control systems. The Audit and Supervision Department reports independently to the Board of Directors. 負責最終監督風險管理工作，就重大風險開展相應的審計工作，以評估公司的風險管理和內部控制體系的有效性，審計部門負責向董事會進行獨立匯報。</p>

### Enhancing Employees' Compliance Capabilities

The Group places a high value on employee behavior management and emphasizes the need to enhance employees' compliance capabilities. To this end, we provide new employees with compliance training during onboarding to instill in them a strong sense of legal compliance. We also utilize the Intelligent Jianye platform and WeChat official account to disseminate compliance courses to all employees, thereby strengthening their compliance thinking and capabilities. Additionally, we demand all employees to acknowledge and sign the Employee Code of Conduct, so that they would strictly adhere to compliance requirements, fulfill professional responsibilities, and fully implement the Group's strategies while actively taking on business ethics and social responsibilities.

### Standardizing Promotion and Advertising Practices

The Group adheres to the principles of compliant operations and honest sales, strictly preventing exaggeration or false advertising, and effectively protecting the legitimate rights and interests of customers. We strictly abide by the Advertising Law of the People's Republic of China and other laws and regulations of the countries and regions where we operate. We carefully control the consistency of information released through broadcasting, television, website, and other channels, ensuring that product labels reflect accurate and valid information regarding ingredients, safety, and other important details.

### 提升員工合規能力

本集團高度重視員工行為管理，注重員工合規能力提升。通過開展新員工入職合規培訓，培養新員工合規意識；通過智慧建業平台及微信公眾號向全員推送合規課程，強化全員合規思維及合規能力。同時，本集團要求全體員工認可並簽署《員工操守準則》，嚴格遵守合規要求，認真履行職業責任，全面落實集團戰略，積極承擔商業道德與社會責任。

### 規範宣傳推廣工作

本集團恪守合規經營、誠信銷售的理念，嚴格防範誇大或虛假宣傳，切實保障客戶的合法權益。我們嚴格遵守《中華人民共和國廣告法》等運營所在國家和地區法律法規，嚴格把控廣播、電視、門戶網站等輸出渠道的信息口徑，確保產品標籤真實有效，準確反映成分、安全性等信息。

We have established and put into implementation the Regulations on the Application of Brand Logos and the Regulations on Brand Management, among other policies, to establish a sound brand communication and management system, to strengthen employees' brand awareness, to implement the Group's brand strategy, and to enhance the value of the "CCNL" brand. In the meantime, we have also developed policies to regulate the use of our brands in outreach projects, to clarify the reporting scope and process of brand promotion activities, to unify the communication channels, to ensure a consistent external brand image, and to protect and promote our brand image.

#### Building a Culture of Integrity

##### *Shaping a Full-grown Anti-Corruption System*

Integrity in business operations is the foundation of any successful enterprise. We strictly adhere to the Anti-unfair Competition Law of the People's Republic of China, the Interim Regulations on Prohibition of Commercial Bribery and other laws and regulations of the countries and regions where we operate, in a bid to establish a sound, group-wide anti-corruption system. In 2022, we further polished up our policies such as the Anti-Fraud Regulations, the Regulations on Audit and Supervision Management, and the Regulations on Internal Audit Management to refine measures to deal with violations and breaches of discipline, to standardize our operational management, and to ensure the sustained, stable, and healthy development of the Group.

We actively promote anti-corruption and anti-fraud efforts by establishing mechanisms for reporting and investigating such violations. Our reporting and complaints platform allows for the acceptance and handling of reports concerning misconduct, such as bribery, embezzlement, abuse of power, and other violations of professional ethics and laws. We would investigate and collect evidence to deal with such violations and breaches, thereby ensuring the sound development of our anti-corruption system and good compliance in our operations.

我們制定並實施《品牌標誌應用規範》及《品牌管理制度》等制度，以健全品牌傳播與管理體系，加強員工品牌意識，落實集團品牌戰略，實現「建業新生活」品牌價值的提升。同時，我們對外拓項目品牌使用相關事宜做出規定，明確品牌推廣活動的報備範圍流程，統一發聲渠道，確保品牌外部形象統一，保護、宣揚品牌形象。

#### 廉潔文化建設

##### *健全廉潔體系建設*

廉潔經營是企業的立身之本。本集團嚴格遵守《中華人民共和國反不正當競爭法》、《關於禁止商業賄賂行為的暫行規定》等運營所在國家和地區法律法規，建立健全集團廉潔體系。2022年，本集團進一步完善了《反舞弊制度》《審計監察管理制度》《內部審計管理規定》等數項制度，細化違規違紀事項及應對措施，規範集團經營管理，確保集團的持續、穩定、健康發展。

本集團積極開展反腐敗、反舞弊工作，建立反舞弊機制以及舉報投訴平台，受理並處置本集團貪污受賄、以權謀私、營私舞弊、濫用職權等違反職業道德、違法違規行為的事件，開展對違法違規事件的調查、證據收集和處理工作。以此確保本集團廉潔體系建設的發展，確保合規運營。

We have introduced policies such as the Measures of CCNL for Reporting Management to encourage rational reporting, in addition to establishing dedicated channels for reporting through telephone, mail, email, and in-person visits. To engage employees in building a clean company, we have set up a reporting Kanban board to make it more convenient for employees to use reporting tools. Furthermore, we have established a mechanism for protecting whistleblowers' information and will resolutely deal with any attack, threat or retaliation against whistleblowers and witnesses.

本集團制定《新生活集團舉報管理辦法》等制度，支持理性舉報並設立專門受理渠道，舉報人可以通過電話、信函、電子郵件、來訪等方式進行舉報。為鼓勵員工參與廉政建設，本集團增設舉報看板，確保員工更加便捷地使用信訪舉報工具。同時，本集團設立舉報人保護機制，對舉報人信息進行嚴格保密，堅決處理對舉報人、證人打擊、威脅、報復等侵害舉報人權利的行為。

### CCNL Reporting Channels 建業新生活舉報渠道

#### Reporting Hotline:

舉報受理電話：  
0371-55505685

#### Reporting Email:

舉報受理電子郵箱：  
supervision@ccnewlife.com.cn

#### Reporting Postal Address:

CCNL Audit and Supervision Center,  
7/F, Building No. 2, Jianye Headquarter Port, No. 19 Dirun Road,  
Zhengzhou Area (Zhengdong), Henan Pilot Free Trade Zone

#### 舉報受理通訊地址：

河南自貿試驗區鄭州片區(鄭東)地潤路  
19號建業總部港2號樓7樓新生活集團審計監察中心

### Creating a Cultural Atmosphere of Integrity

We are committed to creating a cultural atmosphere of integrity within our organization to uphold positive and ethical business conduct, in addition to enhancing the ethical awareness and professional capabilities of our employees. To this end, we have put in efforts to promote the culture of integrity through a variety of channels to stimulate the initiative and enthusiasm of employees to learn the culture of integrity. In 2022, the Group provided all board members and employees with an online anti-corruption course and disseminated various content related to integrity through our Intelligent Jianye platform and WeChat official account. In addition, periodic offline training sessions were organized for employees to study anti-corruption cases and to develop a strong notion of abstaining from corruption.

### 創建廉潔文化環境

本集團積極營造內部廉潔從業的文化氛圍，維護積極陽光的商業環境，提升員工廉潔意識和履職能力。本集團開展了多渠道的廉潔文化宣傳，激發員工廉潔文化學習的主動性和積極性。2022年本集團向全體董事及員工開展線上廉潔課程，通過智慧建業平台及微信公眾號推送各類廉潔學習內容，同時定期組織線下廉潔培訓，學習反貪腐案例，加強員工不能腐、不敢腐、不想腐的思想認識。

We place a high priority on employee conduct management and adopt a zero-tolerance approach towards all forms of corruption and bribery. We have developed a corporate culture centered on “keeping promises, taking on responsibilities, following the right path, doing business in the right way, and being willing to suffer losses”. We urge all staff members to adhere to the highest standards of integrity and professionalism, and to maintain a strong sense of ethics and discipline. We also demand all employees to sign an Anti-Corruption Commitment Letter and conduct their work and business activities in accordance with relevant regulations and guidelines.

In 2022, the Group received and handled 0 corruption and fraud cases, and conducted two anti-corruption and anti-fraud training sessions for all employees, with a total training time of more than 90 minutes.

#### Intellectual Property Protection

Regarding the protection of intellectual property rights, we strictly comply with relevant laws, regulations and regulatory requirements, such as the Trademark Law of the People’s Republic of China, the Copyright Law of the People’s Republic of China, and the Patent Law of the People’s Republic of China. We have also introduced the Work Plan for Intellectual Property to standardize the management of intellectual property applications, registrations, ownership transfers, and related information, and regularly conduct training and monitoring to ensure our compliance with the established regulations. The Group formulates an annual intellectual property management plan every year, and designates a dedicated person to be responsible for implementation and supervision, so as to actively protect its legitimate rights and interests.

As of 31 December 2022, the Group has obtained a total of 424 intellectual property rights, including 20 patents, 172 trademarks, 209 software copyrights, and 23 functional domain names.

本集團高度重視員工廉潔行為管理，對一切貪污腐敗行為零容忍，發展「守信用、負責任、走正道、務正業、肯吃虧」的企業文化，要求員工廉潔自律、遵規守紀、保持良好的職業道德、恪守職業基本行為規範。本集團要求全體員工遵守並簽署《反貪腐承諾書》，並按照相關準則要求開展工作和業務活動。

2022年，本集團累計受理並審結案件共0件；同時開展2次全體員工反腐敗、反舞弊培訓，累計培訓時間超過90分鐘。

#### 保護知識產權

聚焦於知識產權保護工作，本集團嚴格遵守《中華人民共和國商標法》《中華人民共和國著作權法》及《中華人民共和國專利法》等法律法規及監管政策要求，同時制定《知識產權工作方案》，規範落實知識產權申請、註冊、登記、權屬變更及相關信息的管理工作，並通過培訓宣貫和持續監控落實有關制度規定的執行。本集團每年制定知識產權管理年度計劃，設立專人負責實施與監督工作，積極保護自身合法權益。

截至2022年12月31日，本集團已獲得的知識產權數量共累計424件，其中專利20件、商標172件、軟件著作權209件、域名23件。



### PROMOTING INDUSTRY EXCHANGE AND DEVELOPMENT

We are committed to building a mutually beneficial and supportive business ecosystem. We take an active part in industry seminars and exchanges, engage in diverse discussions with our business partners, and explore opportunities and risks facing the property service industry to seek feasible solutions through mutual empowerment and resource complementarity, thereby advancing the healthy growth of the industry.

### 推進行業交流與發展

本集團致力於建設互利互助的商業生態，積極參與行業研討及交流，與業務夥伴開展多元討論推動合作，共同探索物業服務行業面臨的機遇與風險，尋找切實可行的解決方案，通過相互賦能、資源互補，助推行業良性成長。

### Guandian Property Conference: Exploring the Boundaries of Property Management

#### 觀點物業大會：物業邊界的探索



Mr. Wang Lei, the Executive General Manager of Jianye Property (a subsidiary of CCNL), was invited as a guest speaker to participate in the Guandian Apprentice Program – an online season launched by Guandian Property & Co. On behalf of the Group, he shared insights and engaged in in-depth discussions on how the property service industry can tap into community, cooperation, and technology resources to create greater commercial and social value. During the event, we emphasized the importance of digitization in cashing in community traffic and pointed out that the scientific construction and robust operation of digital platforms are essential to delivering diversified value-added services.

建業新生活集團建業物業管理公司執行總經理王磊先生作為受邀嘉賓參與觀點地產機構推出的觀點學徒計劃一線上季，代表本集團就物業服務行業如何挖掘社區、合作、科技等資源以實現更多的商業和社會價值進行了觀點分享和深入探討。會上，我們強調了數字化在社區流量變現過程中的重要性，闡明數字化平台的科學搭建與穩健運營是實現多元增值服務的必要前提。



# GREEN DEVELOPMENT AS THE FUTURE OF CCNL

## 綠色生態，建業未來

The SDGs addressed in this section:

本章節回應 SDGs:



Zero hunger

零飢餓



Clean water and sanitation

清潔飲水和衛生設施



Sustainable cities and communities

可持續城市 and 社區



Responsible consumption and production

負責任消費 and 生產

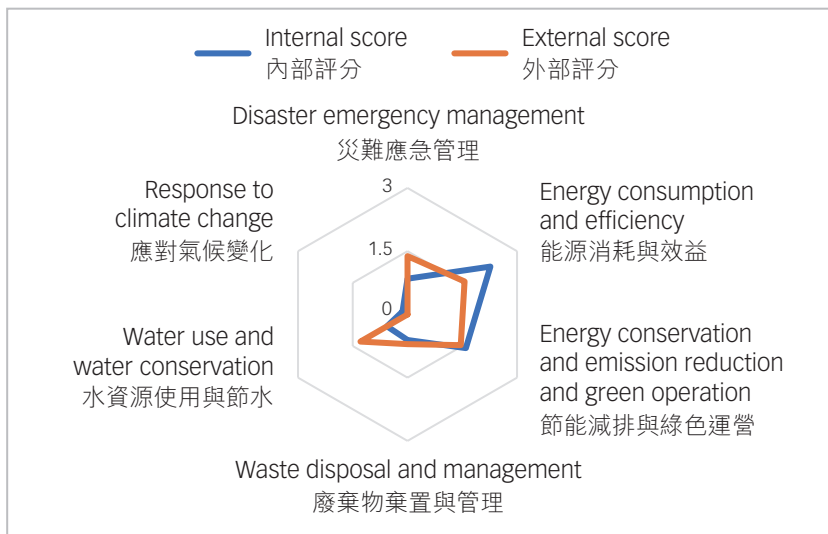


Climate action

氣候行動

Stakeholders' concerns:

利益相關方關注：



Source: Materiality assessment of ESG issues

數據來源：ESG 議題重要性評估

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

Always adhering to the energy management policy of “credit-keeping, law-abiding, energy-saving, emission reduction, low-carbon, environmental protection, and sustained improvement”, the Group has integrated green and low-carbon development into its development agenda, and rolled out measures such as adjusting and optimizing the industrial and energy structure, setting environmental and energy management goals with specific targets, applying advanced energy-saving and low-carbon environmental protection technologies, and strengthening environmental protection and energy-saving and low-carbon management to promote the green, low-carbon, and high-quality development of CCNL.

### GREEN OPERATION

The Group strictly complies with relevant laws and regulations such as the Environmental Protection Law of the People’s Republic of China, the Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution, the Law of the People’s Republic of China on the Prevention and Control of Water Pollution, the Law of the People’s Republic of China on the Prevention and Control of Solid Waste Pollution, the Law of the People’s Republic of China on the Prevention and Control of Atmospheric Pollution, and the Measures for the Management of Urban Domestic Waste. We have also introduced a complete lineup of energy-saving and emission reduction policies such as the Regulations on Water Conservation Management, the Regulations on Electricity Use Management, the Regulations on Energy Management, and the Regulations of Jianye Property on Office Environment Management. On top of this, we continue to promote green operation across the entire business processes and practice low-carbon and eco-friendly conduct to ensure the sustainable development of all business operations.

### Energy Management

CCNL prioritizes the enhancement of our own energy management capabilities. Aside from abiding by relevant laws and regulations, we improved and updated in 2022 our internal management policies, including the General Rules of Energy Conservation Management, the Circular on Further Strengthening the Cost Reduction and Efficiency Improvement of Jianye Property, and the Quality Supervision and Assessment Plan of Jianye Property for 2022. These policies provide specific guidance to each department for carrying out energy management-related work. Additionally, we continued to monitor and manage our energy usage by setting and refining our energy management targets, key performance indicators, and quality, environmental, and occupational health and safety objectives for 2022.

本集團始終秉持「誠信守法、節能減排、低碳環保、持續改進」的能源管理方針，將綠色低碳融入集團發展規劃當中，通過調整優化產業結構和能源結構、訂立環境、能源管理目標及分解指標、創新應用節能低碳環保先進技術、強化環境保護與節能低碳管理等舉措，積極推進建業新生活綠色、低碳、高質量發展。

### 綠色運營

本集團嚴格遵循《中華人民共和國環境保護法》《中華人民共和國環境污染防治法》《中華人民共和國水污染防治法》《中華人民共和國固體廢物污染環境防治法》《中華人民共和國大氣污染防治法》及《城市生活垃圾管理辦法》等一系列相關法律法規，制定並完善了《節約用水管理制度》《公司用電管理制度》《公司能源管理制度》及《建業物業辦公環境管理制度》等一系列節能減排相關的管理制度與管理辦法，在全業務流程中持續推進綠色運營，踐行低碳環保理念，保證各項業務可持續經營發展。

### 能源管理

建業新生活高度重視自身能源管理能力提升。2022年，我們在遵守各項法律法規的基礎上，完善並更新了對內管理政策制度，包括《節能管理辦法總則》《進一步加強建業物業降本增效工作的通知》和《2022年建業物業品質督導考核方案》等，具體指導各部門開展能源管理相關工作。同時，我們通過制定和完善2022年能源管理目標、指標分解表，以及2022年質量、環境及職業健康安全目標，持續監督和管理公司的能源使用情況。

In respond to the complex and ever-changing market environment and the significant challenges posed by outbreaks to our business development, we have rolled out comprehensive cost reduction and efficiency improvement measures. By drawing up implementation plans for cost reduction and efficiency improvement, refining our environmental goals, and implementing effective control measures, we have ensured the achievement of our various business objectives.

集團為有效應對複雜多變的市場環境和疫情常態化對集團經營發展帶來的重大挑戰，實施全面降本增效舉措。本集團通過梳理降本增效實施方案、細化集團預期達到的環境目標，以及落實切實有效的管控措施，保障集團各項業務目標的實現。

<p><b>01</b> <b>Advocating Frugality</b> 厲行節約</p>	<ul style="list-style-type: none"> <li>No new leases or office renovations were allowed this year.</li> <li><b>Strengthening the management of company cars:</b> encouraging carpooling and keeping strict control of fuel and maintenance expenses.</li> <li><b>Strengthening asset management:</b> making full use of existing office resources, improving asset utilization efficiency and avoiding unnecessary purchases.</li> <li><b>Keeping strict control of office consumables:</b> establishing a consumption ledger and preventing loss or waste resulting from improper management.</li> <li><b>Keeping strict control of reception expenses:</b> arranging working meals for internal receptions, and strictly controlling the standards and number of attendees for external receptions.</li> <li>本年嚴禁新租或裝修辦公室</li> <li>加強公務車管理：鼓勵拼車出行、嚴控燃油費、維修費等支出</li> <li>加強資產管理：充分利用現有辦公資源，提高資產利用效率，非必要不採購</li> <li>嚴控辦公耗材：建立消耗台賬，杜絕因管理失當導致丟失或浪費現象</li> <li>嚴控接待費用：內部接待原則上安排工作餐，外部接待嚴控接待標準和用餐人數</li> </ul>
<p><b>02</b> <b>Streamlining Meetings</b> 精簡會議</p>	<ul style="list-style-type: none"> <li><b>Cutting the number of meetings:</b> We insist on fewer meetings, shorter meetings and fewer unnecessary communication meetings and briefings.</li> <li><b>Optimising meeting forms:</b> We recommend online meetings, cut the number of participants and reduce meeting time and travel costs.</li> <li><b>Improving meeting efficiency:</b> The efficiency and quality of meetings should be improved.</li> <li><b>Controlling meeting costs:</b> No flowers or tea breaks for internal meetings; and no backdrops, stationery, mineral water and other consumables for non-major meetings.</li> <li>精簡會議數量：堅持少開會、開短會，減少不必要溝通會、通報會</li> <li>優化會議形式：提倡線上會議，精簡參會人員數量，降低會議時間和差旅成本</li> <li>提高會議效率：提升會議水平和會議質量</li> <li>控制會議成本：內部會議不擺鮮花，不設茶歇；非重大會議不提供背景板、文具、礦泉水等耗材</li> </ul>
<p><b>03</b> <b>Reducing Energy Consumption</b> 降耗管控</p>	<ul style="list-style-type: none"> <li><b>Adopting online and paperless offices:</b> Double-sided paper printing is recommended (confidential documents are destroyed directly)</li> <li><b>Restraining energy usage in offices:</b> Lights and water should be turned off when you leave.</li> <li><b>Setting air conditioning at reasonable temperatures:</b> The air conditioners should be no lower than 26℃ in summer and no higher than 20℃ in winter.</li> <li><b>Controlling catering supply in the staff canteen:</b> Staff is encouraged to take meals frequently in less quantity and to avoid waste in food.</li> <li>推行線上辦公和無紙化辦公：提倡雙面打印紙張（涉密文件直接銷毀）</li> <li>加強辦公能耗管理：杜絕長明燈、長流水</li> <li>合理設置空調溫度：夏季不低於26℃，冬季不高於20℃。</li> <li>員工食堂準確統計用餐數量：鼓勵員工勤拿少取，杜絕浪費。</li> </ul>

### **Water Resources Management**

In order to implement the Group's policy of water conservation and strengthen scientific water management, CCNL has formulated the Water Conservation Management Policy and set up a leading group on water conservation to co-ordinate the Group's water conservation efforts. Water conservation publicity was carried out in depth by means such as posting water conservation slogans to raise the consciousness of all staff to conserve water.

- **Water Management in Group**

When preparing any construction programme, we always keep in mind water conservation and the efficient use of water resources. The Group required that in the design and construction stages of new projects and renovation projects, water recycling devices should be installed in all water-using equipment that use cooling and circulating water, so as to prohibit wasteful direct drainage; in addition, the implementation of water conservation measures should be included in project completion and acceptance.

- **Water Management in Residential Complexes**

We required the establishment of a water saving supervision network led by the person in charge of each residential complex, and the strengthening of supervision and management by each residential complex's water and electricity usage department of water supply network and water-using appliances, as well as regular maintenance of water-saving appliances to ensure that they maintain their proper water-saving efficiency. Once damage is found to any water-using equipment, the maintenance department of residential complexes should repair it in a timely manner to reduce the loss of spillage, dripping and water leakage.

### **水資源管理**

為貫徹集團節約用水的方針，加強科學用水管理，建業新生活制定《節約用水管理制度》，成立節約用水領導小組，統籌集團節水工作。通過張貼節水標語等方式深入開展節水宣傳工作，提高全體員工節水自覺性。

- **集團用水管理**

本集團在編製施工方案過程中，充分考慮節水與水資源的利用。集團要求在新建項目和改造項目的設計與施工階段，凡使用冷卻水和循環水的用水設備均需採用水循環裝置，從而禁止直排水的浪費；同時將落實節水措施列入工程竣工驗收內容中。

- **小區用水管理**

我們要求成立由各小區負責人為主的節水監督網絡，並由小區水電使用部門對小區內供水管網和用水器具加強監督管理，並對節水器具定期維護保養，保證其保持應有的節水效能。一旦發現用水設備損壞，小區維修部門應及時搶修以減少跑、冒、滴、漏的損失。

### Electricity Management

In order to meet the Group's daily electricity needs, minimize electricity costs, reduce direct and indirect electricity consumption for rational use of resources and efficient consumption of electricity, this year, the Group has formulated the CCNL Electricity Management Policy to manage the daily electricity consumption of lighting, computers, various types of lamps, printers, water dispensers, air conditioners and other electric equipment in office areas.

### 用電管理

為保證集團日常用電需要，最大限度節約用電成本，減少電能直接與間接消耗，實現資源合理利用，提升用電效率。本年度，集團制定了《公司用電管理制度》，對辦公區照明用電、電腦用電及各類燈具、打印設備、飲水機、空調等日常用電進行管理。

Do not convert, add or dismantle electricity supply facilities without authorization.  
不得擅自改裝、加裝、拆卸供電設施



Do turn off projectors, curtains and laptops in the meeting room after meetings.  
會議室使用後關閉投影儀、幕布和筆記本電腦

Do not convert, add or dismantle electricity supply facilities without authorization.  
禁止隨意動用和損壞公共場所配電箱、開關或燈具等用電設施



Do turn off personal computers, air conditioners, lights, water dispensers and other electrical equipment after work.  
下班後員工自覺關閉個人電腦、空調、照明燈、飲水機等用電設備

Do close doors and windows after turning on the air conditioner and turn off the air conditioner when leaving the office.  
空調開啟後注意關閉門窗、離開辦公室時關好空調



The office staff will inspect the electricity consumption of each area from time to time.  
辦公室不定時、不定期對各區域用電情況進行督查

### Electricity Management in CCNL 建業新生活用電管理

# GREEN DEVELOPMENT AS THE FUTURE OF CCNL

## 綠色生態，建業未來

Based on the year 2021, we set the following energy efficiency targets for the property management segment in 2022:

我們以2021年為基準，制定如下物業板塊2022年能源效益目標：

Item 項目	Unit 單位	Reference value in 2021 2021年基準值	Target value in 2022 2022年目標值
Company-level energy benchmarks and performance parameters 公司級能源基準和績效參數			
Sub-item 1 細項1	Comprehensive energy consumption per unit of output value (kgce/RMB10,000) 單位產值綜合能耗(kgce /萬元)	223	222
Sub-item 2 細項2	Comprehensive energy consumption per unit area (Kgce/m <sup>2</sup> ·a) 單位面積綜合能耗(Kgce/m <sup>2</sup> ·a)	0.601	≤0.601
Secondary energy benchmarks and performance parameters 次級能源基準和績效參數			
Residential Complexes 小區	Electricity consumption (kWh/m <sup>2</sup> ) 電耗量(kw.h /m <sup>2</sup> )	4.38	4.38
Office areas 辦公	Electricity consumption (kWh/m <sup>2</sup> ) 電耗量(kw.h /m <sup>2</sup> )	1.27	1.27
Office areas 辦公	Petrol consumption (litre/m <sup>2</sup> ) 汽油耗量(升/m <sup>2</sup> )	0.12	0.12
Process-level energy benchmarks and performance parameters 工序級能源基準和績效參數			
Time for passenger lifts to go into a standby sleep mode 客梯休眠開始時間		凌晨0:00	凌晨0:00
Time for passenger lifts to go out of a standby sleep mode 客梯休眠關閉時間		凌晨6:00	凌晨6:00
Pressure for secondary supply pumps to go out of a standby sleep mode 二次供水泵啟泵壓力		≤0.8MPa	≤0.8MPa
Pressure for secondary supply pumps to go into a standby sleep mode 二次供水泵休眠壓力		≥0.8MPa	≥0.8MPa



In order to realise the above objectives, we tracked the energy usage down to the source. With innovative equipment and practical and effective management, we actively explored energy conservation and emission reduction plans and implemented them in various operating activities, so as to reduce the impact of property management on the environment in an all-round way. We optimised the operation model of existing resources and improve energy efficiency by introducing new equipment. This year, we installed efficient and energy-saving pumps with no-negative pressure water supply at Jianye Plaza, and added the sleep function of pumps and extend the sleep time of pumps at night when the domestic water consumption was low, so as to reduce mechanical losses and save energy. After calculation and evaluation, the efficient and energy-saving pumps saved 1,056 kwh of electricity per month, with an energy saving rate of 40%. The comprehensive management department and engineering technology department are required to check the implementation of energy conservation and emission reduction plans on a quarterly basis, so as to promote the effective energy efficiency management and ensure the achievement of the objectives.

為達成上述目標，我們從源頭抓起，依托設備創新和切實有效的管理措施，在各項運營過程中積極探索及落實節能減排方案，全方位減少物業業務對環境的影響。我們通過引進新設備，優化現有資源的運行方式，提高能源利用效率。本年度，我們在建業廣場無負壓供水系統中安裝高效節能泵，並在夜間生活用水量較少時段增加水泵休眠功能、延長水泵休眠時間，從而降低機械損耗，節約電能。經測算與評估，高效節能泵更新改造後每月可節約電能1056度，節能率達40%。同時，我們要求綜合管理部及工程技術部每季度檢查一次節能減排方案執行情況，以此推動能效管理的有效開展，確保目標達成。

- If sunlight meets the normal demand, it is forbidden to turn on the lighting facilities and their switches shall be controlled separately
- 在光線達到正常需求的情況下，禁止開啟照明用電，照明用電開關分開控制
- Strengthening staff training on operational skills to reduce waste caused by operational errors
- 加強員工操作技能培訓，減少因操作失誤造成的浪費
- Billboards and banners are used to strengthen the awareness and consciousness of employees on energy conservation
- 通過黑板報與條幅的形式，加強員工節能意識觀念
- Strengthening lighting power saving management in office areas
- 辦公區域加強照明節電管理

Energy  
conservation  
& emission  
reduction  
節能降耗

- Efforts were stepped up on the lubrication, maintenance, upkeep and inspection of energy facilities, to ensure timely service and normal and efficient operation of environmental protection facilities
- 加強對能源運行設施的潤滑、維護、保養、檢查，及時檢修，保證環保設施正常高效運行
- Awareness education for employees is strengthened and the emphasis on energy is increased
- 加強對員工的意識教育，提高對能源的重視程度
- Efforts were stepped up on the lubrication and maintenance of facilities, and we select low-energy-consuming equipment and focus on inspecting major energy-consuming equipment
- 加強對設施的潤滑、保養，選用低耗能設備，對主要耗能設備進行重點檢查

Improvement  
of energy  
efficiency  
提高能源效率

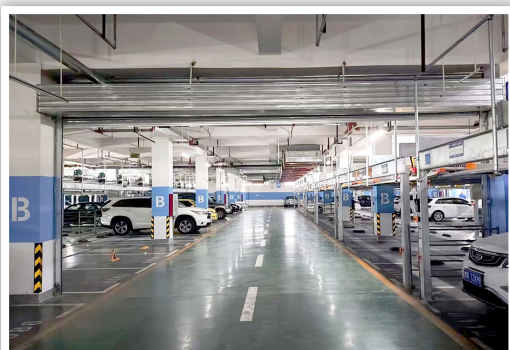
Energy management measures for property segment  
物業板塊能源管理措施

This year, the Group continued to increase capital investment, promote the application of new technologies, techniques and equipment, and implement energy-saving and carbon-reducing renovations in an effort to enhance the efficiency of resource utilisation and reduce carbon dioxide emissions.

本年度，集團持續加大資金投入，推廣應用新技術、新工藝、新設備，實施節能、減碳改造，努力提升資源利用效率和降低二氧化碳排放量。

### Upgrade to Carbon Chain Lamps in Luohe Region

#### 漯河區域碳鏈燈改造



In order to better control the basement lighting and improve the customers' living experience, in 2022, CCNL Infrastructure Services Department carried out **a pilot upgrade to 500 carbon chain lamps** in No.1 City State in the Luohe Region and verified the energy saving effect. The data shows that the newly installed carbon chain lamps have an energy saving rate of 80%.

By 31 December 2022, **6,623 lights have been upgraded to carbon chain lamps** in four residential complexes in the Luohe region, resulting in an estimated annual **saving of RMB435,000**.

為更好的對地庫照明進行管控，同時提升客戶居住體驗，2022年度，建業新生活基礎服務部結合漯河區域對壹號城邦項目進行了**500盞碳鏈燈試點改造**，並驗證了節能效果。數據顯示，改造後碳鏈燈節能率達80%。

截至2022年12月31日，目前已對漯河區域4個小區完成**6,623盞碳鏈燈改造**，預計每年節省費用達**43.5萬元**。

#### **Management of Discharge and Emissions**

The Group has conscientiously fulfilled its main responsibility for pollution prevention and control: we have formulated the Procedures for the Control of Sewage, Waste Gas and Noise Pollution; we adhered to precise, scientific and legal pollution control, and continuously enhanced the prevention of pollution from waste gas, sewage, solid waste and noise. In 2022, CCNL set an environmental target that “all sewage, waste gas and noise emissions should meet environmental requirements”. We regularly organised all departments to evaluate the identified environmental factors in the light of the actual situation and fill in the Environmental Factor Evaluation Form. Critical environmental factors found in such evaluation were filled in the List of Critical Environmental Factors and submitted to the management for review. Meanwhile, we strictly implemented the Performance Monitor and Measurement Control Procedures for Environmental and Occupational Health, and conducted regular spot checks on the effects of energy saving and consumption reduction which were filled in the “Quality Spot Check List”. In addition, the relevant departments of CCNL will check the official website of the Zhengzhou Ecological Environment Bureau from time to time to see if there are any violations by the Group.

#### **Enhancing prevention and control of solid waste pollution**

During the reporting period, the property management segment of the Group set a target of 100% achievement rate of solid waste classification, storage and disposal, and the responsible unit for the three-level property management structure conducts monitoring. The quality management department supervises the classification, storage and disposal of solid waste in each department on a quarterly basis and fills in the Quality Checklist for filing. In order to reduce waste of resources, we make comprehensive use of valuable waste or sell it externally to achieve recycling benefits.

#### **排放物管理**

集團認真履行污染防治主體責任，制定了《污水、廢氣、噪音污染控制程序》，堅持精準治污、科學治污、依法治污，不斷加大預防廢氣、污水和固廢的污染與噪音防治工作。2022年度，建業新生活訂立了「污水、廢氣、噪音排放均符合環保要求」的環境目標，定期組織各部門結合實際情況對已識別的環境因素開展評價工作，並填寫《環境因素評價表》；我們將評價出的重要環境因素填寫到《重要環境因素清單》中並報管理層審批；同時，公司嚴格執行《環境和職業健康績效監視和測量控制程序》，對節能降耗完成情況開展定期抽查並將結果填寫到《品質抽檢單》中。此外，公司相關部門負責不定時在鄭州市生態環境局官網查詢集團是否存在違規情況。

#### **加強固廢污染防治**

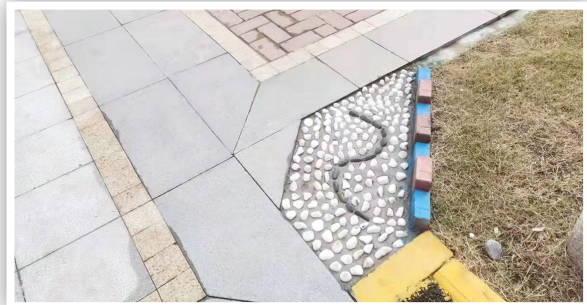
報告期內，本集團制定了「固體廢物分類、存放、處置達標率100%」的目標，由物業三級管理架構歸屬負責單位進行監測。品質管理部每季度對各部門的固體廢物分類存放和處置進行監督並填寫《品質抽檢單》留檔。為減少資源浪費，我們對有價值的廢物綜合利用或對外銷售以實現循環效益。



**Homemade "Pet Toilets" made from waste wood piles**  
廢舊木樁自製「寵物公廁」



**Reuse of waste tyres**  
廢舊輪胎利用



**Reuse of waste cobblestones**  
廢舊石子利用

In 2023, we will continue to work on cost reduction and efficiency increase, properly dispose of hazardous waste in accordance with the system requirements, and collect and promote excellent cases on waste reuse, to further reduce operation costs.

### Handling of waste

In order to improve the living standard and showcase the city's image, we have responded actively to the national policy on waste disposal by establishing a series of policies and measures such as the Management Policy for Waste Collection and Transportation and introducing in residential complexes four types of waste bins for "kitchen waste, recyclable waste, hazardous waste and other waste". Meanwhile, together with neighbourhood committees, sub-district offices and other relevant departments, we popularised knowledge of waste sorting to the homeowners on a number of occasions, to rouse their initiative and enthusiasm for waste sorting. Besides, in order to regulate waste collection and transportation practices, we required relevant personnel to fill in the Evaluation Form of Waste Collection and Transportation to ensure that there was no secondary pollution of the environment during the collection and transportation and to improve the efficiency of collection and transportation.

2023年我們將持續開展降本增效工作，按照體系要求對危險廢棄物進行妥善處置，同時就廢物利用優秀案例進行收集推廣，進一步降低業務運營成本。

### 垃圾處理

為提高人居水平、展現城市形象，我們積極響應國家垃圾處理相關政策，建立了《垃圾清運管理制度》等一系列制度措施，並在小區內引進「廚餘垃圾、可回收垃圾、有害垃圾、其他垃圾」四分類垃圾桶。同時，我們與居委會和街道辦等相關單位多次開展合作，向小區業主積極普及垃圾分類知識，提升業主對垃圾分類的主動性和積極性。同時，為規範垃圾清運管理行為，我們要求相關人員填寫《垃圾清運評價表》，確保垃圾在清運過程中無二次污染環境的行為，提高垃圾清運質量。



# GREEN DEVELOPMENT AS THE FUTURE OF CCNL

## 綠色生態，建業未來

### Green Office

The Group conducts management of office environment under the principle of "green office", pays attention to details and every little thing, and calls on all employees to work together to create a green office environment. We have developed and implemented the Office Environment Management Policy to regulate the daily inspection of office areas, create a clean working environment and establish a good corporate image.

### 綠色辦公

本集團以「綠色辦公」為原則進行辦公環境管理，關注細節，從點滴抓起，號召全體員工共同打造綠色辦公環境。我們制定並實施《辦公環境管理制度》，規範辦公環境的日常檢查，創造潔淨的工作環境，樹立良好的企業形象。



#### Environmentally friendly suppliers 環境友好供應商

CCNL took the initiative to investigate suppliers, and filled out the Survey Record on Suppliers Environmental Assurance Capability and the Suppliers Survey Form. Based on the survey results, the Group consciously cooperated with suppliers with qualified environmental protection capabilities.

建業新生活主動對供應商進行考察，並填寫《供方環境保證能力調查記錄》與《供應商考察表》。根據調查結果，集團主動選擇與環境保護能力合格的供應商進行合作。



#### Rental and placement of green plants 綠植租擺

When maintaining greenery in the areas under our management, the Group has set a target of not using any highly toxic pesticides prescribed by the state. We have entered into relevant contracts with third-party flower suppliers to rent greenery in upscale residential complexes to reduce noise, dust, and greenhouse gas emissions and beautify the working environment.

本集團訂立和管理區域內養護綠化時，100%不使用國家規定的高毒農藥的目標。我們與第三方花卉供應商簽訂相關合同，在高檔小區進行綠植租擺，實現降噪、吸塵、減少溫室氣體排放、調節辦公環境的目的。



#### Energy conservation and emission reduction of office areas 辦公區域節能降耗

The Group called on all staff to save energy and reduce consumption by posting water and electricity saving slogans in office areas.

集團通過在辦公區張貼節水、節電宣傳標語，倡導全員節能降耗



Water and electricity saving slogans  
節水節電提示標語

## RESPONSE TO CLIMATE CHANGE

The Group is aware of the far-reaching impact of global warming and extreme disaster weather on our business development, and places climate change response at the forefront of our sustainable development strategy. We have closely identified the risks and opportunities associated with climate change and have embarked on the formulation of response measures to avoid damage to our future development caused by climate change. To further address stakeholders' concerns and enhance transparency in reporting, we have, with reference to the Task Force on Climate-Related Financial Disclosure (TCFD) Framework, disclosed the Group's governance, measures, risk management, and indicators and targets around addressing climate change, and strengthened our capabilities on climate risk management to implement the Group's sustainable development strategy.

### Governance

The Group's Board of Directors, as the Group's highest decision-making body, identifies, assesses and decides the major climate risks and opportunities facing the Group, reviews policies related to climate change and oversees the implementation of climate related policies. Such efforts are made to ensure that the Group will effectively manage climate change risks and seize climate change opportunities in our operations, thereby mitigating the impact of climate change on the Group's business and enhancing the Group's capability on climate change response.

## 應對氣候變化

本集團深知全球變暖、極端災害天氣為公司業務發展帶來的深遠影響，將氣候變化應對放在可持續發展戰略的重要位置，密切關注氣候變化相關風險和機遇，著手制定應對策略，避免氣候變化對我們的未來發展造成損害。為進一步回應利益相關者關注，提升報告透明度，我們參照氣候相關財務信息披露工作組(TCFD)建議框架，披露本集團圍繞應對氣候變化的管治、策略、風險管理及指標和目標，持續強化氣候風險管理能力，踐行集團可持續發展戰略。

### 管治

本集團由董事會作為最高決策機構識別、評估決議集團面臨的主要氣候風險及機遇，審議氣候變化相關政策，監督氣候相關政策實施情況，保證集團在運營過程中有效管理氣候變化風險、把握氣候變化機遇，從而減緩氣候變化對集團業務的影響，提升集團氣候變化應對能力。



### Measures

The Group has formulated and implemented the Emergency Response Plan for Extreme Weather to prevent and deal with various natural disasters caused by catastrophic extreme weather through early warning drills, rapid response during the event, and post-disaster dealing and rebuilding, so as to minimise all kinds of losses to the Group and its stakeholders.

We have also formulated emergency guidelines such as the Operating Procedures for Handling Emergency Plans (for Severe Weather) and the Emergency Plan for Flood Control, as well as set up emergency response teams corresponding to the plans to ensure that the Group can safeguard the health and safety of our employees, customers and stakeholders in the event of extreme weather, and minimise or eliminate losses caused by climatic disasters.

### Risk Management

The Group proactively identifies the risks and opportunities that climate change poses to our business, and assesses climate risks in two dimensions: physical risks and transformation risks. Physical risks include, but are not limited to, hurricanes, extreme rainfall, earthquakes, droughts, extreme cold and heat, landslides and mudslides. Transformation risks include, but are not limited to, policy risks related to Carbon Peaking and Carbon Neutrality goals and to the cap-and-trade system for carbon emissions. We have gradually incorporated climate risks into our development plan for risk management system, continuously assessed the potential hazards of climate risks and formulated corresponding measures, tailored step by step quantitative climate risk management targets, and effectively enhanced the Group's capability to cope with climate risks. In addition, as the country advocated, we studied and implemented policies and guidelines related to "Carbon Peaking and Carbon Neutrality" goals, improved our operations to promote energy saving and emission reduction, and seized the opportunities of green and low-carbon transformation.

### Indicators and Targets

In order to mitigate the impact of climate change, the Group has set quantitative targets for energy conservation and emission reduction as well as waste disposal, defined specific ways and measures to achieve the targets, and continued to improve the efficiency of internal resource utilisation. In addition, we will continue to strengthen the disclosure of information related to climate risk management, enhance the transparency of environmental data and respond actively to the demands of stakeholders.

### 策略

本集團制定並落實《極端天氣應急方案》，通過事前預警演練、事中快速響應、事後處理重建等手段，有效防範和處理因災害性極端天氣帶來的各種自然災害，最大程度減少集團及利益相關方的各類損失。

我們還制定了《應急預案處理作業規程(惡劣天氣類)》及《防汛工作應急預案》等應急方針，同時成立對應方案的應急小組，保證在遭遇極端天氣時本集團能保障員工及客戶等利益相關方的健康安全，最大限度減輕或消除因氣候災害造成的損失。

### 風險管理

本集團積極識別氣候變化對業務構成的風險與機遇，並將氣候風險劃分為實體風險和轉型風險兩個維度展開風險評估。其中，實體風險包括但不限於颶風、極端降雨、地震、乾旱、極寒極熱天氣、滑坡和泥石流等，轉型風險包括但不限於「雙碳」及碳交易相關政策風險等。我們將氣候風險逐步納入公司風險管理體系發展規劃中，不斷評估氣候風險的潛在危害並制定相應舉措，逐步定制量化的氣候風險管控目標，切實提升集團面對氣候風險的應對能力。此外，我們積極響應國家號召，學習落實「雙碳」相關政策指引，推動節能減排運營優化，把握綠色低碳轉型機遇。

### 指標與目標

為緩解氣候變化帶來的影響，本集團已制定節能減排及廢棄物排放管理等量化目標，明確實現目標的具體路徑及舉措，持續提升內部資源利用效率。此外，我們將持續加強氣候風險管理相關信息的披露，提升環境數據透明度，積極回應利益相關方訴求。

The SDGs addressed in this section:

本章節回應SDGs:



No poverty

無貧窮



Quality education

優質教育



Sustainable cities and communities

可持續城市和社區

Stakeholders' concerns:

利益相關方關注：



Source: Materiality assessment of ESG issues

Note: Internal assessment covers the senior and middle management of the Group, while external assessment covers ordinary employees, suppliers/contractors/partners, industry associations/public welfare organisations, customers/property owners/members, investors/shareholders/capital markets analysts, governments/regulatory authorities, local communities/neighbourhood committees and other stakeholders.

數據來源：ESG議題重要性評估

註：內部評估涵蓋群體為集團高級及中級管理人員，外部評估涵蓋群體包括普通員工、供應商/合約商/夥伴、行業協會/公益組織、客戶/業主/會員、投資者/股東/資本市場分析員、政府/監管機構、當地社區/居委會及其他利益相關方。

We uphold virtue and good deeds to support through concrete actions the sustainable development path for society and a happy life for people. The Group actively responds to the national call to build harmonious communities, continues to fulfill our responsibilities in social welfare, and is committed to enhancing people's happiness in life and contributing to the rural revitalisation. We continue to deepen communication and cooperation with stakeholders such as public welfare organisations, the government, the industry and customers, and try to launch more warm-hearted public welfare campaigns through various initiatives such as innovations in technologies and forms, in the hope of giving back to the society with our modest efforts.

### COMMUNITY BUILDING

CCNL attaches importance to public welfare campaigns: we carry out public welfare campaigns in various forms and encourage owners to participate in them, in the hope of promoting community building and creating a better home together. We care for the underprivileged: we inquire about their difficulties in life through communication, explore and think of innovative solutions, and send care through continuous practical actions, in the hope of taking our responsibility in solving social problems.

#### Central China Happy Times

We believe that people's happy life cannot be achieved without a harmonious and loving neighbourhood. The Group pays close attention to the needs of customers of all ages and is committed to enabling them to enjoy a new lifestyle at their leisure, feel the good times with their neighbours, build a harmonious relationship with their neighbours and experience the warm and friendly community culture of CCNL Property Management. To this end, the Group has launched a series of campaigns called Central China Happy Times, using the property service centre as a link to launch colourful community activities for customers of different ages, genders and personalities to help owners create a new and happy life.

The Central China Happy Times campaigns are dedicated to creating a neighbourhood atmosphere of "neighbourhood relationship, harmony in diversity", and promoting the community cultural concept of "etiquette, inheritance, amity and kindness". Through the two core contents of "Time" and "Happy alliance", we launched theme activities concerning public welfare, party building, associations, art troupes and community clubs, creating a new lifestyle featuring harmony, health and openness for customers.

我們堅持德行善舉，以實際行動支持社會的可持續發展道路，讓人民過好幸福生活。本集團積極相應國家號召，推動和諧社區建設，持續履行社會公益責任，致力於提升人民生活幸福感，為鄉村振興貢獻力量。我們持續強化與公益組織、政府、行業及客戶等利益相關方之間的溝通合作，嘗試以科技創新、形式創新等多種舉措展開更有溫度的公益活動，以微弱之力回饋社會。

### 社區建設

建業新生活重視公益活動的開展，積極開展多種形式的公益活動，並鼓勵業主參與其中，攜手推動社區建設，共建美好家園。我們關愛弱勢群體，通過積極溝通瞭解他們生活中的困難，探索思考創新解決方案，持續通過實際行動送上關懷，解決社會問題，彰顯責任擔當。

#### 建業幸福時光裡

我們相信，人民的美好生活離不開和諧有愛的鄰里氛圍。本集團密切關注全年齡層客戶需求，致力於讓客戶們在閒暇之餘充分暢享新型生活方式，感受與鄰里共處的美好時光，建立和諧近鄰關係，體驗建業物業溫暖友善的社區文化。為此，本集團特設立「建業幸福時光裡」系列活動，以物業服務中心為紐帶，針對不同年齡、性別、性格的客戶開展繽紛多彩的社區活動，助力業主實現美好幸福新生活。

建業幸福時光裡活動致力於營造「鄰里美美，和而不同」的鄰里氛圍，倡導「明禮、傳習、親睦、向善」的社區文化理念，圍繞「時光裡」和「幸福盟」兩大核心內容開展包括公益、黨建活動、協會、藝術團及社團等主題活動，助力客戶實現和諧、健康、開放特色的新型生活方式。

# COMMUNITY CO-BUILDING AS RESPONSIBILITY OF CCNL

## 社區共建，建業擔當

In 2022, CCNL Property Management conducted a series of Central China Happy Times campaigns under the themes of "Seeking the Wind", "Chasing the Light", "Working with One Heart" and "Enjoying the Warm Sun". These community activities focused on healthy living, caring for the empty nesters, helping children to grow and other aspects, attracting a large number of participants, and receiving unanimous praise from the owners with remarkable results. A total of 5,081 activities about Central China Happy Times were held during the reporting period, with up to 611,955 participants.

2022年，建業幸福時光裡以「尋風紀」「追光紀」「同心紀」「暖陽紀」為主題，以健康生活、關愛空巢老人、助力兒童成長等為切入點，發起系列社區活動，參與人數眾多，結果成效顯著，收到業主一致好評。報告期內，建業幸福時光裡活動全年共開展5,081場，參與人次高達611,955。



Central China Happy Times Activities  
建業幸福時光裡活動

### Heartwarming Stops

As part of our efforts to promote traditional culture, we start with actions on respecting and loving the elderly. We actively explore innovative digital ways to solve the problems and difficulties facing elderly residents in community life, helping them to enjoy the convenience brought by technology in the digital age and move towards a better new life together.

The Group has joined hands with Gaode Ride-hailing App and local neighbourhood committees to explore solutions to the problem of inconvenient travel for elderly residents in the community. In March 2022, we set up a number of "Heartwarming Stops" in all of the 15 Jianye Property-managed residential complexes in Zhengzhou, Henan Province. These efforts based on smart technology offer concrete help to those elderly people "not knowing how to hail a taxi", "not able to hail a taxi", "not able to find a taxi" and "not knowing how to pay". We are helping the elderly to cross the digital divide and enjoy convenient and smart travels.

### 暖心車站

弘揚傳統文化，建業新生活從敬老愛老做起。我們積極探索創新數字化方式，解決老年居民在社區生活中的難題與窘迫，幫助老年人享受數智時代科技帶來的便利，一同邁向美好新生活。

本集團聯合高德打車及地方居委會，就社區老年居民出行不便問題探索解決方案，並於2022年3月在河南鄭州多地建設落成助老打車暖心車站，覆蓋建業物業管理下15個小區，以智能技術解決老年人「不會叫車」「叫不到車」「找不到車」和「不會支付」等問題，切實幫助老年人跨越數字鴻溝，享受方便快捷的智能出行時代。



# COMMUNITY CO-BUILDING AS RESPONSIBILITY OF CCNL 社區共建，建業擔當



CCNL Heartwarming Stops in Residential Complexes  
建業新生活小區暖心車站

### CHARITY AND PHILANTHROPY

The Group insists on doing good to the world: we dedicate to public welfare undertakings, encourage all CCNL people to engage in charity and to help others in person, thus deliver goodwill and care for people's livelihood in the course of promoting the construction of a harmonious society.

### 公益慈善

本集團堅持以善行天下，積極投身公益事業建設，鼓勵全體建業人參與慈善活動，親身參與幫助他人、推動和諧社會建設的行動當中，傳遞善意，關懷民生。

### Securing supplies during the epidemic

#### 疫情物資保障

During the epidemic in 2022, in order to meet the basic needs of owners and safeguard their safety and health, all staff of Jianye Property always stood at the front line of epidemic prevention. We ran errands for owners such as purchase and delivery of living materials. We worked around the clock, making every effort to deliver in time the living materials needed by owners. Besides, with the resources from the "Jianye+" happiness ecosystem, Jianye Property was able to provide owners with a variety of living materials at good prices.

2022年疫情期間，為保障業主基本需求，守護業主安全健康，建業物業人始終堅守防疫一線，積極開展物資代購代送服務，不分晝夜完成任務，全力將業主所需生活物資送達。同時，建業物業還靈活結合「建業+」幸福生態系統資源，為業主提供物美價廉的各種生活物資。



### Helping farmers by purchasing fresh vegetables

#### 愛心助農，鮮蔬保供



In order to help farmers with unsold vegetables, the Group launched campaigns of "helping farmers by purchasing fresh vegetables" in a number of residential complexes. We purchased high-quality fresh vegetables from various farmers and then gave them to homeowners for free to solve social problems and deliver warmth and love. In 2022, CCNL carried out 34 public welfare activities in total to help farmers, selling 545,000kg of agricultural products such as cabbages, carrots, celery and onions.

為幫助鄉村農戶切實解決蔬菜滯銷難題，本集團在多個小區陸續開展「愛心助農，鮮蔬保供」活動，在各農戶處積極採購優質新鮮蔬菜，再將蔬菜免費贈送給小區業主，解決社會問題，傳遞溫暖愛心。2022年，建業新生活先後開展愛心助農公益活動34場，助銷白菜、蘿蔔、芹菜、大蔥等農產品109萬斤。



## APPENDIX I: ESG REPORTING GUIDE CONTENT INDEX

### 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>A1 General Disclosure</b> <b>A1 一般披露</b>	Information on the policies; and 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. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的政策及遵守發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	Green Operation 綠色運營
<b>A1.1</b>	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Disclosed 已披露	Appendix II 附錄二
<b>A1.2</b>	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). 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)。	Disclosed 已披露	Appendix II 附錄二
<b>A1.3</b>	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 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)。	Disclosed 已披露	Appendix II 附錄二
<b>A1.4</b>	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 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)。	Disclosed 已披露	Appendix II 附錄二
<b>A1.5</b>	Description of emission target(s) set and steps taken to achieve them. 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。	Disclosed 已披露	Green Operation 綠色運營

# APPENDIX I: ESG REPORTING GUIDE CONTENT INDEX

## 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>A1.6</b>	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 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。	Disclosed 已披露	Green Operation 綠色運營
<b>A2 General Disclosure A2 一般披露</b>	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Disclosed 已披露	Green Operation 綠色運營
<b>A2.1</b>	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). 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)。	Disclosed 已披露	Appendix II 附錄二
<b>A2.2</b>	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Disclosed 已披露	Appendix II 附錄二
<b>A2.3</b>	Description of energy use efficiency target(s) set and steps taken to achieve them. 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。	Disclosed 已披露	Green Operation 綠色運營
<b>A2.4</b>	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. 描述求取適用水源可有任何問題，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。	Disclosed 已披露	Green Operation 綠色運營
<b>A2.5</b>	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 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。	Not applicable since the Group does not consume any package in operations 不適用，本集團運營不涉及包裝	

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### 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>A3 General Disclosure</b> <b>A3 一般披露</b>	Policies on minimising the issuer's significant impacts on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Disclosed 已披露	Green Operation 綠色運營
<b>A3.1</b>	Description of the significant impacts of activities on the material environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大資源的重大影響及已採取管理有關影響的行動。	Disclosed 已披露	Green Operation 綠色運營
<b>A4 General Disclosure</b> <b>A4 一般披露</b>	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 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。	Disclosed 已披露	Green Operation 綠色運營
<b>A4.1</b>	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已影響及可能對發行人產生影響的重大氣候相關事宜，及應對行動。	Disclosed 已披露	Green Operation 綠色運營
<b>B1 General Disclosure</b> <b>B1 一般披露</b>	Information on the policies and 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. 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政策及遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES EMPLOYEE BENEFITS AND CARE 多元招聘與平等僱傭 員工權益與關懷
<b>B1.1</b>	Total workforce by gender, employment type (for example, full- or part- time), age group and geographical region. 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。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES Appendix II 多元招聘與平等僱傭 附錄二

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## 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>B1.2</b>	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES Appendix II 多元招聘與平等僱傭 附錄二
<b>B2 General Disclosure B2 一般披露</b>	Information on the policies; and 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. 有關提供安全工作環境以及保障僱員避免職業性危害的政策及遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES EMPLOYEE SECURITY 多元招聘與平等僱傭 員工安全
<b>B2.1</b>	Number and rate of work-related fatalities occurred in the past three years including the reporting year. 過去三年(包括匯報年度)因工亡故的人數及比率。	Disclosed 已披露	EMPLOYEE SECURITY 員工安全
<b>B2.2</b>	Lost days due to work injury. 因工傷損失工作日數。	Disclosed 已披露	Appendix II 附錄二
<b>B2.3</b>	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 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。	Disclosed 已披露	EMPLOYEE SECURITY 員工安全
<b>B3 General Disclosure B3 一般披露</b>	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 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。	Disclosed 已披露	EMPLOYEE TRAINING AND PROMOTION 員工培訓與提升
<b>B3.1</b>	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。	Disclosed 已披露	EMPLOYEE TRAINING AND PROMOTION Appendix II 員工培訓與提升 附錄二

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### 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>B3.2</b>	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Disclosed 已披露	EMPLOYEE TRAINING AND PROMOTION Appendix II 員工培訓與提升 附錄二
<b>B4 General Disclosure B4 一般披露</b>	Information on the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. 有關防止童工或強制勞工的政策及遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES 多元招聘與平等僱傭
<b>B4.1</b>	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES 多元招聘與平等僱傭
<b>B4.2</b>	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Disclosed 已披露	DIVERSITY IN RECRUITMENT AND EQUAL OPPORTUNITIES 多元招聘與平等僱傭
<b>B5 General Disclosure B5 一般披露</b>	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Disclosed 已披露	DEVELOPING SUSTAINABLE SUPPLY CHAIN 發展可持續供應鏈
<b>B5.1</b>	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Disclosed 已披露	DEVELOPING SUSTAINABLE SUPPLY CHAIN Appendix II 發展可持續供應鏈 附錄二
<b>B5.2</b>	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。	Disclosed 已披露	DEVELOPING SUSTAINABLE SUPPLY CHAIN 發展可持續供應鏈
<b>B5.3</b>	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 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。	Disclosed 已披露	DEVELOPING SUSTAINABLE SUPPLY CHAIN 發展可持續供應鏈

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## 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>B5.4</b>	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 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的方法。	Disclosed 已披露	DEVELOPING SUSTAINABLE SUPPLY CHAIN 發展可持續供應鏈
<b>B6 General Disclosure B6 一般披露</b>	Information on: the policies; and 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. 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政策及遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	PROTECTING CUSTOMERS WHOLEHEARTEDLY 傾心守護客戶
<b>B6.1</b>	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全健康理由而須回收的百分比。	Disclosed 已披露	PROTECTING CUSTOMERS WHOLEHEARTEDLY Appendix II 傾心守護客戶 附錄二
<b>B6.2</b>	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Disclosed 已披露	PROTECTING CUSTOMERS WHOLEHEARTEDLY Appendix II 傾心守護客戶 附錄二
<b>B6.3</b>	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Disclosed 已披露	CREATING A GOOD BUSINESS ENVIRONMENT 營造良好商業環境
<b>B6.4</b>	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Disclosed 已披露	DEVELOPING SUSTAINABLE SUPPLY CHAIN 發展可持續供應鏈
<b>B6.5</b>	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 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。	Disclosed 已披露	PROTECTING CUSTOMERS WHOLEHEARTEDLY 傾心守護客戶



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### 附錄一：《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標		Disclosure 披露情況	Corresponding Sections 對應章節
<b>B7 General Disclosure</b> <b>B7 一般披露</b>	Information on the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的政策及遵守對發行人有重大影響的相關法律及規例的資料。	Disclosed 已披露	CREATING A GOOD BUSINESS ENVIRONMENT 營造良好營商環境
<b>B7.1</b>	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. 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。	Disclosed 已披露	CREATING A GOOD BUSINESS ENVIRONMENT Appendix II 營造良好營商環境 附錄二
<b>B7.2</b>	Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Disclosed 已披露	CREATING A GOOD BUSINESS ENVIRONMENT 營造良好營商環境
<b>B7.3</b>	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Disclosed 已披露	CREATING A GOOD BUSINESS ENVIRONMENT Appendix II 營造良好營商環境 附錄二
<b>B8 General Disclosure</b> <b>B8 一般披露</b>	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. 有關以社區參與來瞭解營運所在社區需要和確保其業務活動考慮社區利益的政策。	Disclosed 已披露	COMMUNITY BUILDING 社區建設
<b>B8.1</b>	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Disclosed 已披露	CHARITY AND PHILANTHROPY Appendix II 公益慈善 附錄二
<b>B8.2</b>	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Disclosed 已披露	COMMUNITY BUILDING Appendix II 社區建設 附錄二

SUBJECT AREA A. ENVIRONMENTAL

主要範疇 A. 環境

No. 序號	KPIs 關鍵績效指標	Unit 單位	2022 <sup>(1)(2)</sup> 2022年 <sup>(1)(2)</sup>
A1.1	Nitrogen oxide emissions <sup>(3)</sup> 氮氧化物排放量 <sup>(3)</sup>	Kg 千克	107.08
	Sulphur oxide emissions <sup>(3)</sup> 硫氧化物排放量 <sup>(3)</sup>	Kg 千克	0.94
	Particulate matter emissions <sup>(3)</sup> 顆粒物排放量 <sup>(3)</sup>	Kg 千克	2.54
A1.2	Total greenhouse gas emissions 溫室氣體總排放量	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	265,141.10
	Intensity of greenhouse gas emissions (Total greenhouse gas emissions/area under management) <sup>(8)</sup> 溫室氣體排放密度(溫室氣體總排放量/在管面積) <sup>(8)</sup>	Tonnes of carbon dioxide equivalent/0'000 square metres 噸二氧化碳當量/萬平方米	431.93
	Direct greenhouse gas emissions (Scope 1) <sup>(4)</sup> 直接溫室氣體排放量(範圍1) <sup>(4)</sup>	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	264,709.17
	Energy indirect greenhouse gas emissions (Scope 2) <sup>(4)</sup> 能源間接溫室氣體排放量(範圍2) <sup>(4)</sup>	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	16.82
A1.3	Total hazardous waste produced <sup>(5)</sup> 有害廢棄物總產生量 <sup>(5)</sup>	Tonne 噸	2.628518
	Intensity of hazardous waste (Total hazardous waste produced/area under management) <sup>(8)</sup> 有害廢棄物密度(有害廢棄物總產生量/在管面積) <sup>(8)</sup>	Tonne/0'000 square metres 噸/萬平方米	0.00017
	Weight of waste batteries 廢棄電池重量	Tonne 噸	0.98
	Weight of waste mercurycontaining fluorescent tubes and other waste mercury-containing electric light sources 廢含汞螢光燈管及其他廢含汞電光源重量	Tonne 噸	1.64
A1.4	Non-hazardous waste produced <sup>(6)</sup> 無害廢棄物產生量 <sup>(6)</sup>	Tonne 噸	208.17
	Intensity of non-hazardous waste (Total non-hazardous waste produced/area under management) <sup>(8)</sup> 無害廢棄物密度(無害廢棄物總產生量/在管面積) <sup>(8)</sup>	Tonne/0'000 square metres 噸/萬平方米	0.0132
	Office waste produced 辦公垃圾產生量	Tonne 噸	54.83
	Kitchen waste produced 廚餘垃圾產生量	Tonne 噸	153.33

## APPENDIX II: KPIS INDEX

### 附錄二：關鍵績效指標索引

No. 序號	KPIS 關鍵績效指標	Unit 單位	2022 <sup>(1)(2)</sup> 2022年 <sup>(1)(2)</sup>
A2.1	Total energy consumption 能源總耗量	'000 kWh 千個千瓦時	315,020.13
	Energy intensity (total energy consumption/area under management) <sup>(8)</sup> 能源密度(能源總耗量/在管面積) <sup>(8)</sup>	'000 kWh/0'000 square metres 千個千瓦時/萬平方米	19.99
	Non-renewable fuel (direct) consumption 不可再生燃料(直接)耗量	'000 kWh 千個千瓦時	1,954.95
	Pipeline natural gas consumption 管道天然氣耗量	'000 kWh 千個千瓦時	521.90
	Liquefied natural gas consumption 液化天然氣耗量	'000 kWh 千個千瓦時	183.29
	Liquefied petroleum gas consumption 液化石油氣耗量	'000 kWh 千個千瓦時	—
	Total gas consumption 煤氣總耗量	'000 kWh 千個千瓦時	178.54
	Total petrol consumption 汽油總耗量	'000 kWh 千個千瓦時	1,056.40
	Total diesel consumption 柴油總耗量	'000 kWh 千個千瓦時	14.82
	Purchased energy (indirect) consumption 購買能源(間接)耗量	'000 kWh 千個千瓦時	313,065.19
	Heat consumption <sup>(3)</sup> 熱力耗量 <sup>(3)</sup>	'000 kWh 千個千瓦時	304,161.14
	Electricity consumption 電力耗量	'000 kWh 千個千瓦時	8,904.05
A2.2	Total water consumption <sup>(7)</sup> 總耗水量 <sup>(7)</sup>	Cubic metre 立方米	4,148,190.96
	Water consumption intensity (Total water consumption/area under management) <sup>(8)</sup> 耗水密度(總耗水量/在管面積) <sup>(8)</sup>	Cubic metre/0'000 square metres 立方米/萬平方米	263.18
	Municipal water consumption 政府供水耗量	Cubic metre 立方米	4,148,190.96

## APPENDIX II: KPIS INDEX 附錄二：關鍵績效指標索引

### Description of Environmental KPIS:

- (1) The time range for the disclosure of environmental KPIS covers 1 January 2022 to 31 December 2022.
- (2) The entity scope of disclosure of environmental KPIS covers the headquarters of the Group, Jianye Property, Central China Agriculture, Jianye Hotel Management, Aiou Eletronic, and Yijia Technology. It also covers all-level office areas of, and public areas managed by, the property management service division, of which the Company holds 50% of interests and which was put into full operation during the reporting period, as well as non-outsourced staff canteens.
- (3) Sources of emission factors: ① when calculating emissions, the emission factors for natural gas were applied with reference to the *Calculation Methods of Pollutants Discharge Factor and Material Balance for Industries not Classified in Pollutants Discharge Permitting Administration* issued by the Ministry of Ecology and Environment, and those for others were applied with reference to the Reporting Guidance on Environmental KPIS of the Stock Exchange; ② when calculating greenhouse gas emissions, the emission factors for natural gas, stationary source gasoline, and thermal emission factor were applied with reference to the *Guidance on Accounting Methods and Reporting of Greenhouse Gas Emissions by Public Building Operating Companies* issued by the National Development and Reform Commission, electricity emission factors were applied with reference to *China Regional Grid Baseline Emission Factors for Emission Reduction Projects 2019* issued by the Ministry of Ecology and Environment of the People's Republic of China, and the emission factors for other energy resources were applied with reference to the *Reporting Guidance on Environmental KPIS* of the Stock Exchange; and ③ the conversion factors of various energy consumption units were applied with reference to the *Guidance on Accounting Methods and Reporting of Greenhouse Gas Emissions by Public Building Operating Companies* issued by the National Development and Reform Commission.
- (4) The greenhouse gas emissions (Scope 1) in 2022 came from the direct emissions from the combustion of automobile petrol, automobile diesel, stationary source diesel, stationary source petrol, piped natural gas, liquefied natural gas and liquefied petroleum gas; and the greenhouse gas emissions (Scope 2) came from the indirect emissions of greenhouse gases from purchased electricity.
- (5) The hazardous waste represents waste batteries and waste mercury-containing fluorescent tubes and other waste mercury-containing electric light sources.
- (6) The non-hazardous waste represents the office waste generated by administrative offices and kitchen waste generated by non-outsourced staff canteens.
- (7) The total water consumption came from municipal water.
- (8) Greenhouse gas emission intensity, hazardous waste intensity, non-hazardous waste intensity, energy consumption intensity and water consumption intensity are calculated based on the Group's area under management (unit: 0'000 square metres) in 2022 as the denominator.

### 環境關鍵績效指標說明：

- (1) 環境關鍵績效指標披露時間範圍覆蓋2022年1月1日至2022年12月31日。
- (2) 環境關鍵績效指標披露實體範圍覆蓋本集團總部、建業物業、建業農業、建業酒管、艾歐電子、一家科技及由本公司持有權益超過50%、且於報告期間全年投入運營的物業服務事業部各級辦公區域、管轄的公共區域以及非外包員工食堂。
- (3) 排放係數來源：①計算排放物時，天然氣的排放係數參考生態環境部發佈的《未納入排污許可管理行業適用的係數物料衡算方法》，其他參考聯交所《環境關鍵績效指標匯報指引》；②計算溫室氣體排放量時，天然氣排放係數、固定源汽油、熱力排放係數參考國家發展和改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法和報告指南》，電力排放係數參考中華人民共和國生態環境部發佈的《2019年度減排項目中國區域電網基準線排放因子》，其他能源的排放係數參考聯交所《環境關鍵績效指標匯報指引》；③各類能源能耗熱值換算係數參考國家發展和改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法和報告指南》。
- (4) 2022年度溫室氣體排放量(範圍一)來自於汽車汽油、汽車柴油、固定源柴油、固定源汽油、管道天然氣、液化天然氣、液化石油氣、煤氣直接燃燒排放；溫室氣體排放量(範圍二)來自於外購電力和外購熱力產生的溫室氣體間接排放。
- (5) 有害廢棄物為廢棄電池和廢含汞螢光燈管及其他廢含汞電光源。
- (6) 無害廢棄物為行政辦公產生的辦公垃圾和非外包員工食堂產生的廚餘垃圾。
- (7) 總耗水量來自政府供水。
- (8) 溫室氣體排放強度、有害廢棄物強度、無害廢棄物強度、能耗強度、耗水強度以2022年度本集團在管面積(單位：萬平方米)為分母計算。

## APPENDIX II: KPIS INDEX

### 附錄二：關鍵績效指標索引

#### Subject Area B. Social<sup>(1)(2)</sup> B1 Employment

#### 主要範疇B. 社會<sup>(1)(2)</sup> B1 僱傭

B1.1 Total workforce by gender, employment type, age group and geographical region B1.1 按性別、僱傭類型、年齡組別及地區劃分的員工總數		Number 人數 (Unit: person) (單位：人)
Total workforce 員工總數	In aggregate 合計	6,086
By gender 按性別劃分	Male 男	3,008
	Female 女	3,078
By employment type <sup>(3)</sup> 按僱傭類型劃分 <sup>(3)</sup>	Full-time 全職	6,086
By employee category <sup>(4)</sup> 按員工職級劃分 <sup>(4)</sup>	Senior management 高級管理層	14
	Middle management 中級管理層	769
	Ordinary employees 普通員工	5,303
By age group 按年齡組別劃分	Under 30 30歲以下	1,660
	30–50 30歲至50歲	3,920
	Over 50 50歲以上	506
By geographical region <sup>(5)</sup> 按地區劃分 <sup>(5)</sup>	Mainland China 中國內地	6,085
	Hong Kong, PRC 中國香港	1

<b>B1.2 Employee turnover rate by gender, age group and geographical region.<sup>(6)</sup></b> B1.2 按性別、年齡組別及地區劃分的員工流失比率 <sup>(6)</sup>		<b>Employee turnover rate</b> 員工流失比率	<b>Number of employees leaving</b> 離職員工人數 (Unit: person) (單位：人)
Overall employee turnover rate 員工總流失比率		22.76%	1,385
By gender 按性別劃分	Male 男	17.95%	658
	Female 女	19.11%	727
By age group 按年齡組別劃分	Under 30 30歲以下	25.96%	582
	30-50 30歲至50歲	16.35%	766
	51 and over 51歲及以上	6.81%	37
By geographical region 按地區劃分	Mainland China 中國內地	22.76%	1,385
	Hong Kong, PRC 中國香港	0	0

**B2 Health and Safety**

**B2 健康與安全**

<b>B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year</b> B2.1 過去三年因工亡故的人數個比例		<b>Number of work-related fatalities</b> 因工傷造成的死亡人數 (Unit: person) (單位：人)	<b>Rate of work-related fatalities</b> 因工傷造成的死亡比率
2022		0	0
2021		1	0.02%
2020		0	0
<b>B2.2 Lost days due to work injury</b> B2.2 因工傷損失工作日數		<b>Lost days due to work injury</b> 2022年因工傷損失的工作日數 (Unit: day) (單位：天)	
		230	
Hours of health and safety trainings 健康安全培訓時數		(Unit: hour) (單位：小時)	916
Number of fire drills 消防演習次數		(Unit: hour) (單位：次數)	602



## APPENDIX II: KPIS INDEX

### 附錄二：關鍵績效指標索引

#### B3 Development and Training

#### B3 發展及培訓

<b>B3.1 The percentage of employees trained by gender and employee category</b> B3.1 按性別及僱傭類別劃分的受訓員工百分比		<b>Percentage of employees trained</b> 受訓員工百分比	<b>Number of employees trained</b> 受訓員工人數 (Unit: person) (單位：人)
Number of employees trained 受訓員工人數	In aggregate 合計	86.21%	5,247
By gender 按性別劃分	Male 男	49.04%	2,573
	Female 女	50.96%	2,674
By employee category 按員工職級劃分	Senior management 高級管理層	0.08%	4
	Middle management 中級管理層	11.13%	584
	Ordinary employees 普通員工	88.79%	4,659
<b>B3.2 The average training hours completed per employee by gender and employee category</b> B3.2 按性別及僱傭類別劃分，每名員工完成受訓的平均時數		<b>Average training hours</b> 平均受訓時數 (Unit: hour/person) (單位：小時/人)	<b>Training hours</b> 受訓時數 (Unit: hour) (單位：小時)
Average training hours of employees 員工平均受訓時數	In aggregate 合計	7.3	44,448
By gender 按性別劃分	Male 男	7.59	22,845
	Female 女	7.02	21,603
By employee category 按員工職級劃分	Senior management 高級管理層	16.00	224
	Middle management 中級管理層	8.28	6,368
	Ordinary employees 普通員工	7.14	37,857

B5 Supply Chain Management<sup>(7)</sup>

B5 供應鏈管理<sup>(7)</sup>

B5.1 Number of suppliers by geographical region B5.1 按地區劃分的供應商數目	Number of suppliers 供應商數量	Percentage to total 佔總數量比例
In aggregate 總計	1,171	100.00%
Henan 河南省	1,098	93.77%
Outside Henan 除河南省外	73	6.23%

B6 Product Responsibility

B6 產品責任

B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons 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 products sold (or shipped) subject to recalls 須回收的已售(或已運送)產品的百分比 (in quantity) (以數量計)	Number of products subject to recalls for safety and health reasons 因安全與健康理由而須回收產品的數量 (Unit: piece) (單位：件)	Percentage of products sold (or shipped) subject to recalls 須回收的已售(或已運送)產品的百分比 (in sales) (以銷售額計)	Sales of products subject to recalls for safety and health reasons 因安全與健康理由而須回收產品的銷售額 (Unit: RMB) (單位：人民幣元)
Jianye Property 建業物業	0.00%	0	0.00%	0
Central China Agriculture 建業農業	0.00%	0	0.00%	0

## APPENDIX II: KPIS INDEX

### 附錄二：關鍵績效指標索引

B6.2 Number of products and service related complaints received and how they are dealt with B6.2 接獲關於產品及服務的投訴數目及應對方法	Number of products and service related complaints received 接獲關於產品和服務的投訴數目 (Unit: case) (單位：件)	Average response time for customer complaints 客戶投訴平均回應時間 (Unit: minute) (單位：分鐘)	Resolution rate of customer complaints 客戶投訴解決率	Comprehensive satisfaction rate of complaint handling 投訴處理綜合滿意度
Jianye Property 建業物業	4,276	9	96.00%	94.38%
Yijia Technology 一家科技	1,201	8	100.00%	79.00%

#### B7 Anti-corruption

#### B7 反貪污

B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases B7.1 於匯報期內對本集團或員工提出並已審結的貪污訴訟案件的數目及訴訟結果	Number of cases 訴訟案件數目 (Unit: case) (單位：件)	Outcomes of the cases 訴訟結果
	0	N/A 不適用
B7.3 Anti-corruption trainings provided to directors and employees B7.3 向董事及員工提供的反貪污培訓	Training hours 培訓時數 (Unit: hour) (單位：小時)	Percentage of participation 參與比例
Directors 董事	11.08	100%
Employees 員工	118	100%

### B8 Community Investment<sup>(8)</sup>

### B8 社會投資<sup>(8)</sup>

<b>B8.2 Resources contributed to the focus area</b> <b>B8.2 在專注貢獻範疇所動用資源</b>	<b>Donation in cash</b> <b>現金捐獻</b> <b>(Unit: RMB)</b> <b>(單位：人民幣元)</b>
	20,500

#### Description of social KPIS:

#### 社會關鍵績效指標說明：

- |   |   |
|---|---|
| (1) Unless otherwise specified, the social KPIS cover all the entities that the Group included in the scope of listing in 2022.   | (1) 除特別說明，社會範疇關鍵績效指標涵蓋本集團2022年內納入上市範圍的全部實體。   |
| (2) Unless otherwise specified, the criteria, calculation methods, assumptions and/or calculation tools used in the social KPIS follow the "Appendix III: Reporting Guidance on Social KPIS" to the How to Prepare an ESG Report issued by The Stock Exchange of Hong Kong in March 2020.   | (2) 除特別說明，社會範疇關鍵績效指標所用準則、計算方法、假設及／或計算工具均遵循香港聯交所2020年3月發佈之《如何編製環境、社會及管治報告》之《附錄三：社會關鍵績效指標匯報指引》。 |
| (3) During the reporting period, all employees of the Group were full-time employees.   | (3) 報告期間，本集團員工均為全職員工。   |
| (4) During the reporting period, the ranks of the employees of the Group were defined as follows: senior management includes the company heads at the level of the assistant to the president of the Group and above; middle-level management includes the heads of all centres/business divisions of the Group; and ordinary employees are the staffs of at all centres/business divisions of the Group. | (4) 報告期間，本集團員工職級劃分定義如下：高級管理層為本集團總裁助理及以上級別的公司負責人；中級管理層為本集團各中心／事業部負責人；普通員工為本集團各中心／事業部員工。        |
| (5) During the reporting period, employees of the Group worked in mainland China and the Hong Kong Special Administrative Region of the PRC.  | (5) 報告期間，本集團員工於中國內地及中國香港特別行政區辦公。  |
| (6) During the reporting period, the Group's employee turnover rate was calculated as follows: Employee turnover rate = Number of employees who left during the period / (Number of employees who left during the period + Number of employees at the end of the period).   | (6) 報告期間，本集團員工離職率計算公式為：員工流失率 = 期間離職人數 / (期間離職人數 + 期末員工人數)。                                    |
| (7) During the reporting period, all suppliers of the Group were enterprises in mainland China.   | (7) 報告期間，本集團供應商均為中國內地企業。  |
| (8) The data on social investment only includes the quantifiable statistics.  | (8) 有關社會投資的數據僅包含能夠量化統計的部分。  |

