

ZHENRO 正榮服務

ZHENRO SERVICES GROUP LIMITED
正榮服務集團有限公司

(於開曼群島註冊成立的有限公司)
(incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 6958



2023

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

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關於本報告

About the Report

報告說明

《正榮服務2023年度環境、社會及管治報告》(簡稱「ESG報告」)是正榮服務集團有限公司(簡稱「本公司」)上市後的第四份ESG報告,將系統闡述本公司於2023年度在ESG方面的策略、政策、措施及成果,並重點披露本公司在環境、社會和管治等方面的相關信息。

報告時間

本報告涵蓋本公司2023年1月1日至2023年12月31日(以下簡稱「報告期」)的信息和數據,部分內容有關以往年份的績效。

稱謂說明

為便於表達,本報告也使用「正榮服務」、「我們」、「集團」、「公司」等稱謂表示正榮服務集團有限公司。

報告準則

本報告參考香港聯合交易所有限公司(簡稱「香港聯交所」)上市規則附錄C2《環境、社會及管治報告指引》、中國社科院《中國企業社會責任報告指南(CASS-ESG 5.0)》進行編製。

本報告主要考慮了與重大議題績效披露相關的具体指標的重要性、量化性、平衡性及一致性。我們將會在今後的報告中對披露指標進行持續調整與優化。

REPORT SPECIFICATION

The 2023 Environmental, Social and Governance Report of Zhenro Services (the “ESG Report”) is the fourth ESG Report of Zhenro Services Group Limited (the “Company”) after the listing, which systematically describes the Company’s strategies, policies, measures and achievements in terms of ESG in 2023, and focuses on disclosing ESG-related information of the Company.

PERIOD COVERED BY THE REPORT

The Report covers the period from 1 January 2023 to 31 December 2023 (the “Reporting Period”). Certain contents are related to the performance in prior years.

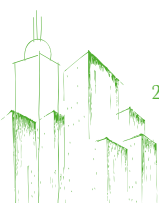
EXPRESSION OF THE COMPANY NAME

To facilitate expression, this report also uses “Zhenro Services”, “we”, the “Group”, the “Company” or other terms to refer to Zhenro Services Group Limited.

REPORTING STANDARDS

The Report has been prepared in accordance with the requirements of the Environmental, Social and Governance Reporting Guide set out in Appendix C2 to the Listing Rules of The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”) and Guidelines for Corporate Social Responsibility Report in China (CASS-ESG 5.0) issued by Chinese Academy of Social Sciences.

The Report mainly considers the importance, quantification, balance and consistency of each specific indicator related to the performance disclosure of material issues. We will continue to adjust and optimize the disclosure indicators in subsequent reports.



關於本報告 About the Report

資料來源及可靠性保證

本報告披露的信息和數據來源於本公司統計報告和正式文件，並通過相關部門審核。本公司承諾本報告不存在任何虛假記載或誤導性陳述，並對內容真實性、準確性和完整性負責。

ESG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。若兩個版本存不一致之處，以中文版為準。如想了解更多關於正榮服務的背景、業務發展和可持續發展理念，歡迎瀏覽正榮服務官方網站：<http://www.zhenrowy.com/>。

確認及批准

本報告經管理層確認後，於2024年3月28日獲本公司董事會（「董事會」）通過。

SOURCE OF INFORMATION AND RELIABILITY WARRANTY

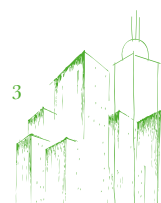
Information and data disclosed in the Report are derived from the Company's statistical reports and formal documents and have been verified by relevant departments. The Company undertakes that the Report does not contain any false or misleading statements, and is responsible for the truthfulness, accuracy and completeness of its contents.

LANGUAGE AND FORMAT OF THE ESG REPORT

The Report is available in electronic version, in Chinese language and English language. In case of any discrepancy between the two versions, the Chinese version shall prevail. For more information regarding the background, business development and philosophy of sustainable development of Zhenro Services, please refer to the official website of Zhenro Services (<http://www.zhenrowy.com/>).

CONFIRMATION AND APPROVAL

The Report was approved by the board of directors of the Company (the “Board”) on March 28, 2024 after confirmation by the management.



董事長致辭

Chairman's Statement

2023年對於正榮服務而言是挑戰與機遇並存的一年。這一年我們在在篤定前行中堅守責任初心，致力於統籌發展與兼顧治理相結合，以品質為生命線，聚焦綠色低碳轉型，腳踏實地、砥礪前行，奮力譜寫正榮服務高質量發展新篇章。

我們恪守企業社會責任，持續完善ESG管理體系建設，致力於將ESG核心理念與標準全面融入到公司發展戰略與日常營運中；通過加強自身合規管理，完善內部監督和風險控制，打造誠信廉潔的商業環境，為企業可持續發展築實牢固根基。

我們秉承初心與匠心，以極致作為服務標準，堅持為業主和客戶打造品質服務，用真誠締造美好生活。同時，我們始終深耕數字化營運，推動智慧物業發展，通過開發「榮樂慧」客服程序，提供更加便捷、高效的服務。我們打造「幸福榮樂」體系，定期組織豐富多彩的社區活動，為業主與客戶創造全景幸福體驗。

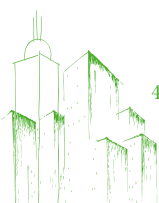
綠水青山就是金山銀山。我們積極響應國家「碳達峰、碳中和」的號召，深入踐行綠色低碳發展理念，主動識別氣候變化風險並制定應對措施，在溫室氣體排放、水資源使用、污染物排放等方面實行有效的定向管理，力求在創造經濟效益、實現自身發展的同時，弘揚綠色環保理念，助力生態文明建設。

2023 is a year full of challenges and opportunities for Zhenro Services. During the year, we firmly pursued the responsibility and original intention, committed to the combination of overall development and governance, took quality as the lifeline, focused on green and low-carbon transformation, kept our feet on the ground and worked hard to write a new chapter in the high-quality development of Zhenro Services.

We abide by corporate social responsibilities, continue to improve the construction of ESG management system, and are committed to fully integrating ESG core concepts and standards into the Company's development strategy and daily operations. By strengthening our own compliance management, improving internal supervision and risk control, we will create a business environment of integrity and honesty, laying a solid foundation for the sustainable development of the enterprise.

We adhere to our original intention and ingenuity, take perfection as our service standard, insist on providing quality services to property owners and customers, and create a better life with sincerity. At the same time, we have always been deeply involved in digital operations, promoting the development of smart properties, and providing more convenient and efficient services through the development of the "Ronglehui (榮樂慧)" customer service program. We have built a system of "Happiness, Prosperity and Pleasure" and regularly organize a variety of community activities to create a panoramic happiness experience for property owners and customers.

Lucid waters and lush mountains are invaluable assets. We actively respond to the nation's call for "carbon peaking and carbon neutrality", deeply implement the concept of green and low-carbon development, proactively identify climate change risks and formulate response measures, implement effective targeted management in terms of greenhouse gas emissions, water resources use and pollutant emissions, and strive to carry forward the concept of green environmental protection and contribute to the construction of ecological civilization while creating economic benefits and realizing our own development.



董事長致辭 Chairman's Statement

員工是公司生存、發展和壯大的中流砥柱。我們切實維護員工的合法權益和職業健康安全，構建多形式、多途徑、立體化人才培養體系，為員工提供廣闊的發展空間和實現企業與員工共生共榮的平台。

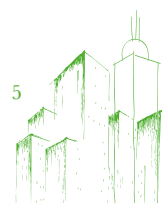
落其實者思其樹，飲其流者懷其源。我們積極履行社會責任，依託優質高效的服務體系和豐富的實踐經驗，將業務優勢與公益事業充分融合，堅持發展成果與社會共享，立志做有溫度、有責任感的企業，以實際行動為社會和諧與發展貢獻溫暖的正榮力量。

我們此次發佈環境、社會及管治報告，旨在回顧公司2023年度在企業管治、環境保護及履行社會責任方面做出的努力，希望借此進一步推動公司與社會各界尤其是與利益相關方的利益分享，增進相互理解與認同，同舟共濟，共同書寫可持續發展的新篇章。

Employees are the mainstay of the Company's survival, development and growth. We earnestly safeguard the legitimate rights and interests as well as occupational health and safety of our employees, and build a multi-form, multi-channel and three-dimensional talent training system to provide employees with a broad space for development and a platform to achieve symbiosis and mutual prosperity between the Company and its employees.

Gratitude for the Source of Benefit. We actively fulfill our social responsibilities, fully integrate our business advantages with public welfare undertakings, and rely on our high-quality and efficient service system and rich practical experience. We adhere to the sharing of development achievements with the society, strive to be a warm and responsible enterprise, and take practical actions to contribute Zhenro's strength to social harmony and development.

We released the ESG Report to review the Company's efforts made in corporate governance, environmental protection and fulfillment of social responsibilities in 2023. We hope to further promote the sharing of interests between the Company and all sectors of society, especially with stakeholders, to enhance mutual understanding and recognition, and to work together to write a new chapter of sustainable development.



走進正榮服務

About Zhenro Services

公司概況

正榮服務集團(06958.HK)是國內領先的美好生活服務集團，秉承「服務由心，幸福為你」的服務理念，致力於打造國內高品質、高價值的綜合服務集團，圍繞物業服務、商業營運、資產管理三大板塊，為客戶提供全週期全場景服務，以住宅、商寫、商企、商業綜合體、商業街服務為基石，主動探索佈局城市服務、長租公寓等資產管理服務。

正榮服務堅持深耕長三角、海峽西岸、環渤海及中西部四大區域，整合資源優勢，持續探尋優質項目，推動多業態發展佈局與多元化業務創新，並在服務質量、數字科技方面進行提升，實現業務規模、經營業績、客戶體驗的穩步增長。截至報告期末，本公司業務遍及全國55個城市，在管物業項目擴展至384個，在管面積增長至80.8百萬平方米，商業營運項目共計33個，資產超100億。

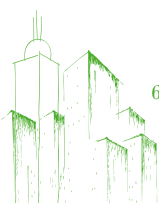
正榮服務連續多年入選中國物業服務百強企業，2023年獲評中國物業服務百強企業TOP18，中國上市物業服務企業TOP15以及中國商業地產企業綜合實力TOP20。

CORPORATE OVERVIEW

Zhenro Services Group (06958.HK) is a leading service group for a better life in China. Under the service philosophy of “Providing Heartfelt and Personalized Services for Your Well-being”, we are committed to building a high-quality and high-value comprehensive service group in China, with a focus on three major segments, namely property management services, commercial operations and asset management, so as to provide customers with full-cycle and full-scenario services. Based on services for residences, commercial office buildings, business enterprises, commercial complexes and commercial streets as the cornerstone, we are taking the initiative to explore the arrangement of urban services, long-term rental apartments and other asset management services.

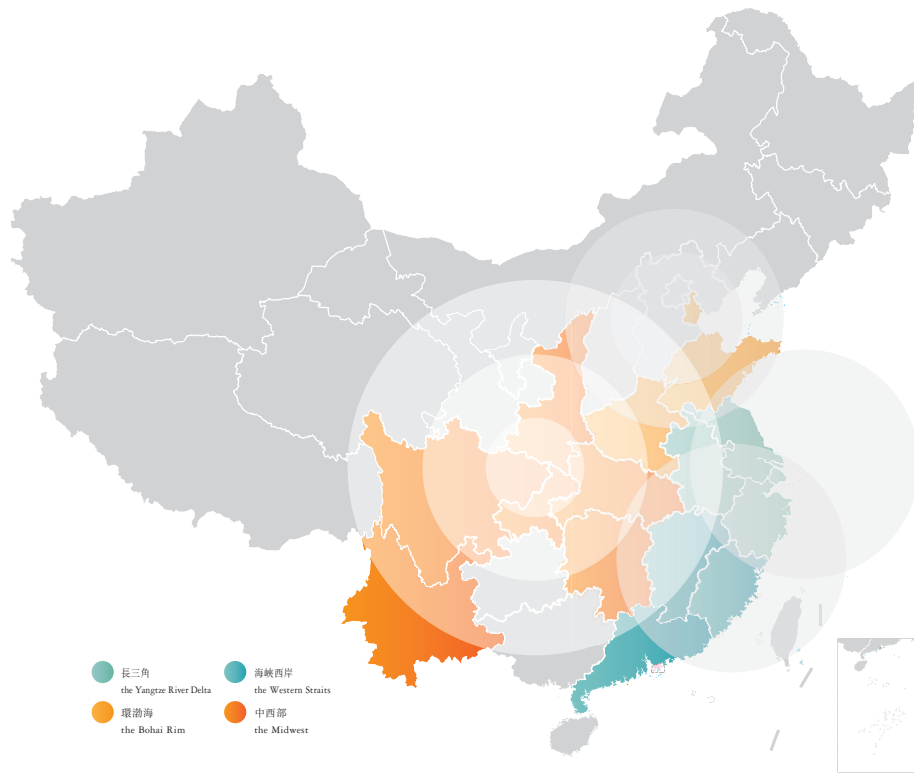
Zhenro Services adheres to the four regions of the Yangtze River Delta, the Western Straits, the Bohai Rim and the Midwest, integrates resource advantages, continues to explore high-quality projects, promotes multi-format development layout and diversified business innovation, and improves service quality and digital technology, achieving steady growth in business scale, operational performance and customer experience. As at the end of the Reporting Period, the Company's business covers 55 cities across the country. The number of property projects under management has expanded to 384 and the area under management has increased to 80.8 million square meters. There are a total of 33 commercial operation projects, with assets of over RMB10 billion.

Zhenro Services has been selected as one of the China's Top 100 Property Management Companies for many consecutive years. In 2023, it was awarded 18th among China's Top 100 Property Management Companies, China Top 15 Listed Property Management Enterprises and China Top 20 Commercial Real Estate Companies in terms of Overall Strength.

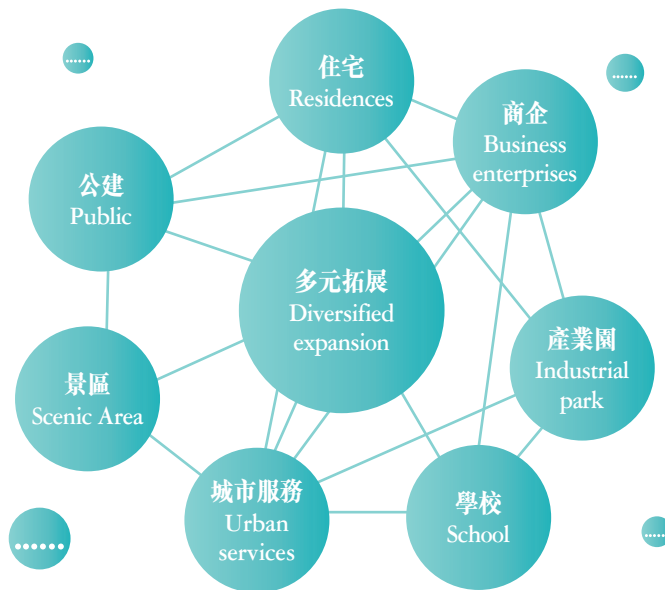


走進正榮服務

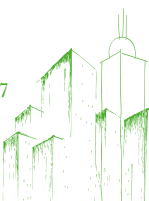
About Zhenro Services



正榮服務深耕四大區域
Zhenro Services Explores into Four Regions



正榮服務拓展多元業務
Zhenro Services Expands Diversified Business



走進正榮服務

About Zhenro Services

企業文化

企業文化是正榮服務人堅守的信念與價值。我們十分重視自身企業文化體系建設，始終堅持「正直構築繁榮」的核心價值觀以及「服務由心•幸福為你」的服務理念，並創建以文化精神和行為倡導為基礎的文化光譜，致力於將健康積極的企業文化融入企業經營全過程，持續為客戶、夥伴、團隊、行業和社會創造價值，與員工、客戶、夥伴共享共榮。

CORPORATE CULTURE

Corporate culture is the faith and value that employees of Zhenro Services uphold. We attach great importance to the construction of our corporate culture system. We always uphold the core values of “Attaining Prosperity with Integrity” and the service philosophy of “Providing Heartfelt and Personalized Services for Your Well-being”, and build a cultural spectrum based on cultural ethos and behavioral advocacy. We are committed to integrating a healthy and positive corporate culture into the entire process of business operation, continuously creating value for customers, partners, teams, industries, and society, and sharing prosperity with employees, customers and partners.

核心價值觀 Core Values

- 正直構築繁榮
- Attaining prosperity with integrity

服務理念 Service Philosophy

- 服務由心 幸福為你
- Providing Heartfelt and Personalized Services for Your Well-being

文化精神 Cultural Ethos

- 正直擔當、專業進取、實幹力行、幸福共榮
- Honest and responsible, professional and enterprising, practical and hardworking, happy and promising

行為倡導 Behavioral Advocacy

- 恪守正道、陽光廉潔、履職盡責、精研品質、簡單直接、迎難而上、務實自律、勤儉樸素、腳踏實地、客戶思維、攜手各方、全情付出
- Adhering to the right path, being transparent and honest, performing our duties, refining high quality, acting simply and directly, facing up to difficulties, being pragmatic and self-disciplined, being thrifty and frugal, sticking to down-to-earth principle, having customer thinking, joining hands with all parties, and contributing wholeheartedly

文化詞典 Cultural Dictionary

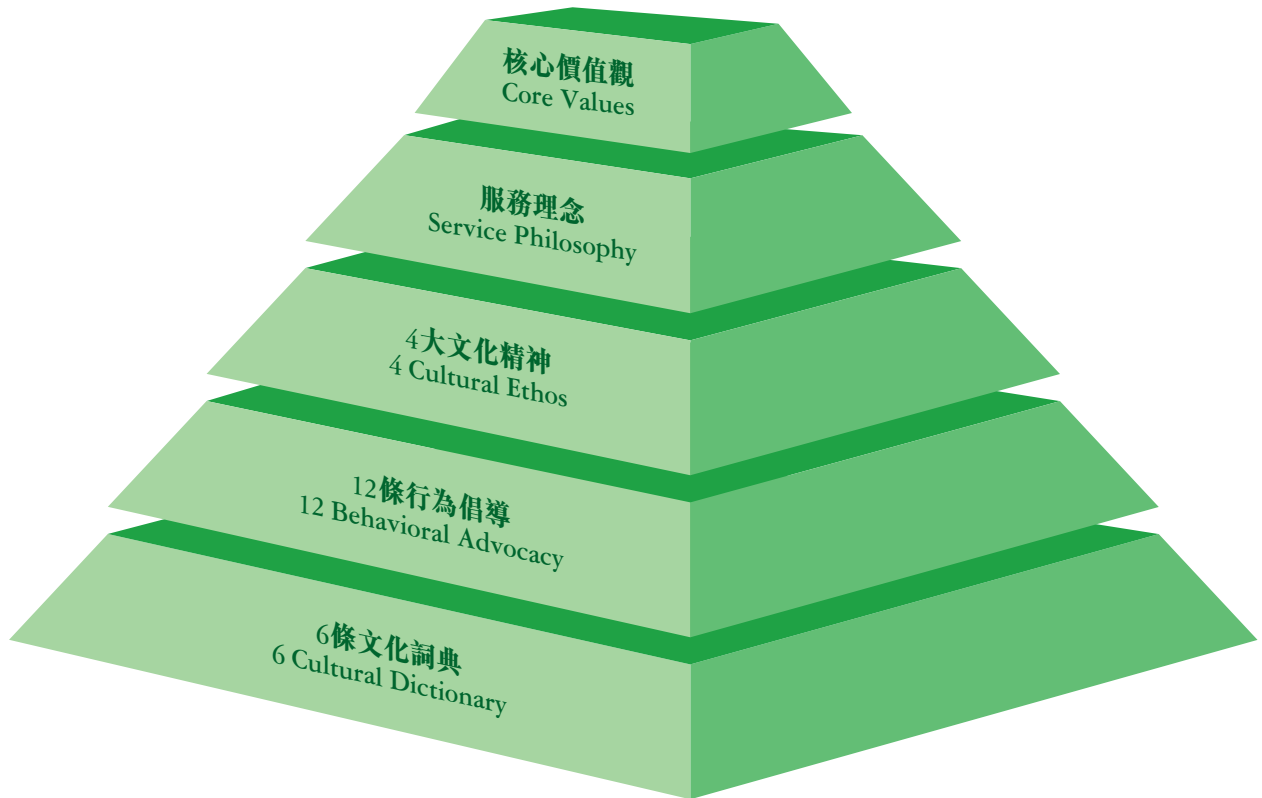
- 底線、執行、高效、責任、狼性、極致
- Bottom line, execution, efficiency, responsibility, aggressiveness, extreme

企業文化

Corporate Culture

走進正榮服務

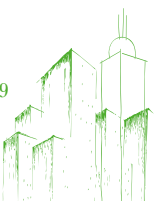
About Zhenro Services



正榮服務企業文化金字塔
Corporate Culture Pyramid of Zhenro Services



正榮服務企業文化光譜
Cultural Spectrum of Zhenro Services



走進正榮服務

About Zhenro Services

主營業務

正榮服務的主營業務包括物業管理服務、非業主增值服務、社區增值服務、商業營運管理服務。本公司在持續深耕優勢業務，穩固基本盤的同時，聚焦更具成長與價值空間的項目形態，並通過創新優化的合作模式與不斷完善的拓展渠道，推動優質戰略資源的轉化，持續在城市服務、空間管理及商業管理的領域實現突破，日益完善物業管理價值鏈，共繪美好未來新篇章。

PRINCIPAL ACTIVITIES

The principal activities of Zhenro Services cover property management services, value-added services to non-property owners, community value-added services and commercial operational management services. While continuing to deepen its advantageous businesses and stabilizing the basic market, the Company focused on projects with more space for growth and value, and promoted the transformation of high-quality strategic resources through innovative and optimized cooperation models and continuous improvement of expansion channels. The Group continued to achieve breakthroughs in the areas of urban services, space management and commercial management, improving the value chain of property management, and opening a new chapter for a better future.



物業管理服務

Property Management Services

- 向物業開發商、業主、住戶及商業物業租戶提供一系列的物業管理服務，主要包括住宅及非住宅物業及商業物業的清潔服務、安全秩序服務、園藝服務及工程維修服務。
- Provision of a wide range of property management services to property developers, property owners, residents, and commercial property tenants, primarily including cleaning services, security services, landscaping services and repair and maintenance services at residential, non-residential properties and commercial properties.



非業主增值服務

Value-added Services to Non-property Owners

- 向非業主提供全方位的物業相關業務解決方案，主要包括協銷服務、定制服務及商品銷售、房屋維修服務、前期規劃及設計諮詢服務及交付前檢驗服務。
- Provision of comprehensive property-related solutions to non-property owners, primarily including sales assistance services, customized services and goods sales, house maintenance services, preliminary planning and design consultancy services, and pre-delivery inspection services.



社區增值服務

Community Value-added Services

- 向業主和住戶提供社區增值服務，主要包括家居生活服務、車位管理、租賃協助和其他服務及公共區域增值服務，以提升客戶居住體驗，促進客戶物業的保值和增值。
- Provision of community value-added services to property owners and residents, including home-living services, parking management, leasing assistance, and other services, and common area value-added services to enhance the customer's living experience and promote the preservation and appreciation of the customer's property.



商業營運管理服務

Commercial Operational Management Services

- 向租戶與客戶提供商業營運管理服務，主要包括品牌及管理輸出服務及轉租服務。
- Provision of commercial operational management services to the tenants and the customers, primarily including brand and management output services and sublease services.

主營業務

Principal Activities

走進正榮服務

About Zhenro Services

2023年亮點績效

HIGHLIGHTS OF PERFORMANCE IN 2023

財務績效

Financial Performance

營業收入人民幣 **11.5** 億元
Revenue RMB **1,150** million

毛利人民幣 **2.4** 億元
Gross profit RMB **240** million

治理績效

Governance Performance

董事反貪污培訓次數 **3** 次
Number of anti-corruption
training for directors **3** times

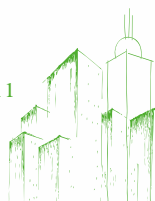
參與反貪污相關培訓董事人
數 **6** 人
Number of directors
participating in anti-corruption
related training **6** persons

董事反貪污培訓覆蓋率
100 %
Participation rate of directors
in anti-corruption training
100 %

員工反貪污培訓次數 **10** 次
Number of anti-corruption training
for employees **10** times

參與反貪污相關培訓員工人數
3,485 人
Number of employees participating
in anti-corruption related training
3,485 persons

員工反貪污培訓覆蓋率
100 %
Participation rate of employees
in anti-corruption training
100 %



走進正榮服務

About Zhenro Services

環境績效

Environmental Performance

溫室氣體排放總量 **773** 噸二氧化碳當量

Total GHG emissions **773** tonne CO₂ equivalent

單位收益溫室氣體排放總量 **0.01** 噸氧化

碳當量 / 萬元收入

Total GHG emissions per unit revenue **0.01**

tonne CO₂ equivalent/revenue in RMB0'000

社會績效

Social Performance

員工培訓總小時數

26,440 小時

Total training hours of employees

26,440 hours

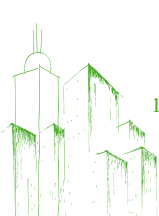
供應商簽署廉潔協議比率

100%

Percentage of suppliers

signing integrity agreements

100%



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

正榮服務視合規經營為公司可持續發展的基石。我們持續建立健全公司合規治理體系，強化風險管控力度，推進廉潔從業建設，積極承擔社會責任，完善ESG管治，為公司實現穩健、高質量發展夯實管治根基。

守法合規經營

完善的企業治理是實現合規營運和高效管理的基礎。正榮服務時刻以高標準的商業道德要求自身，通過建立完善、具備充分勝任能力的公司治理架構及風險管理體系，持續推進廉潔文化建設，加強信息披露，以提高透明度和管理有效性。

規範公司治理

公司嚴格遵守《中華人民共和國公司法》《中華人民共和國證券法》等法律法規，聯交所《企業管治守則》以及本公司《公司章程》規定，秉承持正、問責、透明、獨立、盡責及公平的原則，堅持以良好的治理水平，切實保障公司的穩健營運及各利益相關方的利益。

公司構建權責清晰、相互制衡的企業管治架構。董事會是公司的最高責任機構，下設三個委員會，分別為審核委員會、薪酬委員會和提名委員會。各委員會職責獨立同時積極合作協調，把控公司營運方向，實現透明的管理。

Zhenro Services regards compliant operation as the cornerstone of the sustainable development of the Company. We continue to establish and improve the corporate compliance governance system, strengthen risk management and control, promote the construction of integrity, proactively assume social responsibilities, improve ESG governance, and achieve stable and high-quality development to consolidate the foundation of governance.

LEGITIMATE AND COMPLIANT OPERATION

Sophisticated corporate governance is the foundation for the realization of compliant operation and efficient management. Zhenro Services has always adhered to high-standard business ethics. Through the establishment of a sound and fully competent corporate governance structure and risk management system, the construction of an honesty and integrity culture is constantly promoted, and information disclosure is enhanced in order to improve the transparency and effectiveness of management.

Standardizing Corporate Governance

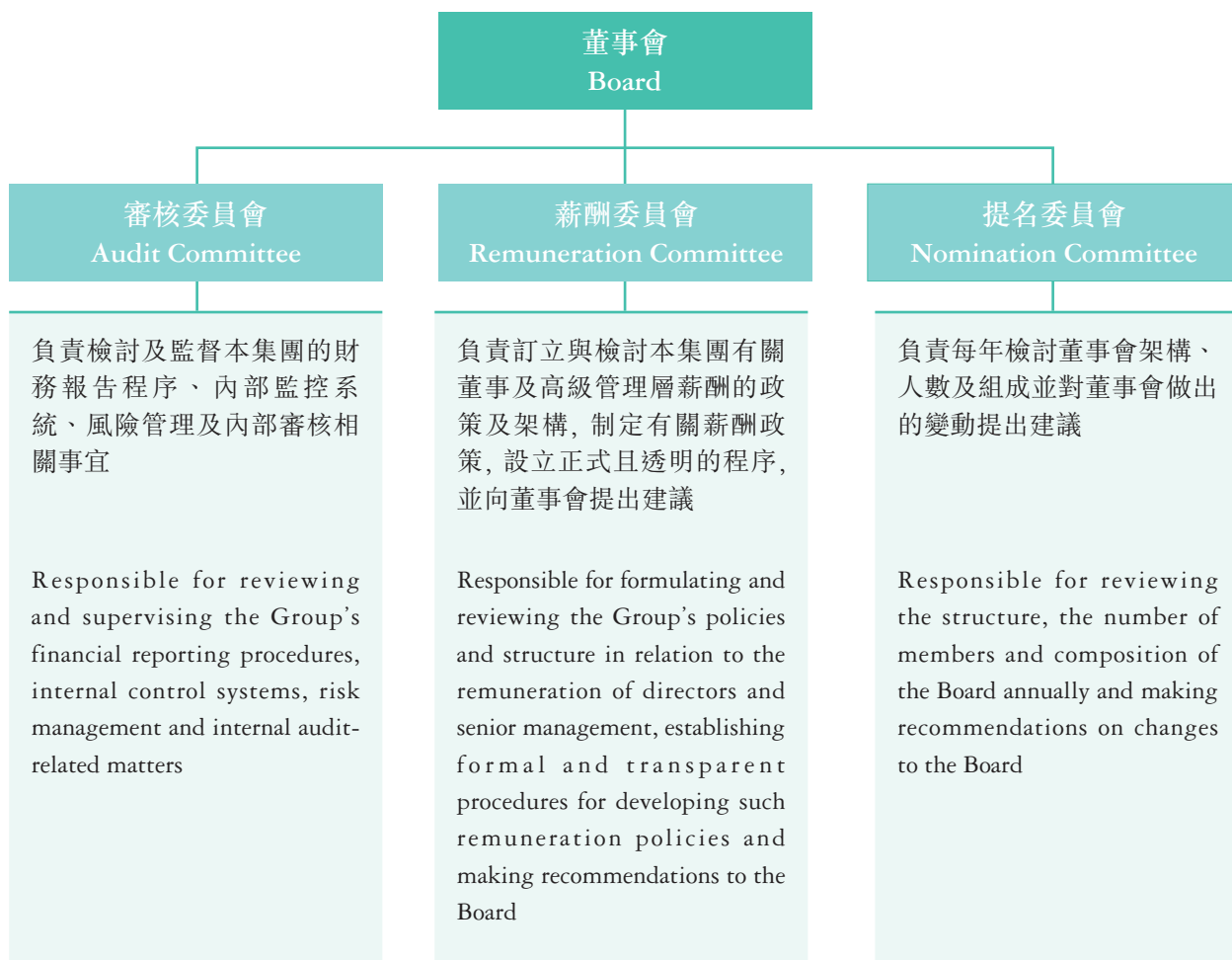
In strict compliance with the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China and other laws and regulations, the Corporate Governance Code of The Stock Exchange and Articles of Association of the Company, the Company adheres to the principles of integrity, accountability, transparency, independence, responsibility and fairness as well as satisfying governance, effectively ensuring the stable operation of the Company and protecting the benefits of the stakeholders.

The Company has established a corporate governance structure with clear duties and checks and balances. The Board is the top governing body and has three committees, namely, an audit committee, a remuneration committee and a nomination committee. Each committee has independent responsibilities and actively cooperates and coordinates to control the direction of the Company's operations and achieve the transparent management.



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董事會架構與職責
Structure and Duties of the Board

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強化風險管控

公司高度重視風險管控工作，為預防和有效控制各項潛在風險，我們持續優化內部風險管控機制，開展風險識別、預防和跟蹤整改工作，組織風險管控培訓，提升員工合規意識，以最大程度發現、規避和管控風險。

風險管理體系

建立健全風險管控體系是維持公司長期穩定經營的基本保障。公司嚴格遵守《中華人民共和國審計法》等法律法規，持續優化內部風險管理機制。報告期內，公司發佈了《正榮服務(控股)集團監察管理辦法》《正榮服務(控股)集團區域法務工作流程指引》等管理制度，並根據動態的合規風險情況，有針對性地發佈了14個風險管理通知，確保風險管理工作及時、到位。公司建立了權責分明的風險管理組織架構，自上而下保障公司各項內部控制及風險管理工作有序開展。董事會負責維持內控與風險管理系統的健全有效，編製年度風險管理報告，並定期檢討、審閱及監察公司風控管理的有效性。各業務部門在授權範圍內嚴格落實公司制定的各項風險管理戰略與制度。為提高風險管理的專業性與有效性，公司委任獨立內控顧問審核公司內部控制情況，並提出整改或改進的建議。

Strengthening Risk Control

The Company attaches great importance to risk control, aiming at preventing and effectively controlling various potential risks. We continuously optimize the internal risk control mechanism, conduct risk identification, prevention and follow up on the rectification work, together with organizing risk control training to enhance employees' awareness of compliance, so as to discover, avoid and control risks to the greatest extent.

Risk Management System

The establishment of a sound risk management and control system is the basic guarantee for maintaining the long-term stable operation of the Company. The Company strictly complies with the Audit Law of the People's Republic of China and other laws and regulations, and keeps optimizing its internal risk management mechanism. During the Reporting Period, the Company issued management systems such as Management Measures for Supervision and Inspection of Zhenro Services Holdings Group and Guidelines for Regional Legal Work Procedures of Zhenro Services Holdings Group. According to the dynamic compliant risks, 14 risk management notices were issued specifically to ensure timely and effective risk management. The Company has established an organizational structure for risk management with clear responsibilities to ensure the top-down and orderly implementation of various internal controls and risk management processes. The Board is responsible for maintaining sound and effective internal control and risk management systems, preparing annual risk management reports, and regularly examining, reviewing and monitoring the effectiveness of the risk control and management systems. Each business department is required to strictly implement the strategies and systems developed by the Company within the authorized scope. To enhance the professionalism and effectiveness of risk management, the Company has engaged independent internal control consultants to review the internal control of the Company and make recommendations on rectification or improvement measures.



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

風險識別與應對

為常態化、全面化防範和應對可能出現的風險，公司持續完善風險預防和應對措施，主動防禦相關風險，提升風險應對能力，營造良好的合規氛圍。

Risk Identification and Response

To normalize and comprehensively prevent and respond to possible risks, the Company continues to improve risk prevention and response measures, actively defends against relevant risks, improves risk response capabilities and creates a good compliance atmosphere.

預防措施

Prevention Measures

- 完善風險控制政策，明確風險防控職責，建立健全風險管理控制機制
- 定期開展監督審計，全面檢查和評估公司合規情況
- 建立風險預警機制，及時發現並處理潛在的合規風險
- 更新廉潔協議，拓寬舉報渠道
- Improve risk control policies, clarify risk prevention and control responsibilities, and establish a sound risk management and control mechanism
- Conduct regular supervision and auditing, comprehensively inspecting and assessing the Company's compliance
- Establish a risk early warning mechanism, timely identify and handle potential compliant risks
- Update integrity agreements and expand the reporting channel

整改跟蹤措施

Rectification Tracking Measures

- 組織法務巡查和監察，覆蓋範圍為公司各業務部門和環節，檢查內容包括合規情況、內部制度完善程度等
- 對於合規問題及時開展整改，對於違反公司相關制度的問題及時進行整改與通報
- 開展多樣化的合規培訓和宣傳活動，培訓內容包括法律法規、內部制度、操作規程、案例分析等
- Organize legal inspections and supervisions, covering various business departments and links of the Company, including compliance and internal system improvement, etc.
- Carry out rectification in a timely manner for compliance issues, and promptly rectify and report violations of the Company's relevant systems
- Conduct diverse compliance training and promotion activities, including training on laws and regulations, internal systems, operating procedures, case analysis, etc.

風險預防和整改跟蹤措施

Risk Prevention and Rectification Tracking Measures

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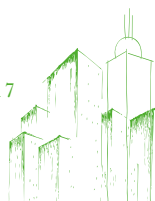
公司制定了清晰、明確的風控指標，持續深化風險管控工作，對潛在的風險進行有力的防範、管控及監督。

The Company has formulated clear and well-defined risk control indicators, and constantly deepens its risk control efforts to vigorously prevent, control and monitor potential risks.

	風險管控指標 Risk Control Indicators	達成情況 Achievement
合規意識培養 Compliance Awareness Development	<ul style="list-style-type: none"> • 升級、優化範本 • Upgrade and optimize the template • 培養員工合規意識 • Cultivate employees' awareness of compliance • 完善風險管理制度 • Improve risk management system • 開展法律巡檢 • Conduct legal inspections 	已全部達成 All achieved
內部營運支持 Internal Operation Support	<ul style="list-style-type: none"> • 配合信息化系統上線 • Put the information system into operation • 提高訴訟支持成功率 • Improve litigation support success rate • 提高重大專項支持綜合評分 • Increase comprehensive scores for major special projects 	已全部達成 All achieved

正榮服務不斷優化完善公司的風控系統，以數字化助力風控水平提升，強化系統識別和風險預警的能力。報告期內，公司訴訟管理系統、重大合同督辦管理系統已成功上線。

Zhenro Services continuously optimizes and improves the Company's risk control system to support the improvement in risk control standards through digitization and strengthens the system's ability to identify and provide early warning of risks. During the Reporting Period, the Company's litigation management system and material contract supervision and management system were successfully launched.



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風控培訓

公司每年安排風險管理及內部監控培訓課程，定期進行有關風險管理理念、知識、流程以及內部控制方式等內容的培訓，確保在風險管理和內部監控方面具備足夠的管理資源。培訓內容包括法律法規、組織制度、工作流程規範、專項主題培訓等。報告期內，公司舉辦了招商營運法律風險防範、企業職務犯罪趨勢及預防等主題培訓。同時，我們在員工日常工作中融入風險防範宣貫，通過行業週報的形式，向員工分享行業信息與業務風險防範點，讓員工潛移默化地提升風控意識。

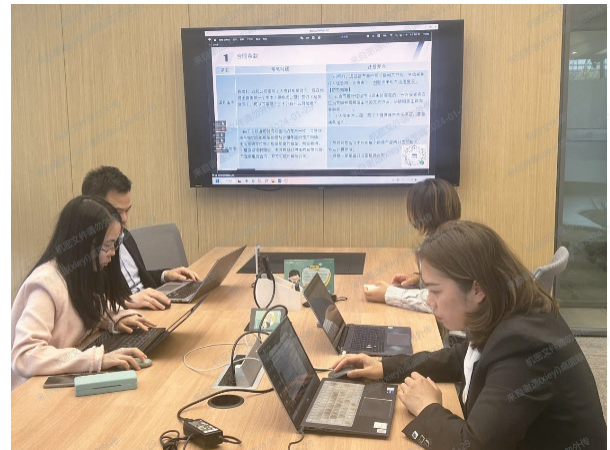
Risk Management Training

The Company arranges training courses on risk management and internal control every year and conducts regular training on risk management concepts, knowledge, processes and internal control methods to ensure that adequate management resources are available for risk management and internal control. The trainings are related to laws and regulations, organizational systems, workflow specifications, special theme training, etc. During the Reporting Period, the Company conducted special theme trainings, including training on the prevention of legal risks in investment promotion and operation, and the trend and prevention of corporate crimes. Meanwhile, we shared industry information and business risk prevention points in the form of weekly industry reports to implement risk prevention promotion in the daily work of the employees, unconsciously raising their risk control awareness.



「預防職務犯罪」專題培訓

Themed Training on “Prevent Work-related Crime”



「招商營運法律風險管控」專題培訓

Themed Training on “Control of Legal Risks
in Investment Promotion and Operation”



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

知識產權保護

正榮服務注重知識產權的保護，嚴格遵守《中華人民共和國著作權法》《中華人民共和國商標法》等國家法律法規，通過全面的知識產權管理系統和侵權責任追究制度，不斷加強知識產權風險管理。我們通過商標註冊等方式，積極維護自有知識產權不受侵犯。截至報告期末，我們累計持有註冊商標共58個。

重視廉潔建設

正榮服務視守法合規、廉潔自律為立身之本，始終注重廉潔體系建設，將高標準的商業道德貫穿於公司的內部管理與外部合作，營造風清氣正、誠信廉潔的良好氛圍。同時，公司不斷加大對腐敗和舞弊行為的懲處力度，形成「不敢腐」的震懾力、「不能腐」的約束力、「不想腐」的文化氛圍。

加強廉潔管理

公司嚴格遵守《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等法律法規，秉承對舞弊貪腐行為「零容忍」的原則，制定並嚴格落實《正榮服務控股集團審計處罰管理辦法》《正榮服務控股集團監察管理辦法》等內部制度，督促公司董事會成員、全體員工和業務合作夥伴嚴格遵守。公司要求所有員工以最高標準的商業道德約束自身，遵守反貪腐相關規定，堅決遏制一切形式的貪污、賄賂、欺詐及洗錢等行為，對於違規違紀行為開展調查並嚴厲懲處。

Protection of Intellectual Property

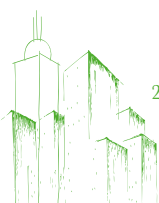
With a focus on the protection of intellectual property rights, Zhenro Services strictly abides by the Copyright Law of the People's Republic of China, the Trademark Law of the People's Republic of China and other national laws and regulations, and continuously strengthens intellectual property risk management through a comprehensive intellectual property management system and an accountability system for infringement of intellectual property rights. We actively protect our intellectual property rights from infringement through trademark registration and other means. As of the end of the Reporting Period, we held a total of 58 registered trademarks.

Building a Culture of Integrity

Zhenro Services deems compliance with laws and regulations, integrity and self-discipline as the foundation, and always pays attention to the construction of integrity system. To create a good atmosphere of integrity and honesty, Zhenro Services integrates high standards of business ethics throughout the Company's internal management and external cooperation. In the meanwhile, the Company keeps increasing punishment for fraudulent and corrupt behaviors, forming a deterrent force of "nobody dares to conduct corruption", a binding force of "nobody is able to conduct corruption", and a cultural atmosphere of "nobody intends to conduct corruption".

Strengthening Integrity Management

The Company strictly complies with the Anti-Money Laundering Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations and upholds the principle of "zero tolerance" for fraudulent and corrupt behaviors. Besides, the Company has developed and strictly implemented internal systems such as "Management Measures for Audit Penalties of Zhenro Services Holdings Group" and "Management Measures for Supervision and Inspection of Zhenro Services Holdings Group" to urge the members of the Board, all employees and business cooperation partners to abide by them rigorously. The Company requires all employees to discipline themselves with the highest standards of business ethics and abide by the relevant provisions of anti-corruption. Furthermore, the Company staunchly combats all forms of corruption, bribery, fraud and money laundering, and investigates and severely punishes disciplinary violations.



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

為提高公司董事、員工和業務合作夥伴的反貪腐意識，打造廉潔文化氛圍，公司積極開展廉潔培訓及宣傳教育工作，並與新員工、供貨商和承包商簽訂《廉潔協議》，共同維護廉潔健康的商業環境。

In order to enhance the anti-corruption awareness of the Company's directors, employees and business partners and build a culture of integrity, the Company actively carries out anti-corruption training, publicity, and education. Also, an Integrity Agreement is to be signed with new employees, suppliers and contractors, aiming to jointly maintain an honest and healthy business environment.



要求新員工入職時同步簽訂廉潔協議、與所有供貨商和承包商簽訂合同時同步簽訂《廉潔協議》

An Integrity Agreement is required to be signed simultaneously when new employees are hired and when all suppliers and contractors are contracted



定期開展全員反貪腐培訓，並對下屬區域公司及子公司開展制度更新培訓

Regularly conduct anti-corruption training for all employees, and provide training on the system update for our regional branches and subsidiaries



針對榮之星、榮之將、重點業務條線的員工以及各區域公司的核心骨幹開展專項廉潔培訓和宣貫

Carry out special integrity training and publicity for "Ro's Star", "Ro's General", employees of key business lines, as well as the core backbones of subsidiaries in regions

廉潔管理措施

Integrity Management System

2023年，公司面向董事及高管、員工共開展了13次反貪腐培訓課程，共計培訓3,491人次。報告期內，公司未有貪污訴訟案件發生。

In 2023, the Company's directors, senior management and employees participated in 13 anti-corruption training sessions, with a total of 3,491 participants. The Company was not involved in any corruption litigation during the Reporting Period.



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

完善舉報機制

公司持續暢通商業道德舉報渠道，完善監察線索舉報機制，鼓勵員工、客戶、業務合作夥伴等各方主動監督並積極舉報一切違紀違規行為。

Improving the Whistle-blowing Mechanism

The Company insists on smoothing business ethics reporting channels, improving the monitoring and reporting mechanism, and encouraging employees, customers, business partners and other parties to take the initiative to monitor and actively report all violations of discipline and regulations.



廉政舉報渠道
Integrity Whistle-Blowing Channels

公司制定了完善的舉報人保護機制，對舉報人的信息進行嚴格保密，嚴禁以任何形式對舉報人採取打擊報復的行為，充分保障舉報人的權益不受侵犯。

The Company has developed a sound protection mechanism for the whistleblowers and strictly keeps confidential the whistleblower's personal information. Any individuals are not allowed to retaliate against the whistleblowers in any form so as to fully protect the whistleblower's rights and interests from infringement.



舉報人保護措施
Protection Measures for Whistleblowers

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報告期內，公司對各物業區域及商管區域開展了專項審計及例行審計巡檢，情況如下：

During the Reporting Period, the Company carried out special audits and routine audit inspections on various property areas and commercial management areas and the results are as follow:

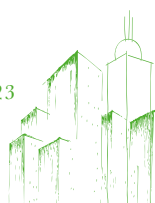


強化ESG管治

正榮服務積極踐行可持續發展理念，持續完善公司ESG治理架構，將ESG理念充分融入公司的戰略規劃和日常營運。同時，我們重視與利益相關方的溝通，聆聽各方對公司管理情況的意見與期望，並開展重大性議題識別，以不斷完善ESG管理措施，更好地履行自身的社會責任。

STRENGTHENING ESG GOVERNANCE

Zhenro Services vigorously implements the concept of sustainable development, continues to improve the Company's ESG governance structure, and fully integrates the ESG concept into the Company's strategic planning and daily operations. At the same time, we attach great importance to the communication with stakeholders, listening to the opinions and expectations of all parties on the Company's management, and carrying out identification of material issues, with a purpose of continuously improving ESG management measures and better fulfilling our social responsibilities.



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Upholding Integrity to Consolidate the Foundation of Governance

ESG管治架構

公司建立了職責分明、協調統一的ESG管理架構，由董事會、ESG工作小組、各職能部門及下屬公司構成，推進公司各項ESG工作的有序落實，為公司踐行可持續發展奠定組織保障。

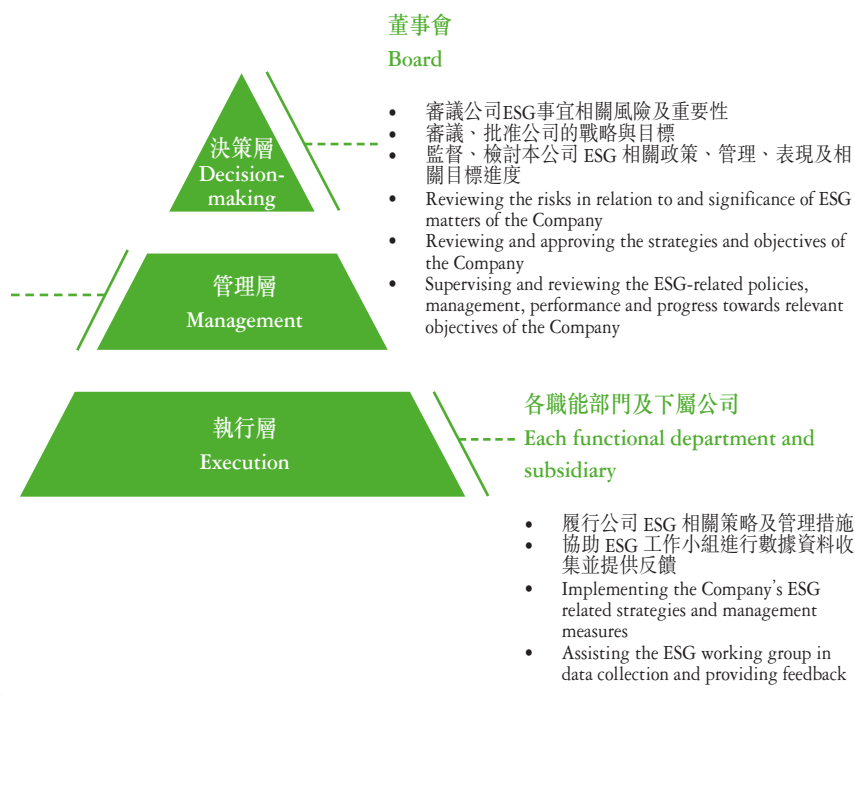
ESG工作小組

ESG working group

- 制定可持續發展戰略與目標
- 協助董事會識別、制訂 ESG 風險及機遇
- 監督並指導各職能部門落實公司可持續發展策略及相關行動，協調推進 ESG 相關事宜落地執行
- 追蹤ESG事宜相關政策、管理、表現及相關目標進度
- 負責ESG相關事宜表現的公開披露，ESG 報告的統籌及編製
- 定期向董事會匯報工作進展及董事會授權的其他事宜
- Developing the sustainable development strategies and targets
- Assisting the Board in identifying and determining risks and opportunities in relation to ESG matters
- Supervising and guiding each functional department to implement the Company's sustainable development strategies and relevant actions, and coordinating and promoting the implementation of ESG-related matters
- Following up on the policies, management, performance and progress towards relevant targets in relation to ESG matters
- Responsible for the public disclosure of the performance on ESG-related matters, and taking charge of the overall planning and preparation of the ESG reports
- Regularly reporting to the Board on work progress and other matters authorized by the Board

ESG Governance Structure

The Company has established an ESG management structure, comprising the Board, the ESG working group, various functional departments and subsidiaries with clear and coordinated duties to promote the orderly implementation of various ESG work, thereby laying organizational guarantee for the Company's sustainable development.



ESG管治架構
ESG Governance Structure

恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

董事會聲明

董事會作為公司ESG管理最高責任機構，對公司ESG相關工作、目標制定、檢討及ESG披露相關事宜承擔最終責任。董事會負責審議、批准ESG戰略和目標，評估和審閱重要的ESG風險議題，確保公司ESG管治體系的穩健高效。公司亦設立專門的ESG工作小組，負責協助制定並檢討ESG相關的戰略、目標、政策及原則等，並對ESG有關的風險和機遇進行識別與管理，確保經董事會通過的ESG政策有效的執行和實施。

為有效防控各類潛在ESG風險，董事會在日常營運中帶領並指導管理層，通過制訂管理策略及定期監督其實施情況，確保風險管理及內部控制體系的完整與有效，以推進ESG管理的有效落實。董事會每年參與ESG議題的評估、優先級排序與最終確認結合對於利益相關方的重要性，對識別的風險開展重大性分析，並定期對ESG風險進行回顧和管理。

董事會定期檢討和追蹤ESG目標的完成進度，探討未來發展方向，以確保公司發展的可持續性。報告期內，ESG工作小組針對2023年ESG工作成果（包含氣候變化風險識別及環境目標達成情況）向董事會進行溝通及匯報，以確認各項有關工作和管理的有效性。董事會基於2023年成果，提出修改和指導意見，經審批通過後，由各職能部門負責相關方案的落地執行。

Directors' Statement

The Board, as a top governing body for the Company's ESG management, is ultimately responsible for ESG-related work, target setting and review, and ESG disclosure-related matters. The Board is responsible for reviewing and approving the ESG strategies and objectives, assessing and reviewing material ESG risk issues, and ensuring a robust and efficient ESG governance system of the Company. The Company has also set up a special ESG working group to assist in formulating and reviewing ESG-related strategies, objectives, policies and principles, and to identify and manage ESG-related risks and opportunities to ensure the effective execution and implementation of ESG policies approved by the Board.

In order to effectively prevent and control various potential ESG risks, the Board not only leads and guides the management in daily operations, but also ensures the integrity and effectiveness of risk management and internal control systems by formulating management strategies and regularly monitoring their implementation, so as to promote the effective ESG management. The Board participates in the assessment, prioritization and final confirmation of ESG issues annually, and performs a materiality analysis of the identified risks in consideration of their significance to stakeholders.

The Board is responsible for regularly reviewing and tracking the progress towards ESG targets and discussing the future development direction to ensure the sustainability of the Company development. During the Reporting Period, the ESG working group communicates and reports to the Board on the ESG work results including climate change risk identification and achievements of environmental targets, aiming to confirm the effectiveness of all relevant works and management. Subject to amendments and guiding opinions proposed and approval by the Board based on the 2023 results, each functional department is responsible for the implementation of relevant plans.



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

利益相關方溝通

公司重視與利益相關方之間的良性互動，積極與股東及投資者、政府及監管機構、合作夥伴、客戶、員工、媒體與公眾、社區等重要利益相關方開展溝通，深入了解各利益相關方的訴求與關注，為公司ESG工作的有序落實提供參考和依據。

Communication with Stakeholders

The Company attaches great importance to good communication with stakeholders, and actively communicates with shareholders and investors, government and regulatory bodies, partners, customers, employees, media and the public, community and other significant stakeholders, so as to gain an in-depth understanding of the requests and concerns of stakeholders, and provide a reference and basis for the orderly implementation of the Company's ESG work.

重要利益相關方關注議題與溝通渠道

Concerned Issues and Communication Channels for Significant Stakeholders

利益相關方 Stakeholders	關注的主要議題 Key Issue of Concern	溝通回應方式 Ways of Communication and Response
 <p>股東／投資者 Shareholders/Investors</p>	<p>經濟績效 合法合規 風險管理</p> <p>Economic performance Compliance with laws and regulations Risk management</p>	<p>股東大會 投資者見面會 業績發佈會 現場稿／公告 現場調研</p> <p>General meetings Investor meetings Results presentation Site releases/announcements Site survey</p>
 <p>政府／監管機構 Government/regulatory bodies</p>	<p>合法合規 信息安全 反腐敗</p> <p>Compliance with laws and regulations Information security Anti-corruption</p>	<p>現場調研 會談</p> <p>Site survey Talks</p>
 <p>合作夥伴 Partners</p>	<p>信息安全 行業交流</p> <p>Information security Exchanges with industry peers</p>	<p>現場調研 會談</p> <p>Site survey Talks</p>

恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

重要利益相關方關注議題與溝通渠道		
Concerned Issues and Communication Channels for Significant Stakeholders		
利益相關方 Stakeholders	關注的主要議題 Key Issue of Concern	溝通回應方式 Ways of Communication and Response
 客戶 Customers	信息安全 客戶服務質量 客戶敏感信息管理 智能化物業發展 Information security Customer service quality Sensitive customer information management Intelligent property development	在線推廣 電話／短信 微信／微博 問卷 會談 Online promotions Telephone/Messages WeChat/Weibo Questionnaires Talks
 員工 Employees	薪酬福利 員工健康與安全 員工發展與培訓 Remuneration and benefits Employee health and safety Employee development and training	員工面談 內部電話 內部微信公眾號 Interviews with employees Internal telephone Internal WeChat official account
 媒體與公眾 Media and the public	合法合規 業務對社會的影響 Compliance with laws and regulations Impact of business on the society	新聞稿 公告 探訪 會議 Press releases Announcements Interviews Meetings
 社區 Community	小區貢獻 公益慈善 Contribution to Communities Public welfare	現場調研 會談 Site survey Talks



恪守正道 夯實管治根基

Upholding Integrity to Consolidate the Foundation of Governance

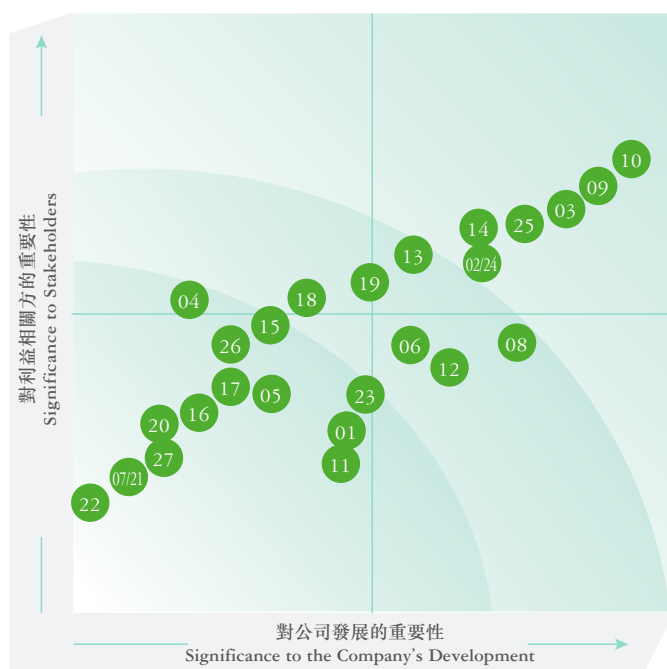
重大性議題分析

為提高ESG管理工作的針對性及有效性，公司持續落實ESG重大性議題識別與評估工作。我們基於2022年重大性議題評估結果，結合同行對標及本年度公司實際發展，回顧、識別出2023年ESG重大性議題。結合對內外部利益相關方的調研及其意見反饋，評估並識別對公司發展及利益相關方有實質性影響的27項重大性議題，並針對議題重要程度及關注度進行綜合分析，形成正榮服務2023年度重大性議題矩陣。

Analysis of Material Issues

With a view to improving the pertinence and effectiveness of ESG management, the Company persistently implements the identification and assessment of ESG material issues. Based on the assessment results of material issues for 2022, benchmark of our peers and the actual development of the Company in 2023, we have reviewed and identified the ESG material issues for 2023. Upon research on and feedback from internal and external stakeholders, we assessed and identified a total of 27 material issues having substantial influence on the development of the Company and stakeholders, and we formed a matrix of material issues of Zhenro Services for 2023 upon comprehensive analysis of the importance and concern of the issues.

正榮服務2023年重大性議題矩陣
Material Issue Matrix of Zhenro Services in 2023



環境議題

1. 環境管理
2. 提升能源使用效率
3. 應對氣候變化
4. 廢棄物處理與循環使用
5. 廢水排放管理
6. 水資源管理
7. 保護生物多樣性

Environmental issues

1. Environmental management
2. Improving energy efficiency
3. Addressing climate change
4. Waste treatment and recycling
5. Wastewater discharge management
6. Water resources management
7. Biodiversity conservation

社會議題

8. 重視員工溝通
9. 保障員工權益
10. 人才發展及培訓
11. 員工福利及報酬
12. 員工權益與關懷
13. 職業健康與安全
14. 產品及服務質量
15. 智能化管理與創新
16. 合規營銷與營運
17. 知識產權保護
18. 客戶滿意度管理
19. 信息安全與隱私保護
20. 責任供應鏈
21. 小區投資及貢獻
22. 公益慈善與志願活動

Social issues

8. Emphasis on communication with employees
9. Protecting employee rights and interests
10. Talent development and training
11. Employee benefits and remuneration
12. Employee rights and care
13. Occupational health and safety
14. Product and service quality
15. Intelligent management and innovation
16. Compliant marketing and operations
17. Protection of intellectual property rights
18. Customer satisfaction management
19. Information security and privacy protection
20. Responsible supply chain
21. Community investment and contribution
22. Public charity and volunteer activities

管治議題

23. 反商業賄賂及反腐败
24. 風險管控
25. 依法合規經營
26. ESG戰略與管理
27. 利益相關方溝通

Governance issues

23. Anti-commercial bribery and anti-corruption
24. Risk control
25. Legitimate and compliant operation
26. ESG strategy and management
27. Communication with stakeholders

從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

正榮服務懷揣「服務由心，幸福為你」的服務理念，以鑄刻在品牌基因裡的品質心、關懷心、智慧心，為業主和客戶打造品質服務，用真誠締造美好生活，聚焦提升多元化的服務能力，為業主與客戶提供全景幸福體驗。

提供品質服務

面對不斷變化的市場需求，正榮服務始終堅持高質量發展之路，嚴格遵守《中華人民共和國城市房地產管理法》《中華人民共和國消費者權益保護法》等法律法規，圍繞「物業服務、商業營運、資產管理」三大方面，不斷推動多業態發展佈局與多元化業務創新。與此同時，我們持續健全服務質量管理體系，以精準、細緻的服務，讓業主和客戶感受到我們的用心與關愛。

服務品牌

正榮服務致力打造國內高品質、高價值的綜合服務集團，秉承對產品與服務品質的高標準追求，我們打造了以「榮商辦」、「榮享家」、「榮服務」的服務品牌佈局，並不斷拓展服務觸點，細化管理顆粒度，以全場景服務體系構建美好生活。

Embracing the service philosophy of “Providing Heartfelt and Personalized Services for Your Well-being”, Zhenro Services provides quality services for property owners and customers in a high-quality, caring and intelligent manner engraved in the brand genes, creates a better life with sincerity, and focuses on improving diversified service capabilities to provide property owners and customers with a panoramic happiness experience.

PROVIDING QUALITY SERVICES

In the face of ever-changing market demands, Zhenro Services always adheres to the path of high-quality development, strictly abides by the Urban Real Estate Administration Law of the People’s Republic of China, Law of the People’s Republic of China on the Protection of Consumers’ Rights and other laws and regulations, with a focus on the three major aspects of “property services, commercial operations and asset management” to continually promote multi-format development layout and diversified business innovation. Meanwhile, we keep improving the service quality management system, leveraging our precise and meticulous services to make property owners and customers feel our care and thought.

Service Brands

Zhenro Services is committed to building a high-quality and high-value comprehensive service group in China. Adhering to the high standard of product and service quality, we have created a service brand layout with “Rong Shangban (榮商辦)”, “Rong Enjoy (榮享家)” and “Rong Service (榮服務)”. We also constantly expand our service touchpoints and refine our management, so as to build a better life with a full-scenario services system.



從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services



正榮服務三大服務品牌

Three Major Service Brands of Zhenro Services

從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

2023年，公司按照《三品管理制度》《三級管理制度》《紅黃牌制度》等制度，持續完善服務質量管理，推動服務品質提升。

In 2023, the Company continued to improve management of service quality and promote the enhancement of service quality in accordance with the “Three-level Management System”, “Three-tier Management System” and “Red and Yellow Card System”.

《三品管理制度》 Three-level Management System

- 以「強監控」「強執行」「強落地」「強考核」為質量體系標準，覆蓋「集團－區域子公司－項目服務中心」三個層級
- Adhering to the quality system standards of “strict monitoring”, “strict implementation” and “strict assessment” as our quality system standard and covering the three levels of “group-regional subsidiary-project service center”

《三級管理制度》 Three-tier Management System

- 以質價相符為導向，從服務、客戶、評價三大角度，洞察並解決客戶痛點與需求
- Guided by the principal of matching quality and price and based on three major perspectives of service, customer and evaluation, Zhenro Services has gained insight into customers' pain points and needs, and solved accordingly

《紅黃牌制度》 Red and Yellow Card System

- 通過對質量不合格的項目予以處罰，強化各項體系標準的落實力度，促進質量戰略目標達成
- Strengthening the implementation of system standards and promoting the realization of the quality strategy goals by penalising unqualified items

正榮服務質量管理制度

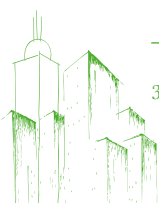
Zhenro Services management system of service quality



從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

	<p>服務集團 Service group</p> <p>建立並維護公司質量管理體系、編製質量標準文件、作業指導、制定專項業務解決方案 The service group builds and maintains the quality management system of the Company, prepares quality standard documents, work instructions and develops special business solutions</p>
<p>《三品管理制度》 Three-level Management System</p>	<p>區域公司 Regional companies</p> <p>根據集團質量管理要求，為下轄項目各項基礎服務、專項業務及質量目標達成提供指導 According to the quality management requirements of the Group, the regional companies provide guidance for basic services and special businesses of projects under their management, as well as for the achievement of quality targets</p>
	<p>項目服務中心 Project service center</p> <p>在區域公司的指導下，落實質量管理體系的管理要求及工作標準，實現各項質量管理目標 Under the guidance of regional companies, the project service center implements the management requirements of the quality management system, and the work standards, to achieve the quality management targets</p>
	<p>服務分級 Service Classification</p> <p>圍繞客戶需求、經營目標、質量保障，構建分級服務標準體系，服務標準分為尊享、心享、悅享三個等級 Focusing on customer demands, operation targets, and quality assurance, we have established a hierarchical service standard system, with the service standards being classified into three levels, namely supreme, premium, and classic</p>
<p>《三級管理制度》 Three-tier Management System</p>	<p>客戶觸點 Points of Contact with Customers</p> <p>圍繞關鍵場景、關鍵需求、關鍵動線，制訂客戶關鍵觸點手冊，解決客戶痛點及癢點 Based on the key scenarios, requirements and movement lines, we have developed the manual of key contact with customers to address pain and itching points of customers</p>
	<p>評價體系 Evaluation System</p> <p>建立指標監測體系，以追蹤責任狀及關鍵任務執行情況，分為「責任狀、關鍵業務、執行」三級指標及「經營、質量、組織、風險」四個維度 Establishing an indicator monitoring system, which can be divided into three-level indicators (responsibility statement, key business, implementation) and four aspects (operation, quality, organization and risk), to track the responsibility statement and the implementation of key tasks</p>



從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

《紅黃牌制度》 Red and Yellow Card System

黃牌警告

Yellow card warning

檢查分數低於75分且嚴重不合格超過3項；簽發公告、全公司範圍郵件通報；取消年度評優資格；取消年度晉職晉級資格

Employees with the inspection score of less than 75 points and over 3 serious nonconformities are subject to public announcements, company-wide name and shame by e-mail, cancellation of merit appraisal qualification and annual promotion qualification, etc.

紅牌記過／記大過

Red card demerit/serious demerit

檢查分數低於60分且嚴重不合格超過5項；除警告黃牌對應的處罰動作外，當期績效評定結果不高於C(含)；對情節比較嚴重者，可採取崗位調整、降職或降薪；對情節嚴重者，可解除勞動關係

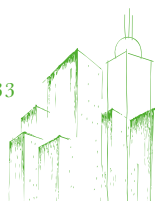
In addition to punishment corresponding to a yellow card, employees with the inspection score of less than 60 points and over 5 serious nonconformities are subject to job transfer, demotion or salary reduction for relatively serious cases; termination of labor relations for serious cases, if their performance evaluation result of the current period is not higher than C (inclusive)

卓越服務

卓越的服務品質是正榮服務一直以來的追求。我們以客戶為中心，深入挖掘業主和客戶的需求，完善客戶服務管理制度，暢通多元化的客戶溝通渠道，提升客服人員服務能力，竭力為客戶提供更優質的服務，實現共榮共贏。報告期內，我們獲得ISO 9001質量管理體系認證。

Service Excellence

Excellent service quality has always been the pursuit of Zhenro Services. We are centred on our customers, digging deep into the needs of property owners and customers, improving the customer service management system, opening up diversified customer communication channels, enhancing the service capabilities of our customer service personnel, and doing our best to provide customers with better services to achieve common prosperity and win-win situation. During the Reporting Period, we have passed the ISO 9001 quality management system certification.



從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

客戶服務提升

2023年，公司優化了《客戶檔案管理規程》《客戶接待管理規程》《企業微信管理指引》等制度，並輸出《管家服務口袋書》，進一步規範客戶服務標準，強化客戶服務的針對性與有效性，提升客戶服務水平。

Customer Service Enhancement

In 2023, the Company optimized systems such as the Customer File Management Rules, the Customer Reception Management Rules and the Corporate WeChat Management Guidelines, and outputed the Pocket Book of Managing Service to further standardize customer service standards, strengthen the pertinence and effectiveness of customer services, and enhance the level of customer services.

《企業微信管理指引》 Corporate WeChat Management Guidelines

- 利用企業微信，豐富業主的標籤畫像，提升管家與業主間的日常溝通效率
- 根據業主的不同需求，為業主提供私域化服務，增強業主黏性及尊享感
- 增強公司服務的觸達率，加強對外發佈信息的監控力度
- Use corporate WeChat to enrich the personas of property owners and improve the efficiency of daily communication between managers and property owners
- Provide private services for property owners based on their different needs to enhance the cohesion and sense of enjoyment of property owners
- Enhance the reach of the Company's services and strengthen the monitoring of external information release

《管家服務口袋書》 Pocket Book of Managing Service

- 以客戶為中心，開展管家服務設計、客戶規劃、組合資源、組織運作等工作，提品提效
- 涵蓋服務禮儀、服務增黏、服務觸點、現場感官、裝修空置、報事管理、信息配置、活動輿情、業務移交、百問百答10個維度，共35個服務／管理規範工具集
- Centring on customers, we carry out managers service design, customer planning, resource combination, organization and operation to improve quality and efficiency
- Covering 10 dimensions, including service etiquette, service adhesion enhancement, service touchpoints, on-site sensory, decoration and vacancy, report management, information configuration, public opinions of activities, business transfer, and Q&A, with a total of 35 service/management specification toolsets

客戶服務管理制度主要內容

Main Aspects of Customer Service Management System

從榮向前 精研品質服務

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在提升客戶服務管理水平的同時，公司不斷完善客戶服務培訓體系，加強管家與客服人員的服務能力，呈現良好的服務品質。

我們為新上崗的客服條線人員提供上崗操作培訓，培訓內容包括專業理論學習、崗位实操規範、案例及答疑、实操實踐等，並要求其完成培訓追蹤考核及新員工客服業務培訓認證考核，確保其良好地掌握客戶服務的知識與技能。此外，管家及客服人員還需進行禮儀規範、標準話術等專項培訓，在通過認證考核後，方可提供獨立網格服務。

對於在崗客服條線人員，公司持續開展賦能培訓，不斷提升在崗客服人員的服務意識與服務能力。報告期內，公司開展了多次管家及項目管理梯隊賦能培訓，培訓內容包括《TTT行動教練術》《執行力》《管家服務標準口袋書》《裝修管理》等，共有342人次參與。

While improving the level of customer service management, the Company continued to improve the customer service training system, strengthen the service capabilities of managers and customer service personnel, and present good service quality.

We provide newly recruited customer service personnel with induction operation training, which includes professional theoretical study, job practice specifications, case studies and Q&A, and hands-on practice, etc. We also require them to complete training tracking assessment and training certification assessment for new customer service personnel, to ensure that they have a good grasp of the knowledge and skills of customer service. In addition, managers and customer service personnel are also required to conduct special training in etiquette norms, standard discourse, etc., and can provide independent grid services only after passing the certification assessment.

For the on-duty customer service personnel, the Company continued to carry out empowerment training to continuously improve the service awareness and service capability of the on-duty customer service personnel. During the Reporting Period, the Company conducted a number of empowerment trainings for managers and project management echelons, which included TTT Action Coaching Technique, Power of Execution, Pocket Book of Managing Service Standards, Decoration Management, etc., with a total of 342 participants.



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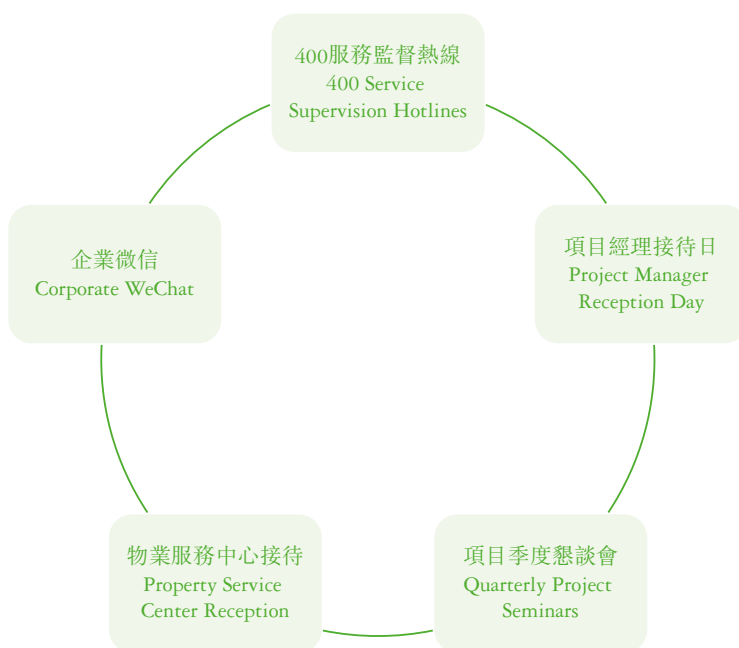
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客戶溝通渠道

我們搭建了線上、線下多個溝通渠道，在服務過程中用心傾聽客戶需求、意見和建議，與客戶建立良好的互動關係。我們每月開展項目經理接待日活動，由項目經理及各部門負責人到社區收集業主意見及建議，記錄業主心聲，為業主答疑解惑，形成問題報事跟蹤。

Customer Communication Channels

We have set up a number of online and offline communication channels to listen to customers' needs, opinions and suggestions during the service process, and establish a good interactive relationship with customers. We carry out project manager reception day on a monthly basis. The project manager and the head of each department visit the community to collect the opinions and suggestions of the property owners, record the demands of the property owners, answer the questions for the property owners, and form problem reports for follow-up.



客戶溝通渠道

Customer Communication Channels

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同時，為及時了解園區客戶對物業服務的需求，明確物業服務的工作重心，幫助客戶解決痛點，公司進一步規範了各服務中心業主懇談會的組織程序。

At the same time, in order to understand the needs of customers for property services in a timely manner, clarify the focus of property services, and help customers to solve their pain points, the Company further standardized the organizational procedures of the property owners' seminars at each service center.



明確各項目懇談會的工作組織與實施
Clarify the work organisation and implementation of each project seminar



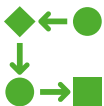
區域、事業部營運管理部負責監督和監察客戶溝通交流工作的落實情況
Regional and business unit operations management departments are responsible for supervising and monitoring the implementation of customer communication and exchange work



做好懇談會前的準備工作，包括但不限於懇談會議主題及流程、難點事項梳理、會議場地、會務物資、現場人員、溝通口徑、客戶畫像信息及邀約確認安排等
Make preparations for the seminars, including but not limited to the topic and process of the seminars, sorting out difficult issues, meeting venues, meeting materials, on-site personnel, statements, customer profile information and invitation confirmation arrangements, etc



對難點工作進行整理，疑難情況須與相關單位溝通並統一口徑後，於懇談會上向客戶公佈及溝通，爭取客戶的理解、配合與支持
Sorting out difficult tasks, communicating with relevant departments and unifying statements on difficult situations, announcing and communicating with customers at the seminars, striving for customers' understanding, cooperation and support



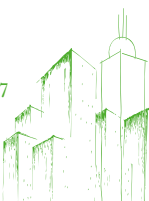
對客戶意見進行分析和總結，並進行回訪，提升客戶對物業服務的感受和體驗；整改事項需及時錄入榮智慧系統形成工單並跟蹤落實，確保整改事項閉環處理
Analyze and summarize customers' opinions and make return visits to enhance customers' perception and experience of property services; rectification matters shall be entered into the Ro's Wisdom System in a timely manner to form a ticket with further follow up and settlement to ensure closed-loop processing of rectification matters



及時複盤業主懇談會問題項，明確責任歸屬、問題描述、整改措施、計劃完成時間與責任人
Timely review of the problem items of the property owners' seminars, and specify attribution of liability, problem description, corrective measures, planned completion time and the person in charge

業主懇談會組織程序

Organizational Procedures of the Property Owners' Seminars



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客戶滿意度調查

公司定期開展客戶滿意度調查，及時了解客戶評價及心聲，有針對性地開展服務改進措施，優化客戶服務質量。我們還通過組織神秘顧客暗訪調研，全方位、多維度地考察現場客戶服務質量，從源頭保障服務品質。

Customer Satisfaction Survey

The Company regularly carries out customer satisfaction surveys to keep abreast of customer comments and voices, and take targeted service improvement measures to optimize customer service quality. We also organize mystery customers to conduct unannounced surveys on investigation of the on-site customer service quality in an all-round and multi-dimensional manner, so as to guarantee the service quality from the source.

客戶滿意度調查 Customer Satisfaction Survey	<ul style="list-style-type: none">榮居住宅項目採用短信調研，調研對象包括自有項目及對外拓展項目的業務榮企非住宅項目採用面對面訪談的形式，了解客戶對於物業服務的感受和建議Rongju residential projects use SMS survey method, with the survey targets including property owners of self-owned Rongju projects and outreach projectsRongqi non-residential projects use face-to-face interviews method to gain a good knowledge of customers' feelings and suggestions on property services
神秘顧客 Mystery Customer	<ul style="list-style-type: none">組織神秘顧客暗訪調研50個項目，並依據調研的結果，明確客戶服務的待提升項Organize mystery customers to conduct unannounced surveys on 50 projects, identify the areas for improvement in customer service based on the results of surveys

負責任營銷

公司嚴格按照《中華人民共和國消費者權益保護法》《中華人民共和國廣告法》等法律法規要求，嚴禁任何虛假宣傳或誇大宣傳，堅持以合法合規的方式開展營銷活動。我們不斷完善營銷管理體系及管理制度，建立了內部審核機制，規範公司營銷活動管理，確保所有營銷內容的合法性、真實性、有效性。為提升員工的責任營銷意識，防範業務合規性風險，公司持續為員工開展責任營銷培訓，普及責任營銷知識。

Responsible Marketing

The Company strictly complies with the requirements of the Law of the People's Republic of China on the Protection of Consumers' Rights and Interests, Advertising Law of the People's Republic of China and other laws and regulations, strictly prohibits any false or exaggerated publicity, and insists on carrying out marketing activities in a legal and compliant manner. We constantly improve our marketing management system and management system, and have established an internal audit mechanism to standardise the management of our marketing activities to ensure the legality, authenticity and effectiveness of all marketing contents. In order to enhance employees' awareness of responsible marketing and prevent business compliance risks, the Company has continued to provide employees with responsible marketing training and popularize the knowledge of responsible marketing.

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客戶體驗

為持續提升客戶服務體驗，正榮服務深耕數字化營運，推動智慧物業發展，提升營運效能及核心競爭力。報告期內，公司升級了數字化服務系統，進一步推進社區數字化和智慧化管理，為業主和客戶提供更加便捷舒適的服務體驗。同時，我們通過開展多元化社區活動，進一步拉進與業主間的距離，讓客戶體會到正榮服務的人文關懷。

數字化服務系統

- 榮樂慧

2023年，我們對榮智慧小程序進行了升級，在原有功能基礎上，增加了訪客核驗、便民電話及400服務監督熱線、線上活動組織、在線商城等功能，進一步為業主提供更便捷、更安全的服務，提升業主的服務體驗。

Customer Experience

In order to continuously improve customer service experience, Zhenro Services has devoted greater efforts in digital operation, promoted the development of smart properties and enhanced operational efficiency and core competitiveness. During the Reporting Period, the Company upgraded its digital service system to further promote digital and smart management of the community and provide property owners and customers with a more convenient and comfortable service experience. At the same time, we carried out diversified community activities to further bridge the distance between us and the property owners, so as to enable customers to experience the humanistic care of Zhenro Services.

Digital Service System

- Ronglehui

In 2023, we upgraded the mini-program, Ronglehui, adding features such as visitor verification, convenient hotline number and 400 service supervision hotline, online activity organization, and online shopping mall on the basis of the original functions, to further provide property owners with more convenient and safer services and thus enhance the service experience of property owners.



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服務 Services	主要事項 Main Contents
在線保修 Online Warranty Service	<p>業主可隨時於小程序提交報修請求，實時追蹤維修進展，並對服務人員進行評價，有效提高了維修效率與服務質量管理水平</p> <p>Property owners can submit repair requests in the mini-program at any time, track the progress of repairs in real time, and evaluate the service personnel, which effectively improves the efficiency of repairs and service quality management level</p>
訪客拜訪 Visitor access	<p>增加訪客核驗功能，業主需要通過小程序填寫訪客信息，並將訪客通行碼分享給訪客，門崗安保核實信息後方可放行，提高業主居住的安全性</p> <p>Add a feature of visitor verification, and property owners need to fill in the visitor information through the mini-program and share the pass code to the visitor. The gate security shall verify the information before releasing the visitor, which improves the residential security of property owners</p>
便民電話及400服務監督熱線 Convenient hotline number and 400 service supervision hotline	<p>增加便民電話及400服務監督熱線，便於業主聯繫相關便民服務，與客戶服務進行溝通或投訴</p> <p>Add a convenient hotline number and 400 service supervision hotline to facilitate property owners to get a hold of relevant convenient services and communicate with customer service or file a complaint</p>
線上活動信息發佈及報名 Online activity information release and registration	<p>項目管家可通過小程序發佈社區活動消息，業主可在線上獲取活動信息及報名</p> <p>Project managers can publish community activities information through the mini-program, and property owners can obtain activity information and sign up online</p>
在線商城 Online shopping mall	<p>增加在線商城功能，業主可於線上商城購買相關產品和服務，並享受送貨上門服務</p> <p>Add a feature of online shopping mall, and property owners can buy related products and services in the online shopping mall and enjoy home delivery service</p>

榮樂慧小程序主要服務

Main Services of Ronglehui Mini-Program

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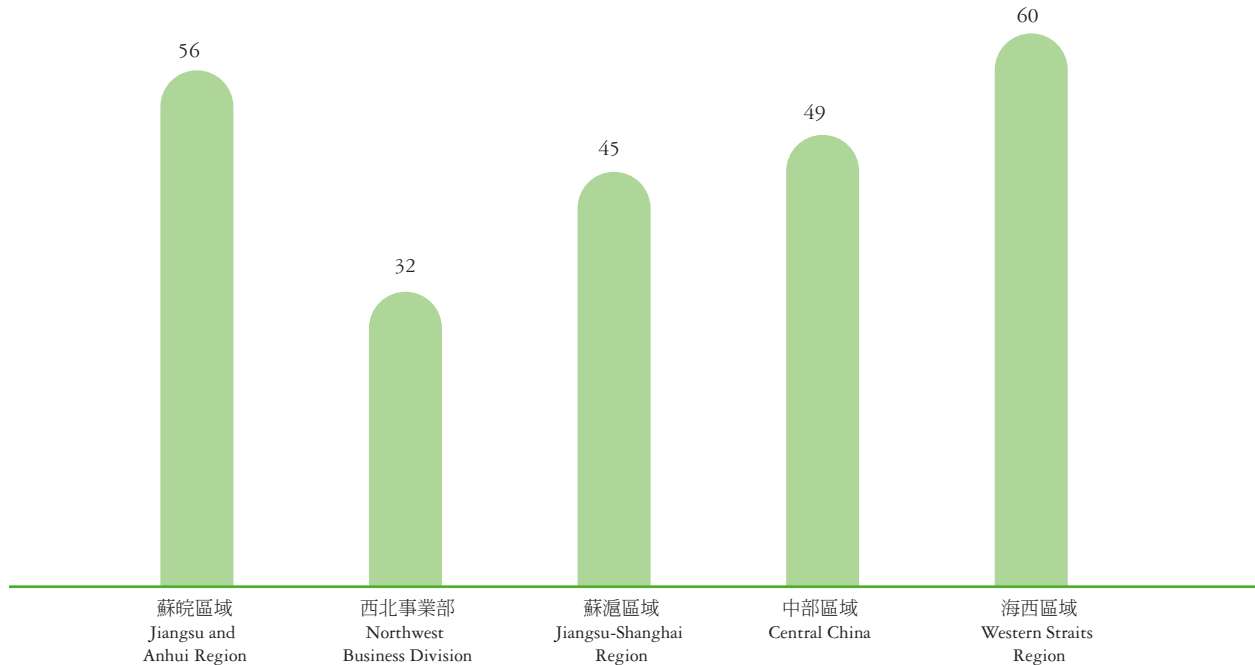
- 榮戰圖

榮戰圖是正榮服務營運管理平台，其市場拓展模塊通過與正榮服務全景計劃的對接，實現戰略規劃與業務一線的融合，確保數據標準化、規範化上報，提升數據的準確性和穩定性。其中，正榮服務全景計劃旨在通過拉通項目拓展、交付、接管、營運等各個關鍵環節，並建立一系列評審機制、關鍵節點管控機制，建立一套適用於所有住宅項目的全生命週期標準化管理體系。該計劃共有4項里程碑，包含一級節點16項、二級節點49項。2023年，共有242個住宅項目上線榮戰圖，預計上線率達98.35%，已完成任務總數為12,437項，完成率達96.66%。

- Ro's Map

Ro's Map is an operation and management platform of Zhenro services, and its market development module achieves the integration of corporate strategic planning and business frontline by connecting with panoramic plan of Zhenro Services, ensuring data standardization and standardized reporting, and improving the accuracy and stability of data. Among other things, the panoramic plan of Zhenro Services aims to establish a set of standardised management system for the whole life cycle applicable to all residential projects by connecting various key links such as project development, delivery, takeover and operation, and establishing a series of review mechanisms and key node control mechanisms. There are 4 milestones in the plan, including 16 first-level nodes and 49 second-level nodes. In 2023, a total of 242 residential projects have been launched on Ro's Map, with an estimating launching rate of 98.35%, and a total of 12,437 tasks have been completed, with a completion rate of 96.66%.

各區域上線榮戰圖項目數量
The Number of Launched Projects on Ro's Map in Each Region



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社區活動

為豐富業主社區生活，我們按照不同類型的服務標準，制定了社區活動計劃，明確籌備階段、執行階段及收尾階段的分工，並通過管家朋友圈、業主群、園區宣傳欄、樓棟公示欄、公眾號推文、視頻號等方式推廣至業主端。

Community Activities

In order to enrich property owners' community life, we have formulated community activity plans in accordance with various services standards, which clearly defines the division of labor in the preparatory stage, implementation stage and ending stage, and releases them to property owners' end through the managers' WeChat moments, owners' chat groups, bulletin boards of the park, notice boards of the building, WeChat official accounts and WeChat Channels.



正榮服務社區活動三大階段
Three Stages of Community Activities of Zhenro Services

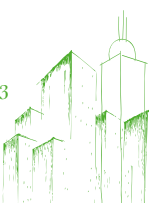
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24節氣 24 Solar Terms	<ul style="list-style-type: none">•活動形式：宣傳、問候•Forms of Activities: publicity and greetings•服務對象：全體住戶、關注老人群體及畫像客戶•Service Targets: all residents, especially the elderly and portrait customers
A類節日 Category A Festivals	<ul style="list-style-type: none">•活動形式：節日佈置、專業推送•Forms of Activities: holiday decoration and professional push•服務對象：全體住戶，關注一類客戶及畫像客戶•Service Targets: all residents, especially Class I customers and portrait customers
B類節日 Category B Festivals	<ul style="list-style-type: none">•活動形式：開展活動、微信九宮格推送•Forms of Activities: carry out activities and promote via WeChat moments with nine photos•服務對象：全體住戶，關注相關人群•Service Targets: all residents, especially relevant people
C類節日 Category C Festivals	<ul style="list-style-type: none">•活動形式：開展活動、群內互動•Forms of Activities: carry out activities and interact within the chat groups•服務對象：全體住戶，關注相關人群•Service Targets: all residents, especially relevant people
職業健康 Occupational Health	<ul style="list-style-type: none">•活動形式：不限•Forms of Activities: without limitation•服務對象：全體住戶，關注相關人群•Service Targets: all residents, especially relevant people
傳統活動 Traditional Activities	<ul style="list-style-type: none">•活動形式：不限•Forms of Activities: without limitation•服務對象：全體住戶，關注相關人群•Service Targets: all residents, especially relevant people

正榮服務社區文化活動分類

Classification of Social and Cultural Activities of Zhenro Services



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母親節「告白接力」活動

Mother's Day "Love Expression Relay" Programme

2023年5月，正榮服務為社區的母親們準備了鮮花，開啟一場社區裡的告白接力，並組織了插花、手工DIY課程、社區義診、按摩等活動，為社區的母親們帶來幸福的體驗。

In May 2023, Zhenro Services prepared flowers for mothers residing in the community to kick off a Love Expression Relay, and organized activities such as flower arranging, DIY classes, community-based free medical consultation and massages to bring happiness to mothers in the community.



「社區暖心季」活動

"Community Passing on Warmth Season" Programme

2023年11月，正榮服務開啟了「第三屆暖心季」活動，聯動社區、黨支部為業主和社會一線服務者贈送暖冬熱飲、門把手套及暖寶寶等，在拉進與業主間距離的同時，傳遞正能量，滋養「善意」增長。

In November 2023, Zhenro Services launched the "Third Passing on Warmth Season" programme, linking up the community and party branches to present property owners and front-line service providers with warm beverages, doorknob gloves and warm paste, etc., to convey positive energy and nourish the growth of "goodwill" growth while narrowing the distance between us and the property owners.

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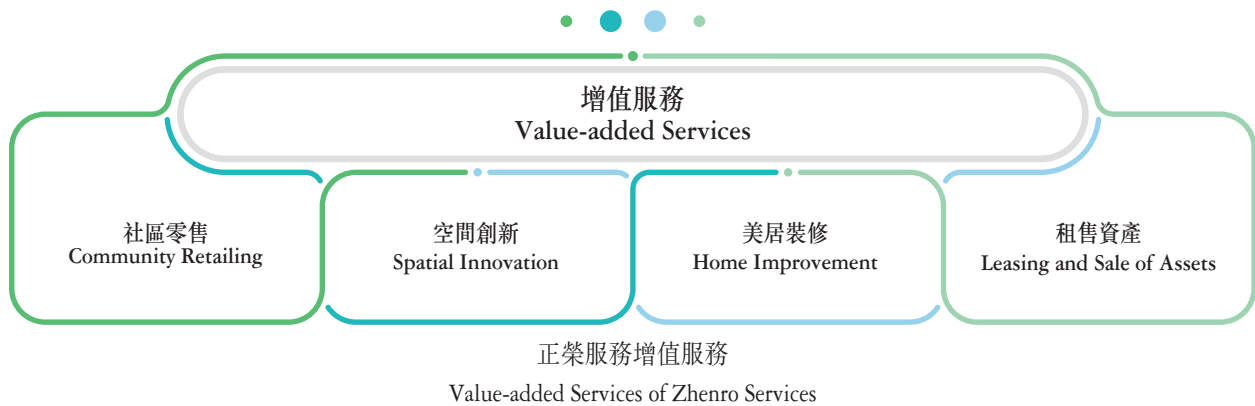
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增值服務

為滿足業主和客戶不斷增長和變化的美好生活需求，我們持續發力社區增值領域，打造了以社區零售、美居裝修、空間創新、租售資產等為主要核心的專業增值服務，通過全方位的產品服務，為美好社區生活及公司多元化發展注入更多的精彩和活力。

Value-added Services

In order to meet the ever-growing and changing needs of property owners and customers for a better life, we have continued to develop the community value-added sector, creating professional value-added services with community retailing, home improvement, spatial innovation, and leasing and sale of assets as the main core, and through a full range of products and services, we are able to inject more excitement and vitality into the creation of a better community life and the Company's diversified development.



<p style="text-align: center;">社區環境增值</p> <p style="text-align: center;">Community Environmental Value-added Measures</p>	<p>加強社區廢物處理，以可再生性資源循環利用原則，將餐前垃圾、可回收垃圾等變廢為寶</p> <p>Enhance community waste treatment by turning pre-meal waste, recyclable waste, etc. into reusable materials based on the principle of renewable resources cyclic utilization</p>
<p style="text-align: center;">社區生活增值</p> <p style="text-align: center;">Community Life Value-added Measures</p>	<p>從健康角度，進一步滿足業主家庭的養老需求，提升智慧康養、社區助餐、家政保健等方面的服務水平</p> <p>From the perspective of health, to further meet the needs of the elderly of property owners' families, and to enhance the level of services in the areas of smart health care, community catering, housekeeping and healthcare</p>
<p style="text-align: center;">社區民生增值</p> <p style="text-align: center;">Community livelihood Value-added Measures</p>	<p>加強基層員工技能培訓，以多勞多得的原則，幫助員工通過多元業務提高收入</p> <p>Strengthen skills training for grass-roots employees and help them to increase their income through diversified businesses on the principle of "more pay for more work"</p>
<p style="text-align: center;">零售產品增值</p> <p style="text-align: center;">Retail Products Value-added Measures</p>	<p>根據業主和員工需求，定點開展縣域級鄉村產業深耕，從深加工產品銷售到打造區域共用品牌，逐步實現產業導入，助力縣域級鄉村發展</p> <p>Based on the needs of property owners and employees, we will carry out deep cultivation of county-level rural industries, from the sale of deep-processing product to the creation of regional common brands, gradually realizing industrial introduction and helping county-level rural development</p>

增值服務規劃

Value-added Services Planning



從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

落實權益保障

我們高度重視業主和客戶的個人權益，聚焦安全保障、客訴處理及隱私保護。通過建立風險排查機制，落實營運安全保障措施，全方位築牢安全屏障。同時，傾聽並及時回應客戶心聲，不斷完善用戶隱私保護，為幸福生活保駕護航。

客戶安全保障

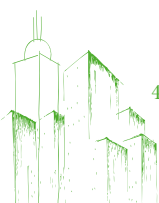
正榮服務高度重視应急管理，制定了《正榮服務防台、防汛應急預案》《正榮服務火警火災事件應急預案》《正榮服務重大污染源污染處理應急預案》等氣候災害應急預案，明確相關責任人及各部門人員的工作內容，並於重大節氣和時間節點開展環境風險檢查和預警，層層落實保障業主安全。同時，公司高度重視安全生產及隱患排查，嚴格依據安全排查流程，於重要節日前統一開展專項排查，致力將隱患消滅在萌芽狀態。

IMPLEMENTING RIGHTS AND BENEFITS PROTECTION

We attach great importance to the personal rights and benefits of property owners and customers, focusing on safety and security, customer complaint handling and privacy protection. By establishing a risk investigation mechanism and implementing operational security measures, we have built a comprehensive security barrier. At the same time, we listen to and respond to the voices of our customers in a timely manner, and continuously improve the protection of users' privacy, so as to safeguard a happy life for our property owners and customers.

Customer Safety Guarantee

Zhenro Services attaches greater importance to emergency management, and has formulated the Emergency Plans of Zhenro Services against Typhoon and Flood, Emergency Plans of Zhenro Services Against Fire Incident, Emergency Plans of Zhenro Services Against Pollution Treatment of Major Source of Pollutant and other emergency plans against climatic disasters, which clearly define the relevant responsible persons and the work of personnel from various departments, and carries out the inspection of and early warning on the environmental risks during major solar terms and time nodes, and strictly implements the measures to ensure the safety of the property owners. At the same time, the Company prioritizes production safety and hidden danger inspection, strictly follows the safety inspection process, conducts a unified special inspection before the important holidays, striving to nip hidden dangers in the bud.



<p>品質巡查及風險排查 Quality Inspection and Risk Identification</p>	<ul style="list-style-type: none">• 根據三級巡檢制度，全面開展品質巡查及風險排查、神秘客檢查、季度區域檢查、月度項目經理帶隊巡查等工作，對於巡查中發現的風險項開展整改銷項，及時消除現場品質及安全隱患• According to the three-tiered inspection system, the Company comprehensively carries out quality inspection and risk identification, mystery customers inspection, quarterly regional inspection, monthly inspections led by the project manager, etc., for the risk items found in the inspection, carry out rectification of items sold, and eliminate quality and safety hazards on-site in a timely manner
<p>應急演練 Emergency Drills</p>	<ul style="list-style-type: none">• 按照相關制度要求，每年開展兩次火災應急演練，演練內容包括消防服穿戴、消防栓運用等• Conduct fire emergency drills twice a year in accordance with the requirements of the relevant regulations, including the wearing of fire suits and the use of fire hydrants• 面向所有物業管理員工開展日常應急培訓及疏散演練工作，並於119消防日邀請專業消防人員為業主開展消防意識宣講及滅火器材操作培訓• Carry out daily emergency training and evacuation drills for all property management employees, and invite professional firefighters to conduct fire control awareness education and fire apparatus operation training for property owners on 119 Fire Services Day
<p>營運安全意識提升活動 Operation of Safety Awareness Enhancement Activities</p>	<ul style="list-style-type: none">• 以無安全事故為目標，定期面向安保人員及業主開展營運安全意識提升活動• With the goal of zero safety incidents, we regularly conduct safety awareness raising activities for security personnel and property owners
<p>數字化安全保障手段 Digital Security Guarantee Measures</p>	<ul style="list-style-type: none">• 通過人臉識別、智慧車場、訪客二維碼管理等數字化手段，進一步保障用戶安全，提升服務體驗• Further safeguard user safety and enhance service experience through digital means such as facial recognition, smart car parks and visitor QR code management

客戶安全保障措施

Customer Safety Guarantee Measures

客戶投訴處理

我們將業主與客戶的服務體驗放在首要位置，不斷優化客戶投訴處理流程及管理機制，暢通多個客戶投訴接收渠道，對用戶投訴進行及時跟進與閉環處理，確保客戶訴求得到高效、妥善地解決，持續提高客戶信賴度和滿意度。

Handling Customer Complaints

We prioritize service experience of property owners and customers, keep optimizing the customer complaint handling process and management mechanism, open up multiple channels for receiving customer complaints, and carry out timely follow-up and closed-loop handling of customer complaints to ensure that customer demands are efficiently and properly resolved, and continuously improve customer trust and satisfaction.



事件響應

Complaints Responding

- 針對400監督服務熱線通報投訴，要求項目條線於15分鐘內響應，項目經理於2小時內還原事件，若2小時後事件仍未解決，需上報到片區處理
For complaints reported to the 400 supervision service hotline, the project line is required to respond within 15 minutes and the project manager to pinpoint the precise course of incidents within 2 hours. If the complaint is still not resolved after 2 hours, it needs to be reported to the regional unit for processing

事件通報

Complaints Notification

- 當日發生的投訴，需於400監督服務群內及時通報，進行「事件還原」，明確「業主訴求」「解決措施」及「預防措施」
Complaints arising on the day of the incident shall be promptly reported in the 400 supervision service group to conduct “pinpointing the precise course of incident” and clarify “property owner demands”, “solution measures” and “preventive measures”

事件回訪

Complaints Follow-up

- 根據投訴事件的嚴重程度，明確對應層級的回訪執行人，層級順序依次為「客服主管－項目經理－片區總負責人－區域／事業部營運客服負責人」
Identify the the corresponding level of follow-up executors according to the severity of the complaints, and the order of levels is: “customer service supervisor — project manager — regional general manager — regional and business unit operations customer service manager”

事件處罰

Complaints Punishment

- 通過400監督服務群，發佈紅黑榜、典型案例及處罰結果
Release white list and black list, typical cases and punishment results via 400 supervision service group
- 對於判定為有效的服務態度類投訴，且第一責任人為自有員工的，根據相關管理條例進行處罰；若第一責任人為外包員工，依據合同條款對外包公司進行款項扣除
For valid complaints about service attitude, if the first responsible person is our own employee, we will impose penalties according to the relevant management regulations; if the first responsible person is an outsourced employee, we will deduct money from the amount due to the outsourcing company according to the terms of the contract

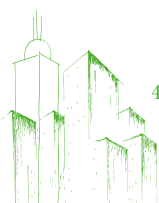
整改提升

Rectification and Improvement

- 由區域／事業部負責統籌各項目專項培訓會議，必要時由區域客服條線開展培訓
The Regional and Business Unit is responsible for coordinating special training meetings for each project, and the regional customer service line will conduct training when necessary
- 將客戶服務相關培訓資料同步至客戶服務外包商
Synchronize customer service related training materials to the customer service outsourcing provider

投訴處理流程

Complaints Handling Process

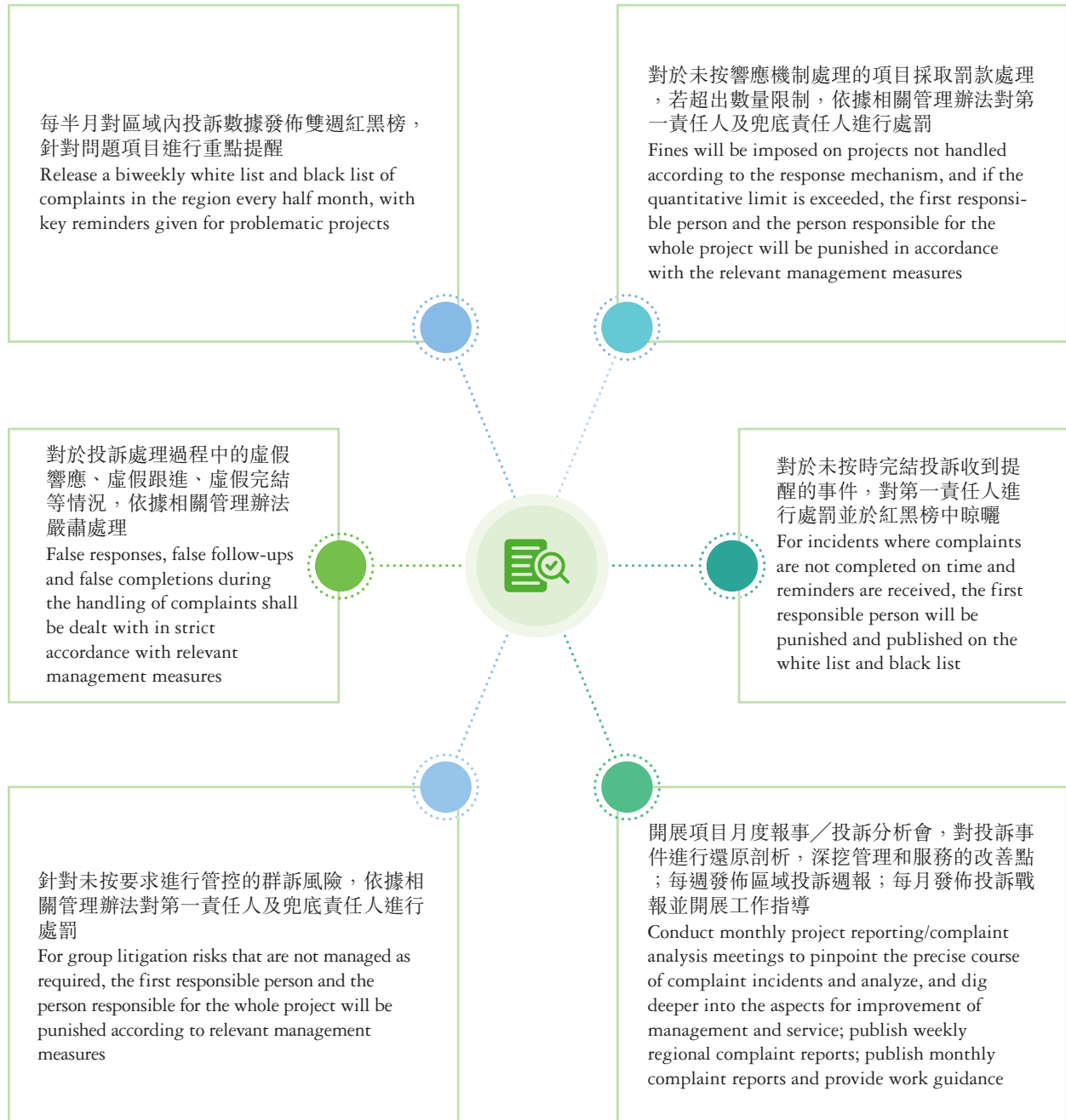


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Zhenro Services Forging ahead with Commitment to Quality Services

為確保投訴問題得到根本解決，我們要求各部門負責人對接待日收集的投訴意見進行梳理，並錄入報事系統，實施問題閉環處理，以改善、提升項目物業服務品質，增強業主的認可度和信賴度。

To ensure that complaints are resolved completely, we require the heads of each department to sort out the complaints collected on Reception Day, and enter them into the reporting system for implementing closed-loop problem handling to improve and enhance our property service quality of projects and enhance the recognition and trust of property owners.



投訴事件閉環改善處理機制

Closed-loop Improvement and Handling Mechanism for Complaint Incidents



從榮向前 精研品質服務

Zhenro Services Forging ahead with Commitment to Quality Services

2023年，正榮服務接收的主要投訴類型包括收費類、環境管理類、服務態度類、秩序維護類，客戶投訴各項指標表現如下：

In 2023, the main types of complaints received by Zhenro Services include charges, environmental management, service attitude, and order maintenance. The indicators of customer complaints are as follows:

累計接收投訴數量

Cumulative Number of
Complaints Received

952單

累計投訴關閉率

Cumulative Complaint
Cancellation Rate

99.8%

累計表揚數量

Cumulative Number of
Compliments

317單

客戶隱私保護

正榮服務充分尊重客戶隱私，嚴格遵守《中華人民共和國網絡安全法》《信息安全等級保護管理辦法》等法律法規，建立全面、規範的信息使用及管理規定，守護客戶隱私安全。同時，公司定期開展信息安全培訓及客戶個人信息保護情況抽查，進一步確保客戶信息安全。報告期內，公司未發生客戶隱私洩露事件。

Protection of Customer Privacy

Zhenro Services fully respects customer privacy, strictly abides by the Cybersecurity Law of the People's Republic of China, the Administrative Measures for the Graded Protection of Information Security and other laws and regulations, establishes comprehensive and standardized information use and management regulations, and protects customer privacy security. At the same time, the Company regularly conducts information security training and spot checks on customer personal information protection to further ensure customer information security. During the Reporting Period, the Company did not have any leakage of customer privacy.

低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

正榮服務持續完善環境管理體系，不斷提升能源資源管理能力，加強對環境的管控力度，開展環保督察工作，設立環境管理目標，推動環境管理工作有序開展，努力降低自身業務營運對生態環境產生的負面影響。此外，正榮服務積極識別、應對全球氣候變化帶來的風險與機遇，以確保公司營運的穩健性和可持續性。

注重環境管理

正榮服務持續深化內部環境管理體系，致力於精細管控排放物並實現資源的高效利用。我們建立了嚴格的排放物管理制度，並採取積極的措施以加強環境管理，持續減少污染物排放，力求降低業務活動對環境的影響。

環境管理體系

我們嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國固體廢物污染環境防治法》《危險化學品安全管理條例》《中華人民共和國水污染防治法》《生活垃圾管理條例》《中華人民共和國大氣污染防治法》等營運所在地的相關法律法規，確保公司的營運活動均符合國家的環保和節能要求。為進一步強化內部環境管理，我們制定了《正榮服務集團能耗管理作業指引》《環境因素的識別與評價程序》《污染物管理程序》等內部制度，明確內部環境管理分工與職責，為各項工作的開展提供清晰、明確的指引。

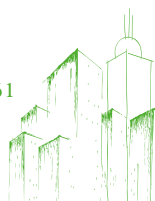
Zhenro Services continues to improve the environmental management system, enhance its energy resource management capabilities, strengthen its environmental management and control efforts, carry out environmental protection inspections, set up environmental management goals, promote the orderly development of environmental management work, and strive to reduce the negative impact of its business operations on the ecological environment. In addition, Zhenro Services actively identifies and responds to the risks and opportunities brought about by global climate change to ensure the robustness and sustainability of the Company's operations.

FOCUSING ON ENVIRONMENTAL MANAGEMENT

Zhenro Services continues to deepen its internal environmental management system and is committed to precision control of emissions and achieving efficient use of resources. We have established a strict emissions management system and taken active measures to strengthen environmental management, thereby continuously reduce pollutant emissions, and strive to reduce the impact of business activities on the environment.

Environmental Management System

We strictly comply with the relevant laws and regulations of the places where we operate, including the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, the Regulations on the Safety Administration of Hazardous Chemicals, Law of the People's Republic of China on Prevention and Control of Water Pollution, the Regulations on Household Refuse Management, and the Law of the People's Republic of China on Prevention and Control of Atmospheric Pollution to ensure that the Company's operating activities comply with the country's environmental protection and energy conservation requirements. In order to further strengthen internal environmental management, we have formulated internal systems, including the Energy Consumption Management Guidelines of Zhenro Services Group, the Procedures for Identification and Evaluation of Environmental Factors and the Pollutant Management Procedures, to clarify the division and responsibilities for internal environmental management, provide clear guidelines for the implementation of various tasks.



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

為確保環境管理措施的有效執行，及時發現並糾正問題，提升管理效率，報告期內，我們對總部、區域和項目三階段的三級管理體系進行了優化。該體系以三級檢查與考核模式為基石，通過逐級遞進的管理流程，確保各項環境管理措施落實到執行人，得以有效實施。同時，輔以三級監督與評估機制，對環境管理工作的執行情況進行全面監督和科學評估。

In order to ensure the effective implementation of environmental management measures, promptly discover and correct problems, and improve management efficiency, during the Reporting Period, we optimized the three-level management system at the headquarters, region and project levels. This system is based on the three-level inspection and assessment model, and through a step-by-step management process, it ensures that various environmental management measures are implemented by the executors and effectively implemented. At the same time, it is supplemented by a three-level supervision and evaluation mechanism to conduct comprehensive supervision and scientific evaluation of the implementation of environmental management work.

總部：編寫發佈管理辦法，督導、檢查管理辦法執行情況

Headquarters: formulate and issue administrative measures, supervise and inspect the implementation of administrative measures

區域：定期對在管項目進行管理辦法宣貫、培訓、考核，並提出修改意見

Region: regularly publicize, implement, provide training and assess the management measures of the projects under management, and propose amendments

項目：執行管理辦法，定期反饋執行結果

Project: implement management measures and regularly provide feedback on implementation results

三級監督與考核體系

Three-level supervision and assessment system

正榮服務重視環境管理體系的優化與提升，積極開展管理體系認證工作。公司於2017年取得了ISO 14001環境管理體系認證，並堅持每年認證，旨在進一步推動基於ISO 14001的環境管理體系標準化進程。報告期內，集團未因違反當地環境法律及法規而被處以重大罰款或遭受處罰。

Zhenro Services attaches great importance to the optimization and improvement of environmental management systems and actively carries out management system accreditation. The Company obtained ISO 14001 environmental management system certification in 2017 and insists on annual certification, aiming to further promote the standardization process of environmental management systems based on ISO 14001. During the Reporting Period, the Group was not subject to major fines or penalties for violating local environmental laws and regulations.

低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

環境目標

報告期內，為深化環保工作實施、確立公司綠色發展策略並優化環境管理手段，正榮服務經過董事會審批，確立了四項核心環境管理目標，並具體規劃實現這些目標的具體措施，以推動公司環境管理的系統化和規範化。

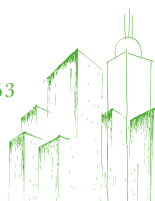
Environmental Goals

During the Reporting Period, in order to deepen the implementation of environmental Protection work, establish the Company's green development strategy and optimize environmental management methods, Zhenro Services, with the approval of the board of directors, established four core environmental management goals and planned specific measures to achieve these goals to promote the Company's systematization and standardization of environmental management.

環境管理目標

Environmental Management Goals

類別 Category	目標 Goals	主要舉措 Main initiatives
碳減排 Carbon emission reduction	建立碳排放管理體系；逐年降低溫室氣體排放強度 Establish a carbon emission management system; reduce greenhouse gas emission intensity year by year	加強對公司員工、商戶及業主的綠色低碳的環保宣貫；統一碳排放數據統計口徑，完善數據收集體系 Strengthen the promotion and implementation of green and low-carbon environmental protection to company employees, merchants and property owners; unify the statistical caliber of carbon emission data and improve the data collection system
能源使用效益 Energy efficiency	持續推進能源管理體系的建設，不斷提升能源使用效率 Continue to promote the construction of energy management systems and continuously improve energy efficiency	探索可再生能源使用的可能性；倡導綠色辦公；更換節能設備 Explore the possibility of using renewable energy; advocate green offices; replace with energy-saving equipment
水資源節約 Water conservation	逐年降低用水強度；提高水資源利用效率 Reduce water use intensity year by year; improve water resource utilization efficiency	加強節水措施的實施；增強員工的節水意識 Strengthen the implementation of water-saving measures; enhance employees' awareness of water-saving
廢棄物管理 Waste management	加大廢棄物管理力度；積極推進廢棄物回收利用工作 Increase waste management efforts; actively promote waste recycling	與供應商共同推進可循環包材的使用；進一步完善廢棄物監管、回收和台賬建立工作 Work with suppliers to promote the use of recyclable packaging materials; further improve waste supervision, recycling and account establishment work



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

排放物管理

正榮服務高度重視排放物的管理工作，始終將遵守國家和地方法律法規作我們日常營運的基本準則。我們制定並實施了一系列內部排放管理制度，旨在加強營運過程中的排放監測與管控力度，確保所有排放活動均嚴格合規，切實履行企業的環保責任。

廢棄物管理

正榮服務嚴格遵守營運所在地的相關法律法規，制定《固體廢棄物管理規定》等內部制度，對營運過程中產生的廢棄物進行全過程管理，嚴格管控廢棄物收集、分類、暫存、處置和回收的各個環節，確保合規處置。

正榮服務在日常經營及辦公過程中產生的無害廢棄物主要包括廚餘垃圾、廢棄紙張和廢棄包裝物等。產生的有害廢棄物主要包括硒鼓、廢棄墨盒、廢舊電子設備等。我們對包括生活區域、辦公區域和商業區域在內的三類區域分別制定了明確的廢棄物合規處置方式。此外，我們對以生活垃圾為主的廢棄物制定了更進一步的具體處置方式，所有生活垃圾必須進行乾濕分離處理，並使用加厚型垃圾袋妥善打包；泔水垃圾則需專門採用120L垃圾桶進行單獨運輸，且在運輸全程中必須密閉桶蓋，嚴防外洩。我們力求在細節上達到環保標準，為建設綠色環境貢獻一份力量。

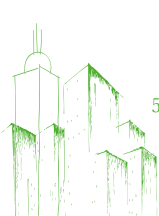
Emissions Management

Zhenro Services attaches great importance to the management of emissions and will always abide by national and local laws and regulations as the basic guideline for our daily operations. We have formulated and implemented a series of internal emission management systems to strengthen emission monitoring and control during operations, ensure that all emission activities are strictly compliant, and effectively fulfill the Company's responsibilities of environmental protection.

Waste Management

Zhenro Services strictly comply with the relevant laws and regulations of the place where it operates, formulates internal systems including the Solid Waste Management Rules, and carries out whole-process management of the wastes generated in operation, and strictly controls all processes of waste collection, classification, temporary storage, disposal and recycling, to ensure compliant disposal.

Non-hazardous wastes generated in Zhenro Services's daily operations and office work mainly include kitchen waste, waste paper and waste packaging materials. Hazardous wastes generated mainly include toner cartridges, waste ink cartridges, and waste electronic equipment. We have formulated clear compliance disposal methods for waste in three types of areas, including living areas, office areas and commercial areas. In addition, we have formulated further specific disposal methods for wastes, mainly domestic waste. All domestic waste must be separated from dry and wet, and properly packaged in thickened garbage bags; swill waste needs to be transported separately in special 120L trash cans, and the lids of which must be closed during the entire transportation process to prevent leakage. We strive to meet environmental protection standards in every detail and contribute to building a green environment.



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

生活區域 Living Area

我們建立了完善的垃圾分類體系，並督促各區域子公司結合當地政府要求，積極實行垃圾分類政策。

We have established a comprehensive waste segregation system and urge our regional subsidiaries to actively implement waste segregation policies in conjunction with local government requirements.

辦公區域 Office Area

我們在多處設立包含乾垃圾、濕垃圾分類選項的垃圾桶。

We have placed sorting garbage bins for separating dry waste and wet waste at various locations.

商業區域 Business Area

我們制定明確的垃圾分類規定和指引體系，從清運工具、清運方式和清運管理三個層面明確商戶對廢棄物的處理方式。

We have formulated a clear waste segregation regulation and guideline system to clarify the way merchants dispose of waste at three aspects, namely, the tools, mode and management in cleaning and transportation of waste.

區域廢棄物合規處置方式 Compliant disposal methods of regional waste

莆田正榮財富中心廢棄物處置改造

Putian Zhenro Fortune Center Waste Disposal Upgrade

報告期內，莆田正榮財富中心項目在項目現場配置分類垃圾桶，要求商戶及保潔人員定時將垃圾分類清運至垃圾房，由莆田市環境集團統一進行集中壓縮拉至垃圾站。

During the Reporting Period, the Putian Zhenro Fortune Center project was equipped with sorting garbage bins at the project site, and merchants and cleaning staff were required to sort and transport the garbage to the garbage room on a regular basis. After that, Putian Environment Group will uniformly compress and pull the garbage to the garbage station.



垃圾分類清運
Garbage sorting, cleaning and transportation



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

合肥悅都薈嚴格落實垃圾分類要求

Strict Garbage Sorting in Hefei Capital Yue

為切實推進垃圾分類工作，合肥悅都薈從小區整體環境、宣傳氛圍、投放點設施、投放點環境、設備營運狀況和營運管理台賬六個方面著手，實施全方位、精細化的管理考核。通過實施全面的管理考核機制，有效提升垃圾分類的效率和準確性，同時宣揚了良好的環保習慣。報告期內，該小區獲當地政府認可，被評為「垃圾分類示範小區」。

In order to effectively promote the work of garbage sorting, Hefei Capital Yue implemented a comprehensive and refined management assessment from six aspects: the overall community environment, publicity atmosphere, garbage collection facilities, garbage disposal points environment, equipment operation status and operation management ledger. By implementing a comprehensive management and assessment mechanism, the efficiency and accuracy of garbage sorting are effectively improved, while good environmental protection habits are promoted. During the Reporting Period, the community was recognized by the local government and rated as a “Model Community for Garbage Sorting”.



生活垃圾投放點
Domestic garbage disposal point

清澈行動

為提升施工現場品質，進一步規範清運外包方管理，正榮服務在報告期內開展「清澈行動」，通過制定項目最低利潤率相關指標，要求具體項目施工方對建築垃圾分類清運和回收負責，致力於形成行之有效的管控機制和針對垃圾清運外包方的有效評價，並提升各類項目的盈利能力。報告期內，正榮服務已大幅提升各項目建築垃圾回收程度。

Operation Clear

In order to improve the quality of the construction site and further standardize the management of outsourcers of waste cleaning and transportation, Zhenro Services carried out “Operation Clear” during the Reporting Period, and required the construction parties of specific projects to be responsible for the sorting, transportation and recycling of construction waste by formulating indicators related to the minimum profit margin of the project, committed to forming an effective management and control mechanism and effective evaluation of outsourcers of waste cleaning and transportation, and improving the profitability of various projects. During the Reporting Period, Zhenro Services has significantly improved the level of construction waste recycling in various projects.

低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

廢氣管理

受主營業務範圍和營運模式影響，公司的廢氣排放量相對較低，廢氣排放主要來源於自有車輛的尾氣排放。

正榮服務嚴格遵守營運所在地的相關法律法規，並制定一系列嚴格的內部廢氣排放管理舉措，以降低廢氣排放量。對於自有車輛，我們每年進行車輛檢驗，確保所有車輛合規使用。針對廢氣排放量較大的設備，我們對其排放的各項廢氣指標進行嚴格監測，確保滿足國家及所處地區的具體排放標準。此外，我們不斷調整車輛配置，減少自有車輛的使用，鼓勵員工使用拼車或公共交通，減少廢氣的排放。

廢水管理

正榮服務嚴格遵守《排污許可管理條例》《中華人民共和國水污染防治法》等營運所在地的相關法律法規，制定嚴格的內部廢水排放管理體系，確保營運過程中廢水的合規排放。

Exhaust Gas Management

Due to the main business scope and operating model, the Company's exhaust emissions are relatively low, and exhaust emissions mainly come from the exhaust emissions of its own vehicles.

Zhenro Services strictly abides by relevant laws and regulations in the places where it operates and has formulated a series of strict internal exhaust gas emission management measures to reduce exhaust gas emissions. For our own vehicles, we conduct vehicle inspections every year to ensure that all vehicles are used properly. For equipment with large exhaust gas emissions, we strictly monitor various exhaust gas indicators emitted by them to ensure that they meet the specific emission standards of the country and the region where they are located. In addition, we constantly adjust our vehicle configuration, reduce the use of our own vehicles and encourage employees to use carpooling or public transportation to reduce exhaust emissions.

Wastewater Management

Zhenro Services strictly abides by the Regulations on the Administration of Pollution Discharge Permits, the Law of the People's Republic of China on Water Pollution Prevention and Control and other relevant laws and regulations where it operates and develops a strict internal wastewater discharge management system to ensure the compliance of wastewater discharge during operations.



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

正榮服務的廢水排放主要來源為生活污水。為確保合規排放，我們在所有營運區域實行雨污分流機制，並對營運過程中的廢水排放進行實時內部監測，對異常排放情況及時反應。此外，我們積極投入資源，開展設施設備改造，不斷優化廢水排放方式，力求在減少廢水排放總量的同時，逐步降低對環境的影響。

此外，我們定期開展外部審查，委託具有專業資質機構的第三方每年對廢水進行各項指標監測，確保出水指標符合排放要求。報告期內，正榮服務的廢水排放均符合排放要求。

The main source of wastewater discharged by Zhenro Services is domestic sewage. In order to ensure compliance with discharge regulations, we implement a rainwater and sewage diversion mechanism in all operating areas, conduct real-time internal monitoring of wastewater discharge during operations, and respond promptly to abnormal discharge situations. In addition, we actively invest resources, carry out facilities and equipment renovations, and continuously optimize wastewater discharge methods, striving to reduce the total amount of wastewater discharge while gradually reducing the impact on the environment.

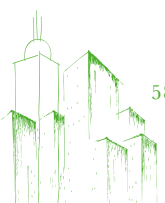
In addition, we regularly conduct external reviews and entrust a third party with professional qualifications to monitor various indicators of wastewater every year to ensure that the effluent indicators meet discharge requirements. During the Reporting Period, the wastewater discharged by Zhenro Services complied with the discharge requirements.

莆田正榮財富中心餐廚廢水過濾排放改造

Putian Zhenro Fortune Center Kitchen Wastewater Filtration and Discharge Modification

報告期內，莆田正榮財富中心為確保餐廚廢水合規排放，特對隔油間、一體化設備等涉及餐廚廢水過濾排放方面的設施進行了針對性改造。經改造後的設施，在廢水處理效果方面有明顯提升。

During the Reporting Period, in order to ensure compliance with the discharge of kitchen wastewater, Putian Zhenro Fortune Center carried out targeted retrofit of facilities related to the filtration and discharge of kitchen wastewater, such as oil separation rooms and integrated equipment. The renovated facility has significantly improved its wastewater treatment effect.



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

資源管理

我們制定水資源監測管理制度，指導公司對水資源的使用進行統計和分析，以及時監測並整改用水異常現象。為防止跑、冒、滴、漏現象，我們定期開展營運區域內的給水、排水設施閥門和密封裝置保養和巡檢。此外，我們通過設備改造、重複利用和意識提升等具體措施，持續提高水資源使用效益。

Resource Management

We have formulated a water resource monitoring and management system to guide the Company in statistics and analysis of water use, and to promptly monitor and rectify abnormal water use. In order to prevent running-off, draining, dripping and leaking, we regularly carry out maintenance and inspection of valves and sealing devices of water supply and drainage facilities in the operating area. In addition, we continue to improve the efficiency of water use through specific measures such as equipment modification, reuse and awareness raising.

<p>設備改造 Equipment modification</p>	<ul style="list-style-type: none"> • 進行水泵變頻改造，在園區內使用節水龍頭及潔具等 Conduct frequency conversion of water pumps and use water-saving taps and sanitary ware in the park
<p>重複利用 Reuse</p>	<ul style="list-style-type: none"> • 建立中水回用、雨水回用等系統，利用中水、雨水進行綠化澆灌 Establish water reuse and rainwater reuse systems, and use reclaimed water and rainwater for irrigation
<p>意識提升 Awareness raising</p>	<ul style="list-style-type: none"> • 在衛生間、開水間等地點張貼節水標語，提升員工、消費者、業主節水意識 Posting water-saving slogans in toilets and pantries to raise the awareness of employees, consumers and property owners of water conservation.

節水舉措

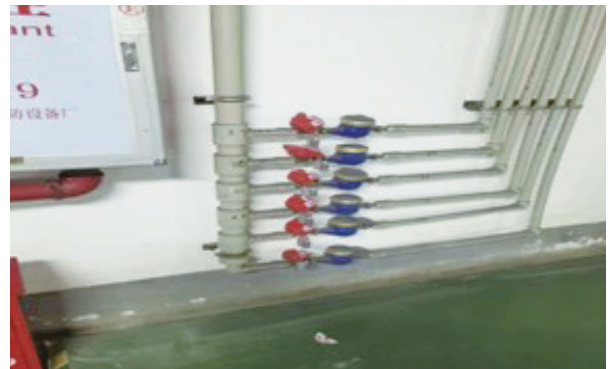
Water saving measures

莆田正榮財富中心節水改造

Putian Zhenro Fortune Center Water-saving Renovation

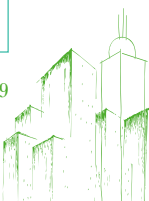
報告期內，莆田正榮財富中心項目在不影響使用的前提下減小各衛生間出水閥門開度，並對項目公區的自來水閥門進行加鎖改造。

During the Reporting Period, the Putian Zhenro Wealth Center project tightened the water outlet valves in each sanitary rooms without affecting use, and also locked and modified the tap water valves in the public area of the project.



水閥調節

Water valves adjustment



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

踐行綠色營運

正榮服務始終堅持綠色低碳營運理念，做綠色理念的實踐者。公司積極踐行管理流程優化，通過升級設備、意識提升等舉措實現環境效益與經濟效益的雙贏。我們推行綠色辦公，大力倡導低碳出行，組織開展各類環保宣貫活動，提升員工、業主、租戶的環保責任意識，讓綠色環保融入城市生活。

低碳營運

能源管理

正榮服務將能源管理視為公司日常營運過程中的重點，通過制度保障、管理升級、優化舉措等途徑，不斷加強對能源的使用規範和管理。我們積極響應國家「雙碳」目標，嚴格遵守營運所在地相關法律法規，制定《正榮服務集團能耗管理作業指引》，指導能源管理工作的開展。

公司定期對能源使用情況進行追蹤、分析及對比，及時發現能源使用異常情況並跟進處理，並將各區域的能耗指標與員工的績效掛鉤，助力環境目標的實現。為提高能源使用效率，我們推進落實節能改造，升級迭代節能技術，落地節能減排項目，推進節能新技術的運用，同時，鼓勵各項目與當地清潔能源供應商簽訂合作協議，提高清潔能源覆蓋率並降低能源消耗總量。此外，我們通過海報和溫馨提示等宣傳手段，提高員工的節能意識。

報告期內，為避免不必要的能源消耗，提升能源使用效益，我們實施了一系列節能舉措。

PRACTICE GREEN OPERATIONS

Zhenro Services always adheres to the green and low-carbon operation concept and is a practitioner of green concepts. The Company actively practices management process optimization and strives to achieve a win-win situation of environmental and economic benefits through upgrading equipment, raising awareness and other measures. We promote green office, vigorously advocate low-carbon mobility, organize various environmental protection publicity activities, enhance the environmental responsibility awareness of employees, property owners and tenants, and integrate green environmental protection into urban life.

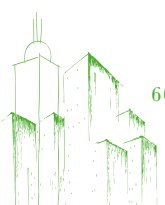
Low Carbon Operation

Energy Management

Zhenro Service regards energy management as the focus of the Company's daily operations, and continuously strengthens the regulation and management of energy use through institutional guarantees, management upgrades, optimization measures and other means. We actively respond to the national "dual carbon" goal, strictly abide by relevant laws and regulations where we operate and formulate the Energy Consumption Management Guidelines of Zhenro Services Group to guide the development of energy management work.

The Company regularly tracks, analyzes and compares energy usage, promptly discovers and follows up on abnormal energy usage, and links energy consumption indicators in each region with employee performance to help achieve environmental goals. In order to improve energy efficiency, we promote the implementation of energy-saving renovations, upgrade and iterate energy-saving technologies, implement energy-saving and emission reduction projects, and promote the application of new energy-saving technologies. At the same time, we encourage each project to sign cooperation agreements with local clean energy suppliers to increase clean energy coverage and reduce total energy consumption. In addition, we use posters, kind reminders and other promotional means to improve employees' awareness of energy conservation.

During the Reporting Period, in order to avoid unnecessary energy consumption and improve energy efficiency, we implemented a series of energy-saving measures.



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

落實節能改造

Implementation of Energy Efficiency Retrofits

- 開展地下車庫照明系統分區控制改造，配合智能化遠程電表改造以提高公司的能耗統計分析水平，實現高效的電力資源監測與管理。
Implemented the underground garage lighting system zoning control renovation, together with the intelligent remote meter renovation in order to improve the Company's energy consumption statistics and analysis level, and to achieve efficient monitoring and management of power resources.

採用節能設備

Adopting Energy-Saving Equipment

- 在不影響光照度的情況下，公共區域的路燈、走道燈、停車場及設備層照明均採用節能燈具，並通過安裝感應開關，根據具體需求控制照明設備的運行時間。
Without affecting the lighting level, adopting energy-saving lamps and lanterns for street lamps and walkway lamps in public areas and lighting equipment in car parks and equipment level, and the control operation time of the lighting equipment according to the specific needs by installing sensing switches.

優化節能運作

Optimisation of Energy-Saving Operation

- 對空調等設備制定精細化運行方案，規定設備開關機時間及運行參數設置，如根據天氣規定的具體空調溫度，並開展日常巡檢。
Developed a refined operation programme for air-conditioning and other equipment, setting equipment switching times and operation parameters, such as setting specific air-conditioning temperatures according to the weather, and carrying out daily inspections.



節能燈具
Energy-saving lamps



公區感應燈
Sensor lights in public area



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

莆田正榮財富中心節能改造

Putian Zhenro Fortune Center Energy-Saving Renovation

報告期內，莆田正榮財富中心對該項目的運行能耗進行了全面優化。通過制定年度策略鋪排並進行全過程監督，確保各項措施落地生效。

During the Reporting Period, Putian Zhenro Wealth Center comprehensively optimized the project's operational energy consumption. By formulating annual strategies and conducting whole-process supervision, we ensure that all measures are implemented and effective.

我們對智能電表進行了改造升級，實現了對每日四個不同時段的電費差異化收取，進一步提高了能源使用的合理性。同時，我們積極推進外廣場燈源的光伏改造，通過引入可再生能源，全面提升物業管理的智能化，並實現碳排放減少。

We have renovated and upgraded smart meters to realize differentiated charging of electricity bills at four different time periods every day, further improving the rationality of energy use. At the same time, we actively promote the photovoltaic transformation of the lighting in the outer square and introduce renewable energy to comprehensively improve the intelligence of property management and reduce carbon emissions.



光伏路燈
Photovoltaic street lights

綠色辦公

我們倡導綠色低碳的辦公方式，持續推進綠色環保宣貫與培訓活動，增強員工環保意識，鼓勵所有員工參與節能行動，減少資源浪費，同時落實資源回收再利用，營造低碳環保的綠色辦公環境。

公司在辦公區全面推行無紙化辦公，對於日常辦公中涉及到的事項均在線進行審批及記錄，避免線下流程的紙張消耗，降低紙張使用量。我們要求所有員工在下班後關閉不再使用的電器，同時推廣使用節能辦公設備，為員工綠色出行和通勤提供支持等方式降低辦公能耗。此外，公司持續推進廢棄物回收再利用工作，在打印機旁設立廢紙和舊辦公用具回收籃，便於收集尚可使用的紙張、辦公用具等進行循環使用。

Green Office

We advocate a green and low-carbon office style, continue to promote green environmental protection publicity and training activities, enhance employees' environmental awareness, encourage all employees to participate in energy-saving actions, reduce resource waste, and implement resource recycling and reuse to create a low-carbon and environmentally friendly green office environment.

The Company implements paperless initiatives in the whole office area, and all matters involved in daily office work are approved and recorded online to avoid paper consumption in offline processes and reduce paper usage. We require all employees to turn off electrical appliances that are no longer in use after get off work, promote the use of energy-saving office equipment, and provide support for employees' green mobility and commuting to reduce office energy consumption. In addition, the Company continues to promote waste recycling and reuse, setting up waste paper and used office equipment recycling baskets next to the printer to facilitate the collection of usable paper, office equipment, etc. for recycling.

低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

綠色倡導

綠色租賃

正榮服務著力推動綠色商場建設發展，助力實體商戶創新轉型，通過正榮財富中心商場示範創建，成為引流綠色流通，倡導節能降耗的排頭兵和領跑者。我們對所有進場商戶提前開展進場交底審核，包括圖紙審核，材料消防安全要求等，並依據國家相關法律法規對提交材料進行規定。

綠色文化

正榮服務同樣致力於推進業主小區綠色文化的建設與發展。我們積極推動綠色生活方式的普及，通過加強綠化養護等措施，倡導居民在日常生活中共同關注小區綠化質量，持續提升小區綠化率和業主居住品質。

Green Advocacy

Green Leasing

Zhenro Services focuses on promoting the construction and development of green shopping malls and assisting brick-and-mortar merchants in their innovation and transformation. Through the exemplary creation of Zhenro Fortune Center shopping malls, the Company has become a vanguard and leader in green circulation and advocating energy conservation and consumption reduction. We conduct in-site briefing reviews for all merchants entering the site in advance, including review of drawings, fire safety material requirements, etc., and stipulate submission materials in accordance with relevant national laws and regulations.

Green Culture

Zhenro Services is also committed to promoting the construction and development of green culture in owner communities. We actively promote the popularization of green lifestyles, and by strengthening greening maintenance and other measures, we advocate residents to pay attention to the quality of community greening in their daily lives, and continue to improve the greening rate of communities and the living quality of owners.

綠茵行動

Operation Greenery

報告期內，為提高小區綠化養護質量，正榮服務開展綠茵行動，確保各住宅項目無黃土裸露或枯死苗木，重點管理小區一級綠化養護區域。此外，我們制定綠化管理制度，通過對業主開展宣傳教育，提高業主的綠色環保意識和責任感。

During the Reporting Period, in order to improve the quality of greening maintenance in the community, Zhenro Services carried out a greening campaign to ensure that there were no exposed loess or dead seedlings in each residential project, and focused on the management of the first-level greening maintenance area in the community. In addition, we have formulated a greening management system to improve the owners' awareness and sense of responsibility for green environmental protection through publicity and education.



項目綠化養護
Project greening maintenance

低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

3.12 植樹節活動

3.12 Arbor Day Activities

報告期內，我們於植樹節在多個小區開展植樹活動，積極邀請業主家庭參與植樹，為減少碳排放做出自己的一份貢獻。

During the Reporting Period, we carried out tree planting activities in multiple communities on Arbor Day and actively invited the family of property owners to participate in tree planting and make contribution to reducing carbon emissions.



植樹活動
Tree planting activity

應對氣候變化

正榮服務深刻理解氣候變化對企業可持續發展的深遠影響，積極響應國家「雙碳」目標。我們主動識別和評估氣候變化可能帶來的潛在風險，緊密跟蹤國家關於氣候變化的相關政策發佈及動態發展態勢，合理採取措施，有效降低風險，將應對氣候變化融入公司戰略。董事會負責審議氣候變化相關風險，ESG工作小組經董事會授權定期就包括氣候變化在內的ESG相關風險及風險應對措施的有效性及充足性進行探討，並向董事會匯報。各職能部門及下屬公司積極落實氣候風險應對舉措，以增強公司的風險抵禦能力。

Responding to Climate Change

Zhenro Services is acutely aware of the significant impact climate change has on its sustainable development and therefore actively align itself with the national “dual carbon” initiative. We proactively identify and assess potential risks posed by climate change, closely monitor the release of policies by the government and dynamic developments related to climate change, take reasonable measures to effectively mitigate these risks, and incorporate countermeasures into the Company’s strategy. The Board of Directors oversees the assessment of risks related to climate change, while the ESG Working Group, authorized by the Board, frequently evaluates the adequacy and effectiveness of measures addressing the ESG related risks, including those associated with climate change, and reports their findings to the Board. Our functional departments and subsidiaries are to take active measures to mitigate climate risks, thereby enhancing the Company’s risk resilience.

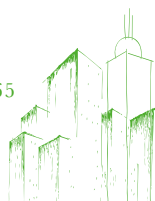
低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

公司參照氣候相關財務信息披露工作組(TCFD)的建議，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，對營運範圍內的氣候變化可能帶來的風險進行識別。我們對運用所在地的政府規劃及政策、極端天氣的歷史記錄等外部影響因素及營運特點和業務規劃等內部影響因素進行了綜合分析，識別出與正榮服務相關的氣候變化風險清單，並相應制定應對舉措。

With reference to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the Company identified potential climate change risks within the scope of its operations based on two typical greenhouse gas concentration pathways (RCP2.6 and RCP8.5) under comparative scenarios. We have conducted a comprehensive analysis of external factors such as government plans and policies in the regions where we operate, historical records of extreme weather conditions, as well as internal factors such as our operational characteristics and business plans, which enabled us to identify a list of climate change risks and develop corresponding countermeasures.

風險類別	風險參數	風險描述	應對舉措
Risk Category	Risk Parameter	Risk Description	Response
市場	政策變化	在國家雙碳背景下，隨著相關法規及政策的陸續出台，企業若未能及時根據最新政策調整自身營運標準，將面臨罰款、業務損失、品牌和聲譽受損等負面影響。	正榮服務積極識別現行法律法規與政策，解讀相關政策導向，並結合自身的業務和實際需求，制定企業發展戰略。我們將持續更新和完善管理體系，將節能減排理念納入企業的戰略規劃之中，以確保公司適應政策變化，實現可持續發展。
Market	Policy changes	With the continuous introduction of relevant laws and regulations in the context of the national dual carbon goals, the Company may be subject to negative impacts such as fines, business losses, brand and reputation damage if it fails to adjust its operating standards in accordance with the latest policies in a timely manner.	Zhenro Services actively identifies the existing laws, regulations and policies, interprets relevant policy orientation, develops its development strategy based on its business and actual needs. We will continue to update and improve our management system, and incorporate the philosophy of energy conservation and emission reduction into our strategic planning, so as to ensure that the Company adapts to policy changes and realizes sustainable development.
	採購成本上漲	氣候變化可能導致原材料價格上漲，從而導致採購成本上漲。	積極分析原材料價格變化趨勢，擴大本地供應商合作比例，降低供應鏈風險，同時通過與供應商交流及資源整合，有效管理採購成本上漲風險。
	Increase in purchase costs	Climate change may lead to an increase in raw material prices and purchase costs.	The Company actively analyzes the pricing trend of raw materials, increases the proportion of cooperation with local suppliers, reduces supply chain risks, and effectively manages the risk of rising procurement costs through communication with suppliers and resource integration.
聲譽	業主對社會責任的重視	社會及客戶更加重視企業履行社會責任的表現。	堅持可持續發展道路，參與公益事業，逐步開展綠色轉型。
Reputation	Concern of property owners about social responsibilities	Society and customers now pay more attention to the performance of corporate social responsibilities.	The Company adheres to sustainable development, participates in public welfare undertakings and carries out green transformation step by step.



低碳營運 踐行綠色發展

Low-carbon Operation and Green Development

風險類別	風險參數	風險描述	應對舉措
Risk Category	Risk Parameter	Risk Description	Response
慢性風險	海平面上升	政府間氣候變化專門委員會(IPCC)預計在RCP8.5情景下，海平面增長值約為0.30米；而在RCP2.6情景下，平均增長值約為0.24米。	對於慢性氣候風險，正榮服務進行前瞻性的風險識別和評估，並將其納入規劃考量因素。同時，公司緊密關注天氣預報，以確保做出及時、充足的準備，保障工作人員和業主的安全。
Chronic risk	Rise of sea level	The Intergovernmental Panel on Climate Change (IPCC) predicted that the sea level would rise by approximately 0.30 meters under the RCP8.5 scenario and 0.24 meters on average under the RCP2.6 scenario.	For chronic climate risks, Zhenro Services conducts forward-looking risk identification and assessment, and incorporates it into planning considerations. Meanwhile, the Company closely monitors weather forecasts to ensure timely and adequate preparation, safeguarding the safety of its staff and property owners.
急性風險	颱風、洪水等極端天氣事件嚴重程度提高	極端天氣事件會對工作人員的安全產生影響，從而影響勞動力管理和規劃。	正榮服務制定應對極端天氣的風險應急機制，並優化了應對極端天氣的應急管理流程。公司各級管理人員對極端天氣進行提前排查預防，針對颱風氣候進行物資儲備、排水清掏等應急處置。公司還積極開展應急演練，以提高員工應對極端天氣事件的能力和效率。旨在確保工作人員在極端天氣條件下能安全有效地執行任務。
Acute risk	Increase in the severity of extreme weather events including typhoons and floods	Extreme weather conditions will affect the safety of employees and labor management and planning.	Zhenro Services has formulated a risk emergency mechanism to deal with extreme weather conditions and optimized its emergency management process for responding to extreme weather conditions. Our management personnel at all levels conduct pre-emptive inspections and take preventive measures such as stockpiling supplies, clearing drainage systems, and implementing other emergency measures in response to typhoon conditions. We also actively conduct emergency drills to improve our employees' ability and efficiency in dealing with extreme weather events, aiming to ensure that our staff can safely and effectively carry out their tasks under extreme weather conditions.

正榮服務將繼續關注氣候變化對企業的影響，加強風險管理能力，依據風險識別結果不斷優化更新應對措施，以推動企業的可持續發展。

We will continue to focus on the impact of climate change, enhance our risk management capabilities, continuously optimize and update our countermeasures based on the results of risk identification, so as to promote the sustainable development of the Company.

繁星如炬 助力員工發展

Empowering Employee Development

正榮服務視人才為企業可持續發展的重要基石。我們堅持以人為本，始終貫徹「惜才、展才、耀才」的人才理念，持續完善僱傭制度，助力人才發展，保障職業安全，為員工營造一個充滿關愛、尊重和發展機會的工作環境，實現企業與員工共生共榮。

員工權益保障

正榮服務堅持依法合規僱傭，持續完善招聘與僱傭制度，保障員工權益，豐富薪酬福利體系，與員工形成平等和諧的勞工關係，實現公司與員工的共益發展。

員工招聘

正榮服務嚴格遵守《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，並結合企業內部情況，制定並持續完善《招聘管理制度》及《人事流程管理規範》等內部制度，在員工僱傭、入職、培訓、晉升、薪酬福利等方面全力維護員工及應聘者的合法權益。

我們堅持平等僱傭的原則，對不同性別、種族、宗教信仰及文化背景的員工均一視同仁，致力於營造平等、多元的職場環境。

此外，我們堅持依法僱傭，嚴格遵守《中華人民共和國未成年人保護法》及國際勞工組織《強迫勞動公約》等法律法規。通過在僱傭環節嚴格核查候選人身份文件，杜絕任何形式的僱傭童工、強制勞工等違法行為發生。報告期內，正榮服務未發生僱傭童工、強制勞工的制度違反行為，全職員工勞動合同簽訂率為100%。

Zhenro Services regards talent as a crucial cornerstone for its sustainable development. Therefore, we uphold a people-oriented principle and talent philosophy of “cherishing, developing, and giving full play to talent”, constantly refining our employment system to empower talent development and ensure the safety of our employees, striving to create a workplace full of love, respect, and opportunities for them, and thrive with them.

PROTECTING THE RIGHTS AND BENEFITS OF EMPLOYEES

Zhenro Services adheres to legal and compliant employment practices, continuously improving its recruitment and employment systems to safeguard the rights and interests of its employees. We constantly optimize our compensation and benefit system, aiming to foster equal and harmonious relations with our employees, and achieve mutually beneficial development with them.

Employee Recruitment

Zhenro Services complies strictly with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and other relevant laws and regulations. Based on the Company's actual needs, we have formulated and continuously improved a set of internal systems such as the *Recruitment Management System and Human Resources Process Management Norms*, striving to protect the legitimate rights and interests of our employees and job applicants from the perspectives of hiring, onboarding training, promotion, compensation and benefits.

We adhere to the principle of equal opportunities, treating our employees of different genders, races, religious beliefs, and cultural backgrounds equally, striving to create a harmonious and diverse workplace.

Furthermore, we adhere to legal employment practices and comply strictly with laws and regulations such as the *Law of the People's Republic of China on the Protection of Minors* and the *International Labor Organization's Forced Labor Convention*. We carefully verify the candidates' identification documents during the hiring process to prevent any form of child labor, forced labor, or other illegal practices. During the Reporting Period, we were not engaged in any institutional violations involving child labor or forced labor, and the labor contracts signing rate of full-time employees reached 100%.



繁星如炬 助力員工發展

Empowering Employee Development

為了吸引更多優秀人才加入公司，我們定期更新人才招聘策略，拓寬招聘渠道並上線招聘信息化系統，通過持續優化招聘管理工作，提升招聘效率，夯實人才基礎，為企業可持續發展注入源源活力。

To attract more talented individuals to join us, we regularly update our talent recruitment strategies, expand our recruitment channels and launch an online recruitment information system. Through continuously optimizing our recruitment management efforts, we strive to enhance recruitment efficiency, solidify our talent foundation, and fuel the Company's sustainable development with a vibrant workforce.

更新人才招聘策略 Updating Talent Recruitment Strategies

- 我們結合公司當前戰略需要、團隊結構及市場供需等因素，在符合招聘原則「一正五力」的基礎上，更新了不同業務多個崗位的崗位說明書，從能力與崗位要求匹配著手，準確識別符合要求的優秀人才。
- With the Company's current strategic needs, team structure, market supply and demand and other factors taken into account, we have updated the job descriptions for various positions across different business segments under the recruitment principle of "integrity and five strengths", with the goal of precisely identifying exceptional talents whose capabilities align with the demands of the positions.

拓寬人才招聘渠道 Expanding Recruitment Channels

- 為更好的適配組織發展現狀，我們分別從內部人才推薦管理、靈活用工渠道開拓及回流員工管理三個渠道方面進行迭代升級，豐富招聘渠道，在提升崗位滿編率的同時節約招聘成本。
- To align with the Company's development status, we have enhanced our practices and efforts across three key channels: internal talent recommendation management, flexible employment channels, and returning employee management, aiming to diversify our recruitment channels, boost job occupancy rates, and reduce recruitment costs.

搭建招聘信息化系統 Launching a Recruitment Informatization System

- 我們積極順應數字化發展趨勢，結合HRIS人力系統，搭建招聘信息化系統，實現面試流程管控、編製管理、人才庫建設、渠道管理等模塊統一線上管理，並通過數據可視化等手段，確保信息準確性，大幅提升招聘效率。
- We strive to stay abreast of the trend of digitalization by building a recruitment information system based on our HRIS manpower system, aiming to realize the unified online management of interview process control, staffing management, talent pool construction, channel management and other modules, and ensure the accuracy of information, and dramatically enhance recruitment efficiency through data visualization and other technical means.

繁星如炬 助力員工發展

Empowering Employee Development

「榮之星」校園招聘逐夢起航

Sets Sail for Dreams with “Ro’s Star” Campus Recruitment

「榮之星」作為正榮服務精心打造的應屆生招聘選拔項目，通過系統性、科學性、職業化的培養，為集團長遠發展輸送核心骨幹人才。

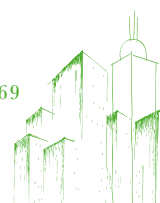
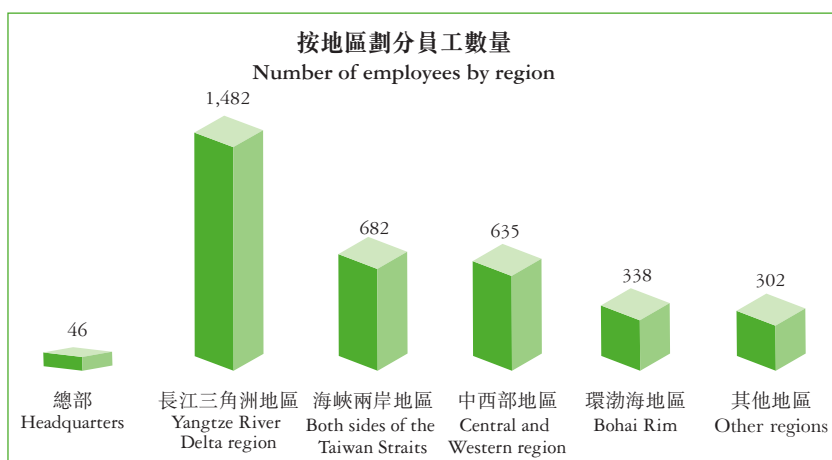
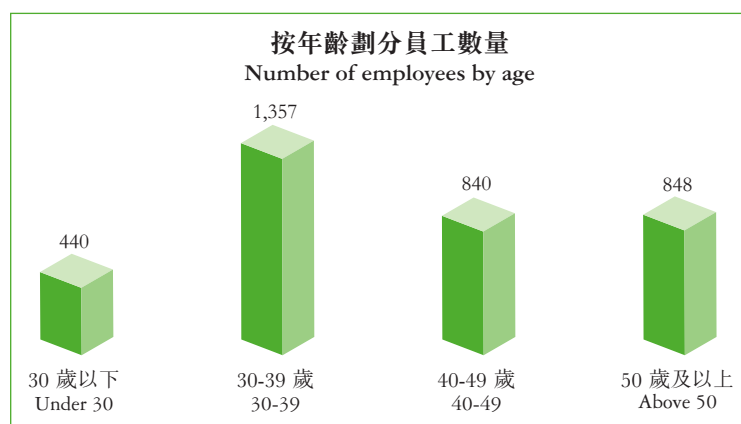
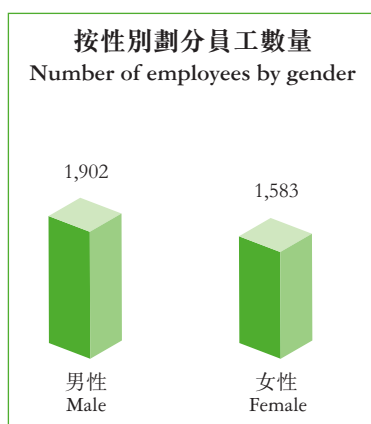
As a fresh graduate recruitment project meticulously crafted by Zhenro Service, “Ro’s Star” aims to systematically, scientifically, and professionally cultivates high-potential talents for the Group’s sustainable growth.

報告期內，2024界「榮之星」校園招聘共開展6場線下宣講會，覆蓋集團業務發展四大區域，在吸引優秀人才的同時，傳遞企業文化，在高校中樹立了積極、專業的品牌形象。

During the Reporting Period, the “Ro’s Star” Campus Recruitment Project of 2024 held 6 on-campus recruitment events, covering the Group’s four key business regions, which have effectively communicated our corporate culture and fostered a positive, professional brand image among universities while attracting outstanding talents.

報告期內，我們成功完成既定招聘指標，滿編率達95%以上。截至2023年12月31日，正榮服務員工總數為3,485人，均為正式員工。員工分類情況如下：

During the Reporting Period, we successfully accomplished our recruitment targets with a staffing rate of over 95%. As at December 31, 2023, we had a total of 3,485 employees, all being regular employees. A breakdown of our employees is set out below:



繁星如炬 助力員工發展

Empowering Employee Development

薪酬福利

正榮服務嚴格遵守《中華人民共和國勞動法》《中華人民共和國社會保險法》中涉及薪酬及福利發放的有關規定，建立規範管理、科學發展的長效薪酬管理機制。我們積極對標同行及跨行企業，確保為員工提供具有競爭力的薪酬。報告期內，我們持續優化薪酬結構、刷新獎懲機制、強化及時激勵，並且將個人薪酬漲幅與經營單位績效相關聯，有效激勵優秀人才與企業共同發展。

正榮服務致力於確保每一位員工獲得客觀且公平的薪酬和績效獎勵。報告期內，我們升級了《評優管理指引》，通過設置月度、季度、年度評優機制並設立具有代表性獎項，對行為優秀員工予以及時的獎勵與嘉獎，營造積極向上的工作氛圍。此外，我們致力於建立公正、高效的激勵體系，針對員工崗位差異，分別採取PPI及KPI考核方式，並新增月度及季度績效考核，考核結果與評優、升職掛鉤，充分調動員工工作積極性。

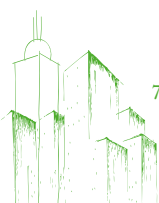
我們持續完善員工福利體系，制定《員工考勤及假期管理規範》《員工考勤管理細則》等內部管理制度，在五險一金、年假和法定節假日等基礎福利之外，結合員工的實際需求，為員工提供節日禮金、免費體檢、免費食堂等各類補充福利，全面提升員工幸福感與歸屬感。

Remuneration and Benefits

Zhenro Services strictly abides by the relevant provisions of the *Labor Law of the People's Republic of China* and the *Social Insurance Law of the People's Republic of China* concerning the issuance of remuneration and benefits, and has established a long-term remuneration management mechanism featuring standardized management and scientific development. We actively benchmarked against our peers and cross-border enterprises to ensure that we provide our employees with competitive remuneration. During the Reporting Period, we continued to optimize our remuneration structure, refresh the reward and punishment mechanism, strengthen timely incentives, and correlate the increase in individual remuneration with the performance of the business units, so as to motivate the talents to contribute to the success of the Company.

Zhenro Services is committed to ensuring that every employee receives objective and fair remuneration and performance rewards. During the Reporting Period, we upgraded our *Guidelines on Merit Assessment Management* to provide timely rewards and commendations to our employees with outstanding performance through the establishment of monthly, quarterly and annual merit assessment mechanisms and representative awards, so as to foster a positive working atmosphere. In addition, we strive to establish a fair and efficient incentive system by adopting PPI and KPI assessment methods to address the differences in the positions of our employees, as well as monthly and quarterly performance appraisals, with the results linked to merit assessment and promotion, so as to fully motivate our employees to dedicate themselves to the development of the Company.

We continued to improve our employee welfare system by formulating the *Employee Attendance and Vacation Management Standards, Employee Attendance Management Rules* and other internal management systems. In addition to the basic benefits such as five types of social insurance and the housing provident fund, annual leave and statutory holidays, we provide our employees with holiday bonuses, free medical checkups, free canteens and other types of supplemental benefits based on their actual needs, so as to enhance their satisfaction and sense of belonging.



繁星如炬 助力員工發展

Empowering Employee Development

協同夥伴成長

正榮服務始終堅持以正直陽光為核心凝聚人才，以構築事業為平台發展人才，以繁榮共享為目標激勵人才。我們致力於為員工提供廣闊的職業發展平台和良好的學習環境，全面提升員工職業技能與專業素養，為企業業務創新及高水平發展提供強有力的人才支撐。

晉升通道

正榮服務致力於為員工營造開放且透明的良性競爭環境。我們合理規劃員工職業發展通道，強化項目一線管理崗位的競聘機制，同時結合集團業務發展需求，針對不同崗位員工，分別制定清晰明確的晉升流程，確保每位員工能夠充分發揮自己的才能和潛力，為企業創造更多價值。

PARTNERING FOR GROWTH

Zhenro Services adheres to the core concept of integrity and transparency to gather talents, to construct a platform for the development of talents, and to motivate talents with the goal of shared prosperity. We are committed to providing employees with a broad career development platform and a good learning environment, comprehensively improving their vocational skills and professionalism, and providing strong talent support for business innovation and high-level development.

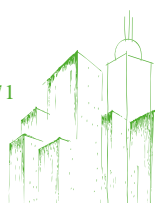
Promotion Path

Zhenro Services is committed to creating an open and transparent environment of positive competition for employees. We reasonably plan the career development channels for our employees, strengthen the competition mechanism for the front-line management positions of projects, and at the same time, combined with the business development needs of the Group, we have formulated a clear and definite promotion process for employees in different positions, so as to ensure that each employee can give full play to their skills and abilities, and create more value for the enterprise.

職能人員	每年年中、年底兩次晉升機會，根據績效考核結果，優秀者給予晉升激勵。
Functional staff	Two promotion opportunities in the middle and at the end of each year, and promotion incentives are given to those who excel according to the results of the performance appraisal.
項目管理人員	每季度一次晉升機會，對空缺的管理崗位進行內部公開競聘。
Project management staff	Quarterly promotion opportunities and internal open competition for vacant management positions.

此外，我們鼓勵員工在專業領域進一步深造，為接受再教育及考取崗位相關專業資格證書的員工報銷考試費及學費，全面護航員工個人成長及職業發展。

In addition, we encourage our employees to pursue further education in their professional fields, and reimburse the examination fees and tuition for employees who receive continuing education and obtain job-related professional qualifications, so as to comprehensively support the personal growth and career development of our employees.



繁星如炬 助力員工發展

Empowering Employee Development

培訓體系

正榮服務致力於營造積極的全員學習氛圍，助力企業和人才的持續發展。我們結合公司戰略需求，持續完善人才培訓體系建設，在新員工融入、基礎崗位技能提升、關鍵崗位能力培養和梯隊建設等方面建立了完善的縱深人才培養與發展體系，打造多項精品培訓項目，為企業發展培養高素質、專業化的人才團隊。報告期內，我們共計開展了26,440個小時的員工培訓，員工人均受訓課時為7.6小時／人。

Training System

Zhenro Services is committed to creating a positive all-employee learning atmosphere to help the sustainable development of the Company and talents. Combined with the Company's strategic needs, we continue to improve the construction of talent training system, establish a robust talent development framework in the integration of new employees, basic job skills enhancement, key position ability training and echelon construction, etc., and create a number of boutique training programs to cultivate a high-quality, professional talent team for the development of the Company. During the Reporting Period, we conducted a total of 26,440 hours of training for our employees, with the average training hours per employee of 7.6 hours.

新員工培訓

New Employee Training

報告期內，我們打造了全新的新員工培養計劃，對新員工試用期管理與培訓、帶教與考核進行系統化管理，全流程覆蓋新員工入職報到、通識學習和文化認同、崗位培訓及融入訓練營等關鍵節點。

During the Reporting Period, we created a new training program for new staff to systematically administer the management and training of new employees during the probationary period, as well as their coaching and assessment, with the whole process covering the key nodes of onboarding, general knowledge and cultural integration, job training and orientation training camps.

榮之星

Ro's Star

榮之星項目是正榮服務內部管培生培養品牌，面對應屆本科及碩士研究生，尋找未來本公司的中高層管理人才和專業人才。項目重點關注校招生職場全週期發展與追蹤，聚焦6大關鍵培養節點進行賦能、融入。

The "Ro's Star" program is the internal management training brand of Zhenro Services, facing fresh undergraduate and master's degree students, looking for middle and senior management talents and professional talents of the Company in future. The program focuses on comprehensive career development and support for school students in the workplace, and focuses on 6 key training nodes for empowerment and integration.



繁星如炬 助力員工發展

Empowering Employee Development

榮管家

Ro's Manager

榮管家項目是正榮服務內部管家分級認證與培養品牌，重點關注管家服務水平與效能提升，為客戶主管和項目經理儲備人才。2023年我們啟動榮管家種子訓練營項目，並每季度開展管家上崗認證，全方位提升管家服務標準，為客戶提供更優質的服務。

The “Ro's Manager” program is the internal managerial grading certification and training brand of Zhenro Services, which focuses on the improvement of manager service level and efficiency, and reserves talents for account executives and project managers. In 2023, we launched the Ro's Manager Training Camp program, and carried out the manager onboarding certification on a quarterly basis, so as to improve the service standard of managers in all aspects, and to provide customers with better quality services.

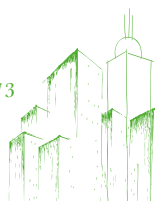


榮之將

Ro's General

榮之將是正榮服務內部項目經理培養品牌，分為儲將營和煉將營兩個項目，以項目經理畫像為標靶，全方位提升經營意識、品質意識、解決問題能力及團隊管理能力，增強企業腰部力量，打造高效、精幹的項目經理團隊。

“Ro's General” is the internal project manager training brand of Zhenro Services, which is divided into two projects, namely, Leadership Development Program and Advanced Skills Training Program. Taking the competency model of the project manager as the target, the project manager will improve the management consciousness, quality consciousness, problem solving ability and team management ability in all aspects, enhance the organizational agility and resilience, and create an efficient and competent project manager team.



繁星如炬 助力員工發展

Empowering Employee Development

商業精英管理人才培訓營

Commercial Elite Management Talent Training Camp

商業精英管理人才培訓營是正榮服務內部重要人才發展項目，主要面向商業項目管理及營運管理核心骨幹人員，以商業項目總經理畫像為標靶，全面、系統提升經營意識、團隊管理和業務能力，深入理解商業項目的營運管理和戰略規劃，為企業商業項目拓展提供中堅力量。

The Commercial Elite Management Talent Training Camp is an important talent development project within Zhenro Services, which is mainly for the key decision-makers of commercial project management and operation management. Taking the competency model of the general manager of a commercial project as a target, it comprehensively and systematically improves the strategic thinking, team management and business ability, and provides in-depth understanding of the operation and management of the commercial projects as well as the strategic planning, so as to provide essential talent pool for the expansion of the enterprise's commercial projects.



2023年，我們在企業文化建設方面邁出了堅實步伐，建立並完善文化光譜、文化關鍵詞等核心內容，為企業文化體系建設夯實理論基礎。我們通過文化競賽、文化盲盒、基層座談會、正行動、企業文化培訓等豐富活動，有效增強企業文化傳播力，確保企業文化落地。報告期內，我們共舉辦基層文化座談會241場，企業文化培訓50餘場，累計近4,000人次參加培訓。

In 2023, we took a solid step forward in the construction of corporate culture, establishing and improving the core contents of cultural spectrum and cultural keywords to solidify the theoretical foundation for the construction of corporate culture system. We effectively enhanced the dissemination of our corporate culture and ensured that our corporate culture was put into practice through a wealth of activities such as cultural competitions, cultural blind boxes, grassroots symposiums, employee engagement initiatives and corporate culture training. During the Reporting Period, we organized 241 grassroots cultural symposiums and more than 50 corporate culture trainings, with a total of nearly 4,000 participants.

繁星如炬 助力員工發展

Empowering Employee Development

提升員工幸福感

正榮服務堅持以人為本的理念，始終將員工關愛放在重要位置，通過打造多元、暢通的溝通渠道，組織豐富多彩的業餘活動，保障員工生活和工作平衡，提升員工的幸福感與對企業的歸屬感。

員工溝通

正榮服務主動傾聽員工聲音，積極打造多種有效溝通渠道，為員工營造開放、民主的溝通環境。我們設置員工關係專員崗位並開放員工關係熱線，確保員工反饋得到高效處理；每半年召開至少1次員工懇談會，傾聽員工訴求；定期舉辦人力資源規劃會，對優秀員工予以表彰。此外，我們倡議所有經理人敞開大門，並主動關注下屬的需求和情緒，有針對性的幫助員工解決工作中遇到的困難。

員工關愛

我們制定《正榮集團員工互助基金制度》，為遇到突發重大困難的員工提供幫扶援助，並於節日期間登門慰問退伍軍人員工及困難員工，以實際行動傳遞正榮溫暖，提高員工幸福感。

在工會的領導下，我們每週組織羽毛球、足球、慢跑等體育活動，鼓勵員工保持身心健康。此外我們定期組織員工生日會、節日聯歡會、讀書分享會等專項活動，豐富員工業餘文化生活。報告期內，我們共舉辦各類員工活動百餘次，有效增強員工凝聚力、提高員工滿意度。

ENHANCING EMPLOYEE HAPPINESS

Zhenro Services adheres to the concept of people-oriented, and always puts employee care in an important position. By creating diversified and smooth communication channels and organizing colorful spare time activities, Zhenro Services guarantees the balance of employees' life and work, and enhances their happiness and organizational commitment.

Employee Communication

Zhenro Services actively listens to the voice of employees, actively builds a variety of effective communication channels, and creates an open and democratic communication environment for employees. We set up an employee relations specialist position and open an employee relations hotline to ensure that employee feedbacks are handled efficiently; we hold at least one employee feedback session every six months to listen to the demands of employees; and we hold regular human resources planning meetings to recognize outstanding employees. In addition, we advocate all managers to open their doors and take the initiative to pay attention to the needs and emotions of their subordinates, and help them solve the difficulties they encounter in their work with tailored solutions.

Employee Caring

We have formulated *Zhenro Group Employee Mutual Aid Fund System* to provide help and assistance to the employees who encountered sudden and major difficulties, and visited veteran employees and employees in difficulty during festivals to convey the warmth of Zhenro and improve the employee satisfaction with tangible efforts.

Under the leadership of the trade union, we organize weekly sports activities such as badminton, soccer and jogging to encourage our employees to maintain their physical and mental health. In addition, we regularly organize special activities such as staff birthday parties, holiday get-togethers and book sharing sessions to enrich the leisure activities of our employees. During the Reporting Period, we organized various employee activities for more than 100 times, effectively enhancing team spirit and improving employee satisfaction.



繁星如炬 助力員工發展

Empowering Employee Development

職業健康與安全

正榮服務視員工為寶貴財富，始終將員工的職業健康與安全置於企業核心位置。我們不斷優化職業健康與安全保障體系，切實落實安全管理責任，開展安全培訓活動，為員工營造安全、健康的工作環境。

我們嚴格遵循《中華人民共和國職業病防治法》《職業健康檢查管理辦法》等相關法律法規的要求，並已通過ISO 45001職業健康與安全管理體系認證。我們持續完善職業健康與安全保障體系，制定《正榮服務防台、防汛應急預案》《正榮服務火警火災事件應急預案》等內部指引，明確各層級安全管理相關人員職責，並將員工健康安全績效與部門高管薪酬及考核掛鉤，確保安全管理工作的有效落實。

我們制定了總部、神秘客及項目團隊三級巡檢制度，積極開展安全隱患專項排查工作，有效預防和消除生產過程中的安全隱患。此外，我們每年為員工提供免費體檢，幫助員工及時了解自身健康狀況。

我們定期開展安全培訓賦能，提高員工安全意识、技能，保障員工及業主人身安全。此外，我們每年為員工提供免費體檢，幫助員工及時了解自身健康狀況。

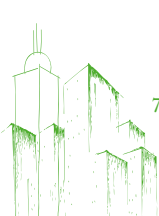
OCCUPATIONAL HEALTH AND SAFETY

Zhenro Services regards employees as valuable assets, and always puts the occupational health and safety of employees at the core of the enterprise. We continuously optimize the workplace safety and health program, clearly assign and enforce safety management responsibilities, and carry out safety training activities to create a safe and healthy working environment for our employees.

We strictly follow the requirements of the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases, Measures for the Administration of Occupational Health Inspection* and other relevant laws and regulations, and have passed the ISO 45001 Occupational Health and Safety Management System Certification. We continue to improve the occupational health and safety protection system, formulate internal guidelines such as *Emergency Plan for Typhoon and Flood Prevention of Zhenro Services* and *Emergency Plan for Fire and Fire Incident of Zhenro Services*, clarify the responsibilities of the personnel related to the safety management at all levels, and link the health and safety performance of the employees with the salary and assessment of the departmental senior management members to ensure the effective implementation of the safety management work.

We have established a three-tier inspection system of our headquarters, mysterious guests and project teams, and we actively carry out special inspections for specific safety risks, so as to effectively prevent and eliminate potential safety hazards in the production process. In addition, we provide annual wellness examinations for our employees every year to help them understand their health condition in time.

We carry out regular safety training and empowerment to improve the safety knowledge and competencies of our employees and ensure the personal safety of our employees and owners. In addition, we provide annual wellness examinations for our employees every year to help them keep informed of their health conditions.



繁星如炬 助力員工發展 Empowering Employee Development

正榮服務開展消防應急演練

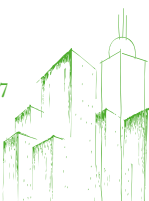
Zhenro Services Conducted Fire Emergency Drill

正榮服務要求各項目每半年至少開展一次消防應急演練，演習內容包括消防服的穿戴、如何使用消防栓滅火等，物業員工必須全員參與。

Zhenro Services requires each project to carry out fire emergency drills at least once every six months. The drills include wearing fire suits, how to use fire hydrants to extinguish fires, etc., and all property employees must participate.

119消防日時，我們專門邀請消防專業人員為員工及客戶培訓居家消防注意事項並講解滅火器材簡單操作，提高消防安全意識。報告期內，各項目共開展消防應急演練500餘次。

On Fire Day 119, we invited firefighting professionals to train employees and customers on residential fire safety measures and explain the basic operation of fire extinguishers to raise awareness of firefighting safety. During the Reporting Period, more than 500 fire emergency drills were conducted by projects.



幸福榮樂 創造美好生活

Happiness and Joy, Creating a Better Life

正榮服務深知良好的供應鏈管理對優質服務與企業發展的重要性，我們秉持平等透明、開放共享的合作原則，不斷完善供應鏈體系，以推動負責任供應鏈建設，開啟合作共贏新篇章。同時，我們始終堅守社會責任，積極與各方共享發展成果，參與社區共建與公益行動，匯聚愛心，傳遞溫暖，攜手共創美好生活。

攜手合作共贏

正榮服務致力於在更廣泛的領域、更多元的層面及更深入的層次上，與合作夥伴及供應商建立平等、互惠和透明的合作關係，以實現資源的優勢互補和共同提升，推動可持續供應鏈建設。

供應商管理

正榮服務視高質量供應鏈體系為優質服務的基石。公司恪守《中華人民共和國招標投標法》等相關法規的準則，建立並持續完善《正榮服務供應商管理制度》等內部規章制度，明確供應商准入、評估、退出全生命週期的管理流程及相關標準，不斷健全供應鏈管理體系，提高供應鏈管理水平。我們持續規範採購流程，通過強化供應商的篩選與評審工作，促進他們的不斷進步與成長，共同打造誠信、透明、高質量的供應鏈體系。

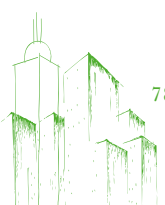
Zhenro Services understands the importance of good supply chain management to quality services and corporate development. We uphold the cooperation principles of equality, transparency, openness and sharing, and continue to improve our supply chain system in order to promote the construction of a responsible supply chain and open up a new chapter of win-win cooperation. At the same time, we have always adhered to social responsibility, actively share the achievements and successes with all parties, participate in community building and public welfare activities, gather love, convey warmth, and work together to create a better life.

PARTNERING FOR WIN-WIN COOPERATION

Zhenro Services is committed to establishing equal, mutually beneficial and transparent relationships with our partners and suppliers in a wider range of areas, at more diversified and deeper levels, so as to realize synergies and mutual enhancement of resources and promote the construction of a sustainable supply chain.

Supplier Management

Zhenro Services regards a high-quality supply chain system as the cornerstone of quality services. The Company abides by the *Tendering and Bidding Law of the People's Republic of China* and other relevant regulations, establishes and continuously improves the *Zhenro Services Supplier Management System* and other internal rules and regulations, which specify the management process and relevant standards for the entire lifecycle of supplier admission, evaluation and withdrawal, and continually improves the supply chain management system to enhance the level of supply chain management. We continue to standardize the procurement process and promote the continuous progress and growth of our suppliers by strengthening their selection and evaluation, so as to jointly create a supply chain system built on integrity, transparency, and quality.



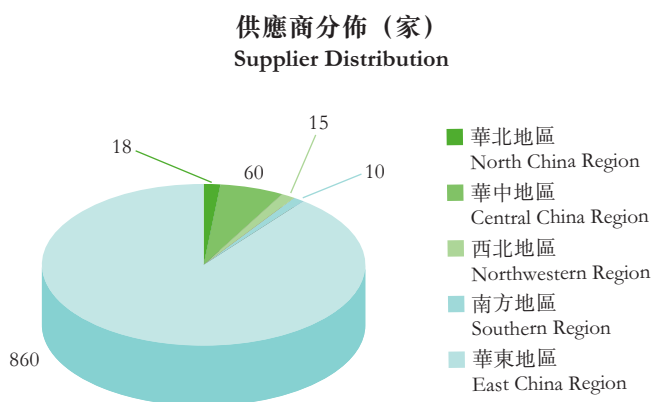
幸福榮樂 創造美好生活 Happiness and Joy, Creating a Better Life

供應商准入流程

我們高度重視供應商資格審查工作，建立了嚴密的准入考察體系。通過實地調研、深度溝通、詳盡的資料核驗等多種手段，進行全方位的資質審查，確保供應商符合我們的准入標準。報告期內，我們共有963家供應商，分佈區域如下圖所示：

Supplier Admission Process

We attach great importance to the qualification review of our suppliers and have established a comprehensive supplier qualification review process. We conduct all-round qualification reviews through various means, such as on-site surveys, in-depth communication and detailed information verification, to ensure that our suppliers meet our admission standards. During the Reporting Period, we had a total of 963 suppliers, distributed in the areas shown in the chart below:



供應商考核及分級管理機制

為確保供應商的服務質量和履約能力，我們落實開展常規的日常檢查以及週期性（月度／季度）與非定期的質量監督檢查。在日常檢查中，我們嚴格對照合同條款和產品質量標準，對供應商的服務細節進行全面審核。在月度、季度以及非約定的質量督導檢查裡，我們針對供應商的履約情況進行評估，對任何未遵循合同條款的行為進行詳細記錄並追蹤整改情況。報告期內，正榮服務新引入第三方神秘客檢查，並將其收集的數據作為供方履約評估的重要維度之一。對於在檢查過程中發現的問題，我們要求供應商在規定時間內完成整改。

Supplier Assessment and Hierarchical Management Mechanism

In order to ensure the quality of our suppliers' services and their ability to perform their contracts, we conduct regular daily inspections as well as periodic (monthly/quarterly) and non-periodic quality supervision inspections. During daily inspections, we conduct comprehensive reviews of suppliers' service details in strict compliance with contract terms and product quality standards. During monthly, quarterly and non-scheduled quality supervision inspections, we evaluate suppliers' performance, record in detail any failure to comply with contract terms and track rectifications. During the Reporting Period, Zhenro Services newly introduced independent third-party audits and used the information collected during these inspections as one of the important dimensions in supplier performance evaluation. For problems identified during the inspections, we require suppliers to complete rectifications within a specified period of time.



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同時，我們根據檢查結果對供應商的表現進行評分。根據評估結果，我們將供應商分為「優秀、良好、合格、不合格、黑名單」五個級別。對於表現優異的供應商，我們制定了相應的激勵措施。我們給予在評價過程中取得「優秀」評級的供方優先中標權，並免除該供方的投標保證金。對於發現有供應商違反規定或合同約定的供應商，我們將採取相應的必要整改措施，對被列入黑名單的供應商，我們將考慮終止與其合作，以確保我們的供應鏈持續、穩定且高效。

供應商可持續表現管理

我們積極推動綠色採購，關注供應商在ESG方面的表現，向供應商傳達我們對環境保護和可持續發展的堅定承諾與價值觀。正榮服務將供應商ESG表現納入供應商管理過程中，包括但不限於審查保安工作人員供方團隊中退伍軍人的佔比，考核供方的排污體系是否滿足國家及地區標準，審核供方是否遭遇過任何形式的ESG相關處罰等。此外，我們特別要求為主營業務引入的供方需通過ISO 9001體系認證。

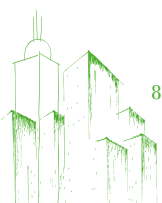
我們高度重視廉潔供應鏈建設，築牢合規防線，確保業務健康發展。報告期內，正榮服務與供應商簽訂陽光協議，並通過專項審計、核心業務抽查和開展無記名評價等管控措施，落實供應鏈反腐敗行動。報告期內，我們對890家供應商進行審查，供應商廉潔協議簽署率達到100%。

Meanwhile, we assess the performance of suppliers based on the inspection results. Based on the assessment results, we categorize suppliers into five grades: “excellent, good, qualified, unqualified and blacklisted”. For suppliers with excellent performance, we have formulated corresponding incentives. We give priority to suppliers with “excellent” ratings during the evaluation process to win the bid and waive their bid deposit. For suppliers found to have violated regulations or contractual agreements, we will take specific corrective action plans. For suppliers that are blacklisted, we will consider terminating cooperation with them to ensure the continuity, stability and efficiency of our supply chain.

Supplier Sustainable Performance Management

We actively promote green procurement and pay attention to our suppliers’ ESG performance to communicate to our suppliers our unwavering commitment to environmental protection and sustainable development, reflecting our core values. Zhenro Services incorporates ESG performance into its supplier management process, including but not limited to reviewing the percentage of veterans in the supplier’s team of security personnel, assessing whether the supplier’s wastewater discharge system meets national and regional standards, and reviewing whether the supplier has been subjected to any form of ESG related penalties. In addition, we specifically require suppliers introduced for our main business to pass ISO 9001 system certification.

We attach great importance to the construction of a clean supply chain, and have built up a strong defense line of compliance to ensure the healthy development of our business. During the Reporting Period, Zhenro Services entered into sunshine agreements with suppliers and implemented anti-corruption actions in the supply chain through control measures such as special audits, core business spot checks and confidential supplier evaluations. During the Reporting Period, we reviewed 890 suppliers and the signing rate of *Supplier Integrity Agreements* reached 100%.



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專項審計 Special Audit

- 對全區域各類招採類業務進行審查, 並所有直委、續簽類業務進行專項審查
Conduct audits on all types of recruitment and procurement business across the region and conduct special audits on all directly awarded and renewed contracts

核心業務抽查 Core Business Spot Checks

- 集中抽查各項目供方現場管理, 人員管理、結算管理流程
Conduct centralized spot checks on supplier on-site management, personnel management, and settlement management processes of each project

無記名評價 Anonymous evaluation

- 對各區域已合作供方, 由集團牽頭開展供方無記名反向評價機制, 針對供方反饋的紅線、底線問題進行核實處理
For suppliers that have cooperated in each region, the Group will take the lead in carrying out the supplier's anonymous reverse evaluation mechanism, and verify and deal with the critical compliance and ethical issues fed back by the suppliers

此外, 報告期內, 我們開展招商營運法律風險防範並舉行廉潔宣貫, 致力於推動供應商在品質與服務方面的提升, 實現互利共贏。

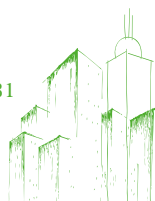
In addition, during the Reporting Period, we carried out the prevention of legal risks in business invitation and operation and held integrity awareness and training programs, with a view to promoting the improvement of suppliers' quality and services to achieve mutual benefits and win-win results.

供應商溝通

正榮服務深知企業的穩健發展建立在與供應商之間良好的合作關係之上。為此, 我們通過日常溝通、供方專項約談、供方反評價機制和供方大會等, 構建有效的溝通平台, 就產品細節、質量標準等關鍵問題進行深入交流。對於主營業務供方, 公司組織集團招採及相關條線參與溝通, 就供方的資金情況、履約過程中遇到的困難、人員招聘和物資配備方面的情況進行交流, 每三個月實現供應商全覆蓋。

Supplier Communication

Zhenro Services understands that the steady development of an enterprise is based on the good cooperative relationship with our suppliers. To this end, we have established an effective communication platform through daily communication, special interviews with suppliers, supplier feedback and evaluation mechanism and supplier conferences to conduct in-depth exchanges on key issues such as product details and quality standards. For suppliers of our main business, the Company organizes group recruitment and procurement and related lines to participate in communication, exchanging views on the suppliers' funding situation, difficulties encountered in the course of contract performance, and the situation of staff recruitment and material allocation, with full coverage of suppliers achieved every three months.



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供應商幫扶計劃

我們致力於構建優勢互補、互相賦能的夥伴關係，通過專業培訓、資源對接等方式，助力供應商提升能力，實現共同發展，共創美好未來。我們積極參與行業建設，推動多方協同合作，與合作夥伴攜手共進，共同成長。針對給我司貢獻市場拓展資源的供方，公司將依據實際業務需求，進行資源的互惠交換，如蘇州軌道交通項目所示，實現雙方的共贏發展。此外，我們定期開展約談，了解合同履約過程中遇到的困難，及時協調解決，並通過培訓賦能等舉措積極扶持此類供方向良好和優秀供方轉化，強化集團整體供方履約能力。

共築溫暖社區

正榮服務秉持著高度的社會責任感，在推進自身成長的同時，堅持發展成果與社會共享。我們響應政策號召，積極推進社區建設，開展多項公益活動，致力於打造更有溫度的社區。

共建社區

正榮服務始終致力於打造優質物業服務，通過與社區深度合作，共同建立多個服務平台，完善社區服務體系。在社區公共區域，我們在社區架空層等場地，設立了居民活動室、居民議事廳等，為居民提供更多互動和溝通的空間，探索物業服務與社區治理相融合的新模式。同時，我們積極發揮項目資源優勢，與當地機構合作，舉辦豐富多彩的社區文化活動，既展示了正榮服務的品牌形象，也為社區文化傳承注入了新的活力。

Supplier Assistance Program

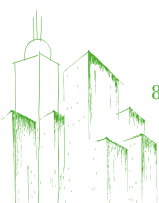
We are committed to building a partnership that complements each other's strengths and empowers each other. Through professional training, resource matching, etc., we help suppliers improve their capabilities, achieve common development, and create a better future. We actively participate in the construction of the industry, promote collaborative partnerships and industry-wide initiatives, and work with partners to grow together. For suppliers who contribute market development resources to our Company, the Company will conduct reciprocal exchanges of resources based on actual business needs, as shown in the Suzhou Rail Transit Project, to achieve win-win development for both parties. In addition, we conduct regular interviews to understand the difficulties encountered in the course of contract performance, coordinate and resolve them in a timely manner, and actively support the transformation of such suppliers into good and excellent ones through training, empowerment and other initiatives, so as to strengthen the Group's overall supplier performance capability.

BUILDING WARM COMMUNITIES TOGETHER

With a high sense of social responsibility, Zhenro Services insists on sharing the fruits of our development with the community while promoting our own growth. In response to the policy call, we have actively promoted community building and launched a number of public welfare activities, and are committed to building a more inclusive and supportive community.

Building Communities Together

Zhenro Services has always been committed to building quality property services. Through in-depth cooperation with communities, we have jointly established a number of service platforms to improve the community service system. In the public areas of communities, we have set up residents' activity rooms and residents' meeting rooms on the elevated floors of the buildings to provide residents with more space for interaction and communication, and to explore a new mode of integration between property services and community governance. Meanwhile, we actively leverage our strengths in project resources and cooperate with local bodies to organize a variety of community cultural activities, which not only showcases the brand image of Zhenro Services, but also injects new vitality into the cultural heritage of communities.



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正榮服務媽祖文化節盛大啟幕

The Grand Opening of the Zhenro Services Mazu Cultural Festival

媽祖是中國的海上女神，也是莆田最大的城市名片。莆田正榮財富中心聯合當地多家媽祖相關機構，舉辦首屆正榮服務媽祖文化節，傳播媽祖傳統文化。

Mazu is the sea goddess of China and the biggest cultural icon of Putian. Putian Zhenro Wealth Center joined hands with a number of local Mazu-related organizations to organize the first Zhenro Services Mazu Cultural Festival to spread the traditional culture of Mazu.

我們在文化節開幕當天，舉辦了盛大的媽祖晚會，為觀眾呈現了媽祖的三獻禮儀式、莆仙戲等多個國家級非物質文化遺產，除此之外，現場還舉辦了媽祖的貢品展、聖跡展以及湄洲女髮髻體驗等豐富多彩的文化活動，活動首日即吸引客流超10萬人。

On the opening day of the cultural festival, we hosted a grand Mazu Gala, presenting the audience with the Mazu's Three Offerings Ceremony, Puxian Opera and many other nationally recognized intangible cultural heritages. In addition, we also held a variety of cultural activities such as a tribute exhibition of Mazu, an exhibition of her miracles, and an experience of Meizhou women's hair buns, which attracted a flow of more than 100,000 visitors on the first day of the event.



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聚力公益

正榮服務秉承熱心公益、回饋社會的理念，在日常營運中積極履行企業社會責任。我們成立志願者協會，定期開展豐富多樣的愛心公益活動，以實際行動為社會和諧與發展貢獻溫暖的正榮力量。

Focusing on Public Welfare

With the philosophy of being passionate about public welfare and giving back to the society, Zhenro Services actively fulfills our corporate social responsibility in our daily operation. We have set up a volunteer association to regularly carry out a wide variety of public welfare activities, contributing our positive contribution to the harmony and development of the society through practical actions.

員工志願者積極參加成都大運會

Employee Volunteers Actively Participated in the Chengdu Universiade

大運會期間，員工志願者協會積極響應組織號召，派出多位員工志願者參與大運會各項服務工作，不僅為大運會的成功舉辦提供有力支持，還展現了正榮員工良好的社會形象和精神風貌。

During the Universiade, the Employee Volunteer Association actively responded to the call of the organization and sent a number of employee volunteers to participate in various service tasks of the Universiade, which not only provided strong support for the successful hosting of the Universiade, but also demonstrated the positive social responsibility and dedication of the employees of Zhenro Services.

感恩公益活動

Thanksgiving Charity Activities

我們於雷鋒日、司慶日等重要節日開展感恩活動，設立暖心流動驛站，為環衛工人、外賣騎手等一線服務者們送上暖心飲品，使他們在忙碌的工作瞬間，感受到來自社會的溫暖與關懷。

We carry out thanksgiving activities on important festivals such as the Lei Feng Day and the Secretary's Day, and set up refreshment mobile stations to deliver heart-warming drinks to frontline service workers such as sanitation workers and take-away riders, so that they can feel the warmth and care from the society during their busy working moments.



未來展望

Future Prospects

2024年是新中國成立75週年，是實施「十四五」規劃的關鍵一年，展望新的一年，行業變局仍將繼續，我們面臨的困難與挑戰依然艱巨。站在歷史新起點，正榮服務將繼續採取積極的戰略態度，持續聚焦環境、社會、經濟三大責任板塊，堅守品質服務，拓展優勢項目，貫徹綠色發展理念，確保在高質量發展中走在前列。

踐行綠色發展，守護綠水青山

人與自然和諧相處，是正榮服務始終如一的理念與追求。我們將緊抓低碳轉型機遇，在城市和社區服務中融入綠色發展理念，致力於減少能源消耗、提高資源利用效率，實現綠色辦公、綠色生活，承擔環保責任。我們積極應對氣候變化，對氣候變化相關風險保持高敏感度，保障業務穩健營運。在低碳、綠色的可持續發展之路上，正榮人將繼續以堅定的決心與務實的行動，向陽而立、逐綠前行。

打造匠心服務，強化科技賦能

我們將繼續從服務本質出發，不斷打磨服務品質、細化服務顆粒度，提升多元化服務能力，為業主與客戶提供個性化、差異化的服務，用心構建美好生活。同時，我們還將繼續加強信息化建設，以客戶需求為導向，持續完善社區數字化、智慧化管理平台，提升營運效率，通過技術創新為客戶提供行業領先的智慧物業解決方案。

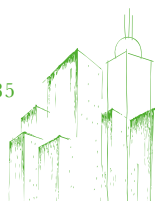
The year 2024 marks the 75th anniversary of the founding of New China and is a critical year for the implementation of the “14th Five-Year Plan”. Looking ahead to the new year, the changes in the industry will continue, and the difficulties and challenges we face will remain formidable. Standing at a new starting point in our history, Zhenro Services will continue to adopt a proactive strategic attitude, continue to focus on the three pillars of sustainable development of environment, society and economy, adhere to the quality of services, expand advantageous projects, and implement the concept of green development, so as to ensure that we will be at the forefront of high-quality development.

PRACTICING GREEN DEVELOPMENT AND PROTECTING GREEN WATER AND GREEN MOUNTAINS

Harmony between human beings and nature has always been the philosophy and pursuit of Zhenro Services. We will seize the opportunity of low-carbon transformation and incorporate the concept of green development into our urban and community services. We will strive to reduce energy consumption, improve resource utilization efficiency, realize green office and green living, and assume environmental responsibility. We will proactively respond to climate change and maintain high sensitivity to the risks associated with climate change in order to safeguard the stable operation of our business. On the road to low-carbon, green and sustainable development, Zhenro people will continue to embrace a brighter future with firm determination and pragmatic actions.

CREATING SINCERE SERVICES AND STRENGTHENING TECHNOLOGICAL EMPOWERMENT

We will continue to focus on the nature of our services, constantly polish the quality of our services, provide highly customized solutions, and enhance our diversified service capabilities, so as to provide personalized and differentiated services to owners and customers, and to build a better life with all our heart. At the same time, we will also continue to strengthen our information construction and continue to improve our community digital and intelligent management platforms based on customer demand, so as to enhance our operational efficiency and provide customers with industry-leading intelligent property solutions through technological innovation.



未來展望

Future Prospects

深耕優勢賽道，拓展服務邊界

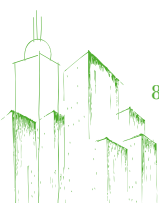
我們將繼續堅持獨立化市場營運，持續深耕優勢區域，提升核心競爭力和市場競爭優勢，夯實業務基礎。同時，面對新的行業機遇與挑戰，我們將聚焦更具成長與價值空間的項目形態，通過創新優化的合作模式，繼續拓展城市發展、空間管理及商業管理等領域，不斷豐富自身業態，實現物業管理與商業管理行業版圖的創新與突破。

雄關漫道真如鐵，而今邁步從頭越。新的征程雖然困難重重，但前途依舊光明。所有正榮服務人都將秉承著「服務由心，幸福為你」的服務理念，以正直擔當的為人品格、專業進取的服務態度、實幹力行的行事作風、幸福共榮的合作觀念，在探索美好服務的路上奮楫篤行，銳意進取，2024，正出發！

INCREASING EFFORTS IN ADVANTAGEOUS TRACKS AND EXPANDING SERVICE BOUNDARIES

We will continue to adhere to our independent market operations and continue to increase efforts in our advantageous regions to enhance our core competitiveness and competitive advantages in the market, and to consolidate our business foundation. Meanwhile, in the face of new industry opportunities and challenges, we will focus on high-potential projects with significant growth opportunities, and continue to expand into the fields of urban development, spatial management and commercial management through innovative and optimized cooperation modes, so as to constantly enrich our own business formats and achieve innovation and breakthroughs in the property management and commercial management industries.

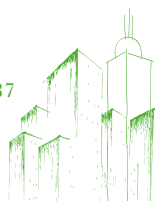
Although the road is challenging, we will explore right ways to move forward. The new journey is full of difficulties, yet the future is still bright. All of us at Zhenro Services will uphold the service philosophy of “providing heartfelt and personalized services for your well-being”, and we will work hard and forge ahead on the road of exploring better services with our ethical and responsible conduct, professional and aggressive attitude, pragmatic work style, and cooperation concepts of happiness and mutual prosperity. We are setting off in 2024!



附錄

Appendixes

關鍵績效		KPIs		
指標	單位	2021	2022	2023
Indicators	Unit			
營業收入	億元	13.4	11.4	11.5
Revenue	RMB'00 million			
毛利	億元	4.3	2.5	2.4
Gross profit	RMB'00 million			
納稅總額	億元	1.5	0.9	0.6
Total taxes	RMB'00 million			
董事會人數	人	7	7	6
Number of Board members	person			
獨立董事人數	人	3	3	3
Number of independent directors	person			
排放物				
Emissions				
無害廢棄物產生總量	噸	131,942	118,748	148,030
Total non-hazardous waste generated	tonne			
有害廢棄物產生總量	噸	0.015	0.01	0.01
Total hazardous waste generated	tonne			
單位收益廢棄物排放量	噸／萬元收入	0.988	1.04	1.29
Waste discharge per unit revenue	tonne/revenue in RMB0'000			
廢水排放總量	噸	8,322	7,822	7,024
Total wastewater discharge	tonne			
單位收益廢水排放量	噸／萬元收入	0.062	0.069	0.061
Wastewater discharge per unit revenue	tonne/revenue in RMB0'000			



附錄

Appendixes

指標 Indicators	單位 Unit	2021	2022	2023
能源				
Energy				
外購電力使用量 Purchased electricity consumption	千瓦時 kWh	1,352,968	1,231,201	1,341,921
汽油使用量 Gasoline consumption	公升 L	5,998	3,596	3,763
綜合(直接+間接)能源消耗量 ¹ Total (direct and indirect) energy consumption ¹	噸標煤 tonne of coal equivalent	172	146	169
直接能源消耗量 Direct energy consumption	噸標煤 tonne of coal equivalent	6	4	4
間接能源消耗量 Indirect energy consumption	噸標煤 tonne of coal equivalent	166	142	165
單位收益能源消耗量 Energy consumption per unit revenue	噸標煤/ 萬元收入 tonne of coal equivalent/ revenue in RMB0'000	0.001	0.001	0.001

1 綜合能耗總量計算參考GB/T2589-2020《綜合能耗計算通則》。

1 Calculation of energy consumption by reference to the General Principles of Comprehensive Energy Consumption Calculation (GB2589-2020).

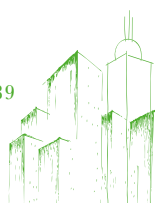
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Appendixes

指標 Indicators	單位 Unit	2021	2022	2023
水資源 Water resources				
總用水量 Total water consumption	噸 tonne	10,402	9,362	8,779
單位收益用水量 Water consumption per unit revenue	噸／萬元收入 tonne/revenue in RMB0'000	0.078	0.082	0.077
溫室氣體排放² GHG emissions ²				
範圍一溫室氣體排放 Scope 1 GHG emissions	噸二氧化碳當量 tonne CO ₂ equivalent	13	10	8
範圍二溫室氣體排放 Scope 2 GHG emissions	噸二氧化碳當量 tonne CO ₂ equivalent	952	846	765
溫室氣體排放總量 Total GHG emissions	噸二氧化碳當量 tonne CO ₂ equivalent	965	856	773
單位收益溫室氣體排放總量 Total GHG emissions per unit revenue	噸二氧化碳當量／萬元收入 tonne CO ₂ equivalent/ revenue in RMB0'000	0.01	0.01	0.01
僱傭 Employment				
僱員總數 Total number of employees	人 person	5,037	4,197	3,485
殘疾員工佔比 Percentage of employees with disabilities	% %	—	0.02	0.03
按僱傭類型劃分的員工數 Number of employees by type of employment				
全職員工數 Number of full-time employees	人 person	5,037	4,197	3,485
兼職員工數 Number of part-time employees	人 person	3	0	0

2 本公司溫室氣體排放主要源自自有車輛燃料燃燒和外購電力。溫室氣體排放數據的計算方式參考國家發展改革委員會發佈的《工業其他行業企業溫室氣體排放核算方法與報告指南》、中華人民共和國生態環境部發佈的全國電網平均排放因子。

2 The Company' GHG emissions are mainly from our own vehicle fuel combustion and purchased electricity. The calculation of GHG emissions is based on the Industrial Companies in Other Industries in Greenhouse Gas Emissions Accounting Methods and Reporting Guidelines published by the National Development and Reform Commission of the People's Republic of China, and the national average grid emission factors published by the Ministry of Ecology and Environment of the People's Republic of China.



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指標 Indicators	單位 Unit	2021	2022	2023
按性別劃分的員工數 Number of employees by gender				
男性員工數 Number of male employees	人 person	2,730	2,236	1,902
女性員工數 Number of female employees	人 person	2,307	1,961	1,583
按年齡組別劃分的員工數 Number of employees by age group				
30歲以下員工數 Number of employees aged below 30	人 person	1,381	767	440
30-39歲員工數 Number of employees aged between 30 and 39	人 person	1,753	1,251	1,357
40-49歲員工數 Number of employees aged between 40 and 49	人 person	948	896	840
50歲及以上員工數 Number of employees aged 50 or above	人 person	955	1,283	848
按區域劃分的員工數 Number of employees by region				
總部 Headquarter	人 person	104	58	46
長江三角洲地區 Yangtze River Delta Region	人 person	2,080	1,968	1,482
海峽兩岸地區 Cross-Straits Region	人 person	1,438	782	682
中西部地區 Midwest Region	人 person	1,238	785	635
環渤海地區 Bohai Rim Region	人 person	177	288	338
其他地區 Other regions	人 person	–	374	302

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指標 Indicators	單位 Unit	2021	2022	2023
按職級劃分的員工數				
Number of employees by position rank				
高級管理人員 Senior management employees	人 person	–	10	16
中層管理人員 Middle management employees	人 person	–	486	1,900
基層員工 Front-line employees	人 person	–	3,701	1,569
按職能劃分的員工數				
Number of employees by function				
財務管理 Financial management	人 person	–	92	111
質量管理 Quality management	人 person	–	40	334
工程管理 Engineering management	人 person	–	101	60
增值服務 Value-added service	人 person	–	75	50
市場拓展 Market expansion	人 person	–	75	18
人力資源和行政 HR and administration	人 person	–	99	80
風控及法務 Risk control and legal affairs	人 person	–	–	10
物業管理服務 Property management service	人 person	–	3,715	2,822



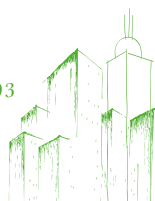
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指標 Indicators	單位 Unit	2021	2022	2023
流失率 Turnover rate				
總流失率 Total turnover rate	%	14.70	43.94	44.53
按性別劃分的員工流失率 Employee turnover rate by gender				
男性員工流失率 Turnover rate of male employees	%	14.79	45.82	46.90
女性員工流失率 Turnover rate of female employees	%	14.61	41.66	53.10
按年齡組別劃分的員工流失率 Employee turnover rate by age group				
30歲以下員工流失率 Turnover rate of employees aged below 30	%	25.88	62.30	43.4
30-39歲員工流失率 Turnover rate of employees aged between 30 and 39	%	13.05	42.10	68.4
40-49歲員工流失率 Turnover rate of employees aged between 40 and 49	%	10.88	42.83	33.8
50歲及以上員工流失率 Turnover rate of employees aged 50 or above	%	5.96	28.60	42.1
按區域劃分的員工流失率 Employee turnover rate by region				
總部 Headquarters	%	–	–	4.20
長江三角洲地區 Yangtze River Delta Region	%	11.22	40.24	44.40
海峽兩岸地區 Cross-Straits Region	%	17.61	44.30	20.70
中西部地區 Midwest Region	%	17.56	48.30	26.00
環渤海地區 Bohai Rim Region	%	16.89	43.50	4.70

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指標 Indicators	單位 Unit	2021	2022	2023
健康與安全 Health and safety				
因工傷死亡人數 Number of work-related fatalities	人 person	0	0	1
工傷損失日數 Lost working days due to work-related injuries	天 day	–	411.5	185
培訓及發展 Training and development				
按性別劃分的培訓覆蓋率 Training participation rate by gender				
男性員工受訓百分比 Percentage of male employees trained	%	46.9	53	55
女性員工受訓百分比 Percentage of female employees trained	%	53.1	47	45
按職級劃分的培訓覆蓋率 Training participation rate by position rank				
高級管理層受訓百分比 Percentage of senior management employees trained	%	2	4	0.3
中層管理層受訓百分比 Percentage of middle management employees trained	%	35.5	11	70.0
基層員工受訓百分比 Percentage of junior employees trained	%	62.5	85	29.7
員工培訓總小時數 Total training hours of employees	小時 hour	31,175	19,934	26,440



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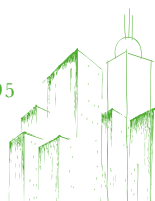
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指標 Indicators	單位 Unit	2021	2022	2023
按性別劃分的受訓時數				
Training hours by gender				
男性員工平均培訓時數 Average training hours per male employee	小時 hour	6.31	3.9	8.3
女性員工平均培訓時數 Average training hours per female employee	小時 hour	6.04	5.6	6.8
按職級劃分的平均培訓時數				
Average training hours by position rank				
高級管理層平均培訓時數 Average training hours per senior management employee	小時 hour	7.55	1.6	20.0
中層管理層平均培訓時數 Average training hours per middle management employee	小時 hour	10.33	3.7	9.7
初級員工平均培訓時數 Average training hours per junior employee	小時 hour	4.96	4.4	4.9
供應鏈管理				
Supply chain management				
華北地區供應商數量 Number of suppliers in North China	家 supplier	29	30	18
華中地區供應商數量 Number of suppliers in Central China	家 supplier	201	35	60
西北地區供應商數量 Number of suppliers in Northwest China	家 supplier	231	30	15
南方地區供應商數量 Number of suppliers in South China	家 supplier	0	0	10
華東地區供應商數量 Number of suppliers in East China	家 supplier	976	810	860
東北地區供應商數量 Number of suppliers in Northeast China	家 supplier	0	0	0
供應商簽署廉潔協議比率 Percentage of suppliers signing integrity agreements	%	100	100	100

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指標 Indicators	單位 Unit	2021	2022	2023
產品責任				
Product liability				
客戶滿意度 Customer satisfaction	分 Point	87	92	84.5
客戶投訴解決率 Customer satisfaction rate	%	100	100	99.8
社區				
Community				
員工參與社區公益活動人數 Number of employees participating in volunteer activities	人 person	160	100	1,159
員工參與社區公益活動次數 Number of volunteer activities participated by employees	次 time	20	5	266
反貪污				
Anti-corruption				
參與反貪污相關培訓員工人數 Number of employees participating in anti-corruption related training	人 person	600	1,039	3,485
員工反貪污培訓次數 Number of anti-corruption training for employees	次 time	9	3	10
參與反貪污相關培訓董事人數 Number of directors participating in anti-corruption related training	人 person	7	7	6
董事及高管反貪污培訓次數 Number of anti-corruption training for directors and senior management	次 time	5	3	3
反貪污相關培訓董事覆蓋率 Participation rate of directors in anti-corruption related training	%	100	100	100



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法律法規

- 《中華人民共和國公司法》
- 《中華人民共和國證券法》
- 《中華人民共和國審計法》
- 《中華人民共和國反洗錢法》
- 《中華人民共和國反不正當競爭法》
- 《中華人民共和國城市房地產管理法》
- 《中華人民共和國消費者權益保護法》
- 《中華人民共和國廣告法》
- 《中華人民共和國網絡安全法》
- 《信息安全等級保護管理辦法》
- 《中華人民共和國環境保護法》
- 《中華人民共和國節約能源法》
- 《中華人民共和國固體廢物污染環境防治法》
- 《危險化學品安全管理條例》
- 《中華人民共和國水污染防治法》
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- 《中華人民共和國勞動合同法》
- 《中華人民共和國未成年人保護法》
- 《強迫勞動公約》
- 《中華人民共和國社會保險法》
- 《中華人民共和國職業病防治法》
- 《職業健康檢查管理辦法》

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Laws and Regulations

- Company Law of the People's Republic of China
- Securities Law of the People's Republic of China
- Audit Law of the People's Republic of China
- Law of the People's Republic of China on Anti-money Laundering
- Law of the People's Republic of China on Anti-Unfair Competition
- Law of the People's Republic of China on the Administration of Urban Real Estate
- Law of the People's Republic of China on the Protection of Consumers' Rights and Interests
- Advertising Law of the People's Republic of China
- Network Security Law of the People's Republic of China
- Administrative Measures for the Graded Protection of Information Security
- Environmental Protection Law of the People's Republic of China
- Energy Conservation Law of the People's Republic of China
- Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste
- Regulations on the Safety Management of Hazardous Chemicals
- Water Pollution Prevention and Control Law of the People's Republic of China
- Regulations on Household Refuse Management
- Atmospheric Pollution Prevention and Control Law of the People's Republic of China
- Law of the People's Republic of China on Tendering and Bidding
- Labor Law of the People's Republic of China
- Labor Contract Law of the People's Republic of China
- Law of the People's Republic of China on the Protection of Minors
- Forced Labor Convention
- Social Insurance Law of the People's Republic of China
- Law of the People's Republic of China on the Prevention and Control of Occupational Diseases
- Administrative Measures for Occupational Health Examination



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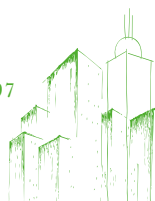
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- 《正榮服務控股集團區域法務工作流程指引》
- 《正榮服務控股集團審計處罰管理辦法》
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- 《員工考勤及假期管理規範》
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- 《正榮集團員工互助基金制度》
- 《正榮服務防台、防汛應急預案》
- 《正榮服務火警火災事件應急預案》

Internal Policies

- Measures of Zhenro Services Holdings Group for Management of Supervision
- Workflow Guidelines of Zhenro Services Holdings Group for Regional Legal Affairs
- Measures of Zhenro Services Holdings Group for Management of Audit and Punishment
- Three-level Management System
- Three-tier Management System
- Red and Yellow Card System
- Customer File Management Rules
- Customer Reception Management Protocol
- Management Guidelines for Corporate WeChat
- Energy Consumption Management Guidelines of Zhenro Services Group
- Procedures for Identification and Evaluation of Environmental Factors
- Pollutant Management Procedures
- Recruitment Management System
- Personnel Processes Management Standards
- Management Guidelines for Excellence Evaluation
- Staff Attendance and Vacation Management Standards
- Management Rules for Staff Attendance
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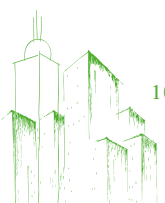
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