



ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT
環境、社會及管治報告

20
22



GREENTOWN CHINA HOLDINGS LIMITED
綠城中國控股有限公司

(incorporated in the Cayman Islands with limited liability) (Stock Code: 03900)
(於開曼群島註冊成立的有限公司) (股票代碼: 03900)

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關於本報告

About the Report

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概覽

本報告是綠城中國控股有限公司(「本公司」)發佈的第七份《環境、社會及管治報告》(「ESG」報告或「報告」)，且為本公司發佈的第二份獨立版「ESG」報告。面向公司各利益相關方，重點披露本公司及其附屬公司(以下統稱「本集團」「綠城中國」或「我們」)在經濟、環境、社會及管治方面的管理、實踐與績效。

報告時間範圍

本報告覆蓋的周期為2022年1月1日至2022年12月31日(即報告期內)，部分內容追溯至以往年份或延後至2023年3月。

報告範圍

本報告覆蓋本集團直接控制的業務範圍。其中少部分數據涵蓋範圍少於以上範圍，已另行說明。

編製依據

本報告編製參考香港聯合交易所有限公司(「聯交所」或「香港聯交所」)上市規則(「上市規則」)附錄二十七《環境、社會及管治報告指引》進行編製。

本報告按照識別和排列重要的利益相關方，以及ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編製報告和對報告中的資料進行檢視等步驟進行釐定，以確保報告內容的完整性、實質性、真實性和平衡性。

Overview

The Report is the seventh Environmental, Social and Governance Report (the “ESG Report” or the “Report”) of Greentown China Holdings Limited (the “Company”) and is the second ESG Report separately issued by the Company. Facing all stakeholders of the Company, the Report focuses mainly on the disclosure of management, practice and performance of the Company and its subsidiaries (together hereinafter referred to as the “the Group”, “Greentown China” or “we”) on ESG-related matters.

Reporting Period

The Report covers the period from 1 January 2022 to 31 December 2022 (the “Reporting Period”) with part of the contents tracing back to prior years or tracing forward until March 2023.

Reporting Scope

The Report covers the scope of business directly controlled by the Group. Among them, a small percentage of data covers less than the above scope, and has been stated separately.

Basis of Preparation

The Report has been prepared in accordance with the Environmental, Social, and Governance Reporting Guide set out in the Appendix 27 to the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “Stock Exchange” or “HKEX”).

This Report identifies and prioritises our key stakeholders as well as ESG-related issues by their materiality and then determines the boundary of the ESG Report, collects relevant materials and data, compiles the Report based on relevant information, and reviews the information in the Report to ensure its completeness, substantiality, authenticity and balance.

資料來源

本報告披露的信息和數據來源於本集團統計報告和正式文件，並通過相關部門審核。

報告語言及形式

本報告設有中文和英文版，並以電子版形式供參閱。如想了解更多關於綠城中國的背景、業務發展和可持續發展理念，歡迎瀏覽綠城中國官方網站(<https://www.chinagreentown.com>)。

報告編製流程

本報告經過工作小組組建、資料收集、利益相關方訪談、利益相關方問卷調研、框架確定、報告編寫、報告設計、相關部門與高層審核等環節完成編製。

確認及批准

本報告經管理層確認後，於2023年3月27日獲董事會通過。

獲取及回應本報告

我們十分重視利益相關方的意見，歡迎讀者通過以下聯絡方式與我們聯繫。您的意見將幫助我們進一步完善本報告以及提升我們的ESG表現。

郵箱：ir@chinagreentown.com

Source of Information

The information and data disclosed in this Report are originated from statistics and official documents of the Group, and reviewed by the relevant departments.

Language and Format of the Report

This Report is available in both Chinese and English versions in electronic editions. For more details about the background, business development and sustainability vision of Greentown China, please refer to our official website (<https://www.chinagreentown.com>).

Preparation Procedure of the Report

The Report is prepared via various steps, including forming the working group, collecting information, communicating with stakeholders, surveying with stakeholders, confirming the framework, compiling information, designing the layout and reviewing by related departments and the senior management.

Confirmation and Approval

The Report has been approved by the Board of the Company on 27 March 2023 after confirmation by the management.

Access to and Feedback on the Report

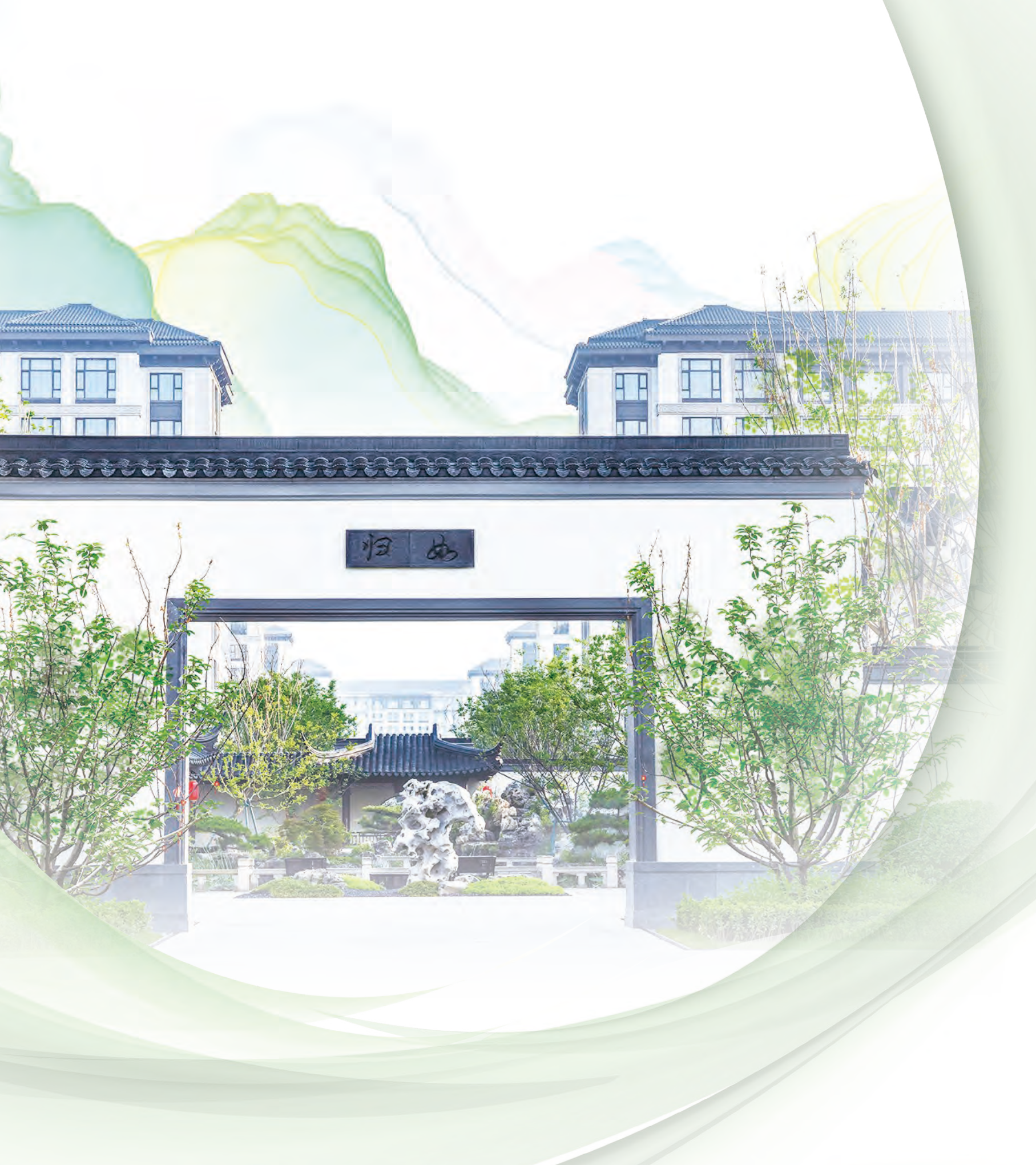
We attach great importance to the opinions of our stakeholders, and welcome readers to contact us through the following contact information. Your opinions will help us further refine this Report and enhance our ESG performance.

Email: ir@chinagreentown.com



走進綠城中國

**Walking into
Greentown China**



归如

走進綠城中國

Walking into Greentown China

(一) 公司簡介

(I) Corporate Profile



象山桂語江南
Xiangshan Osmanthus Grace

綠城中國控股有限公司是中國領先的優質房產品開發及生活綜合服務供應商，以優秀的產品質量、獨特的建築美學、以人為本的服務保持行業引領地位。公司連續十九年榮獲「中國房地產百強企業綜合實力TOP10」¹，所進駐重點城市客戶滿意度連續十二年保持領先，連續三年位列「中國房地產產品力優秀企業」榜單第一¹，多年榮獲「社會責任感企業」等殊榮。

Greentown China Holdings Limited is a leading quality property developer and integrated living service provider in China. It maintains a leadership position in the industry by virtue of the quality of its properties, its unique architectural aesthetics, and its customer-centric services. The Company has been awarded the “Top 10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength” for 19 consecutive years and maintained a leading position in customer satisfaction in core cities it operates in for 12 consecutive years as well as ranked first among “Chinese Real Estate Enterprises with Excellent Product Strength”¹ for three consecutive years. It has also received such honors as “Enterprise with Social Responsibility” for many years.

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綠城中國控股有限公司於1995年1月在中國杭州成立，2006年7月在香港聯交所上市，並先後引入九龍倉、中交集團作為重要股東。於本報告日期，綠城中國的最大單一股東中交集團持有本公司已發行股本總額約28%的權益。

歷經二十八年的發展，公司秉持「品質為先」的發展戰略指引，佈局房地產上下游業務，形成重資產、輕資產和「綠城+」三大板塊。重資產板塊聚焦房產開發業務，輕資產板塊強化代建業務，「綠城+」板塊為兩者提供強力支撐，上游加強產業整

Greentown China Holdings Limited was founded in Hangzhou, China in January 1995, and listed on the Hong Kong Stock Exchange in July 2006. Wharf and CCCG were introduced as substantial shareholders successively. As at the date of this report, CCCG, Greentown China’s single largest shareholder, was interested in approximately 28% of the total issued share capital of the Company.

Throughout 28 years of development, the Company has adhered to the development strategy of “quality first” and developed the upstream and downstream of the real estate business to form three major segments, namely asset-heavy, asset-light and “Greentown+”. The asset-heavy segment focuses on the real estate development business, and the asset-light segment strengthens the project management business, while the “Greentown+” segment provides strong support for both the asset-heavy and asset-light segments by

合，下游延展服務內涵。2022年，公司呈現良好的經營成果，合同銷售額約人民幣3,003億元，位列行業第四¹，新增貨值約人民幣1,037億元，位列行業第八¹，綜合融資成本持續降低，為公司可持續發展奠定堅實基礎。

作為中國精品物業營造專家，綠城中國一直堅持創新，不斷探索人居關係，在營造美麗建築的基礎上，致力於為更多人打造美好生活。公司立足於浙江，聚焦核心區域，深耕一二綫及優質三四綫城市。在傳統開發業務基礎上，大力發展特色房地產業務，包括小鎮、TOD及城市更新等相關業務。綠城中國憑藉優質的開發品質、豐富的土地儲備、高效的組織架構、優秀的管理團隊，在業務所及的城市成功樹立品牌形象，並累積了大量高質量項目的開發經驗和卓越的營運能力，為可持續發展提供了強勁動力。

代建業務自2010年9月啟動，本公司於2020年7月正式分拆綠城管理控股有限公司並於聯交所主板上市(股票代碼：09979)，鞏固其代建業務龍頭地位的同時，加快公司輕資產板塊的業務模式創新及規模增長。

面向未來，公司將保持戰略定力，圍繞「戰略2025」規劃，以打造「TOP10中的品質標杆」為目標，以「最懂客戶、最懂產品」為戰略支點，輕重並舉，全面提升能力，堅定走「全品質、高質量、可持續」的發展道路。

附註1：克而瑞

strengthening the industry integration of the upstream and extending the scope of services of the downstream. In 2022, the Company presented good operation results. It achieved a contracted sales amount of approximately RMB300.3 billion and the newly-added saleable value of approximately RMB103.7 billion, ranking 4th¹ and 8th¹ in the industry respectively. Additionally, the comprehensive financing cost continued to reduce, laying a solid foundation for the Company's sustainable development.

Being a professional developer of premium properties in China, Greentown China has always insisted on innovation and continued to explore the relationship between humans and their living space. Through creating aesthetically pleasing architecture, Greentown China is committed to building a better life for more people. Based in Zhejiang, the Company focuses its attention on core areas as well as cultivating footprints in first- and second-tier cities and high quality third- and fourth-tier cities. On the basis of traditional development business, Greentown China has vigorously developed featured real estate businesses including town projects, TOD projects, urban renewal projects, etc. Leveraging its superior development quality, rich land bank, highly effective organizational structure and high-calibre management team, Greentown China has established its brand image in all the cities it operates. The rich experience Greentown has accumulated in developing numerous high-quality projects together with its outstanding operational capabilities has served to provide strong momentum for its sustainable development.

Project management business commenced in September 2010. In July 2020, Greentown Management Holdings Company Limited was officially spun off from the Company and listed separately on the Main Board of the Stock Exchange (stock code: 09979), which has helped in consolidating its leading position in the project management business, while accelerating the business model innovation and scale growth of the Company's asset-light segment.

Looking ahead, the Company will adhere to its strategic principle by centering on "Strategic 2025" plan with the aim of building the "quality benchmark among the Top10" and the strategic pivot points of "best understanding of customers and best understanding of products", facilitate the operation of both light and heavy assets, uplift capacity in an all-round manner and firmly insist on "comprehensively high quality and sustainable" development.

Note 1: CRIC

(二) 主席報告

(II) Chairman's Statement

董事會主席及執行董事

張亞東先生

*Chairman of the Board
and Executive Director*

Mr ZHANG Yadong

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義烏桃花源
Yiwu Peach Garden

2022年是綠城中國發展歷史上一個極其重要的年份。這一年，面對諸多的變化和挑戰，我們全體上下審時度勢、主動應變、齊心協力、積極進取，在穩健中發展，在發展中進階，在逆市中穩中向好。綠城中國銷售規模達人民幣3,003億元，新增貨值人民幣1,037億元；營收、核心利潤穩中有升，融資成本、短債比再創新低；產品口碑保持領先，產品力在全國多家權威機構中排名榜首，全部項目按期品質交付，交付面積和戶數均創歷年新高，客戶滿意度持續行業領先。本公司連續19年榮膺「中國房地產百強企業綜合實力TOP10」，連續11年獲得「中國房地產顧客滿意度領先品牌」，連續3年位列「中國房地產產品力優秀企業」榜單第一。

2022 is an extremely important year in Greentown China's development history. During the Year, in the face of many changes and challenges, all members of the Group reviewed the situation, actively responded to the situation, worked together and actively, developed in a stable manner, advanced in development, and improved in the adverse market. Greentown China recorded contracted sales of RMB300.3 billion and newly-added saleable value of RMB103.7 billion. Operating revenue and core profit rose steadily, and the financing costs and percentage of short-term debt reached record lows. The Company's products maintained its leading word-of-mouth credibility, ranking at the top of the list published by several national authorities for its product strength. All projects were delivered on schedule with quality, hitting historical highs in both the GFA and number of flats delivered, and as such the Company maintained its industry-leading position in customer satisfaction. The Company was awarded the "Top 10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength (中國房地產百強企業綜合實力TOP10)" for 19 consecutive years and the "China's Leading Brands in the Real Estate Industry by Customer Satisfaction (中國房地產顧客滿意度領先品牌)" for 11 consecutive years, and ranked first among "Chinese Real Estate Enterprises with Excellent Product Strength (中國房地產產品力優秀企業)" for three consecutive years.

在業務穩健發展的同時，綠城中國始終弘揚「真誠、善意、精緻、完美」的企業文化，持續鞏固和完善環境責任、社會責任及企業管治責任，紮實推進各項可持續發展工作落地，在ESG管理方面取得較好成績。公司MSCI ESG評級獲上調至「BBB」級別，獲評中國企聯「AAA級信用企業」，榮獲「ESG A級企業」「2022中國綠色低碳地產指數TOP30」第一名等。

2022年，綠城中國編製了可持續發展戰略規劃，確立了「營造綠色品質生活，實現理想生活綜合服務商」的戰略目標，以可持續的理念引領公司業務發展，展現出公司在可持續發展上的決心、意願及行動。

打造品質居住。產品品質、客戶滿意是綠城中國長期堅守的核心價值理念，作為公司的「一號工程」及「一號標準」，理念貫穿於客研、投資、設計、成本、工程等全業務鏈條，優質的產品和服務持續走在行業前沿。2022年，綠城集團（含代建）「零延遲」「高品質」交付共計197個項目，服務超14萬戶家庭，綠城中國自投項目較合同交付時間平均提前31天，榮獲2022年克而瑞「中國房地產企業交付力TOP10」，達成了對業主的承諾，彰顯了社會擔當。

While developing its business steadily, Greentown China has continued to demonstrate the corporate culture of “sincerity, kindness, exquisiteness and perfection”, constantly adhered to and improved its environmental responsibility, social responsibility and corporate governance responsibility and promoted sustainable development in a practical manner, so as to achieve better performance in ESG management. The Company’s MSCI ESG rating was upgraded to “BBB”, and it was awarded “AAA Credit Enterprise” (AAA級信用企業) by the China Enterprise Confederation and the “ESG A-level Company (ESG A級企業)” and ranked first in the “2022 China Green and Low-Carbon Real Estate Index TOP30 (2022中國綠色低碳地產指數TOP30)”.

In 2022, Greentown China formulated a strategic plan for sustainable development and established the strategic goal of “creating a quality green lifestyle and becoming an integrated service provider for an ideal life”, leading the Company’s business development with the concept of sustainability, and demonstrating the Company’s determination, willingness and action in sustainable development.

Creating quality living. Product quality and customer satisfaction are the core values that Greentown China always bears in mind. They are regarded as the Company’s “No.1 Project” and “No.1 Standard” embedded in the whole business chain covering customer research as well as investment, design, cost, construction, etc. Our quality products and services constantly stay ahead of the curve in the industry. In 2022, Greentown Group (including project management) delivered 197 projects in total with zero delay and high quality, serving over 140,000 households. The delivery time of Greentown China’s self-investment projects was 31 days earlier than the contracted dates on average, and the Company was awarded the “Top 10 Chinese Real Estate Enterprises by Delivery Capacity (中國房地產企業交付力TOP10)” by CRIC in 2022. The Group has fulfilled its promises to the property owners and demonstrated its social responsibility.

踐行品質經營。綠城中國堅持「改革、改變、改進」，推動體制機制改革，完善公司治理制度，加強風控體系建設，營造誠信公平的環境，持續提升公司治理水平。我們堅持將文化價值觀作為「一號準則」，構建和升級從理念到行為的綠城雙塔文化體系，引導員工在新形勢下主動踐行「知行合一，融合發展」。我們不斷完善產品規劃體系、營造品控體系、客研服務體系、成本招採體系，以更高效更集約的現代化手段，助力公司經營。

推動品質生態。綠城中國將「綠色」及「健康」作為公司產品長期發展的戰略，依託節能技術及環保設計，賦能產品綠色轉型，築造更有溫度的居所。我們大力推進節能環保試驗與研究，獲評綠色建築項目226個，在建項目應用装配式佔比超70%；我們關注綠色運營，發行首筆綠色債券用於綠色項目，評估氣候風險、制定應對舉措，按照氣候相關財務信息披露工作組(TCFD)框架建議公開披露相關信息；我們積極探索「雙碳」目標及實施路徑，並制定了能源消耗和溫室氣體排放目標，以此作為環境管理工作的努力方向。

Practising quality management. Greentown China insists on “reform, rebuilding and refinement”, promotes the reform of systems and mechanisms, improves the corporate governance system, strengthens the construction of risk control system, creates an environment of integrity and fairness, and continuously improves the level of corporate governance. We adhere to the cultural values as the “No. 1 Principle”, build and upgrade Greentown’s dual-tower cultural system from concept to action, and guide employees to actively practise the “unity of knowledge and action for integrated development” under the new situation. We continuously improve the product planning system, create a quality control system, a customer research service system, and a cost and procurement system, so as to facilitate the Company’s operation with more efficient and intensive modern means.

Promoting quality ecosystem. Greentown China regards “green” and “healthy” as its long-term development strategy of the Company’s products, empowers the products towards green transformation based on energy-saving technology and environmentally-friendly design to build warmer dwelling places. We have vigorously promoted energy-saving and environmentally-friendly trials and researches with 226 projects recognised as green buildings and over 70% of projects under construction applying the prefabricated technology. We pay attention to green operations and have issued the first batch of green bonds for green projects. We evaluate climate risks, formulate countermeasures, and disclose relevant information in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework. We have actively explored the “dual carbon” goal and implementation path, and set the targets of energy consumption and GHG emission as the direction of our environmental management.

建設品質職場。綠城中國堅持「以人為本」的人才理念，堅持員工發展是組織發展的基本前提，個人績效是公司戰略實現的根本保障。綠城中國構建了全職業生命周期的培養體系，形成薪酬福利、權益保障、職業健康與安全的保障體系，持續優化人才結構、加強人才梯隊，人均效能逐年提升，組織敬業度行業領先。

履行品質責任。綠城中國一直以來將「優秀企業公民」作為公司立身基礎，在公司發展的同時，積極履行社會責任。我們積極參與保障房建設和城市更新，改善原住民居住環境；我們積極投身足球運動、康養服務、文化教育、醫療、環保等公益事業，促進企業與社會的良性互動；我們始終與合作夥伴攜手共進，共同推動行業正向發展。

未來，可持續發展理念將進一步融入綠城中國的發展，我們將堅守品質信仰，以理想為驅動，堅持穩健發展，在追求穩健、效益和均衡的同時，持續完善公司治理，積極踐行環保理念、履行社會責任，走好「全品質、高質量、可持續」發展之路。

Building a quality workplace. Greentown China adheres to the “people-oriented” talent concept, insists that employee development is the basic premise of organisational development, and personal performance is the fundamental guarantee for the realisation of corporate strategies. Greentown China has built a full career life cycle training system, formulated a guarantee system for compensation and benefits, rights and interests protection and occupational health and safety, continuously optimised the talent structure, strengthened the talent echelon, improved per capita efficiency year by year, and led the industry in terms of employee engagement.

Fulfilling quality responsibility. Greentown China has always regarded “excellent corporate citizenship” as the foundation of the Company, and actively fulfilled its social responsibilities while developing. We actively participate in affordable housing construction and urban renewal to improve the living environment of indigenous people. We actively participate in public welfare undertakings such as football sports, health care services, culture and education, medical care and environmental protection to promote positive interaction between enterprises and the society. We always work together with our partners to jointly promote the positive development of the industry.

In the future, the concept of sustainable development will be further integrated into the development of Greentown China. We will uphold the belief of quality, be driven by our ideals, and insist on stable development. While pursuing stability, efficiency and balance, we will continue to improve corporate governance, actively practise the concept of environmental protection, fulfil social responsibilities, and follow the path of “comprehensively high quality and sustainable” development.

(三) 2022綠城大事記

(III) Greentown's Major Events in 2022



2022.01.27
綠城中國發行首筆綠色債券

2022.01.27
First batch of green bonds issued by Greentown China



2022.03.01
綠城中國成立客戶滿意度管理小組

2022.03.01
Greentown China set up the Customer Satisfaction Management Team



2022.03.12
綠城中國在甘肅民勤累計種下「綠城林」13.5萬株，面積擴大至近2,000畝

2022.03.12
Greentown China planted a total of 135,000 trees in "Greentown Forests" in Minqin, Gansu Province, with the area expanding to nearly 2,000 mu



2022.04.26
2022綠城中國生活開發者大會線上發佈全能之家、生活街角、向上客廳、如意盒子、春知學堂等最新創研成果

2022.04.26
2022 Greentown China Life Developers Conference online released the latest research achievements such as All-round Home (全能之家), Living Street Corner (生活街角), Upward Living Room (向上客廳), Ruyi Zone (如意盒子), Chunzhi Academy (春知學堂), etc.



2022.05.25
衢州禮賢未來社區淳禮園完成竣工驗收，成為綠城首個實景呈現的新建類未來社區項目

2022.05.25
Chunli Garden, Quzhou Lixian Future Community, completed the completion acceptance and became the first newly-built future community project of Greentown presented in real scenery



2022.06.29
由綠城提供全過程諮詢服務的浙江省首個共有產權住房出讓用地項目－應家2#地塊開工

2022.06.29
The first joint ownership housing project in Zhejiang Province – Yingjia Land Plot 2#, with full-process consultancy services provided by Greentown, commenced construction



2022.07.15
綠城中國雙塔文化體系和文化行為準則開發課題結題

2022.07.15
The research subject on Greentown China Double Tower Culture System and Culture Behaviour Standards was accomplished



2022.08.18
綠城資產管理集團與嘉信天納開展節能合作，預計每年減少碳排放6,138噸

2022.08.18
Greentown Asset Management Group and Jiaxin Tianna carried out energy conservation cooperation, which is expected to reduce carbon emissions by 6,138 tonnes per year



2022.09.22
綠城中國MSCI ESG評級提升至BBB級

2022.09.22
The MSCI ESG rating of Greentown China was upgraded to BBB



2022.10.28
綠城城市品牌館－綠城杭州館正式上線，大連品牌館、西安品牌館等陸續亮相

2022.10.28
Greentown Urban Brand Hall – Greentown Hangzhou Hall was officially launched, Dalian Brand Hall and Xi'an Brand Hall have been unveiled successively



2022.11.18
綠城中國獲納入「恒生港股通高持股50指數」

2022.11.18
Greentown China was included in the Hang Seng Stock Connect Hong Kong Top Shareholding 50 Index



2022.12.31
綠城中國2022年合同銷售金額超3,000億元，投資貨值超1,000億元

2022.12.31
Greentown China's contracted sales amount exceeded RMB300 billion and newly-added saleable value exceeded RMB100 billion in 2022

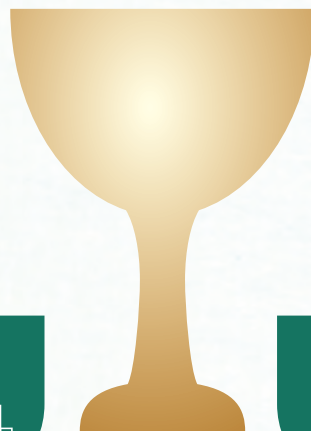
綠城中國堅持「真誠、善意、精緻、完美」的基本價值觀念，致力於營造美麗建築，創造美好生活，立足於集團發展，積極履行社會責任，與社會攜手共進。本年度綠城中國主要獎項如下所示：

Adhering to the basic values of “sincerity, kindness, exquisiteness and perfection”, Greentown China is committed to constructing beautiful architecture and creating a better life, and fulfill its social responsibility and work together with the society based on the development of the Group. Main Awards Obtained by Greentown China for the year are listed below:

- 2022中國房地產百強企業綜合實力TOP10(中國指數研究院)
Top10 among 100 Chinese Real Estate Enterprises in 2022 by Comprehensive Strength (China Index Academy)
- 福布斯2022全球企業2000強(福布斯)
2022 Forbes Global TOP2000 (Forbes)
- 《財富》中國500強(《財富》)
Fortune China 500 (“Fortune”)
- 2022中國房企綜合實力TOP7(億翰智庫)
2022 TOP7 Chinese Real Estate Developer by Comprehensive Strength (EH Consulting)
- 2022房地產開發企業穩健經營TOP2(中房研協)
2022 TOP2 Real Estate Developers with Steady Operation (Real Estate Research Association of China)



- 2022中國綠色低碳地產指數TOP30第一名(中國投資協會諮詢委)
No. 1 in the 2022 TOP 30 China Green Low Carbon Real Estate Index (ICSC)
- 2022年度ESG責任地產企業(樂居財經)
2022 China Real Estate ESG Responsibility Enterprise (Leju Finance)
- 2022致遠獎·環境友好先鋒企業獎(財聯社)
2022 Zhiyuan Award•Environmental Friendly Pioneer Enterprise Award (Financial Union)
- 2021-2022中國房地產年度社會責任感企業(中國指數研究院)
2021-2022 Annual China Real Estate Enterprises with Social Responsibility (China Index Academy)
- ESG典範企業(經濟觀察報)
ESG Model Company (The Economic Observer)
- ESG A級企業(億翰智庫)
ESG A-level Company (EH Consulting)



- 2022中國房地產企業產品力TOP10第一名(克而瑞)
No.1 among Top10 Chinese Real Estate Enterprises in 2022 by Product Strength (CRIC)
- 2022年中國房地產企業交付力TOP10(克而瑞)
2022 Top10 Chinese Real Estate Enterprises by Delivery Capacity (CRIC)
- 2022中國房地產產品力優秀企業榜單第一名(中國指數研究院)
No.1 Chinese Real Estate Enterprises with Excellent Product Strength in 2022 (China Index Academy)
- 2022中國房地產產品力優秀品牌(中國指數研究院)
2022 Chinese Real Estate Brand with Excellent Product Strength (China Index Academy)



- 2022中國人才管理卓越典範獎(肯耐珂薩星躍獎)
2022 China Talent Management Excellence Model Award (KNX X Award)
- 2022中國房地產最佳僱主企業(億翰智庫)
2022 The Best Employer in Chinese Real Estate (EH Consulting)
- 2022年度中國區最佳僱主(中企聯合)
2022 The Best Employer in China (CHIRC)
- 最暖心企業獎(中國僱主品牌網)
Warmest Company Award (China Employer Brand Network)
- 最佳合作夥伴獎(華中科技大學)
Best Partner Award (Huazhong University of Science and Technology)



- 2022中國房企品牌價值TOP8(億翰智庫)
2022 Top8 Chinese Real Estate Companies by Brand Value (EH Consulting)
- 2022中國房企品牌創新能力十強(億翰智庫)
2022 Top 10 Chinese Real Estate Enterprises by Brand Innovation (EH Consulting)
- 2022中國房地產顧客滿意度領先品牌(中國指數研究院)
2022 Chinese Real Estate Leading Brands by Customer Satisfaction (China Index Academy)



綠城中國可持續發展 戰略規劃

Greentown China's
Strategic Plan
for Sustainable
Development



綠城中國可持續發展戰略規劃

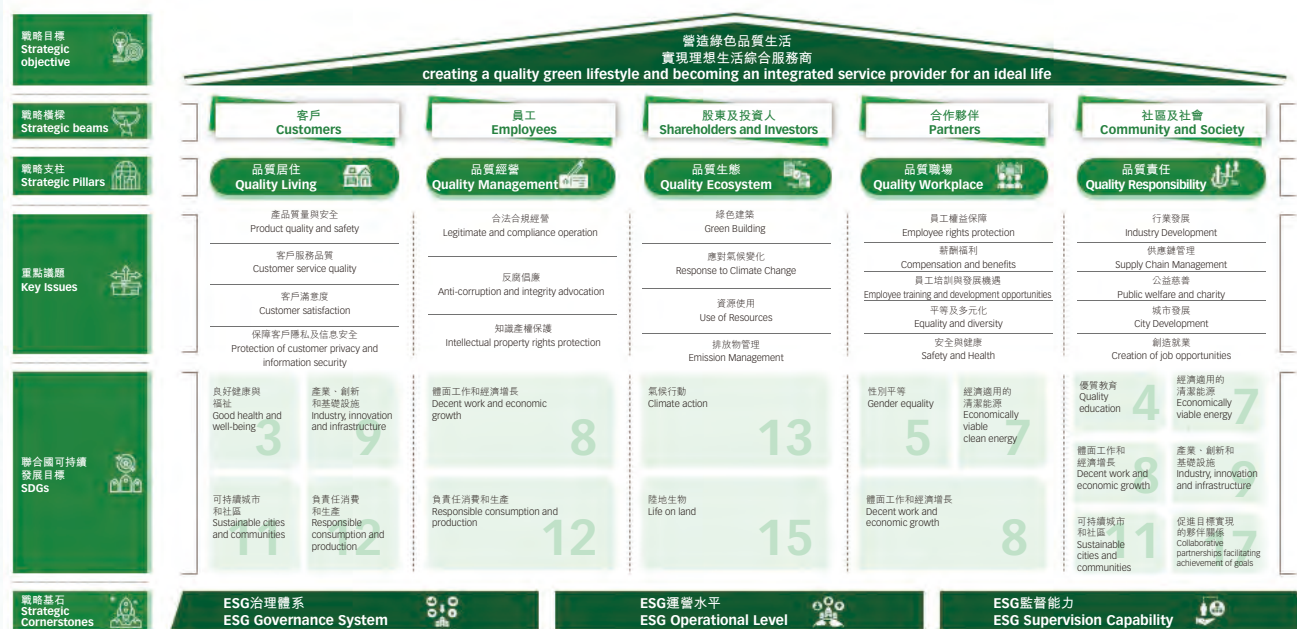
Greentown China's Strategic Plan for Sustainable Development

綠城中國堅持走「全品質、高質量、可持續」的發展道路，為美好生活貢獻綠城力量。我們通過各種渠道定期與公司內外部利益相關方進行溝通，識別並整合出本年度綠城中國ESG重點議題，並結合聯合國17個可持續發展目標(SDGs)，制定重點議題實施路徑，為綠城中國可持續發展戰略目標「營造綠色品質生活，實現理想生活綜合服務商」提供有力戰略支撐。同時，我們已經建立完善的ESG管理、實踐及監督機制，為戰略目標的實現提供體系基礎。

Greentown China adheres to the path of “comprehensively high quality and sustainable” development and contributes to a better living. We regularly communicate with internal and external stakeholders of the Company through various channels to identify and integrate the key ESG issues of Greentown China for the Year, and formulate the implementation path of key issues in combination with United Nations' 17 Sustainable Development Goals (SDGs), so as to provide strong strategic support for Greentown China's sustainable development strategic goal of “creating a quality green lifestyle and becoming an integrated service provider for an ideal life”. At the same time, we have established a sound ESG management, implementation and supervision mechanism to provide a systematic basis for the realising of our strategic goals.

(一) 可持續發展戰略規劃模型

(I) Model of Strategic Plan for Sustainable Development



綠城中國可持續發展戰略規劃模型

Model of Strategic Plan for Sustainable Development

戰略目標：綠城中國結合公司戰略定位及宏觀市場條件和發展水平，制定可持續發展戰略目標為「營造綠色品質生活，實現理想生活綜合服務商」。

戰略橫樑：公司各利益相關方對我們可持續發展戰略制定及推進產生重要影響，因此我們以重點利益相關方：客戶、員工、股東及投資人、合作夥伴、社區及社會為戰略橫樑，通過常態化、多元化、多渠道的溝通機制，及時了解和回應各方關注的重點議題。

戰略支柱：我們結合利益相關方所關注的重點議題及公司的經營情況，明確了契合SDGs的公司五大戰略支柱：品質居住、品質經營、品質生態、品質職場及品質責任。每個支柱均制定了可持續發展路線，為戰略目標的實現提供了更為有力的支撐。

戰略基石：為了實現可持續發展戰略目標，以及有效運轉可持續發展戰略模型，公司設定了可持續發展三大戰略基石：完善ESG治理體系、提升ESG運營水平及加強ESG監督能力，從管理、實踐及監督三大層面為保障公司可持續發展工作打下堅實基礎。

Strategic objective: Based on the Company's strategic positioning and macro market conditions and development level, Greentown China has formulated the sustainable development strategic objective of "creating a quality green lifestyle and becoming an integrated service provider for an ideal life".

Strategic beams: Stakeholders of the Company have a significant impact on the formulation and promotion of our sustainable development strategy. Therefore, we regard key stakeholders, namely customers, employees, shareholders and investors, partners, community and society as our strategic beams. Through a normalised, diversified and multi-channel communication mechanism, we timely understand and respond to key issues of concern to all parties.

Strategic pillars: We have defined the five strategic pillars of the Company in line with SDGs, namely quality living, quality management, quality ecosystem, quality workplace and quality responsibility, taking into account the key issues of concern to stakeholders and the operation of the Company. Each pillar is formulated with a sustainable development path, which provides stronger support for achieving strategic goals.

Strategic cornerstones: To achieve the strategic objective of sustainable development and effectively operate the model of sustainable development strategy, the Company has identified three strategic cornerstones for sustainable development: improving the ESG governance system, improving the level of ESG operation and strengthening the ability of ESG supervision, laying a solid foundation for the sustainable development of the Company from the three aspects of management, practice and supervision.

綠城中國可持續發展戰略支柱行動方向 The course of Greentown China's sustainable development strategic pillars	
品質居住 Quality Living	堅持產品品質是綠城中國的「一號工程」，客戶滿意度是綠城中國的「一號標準」，持續深化產品全生命周期品質管控，全方位維護客戶權益，為客戶提供更優質服務，與客戶攜手創造美好、健康、科技、綠色的居住體驗與生活方式。 Adhering to product quality as its “No.1 Project”, and customer satisfaction as the “No.1 Standard” of Greentown China, we continue to deepen the quality control of the whole life cycle of products, protect customer rights and interests in all aspects, provide customers with better services, and work with customers to create a beautiful, healthy, scientific and green living experience and lifestyle.
品質經營 Quality Management	堅持「改革、改變、改進」，推動體制機制改革，完善公司管理制度，加強風控體系建設，營造誠信公平的環境，持續提升公司治理水平，保障公司穩健發展。 The Company is committed to the principle of “reform, rebuilding and refinement”, promotes systems and mechanisms reform, improves the Company's management system, strengthens the construction of risk control system, creates an environment of integrity and fairness, continuously improves the level of corporate governance, and ensures the steady development of the Company.
品質生態 Quality Ecosystem	將「綠色」及「健康」作為公司長期發展戰略，賦能產品綠色轉型，積極應對氣候變化，加強資源及排放管理，為建設美好綠色生態家園貢獻力量。 We take “green” and “health” as the Company's long-term development strategy, empower the green transformation of products, actively respond to climate change, strengthen resource and emission management, and contribute to the construction of a beautiful, eco-friendly green home.
品質職場 Quality Workplace	堅持「以人為本」的人才理念，構建全職業生命周期的培養體系，完善薪酬福利、權益保障、職業健康與安全的保障體系，實現員工和企業共同成長。 Adhering to the “people-oriented” concept of talent, the Company has built a full career life cycle training system, improved the protection system of remuneration and benefits, protection of rights and interests, and occupational health and safety, and realised the goal of employees growing together with the Company.
品質責任 Quality Responsibility	將「優秀企業公民」作為公司立身基礎，積極履行社會責任，構建良性循環的合作夥伴關係，深化公益慈善與社會服務的參與程度，助力城市發展，攜手各領域生態合作夥伴共生、共贏、共成長。 Taking “excellent corporate citizen” as the foundation of the Company, we actively fulfil our social responsibilities, build a virtuous circle of partnership, deepen our participation in public welfare charities and social services, facilitate urban development, and cooperate with ecological partners in various fields to create a win-win situation for developing and growing together.

(二) 利益相關方溝通

綠城中國建立多元化的溝通渠道，與利益相關方進行常態化雙向溝通，深入認識各方所了解的集團潛在運營風險，準確回應各方對集團可持續發展的期望，助力推行可持續發展戰略。本年度，我們所識別的利益相關方包括客戶、員工、股東及投資人、合作夥伴、社區及社會。報告期內不同利益相關方重點關注的議題和溝通途徑列於下表。

(I) Communication with Stakeholders

Greentown China has established diversified communication channels to conduct regular two-way communication with stakeholders, gained an in-depth understanding of the potential operational risks of the Group, accurately responded to the expectations of all parties for the sustainable development of the Group, and promoted the implementation of the sustainable development strategy. During the Year, our identified stakeholders include customers, employees, shareholders and investors, partners, community and society. The key issues of concern to and communication channels with different stakeholders during the Reporting Period are listed in the table below.

利益相關方 Stakeholders	重點關注議題 Key Issues of Concern	溝通途徑 Communication Channels
客戶 Customers	產品質量與安全 Product quality and safety 客戶服務品質 Customer service quality 保障客戶隱私及信息安全 Protection of customer privacy and information	公司網頁 Company website 客戶活動 Customer activities 客戶滿意度調查 Customer satisfaction surveys 微信公眾號 WeChat official accounts
員工 Employees	員工權益保護 Staff rights protection 員工薪酬福利 Employee salary and welfare 員工培訓與發展 Employee training and development 平等與多元化 Equality and diversity 健康與安全 Health and safety	部門會議 Department meetings 年度總結表彰大會 Annual awards ceremony 發佈公告信息 Publication of announcements 工會活動 Labour union activities

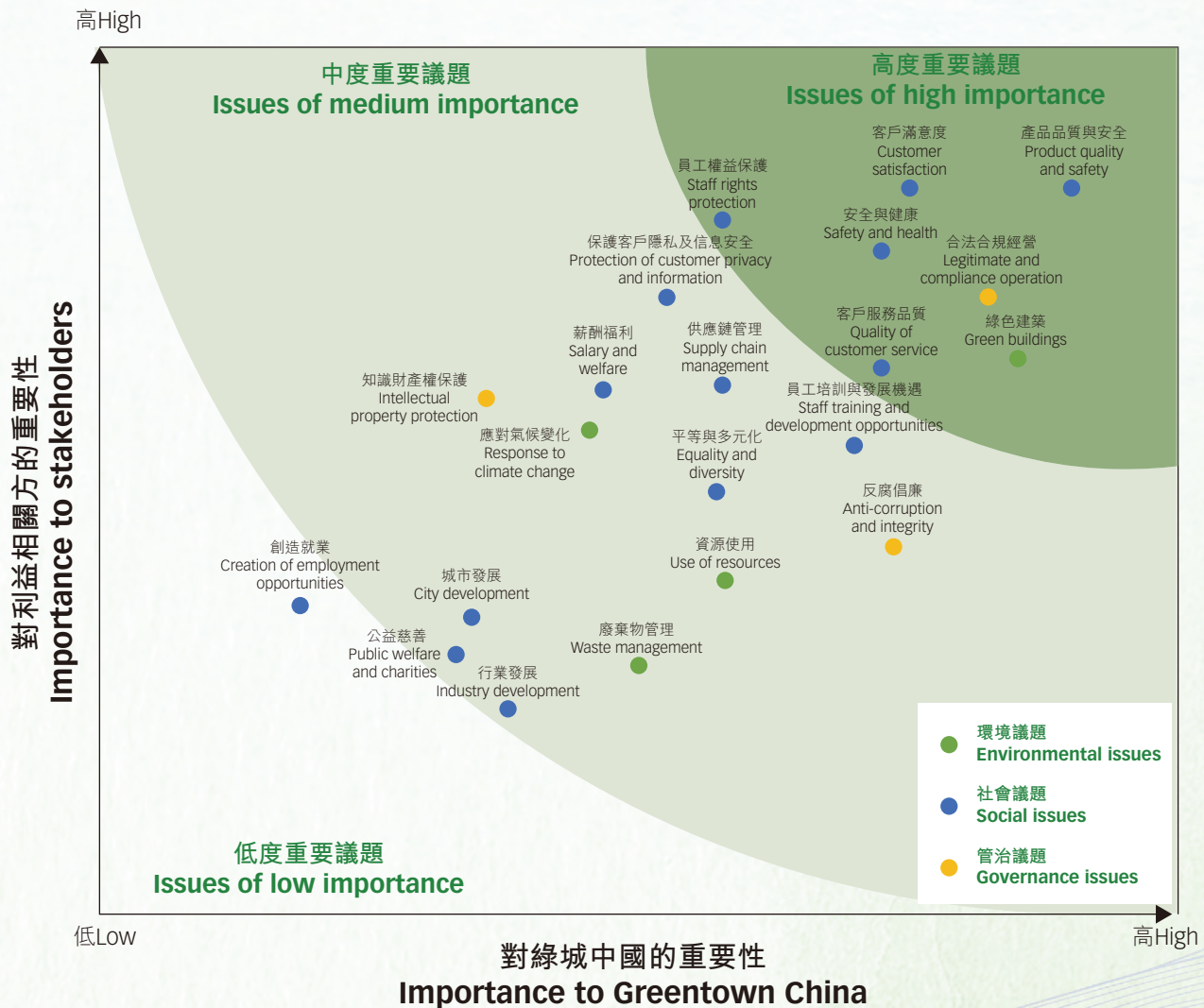
利益相關方 Stakeholders	重點關注議題 Key Issues of Concern	溝通途徑 Communication Channels
股東及投資人 Shareholders and investors	風險控制與合規經營 Risk control and compliance operation 經濟效益 Economic benefits 綠色建築機遇 Opportunities in green buildings 應對氣候變化 Response to climate change	股東大會 General meetings 投資者會議 Investor meetings 業績公告 Results announcements 年度報告、中期報告 Annual reports, interim reports 公司網頁 Company website 微信公眾號 WeChat official accounts
合作夥伴 Partners	合法合規經營 Legitimate and compliance operation 行業發展 Industry development 供應商管理 Supplier management 知識產權保護 Intellectual property protection	公開招標 Public tendering 實地考察 Site visits 供應商大會 Supplier conferences
社區及社會 Community and society	創造就業與經濟發展 Creation of employment opportunities and economic development 社會關愛與志願服務 Social care and voluntary services 資源使用 Use of resources 合法合規經營 Legitimate and compliance operation 反腐倡廉 Anti-corruption and Integrity 廢棄物管理 Waste management 應對氣候變化 Response to climate change	公益慈善活動 Public welfare and charity activities 社區建設 Community construction 定期溝通 Regular communication 合規報告 Compliance reports

(三) 重大性議題管理

為了明確綠城中國ESG實踐方向及信息披露重點，我們參考聯交所上市規則和資本市場評級機構關注議題，開展同行對標，識別出21個ESG重點議題，並通過與利益相關方溝通，對各項議題進行重要性排序，最終形成本年度綠城中國重大性議題矩陣，為綠城中國可持續發展戰略規劃模型搭建奠定基礎。

(II) Management of Material Issues

To clarify the direction of Greentown China's ESG practice and key points of information disclosure, we have conducted peer benchmarking with reference to the Listing Rules on the Stock Exchange and the issues of concern to rating agencies in the capital market. We have identified 21 key ESG issues and ranked the importance of each issue through communication with stakeholders, and finally formed a matrix of material issues of Greentown China for the Year, laying the foundation for Greentown China's strategic planning model for sustainable development.





品質居住

Quality Living

一、品質居住 Quality Living

024

1.1 產品品質

產品品質是綠城中國的「一號工程」。我們以客戶需求為中心，以體系建設、品質管控及產品創新為抓手，有效保障產品質量，持續提升產品核心競爭力。

1.1.1 質量體系

綠城中國嚴格遵循《中華人民共和國建築法》《建設工程質量管理條例》等法律法規。為推進質量管理工作的標準化、規範化，我們通過《產品品質考核管理標準》《房產品強制性技術標準》《第三方工程品質評估實施標準》及《實測實量技術規範》等管理標準與技術規範，形成以「秉承人文理想、恪守六品準則、堅持匠心精神」為使命的「綠式工程管理」體系。我們已獲得ISO 9001質量管理體系認證。

1.1 Product Quality

Product quality is the “No. 1 Project” of Greentown China. Focusing on customer needs and through system construction, quality control and product innovation, we effectively guarantee product quality and continuously improve the core competitiveness of products.

1.1.1 Quality System

Greentown China strictly complies with laws and regulations such as the Construction Law of the People’s Republic of China (《中華人民共和國建築法》), and the Regulations on the Quality Management of Construction Projects (《建設工程質量管理條例》). To promote the standardisation and normalisation of quality management, we have formed a “Greentown style construction management” system with the mission of “adhering to the humanism idea, abiding by the six-pin (六品) criteria, and upholding the spirit of craftsmanship” based on the management standards and technical specifications such as the Management Standards for Product Quality Assessment (《產品品質考核管理標準》), Compulsory Technical Standards for Housing Products (《房產品強制性技術標準》), Implementation Standards for Third-party Project Quality Assessment (《第三方工程品質評估實施標準》), and Technical Specifications for Actual Measurement (《實測實量技術規範》). We have obtained ISO 9001 quality management system certification.



「綠式工程管理」體系

“Greentown Style Construction Management” System

一、品質居住 Quality Living

綠城中國已形成成熟的供應商質量管理流程與標準，通過《品質紅線管理標準》《房產品強制性技術標準》及《綠城中國工程做法與常用建築構造》等管理規範，對原材料、施工等各環節提出明確的質量要求，為產品品質保駕護航。

我們定期組織全員覆蓋的質量培訓，通過線下培訓、網絡課堂、樣板房實地觀摩等多元形式，提升員工質量管理意識與能力，保障「綠式工程管理」體系規範、高效推進。報告期內，我們累計開展培訓44期，覆蓋31,329人次，培訓總時長達570小時。此外，我們還組織開展了55場業主開放日和28場工地觀摩日活動。

1.1.2 品質管控

綠城中國對項目質量採取三級管控並定期開展品質巡查，依據質量管理標準，對各項目的運營過程實施檢查、評估與督導。秉持產品質量責任到人的原則，我們制定了《產品品質考核管理標準》，將品質管控水平納入各級管理者績效考核指標。

為規範項目標準化管理、全面提升產品質量，我們開展覆蓋項目全生命周期的第三方品質評估與材料檢測。我們在《綠城中國材料技術標準》及《2022-2024年綠城中國第三方材料抽檢項及抽檢頻率清單》中明確了材料檢測的標準與頻率，並通過成立「綠品」實驗室，持續強化材料品質管控。報告期內，共計抽檢184個項目、4,290組材料，整體合格率为94.22%。

Greentown China has developed a mature supplier quality management process and standards. Through management standards such as the Quality Red Line Management Standards (《品質紅線管理標準》), Compulsory Technical Standards for Housing Products (《房產品強制性技術標準》), and the Greentown China's Engineering Methods and Common Building Construction (《綠城中國工程做法與常用建築構造》), Greentown China has put forward clear quality requirements for raw materials, construction and other procedures to ensure product quality.

We regularly organise quality training for all employees. Through various forms of training, such as offline training, online classroom and on-site observation of sample houses, the Company has enhanced employees' awareness and ability of quality management to ensure the standardised and efficient promotion of the "green project management" system. During the Reporting Period, we carried out 44 quality training sessions with 31,329 participants and a total training time of 570 hours. In addition, a total of 55 open-day events for property owners and 28 construction site visits were held.

1.1.2 Quality Control

Greentown China adopts a three-level management and control of project quality, and conducts regular quality inspections to inspect, evaluate and supervise the operation process of each project in accordance with quality management standards. Adhering to the principle of "product quality responsibility for everyone", we have formulated the "Management Standards for Product Quality Assessment (《產品品質考核管理標準》)" to incorporate quality control level into the performance assessment indicators of managers at all levels.

To standardise project management and comprehensively improve product quality, we has carried out third-party quality assessments and material inspections covering the entire life cycle of the project. We have clarified the standards and frequency of material testing in the Greentown China Material Technical Standards (《綠城中國材料技術標準》) and the Greentown China Third-party Material Sampling and Sampling Frequency List 2022-2024 (《2022-2024年綠城中國第三方材料抽檢項及抽檢頻率清單》), and continued to strengthen material quality control through the establishment of the "Green Product" laboratory. During the Reporting Period, a total of 184 projects and 4,290 sets of materials were inspected on a sampling basis, with an overall passing rate of 94.22%.

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2022年，我們啟用綠城中國工程質檢智慧平台，運用BIM技術等數字化工具，實現項目管理的標準化、移動化、可視化、數字化，提升質量管理效率、助力產品品質提升。

In 2022, we launched the Greentown China project quality inspection intelligent platform and applied BIM technology and other digital tools to achieve standardisation, mobility, visualisation and digitisation of project management, improve quality management efficiency and help improve product quality.

01

現場檢查指標 On-site inspection indicators

每月區域排名、每萬方問題指標、整改工效指標、集團與第三方巡查整改率
Monthly regional ranking, problem indicators per 10,000 square metres, rectification performance indicators, and the rectification rate regarding the Group and third-party inspections

02

工序驗收指標 Process acceptance indicators

每月區域排名、集團年度驗收指標、總包報驗/監理驗收/甲方抽驗分析
Monthly regional ranking, annual acceptance indicators of the Group, general contracting application/supervision acceptance/Party A sampling analysis

03

進度管理指標 Progress Management Indicators

近兩月重點任務輪播、超時節點輪播、年度關鍵節點完成率、區域工期分析
Key tasks carousel, overdue nodes carousel, annual key nodes completion rate and regional construction period analysis

04

第三方過程評估成績公示 Publication of third-party process assessment results

季度區域第三方排名、季度區域帶星項排名
Quarterly regional ranking in third-party assessment, ranking in key indicators

05

供方動態跟蹤 Dynamic tracking of suppliers

總包、門窗幕牆、監理單位等在建項目指標
Indicators of projects under construction for general contractors, doors, windows and curtain walls, project supervisors

1.1.3 產品創新

綠城中國秉持以客戶為中心，融合市場、業務、技術的「一個中心，三個融合」產品研發方向，通過固化已有產品優勢與產品迭代創新，向「最懂客戶，最懂產品」的目標穩步前行。

2022年，我們開展了歸家動線、餐廚優化、園區景觀、全屋收納、新青年社區等專項研發，形成創新研發成果24項、標準化工作成果39項，「春知學堂」「如意盒子」「生活街角」等多項成果實現項目落地應用，全方位優化客戶居住體驗。

1.1.3 Product Innovation

Greentown China has adhered to the product R&D direction of “one centre, three integrations” which is customer-oriented and integrates market, business and technology. By consolidating the existing product advantages and advancing product iteration and innovation, Greentown China has steadily moved forward to the goal of having the “best understanding of customers and best understanding of products”.

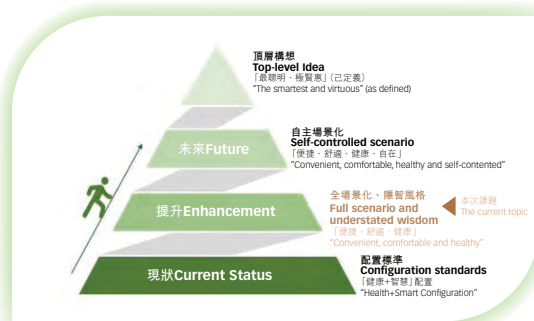
In 2022, we carried out special R&D projects such as the home flow route, dining room and kitchen optimisation, park landscape, whole-house storage, and new youth community, and attained 24 innovative achievements and 39 standardised achievements. Our R&D achievements such as “Chunzhi Academy”, “Ruyi Zone” and “Living Street Corner” were applied to projects, comprehensively optimising the living experience of customers.

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「健康智慧—自在之家」創新課題
Innovation Topic of “Health and Wisdom – Auto-Home (健康智慧—自在之家)”

綠城中國結合客戶實際需求與未來生活方式，探索健康智慧的不同可能。「自在之家」創新課題聚焦烹飪、睡眠、家政、洗護、兒童成長等九大生活場景，通過打造全屋智慧系統，呈現綠城中國「科技隱於自然，健康融於生活」的自在生活價值主張。

Greentown China explores different possibilities of health and wisdom based on the actual needs of customers and future lifestyles. The innovative Topic of “Auto-Home (自在之家)” focuses on nine life scenarios such as cooking, sleeping, housekeeping, washing and caring, and child development. By creating a whole-house intelligent system, Greentown China demonstrates its value proposition of “integrating technology with nature, bringing health to life”.



綠城健康智慧價值金字塔模型
Greentown Health and Wisdom Value Pyramid Model

1.2 客戶權益

綠城中國堅持「以客戶為中心的產品主義」，通過強化責任營銷、優化客訴管理、維護客戶隱私，全面保障客戶權益。

1.2 Customer Rights and Interests

Greentown China adheres to the “customer-centric product” concept and protects the rights and interests of customers through strengthening responsible marketing, optimising customer complaint management and protecting customer privacy.

1.2.1 負責任營銷

綠城中國嚴格遵守《中華人民共和國廣告法》，踐行負責任營銷。我們已建立以《項目運營營銷弦》為核心的「1+5+N」營銷服務制度體系，全流程保證對客戶的承諾真實有效。

1.2.1 Responsible Marketing

Greentown China strictly abides by the Advertising Law of the People’s Republic of China (《中華人民共和國廣告法》) and practises responsible marketing. We have established a “1+5+N” marketing service system with Marketing Handbook for Project Operation (《項目運營營銷弦》) as the core to ensure the authenticity and effectiveness of our commitments to customers throughout the entire service process.

1	<ul style="list-style-type: none"> 《項目運營營銷弦》 Marketing Handbook for Project Operation
5	<ul style="list-style-type: none"> 《營銷服務中心營銷控制標準》 Marketing Control Standards of Marketing Service Centre 《營銷服務團隊薪酬績效標準》 Remuneration and Performance Standards of Marketing Service Team 《生活館／樣板房及景觀示範區管理標準》 Management Standards for Living Houses/Sample Units and View Display Areas 《數字營銷建設及運營工作標準》 Digital Marketing and Operation Standards 《營銷及客服類供方與採購管理標準》 Procurement Management Standards for Marketing and Customer Service Suppliers
N	<ul style="list-style-type: none"> 銷售說辭、文件合同、不利因素展示等營銷各階段合規管理規定 Compliance management regulations for each stage of marketing such as sales pitch, documents and contracts, description of adverse factors, etc.

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綠城中國設置了季度合規巡查、銷售滿意度風控、紅黃牌巡查等風險管控機制，監督各環節營銷操作規範性，持續提升營銷風險管理能力。

Greentown China has set up risk management and control mechanisms such as quarterly compliance inspection, sales satisfaction risk control, and red and yellow card inspection to supervise the compliance of all marketing operations and continuously improve the marketing risk management capability.

銷售滿意度風控 Sales satisfaction risk control

- 按月開展、按季度通報，對所有準業主進行電話滿意度調研，同時開展神秘客戶暗訪。
Conduct monthly and quarterly reports, telephone surveys simultaneously with potential owners and mystery customer visits.

季度合規巡查 Quarterly compliance inspection

- 按季度開展覆蓋所有銷售的合規巡查，並將識別的風險問題反饋至審計部門進行跟蹤整改與處罰。
Conduct quarterly risk inspections on all sales cases and report the identified risk issues to the audit department for follow-up rectification and punishment.

紅黃牌巡查 Red and yellow card inspection

- 依據《負面行為清單》開展不定期巡查，將過度承諾、誇大宣傳等行為列為「黃牌」處罰事項，將嚴重損害客戶權益與公司經營的行為列為「紅牌」處罰事項，予以警告、記過、扣除績效、降免職、解除勞動合同等不同程度的處罰措施。
Carry out irregular inspections in accordance with the List of Negative Behaviours (《負面行為清單》). Behaviours such as over-commitment and exaggerated advertising are classified as “yellow card” matters, and behaviours that seriously damage customer interests and the Company’s operation are classified as “red card” matters. Varying degrees of punishment measures will be taken such as warning, demerit recording, performance reduction, demotion and termination of employment contracts.

反腐公約 Anti-corruption convention

- 要求所有銷售案場擺放《致業主人書》反腐公約，並公示綠城中國24小時檢查舉報電話，堅決抵制低質炒賣、倒號等違規行為。
The anti-corruption convention of the Letter to the Owners and Greentown China’s 24-hour investigation and reporting line number are required to be publicly displayed in every sales site to resist non-compliant behaviours such as speculation and scalping.

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2022年，我們組織廣告法科普、合規營銷、品牌標準化等各類負責任營銷培訓共計20次，100%覆蓋營銷服務系統全員。此外，我們設計了包含經營力、銷售力、策劃力、服務力、領導力的「營銷五力模型」，更科學地開展營銷人才評估與培養工作，持續推動營銷團隊綜合能力提升。

In 2022, we organised a total of 20 responsible marketing training sessions on advertising law, compliance marketing, brand standardisation, etc., covering 100% of staff in the marketing service system. In addition, we have designed a “five marketing capabilities model (營銷五力模型)” that includes operation, sales, planning, service and leadership to carry out marketing talent assessment and cultivation in a more scientific way, and continuously promote the comprehensive ability improvement of the marketing team.

1.2.2 客戶投訴處理

綠城中國高度重視客戶投訴與反饋，已制定《客戶投訴管理基礎規範》《「95059」呼叫中心管理標準》等制度規定，通過明確客訴處理流程及追責機制，強化客訴管理。

1.2.2 Customer Complaint Management

Greentown China attaches great importance to customer complaints and feedback. We have formulated the Basic Standards for Customer Complaint Management (《客戶投訴管理基礎規範》), the Management Standards on the Calling Platform of “95059”(《“95059”呼叫中心管理標準》) and other regulations to strengthen customer complaint management by clarifying the handling process and accountability mechanism.



報告期內，綠城中國共計收到客戶投訴1,957起，其中因產品質量的投訴1,229起，因服務問題的投訴666起，因其他問題的投訴62起，已經回應客戶並妥善解決投訴比例為98.7%。

During the Reporting Period, Greentown China received a total of 1,957 customer complaints, including 1,229 complaints due to product quality, 666 complaints due to service issues, and 62 complaints due to other issues, 98.7% of which have been responded to and properly resolved.

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1.2.3 客戶隱私保護

綠城中國嚴格遵循《中華人民共和國消費者權益保護法》《中華人民共和國網絡安全法》等法律法規，建立《計算機信息安全管理制度》《IT運維管理標準》《營銷業務系統（銷售管理系統）管理制度》等內部制度，針對客戶信息的獲取、儲存、使用與交換建立了嚴格的管理規範與保護措施。

我們確保在客戶授權下合法合規採集並儲存客戶信息，對於客戶數據進行模糊化脫敏處理，並採取嚴格的數據獲取審批制度與分級數據查看權限，全方位保障客戶信息安全。此外，我們加強信息安全體系建設，加大在網絡、設備、機房等方面的投入，從源頭杜絕信息洩漏風險。

同時，我們定期向全體員工提供信息安全及客戶隱私保護相關的培訓與宣貫，提升員工信息保護意識與能力。

報告期內，綠城中國未發生客戶信息洩漏（導致的投訴或其他重大影響）事件。

1.3 客戶服務

綠城中國堅持「客戶至上」的服務理念，致力於打造以客戶滿意度為中心的客戶管理體系。我們持續優化客戶服務品質及客戶研究體系，以了解與滿足客戶多元化的服務需求，實現和保持「客戶滿意度行業第一身位」的目標。

1.2.3 Customer Privacy Protection

Greentown China strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests (《中華人民共和國消費者權益保護法》), the Internet Security Law of the People's Republic of China (《中華人民共和國網絡安全法》), and other laws and regulations, and has established internal systems such as the Standards for the Management of Computer Information Security (《計算機信息安全管理制度》), IT Operation and Maintenance Management Standards (《IT運維管理標準》), and Marketing Business System (Sales Management System) Management Principle (《營銷業務系統（銷售管理系統）管理制度》), so as to establish strict management standards and protection measures for the acquisition, storage, use and exchange of customer information.

We ensure that customer information is collected and stored with customer authorization in accordance with laws and regulations, and customer data are desensitised. We adopt a strict data access approval system and hierarchical data access permission to ensure customer information security in an all-round manner. In addition, we have strengthened the construction of information security system and increased investment in network, equipment, machine room and other aspects to eliminate the risk of information leakage from the source.

At the same time, we regularly provide all employees with training related to information security and customer privacy protection to enhance their awareness and ability of information protection.

During the Reporting Period, Greentown China did not experience any customer information leakage which resulted in complaints or other significant impacts.

1.3 Customer Service

Greentown China adheres to the service concept of "customer first" and is committed to building a customer management system centred on customer satisfaction. We have continued to optimise the customer service quality and customer research system to understand and meet the diversified needs of customers, so as to achieve and maintain the goal of "ranking first in the industry in terms of customer satisfaction".

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1.3.1 服務品質提升

綠城中國始終致力於客戶服務品質的提升。2022年，我們從營銷、產品、交付、維保、物業五大維度，共計開展28項服務提升計劃。

1.3.1 Improving Service Quality

Greentown China has always been committed to improving the quality of customer service. In 2022, we launched a total of 28 service improvement plans across five dimensions, namely marketing, product, delivery, maintenance and property management.



我們以打造「中國生活服務第一品牌」為目標，成立了生活服務委員會，通過業務融合、營銷聯動、案例分析、提升方案等多項舉措，持續推動服務品質升級。

With the goal of building the No. 1 brand of “integrated service provider for an ideal life” in China, we have established a life service committee to continuously promote the upgrading of service quality through business integration, linkage marketing, case analysis, improvement plans and other measures.

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<p>5G心服務2.0 5G Heart Service 2.0</p>	<ul style="list-style-type: none"> 綠城中國5G服務產品煥新升級，用心為客戶提供更有品質的房屋服務、更有保障的物業服務、更有溫度的社區活動，引導客戶共享美好幸福的可持續生活方式。 <p>Greentown China's 5G service products have been upgraded, providing customers with housing services of higher quality, more secure property services, and more heart-warming community activities, guiding customers to share a happy and sustainable lifestyle.</p>
<p>生活開發者大會 Life Developers Conference</p>	<ul style="list-style-type: none"> 聚焦客戶需求，以「生活的諾言」為主題，發佈「如意盒子」「向上客廳」「全能之家」等多款創新設計，從自我價值、家庭價值、社區價值和社會價值四個維度出發，與客戶攜手共創美好生活。 <p>Focusing on customers' needs and taking the "life commitment" as the main theme, Greentown China launched a variety of innovative designs, such as "Ruyi Zone (如意盒子)", "Upward Living Room (向上客廳)" and "All-round Home (全能之家)", and worked together with customers to create a better life from the four dimensions of self value, family value, community value and society value.</p>
<p>服務提升月 Service Improvement Month</p>	<ul style="list-style-type: none"> 面向全國21個項目，以入戶問題收集與關鍵點位主動排查相結合的方式，開展房屋全方位體檢，確保質保問題全面解決。 啟動工地雲開放活動，以線上線下相結合的方式向綠城業主展示樣板區與工地現場。 針對歸家動線設計、安全隱患排查、社區活動融入等環節開展專項提升計劃。 <p>For 21 projects across the country, the Company has conducted comprehensive house inspections by means of collecting problems and active investigation of key points, so as to ensure that all quality issues are resolved.</p> <p>Launched construction site open events, displaying sample area and construction sites to owners online and offline.</p> <p>Carry out upgrade plans focusing on home flow route, safety risk inspection and community integration.</p>

在疫情期間，為方便客戶線上認購及提供相應服務，我們通過綠城雲、置業綠城、綠城家三大數字化營銷服務窗口，已實現線上銷售項目100%覆蓋。同時，我們持續投入數字化建設，制定《數字營銷建設與運營工作標準》，保障高效高質運營。

During the pandemic, in order to facilitate customers' online subscription and provide corresponding services, we achieved 100% coverage of online sales through three digital marketing service platform, namely Greentown Cloud (綠城雲), House-purchase in Greentown (置業綠城) and Greentown Home (綠城家). At the same time, we continued to invest in digital construction and formulated the Standards for the Construction and Operation of Digital Marketing (《數字營銷建設與運營工作標準》) to ensure efficient and high-quality operations.

一、品質居住 Quality Living

銷售服務 Sales Services	售後服務 After-sales Services	社群服務 Community Services	生活服務 Life Services
<ul style="list-style-type: none">通過開發房屋展示、獲客、客戶溝通、交易四大模塊12項功能，為客戶提供24小時銷售服務。Through 12 functions of four modules, namely house display, customer acquisition, customer communication and transaction, we provide customers with 24-hour sales services.	<ul style="list-style-type: none">2022年，綠城中國維修管理系統正式上線。為客戶提供便捷的在線報修、意見反饋、滿意度調查、房屋檔案查詢等服務。In 2022, the Maintenance and Repair Management System of Greentown China was officially launched. We provide customers with convenient services such as online repair application, feedback, satisfaction survey, and house archive inquiry.	<ul style="list-style-type: none">以城市為單位，組織線上線下各類興趣社群活動的報名、開展與討論，促進業主間溝通，打造屬地化亮點服務。Taking the city as a unit, we organise online and offline activities of various interest groups to promote communication among owners and create localised appealing service.	<ul style="list-style-type: none">構建「綠城會」會員權益體系，整合房屋、物業、酒店等各類服務資源，打造客戶專享生活服務平台。We established the "Greentown Club" membership system, integrated housing, property management, hotel and other service resources, and built a customer life service platform.

1.3.2 客研體系優化

我們成立了客研委員會及客研中心，持續優化客戶研究體系，在產品升級和客戶服務上不遺餘力。2022年，我們深入全國50多座城市，調研了50,000多組家庭，通過20餘個客戶專題研究，總結出了綠城客戶的全新畫像，並據此開展有針對性的服務提升規劃。

同時，我們用心傾聽客戶的寶貴意見，每年邀請業主代表擔任客戶監督員，並定期開展由公司管理層參與的客戶監督小組會議，與客戶共同探討產品與服務提升的方向。2022年，綠城業主針對規劃設計、精裝管理、景觀營造、土建安裝、營銷服務、物業服務等多個層面，貢獻了43類、1,658條寶貴意見與建議。

1.3.2 Optimisation of Customer Research System

We have established a customer research committee and a customer research department to continuously optimise the customer research system and spare no effort in product upgrading and customer service. In 2022, we visited more than 50 cities across the country and conducted surveys with more than 50,000 families. Through more than 20 special studies on customers, we came up with a new profile of Greentown customers and carried out targeted service improvement plans accordingly.

At the same time, we listen attentively to customers' valuable opinions, invite representatives of property owners to serve as customer supervisors every year, and regularly hold customer supervision group meetings with the participation of the Company's management to discuss the direction of product and service improvement with customers. In 2022, the owners of Greentown contributed 43 types and 1,658 valuable opinions and suggestions on various aspects, such as planning and design, refined decoration management, landscape construction, civil engineering and installation, marketing services and property management services.

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客戶質量監督小組意見回覆專題會
Special Meeting on Feedback from Customer
Quality Supervision Team



面向客戶代表的工地開放日
Site Open Day for Customer Representatives

1.3.3 客戶滿意度管理

綠城中國以客戶滿意度為「一號標準」，已形成《第三方客戶滿意度調查管理標準》並建立客戶滿意度管理小組，持續提升客戶滿意度表現。

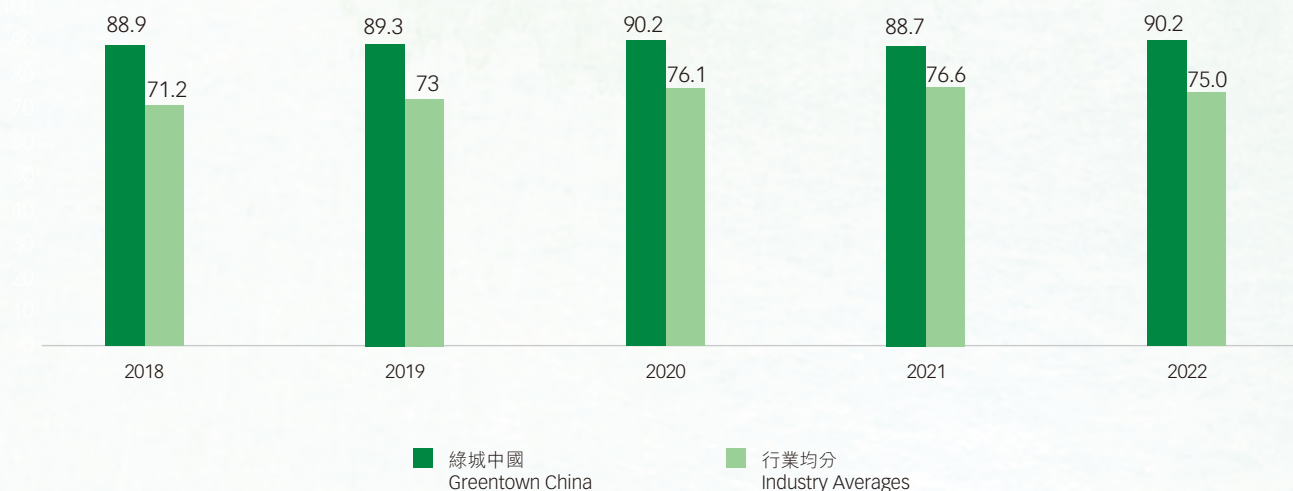
- **住宅業務**
綠城中國在中指研究院發佈的《2022中國房地產顧客滿意度調查報告》中，客戶滿意度得分為90.2分，高於行業均值15.2分，較2021年提升1.5分。

1.3.3 Customer Satisfaction Management

Greentown China takes customer satisfaction as the “No. 1 Standard”. We have formed the Management Standards on Third-party Customer Satisfaction Survey (《第三方客戶滿意度調查管理標準》) and established a customer satisfaction management team to continuously improve customer satisfaction performance.

- **Residential business**
In the 2022 China Real Estate Customer Satisfaction Survey Report (《2022中國房地產顧客滿意度調查報告》) issued by China Index Academy, Greentown China scored 90.2 points in customer satisfaction, which was 15.2 points higher than the industry average, representing an increase of 1.5 points as compared to 2021.

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綠城中國客戶滿意度得分情況
Greentown China's Customer Satisfaction Performance

我們在杭州、西安、蘇州、大連、無錫、寧波、合肥、嘉興、南通、金華、紹興、台州、舟山、海口、烏魯木齊等15座城市拿下總體滿意度第一，在杭州、無錫、寧波、合肥、嘉興、南通、金華、台州、舟山、烏魯木齊等10座城市拿下總體忠誠度第一，並連續11年獲得「顧客滿意度領先品牌」的榮譽稱號。

We ranked first in terms of overall satisfaction in 15 cities, including Hangzhou, Xi'an, Suzhou, Dalian, Wuxi, Ningbo, Hefei, Jiaxing, Nantong, Jinhua, Shaoxing, Taizhou, Zhoushan, Haikou and Urumqi, and ranked first in terms of overall loyalty in 10 cities, including Hangzhou, Wuxi, Ningbo, Hefei, Jiaxing, Nantong, Jinhua, Taizhou, Zhoushan and Urumqi, and won the honorary title of "Leading Brands by Customer Satisfaction (顧客滿意度領先品牌)" for 11 consecutive years.

• 酒店業務

為加強酒店業務客戶滿意度管理，我們引入了慧評第三方滿意度管理平台，從酒店整體、衛生、服務、設施、餐飲、價格、位置等七大維度，全面評估酒店業務服務水平。2022年，綠城中國酒店業務客戶滿意度得分為91分，較2021年提升2分。

• Hotel business

In order to strengthen the customer satisfaction management of hotel business, we have introduced the third-party satisfaction management platform of Brand Wisdom to comprehensively evaluate the service level of hotel business from seven dimensions, namely hotel overall, hygiene, service, facility, catering, price and location. In 2022, the customer satisfaction score of Greentown China's hotel business was 91 points, up by 2 points from 2021.

The background features several overlapping, wavy, light green bands that curve across the page. On the right side, there is a faint, high-angle photograph of a modern multi-story building with many windows and balconies.

品質經營

Quality Management



二、品質經營 Quality Management

2.1 合規經營

綠城中國恪守「講道義、走正道、得正果」的企業宗旨，踐行「精緻品質，穩健運營」的經營理念，營造公平、誠信、陽光、有活力的企業環境。綠城憑藉嚴格的信用管理、良好的企業信用、強烈的責任擔當，被納入2022年第三批信用企業名單(由中國企業聯合會、中國企業家協會發佈)，獲評「AAA級信用企業」。

2.1.1 責任經營

綠城中國嚴格遵守《中華人民共和國公司法》《企業內部控制基本規範》及配套指引、香港聯交所上市規則等規例，規範公司經營。

我們制定了《組織管理手冊》及《責任追究管理辦法》，加強企業合法合規管理。為進一步規範員工行為，我們已形成《負面行為清單》，明確違紀違規行為及責任追究形式。

綠城中國董事會下設審核委員會、薪酬委員會、提名委員會和環境、社會及管治委員會(以下簡稱為「ESG委員會」)，以全方位監督本集團具體事務，維護與完善企業管治。

2.1 Compliance Operation

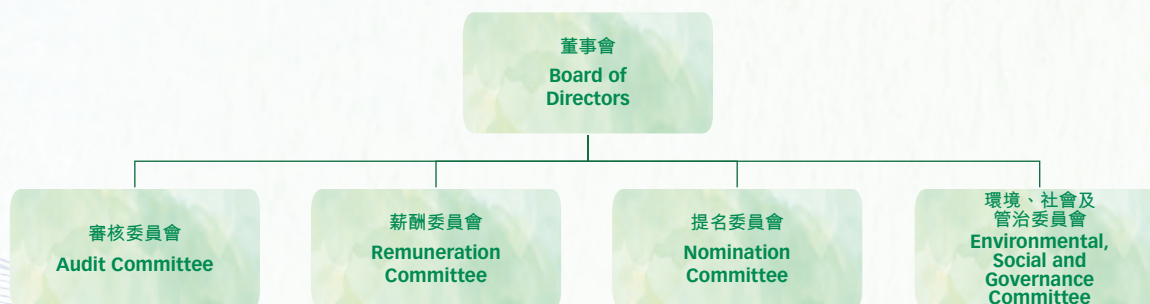
Greentown China adheres to the corporate tenet of “speaking morals, walking the right path, and achieving positive results”, implements the business philosophy of “exquisite quality, stable operation”, and creates a fair, sincere, transparent and dynamic corporate environment. With strict credit management, good corporate credit and strong responsibility, Greentown was included in the third batch of creditworthy enterprises in 2022 (issued by China Enterprise Confederation and China Enterprise Directors Association) and was awarded the “AAA Credit Enterprise”.

2.1.1 Responsible Operation

Greentown China strictly complies with the Company Law of the People’s Republic of China (《中華人民共和國公司法》), the Basic Standard for Corporate Internal Control (《企業內部控制基本規範》) and its supporting guidelines, the Listing Rules of the Hong Kong Stock Exchange and other regulations to regulate the operation of the Company.

We have formulated the Organisation Management Manual (《組織管理手冊》) and the Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) to strengthen the legal and compliance management of the Company. In order to further regulate the behaviour of employees, we have formulated the List of Negative Behaviours (《負面行為清單》) to clarify the forms of disciplinary violations and accountability.

The Board of Directors of Greentown China has established the Audit Committee, the Remuneration Committee, the Nomination Committee and the Environmental, Social and Governance Committee (hereinafter referred to as the “ESG Committee”) to oversee the specific matters of the Group in an all-round way and to maintain and improve corporate governance.

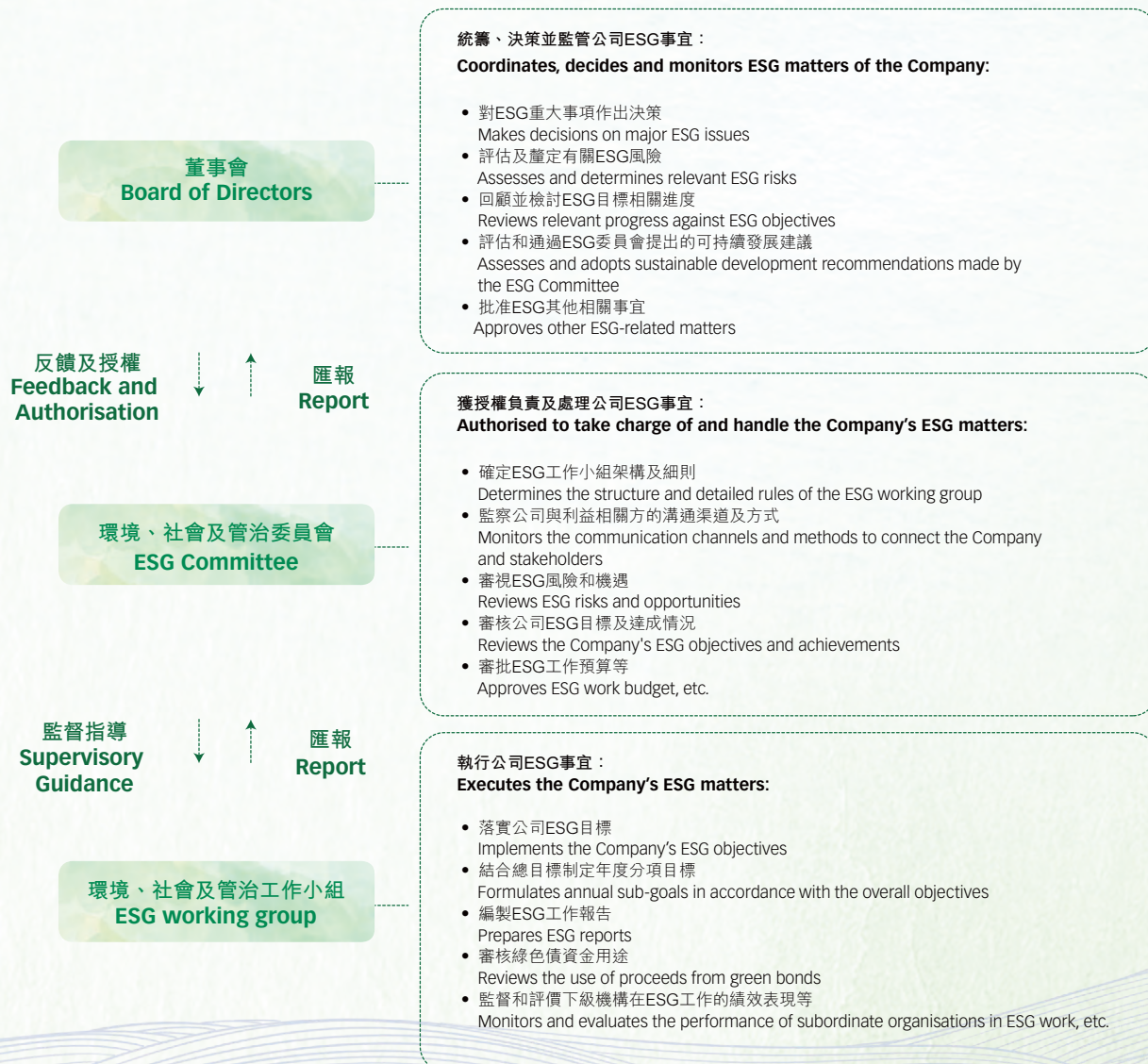


二、品質經營 Quality Management

2.1.2 ESG管理

• ESG治理架構

綠城中國已形成「決策－管理－執行」三級可持續發展架構，在董事會層面成立了ESG委員會，並在執行層面設立ESG工作小組。ESG工作小組定期向ESG委員會及董事會匯報，以助其評估並釐定本集團環境、社會及管治的戰略目標、行動方案、風險管理及內部監控系統是否合適且有效。綠城中國ESG治理架構如下：



2.1.2 ESG Management

• ESG Governance Structure

Greentown China has formed a three-level sustainable development structure of “decision-making-management-implementation”, established an ESG Committee at the board level and set up an ESG working group at the executive level. The ESG working group report to the ESG Committee and the Board on a regular basis to assist in evaluating and determining the appropriateness and effectiveness of the Group’s ESG strategic objectives, action plans, risk management and internal control systems. The ESG governance structure of Greentown China is as follows:

董事會聲明 Board Statement

董事會總體責任 Overall Responsibility of the Board

董事會對綠城中國ESG工作的表現負有最終責任，下設ESG委員會負責制定並檢討公司的環境、社會及管治的責任、願景、目標、策略、框架、原則、政策等。ESG委員會須由至少三名董事組成，定期召開會議，監督、管理公司ESG工作，並向董事會提出建議。

The Board is ultimately responsible for the performance of Greentown China's ESG performance and has established an ESG Committee to formulate and review the Company's ESG responsibilities, vision, objectives, strategies, frameworks, principles, policies, etc. The ESG Committee must be consisted of at least three Directors, hold regular meetings, supervise and manage the Company's work on ESG issues, and make recommendations to the Board.

ESG 工作執行 Execution of ESG Work

ESG工作的實施與落實主要由ESG工作小組負責。ESG工作小組負責確保董事會通過的環境、社會及管治目標、制度、政策得到執行和落實，將可持續發展融入日常運營。ESG工作小組定期向ESG委員會匯報工作，為董事會定期審閱和制定ESG整體戰略提供支持。

The ESG working group is mainly responsible for the execution and implementation of ESG works. The ESG working group is responsible for ensuring the implementation of the environmental, social and governance objectives, systems and policies approved by the Board, and that sustainable development is integrated into daily operations. The ESG working group regularly reports to the ESG Committee, supporting the Board in regular review and development of the overall ESG strategy.

ESG 風險管理 ESG Risk Management

董事會負責評估和釐定公司在環境、社會及管治工作方面的風險。ESG委員會負責根據公司業務內部和外部情況來識別與評估ESG風險和機遇，由董事會審閱並決策風險應對和減緩戰略以及風險框架，確保公司設立合適且有效的可持續發展管理和內部控制系統。

The Board is responsible for assessing and determining the Company's environmental, social and governance risks. The ESG Committee is responsible for identifying and evaluating ESG risks and opportunities based on the internal and external conditions of the Company's business, and the Board reviews and decides on risk response, mitigation strategies and risk frameworks to ensure that the Company establishes appropriate and effective sustainable development management and internal control systems.

重要的 ESG 議題 Important ESG Issues

ESG委員會負責監察公司與其利益相關方的溝通渠道及方式，並確保設有相關政策有效促進公司與其利益相關方之間的關係。同時，基於各利益相關方關切的問題，識別重要的ESG議題，建議ESG具體行動或決策以供董事會考慮。

The ESG Committee is responsible for monitoring the communication channels and methods between the Company and its stakeholders and ensuring that relevant policies are in place to effectively promote the relationship between the Company and its stakeholders. At the same time, based on the concerns of various stakeholders, the ESG Committee identifies important ESG issues, and recommends specific ESG actions or decisions for the Board to consider.

ESG管理政策

綠城中國積極開展ESG政策制定工作，致力於與企業內外部各利益相關方攜手，推動可持續發展。我們針對多元化、應對氣候變化、職業健康與安全、反腐倡廉等可持續發展議題，分別制定了《多元化政策》《應對氣候變化政策》《職業健康與安全管理政策》《廉潔從業政策》等4項詳細政策，實行可持續發展工作責任制，嚴格規範和有效管理可持續發展各項工作，不斷提升公司可持續發展表現。

ESG Management Policy

Greentown China actively develops ESG policies and works with internal and external stakeholders to promote sustainable development. We have formulated four detailed policies, namely, the Diversity Policy (《多元化政策》), the Policy on Response to Climate Change (《應對氣候變化政策》), the Policy on Occupational Health and Safety Management (《職業健康與安全管理政策》) and the Policy on Integrity (《廉潔從業政策》) to address sustainable development issues, such as diversity, response to climate change, occupational health and safety and anti-corruption. We have implemented a responsibility system for sustainable development, strictly regulated and effectively managed various sustainable development tasks, and continuously improved the Company's performance in sustainable development.

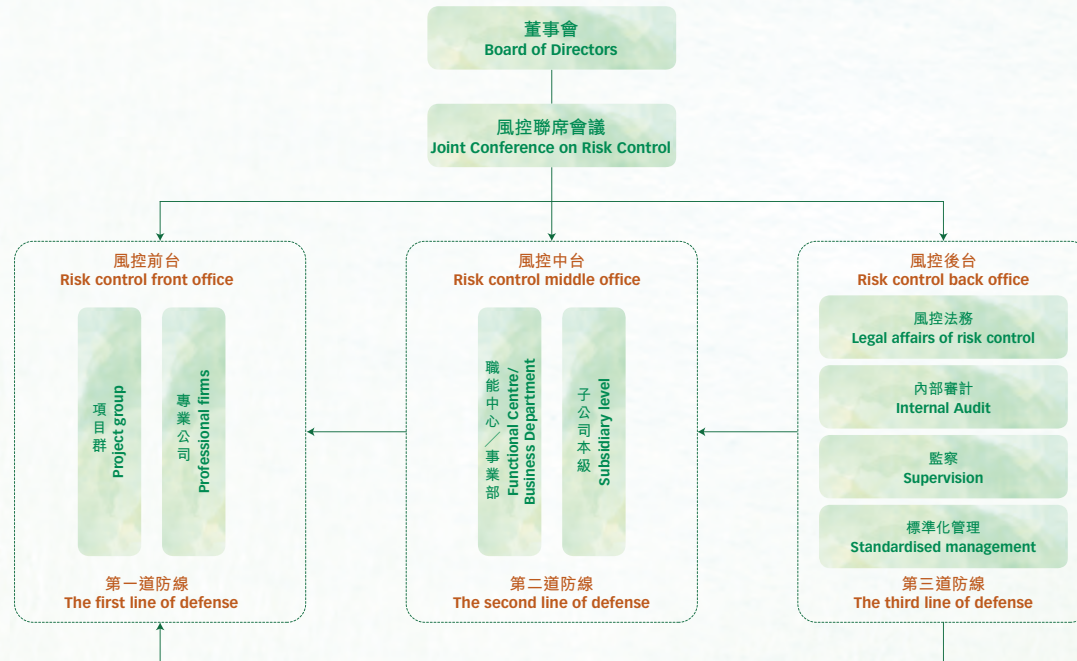
二、 品質經營
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2.1.3 風險控制

為加強企業風險控制，綠城中國已制定《全面風險管理辦法》。公司董事會下設審核委員會，負責監察和評估公司的內部監控和風險管理制度，並定期檢討內部監控程序。在此基礎上，我們已建立由風控前台、風控中台、風控後台組成的風險管理「三道防線」，形成完善的風險管理及控制體系。

2.1.3 Risk Control

In order to strengthen corporate risk control, Greentown China has formulated the Measures for Comprehensive Risk Management (《全面風險管理辦法》). The Audit Committee under the Board of the Company is responsible for monitoring and evaluating the internal control and risk management systems of the Company, and reviewing the internal control procedures regularly. On this basis, we have established a “three lines of defense” for risk management consisting of the front office, middle office and back office risk control, forming a comprehensive risk management and control system.



我們建立了規範的風險管理體系，不斷完善企業風險清單與數據庫，並將企業管治、合法合規運營、職業健康與安全、應對氣候變化等ESG因素納入風險控制範圍。

報告期內，綠城中國審計部門共開展了68項審計工作，其中外部第三方協助開展27項，改進各類管理制度及流程63項。綠城中國風險控制情況良好，未見重大異常。依據審計結果，我們要求責任部門開展限期整改，並將審計整改落實情況作為個人和組織績效考核的重要指標。

We have established a standardised risk management system, continuously improved the corporate risk list and database, and incorporated ESG factors such as corporate governance, legal and compliant operation, occupational health and safety, and response to climate change into the scope of risk control.

During the Reporting Period, the audit department of Greentown China conducted 68 audits, of which 27 were assisted by external third parties, and improved more than 63 management systems and processes. The audit results showed that the risk control of Greentown China was satisfactory with no significant irregularities. Based on the audit results, we required the responsible departments to carry out rectification within a certain time limit, and regard the implementation of audit rectification as an important indicator for individual and organisational performance appraisal.

二、品質經營 Quality Management

2.2 文化建設

文化價值觀是綠城中國的「一號準則」，在急劇變化的市場環境下，行業迎來「向管理要價值」的時代。文化是管理的最高境界，只有讓文化內顯於品行，外顯於品牌，做到知行合一，企業才能長久、健康地持續發展。

以「全品質、高質量、可持續」的發展戰略為引領，2022年，綠城文化體系升級發佈，在「理念體系塔」基礎上，新增「行為體系塔」——「1-6(六品)-8(行為導向)-24(行為內涵)-N(行為準則)」，形成綠城獨有的「雙塔」文化體系。

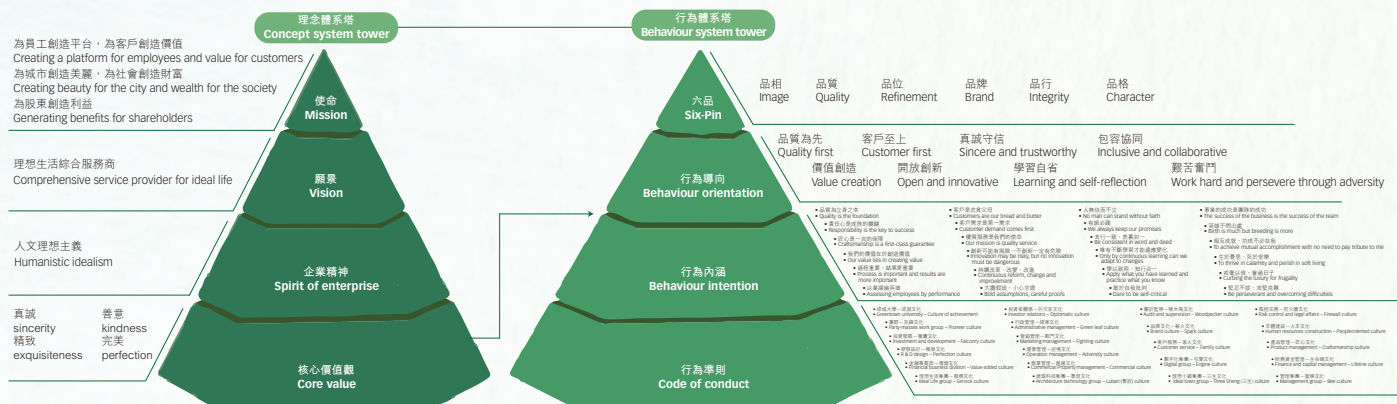
報告期內，公司組織了覆蓋全員的行為準則考試，參與率99.97%，通過率99.99%。

2.2 Culture Construction

Cultural values are the “No. 1 Principle” of Greentown China. Under the rapidly changing market environment, the industry has ushered in the era of “seeking value from management”. Culture is the most important aspect of management. Only when the culture is manifested internally in the conduct and externally in the brand, so as to achieve the unity of knowing and doing, can a corporate have a long-term, sound and sustainable development.

Guided by the development strategy of “comprehensively high quality and sustainable”, Greentown’s cultural system was upgraded in 2022. On the basis of the “concept system tower”, “1-6 (six Pin (六品)) -8 (behaviour orientation)-24 (behaviour intention)-N (code of conduct)” were added to the “behaviour system tower”, forming Greentown’s unique “double towers” cultural system.

During the Reporting Period, the Company organised examination of the code of conduct covering all employees, with a participation rate of 99.97% and a pass rate of 99.99%.



2.3 反腐倡廉

2.3.1 廉潔管理

綠城中國明白並深信建設風清氣正的工作氛圍、強化內控管理，是保障綠城中國員工健康穩定成長，促進公司持續健康發展的關鍵因素。為此，本公司已制定《廉潔從業政策》，列明本公司關於商業道德及反腐敗的承諾，以及採用的舉措。

綠城中國嚴格遵守《中華人民共和國反不正當競爭法》《中華人民共和國反洗錢法》及《關於禁止商業賄賂行為的暫行規定》等法律法規與規章制度，並制定了《責任追究管理辦法》《員工廉潔自律管理標準》等反貪腐制度，保障公司廉潔誠信管理。秉持預防在先的原則，2022年，我們編製發佈了《違法違紀案例教育手冊》，對全體員工進行警示教育。

我們深知反腐倡廉文化建設的重要性，開展了主題培訓、廉潔教育月、廉潔競賽等多元的反貪腐培訓與宣貫活動。報告期內，全集團開展反貪腐培訓共34場，培訓100%覆蓋管理層及全體員工，累計達11,503人次；向董事開展反貪腐培訓6次，共計覆蓋30人次。

2.3 Anti-corruption and Integrity

2.3.1 Integrity Management

Greentown China understands and firmly believes that building a upright working environment and strengthening internal control management are the key factors to ensure the healthy and stable growth of Greentown China's employees and promote the Company's sustainable and sound development. To this end, the Company has formulated the Policy on Integrity (《廉潔從業政策》), which sets out the Company's commitment to business ethics and anti-corruption, as well as the measures adopted.

Greentown China strictly abides by laws and regulations such as the Anti-Unfair Competition Law of the People's Republic of China (《中華人民共和國反不正當競爭法》), the Anti-Money Laundering Law of the People's Republic of China (《中華人民共和國反洗錢法》), and the Interim Provisions on Banning Commercial Bribery (《關於禁止商業賄賂行為的暫行規定》), formulated anti-corruption systems such as Measures for Accountability Management (《責任追究管理辦法》) and the Integrity and Self-discipline Standards for Staff (《員工廉潔自律管理標準》) to ensure integrity management of the Group. Adhering to the principle of prevention first, we compiled and published the Education Manual for Cases of Violation of Laws and Regulations (《違法違紀案例教育手冊》) to provide warning education to all employees in 2022.

We are well aware of the importance of building an anti-corruption culture, and have launched various anti-corruption training and publicity activities such as thematic training, integrity education month and integrity knowledge competition. During the Reporting Period, the Group conducted 34 anti-corruption training sessions, covering 100% of the management and all employees, with a total of 11,503 participants; and 6 anti-corruption training sessions were held for directors, covering a total of 30 participants.

廉潔教育月 Integrity Education Month

2022年，綠城中國開展了廉潔教育月活動，針對《員工廉潔自律管理標準》等紅線文件組織集中學習超過20場。廉潔教育月期間，我們開展了主題學習、廉潔知識競賽等各類活動，全面提升員工反腐倡廉意識。

In 2022, Greentown China launched integrity education month and convened more than 20 collective learning sessions for red line documents such as the Integrity and Self-discipline Standards for Staff (《員工廉潔自律管理標準》). During the integrity education month, we carried out various activities such as thematic learning and integrity knowledge competition to enhance employees' awareness of anti-corruption and integrity.



2.3.2 監察舉報

綠城中國已制定《監察管理標準》《監察工作標準》《停職檢查措施》等制度標準，構建了完整的監察體系。公司董事會下設ESG委員會負責對商業道德問題進行監督，我們將商業道德作為重要維度納入公司定期開展的各類審計工作中，通過主動巡查、專項監察等多元形式，嚴防各類商業道德風險。

2.3.2 Supervision and Reporting

Greentown China has formulated the Supervision Management Standards (《監察管理標準》), Supervision Work Standards (《監察工作標準》), Suspension Inspection Measures (《停職檢查措施》) and other system standards to build a complete supervision system. The ESG Committee under the Board of the Company is responsible for the supervision of business ethics issues. We take business ethics as an important aspect and include it in the Company's regular audit work. Through active inspections, special supervision and other multiple forms, we strictly prevent all kinds of business ethics risks.

二、品質經營 Quality Management

我們對貪污腐敗問題秉持零容忍的原則，已建立完善、多元的監察舉報渠道，並在所有對外簽訂的合同及招標文件中設置廉潔條款及監察舉報方式，在所有銷售案場、辦公區域及工地開放區域設置監察舉報方式公示牌。

2022年，在總部舉報渠道順暢運行的基礎上，多個分子公司逐步建立了獨立的廉潔舉報渠道。我們每半年開展各分子公司舉報台賬審查，不斷完善公司監察體系。

監察舉報渠道 Supervision and Reporting Channels

我們對所有主動巡查、專項監察及舉報調查都出具詳細的監察報告，並對被調查單位及個人限期整改情況進行跟蹤。針對逾期仍不執行的，我們予以通報，並視情節對相關人員給予口頭警告、書面警告、追責等處分。

我們在《責任追究管理辦法》及《廉政舉報獎勵制度》中明確了舉報人保護與獎勵制度。我們對舉報人的個人信息及舉報內容予以嚴格保密，並及時反饋調查結果。我們嚴格保護舉報人合法利益，對任何打擊報復行為給予嚴厲懲處。

We adhere to the principle of zero tolerance for corruption. We have established comprehensive and multiple supervision and reporting channels, and stipulated the terms of integrity and supervision and reporting methods in all external contracts and bidding documents, and set up the publicity boards of supervision and reporting methods in all sales sites, office areas and open areas of construction sites.

In 2022, on the basis of the smooth operation of the reporting channels of the headquarters, a number of branches and subsidiaries gradually established independent reporting channels for integrity. We review the reporting ledgers of each branch and subsidiary every six months, and continuously improve the Company's supervision system.

舉報地址：杭州市西湖區杭大路1號黃龍世紀廣場A座12樓
Reporting Address: 12/F, Block A, Huanglong Century Plaza,
No. 1 Hangda Road, Xihu District, Hangzhou

舉報電話：0571-87903911
Reporting Hotline: 0571-87903911

舉報郵箱：lcjianchabu@163.com
Reporting Email: lcjianchabu@163.com

We are responsible for all active inspections, special supervision and reporting investigations with detailed monitoring report issued, while following up the rectification of the investigated units and individuals within a time limit. For those who still fail to take action within the time limit, they will be publicly notified, then will be faced with other punishments depending on the circumstances, such as being given verbal warning, written warnings, and accountability penalties.

We have clarified the protection and reward system for whistleblowers in the Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) and the Anti-corruption Reporting and Reward System (《廉政舉報獎勵制度》). We keep the personal information of the whistleblower and the reported content strictly confidential, and provide timely feedback on the investigation results. We strictly protect the legitimate interests of whistleblowers and impose severe punishment on any retaliation.

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2.4 知識產權保護

綠城中國重視知識產權管理，尊重他人知識產權的同時，積極維護自身創新成果。我們在遵循《中華人民共和國專利法》及《中華人民共和國商標法》等國家法律法規的基礎上制定並推行《知識產權管理辦法》及《關於加強知識產權保護和使用規範》，從制度層面全流程規範集團申請、獲取、維護知識產權。

於報告期末，綠城中國持有註冊商標968個，取得專利授權757項，完成著作權(美術作品、彙編作品等)登記200件。我們已通過GB/T 29490-2013國家知識產權管理體系認證，並當選了浙江省知識產權協會副會長單位與杭州市商標協會會長單位，彰顯綠城中國在知識產權規範化管理方面的領先水平。

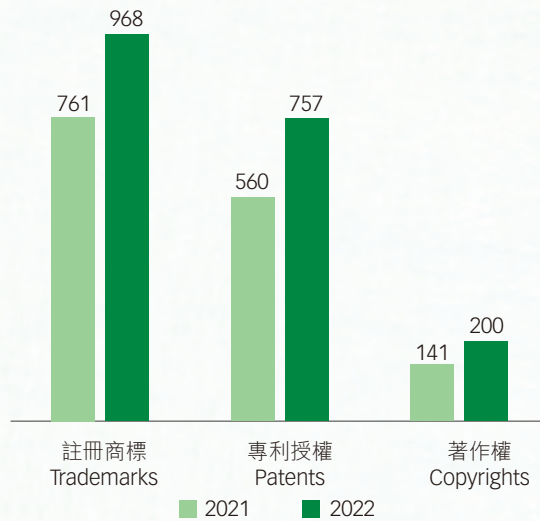
2.4 Intellectual Property Protection

Greentown China attaches great importance to intellectual property management, respect the intellectual property rights of others, and actively maintain our own innovation achievements. Based on the Patent Law of the People's Republic of China (《中華人民共和國專利法》), the Trademark Law of the People's Republic of China (《中華人民共和國商標法》) and other national laws and regulations, we have formulated and implemented Administrative Measures of Intellectual Property Management (《知識產權管理辦法》) and Regulations on Strengthening the Protection and Use of Intellectual Property (《關於加強知識產權保護和使用規範》) to standardise the application, acquisition, and maintenance of intellectual property rights of the Group from the institutional level.

As of the end of the Reporting Period, Greentown China has 968 registered trademarks, obtained 757 patents and completed the registration of 200 copyrights (such as art works, compilation works, etc.). We have passed the GB/T 29490-2013 National Intellectual Property Management System Certification and were elected as the vice-chairman unit of Zhejiang Intellectual Property Association (浙江省知識產權協會副會長單位) and the chairman unit of Hangzhou Trademark Association (杭州市商標協會會長單位), which demonstrated our leading level of standardised management of intellectual property.

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綠城中國2021-2022年度知識產權數量一覽
Overview of Greentown China's Intellectual Property Rights in 2021-2022



2022年，我們針對知識產權管理要求、品牌維權工作經驗、品牌知識產權庫的使用及知識產權貫標體系認證等相關內容，開展了4次面向全集團員工的知識產權類培訓，全面提升員工知識產權保護能力，保障公司知識產權管理工作的開展。

In 2022, we carried out four training sessions on intellectual property for all employees of the Group, focusing on intellectual property management requirements, brand protection work experience, use of brand intellectual property database, and intellectual property standard system certification, so as to comprehensively improve employees' intellectual property protection capabilities and ensure the development of the Company's intellectual property management.







品質生態

Quality Ecosystem

三、品質生態

Quality Ecosystem

3.1 綠色建築

綠城中國多年來致力於推動集團綠色建築發展，秉持「綠色」和「健康」的綠色建築長期發展戰略及理念，我們不斷提升綠建品質，持續探索並採用創新的綠色建造方式，依託綠建為社會和生態帶來可持續發展價值。

我們以權威綠建認證為建造標準，多個項目已獲得綠建認證。截至報告期末，本集團獲得綠色建築認證具體情況如下¹：

3.1 Green Building

Greentown China has been committed to promoting the development of green buildings of the Group over the years, taking “green” and “health” as its long-term development strategy and concept for green building. We continuously improve the quality of green buildings, continue to explore and adopt innovative green construction methods, and bring sustainable development value to the society and ecology through green buildings.

The authoritative green building certification is set as our construction standard, and many of our projects have obtained green building certifications. As of the end of the Reporting Period, the details of the green building certifications obtained by the Group are as follows:¹

綠色建築認證 Green Building Certification	單位 Unit	數量 Quantity
綠色三星建築 ² Green 3-star Building ²	個 units	17
綠色二星建築 ² Green 2-star Building ²	個 units	136
綠色一星建築 ² Green 1-star Building ²	個 units	65
LEED認證項目 ³ LEED ³	個 units	6
WELL認證項目 ⁴ WELL ⁴	個 units	2

¹ 綠色建築認證包括在建和已竣工的自投項目。

² 該認證為中國綠色建築設計標識。

³ LEED能源與環境設計先鋒評級(Leadership in Energy & Environmental Design)。

⁴ WELL建築認證計劃。

¹ The green building certification includes self-investment projects under construction and completed self-investment projects.

² This certification is a China Green Building Design Label.

³ LEED (Leadership in Energy & Environmental Design) rating.

⁴ WELL Building Certification Programme.

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3.1.1 綠色建築管理

為規範開展綠建工作，綠城中國在嚴格遵守國家法律法規及行業相關條例的基礎上，制定了相關內部制度，例如《綠色建築實施手冊》《綠色地產綠色健康建築設計技術導則》《綠城中國綠色健康住宅技術標準工作指引》《綠色建築配置標準》等。相關指引制度中明確了綠城中國在綠色建築建造環節中各方面的綠色考量要求及標準，對於塗料取用，我們要求無甲醛、無重金屬牆布等。我們以內部管理制度為工作指引，堅持規範化開展綠建管理工作，幫助實現高品質綠建成果。

綠城中國設有綠色建築承諾和目標，明確集團在綠建方面的發展和行動規劃。

3.1.1 Green Building Management

In order to standardize the implementation of the Group's green construction work, based on the applicable national laws and regulations and industry regulations, Greentown China has formulated relevant internal guidelines such as the Green Building Implementation Manual (《綠色建築實施手冊》), the Guidelines on Green Real Estate and Green and Healthy Building Design (《綠色地產綠色健康建築設計技術導則》), the Working Guidelines of Greentown China on Green and Healthy Residential Technology Standards (《綠城中國綠色健康住宅技術標準工作指引》), and Green Building Configuration Standards (《綠色建築配置標準》). The relevant guideline system clarifies Greentown China's green evaluation requirements and standards in all aspects of the green building construction process. As for the use of paint, non-polluting paint is required; as for the selection of wallpaper, formaldehyde-free and heavy metal-free wall cloth is required. Guided by our internal management system, we adhere to standardising green building management to facilitate the achievement of high-quality green building results.

Greentown China has green building commitments and targets, which expressively specifies the Group's developments and action plans in green building.

綠色建築承諾和目標

Green building commitments and targets



- 加強綠建管理能力，持續投入綠建技術及綠建築造，加大綠建產品比例，2023年後所有新獲項目均達到國家綠色建築標準；
Strengthening the management ability of green building, continuing to invest in green building technology and green building construction, increasing the proportion of green buildings and reaching the national green building standards for all new projects secured since 2023;
- 提升綠建全生命週期管理能力，不斷探索新型綠建技術，裝配式技術應用比例持續不低於65%。
Improving the full life cycle management capability of green buildings, constantly exploring new green building technologies. The proportion of prefabricated technology application continues to be no less than 65%.

3.1.2 綠色建築技術運用

我們謹記綠色建築承諾和目標，持續投入綠建技術及綠建築造。2022年，我們積極運用裝配式建築新技術、低能耗及近零能耗技術等綠建技術，推動建築綠色轉型，依託綠建來促進人與生態的和諧相處。

3.1.2 Application of Green Building Technology

We are mindful of our green building commitments and targets and continue to invest in green building technology and green building construction. In 2022, we actively applied green construction technologies such as prefabricated construction technologies, low energy consumption and near zero energy consumption technologies to promote the green transformation of buildings, and ride on green building to promote the harmonious coexistence of human and ecology.

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2022年，綠城中國在各類項目中大量運用裝配式建築，並率先採用多種新技術，在節材節能減碳方面產生了較好的效果。截至2022年年末，綠城中國在建項目應用裝配式建築技術佔比已超70%。

In 2022, Greentown China applied a large number of prefabricated buildings in various projects and took the lead in adopting a variety of new technologies, which have achieved better results in material conservation, energy conservation and carbon reduction. As of the end of 2022, more than 70% of the projects under construction of Greentown China applied the prefabricated technology.

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純鋼構低密項目

Low-Density Project With Pure Steel Structures

海南藍灣小鎮一觀雲居項目位於海南省陵水，本項目採用在低密度產品中應用較少的鋼結構，裝配率大幅超過屬地50%裝配率要求，累計減碳1,071噸。

Located in Lingshui, Hainan Province, the Hainan Blue Town-Guanyunju Project applies less steel structures in Low-Density products, and the prefabrication rate significantly exceeds the local requirement of 50%, with an accumulated carbon emissions reduction of 1,071 tonnes.



報告期內，我們將低能耗或近零能耗的環保理念融入建築中，充分利用可再生能源，全面降低建築能耗，促進建築的低碳轉型。

During the Reporting Period, we integrated the environmental protection concept of low energy consumption or near zero energy consumption into our buildings, made full use of renewable energy to comprehensively reducing the energy consumption and promoting the low-carbon transformation of buildings.

空氣源熱泵 Air-source Heat Pump

- 北京沁園作為超低能耗住宅，全部採用戶式空氣源熱泵系統為住宅提供夏季供冷及冬季供暖，未使用燃氣鍋爐等化石能源作為輔助熱源，大幅降低碳排放量及不可再生能源的使用。
Beijing Qinyuan is an ultra-low energy consuming residential project. All residential buildings are equipped with summer cooling and winter heating by using household air-source heat pump system, without the use of fossil energy such as gas boilers as auxiliary heatsource, greatly reducing the carbon emissions and the use of non-renewable energy.

地源熱泵 Ground Source Heat Pump

- 西安和廬採用中深層地熱能無干擾清潔供熱。該技術充分利用地下深處的熱能，且不破壞地下水資源。相較於傳統淺層地源熱泵，中深層地熱技術可節能30%以上，供暖效果穩定。
The Xi'an Helu project uses mid-deep geothermal heat as non-disruptive heat supply. This technology makes full use of deep underground thermal energy without damaging under ground water resources. Compared with traditional shallow ground source heat pump, the mid-deep geothermal technology can save more than 30% of energy with stable heat supply.

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綠城中國以綠色建築認證為建造標準，在建築中嵌入高水平的環保效益設備和技術，提升建築的綠色價值，通過產品升級推進低碳城市的發展。

Greentown China adopts green building certification as its construction standards, embeds high-level environmental-friendly equipment and technology in the building, enhances the green value of the building and promotes the development of low-carbon cities through product upgrading.



寧波鎮海北侖未來社區
Ningbo Zhenhai Beilun Future Community

寧波鎮海北侖未來社區商品房及公寓以綠色三星建築標準設計，安置房以綠色二星建築標準設計。該項目達到了71%的建築節能率，非傳統水源利用率92.64%，綠地率30%。

Ningbo Zhenhai Beilun Future Community's commodity housing and apartment are designed with Green 3-star Building standards, and the resettlement housing is designed with Green 2-star Building standards. The project achieved a building energy saving rate of 71%, a non-traditional water source utilisation rate of 92.64% and a green space rate of 30%.

節能降碳 Energy saving and carbon reduction	節約資源 Resource saving	綠化 Greenization
<ul style="list-style-type: none"> • 低能耗電器 Energy-efficient appliances • 提高圍護結構保溫性能，降低空調冷熱負荷需求 Improve the thermal insulation performance of the building envelope structure and reduce the demand for air conditioning cooling and heat generation • 光伏發電 Photovoltaic power 	<ul style="list-style-type: none"> • 裝配式建築，預製率均大於40% Prefabricated buildings with a precast rate of over 40% • 節水器具 Water-saving appliances • 雨水回用 Rainwater reuse • 微灌溉 Microirrigation 	<ul style="list-style-type: none"> • 採用喬木、灌木和草坪結合的複層綠化 Multi-layered landscaping by combining trees, shrubs and lawns • 設置屋頂綠化，垂直綠化 Green roofs and vertical greening



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綠城中國在支持綠建發展的同時，也在助力推行具有環保理念的建築產品。精裝修交付房是綠城中國的交付產品類別之一，其環保價值較高，建築垃圾可減少90%以上，相比毛坯房，水耗可節約19.34%，用電節約2.9%。2022年，綠城中國53.47%的自投交付項目為精裝修交付，處於行業高位。此外，綠城中國在精裝修項目上均使用符合標準的綠色材料，與傳統材料相比，配合建築產業化應用可節水60%、節省木材80%、節省其它材料20%、減少垃圾80%、減少能耗70%。

While supporting the development of green buildings, Greentown China also endeavours to promote the property products with eco-friendly ideas. As one of the delivery categories of Greentown China's properties, properties with refined decoration have a high environmental protection value, construction waste can be reduced by more than 90%, water consumption and electricity consumption can be reduced by 19.34% and 2.9%, respectively, compared with the bare shell properties. In 2022, 53.47% of the self-investment and delivery projects of Greentown China were with fine decoration, which is at a high level in the industry. In addition, Greentown China uses green materials that meet standards in its fine decoration projects. In combination with industrialised application, it can save 60% of water, 80% of wood and 20% of other materials, and reduce waste and energy consumption by 80% and 70%, respectively, compared with traditional materials.

3.1.3 綠色金融實踐

綠城中國自2021年8月簽訂了符合國際資本市場協會(ICMA)發佈的2021綠色債券原則(GBP)的綠色金融框架，並由獨立第三方評級機構Vigeo Eiris(現穆迪ESG)對框架提供綠色認證並出具第二意見書。根據此框架，綠城中國通過發行綠色債券，籌集資金以支持集團投資符合資格的綠色項目，涉及綠色建築、可持續水資源管理、可再生能源、清潔運輸以及氣候變化應對措施等。

2022年1月，公司成功發行首期4億美元備用信用證增信綠色債券，國際評級機構標準普爾授予本次美元債券「BBB-」信用評級。此次綠色債券募集資金分配情況如下：

3.1.3 Practising Green Financing

In August 2021, Greentown China the Green Financing Framework which is aligned with 2021 Green Bond Principles (GBP) issued by the International Capital Markets Association (ICMA), and Vigeo Eiris (now Moody's ESG), an independent third-party rating agency, has provided green certification for the framework and issued a second opinion. Under this framework, Greentown China raised funds through the issuance of green bonds to support the Group's investment in eligible green projects, which involve green buildings, sustainable water resources management, renewable energy, clean transportation and climate change countermeasures.

In January 2022, the Company successfully issued the first tranche of US \$400,000,000 standby letter of credit-enhanced green bonds. Standard & Poor's, an international rating agency, granted these USD bonds a credit rating of "BBB-". The allocation of proceeds from the issuance of green bonds is as follows:

類別 Category	項目名稱 Project name	綠色債券募集 資金分配 Allocation of proceeds from green bonds	資金分配佔比 Proportion of capital allocation
綠色建築 Green Building	杭州亞運村項目 Hangzhou Asian Games Village Project	2.12億美元 USD 212,000,000	53%
	衢州禮賢未來社區 Quzhou Lixian Future Community	1.26億美元 USD 126,000,000	32%
	北京沁園項目 Beijing Qinyuan Project	0.62億美元 USD 62,000,000	15%
	合計分配資金 Total funds allocated	4億美元 USD 400,000,000	100%

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此次項目的評估和選擇環節中，ESG工作小組作為ESG管治架構中的執行單位，負責定期審閱及甄選合格的項目，確保選定的項目符合綠色金融框架中所述的資金用途且符合適用於綠色債券原則項下的環境指引，並負責管理框架在未來的發展和更新，包括該框架的用途和範圍擴展等。本次三個合格綠色項目資金的分配及使用均滿足公司《綠色金融框架》要求、GBP2021下的環境指引以及綠城中國的ESG工作原則。

3.2 應對氣候變化

綠城中國高度重視氣候變化挑戰和風險，深知氣候變化對環境、社會及企業自身可持續發展的重要影響，支持環境的可持續發展。為此，本公司已制定《應對氣候變化政策》，列明本公司關於應對氣候變化的承諾，以及採用的舉措。

綠城中國已將氣候變化作為企業環境管理方面的重要課題，規範且系統化評判和管理氣候變化對企業產生的影響，我們認為有效應對氣候變化是決定我們實現環境可持續發展的關鍵。

3.2.1 氣候相關財務信息披露

綠城中國參考TCFD(Task Force on Climate-Related Financial Disclosures)的指引建議，從管治、策略、風險管理、指標和目標四個方面披露應對氣候變化工作的相關信息。

In the evaluation and selection process of this project, the ESG working group, as the executive unit of the ESG governance structure, is responsible for reviewing and selecting qualified projects on a regular basis, ensuring that the selected projects are in line with the use of funds stated in the Green Financing Framework and in line with the environmental guidelines applicable under the Green Bond Principles, and managing the development and update of the framework in the future, including the use and expansion of the framework. The allocation and use of funds for the three qualified green projects are in compliance with the requirements of the Green Financing Framework of the Company, the environmental guidelines under the GBP2021 and the ESG working principles of Greentown China.

3.2 Response to Climate Change

Greentown China attaches great importance to the challenges and risks of climate change, and is well aware of the important impact of climate change on the environment, society and the sustainable development of the Company, and supports the sustainable development of the environment. To this end, the Company has formulated the Policy on Response to Climate Change (《應對氣候變化政策》), which sets out the Company's commitments and measures to cope with climate change.

Greentown China has regarded climate change as an important topic in corporate environmental management, standardised and systematically evaluated and managed the impact of climate change on the Company. We believe that effective response to climate change is the key to determine our achievement of environmentally sustainable development.

3.2.1 Climate-related Financial Disclosures

With reference to the guidelines and recommendations of TCFD (Task Force on Climate-Related Financial Disclosures), Greentown China discloses relevant information on its work in response to climate change in four aspects, namely governance, strategy, risk management, metrics and targets.



- 管治**

綠城中國董事會負責對重大氣候變化風險進行最終判定，審閱並決定風險應對方案。對氣候變化相關的環境目標(例如能源使用目標、排放量目標)進行定期監督，審閱目標達成情況。ESG委員會負責識別氣候變化風險，與董事會和ESG工作小組保持定期溝通，全面監督氣候變化風險的應對工作執行情況。ESG工作小組負責應對氣候變化工作的執行，並支持ESG委員會向董事會的匯報工作。
- 策略**

根據TCFD指引建議，我們基於兩種典型溫室氣體濃度途徑(RCP2.6與RCP8.5)下的對比情境識別出將對本集團產生影響的轉型風險及實體風險參數。我們將技術風險—低排放技術要求、政策及法律風險—強化排放量報告義務及合規要求、市場風險—原材料成本上漲、市場風險—消費者對綠色產品的青睞、急性風險—颱風等五類風險列為綠城中國2022年重大氣候變化風險。針對風險特質，綠城中國制定了應對工作計劃以減緩氣候變化對企業的影響，同時增強企業韌性與風險應對能力。我們會動態更新重大氣候變化風險的識別及重要性排序，及時甄別和管控重大風險。
- Governance**

The Board of Greentown China is responsible for the final determination of material climate change risks, reviewing and determining risk response plans. Environmental targets related to climate change (e.g. energy use targets, emissions targets) will be monitored regularly and achievement of targets will be reviewed. The ESG Committee is responsible for identifying climate change risks, maintaining regular communication with the Board of Directors and the ESG working group, and comprehensively supervising the implementation of climate change risk response work. The ESG working group is responsible for the implementation of climate change work and supports the ESG Committee in reporting to the Board.
- Strategies**

Based on the recommendations of the TCFD Guidelines, we identified the parameters of transition risks and physical risks that will impact the Group based on the scenarios comparing two typical greenhouse gas concentration pathways (RCP2.6 and RCP8.5). We have listed five types of risks as material climate change risks of Greentown China in 2022, including technical risks – low-emission technology requirements, policy and law risks – strengthening emission reporting obligations and compliance requirements, market risks – rising raw material costs, market risks – consumers’ preference for green products, and acute risks – typhoons. Based on the characteristics of risks, Greentown China has formulated a response plan to mitigate the impact of climate change on the Company, and at the same time enhanced the resilience and risk response capabilities of the Company. We will dynamically update the identification and ranking of material climate change risks, and timely identify and control material risks.



風險類型 Risk type		風險參數 Risk parameters
轉型風險 Transition risks	政策與法律 Policy and Law	• 溫室氣體排放定價升高 Higher pricing of greenhouse gas emissions
		• 強化排放量報告義務及合規要求 Strengthen emission reporting obligations and compliance requirements
		• 產品監管要求及標準變化 Changes in product regulatory requirements and standards
	技術 Technology	• 低排放技術要求 Low emission technical requirements
	市場 Market	• 消費者對綠色產品的青睞 Consumers' preference for green products
		• 市場信號不確定 Uncertainty in market signals
聲譽 Reputation	• 原材料成本上漲 Increase in cost of raw materials	
	• 消費者對企業責任的重視 Consumers' emphasis on corporate responsibility	
實體風險 Physical risks	急性 Acute	• 利益相關方對負面反饋日益關切 Growing concern about negative feedback from stakeholders
	慢性 Chronic	• 颱風、洪水、極熱 Typhoon, flood, extreme heat
		• 降雨量變化和天氣模式極端波動、平均氣溫上升、海平面上升 Changes in rainfall and extreme fluctuations in weather patterns, rising average temperatures, rising sea levels

三、品質生態 Quality Ecosystem

政策與法律 Policy and Law

- 產品開發階段中將低碳、節能及綠色納入考量，評估項目是否具備應用可再生能源或其他超低能耗技術、低碳技術的條件；
Take low-carbon, energy-saving and green into account in the product development stage, and evaluate whether the project has the conditions for the application of renewable energies or other ultra-low energy consumption technologies and low-carbon technologies;
- 將減排要求納入供應商及合作商的選用標準，控制供應鏈的碳排放量並制定相應減排策略，推動綠色供應鏈榜單上的企業優先入圍；
Incorporate the emission reduction requirements into the selection standards of suppliers and partners, control the carbon emissions of the supply chain and formulate corresponding emission reduction strategies, and promote the enterprises on the green supply chain list to be shortlisted first;
- 追蹤並了解監管及投資機構對碳排放的披露標準，根據聯交所《環境、社會及管治報告指引》規範信息披露；
Track and understand the disclosure standards of regulatory and investment institutions on carbon emissions, and standardise information disclosure in accordance with the Environmental, Social, and Governance Reporting Guide of the Stock Exchange;
- 完善綠城中國現有數據收集體系和流程，制定具有挑戰性且合理的企業碳排放目標；
Improve the existing data collection system and process of Greentown China, and formulate challenging and reasonable corporate carbon emissions targets;
- 在產品中廣泛採取提升能效、減少排放的舉措，例如運用光伏、地熱等可再生能源、超低能耗構造等技術；
Widely adopt measures to improve energy efficiency and reduce emissions in products, such as the use of renewable energies including photovoltaic and geothermal energy, ultra-low energy consumption structure and other technologies;
- 持續更新和完善企業的產品標準和原材料採購標準，參考國家綠色建築標準，形成集團「綠色健康住宅產品技術標準體系」，規範設計管理和工程營造；
Continuously update and improve the product standards and raw material procurement standards of the Company, refer to the national green building standards, form the “Green and Healthy Residential Product Technical Standard System” of the Group, and standardise design management and engineering construction;
- 積極取得綠色建築評定，不斷提高綠色建築佔比；
Actively obtain green building evaluation and continuously raise the proportion of green buildings;
- 及時了解和遵守相關監管法律法規，並聯合供應鏈共同滿足產品及原材料的監管要求。
Timely understand and comply with relevant regulatory laws and regulations, and cooperate with the supply chain to jointly meet the regulatory requirements of products and raw materials.

技術 Technology

- 在「人與自然」的設計理念中將雙碳目標考量在內，尋求綠色環保與居住體驗兩者的平衡；
In the design concept of “Human and Nature”, take into account the double carbon goal to seek the balance between green environmental protection and living experience;
- 在設計前期評估項目運用可再生能源或低碳技術的可能性，根據評估結果展開針對性設計；
In the early stage of design, evaluate the possibility of adopting renewable energy or low-carbon technology, and carry out targeted design according to the evaluation results;
- 持續將節能減排理念納入產品設計及研發的過程中；
Continue to incorporate the concept of energy conservation and emission reduction into the process of product design and research and development;
- 制定符合企業現狀的節能減排目標並定期監控完成情況；
Formulate energy conservation and emission reduction targets in line with the current situation of the Company and regularly monitor the completion;
- 整合供應鏈資源尋找低排放產品的原材料及供應商，控制上游成本增加的風險；
Integrate supply chain resources, seek raw materials and suppliers with low emission products, and control the risk of increased upstream costs;
- 及時了解政府和資本市場對低碳技術的激勵政策，相應地抵消新產品開發成本；
Timely understand the incentive policies of the government and capital market for low-carbon technology, and offset the cost of new product development accordingly;
- 通過評估項目使用低排放技術的可行性，減少投資失敗及效果不穩定等風險。
Evaluate the feasibility of using low emission technology in the project to reduce the risks of investment failure and unstable effect.

三、 品質生態 Quality Ecosystem

市場 Market

- 探索綠色產品及低碳產品的開發與上市，滿足消費者需求；
Explore the development and launch of green products and low-carbon products to cater for the needs of consumers;
- 持續公開披露產品的綠色及低碳屬性，形成良好的市場印象；
Continue to publicly disclose the green and low-carbon attributes of products to establish a good impression for the market;
- 調整對綠色產品的轉型進度，從而最大程度減少市場風險；
Adjust the transformation progress of green products to minimise market risks to the greatest extent;
- 持續關注政府對綠色產品的扶持項目，以抵消成本增加的風險；
Continue to follow the government's support projects for green products to offset the risk of increased costs;
- 及時了解和遵守相關監管法律法規；
Timely understand and comply with relevant regulatory laws and regulations;
- 在產品開發及項目管理的過程中將低碳納入考量；
Take low-carbon into account in the process of product development and project management;
- 持續更新和完善企業的產品標準和原材料採購標準；
Continuously update and improve the enterprise's product standards and raw material procurement standards;
- 通過供應鏈交流與資源整合建立戰略合作關係，降低採購風險；
Establish strategic cooperation relationships through supply chain communication and resource integration to reduce procurement risk;
- 評估材料價格敏感度並制定採購應急預案；
Evaluate the price sensitivity of materials and formulate procurement emergency plan;
- 全面分析綠色產品原材料的價格差異與趨勢，降低成本增加的風險。
Comprehensively analyse the price difference and trend of raw materials for green products to reduce the risk of cost increase.

聲譽 Reputation

- 持續完善可持續發展及氣候變化相關披露，優化企業社會責任的對外傳播渠道，例如，在官方微信號上開通「綠境未來」專欄，重點向消費者宣傳ESG相關內容，包括公益活動、綠色建築成果等；
Continuously improve the disclosure related to sustainable development and climate change, and optimise the external communication channels of corporate social responsibility, such as focusing on publishing ESG-related contents to consumers through the column "The Future of Green Environment" on the official WeChat, including public welfare activities and green building achievements;
- 將節能環保作為產品的重要品質屬性，開展相關方面的研發設計和落地推廣，並加大此方面的價值解讀和宣傳力度；
Take energy conservation and environmental protection as an important quality attribute of products, carry out relevant research and development, design and implementation promotion, and strengthen the value interpretation and publicity.
- 加強關注可持續發展及氣候變化相關披露要求以確保合規；
Put more focus on disclosure requirements related to sustainable development and climate change to ensure compliance;
- 將降低環境影響和氣候變化風險納入企業戰略和措施制定的考量；
Incorporate the reduction of environmental impact and climate change risk into the formulation of enterprise strategies and measures;
- 持續關注並參與市場認可度高或適用性強的國際和國內綠色認證和倡議，提升行業競爭力；
Continue to follow and participate in international and domestic green certification and initiatives with high market recognition or strong applicability to improve the competitiveness in the industry;
- 持續關注並提升資本市場評級結果。
Continue to follow and improve the capital market rating results.

急性 Acute risk

- 推行應對極端降水的遮蔽保護設施，例如風雨連廊、加長型出入口雨棚等，保護基礎設施和業主安全；
Implement shelter and protection facilities to deal with extreme precipitation, such as the rainy corridor, extended entrance and exit canopy, so as to protect infrastructure and the safety of home-owners;
- 通過合理的室內外地坪高差、加強型排水暗溝等工程做法使建築具有防洪功能；
By setting the difference between indoor and outdoor floor heights and strengthening the drainage trench and other engineering practices to equip the building with flood control function;
- 全面評估項目受極端氣候事件影響的潛在風險，制定極端天氣(強颱風、暴雨洪澇、冰凍雨雪等)應急預案，發佈應對極端天氣的工作通知，做好應急準備；
Comprehensively assess the potential risks of the projects affected by extreme weather events, formulate emergency plans for extreme weather (strong typhoon, rainstorm and flood, ice, rain and snow, etc.), issue work notices to deal with extreme weather, and make emergency preparations;
- 緊密關注高溫天氣預警，制定防暑工作預案，落實防暑舉措，合理調整作業時間，發放降溫物品藥品等；
Pay close attention to the warning of high temperature, formulate heatstroke prevention plan, implement heatstroke prevention measures, reasonably adjust operation time, and distribute cooling goods and drugs;
- 規劃安全庫存，與供應商保持溝通，提前制定面臨供應鏈中斷風險的應對計劃。
Project the safety stock, keep communication with suppliers, and prepare the response plan for the risk of supply chain interruption in advance.

慢性 Chronic risk

- 通過查閱區域的水文地質資料及勘察實測水位資料，並將相關風險納入產品設計參數的考量，減少極端降雨及洪澇相關風險，例如風雨歸家長廊、加長型出入口雨棚、合理的室內外地坪高差、加強型排水暗溝等；
By consulting the regional hydrogeological data and the measured water level data, and considering the relevant risks into the product design parameters, reduce the risks related to extreme rainfall and flood, such as the rain corridor, the extended entrance and exit canopy, the reasonable indoor and outdoor floor height difference and the reinforced drainage ditch;
- 制定極端天氣(強颱風、暴雨洪澇、冰凍雨雪等)應急預案，發佈應對極端天氣的工作通知，做好應急準備，保障員工安全；
Formulate emergency plans for extreme weather (strong typhoon, rainstorm and flood, ice, rain and snow, etc.), issue work notices to deal with extreme weather, make emergency preparations and ensure the safety of employees;
- 完善運營管理流程並確保提供必要的備用系統，例如備用電力系統等；
Improve the operation management process and ensure the provision of necessary back-up systems, such as back-up power system;
- 持續關注運營所在地的氣候變化趨勢引發的慢性風險及未來地區規劃，並將其納入項目開發的考量；
Continue to follow the chronic risks caused by the climate change trend where the operation is located and future regional planning, and take them into account in properties development;
- 將供應商對氣候變化相關風險的應對和管理能力納入准入標準，以提升供應鏈抵禦氣候變化風險的能力。
Include the suppliers' ability to respond to and manage climate change-related risks in the access criteria to improve the ability of the supply chain to resist climate change risks.

在判定氣候變化風險的同時，綠城中國也開展了氣候變化機遇的探尋工作。我們識別出以下氣候變化帶來的相關機遇。

While determining the risks of climate change, Greentown China also explored opportunities for climate change. We have identified the following opportunities arising from climate change.

三、 品質生態
Quality Ecosystem

資源效率 Resource Efficiency	能源來源 Energy Source	產品和服務 Product and Service
<ul style="list-style-type: none"> 採用資源循環設計和技術，如雨水回收利用系統，將雨水用於綠化澆灑、道路沖洗、車庫沖洗等，提高水資源使用效率。 Use resource recycling design and technology, such as rainwater recycling system, to use rainwater for irrigating, road washing, garage washing, etc., to improve the utilisation efficiency of water resources. 	<ul style="list-style-type: none"> 充分利用可再生能源，例如太陽能、地源熱泵、空氣源熱泵技術，賦能建築綠色轉型，實現低碳環境效益。 Make full use of renewable energy, such as the technology of solar energy, ground source heat pump and air source heat pump, to empower the buildings towards green transformation and achieve low-carbon environmental benefits. 	<ul style="list-style-type: none"> 創新綠色建築建造方式和技術，如自創的鋼-混凝土結構的装配式建築方法，提高綠色建築建造效率和品質，為客戶帶來創新綠色產品。 Innovate construction methods and technologies for green buildings, such as the prefabricated construction method of the self-innovated steel-concrete structure, to improve the efficiency and quality of green construction, and bring new green products to customers.

- 風險管理**
 Greentown China 嚴謹執行風險管理工作，通過嚴密的風險判定流程，設計風險管理工作規劃，保證應對舉措的可行性和有效性。

- Risk Management**
 Greentown China strictly implements the risk management work, and designs the risk management work plan through a prudent risk identification process to ensure the feasibility and effectiveness of countermeasures.

篩選風險點 Risk identification	<ul style="list-style-type: none"> 由內部相關人員和外部專家合作，結合企業內部現狀和外部環境，共同篩選出房地產行業相關的氣候變化風險點； Through cooperation between internal staff and external experts, consider the internal and external environment to jointly identify climate change risks specific to the real estate industry;
分析風險影響 Analyse the impact of risks	<ul style="list-style-type: none"> 針對篩選出的風險點，評估其對業務的影響範圍和影響性質，評估維度包括定性和定量； Evaluate the extent and nature of the impact of identified risks on the business, including qualitative and quantitative factors;
判定重大性 Determination of materiality	<ul style="list-style-type: none"> 根據風險影響結論，以風險發生的可能性和重要性兩個考量因素對風險重大性進行排序； Based on the conclusion of risk impact, rank the materiality of the risks by two factors, namely the possibility of occurrence and the importance of the risk;
規劃風險應對工作 Planning of risk response	<ul style="list-style-type: none"> 對識別出的風險提出可行且有效的應對方案，針對重大氣候風險，緊密監督風險應對工作的進程和效果。 Propose feasible and effective solutions to address the identified risks, and closely monitor the progress and effectiveness of work performed to address the material climate risks.

三、品質生態 Quality Ecosystem

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• 指標和目標

本集團定期維護能源消耗及溫室氣體排放數據，周期性對比數據發展趨勢，分析趨勢原因，必要時及時調整環境管理工作計劃。同時，我們制定了能源消耗和溫室氣體排放目標，以此作為環境管理工作的努力方向。能源消耗及溫室氣體排放指標和目標請參看3.3.1能源管理和3.2.3溫室氣體排放管理章節。

• Metrics and Targets

The Group regularly maintains energy consumption and greenhouse gas emissions data, periodically compares data trends, analyses the reasons behind the trends, and adjusts the environmental management work plan in a timely manner when necessary. At the same time, we have set energy consumption and greenhouse gas emission targets to serve as the direction of our environmental management efforts. Please refer to the sections 3.3.1 Energy Management and 3.2.3 Greenhouse Gas Emissions Management for energy consumption and greenhouse gas emissions metrics and targets.

3.2.2 應對氣候變化風險實踐

綠城中國將應對氣候變化風險管理實踐與業務深入融合，我們結合地域特徵，通過前置性的系統性設計，規避氣候風險，提高建築在氣候變化環境下的適應力。

3.2.2 Practices in Response to Climate Change Risks

Greentown China deeply integrates the management practices in response to climate change risks with its business. By combining geographical characteristics and through front-end systematic design, we avoid climate risks to improve the adaptability of buildings under climate change.

颱風 Typhoon

針對颱風地區，我們會考慮相應風壓值對結構體系及門窗幕牆等結構安全的影響。
For windy areas, we would consider the impact of wind pressure value on the security of building structure as well as doors, windows.

降雨 Rainfall

我們在154個項目中採用了「海綿城市」疏解瞬時雨水流量，緩解城市積水，採用滲、滯、蓄、淨、用、排等措施，將70%的降雨就地消納和利用。
In 154 projects, 70% of the rainfall was absorbed and utilised from nearby areas by adopting the measures of "sponge city" to divert rainwater and remove stagnant water, as well as by way of permeating, collecting, saving, purifying, using and discharging the water.

霧霾 Smog

根據不同城市的霧霾氣候統計及影響程度，採取相應的新風淨化措施。
Based on the smog data and degree of impact in different cities, new measures are taken to purify the air.

3.2.3 溫室氣體排放管理

溫室氣體排放是影響氣候變化的關鍵變量因素，我們高度重視企業對溫室氣體排放的管理工作能力和成果，以目標為行動導向，落地一系列管理舉措。我們嚴格遵守相關法律法規，包括《中華人民共和國環境保護法》《中華人民共和國環境影響評價法》《國務院關於落實科學發展觀加強環境保護的決定》等，同時制定並發佈了《關於規範公司管理的通知》《關於加強辦公區域管理的通知》等一系列低碳管理的內部政策條例以規範溫室氣體管理工作的開展。

3.2.3 Greenhouse Gas Emission Management

Greenhouse gas emission is a key variable factor affecting climate change. We attach great importance to our ability and results in the management of greenhouse gas emission, and implement a series of management measures guided by our goals. We strictly abide by relevant laws and regulations, including the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), the Law of the People's Republic of China on Environmental Impact Assessment (《中華人民共和國環境影響評價法》), and the Decisions of the State Council on Implementing the Scientific Outlook on Development and Strengthening Environmental Protection (《國務院關於落實科學發展觀加強環境保護的決定》). At the same time, we have formulated and issued a series of internal policies and regulations on low-carbon management, such as the Notice on the Standardised Management of the Company (《關於規範公司管理的通知》) and the Notice on Strengthening the Management of Office Area (《關於加強辦公區域管理的通知》), to standardise the work of greenhouse gas management.

排放量目標

Emission Targets



- 我們積極響應國家碳達峰碳中和目標，通過各類碳減排舉措降低自身和產業鏈的碳排量，以2022年為基準年，制定到2025年溫室氣體排放密度降低5%的目標；
We actively respond to the national targets of carbon peaking and carbon neutrality, and reduce the carbon emissions from our Company as well as from the industrial chain through various carbon emission reduction measures. Taking 2022 as the base year, we set a goal of reducing greenhouse gas emission density by 5% by 2025;
- 建立科學、完善的碳排放歷史數據管理及分析工作，增強碳排量數據管理能力；
Establish scientific and sound historical data management and analysis of carbon emissions to enhance the ability of carbon emission data management;
- 在自身運營碳排放管理上，加大對低碳技術的應用，擴大低碳理念的產品設計佔比。
Increase the use of low-carbon technology in its own operation of carbon emission management, and increase the proportion of production design with low-carbon concept.

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綠城中國的自有公務車輛是產生能源耗用和溫室氣體排放的源頭之一，報告期內，我們進一步優化公務車及駕駛員配置標準，通過統一調配、評估處置、以租代購等方式，減少約40%自有公務車輛，在降低汽油消耗的同時減少溫室氣體排放和空氣污染物排放。我們提倡員工綠色通勤，對接各大新能源汽車生產和銷售商，在辦公OA系統不定期發佈優惠購車信息，鼓勵員工使用新能源汽車。報告期內，我們的溫室氣體排放情況如下⁵：

Greentown China's self-owned official vehicles are one of the sources of energy consumption and greenhouse gas emissions. During the Reporting Period, we further optimised the configuration standards of official vehicles and drivers and reduced approximately 40% of our own official vehicles through centralised allocation, evaluation and disposal as well as lease instead of purchase, resulting in the reduction of greenhouse gas emissions and air pollutant emissions while lowering gasoline consumption. We advocate green commuting for employees, connect with major new energy vehicle manufacturers and sellers, and publish information on special offers for car purchases in the office OA system from time to time to encourage employees to use new energy vehicles. During the Reporting Period, our greenhouse gas emissions are as follows:⁵

指標名稱 Name of Indicators	單位 Unit	2022年 2022
溫室氣體排放(範圍一) ⁶ GHG Emission (Scope 1) ⁶	噸二氧化碳當量 Tonnes CO ₂ equivalent	733.01
溫室氣體排放(範圍二) ⁷ GHG Emission (Scope 2) ⁷	噸二氧化碳當量 Tonnes CO ₂ equivalent	24,090.13
溫室氣體總排放量 Total GHG Emission	噸二氧化碳當量 Tonnes CO ₂ equivalent	24,823.14
溫室氣體排放密度 Density of GHG Emission	噸二氧化碳當量/平方米建築面積 Tonnes CO ₂ equivalent/sqm GFA	0.22

⁵ 溫室氣體排放量參照《工業其他行業企業溫室氣體排放核算方法與報告指南(試行)》進行計算。

⁵ Greenhouse gas emissions is calculated with reference to the Guidelines for Calculation Methods and Reporting of Greenhouse Gas Emissions from (Industrial and Other Industries Enterprises (Trial) (《工業其他行業企業溫室氣體排放核算方法與報告指南(試行)》)).

⁶ 溫室氣體排放(範圍一)主要為汽車使用的汽油柴油以及食堂使用的天然氣燃燒產生的溫室氣體排放。

⁶ The main source of greenhouse gas emission (scope 1) is the greenhouse gas emissions generated by gasoline and diesel from vehicles and natural gas from canteens.

⁷ 溫室氣體排放(範圍二)主要為外購電力產生的溫室氣體排放。

⁷ The main source of greenhouse gas emission (scope 2) is the greenhouse gas emissions generated by purchased electricity.

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報告期內，我們的空氣污染物⁸排放情況如下：

During the Reporting Period, our air pollutant emissions⁸ were as follows:

指標名稱 Name of Indicators	單位 Unit	2022年 2022
汽車空氣污染物排放—NO _x 排放量 Air pollutant emission from vehicles – NO _x emission	千克 kg	273.53
汽車空氣污染物排放—SO _x 排放量 Air pollutant emission from vehicles – SO _x emission	千克 kg	23.78
汽車空氣污染物排放—CO排放量 Air pollutant emission from vehicles – CO emission	千克 kg	2,649.79
汽車空氣污染物排放—HC排放量 Air pollutant emission from vehicles – HC emission	千克 kg	382.31

3.3 資源使用

我們密切關注企業運營中消耗的各類資源，根據相關的環境管理目標，設定並落實可行性和環境效益較高的管理舉措。

3.3 Use of Resources

We pay close attention to all kinds of resources consumed in the operation, and set and implement management measures with higher feasibility and environmental benefits in accordance with relevant environmental management objectives.

3.3.1 能源管理

節約能耗並提高能源使用效率是我們在能源管理方面的行動目標和工作重點，我們通過識別出涉及能耗的運營環節，設計並執行針對性的管理方案。

3.3.1 Energy Management

Saving energy and improving energy efficiency are our goals and priorities in energy management. We design and implement targeted management solutions by identifying the operation segments related to energy consumption.

⁸ 計算方法參照中華人民共和國生態環境部發佈的《道路機動車大氣污染物排放列表編製技術指南(試行)》

⁸ The calculation method refers to the Technical Guide for Air Pollutant Emission Inventory for On-road Vehicles (Trial Implementation) issued by the Ministry of Ecology and Environment of the People's Republic of China.

能源使用效益目標

Energy use efficiency targets



- 加強能耗管理，提升能源使用效率，致力於持續降低能耗強度，以2022年為基準年，制定到2025年綜合能源消耗密度降低5%的目標；
Strengthen energy consumption management, improve energy efficiency, and strive to continuously reduce energy consumption intensity. Taking 2022 as the base year, we set a goal of reducing comprehensive energy consumption density by 5% by 2025;
- 在自身運營方面，積極採用能耗較低電器，倡導綠色辦公；同時持續探索低能耗產品設計。
In terms of our own operation, we actively adopt low-energy electric appliances and advocate the promotion of green office; At the same time, we continue to explore low-energy consumption product design.

在辦公環節，我們推出了一系列綠色辦公倡導；在施工建造環節，我們採買並使用節能器具；在物業管理方面，我們在維持常態化能耗管理的同時，主動開展節能項目改造。

In the office, we have launched a series of green office initiatives. In the construction process, we purchase and use energy-saving appliances. In terms of property management, while maintaining normal energy consumption management, we actively carry out energy-saving project transformation.

辦公 Office

- 充分利用晴天自然光線，減少白天照明燈使用，避免關閉窗簾開燈情況的出現；
Make full use of natural light in sunny days to reduce the use of daytime lighting and avoid the situation of drawing curtains and turning on lights at the same time;
- 員工下班前需檢查所有電源處於關閉狀態；
Employees are required to check that all power is turned off before leaving office;
- 定期清潔燈泡、空調等電器設備，確保其有效運作；
Regularly clean electrical appliances such as lamp bulbs and air conditioners to ensure their effective operation;
- 確保高效率使用空調，辦公室無人時應及時關閉空調。
Ensure efficient use of air conditioning, and turn off air conditioners in time when no one is in office.

施工建造 Construction

- 在部分項目的建設全周期過程中，我們在樓內，樓梯間、地下室等區域照明均使用節能燈帶，通過時控開關進行控制；
During the whole construction cycle of some projects, we use energy-saving lamps for lighting in areas such as stairs and basements, which are controlled by time control switches;
- 在項目部辦公區及生活區，我們均使用節能燈具，並在道路及場區設置太陽能燈。
In the office area and living area of the project, we use energy-saving lamps and set up solar lamps on roads and sites.

物業管理 Property Management

- 我們主動與第三方開展酒店節能改造項目，改造重點包括替換老舊設備設施，引入節能技術等。全期項目完成後，將實現全年能耗降幅20%以上。2022年，已有4家酒店完成節能改造協議簽訂並啟動改造。
We actively carry out energy-saving renovation projects in hotels with third parties, including replacing old equipment and facilities and introducing energy-saving technologies, etc. After the completion of a full phase of project, the annual energy consumption will be reduced by more than 20%. In 2022, four hotels signed energysaving renovation agreements and started the renovation.

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報告期內，本集團具體能源使用情況如下： During the Reporting Period, the specific energy consumption of the Group is as follows:

指標名稱 Name of Indicators	單位 Unit	2022年 2022
電力消耗總量 Total electricity consumption	千瓦時 kWh	39,984,738.48
汽油消耗總量 Total gasoline consumption	公升 Litre	173,321.17
柴油消耗總量 Total diesel consumption	公升 Litre	51,382.00
液化石油氣消耗總量 Total LPG Consumption	噸 Tonnes	71.07
天然氣消耗總量 Total natural gas consumption	立方米 Cubic meters	2,317.72
直接能源消耗總量 ⁹ Total direct energy consumption ⁹	噸標準煤 Tonnes of standard coal	370.03
間接能源消耗總量 ⁹ Total indirect energy consumption ⁹	噸標準煤 Tonnes of standard coal	4,914.12
綜合能源消耗總量⁹ Total comprehensive energy consumption⁹	噸標準煤 Tonnes of standard coal	5,284.15
綜合能源消耗密度 Comprehensive energy consumption density	噸標準煤/平方米建築面積 Tonnes of standard coal/sqm GFA	0.047

3.3.2 水資源管理

我們善用水資源，致力於提升用水效率，減少不必要的水資源耗用。綠城中國制定了用水效益目標，圍繞目標執行水資源管理工作。

3.3.2 Water Resource Management

We make good use of water resources to improve water efficiency and reduce unnecessary water consumption. Greentown China has set water efficiency targets and implemented water resource management in light of the targets.

用水效益目標

Water efficiency targets



- 逐步加大節水工藝及技術的投入，提高用水效益，降低水耗強度，以2022年為基準年，制定到2025年總耗水密度降低5%的目標；
Gradually increase investment in water saving process and technology to improve water efficiency and reduce water consumption intensity. Taking 2022 as the base year, we set a goal of reducing water consumption density by 5% by 2025;
- 在自身運營方面，積極探索引用節水型設施及水處理技術，在產品設計方面，提高節水設計產品的佔比。
In terms of our own operation, we actively explore the application of water-saving equipment and water treatment technology, and increase the proportion of water-saving construction products in terms of product design.

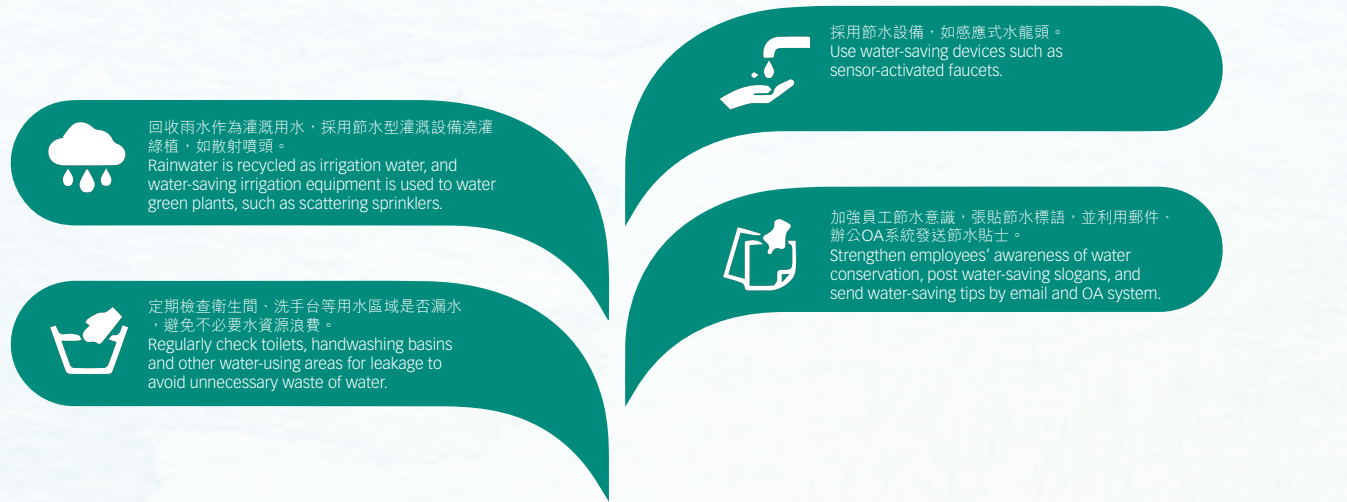
⁹ 能源消耗量參考《GB/T 2589-2020 綜合能耗計算通則》
進行標準煤折算。

The energy consumption is calculated with reference to the GB/T 2589-2020 General Principles of Comprehensive Energy Consumption Calculation for standard coal conversion.

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在辦公環節，我們落實了多個善用水資源行動。

In the office, we have implemented a number of water conservation initiatives.



在建築設計環節，我們也嵌入了多個水資源使用友好的設計考量，例如「海綿城市」設計理念，智能化用水設備等。

In the architectural design process, we have also embedded a number of water-friendly design considerations, such as the design concept of "sponge city" and intelligent water consumption equipment, etc.

雨水回用 Rainwater reuse

- 運用「海綿城市」的雨洪管理概念體系，將雨水回收並再利用至園區，如水景用水、綠化灌溉、地下車庫沖洗和道路沖洗等；
Using the storm-water management concept of "sponge city", rainwater is recycled and reused in the garden area, such as waterscape water, green irrigation, underground garage washing and road washing;
- 充分利用屋頂空間位置，進行屋面雨水收集。
Making full use of the roof space to collect rainwater.

用水智能化 Intelligent water consumption

- 在園區澆灌地段加裝土壤濕度感應裝置、小型氣象站等智能化設備，實現定時、遠程、氣象情況自動調節功能，合理控制澆灌用水量。
In the watering areas of the garden, we install intelligent equipment such as soil moisture sensing devices and small-scale weather stations to realise the functions of timing, remote and automatic adjustment of meteorological conditions, and reasonably control the water consumption for irrigation.

指標名稱 Name of Indicators	單位 Unit	2022年 2022
總耗水量 Total water consumption	噸 Tonnes	210,102.09
總耗水密度 Total water consumption density	噸/平方米建築面積 Tonnes/sqm GFA	1.86
總節水量 Total water saving	噸 Tonnes	4,140.00
廢水排放總量 Total wastewater discharge	噸 Tonnes	168,081.67

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3.4 廢棄物管理

我們在合規處置廢棄物的同時，持續探索降低廢棄物產生，提高廢棄物循環利用的方法，以減輕對環境產生的負擔，努力實現減廢目標。

3.4 Waste Management

While disposing waste in compliance with the applicable regulations, we continue to explore ways to reduce waste generation and improve waste recycling to reduce the burden on the environment and strive to achieve the goal of waste reduction.

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減廢目標

Waste reduction targets



- 加大各類減廢舉措力度，持續降低廢棄物排放密度；
Increase efforts in various waste reduction measures to continuously reduce waste emission density;
- 在自身運營方面持續探索並積極執行減廢舉措，同時加強對承建商廢棄物的管理力度。
Continue to explore and actively implement waste reduction measures in our own operations, and strengthen the management of contractors' waste.

3.4.1 無害廢棄物管理

我們產生的無害廢棄物主要集中在辦公環節，部分無害廢棄物來自建造施工環節。針對不同環節的工作性質，我們執行了針對性的減廢規劃。

3.4.1 Non-hazardous Waste Management

The non-hazardous wastes generated by us are mainly from the office, and some of the non-hazardous wastes are from the construction process. Based on the nature of work in different aspects, we have implemented targeted waste reduction plans.



辦公環節 Office aspect

- 強調無紙化辦公，文件雙面列印，減少不必要的紙張浪費
Emphasize paperless office and double-sided printing of documents to reduce unnecessary paper waste
- 鼓勵員工自帶水杯、午餐盒等可循環使用物品
Encourage employees to bring their own mugs, lunch boxes and other recyclable items
- 採購環保可再生辦公用品
Sourcing environmentally friendly and renewable office supplies
- 提倡「光盤行動」，提醒員工按需取用，減少食物浪費
Promote "clean your plate" campaign to remind employees to get food on demand and reduce food waste
- 回收廢舊紙、廢紙箱，最大化利用資源
Recycle waste paper and waste cartons to maximise the use of resources



建造施工環節 Construction process aspect

- 小型構件加工：項目通過設置小型構件加工車間內設備，對可利用廢料進行粉碎及攪拌，二次利用，澆築成為砌體預製塊、預製過樑等預製構件，減少材料浪費和垃圾產生。代表項目：西安全運村芳華苑
Small component processing: reduce material waste and garbage generation by setting up equipment in the small component processing workshop to crush and mix the available waste, reuse and pour it into precast masonry blocks, precast beams and other prefabricated components. Representative project: Xi'an National Games Village Fanghuayuan
- 全矽外牆：全矽外牆施工工藝可使鋁模一次結構成型，減少外牆砌體施工、外牆抹灰施工，減量建築垃圾。代表項目：武漢桂語朝陽
All-concrete exterior wall: all-concrete exterior wall construction process can make the aluminum mold form the structure at one time, reduce the masonry construction and plastering construction of external wall, and reduce construction waste. Representative project: Wuhan Guiyu Chaoyang

三、品質生態 Quality Ecosystem

報告期內，我們的無害廢棄物產生量情況如下：

During the Reporting Period, our non-hazardous waste generation was as follows:

指標名稱 Name of Indicators	單位 Unit	2022年 2022
紙張回收量 Paper recycling	噸 Tonnes	5.86
金屬回收量 Metal recycling	噸 Tonnes	0.21
塑料回收量 Plastic recycling	噸 Tonnes	0.88
玻璃回收量 Glass recycling	噸 Tonnes	0.05
無害廢棄物回收總量 Total non-hazardous waste recycling	噸 Tonnes	7.00
紙張使用量 Paper consumption	噸 Tonnes	65.08
金屬使用量 Metal consumption	噸 Tonnes	2.74
塑料使用量 Plastic consumption	噸 Tonnes	3.32
玻璃使用量 Glass consumption	噸 Tonnes	3.59
廚餘垃圾 Kitchen waste	噸 Tonnes	659.45
建築垃圾 Construction waste	噸 Tonnes	172.05
無害廢棄物產生總量 Total non-hazardous waste generation	噸 Tonnes	906.23
無害廢棄物產生密度 Density of non-hazardous waste generation	噸/平方米建築面積 Tonnes/sqm GFA	0.008

3.4.2 有害廢棄物管理

有害廢棄物產生源頭包括綠城中國辦公環節產生的電池、螢光燈管等。

3.4.2 Hazardous Waste Management

The sources of hazardous wastes include batteries and fluorescent tubes generated in the offices of Greentown China.

三、 品質生態 Quality Ecosystem

針對辦公環節產生的有害廢棄物，我們開展的舉措如下：

- 採用可充電循環使用電池代替一次性電池，減少電池廢棄量
Using rechargeable and recyclable batteries instead of disposable batteries to reduce battery waste

- 專人回收處理廢棄螢光燈管
Recycling waste fluorescent tubes by dedicated person

- 硒鼓至少二次加粉使用，並由專人回收處理
Using toner cartridges at least twice with powder and recycling by dedicated person

For hazardous wastes generated in the workplace, we have taken the following measures:

報告期內，我們的有害廢棄物產生量情況如下：

During the Reporting Period, our hazardous waste generation was as follows:

指標名稱 Name of Indicators	單位 Unit	2022年 2022
螢光燈管產生量 Fluorescent tube generation	噸 Tonnes	0.55
廢電池產生量 Waste battery generation	噸 Tonnes	1.05
墨盒產生量 Ink cartridge generation	噸 Tonnes	1.32
設備維護廢液產生量 Waste liquid generation from equipment maintenance	噸 Tonnes	0.03
有害廢棄物產生總量 Total hazardous waste generation	噸 Tonnes	2.95
有害廢棄物產生密度 Density of hazardous waste generation	噸/平方米建築面積 Tonnes/sqm GFA	0.000026

於本報告期內，並無因遵守適用的空氣及溫室氣體排放、向水及土地排放，以及產生有害及無害廢棄物有關的法律及法規，而對本集團的整體運營產生重大影響。

During the Reporting Period, there was no compliance with the applicable laws and regulations in relation to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste which has significant impact on the Group's operations on the whole.





品質職場

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綠城中國秉承「以人為本」的人才理念。我們以創造高質量、可持續的職場環境為出發點，保障員工各項權益，開通多種招聘渠道，不斷優化薪酬福利制度，完善人才架構，保護員工身心健康與安全，助力業務發展與「戰略2025」落地。

4.1 權益保障

綠城中國以「戰略2025」為指引，持續深化員工招聘工作，不斷完善員工權益保障舉措，在保障員工基本權益不受侵害的基礎上，實現雙向互動，彼此賦能。

4.1.1 招聘管理

綠城中國依託《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國工會法》和《浙江省集體合同條例》等法律法規，結合公司內部情況，制定《招聘管理標準》《組織管理手冊》等招聘相關制度，進一步提升招聘管理水平，使聘用、任免等具體內容均有規可循，有法可依。

本集團以校招、社招等多元化的招聘渠道為抓手，根據招聘需求，設置匹配崗位，提升人才招聘效率，豐富人才儲備，為社會創造就業機會。

Greentown China adheres to the “people-oriented” talent concept. Taking creating a high-quality and sustainable career environment as the starting point, we protect the rights and interests of employees, open a variety of recruitment channels, continuously optimise the salary and welfare system, improve the talent structure, protect the physical and mental health and safety of employees to help business development and the implementation of the “Strategy 2025”.

4.1 Rights Protection

Guided by the “Strategy 2025”, Greentown China continues to deepen employee recruitment, continuously improve employee rights protection measures, and realise two-way interaction and mutual empowerment on the basis of protecting employees’ basic rights and interests from infringement.

4.1.1 Recruitment Management

Greentown China has formulated recruitment-related systems such as Recruitment Management Standards (《招聘管理標準》) and Organisation Management Manuals (《組織管理手冊》) in accordance with the Labor Law of the People’s Republic of China (《中華人民共和國勞動法》), the Labor Contract Law of the People’s Republic of China (《中華人民共和國勞動合同法》), the Trade Union Law of the People’s Republic of China (《中華人民共和國工會法》), and the Regulations of Zhejiang Province on Collective Contracts (《浙江省集體合同條例》) and combining with its internal situation, to further improve the level of recruitment management, so that the specific contents such as employment and appointment have rules and regulations to follow.

With diversified recruitment channels such as campus recruitment and social recruitment as the starting point, the Group sets up matching positions according to the recruitment needs, improves the efficiency of talent recruitment, enriches talent reserves, and creates employment opportunities for the society.

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Quality Workplace

開展校園招聘，優化人才結構
Carry out campus recruitment and optimise talent structure

2022年，綠城中國通過成立實習基地、實踐基地、校友聯絡站等形式，持續與國內眾多高校深化校企合作關係。

截至2022年7月底，綠城中國共入職2022屆校招生484人，其中「同道人」「理想生」共計239人，「啟航生」245人。其中入職學生來自於西安建築科技大學、浙江工業大學、瀋陽建築大學、華中科技大學、中南大學、西南交通大學、湖南大學等多個高等院校。優秀校招生們成為綠城中國高質量發展的中堅力量。

In 2022, Greentown China continued to deepen the school-enterprise cooperation with a number of domestic advanced universities by establishing internship bases, practical bases, and alumni liaison stations, etc.

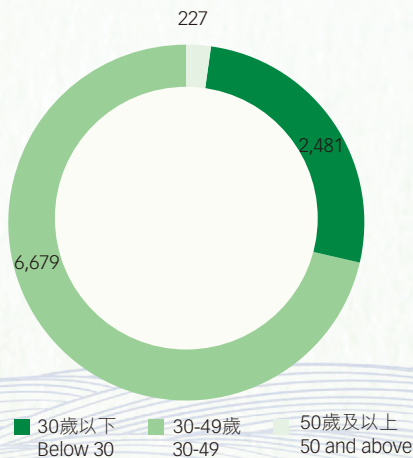
By the end of July 2022, Greentown China had a total of 484 graduates enrolled in 2022, of which 239 were "Fellow Talents" and "Ideal Students" and 245 were "Setting Sail Students". Among them, the new graduates came from Xi'an University of Architecture and Technology, Zhejiang University of Technology, Shenyang Jianzhu University, Huazhong University of Science and Technology, Central South University, Southwest Jiaotong University, Hunan University and other advanced education institutions. Excellent graduates have become the backbone of Greentown China's high-quality development.



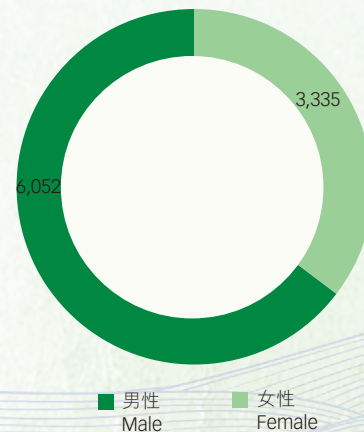
截至2022年12月31日，本集團的僱員總數為9,387人，具體劃分情況如下：

As at 31 December 2022, the total number of employees of the Group was 9,387. The breakdown is as follows:

按年齡劃分的員工人數
Number of Employees by Age

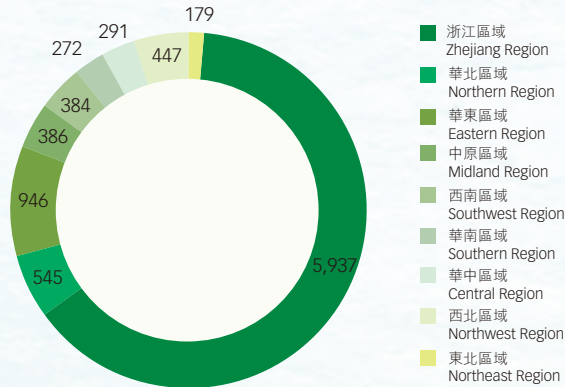


按性別劃分的員工人數
Number of Employees by Gender

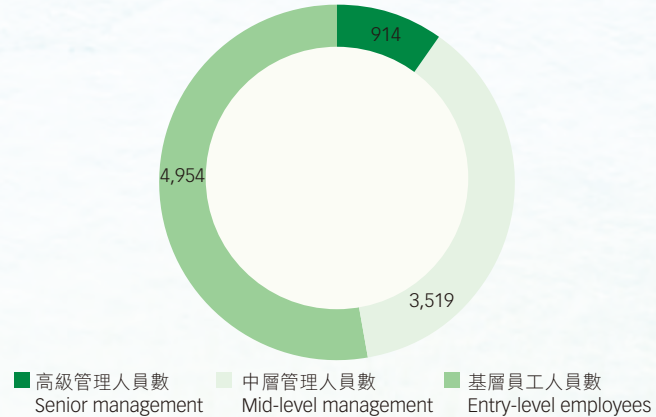


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按地區劃分的員工人數
Number of Employees by Region



按職級劃分的員工人數
Number of Employees by Rank

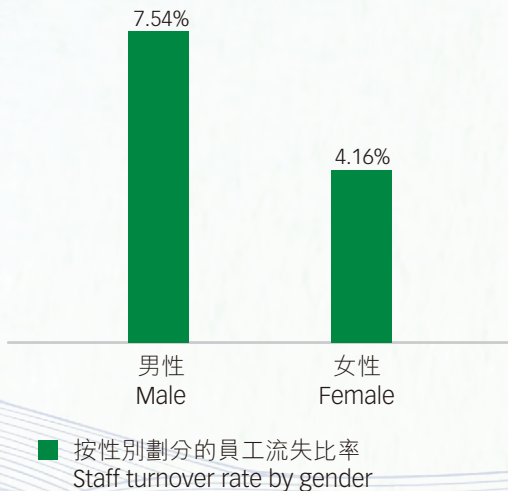


4.1.2 勞工權益

綠城中國嚴格保障員工權益，遵循《中華人民共和國工會法》《浙江省集體合同條例》和《集體合同規定》等法律法規和相關規定，按規定簽署《集體合同》和《工資協議》，嚴禁僱傭童工及強制勞動的行為，尊重並保障所有員工的合法權益。本集團進一步強化僱傭管理，重點關注人才流失，圍繞員工發展、薪酬激勵、員工反饋機制等方面採取相應舉措，降低員工流失率，截至2022年12月31日，本集團主動離職率下降至11.7%。

於本報告期內，並無因遵守適用的勞動相關法律及法規，而對本集團整體經營產生重大影響。

其中具體劃分情況如下：

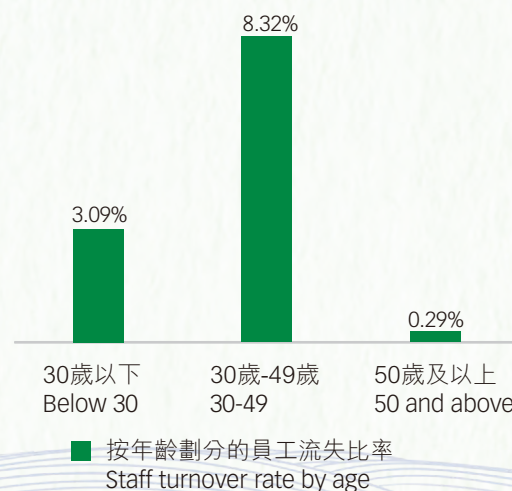


4.1.2 Labor Rights

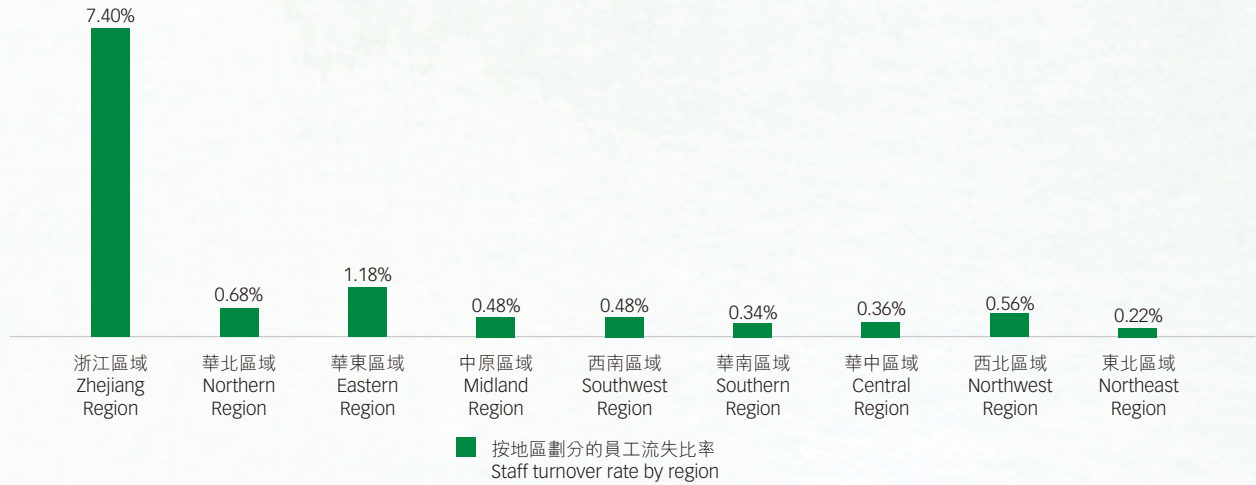
Greentown China strictly protects the rights and interests of employees, abides by the Trade Union Law of the People's Republic of China (《中華人民共和國工會法》), the Regulations of Zhejiang Province on Collective Contracts (《浙江省集體合同條例》), the Provisions on Collective Contracts (《集體合同規定》) and other laws and regulations and relevant provisions, signs the collective contracts (《集體合同》) and the wage agreement (《工資協議》) as required, prohibits the employment of child labor and forced labor, respects and protects the legitimate rights and interests of all employees. The Group further strengthened employment management, focused on talent turnover, and took corresponding measures in various aspects such as employee development, salary incentives and employee feedback mechanism to reduce employee turnover rate. As of 31 December 2022, the Group's voluntary employee turnover rate has dropped to 11.7%.

During the Reporting Period, there was no compliance with the applicable employment laws and regulations which has significant impact on the Group's operations on the whole.

The specific breakdown is as follows:

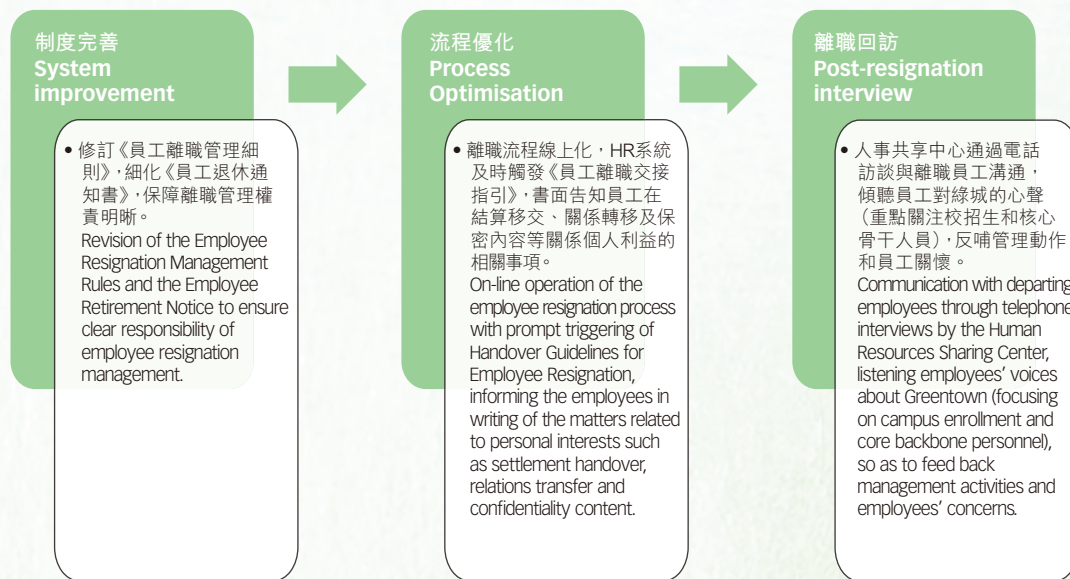


四、品質職場
Quality Workplace



2022年，本集團進一步擴大員工權益範圍，提升對離職員工合法權益的關注度。我們組織修訂《員工離職管理細則》，落實員工離職管理相關標準和流程，給予員工綠城關懷，提升員工工作體驗感。

In 2022, the Group further expanded the scope of employee rights and interests and raised the attention to the legitimate rights and interests of resigned employees. We revised the Employee Resignation Management Rules (《員工離職管理細則》) to implement the relevant standards and procedures for employee resignation management, so as to provide employees with care and enhance their work experience.



員工離職管理流程
Employee resignation management process

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4.2 薪酬福利

綠城中國致力於為員工提供具有競爭力的薪酬體系及福利制度，在充分保障員工基本權益的基礎上，積極聆聽員工的聲音。我們持續提高員工福利水平，有效保證員工的幸福感和歸屬感。

4.2.1 員工薪酬

綠城中國持續完善由固定薪酬、浮動薪酬、津貼福利等構成的薪酬體系，董事會下設薪酬委員會每年對公司薪酬政策及框架進行檢討及審閱。2022年，我們組織修訂《薪酬福利管理標準》《勞動關係管理標準》等內部管理標準，進一步細化薪酬福利管理程序。同時，我們結合制度要求，建立全面的薪酬激勵體系，並落地實施一系列舉措，充分發揮對人才的激勵作用，促進員工積極性，與企業同創共贏。

本集團為員工提供覆蓋廣泛的員工福利，在提供「五險一金」等社保福利的基礎上，為員工提供補充醫療保險、商業保險、員工及家屬健康體檢、節日禮金等多項額外薪酬福利。

4.2.2 員工福利

綠城中國建立全面的福利體系，持續推進彈性福利計劃，全方位地滿足不同年齡階層、不同興趣喜好員工的差異化需求。每一位在職員工均可享受餐補、通訊等福利項目，並可參與公司不定期舉辦的運動會、俱樂部等活動項目，幫助平衡工作與生活。同時，本集團同樣關注員工家屬，我們為員工家屬提供商業保險、家屬體檢，並通過「海豚計劃」「一碗長壽麵」等活動，切實關愛員工子女及長輩。針對女性員工，我們制定專屬的福利舉措，如婦女節活動、女性體檢項目、提供母嬰室等。

4.2 Compensation and Benefits

Greentown China is committed to providing employees with a competitive compensation system and welfare system, and actively listens to the voices of employees on the basis of fully protecting their basic rights and interests. We continue to improve the level of employee benefits to effectively ensure the happiness and sense of belonging of employees.

4.2.1 Employees' Compensation

Greentown China continues to improve the compensation system consisting of fixed salary, floating salary, allowances and benefits. The Remuneration Committee under the Board reviews the Company's compensation policy and framework on an annual basis. In 2022, we organised the revision of internal management standards such as the Compensation and Welfare Management Standards (《薪酬福利管理標準》) and the Labor Relations Management Standards (《勞動關係管理標準》) to further refine the compensation and welfare management procedures. At the same time, we have established a comprehensive compensation incentive system in accordance with the requirements of the systems, and implemented a series of measures to fully stimulate talents, promote the enthusiasm of employees, and create a win-win situation with the enterprise.

The Group provides employees with a wide range of employee benefits. On the basis of providing social security benefits such as "five types of social insurance and housing provident fund", the Group provides employees with a number of additional compensation benefits such as supplementary medical insurance, commercial insurance, health examinations for employees and their families, and holiday gifts.

4.2.2 Employees' Benefits

Greentown China has established a comprehensive welfare system and continued to promote flexible welfare plans to meet the differentiated needs of employees of different age groups and different interests. Each employee can enjoy meal subsidies, communication and other welfare items, and participate in sports games, clubs and other activities irregularly organised by the Company to help balance work and life. At the same time, the Group also pays attention to the family members of employees. We provide commercial insurance and family physical examinations for the family members of employees, and take care of their children and elders through activities such as "Dolphin program" and "One bowl of Longevity Noodles". For female employees, we have developed exclusive welfare measures, such as Women's Day activities, female physical examinations, and provision of baby care rooms.

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員工 Employees

「陽光心」員工心理關愛服務計劃：2022年首次面向全體員工提供心理測評、危機干預、心理諮詢等服務。該活動共1,045名員工完成測評量表並形成心理健康評估報告，有效提高員工對心理健康管理的意識。

“Sunshine Heart” Employee Psychological Care Programme: In 2022, the Company provided psychological survey, emergency prediction, psychological consultation and other services for all employees for the first time. A total of 1,045 employees completed the survey and formed mental health assessment reports, which effectively improved employees' awareness on mental health management.

彈性福利平台：全新福利發放解決方案－「關愛通」福利平台，通過海量福利消費通路，實現生日福利、活動獎品、用餐補貼等採購體驗全升級，滿足員工個性化需求。

Flexible welfare platform: The new welfare distribution solution, the “Care for Love” welfare platform, provides a large number of welfare consumption channels to realise the full upgrade of purchasing experiences, such as birthday benefits, activity awards, meal subsidies, etc., to meet the personalised needs of employees.

員工家屬 Employees' Family

員工子女「海豚計劃」：基於綠城堅持14年的「海豚計劃」公益社區活動的資源和良好口碑，2022年繼續為員工子女提供「順風車」服務，基礎班費用由公司或工會承擔。2022年，報名參加該活動的員工子女達600餘人。

The “Dolphin program” for employees' children: Based on the resources and good reputation of the “Dolphin program” public welfare activity which has been insisted by Greentown for 14 years, in 2022, the Company continued to provide the employees' children with the “hitchhike” service, and the basic course fees were borne by the Company or the labor union. In 2022, more than 600 children of employees participated in the activity.

家庭日親子活動：每年為員工和家屬舉辦形式多樣的「家庭日」活動，如家屬開放日、項目參訪活動等，進一步促進家屬了解公司，理解員工。

Family Day Activity: Each year, we organise a variety of activities for employees and their families, such as family day activity, project visit activity, etc., to promote family members to understand the company and employees.

4.2.3 員工關愛與溝通

綠城中國倡導工作與生活的平衡，心系員工身心健康，創造溫暖的、有活力的工作氛圍。我們對患病員工進行探望問候並發放慰問品；給因病因災造成巨大經濟損失的員工提供「家人基金」資助。2022年，我們成功通過「家人基金」救助8組員工家庭，支持救助金達人民幣57.06萬元。

我們主動傾聽員工的聲音，開通多種溝通渠道，鼓勵員工積極發言。2022年，我們總結經驗，持續召開「管理者在線」、「五一」員工座談會等溝通活動，並於2022年新上線「綠城線上員工論壇」，有效幫助員工和公司相互理解，共同進步。

4.2.3 Employee Care and Communication

Greentown China advocates work-life balance, cares about the physical and mental health of employees, and creates a warm and dynamic working atmosphere. We visit sick employees and provide them with condolences; provide “Family Fund” for employees who suffer from severe economic losses due to illness or disasters. In 2022, we successfully helped eight employee families through the “Family Fund” with the supporting fund of RMB570,600.

We actively listen to the voices of employees, open multiple communication channels, and encourage employees to actively speak. In 2022, we summarised experience and continued to hold communication activities such as “management online” and “May 1st” employee symposium, and newly launched “Greentown online employee forum” in 2022 to effectively help employees and the Company understand each other and make progress together.

管理者在線 Management online

- 該平台是對全體員工開放的建言獻策平台，通過搭建工作機制，督促各級管理者對合理化建議深入研究、限時辦結。The platform is for all employees to make suggestions. Through the construction of a working mechanism, the platform urges all levels of managers to conduct in-depth research on rational proposals and resolve within a time limit.
- 2022年共收到建議125條，均已回覆或提供解決方案，並落實閉環，回覆落實率100%。其中，部分意見已轉化為常態化管理動作及可行性方案，為管理提升提供有效建議。In 2022, a total of 125 proposals were received, all of which have been replied or provided solutions, and implemented, with the implementation rate of 100%. In particular, some of the opinions have been transformed into routine management initiatives and feasible plans, providing effective proposals for management improvement.

「五一」員工座談會 “May 1st” employee symposium

- 首次啟用“五一”員工座談會提案督辦系統，增加系統督辦、審批銷項機制，85條意見答覆率100%，落實銷項率100%。The “May 1st” proposal supervision system was launched for the first time, and the system supervision as well as approval and elimination mechanism were added. The reply rate of 85 opinions was 100%, and the implementation rate was 100%.
- 2022年各級單位召開座談會260餘場，收到「添光彩」提案884條，「辦實事」提案999條，答覆落實率99.13%。In 2022, each level of companies held a total of more than 260 meetings, and received 884 “More Glorious” proposals, 999 “Office practice” proposals, with a response rate of 99.13%.

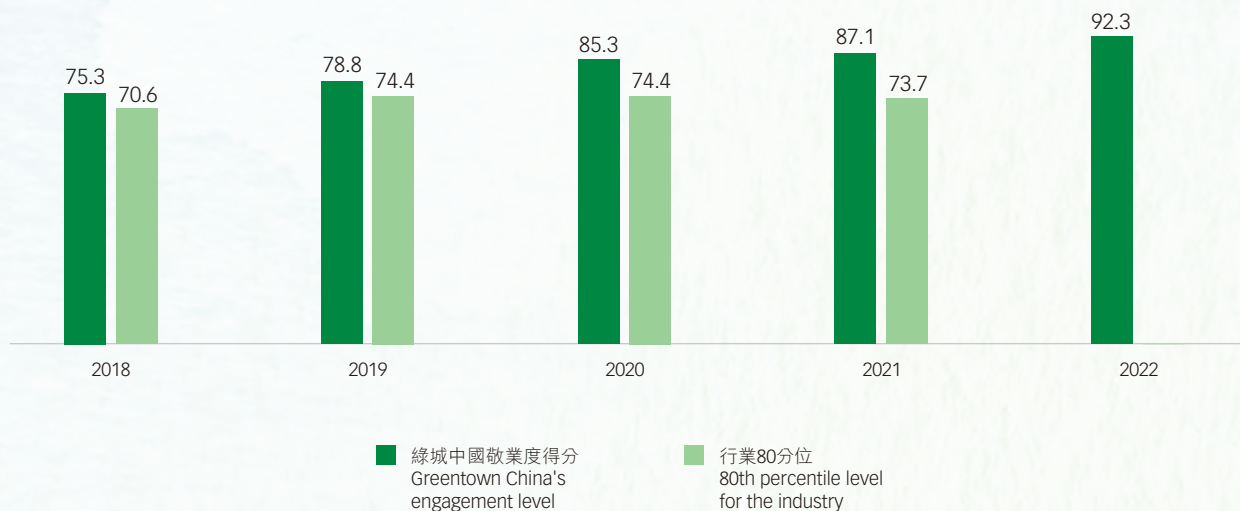
綠城線上員工論壇 Greentown online employee forum

- 綠城心聲社區持續運作，該論壇擁有「管理者在線」「職場天地」「休閒生活」等板塊，成為員工交流生活、表達意見、反饋信息的有效渠道。Greentown Voice community continued to operate in a sustainable manner, which has a few effective channels for employees to exchange life, express opinions, and give feedbacks, such as “Management online”, “Workplace” and “Leisure Life”.

四、品質職場 Quality Workplace

2022年，綠城中國開展組織敬業度調研，本次調研採用線上問卷的形式，針對個人敬業度、組織賦能感、20個驅動因素、員工推薦意願以及行動信任5個維度進行深度調查，員工覆蓋率達100%，總分為92.3%。各維度分數較2021年均有提升，連續多年高於行業80分位且持續攀升。同時，公司對導師制、綠城大學辦學、食堂等專項活動進行了員工滿意度調查，保障相關活動穩定、高效進行。

In 2022, Greentown China carried out an organisation engagement survey. This survey was conducted in the form of online questionnaires, and conducted in-depth surveys on five dimensions, namely individual engagement, organisation empowerment, 20 driving factors, employee recommendation willingness and action trust, with an employee coverage rate of 100% and a total score of 92.3%. The scores of each dimension have increased as compared to 2021, consistently exceeding the 80th percentile level in the industry for many years and continuously rising. At the same time, the Company conducted employee satisfaction surveys on special activities such as mentorship system, Greentown University education and canteen to ensure that relevant activities were carried out in a stable and efficient manner.



綠城中國敬業度得分情況
Greentown China's engagement performance

4.3 培訓發展

綠城中國致力於打造人才與企業相互促進、共同成長的發展平台。我們打造全方位的人才培訓體系，圍繞不同職級、不同崗位的員工制定針對性的培訓項目，不斷完善晉升體系，確保每一位員工都享有公平、透明、多元化的發展機會和成長環境。

4.3 Training and Development

Greentown China is committed to building a development platform where talents and the enterprise can promote and grow together. We create a comprehensive talent training system, formulate targeted training programs for employees of different ranks and positions, and continuously improve the promotion system to ensure that every employee enjoys fair, transparent and diversified development opportunities and growth environment.

四、品質職場
Quality Workplace

4.3.1 培訓體系

2022年，綠城中國組織修訂了《員工培訓管理標準》《專業等級評定及崗位資格認證管理標準》等相關規定，進一步提升了人才培訓工作的重要性和規範性。其中，我們結合公司內部情況及「戰略2025」要求，完善培訓評價體系，持續開展覆蓋全職級的培訓項目，滿足各類員工學習需求。

4.3.1 Training System

In 2022, Greentown China revised the Employee Training Management Standards (《員工培訓管理標準》), the Professional Grade Assessment and Qualification Certification Management Standards (《專業等級評定及崗位資格認證管理標準》) and other relevant regulations, further improving the importance and standardisation of talent training. In particular, we improved the training evaluation system based on the Company's internal situation and the requirements of the "Strategy 2025", and continued to carry out training programs covering full level of employees to meet the learning needs of various employees.



綠城中國培訓體系
Greentown China Training System

綠城中國致力於打造特質鮮明的組織文化、引進保障業務的關鍵人才、培育支持戰略的核心能力、落地多元組合的激勵機制，並圍繞組織管理、人才管理、考核激勵、本本建設四大維度細化舉措，以促進公司戰略目標達成，為人才組織提效、人才隊伍建設奠定基礎，並對後續的培訓計劃提供準確方向。

Greentown China is committed to creating a distinctive organisational culture, introducing key talents for supporting business, cultivating core capabilities for supporting strategies, and implementing a diversified combination of incentive mechanisms, and refining measures around the four dimensions of organisational management, talent management, assessment and incentives, and human resources building to promote the achievement of the Company's strategic objectives, lay a foundation for improving the efficiency of talent organisations and talent team building, and provide an accurate direction for subsequent training plans.



人才培訓舉措
Talent Training Measures

基於上述工作，綠城中國的培訓評價體系同步更新迭代，覆蓋了機制、組織及創新三個維度，細化各項舉措並落實至各個環節，強化人才隊伍建設。

Based on the above work, Greentown China's training evaluation system has been updated simultaneously, covering three dimensions of mechanism, organisation and innovation, refining various measures and implementing them in all aspects, and strengthening the building of talent team.

- 機制層面**
 提前開展各專業技術培訓需求調研，並制定下一年度培訓計劃。培訓前進行基礎知識學習；培訓中嚴格執行項目實施標準SOP，確保培訓效果；培訓後進行輪崗實戰，並進行滿意度調查，收集建議，總結經驗，持續優化。
- 組織層面**
 綠城大學採用鐵三角運作模式，客戶經理(學院&BP)負責業務對接，制定方案培訓；解決方案經理(教研)負責先進培訓工具的對標學習與研發內化；實施經理(教務)負責項目落地，批量執行。同時，2022年我們將學院與BP融合，確保培訓需求更加精準，培訓層次更加豐富。

- Mechanism level**
 Every year, the Company conducts research on professional and technical training needs in advance and formulates training plans for the next year. Basic knowledge learning is conducted before training; the standard operation procedure (SOP) of projects is strictly implemented in the training to ensure the training effect; after the training, we conduct job rotation, conduct satisfaction surveys, collect suggestions, summarize experience, and continue to optimise.
- Organisation level**
 Greentown University adopts the iron triangle operation mode, with customer managers (college & BP) responsible for business liaising and program training, solution manager (teaching and research) responsible for benchmarking learning and internalisation of advanced training tools and the implementation manager (academic affairs) responsible for project implementation and batch execution. At the same time, we integrated the college with BP in 2022 to ensure that training needs are more accurate and training levels are more diversified.

四、品質職場 Quality Workplace

- **創新層面**
面對疫情，我們制定線上培訓質量保障「一頁紙」手冊，通過引入線上教學氛圍營造工具庫，以及加強遠程教學設備質量保障等多種手段，提升學員遠程參訓的積極性和體驗感。

2022年，我們進一步深入課題研究，結合綠城雲大學在線學習平台，新開展品質管控培訓、工程系統專項培訓、客戶研究專題培訓等一系列專項培訓，覆蓋全體員工學習需求，增強學習氛圍。截至報告期末，綠城大學總體培訓滿意度由2021年4.9分提升至4.93分，成功做到了培訓內容持續提升，培訓形式更加適用。

- **Innovation level**
In the face of the pandemic, we formulated the “one-page paper” manual for online training quality assurance. By introducing a tool library for creating on-line teaching atmosphere, strengthening the quality assurance of remote teaching equipment and other means, we improved the enthusiasm and experience of trainees to participate in remote training.

In 2022, combined with the online learning platform of Greentown Cloud University, we further conducted in-depth research on topics, and launched a series of special trainings such as quality control training, engineering system special training and customer research special training, covering the learning needs of all employees and enhancing the learning atmosphere. As of the end of the Reporting Period, the overall training satisfaction of Greentown University increased from 4.9 points in 2021 to 4.93 points, successfully achieving continuous improvement in training content and more suitable training forms.

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持續開展亮點培訓項目 Continued to carry out highlight training programs

2022年，綠城中國結合公司內部情況，對領航計劃等亮點培訓內容進行更新，持續提升培訓質量。

領航計劃：

基於「戰略2025」要求，我們對經營管理工作進行複盤、總結並提出提升計劃，有效提高了學員的「內觀自變」意識和業務能力，促進員工的思維能力升級。

青檸檬計劃：

我們針對2022年新入職的重點管培生人才，舉辦2022年青檸檬新員工集訓班，通過對行業、公司戰略、文化、產品、營銷等全方位的講解，幫助員工堅定職業選擇，分享綠城理念。

同道人加速艙培訓：

2022年我們進一步加深優秀同道人的職業化程度，激發個人潛力，使其快速具備目標崗位所需的關鍵能力。同時，我們識別「高潛人才」進入公司戰略人才儲備池，長期觀察，優先發展，有效支撐公司2025戰略目標達成。

In 2022, based on the internal situation of the Company, Greentown China updated the highlight training content of the Pilot Program and others to continuously improve the training quality.

Pilot Program:

Based on the requirements of “Strategy 2025”, we reviewed and summarized the operation and management work, and proposed an improvement plan, which effectively improved the trainees’ awareness of “self-improvement” and business ability, and promoted the upgrading of employees’ thinking ability.

Green Lemon Program:

For the key management trainees newly recruited in 2022, we held the 2022 Green Lemon New Employee Training Class to help employees firmly choose their careers and share Greentown’s philosophy through a comprehensive explanation of the industry, company strategy, culture, products, marketing, etc.

Fellow Accelerating Training:

In 2022, we further deepened the professionalism of excellent fellow graduates, stimulated their potential to quickly acquire the key capabilities required for target positions. At the same time, we identified “high-potential talents” and included them into the Company’s strategic talent pool with long-term observation and priority development, and effectively supported the achievement of the Company’s 2025 strategic goals.



2022領航計劃培訓
2022 Pilot Program Training



2022青檸檬培訓照片
2022 Green Lemon Training



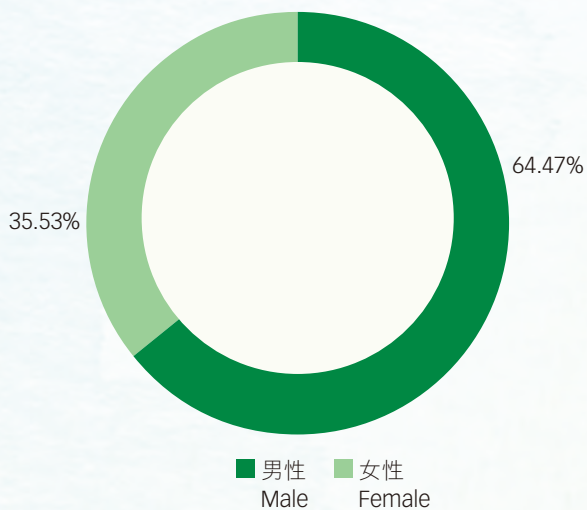
2022年同道人加速艙培訓
2022 Fellow Accelerating Training

四、品質職場
Quality Workplace

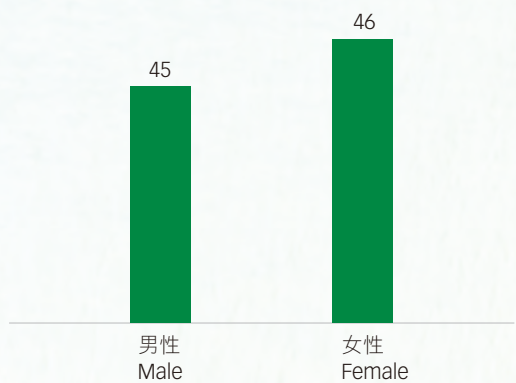
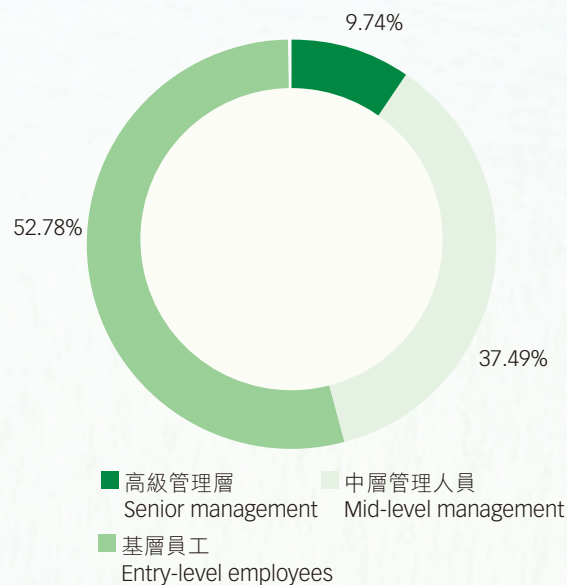
報告期內，本集團培訓覆蓋員工9,387人，
受訓比例達100%，具體受訓情況如下：

During the Reporting Period, the Group's training covered 9,387
employees, with a training ratio of 100%. The details of training are as
follows:

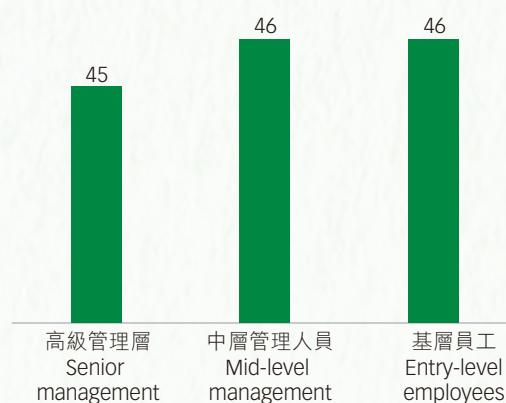
按性別劃分的受訓員工百分比
Percentage of Employees Trained by Gender



按職級劃分的受訓員工百分比
Percentage of Employees Trained by Rank



按性別劃分的員工平均培訓時數
Average Training Hours of Employees by Gender



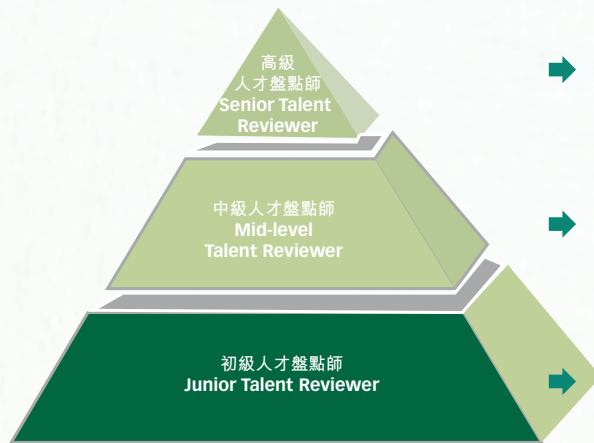
按職級劃分的員工平均培訓時數
Average Training Hours of Employees by Rank

四、品質職場 Quality Workplace

4.3.2 員工晉升

綠城中國擁有完善的晉升機制，包含經營管理、職能管理、專業管理三個職業發展通道，給予員工多層次的發展機會、多維度的成長路徑。我們結合橫向發展和縱向晉升的立體通道，對員工崗位進行分類，打造科學化的職位體系，最大程度的發揮員工的潛力與價值。

2022年，為強化人才隊伍建設，綠城中國大範圍開展人才盤點工作。我們通過將盤點工作滲透至業務層面，聚焦業務問題，強調對業務工作的準確導向和評估客觀公正，形成自發主動、積極參與的人才管理格局。



4.3.2 Employee Promotion

Greentown China has a comprehensive promotion mechanism, and provides employees with multi-level development opportunities and multi-dimensional growth paths through three career development channels, namely operation management, functional management and professional management. We combine the three-dimensional channels of horizontal development and vertical promotion to classify the positions of employees, create a scientific position system, and maximize the potential and value of employees.

In 2022, in order to strengthen the building of talent team, Greentown China carried out a large-scale talent review. By penetrating the review into the business level, we focus on business issues, and highlight the accurate orientation of business work and the objectivity and fairness of evaluation, to form a self-initiated and active talent management pattern.

- 能力目標：懂分析，會撰寫，能匯報
Competency objectives: command analytical, writing, reporting skills
- 實戰場景：匯報會
Practical scenarios: debriefing meetings

- 能力目標：預溝通，能校準
Competency objectives: pre-communication and calibration skills
- 實戰場景：盤點預溝通，人才校準會
Practical scenarios: pre-communication for review, talent calibration meetings

- 能力目標：看得懂測評，能一對一反饋
Competency objectives: can understand assessment and give one-on-one feedback
- 實戰場景：評測報告反饋
Practical scenarios: assessment report feedback

人才盤點架構
Talent Review Structure

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4.3.3 員工平等與多元化

綠城中國致力於打造平等、包容、多元、積極的工作環境，向殘障人及少數民族提供平等的就業機會，吸引更加多元化的人才。我們認為成員多元化對提升公司的企業管治及表現素質裨益良多，是支持其戰略目標實現及維持可持續發展的關鍵因素。為此，本公司已制定《多元化政策》，強調其對實現本公司戰略目標等方面的裨益，列明本公司為達成多元化所作出的承諾。性別多樣性方面，本公司設定自2024年12月31日起，女性僱員比例將持續不低於35%。

我們倡導男女員工同工同酬，持續提升女性員工在管理層中的佔比，於本報告期末，管理層女性員工佔比由2021年22.2%提升至23.9%。同時，我們為女性員工提供多項專屬福利，維護女性員工權利，協助女性員工更好的平衡工作與生活。

- 開設《女性職場快樂競爭力》課程，課程涉及職場魅力、美容化妝等多項內容；
- 開展豐富多彩的三八節專屬活動；
- 提供女性體檢項目；
- 在通風、採光良好的辦公區域設立獨立母嬰室(媽咪暖心小屋)，提供水池、熱水、消毒櫃、小冰箱、飲水機等必需設備，為哺乳期女員工提供便利。

4.3.3 Employee Equality and Diversity

Greentown China is committed to creating an equal, inclusive, diverse and positive working environment, providing equal employment opportunities for people with disabilities and from ethnic minorities, and attracting more diversified talents. We believe that diversity benefits the quality of corporate governance and performance and is a key factor in supporting the achievement of its strategic objectives and sustainable development. To this end, the Company has formulated the Diversity Policy (《多元化政策》) to highlight its benefits in achieving the Company's strategic objectives and set out the Company's commitment to achieving diversity. In terms of gender diversity, the Company sets that the proportion of female employees will continue to be no less than 35% from 31 December 2024.

We advocate equal pay for equal work among male and female employees and continue to increase the proportion of female employees in the management. As at the end of the Reporting Period, the proportion of female employees in the management increased from 22.2% in 2021 to 23.9%. At the same time, we provide a number of exclusive benefits for female employees, protect the rights of female employees, and help female employees better balance their work and life.

- Established the "Happy Competitiveness of Female Workplace" course, which involves various contents such as "charm of workplace, beauty and make-up";
- Carried out a variety of special activities for Women's Day;
- Provided female medical examination programs;
- Set up independent baby care rooms (mommy heart-warming rooms) in areas with good ventilation and lighting in the office area to provide necessary equipment such as water pools, hot water, disinfection cabinets, refrigerators and water dispensers for the convenience of breastfeeding female employees.

4.4 健康安全

綠城中國重視健康與安全事務，相信重視員工職業健康與安全有利於團隊的生產力和穩定性，是企業的基本社會責任及合規要求，對促進公司長遠發展以及與社會的協同發展是不可或缺的。為此，本公司已制定《職業健康與安全管理政策》，列明本公司關於職業健康與安全的承諾，以及採用的舉措。本公司以「零安全生產事故」為長期目標，努力實現零起致員工永久殘疾或死亡的故事。

本集團過去三年未有因工傷而導致的死亡事件。報告期內，本集團未發生工傷事件，因工傷損失工作天數為零。

綠城中國規範員工職業健康安全及施工安全，根據行業特徵積極開展職業健康安全防护工作以及施工安全相關舉措。同時，為加強安全建設水平，ESG委員會下設的ESG工作小組深度參與健康安全管理工作，設定健康與安全的目標並監督各項行動計劃和政策的落地實施，充分保障員工的健康與安全。依託成熟的精益化管理及風險控制體系，綠城中國積極推進旗下各業務板塊取得健康安全管理認證，目前綠城管理、綠城裝飾工程集團有限公司，綠城房屋4S公司以及浙江綠城理想生活商業運營服務有限公司等附屬公司均通過ISO 45001職業健康安全管理、ISO 14001環境管理和ISO 9001質量管理三體系認證。

4.4 Health and Safety

Greentown China attaches great importance to health and safety matters, and believes that paying attention to employees' occupational health and safety is conducive to the production capacity and stability of the team, which is the basic social responsibility and compliance requirements of an enterprise, and is indispensable for promoting the long-term development of the Company and the coordinated development with the society. To this end, the Company has formulated the Occupational Health and Safety Management Policy (《職業健康與安全管理政策》), which sets out the Company's commitment to occupational health and safety and the measures adopted. With the long-term goal of "zero safety production accident", the Company strives to achieve zero accidents that causes permanent disability or death of employees.

The Group had no work-related fatalities in the past three years. During the Reporting Period, the Group did not have any work-related injuries, and the number of working days lost due to work-related injuries was zero.

Greentown China regulates the occupational health and safety of employees and construction safety, and actively carries out occupational health and safety protection work and construction safety related measures according to industry characteristics. At the same time, in order to strengthen the level of safety construction, the ESG working group under the ESG Committee deeply participates in health and safety management, sets health and safety objectives, and supervises the implementation of various action plans and policies to fully protect the health and safety of employees. Relying on the mature lean management and risk control system, Greentown China actively promotes its business segments to obtain health and safety management certifications. At present, Greentown Management, Greentown Decoration Engineering Group Co., Ltd., Greentown Housing 4S Company and Zhejiang Greentown Ideal Life Commercial Operation Service Co., Ltd. and other subsidiaries have passed the three certifications of ISO 45001 occupational health and safety management system, ISO 14001 environmental management system and ISO 9001 quality management system.

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4.4.1 員工健康與安全

綠城中國嚴格遵守《中華人民共和國消防法》《中華人民共和國職業病防治法》等安全相關法律，並結合《綠城中國員工關愛工作指引》等內部職業健康保障制度，落實一系列健康安全管理舉措。同時，我們在勞動合同中明確了「勞動保護、勞動條件和職業危害防護」相關的要求，多方面保障員工的職業健康安全。

- 提供優質體檢服務，以及健康360°服務(日常保健「家庭醫生」)，每年可為每位員工提供線上專家諮詢60次、電話問診6次、VIP預約掛號3次、重疾住院安排1次、中醫養生館6次、閃電送藥無限次；
- 邀請專家為員工提供醫療建議；
- 啟動「綠城員工健康驛站」服務，每月度為員工提供健康講座、體檢解讀等服務，在辦公區設立「四季調養」健康理療駐點，服務員工；
- 疫情期間，聯合綠城醫院開設「綠城醫療防疫答疑群」，實時在線幫助全國員工及其家屬解答疑難問題。

2022年，針對在營的商業項目，我們有序開展全年安全管理工作，通過制度管理、現場演練、安全培訓等多項實際舉措，保障各項目安全工作平穩運營，未出現人身及設備設施傷害等事故。

4.4.1 Employee Health and Safety

Greentown China strictly abides by the Fire Control Law of the People's Republic of China (《中華人民共和國消防法》), the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases (《中華人民共和國職業病防治法》) and other safety-related laws, and implements a series of health and safety management measures in combination with the internal occupational health protection systems such as the Guidelines of Greentown China on Employee Care (《綠城中國員工關愛工作指引》). At the same time, we have clarified the requirements related to "labor protection, labor conditions and occupational hazard prevention" in the labor contracts to protect the occupational health and safety of employees in various aspects.

- Provide high-quality health check-up services, as well as health 360° services (daily health care "family doctor"). A total of 60 online expert consultations, 6 telephone consultations, 3 VIP appointments, 1 hospitalization arrangement for critical illness, 6 traditional Chinese medicine regimen consultations and unlimited flash medicine delivery are provided to every employee in each year;
- Engage professionals to provide medical advices to employees;
- Launched the "Greentown Employee Health Station" service, provide employees with health lectures, medical examination interpretations and other services every month, and set up "Four Seasons Care" health care stations in the office area to serve employees;
- During the pandemic, launched the "Greentown Medical and Pandemic Prevention Q&A Group" together with Greentown Hospital, to help employees and their families across the country to answer difficult questions in real time.

In 2022, we carried out annual safety management work in an orderly manner for commercial projects in operation. Through various practical measures such as system management, on-site drills and safety training, we ensured the stable operation of safety work of each project, and there were no accidents such as personal injuries and equipment and facilities injuries.

制度管理 System Management

- 建立安全管理組織架構，明確崗位分工；定期組織安全專項巡查，指導項目安全開展管理，並形成完整的安全管理制度標準；
- 其中，集團工程管理部主要負責制定安全管理企業標準，並納入第三方評估體系加以考核；區域產品管理部主要負責制定安全目標；項目工程管理部主要負責明確施工要求，簽訂安全責任書並督促施工單位嚴格執行。
- Have established a safety management organisational structure with clear division of labour; organize safety inspections on regular basis, instruct safety management on projects and have built a comprehensive safety management system and standard;
- In particular, the Group engineering management department is mainly responsible for formulating the corporate safety management standards and including the third party assessment system for evaluation; the regional product management department is mainly responsible for formulating the safety objectives, while the project engineering management department is mainly responsible for specifying the construction requirements, signing the safety pledge and overseeing the constructor to implement them strictly.

現場演練 On-site Drills

- 根據不同施工階段進行週期性、針對性演練工作，覆蓋整個項目；
- 組織各類消防、防暴恐、設備故障排除等演練活動。
- Carry out periodic and targeted drills according to different construction stages, covering the whole project;
- Organise various types of activities such as fire-fighting, anti-terrorism and troubleshooting of equipment and other drills.

四、品質職場 Quality Workplace

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安全培訓 Safety Training

- 開展商舖安全管理培訓工作，覆蓋三關一閉、滅火器使用、緊急逃生路徑認知、三級安全教育、安全交底、安全檢查、動火審批、消防管理、持證上崗、安全台帳、應急預案等培訓項目；
- 每週進行至少一次覆蓋全項目的巡查，通過監理例會對每週發現的安全問題進行反饋及閉合。
- Carry out safety management training for shops, covering Three Off and One Closed (namely water, electricity and gas-off as well as kitchen door-closed), use of fire extinguishers, awareness of emergency escape paths, three-level safety education, safety disclosure, safety inspection, fire approval, fire control management, employment required permits, safety record, emergency plan and others;
- Conduct site inspection at least once a week, covering the whole project and arrange feedback and closure to the safety issues spotted every week through the regular supervision meetings.

承包商安全管理 Contractor Safety Management

- 事故管理：要求積極組織搶救、保護事故現場，依法向有關部門報告，並開展事故調查處理。同時，還須在1小時內向項目經理、集團報備；
- 風險管理：在簽訂合同時明確安全生產與文明施工目標及相應獎罰措施，督促施工單位建立安全管理體系及不定期進行安全檢查。
- Accident management: require active organisation of rescue and protection of the accident site, report to the relevant departments in accordance with laws, and start accident investigation and handling. Meanwhile, report to the project manager and the Group within one hour;
- Risk management: clarify the target of safe production and civilised construction and the corresponding reward and penalty measures when signing the contract, and supervise the contractors to establish a safety management system and conduct safety inspection from time to time.

四、品質職場 Quality Workplace

4.4.2 施工健康與安全

施工安全管理是綠城中國安全管理工作的重要環節。我們遵守《綠城中國日式管理指導圖冊(安全文明篇)》等安全規範，對施工過程中的安全潛在風險加以控制和預防。同時，我們不斷提升健康安全應急響應能力，基於《安全應急預案》《關於進一步做好防颱防汛工作的強調通知》《關於加強冬季防寒防凍應對工作的通知》等應急政策，對極端天氣、疫情等突發事故風險加以防範。

綠城中國依託於《安全生產與文明施工管理工作標準》，高標準、嚴要求推進施工安全管理工作。我們要求建安總承包單位必須持有安全生產許可證，建安總承包、幕牆、精裝修等項目經理必須持有安全生產考核合格證。我們於2022年進一步明確了著裝統一、場地標化、會議機制、安全檢查、安全教育、員工關愛六大規範，促進安全觀摩會常態化，宣導健康安全常識，守護施工安全。

2022年，我們開發了環境自動檢測系統，該系統以施工安全為核心管控點，通過火情應急、環境維護、行為識別、基坑監測四大模式進行工地安全管理。在預防工地火情隱患方面，通過煙霧報警器、攝像頭捕捉，對施工現場實施360度監控，並以智能短信、語音電話、智能助手APP提示等多種形式，通知相關人員開展應急處置。同時，AI智能識別系統可對施工人員未佩戴安全帽、未穿著反光衣等不安全行為發出實時預警；基坑智能監測則可根據基坑安全性能情況，進行高頻監測，數據反饋時間最快達10秒/次，進一步健全安全管理工作流程。

4.4.2 Construction Health and Safety

Construction safety management is an important part of Greentown China's safety management. We comply with safety regulations such as the Greentown China Japanese-styled Management Guide Book (Safety and Civilisation) (《綠城中國日式管理指導圖冊(安全文明篇)》), and control and prevent potential safety risks in the construction process. At the same time, we continued to improve our ability to respond to health and safety emergencies. Based on emergency policies such as the Safety Emergency Plan (《安全應急預案》), the Emphasis Notice on Further Strengthening the Prevention and Control of Typhoons and Floods (《關於進一步做好防颱防汛工作的強調通知》), and the Notice on Strengthening the Emergency Response to Cold and Freezing Prevention (《關於加強冬季防寒防凍應對工作的通知》), we prevent the risk of emergencies such as extreme weather and the pandemic.

Relying on the Standards on Safe and Civilised Construction Management (《安全生產與文明施工管理工作標準》), Greentown China promotes construction safety management with high standards and strict requirements. We require the general contractors of construction and installation to hold safe production licenses, and the project managers of general contracting of construction and installation, curtain wall and fine decoration must hold safe production assessment certificates. In 2022, we further clarified the six specifications of unified dressing, site standardisation, meeting mechanism, safety inspection, safety education and employee care, promoted the normalization of safety observation meetings, advocated health and safety knowledge, and maintained construction safety.

In 2022, we developed an environmental automatic detection system, which takes construction safety as the core control point, and conducts site safety management through four models: fire emergency, environmental maintenance, behaviour identification, and foundation pit monitoring. In terms of preventing potential fire hazards at construction sites, we implemented 360-degree monitoring on construction sites through smoke alarm and camera capture, and notified relevant personnel to carry out emergency response in various forms such as smart SMS, voice phone calls and smart assistant APP reminders. At the same time, the AI intelligent identification system can issue real-time warning for unsafe behaviours such as construction workers not wearing safety helmets and not wearing reflective clothing; Intelligent monitoring of the foundation pit can be conducted with high frequency according to the safety performance of the foundation pit, and the data feedback time is as early as 10 seconds/time, further improving the safety management process.

武漢春風里項目：作業防護保障安全

Wuhan Chunfeng Lane Project: Operational Protection to Ensure Safety

2022年11月，武漢春風里項目開展作業防護工作，項目施工現場使用工具式安全防護設施，採取外架防護、通道防護、臨邊防護、防高墜措施、定型化等舉措，保障施工安全。

In November 2022, the Wuhan Chunfeng Lane project carried out operating protection work, using tool-type safety protection facilities at the project construction site, and taking measures such as external shelf protection, channel protection, edge protection, fall prevention measures, and shape-fixed to ensure construction safety.



外架防護
External Shelf Protection



塔吊定型化通道
Tower Crane Type-fixed Channel

寧波濱河鳴翠項目：提升作業區安全文明
Ningbo Binhe Mingcui Project: Improve the Safety and Civilisation of the Operating Area

2022年6月，綠城中國組織寧波濱河鳴翠項目觀摩會，觀摩過程中主要圍繞入口、品牌牆展示、日式講評台、安全防護通道、安全體驗區、樣板展示等方面，密切關注作業區現場的各項安全檢查點，了解並保證現場進度、安全、文明的有效落實。

In June 2022, Greentown China organised the Ningbo Binhe Mingcui project observation meeting. During the observation process, we mainly focused on the entrance, brand wall display, Japanese-styled management platform, safety protection channel, safety experience zone, sample display, etc., and paid close attention to various safety inspection points on the site of the operation area to understand and ensure the effective implementation of on-site progress, safety and civilisation.



安全體驗區
Safety Experience Zone



安全防護通道
Safety Protection Channel





品質責任

Quality
Responsibility

五、品質責任

Quality Responsibility

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5.1 供應鏈管理

綠城中國始終致力於建立穩定、負責任、可持續的供應鏈。我們嚴格落實供應商管理，從供應鏈風險識別出發，設立全面的供應鏈管理制度，實施有效的供應鏈管理舉措，開展嚴苛的供應鏈風險審查，與合作夥伴攜手共築高質量供應鏈，為產品品質提供有力保障。

5.1.1 供應商管理體系

綠城中國嚴格遵守《中華人民共和國招標投標法》等法律法規與監管標準，制定了《綠城中國採購管理標準》及《綠城中國供方管理制度》等內部管理制度，明確供應商引入、評估與退出的全生命周期管理流程，對供應鏈風險進行識別和有效管理，提升綠城中國產品質量與服務水平。本報告期內，綠城中國開展287次供應商審查工作，對供應商合規經營、質量管理等方面進行考核評審。

5.1 Supply Chain Management

Greentown China has always been committed to building a stable, responsible and sustainable supply chain. We strictly implement supplier management, establish a comprehensive supply chain management system based on supply chain risk identification, implement effective supply chain management measures, conduct strict supply chain risk review, and work with partners to build a high-quality supply chain to provide a strong guarantee for product quality.

5.1.1 Supplier Management System

Greentown China strictly abides by the Tendering and Bidding Law of the People's Republic of China (《中華人民共和國招標投標法》) and other laws, regulations and regulatory standards, and has formulated internal management systems such as Greentown China Procurement Management Standards (《綠城中國採購管理標準》) and Greentown China Supplier Management System (《綠城中國供方管理制度》) to clarify the whole lifecycle management process of supplier introduction, evaluation and withdrawal, identify and effectively manage supply chain risks, and improve product quality and service level of Greentown China. During the Reporting Period, Greentown China conducted 287 supplier reviews, assessing and reviewing on suppliers' compliance operation and quality management.

五、品質責任 Quality Responsibility

供應商入庫

綠城中國建立了嚴格且全面的供應商入庫標準，我們根據不同品類的供應商設置不同的入庫標準，從產品品質、服務水平、行業地位、合作經歷、三年業績等方面對入庫供應商進行全方位考察評估，合格者進入正式供應商庫。

Supplier selection

Greentown China has established a strict and comprehensive supplier selection criteria. According to the supplier selection criteria of different types, we conduct a comprehensive inspection and evaluation of the suppliers to be included in the list in terms of product quality, service level, industry status, cooperation history, three-year performance, etc., and the qualified suppliers are included in the list of official suppliers.

供應商審核

綠城中國建立了嚴苛的供應商審核體系，我們根據不同品類供應商設置有針對性的審核機制。集團以下級別供應商審核流程在項目—區域層級完成，戰略級別供應商在集團層級完成審核。

Supplier audit

Greentown China has established a rigorous supplier audit system which sets targeted review mechanisms based on different types of suppliers. The audit processes for suppliers below Group level are completed by project companies and regional companies, and the audit processes for suppliers of strategic level are completed by the Company at the Group level.

供應商分級分類管理

為了實現高精細度的常態化供應商管理，綠城中國設立供應商分級分類管理機制。在分級方面，我們從集團層級與子公司層級兩方面進行區分，實行「誰使用，誰負責管理」制度，明確不同層級供應商管理責任歸口。在分類方面，通過對供應商資金優勢、企業配合態度、送樣能力、供貨進度、價格水平、售後服務、服務人員能力、項目協調能力、材料質量等方面進行評估，區分出ABCD類供應商，構建了供應商分級管理模式，對不合格供應商進行及時替換，以保證庫內供應商均能滿足集團要求。

Supplier hierarchical and categorized management

In order to achieve a normalized supplier management mechanism with high precision, Greentown China has established a hierarchical and categorized management system for suppliers. In terms of grading, we distinguish between the Group level and subsidiary level, and implement the system of "Users being responsible for managing" to clarify the responsibilities of the management of suppliers at different levels. In terms of classification, suppliers are evaluated in terms of their financial strength, enterprise cooperation attitude, sample delivery ability, supply progress, pricing level, after-sales service, service staff ability, project coordination ability, material quality, etc. and divided into ABCD categories, which forms a supplier classification management model to conduct timely replacement against unqualified suppliers, so as to ensure that all suppliers in the list can meet the requirements of the Group.

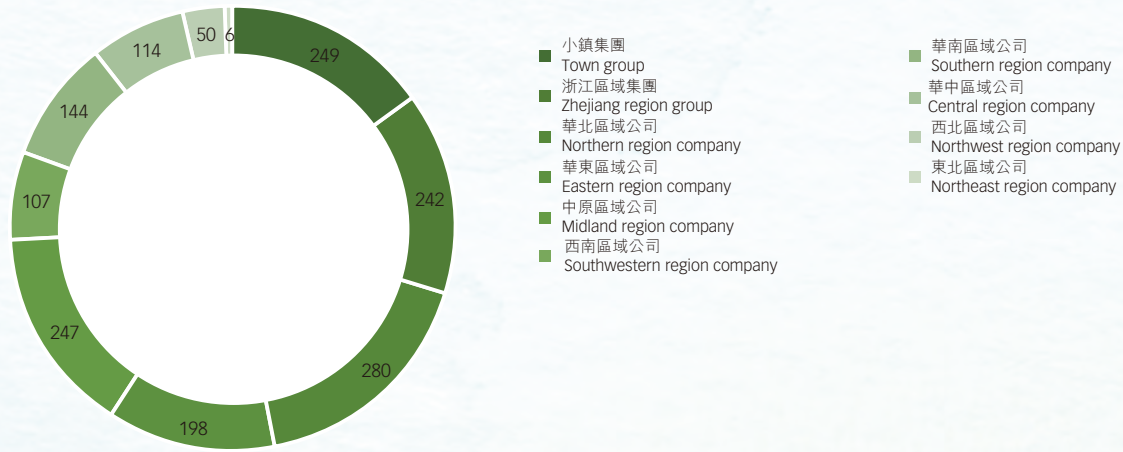
綠城中國供應商全生命周期管理流程

Greentown China's Whole lifecycle Management Process of Suppliers

為了帶動本地經濟發展，促進本土供應商戰略合作，綠城中國持續增加本地供應商比例，在各區域均設立本地化合作單位，參照綠城中國戰略合作模式，建立相對穩定合作關係。同時，我們採取多元的採購策略，避免對單一供應商的過度依賴，以降低供應鏈風險，維護市場公平競爭。截至本報告期末，綠城中國合作的供應商數量達1,637家，按地區劃分的供應商數目如下圖所示：

In order to drive the local economic development and promote the strategic cooperation with local suppliers, Greentown China continued to increase the proportion of local suppliers, and set up localised cooperation units in each region to establish relatively stable cooperation with reference to the strategic cooperation model of Greentown China. At the same time, we adopt diversified procurement strategies to avoid over-reliance on a single supplier, so as to reduce supply chain risks and maintain fair competition in the market. As at the end of the Reporting Period, Greentown China has cooperated with 1,637 suppliers. The number of suppliers by region is shown in the following chart:

五、品質責任 Quality Responsibility



綠城中國2022年按地區劃分的供應商¹⁰
Greentown China's Suppliers by Region in 2022¹⁰

5.1.2 供應鏈責任倡導

綠城中國在充分保障供應商利益的情況下，對供應商提出合規、環境、社會等方面的標準與期望，對相關風險進行識別與管控，與供應商攜手共贏，共走可持續發展道路。

我們對貪污腐敗問題秉持零容忍的原則，在所有對外簽訂的合同中列明賄賂行為的後果，並在招標文件中設置監察舉報方式條款。如經監察部門核實，存在商業賄賂行為的供應商，將被列入公司「黑名單」，永久取消綠城合格供方資格的，不得參與任何招標。

5.1.2 Supply Chain Responsibility Advocacy

While fully protecting the interests of suppliers, Greentown China puts forward the standards and expectations on suppliers in terms of compliance, environment and society, identifies and controls relevant risks, and works with suppliers to achieve a win-win situation and take the road of sustainable development together.

We adhere to the principle of zero tolerance for corruption, clearly state the consequences of bribery in all external contracts, and set out the terms of monitoring and reporting in the bidding documents. If the supervision department verifies that there are commercial bribery suppliers, they will be included in the Company's "blacklist" and those who are permanently disqualified suppliers will not participate in any bidding.

¹⁰ 綠城中國本年度進行管控優化，對公司所有供應商進行統一管理，本年度所披露數據為公司整體供應商數量，上年度報告中僅披露材料類供應商數量。

¹⁰ Greentown China optimised its control and management this year and carried out unified management of all suppliers of the Company. The data disclosed for this year is the number of all suppliers of the Company, while only the number of material suppliers was disclosed in the previous annual report.

社會風險管理
Social risk
management

- 開展供應商合規審計，確保供應商遵守國家法律法規經營；
Conduct supplier compliance audit to ensure that suppliers comply with national laws and regulations;
- 對供應商商業道德、勞工規範方面提出要求；
Propose requirements for business ethics and labour standards of suppliers;
- 通過陽光招採平台開展招標採購，要求簽署的所有供應商合同中須包含廉潔條款，以確保供應商符合公司廉潔管理要求；
Conduct bidding and procurement through the transparent bidding and procurement platform and require all supplier contracts signed to include the integrity clause to ensure that the suppliers meet the Company's integrity management requirements;
- 設立監察部接受供應商廉潔投訴，並對招標過程進行抽查與監督；
Set up a supervision department to accept complaints in terms of integrity in terms of integrity from suppliers and conduct spot checks and supervision on the bidding process;
- 綠城中國招標公告公示監察部投訴電話，鼓勵內外部利益相關方對本集團供應商進行監督。
Publicize the complaint hotline of the supervision department in the bidding announcement of Greentown China to encourage internal and external stakeholders to supervise the suppliers of the Group.

環境風險管理
Environmental
risk
management

- 在合作協議中要求牆磚、地磚、塗料等建材供應商必須取得政府部門環評證明作為資質證明文件；
In the cooperation agreement, it is required that the suppliers of building materials such as wall, ground, and coating materials must obtain the environmental assessment certification documents from the government authorities;
- 優先與符合煤改氣等清潔能源政策、具備良好通風除塵及排污達標的企業進行合作。
Give priority to cooperation with enterprises that meet clean energy policies such as coal-to-gas conversion, and are well equipped for good ventilation, dust removal and emission.

綠城中國供應鏈風險管理措施

Greentown China Supply Chain Risk Management Measures

5.1.3 供應商有效溝通

在做好供應商風險管理與責任倡導的同時，綠城中國重視供應商能力建設，積極開展供應商溝通活動，以保證供應鏈保障能力，提升綠城中國產品競爭力。

5.1.3 Effective Communication with Suppliers

While carrying out good supplier risk management and advocating responsibility, Greentown China attaches great importance to suppliers' capacity building and actively carries out supplier communication activities to ensure the guarantee ability of supply chain and improve product competitiveness of Greentown China.

供應商限電摸排 Investigate the electricity-limited suppliers	供應商疫情摸排 Investigate the suppliers' epidemic situation	供應商培訓宣貫 Supplier training	供應商答謝表彰 Supplier commendation
<ul style="list-style-type: none"> • 2022年各地陸續出台限電、有序用電政策，8月，綠城中國對65家限電範圍內企業進行摸排工作，在第一時間掌握工廠限產、停產情況及帶來的影響，要求項目動於梳理供貨計劃，提前應對。 • In 2022, local governments continued to introduce policies to limit and orderly use electricity. In August, Greentown China carried out investigations on 65 enterprises which were affected by electricity-limited policies, mastered the production limit, production suspension and the impact of the project in the first time, and required the project to sort out the supply plan diligently and respond in advance. 	<ul style="list-style-type: none"> • 2022年4月，綠城中國對受疫情影響嚴重的上海及廣東供應商進行摸排，實行供應鏈彈性管理，制定供應鏈疫情應急預案，將疫情對供應鍊及正常生產運營的影響最小化。 • In April 2022, Greentown China conducted a survey on the suppliers in Shanghai and Guangdong that were severely affected by the epidemic, implemented flexible management of supply chain, formulated the emergency plan for the epidemic in the supply chain to minimise the impact of the epidemic on supply chain and normal production and operation. 	<ul style="list-style-type: none"> • 本年度，綠城中國對供應商開展質量、安全等方面培訓3場，宣貫集團對於質量管理、現場施工的安全管理等方面的相關要求，並將質量管理的要求和安全管理要求寫進合同，要求各供應商按照集團要求進行送貨，保障產品質量和安裝要求。 • During the Year, Greentown China organised 3 training sessions on quality and safety for suppliers, and announced the Group's relevant requirements on quality management and safety management of on-site construction. The Group also specified the requirements on quality management and safety management in contracts, requiring suppliers to deliver goods in accordance with the Group's requirements to ensure product quality and installment requirements. 	<ul style="list-style-type: none"> • 本年度，綠城中國進行了優秀供應商評選活動，為年度優秀供方頒發答謝函及表彰獎杯，其中包括材料設備類優秀供方14家、產品標準化配合單位6家、訂單協同平台應用先進單位5家。 • During the Year, Greentown China carried out the evaluation and selection activities for excellent suppliers, and issued thank-you letters and commendation trophies for the annual excellent suppliers, including 14 excellent cooperation units of material equipment, 6 cooperation units of product standardisation, 5 advanced units of order collaboration platform application.

五、品質責任 Quality Responsibility

5.2 公益慈善

綠城中國秉承人文主義情懷，借助自身優勢，不斷深化公益慈善與社會服務的參與程度，在慈善捐贈、康養服務、足球運動、文化教育方面貢獻力量，用實際行動踐行企業社會責任。

5.2.1 公益活動

我們心系社區氛圍和社會環境，積極宣導公益理念，總結完善並持續開展以往年度的品牌公益項目，結合社區發展情況和居民回聲，創新開展「慈善公益月」等全新的公益活動，以期帶領員工及更多人參與社會公益，確保每一次活動、每一位參與成員和受益者都切實感受到來自綠城的溫暖，為社會發展貢獻持續性的力量。報告期內，我們共慈善捐贈人民幣420萬元。

2022年，綠城中國延續性開展了「綠苗計劃」「春風行動」「綠城愛心基金會」等公益活動。作為亮點公益品牌，我們歷經多年沉澱，在探索中持續創新，為扶貧、捐款、科普教育等公益領域提供了強有力的支持。

- 扶貧助學：2022年，綠城中國在全國各區域公司開展近10次「綠苗計劃」愛心助學、「小候鳥」伴學活動。
- 春風行動：2022年，綠城中國連續第9年向「杭州春風行動」捐款人民幣100萬元，專項用於「綠城·春風心理關愛」項目，對精神障礙人群開展心理健康科普、關愛和幫扶工作，並榮獲杭州市政府「春風行動20年美好獎」及2021年「春風行動」愛心獎先進單位。
- 綠城愛心基金會：2022年綠城愛心基金會向杭州鬱金香助醫公益服務中心捐贈人民幣100萬元，繼續支持全國性心理健康「無鬱中國行」項目，開展線上線下活動800餘次，累計受益抑鬱症人群超過300萬人次。

5.2 Public Welfare and Charity

Greentown China adheres to humanism and leverages its own advantages to continuously deepen the level of participation in public welfare and charity as well as social services, contributing to charity donations, health care services, football sports, culture and education, and fulfilling corporate social responsibility with practical actions.

5.2.1 Public Welfare Activities

We care about the community atmosphere and social environment, actively advocate the concept of public welfare, summarize and improve the brand projects regarding public welfare of previous years, and innovate and carry out new public welfare activities such as “Charity Month” based on community development and residents’ feedback, with a view to leading employees and more people to participate in social welfare, ensuring that every activity, every participating member and beneficiary truly feel the warmth of Greentown, and continuously contributing to social development. During the Reporting Period, we donated a total of RMB4,200,000.

In 2022, Greentown China continued to carry out public welfare activities such as the “Green Seedling Program”, “Spring Breeze Action” and “Greentown Charity Foundation”. As a highlight of public welfare brand, after years of experience, we have continued to innovate through exploration, providing strong support for poverty alleviation, donations, science popularization education and other public welfare fields.

- Poverty alleviation and education assistance: In 2022, Greentown China carried out nearly 10 times of “Green Seedling Program” education assistance and “Little Migrant Birds” accompanying activities in regional companies across the country.
- Spring Breeze Action: In 2022, Greentown China donated RMB1,000,000 to the “Hangzhou Spring Breeze Action” for the 9th consecutive year, which was specially used for the “Greentown • Spring Breeze Psychological Care” project, and carried out mental health science popularization, care and assistance work for the people with mental disabilities. It was awarded the “20-year Excellent Award of Spring Breeze Action” and the Advanced Unit for Love Award of the “Spring Breeze Action” in 2021 by Hangzhou municipal government.
- Greentown Charity Foundation: In 2022, Greentown Charity Foundation donated RMB1,000,000 to Hangzhou Tulip Medical Aid Public Service Centre, continued to support the national mental health “No Depression in China Action” project, and carried out more than 800 online and offline activities, benefiting more than 3,000,000 participants with depression.

五、品質責任 Quality Responsibility

綠城中國基於社區公益活動，關注與少數群體之間的良性關係。對於年長者，我們不定期進行探望；對於社區孤寡老人，我們開展一對一陪護和聯誼活動；對於殘疾者，我們組織青年員工上門陪伴和關懷，提高社區生活舒適度，營造陽光互助的社區氛圍。

Greentown China pays attention to the benign relationship with minority groups based on community public welfare activities. We visit the elderly from time to time; for the elderly living alone in the community, we carry out one-on-one companionship and social activities; for the disabled, we organise young employees to accompany and care at home. We continue to improve the comfort level of community life and create a community atmosphere of sunshine and mutual assistance.

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春風送綠，美好入城 Spring Breeze Brings Green and Beauty to the City

綠城中國自2015年加入企業公益林的隊伍以來，已連續八年在萬里黃沙中親手種下梭梭樹，攜手愛心人士共同見證和監督「綠城林」的種植情況。截至2022年，「綠城林」作為民勤最大的企業公益林，已有梭梭樹近13.5萬棵，捐種面積超2,000畝，成功宣傳了低碳環保、節能減排的綠色生活理念，推動生態環境的可持續發展。

Since joining the corporate charity forest team in 2015, Greentown China has planted haloxylon trees in the yellow sand for eight consecutive years, and worked together with the caring people to witness and supervise the planting of "Greentown Forest". As of 2022, as the largest public welfare forest in Minqin, "Greentown Forest" has nearly 135,000 haloxylon trees and donated planting area of over 2,000 mu, successfully publicising the green living concept of low-carbon, environmental protection, energy conservation and emission reduction, and promoting the sustainable development of the ecological environment.



「種春風」沙漠綠洲共建活動
"Growing Spring Breeze" Desert Oasis Co-construction Activity

綠城系酒店「慈善公益月」活動
Greentown Hotel “Charity Month” Activity

2022年12月，首屆綠城系酒店「慈善公益月」活動啟動，旗下酒店均響應號召，將酒店的愛心與關懷延伸至當地社區，為各地社區送去了關懷和溫暖：

- 杭州綠城尊藍錢江豪華精選酒店在聖誕點燈儀式上邀請了杭州市上城區智慧樹殘疾人服務社的老師和同學們一起點亮聖誕樹，並進行學生畫作慈善義賣，所得款項全部捐贈學校；
- 寧波洲際酒店開啟「關懷小黃帽計劃」，為城市裏風雨兼程的外賣小哥送去冬日熱飲及暖心肉包；
- 綠城千島湖喜來登度假酒店及諸暨希爾頓酒店在寒冷冬日裏，不忘慰問「城市美容師」—給環衛工人們贈送牛奶、麵條等食品禮包。

In December 2022, the first “Charity Month” activity of Greentown’s hotels was launched. Our hotels responded to the call, extended the love and care of the hotels to the local communities, and sent care and warmth to the local communities:

- Hangzhou Greentown Zunlan Qianjiang Luxury Collection Hotel invited the teachers and students of the Smart Tree Disabled Persons Service Society of Shangcheng District, Hangzhou to light up the Christmas trees at the Christmas lighting ceremony, and carried out student painting charity sales, with all proceeds donated to the school;
- InterContinental Ningbo Hotel launched the “Caring for Little Yellow Cap Project” to send winter hot drinks and warm meat buns to delivery boys in the city;
- In the cold winter, Sheraton Qiandao Lake Resort Hotel and Hilton Zhuji Hotel visited the “urban beauticians” and gave food gift packs such as milk and noodles to sanitation workers.



為外賣小哥贈送熱飲
Offering Hot Drinks to Delivery Boys

公益+社群新興服務，擴大公益範圍

Public welfare + Community Emerging Services to Expand the Scope of Public Welfare

2022年，綠城中國積極組織社群類活動，其中，「好街一家親」公益服務隊本年共完成32場公益活動、5場社群活動、1場市集活動。

- 公益活動：以慰問老人、義診、好街公益課堂等形式為主，開展慰問養老中心、口腔義診、眼科義診、社區健康體檢、花藝公益課堂、消防安全知識講座等活動，報名參與友鄰超300人；
- 社群活動：包括發展成熟的瑜伽社群、烘焙社群、親子社群活動，以及新培育的乒乓球社、讀書社、運動社群；
- 市集活動：基於疫情影響，1月14-16日，組織好街新春市集，為好街友鄰提供了家門口的年貨，方便居民就近採購。

In 2022, Greentown China actively organised community activities, among which, the “Good Street Family” public welfare service team completed 32 public welfare activities, 5 community activities and 1 bazaar activity this year.

- Public welfare activities: Focusing on visiting the elderly, free medical consultation, Good Street public lecture, etc., the service team carried out activities such as visiting the elderly care centre, free dental consultation, free ophthalmic consultation, community health examination, flower art public welfare class, fire prevention and safety knowledge lecture, etc., with over 300 neighbours participated;
- Community activities: Including well-developed yoga communities, baking communities, parent-child community activities, and newly cultivated table tennis clubs, reading clubs, sports communities;
- Bazaar activity: Based on the Impact of the pandemic, the service team organised the Good Street Spring Bazaar from 14 to 16 January to provide goods for the Spring Festival for the neighbours in Good Streets to facilitate residents’ procurement in the vicinity.



綠城中國運動社群

Greentown China Sports Community

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5.2.2 康養服務

做養老，是綠城中國回饋社會的方式，也是綠城養老人發自內心的美好與堅守。綠城中國的康養服務從2010年開展至今，形成了機構運營管理、教育培訓、商務諮詢三大主營業務條線，自身開發或參與的養老產品類型有護理院、養老院、CCRC養老社區、老年失智護理院、老年病醫院、康養小鎮、日間照料、居家照護、臨終關懷醫院等九大類。綠城康養在集團榮獲「中國養老十大品牌」「中國醫養結合十大品牌」稱號。截至報告期末，綠城康養在營康養機構11個，籌開項目8個，共計床位6,000餘張，在住長者1,000餘名，運營項目面積30萬餘平方米，服務居家養老住戶60,000餘戶。

5.2.2 Elderly Care Services

Taking good care of the elderly is Greentown China's way of giving back to the society, and it also represents our staff's beautiful and persistent acts of kindness toward the elderly that come from the bottom of their heart. Since its launch in 2010, Greentown China's elderly care services have formed three main business lines, namely institutional operation and management, education and training, and business consulting. Nine types of elderly care products have been developed or participated by Greentown, including nursing homes, elderly care institutions, continuing care retirement community (CCRC), elderly dementia nursing homes, geriatric hospitals, health care towns, day care centres, home care and hospice care hospitals. Greentown Healthcare Group was awarded the titles of "China's Top 10 Brands for the Elderly Care (中國養老十大品牌)" and "China's Top 10 Brands for the Combination of Medical and Nursing Care (中國醫養結合十大品牌)". As at the end of the Reporting Period, under Greentown Healthcare Group, there were 11 healthcare institutions in operation and 8 institutions under preparation with more than 6,000 beds in total and more than 1,000 elderlies in residence. The operation projects cover areas of more than 300,000 sqm., serving over 60,000 households for home care.

房屋適老化改造，築牢安全防線 Elderly-oriented Adaptation and Building of Safety Lines

在人口老齡化的時代背景下，綠城中國主動關注長者的居家生活，堅持適老化改造探索：取消灶台下櫃門以便長者可坐姿備菜烹飪；考慮到長者視力下降，在櫥櫃內、鏡子前增加額外光源；根據身高，採取量身定制檯面、增加可升降式櫥櫃拉籃等措施，全面提升長者晚年的居住舒適度與生活品質。

In the era of ageing population, Greentown China actively pays attention to the home life of the elderly, and insists on exploring suitable transformation for the elderly: canceling the cabinet door under the stove so that the elderly can sit and prepare dishes for cooking; additional light sources were added in the cabinets and before mirrors considering the reduction in vision of the elderly; according to their height, adopting measures such as customised counter top and increasing the number of elevatable pullouts of the cabinets to comprehensively improve the living comfort and quality of life of the elderly.



量身定制檯面
Customised Counter Top



可升降式櫥櫃拉籃
Elevatable Pullouts of Cabinets

數智化養老生活
Digital and Intelligent Elderly Care Life

2022年，綠城康養集團致力於服務品質提升，提升項目整體服務水平，對旗下所有項目開展機構滿意度調查，經調查整體平均滿意度為93.31%。

11月，鄰里康養智慧養老展廳主要圍繞著「老有所養、老有所醫、老有所學、老有所為、老有所樂」五大主題展開，全面展示了「護理員監測」「防跌倒告警」「託養床位監測」「無感測溫」「人流量監測」五大模塊，呈現了一個為長者打造的專業化、便捷化、多元化、智慧化的高品質數智養老生活場景。

In 2022, Greentown Healthcare Group is committed to improving service quality, and the overall service level of projects, and conducting institutional satisfaction surveys on all projects under it. The overall average satisfaction rate after the survey is 93.31%.

In November, the Neighbourhood Smart Health and Elderly Care Exhibition Hall mainly focused on five major themes of “elderly care, elderly medical care, elderly education, elderly activities, and elderly entertainment”, and comprehensively displayed five modules of “nursing monitoring”, “falling prevention warning”, “nursing bed monitoring”, “non-sensory temperature measurement” and “human flow monitoring”, presenting a professional, convenient, diversified and intelligent high-quality digital and intelligent elderly care life scenario for the elderly.



鄰里康養智慧養老展廳
Neighbourhood Smart Health and
Elderly Care Exhibition Hall

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5.2.3 體育運動

綠城中國一直以推動浙江足球、中國足球發展為己任，深耕足球公益事業，為中國足球事業的進步貢獻力量。2022年，以綠城足球為核心的浙江職業足球俱樂部(FC)收穫了佳績：重返中超的第一年位列聯賽第三名、獲得亞冠聯賽附加賽資格、取得足協杯亞軍，創造俱樂部歷史上最佳戰績。

秉承最初的理念和初心，綠城足球已經在青訓上走出了一段長路，用二十餘年如一日的堅守，為中國足球培養了大量人才儲備。同時，綠城中國發揮自身在房產開發與生活服務方面的優勢，積極推動足球產業化進程，多個足球小鎮項目正在有序推進行中；舉辦「踢球去」社區公益足球聯賽，八年來賽事規模擴大至全國近200隻球隊。依託使命感與業務發展，綠城中國持續推動體育事業的發展。

5.2.3 Sports

Greentown China has always been committed to promoting the development of football in Zhejiang and China, and has been deeply involved in football public welfare undertakings to contribute to the progress of football in China. In 2022, Zhejiang Professional Football Club (FC), with Greentown Football as its core, achieved good results: it was ranked third in the league for the first year after returning to Chinese Football Association Super League, qualified for the playoffs of AFC Champions League, and ranked second of Chinese Football Association Cup, creating the best performance in the club's history.

Adhering to the original philosophy and aspiration, Greentown Football has embarked on a long journey in youth training, and has cultivated a large talent pool for Chinese football with more than 20 years of persistence. At the same time, leveraging on its own advantages in real estate development and living services, Greentown China actively promotes the process of football industrialisation, and a number of football town projects are progressing in an orderly manner. We held the "Go to Play Football (踢球去)" community football league, which has expanded to nearly 200 football teams nationwide in eight years. Relying on the sense of mission and business development, Greentown China continues to promote the development of sports.



2023年亞洲杯預選賽比賽現場
AFC Asian Cup 2023 Preliminary Round



U17 A隊獲首屆中國青少年足球聯賽U17組冠軍
Team U17-A won championship in U17-group
in the first China Youth Football League

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5.2.4 發展教育

綠城中國高度重視教育事業，積極發揮房地產企業的資源優勢，持續打造特色教育項目。我們基於綠城教育基金會，開展助學活動，同時參與校園設計，打造多層次的學習空間，以精品營造之心，為孩子們創造安全、美麗、開放的學習和生活空間。自2018年起，綠城中國交付超80所學校，截至2022年12月31日，在建幼兒園、小學等教育設施共86所。

5.2.4 Education Development

Greentown China attaches great importance to education, actively gives play to the resource advantages as a real estate enterprise, and continues to build characteristic education projects. Based on Greentown Education Foundation, we carry out student assistance activities, and participate in campus design to create a multi-level learning space, creating a safe, beautiful and open learning and living space for children with the heart of boutique construction. Since 2018, Greentown China has delivered over 80 schools, with a total of 86 kindergartens, primary schools and other educational facilities under construction as of 31 December 2022.

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衢州禮賢未來社區幼兒園 Kindergarten in Quzhou Lixian Future Community

幼兒園位於衢州禮賢未來社區中心區域，總用地面積約6,017平方米，總建築面積約為11,124平方米，規劃建設12個班，已於2022年9月正式開園。

The kindergarten is located in the centre of Quzhou Lixian future community, with a total site area of approximately 6,017 sqm and a total GFA of approximately 11,124 sqm. It was planned to launch 12 classes, which have been officially opened in September 2022.

幼兒園沿未來社區「几」字形軸線，採用退台式層層跌落佈置，為兒童提供共享的屋頂平台，大面積原木+留白的設計，簡潔、清新的氣息撲面而來。同時，園區在每個退台的東南角，設置有一個尺度與兒童匹配的「樹屋」，孩子們可以在這些開闊的平台上享受自由奔跑、嬉戲玩耍的快樂時光。

The kindergarten follows the shaped axis, like the Chinese character "几", of the future community, and adopts a stepped-down pattern to provide children with a shared roof platform, a large area of logs and blank design, and a simple and fresh atmosphere. At the same time, in the southeast corner of each platform, a "tree house" has been set up which matches the children. The children can enjoy the happy time of free running and play on these open platforms.



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5.2.5 抗擊疫情

疫情當前，綠城中國主動承擔社會責任，為社會創造價值。我們向全體員工發佈《綠城中國疫情防控倡議書》及宣傳海報，倡議員工積極響應、全力配合政府和公司的各項防疫舉措，確保防疫工作的每一條防範都不會失守。

2022年，綠城中國組織員工積極配合當地街道、社區、鄉鎮等，參與30餘次疫情防控服務、業主「溫暖蔬送計劃」等活動。

- 心理講座：2022年4月，成功開通綠城「陽光心」抗擊疫情心理關愛熱線、網絡諮詢平台，並開展防疫隔離心理互動講座，保障員工心理安全；
- 防疫物資包：2022年4-5月，因上海疫情封控，物資緊張，綠城中國向上海辦公的全體同仁配發了「防疫慰問物資包」，價值約人民幣60萬元，解決隔離員工的燃眉之急；
- 核酸檢測：設置核酸檢測採樣點，進行環境消毒，定時消毒電梯、樓道等高敏感區域，避免交叉感染；
- 分揀、配送生活物資：挑選營養均衡的日常食蔬補給包，由專人無接觸配送給出行不便的業主。

5.2.5 Combating COVID-19

In the face of COVID-19, Greentown China takes the initiative to assume social responsibility and create value for the society. We issued Greentown China Epidemic Prevention and Control Proposal (《綠城中國疫情防控倡議書》) and publicity posters to all employees, encouraging employees to actively respond to and fully cooperate with the government and the Company's various epidemic prevention measures to ensure that every precaution of epidemic prevention work will not fall behind.

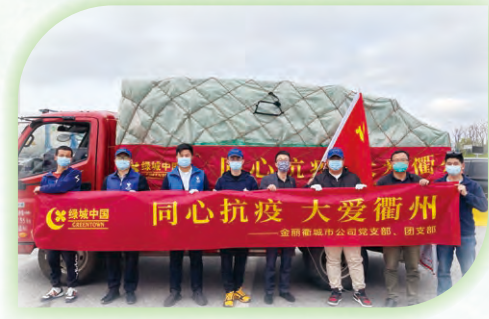
In 2022, Greentown China organised employees to actively cooperate with local streets, communities, towns, etc., and participated in more than 30 epidemic prevention and control services, "Warm Vegetable Delivery Plan" for home owners and other activities.

- Psychological lectures: In April 2022, Greentown's "Sunshine Heart" anti-epidemic psychological care hotline and online consulting platform were successfully launched, and the psychological interactive lectures on epidemic prevention and isolation were carried out to ensure the mental health of the employees;
- Epidemic prevention materials package: From April to May 2022, due to the lockdown and control of the epidemic in Shanghai and the shortage of materials, Greentown China distributed "Epidemic prevention materials package" to all colleagues in Shanghai office, with a value of approximately RMB600,000, solving the urgent needs of quarantined employees;
- Nucleic acid testing: Setting up nucleic acid testing sampling stations, conducting environmental disinfection, regularly disinfecting high-sensitive areas such as elevators and corridors to avoid cross-infection;
- Sorting and distributing daily necessities: We selected daily food and vegetable supply packages with balanced nutrition, and designated personnel to provide property owners with mobility inconvenience without contact.

五、品質責任 Quality Responsibility



消殺現場
Disinfectant Site



物資運送現場
Goods and Materials Delivery Site

5.3 城市發展

綠城中國主動肩負房地產行業的社會責任，以「讓更多人的人住上更好的房子」為承諾，持續深化國家保障性住房的參與力度，建設、改善人居環境，提升人居質量。同時，我們積極探索智慧城市的建設，助力城市發展，以綠城價值賦能城市活力。

5.3.1 保障房建設

保障房建設事關群眾切身利益，是維護社會穩定的重要保障。綠城中國附屬公司綠城管理作為中國最大的政府代建服務商，一直致力於為政府打造質量更高、工期更短、成本更省的保障房，為政府推進拆遷安置工作提供堅實保障，為解決民生問題貢獻力量。截至2022年末，綠城管理的政府代建累計交付4,000萬平方米，累計為近26萬戶原住民改善居住生活環境，並且正在為近23萬戶原住民打造夢想家園。

5.3 City Development

Greentown China takes the initiative to shoulder the social responsibility of the real estate industry. With the commitment of “letting more people live in better houses”, we continue to deepen our participation in national affordable housing, build and improve the living environment, and improve the quality of human settlements. At the same time, we actively explore the construction of smart cities to help urban development and empower the vitality of cities with Greentown’s value.

5.3.1 Construction of Affordable Housing

The construction of affordable housing is closely related to the interests of the public and is an important guarantee for maintaining social stability. As the largest government project management service provider in China, Greentown Management, a subsidiary of Greentown China, has always been committed to creating affordable housing with higher quality, shorter construction period and lower costs for the government, providing a solid guarantee for the government to promote demolition and resettlement, and contributing to solving livelihood problems. By the end of 2022, Greentown Management has delivered a total of 40,000,000 sqm of government project management projects, which has improved the living environment for nearly 260,000 residents. Besides, it is building dream homes for nearly 230,000 indigenous residents.

五、品質責任 Quality Responsibility

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5.3.2 城市微更新

綠城中國始終堅持通過城市微更新，打造更新、更美、更有序、更便捷、更舒適、功能更完備的優質社區，讓空間適合共享，成就更新、更美、更好的「老小區、新生活」。

2022年，從杭州小營巷社區到復興南苑小區，從蕭山城廂街道俊良社區到衢州門潭未來社區，綠城築樂美公司累計完成13個老舊小區166萬多平方米的改造任務，項目獲得多項榮譽，並被作為「行業標杆」推廣示範。

5.3.2 Urban Micro-renewal

Greentown China has always insisted on building a newer, more beautiful, more orderly, more convenient, more comfortable and functional high-quality community through urban micro-renewal, making the space suitable for sharing and achieving a newer, more beautiful, and better old community with new life.

In 2022, Greentown Zhulemei Company completed the renovation of 13 old communities with a total area of more than 1,660,000 sqm, including Xiaoyingxiang Community and Fuxing Nanyuan Community in Hangzhou Junliang Community, Chengxiang Sub-district, Xiaoshan; and Future Community, Doutan, Quzhou. These projects won a number of honors and were promoted as a “industry benchmark”.

杭州小營巷社區微更新 Xiaoyingxiang Community Micro-renewal Project in Hangzhou

2022年，我們進行小區入口改造、重構交通微循環、重建小區垃圾房等一系列更新舉措，成功重塑了園區功能，達到硬性的空間功能轉移與軟性的文化植入相結合的優質效果，為城市更新提供了日益豐富的綠城細節和綠城經驗。

In 2022, we carried out a series of renewal measures such as renovation of community entrance, reconstruction of micro-circulation of transportation and reconstruction of community garbage room, successfully reshaping the functions of the community, achieving the high-quality effect of combining the transfer of hard space functions and soft cultural implantation, and providing increasingly abundant Greentown details and experience for urban renewal.



杭州小營巷社區改造前
Pre-renovation of Xiaoyingxiang
Community in Hangzhou



杭州小營巷社區改造後
Post-renovation of Xiaoyingxiang
Community in Hangzhou

五、品質責任 Quality Responsibility

5.3.3 數智建設

數字化建設作為房地產新的發展模式之一，綠城中國旗下綠城未來數智公司已對數字化領域已經進行了長足探索。我們創新打造「數字化+物理空間+長效運營」三位一體的綜合業務發展模式，在未來社區、未來鄉村、智慧園區、老舊小區、智慧小鎮、智慧樓宇等多個領域，服務項目已達250餘個，並積極參與國家級、省級標準制定，致力於成為中國智慧化城市服務引領者。

2022年綠城中國深入「未來數智」領域，重點探索未來社區、未來鄉村共富單元建設。截至目前，浙江省範圍未來社區試點項目累計783個，其中由綠城簽約並提供服務的項目有108個，協助推進未來社區建設的項目達210餘個，助力人民美好生活。

5.4 行業共建

作為中國領先的優質房產品開發及生活綜合服務供應商，綠城中國通過積極參與行業交流活動，展示綠城中國在經營、產品、服務、品質方面的成果與經驗，同時與行業眾多優秀同行進行深度交流，博採眾長，攜手共進，共創未來。

5.3.3 Digital Intelligence Construction

As one of the new development models for the real estate industry, digital construction has been extensively explored by Greentown Future Digital Intelligence Company, a subsidiary of Greentown China. We have created a comprehensive business development model integrating “digitalisation + physical space + long-term operation”. We have serviced more than 250 projects in various fields such as future communities, future villages, smart parks, old communities, smart towns and smart buildings, and actively participated in the formulation of national and provincial standards, striving to become a leader in smart city services in China.

In 2022, Greentown China went deep into the field of “future digital intelligence” and focused on exploring the construction of common prosperity of future communities and villages. Up to now, there are a total of 783 future community pilot projects in Zhejiang Province, of which 108 projects have been contracted with and serviced by Greentown, and more than 210 projects have been assisted by Greentown in the future community construction to help people live a better life.

5.4 Industry Co-construction

As a leading provider of high-quality housing product development and comprehensive life services in China, Greentown China actively participates in industry exchange activities to demonstrate Greentown China’s achievements and experience in operation, products, services and quality. At the same time, it conducts in-depth exchanges with many outstanding peers in the industry, drawing on the strengths of others and working together to create a better future.

五、品質責任 Quality Responsibility

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第十三屆中國房地產科學發展論壇 The 13th China Real Estate Science Development Forum

2022年11月10日，由中國房地產業協會主辦的「第十三屆中國房地產科學發展論壇」在北京舉行，圍繞「新格局新動能」這一主題，就宏觀經濟形勢、房地產平穩健康發展、碳達峰以及企業發展戰略等熱點問題，展開了深入探討和交流，綠城中國董事會主席張亞東參會並進行觀點分享。

On 10 November 2022, the 13th China Real Estate Science Development Forum, hosted by the China Real Estate Association, was held in Beijing. Centring on the theme of “new pattern and new momentum”, the forum conducted in-depth discussions and exchanges on hot issues such as macroeconomic situation, stable and healthy development of real estate industry, carbon peak and corporate development strategy. The chairman of the board of Greentown China, Zhang Yadong, attended the meeting and shared views.



寧波市住宅工程質量品質提升現場觀摩會 Residential Construction Quality Improvement Site Observation Meeting in Ningbo

2022年度寧波市住宅工程質量品質提升現場觀摩會在寧波北侖綠城通山未來社區圓滿舉辦，本次觀摩會以「數字化引領、品質化提升」為主題，圍繞未來社區綜合品質營造體系展開，為打造未來社區提供示範樣本。本次觀摩會由寧波市住房和城鄉建設局主辦，北侖區住房和城鄉建設局承辦。

In 2022, the on-site observation meeting for improving the quality of residential construction in Ningbo was successfully held in Tongshan Future Community of Greentown, Beilun District, Ningbo. With the theme of “digital leadership and quality improvement”, the observation meeting focused on the construction system of comprehensive quality of future communities and provided a demonstration sample for building future communities. This event was hosted by the Housing and Urban-Rural Development Bureau of Ningbo and undertaken by the Housing and Urban-Rural Development Bureau of Beilun District.



附錄I： 香港聯交所ESG內容索引

Appendix I: HKEx ESG Content Index

環境、社會及管治範疇與一般披露及關鍵績效指標(KPI)			所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE			
Scope and General Disclosures and Key Performance Indicators (KPI)			In Chapter
環境	A1 排放物	一般披露	3.4 廢棄物管理
Environmental	A1: Emissions	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： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General disclosure Information relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste： (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	3.4 Waste Management 3.2.3溫室氣體排放管理 3.2.3GHG Emission Management
		A1.1 排放物種類及相關排放數據	3.4 廢棄物管理
		A1.1 The types of emissions and respective emission data	3.4 Waste Management
		A1.2 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)	3.2.3溫室氣體排放管理
		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)	3.2.3GHG Emission Management
		A1.3 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)	3.4 廢棄物管理
		A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	3.4 Waste Management

環境、社會及管治範疇與一般披露及關鍵績效指標 (KPI)		所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE		
Scope and General Disclosures and Key Performance Indicators (KPI)		In Chapter
A1.4	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)	3.4 廢棄物管理 3.4 Waste Management
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	
A1.5	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	3.2.3 溫室氣體排放管理 3.2.3 GHG Emission Management
A1.5	Description of emissions targets set and the steps taken to achieve them	
A1.6	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	3.4 廢棄物管理 3.4 Waste Management
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction targets set and steps taken to achieve them	
A2	資源使用	3.3 資源使用
A2	Use of Resources	3.3 Use of Resources
	一般披露 有效使用資源(包括能源、水及其他原材料)的政策 General disclosure Policies on the efficient use of resources, including energy, water and other raw materials	
A2.1	按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以每千個千瓦時計算)及密度(如以每產量單位、每項設施計算)	3.3.1 能源管理 3.3.1 Energy Management
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)	
A2.2	總耗水量及密度(如以每產量單位、每項設施計算)	3.3.2 水資源管理 3.3.2 Water Resource Management
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility)	

環境、社會及管治範疇與一般披露及關鍵績效指標(KPI)		所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE		
Scope and General Disclosures and Key Performance Indicators (KPI)		In Chapter
	A2.3 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟 A2.3 Description of energy use efficiency targets set and the steps taken to achieve them	3.3.1 能源管理 3.3.1 Energy Management
	A2.4 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟 A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, and water efficiency targets set and the steps taken to achieve them	3.3.2 水資源管理 3.3.2 Water Resource Management
	A2.5 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量 A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	主要業務不適用 Not applicable to principal business
A3 環境及天然資源 A3 The Environment and Natural Resources	一般披露 減低發行人對環境及天然資源造成重大影響的政策 General disclosure Policies on minimising the issuer's significant impact on the environment and natural resources	3.3 資源使用 3.3 Use of Resources
	A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動 A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	3.3 資源使用 3.3 Use of Resources
A4 氣候變化 A4 Climate change	一般披露 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策 General disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	3.2 應對氣候變化 3.2 Response to Climate Change
	A4.1 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動 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	3.2 應對氣候變化 3.2 Response to Climate Change

環境、社會及管治範疇與一般披露及關鍵績效指標(KPI)			所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE			
Scope and General Disclosures and Key Performance Indicators (KPI)			In Chapter
社會 Social	B1 僱傭 B1 Employment	<p>一般披露</p> <p>有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料</p> <p>General disclosure</p> <p>Information relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti discrimination, and other benefits and welfare</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p>	<p>4. 品質職場</p> <p>4. Quality workplace</p>
		B1.1 按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數	4.1.1 招聘管理
		B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region	4.1.1 Recruitment Management
		B1.2 按性別、年齡組別及地區劃分的僱員流失比率	4.1.2 勞工權益
		B1.2 Employee turnover rate by gender, age group and geographical region	4.1.2 Labor rights
	B2 健康與安全 B2 Health and Safety	<p>一般披露</p> <p>有關提供安全工作環境及保障僱員避免職業性危害的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料</p> <p>General disclosure</p> <p>Information relating to providing a safe working environment and protecting employees from occupational hazards</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p>	<p>4.4 健康安全</p> <p>4.4 Health and Safety</p>
		B2.1 過去三年(包括匯報年度)每年因工亡故的人數及比率	4.4 健康安全
		B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	4.4 Health and Safety
		B2.2 因工傷損失工作日數	4.4 健康安全
		B2.2 Lost days due to work injury	4.4 Health and Safety
		B2.3 描述所採納的職業健康與安全措施，以及相關執行及監察方法	4.4 健康安全
		B2.3 Description of occupational health and safety measures adopted, how they are implemented and monitored	4.4 Health and Safety

環境、社會及管治範疇與一般披露及關鍵績效指標 (KPI)		所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE		
Scope and General Disclosures and Key Performance Indicators (KPI)		In Chapter
B3 發展與培訓	一般披露	4.3 培訓發展
B3 Development and Training	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 General disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	4.3 Training and Development
B3.1 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	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	4.3.1 培訓體系 4.3.1 Training System
B3.2 按性別及僱員類別劃分，每名僱員完成受訓的平均時數	B3.2 The average training hours completed per employee by gender and employee category	4.3.1 培訓體系 4.3.1 Training System
B4 勞工準則	一般披露	4.1.2 勞工權益
B4 Labor Standards	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General disclosure Information relating to preventing child and forced labour (a) the polices; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	4.1.2 Labor Rights
B4.1 描述檢討招聘慣例的措施以避免童工及強制勞工	B4.1 Description of measures to review employment practices to avoid child and forced labor	4.1.2 勞工權益 4.1.2 Labor Rights
B4.2 描述在發現違規情況時消除有關情況所採取的步驟	B4.2 Description of steps taken to eliminate such practices when discovered	4.1.2 勞工權益 4.1.2 Labor Rights

環境、社會及管治範疇與一般披露及關鍵績效指標 (KPI)		所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE		
Scope and General Disclosures and Key Performance Indicators (KPI)		In Chapter
B5 供應鏈管理	一般披露：	5.1 供應鏈管理
B5 Supply Chain Management	管理供應鏈的環境及社會風險政策 General disclosure Policies on managing environmental and social risks of the supply chain	5.1 Supply Chain Management
B5.1 按地區劃分的供應商數目	B5.1 Number of suppliers by geographical region	5.1.1 供應商管理體系 5.1.1 Supplier Management System
B5.2 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法	B5.2 Description practices of relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	5.1.1 供應商管理體系 5.1.1 Supplier Management System
B5.3 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法	B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	5.1.2 供應鏈責任倡導 5.1.2 Supply Chain Responsibility Advocacy
B5.4 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法	B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	5.1.2 供應鏈責任倡導 5.1.2 Supply Chain Responsibility Advocacy

環境、社會及管治範疇與一般披露及關鍵績效指標 (KPI)		所在章節
ENVIRONMENTAL, SOCIAL AND GOVERNANCE		
Scope and General Disclosures and Key Performance Indicators (KPI)		In Chapter
B6 產品責任	一般披露	1.1 產品品質
B6 Product Responsibility	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General disclosure Information relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress (a) the polices; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	1.1 Product Quality
B6.1 已售或已運送產品總數中因安全與健康理由而回收的百分比	B6.1 已售或已運送產品總數中因安全與健康理由而回收的百分比 B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons	1.1.1 質量體系 1.1.1 Quality System
B6.2 接獲關於產品及服務的投訴數目以及應對方法	B6.2 接獲關於產品及服務的投訴數目以及應對方法 B6.2 Number of products and service related complaints received and how they are dealt with	1.2.2 客戶投訴處理 1.2.2 Customer Complaint Management
B6.3 描述與維護及保障知識產權有關的慣例	B6.3 描述與維護及保障知識產權有關的慣例 B6.3 Description of practices relating to observing and protecting intellectual property rights	2.4 知識產權保護 2.4 Intellectual Property Protection
B6.4 描述質量檢定過程及產品回收程序	B6.4 描述質量檢定過程及產品回收程序 B6.4 Description of quality assurance process and recall procedures	1.1 產品品質 1.1 Product Quality
B6.5 描述消費者數據保障及私隱政策，以及相關執行及監察方法	B6.5 描述消費者數據保障及私隱政策，以及相關執行及監察方法 B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored	1.2.3 客戶隱私保護 1.2.3 Customer Privacy Protection
B7 反貪污	一般披露	2.3 反腐倡廉
B7 Anti-corruption General disclosure	有關防止賄賂、勒索、欺詐及洗黑的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General disclosure Information relating to bribery, extortion, fraud and money laundering (a) the policies; and (b) compliance with the information in relevant laws and regulations that have a significant impact on the issuer	2.3 Anti-corruption and Integrity

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Scope and General Disclosures and Key Performance Indicators (KPI)		In Chapter
	B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	2.3.1 廉潔管理 2.3.1 Integrity Management
	B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	
	B7.2 描述防範措施及舉報程序，以及相關執行及監察方法	2.3.2 監察舉報
	B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	2.3.2 Supervision and Reporting
	B7.3 描述向董事會及員工提供的反貪污培訓	2.2.1 廉潔管理
	B7.3 Description of anti-corruption training provided to directors and staff	2.2.1 Integrity Management
B8 社區投資	一般披露	5.2 公益慈善
B8 Community Investment	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策 General disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	5.2 Public Welfare and Charity
	B8.1 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)	5.2 公益慈善
	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	5.2 Public Welfare and Charity
	B8.2 在專注範疇所動用資源(如金錢或時間)	5.2 公益慈善
	B8.2 Resources contributed (e.g. money or time) to the focus area	5.2 Public Welfare and Charity

附錄II: ESG數據指標績效

Appendix II: ESG Data Performance Indicators

管治績效

Governance Performance

商業道德 Business ethics	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
貪污訴訟事件 Anti-corruption case	0	件 case	B7反貪污 B7: Anti-corruption
商業道德培訓培訓次數 Number of business ethics training	34	次 times	
商業道德培訓參與人數 Number of participants receiving business ethics training	11,503	人 person	

環境績效

Environmental Performance

綠色建築認證 Green building certification	累計項目數量 Number of accumulated projects
綠色三星建築 Green 3-star building	17
綠色二星建築 Green 2-star building	136
綠色一星建築 Green 1-star building	65
LEED認證項目 LEED	6
WELL認證項目 WELL	2

廢氣排放 Air pollutant emission	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
汽車空氣污染物排放—NO _x 排放量 Air pollutant emission from vehicles – NO _x emission	273.53	千克 kg	A1 : 排放物 A1: Emissions
汽車空氣污染物排放—SO _x 排放量 Air pollutant emission from vehicles – SO _x emission	23.78	千克 kg	
汽車空氣污染物排放—CO排放量 Air pollutant emission from vehicles – CO emission	2,649.79	千克 kg	
汽車空氣污染物排放—HC排放量 Air pollutant emission from vehicles – HC emission	382.31	千克 kg	

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廢水排放 Wastewater discharge	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
廢水排放總量 Total wastewater discharge	168,081.67	噸 Tonnes	A1 : 排放物 A1: Emissions

溫室氣體排放 Greenhouse gas emission	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
溫室氣體排放(範圍一) GHG emission (scope 1)	733.01	噸二氧化碳當量 Tonnes CO ₂ equivalent	A1 : 排放物 A1: Emissions
溫室氣體排放(範圍二) GHG emission (scope 2)	24,090.13	噸二氧化碳當量 Tonnes CO ₂ equivalent	
溫室氣體總排放量 Total GHG emission	24,823.14	噸二氧化碳當量 Tonnes CO₂ equivalent	
溫室氣體排放密度 Density of GHG emission	0.22	噸二氧化碳當量/ 平方米建築面積 Tonnes CO ₂ equivalent/sqm GFA	

廢棄物處置量 Waste disposal	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
有害廢棄物 Hazardous waste			
螢光燈管產生量 Fluorescent light tube	0.55	噸 tonnes	A1 : 排放物 A1: Emissions
廢電池產生量 Waste battery	1.05	噸 tonnes	
墨盒產生量 Ink cartridge	1.32	噸 tonnes	
設備維護廢液產生量 Waste liquid after facilities maintenance	0.03	噸 tonnes	
有害廢棄物總量 Total hazardous waste produced	2.95	噸 tonnes	
有害廢棄物密度 Hazardous waste production intensity	0.000026	噸/平方米 建築面積 tonnes/ sqm GFA	

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廢棄物處置量 Waste disposal		2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
無害廢棄物 Non-hazardous waste	紙張回收量 Paper recycling	5.86	噸 tonnes	A1: 排放物 A1: Emissions
	金屬回收量 Metal recycling	0.21	噸 tonnes	
	塑料回收量 Plastic recycling	0.88	噸 tonnes	
	玻璃回收量 Glass recycling	0.05	噸 tonnes	
	無害廢棄物回收總量 Total non-hazardous waste recycling	7.00	噸 tonnes	
	紙張使用量 Paper usage	65.08	噸 tonnes	
	金屬使用量 Metal usage	2.74	噸 tonnes	
	塑料使用量 Plastic usage	3.32	噸 tonnes	
	玻璃使用量 Glass usage	3.59	噸 tonnes	
	廚餘垃圾 Kitchen waste	659.45	噸 tonnes	
	建築垃圾 Construction waste	172.05	噸 tonnes	
	無害廢棄物產生總量 Total non-hazardous waste produced	906.23	噸 tonnes	
	無害廢棄物 產生密度 Non-hazardous waste production intensity	0.008	噸/平方米 建築面積 tonnes/ sqm GFA	
	水資源消耗 Water consumption		2022年 2022	單位 Unit
總耗水量 Total water consumption	210,102.09	噸 tonnes	A2: 資源使用 A2: Use of Resources	
總耗水密度 Total water consumption density	1.86	噸/平方米 建築面積 tonnes/sqm GFA		
總節水量 Total water saving	4,140.00	噸 tonnes		

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能源消耗 Total electricity consumption	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
電力消耗總量 Total electricity consumption	39,984,738.48	千瓦時 kWh	A2 : 資源使用 A2: Use of Resources
汽油消耗總量 Total petrol consumption	173,321.17	公升 litre	
柴油消耗總量 Total diesel consumption	51,382.00	公升 litre	
液化石油氣消耗總量 Total LPG Consumption	71.07	噸 tonnes	
天然氣消耗總量 Total natural gas consumption	2,317.72	立方米 cubic meters	
直接能源消耗總量 Total direct energy consumption	370.03	噸標準煤 tonnes of standard coal	
間接能源消耗總量 Total indirect energy consumption	4,914.12	噸標準煤 tonnes of standard coal	
綜合能源消耗總量 Total comprehensive energy consumption	5,284.15	噸標準煤 tonnes of standard coal	
綜合能源消耗密度 Comprehensive energy consumption density	0.047	噸標準煤/平方米 建築面積 tonnes of standard coal/ sqm GFA	

社會績效表

Social Performance

員工僱傭 Staff employment	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
僱傭人數 Number of staff	9,387	人 person	B1 : 僱傭 B1: Employment
按性別劃分員工人數 Number of staff by gender			
男 Male	6,052	人 person	B1 : 僱傭 B1: Employment
女 Female	3,335	人 person	

員工僱傭 Staff employment	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
按年齡劃分員工人數 Number of staff by age			
30歲以下 Below 30	2,481	人 person	B1 : 僱傭 B1: Employment
30歲－49歲 30-49	6,679	人 person	
50歲及以上 50 and above	227	人 person	
按職級劃分員工人數 Number of staff by rank			
高級管理人員數 Number of senior management	914	人 person	B1 : 僱傭 B1: Employment
中層管理人員數 Number of mid-level seniority	3,519	人 person	
基層員工人員數 Number of entry-level staff	4,954	人 person	
按地區劃分員工人數 Number of staff by region			
浙江區域 Zhejiang Region	5,937	人 person	B1 : 僱傭 B1: Employment
華北區域 Northern Region	545	人 person	
華東區域 Eastern Region	946	人 person	
中原區域 Midland Region	386	人 person	
西南區域 Southwest Region	384	人 person	
華南區域 Southern Region	272	人 person	
華中區域 Central Region	291	人 person	
西北區域 Northwest Region	447	人 person	
東北區域 Northeast Region	179	人 person	

附錄II: ESG數據指標績效
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員工保留 Staff retention	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
員工流失率 Staff turnover rate	11.7	%	B1 : 僱傭 B1: Employment
按性別劃分的員工流失率 Staff turnover rate by gender			
男 Male	7.54	%	B1 : 僱傭 B1: Employment
女 Female	4.16	%	
按年齡劃分的員工流失率 Staff turnover rate by age			
30歲以下 Below 30	3.09	%	B1 : 僱傭 B1: Employment
30歲－49歲 30-49	8.32	%	
50歲及以上 50 and above	0.29	%	
按地區劃分的員工流失率 Staff turnover rate by region			
浙江區域 Zhejiang Region	7.40	%	B1 : 僱傭 B1: Employment
華北區域 Northern Region	0.68	%	
華東區域 Eastern Region	1.18	%	
中原區域 Midland Region	0.48	%	
西南區域 Southwest Region	0.48	%	
華南區域 Southern Region	0.34	%	
華中區域 Central Region	0.36	%	
西北區域 Northwest Region	0.56	%	
東北區域 Northeast Region	0.22	%	

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安全生產 Safe production	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
因工亡故人數 Number of work-related fatalities	0	人 person	B2 : 健康與安全 B2: Health and Safety
因工傷損失工作日數 Lost days due to work injury	0	天 day	

員工培訓 Staff training	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
按性別劃分的人均受訓時長 Number of training hours per capita by gender			
男 Male	45	小時 hour	B3 : 發展與培訓 B3: Development and Training
女 Female	46	小時 hour	
按職級劃分的人均受訓時長 Number of training hours per capita by rank			
高級管理層 Senior management	45	小時 hour	B3 : 發展與培訓 B3: Development and Training
中層管理人員 Mid-level management	46	小時 hour	
基層員工 Entry-level employees	46	小時 hour	

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供應商管理 Supplier management	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
供應商總數 Total number of suppliers	1,637	家 unit	B5 : 供應鏈管理 B5: Supply Chain
按地區劃分的供應商數目 Management Number of suppliers by region			
小鎮集團 Town group	249	家 unit	B5 : 供應鏈管理 B5: Supply Chain
浙江區域 Zhejiang Region	242	家 unit	Management
華北區域 Northern Region	280	家 unit	
華東區域 Eastern Region	198	家 unit	
中原區域 Midland Region	247	家 unit	
西南區域 Southwest Region	107	家 unit	
華南區域 Southern Region	144	家 unit	
華中區域 Central Region	114	家 unit	
西北區域 Northwest Region	50	家 unit	
東北區域 Northeast Region	6	家 unit	
	2022年 2022	單位 Unit	聯交所指標 HKEx Indicator
產品與服務 Products and services			
產品投訴總數 Total number of complaints	1,957	件 unit	B6 : 產品責任 B6: Product
客戶投訴解決率 Customer complaint resolution rate	98.7	%	Responsibility
研發創新 Innovative research and development			
現取得專利授權總數 Total number of patent authorization obtained	757	項 unit	B6 : 產品責任 B6: Product
現持有註冊商標總數 Total number of registered trademarks held	968	個 unit	Responsibility
現有著作權登記 Existing copyright registrations	200	件 unit	

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