



建業新生活

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)

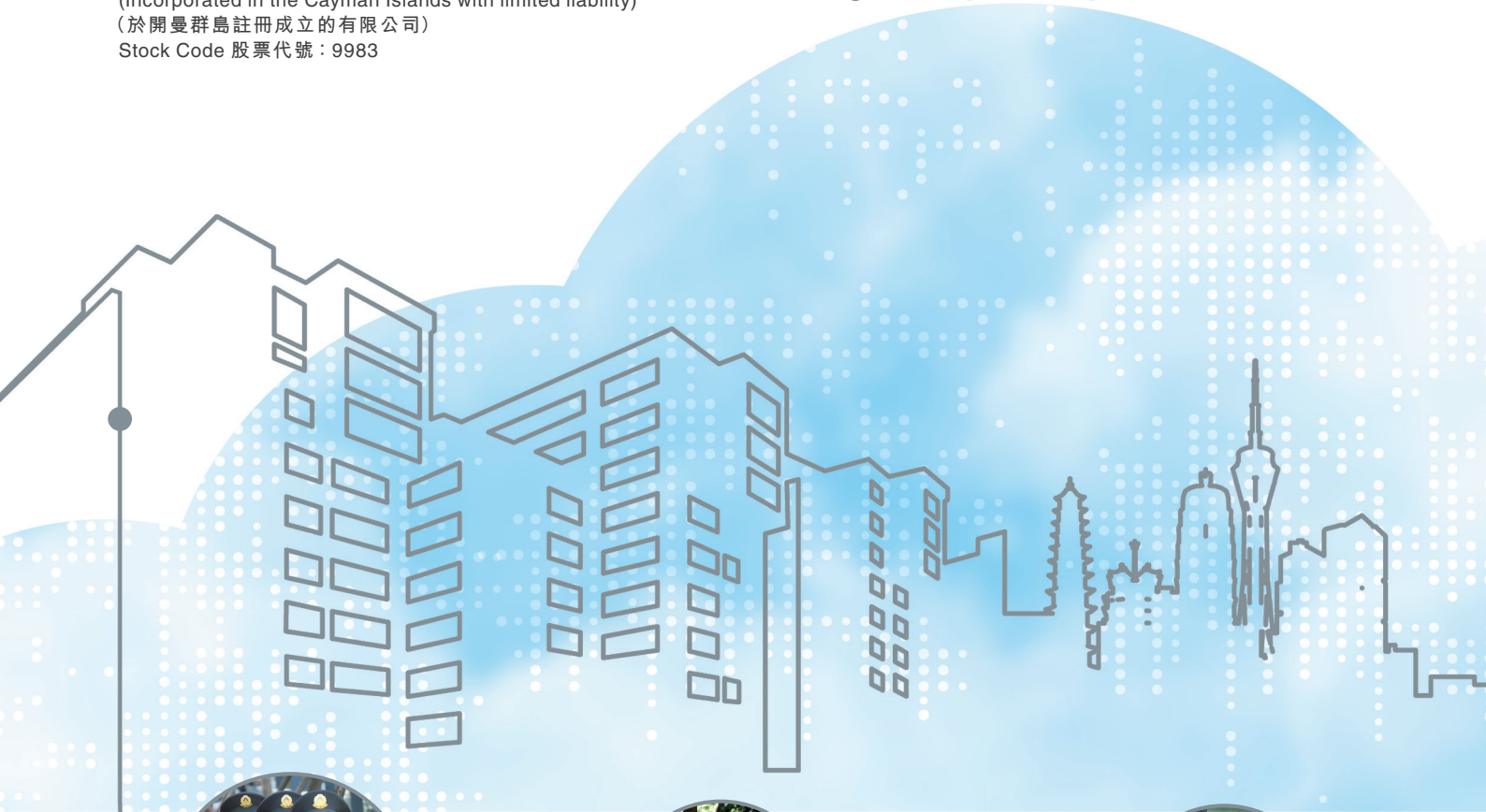
(於開曼群島註冊成立的有限公司)

Stock Code 股票代號：9983

Environmental, Social and
Governance Report

環境、社會及管治報告

2023



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 (the “Company”, and together with its subsidiaries, “CCNL”, the “Group” or “we”) is a property management service provider rooted in the central China region. Its commitment lies in meeting the diverse needs of its 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 fourth 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 2023 to 31 December 2023 (the “Reporting Period”), with some contents or elaboration may go beyond the time frame above.

The general disclosures and the reporting scope of the social key performance indicators (“KPIs”) in the Report are consistent with the financial statements of the Company, but do not encompass the Company’s associates and joint ventures, covering the Group’s property management services, community value-added services, and value-added services to non-property owners. The 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”.

Unless otherwise stated, amounts in the Report are denominated in RMB.

報告簡介

建業新生活有限公司(以下簡稱「本公司」, 連同其附屬公司統稱「建業新生活」[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四份年度環境、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2023年1月1日至2023年12月31日(以下簡稱「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和社會範疇關鍵績效指標匯報範圍與本公司財務報表一致, 但不包含本公司聯營公司和合營公司, 覆蓋本集團物業管理服務、社區增值服務、非業主增值服務三大板塊。環境範疇關鍵績效指標則納入集團總部及物業管理服務業務的各級辦公區域、物業管理服務業務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」。

除非另有說明, 本報告以人民幣為貨幣單位。

REPORTING STANDARDS

The Report has been prepared in strict accordance with the Environmental, Social and Governance Reporting Guide (the "Guide") in Appendix C2 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 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 C2 of the Main Board Listing Rules of the Hong Kong Stock Exchange.

報告標準

本報告遵循香港聯合交易所主板上市規則附錄C2《環境、社會及管治報告指引》(以下簡稱「《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《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

本報告秉持香港聯合交易所主板上市規則附錄C2中的披露原則進行編寫：

Reporting principles 匯報原則	Response from CCNL 建業新生活的回應
Materiality 重要性	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。
Quantitative 量化	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關鍵績效指標及所用的標準、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本集團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	Response from CCNL 建業新生活的回應
Balance 平衡	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 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. 本報告於本年度及前後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 and the HKExnews website at 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 及香港交易所披露易網站 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 services, community value-added services, and value-added services to non-property owners, covering property management, excellent life, intelligent communities, quality living 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 2.6 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, 業務覆蓋物業管理服務、社區增值服務、非業主增值服務三大板塊, 涵蓋物業管理、優選生活、智慧社區、品質居住等多元業務, 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260萬業主提供時間、區域、功能無盲點的生活服務。



Our business
我們的業務

2023 DATA

數說 2023年

Economic Performance

經營績效

□ Operating revenue: **RMB2.84 billion**
營業收入**28.4**億元

□ Gross profit: **RMB0.76 billion**
毛利潤**7.6**億元

□ Net loss: **RMB0.58 billion**
淨虧損**5.8**億元

□ Contracted GFA **288.3 million square metres**
合約總建築面積**288.3**百萬平方米

□ GFA under management **181.8 million square metres**
在管建築面積**181.8**百萬平方米

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
覆蓋河南全省**18**個地級市及省外
served more than **2.6 million** owners and residents in **1,066** properties
服務**1,066**項物業中逾**260**萬名業主及住戶

The cumulative number of registered users of Jianye+ platform was **8.42 million**
建業+平台累計註冊用戶約**842**萬人

Environmental Performance 環境績效

Total GHG emissions
溫室氣體總排放量

557,689.44
Tonnes
噸

Total energy consumption
能源總耗量

921,894.03
kWh
千瓦時

Total water consumption
總耗水量

13,298,253.22
Cubic metres
立方米

Social Performance 社會績效

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

100%

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

96%

Average training hours
completed per employee
僱員平均受訓時數

5.73
hours/person
小時

HONOURS

榮譽認可

Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
December 2023 2023年12月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2023 Leading Property Management Companies in Central China in terms of Market Position (TOP1) 2023 中部區域物業服務市場地位領先企業TOP1
December 2023 2023年12月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2023 Leading Property Management Companies in Property Service Market of Henan Province (TOP1) 2023 河南省物業服務市場地位領先企業TOP1
December 2023 2023年12月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2023 China Listed Property Service Companies with Excellent ESG Practices 2023 中國物業服務上市公司ESG實踐優秀企業
December 2023 2023年12月	Henan Property Management Association 河南省物業管理協會	➤ 2023 Advanced Companies in Property Service Industry 2023 年度物業服務行業先進企業
December 2023 2023年12月	Henan Property Management Association 河南省物業管理協會	➤ 2023 Leading Companies in Property Service Industry in terms of Quality Service 2023 年度物業服務行業品質服務領先企業
December 2023 2023年12月	Zhengzhou Property Management Association 鄭州市物業管理協會	➤ 2023 Advanced Units of News and Publicity 2023 年度新聞宣傳先進單位
December 2023 2023年12月	Zhengzhou Property Management Association 鄭州市物業管理協會	➤ 2023 Advanced Units in Service Innovation 2023 年度服務創新先進單位
December 2023 2023年12月	Zhengzhou Property Management Association 鄭州市物業管理協會	➤ 2023 Advanced Units in Green Energy Saving 2023 年度綠色節能先進單位
December 2023 2023年12月	Zhengzhou Property Management Association 鄭州市物業管理協會	➤ 2023 Outstanding Units in Property Services 2023 年度物業服務優秀會員單位
September 2023 2023年9月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2023 China's Leading Brand Enterprise in Professional Property Service Operations 2023 中國物業服務專業化運營領先品牌企業

Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
September 2023 2023年9月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2023 Property Service Brand Companies in Central China 2023 華中區域物業服務品牌企業
September 2023 2023年9月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2023 Henan Province Property Service Brand Companies 2023 河南省物業服務品牌企業
September 2023 2023年9月	CRIC Property Management, China Property Management Research Institution 克而瑞物管、中物研協	➤ 2023 Top 20 Property Service Companies in China 2023 中國住宅物業服務力 TOP20 企業
August 2023 2023年8月	Intelligent Construction Award Organizing Committee of China International Exposition of Housing Industry & Products and Equipment of Building Industrialization (Housing Industry Expo) 中國國際住博會智建獎組委會	➤ 2023 Intelligent Construction Outstanding Person Award for Intelligent Construction Award of the Housing Industry Expo 住宅產業博覽會 2023 智建獎智建傑出人物獎
August 2023 2023年8月	Intelligent Construction Award Organizing Committee of China International Exposition of Housing Industry & Products and Equipment of Building Industrialization (Housing Industry Expo) 中國國際住博會智建獎組委會	➤ 2023 Top 100 Companies for Intelligent Construction Award of the Housing Industry Expo 住宅產業博覽會 2023 智建獎百強企業
August 2023 2023年8月	Intelligent Construction Award Organizing Committee of China International Exposition of Housing Industry & Products and Equipment of Building Industrialization (Housing Industry Expo) 中國國際住博會智建獎組委會	➤ 2023 Intelligent Construction Design Award of the Housing Industry Expo 住宅產業博覽會 2023 智建設計獎

ABOUT CCNL 關於建業新生活

Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
July 2023 2023年7月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 2023 Excellent Property Service Operation Companies — Excellent Property Service Diversified Operation Company 2023 物業服務優秀運營企業 — 物業服務多元化運營優秀企業
July 2023 2023年7月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 2023 Leading Companies in Service Quality (Henan) 2023 河南省服務質量領先企業
July 2023 2023年7月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 2023 Leading Companies in Service Quality (Zhengzhou) 2023 鄭州市服務質量領先企業
May 2023 2023年5月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 2023 China Listed Property Services Companies with Outstanding Investment Value 2023 中國上市物業服務投資價值優秀企業
May 2023 2023年5月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 2023 Top 10 China Listed Property Service Companies with Comprehensive Strength 2023 中國物業服務上市公司綜合實力TOP10
April 2023 2023年4月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 2023 China Top 100 Property Service Companies with Best Growth Potential 2023 中國物業服務百強企業成長性領先企業
April 2023 2023年4月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ China Top 100 Property Service Companies in terms of Corporate Service Scale 中國物業服務百強企業服務規模TOP10
April 2023 2023年4月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	<ul style="list-style-type: none"> ➤ 11th among China Top 100 Property Service Companies 中國物業服務百強企業TOP11

Date 時間	Awarding entity 發佈機構	Name of award 獎項名稱
April 2023 2023年4月	Department of Housing and Urban-Rural Development of Henan Province 河南省住房和城鄉建設廳	➤ Excellent Unit for COVID-19 Pandemic Prevention and Control 新冠肺炎疫情防控優秀單位
January 2023 2023年1月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2022 Top 20 Regional Property Management Companies in Henan Province (TOP1) 2022年度河南區域物業管理規模20強企業(TOP1)
January 2023 2023年1月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2022 Leading Property Management Companies in Henan Province in terms of Service Satisfaction (TOP1) 2022年度河南區域物業服務滿意度領先企業(TOP1)
January 2023 2023年1月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2022 Leading Property Management Companies in Henan Province in terms of Public Construction (TOP1) 2022年度河南區域公建物業專項領先企業(TOP1)
January 2023 2023年1月	Information Technology Research Institute of Beijing China Index Academy 北京中指信息技術研究院	➤ 2022 Top10 Property Management Companies in Henan Province in terms of Red Property Service (TOP3) 2022年度河南區域紅色物業服務10強企業(TOP3)

CHAIRMAN'S STATEMENT

主席寄語

We work unceasingly regardless of the weather and gallop without stopping. As the first company engaged in property service management in Henan and the first vice-president of the Henan Property Management Association in the province, CCNL, with nearly 30 years of commitment, demonstrates the value of longtermism. Although the property management industry is moving forward amid twists and turns under the influence of such factors as real estate, capital and the overall economic environment, we still remain steadfast and persistent, return to the essence of services while adapting quickly to market changes, actively explore the focal points of rebuilding our competitive edges, and continuously activate the new momentum in the new development stage.

In 2023, we focused on the core of services to create a better life. We energised teams to create an effective organisation. We advocated low-carbon and circular development to co-build a green future. We cared about people's livelihood and shared happy moments. We have demonstrated our courage in going through a cycle with continuous improvement in profitability, substantial growth in basic services and new breakthroughs in lifestyle services, and have developed our new quality productive forces with our service, brand, technology and combat strengths. We firmly believe that the more than 1,000 projects under our management in central China are our responsibility, and also the power that keeps us diligent and resilient.

Focusing on Quality, and Diversifying Services

We are aware that the quality of basic services is the core competitiveness of a property management company and the cornerstone of sustainable development. So, we have always insisted on strengthening the quality of basic services. Adhering to the philosophy of "customer centricity", we have constantly improved the level of services to create a beautiful and harmonious living community for property owners through professional, standardised and intelligent management. With people's continuous pursuit of high quality of life, value-added services and basic services have become "twin engines" that back the long-term development of property management services. In addition to providing traditional basic services such as "four guarantees and one service", we focus on meeting the diversified needs of our customers and make value-added services as our top priority. In the future, we will continue to improve our service standards and refine our service grading

櫛風沐雨，馳而不息。作為河南省第一家專業物業服務管理企業、第一家河南省物業管理協會副會長單位，建業新生活以近30年堅守詮釋長期主義價值。儘管在地產、資本以及整體經濟環境等多重因素的影響下，物業管理行業正歷經曲折式前進，我們依舊信念如磐，以守正篤實之姿，聚久久為功之勢，在快速適應市場變革的同時，堅持回歸服務本質，並積極探索重塑競爭優勢的著力點、持續激活新發展階段的新動能。

2023年，我們聚焦服務核心，共商美好生活；我們激發團隊活力，共創高效組織；我們倡導低碳循環，共建綠色未來；我們涵養民生情懷，共享幸福時光。我們以盈利能力的持續提升、基礎服務的大幅增長和生活服務的新突破彰顯穿越週期的勇毅，亦以服務力、品牌力、科技力和戰鬥力鍛造建業新質生產力。我們始終堅信，中原大地上的千餘個建業新生活在管項目是我們肩負的責任，亦是我們朝乾夕惕、韌性致遠的力量。

聚焦品質，多元服務

我們深知，基礎服務品質是物業企業的核心競爭力，也是持續發展的基石。因此，我們始終堅持夯實基礎服務品質，秉承「以客戶為中心」的理念，不斷提升服務水平，通過專業化、標準化、智能化的管理，為業主打造美好和諧的生活社區。同時，隨著人們對高品質生活的不斷追求，增值服務已然成為與基礎服務並駕齊驅的「雙引擎」，成為物業服務長效發展的新支點。在提供傳統的四保一服等基礎服務的同時，我們著重關注如何滿足客戶多元化需求，並將增值業務作為重中之重。未來，我們將持續提升服務標準，細化服務分級

system, in order to create a “beautiful and diversified but harmonious” neighbourhood atmosphere, provide property owners with cozier, high-quality service experience, and contribute to the construction of a better community.

Gathering Momentum to Firmly Forge Ahead

Employees are an important support for the development of companies. We strive to provide employees with a good working environment and a broad space for development, and focus on their vocational training and personal growth. Depending on their expertise and capabilities, we assist them in planning out their career development paths and provide them with various career channels and development opportunities. We value the opinions and suggestions of our employees and encourage them to actively participate in corporate management and decision-making. Additionally, we have established a sound employee incentive mechanism to stimulate the enthusiasm and creativity of our employees, aiming to jointly achieve win-win results for both ourselves and our employees. In early 2023, we made further organisational changes to optimise the allocation of resources and to promote teamwork and knowledge sharing, in order to boost synergy and efficiency among our employees.

Energy Conservation & Emission Reduction and Green Service

Balancing economic growth and environmental impact is an eternal topic. We have actively responded to the national “dual carbon” policy to incorporate the low-carbon concept into every aspect of our development. We continue to explore the feasibility of combining and utilising new energy sources, such as solar energy, geothermal energy, air energy, and stored energy, in our smart new energy business, aiming to increase the use of green, low-carbon and efficient energy in buildings. Through innovative technology, we have completed the carbon chain light transformation in Luohe region, which achieved significant energy savings, contributing to the energy conservation and emission reduction. We also encourage community residents to conserve resources, advocate a low-carbon lifestyle, and strive to create a green and sustainable property management model.

體系，以創造「鄰里美美、和而不同」的社區氛圍，為業主提供更加溫馨、高品質的服務體驗，為建設更美好社區貢獻我們的力量。

凝心聚力，篤定前行

員工是企业發展的重要支撐。我們致力於為員工提供良好的工作環境和廣闊的發展空間，注重員工的職業培訓和個人成長。依據員工專長及能力，我們協助其規劃職業發展方向，並提供廣泛的職業通道與發展機會。我們重視員工的意見和建議，鼓勵員工積極參與企業管理和決策。同時，我們建立了健全的員工激勵機制，激發員工的工作熱情和創造力，共同實現企業和員工的雙贏局面。2023年初，我們進一步進行了組織架構調整，優化資源配置，促進團隊合作和知識共享，以提高員工之間的協同和工作效率。

節能降耗，綠色服務

平衡經濟增長和環境影響是我們永恒的課題。我們積極響應國家「雙碳」政策，將低碳理念貫穿於企業發展的每個環節。我們持續探索智慧新能源業務，如太陽能、地熱能、空氣能、濾電儲能等在新能源方面組合互補利用的可行性，致力於提高建築對綠色低碳高效能源的使用。通過創新科技，我們完成了漯河區域的碳鏈燈改造，取得了顯著的節能效果，為節能減排事業貢獻了一份力量。我們也鼓勵社區居民節約資源，倡導低碳生活方式，致力於打造綠色、可持續的物業管理模式。

CHAIRMAN'S STATEMENT 主席寄語

Harmonious Community, Better Life

It is our corporate mission to enrich the living experience and lifestyle of people in central China. We closely tie our corporate development with the fulfilment of our social responsibilities, actively carry out various public welfare and charitable activities, with an aim to create a more harmonious and better social environment. Throughout the year, we continued to carry out the "helping farmers by purchasing fresh vegetables" campaign, in which the projects under our management purchased fresh vegetables from local farmers and gave them to property owners free of charge to prevent the vegetables from being unsalable. We also continued to actively support community volunteer organisations and assist them in launching various public welfare activities to help build a harmonious community.

We shoulder our responsibilities and make efforts to create a bright future. On the new journey, we will take the responsibility of protecting people's livelihood and ensuring stability, and continue to uphold the service concept of "Dignity — Perfection" to provide customers with more high-quality, convenient and efficient lifestyle services. We will adopt innovative management concepts and methods to improve ourselves and empower teams to write a new chapter of hard work and progress. By advocating a lifestyle that conserves resources and protects the environment, we strive to create a better, more comfortable and sustainable living environment to help people enjoy a better life.

Wang Jun
Chairman

23 April 2024

和諧社區，美好生活

「讓中原人民都過上好生活」是我們的企業使命，我們將企業自身發展與履行社會責任緊密融合，積極開展各類公益慈善活動，致力於打造更加和諧美好的社會環境。我們全年持續開展「愛心助農鮮蔬保供」行動，由在管項目向地方農民採購新鮮蔬菜並免費贈送給業主，避免蔬菜滯銷。我們亦繼續積極支持社區志願者組織，協助其開展各類公益活動，助力建設和諧社區。

建功立業堪大任，擘畫時代創未來。在新的征程上，我們將以保民生、保穩定為己任，繼續秉持「尊尚·至臻」的服務理念，為廣大客戶提供更加優質、便捷、高效的生活服務；採用創新的管理理念和方法自我驅動、賦能團隊，書寫拚搏奮進的新篇章；通過倡導節約資源、保護環境的生活方式，努力打造更加優質、舒適和可持續的居住環境，助力人民實現更加美好的生活。

主席
王俊

2024年4月23日

Dedicated to “letting people in central China to live a good life” and upholding the core values of “taking root in Henan and contributing to the society”, CCNL takes customer satisfaction as its top priority and manage to extend its 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, it is committed to enhancing the calibre of our property management and value-added services.

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 its core values into corporate governance and sustainable development strategies, the Group has gradually established and optimised its ESG responsibility management system, through which it cultivated our corporate culture, brought into being a sustainable framework, and team up with its customers, partners and employees to build a bright future of sustainable development.

建業新生活將「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品質，以滿足客戶日益多元的需求，邁向美好新生活。

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可持續發展的美好明天。

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

5 Commitments

Create a new business card for this city
 Create a new lifestyle for the local people
 Work with local developers to improve the urban construction
 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: standardised 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

可持續發展方針

SUSTAINABLE DEVELOPMENT STRUCTURE

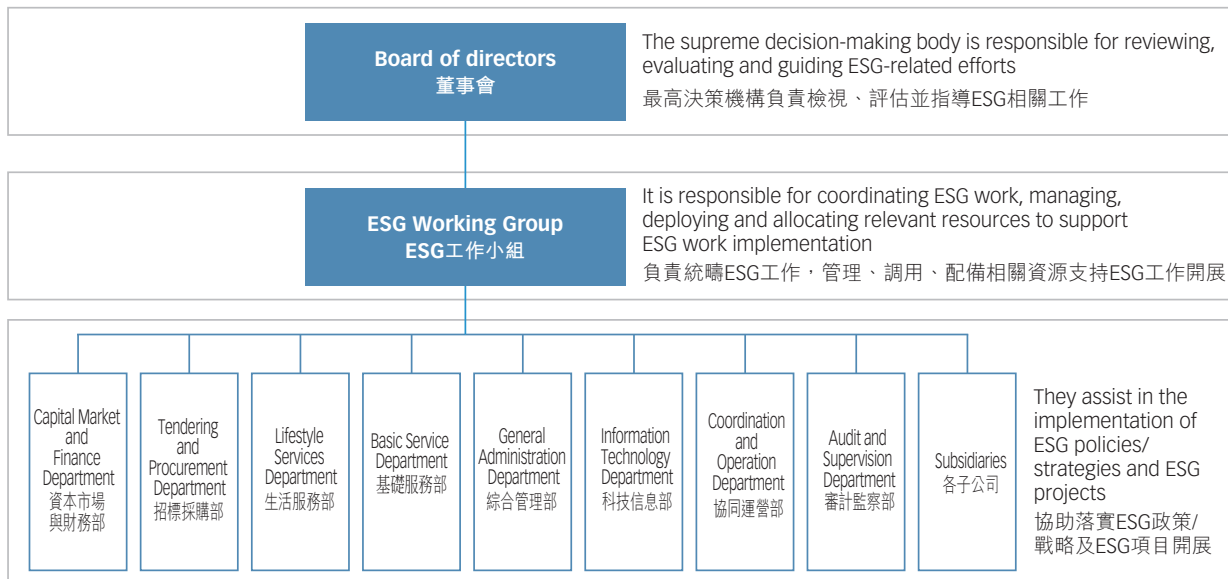
Underpinning sustainable development with our full-fledged corporate governance structure, we have established a systematic sustainable development plan for implementing our sustainable development policies and integrating ESG responsibilities into every aspect of our business operations.

As the highest decision-making body, our board of directors is responsible for overseeing the sustainable development performance of the Group, 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責任融入本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
組織架構圖

SUSTAINABLE DEVELOPMENT MANAGEMENT









可持續發展管理

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.


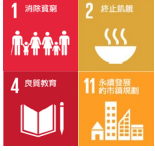
可持續發展風險與機遇

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、與祖國同頻、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	 2 終止飢餓  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	<ul style="list-style-type: none"> Energy use risk Water pollution risk Waste risk Climate change risk 	<ul style="list-style-type: none"> Development of environmental protection technology Energy efficient building renovation Optimised resource acquisition and allocation Formulation of contingency plans 	<ul style="list-style-type: none"> Energy-saving and water-saving reconstruction Paperless office Garbage sorting Solid waste pollution prevention and control Sustainable supply chain
Employment and Labour Practices 僱傭及勞工常規	 3 良好健康與福祉  5 性別平等  8 體面工作和經濟增長	<ul style="list-style-type: none"> Legal risks associated with employment Risks associated with labour costs Risks associated with benefits Risks associated with brain drain Risks associated with health & safety 	<ul style="list-style-type: none"> Human capital empowerment Application of technology tools Provision of multi-disciplinary training 	<ul style="list-style-type: none"> Recruitment of versatile talent Provision of reasonable remuneration and benefits Diversified talent training system Full-grown employee promotion system Protection of employees' health and safety

SUSTAINABLE DEVELOPMENT MANAGEMENT

可持續發展管理

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
Operating Management 營運管理	 <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"> ➢ Product and service quality risk ➢ Risk of barriers to diversification ➢ Customer satisfaction risk ➢ Community security risk ➢ Data security risk ➢ Intellectual property risk ➢ Marketing compliance risk ➢ Emergency management risk ➢ Supply chain stability risk <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"> ➢ Technology-driven development ➢ Creative management model ➢ Business development in lifestyle services and commercial property management ➢ Integration and synergy of resources <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"> ➢ Quality management ➢ A diversified lifestyle service platform ➢ Building intelligent communities ➢ Customer satisfaction management and demand survey ➢ Assurance of community safety ➢ Intellectual property protection ➢ Stringent marketing compliance and anti-corruption efforts ➢ Focusing on sustainable development, and environmental and social responsibility performance of the supply chain <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>
Community 社區	 <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"> ➢ Sustainable cities and communities risks ➢ Public security risk ➢ Public health risk <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"> ➢ Establishment of charity funds ➢ Building infrastructure <p>➢ 設立公益基金 ➢ 建設基礎設施</p>	<ul style="list-style-type: none"> ➢ Carrying out community activities ➢ Paying attention to disadvantaged groups ➢ Devotion to social welfare undertakings ➢ Inheritance of culture in central China <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>

STAKEHOLDER ENGAGEMENT 利益相關方參與

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

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

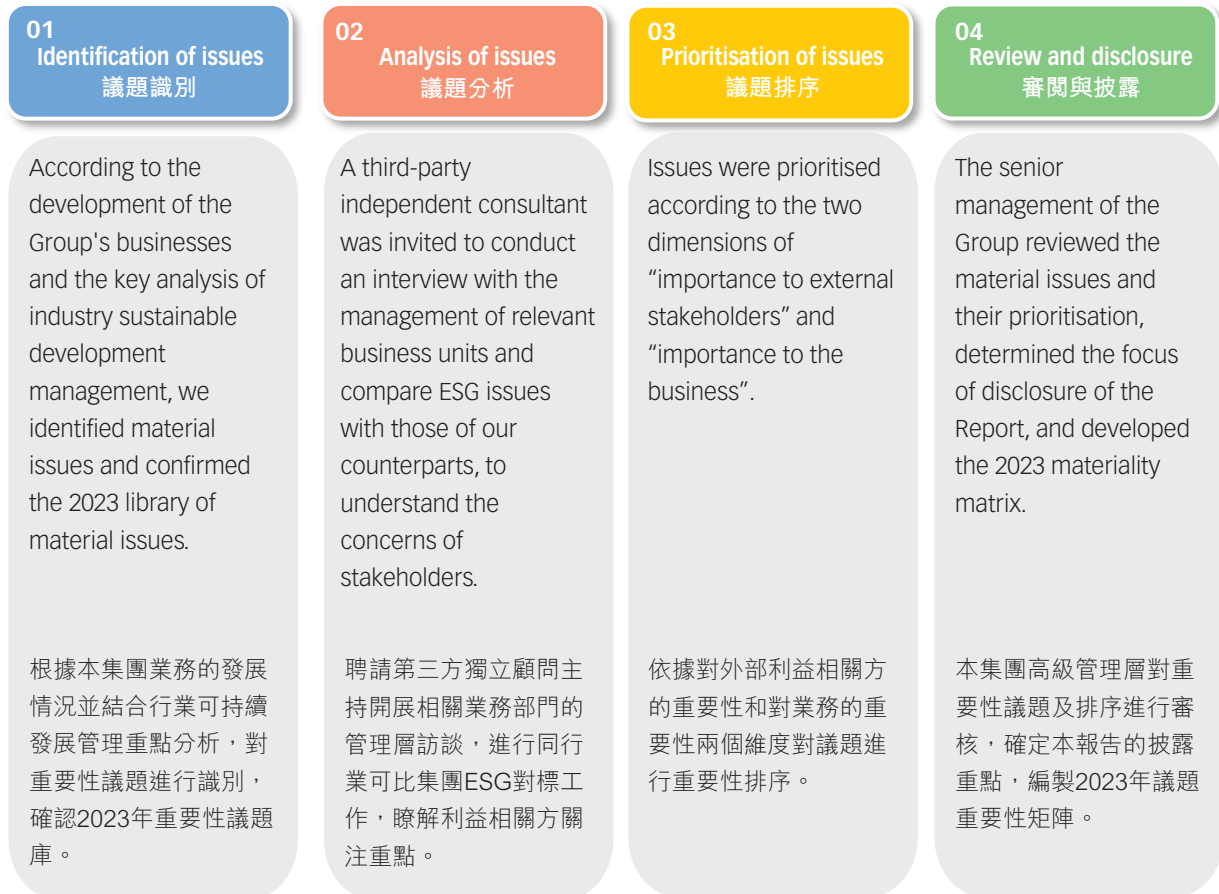
MATERIALITY ASSESSMENT 重要性評估

In order to understand the key concerns of stakeholders on our 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 2023.

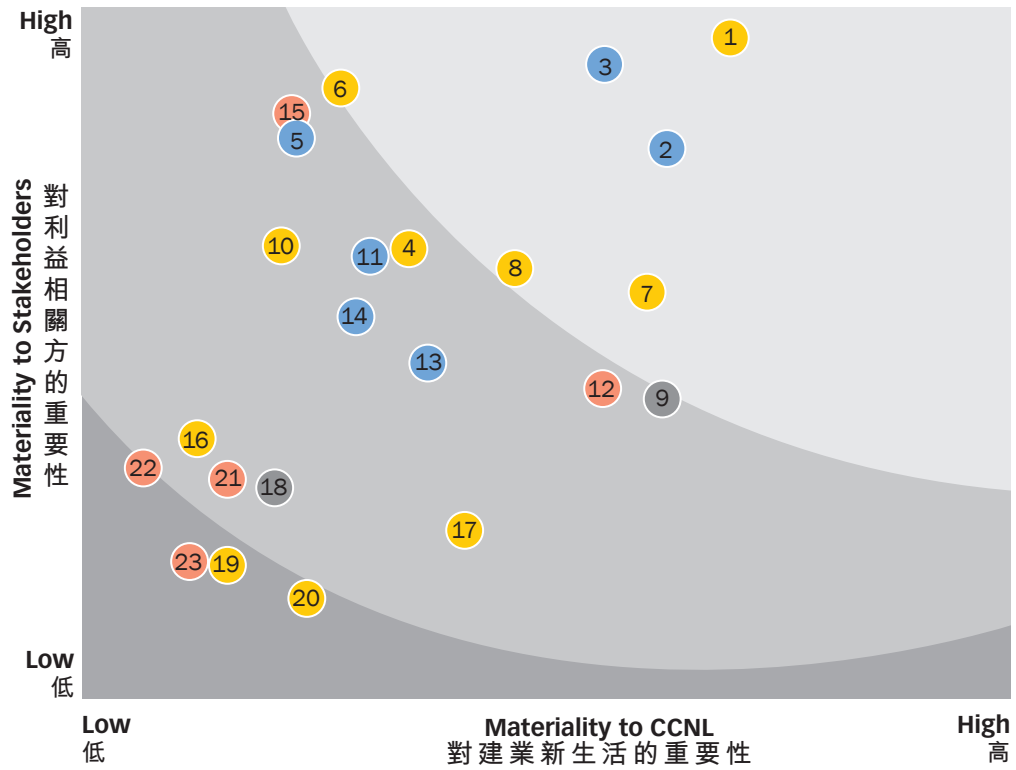
為瞭解利益相關方對本集團可持續發展的重點關注事宜，以持續改善本集團的可持續發展管理及相關信息披露，我們將業務發展情況、行業特點及國家政策環境等與利益相關方的期望相結合，通過與利益相關方的密切溝通、意見反饋以及行業分析等方式對2023年重要性議題進行綜合評定及排序。

The four steps taken to conduct a materiality assessment in 2023 are as follows:

2023年的重要性評估主要採取以下四個步驟：







The Group's 2023 materiality matrix and prioritisation are as follows: 本集團2023年度重要性議題矩陣及排序如下：



MATERIALITY ASSESSMENT

重要性評估

Operating management 運營管理 	Employment management 僱傭管理 	Environmental management 環境管理 	Community investment 社區投資 
<ol style="list-style-type: none"> 1. Service quality and customer satisfaction 2. Smart services and innovation 3. Responsible supply chain management 4. Integrity building and anti-corruption 5. Intelligent management 6. Customer well-being and health and safety 7. Customer information and privacy protection 8. Intellectual property protection 9. Reasonable marketing and promotion 10. Disaster emergency management <ol style="list-style-type: none"> 1. 服務品質與客戶滿意度 2. 智慧服務與創新 3. 負責任的供應鏈管理 4. 廉潔建設與反貪污 5. 智慧化管理 6. 客戶福祉與健康安全 7. 客戶資訊與隱私保護 8. 智慧財產權保護 9. 合理的行銷與推廣 10. 災難應急管理 	<ol style="list-style-type: none"> 11. Employee training and development 12. Employee occupational health and safety 13. Employee recruitment and team building 14. Employee compensation and welfare 15. Employee care and protection of rights and interests 16. Prevention of child labour and forced labour <ol style="list-style-type: none"> 11. 員工培訓與發展 12. 員工職業健康與安全 13. 員工招聘與團隊建設 14. 員工薪酬與福利 15. 員工關懷與權益保障 16. 防止僱傭童工及強制勞工 	<ol style="list-style-type: none"> 17. Energy consumption and efficiency 18. Energy conservation & emission reduction and green operation 19. Water use and water conservation 20. Waste disposal and management 21. Response to climate change <ol style="list-style-type: none"> 17. 能源消耗與效益 18. 節能減排與綠色運營 19. 水資源使用與節水 20. 廢棄物棄置與管理 21. 應對氣候變化 	<ol style="list-style-type: none"> 22. Promoting community development 23. Philanthropy and social services <ol style="list-style-type: none"> 22. 促進社區發展 23. 公益慈善與社會服務

Based on the results of the materiality assessment in 2023, the Group identified the most important material issues on sustainable development, which included **service quality and customer satisfaction, responsible supply chain management, integrity building and anti-corruption, smart services and innovation**, and other operating management, and which also included employment management issues, such as **employee training and development, and employee occupational health and safety**. 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 make reasonable adjustments when necessary to ensure the effectiveness of various management approaches.

根據2023年重要性評估結果，本集團將**服務品質與客戶滿意度、負責任的供應鏈管理、廉潔建設與反貪腐、智慧服務與創新**等運營管理範疇議題及**員工培訓與發展、員工職業健康與安全**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。

CCNL REPUTATION BASES ON QUALITY SERVICES

品質服務，建業口碑

The SDGs addressed in this section:

本章節回應SDGs:



Good health and well-being
良好健康與福祉



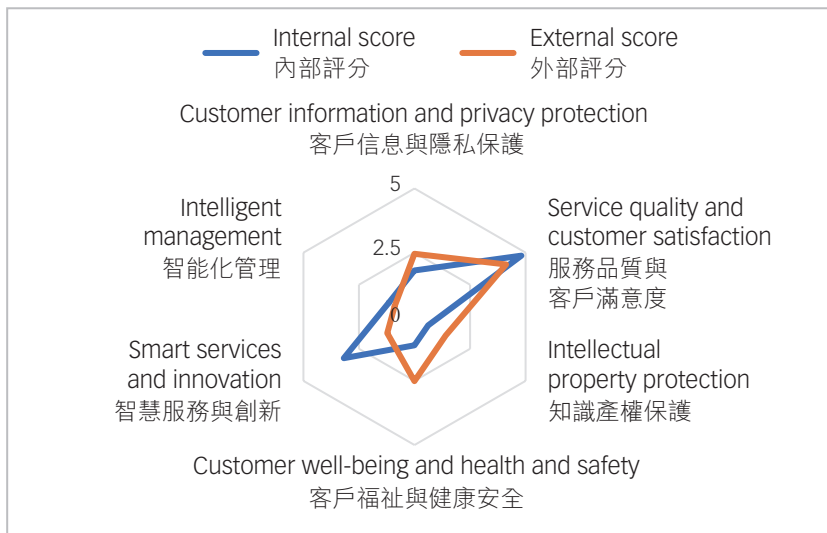
Sustainable cities and communities
可持續城市 and 社區



Responsible consumption and production
負責任消費和生產

Stakeholders' concerns:

利益相關方關注：



Source of data: 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。

CCNL upholds its business philosophy of “Being a good Party B in central China” by integrating property management services and value-added services to continuously improve the service quality. We strive to understand our customer needs, build an extensive lifestyle service network for our customers through technological innovation and resource integration, and provide products and services that satisfy our customers and solve their problems practically, so as to help them live a better life.

建業新生活持續踐行「做好中原好乙方」的經營理念，集物業管理服務及增值服務為一體，持續提升服務品質。我們致力於洞察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，助力客戶美好生活。

CCNL REPUTATION BASES ON QUALITY SERVICES

品質服務，建業口碑

DIVERSITY IN LIFE

The Group focuses on the provision of high-quality basic property management services and community lifestyle services to meet the diversified needs of its customers in their community life and to enhance their living experience in all aspects.

Property Management Services

Upholding the corporate spirit of “pursuing excellence with perseverance” and adhering to the quality policy of “making property management as good as it gets”, we provide our customers with traditional property management services, such as reliable security, cleaning and greening services. We take practical actions to create high-quality services, as efforts to achieve the goal of perfection.

We keep a close eye on all aspects of the customer experience and have worked out sound systems to strengthen the foundation of our services. We have formulated and implemented the Operating Procedures for Property Owners Moving in Houses and the House Delivery Management Regulations to help owners move in smoothly and enhance the house delivery experience. With Management Rules for the Prevention and Control of Buildings without Permission and other management systems in place, we have also continued to optimise our operational services, such as environmental protection, maintenance of public facilities, and prevention and control of potential safety hazards in communities. In terms of outsourcing services, we formulated the Supervision System for Cleaning Outsourcing, the Management System for Tendering and Procurement, the Supervision System for Outsourcing of Guards of Honour and the Supervision System for Greening Maintenance Outsourcing to establish the work standards and assessment standards for outsourcing service management.

多元生活

本集團專注於為客戶提供優質的物業基礎服務與社區生活服務，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

我們秉承「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，為客戶提供可靠的安保、清潔和綠化服務等傳統物業管理服務。我們通過實際行動來打造高品質的服務，努力達到至臻完美的目標。

我們關注與客戶體驗相關的方方面面，制定完善的制度體系以夯實服務基礎。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，並通過《私搭亂建防控管理辦法》等管理制度，持續優化小區環境保護、公共設施維修、公共設備保養、安全隱患防治等運營服務。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。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

We have set quality objectives that are regularly monitored by various departments and regions, in order to complete the service quality-related work. In 2023, all of CCNL's quality objectives were met.

CCNL's 2023 Quality Objectives
Owners' satisfaction of property services (third party) of greater than or equal to 80 points
Quality supervision score of greater than or equal to 82 points
Less than or equal to 0.5‰ of public security incidents within the scope of responsibility
0 fire incidents within the scope of responsibility, or no major safety hazards
Timely repair and maintenance rate of greater than or equal to 95%
Handling and settlement rate of property owners' complaints of greater than or equal to 95%

We launched a variety of service quality enhancement activities in two major dimensions, namely basic services and lifestyle services, so as to increase interaction with customers and get closer to them. This year, we rolled out the 2023 Autumn Property Management Service Quality Enhancement Campaign, and carried out the Iron Eagle, Smooth Access 100, Operation Woodpecker, Greening Action, Operation Blue Shield, Eagle Eye Action, Refreshing Action, Fast Customer Service, and Housekeeper Happiness Service System, among others, in order to provide refined services, comprehensively improve the basic service level, and increase customer satisfaction.

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定期進行監測。2023年，建業新生活質量目標已全部達成。

建業新生活 2023 年質量目標
業主對物業服務滿意度(第三方) ≥80分
品質督導得分 ≥82分
責任內治安事故發生率 ≤0.5‰
責任內的消防事件 0，無重大安全隱患
維修及時率 ≥95%
業主投訴處結率 ≥95%

我們圍繞基礎服務和生活服務兩大方面，積極開展多樣化的服務品質提升活動，以增強與客戶的互動，拉近與客戶間的距離。本年度，我們開展了「2023秋季物業服務品質專項提升活動」，以鐵鷹行動、暢行100、啄木鳥行動、綠茵行動、藍盾行動、鷹眼行動、煥新行動、客不容緩行動、管家幸福服務體系五大行動等專項行動為抓手，提供精細化服務，全面提升基礎服務水平，助力客戶滿意度提高。

CCNL REPUTATION BASES ON QUALITY SERVICES

品質服務，建業口碑

● Iron Eagle Action

● 鐵鷹行動

- We adopt the linkage of human, physical and technical defense, combine the "nine levels of intelligent security" to strengthen the security control, and focus on the three services of "smile service, running service and active service" to enhance the standardized service of honour guards and maintain park security.
- 採用人防、物防、技防三防聯動，結合「九重智慧安防」強化安全管控，圍繞「微笑服務、跑步服務、主動服務」三項服務，提升禮兵標準化服務，維護園區安全。

● Smooth Access 100

● 暢行100

- Efforts were made from the four aspects of the advanced vehicle access system, perfect service process, smooth communication channels and efficient management measures to enhance the management level of motor and non-motor vehicles. Scientific management and intelligent technological means enabled the standardization of vehicle parking, which ensured "100% unimpeded access".
- 結合先進的車輛通行系統、完善的服務流程、暢通的溝通管道、高效的管理措施等四個方面，提升小區機動車與非機動車的管理水平。通過科學管理及智慧化科技手段，實現車輛停放規範，達到「暢行100%」。

● Operation Woodpecker

● 啄木鳥行動

- We used standardized tools and standardized service processes to improve the quality of cleaning services from intensive cleaning activities, warm-hearted convenience activities, high-frequency mosquito and insect extermination, daily disposal of household waste, quality improvement and efficiency enhancement for posts, in a bid to beautify the park environment.
- 使用標準化作業工具，採用規範化服務流程，結合高密度的大掃除活動、暖心的便民活動、高頻次的蚊蟲消殺、生活垃圾日產日清、崗位提質增效等五個方面提升保潔現場服務品質，美化園區環境。

● Greening Action

● 綠茵行動

- The Company strengthened the management of greening visualization effect from the entrance of the park to the main landscape belt and other key areas, carried out the zero-naked management of the park, adopted automatic sprinkler irrigation, enhanced the greening innovation, and created iconic greening projects, as attempts to continuously optimise the greening environment of the park under the perspective of property owners.
- 強化從園區門口到主景觀帶等重點區域的綠化視覺化效果管理，實行園區零裸露管理，落地綠化自動噴灌，加強綠化創新、樹立綠化標杆，不斷優化業主視角下的園區綠化環境。

● Operation Blue Shield

● 藍盾行動

- A repair and maintenance campaign was implemented in five aspects, namely normal operation of public facilities and equipment, workers' proficiency in operation, availability of certificates of relevant personnel, drills for emergency plans and timely responses, and informatisation of facilities and equipment, in order to ensure the safety management of the community and achieve zero risk.
- 圍繞公共設施設備時刻保持正常運行、工作人員熟練操作、相關人員持證上崗、應急預案定期演練與及時回應、設施設備資訊化應用等五個方面開展維修專項行動，確保社區安全管理，實現零風險。

● Customer Service

● 基礎服務品質提升

- Activities about refreshing, housekeeper happiness service system and fast customer service were held to enhance customer service perception, strengthen customer interaction and integration, and promote the improvement in basic service quality.
- 通過開展「煥新行動」、「管家幸福服務體系五大行動」、「客不容緩行動」，促進客戶服務感知，加強客戶互動融合，推動基礎服務品質提升。

● Lifestyle Service Integration

● 生活服務融合

- We launched special elderly care programs, underfloor heating cleaning, and interactive and active services via "Jianye+" property management APP to improve customers' lifestyle service experience and perception.
- 開展專項老人關懷計畫、煥新生活地暖清洗、「建業+」服務平台互動活躍服務，推動客戶生活服務體驗及感知。

● Owner Interaction

● 業主互動

- We carried out activities such as door-to-door repair and maintenance service, open day of equipment rooms, one-to-one service for the whole life cycle, star convenience service, Central China Happy Times, Ice Breaker, and Jianye by Your Side, aiming to strengthen the communication and interaction with customers and create a good neighborhood atmosphere.
- 開展入戶維修服務、設備房開放日、全生命週期一對一節點服務、星級便民服務、建業幸福時光裡、「融冰」行動、建業在身邊等活動，加強與客戶的溝通互動，營造良好鄰里氛圍。

CCNL REPUTATION BASES ON QUALITY SERVICES

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Fall Property Management Service Quality Enhancement Activities
秋季物業服務品質專項提升活動

Quality Knowledge Sharing 服務品質類知識分享

From March to June 2023, the Group's Basic Services Department shared knowledge points about service quality through WeChat groups with the quality personnel of 12 city companies across the province, which are 83 knowledge points in 14 stages under 6 modules, covering the concept of management system, the operating standard of "four guarantees and one service" and intelligentisation. The content of the service quality knowledge sharing pictures is vivid and concise, which helps employees in basic positions understand the key points of the job more easily, improves learning effects, standardises service behaviours, and thereby improves their service quality and capabilities.


2023年3月至6月，本集團面向全省12個城市公司品質人員分享服務品質類知識要點，共6大模塊、14期、83個知識點，涵蓋管理體系概念、四保一服作業標準及智慧化工作等內容。服務品質類知識分享圖片內容生動、精簡，有助於基礎崗位員工更簡易地了解崗位工作的重點環節要點，提高學習效果，規範服務行為，從而提高其服務素質與能力。

第7期 礼兵篇

礼兵中队长——日常管理

1. 礼兵中队长对当班各岗位礼兵值班情况至少检查2次（8小时工作制），4次（12小时工作制），并在《礼兵值班记录》上记录，《礼兵值班记录》上不能只签名字，要体现出检查情况，发现表现优秀的，报告队长再进行奖励。
2. 每班上班后对辖区消防通道检查一遍，抽查当班礼兵对消防器材的检查情况，记录在《礼兵值班记录》上。

4/25
[星期一]



第7期 礼兵篇

表格记录模板

1. 礼兵值班记录

日期	姓名	岗位	检查人	检查时间	检查内容	检查结果
2023.04.25	张三	保安	李四	08:00	检查消防通道是否畅通	畅通
				12:00	检查消防器材是否完好	完好
				16:00	检查消防通道是否畅通	畅通
				20:00	检查消防器材是否完好	完好

2. 监控中心品质服务巡检表

序号	时间	巡检员	巡检内容	发现问题	处理人	处理人
1	08:00	张三	检查消防通道是否畅通	畅通	张三	张三
2	12:00	李四	检查消防器材是否完好	完好	李四	李四
3	16:00	王五	检查消防通道是否畅通	畅通	王五	王五
4	20:00	赵六	检查消防器材是否完好	完好	赵六	赵六

记录要如实填写，不可弄虚作假。

6/20
[星期一]

第14期 保洁篇

水系清洁



1. 日常清理：每日2次按水系流向通风向自上而下用漏网清理水面漂浮物及水底沉淀物，确保水面水底清洁、无杂物。
2. 换水清理：排水时放置“正在清洁”标示牌，清理水底淤泥和杂物，等维修人员接好排水装置，在排水口1米前用竹篱或纱网拦住泥沙，放置堵塞下水道。使用工具清理水底、池壁。曝晒2日后消毒、注水。
3. 水质保养：①生石灰水消毒，明矾或硫酸铜等絮凝剂吸附杂质。②高锰酸钾加入水中，1天后使用絮凝剂（温化开）加入水中（0.1g/1吨水）。以上两种方法均适用于无观赏鱼、流水水系。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

In order to effectively protect customers' rights and interests and further enhance service quality, we have formulated the 2023 Jianye Property Quality Supervision and Evaluation Plan to conduct classified reviews of service quality for companies, projects, departments and positions in each city, and strengthen the supervision and guidance of each branch of Jianye Property. In accordance with the rules and regulations such as the 2023 Quality Inspection Standards of Jianye Property, the 2023 Intelligent Eagle Eye Online Inspection Program of the Basic Services Department and the 2023 Supervision Standards, we regularly carried out inspection and assessment on the frontline services through undercover quality surveys, intelligent eagle eye spot checks and joint flight inspections to find out and fill in gaps, and make targeted enhancements to the corresponding issues, so as to ensure that the service standards are implemented and the Group's service targets are met.

為切實保障客戶權益，進一步提升服務品質，我們制定《2023年基礎服務部品質督導考核方案》，對各城市公司、項目、部門及崗位進行服務品質分類審查，強化對建業物業各分支機構的監督和指導。我們根據《2023年建業物業品質暗訪標準》《2023年基礎服務部智慧鷹眼線上檢查方案》《2023年督導標準》等規章制度，通過品質暗訪調查、智慧鷹眼抽查、聯合飛行檢查等方式，定期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，以確保服務標準落地執行，保障本集團服務目標的達成。



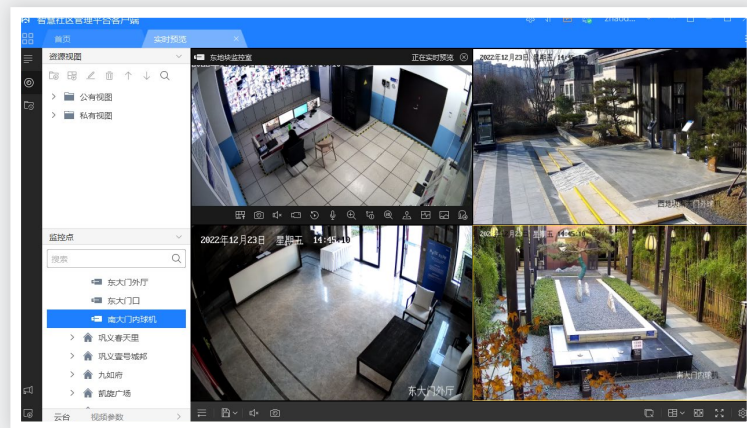
CCNL's Property Management Service Quality Inspection Method
建業新生活物業品質督查方式

Eagle Eye Service Quality Inspections

智慧鷹眼服務品質抽查

From January to May 2023, the Group implemented the Smart Eagle Eye System Self-Use Program 3.0 (Remote Software Sunflower/TeamViewer/Tencent Meeting) to jointly assist the city quality staff in completing 28 intelligent eagle eye inspections, through which 78 non-conforming items were found and rectified accordingly to further improve the service level. In June of the year, we began to implement the Eagle Eye system self-service solution 4.0, which allowed you to view the screen directly through the web page or client in the Internet environment without the need to remotely connect to the headquarters, making the quality review more convenient and guaranteeing the supervisory and guiding effect of eagle eye spot checks.

2023年1月至5月，本集團繼續執行智慧鷹眼系統自助使用方案3.0(遠程軟件向日葵/TeamViewer/騰訊會議)，協助城市品質人員完成28次智慧鷹眼檢查，發現不合格項78項，並隨即進行相應整改，進一步提高服務水平。同年6月，我們開始推行智慧鷹眼系統自助使用方案4.0，無需遠程連接總部即可直接在互聯網環境下通過網頁或客戶端查看畫面，使得品質審查更加便利，保障鷹眼抽查的監督和指導效果。



CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Community Lifestyle Services

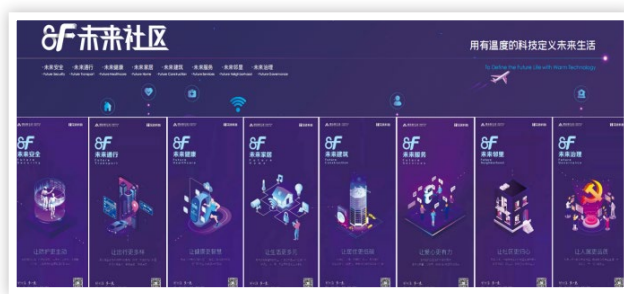
Under the premise of ensuring basic property management services, we are customer-centric to innovate and seek changes, striving to empower community governance and owners' lifestyle services with new-generation information technologies such as the Internet of Things, cloud computing, mobile Internet and digital intelligence. We make changes with technologies, achieve the transformation and upgrading to smart communities and smart technological residences, and use technological innovations to make community management more efficient, smarter products and services, and more comfortable living for customers.

We endeavor to build an organic ecosystem and interactive synergy system in communities with "ubiquitous perception, ever-present connection, invisible algorithms, and omnipotent wisdom", and work together with our customers to move towards a better new life that integrates technology and warmth. We utilise the Internet of Things, cloud computing, big data, artificial intelligence and other technologies to build the "8F communities", which realizes the interconnection of everything in communities in eight dimensions: future security, future traffic, future health, future home, future building, future service, future neighborhood and future governance, and digitally satisfies the diverse needs of our customers for a better life. In 2023, based on the construction of the "8F communities", we continued to provide customers with a safer, more convenient, more comfortable and healthier intelligent living environment through the innovative application of technologies, iterative upgrading of solutions, and refined operation and management. As at the end of the Reporting Period, CCNL successfully achieved phased goals of covering more than 200 communities with intelligent services and reaching more than 40 million human-machine interactions annually.

社區生活服務

在保障物業基礎服務的前提下，我們關注客戶，創新求變，致力於借助物聯網、雲計算、移動互聯網、數智化等新一代信息技術賦能社區治理及業主生活服務，以科技引領改變，實現建業新生活社區向智慧社區、智慧科技住宅的轉型升級，用技術創新讓社區管理更高效，產品服務更智能，客戶居住更舒適。

我們力求在社區構建「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，與客戶共同邁向融合科技與溫度的美好新生活。我們利用物聯網、雲計算、大數據、人工智能等技術搭建「8F未來社區」，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個維度，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。2023年，我們以「8F未來社區」建設為基礎，持續通過技術的創新應用、方案的迭代升級和持續的精細化運營管理，為客戶提供更安全更便捷、更舒適、更健康的智慧生活環境。截至報告期末，建業新生活已成功實現智能化服務覆蓋小區超200個、年度人機交互數超4,000萬的階段性目標。



Application Scenarios of Jianye 8F Communities
建業8F未來社區應用場景

“Ailaidian” Charging Pile 「艾來電」充電樁

In order to further empower “future mobility” of owners and contribute to the national “dual-carbon” goal, CCNL independently developed the “Ailaidian” intelligent charging pile and an intelligent tram management platform, installing charging piles for free for communities it manages across China, and encouraging and facilitating the use of new energy vehicles by residents. We performed the cloud-management-end integrated management, equipped chargers with a built-in three-level protection circuit and a meter-level metering chip, integrated the Internet, Internet of Things, big data and other technologies, which were supplemented by communications ways like 4G wireless network and premises network, and used QR code scanning via WeChat and card swiping to realise the actual settlement, automatic reconciliation, real-time notification and other services. In the meantime, we increased the efficiency of charging pile operation and management via robot Q&A, automatic system inspection and other technological innovations, which effectively promoted the development of “low-carbon and high-efficiency” intelligent communities. As at the end of the Reporting Period, “Ailaidian” covered 18 cities in Henan Province with 385 projects and had a total of 310,000 charging users.

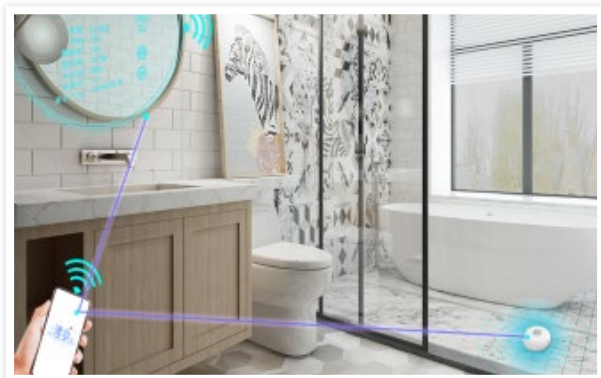
為進一步賦能業主「未來出行」，助力國家「雙碳」目標，建業新生活自主研發「艾來電」智能充電樁與智能電車管理平台，免費為全國物業小區安裝充電樁，鼓勵與方便居民使用新能源汽車。我們運用雲、管、端三位一體化管理，充電設備硬件內置三級保護電路及電表級計量芯片，融合互聯網、物聯網和大數據等技術，輔以4G無線網絡和駐地網等通訊方式，並採用微信掃碼和刷卡充電相結合的方式，實現據實結算、自動對賬、實時通知等服務。同時，我們通過結合機器人問答、系統自動巡檢等科技創新舉措，提升充電樁運營管理效率，切實推動「低碳高效」的智能社區發展。截至報告期末，「艾來電」已覆蓋河南省18個地市，覆蓋項目數385個，累計充電用戶量31萬。



CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

We started from a smart home to integrate quality resources and apply technologies to create an "8S comfortable home" with one-stop decoration services from eight intelligent scenarios covering the whole ecosystem, namely smart security, smart environment, smart control, smart entertainment, smart kitchen, smart bathroom, smart sleep and smart storage, and provided owners with closed-loop services with regard to hard decoration, storage system, soft decoration style, furniture, and design, construction, delivery, operation and maintenance, and after-sales services for intelligent comfort homes. Meanwhile, we kept a close eye on the needs of homeowners and focused on three modules: pre-sale brand investigation and selection, in-sale capital supervision, and post-sale service provision, allowing new owners to enjoy one-stop smart home experience at their doorsteps. As at the end of the Reporting Period, the service had been promoted in Zhengzhou, Xinxiang, Puyang, Nanyang, Shangqiu and the more. It served a total of 2,300 groups of customers and had 580 groups of prospective customers.

我們亦以智慧家居為切入點整合優質資源，融入科技基因，打造「8S舒適家」應用一站式精裝私享服務，覆蓋智慧安防、智慧環境、智慧控制、智慧娛樂、智慧廚房、智慧衛浴、智慧睡眠、智慧收納等全生態八大智能場景，為業主提供從硬裝佈局、收納系統、軟裝風格到傢俱搭配以及智能舒適家設計、施工、交付、運維、售後等閉環服務。同時，我們緊貼業主需求，重點關注售前品牌研選、售中資金監管、售後服務保障三大模塊，讓新交付業主在家門口享受一站式智慧家居體驗。截至報告期末，該服務已在鄭州、新鄉、濮陽、南陽、商丘等城市進行推廣，服務接待客戶總量2,300組，儲備意向客戶達580組。



8S Comfortable Home
8S 舒適家

In addition, through innovative activities and experiences, we continued to serve owners to help them live a "better life" and strengthened the mental experience of "living in Jianye makes you happier" for our customers. We took the lead in organizing the "Jianye better life bazaar", which was independently integrated and organized by city companies. We held quality offline bazaars for goods and services in and around the park on a regular basis, including but not limited to regular bazaars, thematic bazaars, branded events and special events, in order to satisfy our customers' needs for a better life and experience.

此外，我們通過創新活動體驗，延續建業新生活增值為「美好生活」服務的基調，強化客戶「住建業，更幸福」的精神感受。我們牽頭舉行「建業美好生活集」，由城市公司自主整合和組織，在園區及周邊定期舉行優質線下商品及服務集會活動，包括但不限於常規性市集、主題性市集、品牌活動和專項活動集會等，以滿足客戶更美好的生活需求和體驗。

Jiaozuo Community Spring Festival Fair 焦作社區市集

On 11 August 2023, the Group's Jiaozuo No. 1 City State (壹號城邦) Community teamed up with brand manufacturers such as Yili and Haoxiangni to launch a good life market. The wide range of products brought great convenience to the property owners. During the event, the community also set up a children's play area and a movie screening area, and provided free popcorn, ice cream, floor mat cleaning and other benefits, attracting more than 300 property owners to participate in the event.

2023年8月11日，本集團焦作壹號城邦社區聯合伊利、好想你等品牌廠家開展美好生活市集，琳琅滿目的商品給業主帶來極大便利。活動期間，社區還特別設置了兒童遊樂區、電影放映區，提供免費爆米花、冰淇淋、地墊清洗等多種福利，吸引了300多戶業主參與活動。



CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Jianye+

We integrated excellent internal and external service resources to create a one-stop service platform called "Jianye+", in a bid to actively enhance our customer service. Through the Internet ("Jianye+" mobile app, WeChat app, etc.), Internet of Things (IoT) and offline physical network, the "Jianye+" platform provides customers with value-added services such as online and offline basic services for communities, local lifestyle service covering food, housing, transportation, tourism, entertainment and shopping, as well as high-end customisation and wealth management services, and provides them with strong support for a convenient life through property management fee payment, intelligent parking, smart home control, goods purchasing, customized travel, wealth management, among others. The "Jianye+" platform keeps optimising the quality control system to improve the service quality. The internal policies we formulated and implement include the Management Rules for Rights and Interests of Members and Launch of Packages (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), which are to strictly regulate the standards for launching products online, an audit mechanism, return procedures for such products, as well as online operations.

建業+

為積極提升客戶服務水平，我們整合內外部優秀服務資源，打造「建業+」一站式服務平台。「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，通過物業費繳納、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，為客戶的便捷生活提供有力支持。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+」平台優選商城管理細則》《「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。



“Jianye+” APP
「建業+」APP

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Product Selection 產品優選	User Services 用戶服務	Platform Operation 平台運營
<ul style="list-style-type: none"> ➤ We established the criteria for product selection, set up a product selection team, recruited product selectors online, strictly controlled the selection process and standardised the service process; ➤ Efforts were made to strictly standardise product launch standards, formulate an audit mechanism, and return products that do not meet the online release requirements for rectification; ➤ We regularly checked the products and services on the platform on a random basis. ➤ 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； ➤ 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； ➤ 定期抽查平台已上架的產品和服務。 	<ul style="list-style-type: none"> ➤ Language specifications were established and service procedures were optimised at each stage of services to improve service standards; ➤ The platform established mechanisms, such as overtime compensation, refund after expiration, refund at any time and advance compensation, to maximise users' rights and interests, and enhance user experience. ➤ 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； ➤ 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。 	<ul style="list-style-type: none"> ➤ We regulated the online operation behavior of each entity, put forward strict requirements for the release of content, and automatically reviewed the keywords and phrases via the system; ➤ An appointment system was adopted for the key advertising spaces on the platform to maximise the effective promotion of various entities. ➤ 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； ➤ 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。

"Jianye+" Quality Management System 「建業+」質量管理體系

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

“Jianye+” Point System 「建業+」積分體系

CCNL has launched the “Jianye+” point system, with a view to better meet customer needs and improve customer satisfaction. The system aims to incentivise customers via giving points to actively participate in activities, such as shopping, checking in, posting and liking, to increase customer engagement and boost interaction. Meanwhile, we use the platform’s data analysis and decision-making support to offer more accurate product recommendations and personalised services for customers. All goods for sale and redemption on the platform are strictly screened to ensure that we provide customers with practical convenience and benefits.

為了更好地滿足客戶需求、提高客戶滿意度，建業新生活推出了「建業+」積分體系。該體系旨在通過提供豐富的積分獎勵，激勵客戶積極參與活動，如購物、簽到、發帖點贊等，增加客戶參與感並提升互動率。同時，我們利用平台數據分析和決策支持，為客戶制定更加精準的商品推薦和個性化服務，平台所有銷售及兌換的商品均經過嚴格篩選，確保為客戶提供切實便利與實惠。



INTELLIGENT REFRESHING

While continuously exploring and researching new lifestyles, the Group continued to iteratively upgrade tools and technologies to consolidate and strengthen its business capabilities. We combined technological innovations, explored the potential opportunities from intelligent management and services, and integrated the Group's practical experience to create more efficient and intelligent platform solutions for various business scenarios, so as to enhance internal operational efficiency, optimise customer experience and contribute to the Group's sustainable development.

Intelligent Property Management Platform

We empower the digital transformation of the Group's operations with innovative technologies and strongly support the research and development of new property management technologies, tools and solutions. In 2023, we continued pushing forward the establishment of an intelligent service system that integrates online and offline, and seeking ways to develop digitalisation in property management and services, so as to achieve more efficient and high-quality intelligent solutions in a variety of business scenarios.

Focusing on standardisation and customisation of services, we dug deeper into business problems and optimised and improved 16 customer intelligence functions in five areas, namely customer operations, customer service work orders, housekeeper SOP (standard operating procedure), basic data and business intelligence, to increase business efficiency and offer precise services to customers through intelligent solutions. In innovative intelligent text message payment reminder, reminder task work orders, online decoration function and online vacant house management, we realise paperless and online operations, which empowers front-line employees, and increases management efficiency.

智慧煥新

對新型生活方式不斷探索研究的同時，本集團持續迭代升級工具和技術以鞏固強化自身業務能力。我們結合科技創新，深挖智能管理與服務的潛在機會，融合本集團實踐經驗，為各個業務場景創建更為高效、智能的平台式解決方案，以提升內部運營效率，優化客戶體驗，助力本集團可持續發展。

智能物業管理平台

我們以創新技術賦能本集團運營數字化轉型，大力支持新的物業管理技術、工具和解決方案的研發。2023年，我們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發展途徑，在多個業務場景下實現更為高效、高質的智慧化解決方案。

我們著眼於服務的標準化與定制化，深入挖掘業務上的問題，對客戶運營、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個方面、16項客智功能進行優化和完善，通過智慧化解決方案提高業務效率，實現對客戶的精準服務。我們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，推動管理的高效化。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑



CCNL's intelligent SMS reminder has been made available for one-click touch. The onlineisation of batch text message reminders and the standardisation of reminder task work orders effectively reduce the repetitive work of employees and improve the average payment collection rate. 智能短信催費已實現一鍵觸達。批量短信催費的流程線上化及催費任務工單的標準化，有效減少人力重複性工作，同時提高平均回款率。



The intelligent reporting management system features a number of functions such as reporting, repair, complaint, praise, consultation, and leftover issues, which significantly improves work efficiency with the use of paperless work orders and mobile processing. 智能報事管理系統包含報事、報修、投訴、表揚、諮詢、工程遺留問題等多項功能，通過使用無紙化工單和移動處理方式，顯著提升了工作效率。



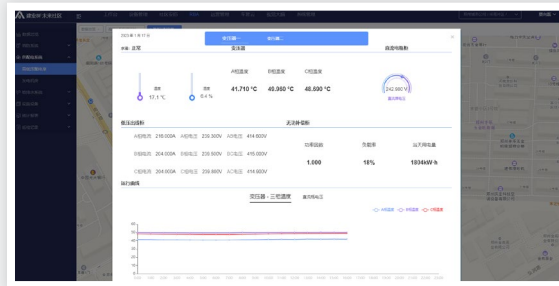
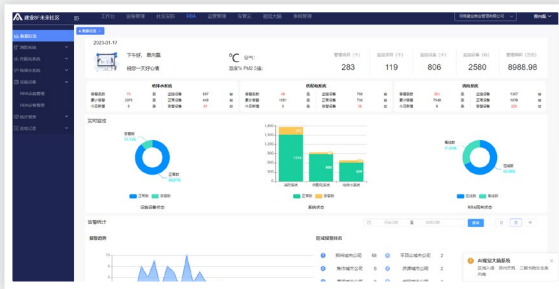
Intelligent decoration services can help owners have decoration formalities handled and handling fee paid online, which accelerates the handling of decoration formalities for owners and automatically pushes the decoration inspection tasks for customers. 智能裝修服務可幫助業主實現線上裝修手續辦理與手續費繳納，提高業主裝修手續辦理速度，同時還能為客戶自動推送裝修巡檢任務。



After the housekeeper updates the information about vacant houses online, the intelligent management of "vacant house" can effectively help the online vacant house inspection and automatically report the inspection results. 管家在線更新空置房信息後，智能「空置房」管理功能可以有效助力線上空置房巡檢，並自動匯報巡檢結果。

Intelligent Application of Property Management Services 物業服務智能化應用

Intelligent RBA (Remote Building Automation) Management System for Facilities and Equipment 智能設施設備RBA管理系統



CCNL's "RBA management system" strengthens the intelligent management of buildings and realizes remote monitoring of equipment operation, rapid response to alarm events, intelligent dispatching of work orders, automatic recording of intelligent inspections, and real-time communication of on-line accounts, etc., which enhances the overall operational efficiency of building equipment management and improves the management ability of employees on the environment of equipment in communities. Currently, the system has been used in more than 110 projects, helping properties reduce costs, improve quality and increase efficiency.

建業新生活構建的遠程樓宇自控系統「RBA (Remote Building Automation, 遠程樓宇自動化)管理系統」強化了樓宇智能化管理，實現設備運行遠程監控、告警事件快速響應、智能調度聯動工單、智能巡檢

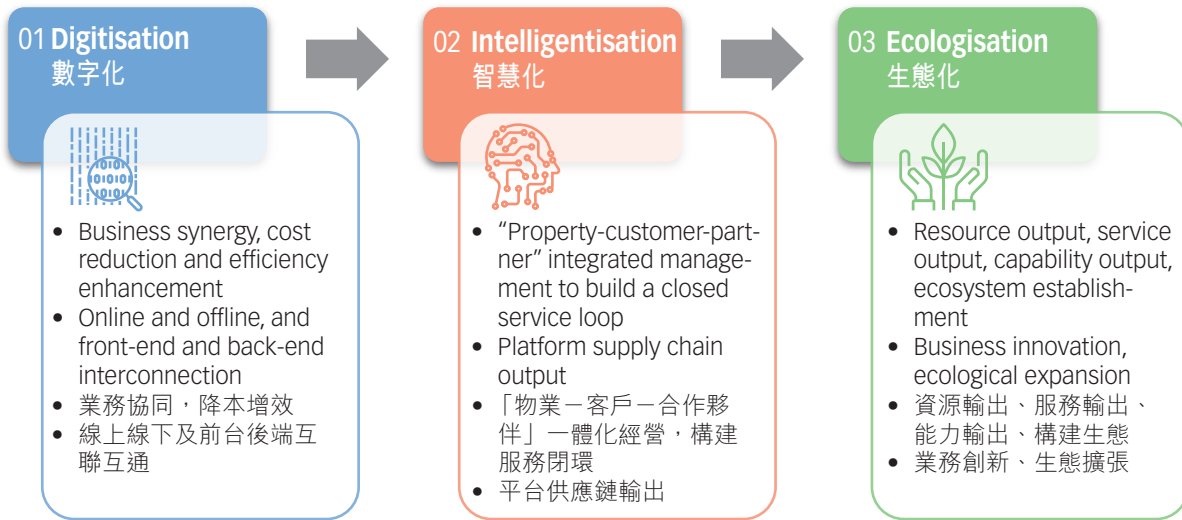
自動記錄、在線台賬實時溝通等功能，提升樓宇設備管理整體運營效率，強化了員工對小區設備環境的管理能力。當前，RBA管理系統已在超110個項目落地，助力本集團降本、提質、增效。

We continued to implement our "three-step" strategic plan to improve Jianye Property's supply chain platform, aiming to accomplish the goal of comprehensive intelligent property management. We comprehensively platformised management, business, operation and technology to provide resources, capabilities and services on the platform, and achieved increase in efficiency, improvement in customer experience and expansion in business in an intelligent way.

為實現物業管理全面智能化目標，我們繼續落實「三步走」戰略規劃，以完善建業物業供應鏈平台。我們將管理、業務、運營和技術全面平台化，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。

CCNL REPUTATION BASES ON QUALITY SERVICES

品質服務，建業口碑



Property’s Supply Chain Platform Strategy
物業供應鏈平台戰略

Intelligent Project Management Platform

For community projects, we have integrated Internet of Things, big data and other technologies to build an intelligent engineering cloud service platform to tighten project process control and increase project efficiency. The intelligent engineering cloud service platform supports multi-level management from the Group to projects. With the construction manager playing a key role, we, based on the safety and regulation of the whole process of construction, realise real-time visualisation of the progress and quality of community projects, such as fire protection, electrical and mechanical installation, heating and ventilation, via on-site self-inspection on an APP and remote video inspection. We aim to establish an interconnected, collaborative, intelligently controlled and scientifically managed construction management environment, so as to enhance the level of control over the quality, safety, cost and progress of the construction. The project management platform has been applied in Jianye centres to ensure the construction and optimisation of projects.

智慧工程管理平台

針對社區工程項目，我們融合物聯網、大數據等技術，構建智慧工程雲服務平台，以加強項目過程管控，提高工程項目效率。智慧工程雲服務平台支持從集團到項目的多級管理，以建設管理方為核心，圍繞建設施工全流程的安全與規範，通過現場APP自檢、遠程視頻巡檢等方法，實現消防、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，旨在建立互聯協同、智能管控、科學管理的建設管理環境，以提高施工質量、安全、成本和進度的控制水平。該工程管理平台已在建業中心落地應用，為項目優化建設保駕護航。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑



Intelligent Project Cloud Service Platform for Jianye Centres
建業中心智慧工程雲服務平台

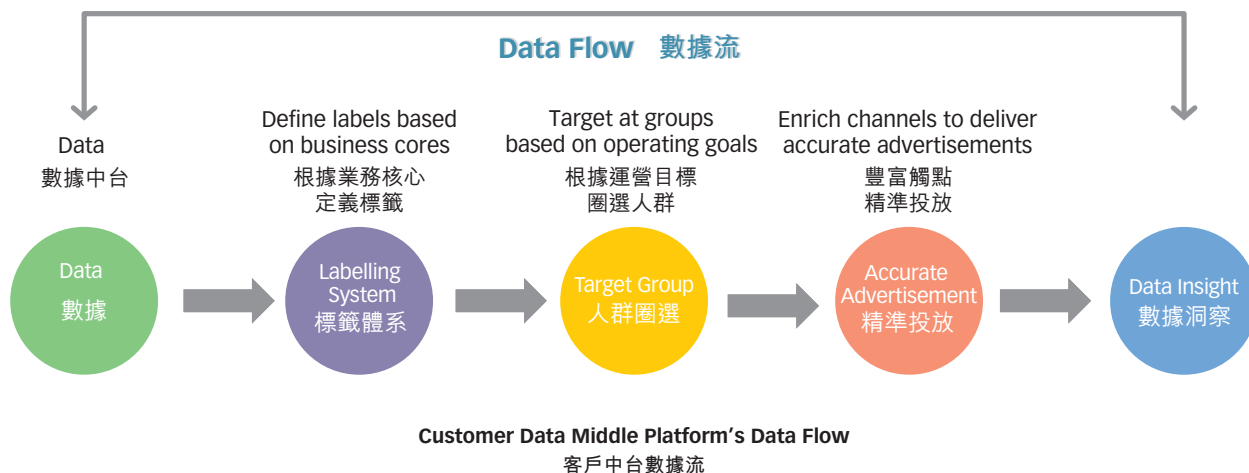
Customer Data Middle Platform

In 2023, we fully conducted data governance, built a customer data middle platform, accumulated CCNL's data resources and enhanced precision marketing, so as to improve the user experience. We cooperated with Central China Group to establish a data management committee to optimise governance in the whole chain covering data generation, data flow, data processing, data analysis and data application. Based on the initial data governance, we have successfully built a customer data middle platform that integrates the labelling system, data insights, audience targeting, channel reach management and other capabilities. Through precision operation and automated marketing, our customer profiles can help us accurately reach users and further increase the user conversion rate.

客戶數據中台

2023年，我們全面開展數據治理及客戶中台搭建工作，積累建業新生活數據資源，增強精準營銷的能力，從而提高用戶使用體驗。我們配合建業集團成立數據管理委員會，對數據生成、數據流通、數據處理、數據分析以及數據應用等各個環節進行全鏈路治理優化。基於初步數據治理，我們成功構建融合標籤體系、數據洞察、人群圈選、通道觸達管理等能力的客戶中台，通過精準化運營及自動化營銷，我們的客戶畫像能夠精準觸達用戶，進而提升用戶轉化率。

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PROTECTING CUSTOMERS

The Group's customer service purpose for 2023 is "customer-centric and wholehearted service". We insisted on putting customer needs first, maintained close communication with them and responded to their needs in a timely manner, striving to provide them with quality service experience.

Response to Customer Needs

In strict compliance with laws and regulations like the Law on Protection of Consumer Rights and Interests of the People's Republic of China, we formulated internal policies such as the Property Complaint Management System, the Management System for Public Opinions, the Management System for Customer Service Work Orders of Properties, the Management Mechanism for Mutual Information Communication on the 400 Customer Service Hotline for Properties and the Management Rules for the Handling of Complaints by Large Customers in Complaint Rooms. We continued to optimise the mechanism for communication with our customers, improved the mechanism for handling complaints from our customers, and promote the digitalised and intelligent handling of complaints, so as to enhance our capability to receive and handle feedback from customers.

守護客戶

「以客戶為中心的全心全意服務」是本集團2023年客戶服務的宗旨。我們堅持將客戶的需求放在首位，與客戶保持緊密溝通，及時響應客戶訴求，致力於為客戶帶來優質的服務體驗。

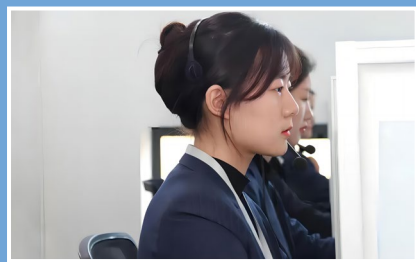
響應客戶需求

我們嚴格遵守《中華人民共和國消費者權益保護法》等法律法規，制定《物業投訴管理制度》《輿情管理制度》《物業客戶服務工單管理制度》《物業400客戶服務熱線信息互通管理機制》及《大客戶投訴接待室投訴處理管理辦法》等內部政策，持續優化與客戶的溝通機制，健全客戶投訴處理機制，推動投訴數字化智能化建設，提升我們接收和處理客戶反饋的能力。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

We have a variety of customer communication channels with online and offline coverage, including calls, visits, letters and online media. Owners are encouraged to share any views and opinions about our services. Besides, we promise to deal with complaints from any channels in a serious manner and continuously optimise the quality of our services. We have set up a 24-hour customer service hotline to receive calls from homeowners and initially deal with their problems. For those that cannot be dealt with directly, we create and send work orders to communities to handle problems. In addition, we have a 24-hour front desk phone number and equip each housekeeper with a work phone and a WeChat account. Owners can also report incidents and repairs via the 「Jianye+」 APP. With all these initiatives, we have established a three-end service system, namely 400 hotlines, employee response and property owner feedback, to ensure a smooth channel for customer feedback.

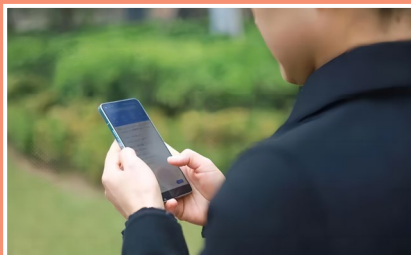
我們具有覆蓋線上線下的多種客戶溝通渠道，包括來電、來訪、來函、網絡媒體等，鼓勵業主分享任何關於我們服務的觀點及意見，同時承諾以嚴肅態度處理來自任何渠道的投訴反饋，持續優化自身服務質量。我們設置24小時客戶服務熱線接聽業主來電、對反饋問題進行初步處理，對於無法直接處理的問題，我們創建工單下送小區進行處理。此外，我們設置24小時前台電話，並為每位管家配備工作電話和工作微信，業主亦可通過「建業+」APP進行報事報修。以此，我們建立起「400端」、「員工端」、「業主端」三端服務體系，保證客戶反饋問題的渠道暢通。



24-hour customer service hotline 4009617777
24-hour front desk phone number
24小時客戶服務熱線 4009617777
24小時前台電話



Housekeepers' work phones and WeChat accounts
管家工作電話和工作微信



Jianye+APP
建業+APP

Customer Communication Channels
客戶溝通渠道

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

In order to handle customer complaints and feedback in a timely and effective manner, we have established a sound customer complaint management system. After receiving customer feedback, we adhere to the "12-12-24" principle and standardise the steps of work order creation, flow, response, handling, completion, evaluation and return visit in accordance with the Customer Service Work Order Handling Procedures. Customer service personnel will get in touch with customers within 12 minutes and inform them of their positions and contact information. If problems cannot be solved by telephone, customer service personnel shall visit customers in person within 12 hours to seek customers' opinions and formulate solutions to problems. They need to communicate with customers about solutions within 24 hours and clarify handling opinions. Meanwhile, we also follow the "first inquiry responsibility system" and the "three musts" principle, whereby the acceptor will follow up on the handling of the complaints and will make a return visit to the customers. We assess our service staff in terms of the timely response and timely completion, and introduce corresponding financial incentives and penalties to ensure that customers' needs are properly met.

Moreover, in order to increase the efficiency of handling customers' complaints and feedback, we have divided owners' complaints into four levels, namely general complaints, key complaints, major complaints and integrity complaints, which correspond to responsible persons at different levels. Based on the standardized alert, complaint acceptance, complaint handling, complaint feedback, complaint follow-up and return visit, complaint closure, and correction and prevention, we have been responsive to customer needs, protect their legitimate rights and interests, enhance customer satisfaction, and maintain a good relationship with them. We strengthen the complaint handling assessment, 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.

為及時、有效地處理客戶投訴和意見反饋，我們設立完善的客戶投訴管理制度。在接收客戶反饋信息後，我們根據《客戶服務工單處理作業規程》規範工單創建、流轉、響應、處理、完成、評價和回訪等步驟，堅持「12-12-24」原則——12分鐘內與客戶取得聯繫，告知客戶職務及聯繫方式；電話溝通無法解決的問題，12小時內需親自上門拜訪，徵求客戶意見，制定問題解決方案；24小時內與客戶溝通解決方案，明確處理意見。同時，我們亦遵循「首問責任制」和「三不放過」原則，投訴受理人對投訴處理持續跟進，並負責對客戶進行回訪。我們對服務人員的及時響應率和及時完成率兩個指標進行考核，並實行相應的經濟獎懲措施，以確保客戶需求得到妥善滿足。

此外，為提升處理客戶的投訴和意見反饋的工作效率，我們將業主投訴劃分為一般投訴、重點投訴、重大投訴及廉潔投訴四大級別，分別對應不同級別責任人，並根據規範的事前預警、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。我們亦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。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Complaint level 投訴級別	Criteria 判定標準	Person-in-charge 一般責任人
General Complaints 一般投訴	<ol style="list-style-type: none"> 1. Through rectification, we can reach consensus with customers who raise objections to the service attitude, service quality, communication and coordination, among others in the process of property management services. 2. Customers' complaints that are filed 3 times or more within a week still have not been handled, or there are reported incidents involved property management obligations that still have no solutions. 3. Complaints involve project line managers and their subordinates. <ol style="list-style-type: none"> 1. 客戶對物業服務過程中出現的服務態度、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。 2. 客戶一周內3次及以上仍未解決、或仍未有處理方案的物業責任的報事。 3. 涉及項目條線經理及以下員工的投訴。 	Project managers 項目經理
Key Complaints 重點投訴	<ol style="list-style-type: none"> 1. Complaints that are filed 2 or more times within one week remain unresolved. 2. Complaints are filed for the fact that a particular issue causes dissatisfaction among five or more customers. 3. Complaints are about general public opinion events. 4. Complaints are filed to city general managers and project general managers. 5. Complaints involve project managers. <ol style="list-style-type: none"> 1. 項目一周內投訴2次及以上仍未解決的投訴。 2. 某一問題引起5戶及以上客戶不滿的投訴。 3. 一般輿情事件的投訴。 4. 投訴至城市總、項目總的投訴。 5. 涉及項目經理的投訴。 	Senior project managers 高級項目經理
Major Complaints 重大投訴	<ol style="list-style-type: none"> 1. Complaints that are filed 3 or more times within one month remain unresolved. 2. Complaints are filed for the fact that a particular issue causes dissatisfaction among 10 or more customers and may lead to legal proceedings. 3. Major public opinion events, or complaints that have generated negative media coverage. 4. Complaints cause heavy financial losses or personal injuries to customers as a result of the Company's liability. 5. Complaints are filed to CCNL or the Group's leaders. 6. Complaints involve senior project managers. <ol style="list-style-type: none"> 1. 項目一月內投訴3次及以上仍未解決的投訴。 2. 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。 3. 重大輿情事件，或引起媒體負面報道的投訴。 4. 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。 5. 上訪至新生活集團，投訴至集團領導的投訴。 6. 涉及高級項目經理的投訴。 	City general managers 城市總經理

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Complaint level 投訴級別	Criteria 判定標準	Person-in-charge 一般責任人
Integrity Complaints 廉潔投訴	Integrity complaints are complaints about employee corruption, bribery, favoritism, malpractices, securing personal gain, preparing false documents and others, or complainants are dissatisfied with the outcome of such complaints. 涉及員工貪污受賄、徇私舞弊，吃拿卡要、謀取私利、虛假文件等行為的投訴，或對此類投訴的處理結果不滿。	Audit and Supervision Department 審計監察部

Graded Management for Complaints

投訴分級管理

We regularly carry out weekly analysis of complaints in areas, monthly application of complaints in regions, monthly reports of complaints of the headquarters and ranking announcements to review and summarise customer complaints, statistically analyse them, and focus on optimising the representational difficulties, so as to further provide owners with better quality services. Our "Jianye+" customer service team analyse all types of complaints in detail on a monthly basis, including the number of complaints, the reasons for the complaints, the time limit for handling, the handling plan, the information on various types of complaints, and the complaints about merchants, and publicises and ranks them at the same time. We will put forward rectification plans and suggestions, and report them to the persons in charge of the supply chain, mall operation and other departments, so as to solve the service quality problems from the source and optimise the customer experience. In 2023, CCNL's property management services segment accepted a total of 2,769 complaints from customers, with a 100% complaint response rate.

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，進一步為業主提供更好的品質服務。我們的「建業+」客服團隊也會每月對各類投訴進行詳細分析，包括投訴數量、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，並進行公示和排名。我們會對其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。2023年，建業新生活物業服務板塊共計受理用戶投訴 2,769 例，投訴回覆率 100%。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

On the basis of protecting customers' legitimate rights and interests and responding to their needs, CCNL actively maintains communication and exchange with customers to understand their real needs, maintain a harmonious relationship with them and enhance their satisfaction. We conducted a third-party customer satisfaction survey on a monthly basis through a combination of telephone interviews and SMS. From the two dimensions: customer service and basic services, we collected and analysed feedback on owners' satisfaction with emergency notification, community activities and cultural atmosphere, decoration management, cleaning and hygiene in public areas, greening and maintenance of communities, maintenance and repair of public facilities and equipment, and management of motor vehicles, etc. We then made a report on the survey to summarise our service performance during the Reporting Period, and determined the direction of improvement in the following year based on the results. In 2023, CCNL's annual average customer satisfaction rate was 94.45.

In response to the diversified service needs of different owners, we fully took five major actions, namely, "one-to-one services in the entire lifecycle", "star-rated convenience service", Central China Happy Times, Ice Breaker and Jianye by Your Side housekeeper happiness service system, so as to form a proactive reach and timely response, improve customer service perception, enhance the quality of customer services, and practically boost the relationship between property management firms and property owners, and increase the stickiness of the property owners.

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，維繫客戶和諧關係，提升客戶的滿意度。我們通過電話訪談與短信相結合的形式，每月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。2023年，建業新生活全年平均客戶滿意度為94.45分。

針對不同業主的多樣化服務需求，我們全面落地「全生命週期一對一節點服務」「星級便民服務」「幸福時光裡活動」「融冰行動」和「建業在身邊」的管家幸福服務體系五大行動，形成主動觸達和及時響應，提高客戶服務感知，提升客戶服務品質，切實拉近物業同業主的關係，增加業主黏性。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Maintaining Customer Privacy

We attach great importance to information security and privacy protection. In strict compliance with laws and regulations, including the Personal Information Protection Law of the People's Republic of China, the Cybersecurity Law of the People's Republic of China, the Administrative Measures for Classified Protection of Information Security, the Regulations on Safeguarding Computer Information Systems of the People's Republic of China and the Measures for Security Protection Administration of the International Networking of Computer Information Networks, we formulated and improved internal policies and systems, including the Information Security Management Rules, the Information System Security Management Rules, the Information Confidentiality Rules, the Data Asset Management System, the Information System Emergency Plan, the Information System Disaster Recovery Plan, the Information Security Red Line, the Information System Management Rules, the Data Security Management System, the Management Measures for Equipment Room Operation and Maintenance, the Computer Information Security Management Rules and the Disaster Plan, with which we systematically guided and managed data security, defined responsibilities at all levels, effectively guaranteed data security and customer privacy, and ensured no leakage and abuse of customers' personal information.

In 2023, we took a variety of measures to comprehensively enhance our data and information security capabilities and protect the sensitive information of the Group and property owners.

維護客戶隱私

我們高度重視信息安全及隱私保護，嚴格遵守《中華人民共和國個人信息保護法》《中華人民共和國網絡安全法》《信息安全等級保護管理辦法》《中華人民共和國計算機信息系統安全保護條例》及《計算機信息網絡國際聯網安全保護管理辦法》等法律法規，制定並健全《信息安全管理制度》《信息化系統安全管理細則》《信息保密細則》《數據資產管理制度》《信息化系統應急預案》《信息系統災難恢復預案》《信息安全紅線》《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制度》及《災難預案》等內部政策制度，系統化指導管理數據信息安全，明確各級職責，切實做好數據安全和客戶隱私保障工作，確保客戶個人信息不被洩露和濫用。

2023年，我們採取多樣化措施全面提升數據與信息安全防護能力，保護本集團和業主的敏感信息。

Strengthen safety assessment and assign responsibilities to individuals 加強安全考核，落實責任到人

- Establish a position responsibility system for data and information security system applications, clarify supervisory leadership, implement responsible departments, and effectively perform data and information security responsibilities
- 建立數據和信息安全系統應用崗位責任制，明確主管領導，落實責任部門，切實履行好數據和信息安全保障職責
- Increase assessment efforts, include information systems, data system applications and operations and maintenance in quarterly and annual assessment targets, designate practical preventive and corrective measures based on existing problems and deficiencies, and continuously improve data and information security
- 加大考核力度，將信息系統、數據系統應用及運維情況列入季度和年度考核目標，根據存在的問題和不足，指定切實可行的預防和糾正措施，持續改進數據和信息安全工作

Unify the Group's data management and operations 統一集團數據管理和運營工作

- Unify the Group's data management and operations, clarify data classification and confidentiality classification standards, standardise data security management, data exchange and application processes, ensure the security of data exchange and application processes, and establish unified data application and security management processes
- 統一集團數據管理和運營，明確數據分類、保密分級標準，規範數據安全管理、數據交換和應用流程，保證數據交換和應用過程的安全，建立統一的數據應用和安全管理流程
- As the functional department of data management at the Group headquarters, the Group's Information Technology Centre is responsible for promoting the data management and application of the entire Group, coordinating the planning and construction of a data platform covering the entire Group, managing data, and regularly checking the accuracy and availability of collected and shared data to increase data security
- 集團信息技術中心作為集團總部數據管理的職能部門，負責推進全集團的數據管理和應用工作，統籌規劃和建設覆蓋全集團的數據平台，並對數據進行治理，定期檢查已彙集和共享數據的準確性和可用性，加大數據的安全保障

Carry out information security assurance and check 做好信息安全保障和清查工作

- Increase the intensity of network and information security supervision and inspection, promptly discover problems, plug loopholes, and eliminate hidden dangers, focus on strengthening user management, change management, data security management, virus protection management and other management capabilities, and expand the application of intrusion detection systems to eliminate the infection and spread of Trojans and viruses from the source, and improve data security protection capabilities
- 加大網絡和信息安全監管檢查力度，及時發現問題、堵塞漏洞、消除隱患，重點加強用戶管理、變更管理、數據安全管理、病責防護管理等管理能力，並擴大入侵檢測系統應用，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
- Further improve the data security emergency plan and conduct emergency plan drills to test the scientificity and effectiveness of the plan and improve the ability to respond to emergencies
- 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

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Strictly implement safety management regulations on the use of office network computers

嚴格執行辦公網絡計算機使用安全管理規定

- Strengthen technical protection measures such as office network identity authentication, access control, and security audits, record office network access log information, implement identity management for network access equipment, and prohibit access to foreign sensitive networks over the firewall
- 強化辦公網絡身份鑒別、訪問控制、安全審計等技術防護措施，記錄辦公網絡訪問日誌信息，對網絡訪問設備實行身份管理，禁止翻牆對國外敏感網絡的訪問

Strengthen data and information security training

加強數據和信息安全培訓

- Use Central China School, live broadcast and other forms to increase information security promotion within the Group and continuously improve employees' awareness of the importance of information security
- 利用建業學堂、直播等形式，加大集團內部信息安全宣傳力度，不斷提高員工對信息安全重要性的認識
- Efforts should be made to strengthen the sense of responsibility of informatisation staff, effectively enhance the sense of responsibility and mission of doing a good job in informatisation work, and continuously improve the effectiveness and efficiency of services
- 著力加強信息化工作人員的責任意識，切實增強做好信息化工作的責任感和使命感，不斷提高服務的有效性和服務效率

Partner management

合作方管理

- If data exchange is involved in external cooperation projects, a data confidentiality agreement must be signed and data security responsibilities must be clarified
- 對外合作項目中涉及數據交換的，必須簽訂數據保密協議，並明確數據安全責任
- Conduct security assessments of third-party service providers to ensure they meet the Company's data security requirements
- 對第三方服務提供商進行安全評估，確保其符合公司的數據安全要求

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

With respect to the protection of customer privacy, we guided the management and protection of customer personal information security in accordance with Customer Data Protection Terms and Conditions, and regulated the process of collecting and using customer information, the access to customer information and the environment in which customer information is carried in order to minimise the risk of unlawful use and dissemination of customer information. We formulated the Jianye+ Platform Data Security Management System, the Jianye+ Privacy Policy and the Jianye+ User Agreement, with commitment to respecting and protecting the personal privacy rights of all service users via Jianye+. For those who obtain, disseminate, or leak the information of the Group and customers, such as official documents, emails, and personal data, without legal authorisation, we will hold them accountable in accordance with the Management Rules for Rewards and Punishments for Employees.

In order to put information security and privacy protection into practice, we actively launched relevant training courses to strengthen employees' awareness of privacy protection, enhance their ability to protect data and information, and effectively ensure customers' information security. Additionally, we required our staff to sign the Data and Information Security Commitment and the Confidentiality Agreement for Resigned Employees, in a bid to ensure customer privacy security.

針對客戶隱私保護，我們根據《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。我們制定《「建業+」平台數據安全管理制度》《「建業+」隱私政策》及《「建業+」用戶協議》，並承諾「建業+」尊重和保護所有使用服務用戶的個人隱私權。對於未經合法授權，獲取、傳播、洩露集團及客戶信息，如公文、郵件、個人資料等信息者，我們將根據《員工獎懲管理細則》追究其相關責任。

為將信息安全與隱私保護工作落到實處，我們積極開展相關培訓課程，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，我們亦要求員工簽署《數據和信息安全承諾書》和《員工離職保密協議書》，以保障客戶隱私安全。

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

Ensuring Safety of Customers

We continue to improve our customer safety policies, such as the Fire Safety Management Regulations, the Management System for Fire Maintenance Suppliers, the Management System for Elevator Maintenance Suppliers and the Operation Specifications for Emergency Plans (public security), and exerted active efforts on fire protection safety, fire protection, elevator maintenance, etc. to fully ensure the health and property safety of customers.

In order to further enhance the ability to prevent property safety risks, the Group clarified the details of the operation risk investigation in 2023, requiring property managers to carry out a major safety investigation from the three dimensions of projects, honour guards and environment every half a year, so as to ensure the operation safety and compliance of the park, and minimise the risk of the occurrence of safety accidents. At the same time, we conducted the day-to-day maintenance and control of equipment, made statistics on the failure rate of elevators, replaced aging and faulty parts in a timely manner, summarised on a monthly basis, and inspected customers' power supply and distribution system, and standardised power supply and distribution equipment management in new and old parks. We carry out a preventive experiment on 10 kV power supply and distribution equipment every six years, and test operating tools twice a year to ensure the normal and safe operation of the power supply and distribution equipment in communities. In 2023, CCNL saw no public security incidents, achieving the goal of controlling incident occurrence rate of less than 0.5‰.

保障客戶安全

我們持續完善《消防安全管理規程》《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)》等客戶安全政策，指導員工積極做好消防安全、消防維保、電梯維保等工作，全力保障客戶的健康與財產安全。

為進一步提升物業安全風險防範能力，2023年本集團對安全運營風險排查的工作細則進行了全面明確，要求所有物業項目每半年在工程、禮兵及環境三個維度開展一次安全大排查，保障園區運營安全合規，並最大限度地降低安全事故發生風險。同時，我們亦在日常做好設備的維保管控，對電梯故障率跟進統計，及時更換老化故障的配件，每月跟進匯總；對客戶供配電進行檢驗檢測，規範新舊園區供配電設備管理，規定高壓10千伏供配電設備每6年做一次供配電設備預防性實驗、操作工具每年2次檢測，確保各小區供配電設備正常且安全運行。2023年，建業新生活無責任內治安事故的發生，達成責任內治安事故發生率小於0.5‰的目標。

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

Safety Operation Risk Identification Dimension
安全運營風險排查維度

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

We pay particular attention to the establishment of a fire safety management system. We dispatched fire safety persons in our headquarters, city companies, areas and communities and clarified their respective fire safety responsibilities, so as to ensure fire safety, strengthen the fire safety protection in the park and reduce the risk of fire safety. In order to further optimise the fire safety management and control process, we established a number of fire safety-related details involved in the early intervention stage, the acceptance inspection stage, and the operational management stage, with a view to enhancing the capability of preventing and controlling fire incidents. In addition, we provided weekly guidance on the rectification of fire safety problems and updated the newly generated problems, which were reflected in the monthly fire safety ledger and inspection reports that were used to remind all regions and communities to rectify the problems. We cooperated with local fire brigades, city management departments and gas companies to provide corresponding training to our employees and customers, and launched a series of activities themed on the Safety Month, including training sessions on fire safety know-how, videos on production safety and fire cases, sharing of general knowledge on safety protection, fire evacuation and emergency drills, and lectures on the use of fire fighting facilities, so as to strengthen the fire safety awareness and safety protection capability of our employees and customers. In 2023, CCNL achieved our goal of no responsible fire incidents and no major safety hazards.

我們尤其關注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，以將消防安全工作落到實處，加強園區消防安全防護，降低消防安全風險。為進一步深入優化消防安全管理控制流程，我們明確早期介入階段、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。此外，我們每週對消防問題整改情況進行跟進指導，並對新產生問題進行匯總更新，在每月的消防台賬及巡檢報告內進行體現，提醒各區域、小區對問題進行整改。我們亦與地區消防大隊、城管部門、燃氣公司等單位合作，給員工和客戶提供相應培訓，開展「安全月」系列活動，包括消防知識培訓會、安全生產及火災案例視頻觀看、安全防護常識講分享、消防火災疏散應急演練、消防設施的使用規範講解，以強化員工及客戶的消防安全意識和安全保障能力。2023年，建業新生活達成無責任內消防事件和重大安全隱患的目標。

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

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

CCNL REPUTATION BASES ON QUALITY SERVICES 品質服務，建業口碑

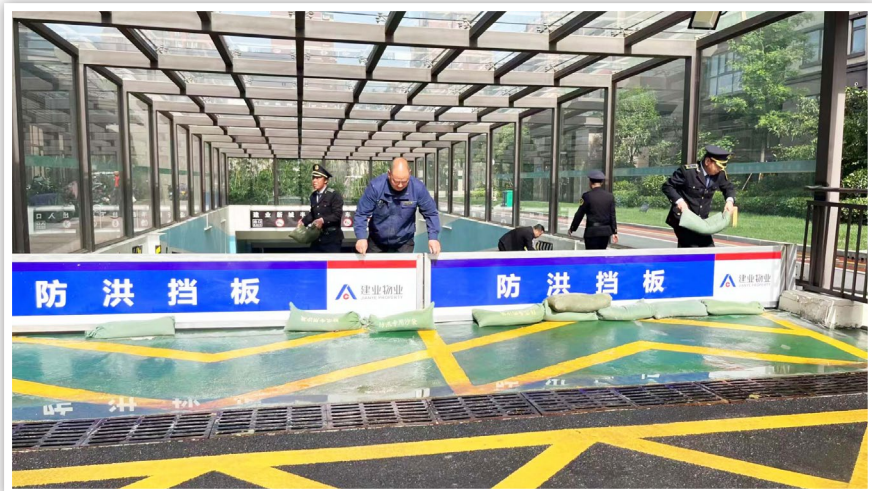
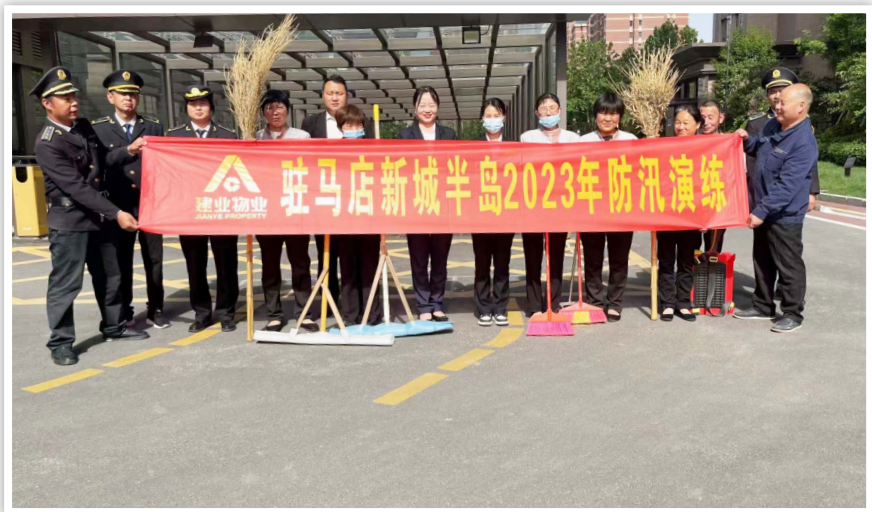


Fire Drills
消防演練

In order to enhance our ability to handle safety emergencies, we formulated emergency management systems including the Cold and Freezing Emergency Plan and Snowstorm and Cold Tide Emergency Workbook, and periodically organised and launched emergency drills on cold and flood prevention, firefighting, and elevator rescue, etc. We continued to raise the safety-related certificate holding rate of our monitoring specialists and security guards, and at the same time organised a skills competition to enhance the safety skills of our frontline staff, in order to create a safer and healthier living environment for our customers.

為提升安全應急事件處理能力，我們制定《防寒防凍應急預案》和《暴雪、寒潮應急工作手冊》等細分應急管理制度，並定期組織實施防寒防汛、消防、電梯救援等應急演練，打造全民聯動。我們亦持續提升監控專員及保安員的安全相關持證率，同時實施開展技能大比武，提升一線人員的安全防護專業技能，為客戶創造更安全、更健康的生

CCNL REPUTATION BASES ON QUALITY SERVICES
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Flood Control Emergency Drill
防汛應急演習

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

The SDGs addressed in this section:

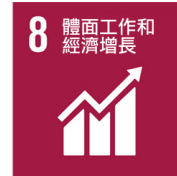
本章節回應 SDGs:



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 of data: 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。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

CCNL, which regards employees as the key to its development, joins hands with them to grow together, shares the fruits of development, and creates a more productive and enjoyable working environment. We actively improved our employment management system, as an effort to create a fair and equal, diversified and inclusive working environment for our employees. We provided our employees with market-competitive compensation and benefits and promotion mechanisms, and established a sound talent training and development system to enhance their competitiveness in the industry. At the same time, we took actions to safeguard the occupational health and safety of our employees and created a multi-channel communication mechanism to protect their legitimate rights and interests of in all aspects.

EMPLOYMENT

The Group is fully aware that high-quality workforce is an important foundation for maintaining the stable development of an enterprise. We actively recruit talented people, practically protect the rights and interests of employees, and always uphold the concept of "caring for employees and being people-oriented", striving to achieve equality and respect, openness and inclusiveness, diversity and win-win results in the employment process.

We strictly abided by applicable laws and regulations such as the Labour Law of the People's Republic of China and the Labour Contract Law of the People's Republic of China, and improved and implemented the Recruitment Management System, Employee Termination Management Measures, Employee Paid Leave Management System, and Personnel Management System, Labour Contract Management System and other rules and regulations to refine the recruitment and termination process, working hours, holiday arrangements and others, build a scientific human resources management system, and establish labour relations with employees in accordance with the principles of legality and justice, equality and voluntariness and agreement through consultation. With great importance attached to human rights, we insisted on a diversified and inclusive talent recruitment mechanism. We do not discriminate against employees because of their gender, age, race, marital status, sexual orientation and other personal attributes.

建業新生活視員工為公司發展的關鍵，攜手員工共同成長，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與晉升機制，並搭建完善的人才培養與發展體系，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。

員工僱傭

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。我們積極招納賢才，切實保障員工權益，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平等尊重、開放包容、多元共贏。

我們嚴格遵守《中華人民共和國勞動法》和《中華人民共和國勞動合同法》等適用法律法規，完善並落實《招聘管理制度》《員工離職管理辦法》《員工帶薪休假管理制度》《人事管理制度》《勞動合同管理制度》等制度，持續細化招聘及解聘流程、工作時間、假期安排等方面的規範，構建科學的人力資源管理體系，以合法公正、平等自願、協商一致的原則與員工依法建立勞動關係。我們高度重視人權，堅持多元共融的人才招聘機制，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。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

We strictly abide by laws and regulations including the Provisions on the Prohibition of Using Child Labour of the People's Republic of China, and explicitly prohibit the employment of child labour and any form of forced labor. We carry out double data verification in the recruitment process through identity check and records in the internal system to minimise the recruitment risk. Additionally, in accordance with the Group's business and talent needs, we implement an eight-hour workday system and pay overtime wages to employees who voluntarily work overtime in accordance with the law. No human rights violations such as forced labour and child labour were found in CCNL during the Reporting Period.

We are dedicated to building a young, professional and international talent team. In addition to recruiting outstanding fresh graduates through campus recruitment, we also strengthen internal talent flow through internal open recruitment, so as to ensure career continuity of our employees and boost the increase in human resources efficiency to meet the needs of the Group's strategic development.

As of 31 December 2023, the Group had a total of 5,267 employees. The breakdown of employees by gender, employment type, employee rank, age group and geographical region is shown in Appendix II of this report.

EMPLOYEE TRAINING AND PROMOTION

The Group attaches great importance to the training of its employees. In accordance with the strategy of talent reserve and the requirement for becoming a learning organisation, the Group relies on its systematic training and development mechanism to provide employees with diversified training programs and launch online and offline training activities to help them integrate into the culture, strengthen management and enhance their skills, and builds up a rich variety of promotion paths based on the diversified and reasonable assessment mechanism, so as to provide employees with a broad platform for their career development and self-growth.

我們嚴格遵守《中華人民共和國禁止使用童工規定》等法律法規，明確禁止僱傭童工及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，最大程度規避招聘風險。同時，我們根據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，建業新生活未發生任何強制勞工和僱傭童工等違反人權事件。

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加強內部人才流動，保證員工職業生涯連續性的同時，促進組織人效提升，滿足本集團戰略發展的需要。

截至2023年12月31日，本集團共有員工5,267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本報告附錄二。

員工培訓與晉升

本集團非常重視對員工的培養，從人才儲備戰略制高點出發，按照學習型組織建設要求，依托系統化的培訓與發展機制，為員工提供多樣化的培養計劃，開展線上和線下的培訓活動，幫助員工融入文化、加強管理、提升技能，並根據多元合理的評估機制，建設豐富的晉升路徑，為員工職業發展與自我成長提供廣闊平台。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

Talent Cultivation

Under the mission of “strategic boost, cultural inheritance, organizational empowerment” and the Group’s vision of becoming a leader in training in the industry, CCNL has formulated the Regulations on Training Management, the Training File Management System, the New Employee Induction Training Management System, and the Three-Level Talent Echelon Training Plan and established a “property headquarters-city-area” three-level training system, a three-level talent echelon cultivation mechanism. We established CCNL Training Academy, which has five major sections, namely “training and empowerment”, “talent team cultivation”, “special training camp”, “vocational education” and “high-end study tour”, covering professional skills, management and general courses. It targets all employees of the Group through three different forms of training, namely in-house training, external training and self-improvement training. Through our talent cultivation programs at all levels, we created a team of high-quality and universal talents to enhance the Group’s business level and achieve its business objectives.

Employee training is a systematic project for the entire Group, which is all-embracing and all-encompassing throughout an employee’s career. In order to ensure that our talent cultivation work constantly meets the actual needs of the Group’s development, we established and perfected a talent training system at all levels of the Company, providing each employee with professional capability building support via knowledge sharing and business training, continuously improving the overall quality and competency of talents at all levels, and stimulating the motivation of employees to work, so as to establish a strong support for the Group’s development and the career planning of our employees. In 2023, we organised professional training for employees in core positions, which supplemented regular training for all employees, and arranged targeted training in phases based on specific problems in actual management throughout the year. We offered a series of vocational training programs, such as “Induction training for new employees” and “Talent echelon development program”, for different types and levels of employees.

人才培養

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願景，建業新生活制定《培訓管理制度》《培訓檔案管理制度》《新員工入職培訓管理制度》和《三級人才梯隊培養方案》，搭建了「集團總部-城市公司-項目」三級培訓體系和三級人才梯隊培養機制。同時，我們建立了建業新生活培訓學院，設置「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，涵蓋專業技能類、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，覆蓋本集團全體員工。我們通過各層級儲備人才培養計劃，打造高品質的複合型人才隊伍，提升本集團業務水平，助力經營目標達成。

員工培訓是本集團全員性、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本集團發展的實際需求，我們建立和完善各層級人才培訓體系，為每一位員工提供知識分享與業務培訓相結合的專業能力建設支持，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，從而建立集團發展與員工職業規劃相結合的有力支撐。2023年，我們對核心崗位進行專業培訓，搭配對全體員工的常規培訓，並根據全年實際管理中的具體問題階段性安排專項培訓。我們針對不同類別與層級的員工，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。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

Star Programme 繁星計劃

01

Led by the Department of Urban Integrated Management, the programme is designed to train talents for the city line supervisors for a period of 1 year. The trainees are the current attentive housekeepers, maintenance workers, cleaners, gardeners, honour guards and other grass-roots excellent individuals.

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。

02

Bright Moon Programme 皎月計劃

Led by the Department of Urban Integrated Management, the programme is aimed at fostering talents for line managers for cities. Participants mainly include housekeeping supervisors, repair and maintenance supervisors, honour guards, cleaning/greening supervisors, and functional staffers.

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。

Sea Programme 瀚海計劃

03

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



Some of the Talent Cultivation Programmes
人才培養計劃(部份)

04

Rock Programme 磐石計劃

Led by the Comprehensive Administration Department of Jianye Property, this programme aims to cultivate district-specific managers, with participants mainly selected from: line managers of functional departments in the headquarters and current project managers of city companies.

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：總部職能部門條線經理、城市公司在職項目經理級人員。

Distant Mountain Programme 遠山計劃

05

Led by the Group's Human Resources Centre, this programme aims to build a talent reserve for functional assistant general managers of the headquarters, deputy general managers/assistant general managers of city companies, outstanding senior project managers, and managers of city functional departments. The programme runs for 10 months.

由集團人力資源中心主導，為總部職能助理總經理、城市公司副總經理/助理總經理、優秀高級項目經理、城市職能部門經理級人員做人才儲備。培養週期為10個月。

06

Fertile Soil Programme 沃土計劃

CCNL, this programme is designed mainly for the establishment of a talent pipeline for project managers. The programme runs for 8 months, and its participants are selected from project line managers and supervisors, among others.

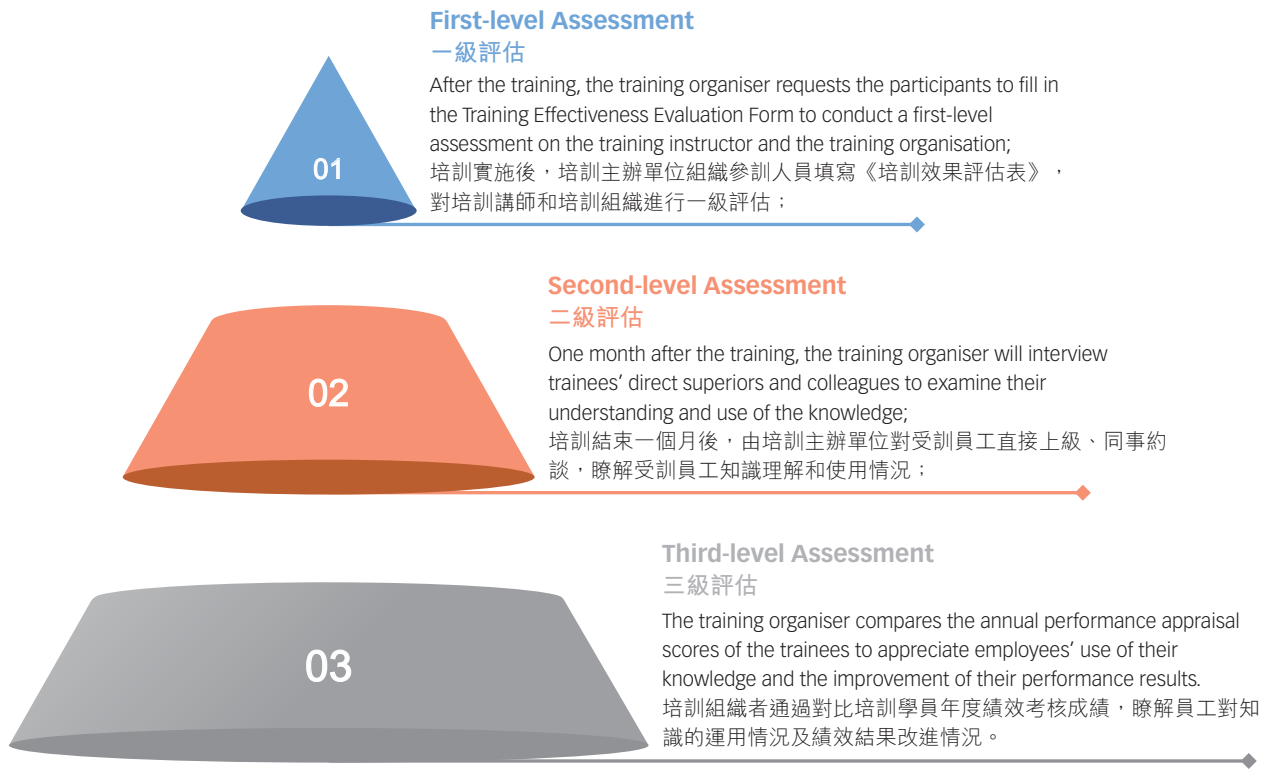
由新生活集團主導，主要為項目經理做人才儲備，培養週期為8個月，學員來源為項目條線經理、主管等。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

Based on the three-level training system, we have established a three-level training evaluation process to evaluate and improve the training effect.

基於三級培訓體系，我們搭建了三級培訓評估流程以評估及提升培訓效果。



Three-level Training Evaluation Process

培訓三級評估流程

In 2023, the percentage of CCNL's trained employees by gender and employee category and the average number of training hours completed by each employee are shown in Appendix II of this Report.

2023年，建業新生活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本報告附錄二。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

Talent Development

In 2023, we further strengthened the coordinated planning of talent cultivation, and pushed forward the establishment of our talent team on all fronts to ensure that we have sufficient talent pipelines with good quality that is well-structured and comprised of outstanding members. We have formulated the Employee Certification Subsidy Measures to encourage employees to actively improve their professional capabilities. We continuously revised and improved the Position and Rank Management System. According to the characteristics of positions, we set up three types of job sequences: management sequence, profession sequence and operation sequence. We connected the channel between management sequence and profession sequence, and encouraged employees to grow into versatile talents with leadership and professional skills, and to broaden the path of their career development. At the same time, we also support the cross-channel promotion and development of employees of the operation sequence. In order to strengthen the linkage among strategies, objectives and rights and responsibilities, we formulated the Performance Appraisal System to conduct comprehensive and three-dimensional appraisal and evaluation on our employees in four aspects, namely key performance indicators, time of completion, quality of the work completed, and contribution to the Group, so as to ensure that the appraisal is fair and objective, provide the criteria and basis for the performance of our employees, their annual performance pay, bonuses, and promotion, and then raise their enthusiasm.

人才發展

2023年，我們進一步加強人才工作統籌規劃，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。我們制定《員工考證補貼辦法》，鼓勵員工積極提升專業能力。我們持續對《職位職級管理制度》進行修訂和完善，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，拓寬職業發展道路；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》，從關鍵績效指標、工作完成時間、完成質量以及對本集團貢獻度四個方面對員工進行全面、立體的考核評估，確保評估過程公正、客觀，為員工工作表現以及年度績效工資、獎金、晉升提供標準和依據，從而調動員工的工作積極性。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

EMPLOYEE RIGHTS AND INTERESTS AND CARE

The Group is committed to providing a warm workplace for its employees by adhering to its philosophy “people orientation”. We built a competitive compensation and benefit system for our employees to enable their contribution to be proportional to their gain. We encourage them to actively participate in our internal management, provide smooth communication channels for employees, and actively organise various cultural and sports activities to enhance collective cohesion and sense of happiness in the workplace. We also care about and help our employees in difficulty, pay attention to the needs of our employees and their families, and create a humane working atmosphere for our employees.

Compensation and Benefits and Protection of Rights and Interests

We regard competitive compensation and generous benefits as the basis for motivating employees and demonstrating our stable development. We formulated the Management System for Labour Contracts, Social Insurance and Housing Provident Fund to provide criteria for the composition, adjustment and payment of employee remuneration. We also provide all of our employees with statutory benefits, including five insurance schemes and one housing fund, sick leave, marriage leave, maternity leave and annual leave, in accordance with the relevant laws and regulations of the places in which we operate.

On the basis of basic compensation and benefits, and to continuously improve employees’ well-beings and satisfaction, we improved the Group’s internal welfare system by providing a wide range of additional benefits, including transportation allowance, seniority allowance, lunch subsidies, holiday gifts, birthday benefits, wedding and childcare gifts, annual medical check-ups, and additional leaves. We also integrated the Group’s internal resources to introduce preferential policies on home purchase, children’s schooling, cultural trips, and eco-friendly agricultural products for our employees in need. In addition, we formulated the Lifestyle Service Incentive System to provide incentives to employees in the lifestyle service, real estate service and case development service sectors, with a view to motivating employees to work and enhancing their sense of value and achievement.

員工權益與關懷

本集團貫徹落實「以人為本」的理念，致力於為員工提供溫暖的職場體驗。我們為員工搭建富有競爭力的薪酬與福利體系，讓員工的付出與收穫成正比，並鼓勵員工積極參與公司內部管理，暢通員工溝通渠道，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。我們亦關心和幫扶困難員工，關照員工及其家人的生活需求，為員工打造人性化的工作氛圍。

薪酬福利與權益保障

我們視富有競爭力的薪酬和豐厚的福利為調動員工積極性和展現企業穩定發展的基礎。我們制定《勞動合同、社會保險及公積金管理制度》，為員工薪酬的構成、調整、發放等方面提供標準，並根據運營所在地相關法律法規，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。

在保障基本薪酬與福利的基礎上，為不斷提升員工的幸福感和滿意度，我們完善集團內部福利體系，提供包括交通津貼、司齡津貼、午餐補貼、節假日慰問禮品、生日福利、婚育賀禮、年度體檢、額外假期等多方面的額外福利，並統籌集團內部資源，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。此外，我們制定《生活服務激勵制度》，為生活類服務、不動產服務及案場拓展服務等業務員工提供激勵獎金，以激發員工工作熱情，提高員工價值感與成就感。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

We also care for our female employees and actively lead them in gathering strength. We strictly comply with relevant laws and regulations like the Law on the Protection of Women's Rights and Interests of the People's Republic of China, and seriously implement 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 Labor Protection of Female Employees published by the State Council. We strictly follow the provisions on maternity and breastfeeding leaves for female employees to ensure that they are entitled to equal pay and benefits and promotion opportunities in accordance with the law.

Employee Communication and Care

We continued to innovate in the democratic management mechanism, worked out a series of systems such as the Management Measures for Communication and Feedback, and provided smooth communication channels such as mailboxes for collecting opinions, so as to respect employees' rights to know, participate, express and supervise. We listen to our employees and encourage them to play their roles as "owners" to promote our long-term development. We required the persons in charge of each department to have quarterly talks with their indirect subordinates to listen to their needs in their work and life, ensured that employees communicate with the management on various proposals on the working environment, operation or management without being threatened, and recorded them in the Communication Feedback Form, so as to ensure responses to employees' requests. Furthermore, we held exchange and sharing activities among department heads, job mentors and new employees from time to time to allow employees to understand the Group's development and business progress, and at the same time optimise and update management systems and services according to its development needs and employee feedback. Once the collected complaints are verified, the complainers will be penalised in accordance with the reward and punishment policy. In 2023, we organised a number of seminars and sharing activities, such as "executive meetings" and "newcomer roundtable", in a bid to strengthen the interaction between employees and us, and allow capable employees with ideals to speak out.

我們亦用心關愛女性員工，積極引領女性員工凝心聚力。我們嚴格遵守《中華人民共和國婦女權益保護法》等相關法律法規，認真貫徹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，保障其依法享有平等的薪酬福利和晉升機會。

員工溝通與關懷

我們持續創新民主管理機制，制定《溝通反饋管理辦法》等一系列制度，暢通意見收集郵箱等多種溝通渠道，尊重員工的知情權、參與權、表達權和監督權。我們認真聆聽員工的想法，鼓勵員工發揚「主人翁」精神，共同推動本集團長遠發展。我們要求各部門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，以及保障員工在不被威脅的情況下，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，確保員工訴求得到回應。此外，我們亦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，讓員工了解本集團動態、業務進展的同時，結合本集團發展需要和員工反饋內容，對管理制度和業務進行優化和更新。對於收集的投訴內容，一經查實，我們將對被投訴人依照獎懲辦法做出相應處罰。2023年，我們舉辦多場「高管見面會」「新人圓桌」等座談分享活動，加強員工與公司間的互動，讓有理想、有能力的員工敢於發聲。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

In order to encourage our employees to strike a reasonable work-life balance, we were active in launching colorful team building activities and recreational and leisure activities. For instance, we set up cultural and sports groups like basketball club, badminton club, table tennis club and reading club, which help our employees relieve their work pressure, enhance their sense of identity and belonging to the Group, and guide them to develop a healthy lifestyle.

為鼓勵員工合理平衡工作和生活，我們積極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，並引導員工形成健康的生活方式。



A Glimpse of Employee Activities
員工活動一覽

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

OCCUPATIONAL HEALTH AND SAFETY

As a property management firm with a strong sense of social responsibility, the Group attaches great importance to the health and safety of every employee and stakeholders, by continuously improving our employee health and safety management system. We aim to strictly prevent and control safety risks, enhance our emergency management capabilities, and promote the normalisation of safety training and education. Various measures are taken to ensure the safety of our operations and construction processes to avoid the occurrence of safety accidents. Our focus lies in creating a safe, healthy and standardised working environment for its employees and stakeholders.

In strict accordance with laws and regulations such as the Labour Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, the Work Safety Law of the People's Republic of China, the Fire Protection Law of the People's Republic of China, and the Interim Provisions on the Investigation and Management of Hidden Hazards in Work Safety Accidents, we formulated the Risk Management System, continuously refined our safety management framework and system establishment, regularly arranged specialists to carry out safety risk investigation and control, and took a number of safety inspection measures to reduce the safety hazards in operation management and project construction and to create a safe and healthy working environment for our employees and construction workers.

In response to emergencies like extreme weather, in adherence to the Emergency Response Law of the People's Republic of China, we persistently polished up our emergency response mechanism, and standardised the processes and requirements for incident response, handling and subsequent management optimisation to prevent significant impacts on the lives, health and property safety of our employees. In addition, we optimised practice to enhance our organisational ability for safety and health protection, so as to continually strengthen the ability of our employees to respond to and deal with safety emergencies.

職業健康與安全

作為具有強烈社會責任感的物業公司，本集團高度重視每一位員工與相關方的健康及安全，持續完善員工健康與安全管理體系，嚴格防控安全風險，提高應急管理能力，推進安全培訓教育常態化，多措並舉保障運營及施工過程安全，規避安全事故的發生，堅持為員工及相關方打造安全、健康、規範的工作環境。

我們嚴格遵守《中華人民共和國勞動法》《中華人民共和國職業病防治法》《中華人民共和國安全生產法》《中華人民共和國消防法》及《安全生產事故隱患排查治理暫行規定》等法律法規，制定《風險管理制度》，不斷細化安全管理架構和制度建設，定期安排專人進行安全風險排查管控，通過多項安全檢查舉措，降低運營管理和項目建設中的安全隱患，為員工及施工人員打造安全健康的工作環境。

針對極端天氣等突發情況，我們遵守《中華人民共和國突發事件應對法》，持續完善應急響應機制，規範事故響應、處理及後續管理優化流程和要求，防止對員工生命健康與財產安全造成重大影響，並結合實際執行情況持續優化以提升安全、健康保障的組織能力，不斷提高員工應對和處置突發安全事件的能力。

TAPPING FULL POTENTIAL OF TALENTS TO BUILD CCNL TEAM

人盡其才，建業團隊

In order to enhance the safety awareness of our employees, we regularly conducted safety training, including safety education and fire safety drills, for all employees, project engineers and construction workers. In the meantime, we provided appropriate pre-job training for special operators to ensure operation safety.

Furthermore, according to the Regulations on Reporting, Investigation and Handling of Production Safety Accidents and the Regulations on Work-related Injury Insurance, we have established a standardised process for handling work-related injuries, improved the criteria for recognising work-related injuries and assessing labour capacity, and provided medical insurance reimbursement and disability benefits to employees recognised as injured and disabled employees in accordance with the relevant requirements of Ministry of Human Resources and Social Security. In addition to the induction medical examination and annual health check, we also purchase employer liability insurance for all employees to ensure their occupational health and safety.

As of 31 December 2023, CCNL has had zero work-related fatalities. The details of employee-related injuries and lost workdays are outlined in Appendix II to this Report.

為持續提升員工安全意識，我們定期開展各項安全主題培訓，包括安全知識教育、消防安全演練等，培訓範圍覆蓋全體員工、項目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。

此外，我們遵守《生產安全事故報告和調查處理條例》和《工傷保險條例》，建立了規範的工傷事故處置流程，完善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，我們根據國家人力資源和社會保障部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2023年12月31日，建業新生活發生0起因工亡故事件，員工因工受傷和損失工作日數詳見本報告附錄二。

STABLE OPERATION AS THE FOUNDATION OF CCNL

穩健經營，建業之本

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。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

CCNL always upholds the concepts of integrity, cooperation and development, and adheres to business ethics, laying a solid foundation for its high-quality development. In the meantime, we insist on building a mutually beneficial and win-win ecosystem, continuously promote the establishment of a sustainable supply chain, and actively participate in industry exchanges, and work together with various parties to contribute to the creation of a fair and healthy business environment, and jointly promote sustainable development.

BUSINESS ETHICS

Upholding the fundamental principles of integrity, compliance, incorruptibility and self-discipline, we strictly adhere to relevant national laws, regulations and regulatory requirements, and has improved our internal control and risk management systems. We strive to ensure legal compliance in brand promotion, practise the concept of incorruptible operation, and protect our own rights and interests while showing respect for the intellectual property rights of others, thereby constantly improving our capacity for legal compliance and incorruptibility and creating an orderly and stable business atmosphere.

Strict Adherence to Legal Compliance Strengthening the Internal Audit System

We continuously strengthens our independent, vertical audit and supervision management system, and have formulated rules and regulations such as the Regulations on Audit and Supervision Management, the Regulations on Internal Audit Management, the Internal Audit Operation Management Measures, and the Audit and Supervision Work Guidelines, and clarify the responsibilities at all levels, promoting the institutionalisation and standardisation of internal audit and supervision. The Group's Audit and Supervision Department coordinates the management of internal audit matters, and is responsible for pre-consultation and in-process control, 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.

建業新生活始終秉持誠信、合作、發展的理念，堅守商業道德，為實現本集團高質量發展打下堅實基礎。同時，我們堅持構建互利共贏的生態體系，持續推動可持續供應鏈建設，並積極參與行業交流，攜手各方合作為創造公平、健康的商業環境做出貢獻，共同推進可持續發展。

商業道德

本集團貫徹誠信合規、廉潔自律的基本原則，嚴格遵守相關國家法律法規及監管要求，持續完善內部控制及風險管理體系，規範品牌合規宣傳，踐行廉潔經營理念，尊重他人知識產權的同時保障自身權益，從而不斷提升本集團合規廉潔能力水平，營造有序、穩定的商業氛圍。

嚴守合規底線

健全內部審計體系

我們持續深化獨立垂直的審計監察管理體系，制定《審計監察管理制度》《內部審計管理規定》《內部審計作業管理辦法》《審計監察工作指引》等制度規定，明確各層級職責，推進內部審計監察的制度化 and 規範化。本集團審計監察部統籌管理內部審計事項，負責事前諮詢及事中管控，並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，以及跟進審計整改工作，內控人員則負責監察審計問題的整改落实，跟進審計工作閉環管理，以持續健全集團合規經營建設。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

Enhancing Risk Management Capabilities

In order to improve the effectiveness of risk management of the Group, 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, so as to strengthen the risk management capabilities and achieve the identification, assessment and response to internal and external risks covering all the business segments of the Group.

強化風險管理能力

為提升本集團風險管理的有效性，我們建立完善的風險防控體系，不斷優化風險清單，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，以強化風險管理能力，實現覆蓋本集團所有業務環節的內外部風險識別、評估與應對。

<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 standardised 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 Group'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，以評估本集團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>

Three lines of defense for risk management
風險管理三道防線

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

Enhancing Employees' Compliance Capabilities

The Group places a high value on employee behaviour management and emphasises the need to enhance employees' compliance capabilities. We require all employees to acknowledge and sign the Employee Code of Conduct, so that they would strictly adhere to compliance requirements and fulfil professional responsibilities. In addition, we provide new employees with compliance training during onboarding to instil in them a strong sense of legal compliance. We also utilise the Intelligent Jianye platform and WeChat official account to disseminate compliance courses to all employees and deepen their understanding of our compliance management system and norms, thereby further strengthening their compliance awareness and improving their compliance capabilities.

Standardising Promotion and Advertising Practices

We insist on winning customers' trust through honest sales. In strict compliance with the Advertising Law of the People's Republic of China and other laws and regulations of the countries and regions where we operate, we formulated systems such as CCNL Property Brand Management System and Jianye Property Brand Visual VI Manual Management System to clarify the management standards for the marketing team, marketing channels, marketing procedures, use of brands and other related matters, and to strictly guard against exaggerated or false publicity. We aim to improve the brand communication and management systems, promote the standardisation and rigor in marketing, enhance the professionalism of the marketing team and the execution, and practically safeguard the legitimate rights and interests of customers.

We strictly abide by the three-tier auditing process, whereby promotional content is initiated by the brand staff at the headquarters, which is preliminarily audited by the brand manager and subject to final audit by the general manager of the basic services department. We strictly control the information on broadcasting, television, portal websites, and new media outlets, such as WeChat official accounts, TikTok, WeChat Video, "Jianye+" APP, Sina Weibo, and Jinri Toutiao, committed to providing our customers with accurate and reliable information on our products and services to ensure that they can clearly and efficiently obtain the information they need prior to making decisions.

提升員工合規能力

我們高度重視對員工的行為管理，注重員工合規能力提升。我們要求全體員工簽署《員工操守準則》，嚴格遵守合規要求，認真履行職業責任。此外，我們面向新員工開展入職合規培訓，培養新員工合規意識，並通過智慧建業平台及微信公眾號向全員推送合規課程，深化員工對集團合規管理制度與規範的認識，進一步鞏固全员的合規意識，全面提升員工合規能力。

規範宣傳推廣工作

我們堅持以誠信銷售來塑造客戶信任，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，制定《建業新生活物業品牌管理制度》《建業物業品牌視覺VI手冊管理制度》等制度，明確營銷團隊、營銷渠道、營銷程序、品牌使用等相關事宜的管理規範，嚴格防範誇大或虛假宣傳，以健全品牌傳播與管理體系，推動營銷的規範性與嚴謹性，提升營銷團隊的專業度與執行力，切實保障客戶的合法權益。

我們嚴格遵守三級審核規程，由總部品牌推廣崗發起宣傳推廣內容，經品牌經理初級審核後，遞交基礎服務部總經理進行最終審核，嚴格把控廣播、電視、門戶網站以及微信公眾號、抖音號、微信視頻號、「建業+」APP、新浪微博、今日頭條等新媒體輸出渠道的信息口徑，致力於為客戶提供準確可靠的產品及服務信息，確保客戶在決策前能夠清晰高效地獲取所需信息。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

We also evaluate our staff's promotional work to continuously strengthen their sense of responsibility and provide incentives to motivate them to conduct responsible marketing. Moreover, for non-compliance in marketing, the staff and leaders involved will be held accountable and punished depending on the circumstances and the severity of the impact in accordance with the Management System for Rewards and Penalties, in a bid to ensure the unified brand image, protect the brand reputation, and boost the brand value.

Building a Culture of Integrity Shaping a Full-grown Anti-Corruption System

Integrity in business operations is the foundation of any successful enterprise. We actively observe business ethics and shoulder social responsibilities. We strictly adhere to Anti-Money Laundering Law of the People's Republic of China, 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, and prohibit extortion, blackmail, corruption and bribery, and other forms of behaviour that violate business ethics. We established a sound anti-corruption system and formulated a number of systems, including the Anti-Fraud Regulations, to refine measures to deal with violations and breaches of discipline, to standardise our operational management, and to ensure our sustained, stable, and healthy development. In addition, in order to effectively prevent and control the risk of corruption and create an atmosphere of integrity, we require all staff to sign the Commitment to Integrity in the Workplace, and carry out their work and business activities in accordance with the relevant standards, so as to set an example in practicing the principles of integrity and honesty.

We actively promote the effective implementation of our integrity management mechanism and formulated the Whistleblowing Management Measures to standardise the process of accepting, registering, investigating, collecting evidence and dealing with reported information. We encourage our employees and all relevant parties to report and complain against acts of corruption and bribery, abuse of power for personal gain, malpractice, abuse of authority and other breaches of professional ethics, laws and regulations. We set up various reporting channels such as telephones, letters, emails and visits, and added reporting boards to ensure that the more convenient use of reporting tools by the whistleblowers. We adopt a "zero-tolerance" attitude towards corruption, malpractice and other irregularities. Upon receipt of a report, our supervisory staff will conduct a

我們亦對員工宣傳推廣工作開展考核評估，持續強化責任意識，並提供獎金以激勵員工負責任營銷。同時，對於違規營銷行為，我們視情節及影響嚴重程度，依據《獎懲管理制度》對當事員工及主管領導進行追責和懲處，以確保品牌外部形象統一，維護品牌聲譽，助力品牌價值的提升。

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。我們積極承擔商業道德與社會責任，嚴格遵守《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》《關於禁止商業賄賂行為的暫行規定》等相關法律法規，禁止敲詐、勒索和貪污受賄等各種形式的違反商業道德的行為。我們建立完善的廉潔制度體系，制定《反舞弊制度》等數項制度，細化違規違紀事項及應對措施，規範經營管理，確保本集團的持續、穩定、健康發展。此外，為有效防控貪腐風險，打造廉潔誠信氛圍，我們要求全體員工簽署《廉潔從業承諾書》，並按照相關準則要求開展工作和業務活動，以身作則踐行誠信廉潔原則。

我們積極推動集團廉潔管理機制的有效落地，制定《舉報管理辦法》，以規範舉報信息受理、登記、調查、證據收集、處置等環節的開展流程。我們鼓勵員工及各相關方對貪污受賄、以權謀私、營私舞弊、濫用職權等違反職業道德、違法違規的行為進行舉報投訴，設置電話、信函、電子郵件、來訪等多種舉報渠道，並增設舉報看板，確保舉報人更加便捷地使用信訪舉報工具。我們對貪腐舞弊及其他不正當行為採取「零容忍」態度，監察人員在接收到舉報信息後第一時間對信息進行初步審核，制定相應的工作計劃，調動所需資源並開展調查工作。同時，我們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。

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preliminary examination of the information, lay down a corresponding work plan, mobilise the necessary resources, and make an investigation. Meanwhile, we have set up a whistleblower protection mechanism to keep whistleblowers' information strictly confidential, and resolutely deal with acts that infringe on whistleblowers' rights, such as strikes, threats, retaliation against whistleblowers and witnesses. In 2023, we expanded the influence of the reporting and complaint channels, informed the reporting methods to every grass-roots employee, and increased the proactive efforts on investigation and handling. We received and handled 4 effective reports, with a 100% timely handling completion rate.

2023年，我們擴大舉報投訴渠道影響力，將舉報方式下沉至每位基層員工，並加大主動查處力度，接收有效舉報信息4項，處置4項，及時處置完成率100%。

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 Office Building, 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

During the Reporting Period, there were no concluded corruption lawsuits against CCNL or our employees.

報告期內，並未發生任何對建業新生活或我們的員工提出並已審結的貪污訴訟案件。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

Creating a Cultural Atmosphere of Integrity

We continue to strengthen our culture of integrity and enhance the integrity awareness and performance of our employees and suppliers, in order to create a cultural atmosphere of integrity and maintain a sound business environment. 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. We 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 organised for employees to study anti-corruption cases and to develop a strong notion of abstaining from corruption. We also published posters about integrity and self-discipline during festivals and holidays to promote the concept of integrity culture in the Group, enhance the awareness of integrity and compliance among all staff, foster an integrity culture and create an integrity atmosphere. In addition to focusing on the integrity management on staff, we organised meetings in 2023 with suppliers to inform them of the relevant requirements in the system-related documents and contracts, and launched anti-corruption campaigns to require them to be self-disciplined, comply with the rules and regulations, maintain good professional ethics, and abide by the basic code of professional conduct.

During the Reporting Period, CCNL conducted a total of 2 anti-corruption trainings, covering all employees, with a total course hour of over 90 minutes.

創建廉潔文化環境

我們持續加強廉潔文化建設，提升員工及供應商的廉潔意識和履職能力，以營造廉潔從業的文化氛圍，維護陽光的商業環境。我們開展了多渠道的廉潔文化培訓與宣貫活動，激發員工廉潔文化學習的主動性和積極性。我們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。我們亦在節假日發佈廉潔自律海報，切實推動廉潔文化理念在集團的落地，增強全員廉潔、合規意識，厚植廉潔文化，培育風清氣正。除關注員工廉潔行為管理外，2023年，我們針對供應商組織召開會議，告知制度文件和合同的相關要求，向供應商開展反貪腐宣貫，要求其廉潔自律、遵規守紀、保持良好的職業道德、恪守職業基本行為規範。

報告期內，建業新生活共開展2次反貪污培訓，覆蓋全體員工，累計課程時間超過90分鐘。



Integrity Poster
廉潔海報

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

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 standardise 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, actively protects its legitimate rights and interests on the premise of fully showing respect for the intellectual property rights of others, so as to create a fair and healthy competitive environment, and stimulate the vitality of the industry's innovation and development.

In 2023, Henan Aiou Electronic Technology Co., Ltd., a subsidiary of the Group, continued to improve its soft power in terms of qualifications, honours and software copyrights, and obtained 12 intellectual property rights such as patents and software copyrights. It was also awarded 7 honours, including Top10 Leading Digital Enterprises of Zhengzhou and Unit with Outstanding Contribution to the Development of Open Innovation Industry in Zhengdong New District.

As of 31 December 2023, the Group had obtained a total of 436 intellectual property rights, including 26 patents, 172 trademarks, 218 software copyrights, and 23 domain names.

保護知識產權

聚焦於知識產權保護工作，我們嚴格遵守《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，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。我們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，在充分尊重他人知識產權的前提下保障自身合法權益，營造公平、健康的競爭環境，激發行業創新發展活力。

2023年，本集團旗下河南艾歐電子科技有限公司在資質榮譽、軟著專利方面不斷提升軟實力，獲得專利、軟著等12項知識產權，並榮獲鄭州市數字化十佳領軍企業、鄭東新區開放創新產業發展突出貢獻單位等7項榮譽。

截至2023年12月31日，本集團已獲得的知識產權數量累計436件，其中專利26件、商標172件、軟件著作權218件、域名23件。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

SUSTAINABLE SUPPLY CHAIN

The Group works with its suppliers in an honest manner to promote sustainable development, with an aim to build a fair, efficient and sustainable supply chain. We established a full life-cycle management mechanism for suppliers to strictly regulate the selection, evaluation and management of suppliers, so as to ensure the continuous and efficient supply of materials and services for production and living, and guarantee the quality of services. Furthermore, we raised the bar for suppliers from social, economic and environmental perspectives, and took a variety of measures to empower suppliers to go green.

Supply Chain Lifecycle Management

We strictly abided by 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 other laws, regulations and regulatory policy requirements, formulated and persistently optimised supply chain management systems such as the Basic Business Supplier Management Regulations, Basic Business Procurement Management Regulations, Lifestyle Service Business Recruitment and Procurement Management Measures, Tender Meeting Site Management Measures and Basic Business Supplier Inspection Management Regulations, covering all suppliers that have basic services and lifestyle service business dealings with the Group headquarters, city companies, and specialised companies. We aim to clarify the management requirements for the entire life cycle from supplier admission, assessment and exit, continuously improve the level of supply chain management, and enhance supervision and review of suppliers' sustainability performance.

可持續供應鏈

本集團以誠信合作態度攜手供應商夥伴共同推動可持續發展，致力於打造公正、高效且可持續的供應鏈。我們建立供應商全生命週期管理機制，通過嚴格規範供應商選擇、評估和管理工作，確保本集團生產、生活物資和服務持續高效地供給，保障服務質量。同時，我們從社會、經濟和環境等方面提高對供應商的要求，採取多樣化措施賦能供應商綠色發展。

供應鏈生命週期管理

我們嚴格遵守《中華人民共和國招標投標法》和《中華人民共和國政府採購法》等法律法規及監管政策要求，制定並持續優化《基礎業務供應商管理規定》《基礎業務採購管理規定》《生活服務業務招採管理辦法》《招標會議現場管理辦法》及《基礎業務供應商考察管理規定》等供應鏈管理制度，覆蓋與集團總部及各城市公司、專業公司有基礎服務及生活服務業務往來的全部供應商，明確從供應商准入、評估考核到退出全生命週期的管理要求，不斷提高供應鏈管理水平，加強對供應商可持續發展表現的監督和審查。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

We have set up a complete full-cycle supplier management system, covering the six-module process of supplier preliminary review, certification, admission, pre-qualification, evaluation, and grading. The Tendering and Procurement Department of the headquarters, with the coordination and cooperation of the centralised business departments of the headquarters, organises the establishment, update and release of the first-tier supplier resource database, conducts annual evaluations of first-tier suppliers, and supervises various city companies and specialised companies to manage suppliers according to system specifications. The tendering and procurement supervisors of various city companies and specialised companies, with the assistance of the regional centralised business department, organise the establishment, update and reporting of the secondary supplier resource database, and control the process and risks of the secondary procurement of the company in this city, and is responsible for the evaluation of secondary suppliers. We introduce suppliers by business category, carry out centralised tendering for a variety of centralised procurement products, and give priority to cooperative suppliers close to the source of goods and services, so as to establish market advantages while supporting the local economy. When reviewing suppliers, we strictly abide by the principle of objectivity and fairness to maintain long-term cooperative relationships and form a normalized mechanism to ultimately cooperate with suppliers who perform well in selection, employment, training and retention.

我們設置完善的全週期供應商管理體系，涵蓋供應商初審、認證、入庫、入圍、評估、分級六個模塊的流程。由總部招標採購部在總部歸口業務部門的協同配合下，組織開展一級供應商資源庫的建立、更新與發佈，對一級供應商進行年度評價，並督導各城市公司、專業公司按制度規範管理供應商。各城市公司和專業公司的招採主管在地區歸口業務部門的協助下，組織開展二級供應商資源庫的建立、更新與提報，對本城市公司二級採購工作進行流程與風險的把控，並負責二級供應商的評價工作。我們分業務類別引入供應商，開展多種集採商品的集中競價工作，並優先選用靠近商品及服務源頭合作供應商，以在建立市場優勢的同時助力當地經濟。在供應商評審時，我們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，最終實現與選、用、育、留各環節表現優秀的供應商合作。

STABLE OPERATION AS THE FOUNDATION OF CCNL

穩健經營，建業之本



Supplier Management Workflow
供應商管理程序

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

We emphasise dynamic management on our suppliers, and regularly sort out, maintain and update our supplier database to ensure that the quality of the supply chain always meets the standards of CCNL. Through monthly, quarterly and annual inspections and evaluations on suppliers, including inspections on suppliers, surveys on customers, and spot checks of purchasing behaviour of purchasing personnel, we examined suppliers' performance and supply chain compliance in all aspects. Based on the results of the inspections, we took corresponding measures for renewal of business cooperation, enhancement of corrective actions and supervisory management, and elimination and suspension of cooperation with suppliers to reduce supply chain risks. In addition, we regularly launched professional skills training for our staff to ensure that they were up-to-date with the latest supply chain information, and periodically organised visits to learn from external experience and search for and cooperate with good suppliers from sources of goods.

我們注重對供應商的動態管理，定期對供方庫進行梳理、維護與更新，保障供應鏈品質始終符合建業新生活標準。通過對供應商開展分類別的月度、季度與年度檢查和評價工作，包括對供應商的檢查、對客戶的調查、對採購人員採購行為的抽查，我們全方位考察供應商履約情況與供應鏈合規情況，並基於考察結果對供應商採取續簽業務合作、加強整改與監督管理、淘汰並暫停合作的相應措施，以降低供應鏈風險。此外，我們定期開展員工專業技能培訓，確保第一時間獲取最新供應鏈相關資料，並定期組織外出考察學習，學習外部優秀經驗的同時，搜尋引入貨源地優秀供應商。

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 organise 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 a supplier, we 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，我們結合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 conduct on-site investigations into our suppliers' material purchasing, production progress, delivery progress, and warehousing status, and initiate spot checks if necessary. 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 be involved in a brand, patent or intellectual product dispute with others, we conduct immediate investigations to verify the accuracy of such information and update the supplier's 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，及時組織調查落實，查詢屬實的，及時將供應商狀態進行更新。

Means of Investigation into Suppliers' Comprehensive Strength
供應商綜合實力調查方法

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

In order to establish a long-term and stable partnership with suppliers, and understand and resolve any problems that may exist with suppliers in a timely manner, we established a two-way communication mechanism, launched annual supplier visits and exchanges, and actively communicated with suppliers by means of phone calls, meetings and so forth, so as to strengthen the interaction with our suppliers, enhance the level of products and services of our suppliers, and work hand in hand with our partners in realising sustainable development.

As of the end of the Reporting Period, CCNL had a total of 2,189 suppliers. The number of suppliers by region is shown in Appendix II of this Report.

Environmental and Social Responsibility in Supply Chain

We select suppliers from the perspective of sustainable development. We bind ourselves and our partners with stringent business ethics, take into account their environmental and social performance, create an open and transparent cooperation environment, and practise the green development concept, so as to jointly create a sustainable supply chain ecology.

We sign the Sunshine Cooperation Agreement with our suppliers to regulate the integrity obligations of both parties, and eliminate the occurrence of any violation of business ethics such as bribery and acceptance of bribes, dishonesty in cooperation, and failure to report conflicts of interest in the course of cooperation. Once discovered, depending on the severity of the case, we will impose penalties such as fines, suspension of cooperation, termination of cooperation, inclusion in the blacklist of dishonest organisations, and referral to the judiciary for handling. We also encourage and reward suppliers and our employees for providing leads on violations by both parties. In 2023, a total of 2,151 CCNL's suppliers have signed the Sunshine Cooperation Agreement, with a signing rate of 100%.

為與供應商建立長期穩定的合作夥伴關係，及時瞭解和解決供應商可能存在的問題，我們建立雙向溝通機制，開展年度供應商互訪工作與研討交流活動，通過電話、會議等方式積極與供應商進行溝通，加強與供應商的互動，持續提升供應商產品及服務水平，攜手合作夥伴實現可持續發展。

截至報告期末，建業新生活共有2,189個供應商，按地區劃分的供應商數目見本報告附錄二。

供應鏈的環境及社會責任要求

我們在供應商選擇過程中融入可持續發展視角，以嚴格的商業道德標準對自身和合作夥伴進行約束，並考慮他們的環境與社會表現，打造公開透明的合作環境和綠色環保的發展理念，共創可持續發展的供應鏈生態。

我們與供應商簽訂《陽光合作協議》，以法律條約規範雙方廉潔義務，杜絕合作過程中行賄受賄、合作失信、利益衝突不通報等任何違反商業道德行為的發生，一經發現，將視情節嚴重程度對其實施罰款、暫停合作、終止合作、納入誠信組織黑名單、移送司法機關處理等處罰。我們亦鼓勵供應商及本集團員工為雙方相關違規行為提供線索，並對其給予相應獎勵。2023年，共計2,151家建業新生活供應商已簽署《陽光合作協議》，簽署率達100%。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

We incorporate environmental and social requirements into our supplier management mechanism to promote sustainable upgrading of the supply chain. We have developed a list of environmental and social standards for screening suppliers to ensure that the social responsibility performance of suppliers meets or exceeds the requirements of laws and regulations where we operate. Based on the qualification assessment system, we have established a supplier environmental and social assessment and investigation mechanism to determine the assessment process for the actual and potential significant impacts of the supply chain on the environment and society. We have adopted corporate self-inspection to regularly evaluate and review suppliers' performance of environmental and social responsibilities, and required suppliers to provide environmental assessment reports during the opening and operation processes. At the same time, we focus on inspecting the production environment of supplier employees to ensure that suppliers produce products or provide services in a responsible manner. The review results will be used as an important basis for supplier selection, increase or decrease of orders, rewards and punishments. In addition, in order to assist suppliers in building their sustainable development capabilities, we carried out diversified training for suppliers. The Group headquarters trained first-tier suppliers and city companies trained second-tier suppliers to continuously improve the environmental and social risk management levels of suppliers, helping them improve environmental efficiency and sustainable competitiveness. We also took active measures to encourage suppliers to prevent, mitigate and remediate actual and potential major negative environmental and social impacts, and worked with suppliers to sort out the brand image of responsible supply chains and build public confidence.

We continue to increase the proportion of green product procurement and, on the premise of meeting demand, give priority to partners with national environmental label certification or other relevant environmental label certifications, and to products with national energy-saving certification or related certifications, and conduct on-site inspections of environmentally friendly products.

我們將環境與社會要求納入供應商管理機制中，以推動供應鏈可持續升級。我們制定篩選供應商的環境及社會標準清單，確保供應商社會責任表現達到或超過運營所在地法律法規要求。在資質評估體系基礎上，我們建立供應商環境及社會評估與調查機制，確定供應鏈對環境和社會實際和潛在重大影響的評估流程，採用企業自檢的方式定期對供應商履行環境及社會責任的情況進行評估與審查，要求供應商在開業過程及運營過程中提供環境評價報告，同時重點考察供應商員工生產的環境，以確保供應商用負責任的方式生產產品或提供服務，審查結果將作為供應商選擇、增減訂單、獎懲的重要依據。此外，為協助供應商可持續發展能力建設，我們對供應商開展多樣化培訓，由集團總部培訓一級供應商、城市公司培訓二級供應商，不斷提高供應商的環境及社會風險管理水平，幫助其提升環境效益和可持續競爭力。我們亦採取積極措施鼓勵供應商預防、減輕和補救實際和潛在重大負面環境及社會影響，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。

我們持續加大綠色產品的採購份額，在滿足需求的前提下，優先選擇具備國家環境標誌認證或其他相關環境標誌認證的合作方，優先選用具備國家節能認證或相關認證的產品，並進行環保產品實地考察。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

COLLABORATIVE DEVELOPMENT

As a leading property service provider in central China, the Group, seeking high-quality development, actively explores a path that better suits its development characteristics while balancing the scale of management and quality of service. By participating in industry seminars and exchanges, and holding diversified discussions with business partners to promote cooperation, mutual empowerment and resource complementarity, we join hands with large property management companies to build a platform for exchanges and learning, cooperation and win-win situation within the industry, and explore the opportunities and risks facing the property service industry, with a view to building a mutually beneficial and supportive business ecosystem, and to promoting the high-quality development of the industry.

協同發展

作為中部區域領先的物業服務企業，本集團持續貫徹高質量發展主旋律，在平衡管理規模與服務質量的同時，積極探索更加適合自身發展特點的路徑。我們通過參與行業研討及交流，與業務夥伴開展多元討論推動合作，相互賦能、資源互補，與廣大的物業企業共同攜手，搭建行業內交流學習、合作共贏的平台，共同探索物業服務行業面臨的機遇與風險，致力於建設互利互助的商業生態，推動行業高質量發展。

STABLE OPERATION AS THE FOUNDATION OF CCNL 穩健經營，建業之本

China International Property Management Industry Expo 中國國際物業管理博覽會

The 6th China Property Management Innovation and Development Forum and the 2023 China International Property Management Industry Expo, organised by the China Property Management Institute, were held in Shenzhen from 12 October to 14 October 2023. Responding to the call of the China Property Management Institute, CCNL dispatched its management team led by the Group President to the activities for learning and exchange. This year's forum is themed with "A new journey for the development of high-quality services", consisting of 1 main forum and nearly 20 parallel forums. More than 200 experts, scholars and industry players were invited to hold discussions and explore new ways for the industry's transformation and upgrading and high-quality development. Our video "Keeping moving forward and providing support" was on display at the "Most beautiful property management people" photography and micro-video exhibition of the property management industry and was honoured as the "most popular work".

2023年10月12日 - 10月14日，中國物業管理協會主辦的第六屆物業管理創新發展論壇與2023中國物業管理博覽會在深圳召開。建業新生活響應中國物業管理協會號召，由集團總裁帶隊，積極組派管理團隊前往現場學習交流。本屆論壇以「發展高質量服務新徵程」為主題，包含1場主論壇和近20場平行論壇，邀請超過200位專家學者和行業人士共同「論道」，為行業轉型升級與高質量發展探索新路。其中，我們的視頻作品《步履不停守護不變》在「最美物業人」物業管理行業攝影及微視頻專題展中進行展出，並榮獲「人氣作品獎」。



China International Property Management Industry Expo
中國國際物業管理博覽會

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES

低碳服務，建業行動

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

可持續城市和社區



Responsible consumption and production

負責任消費和生產

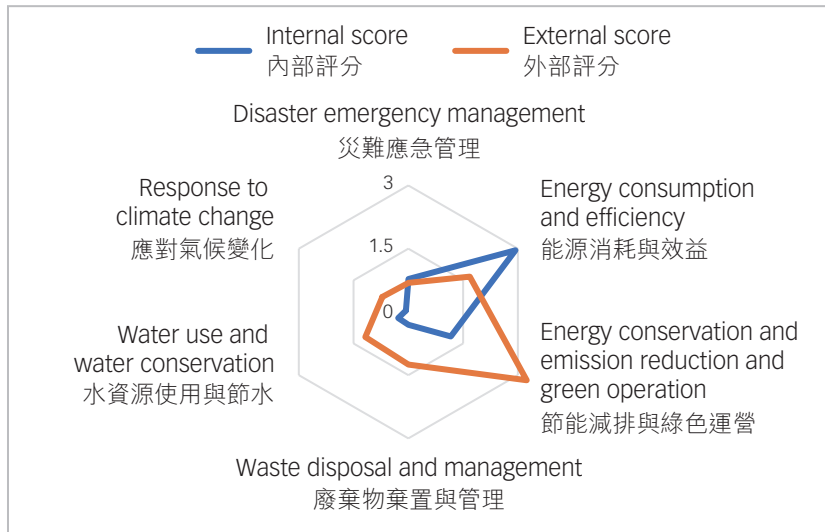


Climate action

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。

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES 低碳服務，建業行動

Always adhering to the environment 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. In strict accordance with the requirements of ISO 14001 and ISO 50001 certification, we rolled out measures such as adjusting and optimising the 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 Water 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 Office Environment Management. On top of this, we continue to promote green operation across the entire business processes and mitigate the environmental impact of our operations to ensure the sustainable development of all business operations.

On the basis of complying with various laws and regulations, we have formulated and implemented the Management Rules of Advocating Frugality and Green Office to standardise daily inspections of the office environment, paying attention to details, starting with little things, and calling on all employees to work together to create a green and, a clean working environment and establish a good corporate image. In 2023, we improved and updated our internal management policies and systems, such as the Management System for Office Environment, to guide various departments in carrying out environmental management-related work. We required employees in all departments to strictly follow documents and system specifications in environmental management-related activities. At the same time, we strengthened environmental protection training for employees to manage the impact of daily business activities on the environment in a scientific way.

本集團始終秉持「誠信守法、節能減排、低碳環保、持續改進」的環境管理方針，將綠色低碳融入本集團發展規劃當中。我們緊密配合ISO 14001、ISO 50001認證要求，通過調整優化能源結構、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》《中華人民共和國水污染防治法》《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《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，減輕運營對環境的影響，保證各項業務可持續經營發展。

我們在遵守各項法律法規的基礎上，制定並實施《「厲行節約，綠色辦公」管理細則》，規範辦公環境的日常檢查，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，創造潔淨的工作環境，樹立良好的企業形象。2023年，我們完善並更新了對內管理政策制度，如《辦公環境管理制度》等，以指導各部門開展環境管理相關工作。我們要求所有部門員工在環境管理相關活動中嚴格按照文件和制度規範執行，同時加強員工的環保培訓，以科學的方法管理日常經營活動對環境的影響。

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES


低碳服務，建業行動

MATERIAL MANAGEMENT

We formulated management requirements for assets, supplies, conference affairs, business transactions, etc. to strictly control material consumption and avoid unnecessary waste.

物資管理


我們於資產、耗材、會務、商務往來等多個抓手制定管理要求，以嚴控物資消耗，規避不必要的浪費。



Environmentally friendly suppliers
環境友好供應商

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


本集團主動對供應商進行考察，形成《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，我們主動選擇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「在管理區域內養護綠化時，100%不使用國家規定的高毒農藥」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.

本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。

Green Office Management Initiatives 綠色辦公管理措施

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES 低碳服務，建業行動

WATER RESOURCES MANAGEMENT

When preparing a construction plan, we fully considered water conservation and utilisation of water resources. We required that during the design and construction stages of new projects and renovation projects, all water equipment using cooling water and circulating water must adopt water circulation devices to eliminate the waste of direct drainage. At the same time, we included the implementation of water conservation measures in the acceptance of project completion. The Group's primary water source was from municipal water supply. During the Reporting Period, the Group did not have any problem in obtaining suitable water sources.

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 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 in any water-using equipment, the maintenance department of residential complexes should repair it in a timely manner to reduce losses from spills, drips and leaks.

By adopting various water-saving measures, we aimed to further improve water efficiency and achieve more effective use of water resources. We were committed to promoting the concept of sustainable water management and use to ensure that our projects operate under the principles of environmental friendliness and sustainable development.

水資源管理

我們在編製施工方案過程中，充分考慮節水與水資源的利用。我們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，從而杜絕直排水的浪費；同時，我們將落實節水措施列入工程竣工驗收內容中。本集團取水主要來自市政供水；報告期內，本集團在求取適用水源上未存在任何問題。

我們要求成立以各小區負責人為主的節水監督網絡，並由小區用水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，小區維修部門將及時搶修以減少跑、冒、滴、漏的損失。

通過採取各種節水措施，我們的目標是進一步提高用水效益，實現更加有效地利用水資源。我們致力於推動可持續水資源管理和使用的理念，以確保我們的項目在環境友好和可持續發展的原則下運行。

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES

低碳服務，建業行動

ENERGY MANAGEMENT

Based on the year 2022, we set the following energy effectiveness targets for 2023:

能源管理

我們以2022年為基準，制定如下2023年能源效益目標：

No. 序號	Performance parameters 績效參數	Benchmark (2022) 基準(2022)	Target indicator (2023) 目標指標(2023)	Remarks 備註
Headquarters energy benchmarks and performance parameters 總部能源基準和績效參數				
1	Headquarters comprehensive energy consumption (tce) 總部綜合能耗(tce)	4.903	≤4.903	
2	Headquarters comprehensive energy consumption per unit area (kgce/m ²) 總部單位面積綜合能耗(kgce/m ²)	6.129	≤6.129	
Project energy benchmarks and performance parameters 項目能源基準和績效參數				
1	Office Building comprehensive energy consumption (tce) 總部港綜合能耗(tce)	329.951	≤329.951	
2	Office Building comprehensive energy consumption per unit area (kgce/m ²) 總部港單位面積綜合能耗(kgce/m ²)	2.16	≤2.16	
3	Jianye Plaza comprehensive energy consumption (tce) 建業廣場綜合能耗(tce)	22.908	≤22.908	
4	Jianye Plaza comprehensive energy consumption per unit area (kgce/m ²) 建業廣場單位面積綜合能耗(kgce/m ²)	0.554	≤0.554	
Process-level energy benchmarks and performance parameters 工序級能源基準和績效參數				
1	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	
2	Operating temperature of central air conditioning 中央空調運行溫度	≥26℃ in summer 夏季≥26℃ ≤20℃ in winter 冬季≤20℃	≥26℃ in summer 夏季≥26℃ ≤20℃ in winter 冬季≤20℃	
3	Public area lighting and office area lighting power 公區照明及辦公區照明功率	≤9W	≤9W	

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES 低碳服務，建業行動

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 introduced new equipment, promoted the application of new technologies and new processes, optimised the operation of existing resources, and improved energy utilisation efficiency. We continued to promote the management of lighting electricity, computer electricity and daily electricity consumption of various types of lamps, printing equipment, water dispensers, air conditioners, etc. in the office area to reduce direct and indirect consumption of electricity and achieve rational use of resources. We prohibited unauthorised modification, installation, and disassembly of power supply facilities, as well as arbitrarily using and damaging electrical facilities such as distribution boxes, switches, or lamps in public places. We adopted billboards and banners to strengthen the awareness and consciousness of employees on energy conservation and promptly stopped waste through daily inspections. At the same time, we required the General Administration Department and Engineering Technology Department to inspect the implementation of energy conservation and emission reduction plans every quarter to promote the effective development of energy efficiency management and ensure the achievement of goals.

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，推廣應用新技術、新工藝，優化現有資源的運行方式，提高能源利用效率；我們持續推進辦公區照明用電、電腦用電及各類燈具、打印設備、飲水機、空調等日常用電的管理，以減少電能直接與間接消耗，實現資源合理利用；我們禁止擅自改裝、加裝、拆卸供電設施和隨意動用和損壞公共場所配電箱、開關或燈具等用電設施。我們通過黑板報與條幅的形式，加強員工節能意識觀念，並通過日常巡檢及時制止浪費現象；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。

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES 低碳服務，建業行動

- 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
- Low-energy-consuming equipment is selected and focused inspections are conducted on major energy-consuming equipment
- 選用低耗能設備，對主要耗能設備進行重點檢查
- For the use of official vehicles, carpooling is encouraged. By coordinating outbound personnel and ensuring that there are at least four occupants in the vehicle, efficiency in vehicle utilisation is enhanced.
- 對於公務車的使用，鼓勵拼車出行，通過統籌外出人員，出車人員達到4人以上安排出車，提升用車能效



**Improvement
of energy
efficiency**
提高能源效率

- If natural sunlight meets the normal demand, it is forbidden to turn on the lighting facilities and their switches shall be controlled separately. The lighting in the office area is equipped with a time-controlled switch to realise automatic lights off after work
- 在自然光線滿足正常需求時，禁止開啟照明用電；照明用電開關分開控制；在寫字樓辦公區內的照明均設有時控開關，實現定時自動熄燈
- Employees are required to close doors and windows after turning on the air conditioner and turn off the air conditioner when leaving the office, and the operating temperature should not be lower than 26°C in summer and higher than 20°C in winter
- 要求空調開啟後關閉門窗、離開辦公室時關閉空調；夏季不低於26°C，冬季不高於20°C
- Employees are required to turn off projectors, curtains and laptops in the meeting room after meetings.
- 要求會議室使用後及時關閉投影儀、幕布和筆記本電腦
- Employees are required to turn off personal computers, air conditioners, lights, water dispensers and other electrical equipment after work
- 要求員工下班後關閉個人電腦、空調、照明燈、飲水機等用電設備
- Staff training on operational skills is enhanced 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, and daily inspections are conducted to avoid waste in time
- 通過黑板報與條幅的形式，加強員工節能意識觀念，並通過日常巡檢及時制止浪費現象



**Improvement
of energy
efficiency**
節能降耗

Energy management measures 能源管理措施

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES 低碳服務，建業行動

POLLUTION PREVENTION

The Group has conscientiously fulfilled its main responsibility for pollution prevention and control, and has formulated the Procedures for the Control of Sewage, Waste Gas and Noise Pollution. The Group adhered to precise, scientific and lawful pollution control, and implemented the prevention of pollution from waste gas, sewage, solid waste and noise. In 2023, we continued to follow up on the goal of "all sewage, waste gas and noise emissions should meet environmental requirements" and regularly organised various departments to evaluate the identified environmental factors based on actual conditions, formed a List of Important Environmental Factors and submitted it to the management for approval, and strengthened the control of relevant environmental factors during the operation process based on the listed results. In addition, we continued to track the official website of Zhengzhou Municipal Ecological Environment Bureau to ensure that there were no violations in our operations. During the Reporting Period, the Group had no violations in terms of pollution prevention and control.

During the Reporting Period, the Group has set the goal of "100% compliance rate for solid waste classification, storage and disposal". The responsible units under the three-level property management structure should monitor the achievement of the regional goals involved in the property management business. The Quality Management Department of the Group should be responsible for supervising the classified storage and disposal of solid waste in each department on a quarterly basis. 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 property owners 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

污染防治

本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，落實預防廢氣、污水和固廢的污染與噪音防治工作。2023年度，我們持續跟進「污水、廢氣、噪音排放均符合環保要求」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，形成《重要環境因素清單》並報管理層審批，依據清單結果在運營過程中加強對相關環境因素的控制。此外，我們持續跟蹤鄭州市生態環境局官網，以確保我們的運營不存在違規情況。報告期內，本集團在污染防治方面並無違規情況。

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對物業管理業務涉及區域目標達成情況進行監測，由本集團品質管理部負責每季度對各部門的固體廢物分類存放和處置進行監督。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。為減少資源浪費，我們對有價值的廢物綜合利用

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES 低碳服務，建業行動

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. In order to reduce waste of resources, we made comprehensive use of valuable waste or sold it externally to achieve recycling benefits. Meanwhile, we managed and recorded hazardous waste in accordance with ISO 14001 environmental management system requirements and entrusted a third party for unified collection, transportation and disposal. In 2023, we have collected and promoted excellent cases of waste utilisation to help achieve our goals.

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 policy. 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, strategy, risk management, and metrics and targets around addressing climate change, and strengthened our capabilities on climate risk management.

Governance

The Group's Board of Directors, as the Group's highest decision-making body, identifies, assesses and determines 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.

Strategy

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.

或對外銷售以實現循環效益；同時，我們按照ISO 14001環境管體系要求規範對危險廢棄物進行管理記錄並委託第三方統一清運處理。2023年，我們就廢物利用優秀案例進行收集推廣，以助力目標實現。

應對氣候變化

本集團深知全球變暖、極端災害天氣為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方針的重要位置，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。

管治

本集團由董事會作為最高決策機構識別、評估及決議本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，保證本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本集團業務的影響，提升本集團氣候變化應對能力。

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，最大程度減少本集團及利益相關方的各類損失。

CCNL TAKES ACTIONS IN LOW-CARBON SERVICES

低碳服務，建業行動

We have also formulated emergency guidelines such as the Operating Procedures for Handling Emergency Plans (for Severe Weather), the Emergency Manual for Snowstorm and Cold Wave and the Cold and Freezing Emergency Plan, 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 transition risks. Physical risks include, but are not limited to, hurricanes, extreme rainfall, earthquakes, droughts, extreme cold and heat, landslides and mudslides. Transition 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, assessed the potential hazards of climate risks and formulated corresponding measures, tailored step by step quantitative climate risk management targets, and effectively enhanced the capability to cope with climate risks, so as to safeguard the lives and properties of our customers and employees. 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.

Metrics 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.

我們還制定了《應急預案處理作業規程(惡劣天氣類)》《暴雪、寒潮應急工作手冊》及《防寒防凍應急預案》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風險管理體系發展規劃中，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，切實提升面對氣候風險的應對能力，保障客戶及公司員工的生命財產安全。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。

CCNL'S EFFORTS ON BETTER COMMUNITY CO-BUILDING

美好社區，建業共築

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

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。

CCNL'S EFFORTS ON BETTER COMMUNITY CO-BUILDING 美好社區，建業共築

CCNL uphold virtue and good deeds to support through concrete actions the sustainable development path for society and a happy life for people. We actively responds to the national call to build harmonious communities, continues to fulfil 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.

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. 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, creating a friendly and harmonious neighbourhood atmosphere and helping residents achieve a beautiful and happy new life. In 2023, we continued to deepen our IP activities and carried out 3,281 activities such as the Yellow River Thousand People Arbour Day, Starlight Book Corner Charity Growth Plan, Summer Film Festival, Summer Morning Reading and Morning Running, and Growth Summer Camp, with more than 256,000 people participating. Focusing on life, health, travel and other aspects, we regularly provided residents with more than 30 star-rated convenience services such as knife sharpening, free clinics, and car washing to meet everyone's daily needs. A total of 5,121 good deeds emerged from our projects under management, among them, we received 1,256 banners, 548 letters of thanks, and 3,398 other calls for praise.

建業新生活堅守道德善行，以實際行動助力社會可持續發展之路，努力讓人民享受幸福生活。我們積極響應國家號召，擔當社會責任，推動和諧社區建設，持續履行公益使命，致力於提升人民生活品質，為鄉村振興貢獻一份力量。我們不斷加強與公益組織、政府、行業及客戶等利益相關方之間的溝通合作，以科技創新、形式創新等多種手段開展更具溫度與意義的公益活動，以微小之力回饋社會。

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，致力於讓民眾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，體驗溫暖友善的社區文化。為此，本集團特設立「建業幸福時光裡」社區文化活動體系，圍繞「活動+社群+文化」，以物業服務中心為紐帶，針對不同年齡、性別、性格的人群開展繽紛多彩的社區活動，營造「鄰里美美，和而不同」的鄰里氛圍，助力住戶實現美好幸福新生活。2023年，我們持續深化IP活動，開展如黃河千人植樹節、「星光圖書角」公益成長計劃、消暑電影節、暑期晨讀晨跑和成長夏令營等3,281場活動，超25.6萬人次參與其中；我們圍繞生活、健康、出行等方面，為住戶定期提供磨刀、義診、洗車等30餘項星級便民服務，滿足大家日常所需；我們的在管項目共湧現出好人好事5,121件，其中收到錦旗1,256面，感謝信548封，其他致電表揚等3,398次。

CCNL'S EFFORTS ON BETTER COMMUNITY CO-BUILDING 美好社區，建業共築

On 11–12 March 2023, CCNL teamed up with Longtree RV and Luoyang Shenxianwan Scenic Area to invite representatives of residents to Luoyang to participate in the Yellow River Tree-Planting Festival, which is the second charitable tree planting activity held by us. In the blossoming spring, more than 1,000 CCNL residents from 18 cities in Henan paid a visit to Luoyang, experiencing the elegance and historical flavour of the ancient capital, and planting hope and future with their own hands on the banks of the Yellow River.

2023年3月11日至12日，建業新生活攜手隆翠房車、洛陽神仙灣景區，邀請住戶代表共赴洛陽參與「黃河千人植樹節」公益活動，這也是我們舉行的第二屆公益植樹主題活動。春暖花開之際，來自河南省十八個城市的1,000餘名建業新生活住戶乘風而來，漫步洛陽城，感受古都風采與歷史韻味，在黃河之畔親手種下希望和未來。



In the daily service course, we care about the living condition of each resident. During the public holiday period, in order to enrich the holiday life of kids and reduce residents' pressure of taking care of kids, we rendered lifestyle services and made full use of peripheral resources by sending front-line staff to act as special training teachers, handcrafters and other roles. It held summer training camps and back-to-school activities, winning high praise from residents. Apart from these, we organised a photo taking activity for elderly people who married for 50 or more years on the Chinese Valentine's Day.

在日常服務工作中，我們關心每一位住戶的生活狀態。公眾假期期間，為了豐富園區內小住戶的假期生活，減輕住戶的「帶娃」壓力，我們結合生活服務，充分利用周邊資源，由物業管理一線工作人員扮演特訓老師、手作老師等角色，在小住戶開學前開展園區暑期特訓營、開學季活動，深受住戶好評。除此之外，七夕情人節期間，我們組織金婚老人攝影留念，用鏡頭定格時光之美。



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

CCNL'S EFFORTS ON BETTER COMMUNITY CO-BUILDING 美好社區，建業共築

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。

Helping farmers

愛心助農



In order to help farmers with unsold vegetables, CCNL launched campaigns of "helping farmers by purchasing fresh vegetables" in a number of residential complexes. It purchased high-quality fresh vegetables from various farmers and then gave them to homeowners for free to deliver warmth and love. In 2023, we helped farmers sell 400,000 jin of agricultural products such as cabbages, carrots, celery and onions.

為解決地方農民蔬菜滯銷問題，建業新生活在管小區陸續開展「愛心助農 鮮蔬保供」行動，向農戶採購優質新鮮蔬菜，免費贈送給業主，將愛心和希望傳遞給每一個人。2023年，我們助銷白菜、蘿蔔、芹菜、大蔥等農產品40萬斤。

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
A1 General Disclosure A1 一般披露	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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A1.1	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
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 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
A1.3	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
A1.4	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
A1.5	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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 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	CCNL takes actions in low-carbon services 低碳服務，建業行動

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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
A2 General Disclosure A2 一般披露	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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 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
A2.2	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
A2.3	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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A2.5	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, as the Group's operations do not involve packaging 不適用，本集團運營不涉及包裝	
A3 General Disclosure A3 一般披露	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	CCNL takes actions in low-carbon services 低碳服務，建業行動

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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
A3.1	Description of the significant impacts of activities on the 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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A4 General Disclosure A4 一般披露	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	CCNL takes actions in low-carbon services 低碳服務，建業行動
A4.1	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	CCNL takes actions in low-carbon services 低碳服務，建業行動
B1 General Disclosure B1 一般披露	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	Tapping Full Potential of Talents to Build CCNL Team 人盡其才，建業團隊
B1.1	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	Tapping Full Potential of Talents to Build CCNL Team Appendix II 人盡其才，建業團隊 附錄二
B1.2	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	Tapping Full Potential of Talents to Build CCNL Team Appendix II 人盡其才，建業團隊 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
B2 General Disclosure B2 一般披露	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	Tapping Full Potential of Talents to Build CCNL Team 人盡其才，建業團隊
B2.1	Number and rate of work-related fatalities occurred in each of 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	Tapping Full Potential of Talents to Build CCNL Team Appendix II 人盡其才，建業團隊 附錄二
B2.2	Lost days due to work injury. 因工傷損失工作日數。	Disclosed 已披露	Appendix II 附錄二
B2.3	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	Tapping Full Potential of Talents to Build CCNL Team 人盡其才，建業團隊
B3 General Disclosure B3 一般披露	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 Enhancement 員工培訓與提升
B3.1	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	Tapping Full Potential of Talents to Build CCNL Team Appendix II 人盡其才，建業團隊 附錄二
B3.2	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	Tapping Full Potential of Talents to Build CCNL Team Appendix II 人盡其才，建業團隊 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
B4 General Disclosure B4 一般披露	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	Tapping Full Potential of Talents to Build CCNL Team 人盡其才，建業團隊
B4.1	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	Tapping Full Potential of Talents to Build CCNL Team 人盡其才，建業團隊
B4.2	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	Tapping Full Potential of Talents to Build CCNL Team 人盡其才，建業團隊
B5 General Disclosure B5 一般披露	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Disclosed 已披露	Stable Operation as the Foundation of CCNL Appendix II 穩健經營，建業之本 附錄二
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
B5.3	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本

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
B5.4	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
B6 General Disclosure B6 一般披露	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	CCNL Reputation Bases on Quality Services 品質服務，建業口碑
B6.1	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	CCNL Reputation Bases on Quality Services Appendix II 品質服務，建業口碑 附錄二
B6.2	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	CCNL Reputation Bases on Quality Services Appendix II 品質服務，建業口碑 附錄二
B6.3	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
B6.4	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
B6.5	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	CCNL Reputation Bases on Quality Services 品質服務，建業口碑

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
B7 General Disclosure B7 一般披露	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
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. 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	Stable Operation as the Foundation of CCNL Appendix II 穩健經營，建業之本 附錄二
B7.2	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	Stable Operation as the Foundation of CCNL 穩健經營，建業之本
B7.3	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	Stable Operation as the Foundation of CCNL Appendix II 穩健經營，建業之本 附錄二
B8 General Disclosure B8 一般披露	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	CCNL's Efforts on Better Community Co-Building 美好社區，建業共築
B8.1	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	CCNL's Efforts on Better Community Co-Building Appendix II 美好社區，建業共築 附錄二
B8.2	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	CCNL's Efforts on Better Community Co-Building Appendix II 美好社區，建業共築 附錄二

APPENDIX II: KPIS INDEX

附錄二：關鍵績效指標索引

Subject Area A. Environmental

主要範疇A. 環境

No. 序號	KPIS 關鍵績效指標	Unit 單位	2023 ⁽¹⁾⁽²⁾ 2023年 ⁽¹⁾⁽²⁾
A1.1	Nitrogen oxide emissions ⁽³⁾ 氮氧化物排放量 ⁽³⁾	Kg 千克	210.22
	Sulphur oxide emissions ⁽³⁾ 硫氧化物排放量 ⁽³⁾	Kg 千克	0.69
	Particulate matter emissions ⁽³⁾ 顆粒物排放量 ⁽³⁾	Kg 千克	2.22
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	521,731.06
	Intensity of greenhouse gas emissions (Total greenhouse gas emissions/area under management) ⁽⁸⁾ 溫室氣體排放密度 (溫室氣體總排放量/在管面積) ⁽⁸⁾	Tonnes of carbon dioxide equivalent/0'000 square metres 噸二氧化碳當量/萬平方米	28.70
	Direct greenhouse gas emissions (Scope 1) ⁽⁴⁾ 直接溫室氣體排放量(範圍1) ⁽⁴⁾	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	1,074.85
	Energy indirect greenhouse gas emissions (Scope 2) ⁽⁴⁾ 能源間接溫室氣體排放量(範圍2) ⁽⁴⁾	Tonnes of carbon dioxide equivalent 噸二氧化碳當量	520,656.21
A1.3	Total hazardous waste produced ⁽⁵⁾ 有害廢棄物總產生量 ⁽⁵⁾	Tonne 噸	52.01
	Intensity of hazardous waste (Total hazardous waste produced/area under management) ⁽⁸⁾ 有害廢棄物密度 (有害廢棄物總產生量/在管面積) ⁽⁸⁾	Tonne/0'000 square metres 噸/萬平方米	0.0029
	Weight of waste batteries 廢棄電池重量	Tonne 噸	5.67
	Weight of waste mercury-containing 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	29.46
	Weight of waste cleaning agents, detergents, and stain removers 廢清洗劑、清潔劑、污跡去除劑重量	Tonne 噸	16.88

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No. 序號	KPIs 關鍵績效指標	Unit 單位	2023 ⁽¹⁾⁽²⁾ 2023年 ⁽¹⁾⁽²⁾
A1.4	Non-hazardous waste produced ⁽⁴⁾ 無害廢棄物產生量 ⁽⁴⁾	Tonne 噸	715.81
	Intensity of non-hazardous waste (Total non-hazardous waste produced/area under management) ⁽⁸⁾ 無害廢棄物密度 (無害廢棄物總產生量/在管面積) ⁽⁸⁾	Tonne/0'000 square metres 噸/萬平方米	0.0394
	Office waste produced 辦公垃圾產生量	Tonne 噸	289.82
	Kitchen waste produced 廚餘垃圾產生量	Tonne 噸	425.99
A2.1	Total energy consumption 能源總耗量	'000 kWh 千個千瓦時	921,894.03
	Energy intensity (total energy consumption/area under management) ⁽⁸⁾ 能源密度(能源總耗量/在管面積) ⁽⁸⁾	'000 kWh/0'000 square metres 千個千瓦時/萬平方米	50.71
	Non-renewable fuel (direct) consumption 不可再生燃料(直接)耗量	'000 kWh 千個千瓦時	4,772.31
	Pipeline natural gas consumption 管道天然氣耗量	'000 kWh 千個千瓦時	2,434.90
	Total petrol consumption 汽油總耗量	'000 kWh 千個千瓦時	2,270.87
	Total diesel consumption 柴油總耗量	'000 kWh 千個千瓦時	66.54
	Purchased energy (indirect) consumption 購買能源(間接)耗量	'000 kWh 千個千瓦時	917,121.72
	Heat consumption ⁽³⁾ 熱力耗量 ⁽³⁾	'000 kWh 千個千瓦時	903,476.82
	Electricity consumption 電力耗量	'000 kWh 千個千瓦時	13,644.90
A2.2	Total water consumption ⁽⁷⁾ 總耗水量 ⁽⁷⁾	Cubic metre 立方米	13,298,253.22
	Water consumption intensity (Total water consumption/area under management) ⁽⁸⁾ 耗水密度(總耗水量/在管面積) ⁽⁸⁾	Cubic metre/0'000 square metres 立方米/萬平方米	731.48
	Municipal water consumption 政府供水耗量	Cubic metre 立方米	13,298,253.22

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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 2023 to 31 December 2023.
- (2) The entity scope of disclosure of environmental KPIS covers the headquarters of the Group, Central China Agriculture, Jianye Hotel Management, Aiou Electronic 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 the Notice on the Management of Greenhouse Gas Emission Reporting of Enterprises in the Power Generation Industry in 2023–2025 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; (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 2023 came from the direct emissions from the combustion of automobile petrol, stationary source diesel, stationary source petrol and piped natural gas; and the greenhouse gas emissions (Scope 2) came from the indirect emissions of greenhouse gases from purchased electricity and purchased heat.
- (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 2023 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2023年1月1日至2023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《關於做好2023–2025年發電行業企業溫室氣體排放報告管理有關工作的通知》，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) 2023年度溫室氣體排放量(範圍一)來自於汽車汽油固定源柴油、固定源汽油、管道天然氣直接燃燒排放；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2023年度本集團在管面積(單位：萬平方米)為分母計算。

Subject Area B. Social⁽¹⁾⁽²⁾
B1 Employment

主要範疇B. 社會⁽¹⁾⁽²⁾
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	5,267
By gender 按性別劃分	Male 男	2,488
	Female 女	2,779
By employment type ⁽³⁾ 按僱傭類型劃分 ⁽³⁾	Full-time 全職	5,267
By employee category ⁽⁴⁾ 按員工職級劃分 ⁽⁴⁾	Senior management 高級管理層	32
	Middle management 中級管理層	81
	Ordinary employees 普通員工	5,154
By age group 按年齡組別劃分	Under 30 30歲以下	1,121
	30-50 30歲至50歲	3,654
	Over 50 50歲以上	492
By geographical region ⁽⁵⁾ 按地區劃分 ⁽⁵⁾	Chinese Mainland 中國內地	5,266
	Hong Kong, the PRC 中國香港	1

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附錄二：關鍵績效指標索引

B1.2 Employee turnover rate by gender, age group and geographical region⁽⁶⁾ B1.2 按性別、年齡組別及地區劃分的員工流失比率 ⁽⁶⁾		Employee turnover rate 員工流失比率	Number of employees leaving 離職員工人數 (Unit: person) (單位：人)
Overall employee turnover rate 員工總流失比率		29.12%	1,534
By gender 按性別劃分	Male 男	27.85%	693
	Female 女	30.26%	841
By age group 按年齡組別劃分	Under 30 30歲以下	50.13%	562
	30-50 30歲至50歲	24.41%	892
	50 and over 50歲及以上	16.26%	80
By geographical region 按地區劃分	Chinese Mainland 中國內地	29.12%	1,534
	Hong Kong, the PRC 中國香港	0	0

B2 Health and Safety

B2 健康與安全

B2.1 Number and rate of work-related fatalities occurred in the past three years B2.1 過去三年因工亡故的人數及比例	Number of work-related fatalities 因工傷造成的死亡人數 (Unit: person) (單位：人)	Rate of work-related fatalities 因工傷造成的死亡比率
2023	0	0
2022	0	0
2021	1	0.02%
B2.2 Lost days due to work injury B2.2 因工傷損失工作日數	Lost days due to work injury in 2023 2023年因工傷損失的工作日數 (Unit: day) (單位：天)	
	276	
Hours of health and safety trainings 健康安全培訓時數	(Unit: hour) (單位：小時)	722
Number of fire drills 消防演習次數	(Unit: time) (單位：次數)	428

B3 Development and Training

B3 發展及培訓

B3.1 The percentage of employees trained by gender and employee category B3.1 按性別及僱傭類別劃分的受訓員工百分比		Percentage of employees trained 受訓員工百分比	Number of employees trained 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	100%	5,267
By gender 按性別劃分	Male 男	100%	2,488
	Female 女	100%	2,779
By employee category 按員工職級劃分	Senior management 高級管理層	100%	32
	Middle management 中級管理層	100%	81
	Ordinary employees 普通員工	100%	5,154
B3.2 The average training hours completed per employee by gender and employee category 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		Average training hours 平均受訓時數 (Unit: hour/person) (單位：小時／人)	Training hours 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	5.73	30,154
By gender 按性別劃分	Male 男	5.73	14,244
	Female 女	5.73	15,910
By employee category 按員工職級劃分	Senior management 高級管理層	5.73	183
	Middle management 中級管理層	5.73	464
	Ordinary employees 普通員工	5.73	29,507

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附錄二：關鍵績效指標索引

B5 Supply Chain Management⁽⁷⁾

B5 供應鏈管理⁽⁷⁾

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	2,189	100.00%
Henan 河南省	2,076	94.84%
Outside Henan 除河南省外	113	5.16%

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 (in quantity) 須回收的已售(或已運送)產品的百分比(以數量計)	0
Number of products subject to recalls for safety and health reasons (Unit: piece) 因安全與健康理由而須回收產品的數量(單位: 件)	0
Percentage of products sold (or shipped) subject to recalls (in sales) 須回收的已售(或已運送)產品的百分比(以銷售額計)	0
Sales of products subject to recalls for safety and health reasons (Unit: RMB) 因安全與健康理由而須回收產品的銷售額(單位: 人民幣元)	0
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 (Unit: piece) 接獲關於產品和服務的投訴數目(單位: 件)	2,340.00
Average response time for customer complaints (Unit: minute) 客戶投訴平均回應時間(單位: 分鐘)	8.00
Resolution rate of customer complaints 客戶投訴解決率	100%
Comprehensive satisfaction rate of complaint handling 投訴處理綜合滿意度	97%

B7 Anti-corruption

B7 反貪污

B7.1 Number of concluded legal cases regarding corrupt practices brought against the Group 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
	1.5	100%

APPENDIX II: KPIS INDEX 附錄二：關鍵績效指標索引

B8 Community Investment⁽⁸⁾

B8 社會投資⁽⁸⁾

B8.2 Resources contributed to the focus area B8.2 在專注貢獻範疇所動用資源	
Helping Farmers 愛心助農	Helped sell 400,000 jin of agricultural products such as cabbage, radish, celery, and green onions 助銷白菜、蘿蔔、芹菜、大蔥等農產品40萬斤
One Book Foundation of Henan Charity General Federation 河南省慈善總會一本書基金會	Donated 10,000 books and related facilities and equipment 捐贈10,000本圖書及相關設施設備

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 2023. | (1) 除特別說明，社會範疇關鍵績效指標涵蓋本集團2023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 2021. | (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2021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 staff 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 Chinese Mainland 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 Chinese Mainland. | (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。 |

