



2023

*Environmental, Social and  
Governance Report*

環境、社會及管治報告



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

### 概覽

本報告是綠城中國控股有限公司(以下簡稱「公司」)發佈的第八份《環境、社會及管治報告》(「ESG」報告或「報告」),且為本公司發佈的第三份獨立版「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2023年1月1日至2023年12月31日(即報告期內),部分內容追溯以往年份或延後至2024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C2《環境、社會及管治報告指引》(「ESG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 eighth Environmental, Social and Governance Report (the “ESG Report” or the “Report”) of Greentown China Holdings Limited (the “Company”) and is the third 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 2023 to 31 December 2023 (the “Reporting Period”) with part of the contents tracing back to prior years or tracing forward until March 2024.

### 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 (the “ESG Reporting Guide”) set out in the Appendix C2 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。如欲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2024年3月22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 on 22 March 2024 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



The background is a watercolor-style illustration. The top half is dominated by soft, blended washes of yellow and light green, suggesting a bright sky or a misty atmosphere. The bottom half transitions into a more textured, darker green, with visible brushstrokes and a sense of depth, possibly representing a forest or a lush landscape. The overall color palette is natural and earthy.

走進綠城中國

Walking into  
Greentown China





杭州詠溪雲廬  
Hangzhou Yongxi Yunlu



# 走進綠城中國

## Walking into Greentown China

### (一) 公司簡介

### (I) Corporate Profile

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。公司連續二十年榮獲「中國房地產百強企業綜合實力TOP10」<sup>1</sup>，所進駐重點城市客戶滿意度連續十三年保持領先，蟬聯產品力測評榜第一<sup>2</sup>，並獲得「房地產開發企業交付能力TOP5」「房地產開發企業穩健經營TOP10」等榮譽。

Greentown China Holdings Limited is a leading quality property developer and an 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 “Top10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength”<sup>1</sup> for 20 consecutive years and maintained a leading position in customer satisfaction in core cities in which it operates for 13 consecutive years, and ranked first in the product strength assessment lists for several consecutive years<sup>2</sup> as well as having been awarded the honors of “Top5 Real Estate Enterprises by Delivery Capacity” and “Top10 Real Estate Developers with Steady Operation”.

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28.97%的權益。

Greentown China Holdings Limited was founded in Hangzhou, China in January 1995 and listed on the HKEx 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 28.97% of the total issued share capital of the Company.

歷經二十九年的發展，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，在傳統開發業務基礎上，積極發展特色房地產業務，包括小鎮、城市更新等相關業務；輕資產板塊強化代建業務，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），市佔率在行業中遙遙領先；「綠城+」板塊發展和培育不動產產業鏈業務，建立產業生態圈，協同賦能主業。

Throughout 29 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 actively builds its featured real estate businesses, including town projects, urban renewal projects and other businesses, on the foundation of its traditional development business. The asset-light segment strengthens the project management business. In July 2020, Greentown Management Holdings Company Limited was officially spun off and listed separately on the Main Board of the Stock Exchange (stock code: 09979), with a market share ranking far ahead in the industry. The “Greentown+” segment develops and cultivates the industry chain business of real estate and establishes an industrial ecosystem to collaborate and empower its main business.

<sup>1</sup> 中指院

<sup>2</sup> 中指院、克而瑞及億翰智庫

<sup>1</sup> China Index Academy

<sup>2</sup> China Index Academy, CRIC and EH Consulting

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。綠城中國憑藉優質的開發品質、高質的土地儲備、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。

一直以來，公司堅守「真誠、善意、精緻、完美」的企業價值觀，堅持「內外出品相、過程求品質、工作有品位、結果樹品牌、隊伍講品行、精神顯品格」的「六品」方針，不斷增強發展韌性。2023年，公司發展穩健，在持續創新產品的基礎上，獲得市場普遍認可，項目去化「又好又快」，全年實現合同銷售額約人民幣3011億元。在保持規模穩定的同時，權益銷售、新增貨值、運營效率等主要經營指標持續向好，經營質量不斷提高。

面向未來，公司將保持戰略定力，以打造「TOP10中的品質標桿」為目標，以「最懂客戶、最懂產品」為戰略支點，持續踐行「以客戶為中心的產品主義」，同時全面提升能力，穩中精進，提質增效，堅定走「全品質、高質量、可持續」的發展道路。

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. Leveraging its superior development quality, premium land bank, highly effective organizational structure and high-calibre management team, Greentown China has established its brand image in all the cities where it operates. The rich experience that 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.

The Company has always adhered to its corporate values of “sincerity, kindness, exquisiteness and perfection”, and insisted on the “6 Development Synergies” of “Image for internal and external development, Quality for process, Refinement for working, Brand for results, Integrity for teams, Character for spirits (內外出品相、過程求品質、工作有品位、結果樹品牌、隊伍講品行、精神顯品格)”, aiming to constantly enhance its resilience for growth. In 2023, the Company maintained a stable growth as it had ceaselessly increased efforts into innovative products and earned wide recognition from the market. With the blooming and efficient sale of its products, the Company achieved an annual contracted sales amount of RMB301.1 billion. While maintaining a stable scale, its major operating indicators, including attributable sales, newly-added saleable value and operational efficiency, experienced a non-stop positive trend, continuously improving its operational quality.

Looking ahead, the Company will adhere to its strategic principle 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”, continue to implement its strategy of “customer-centric product offering”, while uplifting its capacity in an all-round manner to enhance and refine its development steadily, improve quality and efficiency, and firmly insist on the path of “comprehensively high quality and sustainable” development.





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**



上海弘安里  
Shanghai Hong'an Lane

## (二) 主席報告

2023年，房地產行業面臨諸多不確定性，綠城中國回歸企業經營本質，努力在不確定中尋求自身的確定性，目標明確，道路堅定，積極進取，各維度呈現向好態勢，收入盈利穩健增長，權益銷售再創新高，發展底盤持續夯實，融資渠道暢通多元，產品服務持續領先，獲多項國內外重要設計大獎，蟬聯多家產品力測評榜第一，連續12年在「中國城市居民居住滿意度」調查中榮獲佳績，連續20年榮膺「中國房地產百強企業綜合實力TOP10」，多年榮獲「社會責任感企業」。

## (II) Chairman's Statement

In 2023, the real estate industry faced many uncertainties. Greentown China returned to the essence of enterprise management, and endeavored to seek its own certainty within the uncertainties of industry, with clear goals, a steadfast path, and a proactive attitude. The Company has shown an improving trend in various dimensions, as income and profits were growing steadily, attributable sales have reached new highs, the development foundation continued to be solidified, financing channels were smooth and diversified, and products and services remained leading. The Company won multiple major domestic and international design awards, and ranked top in multiple lists for the assessment of product strength, it also achieved good results in "Chinese Urban Residents' Satisfaction (中國城市居民居住滿意度)" survey for 12 consecutive years, awarded the "Top10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength (中國房地產百強企業綜合實力TOP10)" for 20 consecutive years, and received such honors as "Enterprise with Social Responsibility" for multiple 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，持續踐行環境責任、社會責任及企業管治責任。從2022年開始，綠城中國確立了「營造綠色品質生活，實現理想生活綜合服務商」的可持續發展戰略目標，並從「品質居住」「品質經營」「品質生態」「品質職場」「品質責任」五大維度全方位推進各項工作落地。2023年，綠城在ESG管理方面取得較好成績，公司MSCI ESG評級上調至「A」級，萬得(wind)資訊ESG評級為AA級，榮獲「ESG先鋒踐行者」「環境友好先鋒企業獎」「2023中國綠色低碳地產(運行)TOP10」第一名等榮譽。

隨著國內外市場關注度的日益增長，ESG愈發從錦上添花的增值服務轉變為企業的核心競爭力，「綠色、健康、可持續」的理念也逐漸從企業對自身的要求上升為整個社會的共識。2024年的政府工作報告指出，要大力發展綠色低碳經濟，積極穩妥推進碳達峰碳中和，這是我國在新發展階段尋求包容性增長、推動高質量發展和實現人與自然和諧共生的現代化的必由之路。面對行業的轉變，綠城也在主動擔當、努力提升，積極探索具有生命力的行業新模式，我們倡導全員共創「好房子」標準、回歸「好企業」初心，共建行業可持續發展之路。

While developing its business steadily, Greentown China has continued to demonstrate the corporate culture of “sincerity, kindness, exquisiteness and perfection”, continuously practicing its environmental responsibility, social responsibility and corporate governance responsibility. Starting from 2022, Greentown China has established the strategic goal of sustainable development of “creating a quality green lifestyle and becoming an integrated service provider for an ideal life”, and comprehensively promoted the implementation of various tasks from the five major dimensions of “Quality Living”, “Quality Management”, “Quality Ecosystem”, “Quality Workplace” and “Quality Responsibility”. In 2023, Greentown China achieved significant progress in ESG management. The Company’s MSCI ESG rating was upgraded to “A”, while Wind Information rated the Company to AA in terms of ESG. The Company has also won multiple honors such as “ESG Pioneer Practitioner (ESG先鋒踐行者)”, “Environmentally Friendly Pioneer Enterprise Award (環境友好先鋒企業獎)”, and Top1 in “2023 China Green and Low-Carbon Real Estate (Operation) Top10 (2023中國綠色低碳地產(運行)TOP10)”.

With the increasing attention from domestic and international markets, ESG has evolved from being an additional value-added service to becoming a core competitive advantage for enterprises. The concept of “green, healthy, and sustainable” has gradually evolved from a requirement for the Company itself to becoming a consensus across the whole society. The 2024 Government Work Report emphasized the need to vigorously develop a green and low-carbon economy, and to actively and steadily promote carbon peaking and carbon neutrality. This is an inevitable path for China to seek inclusive growth in the new development stage, promote high-quality development, and achieve harmonious coexistence between humans and nature in the process of modernisation. Facing industry changes, Greentown is also taking on an active role and making efforts to enhance itself, actively exploring new viable industry models. We advocate the co-creation of “good house” standards by all employees and return to the original intention of being a “good company”, jointly building the path to sustainable industry development.



**綠色踐行，造「好房子」。**綠城的理念與實踐，是讓更多人住上更好的房子。好房子將被賦予更豐富的內涵，不僅應該具備基本的居住功能，還應該考慮到人們的生活需求和習慣，以及對於環境保護和可持續發展的要求。綠城持續升級產品內核，強化綠色建築研發設計，運用科技化、產業化技術，營造綠色低碳、品質長久、環境宜居的「新型全生命周期住宅」。截至2023年12月31日，綠城累計建成綠色建築項目293個，在建項目應用裝配式技術比例超80%。未來，綠城將進一步從綠色建築的規劃與設計、綠色採購、綠色建造與施工、綠色裝飾、綠色營銷、綠色運營與維護等多環節，做到全流程綠色覆蓋。同時，我們深度參與共有產權房、公租房、人才公寓等多類型保障性住房建設，大力介入產業園、學校、醫院等市政公建配套設施和城市更新項目，致力於打造「房低碳、全周期、人健康」的可持續社區，並最終達成綠城長期的「雙碳」目標。

**Green practices of building “good houses”.** The concept and practice of Greentown is to allow more people to live in better housing. A good house will be endowed with richer connotations, not only fulfilling basic residential functions, but also considering people’s living needs and habits, as well as requirements for environmental protection and sustainable development. Greentown is continuously upgrading its product core, strengthening R&D and design of green buildings, and utilizing technological and industrialized techniques to create a green, low-carbon, durable, and environmentally friendly “new type of full lifecycle housing”. As of 31 December 2023, there had been a total of 293 green building projects, and over 80% of the projects under construction applied the prefabricated technology. In the future, Greentown will further achieve comprehensive green coverage throughout the entire process, including green building planning and design, green procurement, green engineering and construction, green decoration, green marketing, and green operation and maintenance. Meanwhile, we are deeply involved in the construction of various types of affordable housing, such as shared-ownership housing, public rental housing, and talent apartments. We are also actively involved in the development of supporting facilities for municipal public construction projects such as industrial parks, schools, hospitals, as well as urban renewal projects, dedicating to building “low-carbon, full cycles, healthy” sustainable communities, and ultimately achieving Greentown’s long-term “dual carbon” goal.

**責任引領，做「好企業」。**房地產行業正在向新發展模式轉變，「好企業」的評價標準也應該被重新定義，鼓勵那些高品質、善經營、講責任的企業發展壯大。綠城始終以「為員工創造平台、為客戶創造價值、為城市創造美麗、為社會創造財富、為股東創造利益」為使命，與各利益相關方共同攜手，實現可持續價值創造。在營造綠色、科技建築之外，綠城堅持合規運營，強化內控管理，堅持以人為本，積極投身公益事業，探索多維度的可持續發展。在企業管治方面，綠城持續完善公司治理制度，2023年制定了《應對氣候變化政策》《職業健康與安全政策》以及《廉潔從業政策》；形成完善的風險管理及控制體系，並開展年度風險評估及防控工作；用心幫扶關懷、聆聽員工心聲，注重員工成長、打造安全工作環境。在履行責任方面，綠城多措並舉，用行動回饋社會，連續9年開展企業公益林捐種活動，面積已超2,140畝；連續15年通過「海豚計劃」幫助超19萬小業主學會游泳技能；4,000多位綠城工作人員投入亞運賽事服務貢獻綠城力量；綠城康養為6萬餘名長者提供居家养老服务；依托綠城愛心基金會，通過浙江大學助學項目、杭州市「春風行動」、「無鬱中國行」等特色項目進行公益捐贈。我們始終與合作夥伴攜手共進，共同推動行業正向發展。

綠城常新，基業長青。我們將繼續圍繞可持續發展戰略規劃，完善公司治理、踐行環保理念、履行社會責任，並將ESG工作相關要求轉化為企業可持續發展的內在助力，協同業務發展，創造共享價值，穩步走好「全品質、高質量、可持續」發展之路。

**Responsibility driving us to be a “good company”.** The real estate industry is undergoing a transition towards new development models, and the evaluation criteria for a “good company” should be redefined accordingly, which shall encourage those companies with high quality, sound management, and responsibility to grow and expand. The mission of Greentown is always “creating platforms for employees, value for customers, beauty for cities, wealth for society, and benefits for shareholders”, working hand in hand with all stakeholders to achieve sustainable value creation. In addition to building green and technological architecture, Greentown insists on compliant operations, strengthens internal control and management, adheres to the people-oriented, actively participates in public welfare undertakings, and explores multi-dimensional sustainable development. In terms of corporate governance, Greentown continues to improve its governance system. In 2023, it formulated the Policy on Response to Climate Change (《應對氣候變化政策》), the Policy on Occupational Health and Safety (《職業健康與安全政策》) and the Policy on Integrity (《廉潔從業政策》); formed a comprehensive risk management and control system, and conducted annual risk assessments and prevention work; sincerely assist and care for employees, listen to their voices, focus on their growth, and create a safe working environment. In fulfilling its responsibilities, Greentown has taken multi-measures to give back to society through actions. It has been carrying out corporate public welfare tree planting activities for 9 consecutive years, with the planted area exceeding 2,140 mu; it has been carrying out “Dolphin Project” for 15 consecutive years, helping more than 190,000 home owners’ kids to learn swimming skills; over 4,000 Greentown staff contributed their efforts to provide services for the Asian Games; Greentown Healthcare has provided home care services for over 60,000 seniors; relying on Greentown Charity Foundation, Greentown China has made charity donations through specific programs such as Zhejiang University education assistance program, Hangzhou “Spring Breeze Action”, and “No Depression in China”. We always work hand in hand with our partners to promote positive development in the industry together.

Greentown will always prosper and the foundation remains eternal. We will continue to focus on strategic planning of sustainable development, improving corporate governance, practicing environmental protection principles, fulfilling social responsibilities, and transforming the requirements of ESG work into an intrinsic driving force for corporate sustainable development, synergizing business development, creating shared value, and steadily advancing on the path of “comprehensively high-quality and sustainable” development.



(三) 2023綠城大事記

(III) Greentown's Major Events in 2023

	2023年1月11日 《創造城市的美麗：綠城產品年鑒2020-2021》全新推出	11 January 2023 Creation of Urban Beauty: Greentown Product Yearbook 2020-2021 (《創造城市的美麗：綠城產品年鑒2020-2021》) was newly launched
	2023年2月27日 綠城中國納入「恒生中國內地地產指數」	27 February 2023 Greentown China was included in “Hang Seng Mainland Properties Index”
	2023年3月2日 綠城產品設計創新大會舉行，鍛造核心競爭力	2 March 2023 Greentown Product Design and Innovation Conference was held to forge core competitiveness
	2023年3月30日 綠城5G「心」服務2.0煥新上線	30 March 2023 Greentown 5G “Heart” Service 2.0 was newly launched
	2023年3月31日 綠城中國「陽光招採平台2.0」系統上線	31 March 2023 Greentown China’s “Transparent Bidding and Procurement Platform 2.0” system was launched
	2023年4月9日 2023綠城運動品牌「綠城運動+」發佈	9 April 2023 The 2023 Greentown Sports Brand “Greentown Sports+” was launched
	2023年4月24日 綠城城市品牌館—西安館開館	24 April 2023 Greentown Urban Brand Hall – Xi’an Hall opened
	2023年5月29日 人人都是運動家·綠城業主運動報告發佈	29 May 2023 Everyone being a Sportsman – Greentown Home Owners’ Sports Report was released
	2023年6月30日 由綠城管理代建的浙江首個人才共有產權房杭州沁香公寓交付	30 June 2023 Hangzhou Qinxiang Apartment, the first shared-ownership housing for talents in Zhejiang Province, under the project management by Greentown Management, was delivered

	2023年7月7日 綠城中國「工程一體化平台」上線	7 July 2023 Greentown China "Engineering Integration Platform" was launched
	2023年7月11日 2023年中國房地產顧客滿意度調查發佈，綠城以91.2分持續領跑行業	11 July 2023 China Real Estate Customer Satisfaction survey 2023 was released, and Greentown continues its leading position in the industry with 91.2 points
	2023年8月23日 「我見青山多嫵媚」綠城產品力深度學習大會舉行	23 August 2023 Greentown Productivity In-depth Learning Conference "Green Hills Are Charming to Me" was held
	2023年9月9日 杭州亞運村預開村，4,000多位綠城工作人員投入為期30天的亞運服務，共收到3,900餘封表揚信	9 September 2023 During pre-opening of the Hangzhou Asian Games Village, more than 4,000 Greentown staff devoted themselves to 30 days of Asian Games service and received more than 3,900 letters of appreciation
	2023年9月28日 綠城中國首個規劃新建類未來社區項目衢州禮賢未來社區交付	28 September 2023 Greentown China's first future community project planned for new construction, Quzhou Lixian Future Community, was delivered
	2023年10月10日 綠城中國MSCI ESG評級提升至A級	10 October 2023 The MSCI ESG rating of Greentown China was upgraded to Grade A
	2023年11月22-23日 第十四屆中國房地產科學發展論壇召開，張亞東先生擔任中房協代建分會會長	22-23 November 2023 The 14th China Real Estate Scientific Development Forum was held, and Mr ZHANG Yadong served as the president of the China Real Estate Association's Project Management Branch (中房協代建分會)
	2023年12月21日 綠城房地產集團有限公司通過國標《企業知識產權管理規範》(GB/T29490-2013)2023年度審核	21 December 2023 Greentown Real Estate Group Co., Ltd. (綠城房地產集團有限公司) passed the 2023 annual review of National Standard Enterprise Intellectual Property Management Standard (《企業知識產權管理規範》) (GB/T29490-2013)
	2023年12月31日 綠城中國2023年銷售金額超人民幣3,000億元，新增貨值超人民幣1,400億元	31 December 2023 Greentown China's sales amount exceeded RMB300 billion and newly-added saleable value exceeded RMB140 billion in 2023



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 fulfills its social responsibility and works together with the society based on the development of the Group. Main awards obtained by Greentown China for the Year are listed below:

- 2023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 2023 by Comprehensive Strength (China Index Academy)
  - 2023中國房地產「百強企業規模性TOP10」(中國指數研究院)  
Top10 among 100 Chinese Real Estate Enterprises in 2023 by Scale (China Index Academy)
  - 2023中國房地產「百強企業穩健性TOP10」(中國指數研究院)  
Top10 among 100 Chinese Real Estate Enterprises in 2023 by Stability (China Index Academy)
  - 2023中國房地產「百強企業成長性TOP10」(中國指數研究院)  
Top10 among 100 Chinese Real Estate Enterprises in 2023 by Growth (China Index Academy)
  - 福布斯2023全球企業2000強(福布斯)  
2023 Forbes Global Top2000 (Forbes)
  - 2023《財富》中國500強(財富)  
2023 Fortune China 500 (Fortune)
  - 2023中國房企綜合實力TOP10第七名(億翰智庫)  
No. 7 in the 2023 Top10 Chinese Real Estate Developers by Comprehensive Strength (EH Consulting)
  - 2023中國房企多元發展代表企業(億翰智庫)  
2023 Chinese Real Estate Diversified Development Representative Enterprises (EH Consulting)
- 2023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 2023 by Product Strength (CRIC)
  - 2023中國房地產產品力優秀企業第一名(中國指數研究院)  
No.1 Chinese Real Estate Enterprises with Excellent Product Strength in 2023 (China Index Academy)
  - 2023中國房企超級產品力TOP1(億翰智庫)  
2023 Top1 Chinese Real Estate Developers by Super Product Strength (EH Consulting)
  - 2023中國房地產交付力優秀企業(中國指數研究院)  
2023 Chinese Real Estate Enterprises by Excellent Delivery Capacity (China Index Academy)
  - 2023房地產開發企業交付能力TOP5(易居房地產研究院)  
2023 Top5 Real Estate Developers by Delivery Capacity (E-House Property Academy)



- 2023中國綠色低碳地產(運行)TOP10第一名(標準排名)  
No. 1 in the 2023 Top10 China Green and Low-Carbon Real Estate (Operation) (Standard Ranking)
  - 2023中國綠色低碳地產指數混合制企業TOP10第一名(標準排名)  
No. 1 in the 2023 Top10 China Green and Low-Carbon Real Estate Index Mixed Ownership Enterprises (Standard Ranking)
  - 2023中國綠色低碳地產指數TOP10第二名(標準排名)  
No. 2 in the 2023 Top10 China Green and Low-Carbon Real Estate Index (Standard Ranking)
  - 2023中國綠色低碳地產(住宅)TOP10(標準排名)  
2023 Top10 China Green and Low-Carbon Real Estate (Residential) (Standard Ranking)
  - 2023中國房企ESG先鋒企業(億翰智庫)  
2023 Chinese Real Estate ESG Pioneer Enterprises (EH Consulting)
  - 2022-2023中國房地產年度社會責任感企業(中國指數研究院)  
2022-2023 Annual China Real Estate Enterprises with Social Responsibility (China Index Academy)
  - 2023環境友好先鋒企業獎(財聯社)  
2023 Environmental Friendly Pioneer Enterprise Award (CLS)
  - ESG先鋒踐行者(《證券日報》)  
ESG Pioneer Practitioner (Securities Daily)
  - 第二十屆(2023)藍籌年會ESG典範企業(《經濟觀察報》)  
The 20th (2023) Blue Chip Annual Conference ESG Model Company (The Economic Observer)
  - 第七屆公益事業大典年度公益項目獎(億央網、中視采風網)  
Annual Public Welfare Award of the Seventh Public Welfare Ceremony (Yiyang Network, CTV Caifeng Network)
- 
- 2023中國最佳僱主(凱信睿)  
2023 The Best Employer in China (Kincentric)
  - 2023中國房地產大學生僱主首選品牌  
(中國房地產協會)  
The Favorite Brand as Employer in the Real Estate Industry for Chinese University Graduates 2023 (China Real Estate Association)
  - 2023年人力資源共享服務中心價值案例獎(智享會)  
2023 HR Shared Services Centre Value Case Award (Wisdom Session)
  - 2023中國企業標杆學習平台最佳價值創造實踐  
(中國企業標杆學習平台組委會)  
2023 Best Value Creation Practices of China Enterprise Benchmarking Learning Platform (Organising Committee of Chinese Enterprise Benchmarking Learning Platform)
  - 績效改進最佳實踐基地(績效改進最佳實踐評審委員會)  
Best Practice Base for Performance Improvement (Review Committee of Best Practice for Performance Improvement)
- 
- 2023中國房地產品牌影響力百強企業TOP6(中國房地產報社)  
Top6 among 100 Chinese Real Estate Enterprises In 2023 By Brand Influence (China Real Estate News)
  - 2023中國房企品牌價值TOP10第七名(億翰智庫)  
No. 7 in the 2023 Top10 Chinese Real Estate Companies by Brand Value (EH Consulting)
  - 2023房地產開發企業品牌價值10強(易居房地產研究院)  
2023 Top10 Real Estate Developers by Brand Value (E-House Property Academy)
  - 2023中國房地產品牌創新引領力企業(中國房地產報社)  
2023 Chinese Real Estate Enterprises by Brand Innovation Leadership (China Real Estate News)
  - 2023中國房地產行業領導公司品牌(中國指數研究院)  
2023 Chinese Real Estate Industry Leading Company Brand (China Index Academy)
  - 2023中國房地產顧客滿意度領先品牌(中國指數研究院)  
2023 Chinese Real Estate Leading Brands by Customer Satisfaction (China Index Academy)





德清鳳栖桃源  
Deqing Fengxi Taoyuan





專題：綠城運動+

Special Topic:  
Greentown Sports+



## 專題：綠城運動<sup>+</sup> Special Topic: Greentown Sports<sup>+</sup>

2023年是中國杭州的亞運年，是綠城中國的運動年。綠城懷著「生活因溫暖而美好」的信念，發佈「綠城運動<sup>+</sup>」品牌，為亞運賽事提供支持、為城市發展創造美好，呼籲人們一起擁抱更健康、更運動的美好生活方式。

2023 is the year of the Asian Games for Hangzhou, China and also the year of sports for Greentown China. With the belief that “life is better because of warmth”, Greentown released the “Greentown Sports<sup>+</sup>” brand to provide support for the Asian Games, create beauty for urban development, and call on the people to embrace a healthier, more athletic and better lifestyle.

「希望在綠城的影響帶動下，營造「人人都是運動家」的氛圍，讓我們弘揚「運動<sup>+</sup>」精神，一起為運動代言。」

“We hope to create an atmosphere of ‘everyone being a sportsman’ under the influence of Greentown. Let’s carry forward the spirit of ‘Sports+’ and advocate for sports together.”

綠城中國董事會主席 張亞東先生  
Mr ZHANG Yadong,  
Chairman of the Board of Greentown China

## 桂冠之路：杭州亞運村建設

在杭州第19屆亞運會上，綠城中國不僅承擔了運動員1號村的開發，及媒體村、歡迎中心和國際區的代建，更肩負起兩村一區的日常物業服務、賽時住宿服務，以上所有區域的建築面積累計達到129.3萬平方米，是整個杭州亞運村當之無愧的主體。4,000多位綠城同仁投身亞運村建設和賽事運營服務，護航杭州亞運會成功舉辦，為城市美好未來貢獻力量。

## The Road to Laurel: Construction of the Asian Games Village in Hangzhou

At the 19th Asian Games in Hangzhou, Greentown China undertook not only the development of the Athlete Village No.1 and the project management of the Media Village, the Welcome Centre and the International Zone, but also the daily property services of the two villages and one zone, as well as the accommodation services during the games. With a total GFA of 1,293,000 sqm, the above areas account for the main part of the entire Asian Games Village. More than 4,000 Greentown staff devoted themselves to the construction of the Asian Games Village and the operation services, safeguarding the successful hosting of the Asian Games in Hangzhou and contributing to the better future of the city.

**4,000**多名員工

投身亞運村建設  
及賽事營運服務

**More than 4,000** staff  
devoted themselves to the  
construction of the Asian  
Games Village and the game  
operation services

**129.3**萬平方米

累計建築面積

**1,293,000** sqm  
cumulative GFA

**720**小時

護航亞運會成功舉辦

**720** hours  
safeguarding the successful  
hosting of the Asian Games



### 精研探索，綠色亞運

綠色，是杭州亞運會的主色調。《杭州亞運會綠色行動方案》中提出，實施包括綠色場館建設在內的八個專項行動，力爭實現首屆碳中和亞運會。綠城中國作為杭州亞運村的重要規劃及建設方之一，秉承杭州亞運會「綠色、低碳、可持續」的理念，將「綠色亞運」融入亞運村規劃設計、建設施工、運營管理全過程，為20,000多名運動員、媒體朋友和亞運工作人員搭建起在杭州的「綠色家園」。

### Research and Exploration on Green Asian Games

Green was the main colour of the Asian Games in Hangzhou. In the “Green Action Scheme for the Asian Games in Hangzhou (《杭州亞運會綠色行動方案》)”, the implementation of eight special actions was proposed, including the construction of green venues, in an effort to achieve the first carbon-neutral Asian Games. Greentown China, as one of the key planners and builders of the Asian Games Village in Hangzhou, adhered to the “green, low-carbon and sustainable” philosophy and integrated the concept of “Green Asian Games” into the whole process from planning and design, construction to operation and management of the Asian Games Village, building a “green home” for more than 20,000 athletes, media workers and staffs of the Asian Games.

#### 規劃設計環節 Planning and Design

- 在杭州亞運村規劃階段，綠城中國參與編製《綠色健康建築設計技術導則(亞運村部分)》，為打造高品質綠色生態社區提供技術支持，指明發展方向。  
During the planning stage of the Asian Games Village in Hangzhou, Greentown China participated in the compilation of the “Technological Guidelines for Green and Healthy Building Design (Asian Games Village Part)”, which pointed out the direction of development and provided technical support for the creation of a high-quality and green community.

#### 建設施工環節 Construction

- 綠城中國開展綠色健康建築、智慧園區、地下綜合管廊等先進技術實踐，用創新技術提升亞運村「含綠量」。杭州亞運村是浙江省首個生態城區，100%的建築獲得綠色建築設計二星及以上認證，超過50%的建築獲得綠色建築設計三星認證，成為區域性的綠色低碳標杆。  
Greentown China carried out advanced technical practices on green and healthy buildings, intelligent parks and comprehensive underground utility tunnel, increasing the “greenness” of the Asian Games Village with innovative technologies. The Asian Games Village in Hangzhou was the first eco-district in Zhejiang Province, with 100% of its buildings obtaining two-star or above green building design certification, and more than 50% of its buildings obtaining three-star green building design certification, making it a regional green and low-carbon model.

#### 營運管理環節 Operation and Management

- 亞運期間，綠城中國發起「無廢亞運」印章，共計回收了13,000多個水瓶，減少了20,000餘床布草的洗滌，切實踐行杭州亞運會的「綠色、低碳、可持續」理念。  
During the Asian Games, Greentown China launched the seal of “Waste-free Asian Games”, recycling more than 13,000 water bottles in total and reducing the washing of over 20,000 beds of fabrics, which adhered to the “green, low-carbon and sustainable” concept of the Asian Games in Hangzhou.

### 全力以赴，亞運服務

為保障高水準亞運服務，綠城中國在服務標準、服務設施和服務保障等方面全力以赴。我們製作了隨時可查閱的服務保障體系口袋書，涵蓋583份崗位手冊和330份工作計劃表，為標準化服務指明方向；我們特別設計的地下條狀服務籌備空間面積超40萬平方米，328個功能分區及19萬件賽事物資，助力服務需求得到及時響應；我們在運動員1號村、媒體村及國際區每日巡檢超25次，確保報修服務15分鐘到達、30分鐘完成閉環。

4,000多位綠城工作人員投入為期30天的亞運服務，全力打造有溫度的品質服務標杆，共收到3,900餘封表揚信，展現中國力量與綠城風采。

### Full Steam Ahead for Asian Games Service

To ensure a high standard of service for the Asian Games, Greentown China has steamed ahead in terms of service standards, service facilities, service assurance, and so on. We have produced a readily accessible Service Assurance System Pocket Book (服務保障體系口袋書), covering 583 job manuals and 330 work plans, to provide direction for standardised services; we have specially designed an underground space with a total area of over 400,000 sqm, which is divided into 328 functional zones and equipped with 190,000 pieces of supplies, enabling timely response to service requests; we conducted inspections for more than 25 times per day in the Athlete Village No.1, Media Village and International Zone to ensure that all maintenance service is handled within 15 minutes and completed within 30 minutes.

More than 4,000 Greentown staff devoted themselves to 30 days of Asian Games service to create a warm quality service benchmark, and more than 3,900 letters of appreciation were received, demonstrating China's strength and Greentown's style.



參與亞運服務的綠城員工及收穫的表揚信  
Greentown Staff Serving in Asian Games and the Letters of Appreciation Received



### 綻放新顏，後亞運時代

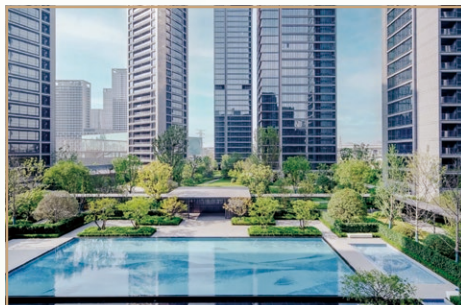
杭州亞運村作為亞運會的主力配套、浙江省首批未來社區之一，具有賽時提供服務、賽後回歸生活的雙重使命及築造標準。亞運會後，綠城中國馬不停蹄地投入到從賽時服務轉換到生活場景的大改造中，打造充滿活力的城市理想生活樣本。

運動員1號村總建築面積約57.3萬平方米，賽時作為運動員及隨隊官員的住宿場所，賽後轉換為純住宅區域，並配有幼兒園、公園等設施，服務城市居住功能；媒體村總建築面積約66萬平方米，亞運會期間為媒體人員提供住宿保障，亞殘運會期間為殘疾人運動員和隨隊官員提供住宿服務，賽後轉化為高端人才公寓租賃住房，助力城市引才留才。全方位、立體化的改造，構建起一座空間豐富、情景豐饒的品質社區，讓亞運村綻放新顏。

### Blossoming in Post-Asian Games Era

As the main supporting infrastructure for the Asian Games and one of the first batch of future communities in Zhejiang Province, Hangzhou Asian Games Village has the dual mission and building standards of providing services during the games and returning to living afterwards. After the Asian Games, Greentown China has been working non-stop on a major transformation from serving in the games to serving in living scenarios to create a vibrant example of the city's ideal life.

Athlete Village No.1, with a total GFA of approximately 573,000 sqm, served as the accommodation for athletes and accompanying officers during the games and was transformed to a purely residential area after the games, with kindergartens, parks and other facilities to serve the residential function in the city; Media Village, with a total GFA of approximately 660,000 sqm, providing accommodation services for media personnel during the Asian Games and for disabled athletes and accompanying officers during the Asian Para Games, was transformed into high-end talent rental apartments after the games, helping the city attract and retain talents. By Greentown's all-round and three-dimensional renovation, a quality community was built with abundant space and scenarios, revitalising the Asian Games Village with a new image.



杭州桂冠東方城(運動員1號村)

Hangzhou Laurel Oriental Town (Athlete Village No.1)

## 因愛而動：人人都是運動家

亞運會已經落幕，但城市對運動生活的追求已經生根發芽、深入人心。綠城中國秉持「人人都是運動家」的理念，發佈「綠城運動+」品牌，將我們對運動精神的理解滲透在空間營造、社群建立以及公益化行動中，通過運動展現綠城中國的產品匠心、人文情懷以及社會責任感。

### 家園，因運動而健康

綠城中國將運動理念融入產品設計中，打造設施完善的健身空間和豐富多彩的運動服務，為業主的生活注入健康和運動的因子，展現綠城中國對客戶訴求及生活品質的關注和承諾。

## Sports for Love: Everyone Being a Sportsman

The Asian Games have come to an end, but the city's pursuit of a sporting lifestyle has taken root in people's mindset. With the concept of "everyone being a sportsman", Greentown China released the "Greentown Sports+ (綠城運動+)" brand to infuse our understanding of the spirit of sports in the creation of space, community building and philanthropic actions, and to demonstrate Greentown China's product craftsmanship, humanistic sentiments and sense of social responsibility through sports.

### Healthy Homes from Sports

Greentown China integrates the concept of sports into its product design and creates comprehensive fitness spaces and diversified sports services to integrate health and sports into the owners' lives, demonstrating Greentown China's attention and commitment to customers' aspirations and quality of life.



杭州桃源小鎮足球場  
Football Pitch of Hangzhou Arcadia Town



舟山長峙島如心小鎮戶外活動區  
Outdoor Activity Area in Ruxin Town, Changzhi Island, Zhoushan



以運動為紐帶，綠城中國從硬件配置及服務細節出發，通過打造夜光跑道、全時運動中心、全齡運動功能分區等空間，讓不同年齡段的業主各得其樂，隨時享受健康生活。

### 疊加，因運動而相聚

綠城中國以「樂聚」為目標，建立了「綠城運動+」社群體系，為熱愛運動的業主搭建多元運動平台，讓業主在運動社群活動中體會溫情友愛的鄰里文化。

Taking sports as a bond and focusing on the hardware configuration and service details, Greentown China allows owners of different ages to have fun and enjoy a healthy life at any time by creating spaces such as luminous running track, full-time sports centre, and all-age functional sports zone.

### Connectivity Brought up by Sports

Greentown China has established the “Greentown Sports+ (綠城運動+)” community system with the goal of “Joyful Gathering (樂聚)”, building a diversified sports platform for owners who love sports and allowing them to experience the warm and friendly neighbourhood culture during sports community activities.



青島綠城會RUNPLUS運動社  
RUNPLUS Club of Qingdao  
Greentown Association



蘇州綠城會滑板社  
Skateboarding Club of Suzhou  
Greentown Association



成都綠城會Well Matched飛盤社  
Well Matched Frisbee Club of  
Chengdu Greentown Association

目前，綠城中國面向各地業主已成立81個運動社團，覆蓋足球、籃球、徒步、滑板等各類運動項目，擁有超7,000名社團成員。通過「綠城運動+」社群體系，綠城中國的業主們因運動而相聚，在運動中激發更多人與人、人與自然間的交流。

At present, Greentown China has set up 81 sports clubs for owners around the country, covering various sports such as football, basketball, hiking, skateboarding, with more than 7,000 club members. Through the “Greentown Sports+ (綠城運動+)” community system, property owners in Greentown China gather for sports, which inspires more human-to-human and human-to-nature connections.

### 延展，因運動而美好

「因愛而動」是「綠城運動+」品牌的底色。綠城中國堅持踐行企業社會責任，在運動領域長期投入，將運動的快樂與美好帶給更多人。

綠城足球隊與浙江球迷同行25載，與一代人共同成長；「海豚計劃」15年來跨越70餘座城市，幫助超19萬名小業主享受游泳運動的快樂；「踢球去」社區足球公益聯賽連續九年在全國開踢，累計參賽球隊910支、球員14,000餘人，助力足球愛好者圓夢綠茵場。

### Extending the Joy and Beauty of Sports to More People

“Sports for Love (因愛而動)” is the underlying colour of the “Greentown Sports+ (綠城運動+)” brand. Greentown China insists on fulfilling its corporate social responsibility and has consistently invested in the field of sports, so as to bring the joy and beauty of sports to more people.

Greentown football team has been with Zhejiang fans for 25 years, growing up together with a generation of people; “Dolphin Project (海豚計劃)” has been expanded to more than 70 cities over the past 15 years, helping more than 190,000 home owner’s kids to enjoy the joy of swimming; “Go to Play Football (踢球去)” community football League has been held for 9 consecutive years in China, with a total of 910 participating teams and over 14,000 players, helping football enthusiasts fulfill their dream of playing on the football pitch.



2021年全運會U20男足浙江隊奪冠  
Zhejiang U20 Men's Football  
Won the Championship of  
2021 National Games



「海豚計劃」活動現場  
Activity Site of “Dolphin Project”



第九屆「踢球去」社區足球聯賽  
The Ninth “Go to Play Football”  
Community Football League

「綠城運動+」一「+」是家園，是在社區營造中配置豐富的運動場景，讓運動成為每個家庭健康生活的一部分；「+」是疊加，是通過社群服務幫助更多業主因為運動而相聚，讓運動成為一種生活與交友方式；「+」是延展，是通過公益行動助力全民運動發展，讓城市和生活更加美好。

“Greentown Sports+ (綠城運動+)” — “+” represents home, which fosters diversified sports scenarios in the community, so that sports can become part of the healthy life of every family; “+” represents connectivity, which gathers more owners together for sports through community services, so that sports can become a lifestyle and a way of social networking; “+” represents extension, which enables the development of sports for all people through philanthropic activities, so as to create a better city and life.





ESG可持續發展戰略

ESG Strategy for  
Sustainable Development





杭州曉月澄廬  
Hangzhou Xiaoyue Chenglu



# ESG 可持續發展戰略

## ESG Strategy 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

### (I) 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 of Greentown China

- **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重點議題及公司的經營狀況，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集團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.

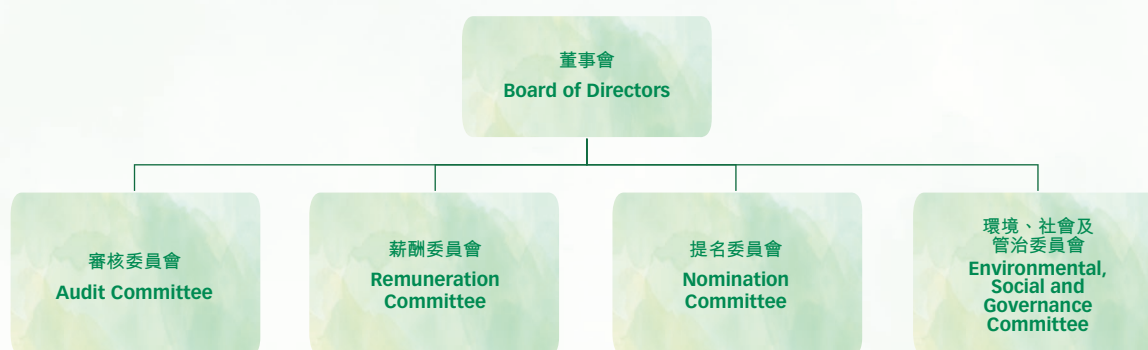


## (二) 健全ESG治理

綠城中國董事會下設審核委員會、薪酬委員會、提名委員會與環境、社會及管治委員會(以下簡稱「ESG委員會」)，多方位的內部管治架構為提升企業治理水平提供強有力的支柱，助力企業實現長遠發展。

## (II) Sound ESG Governance

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 (the “ESG Committee”). The multi-faceted internal governance structure provides a strong support for better corporate governance, which enables the Company to achieve long-term development.

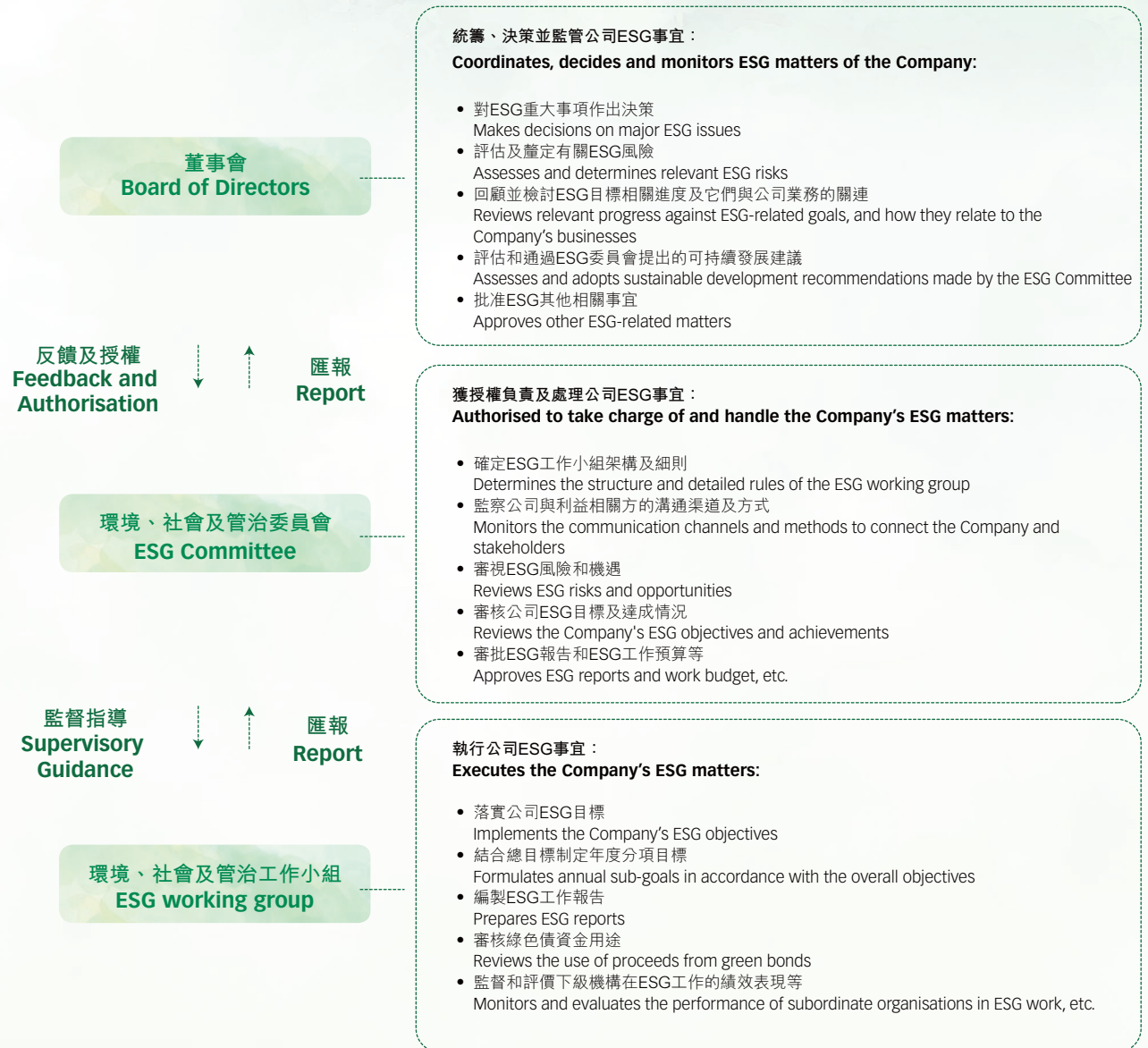


### ESG管治架構

為全面指導和監督公司可持續發展管理與實踐，綠城中國已形成「決策－管理－執行」三級ESG管理架構。董事會層面設置了ESG委員會，ESG委員會負責ESG整體管理，並在執行層面成立ESG工作小組，ESG工作小組定期向ESG委員會與董事會匯報，以推進公司ESG相關制度、目標、行動方案的有效執行。綠城中國ESG治理架構如下：

### ESG Governance Structure

To comprehensively guide and supervise the management and practice of the Company’s sustainable development, Greentown China has formed a three-level ESG management structure of “decision-making – management – implementation”, established an ESG Committee at the board level, which is responsible for ESG’s overall management, and set up an ESG working group at the executive level. The ESG working group reports to the ESG Committee and the Board on a regular basis to promote the effective implementation of the Company’s ESG related systems, objectives and action plans. 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、政策和重要風險等。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 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, and material risks, 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業務風險和機遇，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 business 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

綠城中國持續關注影響公司發展的重要議題，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》《產品質量與安全政策》《負責任營銷政策》《可持續採購政策》《反賄賂與反腐败政策》等管理政策，推進可持續發展工作責任制的實施，並為可持續發展管理和執行提供有效指引。

### ESG Management Policy

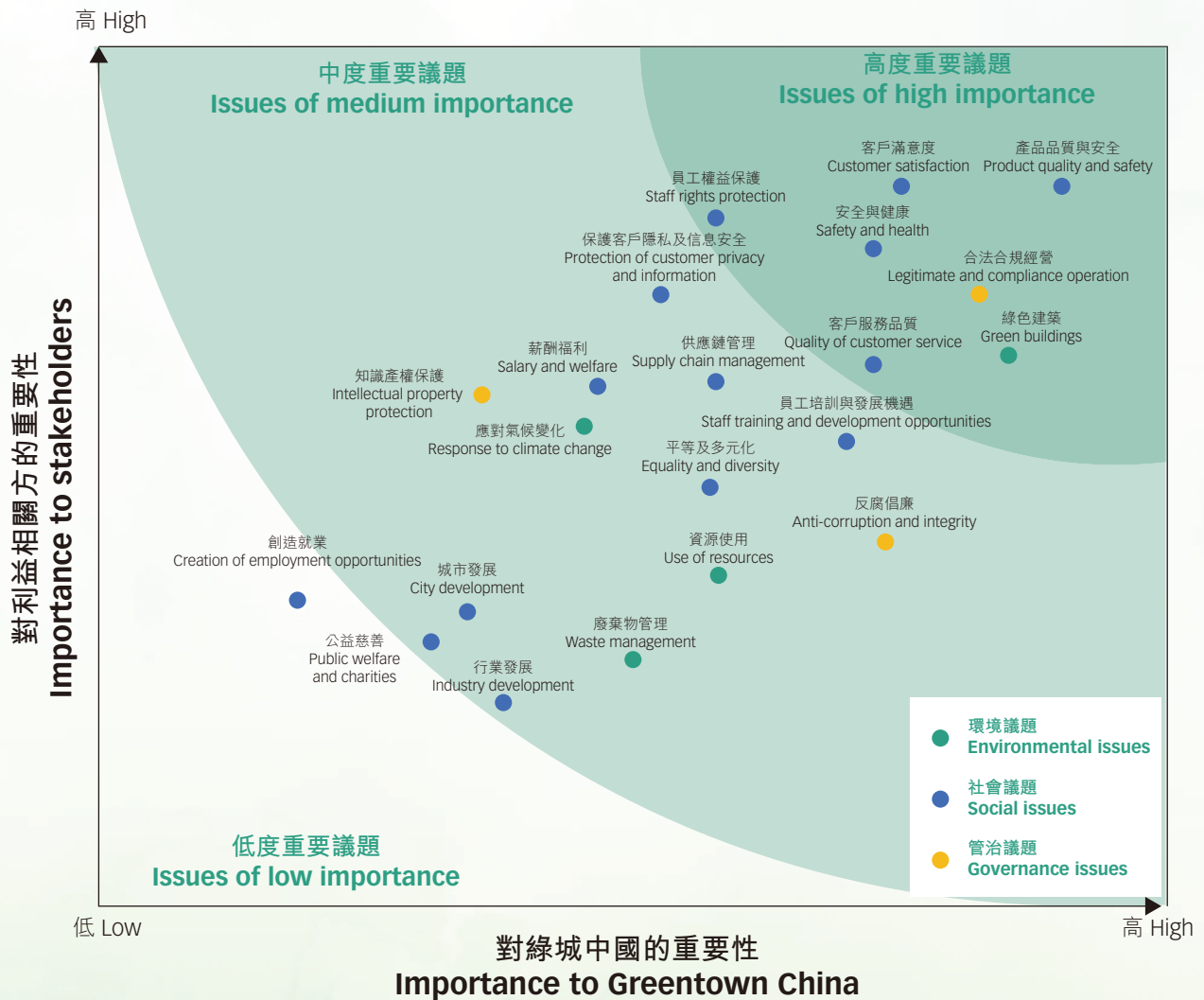
Greentown China continuously focuses on important issues that influence the Company's development, and have formulated various management policies, such as the Diversity Policy (《多元化政策》), the Policy on Response to Climate Change (《應對氣候變化政策》), the Policy on Occupational Health and Safety Management (《職業健康與安全管理政策》), the Policy on Integrity (《廉潔從業政策》), the Policy on Product Quality and Safety (《產品質量與安全政策》), the Policy on Responsible Marketing (《負責任營銷政策》), the Policy on Sustainable Procurement (《可持續採購政策》) and the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐败政策》). We have promoted the implementation of responsibility system for sustainable development and provided effective guidance for sustainable development management and implementation.

### (三) 重大性議題識別

報告期內，基於多元化、常態化的利益相關方溝通，綠城中國開展了重大性議題識別工作。我們參考香港聯交所ESG報告指引、資本市場評級機構所關注的地產行業ESG議題及同行所批露的重大性議題，了解公司內部及社會各方對綠城中國在環境、社會及管治三方面績效及披露的期望，通過匯總、分析、歸納，最終形成本年度綠城中國ESG重大性議題矩陣。

### (III) Identification of Material Issues

During the Reporting Period, based on the diversified and normalised communication with stakeholders, Greentown China carried out the identification of material issues. We made reference to ESG Reporting Guide of HKEx, the real estate industry related ESG issues that the rating agencies of the capital market are concerned about, and material issues disclosed by the peers, took into account the expectations of Company's internal and social parties on Greentown China's ESG performance and disclosure, and finally formed a matrix of material issues of Greentown China for the Year through summary, analysis and conclusion.





#### (四) 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，助力實現可持續發展戰略目標。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。

#### (IV) 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 facilitated the achievement of the strategic objective of sustainable development. During the Year, our identified stakeholders include customers, employees, shareholders and investors, partners, community and society. The key issues of concern from 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





宿遷梨園灣小鎮  
Suqian Liyuanwan Town





品質居住  
Quality Living



# 一、品質居住

## I. Quality Living

### 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。我們新增制定了《產品質量與安全政策》，對產品質量安全管理體系等方面做出明確要求，圍繞產品質量與安全管理發揮了指導和引導作用。

#### 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，形成了以「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，打造了精益、多維的品控抓手。我們已制定《品質評估督導管理標準》《第三方工程品質評估實施標準》《實測實量技術規範》《精裝修工程施工技術標準》等質量管理相關制度及標準，為全集團所有開發項目及非開發業務在建工程提供全周期、全方位的規範指導。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. We have newly formulated the Policy on Product Quality and Safety (《產品質量與安全政策》), which specifies clear requirements on product quality and safety management system, and plays a guiding and directing role in product quality and safety management.

#### 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》), and has formed a “Greentown-style construction management” system with the mission of “adhering to the humanism idea, abiding by the six development synergies criteria, and upholding the spirit of craftsmanship”, constructing a streamlined and multi-dimensional system for quality control. We have formulated quality management related systems and standards such as the Management Standards on Quality Assessment and Supervision (《品質評估督導管理標準》), Implementation Standards for Third-party Project Quality Assessment (《第三方工程品質評估實施標準》), Technical Specifications for Actual Measurement (《實測實量技術規範》) and Technical Standards for Refined Decoration Construction (《精裝修工程施工技術標準》), which provide full-cycle and all-round guidance to all development projects and work in progress of non-development business undertaken by the Group. We have obtained ISO 9001 quality management system certification.

# 一、品質居住

## I. Quality Living



「綠式工程管理」體系

“Greentown-style Construction Management” System

我們定期回顧項目質量管理中的問題和難點，每年制定質量培訓計劃，通過線下培訓、網絡課堂、實地觀摩等形式，開展覆蓋全體員工的質量培訓，保障「綠式工程管理」體系規範、高效運行。報告期內的質量培訓開展情況如下：

We regularly review the problems and challenges we faced in project quality management and design high-quality training programmes annually. Through various forms of training covering all employees, such as offline training, online classroom and on-site observation, we aim to ensure standardised and efficient operation of the “Greentown-style construction management” system. The implementation of the quality training during the Reporting Period is as follows:

100%  
員工質量培訓覆蓋率  
100%  
Coverage rate of  
quality training  
for employees

235期  
員工質量培訓  
235 sessions  
Quality training  
for employees

1,058小時  
員工質量培訓總時長  
1,058 hours  
Total length of quality  
training for employees



### 1.1.2 品質管控

綠城中國持續開展覆蓋項目全生命周期的品質管控。我們堅持產品質量責任到人的原則，將品質管控水平納入各級管理者績效考核指標。

在材料管控層面，我們已成立「綠品」實驗室，不斷提升材料檢測能力，並依據《材料、室內環境品控管理標準》，開展材料檢測工作。報告期內，共計抽檢147個項目，檢測完成2,224組材料，整體合格率達94.96%。

在項目管理層面，我們所有的項目均需經第三方評估、交付評估及品質巡查評估等多重保障，確保其符合公司質量管理標準。報告期內，針對評估過程中出現的滲漏、外牆脫落、瓷磚空鼓等問題，我們開展了專項課題研究，對相關工程做法進行了統一與規範，持續提升集團整體工藝標準化水平。

### 1.1.2 Quality Control

Greentown China continues to carry out quality control throughout the life cycle of projects. Adhering to the principle of “product quality responsibility for everyone”, we have incorporated quality control into the performance assessment indicators of managements at all levels.

As to material control, we have established the “Green Product” laboratory to continuously enhance our material testing capability, while conducted material testing in accordance with the Management Standards for Materials, Indoor Environment Quality Control (《材料、室內環境品控管理標準》). During the Reporting Period, a total of 147 projects were conducted with spot checks and 2,224 sets of materials were tested on a sampling basis, with an overall passing rate of 94.96%.

As to project management, all of our projects are subject to multiple assessments, including third-party assessment, delivery assessment and quality inspection assessment, to ensure that the quality management standards of the Company are met. During the Reporting Period, we spotted leakages, peeling external walls and hollowing tiles of certain projects in the course of assessments, and thus carried out special studies, setting standards for relevant engineering practices, with a view to continuously improving the level of standardisation of the Group’s overall construction process.

## 一、 品質居住

### I. Quality Living

此外，我們注重品控體系數字化建設，已上線綠城中國「工程一體化平台」，實時採集項目進度、質量、安全、交付等各類信息，實現智能高效管理，助力產品品質提升。

In addition, we attach importance to digitalising our quality control system, and have launched the Greentown China “Engineering Integration Platform”, which collects real-time information such as project progress, quality, safety, delivery and other information, so as to realise intelligent and efficient management for better product quality.

<b>分級數位管家</b> <b>Classified e-manager</b>	根據集團、區域、項目的不同管理職能，科學設置數位許可權及大屏介面，服務各層級工程管理，提升綜合管控效率 Depending on the different management functions at group, regional and project level, specific digital authorizations and large-screen interfaces are scientifically set up to facilitate project management at all levels and ultimately increase the efficiency of integrated control
<b>跟進質量落實</b> <b>Quality follow-up</b>	項目第三方評估、交付評估、巡查評估結果均在平台反饋，並由專人持續跟進質量問題，促進品質提升 The results of third-party assessment, delivery assessment and inspection assessment of projects are uploaded onto the platform, and quality issues are followed up by dedicated persons for further improvement
<b>進度全面掌控</b> <b>Full control of progress</b>	精細到每個項目、每棟樓的高效進度管理，配備進度「紅綠燈」預警功能，全面保障進度達成 Efficient progress management of every single project and building, with a “red and green light” early warning function to guarantee completion on schedule
<b>清晰準確交底</b> <b>Clear and accurate disclosure</b>	完善資料數位化管理，通過在線查看設計圖紙、查詢標準規範、學習工藝節點等平台功能，優化施工交底，落實品質責任 Enhanced digitalised information management, optimised construction disclosure and implemented quality responsibility through online checking of design drawings, standards and specifications, and learning of key process and other functions of the platform

#### 1.1.3 產品創新

2023年，綠城中國持續踐行產品創新之路，致力於打造全生命周期的綠城好房子。我們堅持以客戶為中心，融合市場、業務、技術的「一個中心，三個融合」產品研發方向，全面提升產品設計與品質。

截至報告期末，「139」歸家動線體系、轉角世界、生息社區、序章過廳等創新IP已在全國落地應用，並根據客戶關注重點探索高效能戶型、90後創新戶型等產品，全方位優化客戶居住體驗。

#### 1.1.3 Product Innovation

In 2023, Greentown China continued to pursue product innovation, striving to build the best Greentown housing throughout the entire life cycle. We have adhered to the product R&D direction of “one centre, three integrations” which is customer-oriented and integrates market, business and technology, in a bid to improve product design and quality across the board.

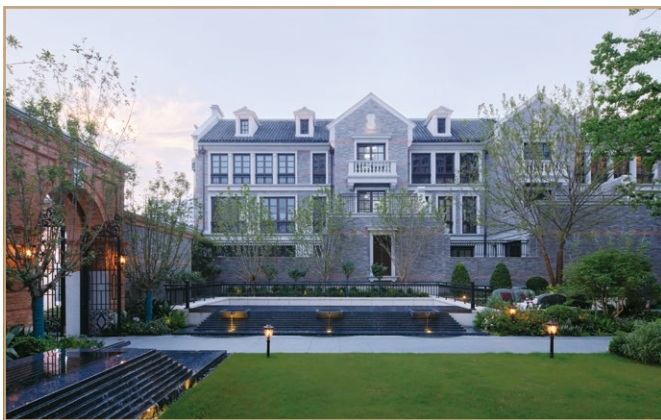
As at the end of the Reporting Period, innovative IPs such as the “139” Home Flow Route System (「139」歸家動線體系), Corner World (轉角世界), Living Community (生息社區), and Preface Hall (序章過廳) had been applied to our projects nationwide. In addition, we were exploring products like high-performance units and “post-90s” innovative units catering to customers’ needs, thereby comprehensively optimising the living experience of customers.



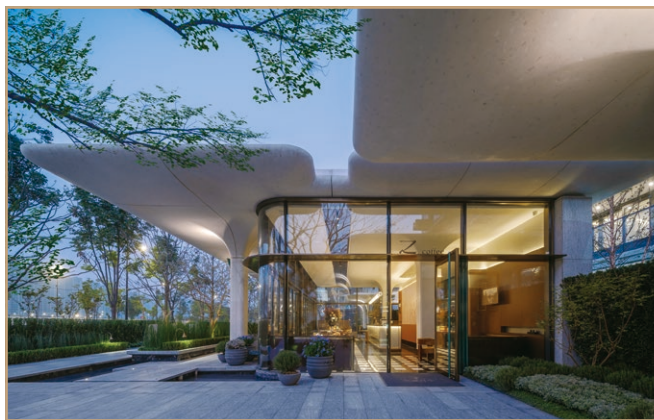
### 全維實景示範區 Full-dimensional Real Scenery Demonstration Area

在客戶第一、能力封裝、前置創新等理念的驅動下，綠城中國搭建了獨特的示範區管理體系，並在上海、北京、杭州、寧波等地打造全維實景示範區。全維實景示範區從園區主/次入口、主題景觀、建築立面、歸家動線、架空層、地庫、會所、樣板間等多種模塊出發，將未來園區生活的重要場景與節點，以全流程、全要素、全實景的方式，讓客戶獲得「所見即所得，所得即所安」的居住體驗。

Driven by the ideas of customer orientation, capability packages, and pre-innovation, Greentown China has instituted a unique management system for demonstration area and built full-dimensional real scenery demonstration areas in Shanghai, Beijing, Hangzhou, Ningbo and other cities. These demonstration areas contain main/secondary entrances, thematic landscape, building facade, home flow route, open floor, basement, clubhouse, sample unit and other modules, covering full processes, elements, scenes and constituting all important scenarios and nodes that future community will offer. Customers are thus presented with a living experience of seeing the future life scenarios which they will get in the project.



上海弘安里示範區  
Shanghai Hong'an Lane Demonstration Area



杭州芝蘭月華示範區  
Hangzhou Zhilan Yuehua Demonstration Area

## 1.2 客戶權益

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

## 1.2 Customer Rights and Interests

Greentown China adheres to the “customer-centric product offering” concept and protects the rights and interests of customers through conducting 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》，已建立以《項目運營手冊營銷弦》為核心的「1+5+N」營銷服務制度體系。我們新增制定了《負責任營銷政策》，對營銷行為進行明確規定，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 has established a "1+5+N" marketing service system with Marketing Manual for Project Operation (《項目運營手冊營銷弦》) as the core. We have newly formulated the Policy on Responsible Marketing (《負責任營銷政策》), which set out detailed provisions on marketing to ensure the authenticity and effectiveness of our commitments to customers throughout the entire service process.

1	<ul style="list-style-type: none"> <li>《項目運營手冊營銷弦》 Marketing Manual for Project Operation</li> </ul>
5	<ul style="list-style-type: none"> <li>《營銷服務費用管理標準》 Management Standards for Marketing Services Costs</li> <li>《營銷服務團隊薪酬績效標準》 Remuneration and Performance Standards of Marketing Service Team</li> <li>《營銷設施管理費用標準》 Management Fees Standard for Marketing Facilities</li> <li>《渠道管控制度》 Channel Management and Control System</li> <li>《營銷及客服類供方與採購管理標準》 Procurement Management Standards for Marketing and Customer Service Suppliers</li> </ul>
N	<ul style="list-style-type: none"> <li>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.</li> </ul>

我們已建立全面的風險管控機制，通過銷售滿意度風控、專項風險巡查、品質紅線管理等常態化審計與監察工作，持續提高營銷行為的規範性。

We have set up the comprehensive risk management and control mechanisms to continuously regulate the marketing behaviours through regular auditing and monitoring including sales satisfaction risk control, special risk inspections and the quality red line management.



銷售滿意度風控  
Sales satisfaction  
risk control

- 按月開展、按季度通報，對所有準業主開展電話調研，了解客戶滿意度及銷售行為合規性；  
Conduct monthly and quarterly reports, telephone surveys with all potential owners to understand customer satisfaction and ensure the compliance of sales behaviours;
- 開展神秘客戶調研，對營銷人員銷售承諾、案場公示文件等開展標準檢查。  
Conduct secretive customer visits to check whether marketers' sales promises and publicly displayed documents on the sales sites meet our standards.

專項風險巡查  
Special risk  
inspections

- 按季度開展銷售風險專項巡查，從費用管理、案場管理、銷售管理及策劃管理等層面開展審核，針對發現項進行跟踪整改與處罰。  
Conduct quarterly special inspections on sales risk in terms of expense management, sales site management, sales management and planning management, and carry out follow-up rectification and punishment for identified issues.

品質紅線管理  
Quality red line  
management

- 修訂《品質紅線管理標準》及《負面行為清單》，明確可能導致嚴重品質、安全、經營風險的違規行為名錄；  
Revise the Quality Red Line Management Standards (《品質紅線管理標準》) and the List of Negative Behaviours (《負面行為清單》) to define non-compliant behaviours that may lead to critical quality, safety and business risks;
- 依據《負面行為清單》進行不定期檢查，嚴格開展違規違紀行為責任追究工作。  
Conduct irregular inspections in accordance with the List of Negative Behaviours (《負面行為清單》) and strictly enforce accountability for non-compliance and indiscipline.

反腐公約  
Anti-corruption  
convention

- 要求所有案場擺放《致業主家人書》反腐公約，公示集團24小時開通的舉報電話，堅決抵制低質炒賣、倒號等負面行為。  
The anti-corruption convention of the Letter to the Owners (《致業主家人書》) and the Group's 24-hour reporting line number are required to be publicly displayed in every sales site to resist negative behaviours such as speculation and scalping.

為控制營銷風險，守護合規底線，我們要求100%營銷服務體系員工參與負責任營銷培訓。報告期內，我們組織開展了30場負責任營銷培訓，覆蓋法律法規科普、違規行為警示、品牌標準化、銷售滿意度提升等重點內容，並進行營銷服務體系全員通關考試，考試合格後方可上崗。我們持續開展各類負責任營銷培訓及宣貫，提升員工合規及責任意識，促進公司健康發展。

To control marketing risks and ensure the compliance red line is not crossed, we require 100% of staff in the marketing service system to participate in responsible marketing training sessions. During the Reporting Period, we organised 30 responsible marketing training sessions, covering key aspects such as laws and regulations, non-compliance alerts, brand standardisation and sales satisfaction enhancement. All staff in marketing service system must pass the exam before being on board. We continued to carry out various responsible marketing training sessions and publicity activities to enhance staff's awareness of compliance and responsibility and to promote the sound development of the Company.

一、 品質居住  
I. Quality Living

1.2.2 客戶投訴處理

綠城中國強調以客戶為中心，認真聆聽客戶聲音。我們制定了《客戶投訴管理基礎規範》，對客訴分類、處理周期、關閉申請、追責機制等客戶反饋管理工作進行了規範，提升客戶投訴處理的及時性與有效性。

報告期內，綠城中國共計收到客戶投訴1,622起，其中因產品質量的投訴944起，因服務問題的投訴574起，已經響應客戶並妥善解決投訴比例為95.32%。

1.2.2 Customer Complaint Management

Greentown China puts emphasis on customer orientation and listening to customers' opinions. We have formulated the Basic Standards for Customer Complaint Management (《客戶投訴管理基礎規範》), which regulates the management of customer feedback, such as classification of complaints, handling cycle, application of closure and accountability mechanism, so as to effectively respond to customer complaints in a timely manner.

During the Reporting Period, Greentown China received a total of 1,622 customer complaints, including 944 complaints due to product quality and 574 complaints due to service issues, 95.32% of which have been responded to and properly resolved.

多元客服渠道  
Multiple customer service channels

客戶可通過95059客服熱線、微信、官網、手機APP、項目物業管家等多類渠道反饋需求，將由客服統一形成工單，並進行閉環處理。

Through various channels, such as 95059 customer service hotline, WeChat, official website, mobile APP, and project property manager, etc., customers can put forward their demands, which would be input into work orders by customer service and processed in a closed loop.

客訴分級管理  
Classified management of customer complaints

將客戶投訴分為一般投訴、重要投訴、重大投訴三級，明確處理要求，並及時將客訴問題反饋至責任部門。

We classify customer complaints into three levels, namely general complaints, material complaints and serious complaints, clarify handling requirements, and timely refer customer complaints to responsible departments.

定義投訴警示  
Definition of complaint alert

根據客戶投訴類型及嚴重程度，定義藍色、黃色、橙色、紅色四級投訴警示，開展客訴原因分析，並制定改進與預防計劃。

According to the classification and severity of customer complaints, we define four levels of complaint alert, namely blue, yellow, orange and red, analyse the causes of customer complaints, and formulate improvement and prevention plans.



### 1.2.3 客戶隱私保護

綠城中國一貫重視客戶隱私保護，將客戶信息作為重要商業機密。我們嚴格遵循《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，通過《計算機信息安全標準》《IT運維管理標準》《營銷業務系統（銷售管理系統）管理制度》等內部管理制度，對客戶信息的獲取、存儲、使用及交換進行嚴格的管理與保護。具體管理舉措包括：

### 1.2.3 Customer Privacy Protection

Greentown China always attaches great importance to the protection of customer privacy and treats customer information as important commercial secrets. We strictly abide 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. We manage and protect the acquisition, storage, use and exchange of customer information through our internal management systems, including the Standards for the Management of Computer Information Security (《計算機信息安全標準》), 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》). Specific managerial measures include:

確保在客戶授權下，合法合規採集並儲存客戶信息

Ensure that customer information is collected and stored with customer authorization in accordance with laws and regulations

針對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

Desensitise customer data and adopt a strict data access approval system and hierarchical data access permission

#### 客戶隱私保護舉措 Customer Privacy Protection Measures

開展風控系統合規化改造，採用安防視頻進行風控甄別，嚴守《中華人民共和國個人信息保護法》底線

Upgrade the risk control system by introducing video surveillance for risk control screening to ensure strict compliance with the Personal Information Protection Law of the People's Republic of China (《中華人民共和國個人信息保護法》)

上線企業微信平台，為一線銷售人員開通企業微信，規範客戶服務，嚴控客戶隱私洩漏風險

Launch the WeCom platform and apply WeCom accounts for frontline sales staff to regulate customer service and bring the risk of customer privacy leakage under strict control

我們定期開展信息安全審計，嚴控系統漏洞、應用漏洞、業務漏洞等各類風險。報告期內，我們共開展1次外部信息安全審計、10次滲透測試、2次代碼審計及67次漏洞掃描，針對審計發現的問題及修復建議形成多項評估報告，確保完成修復驗證。

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，保障客戶信息安全。

We conduct regular information security audits to minimise loopholes in our system, application, business, etc. During the Reporting Period, we conducted 1 external information security audit, 10 penetration tests, 2 code audits and 67 vulnerability scans, and produced certain assessment reports on the issues identified and respective remedial recommendations to ensure verification of remediation.

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

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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。

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

1.3 客戶服務

客戶滿意度是綠城中國的「一號標準」，我們致力於打造以客戶滿意度為中心的客戶關係管理體系。我們堅持以客戶需求出發，不斷提升客戶服務品質、優化客戶研究體系，實現和保持「客戶滿意度行業第一身位」的目標。

1.3 Customer Service

Greentown China takes customer satisfaction as the “No. 1 Standard” and is committed to building a customer relationship management system centred on customer satisfaction. We focus on customer needs, continuously optimise the customer service quality and the customer research system to achieve and maintain the goal of “ranking first in the industry in terms of customer satisfaction”.

1.3.1 服務品質提升

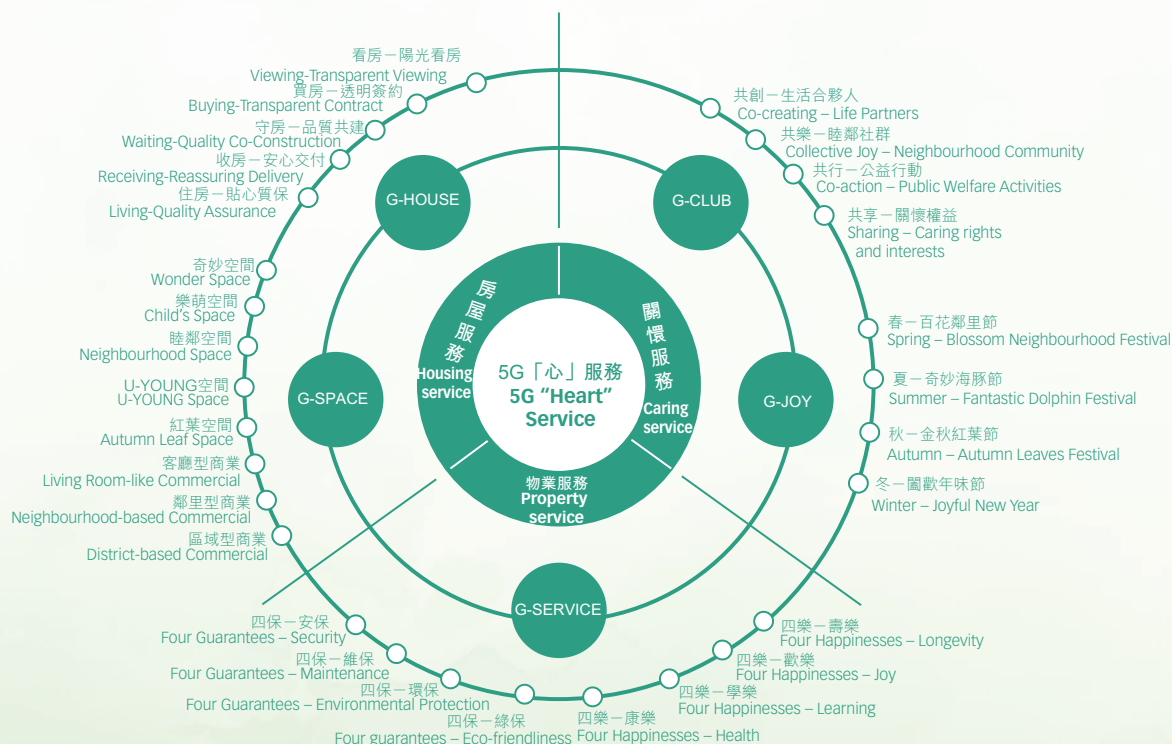
綠城中國致力於提升客戶服務品質，努力讓客戶感受到更宜居、更包容、更具人文關懷的生活體驗。我們已成立生活服務委員會，及時且深入了解客戶生活需求，通過業務融合、營銷聯動、案例分析、提升方案等多項舉措，推動服務品質升級。

1.3.1 Improving Service Quality

Greentown China has been committed to improving the quality of customer service and making efforts to ensure customers live in a more livable, inclusive and humane environment. We have established a life service committee to gain insights into our customers’ life needs and to promote the upgrading of service quality through business integration, linkage marketing, case analysis, improvement plans and other measures.

秉持「愛在此，生活在此」的理念，報告期內，我們對綠城中國5G「心」服務進行了系統性的升級與迭代，5G「心」服務2.0煥新而生。

Adhering to the idea of “living where there is love (愛在此，生活在此)”，we systematically upgraded Greentown China’s 5G “Heart” Service to 5G “Heart” Service 2.0 during the Reporting Period.





5G「心」服務2.0以客戶需求為中心，鏈接並整合綠城中國各類服務資源，包含房屋服務、關懷服務和物業服務三大板塊：

The 5G “Heart” Service 2.0 focuses on the needs of customers, linking and integrating the various service resources of Greentown China, including three major segments, namely the housing service, the caring service and the property service:

房屋服務 Housing service	關懷服務 Caring service	物業服務 Property service
<ul style="list-style-type: none"><li>• G-HOUSE：通過陽光看房、透明簽約、品質共建、安心交付、貼心質保五大模塊，為客戶提供細緻、便捷的全周期房屋服務。 G-HOUSE: Through the five major modules of transparent viewing, transparent contract, quality co-construction, reassuring delivery and quality assurance, we provide customers with careful and convenient full-cycle housing services.</li><li>• G-SPACE：將家庭場景延伸，建設共享鄰里空間，為不同年齡圈層進行生活場景化打造，並提供一站式生活解決方案，讓生活更有溫度。 G-SPACE: By expanding the home scenes into shared neighbourhood, we create living scenarios for people from different ages, and provide them with one-stop living solutions to make life warmer.</li></ul>	<ul style="list-style-type: none"><li>• G-CLUB：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，打造共創、共樂、共行、共享的新型鄰里。 G-CLUB: We establish the “Green Club” membership system, integrating housing, property management, hotel and other service resources to create a new neighbourhood featuring co-creation, collective joy, co-action and sharing.</li><li>• G-JOY：舉辦豐富多彩的四季園區活動，創造「樂在四時」的園區體驗，助力客戶樂享美好生活。 G-JOY: We organise a variety of seasonal activities in the park to bring customers “Joy of the Four Seasons” and help them lead a better life.</li></ul>	<ul style="list-style-type: none"><li>• G-SERVICE：以安保、維保、環保和綠保等物業基礎服務為抓手，持續推進精細化服務；同時通過在康樂、學樂、歡樂和壽樂四大維度的轉型，為客戶提供全天候的園區服務。 G-SERVICE: We continue to refine services focusing on basic property services such as security, maintenance, environmental protection and eco-friendliness, and provide round-the-clock services to our customers through transformation in four major dimensions of health, learning, joy and longevity.</li></ul>

一、 品質居住  
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1.3.2 客戶心聲傾聽

綠城中國扎實落地「最懂客戶、最懂產品」兩大戰略支點，傾聽客戶心聲，努力滿足客戶的多樣需求。我們成立了客研委員會及專業的客研中心，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。2023年，綠城中國深入50多座城市，調研5萬餘個家庭，深入探索當下客戶需求變化。

同時，我們堅持邀請各市場業主代表擔任客戶質量監督員，每年開展客戶質量監督小組活動，持續提升產品與服務品質。報告期內，綠城中國組織開展了87場客戶質量監督小組活動，共有1,166名業主參與，貢獻了607條與產品及服務提升相關的意見建議。

1.3.2 Listening to Customers' Voices

With “best understanding of customers and best understanding of products” as its two strategic pivot points, Greentown China listens to customers' voices and strives hard to meet their diverse needs. We have established a customer research committee and a professional customer research department to continuously optimise the customer research system and spare no effort in product upgrading and customer service. In 2023, we visited more than 50 cities across the country and conducted surveys with more than 50,000 families to find out the changing needs of customers.

At the same time, we insist on inviting representatives of property owners to serve as customer quality supervisors, and hold customer quality supervision group activities every year to continuously improve our products and services. During the Reporting Period, Greentown China held 87 customer quality supervision group activities, attended by a total of 1,166 property owners with 607 suggestions provided on our products and services.



綠城中國2023年客戶質量監督小組活動現場  
Site of Customer Quality Supervision Group Activity  
of Greentown China in 2023

聚焦客戶反饋的需求與痛點，我們開展了歸家動線體系構建、室內專項提升、春知學堂落地等產品優化與升級，不斷提升客戶體驗。

Focusing on the needs and dissatisfactions of customers, we upgraded products by constructing the home flow route system, conducting indoor environment optimisation, and opening the Chunzhi Academy to continuously improve customer experience.



### 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

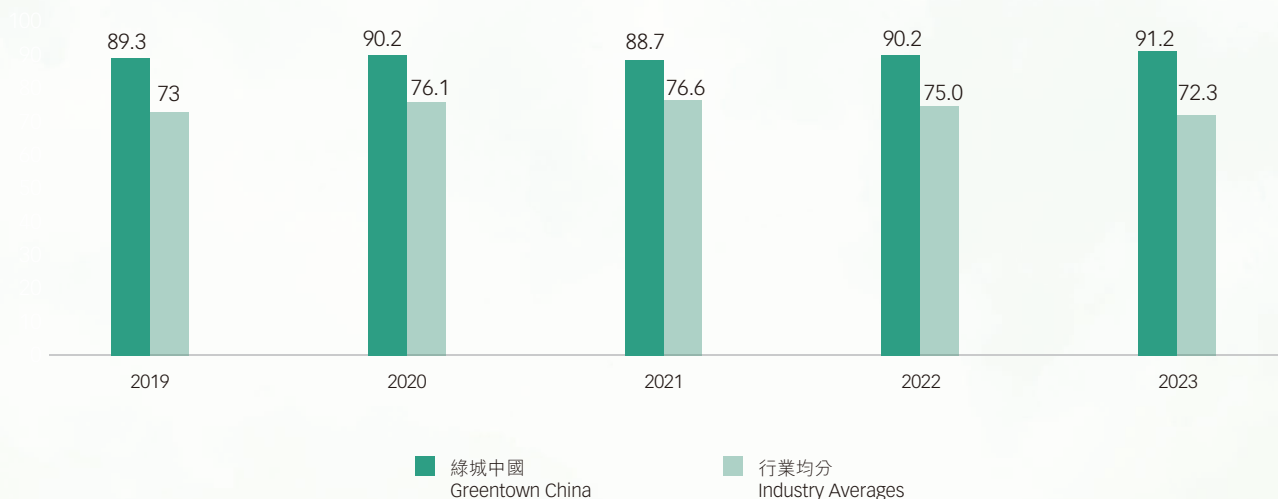
綠城中國在中指研究院發佈的《2023中國房地產顧客滿意度調查報告》中，客戶滿意度得分為91.2分，高於行業均值18.9分，較2022年持續提升。

### 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 2023 China Real Estate Customer Satisfaction Survey Report (《2023中國房地產顧客滿意度調查報告》) issued by China Index Academy, Greentown China scored 91.2 points in customer satisfaction, which was 18.9 points higher than the industry average, continuing its increase as compared to 2022.



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

## 一、 品質居住

### I. Quality Living

我們在杭州、蘇州、合肥、西安、大連、寧波、紹興、舟山、台州、海口、無錫、烏魯木齊、重慶、天津、濟南、青島等16座城市滿意度位列第一，在杭州、寧波、合肥、舟山、台州、無錫、烏魯木齊等7座城市忠誠度位列第一，並連續12年獲得「顧客滿意度領先品牌」。

- **酒店業務**

為持續提升酒店業務客戶滿意度表現，我們引入了慧評第三方滿意度管理平臺，覆蓋國內外超34個主流點評渠道，從酒店整體、衛生、服務、設施、餐飲、價格、位置七大維度，全面評估酒店業務水平。2023年，綠城中國酒店業務客戶滿意度得分為93分，較上一年度提升2分。

- **商業業務**

報告期內，我們首次開展了覆蓋全部在營商業項目的客戶滿意度調查，從客戶基本情況、消費偏好、商場硬件設施、服務人員情況、市場活動、品牌組合、售後服務七大維度，全方位了解客戶消費偏好及滿意度情況。2023年，綠城中國商業項目客戶滿意度得分達91分。

We ranked first in terms of satisfaction in 16 cities, including Hangzhou, Suzhou, Hefei, Xi'an, Dalian, Ningbo, Shaoxing, Zhoushan, Taizhou, Haikou, Wuxi, Urumqi, Chongqing, Tianjin, Jinan and Qingdao, and ranked first in terms of loyalty in 7 cities, including Hangzhou, Ningbo, Hefei, Zhoushan, Taizhou, Wuxi and Urumqi, and won the honorary title of "Leading Brands by Customer Satisfaction (顧客滿意度領先品牌)" for 12 consecutive years.

- **Hotel business**

In order to continuously improve the customer satisfaction performance of hotel business, we have introduced the third-party satisfaction management platform of Brand Wisdom, which covers more than 34 domestic and international mainstream evaluation channels to comprehensively evaluate the hotel business level from seven dimensions, namely hotel overall, hygiene, service, facility, catering, price and location. In 2023, the customer satisfaction score of Greentown China's hotel business was 93 points, up by 2 points as compared to the previous year.

- **Commercial business**

During the Reporting Period, we launched our first customer satisfaction survey covering all commercial projects in operation to fully understand customers' preferences and satisfaction from seven dimensions, namely basic customer profile, consumption preferences, facilities, service personnel, marketing activities, brand portfolio and after-sales services. In 2023, the customer satisfaction score of Greentown China's commercial business was 91 points.





品質經營

Quality Management





天津柳岸曉風  
Tianjin Willow Breeze

## 二、品質經營 II. Quality Management

### 2.1 合規經營

綠城中國始終恪守「講道義、走正道、得正果」的企業宗旨，堅持「精緻品質，穩健運營」的經營理念，我們堅信合規經營是履行企業責任、實現穩健發展的重要基礎，並致力於營造陽光、透明的商業環境。綠城中國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，獲評「AAA級信用企業」（由中國企業聯合會、中國企業家協會發佈，有效期三年）。

#### 2.1.1 踐行責任經營

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條例與規範，保障公司合法經營。

我們制定了《組織管理手冊》《違法違紀案例警示教育手冊》，並於報告期內修訂了公司《責任追究管理辦法》，進一步規範員工行為，不斷完善違規行為的責任追究與管理機制。同時，我們通過公文發佈系統及本體門戶改造，推動「追究決定—公文通報—責任落地」流程自動化。

### 2.1 Compliance Operation

Greentown China adheres to the corporate tenet of “speaking morals, walking the right path, and achieving positive results” and insists on the business philosophy of “exquisite quality, stable operation”. We firmly believe that compliance operation serves as an important foundation for fulfilling corporate responsibility and achieving stable development, and are committed to creating a transparent business environment. With strict credit management, good corporate credit and strong responsibility, Greentown China was included in the third batch of creditworthy enterprises in 2022 and was awarded the “AAA Credit Enterprise” (issued by China Enterprise Confederation and China Enterprise Directors Association, with a validity period of three years).

#### 2.1.1 Practising 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 HKEx and other regulations and regulations, which are in place to ensure the Company’s legal operation.

We have formulated the Organisation Management Manual (《組織管理手冊》) and the Alert Education Manual for Cases of Violation of Laws and Regulations (《違法違紀案例警示教育手冊》), and revised the Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) of the Company during the Reporting Period to further regulate the behaviour of employees and continuously improve the mechanism for accountability and management of non-compliance behaviours. At the same time, by revamping the official documents distribution system and the human resource portal, we promoted the automation of the “accountability and decision-making – notification by official documents – implementation of the responsibility” process.

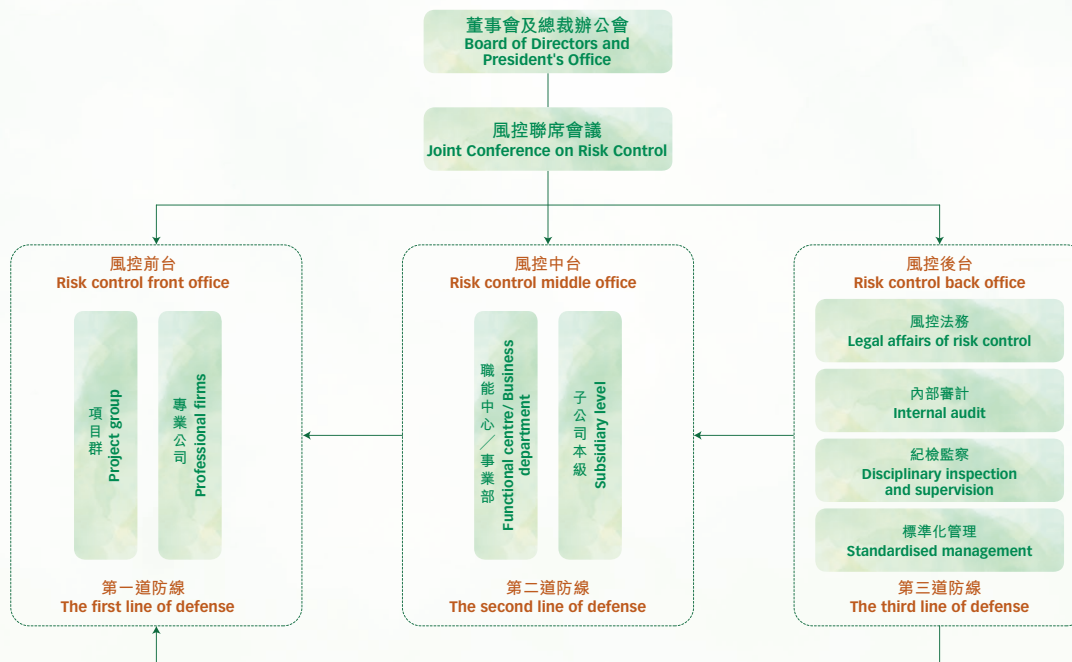


### 2.1.2 加強風險管控

綠城中國將風險控制制度與全面風險管理體系作為風險控制工作開展的基礎保障。我們建立了以《全面風險管理辦法》為主的風險管控制度體系，為公司風險管理工作提供有效指引。公司董事會下設審核委員會，負責監督和評估公司內部監控和風險管理制度。同時，我們建立了由風控前台、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。

### 2.1.2 Enhancing Risk Control

The risk control system and the comprehensive risk management system serve as the cornerstone of Greentown China's risk control work. We have established a risk control system mainly based on the Measures for Comprehensive Risk Management (《全面風險管理辦法》), which provides effective guidelines for the Company's risk management. 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. At the same time, we have established a "three lines of defense" for risk management consisting of the front office, middle office and back office, forming a comprehensive risk management and control system.



## 二、品質經營 II. Quality Management

2023年，綠城中國開展年度重要風險評估及防控工作，通過行業分析、管理診斷、高管訪談等方式全面梳理並確定了公司2023年度重要風險清單，其囊括28項重要風險，2項新興風險及8項常規風險，並對應提出了防控提升建議。此外，我們借助信息化管理系統在風險識別環節強化審計前分析工作，並於2023年6月召開首次風控聯席會議，不斷探索並實施更高效的風險管控策略。

報告期內，綠城中國審計部門共計開展83項審計工作，其中外部第三方協助開展18項。根據審計結果，綠城中國本年度風險管理與控制情況良好，未出現重大風險事件。對審計發現的問題，我們要求被審計單位限期整改；對制度及執行方面存在的問題，我們要求責任單位完善管理制度。2023年，綠城中國通過審計工作推動完善制度15項，並加強制度教育與宣貫，避免同類問題重復發生。

In 2023, Greentown China conducted its annual assessment and prevention and control of material risks. Through industry analysis, management diagnosis and interviews with senior management, we have sorted out all risks and identified the list of material risks of the Company in 2023, which includes 28 important risks, 2 emerging risks and 8 regular risks, and put forward prevention and control suggestions accordingly. In addition, we have strengthened our pre-audit analysis in risk identification via the information technology management system. In June 2023, the first joint conference on risk control was convened to continuously explore and implement more efficient risk control strategies.

During the Reporting Period, the audit department of Greentown China conducted 83 audits, of which 18 were assisted by external third parties. Based on the audit results, the risk management and control of Greentown China during the Year was satisfactory with no events relating to significant risks. For issues identified in the audit, we required the audited units to carry out rectification within a specified timeframe; for issues found in the system and its implementation, we required the responsible units to improve the management system. In 2023, Greentown China promoted the improvement of 15 systems by performing audit works and strengthened the education and publicity of the systems to avoid the recurrence of similar issues.



## 2.2 品牌與文化建設

文化價值觀是綠城中國始終堅守的「一號準則」。我們在面臨市場變化與行業挑戰的同時，致力於將企業文化內核滲透於品行，外顯於品牌，做到知行合一，讓文化與綠城的現在和未來一路相隨。

### 2.2.1 夯實文化基底

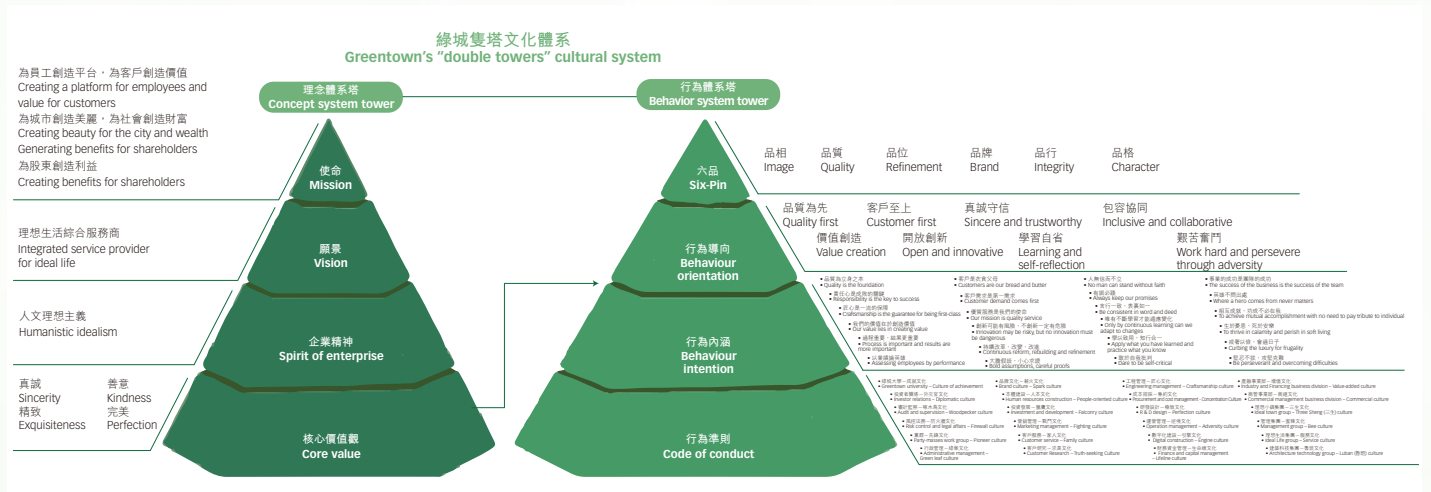
自綠城「雙塔」文化體系發佈以來，我們持續加強集團文化標語的覆蓋與文化理念的宣貫，讓文化入眼、入腦、入心。2023年，我們進一步完善「雙塔」體系，豐富「行為體系塔」，並獲得「2022-2023浙江省企業文化建設優秀成果一等獎」「2022-2023年度全國企業文化優秀成果二等獎」獎項。

## 2.2 Brand and Culture Construction

Cultural values are the “No. 1 Principle” that Greentown China has long been adhering to. Amid changing market conditions and industry challenges, we endeavour to ensure the corporate culture is manifested internally in the conduct and externally in the brand, so as to achieve the unity of knowing and doing, in the hope that the culture of Greentown China goes with its present and future development.

### 2.2.1 Bolstering Cultural Base

Since the launch of Greentown’s “double towers” cultural system, we have been continuously strengthening the coverage of the corporate slogans and promoting cultural values, so that the culture can be seen, remembered and understood. In 2023, we further improved the “double towers” system and enriched the “behaviour system tower”, which helped us win the “2022-2023 First Prize of Excellent Achievements in Corporate Culture Construction in Zhejiang Province (2022-2023浙江省企業文化建設優秀成果一等獎)” and the “2022-2023 Second Prize of Excellent Achievements in Corporate Culture in Chinese Enterprises (2022-2023年度全國企業文化優秀成果二等獎)”.



### 2.2.2 提升品牌影響

在自身文化定力的驅動下，綠城中國堅持以產品宣傳為引擎，傳播綠城中國關於「好房子、好生活」的理念與成果，為行業和社會注入更多力量和信心。

截至報告期末，綠城中國品牌價值達人民幣1,150億元，並在年度內獲評「2023房地產開發企業品牌價值十強第七位」「2023中國房地產行業領導公司品牌」「2023中國房地產品牌影響力百強企業第六位」等多項稱號與殊榮。

我們將持續打造包含價值感、忠誠度、影響力、創新性的地產標杆品牌，牢築綠城中國品牌底線，為員工及社會各界傳遞綠城中國的品牌與文化價值。

## 2.3 反腐倡廉

綠城中國恪守自身廉潔底線，對一切貪污腐敗行為持「零容忍」態度。我們始終貫徹「知敬畏、守底線、強監督、重問責」的廉潔管理方針，嚴格把控內部風險，積極開展廉潔文化教育與宣導工作，持續建設風清氣正的工作氛圍。我們制定了《廉潔從業政策》，並新增《反賄賂與反腐敗政策》，明確了本集團關於商業道德、反賄賂及腐敗的立場與承諾，明晰了本集團對於反賄賂及腐敗行為的管理原則及舉措，向各利益相關方傳達廉潔思想。

### 2.2.2 Enhancing Brand Engagement

Driven by our culture, Greentown China always regards product promotion as a way to popularise its concept and achievements of “Better Houses, Better Life”, so as to inject greater power and confidence into the industry and the society.

As at the end of the Reporting Period, Greentown China’s brand value amounted to RMB115.0 billion, and won a number of titles and honours during the Year, such as “Top7 among 2023 Best 10 Chinese Real Estate Developers by Brand Value (2023房地產開發企業品牌價值十強第七位)”, “2023 Leading Brand of China Real Estate Industry (2023中國房地產行業領導公司品牌)” and “Top6 among 2023 Best 100 Chinese Real Estate Enterprises by Brand Influence (2023中國房地產品牌影響力百強企業第六位)”.

We will continue to build a real estate benchmark brand that is valuable, loyal, influential and innovative. We will firmly uphold the bottom line of the brand of Greentown China, and convey its brand and cultural values to our employees and all sectors of the society.

## 2.3 Anti-corruption and Integrity

Greentown China adheres to the bottom line of integrity, and takes a “zero tolerance” attitude towards all acts of corruption. We always implement the integrity management principle of “staying awed, safeguarding bottom line, strengthening supervision and emphasising accountability” (知敬畏、守底線、強監督、重問責). We strictly control internal risks, and actively carry out education and publicity on integrity culture, so as to continuously create an upright working atmosphere. We have formulated the Policy on Integrity (《廉潔從業政策》) and added the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐敗政策》) to clarify the Group’s position and commitment to business ethics, anti-bribery and corruption, as well as the Group’s management principles and measures on anti-bribery and corruption, in order to convey the idea of integrity to all stakeholders.

### 2.3.1 廉潔管理

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》等法律規例，並制定《紀檢工作管理標準》《員工廉潔自律管理標準》等內部制度，確保本集團廉潔管理與相關責任追究的有效執行。

綠城中國董事會下設ESG委員會負責對商業道德問題進行全面監督。此外，我們成立紀審監工作領導小組，負責制定本集團管控範圍內紀審監相關的制度與政策；紀審監工作領導小組在各職能部門下設辦公室，並配置專兼職紀審監人員，根據實際情況自主開展紀審監工作及廉潔教育工作。

為進一步約束、規範員工及相關方商業行為，傳遞廉潔思想，本公司部分下屬子公司面向員工、合作夥伴簽署了廉潔相關協議。

### 2.3.1 Integrity Management

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》), and has formulated internal systems such as the Disciplinary Inspection Management Standards (《紀檢工作管理標準》) and the Integrity and Self-discipline Standards for Staff (《員工廉潔自律管理標準》) to ensure the effective implementation of the Group's integrity management and related accountability.

The ESG Committee under the Board of the Company is responsible for the supervision of business ethics issues. In addition, we have set up a leading group on disciplinary inspection, audit and supervision, responsible for formulating systems and policies relating to disciplinary inspection, audit and supervision within the Group. The group sets offices under each functional department with full-time and part-time disciplinary inspection, audit and supervisory personnel who autonomously carry out disciplinary inspection, audit and supervisory work, as well as integrity education according to actual circumstances.

In order to further bind and regulate the business conduct of employees and related parties and disseminate the mindset of integrity, certain subsidiaries of the Company have entered into integrity-related agreements with their employees and partners.



### 2.3.2 廉潔教育

綠城中國高度重視公司廉潔文化建設，不斷發揮違法違紀案例警示作用，持續提升員工反腐意識。我們通過廉潔教育月、研討工作坊、專題教育課程、專家培訓會等多種形式開展廉潔教育，切實端正員工商業道德思想。報告期內，我們面向全體員工開展反貪腐培訓共計32次，參與人次達9,403人。其中，面向董事會開展廉潔培訓5次，覆蓋30人。

### 2.3.2 Integrity Education

Greentown China attaches great importance to shaping an integrity culture and continuously gives full play to the warning role of cases which violate laws and regulations to raise employees' awareness of anti-corruption. We carry out integrity education in the form of integrity education month, seminars, thematic education courses, and training sessions by experts, so as to strengthen employees' business ethics. During the Reporting Period, 32 anti-corruption training sessions were provided for all staff, with a total of 9,403 attendances, among which, 5 sessions were held for the Board of Directors, covering a total of 30 attendances.

#### 廉潔研討工作坊 Integrity Seminar

2023年3月，綠城中國華中區域公司創新組織生活會形式，召開廉潔研討工作坊活動，該工作坊將廉潔建設、作風建設作為兩個重要研討課題，引導員工進行深刻的自我剖析和自我反思，總結出日常工作與業務中的相關共性问题，並提出了切實可行的建議與改進意見。此次活動擺脫傳統固化的思維，進一步改善團隊作風，豐富企業廉潔教育形式。

In March 2023, Greentown China's Central region company organised an integrity seminar in an innovative way, focusing on the topics of establishment of an integrity culture and improvement of working style and practices, helping staff to conduct profound self-analysis and self-reflection, summarise problems commonly seen in daily work and business, and put forward practicable suggestions and opinions. The seminar served as a way to get rid of stereotyped traditional thinking, further improve the team's conduct, and enrich the forms of corporate integrity education.

#### 廉潔警示教育專題課程 Integrity Alert Education Course

為提升全員廉潔從業意識，營造反腐倡廉良好氛圍，促進廉潔教育常態化，2023年6月，綠城中國華東區域公司根據綠城大學「警鐘長鳴 風清氣正」廉潔警示教育課程，結合綠城中國《員工廉潔自律管理標準》和《違法違紀案例警示教育手冊》，通過線上線下方式，在區域範圍內組織廉潔警示教育專題學習。

In order to enhance the awareness of integrity, create a favourable atmosphere for anti-corruption and integrity promotion, and normalise integrity education, in June 2023, Greentown China's Eastern region company carried out both online and offline integrity alert education courses, which was based on Greentown University's integrity warning and education courses, with the theme of "keeping vigilant and upright" and incorporated Greentown China's the Integrity and Self-discipline Standards for Staff (《員工廉潔自律管理標準》) and the Alert Education Manual for Cases of Violation of Laws and Regulations (《違法違紀案例警示教育手冊》).

### 專家講授 Expert Lecture

2023年10月，綠城中國年度紀審監專題會暨培訓在綠城大學舉辦，特邀紀檢專家講授《企業紀檢工作實踐與思考》。綠城中國黨委副書記、紀委書記尚書臣先生表示要繼續加強紀審監隊伍建設、加大審計和查處力度、加強廉潔教育和結果運用。綠城中國紀委、黨群辦、審計部、子公司紀審監工作領導小組及辦公室共150餘人於現場或通過線上方式參訓。

In October 2023 at Greentown University, Greentown China held its annual disciplinary inspection, audit and supervision symposium and training, where experts in disciplinary inspection were invited to give a lecture on the Practice and Thoughts on Disciplinary Inspection in Enterprises (《企業紀檢工作實踐與思考》). Mr SHANG Shuchen, deputy secretary to the Party committee and secretary of disciplinary committee of Greentown China, suggested continuous building of the disciplinary inspection, audit and supervision team, intensifying auditing and investigation efforts, and strengthening integrity education and the application of outcomes. More than 150 people from the disciplinary committee, the Party & the Masses office, the audit department of Greentown China as well as the leading group and its offices on disciplinary inspection, audit and supervision of subsidiaries attended the lecture on-site or online.

#### 2.3.3 監察舉報

綠城中國已制定《廉政舉報獎勵制度》《監察管理標準》《監察工作標準》《監察舉報渠道維護與指引》《停職檢查措施》等內部規章制度，為本集團紀檢監察工作的管理與執行提供制度保障。

綠城中國已建立完善、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舉報方式，在所有銷售案場、辦公區域及工地開放區域對監察舉報方式進行公示。

#### 2.3.3 Supervision and Reporting

Greentown China has formulated the Anti-corruption Reporting and Reward System (《廉政舉報獎勵制度》), the Supervision Management Standards (《監察管理標準》), the Supervision Work Standards (《監察工作標準》), the Maintenance and Guidelines on Supervision and Reporting Channels (《監察舉報渠道維護與指引》) and the Suspension Inspection Measures (《停職檢查措施》) and other internal rules and regulations to provide safeguards for the management and implementation of the Group's disciplinary inspection and supervision.

Greentown China has established comprehensive and multiple supervision and reporting channels, and stipulated the terms of integrity and reporting methods in all external contracts and bidding documents, and publicised the supervision and reporting methods in all sales sites, office areas and open areas of construction sites.

#### 監察舉報渠道 Supervision and Reporting Channels

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

## 二、品質經營 II. Quality Management

我們對所有主動巡查、專項監察及舉報調查都出具詳細的檢查報告，並對被調查單位及個人限期整改的情況進行持續跟蹤。此外，我們將商業道德作為重要維度納入公司定期開展的各項審查與審計工作中，任何違法違紀行為都將被予以嚴厲的懲處。報告期內，我們針對營銷環節中存在商業道德風險的個別項目進行專項調查，處罰、處分違規失職人員10餘人次，挽回了相關經濟損失。

我們在《責任追究管理辦法》《廉政舉報獎勵制度》中明確舉報人保護與獎勵制度。實名舉報的個人信息及舉報內容將予以嚴格保密，任何人不得向被舉報人和無關人員泄露相關信息。我們嚴格保護舉報人的合法利益，反對任何打擊報復行為，並對提供經查證屬實舉報的實名舉報人員予以適當獎勵。

報告期內，本集團共收到舉報事件29次，所有投訴舉報已全部甄別處理完畢，且相關失職違規人員均受到相應處理，其中包含1起已審結的貪污訴訟案件。

We are responsible for all active inspections, special supervision and reporting investigations with detailed inspection report issued, while continuously following up on the rectification of the investigated units and individuals within a time limit. In addition, we take business ethics as an important aspect in the Company's regular inspection and audit work. Any violations of law and discipline will be severely punished. During the Reporting Period, we conducted special investigations on business ethical risks in marketing of certain projects, and imposed punishments and sanctions on more than 10 personnel for non-compliance and misconduct, recovering the related economic losses.

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》). As for real-name reporting, we keep the personal information of the whistleblower and the reported content strictly confidential, and no one shall disclose the relevant information to the person being reported or to unrelated persons. We strictly protect the legitimate interests of whistleblowers, oppose any retaliation, while giving appropriate incentives to the whistleblowers who provide substantiated reports.

During the Reporting Period, the Group received a total of 29 reports, all of which were screened and processed, and the people involved in dereliction of duty and non-compliance were punished accordingly, including one concluded corruption-related litigation.



## 2.4 知識產權保護

綠城中國高度重視知識產權保護與管理，嚴格遵循《中華人民共和國著作權法》《中華人民共和國商標法》《中華人民共和國專利法》及《關於加強知識產權保護和使用規範》等法律規例，並從制度層面落實法律法規的相關要求，預防並禁止任何形式的侵權行為。

近年來，綠城中國受任浙江省知識產權協會副會長單位、杭州商標協會會長單位，獲評浙江省商標品牌示範企業，不斷彰顯綠城中國在知識產權規範化管理方面的領先水平。

截至報告期末，綠城中國累計持有註冊商標1,072個，取得專利授權910項，完成著作權(美術作品、彙編作品等)登記313件。2023年，本集團共有4家單位獲得GB/T 29490-2013國家知識產權管理體系認證或通過年審。

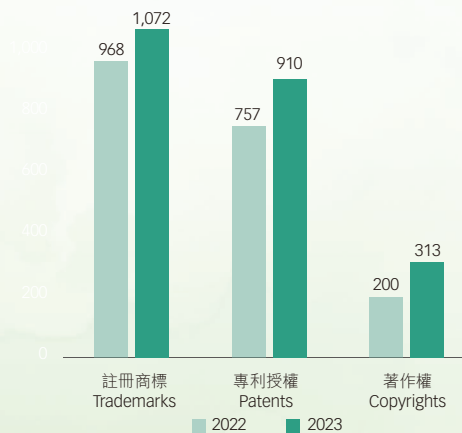
## 2.4 Intellectual Property Protection

Greentown China attaches great importance to intellectual property protection and management, and strictly abides by the Copyright Law of the People's Republic of China (《中華人民共和國著作權法》), the Trademark Law of the People's Republic of China (《中華人民共和國商標法》), the Patent Law of the People's Republic of China (《中華人民共和國專利法》), the 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》) and other laws and regulations. We implement the relevant laws and regulations at the institutional level to prevent and prohibit any form of infringement of intellectual property rights.

In recent years, Greentown China has been appointed as the vice-chairman unit of Zhejiang Intellectual Property Association (浙江省知識產權協會) and the chairman unit of Hangzhou Trademark Association (杭州市商標協會), and awarded as the Trademark Brand Demonstrative Enterprise of Zhejiang Province (浙江省商標品牌示範企業), which continuously demonstrated our leading level of standardised management of intellectual property.

As at the end of the Reporting Period, Greentown China had 1,072 registered trademarks, obtained 910 patents and completed the registration of 313 copyrights (such as art works, compilation works, etc.). In 2023, a total of 4 units of the Group obtained the GB/T 29490-2013 National Intellectual Property Management System Certification or passed the annual audit.

綠城中國2022-2023年度知識產權數量一覽  
Overview of Greentown China's Intellectual Property Rights in 2022-2023





天津桂語聽蘭  
Tianjin Guiyu Tinglan



The background is a soft watercolor wash. The top half is dominated by light yellow and cream tones, with some darker yellow-green accents. The bottom half transitions into various shades of green, from pale mint to a more vibrant, textured green. The overall effect is organic and natural, suggesting a landscape or a healthy environment.

品質生態

Quality Ecosystem



# 三、品質生態

## III. Quality Ecosystem

### 3.1 綠色建築

綠城中國秉持「綠色」與「健康」的綠色建築長期發展理念，形成了自身綠色建築標準，並致力於參考國際高水平方案，持續打造綠色健康的居住產品。

截至報告期末，綠城中國多個項目獲得國內綠色一星建築<sup>3</sup>至綠色三星建築<sup>3</sup>及國際LEED<sup>4</sup>、WELL<sup>5</sup>認證，已完成綠色建築認證的項目共293個<sup>6</sup>，數量同比增加29.6%。

### 3.1 Green Building

Greentown China takes “green” and “health” as its long-term development concept for green building, and has formed its own green building standards while striving to constantly develop green and healthy residential products by reference to international high-level programmes.

As at the end of the Reporting Period, Greentown China had obtained domestic certifications of Green 1-star Building<sup>3</sup> to Green 3-star Building<sup>3</sup> and international certifications of LEED<sup>4</sup> and Well<sup>5</sup> for many of its projects, and has secured green building certifications<sup>6</sup> for a total of 293 projects, representing a year-on-year increase of 29.6%.



<sup>3</sup> 該認證為中國綠色建築設計標識  
<sup>4</sup> LEED能源與環境設計先鋒評級  
<sup>5</sup> WELL建築認證計劃  
<sup>6</sup> 綠色建築認證包括在建和已竣工的自投項目

<sup>3</sup> This certification is a China Green Building Design Label  
<sup>4</sup> LEED (Leadership in Energy & Environmental Design) Rating  
<sup>5</sup> WELL Building Certification Programme  
<sup>6</sup> Green building certifications include self-investment projects under construction and been completed

### 3.1.1 綠色建築管理

為實現「房低碳、全周期、人健康」的產品戰略願景，引領集團持續打造綠色建築，綠城中國於報告期內拔高了綠色建築承諾與目標，體現了綠城中國在打造綠色產品、維護綠色生態方面的決心。

### 3.1.1 Green Building Management

In order to realise its strategic vision of “low-carbon, full cycles, healthy” for products and lead the Group to continue to develop green buildings, Greentown China ramped up its green building commitments and targets during the Reporting Period, reflecting its determination to develop green products and maintain green ecology.

#### 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以綠建一星為基線，並追求更高標準(上個報告期內目標為：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 buildings, continuing to invest in green building technology and green building construction, increasing the proportion of green buildings and achieving higher green building standards on the baseline of Green 1-star Building for all new projects acquired since 2023 (Target for the previous Reporting Period: reaching the national green building standards for all new projects acquired since 2023);
- 提升綠建全生命周期管理能力，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%.

在綠色建築承諾與目標的指引下，綠城中國嚴格遵守國家綠色建築相關法律法規及行業規範，並制定了一系列內部政策制度，以規範集團綠色建築研發設計、標準配置、施工建造等各環節工作。

Under the guidance of green building commitments and targets, Greentown China has strictly complied with relevant national laws and regulations on green building and industry standards, and formulated a series of internal policies and systems to regulate research and development, design, standard configuration, construction and other aspects of green building of the Group.

#### 研發設計 R&D and Design

《綠色地產綠色健康建築設計技術導則》《項目運營手冊設計弦之綠色健康設計分弦》  
The Guidelines on Green Real Estate and Green and Healthy Building Design, The Green and Healthy Designing Manual for Project Operation

#### 標準配置 Standard Configuration

《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》  
The Working Guidelines of Greentown China on Green and Healthy Residential Technology Standards, Green Building Configuration Standards

#### 施工建造 Construction

《綠色建築實施手冊》  
The Green Building Implementation Manual

### 3.1.2 綠色建築實踐

綠城中國謹記綠色建築承諾，並通過多樣化的綠色建築實踐以實現綠色建築目標。截至報告期末，我們打造了包含北京沁園在內的多個綠色建築亮點項目，並持續擴大裝配式建築技術運用比例，提升可再生能源利用率，實現建築綠色轉型。

### 3.1.2 Practising Green Building

Greentown China is mindful of its green building commitment to achieve its green building targets by practising diversified green buildings. As at the end of the Reporting Period, we created various green building highlight projects, including Beijing Qinyuan, and continued to increase the proportion of the application of prefabricated construction technologies, and improved the utilisation rate of renewable energy, so as to realise the green transformation of buildings.

#### 綠色建築亮點項目－北京沁園 Green Building Highlight Project – Beijing Qinyuan

北京沁園項目以「安全耐久、健康舒適、生活便利、資源節約、環境宜居」作為綠色建築五大章節，並以「空氣、水、舒適、健身、人文、服務」作為健康建築六大方面，全面實施綠色三星建築標準，廣泛採用裝配式建築技術，全流程應用建築信息模型(BIM)，實現裝配率91%，超低能耗建築面積佔比大於50%，健康建築面積佔比大於30%。

Beijing Qinyuan Project regards “security and durability, healthiness and comfortableness, life convenience, resource efficiency and livable environment” as the five major chapters of green building, and takes “air, water, comfortableness, fitness, culture and service” as the six aspects of healthy building. It fully implements Green 3-star Building standards, widely adopts prefabricated construction technology, and applies building information modeling (BIM) throughout the entire process, to achieve a prefabrication rate of 91%, a percentage of an ultra-low energy consuming GFA of more than 50%, and a healthy building area of more than 30%.

綠城中國致力於打造具有靈活使用屬性的資產，北京沁園項目總用地面積達8.5萬平方米，總建築面積達34萬平方米，包含10棟住宅、3棟寫字樓、1棟商業樓、1棟社區配套服務中心及1棟幼兒園，實現「住、商、教、服務」功能一體化。

Greentown China is committed to creating assets with flexible use attributes. Beijing Qinyuan Project includes 10 residential buildings, 3 offices, 1 commercial building, 1 community auxiliary service center and 1 kindergarten, with a total site area of 85,000 sqm and a total GFA of 340,000 sqm, realising the integration of the functions of “residence, commerce, education and service”.



北京沁園  
Beijing Qinyuan



### 三、 品質生態 III. Quality Ecosystem

綠城中國持續擴大裝配式建築技術於項目中的應用比例，截至報告期末，綠城中國在建項目149個，整體裝配式應用率約為80.2%，較2022年持續提高，達成裝配式建築技術運用比例不低於65%的目標。

Greentown China continues to increase the proportion of prefabricated technology application in projects. As at the end of the Reporting Period, there were 149 projects under construction in Greentown China, and the overall prefabricated technology application rate is approximately 80.2%, representing a continuous increase compared with 2022, achieving the target of no less than 65% of the proportion of prefabricated technology application.

#### 裝配式建築重點項目－青島文瀾錦園 Key Prefabricated Building Project – Qingdao Wenlan Jinyuan

青島文瀾錦園項目按照AAA級裝配式建築標準<sup>7</sup>、綠色三星建築標準，並配置品質智慧化基礎設施進行建設。其中6棟單體為裝配式建築，每個單體的裝配率均不低於91%。裝配式建築採用了預製混凝土夾心保溫外牆板、預製剪力牆內牆板、鋼筋桁架混凝土疊合板、預製樓梯、全預製空調板等構件，項目預製構件節省了大量的木模板，減少現場建築垃圾產生，有效地實現了節能減排。

Qingdao Wenlan Jinyuan Project is constructed in accordance with AAA-grade prefabricated building standards<sup>7</sup> and Green 3-star Building standards, and configured with quality smart infrastructure. 6 single buildings of this project are prefabricated buildings with the prefabricated rate of no less than 91% per single building. The prefabricated buildings use precast concrete sandwich thermal insulation exterior wall panels, precast shear wall interior wall panels, concrete composite slabs with lattice girders, precast staircases, fully precast air-conditioning panels, and other components. The precast components applied in the project reduced a number of wooden formwork, minimised on-site construction wastes, and effectively realised energy saving and emission reduction.



青島文瀾錦園  
Qingdao Wenlan Jinyuan

<sup>7</sup> 該標準為GB/T 51129-2017《中華人民共和國國家標準裝配式建築評級標準》

<sup>7</sup> The standard is national standard GB/T 51129-2017 Standard for assessment of prefabricated building of the People's Republic of China (《中華人民共和國國家標準裝配式建築評級標準》)

報告期內，綠城中國致力於打造超低能耗建築，充分利用多類可再生能源為建築供能，在建築使用環節實現節能減排與低碳轉型。

During the Reporting Period, Greentown China was committed to building ultra-low energy consuming architecture, making full use of various types of renewable energy to supply energy for buildings, and realising energy conservation and emission reduction and low-carbon transformation in the use of buildings.

#### 太陽能光伏 Solar Photovoltaic

- 上海前灘百合園項目洋房坡屋面採用光伏瓦、平屋頂採用光伏板進行光伏發電。本項目共包括21棟建築，各樓棟總屋面積約為19,141.71平方米，本項目計劃在屋面設置總計5,899平方米的光伏晶矽太陽能板和光伏瓦，佔總屋面積的31%，裝機容量784.55kW。
- Shanghai Qiantan Baiheyuan Project adopts photovoltaic tiles for the slope roof and photovoltaic panels for the flat roof to generate photovoltaic power. This project consists of 21 buildings with a total roof area of 19,141.71 sqm. This project plans to install 5,899 sqm of photovoltaic crystalline silicon solar panels and photovoltaic tiles on the roof, accounting for 31% of the total roof area, with an installed capacity of 784.55kW.

#### 空氣能熱水 Air Energy Hot Water

- 北京曉月和風項目中超低能耗住宅採用戶式空氣源熱泵提供冷、熱源；非超低能耗住宅採用集中式空氣源熱泵耦合市政熱力聯合供能系統，提供冬季集中採暖熱源，最大限度的降低化石能源的應用，降低碳排放量，同時應對極寒天氣提供穩定供暖保障。
- The ultra-low energy consuming residential buildings of Beijing Xiaoyue Hefeng Project are equipped with household air source heat pumps for cooling and heating purposes; while non-ultra-low energy consuming residential buildings are connected to a centralised air-source heat pump coupled with municipal heat combined energy supply system to provide centralised heating during winter season, effectively minimising the consumption of fossil energy to reduce carbon emissions while safeguarding stable heating in the extreme cold weather.

#### 地源熱泵 Ground Source Heat Pump

- 南京金陵月華項目末端採用毛細輻射空調系統，以仿真學的方式，模擬自然界動植物皮下毛細管輸送能量，將專用毛細管埋設在結構樓板下抹灰層內或牆面裝飾層內，實現夏季管內循環17-20°C冷水，冬季管內循環28-32°C熱水，以輻射的方式調節室內溫度。
- For Nanjing Jinling Yuehua project, the capillary radiation air-conditioning system is adopted at the terminals of the project to simulate the natural world of animal and plant with subcutaneous capillary transporting energy and special capillary tubes are installed under the structural floor in the plaster layer or the wall decoration layer, to regulate the indoor temperature in a radiant way with 17-20°C cold water circulation in summer and 28-32°C hot water circulation in winter.

三、 品質生態  
III. Quality Ecosystem

綠城中國在提升建築建造及使用綠色屬性的同時，積極參與棕地重建，通過土地污染恢復舉措並引入生態景觀設計，將棕地轉化為生態友好的社區與公共空間。

While enhancing the green attributes of construction and usage, Greentown China is actively involved in brownfields reconstruction, transforming brownfields into eco-friendly communities and public space through land pollution restoration measures and the introduction of ecological landscape design.

棕地重建項目案例－杭州海潮雅園  
Brownfield Reconstruction Project Case - Hangzhou Haichao Yayuan

杭州海潮雅園項目建於原杭州橡膠廠原址，綠城中國針對該地塊進行全面的環境評估，確認土地環境狀況，採取相應的治理措施，恢復土地狀態。此外，我們通過科學的社區規劃，打造高品質住宅與配套設施，提升居民生活品質，形成健康宜居的社區。海潮雅園具有出色的設計研發品質，助力城市公共形象的提升，獲得了眾多居民的認可，並被評為杭州市棕地類公共示範工程。

The Hangzhou Haichao Yayuan project is built on the original site of Hangzhou Rubber Factory(杭州橡膠廠). Greentown China has conducted a comprehensive environmental assessment on this land plot to confirm its environmental conditions, and implemented corresponding remediation measures to restore the land to its original state. In addition, through scientific community planning, high-quality residential buildings and supporting facilities have been constructed to improve residents' living standards, forming a healthy and livable community. Haichao Yayuan demonstrates excellent design, development and research attributes, contributing to the enhancement of the city's public image. It has been recognised by many residents and appraised as a brownfield-type public demonstration project in Hangzhou.



杭州海潮雅園  
Hangzhou Haichao Yayuan



綠城中國持續推出具有環保理念的居住產品，作為綠城中國的交付產品類別之一，精裝修交付房環保價值較高，相比毛坯房，建築垃圾可減少90%以上，水耗可節約19.34%，用電可節約2.9%。2023年，在綠城中國的自投交付項目中，有57.8%的項目為精裝修交付，處於行業高位。報告期內，青島深藍中心等多個項目將BIM運用於精裝修產品淨高分析，在提升產品環保價值的同時，提升產品空間利用效率。

### 3.1.3 綠色金融實踐

綠城中國於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。

報告期內，綠城中國發行兩期綠色中票，分別為2023年8月發行的人民幣10億元綠色中票(第一期)及9月發行的人民幣10億元綠色中票(第二期)，所募集的資金均用於綠色項目開發建設，綠色項目均達到綠色建築二星標準。

Greentown China continues to promote property products with eco-friendly ideas. As one of the delivery categories of Greentown China's properties, properties with refined decoration have higher environmental protection value, with construction waste reduced by more than 90%, water consumption and electricity consumption reduced by 19.34% and 2.9%, respectively, compared with the bare shell properties. In 2023, 57.8% of the self-investment projects delivered of Greentown China were with fine decoration, which is at a high level in the industry. During the Reporting Period, Qingdao Deep Blue Center and several other projects applied BIM to the analysis of the net height of refined decoration products, which enhanced the environmental value of the products while improving the space utilisation efficiency.

### 3.1.3 Practising Green Financing

In August 2021, Greentown China entered into the Green Financing Framework which was aligned with the 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, provided green certification for the framework and issued a second party opinion. Under this framework, Greentown China raised funds through the issuance of green bonds to support the Group's investment in eligible green projects, including green buildings, sustainable water resources management, renewable energy, clean transportation and climate change countermeasures.

During the Reporting Period, Greentown China issued two series of green medium-term notes in 2023, namely RMB1 billion green medium-term notes issued in August (Tranche I), and RMB1 billion green medium-term notes issued in September (Tranche II). The funds raised from these notes were all used for the development and construction of green projects, all of which achieved the Green 2-star Building standards.

第一期綠色中票募集資金使用計劃

Plan for the Use of Proceeds from Green Medium-term Notes (Tranche I)

類別	項目名稱	綠色中票募集 資金分配 Allocation of proceeds from green medium- term notes	資金分配佔比 Proportion of capital allocation
Category	Project name		
綠色建築	杭州桂語新月	人民幣2.18億元	21.8%
Green Building	Hangzhou Guiyu Xinyue	RMB218,000,000	
	杭州江上臻園	人民幣1.5億元	15%
	Hangzhou Jiangshang Zhenyuan	RMB150,000,000	
	杭州曉月和風	人民幣1.32億元	13.2%
	Hangzhou Xiaoyue Hefeng	RMB132,000,000	
	杭州樾鳴春曉園	人民幣5億元	50%
	Hangzhou Yueming Chunxiaoyuan	RMB500,000,000	
合計分配資金		人民幣10億元	100%
Total funds allocated		RMB1,000,000,000	

第二期綠色中票募集資金使用計劃

Plan for the Use of Proceeds from Green Medium-term Notes (Tranche II)

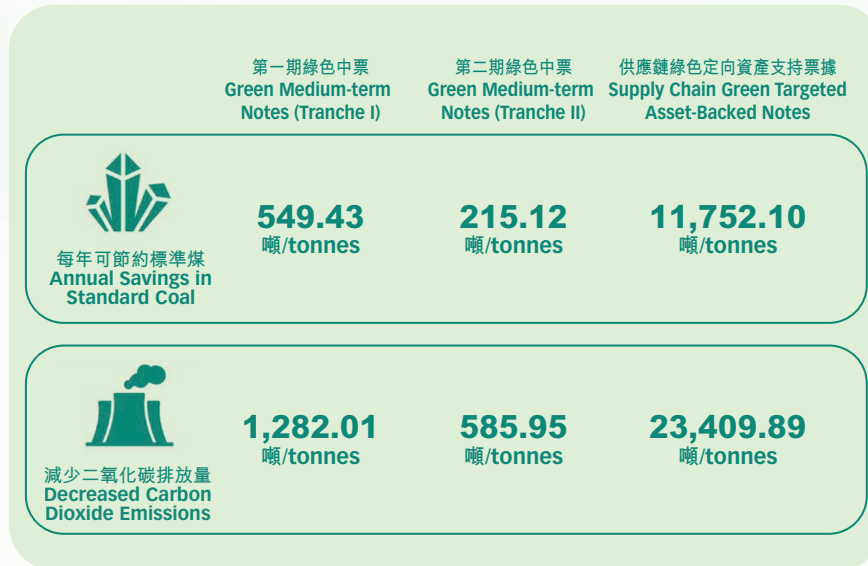
類別	項目名稱	綠色中票募集 資金分配 Allocation of proceeds from green medium- term notes	資金分配佔比 Proportion of capital allocation
Category	Project name		
綠色建築	寧波通山未來社區	人民幣4億元	40%
Green Building	Ningbo Tongshan Future Community	RMB400,000,000	
	杭州燕語海棠軒	人民幣2.5億元	25%
	Hangzhou Yanyu Begonia	RMB250,000,000	
	杭州燕語春風	人民幣3.5億元	35%
	Hangzhou Yanyu Chunfeng	RMB350,000,000	
合計分配資金		人民幣10億元	100%
Total funds allocated		RMB1,000,000,000	

2023年1月17日，綠城中國發行人民幣5.16億元供應鏈綠色定向資產支持票據，該期產品的基礎資產為供應商向下屬項目公司的綠色建築項目提供施工等方面的服務而產生的應收賬款，項目均達到綠色建築二星級或以上標準。

On 17 January 2023, Greentown China issued RMB516 million supply chain green targeted asset-backed notes, the underlying assets of which were accounts receivable generated from the construction and other services by suppliers to the green building projects of its subsidiary project companies. All of the projects included in this issuance have reached the Green 2-star Building standards or above.

此外，第三方評估機構對以上綠色中票及供應鏈綠色定向資產支持票據募集中所投放綠色建築項目運營後預計每年節約標準煤及減少二氧化碳排放量進行了評估。

In addition, a third-party appraisal institution has assessed the expected annual savings in standard coal and the reduced carbon dioxide emissions since the operation of the green building projects invested with the proceeds from the above green medium-term notes and supply chain green targeted asset-backed notes.



### 3.2 應對氣候變化

綠城中國積極應對全球氣候變化，並認識到氣候變化對環境、社會及房地產行業產生的重大影響，制定了應對氣候變化承諾並載於綠城中國《應對氣候變化政策》中，該政策由公司ESG委員會審批通過。在氣候相關財務信息披露工作組(TCFD)建議的推動下，綠城中國定期識別與評估氣候變化風險與機遇，並在業務運營過程中對風險與機遇進行持續管理，以提升我們的風險適應力與機遇把握力。

#### 3.2.1 氣候相關財務信息披露

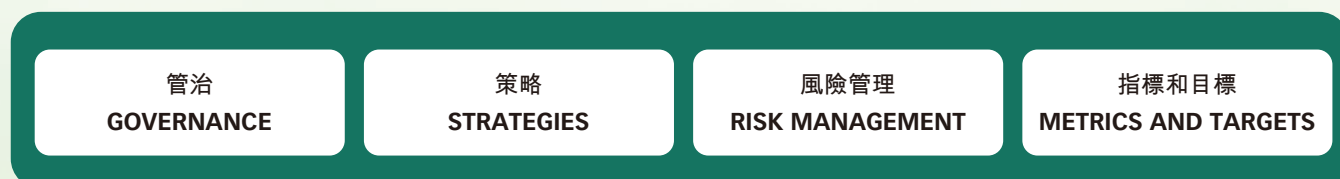
綠城中國參考TCFD指引建議，從管治、策略、風險管理、指標和目標四個方面披露報告期內應對氣候變化工作的相關信息。

### 3.2 Response to Climate Change

Greentown China actively responds to global climate change and understands the significant impacts of climate change on the environment, society and the real estate industry. As such, Greentown China has made a commitment to address climate change and outlined in its Policy on Response to Climate Change (《應對氣候變化政策》), which was approved by the Company's ESG Committee. With the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), Greentown China identifies and evaluates climate change risks and opportunities on a regular basis, and continues to manage risks and opportunities in its business operations to enhance the risk resilience and ability to seize opportunities.

#### 3.2.1 Climate-related Financial Disclosures

With reference to the guidelines and recommendations of TCFD, Greentown China discloses relevant information on its work in response to climate change during the Reporting Period in four aspects, namely governance, strategies, risk management, metrics and targets.





### 三、 品質生態 III. Quality Ecosystem

#### • 管治

綠城中國搭建了應對氣候變化管治三級管治架構，集團董事會負責對重大氣候變化風險及機遇進行審閱及最終判定，對氣候變化相關環境目標（例如能源使用效益目標、排放量目標）進行定期監督並審閱目標進度。

集團ESG委員會負責識別重大氣候變化風險與機遇，與董事會和ESG工作小組保持定期匯報與及時溝通，並全面監督集團氣候變化風險應對工作執行情況。集團ESG工作小組負責應對氣候變化執行工作，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、政策及法規風險－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2023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，強化企業韌性與風險應對能力，以減緩氣候變化對企業的影響。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

Greentown China has established a three-tier governance structure to address climate change, under which, the Board of Directors of the Group is responsible for the review and final determination of material climate change risks and opportunities, as well as the regular monitoring of climate change related environmental targets (such as energy use efficiency targets, emissions targets) and review of the progress.

The ESG Committee of the Group is responsible for identifying material climate change risks and opportunities, maintaining regular reporting and prompt communication with the Board of Directors and the ESG working group, and comprehensively supervising the implementation of the Group's climate change risk response work. The Group's ESG working group is responsible for the implementation of response to climate change 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 2023, 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, enhancing the resilience and risk response capabilities of the Company to mitigate the impact of climate change on 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
		• 原材料成本上漲 Increase in cost of raw materials
聲譽 Reputation	• 消費者對企業責任的重視 Consumers' emphasis on corporate responsibility	
	• 利益相關方對負面反饋日益關切 Growing concern about negative feedback from stakeholders	
實體風險 Physical risks	急性 Acute	• 颱風、洪水、極熱 Typhoon, flood, extreme heat
	慢性 Chronic	• 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

#### 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《ESG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 ESG 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目標；  
Improve the existing data collection system and process of Greentown China, and formulate challenging and reasonable corporate carbon 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 “dual 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 progress;
- 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.



### 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「未來綠鏡」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 Green Mirror" on the official WeChat account, 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的競爭力。  
Continue to follow and improve the competitiveness of capital market rating results.

#### 急性 Acute

- 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 buildings 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

- 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，並將其納入資產開發的考量；  
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 assets 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.

綠城中國在持續提升氣候變化風險抵禦能力的同時，持續探索氣候變化相關機遇。我們識別出以下氣候變化帶來的相關機遇。

While continuing to improve the resilience to climate change risks, Greentown China constantly explores opportunities for climate change. We have identified the following opportunities arising from climate change.

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"><li>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.</li></ul>	<ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>創新綠色建築建造方式和技術，如自創的鋼-混凝土結構的裝配式建築方法，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.</li></ul>

• **風險管理**

綠城中國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 plan through a prudent risk identification process to ensure the feasibility and effectiveness of countermeasures.



<p>篩選風險點 <b>Risk identification</b></p>	<ul style="list-style-type: none"> <li>由內部相關職能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</li> </ul>
<p>分析風險影響 <b>Analysis on the impact of risks</b></p>	<ul style="list-style-type: none"> <li>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</li> </ul>
<p>判定重大性 <b>Determination of materiality</b></p>	<ul style="list-style-type: none"> <li>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</li> </ul>
<p>規劃風險應對工作 <b>Planning of risk response</b></p>	<ul style="list-style-type: none"> <li>對識別出的風險提出可行且有效的應對方案，針對重大氣候變化風險，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 change risks</li> </ul>

- 指標和目標**

綠城中國持續監控和記錄集團能源使用量與溫室氣體排放水平，定期評估這些數據的變化趨勢及其原因，並在必要時及時調整環境管理策略。此外，為了促使我們的環境管理工作向好發展，我們還設定了具體的能源使用和溫室氣體減排目標。關於我們的能源管理和溫室氣體排放的具體指標和目標，詳見章節3.3.1能源管理與3.2.3溫室氣體排放管理。

- Metrics and Targets**

Greentown China continues to monitor and record energy consumption and greenhouse gas emissions of the Group, regularly evaluates the trends and reasons of changes of these data, and adjusts the environmental management strategies in a timely manner when necessary. In addition, we have set energy consumption and greenhouse gas emission reduction targets to promote our environmental management efforts heading in a good direction. Please refer to the sections 3.3.1 Energy Management and 3.2.3 Greenhouse Gas Emission Management for our specific energy management and greenhouse gas emissions metrics and targets.

### 3.2.2 應對氣候變化風險實踐

針對所識別出的重大氣候變化風險，綠城中國結合項目所處地域特徵，設計前置性風險應對工作規劃，有效規避氣候變化風險對集團發展的負面影響，提升綠城中國及其產品在氣候變化下的風險適應力。

### 3.2.2 Practices in Response to Climate Change Risks

For the material climate change risks identified, Greentown China has designed risks response work plan in advance by combining geographical characteristics of its projects, to effectively mitigate the negative impact of climate change risks on the development of the Group and to improve the resilience of Greentown China and its products against climate change risks.

#### 颱風

#### Typhoon

- 綠城中國在青島的所有在建項目中，封窗玻璃欄板採用內鋼角碼，外用整體加強槓，更加安全牢固，能有效抵禦颱風等極端天氣。

In all of Greentown China's projects under construction in Qingdao, internal steel angle brackets and external holistic reinforcement levers are adopted for the window sealing glass railing panel, which is safer and more solid, effectively safeguarding against extreme weather such as typhoon.

#### 鹽霧

#### Salt Spray

- 綠城中國在青島的所有在建項目中，考慮到沿海氣候因素，外立面鋁合金採用氟碳噴塗工藝，防腐防潮。

In all of Greentown China's projects under construction in Qingdao, considering the coastal climate factors, fluorocarbon spraying technology is applied to the exterior facade aluminum alloy for anti-corrosion and moisture-proof purposes.

#### 降雨

#### Rainfall

- 我們在多個項目中採用了「海綿城市」疏解瞬時雨水流量，緩解城市積水。其中，亞運村運動員1號地塊項目採用透水性鋪裝、下凹式綠地、雨水花園等措施降低場地徑流，場地年徑流控制率達到75%。

We have adopted "sponge city" measures across multiple projects to divert rainwater and remove stagnant water. Among them, for Asian Games Village Athletes Land parcel No.1 Project, site runoff is reduced by adopting measures such as permeable pavement, sunken green space, rainwater garden, etc., with the annual runoff control rate of the site reaching 75%.

#### 空氣污染

#### Air Pollution

- 我們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。其中，上海青浦春曉園選用綠色、環保的建築材料和裝飾、裝修材料，控制室內空氣污染物濃度；合理設置外窗開啟，促進室內自然通風，保障室內空氣質量；並設置了分戶式新風系統。

Based on the statistical data and the severity of smog climates in different cities, we have taken new measures for air purification. Among them, for Shanghai Qingpu Chunxiaoyuan, green and environmentally friendly building materials, ornamentation and decoration materials are utilised to control indoor air pollutant level; reasonable window positioning are designed to promote natural ventilation to ensure indoor air quality; and split-type fresh air systems are installed.

### 3.2.3 溫室氣體排放管理

綠城中國嚴格遵守溫室氣體排放相關法規及規例，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，制定了《關於規範公司管理的通知》《關於加強辦公區域管理的通知》等一系列內部節能減排政策制度，並設定了綠城中國溫室氣體減排目標，以目標為引領、法規及制度為規範，優化集團溫室氣體排放管理工作。

### 3.2.3 Greenhouse Gas Emission Management

Greentown China has strictly abided by laws and regulations relevant to greenhouse gas emission, 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》), and formulated a series of internal policies and systems on energy conservation and emission reduction, 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》), and set up greenhouse gas emission reduction targets, aiming at being guided by targets and governed by laws and regulations to optimise the management of greenhouse gas emissions within the Group.

#### 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，增強碳排放量數據管理能力；  
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.



報告期內，綠城中國自有公務車輛依然是集團能耗及溫室氣體排放的重要源頭，我們持續優化公務用車及駕駛員配置標準，減少公務用車數量，提升公務用車使用效率。同時，我們與新能源車企簽訂員工購買協議，鼓勵員工購買新能源汽車，通過綠色出行減少通勤環節溫室氣體排放。

During the Reporting Period, Greentown China's self-owned official vehicles were key sources of energy consumption and greenhouse gas emissions, and we continued to optimise the configuration standards of official vehicles and drivers, reduced the number of our own official vehicles and enhanced the utilisation efficiency of official vehicles. At the same time, we entered into employee purchase agreements with new energy vehicle companies, encouraging purchasing of new energy vehicles and green commuting of employees to reduce greenhouse gas emissions.

報告期內，綠城中國溫室氣體排放情況如下<sup>8</sup>：

During the Reporting Period, our greenhouse gas emissions were as follows<sup>8</sup>:

指標名稱 Name of Indicators	單位 Unit	2023年 2023
溫室氣體排放(範圍一) <sup>9</sup> GHG Emission (Scope 1) <sup>9</sup>	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	881.91
溫室氣體排放(範圍二) <sup>10</sup> GHG Emission (Scope 2) <sup>10</sup>	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	22,287.51
溫室氣體總排放量 Total GHG Emission	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	23,169.42
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 <sub>2</sub> equivalent/sqm GFA	0.18

報告期內，綠城中國產生的汽車空氣污染物排放情況如下<sup>11</sup>：

During the Reporting Period, the air pollutant emissions from vehicles generated by Greentown China were as follows<sup>11</sup>:

指標名稱 Name of Indicators	單位 Unit	2023年 2023
氮氧化物排放 NO <sub>x</sub> emission	千克 kg	75.84
硫氧化物排放 SO <sub>x</sub> emission	千克 kg	23.61
一氧化碳排放 CO emission	千克 kg	1,372.47
碳氫化合物排放 HC emission	千克 kg	405.14

<sup>8</sup> 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。

<sup>8</sup> 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)》)。

<sup>9</sup> 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。

<sup>9</sup> 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.

<sup>10</sup> 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。

<sup>10</sup> The main source of greenhouse gas emission (Scope 2) is the greenhouse gas emissions generated by purchased electricity.

<sup>11</sup> 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)》。

<sup>11</sup> The calculation method refers to the Technical Guide of Air Pollutant Emission Inventory for On-road Vehicles (Trial) (《道路機動車大氣污染物排放列表編製技術指南(試行)》) issued by the Ministry of Ecology and Environment of the People's Republic of China.

### 3.3 資源使用

綠城中國在項目設計、項目建設、行政辦公、物業管理等集團運營各方面設定並落實多樣的資源使用管理舉措，減少資源浪費，促進能源使用效益目標及水資源使用效益目標的達成。

#### 3.3.1 能源管理

綠城中國十分重視能源使用及管理，制定了能源使用效益目標為行動方向，並攜手各相關方，努力降低集團運營各環節能源消耗強度，提升能源利用效率。

### 3.3 Use of Resources

Greentown China has set and implemented a wide range of management measures for use of resources in all aspects of the Group's operations, including project design, project construction, administration, property management, etc., to minimise consumption of resources and facilitate the achievement of efficiency targets of energy and water resources usage.

#### 3.3.1 Energy Management

Greentown China attaches great importance to the use and management of energy and has set energy use efficiency targets as its direction of action. Together with all relevant parties, we endeavour to reduce the energy consumption intensity in all segments of the Group's operations and enhance the energy use efficiency.

#### 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 use 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 consumption electric appliances and advocate the promotion of green office; at the same time, we continue to explore low-energy consumption product design.

在建築設計之初，綠城中國秉持綠色健康理念，打造節能環保型建築；在項目建造期間，我們於施工現場採用多種節能硬件設備；在日常辦公過程中，我們持續推出並實施面向全員的綠色辦公倡導與宣貫；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。

At the commencement of the architectural design, Greentown China adheres to the concept of green and healthy to develop energy-efficient and environmentally friendly buildings. During the project construction, we use a variety of energy-saving hardware and equipment on-site; in the daily office work, we continuously launch and implement green office advocacy and promotion for all staff. In terms of property management, while maintaining regular energy consumption management, we actively carry out energy-saving project transformation.

#### 建築設計

#### Architectural Design

- 關注建築全生命周期能耗，由第三方對部分綠色建築項目開展能耗量及碳排放量測算；  
Attach importance to the energy consumption of buildings throughout their life cycle, with third parties carrying out energy consumption and carbon emission measurements for some green building projects;
- 引入清潔能源作為建築能耗來源，例如太陽能、地熱能、空氣能等；  
Introduce clean energies as sources of building energy consumption, such as solar energy, geothermal energy and air energy;
- 在建築設計過程中廣泛使用BIM，降低建築設計過程中能耗。  
Extensive application of BIM in the architectural design process to reduce energy consumption thereof.

#### 項目建造

#### Project Construction

- 在項目生活區，採用空氣能熱水器，減少耗電量；  
In the living areas of the projects, air energy water heaters are used to reduce electricity consumption;
- 項目生活區採用集裝箱和板房結合模式進行搭設，減少搭建能耗並降低生活區搬遷成本；  
The living areas of the projects are built in the mode of combining containers and prefabricated cubicles, reducing energy consumption for construction and the cost of relocating the living areas;
- 在施工現場，叉車、灑水車等均採用新能源驅動模式，減少汽油、柴油耗量。  
On the construction sites, forklifts and sprinklers are driven by new energy, reducing gasoline and diesel consumption.



#### 行政辦公

##### Office

- 開展「世界地球日熄燈一小時」「春日ESG行動」等環保主題活動，並在冰箱等位置設置節電溫馨提示，通過宣傳強化節能意識；  
Carry out environmental protection themed activities such as “Lights out for one hour on Earth Day” and “Spring ESG Action”, and set friendly reminders for electricity saving at refrigerators and other places, strengthen the awareness of energy saving through promotion;
- 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;
- 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.

#### 物業管理

##### Property Management

- 與第三方開展能源管理合作，開展酒店節能系統改造，增加空調冷站智能控制系統，引入熱泵技術並進行節能照明改造。報告期內開展的節能改造項目實現每入住房房能耗下降人民幣96元，同比下降9%，能耗佔收入比由2022年的8.4%下降至7.3%，指標均創歷史新低且超行業水平。  
Cooperate with third parties for energy management to carry out energy-saving system renovation in hotels, add intelligent control systems for air-conditioning refrigeration stations, introduce heat pump technology and conduct energy-saving lighting renovation. The energy-saving renovation projects carried out during the Reporting Period contributed to a decline of RMB96 in energy consumption per occupied guest room, representing a decrease of 9% year-on-year, and a decrease in energy consumption as a percentage of revenue from 8.4% in 2022 to 7.3%, all of which were historically low and exceeded the industry level.

報告期內，綠城中國能源消耗情況如下：

During the Reporting Period, the energy consumption of Greentown China is as follows:

指標名稱 Name of Indicators	單位 Unit	2023年 2023
電力消耗總量 Total electricity consumption	千瓦時 kWh	32,172,835.85
汽油消耗總量 Total gasoline consumption	公升 litre	284,222.59
柴油消耗總量 Total diesel consumption	公升 litre	4,303.51
液化石油氣消耗總量 Total LPG Consumption	噸 tonnes	80.89
天然氣消耗總量 Total natural gas consumption	立方米 cubic meters	2,150.36
直接能源消耗總量 <sup>12</sup> Total direct energy consumption <sup>12</sup>	噸標準煤 tonnes of standard coal	449.75
間接能源消耗總量 <sup>12</sup> Total indirect energy consumption <sup>12</sup>	噸標準煤 tonnes of standard coal	3,954.04
<b>綜合能源消耗總量<sup>12</sup></b> <b>Total comprehensive energy consumption<sup>12</sup></b>	<b>噸標準煤</b> <b>tonnes of standard coal</b>	<b>4,403.79</b>
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	0.034

<sup>12</sup> 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。

<sup>12</sup> The energy consumption is calculated with reference to the GB/T 2589-2020 General Principles of Comprehensive Energy Consumption Calculation (《GB/T 2589-2020綜合能耗計算通則》) for standard coal conversion.

### 3.3.2 水資源管理

綠城中國不斷優化水資源使用及管理，圍繞用水效益目標，在多個運營環節開展節水實踐，努力提升用水效率。

### 3.3.2 Water Resource Management

Greentown China continues to optimise the water resource utilization and management by focusing on water efficiency goals, and has initiated water saving practices in various operation segments in an effort to improve water efficiency.

#### 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 total 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 products with water-saving design in terms of product design.

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.



回收雨水作為灌溉用水，採用節水型灌溉設備澆灌綠植，如散射噴頭。  
Rainwater is recycled as irrigation water, and water-saving irrigation equipment is used to water green plants, such as scattering sprinklers.



定期檢查衛生間、洗手台等用水區域是否漏水，避免不必要水資源浪費。  
Regularly check toilets, handwashing basins and other water-using areas for leakage to avoid unnecessary waste of water.



採用節水設備，如感應式水龍頭。  
Use water-saving devices such as sensor-activated faucets.



加強員工節水意識，張貼節水標語，並利用郵件、辦公OA系統發送節水貼士。  
Strengthen employees' awareness of water conservation, post water-saving slogans, and send water-saving tips by email and OA system.



在注重自身運營過程中用水效益提升的同時，綠城中國致力於通過非傳統水源利用及智能化用水等技術打造節水型建築。

Greentown China attaches importance to improving water efficiency in its own operations. Meanwhile, it is committed to developing water-saving buildings through the use of non-traditional water sources and the technologies such as intelligent water consumption.

#### 非傳統水源利用 Use of non-traditional water sources

- 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 for meteorological conditions, and reasonably control the water consumption for irrigation;
- 在建築中採用感應水龍頭等智能節水器具。  
Using intelligent water-saving appliances such as sensor-activated faucets in the buildings.

### 南京金陵月華項目 Nanjing Jinling Yuehua Project

南京金陵月華項目採用多類節水器具，其中坐便器、淋浴器、水嘴等其他衛生器具均採用二級及以上節水器具，從硬件設備層面實現水資源節約。

Nanjing Jinling Yuehua Project adopts a variety of water-saving appliances, including toilets, showers, water nozzles and other sanitary wares, all of which are Grade 2 and above water-saving appliances, so as to achieve water saving from the hardware and equipment level.

此外，該項目以生態優先為原則，採用下凹綠地、透水鋪裝等海綿城市技術措施，最大限度實現雨水在場地內的積存、滲透和淨化，有效控制項目地表雨水徑流與面源污染物，項目年徑流總量控制率達到82%，面源污染削減率達到54%。收集後的雨水經過處理，將用於項目綠化澆灌和道路沖洗等，實現雨水資源高效利用和生態環境保護。

In addition, based on the principle of ecological priority, the project adopts the technical measures of sponge city such as sunken green space and permeable pavement to maximise the accumulation, infiltration and purification of rainwater within the site, effectively controlling the project's surface rainwater runoff and reducing non-point source pollutants, with the project's annual total runoff control rate reaching 82% and the reduction rate of non-point source pollution reaching 54%. The collected rainwater will be treated and used for green irrigation and road washing, realising efficient use of rainwater resources and ecological protection.



雨水花園、下凹式綠地、透水鋪裝示意圖  
Illustrations of rainwater garden, sunken green space and permeable pavement

報告期內，綠城中國水資源消耗情況如下：

During the Reporting Period, the water consumption of Greentown China is as follows:

指標名稱 Name of Indicators	單位 Unit	2023年 2023
總耗水量 Total water consumption	噸 tonnes	135,059.31
總耗水密度 Total water consumption density	噸／平方米建築面積 tonnes/sqm GFA	1.06
總節水量 Total water saving	噸 tonnes	3,327.36
廢水排放總量 Total wastewater discharge	噸 tonnes	108,047.45

### 3.4 廢棄物管理

綠城中國以合規處置為底線，以減廢目標為引領，從源頭減少廢棄物產生，對廢棄物採用分類管理並加強資源回收利用，從而促進循環經濟轉型。

### 3.4 Waste Management

Greentown China takes compliant disposal as the bottom line and considers the waste reduction targets as the lead, with a view to reducing waste generation at source. It also adopts waste classification management and enhances resource recycling, thereby promoting the transformation to a circular economy.

#### 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

綠城中國的無害廢棄物主要為辦公環節產生的廢棄辦公用品，部分無害廢棄物為建造施工環節產生的建築垃圾，我們為各環節所產生的廢棄物制定了針對性的管理舉措。

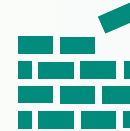


#### 日常辦公 Daily office work

- 宣導文件雙面打印，減少不必要的紙張浪費  
Advocate 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
- 開展行政集採工作，嚴格挑選行政集採供應商，採購環保、高質量、性價比高的產品  
Conduct centralised administrative procurement, strictly select suppliers for centralised administrative procurement, and procure environmentally friendly, high quality and cost-effective 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
- 倡導「垃圾分類、全民行動」，辦公場所內明確垃圾桶分類，督促全員垃圾分類  
Advocate "garbage classification with participation by all staff", specify the classification of garbage cans in office premises, and urge all staff to participate in garbage classification

### 3.4.1 Non-hazardous Waste Management

Greentown China's non-hazardous wastes consist mainly of discarded office supplies generated in the offices. Some of the non-hazardous wastes are construction wastes generated in the construction process. We have developed targeted management measures for the wastes generated in all segments.



#### 建造施工 Construction process

- 小型構件加工：項目通過設置小型構架加工車間內設備，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  
Small component processing: reduce material waste and garbage generation by setting up equipment in the small component processing workshop to crush and mix the useful waste, reuse and pour it into precast masonry blocks, precast beams and other prefabricated components
- 全砼外牆：全砼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  
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 of external wall, and reduce construction waste
- 場內垃圾分類管理：可回收垃圾包含鋼筋、木方、不含有機物的建築垃圾，均由特定第三方進行回收並再利用；保護膜、泡沫等不可回收垃圾集中收集後由第三方專業公司進行無害化處理  
On-site waste classification and management: recyclable wastes, including steel bars, wood and non-organic construction waste, are collected and reused by designated third parties. Protective film, foam and other non-recyclable wastes are collected together and then harmlessly disposed of by third-party professional companies

報告期內，綠城中國無害廢棄物產生量情況如下：

During the Reporting Period, non-hazardous waste generation of Greentown China was as follows:

指標名稱 Name of Indicators	單位 Unit	2023年 2023
紙張回收量 Paper recycling	噸 tonnes	5.70
金屬回收量 Metal recycling	噸 tonnes	0.20
塑料回收量 Plastic recycling	噸 tonnes	1.05
玻璃回收量 Glass recycling	噸 tonnes	0.1224
<b>無害廢棄物回收總量 Total non-hazardous waste recycling</b>	<b>噸 tonnes</b>	<b>7.07</b>
紙張使用量 Paper usage	噸 tonnes	44.18
金屬使用量 Metal usage	噸 tonnes	0.33
塑料使用量 Plastic usage	噸 tonnes	2.46
玻璃使用量 Glass usage	噸 tonnes	0.38
廚餘垃圾 Kitchen waste	噸 tonnes	642.51
建築垃圾 Construction waste	噸 tonnes	166.77
<b>無害廢棄物產生總量 Total non-hazardous waste generation</b>	<b>噸 tonnes</b>	<b>856.63</b>
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	0.0067

### 3.4.2 有害廢棄物管理

綠城中國的有害廢棄物主要為辦公環節產生的電池、墨盒、熒光燈管等，我們一方面減少有害廢棄物的產生，另一方面針對有害廢棄物開展專門回收與處理，減少有害廢棄物的負面環境影響。我們開展的具體舉措如下：

### 3.4.2 Hazardous Waste Management

Greentown China's hazardous wastes mainly consist of batteries, ink cartridges, fluorescent tubes, etc. generated in the offices. We reduce the generation of hazardous wastes on the one hand, and specially recycle and dispose of hazardous wastes on the other hand, to reduce the negative environmental impacts of hazardous wastes. We have taken the following specific measures:

減少 Reduction
<ul style="list-style-type: none"> <li>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</li> <li>所有打印默認為「節約」模式(雙面和黑白)，減少彩色墨盒使用量，減少無效打印、重複打印等現象 All printing defaulting to "Save" mode (double-sided and black &amp; white), which reduces the use of color ink cartridges and ineffective printing, duplicate printing, etc.</li> </ul>
回收 Recycle
<ul style="list-style-type: none"> <li>專人回收處理廢棄熒光燈管 Recycling waste fluorescent tubes by dedicated person</li> <li>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</li> </ul>

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	2023年 2023
熒光燈管產生量 Fluorescent tube generation	噸 tonnes	0.27
廢電池產生量 Waste battery generation	噸 tonnes	0.66
墨盒產生量 Ink cartridge generation	噸 tonnes	1.40
設備維護廢液產生量 Waste liquid generation from equipment maintenance	噸 tonnes	0.05
<b>有害廢棄物產生總量 Total hazardous waste generation</b>	<b>噸 tonnes</b>	<b>2.38</b>
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	0.000019





品質職場

Quality Workplace





天津水西雲廬  
Tianjin Shuixi Yunlu



## 四、品質職場

### IV. Quality Workplace

#### 4.1 權益保障

綠城中國秉承「以人為本」的人才理念，致力於實現公司發展與員工自我價值的統一，合理制定招聘計劃，保護員工基本權益，以溫暖擁抱每一位員工。

##### 4.1.1 招聘管理

綠城中國在《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》《浙江省集體合同條例》《集體合同規定》等法律規例的規範下，結合公司內部情況，進一步修訂《崗位配置管理標準》《招聘管理標準》《崗位聘任管理標準》《員工調配管理標準》《職位體系管理標準》等內部招聘相關制度，設置合適的招聘崗位與人才發展規劃，提高人才梯隊建設的效率。

本集團遵循合理規劃、先內後外、德才兼備、親屬回避、科學測評五大原則開展員工招聘工作，並通過校招、社招等多元化招聘渠道，廣泛吸納各類優秀人才，在為社會創造更多就業機會的同時，精準匹配崗位需求，為公司的長遠發展注入活力。

#### 4.1 Rights Protection

Adhering to the “people-oriented” talent concept and aiming to achieve the unity of corporate development and employees’ self-value, Greentown China has formulated reasonable recruitment plans to protect employees’ basic rights and interests and embrace every employee with warmth.

##### 4.1.1 Recruitment Management

Combining with its internal situation, Greentown China has further revised its internal recruitment-related systems such as Post Allocation Management Standards (《崗位配置管理標準》), Recruitment Management Standards (《招聘管理標準》), Post Employment Management Standards (《崗位聘任管理標準》), Staff Deployment Management Standards (《員工調配管理標準》) and Position System Management Standards (《職位體系管理標準》) in accordance with the laws and regulations, including 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》), the Regulations of Zhejiang Province on Collective Contracts (《浙江省集體合同條例》) and Provisions on Collective Contracts (《集體合同規定》). In addition, appropriate recruitment positions and talent development plans have been established to improve the efficiency of talent echelon construction.

The Group recruits employees based on the five principles of rational planning, internal deployment before external hiring, meritocracy, avoidance of nepotism and scientific assessment and extensively absorbs all kinds of outstanding talent through diversified recruitment channels such as campus recruitment and social recruitment, so as to create more employment opportunities for the society and inject vitality into the Company’s long-term development via precise position matching.



四、 品質職場  
IV. Quality Workplace

綠城中國搭建了完備的招聘體系，並積極響應吸納高校畢業生就業的號召，創立了三大校招品牌：同道人、理想生和啟航生，為應屆畢業生提供更廣的職業選擇並匹配最佳的求職通道。此外，我們持續與全國雙一流高校與「新老八校」<sup>13</sup>展開合作，校企聯合實現校方、企業、學生三方共贏。報告期內，綠城中國通過校招渠道招聘員工數量達877人。

Greentown China has set up a comprehensive recruitment system and responded proactively to the call to promote college graduates' employment by creating three major campus-recruitment brands such as fellow talents, ideal students and setting sail students, to provide fresh graduates with wider career choices and match them with the best job search channels. In addition, we have been maintaining cooperation with national double first-class universities and "the New and Old Eight Renowned Universities"<sup>13</sup> to achieve a win-win situation among schools, enterprises and students through school-enterprise alliance. During the Reporting Period, Greentown China recruited 877 employees through campus recruitment channels.



綠城中國招聘原則  
Recruitment principles of Greentown China

<sup>13</sup> 新老八校：指清華大學、同濟大學、天津大學、東南大學、華南理工大學、重慶大學、哈爾濱工業大學、西安建築科技大學、浙江大學、湖南大學、瀋陽建築大學、大連理工大學、華中科技大學、上海交通大學、南京大學、深圳大學，共16所高校。

<sup>13</sup> "The New and Old Eight Renowned Universities" refer to 16 schools in total, which are Tsinghua University, Tongji University, Tianjin University, Southeast University, South China University of Technology, Chongqing University, Harbin Institute of Technology, Xi'an University of Architecture and Technology, Zhejiang University, Hunan University, Shenyang Jianzhu University, Dalian University of Technology, Huazhong University of Science and Technology, Shanghai Jiao Tong University, Nanjing University and Shenzhen University.

聚焦校企 合作共贏

Focus on School-enterprise Cooperation to Achieve Win-win Situation

2023年，綠城中國共開展4次校企交流。在4月19日，我們走進東南大學，開展《理想職涯 此刻啟航》主題講座，並與東南大學簽署實習實踐基地協議。8月20日，我們邀請浙江大學、重慶大學、東南大學等6所全國重點院校老師走進舟山綠城如心小鎮，感受匠心精神。8月23日，我們首次同大灣區香港中文大學老師一行建立良好聯絡，感受企業文化。11月2日，我們邀請同濟大學老師一行參訪杭州紅盤項目，感受產品力。

Greentown China carried out a total of four school-enterprise exchanges in 2023. On 19 April, we gave a lecture at Southeast University on the theme of “Ideal Career Sailing Now” and signed an agreement with the school for providing internship and practice base. On 20 August, we invited teachers from six national key colleges and universities, including Zhejiang University, Chongqing University and Southeast University, to visit Zhoushan Greentown Ruxin Town to experience the spirit of craftsmanship. On 23 August, we established a good connection with teachers from The Chinese University of Hong Kong in the Greater Bay Area for the first time to demonstrate our corporate culture. On 2 November, we invited teachers from Tongji University to visit our best-selling projects in Hangzhou and experience our product strength.



校招現場

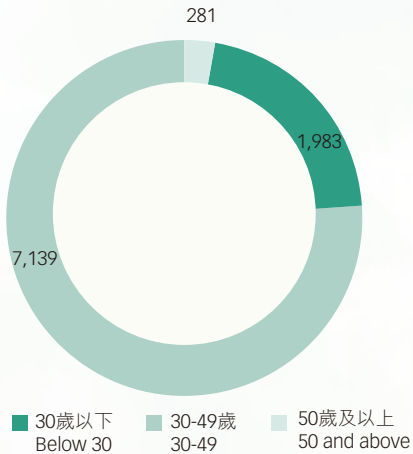
Site of School Recruitment

四、 品質職場  
IV. Quality Workplace

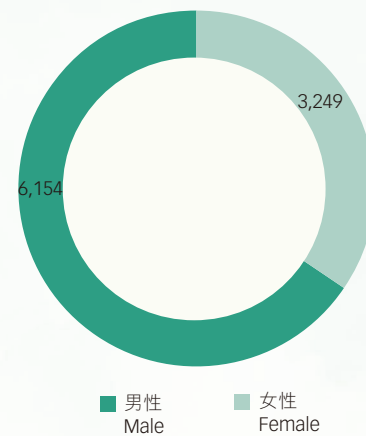
截至2023年12月31日，本集團的僱員總數為9,403人，具體劃分情況如下：

As of 31 December 2023, the total number of employees of the Group was 9,403. The breakdown is as follows:

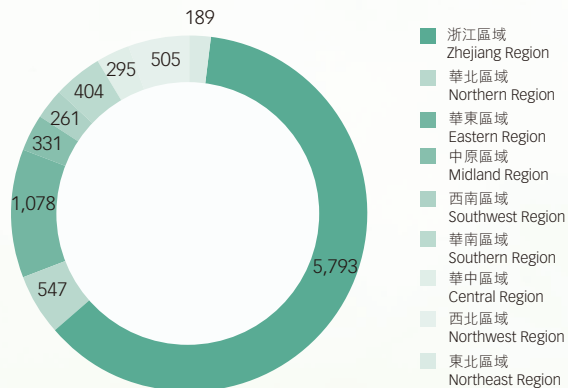
按年齡劃分的員工人數  
Number of Employees by Age



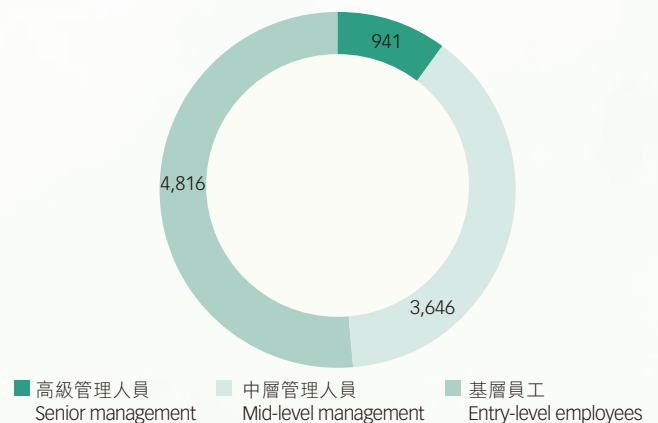
按性別劃分的員工人數  
Number of Employees by Gender



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

綠城中國嚴格遵守《中華人民共和國工會法》《浙江省集體合同條例》《集體合同規定》等法律法規和相關規定，並在報告期內重新修訂《勞動關係管理標準》等內部制度，規定在招聘過程中不以性別、年齡、宗教、民族、家庭與健康狀況等因素進行差別化對待，禁止僱傭童工和強制勞動，多維度保證勞工權益。

報告期內，本集團新成立具有集團各級工會組織聯合體性質的工會聯合會，進一步強化工會組織合規性，保障員工合法權益。與此同時，我們召開面向全集團的職工代表大會，共計產生職工代表206人，集體審議多個職能條線以及與員工利益密切相關的制度20餘項，規範各類用工制度，和諧企業勞動關係。

綠城中國在注重人才吸引與權益保障的同時，致力於留住人才，降低員工流失率。報告期內，我們更新並優化了員工離職管理流程，廣泛聽取員工離職原因，進行整合與歸納，並制定針對性的應對舉措，有效降低員工流失率。

#### 4.1.2 Labour Rights

Greentown China strictly 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. During the Reporting Period, internal systems such as the Labor Relations Management Standards (《勞動關係管理標準》) were revised to ensure that there is no differentiation in the hiring process based on factors such as gender, age, religion, ethnicity, family and health status. Additionally, any employment of child labour and forced labour are prohibited to protect the rights and interests of employees in various aspects.

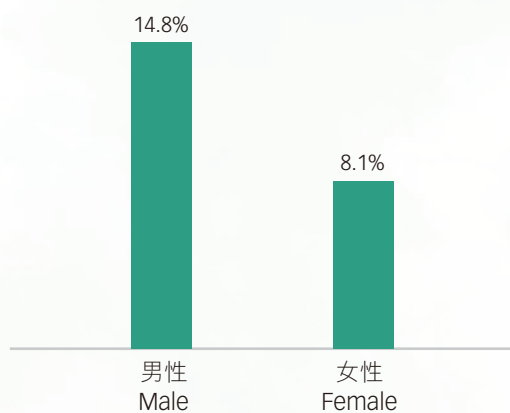
During the Reporting Period, the Group established a new trade union confederation consisting of trade union organizations at all levels of the Group, further enhancing the compliance of trade union organizations and safeguarding the legitimate rights and interests of employees. At the same time, a staff congress was held for the entire Group, during which 206 staff representatives were elected. We also collectively deliberated more than 20 systems closely related to various functional lines and the interests of employees to standardize various employment systems and achieve harmonious labor relations within the Company.

Greentown China is committed to retaining talent and reducing employee turnover rate, in addition to focusing on talent attraction and protecting their rights and interests. During the Reporting Period, we updated and optimised the employee resignation management process, listened extensively and summarised the reasons why employees leave to formulate targeted responses to effectively reduce the employee turnover rate.

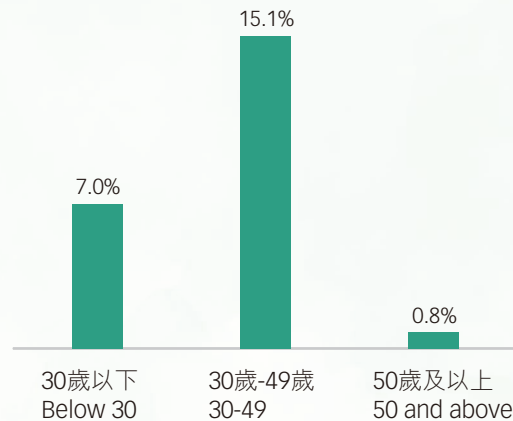
四、 品質職場  
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報告期內，本集團的員工總流失率為22.9%，主動離職率10.6%，較上一報告期下降1.1個百分點，其中按性別、年齡組別及地區劃分的僱員流失比率情況如下：

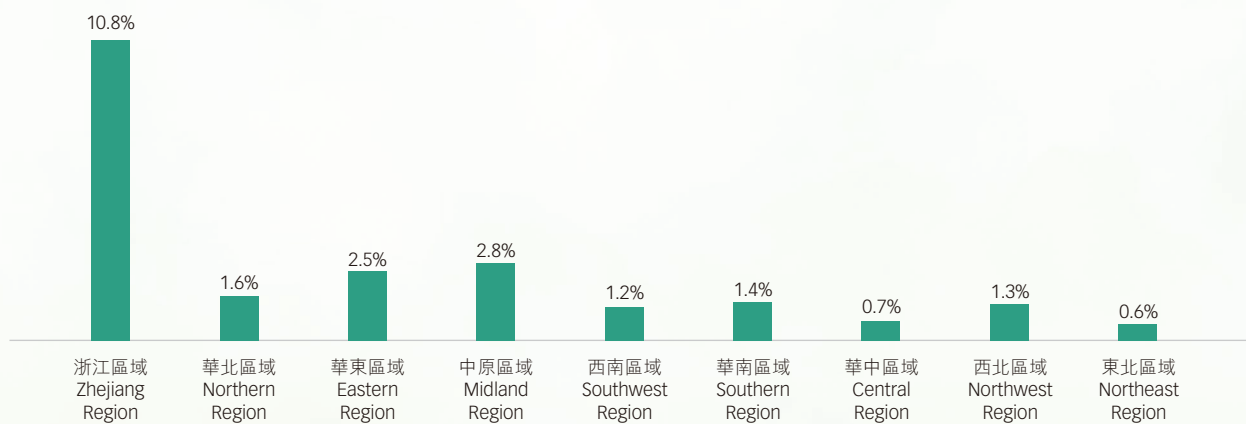
During the Reporting Period, the Group's total staff turnover rate was 22.9%, with a voluntary employee turnover rate of 10.6%, representing a decrease of 1.1 percentage points as compared with the previous reporting period, of which the breakdown of employee turnover rate by gender, age and region is as follows:



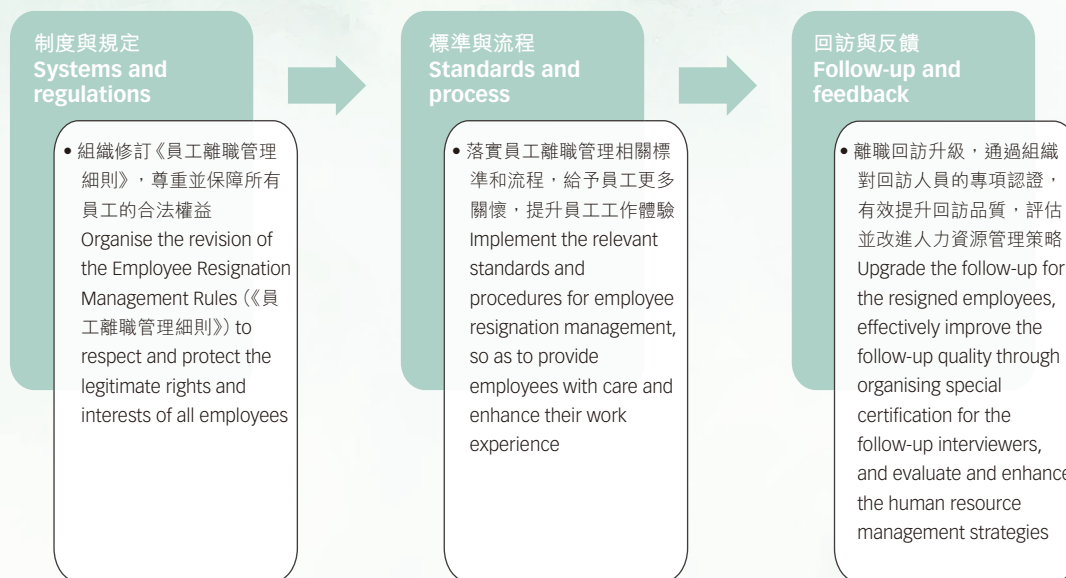
按性別劃分的員工流失比率  
Staff turnover rate by gender



按年齡劃分的員工流失比率  
Staff turnover rate by age



按地區劃分的員工流失比率  
Staff turnover rate by region



員工離職管理體系

Employee resignation management system

## 4.2 薪酬福利

綠城中國為員工提供良好的薪酬福利保障和非薪酬福利待遇，促進員工溝通與交流，積極傾聽員工訴求，穩固人才組織核心力量。

## 4.2 Compensation and Benefits

Greentown China provides its employees with good compensation and welfare guarantee and non-compensation benefits, promotes employee communication and interaction, actively listens to employees' demands, and solidifies the core strength of the talent organisation.



#### 4.2.1 員工薪酬

綠城中國持續完善薪酬激勵體系，於報告期內修訂完善《薪酬福利管理標準》《勞動關係管理標準》等內部薪酬管理制度，以及《幹部管理手冊》《職位體系管理標準》《員工績效管理標準》等績效考核制度。我們以相關制度為基礎，以公平為前提，進一步完善榮譽體系，向為集團創造價值的組織和員工授予表彰，提高員工的積極性、創造性，營造良性競爭氛圍。

本集團為員工建立由基本養老保險、基本醫療保險、失業保險、工傷保險、生育保險、住房公積金等構成的基本福利保障體系，並為全體員工提供補充醫療保險、商業保險、節日禮金等多項額外薪酬福利，確保各項福利落實到位。

##### 按職級劃分的女性與男性的基本薪酬比率 Basic compensation ratio of male and female by rank

- 高級管理人員男女平均基本薪酬比率106%  
The average basic compensation ratio between male and female in senior management is 106%
- 中層管理人員男女平均基本薪酬比率103%  
The average basic compensation ratio between male and female in mid-level management is 103%
- 基層員工男女平均基本薪酬比率107%  
The average basic compensation ratio between male and female in entry-level employees is 107%

##### 全球原始性別平均薪酬差距 Average compensation gap of global raw gender

- 女性年平均薪酬人民幣363,255元  
The average annual compensation of female is RMB363,255
- 男性年平均薪酬人民幣396,734元  
The average annual compensation of male is RMB396,734

##### 全球原始性別薪酬中位數差距 Median compensation gap of global raw gender

- 女性年度薪酬中位數人民幣267,528元  
The annual compensation median for female is RMB267,528
- 男性年度薪酬中位數人民幣297,211元  
The annual compensation median for male is RMB297,211

#### 4.2.1 Employees' Compensation

Greentown China continues to improve its compensation incentive system by revising and improving its internal compensation management systems 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》, as well as its performance assessment systems such as the Cadre Management Manual 《幹部管理手冊》, Position System Management Standards 《職位體系管理標準》 and Employee Performance Management Standards 《員工績效管理標準》 during the Reporting Period. Based on the relevant systems and on the premise of fairness, we further improved the honour system by awarding commendations to organisations and employees who contribute value to the Group to improve the enthusiasm and creativity of employees and create a positive competitive atmosphere.

The Group has established a basic welfare security system for its employees, comprising basic endowment insurance, basic medical insurance, unemployment insurance, employment injury insurance, maternity insurance, housing provident fund, etc., and provides all employees with a number of additional compensation benefits such as supplementary medical insurance, commercial insurance and holiday cash gifts to ensure the implementation of various benefits.

#### 4.2.2 員工福利

綠城中國秉持打造行業領先凝聚力的品格目標，建立起以員工為中心並輻射員工家庭的多維度福利體系，以《考勤休假管理標準》等相關福利政策制度為基礎，採取多元舉措提升員工福利水平。

#### 4.2.2 Employees' Benefits

Adhering to the character goal of building industry-leading cohesion, Greentown China has established a multi-dimensional, employee-centred welfare system extending employees' families. Based on the relevant welfare policies and systems such as the Attendance and Leave Management Standards (《考勤休假管理標準》), Greentown China has adopted multiple measures to improve the welfare level of its employees.

##### 彈性福利平台

##### Flexible welfare platform

- 本集團基於2020年推出的「關愛通」福利平台，再度優化福利消費通路，使生日及節日福利、多樣化活動獎品、各項補貼等採購體驗進階升級，精準滿足員工個性化需求。  
Based on the "Care for Love" welfare platform launched in 2020, the Group once again optimizes the welfare consumption channels to further upgrade the purchasing experiences of birthday and holiday benefits, diversified activity prizes, and various activity awards, etc., to accurately meet the personalised needs of employees.

##### 員工子女「海豚計劃」

##### The "Dolphin Project" for employees' kids

- 本集團在已持續為業主開展15年的「海豚計劃」公益活動基礎上，2023年繼續提供「順風車」服務，基礎費用由公司或工會承擔，以此鼓勵更多員工子女參與「海豚計劃」暑期活動。報告期內，共計600餘名員工子女報名參加了此項活動。  
On the basis of the 15-year "Dolphin Project" public welfare activity conducted for the property owners, in 2023, the Group continued to provide "hitchhike" service, and the basic course fees were borne by the Company or the labor union, so as to encourage more employees' children to participate in the "Dolphin Project" summer activity. During the Reporting Period, a total of more than 600 children of employees participated in the activity.

##### 「家庭日」親子活動

##### "Family Day" activity

- 「家庭日」親子活動是本集團為營造和諧的企業工作氛圍，增進員工與家人的互動與交流的年度性活動。具體包括「六一」節親子活動、外派員工家屬座談會、家屬開放日、項目參訪活動等，旨在促進家屬了解綠城，理解員工。  
The "Family Day" Activity is an annual activity of the Group to create a harmonious working atmosphere and enhance the interaction and communication between employees and their families. Specifically, it includes "June 1st" parent-child activity, family meetings of expatriate employees, Open day for family, project visit activity, etc., aiming to promote family members to understand the Greentown and employees.

##### 「新我計劃」

##### "New Me Project"

- 本集團2023年繼續推動「新我計劃」全民健身行動，各級單位開展運動俱樂部、球類賽事和運動會等活動共計120餘場。其中，集團組織的「2023年員工籃球賽」、「2023年員工趣味運動會」、「中超、亞冠足球賽員工及家屬觀賽」等活動，均取得良好反饋，累計吸引3,000餘名員工及家人前來參加與觀看。  
In 2023, the Group continued to promote the "New Me Project" national fitness campaign, and various units carried out more than 120 activities such as sports club activity, ball games and sports games. Among them, the "2023 Staff Basketball Game", "2023 Staff Fun Sports Games", "Watching Chinese Football Association Super League and AFC Champions League with Staff and their Families" and other activities organised by the Group have received good feedback, attracting more than 3,000 employees and their families to participate and watch.

#### 4.2.3 員工關愛與溝通

綠城中國鼓勵員工與本集團各個層級積極互動，通過延續管理座談會、線上論壇等持續多年開展的溝通渠道，打破溝通壁壘，吸納員工建議，竭力滿足員工訴求。

#### 4.2.3 Employee Care and Communication

Greentown China encourages employees to actively interact with each level of the Group and breaks down communication barriers, absorbs employee suggestions, and tries its best to meet employee demands through the continuation of communication channels that have been developed for many years, such as management forums and online forum.

##### 「五一」員工座談會 "May 1st" employee symposium

- 2023年，本集團召開綠城中國第25屆「五一」員工座談會，全集團先後開展292場次，參與人數超過9,500人，收到提案1,534條，各級單位積極答覆並落實。  
In 2023, the Group held the 25th "May 1st" Employee Symposium of Greentown China and 292 meetings were conducted with more than 9,500 participants. A total of 1,534 proposals were received and units of all levels made positive reply and implementation.
- 截至12月31日，實際應答覆落實1,423條，實際完成1,411條，整體答覆落實率99.16%。  
As of 31 December, 1,423 proposals should be replied and implemented, with the actual completion of 1,411 proposals and the overall response and implementation rate of 99.16%.

##### 管理者在線 Management online

- 我們於本報告期內結合調研走訪，「管理者在線」下沉一線基層單位，推動意見落實及管理改進，大幅提升公司經營管理優化效果。  
During the Reporting Period, we promoted the implementation of opinions and management improvement by integrating research with visit and bringing the "Management Online" to frontline entry-level units so as to significantly improve the optimization effect of corporate operation and management.
- 截至報告期末，共收到意見建議61條，回覆反饋率100%。  
As at the end of the Reporting Period, a total of 61 opinions and proposals were received, with the response rate of 100%.

##### 線上員工論壇 Online employee forum

- 綠城中國「心聲社區」持續運作，「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 China "Voice Community" continued to operate in a sustainable manner and its "Management Online", "Workplace" and "Leisure Life" channels have become effective ways for employees to exchange life, express opinions, and give feedbacks.

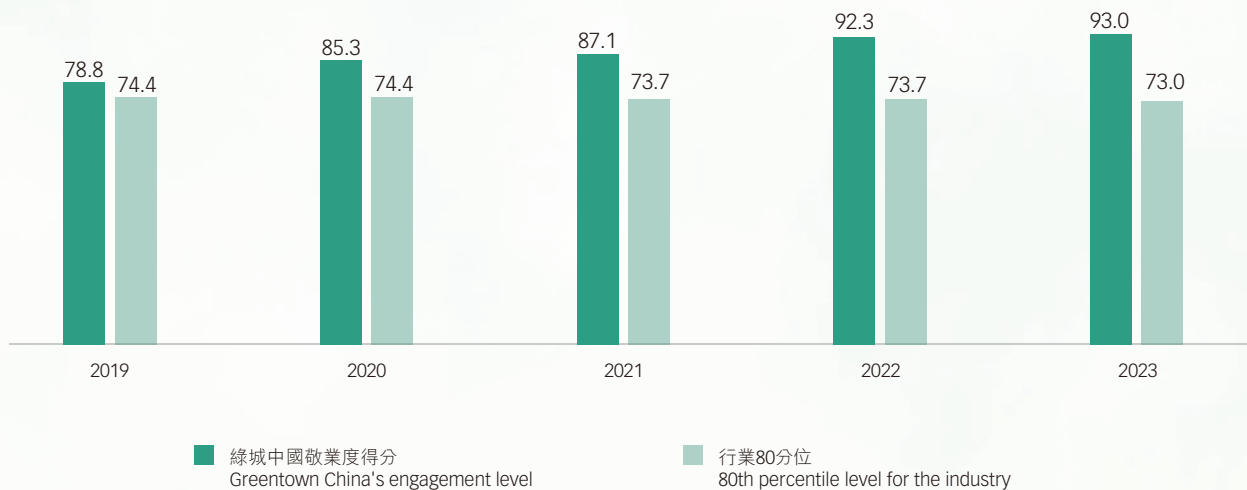
#### 員工溝通途徑

#### Employee Communication Channels



報告期內，綠城中國面向全體員工開展了以「留任、努力和宣傳」為主題的員工敬業度線上調研，調研涵蓋了組織敏捷性、人才聚焦、引領型領導者、工作體驗和基礎設施五個關鍵維度。結果顯示，綠城中國2023年員工敬業度為93分（滿分100分），同比呈現上升趨勢並連續多年遠高於行業平均水平。與此同時，本集團還針對綠城大學辦學和食堂服務等內容進行員工滿意度調查，探究提升方向。

During the Reporting Period, Greentown China conducted an online employee engagement survey with the theme of “Retention, Effort and Promotion” for all employees, covering five key dimensions: organisational agility, talent focus, leading leaders, work experience and infrastructure. The result shows that the employee engagement level of Greentown China in 2023 was 93 points (out of 100 points), showing an upward trend year-on-year and has been higher than the industry average level for many consecutive years. At the same time, the Group also conducted employee satisfaction surveys on the Greentown University education and canteen services to explore the direction of improvement.



綠城中國五年內敬業度得分情況  
Greentown China's engagement performance in the past five years

### 4.3 培訓發展

綠城中國為加強人才儲備和人才梯隊建設，持續完善員工全生命周期的培訓體系，為多層次、全方位、跨領域的人才提供高度契合崗位需求的培訓項目。同時，本集團不斷規範晉升體系，明確發展道路，助推本集團實現人才多元、人才平等的可持續發展。

### 4.3 Training and Development

In order to strengthen the construction of talent reserves and talent echelon, Greentown China continues to improve the training system for the full life cycle of employees, and provides highly suitable training programmes for multi-level, all-round and cross-field talents. At the same time, the Group continues to standardize the promotion system and clarify the development path, promoting the Group to achieve sustainable development of talent diversity and talent equality.

#### 4.3.1 培訓體系

2023年，綠城中國圍繞複合發展、業務問題兩大導向，依託集成實戰解決方案及綠城雲大學兩大發展基石，打造全職業生命週期培養體系。同時，我們為更好地拓寬人才發展空間，迎合多元化經營的發展需求，修訂《員工培訓管理標準》《專業等級評定與崗位資格認證管理標準》等內部制度，持續開展覆蓋全職級的培訓項目，滿足全員能力提升需求。

#### 4.3.1 Training System

In 2023, Greentown China focused on the two directions of compound development and business issues, and relied on two development cornerstones namely the integrated practical solutions and Greentown Cloud University, to build a full career life cycle training system. At the same time, in order to further broaden the space for talent development and meet the development needs of diversified operation, we have revised the Employee Training Management Standards (《員工培訓管理標準》), the Professional Grade Assessment and Qualification Certification Management Standards (《專業等級評定與崗位資格認證管理標準》) and other internal systems, and continued to carry out training programs covering full level of employees to meet the needs of all employees for improving their capacity.



綠城中國全職業生命週期培養體系  
Greentown China's full career life cycle training system

#### 4.3.2 培訓項目

綠城中國承接2025「最懂客戶、最懂產品」兩大戰略支點，深推適應行業發展需要的培訓項目體系，將持續性開展的亮點培訓項目和專題培訓項目作為兩大主線，輔以數字化人才培訓及技能培訓，致力於打造一批引領組織創新和團隊發展的人才。

#### 4.3.2 Training programmes

Greentown China continues its two major strategic pivot points of 2025 “best understanding of customers and best understanding of products”, deeply promotes the training programme system that meets the needs of industry development. By taking the highlight training programmes and special training programmes continuously conducted as two main lines, supplemented by digital talent training and skills training, it is committed to building a group of talents who can lead the organisational innovation and team development.

#### 未來人才數字化管理

##### Future digital talent management

- 圍繞員工，聚焦提升員工體驗：在實現從入職到離職全生命周期流程線上化的基礎上，進一步通過聚焦關鍵人群和關鍵時刻開發線上化員工體驗產品；  
In terms of employees, focusing on improving employee experience: on the basis of realising the online operation of the full life cycle procedures from onboarding to offboarding, we further developed online employee experience products by focusing on key groups and critical moments;
- 圍繞HR，聚焦提升運營效率：在各專業模塊實現線上高效運營的基礎上，進一步實現人才測評、360在線調研、文化價值觀評估及人才發展系統的功能升級，萬人盤點可控制在1個月內完成；  
In terms of HR, focusing on improving operational efficiency: on the basis of realising the efficient online operation in each professional modules, we further realised the function upgrade of talent assessment, 360 online research, culture values assessment and talent development systems, through which reviews of over-ten-thousands talents could be completed within 1 month;
- 圍繞管理者，聚焦提升決策支撐：在管理動作線上化的基礎上，進一步開發落地管理者自助看板、考勤日曆、關懷日曆以及自動薦課等核心功能。  
In terms of management, focusing on improving decision-making support: on the basis of realising the online operation of management, we further developed and launched the core functions for management such as self-service dashboard, attendance calendar, care calendar and automatic course recommendation.

#### 職工職業技能培訓

##### Professional occupational skills training

- 2023年，開設高級企業人力資源管理師、高級茶藝師、高級汽修師、健康管理師(三級)等與員工職業發展更密切相關的課程。截至報告期末，累計590餘名員工報名，累計取證約480人。  
In 2023, we have established courses that were closely related to the career development of employees, covering courses on the certificate of senior enterprise human resource manager, senior tea art specialist, senior auto mechanic, and health manager (Level 3). As at the end of the Reporting Period, more than 590 employees had enrolled and about 480 employees had obtained the certificates in total.



### 綠城中國2023年專題培訓項目 2023 Special Training Programmes of Greentown China

綠城中國為提升不同職級員工發展方向，制定針對性的專題培訓項目，激發員工的創新思維和創造力。

In order to improve the development direction of employees at different levels, Greentown China developed targeted special training programs to stimulate employees' innovative thinking and creativity.

- 「輕重並舉」專題培訓：針對在任或即將開展代建的項目負責人、拓展及實施相關骨幹人員等群體，通過管理機制研討、技術賦能，解決員工「願不願」「能不能」高質量開展輕重並舉問題，助力戰略導向高質量落地。
- The special trainings themed on the “improvement of both Light and Heavy Assets”: for the project leaders in service or about to carry out project management, the backbone personnel in charge of expansion and implementation and other groups, through management mechanism research and discussion and technical empowerment, it solved the problem of “whether employees are willing to” and “whether they are able to” carry out the improvement of light and heavy assets efficiently, and facilitated the high-quality execution of strategic orientation.
- 客研訓練營培訓：以體系融入、協同賦能、專業進階為培訓主題，幫助區域／城市群客研負責人、客研核心骨幹全面了解產品、成本體系及相關職能協同需求，提升引領性定位的實操能力。
- The customer research training camp: with the training theme of system integration, collaborative function and professional advancement, it helped leaders and the core backbone of customer research of regional companies and city clusters to fully understand the products, cost systems and related functional collaboration needs, and improve the practical operation ability of leading positioning.
- 「鯤鵬計劃」供方賦能(景觀專業)培訓：該培訓旨在促進產品系統合格供方管理人員對綠城中國的產品品質、工藝工法及標準制度的全方位認知，提升專業能力和景觀素養，開拓眼界。
- “Kunpeng Program” supplier empowerment (landscape professional practice) training: the program aims to motivate the product system management personnel of qualified suppliers to fully understand the product quality, process and craft and the standard system of Greentown China, and improve their professional skills and landscape competence, as well as broaden their horizons.



輕重並舉專題培訓現場  
“Improvement of both Light and Heavy Assets” special training spot



「鯤鵬計劃」培訓現場  
“Kunpeng Program” training spot

### 綠城中國2023年亮點培訓項目 2023 Highlight Training Programmes of Greentown China

綠城中國在持續更新開展領航計劃、青檸檬計劃、同道人加速艙培訓計劃的基礎上，新增開展彩虹+計劃，進一步提升培訓項目的廣度與深度。

Greentown China has newly launched the Rainbow + Program while continuously updating and carrying out the Pilot Programme, Green Lemon Programme, Fellow Accelerating Training, which further enhanced the breadth and depth of training programmes.

- 領航計劃：將帶領公司穿越行業發展周期，尋求持續高質量發展作為培訓目標，面向集團職能正職、子公司正職，通過領導力課程及外部參訪的形式，幫助員工拓寬眼界、開闊思路，促進其管理理念升級。
- 青檸檬計劃：聚焦知道綠城、了解綠城和融入綠城，通過集中培訓、團隊競賽、項目參觀、學長學姐有話說、結業晚宴等多種形式加快2023年新入職同道人、理想生融入。
- 同道人加速艙：該計劃旨在進一步加深優秀同道人的職業化程度，快速具備目標崗位所需的關鍵能力，同時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，支撐公司2025戰略目標達成。
- 彩虹+計劃：以「客研體系落地應用」課題為主線，城市總/項目群總典型任務及素質模型為內容，通過案例教學、標杆研學等形式，構建一個問題解決、經驗共享、資源對接、高效協同的互助交流平臺。
- Pilot Programme: it will lead the Company to survive the cycles in the industry, seeking continuous high-quality development as its training goal. It targets the group of departments' heads of the Group and the heads of subsidiaries. Through leadership courses and external visits, it helps employees broaden their horizons and minds, and promotes their management concepts.
- Green Lemon Programme: it focuses on knowing Greentown, understanding Greentown and integrating into Greentown, and accelerates the integration of fellow talents and ideal students newly recruited in 2023 through various forms of activities such as intensive training, team competitions, project visits, remarks from seniors, and graduation dinner.
- Fellow Accelerating Training: the program aims to further deepen the professionalism of excellent fellow graduates, helps them quickly acquire the key capabilities required for target positions. At the same time, it identifies high-potential talents and includes them into the Company's strategic talent pool with long term observation and priority development, and supports the achievement of the Company's 2025 strategic goals.
- Rainbow+ Program: with the topic of "The Implementation and Application of Customer Research System" as the main line, and the typical tasks and quality models for the heads of city companies and project clusters as the content, it builds a mutual communication platform for problem solving, experience sharing, resource coordination and efficient collaboration through case studying, benchmarking research and other activities.



同道人加速艙培訓現場

Fellow Accelerating Programme training spot



青檸檬計劃培訓現場

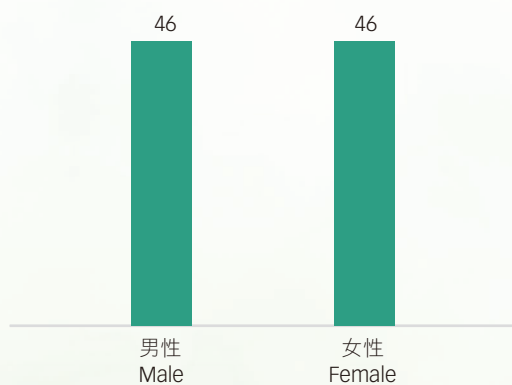
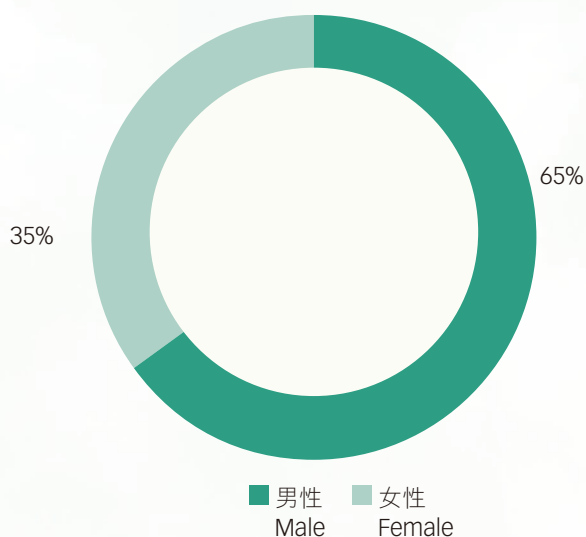
Green Lemon Programme training spot

四、 品質職場  
IV. Quality Workplace

報告期內，本集團培訓覆蓋員工9,403人，  
受訓比例達100%，具體受訓情況如下：

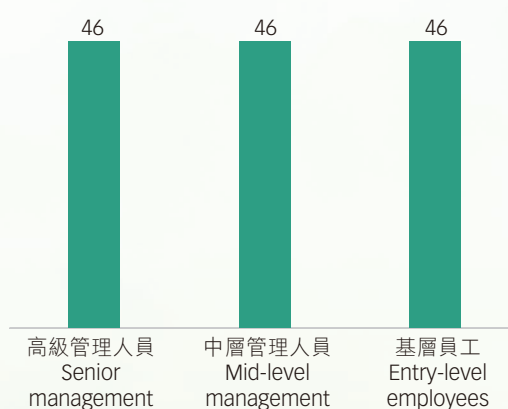
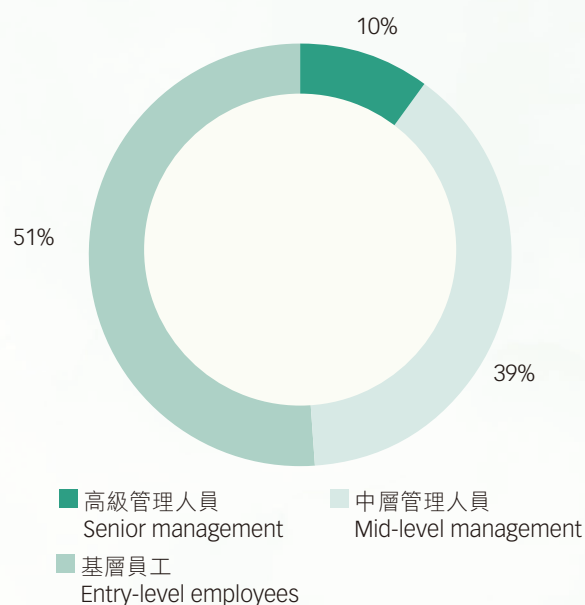
During the Reporting Period, the Group's training covered 9,403 employees, with a training coverage ratio of 100%. The details of training are as follows:

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



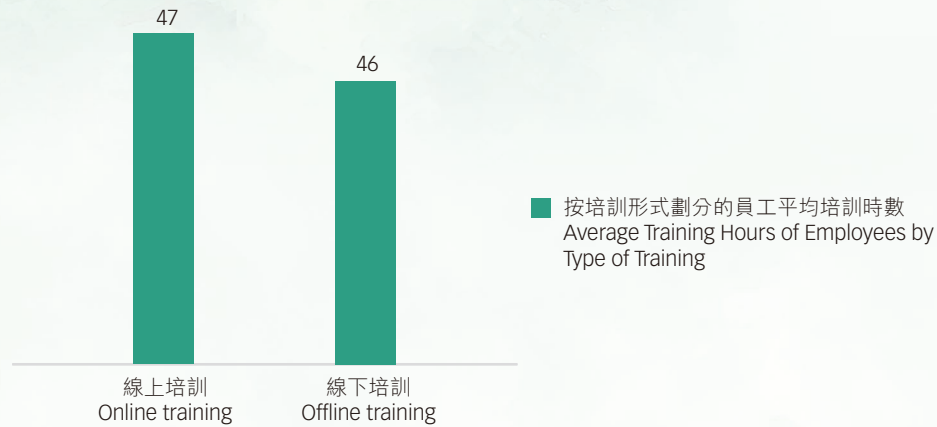
按性別劃分的員工平均培訓時數  
Average Training Hours of Employees by Gender

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



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



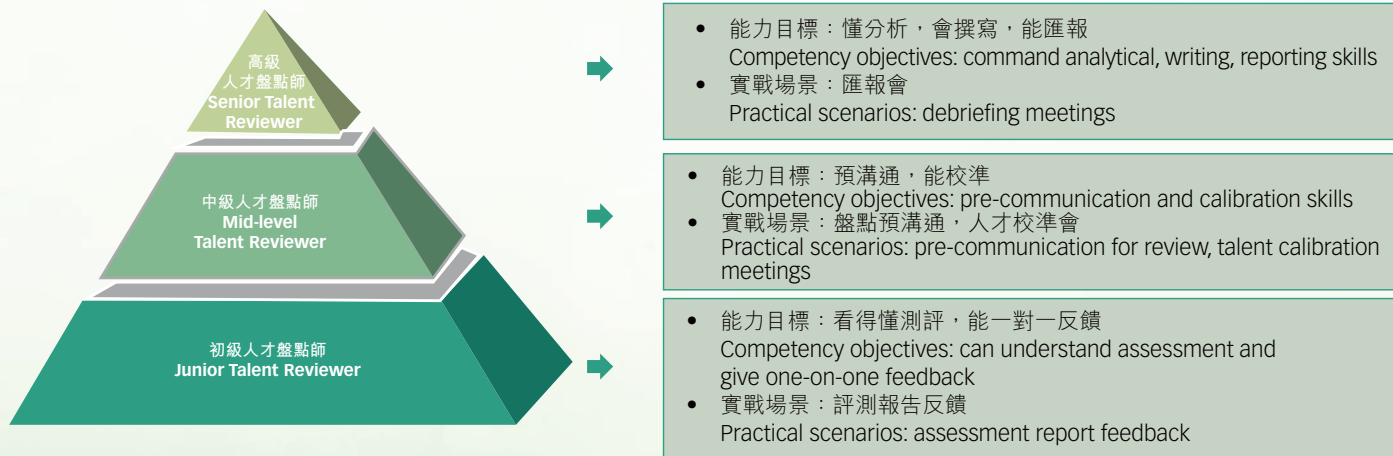


#### 4.3.3 員工晉升

綠城中國基於完善的晉升機制，組織修訂《員工績效管理標準》《職位體系管理標準》等內部制度，同時發佈《深化幹部交流加強一線賦能》《人員晉升與調薪操作細節》等支持文件，通過內部輪崗、兼職、掛職、跨區域調動等渠道促進人才流動與晉升，有效牽引員工主動下沉一線，提升個人綜合能力、拓寬職業發展通道。

#### 4.3.3 Employee Promotion

Based on the comprehensive promotion mechanism, Greentown China organised the revision of internal systems, such as the Employee Performance Management Standards (《員工績效管理標準》), and the Position System Management Standards (《職位體系管理標準》). At the same time, it issued supporting documents such as the Deepening Communications among Cadres and Strengthening Front-line Empowerment (《深化幹部交流加強一線賦能》) and Operational Articles on Personnel Promotion and Salary Adjustment (《人員晉升與調薪操作細節》), promoting talent flow and promotion through various channels including internal rotation, part-time, temporary and cross-regional transfer, which can effectively lead employees to actively deploy to the front line, improve personal comprehensive ability and broaden their career development channels.



人才盤點架構  
Talent Review Structure

#### 4.3.4 員工平等與多元化

綠城中國致力於維護員工多元與平等以實現可持續發展，嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等相關法律法規並制定《綠城中國多元化政策》。2023年，本集團在招聘錄用、職位晉升、薪資調整等維度平等對待不同性別的員工，並向殘障人士及少數民族人士提供平等的就業機會。報告期內，綠城中國提前達成多元化目標。

#### 4.3.4 Employee Equality and Diversity

Greentown China is committed to maintaining employee diversity and equality to achieve sustainable development, strictly complies 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》) and other relevant laws and regulations, and has formulated the Diversity Policy of Greentown China (《綠城中國多元化政策》). In 2023, the Group treated employees of different genders equally in terms of recruitment, promotion, salary adjustment and other dimensions, and provided equal employment opportunities to people with disabilities and ethnic minorities. During the Reporting Period, Greentown China has achieved its diversity goal ahead of schedule.

多元化目標：2024年起，女性僱員比例將持續不低於35%。

本年度達成情況：截至2023年末，綠城中國女性僱員佔比35%。

Diversity goal: the proportion of female employees will continue to be no less than 35% since 2024.

Achievements during this year: as of the end of 2023, the proportion of female employees of Greentown China was 35%.

本集團倡導性別平等，致力於保障男女同工同酬，高度重視女性員工在高級管理層中的比例。截至報告期末，綠城中國管理層女性佔比由2022年23.9%提升至24.5%，該數據逐年提升，體現了綠城中國在員工平權維度的努力與成效。

The Group advocates gender equality, strives to safeguard equal pay for equal work among male and female employees, and attaches great importance to the proportion of female employees in the senior management. As at the end of the Reporting Period, the proportion of female employees in the management of Greentown China increased from 23.9% in 2022 to 24.5%, representing a year-on-year increase, reflecting the efforts and effectiveness of Greentown China from the perspective of equal rights for employees.

我們用心關懷員工的工作與生活，將維護女性員工權益持續落實到實際行動中，開展了一系列專屬福利活動。2023年，我們推出員工體驗暖心產品「職場爸媽」，為孕產期女性提供特殊時期的關懷，包含請休假、生育禮金申領、子女商業保險投保等內容，助力本集團多元化發展。

We cared about the work and life of employees, and continued to implement the protection of rights and interests of female employees into practical actions with a series of exclusive welfare activities. In 2023, we launched a heart-warming employee experience product, the "Working Parents (職場爸媽)" to provide special care for pregnant women, including leaves, maternity fund application, commercial insurance for children, so as to facilitate the diversified development of the Group.

#### 4.4 健康安全

綠城中國始終將員工的健康安全放在首位，持續完善《職業健康與安全管理政策》等安全管理制度，履行關於職業健康與安全的承諾。我們開展各類安全巡查、安全意識宣貫等活動，加強職業健康安全管理和施工安全管理，確保實現安全目標。

#### 4.4 Health and Safety

Greentown China always puts the health and safety of employees in the first place, continuously improves the safety management systems such as the Policy on Occupational Health and Safety Management (《職業健康與安全管理政策》), and fulfills its commitment to occupational health and safety. We adopt various measures such as safety inspections and safety awareness promotion to strengthen occupational health and safety management and construction safety management, so as to ensure the realisation of safety goals.

安全目標：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之事故。  
**Safety goal: With the long-term goal of "zero safety production accidents", the Company strives to achieve zero accidents that cause permanent disability or death of employees.**

達成情況：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。  
**Achievements: 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.**

本集團重視安全管理架構的建設，由ESG委員會下設的ESG工作小組負責健康安全管理工作，設定健康與安全目標，督促日常安全管理措施落實。2023年，我們持續提升安全標準，集團內多個單位獲得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，包括綠城管理集團、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。

The Group attaches great importance to the construction of the safety management structure, and the ESG working group under the ESG Committee is responsible for health and safety management by setting health and safety objectives, and supervising the implementation of daily safety management measures. In 2023, we continued to improve safety standards. Multiple units within the Group 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, including Greentown Management Group, Greentown Decoration Engineering Group Co., Ltd., Greentown Housing 4S Company, Zhejiang Greentown Ideal Life Commercial Operation Service Co., Ltd. and other subsidiaries.



ISO 45001職業健康安全管理證書  
Certification of ISO 45001 occupational health and safety management



ISO 14001環境管理證書  
Certification of ISO 14001 environmental management



ISO 9001質量管理認證證書  
Certification of ISO 9001 quality management



#### 4.4.1 員工健康與安全

綠城中國遵守《中華人民共和國消防法》《中華人民共和國職業病防治法》等法律法規，同時在《綠城中國員工關愛工作指引》等內部制度中落實健康安全管理舉措，全方位保障員工的身心健康與安全。

#### 4.4.1 Employee Health and Safety

Greentown China 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 laws and regulations, and implements health and safety management measures through the internal systems such as the Guidelines of Greentown China on Employee Care 《綠城中國員工關愛工作指引》 to protect the health and safety of employees in all aspects.

### 心理關愛服務計劃，保障員工心理健康安全 Psychological Care Programme to Protect the Mental Health and Safety of Employees

自2021年起，綠城中國為提高員工心理健康認知，為員工提供緩解壓力和焦慮的途徑，每年開展心理關愛服務計劃—「陽光心」員工心理關愛服務計劃。

該計劃累計為1,045名員工完成測評量表並形成心理健康評估報告，接受87人次專屬熱線電話諮詢及15人次線上視頻諮詢，進行2次員工線下心理危機干預，並開展5場團隊體驗式心理課程／心理輔導沙龍活動，有效提高員工心理健康水平。

Since 2021, in order to improve employees' mental health awareness and provide employees with means to relieve stress and anxiety, Greentown China has launched an annual psychological care programme – “Sunshine Heart” Employee Psychological Care Programme.

In this programme, a total of 1,045 employees completed the survey and formed mental health assessment reports. 87 exclusive hotline consultations and 15 online video consultations were received, 2 offline psychological crisis interventions for employees and 5 team experiential psychological courses/psychological counselling salon activities were conducted, which effectively improved the mental health of employees.

### 守護員工健康安全，提升職業健康安全素養

#### Protecting the Health and Safety of Employees and Improving Occupational Health and Safety Literacy

綠城中國在以往年度的優質體檢服務及日常健康360°(即日常保健「家庭醫生」)服務的基礎上，新增開展一系列相關舉措：

- 2023年面向員工推出綠城醫院「家人計劃」關愛行動，設置「綠城通」綠城醫院專屬客服「綠醫健康助手」，健康服務再升級；
- 在辦公區設立的「綠城員工健康驛站」累計運行14期；
- 定期為員工提供健康講座、體檢解讀、醫療諮詢、公益問診、代配藥等足不出戶的健康服務；
- 總部辦公區「四季調養」駐點理療服務累計服務員工百餘人，便利員工就近理療緩解身體疲勞。

On the basis of high-quality health check-up services, as well as health 360° services (daily health care “Family Doctor”) provided in previous years, Greentown China has newly launched a series of related initiatives:

- In 2023, we launched the “Family Programme” care action of Greentown Hospital for employees, set up “Greentown Hospital health assistant”, the exclusive customer service of Greentown Hospital, for “Greentown Connect (綠城通)”, further upgrading the health service;
- The “Greentown Employee Health Station” set up in the office area has been operated for 14 periods in total;
- Regularly provide employees with health lectures, medical examination interpretations, medical consultations, public welfare medical consultations, medicine dispensing and other health services without leaving home;
- Physiotherapy service provided by “Four Seasons Care” station in the headquarters office area has served more than 100 employees in total, facilitating them to have physical therapy in the vicinity to alleviate their physical fatigue.

#### 4.4.2 施工健康與安全

綠城中國持續更新完善安全制度文件，發佈《建築工程安全文明施工管理實施標準》，該標準中明確了各參建單位需要重點落實的相關安全管理措施，如工程安全施工管理制度制定、安全巡查檢查、安全教育、安全著裝，並對安全防護設施及場地標識作了標準化要求。

#### 4.4.2 Construction Health and Safety

Greentown China continued to update and improve its safety system documents by issuing the Management and Implementation Standards for Safe and Civilised Construction of Architecture Engineering (《建築工程安全文明施工管理實施標準》), which specifies the relevant safety management measures that each construction unit is required to focus on, such as the development of safe construction management system for projects, safety inspection and checking, safety education, safety dressing, as well as the standardised requirements for the safety protection facilities and site labelling.

本集團為保障全流程的施工安全，嚴格遵守《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，持續優化應急預案管理體系。

In order to ensure construction safety throughout the entire process, the Group strictly complied with 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》), continuously optimising the management system of emergency plans.

### 安全培訓與宣貫，提升安全意識 Safety Training and Publicity to Enhance Safety Awareness

報告期內，綠城中國為進一步提升全員安全意識，以安全培訓為主題，開展多場次、多主題、多角色的安全意識宣貫培訓，提升項目整體安全文化氛圍。截至報告期末，健康與安全培訓覆蓋的人員佔比達80%。

During the Reporting Period, Greentown China, with a view to further raising safety awareness among all employees and taking safety training as the main theme, carried out a number of safety awareness training on multiple occasions, themes and roles to enhance the overall safety culture in the projects. As at the end of the Reporting Period, the health and safety training was covered by 80% of the employees.

- 針對全集團工程系統全員開展工程系統工作會議、品控工作會議等培訓會議；
- 針對項目工程人員開展材料、室內環境品控管理標準宣貫；
- 針對B端業務人員開展產配板塊品控培訓。
- Hold engineering system work conference, quality control work conference and other training meetings for all employees in the engineering system across the Group;
- Carry out publicity on quality control and management standards of materials and indoor environments for project engineers;
- Launch quality control training on industrial facilities segments for B-side employees.



工程品控培訓現場  
Engineering Quality Control Training Site



### 綠城中國採取多項舉措，提高施工安全 Greentown China Adopted Several Initiatives to Improve Construction Safety

本集團始終關注員工施工作業中的健康風險，並根據實際情況採取系列舉措，完善施工全過程的安全管理：

The Group always pays attention to the health risks of employees during construction work and has taken a series of initiatives according to actual situation to improve safety management throughout the construction process:

- 電梯門洞安全防護：天津桂語朝陽電梯門洞口使用定型化可開啟式電梯井防護圍擋，安全且操作方便。
- 施工用電管理：天津桂語朝陽將施工電纜保護管道直接預埋在剪力牆內、電纜穿管敷設，安全、便捷、減少後期維護工作量。
- 放線洞管理：西安全運村對未封閉放線洞採用定型化防護蓋板(帶合頁)進行防護，使用時打開，其餘關閉，塗刷警戒色。
- 安全生產月：2023年6月，北京沁園項目組織總承包單位、監理單位及各專業分包單位開展了安全生產月活動，通過安全宣傳教育，為項目安全生產保駕護航。
- Safety protection for elevator doorways: For Tianjin Guiyu Chaoyang, the elevator doorways are protected and enclosed with shape-fixed openable elevator shafts, which is safe and easy to operate.
- Construction power management: For Tianjin Guiyu Chaoyang, the construction cable protection pipelines are directly pre-embedded in the shear wall, with cables laid through the pipes, which is safe, convenient and reduces subsequent maintenance workload.
- Cable outlet management: For Xi'an National Games Village, unsealed cable outlets are protected by shape-fixed protective covers (with hinges), which are opened when in use and closed otherwise, with warning colours painted on it.
- Safety production month: In June 2023, the general contractors, project supervisors and each professional subcontractor of Beijing Qinyuan Project were organised to carry out the safety production month activity through safety promotion and education to ensure project safety production.

#### 四、 品質職場 IV. Quality Workplace

綠城中國在嚴格自身安全標準的基礎上，持續加強承包商安全管理。2023年，本集團在新一輪戰略總包招標中明確要求工程施工場地必須達到當地建築安全文明施工標準化工地要求，並符合綠城中國安全文明施工要求。同時，在總包投標的項目管理人員構成中，若安全員配置中曾獲得過安全方面的優質工地或優秀項目經理，將在評標環節得到加分，以此提升承包商安全管理水平。截至報告期末，綠城中國過去三年未有承包商因工傷而導致的死亡事件。

Greentown China continues to strengthen contractor safety management in addition to the strict safety standards for itself. In 2023, the Group clearly stated in its new round of bidding for strategic general contracting that project construction sites must meet the local requirements for safety, civilised construction and standardization and comply with Greentown China's safe and civilised construction standards. At the same time, among the project management personnel composition of the general contract bidding, safety officers who have been awarded quality construction sites or excellent project managers in terms of safety in the configuration will be given extra points in the evaluation of the bidding process, so as to enhance the safety management level of contractors. As at the end of the Reporting Period, no contractor of Greentown China had suffered work-related fatalities in the past three years.





德清曉園  
Deqing Xiaoyuan





品質責任

Quality  
Responsibility

# 五、品質責任

## V. Quality Responsibility

### 5.1 供應鏈管理

綠城中國致力於建立規範、穩定、負責任、可持續的供應鏈體系，始終將供應鏈管理作為本集團可持續發展管理的重要環節之一。我們以《可持續採購政策》為供應鏈管理指引，對供應鏈上下游在環境保護、勞工管理、合規經營以及商業道德方面作出明確規範。我們通過完善的供應商全生命周期管理體系、嚴格的供應商審查機制、強有力的供應商風險評估與管理舉措，穩步推進本集團價值鏈的高質量發展，實現多方共贏。

#### 5.1.1 供應商合規管理

在遵循《中華人民共和國招標投標法》等法律規定的基礎上，我們於2022年9月啟動綠城中國「大招採」體系建設，並在2023年持續改進，重塑並完善《綠城中國採購管理標準》《綠城中國供方管理制度》等招標採購及供方管理規章制度，進一步優化供應商准入、評估及退出的全生命周期管理流程。同時，我們建立與戰略合作單位之間的高層互訪溝通機制，幫助解決合作過程中遇到的重大問題，提升集團供方資源整合能力。

### 5.1 Supply Chain Management

Greentown China is committed to building a standardised, stable, responsible and sustainable supply chain system and has always regarded supply chain management as an important part of the Group's sustainable development management. We regard the Policy on Sustainable Procurement (《可持續採購政策》) as our guideline for supply chain management, which provides specific standards for upstream and downstream of supply chain in respect of environmental protection, labour management, compliance operation and business ethics. Through a comprehensive full lifecycle management system of suppliers, a rigorous supplier review mechanism and strong supplier risk assessment and management initiatives, we have steadily promoted the high-quality development of the Group's value chain, achieving a win-win situation for all.

#### 5.1.1 Supplier Compliance Management

On the basis of complying with 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 and regulations, we launched the construction of Greentown China "Great Tendering and Procurement" system in September 2022. In 2023, we continued to develop such system by reshaping and improving the rules and regulations on tendering and procurement as well as supplier management, 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 further optimise the full lifecycle management process of suppliers covering their introduction, evaluation and withdrawal. Meanwhile, we established a senior management exchange visits mechanism with our strategic cooperation entities, with a view to giving supports to address any material issues occurred during the cooperations and improve the integration capability of suppliers resources.

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**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、三年業績等方面對待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 strict and comprehensive supplier selection criteria. According to different supplier selection criteria for different types of suppliers, we conduct comprehensive investigations and evaluations 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 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一區域層級完成，集團戰略級別供應商在集團成本招採中心及相應分管領導層級完成審核。

**Supplier audit**

Greentown China has established a rigorous supplier audit system which sets targeted audit mechanisms based on different types of suppliers. The audit processes for suppliers at sub-Group levels are completed by project and regional companies, and the audit processes for suppliers of strategic level are completed by the Group's Cost and Procurement Centre and corresponding management.

**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，誰主責管理」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 categorised management**

In order to achieve normalised supplier management with high precision, Greentown China has established a hierarchical and categorised 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 services, service staff's ability, project coordination ability, material quality, etc. and divided into ABCD categories, which forms a supplier categorised 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 Full Lifecycle Management Process of Suppliers

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。

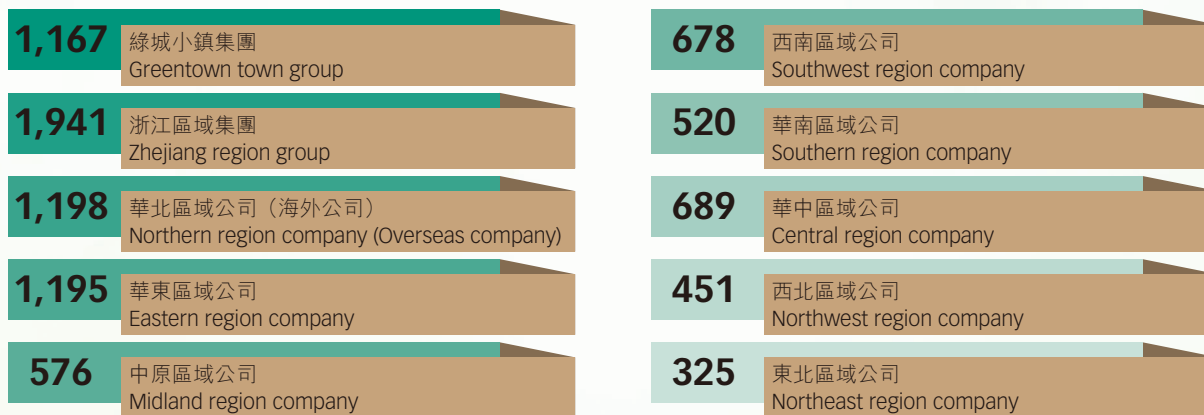
Greentown China has developed mature supplier quality management processes and standards. Through management standards such as the Quality Red Line Management Standards (《品質紅線管理標準》), the Compulsory Technical Standards for Housing Products (《房產品強制性技術標準》), and Greentown China's Engineering Methods and 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.



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V. Quality Responsibility

為保障並持續提升供應鏈及產品質量，綠城中國聘請第三方定期對供應商進行質量審查，通過對在建及完工材料與工藝的檢測，及時發現並整改供應商質量問題。針對問題供應商，我們對其實施包括但不限於勒令整改、退貨、停止合作等手段，確保供應鏈質量安全。報告期內，我們面向141個項目開展供方質量抽檢，完成2,594組材料檢測，整體合格率達94.87%，並督促7家供應商整改24項問題。

綠城中國推行供應商本土化合作機制，在各區域持續增進本地供應商合作夥伴關係，助力本地經濟發展。我們採取多元的招標採購策略，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。截至報告期末，綠城中國納入供應商的供應商數量達7,732家，按地區劃分的供應商數目如下圖所示：



綠城中國2023年按地區劃分的供應商  
Greentown China's Suppliers by Region in 2023

註：上述所列各區域存在共用供應商資源的情況，相應供應商會被重複計算。

Note: The regions listed above may share suppliers resources and the corresponding suppliers will be double-counted.

### 5.1.2 負責任供應鏈

綠城中國高度重視供應鏈的環境與社會風險。在充分保障供應商利益的情況下，我們積極主動開展供應商環境與社會風險的識別與管理工作，要求並督促供應商履行企業社會責任，踐行環境與資源保護，共同走可持續發展之路。

### 5.1.2 Responsible Supply Chain

Greentown China attaches great importance to the environmental and social risks of the supply chain. On the premise of fully protecting the interests of suppliers, we actively make various efforts in respect of the identification and management of the environmental and social risks from suppliers, as well as require and supervise suppliers to fulfill corporate social responsibility, practice environmental and resource protection, and join us in pursuing sustainable development.

#### 社會風險管理 Social risk management

- 開展供應商合規審查，確保供應商遵守國家法律法規經營；  
Conduct supplier compliance review 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，並在現場考察階段評估工作環境是否威脅工人身體健康；  
Propose requirements on business ethics and labour standards to suppliers, and conduct on-site evaluation to confirm whether their workplace environment jeopardises the health of workers;
- 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 integrity clause to ensure that suppliers can meet the Company's integrity management requirements;
- 下設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 respect 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綠城中國供應商進行監督。  
Publicise 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 Greentown China.

#### 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；  
State in cooperation agreements that the suppliers of building materials such as wall, ground, and coating materials must obtain environmental assessment certification documents from government authorities;
- 在供應商現場考察階段，關注供應商生產車間環境污染防控措施是否符合現行法律要求，評估其環境安全管理在行業中所處位置；  
Focus on whether suppliers' environmental pollution prevention and control measures in their production workshops are in compliance with prevailing legal requirements, and evaluate their environmental safety management in the industry during on-site inspection of suppliers;
- 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 who can 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

#### Management Measures for Greentown China's Supply Chain Risk

我們秉持對一切貪污腐敗「零容忍」的原則，嚴格落實供應商廉潔管理的相關要求。我們在《廉潔從業政策》中明確所有供應商簽署的合同中必須包含廉潔條款，並列明賄賂行為的後果與檢查舉報方式細則。經監察部門核實存在商業賄賂行為的供應商將被列入「黑名單」，永久取消綠城中國合格供方資格，不得參與任何招標。

We adhere to the principle of "zero tolerance" for all forms of corruption, and strictly implement the relevant requirements on supplier integrity management. The Policy on Integrity (《廉潔從業政策》) clearly states that all supplier contracts signed must include integrity clause, and set out the consequences of bribery and the rules for supervision and reporting methods. A supplier verified as involving commercial bribery by supervision department will be named in our "blacklist" and be barred from any bidding as the supplier is deemed by Greentown China as permanently disqualified supplier.

作為行業可持續發展的倡導者，綠城中國持續推進使用綠色建築材料。在供應商篩選與准入環節，我們優先選擇採用低能耗、低維護成本的建材產品生產廠家，重點考量門窗、外保溫材料密閉性能、導熱系數，以及空調、熱水器、燃氣灶等家用電器的能效等級，從源頭提升建築節能性能。

As an advocator of sustainable development in the industry, Greentown China continues to promote the use of green building materials. In the selection and admittance process of suppliers, we prefer manufacturers of building material products featuring low energy consumption and low maintenance cost. For doors and windows and external insulation materials, we mainly consider their sealability and thermal conductivity; and for household appliances including air conditioner, heater and gas stove, we prioritise them in terms of their energy efficiency level, so as to enhance energy saving performance fundamentally.

### 5.1.3 供應商交流與溝通

綠城中國關注供應商能力建設與提升，在做好供應商風險管理與責任倡導的同時，積極開展供應商交流、合作及培訓活動，助力行業及供應鏈能力提升。

### 5.1.3 Exchanges and Communication with Suppliers

Greentown China focuses on helping suppliers build and enhance their capabilities. While conducting supplier risk management and responsibility advocacy, we actively carry out supplier communication, cooperation, and training activities to support the capability improvement of the industry and the supply chain.

#### 供應商合作 Supplier cooperation

- 與消防報警設備生產廠家合作，以二線制產品替代四線制產品  
Collaborated with fire alarm equipment manufacturers to replace four-wire products with two-wire products
- 與華為等全光產品企業合作，以光纜替代銅線，減少銅線纜使用  
Partnered with companies such as Huawei manufacturing all-optical products replace network cables with optical fibres, reducing the use of copper cables
- 與光伏企業合作，開發與建築風格一致的光伏發電屋瓦片  
Cooperated with photovoltaic enterprises to develop photovoltaic power generation roof tiles that align with architectural styles

#### 供應商培訓與宣貫 Supplier training and publicity

- 報告期內，我們面向不同類別的供應商共計開展15次培訓，培訓覆蓋率達80%  
During the Reporting Period, held 15 training sessions for various types of suppliers, reaching a training coverage rate of 80%

#### 供應商答謝 Supplier commendation

- 對各區域及不同品類供應商進行表彰及定級  
Gave awards and carried out ranking for suppliers from each region and of different types



## 5.2 公益慈善

綠城中國在創造經濟效益的同時始終致力於回饋社會，長期投身於公益慈善各個領域，在慈善捐贈、公益活動、體育、環保和教育支持等方面主動履行社會責任，用實際行動踐行企業社會責任。報告期內，我們對外捐贈資金達人民幣275萬元(不含教育捐贈)，周邊社區公益活動資金投入金額達人民幣78.9萬元，員工貢獻志願服務小時數達1,000小時。

### 5.2.1 熱心公益

綠城中國深入社區投資、體育支持、環保公益、教育扶貧等公益層面，持續發揮資源與經驗優勢，為社會創造正向價值。

#### 社區投資

2023年，綠城中國以實際行動展現了企業社會責任和企業公民精神，梳理彙編《綠城愛心基金會理事會管理辦法》《綠城愛心基金會管理辦法》(試運行)等相關制度，並通過綠城愛心基金會這一渠道，向杭州市的「春風行動」「無鬱中國行」等具有重要意義的特色項目進行現金捐贈。

## 5.2 Public Welfare and Charity

While generating economic benefits, Greentown China has consistently dedicated itself to giving back to the society and has long been engaged in various aspects of public welfare and charity by participating in charity donations, public welfare activities, support for sports, environmental protection and education, so as to fulfill corporate social responsibilities with solid actions. During the Reporting Period, our external donations (excluding education donations) amounted to RMB2,750,000, investment in community public welfare activities amounted to RMB789,000 and staff's volunteer service hours amounted to 1,000 hours.

### 5.2.1 Enthusiasm for Public Welfare

Greentown China devotes itself to various aspects of public welfare including community investment, sports support, environmental protection charity, and poverty alleviation through education to continuously leverage its advantages in resources and experience for creating positive value for the society.

#### Community Investment

In 2023, Greentown China demonstrated its corporate social responsibility and corporate citizenship with concrete actions. It sorted out and complied relevant systems such as the Management Measures for Greentown Charity Foundation Council (《綠城愛心基金會理事會管理辦法》) and the Management Measures for Greentown Charity Foundation (《綠城愛心基金會管理辦法》) (Trial Operation). And through the Greentown Charity Foundation, the Company made cash donations to characteristic projects carrying significant meanings, such as the "Spring Breeze Action (春風行動)" and "No Depression in China Action (無鬱中國行)" in Hangzhou.

### 綠城愛心基金會系列活動 Series of Activities of Greentown Charity Foundation

在綠城愛心基金會的帶領下，一系列愛心公益活動於2023年成功展開，有效擴大公益活動的覆蓋面和影響力。

Under the leadership of the Greentown Charity Foundation, a series of charitable public welfare activities were successfully launched in 2023, effectively expanding the coverage and influence of public welfare activities.

- 春風行動：報告期內，綠城中國向杭州市「春風行動」捐贈人民幣100萬元，並啟動「綠城•春風心理關愛」項目，以幫助精神障礙患者。此外，綠城中國還為職工開設20場心理健康講座，設立24小時心理關愛熱線及50餘家心理關愛諮詢工作室，向員工提供全方位的心理關愛和幫助。
- 無鬱中國行：該項目旨在倡導大眾關注精神健康，用善舉影響並帶動更多人。報告期內，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，持續支持「無鬱中國行」這一全國性的心理健康項目，為全國範圍內的心理健康事業做出了積極貢獻。
- 榮譽與稱號：2023年2月，綠城愛心基金會榮獲杭州市2023年「春風行動」愛心獎單位；2023年6月，榮獲首屆「西湖慈善獎」先進單位榮譽；11月，榮獲浙江省社會組織總會「優秀合作夥伴」稱號。
- Spring Breeze Action: During the Reporting Period, Greentown China donated RMB1,000,000 to Hangzhou "Spring Breeze Action" and initiated the "Greentown • Spring Breeze Psychological Care (綠城 • 春風心理關愛)" project to assist patients with mental disabilities. In addition, Greentown China also organised 20 mental health seminars for its employees, established a 24-hour mental health hotline, and set up more than 50 mental health consulting studios, offering all-around mental support and assistance to its employees.
- No Depression in China Action: The project aims to advocate for public attention to mental health, influencing and motivating more people through good deeds. During the Reporting Period, 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 made a positive contribution to the mental health cause nationwide.
- Honours and titles: In February 2023, the Greentown Charity Foundation was honoured with the 2023 Hangzhou "Spring Breeze Action" Compassion Award; in June 2023, it won the honour of Advanced Unit at the first "West Lake Charity Award (西湖慈善獎)"; in November, it was titled as an "Excellent Partner" by Zhejiang Association for Non-Profit Organisation (浙江省社會組織總會).



綠城愛心基金會  
The Greentown Charity Foundation



綠城愛心基金會獲首屆「西湖慈善獎」  
The Greentown Charity Foundation won  
the first "West Lake Charity Award"

#### 體育支持

綠城中國的企業精神與運動精神無限趨近。綠城中國作為2023年杭州第十九屆亞運會的共建者，結合綠城中國自身多年沉澱的「運動基因」，在延續以往年度體育公益的基礎上，發佈「綠城運動+」品牌，賦能城市運動。

#### Sports Support

Greentown China's entrepreneurship closely aligns with the sportmanship. As a co-builder of the Hangzhou 19th Asian Games 2023, Greentown China leverages its long-cultivated "sports gene" to carry on its efforts in sports for public welfare in past years by launching the "Greentown Sports+ (綠城運動+)" brand to empower urban sports initiatives.

### 「綠城運動+」品牌發佈 Launch of the "Greentown Sports+" Brand

2023年4月，綠城運動品牌—「綠城運動+」發佈會在杭州奧體中心體育場舉行。發佈會中，綠城中國董事會主席張亞東先生表達了綠城中國全力以赴地投入到亞運服務的保障工作中的決心，並展示了我們沉澱「運動基因」多年的歷史與成果。該品牌的發佈不僅是對亞運和運動精神時代的回應，更是「生活開發者大會」的全新延續。

In April 2023, the launch of "Greentown Sports+", a brand of Greentown Sports, was held at the Hangzhou Olympic Sports Centre Stadium. During the launch, Mr ZHANG Yadong, the Chairman of the Board of Greentown China, expressed the Company's unwavering commitment to making all-out efforts in guaranteeing the services for the Asian Games, and showcased our long history and achievements in "sports gene". The launch of the brand is not only a response to the Asian Games and the era of sportmanship, but also a brand-new continuation of the "Life Developers Conference (生活開發者大會)".



「綠城運動+」發佈會活動現場  
Event site of the launch of "Greentown Sports+"



### 綠城運動系列品牌活動 Greentown Sports-series Branding Activities

隨著「綠城運動+」的正式上線，綠城中國其他體育活動相繼展開。

- 綠跑活動：該活動以「潮迎亞運因愛而動」為主題，綠城中國「運動家」們從蓮花碗（杭州奧體中心體育場）出發，用跑步的方式，感受生活與生命的美好。
- 足球運動：綠城中國自1998年起深入參與職業足球運動的發展，連續舉辦9年的「踢球去」活動也已成爲全國影響力最大的社區足球公益賽事之一。
- 海豚計劃：該計劃誕生於2009年，懷著「讓綠城中國園區裏的孩子不溺水」的初心延續至今，並游向全國70餘座城市，350多個園區，幫助超19萬名小業主學習了游泳。
- 全運村：自2009年起，綠城中國從濟南全運村出發，參與了四座全運村的營造，並承擔了杭州亞運村運動員1號村地塊的開發和媒體村的代建任務。截至報告期末，綠城運動系列產品總建築面積達867萬平方米。

With the official launch of “Greentown Sports+”, Greentown China rolled out a series of other sports activities.

- Green Running Activity: Themed with “Embrace the Asian Games, Move up with Love (潮迎亞運因愛而動)”, this activity saw the “sportsmen” of Greentown China starting from the Lotus Bowl (Hangzhou Olympic Sports Centre Stadium), enjoying the beauty of life and living by running.
- Football Activities: Since 1998, Greentown China has been deeply involved in the development of professional football. The “Go to Play Football (踢球去)” activity, which has been held for nine consecutive years, has become one of the most influential community charity football events in the country.
- Dolphin Project: Initiated in 2009, the programme was born with the mission “to prevent drowning among children in Greentown China’s communities” and has reached over 70 cities and 350 communities nationwide, with more than 190,000 home owners’ kids having learnt to swim.
- National Games villages: Since 2009, starting with the Jinan National Games Village, Greentown China has participated in the construction of four National Games villages and has undertaken the development of the No.1 Athletes’ Village and the project management of the Media Village for the Hangzhou Asian Games village. As at the end of the Reporting Period, the Greentown Sports-series products had a total GFA of 8.67 million sqm.



「海豚計劃」活動現場  
Event site of the “Dolphin Project”



西安全運村  
Xi’an National Games Village

#### 公益環保

綠城中國投身於環保公益事業，截至本報告期末，綠城中國已連續九年舉辦「種春風」活動，2023年也是綠城中國大力投入造林環保的第九載。截至報告期末，綠城已在民勤縣造林超2,140畝，栽種梭梭樹超15萬株。2023年，我們逐漸融合愛心助農、低碳環保等行動，將民勤縣的農產品通過義賣直播輸送到全國各地，將愛心捐贈用於種植梭梭樹，傳遞綠色公益之心。

#### 教育扶貧

扶貧需扶智，教育是關鍵。綠城中國始終將教育扶貧置於核心位置，積極開展各類助學和家教幫扶活動，致力於為貧困學子提供公平且有質量的教育機會，從而打破貧困的惡性循環。

#### Public Welfare and Environmental Protection

Greentown China is committed to the environmental protection of public welfare. As at the end of the Reporting Period, Greentown China had held the “Spreading Spring Breeze (種春風)” campaign for nine consecutive years, with 2023 marking the ninth year of Greentown China’s all-out efforts in afforestation and environmental conservation. As at the end of the Reporting Period, Greentown had planted over 2,140 mu of forest in Minqin county, with over 150,000 saxaul trees. In 2023, with a combination of actions such as supporting farmers with love and promoting low-carbon environmental protection, we helped distribute Minqin county’s agricultural products nationwide with charitable livestream selling, and used charitable donations on planting saxaul trees, conveying our commitment to green public welfare.

#### Poverty Alleviation through Education

Poverty alleviation relies on wisdom enhancement, which in turn is decided by education. Greentown China has always placed poverty alleviation through education at its core by actively carrying out various tutoring and educational support activities and is committed to providing equitable and quality education opportunities for underprivileged students with the aim to break the vicious cycle of poverty.

### 投入教育扶貧，激發未來人才內驅力 Poverty Alleviation through Education to Stimulate Future Talents’ Intrinsic Motivation

2023年，綠城中國開展形式多樣的公益活動，全力幫助貧困學子可以享受到公平和有質量的教育。

- 「綠苗計劃」公益助學：報告期內，「童夢肆載 愛築未來」奉化成龍學校愛心水杯捐贈暨百米畫卷關愛主題活動成功舉行，該活動作為「綠苗計劃」系列活動之一，為孩子們送去愛心水杯，助力學校發展。

In 2023, Greentown China organised a variety of public welfare activities, sparing no efforts in helping impoverished students access equitable and quality education.

- Education sponsorship under the “Green Seedling Programme”: During the Reporting Period, “Four-year Support to Children’s Dream and Building the Future with Love”, a love-themed cup donation and 100-meter scroll painting event, as one of the series of activities under the “Green Seedling Programme”, was held successfully at Fenghua Chenglong School. The activity delivered love-filled cups to children and contributed to school development.

- 「小候鳥」愛心助教：綠城中國於報告期內持續性開展「小候鳥」愛心活動，通過現場參觀與實踐，為孩子們營造良好的學習氛圍。
- 社區特困家庭暖心資助：綠城中國為街道辦轄區內兩個社區的10戶特困家庭贈送愛心物資，幫助困難居民享有更好的生活、更好的學習環境。
- 藏區兒童圖書捐贈及國學公益課程：截至報告期末，綠城中國捐贈愛心圖書1,800餘冊，與孔子博物館攜手輸出的國學公益課程累計聽課學生達500人次，有效助力扶貧工作。
- Compassionate education support under the “Little Migrant Birds” campaign: During the Reporting Period, Greentown China had been continuously carrying out the “Little Migrant Birds” compassion campaign, creating positive learning environment for children through on-site visits and practice.
- Warm support for extremely poor families in the community: Greentown China provided compassion supplies to ten extremely poor families in two communities within street office’s jurisdiction, helping residents in hardship realise a better life and learning environment.
- Donations of books and public welfare courses on Chinese Classics to the Tibetan Children: As at the end of the Reporting Period, Greentown China had donated over 1,800 books and, in partnership with the Confucius Museum, offered public welfare courses on Chinese Classics, benefiting over 500 students in total, effectively adding to poverty alleviation efforts.



「綠苗計劃」活動現場  
Event site of the “Green Seedling Programme”



國學公益課程  
Public Welfare Courses on Chinese Classics



#### 少數群體關愛

綠城中國將關愛少數群體視為實現社會公平和多樣化的重要一環。2023年，綠城中國聯合中天·綠城大愛天下醫養中心，組織老人觀看經典越劇表演，溫馨的節日陪伴，不僅讓老人們重溫了傳統藝術的魅力，豐富老人的精神文化生活，積極弘揚敬老愛老文明風尚。

#### 5.2.2 社區合作

綠城中國認為與社區緊密合作，不僅是構建和諧社會的重要基石，更是推動共同發展的強大紐帶。我們通過深化交流與合作，積極履行社會責任，將自身優勢資源有效注入社區發展，共同創造宜居且有溫度的社區環境。

- 2023年5月，綠城樂居集團浙中項目群攜手金華市「愛一起」公益協會、金華市婺城區長山鄉社工站等單位開展「樂居杯」首屆少兒百工（之木工）創意大賽，讓有愛的教育、有趣的活動，豐富鄉村孩子的七彩童年。
- 2023年是綠城攜手錦屏街道與奉化成龍學校結對的第四年。6月，綠城浙江區域集團黨委聯合寧波奉化錦屏街道黨工委組織舉辦「童夢肆載 愛築未來」奉化成龍學校愛心水杯捐贈暨百米畫卷關愛主題活動。

#### Care for Minority Groups

Greentown China regards caring for minority groups as an important part of achieving social fairness and diversity. In 2023, Greentown China joined hands with Zhongtian • Greentown Universal Love Healthcare and Nursing Centre, and organised classic Yue Opera performances for the elderly during festivals, which had enabled them to review the charm of traditional art and enriched their spiritual and cultural lives, actively promoting the custom of respecting and caring the elderly.

#### 5.2.2 Cooperation with Communities

Greentown China believes that close cooperation with communities not only serves as an important cornerstone for building a harmonious society, but also acts as a strong link to facilitate common development. By deepening exchanges and cooperation, we actively fulfill our social responsibilities, effectively incorporate our advantaged resources into community development and jointly create a livable and warm community environment.

- In May 2023, Greentown Leju Group's Zhejiang Central Project Group joined hands with units such as Jinhua "Love Together" Charity Association (金華市「愛一起」公益協會) and the Social Worker Station of Changshan Township, Wucheng District, Jinhua City (金華市婺城區長山鄉社工站) to hold the first "Leju Cup" Children's Crafts (Carpentry) Creativity Contest (「樂居杯」首屆少兒百工(之木工)創意大賽) to enrich the rural kids' childhood with caring education and interesting activities.
- As 2023 marked the fourth year for Greentown's efforts in pairing up with Fenghua Chenglong School (奉化成龍學校) together with Jinping Street Office, in June, the Party Committee of Greentown Zhejiang region group worked with the Party Working Committee of Ningbo Fenghua Jinping Street Office to organise a love-themed cup donation and 100-metre scroll painting event with the theme of "Four-year support to Children's Dream and Building the Future with Love" at Fenghua Chenglong School.

- 2023年7-9月，綠城中國黨委積極響應杭州市委組織部號召，動員430名黨員開展「紅色領杭、奉獻亞運」志願者服務活動，參與平安巡邏、垃圾分類、美化環境等社區亞運服務。
- 2023年11月，綠城西南區域公司工會聯合成都市天府新區萬安街道辦開展「綠益行動」暖冬關愛活動，為街道辦轄區內兩個社區的10戶特困家庭送去油米、牛奶、冬被等愛心物資。
- From July to September 2023, the Party Committee of Greentown China actively responded to the call of the Organisation Department of Hangzhou Municipal Party Committee by mobilising 430 Party members to carry out volunteer service activity “Led by the Party and Contribute to the Asian Games” by participating in safety patrols, garbage sorting, environmental beautification and other community services for Asian Games.
- In November 2023, the Trade Union of Greentown Southwest region company cooperated with Wan’an Street Office of Tianfu New District, Chengdu City to hold the “Green Charity Action (綠益行動)” winter-warming caring activity, during which oil, rice, milk, winter quilts and other charity supplies were offered to ten families in grave poverty in two communities under the jurisdiction of the Street Office.

### 5.3 助力城市發展

綠城中國圍繞城市建築和城市居民全生命週期，以「讓園區更智能、讓房子更聰明、讓生活更美好」為目標，聚焦城市更新及服務、城市建築維護與煥新、社區商業重建與運營、康養產業以及未來社區建設等產業領域，營造美麗建築，創造美好生活，推動城市發展。

#### 5.3.1 保障房建設

綠城中國作為代建行業的領航者，深知共有產權房為保障性住房的重要組成形式，目前已在杭州與寧波兩地開展共有產權房建設。此外，綠城管理深度介入公租房與人才公寓等新型保障房項目，並在產業園、總部基地、學校、醫院以及老舊小區改造等多個市政公建配套領域進行了戰略佈局，以期滿足多元化的居住需求，助推城市的煥新進程。

### 5.3 Supporting City Development

Centering on the entire life cycle of urban buildings and urban residents with the goal of “making residential parks more intelligent, houses smarter and lives better”, Greentown China put its emphasis on such industrial segments as urban renewal and services, urban building maintenance and upgrade, commercial reconstruction and operations of communities, healthcare and nursing industry and future community construction, with a view to constructing beautiful architecture and creating a better life, to boost urban development.

#### 5.3.1 Construction of Affordable Housing

As a pioneer in the project management industry, Greentown China recognises the important role that joint-ownership housing plays in affordable housing, and is now carrying out construction of joint-ownership housing both in Hangzhou and Ningbo. In addition, Greentown Management has further involved in new affordable housing projects such as public rental housing and talent apartments, and made strategic layouts in multiple municipal and public ancillary facilities including industrial parks, headquarters bases, schools, hospitals, and renovation of old communities, with an effort to meet the diversified demands for accommodation and accelerate the city’s renewal process.

浙江省首個人才共有產權房項目－杭州沁香公寓  
The First Joint-Ownership Housing Project for Talents in Zhejiang Province  
－ Hangzhou Qinxiang Apartment

2023年7月，由綠城代建的浙江省首個面向人才供應的共有產權住宅杭州沁香公寓成功交付。該公寓作為杭州探索「共有產權住房」的示範樣板，從建築立面、園林景觀、精裝公區、歸家禮遇、商業配套等立體深化打造，成為兼具美學、功能、人性關懷等多維度的載體，助力杭州落實民生保障。

In July 2023, Hangzhou Qinxiang Apartment under the project management of Greentown was successfully delivered, which was Zhejiang's first joint-ownership housing for talents. As a demonstration model for Hangzhou's exploration of "joint-ownership housing", this apartment was meticulously built in all dimensions, including facades, garden landscapes, finely decorated public areas, concierge services and commercial facilities, taking into account aesthetics, functionality and humanity elements. It was designed to support Hangzhou in safeguarding people's livelihood.



杭州沁香公寓  
Hangzhou Qinxiang Apartment



### 5.3.2 城市更新

城市更新作為城市高質量發展的重要手段和地產企業轉型的重要路徑，近年來被賦予更重的社會和環境責任。綠城中國在以往的基礎上，持續深化有溫度的城市更新，發掘城市生活需求，為城市創造更多價值。

### 5.3.2 Urban Renewal

Urban renewal, as a major approach for quality urban development and a crucial path for the transformation of real estate enterprises, has been entrusted with more social and environmental responsibilities in recent years. Greentown China continues to deepen considerate urban renewal based on its past experience, tapping into the needs of urban life to create more value for the city.

#### 綠城房屋4S，探索複合用工新模式 Greentown Housing 4S to Explore a New Model of Composite Employment

2023年夏季，綠城房屋4S聯動物業園區安保、工程崗人員，將鬱金香岸作為首個實踐場景，創新入戶服務模式，探索通過複合用工模式實現人力及業務資源整合，從而挖掘住宅園區的C端服務市場。

In the summer of 2023, with Tulip Park as the first practice scenario, Greentown Housing 4S collaborated with property security personnel and engineering staff to provide an innovative door-to-door service model. By exploring such composite employment model, it was expected to achieve the integration of human resources and business resources and hence develop the customer-end service market in the residential parks.

本次服務歷經66天，孵化1個重點試點項目、5個籌備試點項目，4名複合工匠（2名安保、2名工程人員）完成240台空調清洗，服務滿意度4.85分，工匠平均每月增收超千元，賦能園區管理，啟發後續住宅園區、產業園區試點推進。

The service lasted for 66 days, with 1 key pilot project and 5 preparatory pilot projects incubated. 4 composite workers (2 security personnel and 2 engineering staff) had cleaned 240 air-conditioners with a service satisfaction score of 4.85, and the average monthly income of the workers increased by over RMB1,000, all of which empower the park management and inspire the subsequent pilot implementation in residential parks and industrial parks.



上門服務案例場景  
A Case of Door-to-door Service

綠城築樂美，實踐「投建運」一體化模式  
Greentown Zhulemei Practising the Integrated Model of “Investment, Construction and Operation”

浙江綠城築樂美城市發展有限公司，綠城中國的附屬公司，主要聚焦於城市更新業務的特定細分領域，圍繞城市風貌提升、服務升級、產業激活三個核心需求，對城市存量資產進行改造提升與運營創新，賦能高質量人居生活。

2023年6月，姚園寺巷社區「姚緣•幸福鄰里坊」正式啟用。該地塊前身是一所廢棄小學的場地，綠城築樂美承接改造任務後，重點聚焦居民普遍關注的「一老一小」服務場景建設，改造成為集簡餐輕食、娛樂休閒、品茗閱讀、健身運動、親子互動、社交聚會於一體的社區共富綜合體。

Zhejiang Greentown Zhulemei Urban Development Company Ltd., a subsidiary of Greentown China, mainly focuses on specific segments of urban renewal business and caters to the three core demands of urban landscape improvement, service upgrading and industry revitalisation, working to transform and improve urban stock assets and make operation innovation to enable quality living environment.

In June 2023, the “Yaoyuan · Happy Neighbourhood” in Yaoyuan Temple Lane community was officially put into service. After Greentown Zhulemei undertook the renovation of the land, which was abandoned and previously used as a primary school, it focused on the construction of the “one elderly and one kid” service scenario that had been generally concerned by residents, and transformed it into a complex community for common prosperity, where simple and light meals, entertainment and leisure, tea tasting and reading, fitness and sports, parent-child interaction and social gatherings are all available.



姚緣 • 幸福鄰里坊  
Yaoyuan • Happy Neighbourhood

## 綠城產城，開拓產城融合新版圖 Greentown Industrial City Exploring New Horizon for Industry-City Integration

綠城產城始終堅持長期主義，深耕產業園區項目，以「產業運營服務」為導向，聚焦產業升級，助推產城融合。

- 2023年4月，綠峰中心項目結頂。該項目是綠城產城在紫金港科技城落地的第三個產城融合示範產辦園區，也標誌著整個紫金港科技城的界面煥新。
- 2023年5月，綠方科創中心被西湖區政府評選為西湖區特色樓宇之一。該項目旨在打造以產業運營服務為導向、聚焦產業園區「投融建招管退」全生命周期的資源整合平台，提升生產力。
- 2023年10月，綠方科創中心被省經信廳評為2023年度浙江省數字化小微企業園，主要聚焦於產業運營及服務，以人為本的「空間+服務+配套」全周期產業深度運營，為科技型企業、創意型企業與產業菁英提供多元化的園區服務。

Greentown Industrial City has always upheld long-term development by deeply engaging in industrial park projects. Guided by “industrial operation services”, it focuses on industrial upgrade to promote industry-city integration.

- In April 2023, the Green Peak Centre project completed capping construction. This project was Greentown Industrial City’s third industry-city integration demonstration park for industry and office in Zijingang Science and Technology Town, signifying a brand new appearance to the entire Zijingang Science and Technology Town.
- In May 2023, Green Square Sci-Tech Innovation Centre was selected as one of the characteristic buildings in Xihu District by Xihu District Government. This project was designed to create a resource integration platform oriented by industrial operation services to focus on the entire life cycle of “investment, financing, construction, recruitment, management and withdrawal” of industrial parks and improve productivity.
- In October 2023, Green Square Sci-Tech Innovation Center was rated as a Digital Small and Micro Enterprise Park of Zhejiang Province in 2023 by the Economy and Information Technology Department of Zhejiang. It is mainly engaged in industrial operations and services, providing people-oriented “space + service + amenities” operations that cross the entire industry cycle and diversified park services for technological enterprises, innovative enterprises and industrial elites.



綠方科創中心  
Green Square Sci-Tech Innovation Centre



### 5.3.3 康養產業

綠城中國深知康養產業作為國家發展戰略，與民生福祉密切關聯，未來需求空間巨大。綠城中國積極發揮企業責任，2023年，運營養老機構14個，新增養老床位1,000餘個，床位總數3,200餘床，服務長者2,200餘人。截至報告期末，綠城康養已累計為60,000餘名長者提供居家養老服務。

### 5.3.3 Health Care Industry

Greentown China acknowledges that the healthcare industry, as one of China's development strategies, is closely related to people's livelihood and well-being, and will embrace huge potential for demands in the future. As part of Greentown China's active commitment to its corporate responsibility, it operated 14 elderly care institutions in 2023, with more than 1,000 additional beds installed for elderly care, totaling more than 3,200 beds to serve over 2,200 elderly people. As at the end of the Reporting Period, Greentown Healthcare had provided home care services for over 60,000 seniors in total.

#### 綠城康養，護航長者高品質生活 Greentown Healthcare Escorting Quality Life for the Elderly

綠城中國深耕康養行業十餘年，持續發揮行業地位優勢及品牌影響力，開展多元化的康養項目，以提升服務質量。於本報告年度，綠城中國已連續六年獲評「中國養老十大品牌」等榮譽，賦能中國養老行業的發展。

- 2023年4月，響應杭州市民政局的號召，先後開展臨平區300床家庭養老床位建設工作、仙居縣240床家庭養老床位建設及居家養老上門服務提升項目，使老年人在家享受到「類機構」的專業照護服務。

With its presence in the health care industry for over a decade, Greentown China continued to leverage on its position advantage and brand influence in the industry, developing diversified health care projects to improve its service quality. During the Reporting Period, Greentown China was awarded "China's Top10 Brands for the Elderly Care (中國養老十大品牌)" for six consecutive years, empowering the development of the elderly care industry in China.

- In April 2023, in response to the call of Hangzhou Civil Affairs Bureau, successive efforts were made to enable the elderly to enjoy the similar professional healthcare service at home with that provided in elderly centres, including the construction of 300 family-based care beds for the elderly in Linping district and 240 family-based care beds for the elderly in Xianju county, and the projects for improving door-to-door services for the elderly.

- 2023年6月，簽約頤養中心項目，將開創性業務延伸至江西區域，助推全國康養產業發展。
- 2023年7月，簽約台州仙居縣社會福利中心公建民營項目，結合中國「9073」養老服務市場，將其打造成浙江省一流的「機構養老、社區養老、居家養老」三位一體智慧養老示範工程。
- 2023年10月，與杭州西溪醫院建立戰略合作關係，各方積極共建醫養聯合體，在浙江省探索醫養康護產學研習全方位合作的模式。
- In June 2023, we entered into a contract for an elderly nursing centre project to extend our pioneering business to Jiangxi region and boost the development of the healthcare industry across the country.
- In July 2023, we signed a publicly-built and privately-operated project of the social welfare centre in Xianju County, Taizhou, which, after taking into account “9073”, the characteristics of the elderly healthcare service market in China, would be designed into a top-ranking intelligent elderly care demonstration project in Zhejiang Province, involving services to be provided by institutions, communities and at-home care.
- In October 2023, we established a strategic partnership with Xixi Hospital of Hangzhou (杭州西溪醫院), pursuant to which both parties were actively co-building a medical-healthcare consortium to explore a comprehensive cooperation model that integrates medical care, healthcare and nursing care for industry, university, research and learning in Zhejiang Province.



五、 品質責任  
V. Quality Responsibility

• **數智建設**

綠城中國深刻把握數字化對房企創新增值、提質增效的巨大價值，通過數字化手段賦能管理和業務，實現內部運營的敏捷性和外部市場洞察的敏銳性。截至報告期末，綠城未來數智全國服務項目已達500餘個，覆蓋20餘個城市，在浙江省累計公佈的501個未來社區中，服務項目已達215個，佔比43%。在浙江省累計公佈的61個未來社區數字化建設優秀案例中，綠城未來數智服務36個，佔比達59%。

• **Digital Intelligence Construction**

Greentown China deeply understands the value of digitalisation in innovation and value-addition, as well as quality and efficiency improvement of real estate enterprises, and empowers management and business through digital means to achieve agility in internal operation and sensitivity in external market insight. As at the end of the Reporting Period, Greentown Future Digital Intelligence had served more than 500 projects across China, covering over 20 cities, and served for 215 projects in the cumulative 501 future communities announced by Zhejiang Province, accounting for 43%. Among the cumulative 61 excellent cases of digital construction of future communities announced by Zhejiang Province, 36 were served by Greentown Future Digital Intelligence, accounting for 59%.

未來數智，傳遞綠城數智力量

Future Digital Intelligence Delivering Greentown's Digital Intelligence

綠城中國未來數智在圍繞「穩中求進、賦能主業、創新驅動、規模發展」總體思路的基礎上，以開放的姿態，持續提升一體化服務能力，用科技創新和運營服務打造更智能的園區。

On the basis of the general idea of “pursuing progress in stability, empowering main business, innovation-driven and scale development”, Greentown China Future Digital Intelligence continued to improve its integrated service capability with an open attitude, and built a smarter parks with scientific innovations and operational services.

• 政策制度方面，綠城未來數智參與編製的國家標準GB/T42883-2023《智慧城市基礎設施評估和改善成熟度模型》、浙江省地方標準DB1337T 1293-2023《住宅小區數字化安全防護設施設計標準》DB33/T 1326-2023《未來社區數字化建設總體規範》在2023年正式發佈，數智力量已真切地向行業持續傳遞。

• In terms of policies and systems, Greentown Future Digital Intelligence participated in the preparation of the national standard GB/T42883-2023 “Smart community infrastructures – Maturity model for assessment and improvement (智慧城市基礎設施評估和改善成熟度模型)”, the local standard of Zhejiang Province DB1337T 1293-2023 “Design standard for digital safety protection facilities in residential areas (住宅小區數字化安全防護設施設計標準)” and DB33/T 1326-2023 “General specification for digital construction of future community (未來社區數字化建設總體規範)”, which were officially announced in 2023, indicating that it was earnestly delivering the strength of digital intelligence to the industry on an on-going basis.



- 業務創新方面，綠城未來數智一體化創新業務孵化成功，並成功中標多個一體化綜合運營項目。
- In terms of business innovation, Greentown Future Digital Intelligence's integrated innovative business was successfully incubated and it has won a number of bids of integrated comprehensive operation projects.
- 產品研發方面，綠城未來數智省市區街道社區多級貫通聯動的全域數字化平台標準產品研發成功，平台部署時間從一個月壓縮至一周，交付效率提升3倍。
- In terms of product R&D, Greentown Future Digital Intelligence successfully developed a standard product of an all-domain digital platform for multi-level linkage of province-city-district-street-community, shortening the deployment time of the platform from one month to one week, which increased the delivery efficiency by three times.



未來數智數字化平台  
Digital Platform of Future Digital Intelligence

## 5.4 行業共建

綠城中國秉持開放與兼容的精神，積極拓展並深入參與各類行業交流活動，敏銳把握新型合作契機。2023年，我們廣泛開展多元化的合作項目，強化價值鏈的協同效應，為行業的穩健和高質量發展注入綠城中國的澎湃動力。

## 5.4 Industry Co-construction

Upholding the spirit of openness and inclusiveness, Greentown China has actively explored and deeply involved in all kinds of industry exchange activities to keenly seize new opportunities for cooperation. In 2023, we extensively carried out diversified cooperation projects to strengthen the synergy of the value chain and inject Greentown China's power to the industry for its sound and high-quality development.

### 第十四屆中國房地產科學發展論壇 The 14th China Real Estate Scientific Development Forum

2023年11月，第十四屆中國房地產科學發展論壇在杭州召開，本次論壇由中國房地產協會主辦、綠城中國承辦。

In November 2023, the 14th China Real Estate Scientific Development Forum was held in Hangzhou. The Forum was hosted by the China Real Estate Association and organised by Greentown China.

論壇上，中國房地產協會代建分會正式成立，綠城中國董事會主席張亞東先生任代建分會會長，並分享綠城代建的發展經驗。

During the Forum, China Real Estate Association Project Management Branch was officially established. Mr ZHANG Yadong, the Chairman of the Board of Greentown China, as the president of the Branch, shared the development experience of Greentown project management.

張亞東先生就探索房地產行業發展新模式、住房需求變化趨勢、高品質住宅建設技術方向等主題進行演講和分享，通過「客戶導向的產品主義」「積極拓展代建市場」「堅定推進綠色健康住宅」三大路線，打造新時代的綠城實踐，並為提高房地產行業市場化水平提出了倡議。

Mr ZHANG Yadong delivered a speech to share his insights on various topics, including exploring new development models for the real estate industry, the evolving trend in housing demand and the direction of quality residential construction technology. He outlined three major ways to showcase Greentown's practice in the new era, namely "customer-orientated product offering", "active expansion of project management market" and "resolute steps to push green and healthy housing", and at the same time put forward proposals in improving the market level of the real estate industry.



第十四屆中國房地產科學發展論壇現場

Site of the 14th China Real Estate Scientific Development Forum

綠城中國第十季「工地觀摩日」  
The 10th "Construction Site Observation Day" of Greentown China

2023年10月，綠城中國副總裁、工程管理中心總經理、華東區域公司總經理及300餘名來自全國的工程系統人員、合作方代表等出席活動，走進工地前沿，打開了工地圍牆，展現「綠式工地」的多項新紀錄。

觀摩現場圍繞超低能建築、光伏一體化屋頂、智能建造、自研手動易拉天幕系統等兼具文化傳承與技術創新的項目進行展示與分享，有效促進企業與合作夥伴間的聯繫，加強行業內的合作關係，促進行業整體的持續發展。

In October 2023, the Vice President of Greentown China, General Manager of Engineering Management Centre, General Manager of Eastern region company and more than 300 engineering system personnel and partner representatives from all over the country attended the activity, and walked to the front line of the construction sites with site walls open to demonstrate a number of new records in "Greentown-style Construction Sites".

At the sites being observed, major displays were those projects that embodied cultural heritage and technological innovation, such as ultra-low energy buildings, integrated photovoltaic roof, intelligent construction, self-developed manual easy-pull canopy systems, which effectively promoted the connection between the enterprise and partners, strengthened the cooperation relations within the industry and facilitated the sustainable development of the industry as a whole.



觀摩會現場

The Observation Meeting Site



# 附錄 I： 香港聯交所 ESG 內容索引

## Appendix I: HKEx ESG Content Index

環境、社會及管治指標			所在章節
Environmental, Social and Governance Indicators			In Chapter
環境	A1 排放物	一般披露	3.2.3 溫室氣體排放管理
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：	3.2.3 GHG Emission Management
		(a) 政策；及	3.4 廢棄物管理
		(b) 遵守對發行人有重大影響的相關法律及規例的資料	3.4 Waste Management
		註：	
		廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化合物、全氟化碳及六氟化硫。有害廢棄物指國家規例所界定者。	
		General Disclosure Information on:	
		(a) the policies; and	
		(b) compliance with relevant laws and regulations that have a significant impact on the issuer	
		relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	
		Note:	
		Air emissions include NO <sub>x</sub> , SO <sub>x</sub> , and other pollutants regulated under national laws and regulations.	
		Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.	
		Hazardous wastes are those defined by national regulations.	
	A1.1 排放物種類及相關排放數據		3.2.3 溫室氣體排放管理
	A1.1 The types of emissions and respective emission data		3.2.3 GHG Emission Management
			3.4 廢棄物管理
			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)		3.2.3 GHG 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、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		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 target(s) set and 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 target(s) set and steps taken to achieve them	
A2 資源使用	一般披露	3.3 資源使用
A2 Use of Resources	有效使用資源(包括能源、水及其他原材料)的政策 註：資源可用於生產、儲存、運輸、樓宇、電子設備等。 General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials Note: Resources may be used in production, storage, transportation, buildings, electronic equipment, etc.	3.3 Use of Resources
	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
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility)	3.3.2 Water Resource Management

環境、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		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	3.3.1 能源管理 3.3.1 Energy Management
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them	
	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	3.3.2 水資源管理 3.3.2 Water Resource Management
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	
	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	主要業務不適用 Not applicable to principal business
	A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	
A3 環境及天然資源	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	3.3 資源使用 3.3 Use of Resources
A3 The Environment and Natural Resources	General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural 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	3.3 資源使用 3.3 Use of Resources
	A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	
A4 氣候變化	一般披露	3.2 應對氣候變化
A4 Climate Change	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 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	3.2 應對氣候變化 3.2 Response to Climate Change
	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	



環境、社會及管治指標			所在章節
Environmental, Social and Governance Indicators			In Chapter
社會	B1 僱傭	一般披露	4 品質職場
Social	B1 Employment	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	4 4 Quality workplace
		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 (e.g., 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	一般披露	4.4 健康安全
	B2 Health and Safety	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact compliance with relevant laws and regulations that have a significant impact relating to providing a safe working environment and protecting employees from occupational hazards	4.4 4.4 Health and Safety

環境、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		In Chapter
	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	4.4.1 員工健康與安全
	B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored	4.4.1 Employee Health and Safety
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 註：培訓指職業培訓，可包括由僱主付費的內外部課程。  General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	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	4.3.2 培訓項目
	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	4.3.2 Training programmes
	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	4.3.2 培訓項目
	B3.2 The average training hours completed per employee by gender and employee category	4.3.2 Training programmes

環境、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		In Chapter
B4 勞工準則	一般披露	4.1.2 勞工權益
B4 Labour 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 on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	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	4.1.2 勞工權益
	B4.1 Description of measures to review employment practices to avoid child and forced labour	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	4.1.2 勞工權益
	B4.2 Description of steps taken to eliminate such practices when discovered	4.1.2 Labor Rights
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	5.1.1 供應商合規管理
	B5.1 Number of suppliers by geographical region	5.1.1 Supplier Compliance Management
	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	5.1.1 供應商合規管理
	B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	5.1.1 Supplier Compliance Management



環境、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		In Chapter
	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	5.1.2 負責任供應鏈
	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 Responsible Supply Chain
	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	5.1.2 負責任供應鏈
	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 Responsible Supply Chain
B6 產品責任	一般披露	1 品質居住
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 on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	1 Quality Living
	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	1.1 產品品質
	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons	1.1 Product Quality
	B6.2 接獲關於產品及服務的投訴數目以及應對方法	1.2.2 客戶投訴處理
	B6.2 Number of products and service related complaints received and how they are dealt with	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	2.4 知識產權保護
	B6.3 Description of practices relating to observing and protecting intellectual property rights	2.4 Intellectual Property Protection

環境、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		In Chapter
	B6.4 描述質量檢定過程及產品回收程序	1.1 產品品質
	B6.4 Description of quality assurance process and recall procedures	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	1.2.3 客戶隱私保護
	B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored	1.2.3 Customer Privacy Protection
B7 反貪污	一般披露	2.3.1 廉潔管理
B7 Anti-corruption	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	2.3.1 Integrity Management
	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	
	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	2.3.3 監察舉報
	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	2.3.3 Supervision and Reporting
	B7.2 描述防範措施及舉報程序，以及相關執行及監察方法	2.3.3 監察舉報
	B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	2.3.3 Supervision and Reporting
	B7.3 描述向董事會及員工提供的反貪污培訓	2.3.2 廉潔教育
	B7.3 Description of anti-corruption training provided to directors and staff	2.3.2 Integrity Education

環境、社會及管治指標		所在章節
Environmental, Social and Governance Indicators		In Chapter
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	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
貪污訴訟事件 Anti-corruption case	1	件 case	B7 反貪污 B7 Anti-corruption
商業道德培訓培訓次數 Number of business ethics training	32	次 times	
商業道德培訓參與人數 Number of participants receiving business ethics training	9,403	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	28
綠色二星建築 Green 2-star building	166
綠色一星建築 Green 1-star building	90
LEED認證項目 LEED	7
WELL認證項目 WELL	2

附錄 II: ESG 數據指標績效  
Appendix II: ESG Data Performance Indicators

廢水排放 Wastewater discharge	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
廢水排放總量 Total wastewater discharge	108,047.45	噸 tonnes	A1 排放物 A1 Emissions

溫室氣體排放 Greenhouse gas emission	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
溫室氣體排放(範圍一) GHG emission (Scope 1)	881.91	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	A1 排放物 A1 Emissions
溫室氣體排放(範圍二) GHG emission (Scope 2)	22,287.51	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	
<b>溫室氣體總排放量 Total GHG emission</b>	<b>23,169.42</b>	<b>噸二氧化碳當量 tonnes CO<sub>2</sub> equivalent</b>	
溫室氣體排放密度 Density of GHG emission	0.18	噸二氧化碳當量/ 平方米建築面積 tonnes CO <sub>2</sub> equivalent/sqm GFA	

廢棄物處置量 Waste disposal	2023年 2023	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 tube generation	0.27 噸 tonnes	A1 排放物 A1 Emissions
	廢電池產生量 Waste battery generation	0.66 噸 tonnes	
	墨盒產生量 Ink cartridge generation	1.40 噸 tonnes	
	設備維護廢液產生量 Waste liquid generation from equipment maintenance	0.05 噸 tonnes	
	<b>有害廢棄物產生總量 Total hazardous waste generation</b>	<b>2.38 噸 tonnes</b>	
	有害廢棄物產生密度 Density of hazardous waste generation	0.000019 噸/平方米 tonnes/sqm GFA	

廢棄物處置量		2023年	單位	聯交所指標
Waste disposal		2023	Unit	HKEx Indicator
無害廢棄物 Non-hazardous waste	紙張回收量 Paper recycling	5.70	噸 tonnes	A1 排放物 A1 Emissions
	金屬回收量 Metal recycling	0.20	噸 tonnes	
	塑料回收量 Plastic recycling	1.05	噸 tonnes	
	玻璃回收量 Glass recycling	0.1224	噸 tonnes	
	<b>無害廢棄物回收總量 Total non-hazardous waste recycling</b>	<b>7.07</b>	<b>噸 tonnes</b>	
	紙張使用量 Paper usage	44.18	噸 tonnes	
	金屬使用量 Metal usage	0.33	噸 tonnes	
	塑料使用量 Plastic usage	2.46	噸 tonnes	
	玻璃使用量 Glass usage	0.38	噸 tonnes	
	廚餘垃圾 Kitchen waste	642.51	噸 tonnes	
	建築垃圾 Construction waste	166.77	噸 tonnes	
	<b>無害廢棄物產生總量 Total non-hazardous waste generation</b>	<b>856.63</b>	<b>噸 tonnes</b>	
	無害廢棄物 產生密度 Density of non-hazardous waste generation	0.0067	噸/平方米 建築面積 tonnes/sqm GFA	



附錄 II: ESG 數據指標績效  
Appendix II: ESG Data Performance Indicators

廢氣排放 Air pollutant emission	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
汽車空氣污染物排放—NO <sub>x</sub> 排放量 Air pollutant emission from vehicles – NO <sub>x</sub> emission	75.84	千克 kg	A1 排放物 A1 Emissions
汽車空氣污染物排放—SO <sub>x</sub> 排放量 Air pollutant emission from vehicles – SO <sub>x</sub> emission	23.61	千克 kg	
汽車空氣污染物排放—CO排放量 Air pollutant emission from vehicles – CO emission	1,372.47	千克 kg	
汽車空氣污染物排放—HC排放量 Air pollutant emission from vehicles – HC emission	405.14	千克 kg	

水資源消耗 Water consumption	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
總耗水量 Total water consumption	135,059.31	噸 tonnes	A2 資源使用 A2 Use of Resources
總耗水密度 Total water consumption density	1.06	噸/平方米 建築面積 tonnes/sqm GFA	
總節水量 Total water saving	3,327.36	噸 tonnes	

能源消耗 Energy consumption	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
電力消耗總量 Total electricity consumption	32,172,835.85	千瓦時 kWh	A2 資源使用 A2 Use of Resources
汽油消耗總量 Total petrol consumption	284,222.59	公升 litre	
柴油消耗總量 Total diesel consumption	4,303.51	公升 litre	
液化石油氣消耗總量 Total LPG Consumption	80.89	噸 tonnes	
天然氣消耗總量 Total natural gas consumption	2,150.36	立方米 cubic meters	
直接能源消耗總量 Total direct energy consumption	449.75	噸標準煤 tonnes of standard coal	
間接能源消耗總量 Total indirect energy consumption	3,954.04	噸標準煤 tonnes of standard coal	
<b>綜合能源消耗總量 Total comprehensive energy consumption</b>	<b>4,403.79</b>	<b>噸標準煤 tonnes of standard coal</b>	
綜合能源消耗密度 Comprehensive energy consumption density	0.034	噸標準煤/平方米 建築面積 tonnes of standard coal/sqm GFA	

社會績效

Social Performance

員工僱傭 Staff employment	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
僱傭人數 Number of staff	9,403	人 person	B1 僱傭 B1 Employment
<b>按性別劃分員工人數 Number of staff by gender</b>			
男 Male	6,154	人 person	B1 僱傭 B1 Employment
女 Female	3,249	人 person	
<b>按年齡劃分員工人數 Number of staff by age</b>			
30歲以下 Below 30	1,983	人 person	B1 僱傭 B1 Employment
30歲－49歲 30-49	7,139	人 person	
50歲及以上 50 and above	281	人 person	
<b>按職級劃分員工人數 Number of staff by rank</b>			
高級管理人員 Senior management	941	人 person	B1 僱傭 B1 Employment
中層管理人員 Mid-level management	3,646	人 person	
基層員工 Entry-level employees	4,816	人 person	
<b>按地區劃分員工人數 Number of staff by region</b>			
浙江區域 Zhejiang Region	5,793	人 person	B1 僱傭 B1 Employment
華北區域 Northern Region	547	人 person	
華東區域 Eastern Region	1,078	人 person	
中原區域 Midland Region	331	人 person	
西南區域 Southwest Region	261	人 person	
華南區域 Southern Region	404	人 person	
華中區域 Central Region	295	人 person	
西北區域 Northwest Region	505	人 person	
東北區域 Northeast Region	189	人 person	



員工保留 Staff retention	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
員工流失率 Staff turnover rate	22.9	%	B1 僱傭 B1 Employment
<b>按性別劃分的員工流失率</b> <b>Staff turnover rate by gender</b>			
男 Male	14.8	%	B1 僱傭 B1 Employment
女 Female	8.1	%	
<b>按年齡劃分的員工流失率</b> <b>Staff turnover rate by age</b>			
30歲以下 Below 30	7.0	%	B1 僱傭 B1 Employment
30歲－49歲 30-49	15.1	%	
50歲及以上 50 and above	0.8	%	
<b>按地區劃分員工流失率</b> <b>Staff turnover rate by region</b>			
浙江區域 Zhejiang Region	10.8	%	B1 僱傭 B1 Employment
華北區域 Northern Region	1.6	%	
華東區域 Eastern Region	2.5	%	
中原區域 Midland Region	2.8	%	
西南區域 Southwest Region	1.2	%	
華南區域 Southern Region	1.4	%	
華中區域 Central Region	0.7	%	
西北區域 Northwest Region	1.3	%	
東北區域 Northeast Region	0.6	%	

附錄 II: ESG 數據指標績效  
Appendix II: ESG Data Performance Indicators

安全生產 Safe production	2023年 2023	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	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
<b>按性別劃分的人均受訓時長 Number of training hours per capita by gender</b>			
男 Male	46	小時 hour	B3 發展與培訓 B3 Development and Training
女 Female	46	小時 hour	
<b>按職級劃分的人均受訓時長 Number of training hours per capita by rank</b>			
高級管理人員 Senior management	46	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	

供應商管理 Supplier management	2023年 2023	單位 Unit	聯交所指標 HKEx Indicator
供應商總數(去重) Total number of suppliers (excluding duplicates)	7,732	家 unit	B5 供應鏈管理 B5 Supply Chain Management
<b>按地區劃分的供應商數目 Number of suppliers by region</b>			
綠城小鎮集團 Greentown Town group	1,167	家 unit	B5 供應鏈管理 B5 Supply Chain Management
浙江區域集團 Zhejiang region group	1,941	家 unit	
華北區域公司(海外公司) Northern region company (Overseas company)	1,198	家 unit	
華東區域公司 Eastern region company	1,195	家 unit	
中原區域公司 Midland region company	576	家 unit	
西南區域公司 Southwestern region company	678	家 unit	
華南區域公司 Southern region company	520	家 unit	
華中區域公司 Central region company	689	家 unit	
西北區域公司 Northwest region company	451	家 unit	
東北區域公司 Northeast region company	325	家 unit	
<b>產品與服務 Products and services</b>			
客戶投訴總數 Total number of complaints	1,622	起 case	B6 產品責任 B6 Product Responsibility
客戶投訴解決率 Customer complaint resolution rate	95.32	%	
<b>研發創新 Innovative research and development</b>			
累計取得專利授權總數 Accumulated total number of patent authorization obtained	910	項 unit	B6 產品責任 B6 Product Responsibility
累計持有註冊商標總數 Accumulated total number of registered trademarks held	1,072	個 unit	
累計完成著作權登記 Accumulated copyright registrations completed	313	件 unit	



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