



中海物業集團有限公司

CHINA OVERSEAS PROPERTY HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

Stock Code : 2669

# Sustainability Report 2021

We Manage *Happiness* 

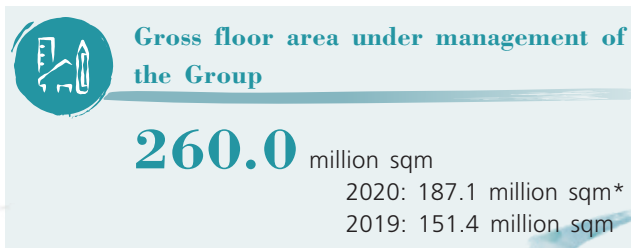
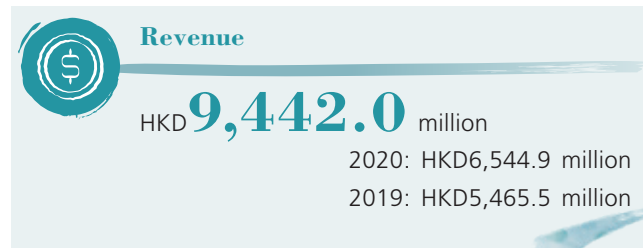


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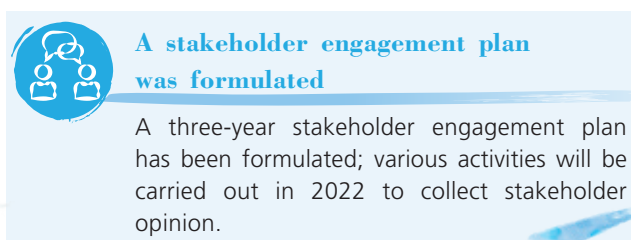
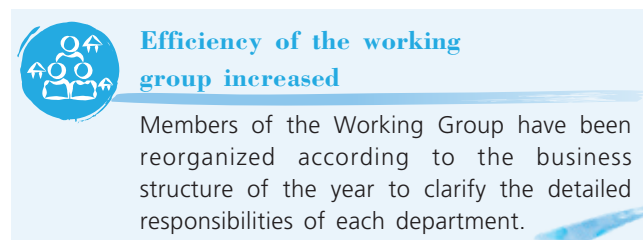
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# 2021 Sustainability Performance

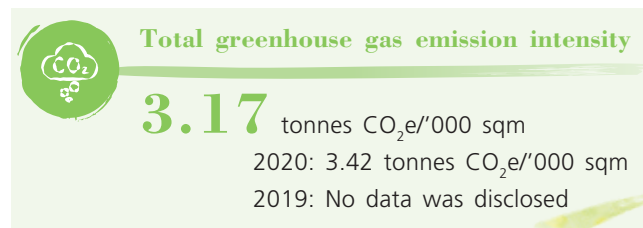
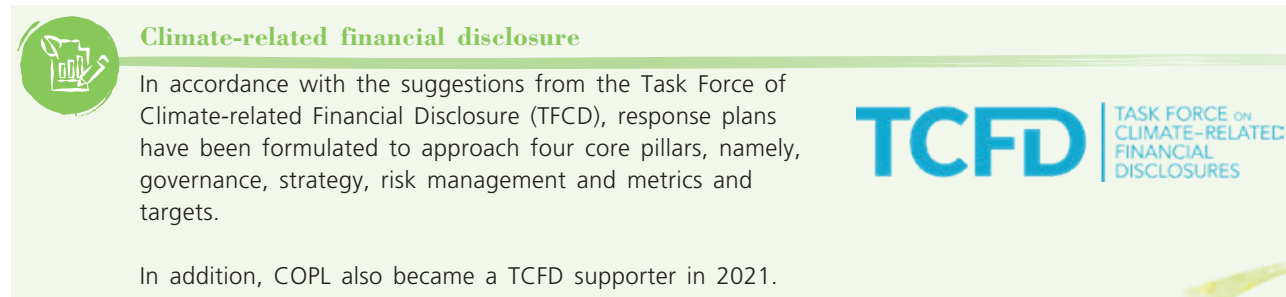
## Corporate Achievements



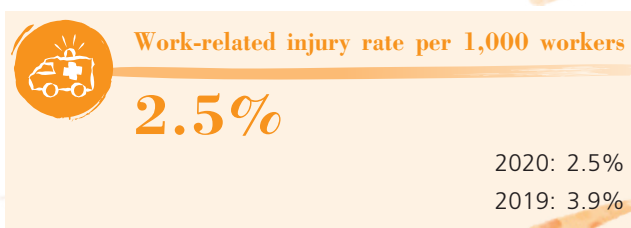
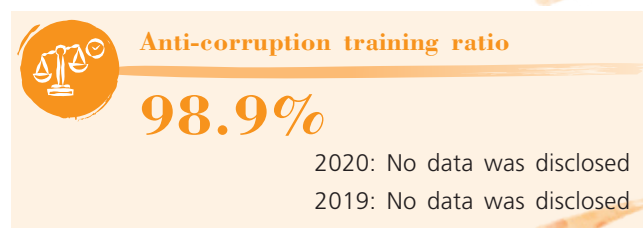
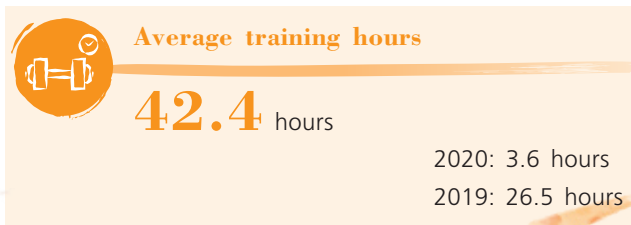
## Governance



## Environment



## Society



\* From 2021 onwards, the gross floor area under the management of the Group is redefined generally only to include all full services, comprehensive property management projects, and the corresponding area under the management in 2020 was restated accordingly.

## About the Report

This is the first Sustainability Report (the “Report”) of China Overseas Property Holdings Limited (“COPL”). In order to provide stakeholders with a clearer picture of the progress and vision of COPL’s sustainable development, COPL has upgraded its sixth Environmental, Social and Governance (“ESG”) Report as the Sustainability Report this year.

COPL and its subsidiaries (the “Group”) report annually on its work and performance on sustainability in a separate report. The Report is presented in both Chinese and English and has been uploaded onto the website of the Stock Exchange of Hong Kong Limited (“HKEX”) and the Group’s website together with its past ESG reports. If there are any contradictions or inconsistencies between the Chinese and English versions, the Chinese version shall prevail.

### Reporting Scope and Boundary

The Report’s reporting cycle aligns with the Group’s financial year and reports on the Group’s sustainability performance for the period from 1 January 2021 to 31 December 2021 (the “Year”). The Report covers information related to all of the operations, including COPL’s operation at its headquarters, the property management services, value-added services and car parking spaces trading business in Mainland China, Hong Kong and Macau. As compared to the previous year, relevant data of property projects in Hong Kong and Macau have been incorporated into COPL’s environmental performance indicators to better reflect the Group’s performance.



## About the Report (Continued)

### Reporting Standards

The Report has been prepared in compliance with the “Environmental, Social and Governance Reporting Guide” (the “ESG Guide”) set out in Appendix 27 of the Main Board Listing Rules of HKEX. In addition, the Report is also presented with reference to the Core Option of the “Global Reporting Initiative Standards” (“GRI Standards”) published by the Global Reporting Initiative. The appendix of the Report provides a complete index of the ESG Guide and GRI Standards, which includes all applied standards for readers’ reference. To present the Report in a true and objective manner, the Group adheres to the reporting principles of the ESG Guides and the GRI Standards, including:

#### 1. Materiality and Stakeholder Inclusiveness

The Group listens to stakeholders’ opinions through communication with them. COPL invites stakeholders to assist in the identification of topics that are material to the Group, which are reviewed and confirmed by the Board. These topics reflect the significant impacts of the Group’s operation on the environment and society, as well as issues that stakeholders concerned. For details, please refer to the section titled “Stakeholder Engagement”.

#### 2. Quantitative

The Group’s departments work together to collect and record environmental and social key performance indicators. The Group has appointed a sustainability consultant to measure carbon emissions and other environmental key performance indicators in accordance with local guidelines and international standards. The Group ensures that key performance indicators are measurable and explains the standards and methodology used under the “Performance Data Summary” section.

#### 3. Balance

The Group describes topics in a precise, objective and balanced approach. The Group presents its performance and challenges faced by the Group for the readers to reasonably assess the overall performance of the Group.

#### 4. Consistency and Comparability

The Group adopts consistent assumptions in data collection and reports preparation to facilitate year-on-year comparison of the Group’s performance by stakeholders. In the event of any changes in data collection and assumption, the Group will set out the reason in the Report.

#### 5. Sustainability Context

The Report shall conduct performance assessment in accordance with a wide range of sustainable considerations and goals. The Group takes into consideration, as far as possible, its long-term strategies, risks, opportunities and goals in the discussion of sustainability topics.

#### 6. Completeness

The Report responds to the material topics identified in the Year to avoid omission of any aspects that are material to stakeholders.

## About the Report (Continued)

### 7. Accuracy

The Group is committed to meticulously upholding the truthfulness of the information set out in the Report and ensure its traceability for stakeholders to assess its performance.

### 8. Clarity

The Report is written in a manner that is comprehensible and accessible to stakeholders.

### 9. Reliability

The Report presents information clearly without any intention to mislead or deceive.

### 10. Timeliness

Information set out in the Report indicates the period to which it relates. It discloses economic, environmental and social impact promptly for stakeholders to make informed decisions.

## Approval of the Report

The Board of the Group has the overall responsibility for the content of the Report. It ensures the completeness and reliability of the reported content for stakeholders to accurately understand the operation of the Group. Information presented in the Report is sourced from official documents and data of the Group. It has been reviewed based on internal monitoring mechanism and review procedures. The Report was reviewed and approved by the Board.

## Feedback

Your opinions and feedback are valuable to the Group in formulating future sustainability strategies. For any enquiries and suggestions, please contact the Group at [copl.ir@cohl.com](mailto:copl.ir@cohl.com).

## Statement of the Board

In late 2020, China announced the agenda for its 14th Five-Year Plan, which includes a number of measures to address climate change and support sustainable development. This year is the start of the 14th Five-Year Plan. Apart from aligning its business landscape with the 14th Five-Year Plan, COPL reviewed its sustainability disclosures and took the opportunity to enhance the quality and transparency of its disclosures during the Year. Over the past year, COPL has followed the roadmap of sustainable development and improved the quality of organized reporting in all areas to create long-term value for stakeholders.

The Board is ultimately responsible for the sustainable management of COPL and has appointed the Sustainability Steering Committee to assist in monitoring all levels of the Group. In the past, the Group has in place sustainability directions and policies, of which the sustainability policies are regularly reviewed and revised by this committee and approved by the Board. The composition of the Sustainability Working Group was aligned with the renewal of the Group's business landscape to ensure that all departments are still able to effectively perform their roles in sustainability management under the new landscape. For more information on the Group's sustainability governance and terms of reference, stakeholders can refer to in the "Governance Navigation" section of this Report and on the "Sustainability" page of the Group's website to better understand the Group's sustainability management.

In order to ensure long-term sustainable operation, COPL has always been committed to the enterprise spirit of "Progress Whole-heartedly Each Day" and the sincere attitude of "Serving with Heart Every Single Day", and it has been endeavouring along the road to standardization and refinement of property management. COPL reckons that to ensure that property owners, residents and other customers can be served with "Quality and Enthusiasm", they need to be protected against sustainability risks. As such, further to the existing three lines of defence risk management model of the Group, the Board will also improve its risk management and take into account sustainability risks in its risk management model and long-term strategy.

During the Year, the Secretary-General of the United Nations described the sixth report of the Intergovernmental Panel on Climate Change (IPCC) as "a code red for humanity", meaning that the impact of climate change on businesses and people's lives has reached a state of emergency. The Board also recognizes that the Group must actively address the risks posed to it by climate change. Therefore, COPL has developed a response plan for four core pillars — governance, strategy, risk management, and metrics and targets according to the recommendations from TCFD. Details can be found in the "Green-oriented" section of this Report.

Based on directional environmental targets established in the previous year, COPL has further standardized the Group's environmental management in order to gradually achieve emission reduction targets in line with national objectives. Going forward, the Group will develop action plans to continuously improve the Group's sustainability performance. The Sustainability Steering Committee will also conduct continuous monitoring of the effectiveness of these targets, with a view to promoting the Group's sustainable means of operation, building happiness and leading the trend, thereby living up to the performance pledge of "Property Assets to be Entrusted".



## Message from Management

2021 was a year of worldwide focus on climate change and other issues. With all stakeholders' growing concern about climate issues, there has also been greater attention to other sustainability issues. During the Year, COPL has enhanced its commitment to sustainability issues in order to build a strong foundation for the Group's united effort to promote sustainable development. With implementation of multiple measures, COPL was also included in "Hang Seng Property Service and Management Index" in Hong Kong during the Year.

The Group understands that our achievements are due to the concerted efforts of all stakeholders. The guidance of the government, the support of investors, the effort of our staff, the trust of our partners and our contribution to the community are all essential drivers of our growth. COPL devised a three-year stakeholder engagement plan in 2021 and will expand its stakeholder communication network in the coming year, striving to provide "Quality and Enthusiasm" services for the benefit of the community. It will also always pay attention to the needs and expectations of stakeholders.

During the Year, COPL continued to expand its project portfolio, and the Group has continued to promote its environmental and social work in these new projects bearing in mind the idea of "Serving with Heart Every Single Day", and to make an impact on property owners in all quarters. During the Year, the Group has organized community events under its four brands aiming to create joy and harmony in the community and strengthen neighbourhood relationships. In addition, the Group continued to increase resources of research and development in technology for setting a new benchmarks for Smart Park. The key projects include the Yancheng Science and Technology Innovation Zero-Carbon Smart Park and the "Three Venues and One Village" smart project in the Zhangjiakou competition zone of the 2022 Beijing Winter Olympics, looking to create happiness for our customers with advanced technology.

On the environmental front, the Group understands that climate change has a profound influence on property owners and other stakeholders' long-term well-being. Accordingly, in 2021, COPL became a supporter of TCFD and developed a response plan to its recommendations on disclosure that addresses four core pillars — governance, strategy, risk management, and metrics and targets.

Looking forward, we will continue to uphold our values of corporate environmental and social responsibility, provide professional, reliable and diversified property management solutions to the market, and work with stakeholders to create a sustainable and better life.





## About

# COPL

As a subsidiary of China Overseas Holdings Limited ("COHL") under China State Construction Engineering Corporation, COPL is avant-garde in the property management industry in China with first-class qualifications. The Group, based in Hong Kong, has been engaging in the provision of property management services in Hong Kong since 1986 to assist in the real estate business development of COHL in Hong Kong. Subsequently, the Group ventured into the property management services market in Mainland China in the early 1990s, and has been listed on the Main Board of the HKEX (Stock Code: 2669.HK) since 2015. Headquartered in Hong Kong, COPL has established offices in major cities in Mainland China to continuously expand its business. To meet customers' demands for smart property management and technology-based services, Shenzhen Xinghai Wulian Technology Co., Ltd. ("Xinghai Wulian") and Shenzhen UN+ Internet Technology Co., Ltd. ("UN+") under the Group focus on providing customers with diverse property management value-added services.

### Mission

We Manage Happiness

### Vision

To be an Outstanding Global Service Provider in Asset Management

### Spirit

Progress Whole-Heartedly  
Each Day

### Core Value

Customer Orientation, Guaranteed Quality  
and Value Creation

### Talent Concept

Gathering Hard-workers and  
Inspiring Talents

### Brand Concept

Building Happiness and Leading  
the Trend

### Service Awareness

Serving with Heart Every Single Day

### Faith

Quality and Enthusiasm



### About COPL (Continued)

#### Corporate Structure



**About COPL (Continued)****Business Segments**

<b>Property management services</b>	<ul style="list-style-type: none"> <li>Engages in the provision of property management services such as security, repairs and maintenance, cleaning and garden landscape maintenance for residential communities (including mixed-use properties), commercial properties, government properties and construction sites.</li> </ul>
<b>Value-added services to non-residents</b>	<ul style="list-style-type: none"> <li>Engages in the provision of engineering, vetting of building plans, facilities and equipment evaluation proposals, pre-delivery (such as security, cleaning and repair and maintenance services for display units in pre-sale offices for developing properties), move-in assistance, delivery inspection, engineering service quality monitoring and consulting services, etc. to non-residents (such as property developers and other property management companies).</li> </ul>
<b>Value-added services to residents</b>	<ul style="list-style-type: none"> <li>Engages in the provision of community asset management services (such as rental assistance, agency and custody for real estate transactions, common area rental assistance and rental of self-owned properties), living service operations (to meet the various needs of residents of the properties) and commercial service operations (to meet the needs of business users).</li> </ul>
<b>Car parking space trading business</b>	<ul style="list-style-type: none"> <li>Engages in the trading of various types of car parking spaces.</li> </ul>



## About COPL (Continued)

### Strategic Goals

The Group leads the new journey of the “14th Five-Year Plan”, spearheaded by the “1155” strategic goals and initiatives: steadfast on one target: revitalise the “No.1 Butler” gilded signboard; adhere to one core: sustainable, balanced, healthy and quality development.

# ‘1155’ Strategy

- Steadfast on 1 target:** revitalise the “No.1 Butler” gilded signboard
- Adhere to 1 core:** sustainable, balanced, healthy and quality development
- Build 5 benchmarks:** satisfaction, projects, growth rate, sub-brands, and team
- Achieve 5 brilliances:** service, product, market, technology and organisation competence

### Continuous Progress

Compounded annual growth rate **30%**  
Strive for a **1:1** ratio of internal growth and external development

## About COPL (Continued)



## Honours and Recognitions

No.	Award	Awarding organisation
1	Top 20 Office Service Companies in 2021	CRIC
2	Top 10 High-end Property Service Companies in 2021	Shanghai E-house China R&D Institute
3	Top 100 Property Service Companies in 2021	China Real Estate Appraisal Centre
4	Top 20 Commercial Property Service Companies in 2021	
5	Leading Property Service Satisfaction Companies in 2021	
6	Guangdong-Hong Kong-Macao Greater Bay Area Preferred Property Services Brand in 2021	
7	Comprehensive Strength Enterprise Amongst Listed Companies in Top 100 Blue Chip Property Summit 2021	The Economic Observer
8	Most Valuable Excellent Service Enterprise in Top 100 Blue Chip Property Summit 2021	
9	Most Valuable Brand Enterprise in Top 100 Blue Chip Property Summit 2021	
10	2021 "Green Channel Enterprise" of Nanshan District (2021-2023)	Shenzhen Nanshan District People's Court
11	2021 TOP100 Property Management Companies in China	China Index Academy
12	2021 China Excellent Listed Property Management Company by Investment Value	
13	2021 China Excellent Listed Property Management Companies by ESG Development	
14	2021 TOP100 Satisfaction Leading of Property Management Companies in China	
15	2021 China Top 10 Property Management Companies in terms of Service Scale	
16	2021 China Top 10 Listed Property Management Companies in terms of Scale	
17	2021 China Top 10 Listed Property Management Companies in terms of Comprehensive Strength	
18	2021 Best Employer of Property Management Companies in China	
19	The No. 1 Most Valuable Brand of China Property Management Service in 2021	China Real Estate News Agency
20	2021/22 MERCURY Awards Bronze Award — Interior Design: Traditional Format: Asia/Pacific	MerComm, Inc
21	2021/22 MERCURY Awards Honors Award — Overall Presentation: Other/Misc. — Property Management	
22	2021 Galaxy Awards Bronze Award — Interior Design: Graphics/Text	
23	2020/21 LACP Vision Awards Top 100 Worldwide Rank 54	League of American Communications Professionals LLC
24	2020/21 LACP Vision Awards Integrated Corporate Investment Holding Company: Gold Award (98 marks)	
25	2020/21 LACP Vision Awards Technical Achievement Award	

## Membership

No.	Organisation	Membership
1	China Property Management Institute	Vice President
2	Shenzhen Green and Intelligent Building Association	Vice President

# Governance

## *Navigation*

With a sound corporate governance structure in place, COPL takes into account that sustainability goes beyond business development and into the environmental and social aspects.



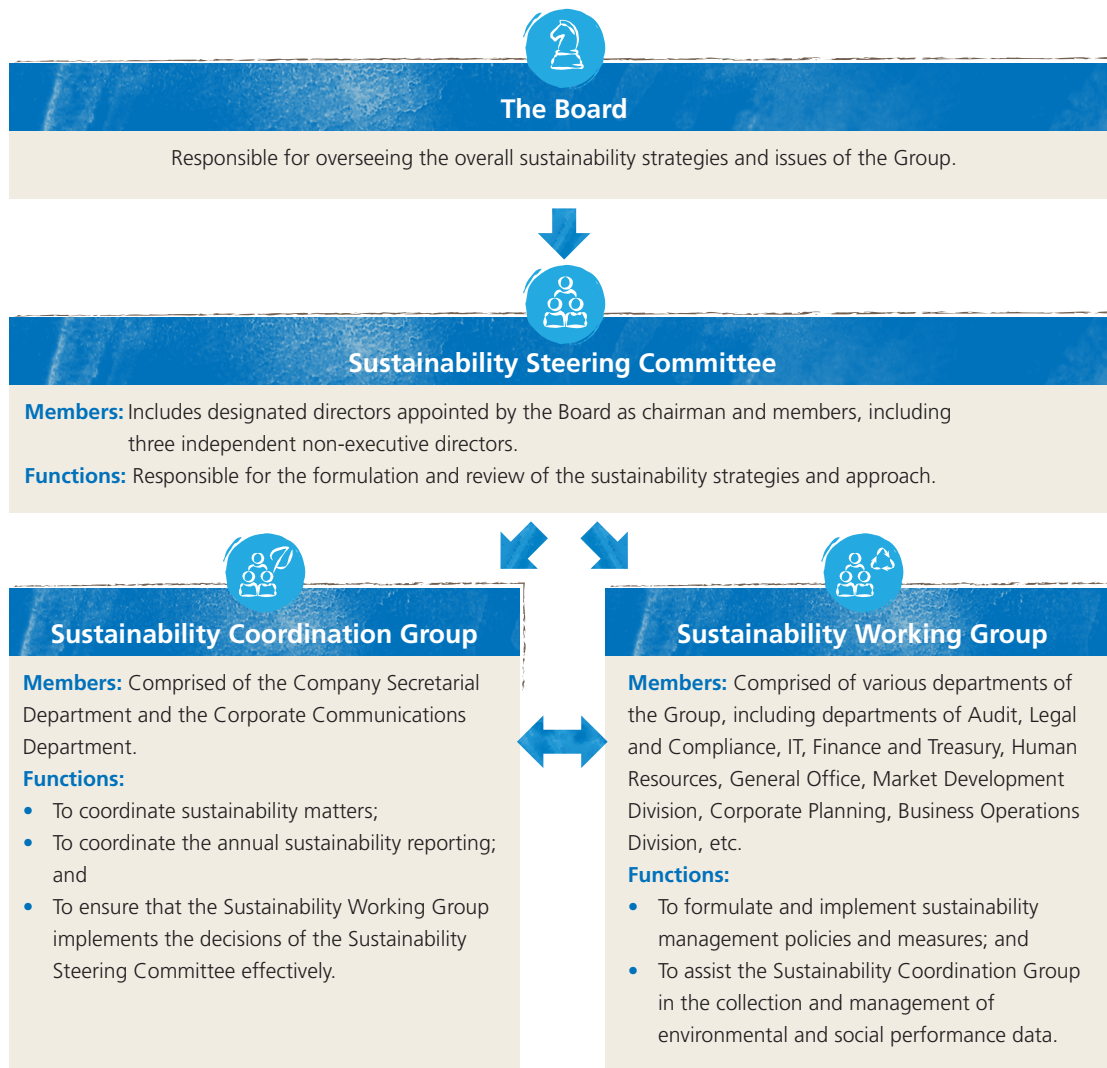
## Governance Navigation

A sound sustainability governance structure for sustainable development is not only conducive to the matters related to the overall management of the Group, but also fosters a top-down spirit of sustainable development. The Group is led by the Board, which oversees sustainable development management and leads the Group's management and staff at all levels to implement sustainable development policies.

### 1) Sustainability Governance Structure

During the Year, the sustainability governance structure of COPL was adjusted in line with the Group's business layout, and the staffing of our task force was reorganised with a group leader identified. The Board takes full responsibility for its sustainability matters. The Sustainability Steering Committee assists the Board in formulating and reviewing the sustainability strategy and approach and monitors the Group's sustainability performance. The Sustainability Coordination Group and the Sustainability Working Group are responsible for implementing relevant policies and measures. In addition, the Group will continue to analyse global and industry sustainability trends and respond in a timely manner.

#### Sustainability Governance Structure



## Governance Navigation (Continued)

### Compliance management

The Group considers compliance as the minimum requirement of its operation. The Group's operation is regulated by the relevant laws and regulations where it operates. The Group has also reviewed and confirmed the operational impacts on the Group resulting from violating relevant laws and regulations, which include administrative penalties for violation of relevant laws and regulations, litigation arising from infringement of the rights of others, and damage to the Group's reputation as a result of non-compliance. During the Year, the Group was not aware of any cases of substantial fines or non-monetary judgments arising from violations of laws and regulations that have a significant impact on the Group.

COPL understands the importance of operational compliance in maintaining the daily operation of the Group, and all departments of the Group are required to ensure operational compliance in line with the Group's policies. The Group stipulated clear procedures to address non-compliance in relevant areas. When notified of a potential violation, the Group will promptly initiate an investigation to ensure that appropriate corrective measures are adopted in response to any misconduct. In addition, the Group maintains close communication with regulatory bodies to ensure that its policies and measures are in line with the latest legislative requirements.

The following table sets out the laws and regulations that could cause material influence on the Group's operation as confirmed by the Group:

Aspect	Laws and regulations that have a significant impact on the Group
<b>Environment</b>	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste Air Pollution Prevention Law of the People's Republic of China Water Pollution Prevention and Control Law of the People's Republic of China Environmental Protection Law of the People's Republic of China Energy Conservation Law of the People's Republic of China
<b>Employment and labour standards</b>	Labour Law of the People's Republic of China Labour Contract Law of the People's Republic of China Law of the People's Republic of China on the Protection of Women's Rights and Interests Employment Promotion Law of the People's Republic of China Law of the People's Republic of China on the Protection of Minors Social Insurance Law of the People's Republic of China
<b>Health and safety</b>	Production Safety Law of the People's Republic of China Fire Control Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases
<b>Product responsibility/ service quality</b>	Patent Law of the People's Republic of China Product Quality Law of the People's Republic of China
<b>Anti-corruption</b>	Anti-Unfair Competition Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China

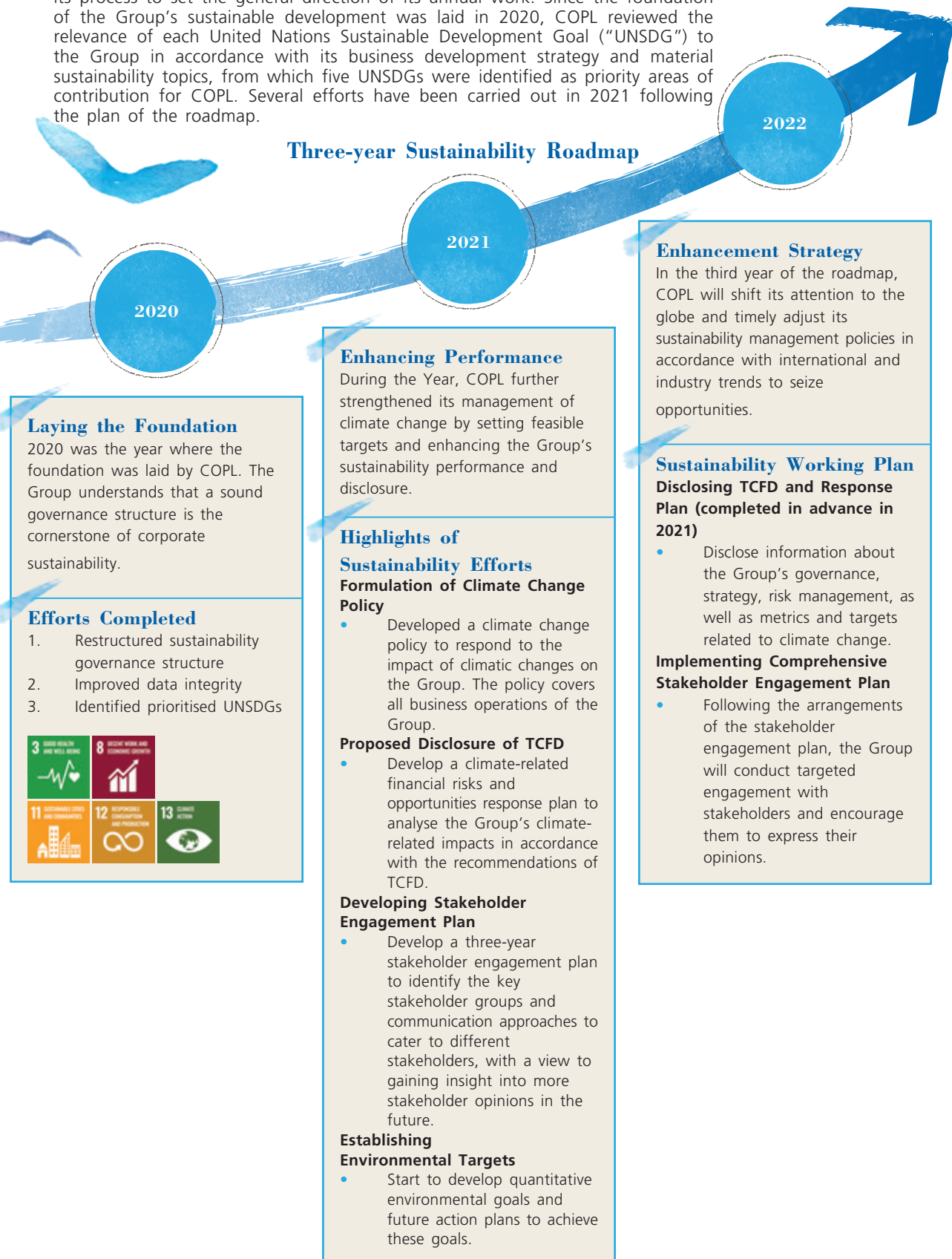


## Governance Navigation (Continued)






### 2) Sustainability Strategy

COPL understands that corporate success in sustainability requires a step-by-step approach and the Group adopts the sustainability roadmap as the framework of its process to set the general direction of its annual work. Since the foundation of the Group's sustainable development was laid in 2020, COPL reviewed the relevance of each United Nations Sustainable Development Goal ("UNSDG") to the Group in accordance with its business development strategy and material sustainability topics, from which five UNSDGs were identified as priority areas of contribution for COPL. Several efforts have been carried out in 2021 following the plan of the roadmap.

#### Three-year Sustainability Roadmap



## Governance Navigation (Continued)

SDG	Relevance to COPL
 <p><b>SDG 3:</b> <b>Good health and well-being</b></p>	<p>COPL understands that in order to contribute to the society where the health and well-being of people are protected, it must begin by protecting the health and well-being of the Group's employees. COPL has always given prominence to the health and safety of its employees. It has adopted health and safety measures to mitigate the occupational and safety risks faced by employees in their daily work. In addition, the Group is committed to providing medical insurance for all employees, to alleviate their burden of medical expenses.</p>
 <p><b>SDG 8:</b> <b>Decent work and economic growth</b></p>	<p>UN+ and Xinghai Wulian under COPL are dedicated to developing innovative technologies for property management. Apart from enhancing the competitiveness of the Group, these developments also serve as economic drivers for society. The Group is committed to assisting its staff in response to technological advancement and offering decent work opportunities for them by upholding the principle of equal opportunities.</p>
 <p><b>SDG 11:</b> <b>Sustainable cities and communities</b></p>	<p>Property projects managed by COPL form a key component to the establishment of sustainable cities and communities. Property management through the introduction of smart equipment and the provision of smart property management systems and facilities for communities will become a new trend of property development in the future. A more liveable environment could be created through smart management planning of COPL.</p>
 <p><b>SDG 12:</b> <b>Responsible consumption and production</b></p>	<p>As a leader in the industry, COPL is duty-bound to implement sustainable resources policies and practices in line with national strategic development. Under the daily operation of property management, water scarcity and management of hazardous and non-hazardous wastes are important issues faced by several cities where COPL manages properties. From the perspective of risk management, there is a need for COPL to further improve its water resources management and effective use of other natural resources</p>
 <p><b>SDG 13:</b> <b>Climate action</b></p>	<p>Physical and transitional risks arising from climate change would pose financial impacts on COPL. Physical risks include damage to properties due to extreme weather conditions (such as rainstorms, flooding), as well as rising temperatures and heat waves that threaten the safety of employees and building occupants. Transitional risks include regulatory risks, litigation risks, market changes and technological risks, and reputational risks arising from the global transition to a low-carbon lifestyle. While these risks may place a financial burden (such as those related to revenue, liabilities, cash flow, etc.) on COPL, there are opportunities for COPL to capitalise on trends originated from changes in customer expectations, by increasing staff's awareness of climate change through training and education and exploring new business areas, thus enhancing its competitiveness in sustainability.</p>

## Governance Navigation (Continued)

### Sustainability risk and opportunity management

The Group understands that the integration of sustainability-related risks into the existing risk management system enables the Group to accurately assess the impact of these risks on areas such as the Group's operations and finances. The Group plans to include a review of the impact of sustainability-related risks and their relevance to overall business development in its risk management system in the future in order to manage these risks more effectively. In addition, the Board will be proactive in understanding the potential impact of sustainability matters on the business model and the associated risks and identifying and assessing its sustainability risks and opportunities.

### Three Lines of Defence Risk Management Model

#### Composition

City companies and departments at headquarters are responsible for managing risks associated with daily business operations.

#### First Line of Defence

##### Responsibilities: risk identification and emergency response

Responsible for identifying potential risks in daily operations and making emergency responses to significant risks. For any risks identified, the Risk Control Task Force works to develop control measures.

#### Composition

Risk Control Task Force of city companies and Risk Control Task Force office at headquarters are responsible for coordinating and supervising business-related risks.

#### Second Line of Defence

##### Responsibilities: risk management and evaluation

The Risk Control Task Forces meet regularly to maintain communication with units at the first line of defence. Identified risks are managed by heads of Risk Control Task Forces. The Risk Control Task Force at the city level is also required to report regularly to the Risk Control Task Force office at headquarters on risk management efforts of units at each level. Risk Control Task Force office is responsible for coordinating and organising the identification and assessment of significant risks of the Group.

#### Composition

Internal control of overall business operations is carried out independently by the Audit Department at headquarters.

#### Third Line of Defence

##### Responsibilities: monitoring and assessing the effectiveness of risk management

The Audit Department is authorised by the Audit Committee to oversee the implementation of the Group's management measures over significant risks. The Audit Department is also required to conduct retrospective inspection, audit and monitoring in respect of the risk management efforts in the first and second line of defence, such as conducting an independent assessment of the effectiveness of risk management efforts through audit activities.

## Governance Navigation (Continued)

### Identified Sustainability Risks and Opportunities

Identified Risks	Risk Description	Management Approach
<b>Extreme weather conditions arising from climate change</b>	The impacts of climate change on businesses includes compliance risks and cost increment arising from changes in national policies, with the property management industry bearing the brunt of extreme weather conditions caused by climate change. These extreme weather conditions may cause physical damage to properties, financial harm to the Group and its customers, and in severe cases, threaten the personal safety of building occupants.	To mitigate the impacts of extreme weather on the Group, it has put in place the Heavy Rain/Typhoon Emergency Plan. The Group regularly conducts major safety inspections of flood control to pre-estimate the seriousness of extreme weather conditions. The Group conducts regular examination and maintenance for properties and resolved potential risks in time.
<b>Technical risks of safe production</b>	In the course of property management services, COPL often comes across various technical risks of safe production such as the safety in use of public environmental facilities. There may cause inconvenience to users and injury in the event of an accident.	COPL regularly conducts assessments of significant risk sources, identifies potential security risks in different departments and formulates Summary Table on Identification of Major Hazards to implement the management measures on significant risk sources.  In addition, the Group also conducts regular safety education and training for its staff to further reduce the associated risks.

### 3) Stakeholder Engagement

In recent years, corporate risks in sustainability issues have become a growing concern for stakeholders, including investors. At the same time, stakeholders are also focused on how the Group can capture the opportunities arising from sustainability issues. The Group is committed to listening to the views of stakeholders from all walks of life, reviewing the performance of the issues of concern to them, and making timely adjustments to its business approach based on feedback to enhance the management of corporate sustainability issues.

#### Stakeholder engagement plan

To enable stakeholders to understand the Group's operating environment; to inform, educate and influence stakeholders on the sustainability philosophy of COPL; and to maintain a transparent relationship with each stakeholder, the Group has developed a three-year stakeholder engagement plan with reference to the AA1000 Stakeholder Engagement Standard 2015. The plan is designed to tailor engagement activities for different stakeholder groups through stakeholder identification, analysis and mapping and ranking, and under the principles of its stakeholder engagement criteria, namely Inclusiveness, Materiality and Responsiveness.

## Governance Navigation (Continued)

The followings are COPL's five criteria for identifying key stakeholder groups:

### 1. Multidimensional Perspectives

Individuals or bodies who bring new understandings to a situation based on their different perspectives

### 2. Influence

Individuals or bodies that influence the strategic or operational decisions of COPL or stakeholders

### 3. Close Relationship

Individuals or bodies who require immediate attention from COPL on financial, economic, social or environmental issues

### 4. Dependency

Any individual or body directly or indirectly dependent on COPL, including any individual or body upon whom COPL depends for normal operations

### 5. Liability

Individuals or bodies owned by COPL or who may be legally, commercially, operationally, or ethically/morally responsible in the future



## Governance Navigation (Continued)

### Groups of internal and external stakeholders

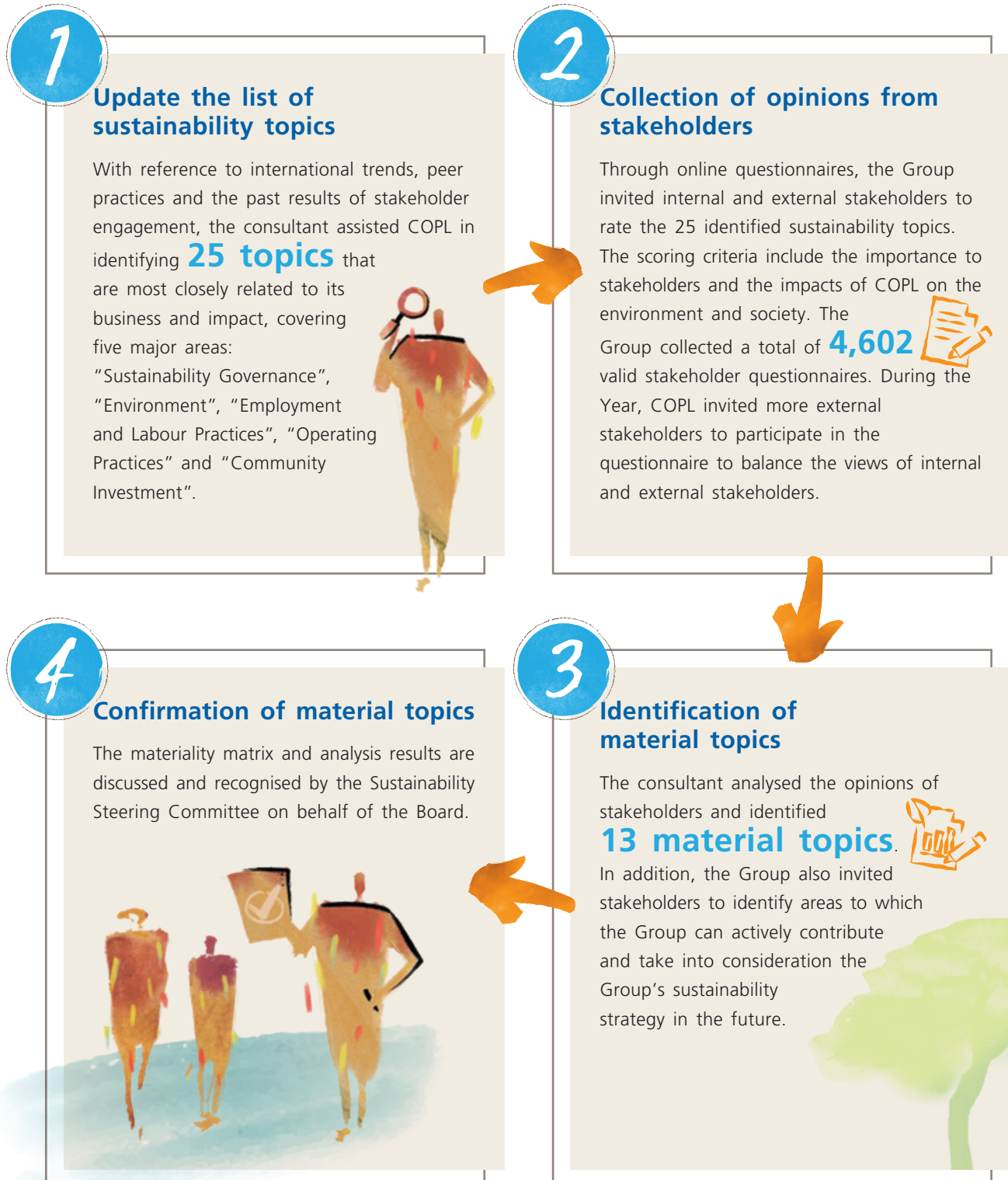
Internal Stakeholders	
Stakeholder Groups	
<ul style="list-style-type: none"> <li>Directors</li> <li>Senior Management</li> <li>Middle Management</li> <li>Foundation Management</li> <li>Clerical Staff</li> <li>Frontline Staff</li> </ul>	
Major Engagement Channels	
<ul style="list-style-type: none"> <li>President's mailbox</li> <li>Manager Communication Day</li> <li>Daily email communication</li> <li>Communications group for employees</li> <li>Management survey</li> </ul>	

External Stakeholders	
Stakeholder Groups	
<ul style="list-style-type: none"> <li>Customers/Property owners</li> <li>Suppliers/Contractors/Service Providers</li> <li>Shareholders/Investors</li> <li>Government/Regulatory Authorities</li> <li>Public Welfare Organisations</li> <li>The Public</li> <li>Research Institutes and Colleges</li> <li>Professional Institutions</li> </ul>	
Major Engagement Channels	
<ul style="list-style-type: none"> <li>General Meetings</li> <li>Publish result announcements and financial reports</li> <li>Regularly disclose operational and investment information</li> <li>Report on policy implementation</li> <li>WeChat group for property owners</li> <li>UN+ App</li> <li>Property owner meetings</li> <li>Housekeeper home visits</li> <li>Bulletin boards in buildings</li> <li>24-hour service hotline</li> <li>Thematic community activities</li> <li>Volunteering activities</li> <li>Poverty alleviation and study aid</li> <li>Charitable activities</li> <li>Media coverage</li> </ul>	

## Governance Navigation (Continued)

### Identification of material topics

The key topics in this Report are based on the views collected from stakeholders each year and the results approved by the Sustainability Steering Committee. COPL invited stakeholders to conduct a questionnaire to identify the key topics for the Year through the following four steps:



Governance Navigation (Continued)

Materiality Matrix 2021



Impacts of COPL on the Environment and Society

Material Topics (In order of importance)	Material Topics (✓), Less Material Topics (◆)	Topics that the Group can actively contribute to	Corresponding Sections
15 Occupational health and safety	✓		Talent-focused
11 Establishment of a comprehensive employment system	✓		Talent-focused
18 Prevention of child or forced labour	✓		Talent-focused
17 Employee training and development	✓	❖	Talent-focused
16 Employees' well-being	✓	❖	Talent-focused
12 Development of the property management industry	✓	❖	Talent-focused
3 Anti-corruption	✓		Integrity in Business
13 Respect for human rights	◆		Talent-focused
14 Diversity and equal opportunities	◆		Talent-focused
2 Business ethics	◆		Integrity in Business
19 Customer health and safety	◆		Sincere Service
20 Service quality management	◆	❖	Sincere Service
6 Management of greenhouse gas emissions	◆		Green-oriented



# Integrity *in Business*

☰ Material topics :

- 3 Anti-corruption
- 2 Business ethics



## Integrity in Business

Corporate ethics have always been the cornerstone of a company’s success, and companies with good business ethics are generally more likely to gain the trust of their customers and partners. With the goal of maintaining the highest standards of corporate ethics, COPL has led the Group and its operations to adhere to corporate ethics in areas such as anti-corruption, customer personal data management and intellectual property rights.

### 1) Upholding Corporate Ethics

#### Honest business

With honesty and integrity always being cornerstones of its corporate code of conduct, the Group is opposed to any forms of corruption, including bribery, extortion, fraud and money laundering. It promotes the idea of “Dare Not Corrupt, Can’t Corrupt, Won’t Corrupt”. To ensure that the highest standards of transparency, integrity and accountability are upheld within the Group, the Group’s Detailed Implementation Rules for Employees’ Integrity and Self Discipline, the Employees Code of Conduct and the Employee Handbook clearly define what constitutes misconduct. These policies regulate the work process related to anti-corruption, such as conflict of interest, acceptance of gifts and hospitality, provide guidance on how to deal with such situations, and clarify how to hold people accountable for breaches of discipline. During the Year, the Group did not receive any concluded cases of corruption involving the Group or its employees, and there were no cases where a supplier was removed from the supplier list due to corruption.

#### Anti-corruption Whistle-blowing Channels

The Group also provides anti-corruption whistle-blowing channels such as monitoring hotline, reporting mailbox, reporting address and the 400 service hotline to encourage stakeholders to report any internal or external corruption, bribery, misappropriation for personal gain, money laundering or other corrupt practices. The Group is committed to protecting the personal data of all whistle-blowers and ensuring that they are not subject to any unfair treatment as a result of reporting. In response to the reports of corruption received, COPL will assign dedicated staff to conduct investigations. Once a report is substantiated, a penalty will be imposed in accordance with the established system, and the severe cases will be referred to the judicial authority.

### Anti-corruption information transmission methods

 <b>Employee</b> <ul style="list-style-type: none"> <li>• Internal publicity column</li> <li>• Compile alarming books of typical cases</li> <li>• Organize visits to anti-corruption and integrity education bases</li> <li>• Anti-corruption training</li> </ul>	<b>Supplier</b> <ul style="list-style-type: none"> <li>• Provide guidelines for operating with integrity</li> <li>• Signing the Integrity Agreement with suppliers</li> <li>• Conduct integrity review in the course of annual performance appraisal</li> </ul> 
<p><b>98.9%</b> of employees have received anti-corruption training</p>	<p><b>100%</b> of suppliers signed the Integrity Agreement</p> <p><b>5,031</b> suppliers have received anti-corruption training</p>

## Integrity in Business (Continued)

### Adhere to integrity

COPL focuses on the combination of business spirit and ethics, and is committed to creating a mutually beneficial, fair and transparent business environment by maintaining integrity as a bridge to partner relationships. The Group has established policies and measures governing the handling of issues relating to intellectual property rights and prevention of competitive practices by its employees.

<p><b>Respect for intellectual property rights</b></p>	<p>COPL regards technological innovation as an important factor in driving improvements in the quality of property management, and the protection of intellectual property rights is the Group's first principle in the development of innovative technologies. The technological research and development of Xinghai Wulian and UN+ is governed by the Group's Intellectual Property Management Manual, and the effectiveness of the intellectual property management system is regularly reviewed.</p>
<p><b>Prevention of competitive practices</b></p>	<p>The Group insists on fair competition, opposes monopolistic practices and vicious competition, and ensures that its business activities comply with various anti-improper competitive laws and regulations. The Group regularly updates and evaluates the list of qualified suppliers to prevent bid-rigging.</p>

## 2) Protecting Customers' Rights

In order to provide customers with peace of mind when using the Group's property management services, COPL is committed to maintaining personal information of its customers and maintaining balanced advertising. Through the Group's continuous improvement of the information security system of its service platform, customers can use our services with ease.

### Maintaining personal information of customers

The Group's policies, such as the Customer Profile Management and the Property Control Procedures for Customer and External Parties, expressly set out work procedures for protecting customers' personal information, including management of customer information, information collected in visitors' logbook information, preservation and storage of surveillance videos, etc. During the Year, the Group formulated the COPL Cyber Security Incident Contingency Plan as a supplement to the COPL Management Handbook to address potential cyber security hazards and minimise the likelihood of customer information leakage. During the Year, the Group did not receive any complaints about customer information leakage proven to be in violation of customer privacy.

The Group has introduced various systems to support the maintenance of customers and the information saved in the equipment. When customers use the online value-added services, the system will save customer information after obtaining their privacy authorisations. The system applies firewall protection, host security reinforcement and daily database backup to protect the security of customer data storage and usage.

## Integrity in Business (Continued)

COPL believes that preventing information risk and ensuring proper storage for customers' information are the most effective management approaches. The Group regularly organises information safety and security training for employees to raise their awareness of customer information protection. At the same time, the Group Organised a visit to the main exhibition hall of the Cyber Security Expo for staff to learn more requires all service units to comply with the principles of customer information management:



Organised a visit to the main exhibition hall of the Cyber Security Expo for staff to learn more

Choices	Protect confidentiality of communication
<p>The Group must explain to the customer the purpose of data collection prior to the collection of his/her personal information to ensure they are aware of it. Customers may also opt for different information management methods and decline the provision of certain information without any compromise in service quality.</p>	<p>The Group's Information Storage System is equipped with access restriction and record function to log every information access and change. The Group also conducts regular maintenance for the information management platform to ensure the safety and stability of the platform.</p>
Reasonable and necessary	Clear and transparent
<p>The Group collects only the necessary information, and explains to customers the necessity of collecting specific information and its relevance to maintaining service quality.</p>	<p>In the course of personal information collection, the Group introduces the privacy policy to customers in easily comprehensible statements.</p>

### Balanced advertising

COPL attaches great importance to delivering accurate and balanced advertising information to customers. COPL's Media Management System regulates the media advertising efforts involved in operation, such as brand positioning, media management, brand events and market information disclosure, by establishing standardised media message publication standards in respect of the dissemination of advertising information for various operating regions. Based on the principles of accuracy, truthfulness and plainness, the Quality Management Department of the Group conducts stringent assessment on all published marketing information, including product manuals, brochures, posts on social media, marketing materials, etc., in order to prevent false information or hyperbole in advertising content and to prevent customers and investors from being misled.



## Integrity in Business (Continued)

### 3) Case Study



#### Cyber Security Incident Contingency Plan

Cyber security is one of the challenges in recent years as industries shift their focus to more technology-based operations, which may involve the management of customers' personal information and harmful programs that could limit operations. COPL is committed to protecting our customers' personal information from any leakage and providing secure services to our customers. To this end, the Group has prepared a cyber security incident contingency plan and established the Cyber Security and Information Committee to maintain the cyber security of the system of COPL.

##### Cyber security incidents and processes covered in the Plan



Harmful Program Events  
Equipment Facility Failure

Cyber Attack Incidents  
Disastrous Events

Information Destruction Events

##### Identify

When a potential cyber security incident occurs, the Security Response Team immediately begins its investigation

##### Analyse

Analyze the cause of the incident and activate the emergency response process

##### Implement

Implement corresponding plans according to the classification of events

##### Observe

Observe the effectiveness of the plan, ensure that the system returns to normal operation, and report the incident to the Cyber Security and Information Committee

**Integrity in Business (Continued)**

In addition to managing emergencies, The Cyber Security and Information Committee is also responsible for overseeing the prevention of cyber security incidents, including:

<b>Daily management</b>	<ul style="list-style-type: none"> <li>• Develop and improve contingency plans for units at all levels;</li> <li>• Regular cyber security inspection, hidden danger investigation, risk assessment and disaster tolerance backup; and</li> <li>• Establish a sound cyber security information notification mechanism.</li> </ul>
<b>Drill</b>	<ul style="list-style-type: none"> <li>• Organize at least one cyber security emergency drill each year, and dispose of cyber security incidents with greater impact by analogy; and</li> <li>• Test the operation of the emergency response system and work mechanism, emergency supplies through drills, timely detect problems and improve the emergency response plan.</li> </ul>
<b>Publicity</b>	<ul style="list-style-type: none"> <li>• Make use of various media and other effective forms of publicity to strengthen the publicity of relevant laws, regulations and policies on prevention and disposal of cyber security emergencies.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Incorporate knowledge of emergency response to cyber security incidents in the training for employees of the Company; and</li> <li>• Strengthen the training of cyber security, especially 3 cyber security training sessions were held in 2021 with over 2,300 participants from all levels and projects nationwide.</li> </ul>



# Talent -focused

## Material topics:

- 15 Occupational health and safety
- 11 Establishment of a comprehensive employment system
- 18 Prevention of child or forced labour
- 17 Employee training and development
- 16 Employees' well-being
- 12 Development of the property management industry
- 13 Respect for human rights
- 14 Diversity and equal opportunities



## Talent-focused

With the management philosophy of “Cultivating Culture with Management, Converging Talents with Culture, Enhancing Value with Talents” in mind, COPL strives to establish a robust employment system. A robust Employment System is one of the most important factors for corporates to realize sustainability. In addition, the Group devises various policies and measures based on the principle of protecting employees’ health and safety, rights and interests and well-being.

### 1) Occupational Health and Safety

COPL is dedicated to protecting the health and safety of its employees. For employee safety management, the Group adopts the approach of “Life and safety operation first”, which is supplemented by the Group’s revised Safety Production Management Manual to standardise the Group’s safety management efforts.

#### Occupational health and safety management system

In order to continuously improve the quality of management, COPL has progressively obtained the ISO system certification since 1996. There are three major system certifications: OHSAS18001 Occupational Health and Safety Management System, ISO9001 Quality Control System and ISO14001 Environmental Management System. The Group also commissioned a certification company to conduct an independent audit of the GB/T45001–2020 Occupational Health and Safety Management System.

In order to improve the Group’s Safety Management System, the Group timely revised the Safety Production Management Manual to standardise its existing work-related health and safety management policies. In 2021, COPL formulated a number of safety production guidelines in accordance with the principles of the Safety Production Management Manual and introduced measures such as shift inspections by leaders and hierarchical control of potential hazards. These policies and measures were supervised by the Safety Production Committee (the “Safety Committee”) in order to implement principal accountability in COPL’s operation safety. During the Year, the Safety Committee appointed an occupational health and safety representative who is responsible for ensuring that the Company’s management receives reasonable suggestions and demands from employees on occupational health and safety in a comprehensive and timely manner, and for coordinating the implementation of related measures.



**Talent-focused (Continued)**

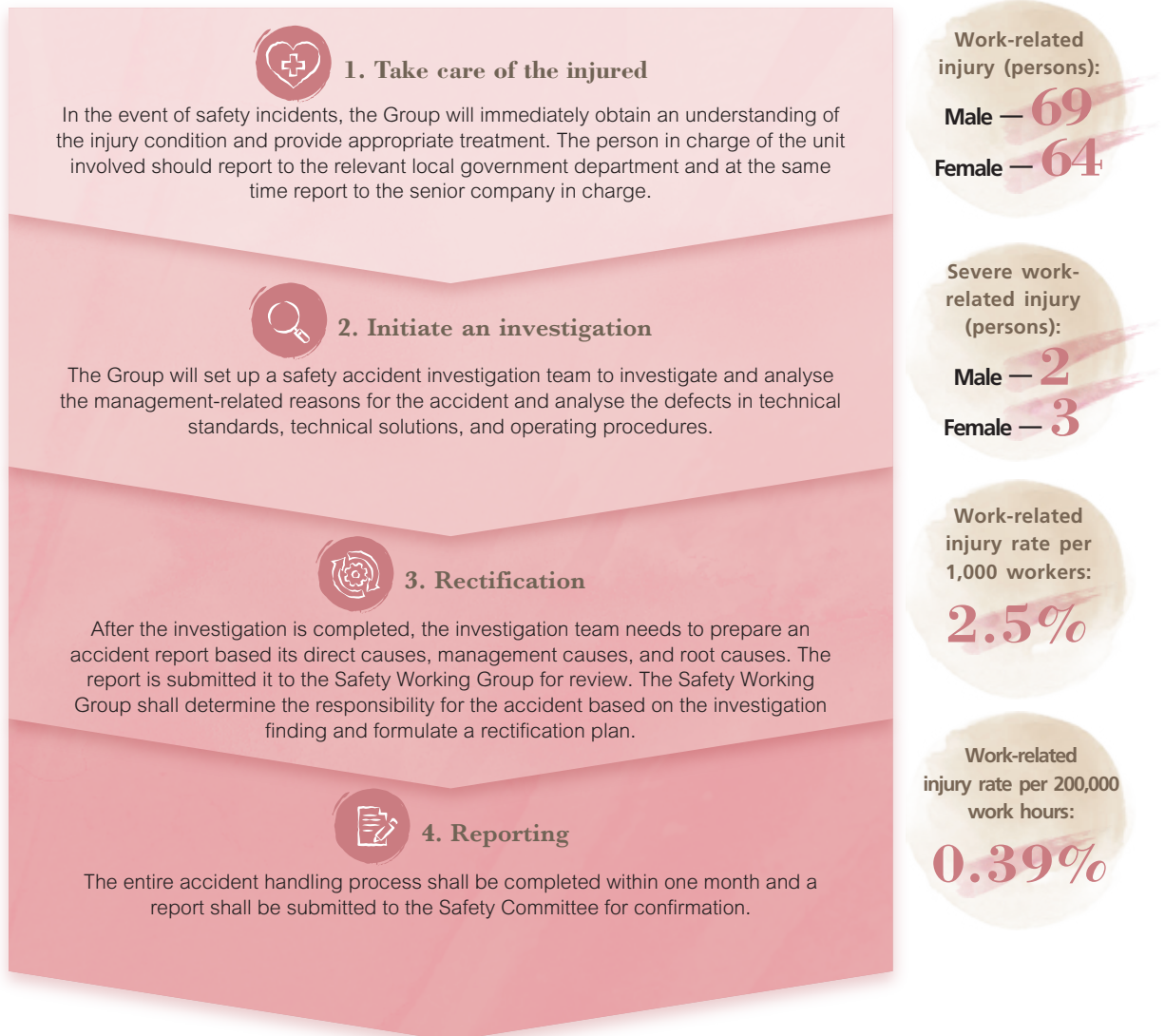
During the Year, COPL carried out specific inspection and management activities on targeted hidden safety hazard, including random inspections by headquarters, quarterly inspections by urban companies and monthly inspections by projects, and established a tiered supervision mechanism to implement dynamic and closed-loop management of major and significant hidden dangers. Identified hidden dangers were rectified according to procedures and a total of 43,600 safety hazards were eliminated throughout the year.

**Three-tiered Safety Inspection and Management**

## Talent-focused (Continued)

### Handling occupational injury

The Group's Safety Production Management Manual sets out the procedures for handling employee injury cases, and all cases must be investigated and reported, and the working environment at the site must be improved. COPL also regularly inspects the working environment where an incident has occurred to ensure that the site is safe.



## Talent-focused (Continued)

### Safety education

The Group has a safety education and training system in place to define education and training contents and targets. It also manages the preparation of safety education and training programs. The Group requires all employees involved in the projects to attend the safety education and training organised by the relevant local government departments in accordance with the regulations. Employees shall obtain the corresponding safety production qualification certificates and complete the corresponding hours of continuing education and training within the three-year validity period. COPL organizes various occupational health and safety training every year, including Safety Production Month, Safe Ride and Happy Family, Safety and Health Cup, Fire Prevention Month and 100-day safety accident-free activities. During the Year, COPL held 3,144 safety production quiz and safety trainings at all levels to raise protection awareness of production safety among all employees. In addition, the Group also requires all new employees to take pre-job health check-ups, and employees are regularly arranged to have on-the-job medical check-ups during the employment period.

## 2) Robust Employment System

A robust Employment System is one of the core values of COPL. The Group endeavors to build a fair and diverse work environment for its employees. The Group reviews the effectiveness of various policies and measures from time to time to ensure that they are effective in responding to the needs of its employees.

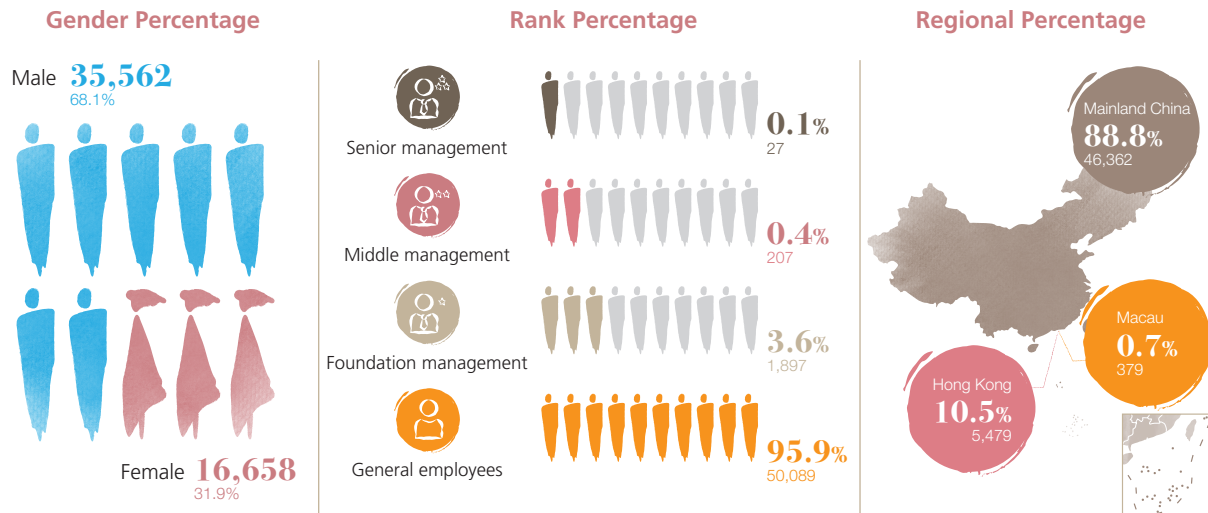
### Robust employment system

A robust Employment System is not only established on compliance with laws and regulations of respective operating regions, but also focus on safeguarding the interests and rights of its employees, while establishing a platform for them to develop their talents, setting in place various policies, such as the Human Resources Management Control Procedures and the Employee Positioning System, to regulate various employment issues ranging from recruitment, compensation and benefits to working hours.

**Talent-focused (Continued)****Principles of Employee Positioning**

<b>Remuneration</b>	<ul style="list-style-type: none"> <li>• Remuneration is determined based on factors such as qualifications, rank, work experience and performance.</li> <li>• Remuneration is adjusted regularly according to performance and rank of employees and other factors.</li> </ul>
<b>Recruitment and promotion</b>	<ul style="list-style-type: none"> <li>• Recruitment and promotion process is carried out under fair, just, transparent and open principles.</li> <li>• The criteria for recruitment and promotion are based on employee's ability and suitability for the position.</li> </ul>
<b>Labour standards</b>	<ul style="list-style-type: none"> <li>• To prevent unintentional employment of child labour, the Human Resources Department is required to check the identity documents of the employees when they join the Group. If the employee is under the legal working age, the Group will disqualify his/her employment.</li> <li>• The Group also prohibits forced labour and does not require employees to pay a deposit or deposit identity documents, nor does it withhold wages, benefits, property or other documents from employees to force them to work continuously.</li> <li>• During the Year, the Group did not hire any child or forced labour.</li> </ul>
<b>Equal opportunity and anti-discrimination</b>	<ul style="list-style-type: none"> <li>• No employee will be discriminated against due to factors such as gender, marital status, pregnancy, disability, family status or ethnicity.</li> <li>• Employees may report to department heads in case of any discrimination or unequal treatment.</li> </ul>
<b>Prevention of sexual harassment</b>	<ul style="list-style-type: none"> <li>• Sexual harassment will not be tolerated and is defined in the relevant policy.</li> <li>• If any sexual harassment is found in the workplace, all necessary action will be taken to prevent the employee from sexually harassing others.</li> </ul>
<b>Diversity</b>	<ul style="list-style-type: none"> <li>• Differences in skills, experience, styles and backgrounds of employees should be treated with respect and will contribute to innovation, change and long-term growth of the business.</li> </ul>



**Talent-focused (Continued)****Number of employees = 52,220**

In line with the Group's restructuring during the Year, COPL updated the Employee Positioning System of China Overseas Property Holdings Limited and the Management Measures for Posts and Ranks of China Overseas Property Holdings Limited. The Employee Positioning System still adheres to four major principles: "Standard Consistency", "Position Compatibility", "Fairness, Openness and Equity" and "Doubt Avoidance" with specified implementation rules. The Group conducts annual performance appraisals for its employees, to evaluate working performance and understand their needs, as well as to set individual performance targets.

**Employee communication channels**

The Group regards good communication as the foundation of a sound employment system. In addition to in-depth interviews with employees during the annual review, the Group has also set up various feedback channels for its employees. The communication mechanism and grievance channels established for the Group's employees include setting up a leader's mailbox, creating anonymous QQ communication groups, Happiness Index bulletin boards, Manager Communication Day and staff satisfaction survey, to create a fair, impartial and open atmosphere. These channels provide a safe platform for employees to voice their opinions, and the Group will actively follow up on employees' opinions, thus facilitating improvement of the Group's employment system.

**Nurturing employees' well-being**

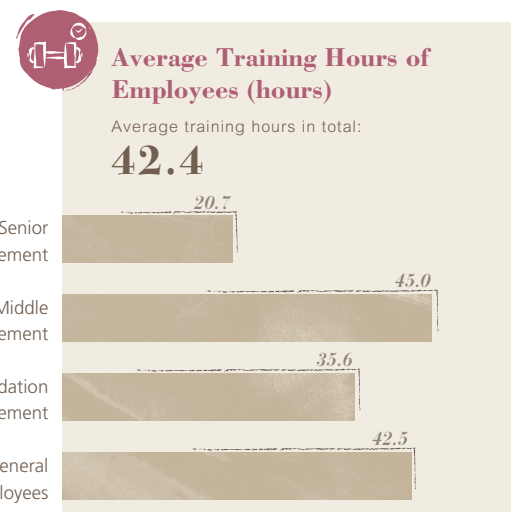
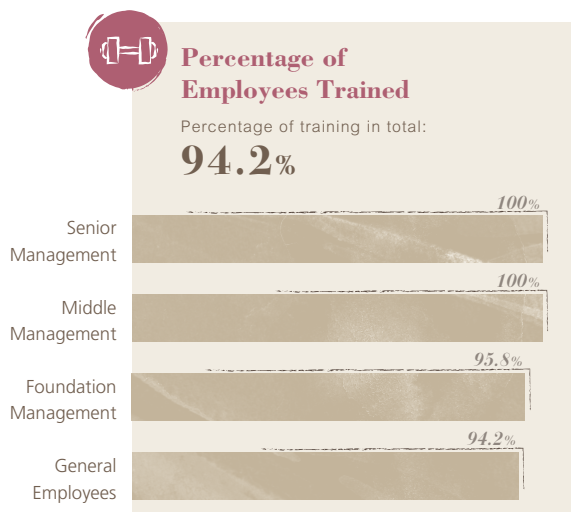
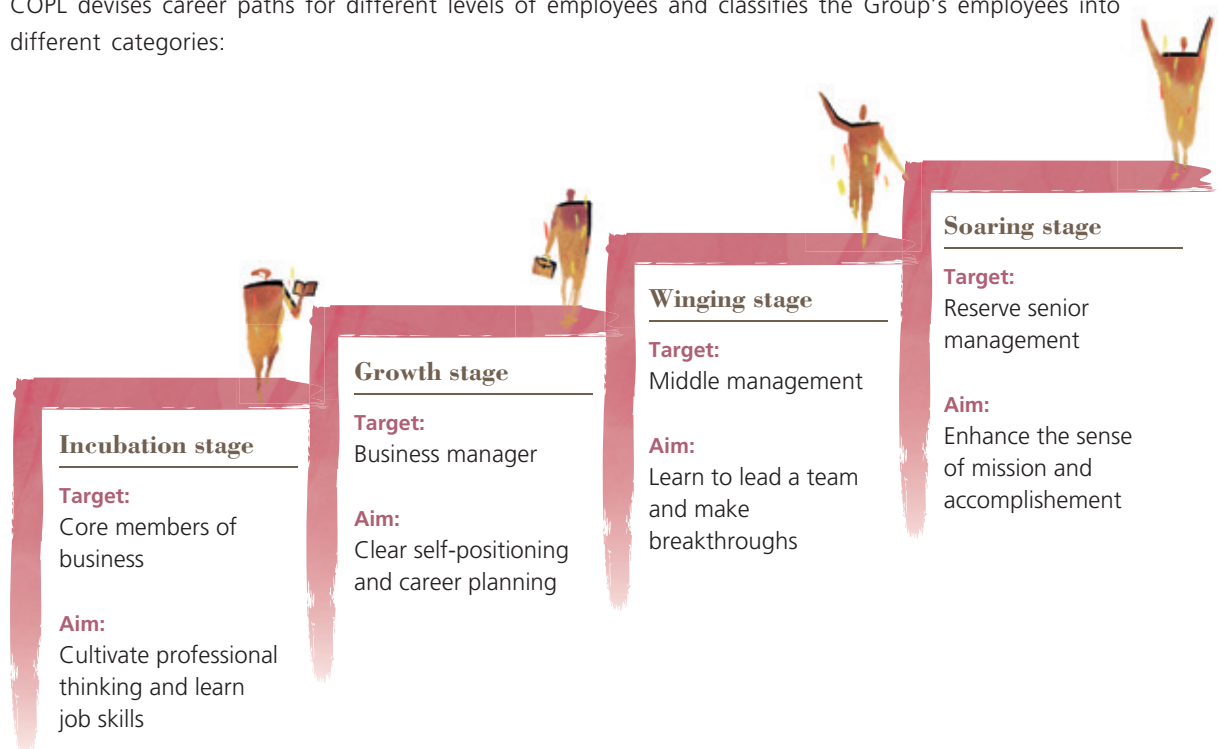
The Group cares about the well-being of our employees and considers maintaining their physical and mental health as the utmost priority for successful corporate operations. The Group organises regular health seminars and training on mental health-related contents every year, so as to pay close attention to the physical and mental health of employees. In addition, the Group provides dormitories and meals for employees to ensure convenience and comfortable living for its employees. COPL regularly organises various employee-care activities, such as sending blessings and gifts to employees on memorable dates such as their employment anniversary, birthday, wedding day and childbirth, to demonstrate the care of COPL for its staff.

## Talent-focused (Continued)

### 3) Building Employees' Competencies

The Group believes that the succession of professional knowledge and management skills will contribute to the development of the property management industry. The Group has put in place policies including the Measures for Human Resources Development and Training Management to nurture a new generation of employees with enhanced expertise and skills. The Talent Development System is established on the basis of four principles: 1) to be driven by corporate strategy and business needs; 2) to carry out closed circuit management from human resource planning to cultivation; 3) to integrate short-term talent pool and long-term development; and 4) to provide company-wide training and cultivation with a focus on key personnel, enabling effective management of the Group's talent and providing appropriate development opportunities for employees. In addition, During the Year, the Group carried out talent review and provided advice on employees' performance and career.

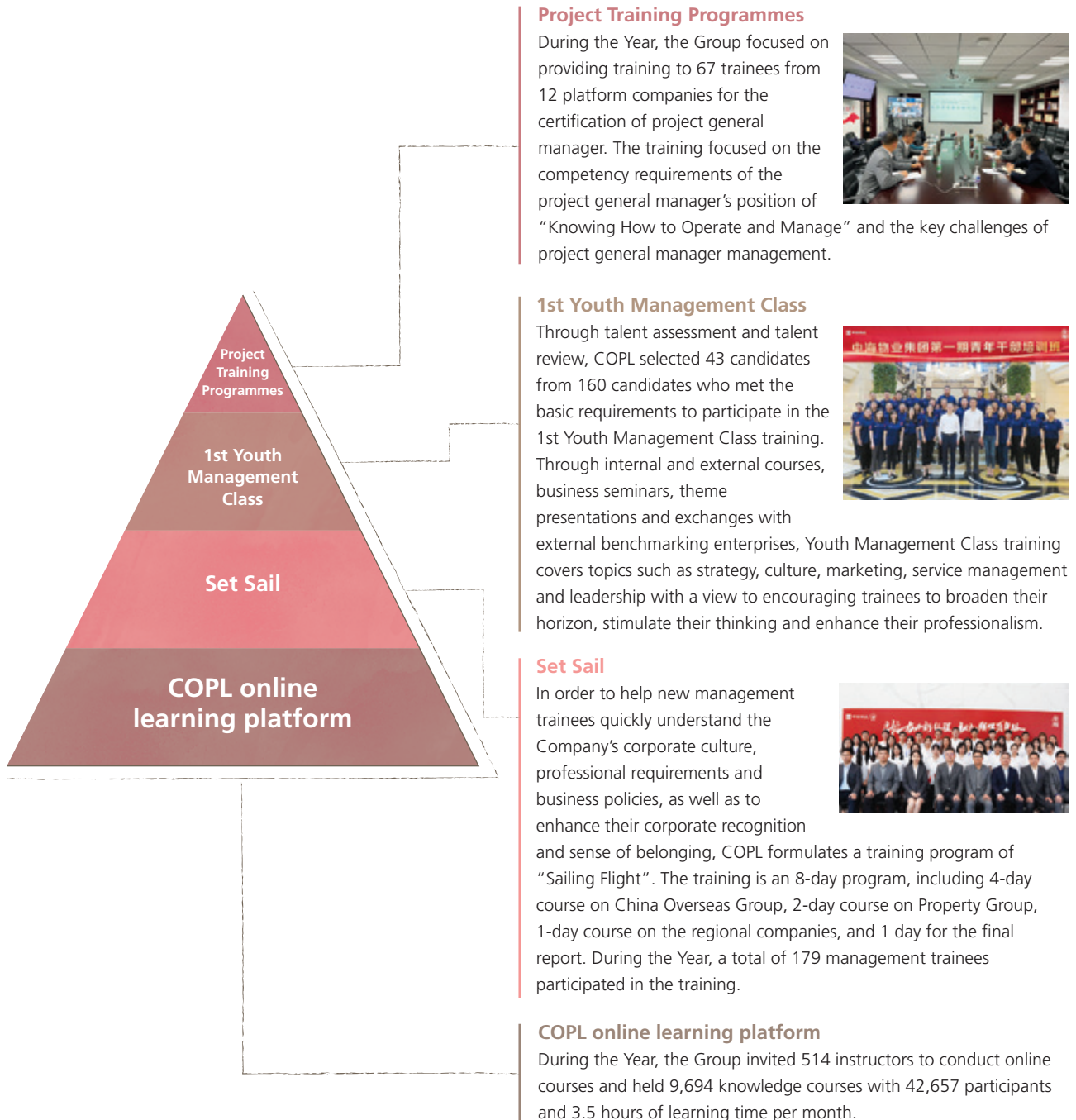
COPL devises career paths for different levels of employees and classifies the Group's employees into different categories:



## Talent-focused (Continued)

### Diverse training courses

According to an annual training plan, the Group arranges a variety of training to different employees and classifies employee development programs by training target and purpose of training program, including:



#### Project Training Programmes

During the Year, the Group focused on providing training to 67 trainees from 12 platform companies for the certification of project general manager. The training focused on the competency requirements of the project general manager's position of "Knowing How to Operate and Manage" and the key challenges of project general manager management.



#### 1st Youth Management Class

Through talent assessment and talent review, COPL selected 43 candidates from 160 candidates who met the basic requirements to participate in the 1st Youth Management Class training. Through internal and external courses, business seminars, theme presentations and exchanges with external benchmarking enterprises, Youth Management Class training covers topics such as strategy, culture, marketing, service management and leadership with a view to encouraging trainees to broaden their horizon, stimulate their thinking and enhance their professionalism.



#### Set Sail

In order to help new management trainees quickly understand the Company's corporate culture, professional requirements and business policies, as well as to enhance their corporate recognition and sense of belonging, COPL formulates a training program of "Sailing Flight". The training is an 8-day program, including 4-day course on China Overseas Group, 2-day course on Property Group, 1-day course on the regional companies, and 1 day for the final report. During the Year, a total of 179 management trainees participated in the training.



#### COPL online learning platform

During the Year, the Group invited 514 instructors to conduct online courses and held 9,694 knowledge courses with 42,657 participants and 3.5 hours of learning time per month.

### Talent-focused (Continued)

#### 4) Case Study

##### Annual Care Programme

COPL formulates an annual care programme for employees every year to promote the implementation of "Leading the Way Culture" and continues to enhance the satisfaction and happiness of its employees with a view to boosting their sense of belonging and cohesiveness. During the Year, the Group adopted the theme of "N-times of Happiness" for COPL's employee care programme to highlight that employee happiness is the vision of the Company to fulfil its social responsibility. In order to emphasize the theme of "N-times of Happiness", the employee care programme adopts the "7+X" model of scheduled care combined with optional care to demonstrate COPL's care and attention to employees.



#### 7 scheduled care activities

The Company implements systematic fixed care activities for all employees, covering a full range of work, life, emotional care and other aspects.



#### X diverse localized care activities

Each unit implements localized optional care activities in innovative forms and with diverse contents based on its own strengths and the actual needs of employees.



**Talent-focused (Continued)**

COPL's 7 scheduled care activities:

<b>1. Welcoming new colleagues</b>	Prepare induction kits for new employees and rotating employees, and regularly hold seminars or a variety of leisure activities for new employees.
<b>2. Fighters' talk</b>	Facilitate communication between project managers and project staff, between project managers, and between functional department managers and project managers to form valuable opinions and suggestions.
<b>3. Voice of employees</b>	Set up a suggestion box and hold a carefree employee workshop to encourage employees to express their opinions and suggestions for the development of the Company, of which constructive suggestions will be praised and rewarded.
<b>4. COPL foodie</b>	Organize activities such as chef rotations, chef contests, extra meals on holidays, and canteen competitions. Invite employees to participate in the food management team meetings to provide suggestions for healthy eating.
<b>5. Happy station</b>	Set up a rest area for employees, a picture wall for employee activities, and provide refreshments, coffee, and snacks to create an environment for employees to relax and refresh after stressful work.
<b>6. Happiness at 9pm</b>	Deliver meals to employees who are still working overtime before 21:00, encourage staff to communicate and release work pressure during meals; staff of the caring project will regularly encourage employees to participate in making meals and responding to line deliveries, etc.
<b>7. COPL family</b>	Send blessings to employees at important festivals, such as sending letters of sympathy to employees' families on the eve of Spring Festival, to strengthen the appreciation and care for employees' families.



# Sincere Service

## Material Topics:

- 19 Customer health and safety
- 20 Service quality management



## Sincere Service

COPL adheres to the service concept of “Property Assets to be Entrusted”, providing differentiated and function-based services for specialized cases, with the principle of pursuing customers’ satisfaction and based on the positioning of the specialized case and customers’ needs. The Group continued to innovate service products and established a customer caring service system of the full life cycle. The Group has received the ISO 9001 system certification, ensuring that its quality management system complies with the international standard. The Group is devoted to becoming a provider of integrated solutions for the property service across the whole value chain of the real estate, providing professional and customized services in different stages of property for our stakeholders, including developers, commercial building customers, small property owners, and property enterprises.

### 1) Insisting on Service Quality

#### Communicating with customers

COPL established a bridge for mutual communication with customers, in order to continue to improve the service satisfaction of customers. During the Year, COPL conducted a satisfaction survey among owners and over 90,000 customers participated in the survey. The survey was conducted with focus on seven aspects including safety management, environmental hygiene, greening maintenance, maintenance of public facilities, renovation management, performance of property staff and community cultural atmosphere. The overall score was 89. The Group’s service covers daily service management of owners from before move-in to after move-in, while maintaining close communication with customers proactively before move-in. For example, representing all owners after getting to know their needs, the Group raises the problems found to developers and construction units on the perspective of ensuring the house can be used and maintained normally in the future, guaranteeing all problems are rectified before move-in and the move-in delivery conditions are satisfied. The service can not only improve the living experience of owners, but also reduce the work load of property repair during the run-in period after move-in, as well as avoid legal risks such as owners’ lawsuits due to related problems.

The Group’s Communication and Information Exchange Control Procedures stipulates that each property project is required to formulate a communication plan according to the needs of its customers through various communication channels including corporate APP, WeChat groups, QQ groups, telephone calls, monthly property owners committee meetings, quarterly customer meetings, occasional project hearings and so on. This is to collect proposals for service improvement from property owners and increase customers’ engagement in community construction. In addition, on a quarterly basis, the Group presents the results of the improvement work plan in the form of Management Service Work Report to its customers, which is based on the opinions of property owners.



## Sincere Service (Continued)

### Case sharing on continuous communication

#### Close to You Move-in Service

We establish a good relationship with our customers during the pre-property service period by inviting prospective owners to a pre-move-in meeting to understand their needs in advance.



#### Move-in Anniversary

Based on the year of move-in, we hold anniversary activities for the community to enhance owner engagement and show them the changes in the community after move-in.



#### Appreciation Letter

The housekeepers introduce to the owners the annual work and the key issues of daily communication with customers during the year.



### Handling customer complaints

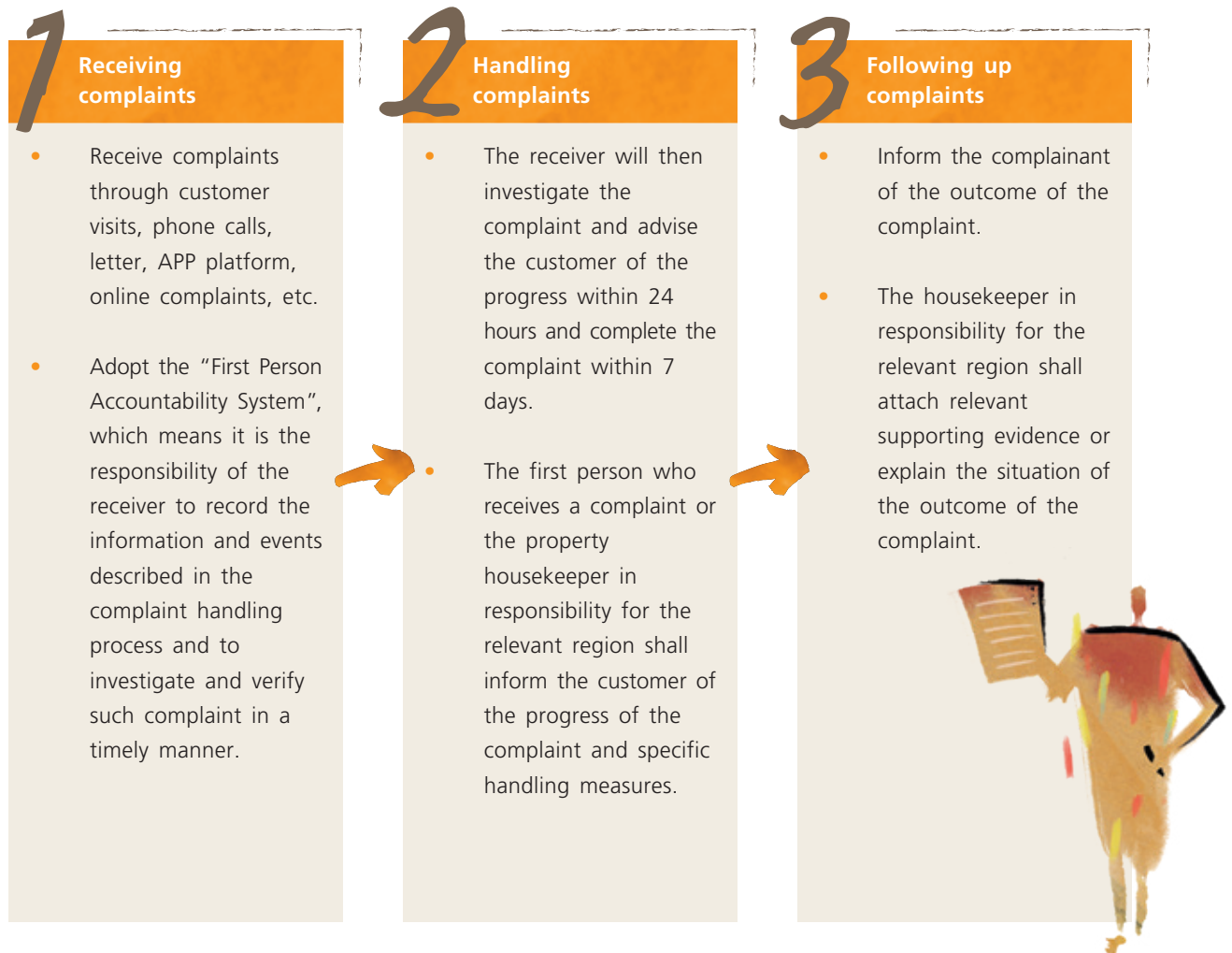
COPL has established a variety of channels for customers to voice their opinions and is committed to providing quality services. The Group's Customer Complaint Management Measures provides guidelines for handling complaints, thus ensuring that the Group handles customer complaints with a consistent standard. COPL upholds professionalism with three major principles: professionalism, timeliness and integrity, and responds to customer complaints in a timely manner.

The Group has put in place a free 400 Call Centre service to receive complaints from customers across the country regarding service quality, hidden safety hazards, maintenance and management of public facilities, and environmental sanitation. The 400 Call Centre is managed and governed by the Call Centre On-site Management System and Agent Performance Appraisal Program of COPL 400 Call Centre. COPL reviews the

## Sincere Service (Continued)

performance of the 400 Call Centre every month by evaluating the quantity, quality and performance of the complaints received by employees to ensure all complaints are handled in accordance with established procedures and standards. In 2021, the Group received a total of 3,581 complaints in relation to security, cleaning, greening, maintenance and repair of public facilities and staff service quality. All complaints were handled in accordance with undermentioned procedures and confirmed by the complainants.

### Complaint Handling Procedures



### Customer health and safety

In order to provide a healthy and safe living environment to customers, the Group has established a series of policies and measures including the Safety Management Work Guidelines, the Environmental Management Work Guidelines, and the Emergency Management Regulations, to manage the health and safety in the operation of daily environment. COPL is committed to minimising safety hazards in its operations by inspecting property projects at least once a month to identify potential safety hazards, classifying such hazards by degree of severity, and following established procedures to manage them.

## Sincere Service (Continued)

### *Safety risk screening*

When a city company identifies safety risks, employees identifying risks shall report immediately to the project manager. They should work together to categorise the identified risks into major risks, notable risks and regular risks in accordance with the Working Guidelines for Safety Risks Categorisation, Control and Accountability and report to the relevant department of the city company. Then, the project unit shall devise a corresponding rectification plan and execute safety rectification measures and conduct rectification examination. To ensure timely elimination of safety risks at our property projects, the Group requires the city companies' employees to conduct assessment on rectifications for major risks and notable risks. In respect of major risks, the city company should conduct an on-site assessment of risk rectification to confirm that the risk has been eliminated. In respect of notable risks, the employees from city company may conduct assessment through video, photo or text instead of on-site inspection depending on the actual situation. After risk elimination, evidence such as relevant inspection videos, photos and texts shall be archived for inspection.

### *Safety promotion and education*

The Group plans and conducts the annual safety work in accordance with the Safety Production Management Manual at the beginning of each year. Based on the characteristics of properties such as geography and weather, various city companies will strengthen the inspection of safety risks from time to time such as blizzard specific inspections in winter and typhoon specific inspections in summer, in order to protect customers from impacts of weather events on their quality of life. In addition, the Group regularly organises a variety of activities to promote awareness of property safety including the "Safety Production Month", "Fire Prevention Month" and "100 Days Without Accidents" series events.

## Sincere Service (Continued)



### Fire Prevention Month of Shenyang Company

During the year, COPL Shenyang Company carried out firefighting drill promotions jointly with government units. Due to the uncertainties of the epidemic, the whole process of the drill adhered to the principles of “Small and Refined” and strengthening the adhesion of owners. The drill was divided into three subjects: firstly, the display of firefighting equipment; secondly, explanation of the use of firefighting equipment; and thirdly, the drill for extinguishing self-ignition fire of electric car during charging and evacuating through the evacuation pathway, which were dealt with accurately and swiftly. There were a total of 1,164 participants in various subjects of the drill, with numerous owners attracted to visit and learn, improving the overall fire safety awareness.

In addition, Shenyang Company also sets displays on roll-up banners and other promotions at various locations in the community, promoted fire safety knowledge to owners at unified time and location, arranged specialized personnel to answer questions, and distributed pamphlets of fire prevention promotion, enhancing the fire safety awareness of owners in various districts. During the year, a total of 61 trainings were carried out on the firefighting promotion month of Shenyang Company, with the firefighting material and equipment on display for 64 days.



## Sincere Service (Continued)

### 2) Smart Optimisation Management

COPL proactively integrates technology and online service into its business development strategies in recent years. UN+ and Xinghai Wulian under the Group are the leaders in the innovative R&D of technology products, providing quality and innovative services to customers and creating smart service experience and smart community.



UN+ provides diverse property management-related value-added services

UN+ is a subsidiary established by the Group to enhance the experience of property management service. It leverages the professional service experience the Group accumulated over the years, to build a professional and multi-functional online and offline service platform with community asset operation, customer asset operation and lifestyle service operation as the main lines. The Group's three main service lines provide specialised services in different areas and together form the "U+" internet ecosystem to enhance the Group's property management service and value-added service experience by catering to the needs of our customers for quality property management services.



Xinghai Wulian focuses on smart IoT

Xinghai Wulian is an IoT company under COPL that offers overall solutions for smart buildings. Xinghai Wulian, provides comprehensive smart community solution for various sectors including commercial office buildings, residential areas, urban complexes, hotels and industrial parks. The services provide to smart community span through different stages, including planning, design, implementation, delivery, maintenance and operation. By providing smart services that run through the entire property lifecycle, the Group strives to establish "Cloud-based Parks Managed with Technology". Xinghai Wulian provides diverse smart community solutions in response to professional technical, workflow and management issues, and adheres to the concept of "1+2+N+X" to provide full-chain service throughout the whole lifecycle of smart community with its self-developed "X-StarT Platform".

In the backdrop of the national implementation of innovation-driven development strategy, digitalisation and intelligentisation, Xinghai Wulian will continue to increase investment in technology research and development and actively engage in existing markets by participating in old neighborhood renewal, energy conservation and emission reduction and environmental engineering. Supported by the construction for the need of intelligentisation in the community, Xinghai Wulian upgraded the living service scenarios of owners based on the real needs of owners including various convenient ways to open doors, non-inductive access in the parking lot, and non-inductive payment in the cloud. The upgraded comprehensive smart experience has brought technology convenience to their life.



**2019  
Venue**  
Hong Kong Palace  
Museum Project



**2020  
Education**  
Shanghai Jinmao K12  
Smart Campus Project



**2020  
Venue**  
Zhangjiakou Competition  
Zone Smart Venue  
for the 2022 Beijing  
Winter Olympics



**2021  
Industrial Park**  
Yancheng Electricity  
Zero-Carbon Smart  
Park



**2021  
Manufacturing Park**  
Changsha Syoung  
Holdings Global  
Facial Mask Smart  
Manufacturing Base



**Sincere Service (Continued)****Yancheng Jiangsu Science and Technology Innovation Zero-Carbon Smart Park of Xinghai Wulian**

During the year, Xinghai Wulian expanded a number of smart science parks, including Silicon Valley Town Smart Science Park in Wuhan, CFMOTO Manufacturing Park in Hangzhou, Shenzhen Metro Real Estate Building in Futian, Shenzhen, Yancheng Science and Technology Innovation Zero-Carbon Smart Park in Jiangsu. These projects follow the construction of information security protection measures from the terminal, network, application and other levels, set up network security operation management mechanism to ensure user information security in an all-round and multi-dimensional manner.



In 2020, China announced the “Dual Carbon” goal to realize carbon dioxide emission peak by 2030. Xinghai Wulian actively responded to the major policy of “Carbon Peaking and Carbon Neutrality” by engaging in energy conservation projects and practices and joining hands with Huawei to build the first zero-carbon smart park in the domestic power industry to implement the project of Jiangsu Yancheng Science and Technology Innovation Zero-Carbon Smart Park, realizing comprehensive security, convenient access, efficient office, integrated energy consumption, green environment and other building spaces that can be visualized, managed and controlled. With the core concept of “Multi-energy Complementary, Green and Low Carbon”, the project is planned to achieve “Cross-disciplinary Integration” of innovative applications in multiple fields such as intelligent control of buildings, control of new energy facilities and monitoring and management of carbon emission by using advanced digital technologies including the Internet of Things, big data and digital platforms.

In the past three years, Xinghai Wulian undertook more than 2,000 projects of COPL, including over 500 construction projects of smart community, over 1,000 projects of platform layout and operations and maintenance and over 500 projects of equipment operation and maintenance, elevator supervision and energy-saving retrofit.



**Sincere Service (Continued)****The “Three Venues and One Village” Smart Project of Xinghai Wulian in the Zhangjiakou competition zone for the Beijing Winter Olympics**

During the year, by virtue of its expertise in product technology and comprehensive ability to build a smart park ecology together with its eco-partners, Xinghai Wulian became the provider of the “Three Venues and One Village” smart project in the Zhangjiakou competition zone of the 2022 Beijing Winter Olympic Games. Xinghai Wulian has developed a complete public security system through IoT, big data, artificial intelligence and other technologies, which covers functions such as video surveillance, security inspection system and alarm system, to safeguard the Winter Olympics backstage. To achieve the goal of green and low-carbon Winter Olympics, it designed a set of building energy efficiency monitoring system to integrate a number of high-end technologies, such as real-time data collection, IoT communication, data feature. The system enables “Green Identification” for the utility services at the venue of the Winter Olympics so as to demonstrate an intelligent, green and safe Winter Olympics to the world and provide the Winter Olympics with green, safe and intelligent venue solutions.



National Ski Jumping Centre “Snow Ruyi”



Gratitude letters from relevant departments to Xinghai Wulian

**3) Responsible Procurement Practices**

The Group has established the Administrative Measures for Bidding and Material Procurement to regulate bidding and material procurement activities including procurement methods, bidding procedures, contract management and supplier list management, which were supervised by the bidding and procurement management committee, making sure that all the procurement procedures are in compliance with the six principles of the process of bidding and selecting tenderers: 1) transparency and fairness; 2) overall bidding; 3) competition; 4) integrity and impartiality; 5) reputation protection and 6) confidentiality. The principles protected the Group’s bidding and procurement management system and maintained fairness of the process of bidding and procurement. During the year, the Group newly edited the Supplier Management Measures, and officially established the COPL Group’s classified management system of suppliers, providing the basis for achieving classified management of suppliers.

## Sincere Service (Continued)

### The Procedures of Selecting Suppliers

#### Classification and selection

- By the type of product or service the suppliers provide, they are classified into different groups to facilitate the management and review the same type of suppliers with unified standards.
- COPL determines the suppliers to be employed by assessing elements of potential suppliers such as their size, quality of products or services, stability, etc.

#### Inventory approval

- The employed supplier will need to sign a contract with the China Overseas system unit and conduct the online "Inventory Approval Process of China Overseas System's Contracted Suppliers".
- One can only be listed in the Group's supplier library after being approved by the director of the bidding and procurement management committee.

#### Assessment

- The Group will carry out assessments on suppliers each year, and give ratings based on quality of product or service, delivery period, price, the timeliness and effectiveness of response to complaints, degree of cooperation, etc.
- If the assessment is unqualified, the Group will limit the supplier's biddings or remove it from the supplier library.

COPL believes that good procurement practices rely on systematic supplier management. In order to promote the effectiveness of the supplier management system, the Group adopts the online Supplier Relationship Management System. Units at all levels are required to upload the Supplier List Report to the supplier relationship management system at the end of each year. Contents of which include the total number and classification of suppliers in the current year, the number of suppliers in the list for the previous year, the number of new suppliers in the current year, the number of unqualified suppliers in the current year, breakdowns of suppliers, annual evaluation results and performance of suppliers, etc. In addition, COPL also provided training for employees responsible for supplier management during the Year to ensure that relevant employees clearly understood the revised content.

## Sincere Service (Continued)

### Environmental and social management of suppliers

As a responsible corporate, COPL requires all suppliers to uphold stringent standards of social responsibility principles and sign the Integrity Agreement to commit to avoid corruption and competitive behaviour. The contracts entered into by the Group and all its suppliers stipulate the responsibilities in respect of environmental protection and labour rights being borne by the suppliers. When purchasing detergents and other supplies, the property cleaning business unit of the Group ensures the formulations do not contain substances that violate relevant environmental laws and regulations of regions where it operates. The Group will prioritise products whose formulations create less environmental burden.

COPL recognizes that products and services provided by suppliers may affect the lifecycle of the Group's products and services, and their environmental and social risks may also have indirect impacts on the operation of the Group. In this regard, the Group plans to conduct a review on the environmental and social risks of its suppliers in the coming year in order to reduce related risks.

### 4) Caring for Community Welfare

COPL expects to increase customer engagement while fulfilling their social needs, respect needs and self-fulfilment needs. The Group's domestic operations and the Hong Kong and Macau branches continue to seek to understand the needs of customers through various channels, such as customer questionnaires, daily communication with customers, and cooperation with government departments and local organisations. The Group is committed to listening and reaching out to the communities in which it operates. In addition to enhancing service quality, COPL leverages its property management strengths to build inclusive communities and contributes to the community through charitable donations.



## Sincere Service (Continued)

### Annual community care activities

During the year, the Group organized four branded community activities including Green Carnival, Small Owners' Growth Experience Camp, Happy Family Festival and China Overseas Neighbourhood Market. Throughout the year, we have created a joyful, harmonious and exciting community cultural life by continuously optimising customer experience, improving service details and providing customers with warm services to meet their continuous pursuit of quality of service for a better life.

### Four branded community activities

#### Green carnival



COPL strives to promote green concept to general public. "We Go for Green" is not only an entertaining activity with fun, but also a wholehearted implementation of the concept of environmental protection. This activity aimed to mobilize owners to participate in environmental activities in pursuit of sustainable implementation of environmental protection in the community with a view to achieving the goal of "Building Sustainable Quality Life" with our customer.

The activity was held in the form of workshop from March to June this year, to promote the concept of plant cultivation and protection and waste separation with over 60,000 participants. In particular, the plant cultivation and protection activity "Grow up with Plants" provided gift packs for residents to plant regional and symbolic greenery that is easy to grow and can bear fruit, such as small tomatoes, cucumbers and sunflowers, etc. Residents can communicate and share tips with other participants via the UN+ App during the planting process. COPL invited planting experts to provide guidance and answered questions to help residents grow plants successfully.

#### Young owners' growth experience camp



In order to enrich the summer life of the young owners in the China Overseas community, to further broaden their horizons and expand their thinking, and to cultivate their social skills, interpersonal skills and patriotism, COPL organized a series of summer activities for its young owners, including:

#### Social Practice Experience

Practice is the source of knowledge and the driving force of development. Through social practice, young owners can enrich their knowledge, accumulate experience, refine quality and lift personal attributes. The Group also arranged young owners to visit the patriotic education bases, museums, universities, national enterprises, high-tech enterprises, etc.

#### Charity Support

COPL led the young owners to Hope Primary Schools, elderly homes and children's homes to promote the traditional virtue of respecting the elderly and loving the children, sending love to the elderly and children in these institutions.

#### Survival Challenge Course

The Group organized urban survival challenges for young owners to improve their survival skills, independent thinking, teamwork, and ability to seek help.

During the Year, there were more than 5,000 residents participated in the event.

**Sincere Service (Continued)****Happy family festival**

During October to December of the Year, COPL combined the Happy Family Festival with the activity of Neighbourhood Market to explore internal resources of the community. The combined activity, co-organized with China Overseas Club, UN+, external government authorities, merchants, media and social welfare organizations, opened up the sharing system of internal and external resources and promoted the economic growth of the community to truly promote “Family Harmony, Neighbourhood Harmony and Community Harmony”.

The activities included family games, family talent contest, neighbourhood sharing, charity sales, health clinics, and material donations to help all units in the community, thus creating a joyful atmosphere in the community.

During the Year, there were approximately 200,000 residents participated in the Happy Family Festival.

**China overseas neighbourhood market**

China Overseas Neighbourhood Market integrated the corporate vision of “Creating More Beautiful Spaces to Embrace a Better Life”. In line with the current trend of “Street Vendor Economy”, COPL introduced market culture into the community to promote neighbourhood integration, stimulate community economic vitality, create harmonious community relations, and create a new way of community life by leveraging the community activity scenarios.

Through the activities of the Neighbourhood Market, we hope to build a bridge of communication between neighbours, create a harmonious neighbourhood culture, and develop a sharing system of internal and external resources while further exploring the internal resources of the community to facilitate the prosperous development of the community economy.

During the Year, there were more than 100,000 residents participated in the China Overseas Neighbourhood Market.

## Sincere Service (Continued)

### 5) Case Study

#### 1+X Epidemic Prevention System

COPL attaches importance to the health and safety of owners and residents. Since the epidemic, each unit continues to improve prevention and control measures to reduce the risk of disease transmission. In accordance with the national epidemic prevention requirements, COPL has strengthened its epidemic prevention system as appropriate under its own actual conditions and gradually formed a 1+X epidemic prevention system.



**The contingency plan :** The contingency plan standardized the classified management of staff's fever, suspected and confirmed cases, etc. During the Year, the Group integrated the epidemic prevention experience and measures since the epidemic, edited and published the Contingency Plan under the Normalization of the COVID-19 Epidemic of COPL Group, established the standard procedure for epidemic prevention, conducted classified response to epidemic emergencies of different classes, and clarified the process and content.

**Epidemic prevention work guidelines:** During the Year, the Group has regulated 13 specialized work guidelines, carrying out epidemic prevention from different prevention perspectives.



### Sincere Service (Continued)

## Beautiful Life Home Furnishing Bazaar

Due to the epidemic, citizens of various regions still consider to avoid offline bazaars with a concentrated population. In order to allow the customers to purchase at ease, UN+ hosted a big bazaar activity in online markets during the Year, with the views reaching 50,000. The bazaar activities allow owners of China Overseas in Shanghai, Guangzhou, Shenzhen, Shenyang, Xi'an, Suzhou, Chengdu, Chongqing and Foshan to purchase products needed for home furnishing such as household products, preserved agricultural products, cultural travels and vacations, smart small household appliances, etc.



In addition, offline spring vitality bazaars were hosted in various regions, conducting various activities such as free haircut, manicure experience, floral art experience, skating experience, handicraft classes and electric car test driving experience, aside from providing customers with purchase discounts.





# Green *-oriented*

## Key Issues:

- 6 Managing greenhouse gas emissions



## Green-oriented

While COPL provides quality property management services, it also pays attention to the environmental impact of its operations and has implemented various policies and measures to manage the environment-related issues in different operating locations. The Group focused its management on emissions, energy usage and climate change to enhance its environmental performance.

### 1) Response to Climate Change

#### Responses suggested by the Task Force on Climate-Related Financial Disclosures (TCFD)

COPL recognizes that, in addition to the temporary effects of extreme weather incidents, the effects of climate change also extend to the Group's long term operation approach, financial performance and development strategies. To demonstrate its commitment to help mitigate climate change, as well as to provide information to stakeholders in a more transparent and comparable manner, the Group developed a coping plan for the framework of climate-related financial disclosure in respond to TCFD's four pillars:



#### Governance

COPL's sustainability governance structure specifies the functions of the Board and each department in sustainability management. To allow the Group's governance structure to better address the risks and opportunities arising from climate change, as well as to respond to TCFD's disclosure suggestions, COPL specifies the roles and responsibilities of the Board, the Sustainability Steering Committee and various departments in the management of sustainability matters:

##### The Role and Responsibility of the Board

- Designate the senior management and the Sustainability Steering Committee to manage climate-related policies and measures; and
- Incorporate climate considerations into strategic planning, business model and other decision-making process.

##### The Role and Responsibility of the Sustainability Steering Committee

- Responsible for formulating the Company's climate strategy and monitoring the management of climate-related issues;
- Determine and manage costs and resources to be used in the identification, mitigation, management and monitoring of climate-related issues, such as employee positioning and technical requirement;
- Review the Climate Change Policy on a regular basis and provide guidance to the Group in relation to the management approach for mitigation, adaptation, protection and disclosure of climate change issues; and
- The effectiveness of management methods, including metrics, targets and action plans.

##### The Role and Responsibility of the Working Group

- Evaluate, manage and monitor climate-related risks and opportunities for the Sustainability Steering Committee's discussion and incorporate material risks into existing risk management system;
- Coordinate with different departments in the implementation of climate action plan;
- Maintain an effective data management system; and
- Report regularly to the Sustainability Steering Committee on the progress of the management of climate change issues.

## Green-oriented (Continued)



### Strategy

Climate change brings to the Group not only acute physical risks (such as typhoons and rainstorms), but also chronic physical risks (such as rising temperature and sea level) and transitional risks (such as policy and regulation, technology, market and reputation), which threaten the long-term operation and financial position of COPL. Further, climate change may also bring opportunities to COPL. The Group will adopt the following actions to properly manage climate-related risks and capture the opportunities it brings to COPL:

- Recognize the effects of climate change on COPL's financial planning, proactively conduct climate scenario analysis and simulate the physical and transitional risks COPL is exposed to different scenario;
- Formulate policies and measures in accordance with business needs to help COPL transit into a lower carbon operation;
- Encourage tenants, customers and suppliers to participate in and take climate actions and promote innovative technology to reduce carbon emissions in operation; and
- Continuous disclosure of management approach and strategy through each communication channel of COPL.



### Risk Management

To ensure COPL's climate response plan could effectively address the risks and opportunities that the Group faces, COPL regularly reviews related risks and opportunities and adjusts its strategic direction as and when appropriate:

- Incorporate climate-related considerations into the Group's risk management system;
- Disclose COPL's management process of identifying and evaluating climate-related risks;
- Formulate climate action plan and implement carbon reduction measures in respect of identified climate-related risks;
- Conduct resilient assessment for managed properties that are more sensitive to climate change and implement relevant mitigation measures; and
- Formulate contingency response plan to ensure prompt reaction of COPL in major accident including extreme weather.

**Green-oriented (Continued)**



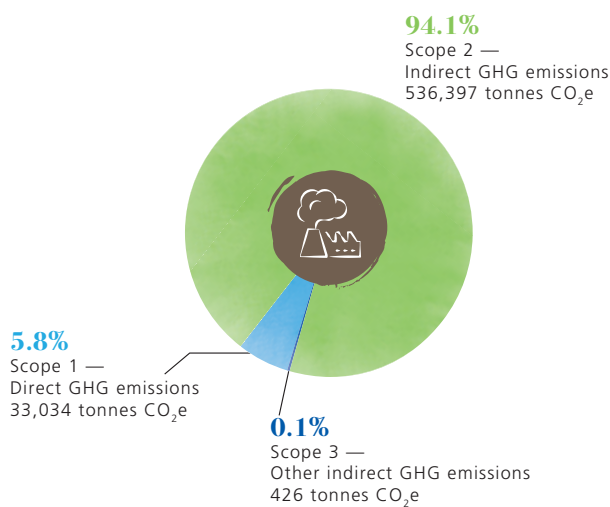
**Metrics and Targets**

Setting appropriate metrics and targets will help stakeholders understand the Group’s progress in addressing climate change and enable the Group to review the effectiveness of its action plan to address climate change. The Group will actively consider setting further emissions reduction goals with higher standard while contributing to the national target of achieving carbon neutrality by 2060:

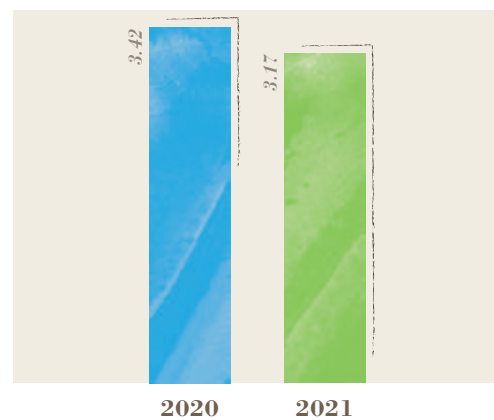
- Plan to measure and calculate major emissions of Greenhouse gas in Scope 3 to calculate more accurately the contribution of managed properties to climate change; and
- Set long-term targets of carbon reduction in response to the national carbon neutrality target.

**2) Managing Emissions**

The energy consumption of property management is the main source of GHG emissions from COPL’s operation. The Group has all along strived to reduce GHG emissions during its operations. Therefore, the emission reduction measures of COPL are mainly to reduce energy consumption, and the details of the relevant policy measures are set out in the section headed “Resource Management”. The data during the year was collected from a wider scope as compared to the previous year by adding the environmental data of Hong Kong and Macau to more comprehensively reflect the environmental performance of the Group’s operation. The Group will continue to evaluate, record and disclose GHG emissions and other environmental data annually, and review the effectiveness of current measures.



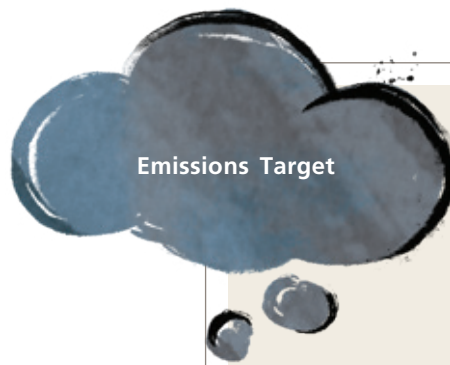
**GHG Emissions Intensity (Scope 1, 2 and 3)  
(tonnes CO<sub>2</sub>e/’000 sqm)**



## Green-oriented (Continued)

As the epidemic was gradually brought under control during the year, business travel among operating points also slowly resumed during the year, resulting in an increase in the Group's Scope 3 emissions (business travel as the primary source of emissions) in 2021. The Group encourages the increased use of video conferencing to reduce the frequency of business travel. For unavoidable business travel, the Group will also consider using fuel-efficient airlines to reduce its carbon footprint.

In line with China's target set in 2020 to achieve carbon neutrality by 2060, the Group has also set an emission reduction target during the year. COPL expects to progressively achieve its emission targets by enhancing the use of renewable energy and improving the efficiency of boilers, such as regular cleaning of the furnace chamber and the addition of a closed condensate recovery system. In addition, the Group also advocates the use of fuel additives to improve the combustion efficiency of generators, thereby reducing the use of diesel fuel. The Group encourages the use of refrigerants with lower global warming potential to reduce GHG emissions and mitigate global warming.



The majority of the Group's air pollutant emissions originated from stationary sources, such as the use of fossil fuel in its kitchen equipment of the property projects. To act in concert with the national clean energy policies, the Group will gradually rule out stationary sources that use fossil fuel in its electrical facilities. The Group expects that air pollutant emissions will decrease as the nation increases the proportion of clean electricity in power generation.

### Reducing waste

Waste generated from property management services includes general waste, food waste and recyclable waste generated from the daily lives of tenants, residents and customers, as well as hazardous waste including old batteries and waste fluorescent tubes. The collection and disposal of such waste is subject to the Group's prescribed procedures. The Group is committed to recycling waste as far as possible to reduce environmental impacts. It is the goal of COPL to work with each stakeholder to ensure that waste is properly disposed in accordance with local waste disposal regulations. In addition, the Group procures environmentally friendly materials in view to reduce the environmental damage caused by its waste generation. For more details regarding procurement principles, please refer to the section headed "Serving with Commitment — Responsible Procurement Practices".

**Green-oriented (Continued)**

Means of disposal of various types of wastes	
<b>General domestic waste and recyclable waste</b>	<ul style="list-style-type: none"> <li>All waste collection facilities adopt pollution prevention and control measures such as airtight, energy-saving, anti-odour, anti-permeation, dustproof and anti-noise, etc.</li> <li>Collected, transferred and disposed of by waste disposal companies on a centralised basis.</li> </ul>
<b>Construction waste</b>	<ul style="list-style-type: none"> <li>Disposed of separately from domestic waste.</li> <li>Construction waste generated from the construction process is removed in a timely manner.</li> </ul>
<b>Electronic waste</b>	<ul style="list-style-type: none"> <li>Recycled by the manufacturers of electrical and electronic products, maintenance agencies, after-sales service agencies or recyclers.</li> </ul>
<b>Hazardous waste (including pesticide waste, mineral waste oil, paint waste, mercury-containing waste, and cleaning fluids)</b>	<ul style="list-style-type: none"> <li>Its contents should be clearly indicated and safety labels should be affixed for disposal to remind the recycler of precautions.</li> <li>Promoting the disposal of empty pesticide containers in a non-hazardous manner, which means such containers must be thoroughly cleaned before disposal.</li> </ul>



<sup>1</sup> More hazardous waste was produced compared to last year due to optimization works to various extent at different regional projects during the year.

## Green-oriented (Continued)

To encourage tenants, residents and customers to reduce the amount of waste generated and safely dispose of the waste generated from operations, COPL has put in place various measures, including:

- Commissioning qualified contractors for hazardous waste to ensure that hazardous waste such as toner cartridges, fluorescent tubes, compact fluorescent lamps and rechargeable batteries are disposed of properly without causing environmental impact.
- Rewarding contractors for their excellence in waste management through the Enhanced Safety Performance and Environmental Protection Programme.
- Striving to reuse and recycle waste in our managed properties by providing designated separation areas or facilities for various types of recyclables. For example, food waste recycling bins and food waste dispensers are installed to treat daily food waste, which not only reduces landfill but also converts food waste into renewable energy.

The Group understands that the above measures alone cannot achieve the following waste reduction targets set for the Year. In view of this, the Group will set up an online environmental management system to regularly review and set waste recycling targets by recording the recyclables collected. In addition, the Group will conduct pilot waste audits at selected properties to continuously raise awareness of waste management among tenants, residents and customers.

### Waste target

The Group's property projects are mainly residential projects. To promote daily waste reduction among residents, COPL will continue to raise residents' awareness of waste reduction through various means such as posters and workshops. In addition, the Group will explore ways to increase the recycling rate of waste and implement pilot programs in cities with better domestic waste management. Currently, over 40 cities have implemented waste sorting. In particular, Beijing, Shanghai, Guangzhou, Shenzhen, Suzhou, have earned various titles, such as "Model Waste Sorting Community" and "Green Community".



## Green-oriented (Continued)

### 3) Resource Management

#### Energy management

GHG emissions of COPL mainly originates from energy consumption, including the electricity consumption of elevators, pumps, lighting and central air-conditioning systems. To effectively manage energy consumption, the Group's energy management system operates on a "sub-metering" basis, whereby different energy consumption sources in a property are divided into various sub-systems with their consumption measured separately, so that the Group can identify systems with high energy consumption and enhance energy management efficiency with clear targets. The Group's Energy Conservation Assessment Measures adopts scientific management, technological improvement and behavioral guidance as the energy management guidelines, providing guidance for each property project in respect of energy consumption reduction.

Direct Energy Consumption (MWh)	Diesel	1,275
	Gasoline	2,293
	Liquefied Petroleum Gas	1,580
	Liquefied Natural Gas	1,068
	Natural Gas	134,599
	Renewable Energy	3,720
Indirect Energy Consumption (MWh)	Electricity Consumption	884,538

During the Year, the following measures were implemented in the property projects of COPL, which served as the basis for the electricity consumption targets set for the Year:

- Developed an online energy consumption management system for the addition of online metre reading, data analysis, connectivity with the financial billing system and other functions. The system has now been put into use in ten commercial property projects of COPL on a pilot basis.
- Conducted internal audits of energy systems to review the energy efficiency of the regional projects under our management, continuously implementing energy-saving remodification for such regional projects under our management.
- Organised environmental protection workshops for employees to raise their awareness of reducing energy consumption. By promoting the concept of "practising low-carbon living and going green", the following measures have been taken to reduce energy consumption:
  - Replaced the lighting devices in the public areas with LED lights and adjusted their on and off time regularly based on seasonality and natural lighting.
  - Installed smart control devices on split type air-conditioners as part of the smart control remodification to implement automatic control of switching on and off according to temperature or timer.
- The Group will continue to proactively seek to understand the types of renewable energy available in each of its operating regions and gradually expand the Group's renewable energy usage. COPL obtained 3,720 MWh of energy generated from the geothermal system in 2021.



## Green-oriented (Continued)

### Energy conservation target

To continuously improve energy-saving efficiency, COPL has retrofitted 280 projects in 2021 and will do the same for 400 projects approximately in 2022. The retrofitting measures include upgrading energy-efficient lighting fixtures, retrofitting water pumps with stacked pressure, intelligent controllers for air-conditioning and other types of retrofitting.

These initiatives are estimated to save 15 million kilowatt-hours of electricity and 15,000 tonnes of carbon dioxide emissions per year.

COPL aims to continue to incorporate these energy-saving initiatives in existing and newly managed properties and increase the proportion of renewable energy in energy use to help reduce greenhouse gas emissions across the Group.

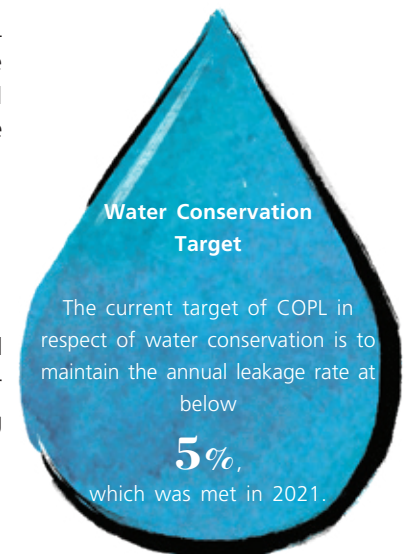
### Managing water resources

The water resources required for the Group's daily operations are regulated by a series of policies and such policies are implemented by the Operation Management Centre. Fresh water comes from municipal water, which mainly involves water usage for daily services, domestic water on properties, office water and greening water consumption, etc. There has been no issue in sourcing water that is fit for purpose in the Group's operations. The Group focuses on reducing water consumption from the source and requires properties to identify water leaks using leak detector or listening rod on a regular basis and conduct timely repair after locating water leaks. In addition, the Group arranges personnel specific for the regular inspection of leak causes, such as leakage in pipe networks, measurement error of water meters, water theft, meter reading violations and statistical error. After identifying the reasons, the Group will take corresponding measures to address the issues. Wastewater produced during the daily operation of COPL mainly includes domestic sewage, which are discharged directly to urban sewage piping network and in turn to sewage processing factories. The Group will continuously implement various water conservation measures to enhance the efficiency of water conservation on an ongoing basis.

### Water conservation target

The Group understands the importance of preservation of water resources and seeks to achieve the water conservation target through raising the water conservation awareness among the employees and installing water-saving equipment.

The Group is also actively exploring the feasibility of using recycled water.

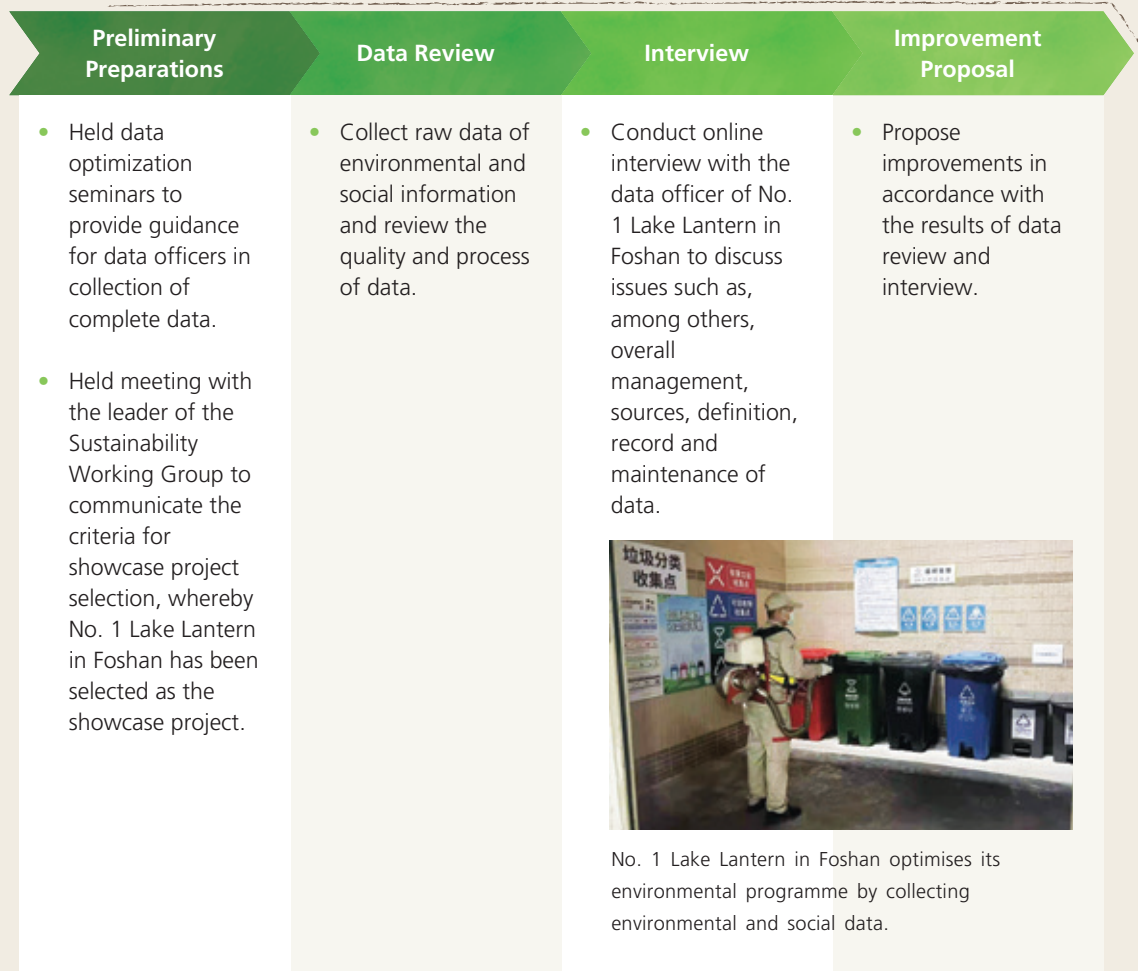


Green-oriented (Continued)

4) Case Study

Scheme to Optimize Data Integrity

Reliable and accurate data is the first step in effectively managing environmental initiatives and contributing to China’s long-term net-zero emissions goals. To raise confidence towards our disclosure, improve internal reporting and management system, enhance communication with internal stakeholders and give stakeholders a clearer picture of the Group’s sustainability performance, COPL completed a scheme to optimize data integrity during the Year, in which a pilot project in Foshan was selected for data quality review and a standardized data collection process was formed.



No. 1 Lake Lantern in Foshan optimises its environmental programme by collecting environmental and social data.

**Green-oriented (Continued)****Key Recommendations**

<b>Clarify role and responsibility structure</b>	<ul style="list-style-type: none"> <li>• Clearer information on person-in-charge; and</li> <li>• More comprehensive information on action frequency.</li> </ul>
<b>Improve monitoring procedures</b>	<ul style="list-style-type: none"> <li>• Make reference to the monitoring procedures of water and electricity consumption to expand to the monitoring of other environmental data.</li> </ul>
<b>Formulate information collection guidelines</b>	<ul style="list-style-type: none"> <li>• Minimize data error risk due to unclear guidelines;</li> <li>• Provide the person-in-charge with clearer guidelines; and</li> <li>• Enhance data processing efficiency.</li> </ul>
<b>Establish an online information collection platform</b>	<ul style="list-style-type: none"> <li>• Enhance data recording and compilation efficiency and accuracy.</li> </ul>

Following a review on the data collection process of the pilot project, COPL formulated a standardized internal process for data collection, as well as provided internal guidelines for verification of data accuracy. The Group hopes that its overall data quality would gradually improve in the future after its data integrity optimization has extended to all departments

**Green-oriented (Continued)**

**Beijing Company's Research on Waste Removal**

In 2021, Beijing Company of the Group, analyzed a combination of actual cases and data based on the communities' waste classification situation, and compiled the Research Report on Waste Removal from the perspectives of topic selection, status analysis, research content and other aspects, which analyzes the various aspects of the communities' waste removal process, traces the source of waste bin overflow, and provides solutions to improve waste collection.

Beijing Company has increased the frequency of waste collection in accordance with the research findings to align with residents' habit and subsequently, multiple projects under its management have successively earned the honor of "Showcase Community of Waste Classification". Such improvements include:

**Upgrade the facilities of the waste rooms and centralized transfer stations**

- Properly plan at the project's preliminary stage to standardize the designs of waste rooms and waste transfer stations; and
- Add waste classification facilities in waste rooms and transfer stations and carry out regular cleaning and disinfection.

**Distribution of waste collection point in properties**

- Increase waste collection point and set up recycle facilities;
- Rearrange the distribution of waste bin in existing projects to facilitate collection by staff; and
- Add waste collection guidelines, hand-washing facilities, voice activated prompts, monitoring facilities, mosquito and fly control devices, and sensor lighting around collection points.



**Green-oriented (Continued)****Equipment of waste transportation vehicles**

- Adopt enclosed design for transportation vehicles; and
- Equip with transportation vehicles of various size for staff to use on different route.

**Daily operation**

- Formulate protocol to regulate the classification and collection time of different waste;
- Clean up the overflow around the waste collection points promptly; and
- Carry out daily cleaning, disinfection and mosquito control works at the waste collection points.

**Training**

- Collaborate with local Communities to conduct training for staff on waste classification, including the related strategies, what comprises of each type of waste, the purpose and function of standing guard; and
- Promote the methods of waste classification and disposal to residents via various mediums.



## Green-oriented (Continued)

### Solar Power Application Project

While the property management continuously improving its quality of services, the Group also implements measures to broaden its income sources and reduce its costs, save energy and reduce consumption, with a view to sustaining its healthy corporate development. In the meantime, the construction and exploration of new energy sources is also a new direction for the future development of property energy management. During the Year, in view of the fact that the nature of the industrial park is suitable for the application of solar power technology, with Huitong Times Square in Chaoyang District, Beijing as a pilot site, COPL installed solar power generation facilities in the park.

The Group cooperated with professional project companies to install solar power generation facilities in places enjoying sufficient sunlight such as the roof of buildings. The renewable energy facilities underpinned by solar power constructed in Huitong Times Square park consisted of a total of 6,573 solar panels, with a total power capacity of 2,057kW, formed by thin film solar cells made almost entirely by semiconductor materials. This application project not only can reduce cost by saving electricity, but also enhance the brand image of the park by featuring energy-saving, low-carbon and environmental protection and therefore may attract more quality customers. COPL will look for more application projects based on the results of this project.



## Future Plan

COPL recognizes that a well-established governance structure as the cornerstone of sustainable development efforts. Therefore, COPL Group will adopt 2020 as the benchmark year and focus on the governance aspect to review and reorganization of the governance structure over sustainable development and clarify the scope of responsibility of each group under the structure. Meanwhile, it has formulated the “Three-year Sustainable Development Roadmap” to enable the Group to facilitate sustainable development efforts.

In 2021, the Group emphasised risk analysis and index, and analysed risks associated with climatic changes that COPL is exposed to. According to the “Three-year Sustainable Development Roadmap”, it formulated climate change policies and appropriate risk management and index. Details of which is disclosed in the section headed ‘Responses suggested by the Task Force on Climate-Related Financial Disclosures (TCFD)’ of this Report. The Group also understands the importance of stakeholders’ opinion to COPL. Therefore, it has completed the formulation of a three-year stakeholder engagement plan in advance to help the Group better understand the concerns and expectations of each stakeholder.

Looking forward, to propel the sustainable development efforts more effectively in various aspects, and contribute to the national goal of carbon neutrality by 2060, COPL is actively communicating with various operating departments to establish quantitative environmental targets gradually, including GHG emission target, energy-saving target, waste gas emission target, etc., to reduce the environmental impact of the operation.

COPL is in the process of finalizing the scope, baseline, and reduction rate of environmental targets with various departments and has collected data on office water and electricity consumption in 2021 and estimated the potential emission reduction with reference to the existing environmental management measures, as a first step to demonstrate the effectiveness of the Group’s environmental management measures with quantitative targets in future sustainability reports.



## Appendix

### 1) Performance Data Summary

#### Environmental Performance<sup>1</sup>

##### Air Pollutant Emissions

Statistical Data	2021	2020	2019	Unit
Nitrogen Oxides	31,473	32,695	343	kg
Sulfur Oxides	755	785	3	kg
Respirable Suspended Particulates (RSP)	485	556	27	kg

##### GHG Emissions<sup>2</sup>

Statistical Data	2021	2020	2019	Unit
Direct GHG Emissions (Scope 1) <sup>3</sup>	33,034	63,051	13,605	tCO <sub>2</sub> -e
Energy Indirect GHG Emissions (Scope 2) <sup>4</sup>	536,397	567,226	602,522	tCO <sub>2</sub> -e
<b>Total GHG Emissions (Scope 1 and 2)</b>	<b>569,431</b>	<b>630,277</b>	<b>616,127</b>	<b>tCO<sub>2</sub>-e</b>
<b>Total GHG Emissions Intensity (Scope 1 and 2)<sup>5</sup></b>	<b>3.17</b>	<b>3.42</b>	<b>No data was disclosed</b>	<b>tCO<sub>2</sub>-e/'000 sqm</b>
Other Indirect GHG Emissions (Scope 3) <sup>6</sup>	426 <sup>7</sup>	116	400	tCO <sub>2</sub> -e
<b>Total GHG Emissions (Scope 1, 2 and 3)</b>	<b>569,857</b>	<b>630,393</b>	<b>616,527</b>	<b>tCO<sub>2</sub>-e</b>
<b>Total GHG Emissions Intensity (Scope 1, 2 and 3)<sup>5</sup></b>	<b>3.17</b>	<b>3.42</b>	<b>No data was disclosed</b>	<b>tCO<sub>2</sub>-e/'000 sqm</b>

<sup>1</sup> The data on the regional company in Hong Kong and Macau were added to the environmental data for the Year to more comprehensively reflect the environmental performance of the Group's operation.

<sup>2</sup> The GHG assessment covers the six GHGs and hydrochlorofluorocarbons (HCFCs) reported as required by the Greenhouse Gas Protocol to provide true and fair GHG-related information. The quantification process and the emission factors were based on the Greenhouse Gas Emissions Auditing and Reporting Guidance for Public Construction Operation Corporation (Trial) and the international standards of ISO 14064-1; while the average emission factors of the national grid and the global warming potential values stated in the fifth assessment report of the IPCC were applied in the quantification of emissions.

<sup>3</sup> Direct GHG emissions (Scope 1) were generated from sources including: emissions from combustion of fuels in stationary sources (excluding electrical installations) to generate electricity, heat or steam, such as gas stoves and boilers in non-outsourced employees' canteens; fuel combustion of business vehicles; and hydrofluorocarbons, perfluorocarbons and other fugitive emissions from the use of refrigeration and air conditioning equipment and fire suppression systems.

<sup>4</sup> For the calculation of energy indirect GHG emissions (Scope 2) from purchased electricity, the average emission factors of the national grid in Mainland China were adopted.

<sup>5</sup> No data was disclosed in 2019 in respect of total GHG emissions intensity.

<sup>6</sup> Other indirect GHG emissions (Scope 3) include business trips by staff. The quantification process and emission factors are based on the International Civil Aviation Organization (ICAO) carbon emission calculator

<sup>7</sup> As the outbreak gradually came under control in 2021, the Group's business itinerary returned to normal, resulting in an increase in Scope 3 other indirect GHG emissions for the Year compared to last year. The Group has set emission reduction targets for business itineraries with the expectation of Scope 3 other indirect GHG emissions in the future.



**Appendix (Continued)***Waste Generated at Properties Management<sup>8</sup>*

Statistical Data	2021	2020	2019	Unit
Hazardous Waste Generated <sup>9</sup>	168.6	1.5	No data was disclosed	tonnes
Hazardous Waste Intensity	0.957	0.082		tonnes/million sqm
<b>Non-hazardous Waste Generated<sup>10</sup></b>	212,322	363,933	2,531	tonnes
<b>Non-hazardous Waste Intensity</b>	1.2	1.97	No data was disclosed	tonnes/'000 sqm

*Energy Consumption*

Statistical Data		2021	2020	2019	Unit
Direct Energy Consumption	Diesel	1,275	1,242	No data was disclosed	MWh
	Gasoline	2,293	1,879		
	Liquefied Petroleum Gas	1,580	2,354		
	Liquefied Natural Gas	1,068 <sup>11</sup>	100,471		
	Natural Gas	134,599 <sup>12</sup>	39,061		
	Renewable Energy	3,720	5,103		
	<b>Total Direct Energy Consumption</b>	<b>144,535</b>	<b>150,110</b>		
Indirect Energy Consumption	Electricity Consumption	884,538	900,664	No data was disclosed	MWh
	Heating	—	44,776		
	<b>Total Indirect Energy Consumption</b>	<b>884,538</b>	<b>945,440</b>		
<b>Total Energy Consumption</b>	<b>Total Energy Consumption<sup>13</sup></b>	<b>1,029,073</b>	<b>1,095,550</b>	<b>759,313</b>	<b>MWh</b>
	<b>Energy Consumption Intensity<sup>14</sup></b>	<b>5.7</b>	<b>5.9</b>	<b>5.0</b>	<b>MWh/'000 sqm</b>

<sup>8</sup> Disposal of hazardous and non-hazardous waste generated from properties under management is determined by information provided by qualified contractors/collectors. Neither Hong Kong nor Macau collected data on hazardous waste and non-hazardous waste during the Year. The Group will collect the relevant totals in the coming year.

<sup>9</sup> This includes waste batteries and toner cartridges collected by qualified contractors. During the Year, optimisation works at different levels were performed in each region. Therefore, more hazardous wastes were generated compared to last year.

<sup>10</sup> General waste in common area from all properties under management was included in 2021 and 2020. Office waste and kitchen waste were included in 2019.

<sup>11</sup> The significant decrease in LNG usage in 2021 was due to the conversion from LNG to other energy sources, such as electricity and natural gas, at some project facilities.

<sup>12</sup> The significant increase in natural gas consumption in 2021 was due to the conversion from other energy sources to natural gas at some project facilities, as well as the addition of natural gas facilities in some projects, resulting in increased consumption.

<sup>13</sup> The quantification process and emission factors are based on the Energy Statistics Manual published by the International Energy Agency and the Guidelines for Accounting and Reporting Greenhouse Gas Emissions — China Public Building Operation Units (Enterprises) (Trial).

<sup>14</sup> Energy consumption intensity covers the consumption of fuels (diesel, gasoline, LPG, LNG and natural gas), renewable energy, electricity and heat within the scope of the report.

## Appendix (Continued)

### Water Consumption at Properties under Management

Statistical Data	2021	2020	2019	Unit
<b>Total Water Consumption</b>	<b>35,734,920</b>	<b>26,381,149</b>	<b>21,099,526</b>	<b>m<sup>3</sup></b>
<b>Water Consumption Intensity</b>	<b>0.20</b>	<b>0.14</b>	<b>0.14</b>	<b>m<sup>3</sup>/sqm</b>

### Social Performance

#### Employment

Statistical Data			2021	2020	2019	Unit	
Number of Employees <sup>15</sup>	By Employment Type	Full-time	51,680	No data was disclosed			Person(s)
		Part-time	540				
	By Type of Contract	Indefinite or Permanent	12,713	8,482	No data was disclosed		
		Fixed-term or Temporary	39,507	36,916			
	By Gender	Male	35,574	31,378	28,870		
		Female	16,646	14,020	12,374		
	By Employment Category <sup>16</sup>	Senior Management	27	29	29		
		Middle Management	207	120	119		
		Foundation Management	1,897	1,328	1,444		
		General Employees	50,089	43,921	39,652	41,244	
By Age Group	Aged below 30	14,581	14,132	14,687			
	Aged 30-50	27,641	23,838	20,164			
	Aged 50 above	9,998	7,428	6,393			
By Region	Mainland China	46,362	40,636	36,686			
	Hong Kong	5,479	4,350	4,130			
	Macau	379	412	428			

<sup>15</sup> During the Year, all employees include full-time employees and part-time employees.

<sup>16</sup> The criteria for classification of employment category are as follows:

**Senior management:** executive directors, assistant presidents and above of property groups, general managers of city companies.

**Middle management:** general managers/deputy managers of departments of property groups, vice presidents/assistant presidents of city companies, directors/deputy directors of regional management centres, directors/deputy directors of units directly under the management of the headquarters.

**Foundation management:** assistant general managers/managers/deputy managers of departments of property headquarters, senior managers/managers/deputy managers of city companies/regional management centres/units directly under the management of the headquarters.

**General employees:** other staff which are not mentioned above.

## Appendix (Continued)

Statistical Data			2021		2020		2019		Unit
Number of New Employees	By Gender	Male	13,116	21,337	14,819	22,283	10,532	16,359	Person(s)
		Female	8,221		7,464		5,827		
	By Age	Aged below 30	8,188		10,618		6,847		
		Aged 30-50	8,977		8,929		6,447		
		Aged 50 above	4,172		2,736		3,065		
	By Region	Mainland China	16,621		19,367		12,379		
		Hong Kong	4,593		2,815		3,711		
		Macau	123		101		269		
	Percentage of New Employees <sup>17</sup>	By Gender	Male		36.9		40.9		
Female			49.4	53.2					
By Age		Aged below 30	56.2	75.1					
		Aged 30-50	32.5	37.5					
		Aged 50 above	41.7	36.8					
By Region		Mainland China	35.9	47.7					
		Hong Kong	83.8	64.7					
		Macau	32.5	24.5					

Statistical Data			2021		2020		2019		Unit
Number of Employees Turnover	By Gender	Male	9,165	14,515	12,528	18,129	No data was disclosed	18,566	Person(s)
		Female	5,350		5,601				
	By Age	Aged below 30	5,436		8,596				
		Aged 30-50	5,673		7,346				
		Aged 50 above	3,406		2,187				
	By Region	Mainland China	10,283		16,204				
		Hong Kong	4,002		1,820				
		Macau	230		105				
	Employee Turnover Rate <sup>18</sup>	By Gender	Male		25.8				
Female			32.1	40.0					
By Age		Aged below 30	37.3	60.8					
		Aged 30-50	20.5	30.8					
		Aged 50 above	34.1	29.4					
By Region		Mainland China	22.2	39.9					
		Hong Kong	73.0	41.8					
		Macau	60.7	25.5					

<sup>17</sup> Percentage of new employees = (Number of new employees for the year 2021/Number of employees as at 31 December 2021) x 100%.

<sup>18</sup> Employee turnover rate = (Number of employees turnover for the year 2021/Number of employees as at 31 December 2021) x 100%.

**Appendix (Continued)**

*Health and Safety*

Statistical Data		2021	2020	2019	Unit
Employees	Number of Work-related Injuries <sup>19</sup>	133	111	162	Person(s)
	Work-related Injury Rate per 1,000 Workers	2.5	2.5	3.9	%
	Work-related Injury Rate <sup>20</sup>	0.39	No data was disclosed		—
	Number of Serious Work-related Injuries <sup>21</sup>	3	9	No data was disclosed	
	Serious Work-related Injury Rate <sup>22</sup>	0.01	No data was disclosed		—
	Number of Work-related Fatalities	2 <sup>23</sup>	0	0	Person(s)
	Fatality Rate	0.004	0.0	0.0	—
	Number of Lost Days due to Work-related Injuries or Occupational Diseases	7,085	6,136	6,854	Day(s)
	Lost Day Rate <sup>24</sup>	15.7	No data was disclosed		—
	Working Hours <sup>25</sup>	90,171,248	No data was disclosed		Hour(s)

<sup>19</sup> Includes severe work-related injury due to human error. Causes include slips, collision with objects and falls.

<sup>20</sup> Work-related injury rate = (Number of injuries/Original number of total working hours) × 200,000 hours worked.

<sup>21</sup> Serious work-related injuries refer to an injury that cannot or is not expected to recover to the pre-injury health condition within six months.

<sup>22</sup> Severe work-related injury rate = (Number of severe injuries/Original number of total working hours) × 200,000 hours worked.

<sup>23</sup> There were two fatalities at work during the year, one of which encountered a traffic accident during work and one of which passed away due to acute disease during a business trip. The Group had investigated the two cases and improved the working environment for employees to prevent the recurrence of similar incidents.

<sup>24</sup> Lost day rate = (Total number of lost days/Original number of total working hours) × 200,000; Total number of working hours is estimated based on 8 hours per working day.

<sup>25</sup> Calculated based on 8 hours per working day for each employee.

## Appendix (Continued)

Training and Development<sup>26</sup>

Statistical Data			2021	2020	2019	Unit
Number of Employees Trained <sup>27</sup>	By Gender	Male	31,428	31,344	28,870	Person(s)
		Female	17,783	13,831	12,374	
	By Employment Category	Senior Management	27	27	29	
		Middle Management	207	120	119	
		Foundation Management	1,817	1,321	1,444	
		General Employees	47,160	43,707	39,652	
		49,211	45,175	41,244		
Percentage of Employees Trained <sup>28</sup>	By Gender	Male	88.3	99.9	100.0	%
		Female	100.0	98.7	100.0	
	By Employment Category	Senior Management	100.0	93.1	100.0	
		Middle Management	100.0	100.0	99.5	
		Foundation Management	95.8	99.5	100.0	
		General Employees	94.2	99.5	100.0	
		94.2	99.5	100.0		
Average Training Hours of Employees <sup>29</sup>	By Gender	Male	40.0	3.6	30.2	Hour(s)
		Female	47.0	3.7	18.0	
	By Employment Category	Senior Management	20.7	21.7	18.5	
		Middle Management	45.0	9.6	8.2	
		Foundation Management	35.6	31.2	22.4	
		General Employees	42.5	2.8	24.1	
		42.4	3.6	26.5		

Statistical Data			2021	2020	2019	Unit
Percentage of Employees Receiving Regular Performance Reviews	By Gender	Male	92.0	96.1	100.0	%
		Female	92.9	93.1	100.0	
	By Employment Category	Senior Management	100.0	96.6	100.0	
		Middle Management	99.0	100.0	95.2	
		Foundation Management	95.6	100.0	100.0	
		General Employees	92.1	95.0	100.0	
		92.3	95.2	100.0		

<sup>26</sup> Number of employees trained may be higher than the number of employees as it includes the data of employees who had left during the year.

<sup>27</sup> Percentage of employees trained by gender: Male (63.9%) and Female (36.1%); Percentage of employees trained by employment category: Senior Management (0.1%), Middle Management (0.4%), Foundation Management (3.7%) and General Employees (95.8%)

<sup>28</sup> Average percentage of employees trained of relevant category = Total number of employees trained in specific category/Number of employees in specific category x 100%.

<sup>29</sup> Average training hours of employees of relevant category = Total training hours of employees in specific category/Number of employees in specific category.

Appendix (Continued)

Supplier Management<sup>30</sup>

Statistical Data		2021		2020		2019		Unit
By Region	Mainland China	13,374	13,729	9,497	9,796	9,489	9,760	Supplier(s)
	Hong Kong	283		287		259		
	Macau	72		12		12		
By Supplier Type	Environment	2,667	13,729	1,865	9,796	No data was disclosed	9,760	Supplier(s)
	Engineering	4,508		3,216				
	Safety Management	801		411				
	Others <sup>31</sup>	5,753		4,304				

Statistical Data			2021		2020	2019	Unit
Number of Participants in Anti-corruption Training	By Employment Category	Senior Management	27	51,654	No data was disclosed	No data was disclosed	Person(s)
		Middle Management	207				
		Foundation Management	1,817				
		General Employees	49,603				
Percentage of Participants in Anti-corruption Training	By Employment Category	Senior Management	100.0	98.9	No data was disclosed	No data was disclosed	%
		Middle Management	100.0				
		Foundation Management	95.8				
		General Employees	99.0				
Average Hours of Anti-corruption Training	By Employment Category	Senior Management	1.4	0.9	No data was disclosed	No data was disclosed	Hour(s)
		Middle Management	0.8				
		Foundation Management	0.9				
		General Employees	0.9				

Statistical Data		2021	2020	2019	Unit
Suppliers Participating in Anti-corruption Training	Number	5,031	No data was disclosed	No data was disclosed	Supplier(s)
	Percentage of all suppliers	24.2			%
	Total training hours	7,849			Hour(s)

<sup>30</sup> All suppliers are subject to the Group's established inspection practices, including annual supplier inspections, access inspections, etc.

<sup>31</sup> Other suppliers include those who provide administrative, policy, legal and information services to COPL.

**Appendix (Continued)****2) HKEX ESG Reporting Guide Content Index**

<b>Material Aspect</b>	<b>Description</b>	<b>Relevant sections (page number)</b>	<b>Remarks</b>
<b>Mandatory Disclosure Requirements</b>			
<b>Governance Structure</b>	<ul style="list-style-type: none"> <li>(i) a disclosure of the board's oversight of ESG issues.</li> <li>(ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses).</li> <li>(iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.</li> </ul>	Statement of the Board (6); Message from Management (7); Sustainability Governance Structure (14); Sustainability Strategy (16–17)	
<b>Reporting Principles</b>	<p>Materiality: the ESG Report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.</p> <p>Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed.</p> <p>Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.</p>	About the Report (3); Stakeholder Engagement (19–23)	
<b>Reporting Boundary</b>	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is any change in the reporting boundary, the issuer should explain the difference and the reason for the changes.	About the Report (3)	

**Appendix (Continued)**

Material Aspect	Description	Relevant sections (page number)	Remarks
<b>"Comply or Explain" Provision</b>			
<b>A. Environmental</b>			
<b>Aspect A1: Emissions</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Compliance Management (15); Green-oriented (59–62)	The Group confirmed that there were no incidents in violation of laws and regulations related to emissions for the Year.
<b>A1.1</b>	The types of emissions and respective emissions data.	Performance Data Summary (71)	
<b>A1.2</b>	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and, where appropriate, intensity.	Green-oriented (59); Performance Data Summary (71)	
<b>A1.3</b>	Total hazardous waste produced and where appropriate, intensity.	Green-oriented (61); Performance Data Summary (72)	
<b>A1.4</b>	Total non-hazardous waste produced and where appropriate, intensity.	Green-oriented (61); Performance Data Summary (72)	
<b>A1.5</b>	Description of emission target(s) set and steps taken to achieve them.	Green-oriented (59–60)	
<b>A1.6</b>	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Green-oriented (60–62), (67–68)	



**Appendix (Continued)**

Material Aspect	Description	Relevant sections (page number)	Remarks
<b>Aspect A2: Use of Resources</b>			
<b>General Disclosure</b>	Policies on the efficient use of resources, including energy, water and other raw materials.	Green-oriented (63), (70)	
<b>A2.1</b>	Direct and/or indirect energy consumption by type in total and intensity.	Green-oriented (63); Performance Data Summary (72)	
<b>A2.2</b>	Water consumption in total and intensity.	Green-oriented (64); Performance Data Summary (73)	
<b>A2.3</b>	Description of energy use efficiency target(s) set and steps taken to achieve them.	Green-oriented (63–64), (69–70)	
<b>A2.4</b>	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Green-oriented (64)	There is no issue in sourcing water that is fit for purpose
<b>A2.5</b>	Total packaging material used for finished products and, if applicable, with reference to per unit produced.		The Group's business does not involve packaging material
<b>Aspect A3: The Environment and Natural Resources</b>			
<b>General Disclosure</b>	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Compliance Management (15)	
<b>A3.1</b>	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Compliance Management (15)	
<b>Aspect A4: Climate Change</b>			
<b>General Disclosure</b>	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Green-oriented (57–59)	
<b>A4.1</b>	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Green-oriented (57–59)	

**Appendix (Continued)**

Material Aspect	Description	Relevant sections (page number)	Remarks
<b>B. Social</b>			
<b>Aspect B1: Employment</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Compliance Management (15); Talent-focused (34–36)	The Group confirmed that there were no incidents in violation of laws and regulations related to employment for the Year.
<b>B1.1</b>	Total workforce by gender, employment type, age group and geographical region.	Talent-focused (36); Performance Data Summary (73–74)	
<b>B1.2</b>	Employee turnover rate by gender, age group and geographical region.	Performance Data Summary (74)	
<b>Aspect B2: Health and Safety</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to providing a safe working environment and protecting employees from occupational hazards.	Compliance Management (15); Talent-focused (31–34)	The Group confirmed that there were no incidents in violation of laws and regulations related to health and safety for the Year.
<b>B2.1</b>	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Performance Data Summary (75)	
<b>B2.2</b>	Lost days due to work injury.	Talent-focused (33); Performance Data Summary (75)	
<b>B2.3</b>	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Talent-focused (31–34)	

**Appendix (Continued)**

Material Aspect	Description	Relevant sections (page number)	Remarks
<b>Aspect B3: Development and Training</b>			
<b>General Disclosure</b>	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Talent-focused (37–40)	
<b>B3.1</b>	The percentage of employees trained by gender and employee category.	Social Performance (76)	
<b>B3.2</b>	The average training hours completed per employee by gender and employee category.	Social Performance (76)	
<b>Aspect B4: Labour Standards</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Governance Navigation (15); Talent-focused (35)	The Group confirmed that there were no incidents in violation of laws and regulations related to labour standards for the Year.
<b>B4.1</b>	Description of measures to review employment practices to avoid child and forced labour.	Talent-focused (35)	
<b>B4.2</b>	Description of steps taken to eliminate such practices when discovered.	Talent-focused (35)	
<b>Aspect B5: Supply Chain Management</b>			
<b>General Disclosure</b>	Policies on managing environmental and social risks of the supply chain.	Sincere Service (49–51)	
<b>B5.1</b>	Number of suppliers by geographical region.	Performance Data Summary (77)	
<b>B5.2</b>	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Integrity in Business (25–26); Sincere Service (35)	
<b>B5.3</b>	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Sincere Service (49–51)	
<b>B5.4</b>	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Sincere Service (51)	

**Appendix (Continued)**

Material Aspect	Description	Relevant sections (page number)	Remarks
<b>Aspect B6: Product Responsibility</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Governance Navigation (15); Integrity in Business (26–29); Sincere Service (42–46)	The Group confirmed that there were no incidents in violation of laws and regulations related to product responsibility for the Year.
<b>B6.1</b>	Percentage of total products sold or shipped subject to recalls for safety and health reasons.		The Group's business does not involve product recalls
<b>B6.2</b>	Number of products and service related complaints received and how they are dealt with.	Sincere Service (42–44)	
<b>B6.3</b>	Description of practices relating to observing and protecting intellectual property rights.	Integrity in Business (25–26)	
<b>B6.4</b>	Description of quality assurance process and recall procedures.	Sincere Service (44–46)	
<b>B6.5</b>	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Integrity in Business (26–29)	

**Appendix (Continued)**

Material Aspect	Description	Relevant sections (page number)	Remarks
<b>Aspect B7: Anti-corruption</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Governance Navigation (15); Integrity in Business (25–26)	
<b>B7.1</b>	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Integrity in Business (25–26)	The Group confirmed that there were no corruption incidents for the Year.
<b>B7.2</b>	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Integrity in Business (25)	
<b>B7.3</b>	Description of anti-corruption training provided to directors and staff.	Integrity in Business (25); Performance Data Summary (77)	
<b>Aspect B8: Community Investment</b>			
<b>General Disclosure</b>	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Sincere Service (51–55)	
<b>B8.1</b>	Focus areas of contribution.	Sincere Service (51–55)	
<b>B8.2</b>	Resources contributed to the focus area.	Sincere Service (51–55)	

**Appendix (Continued)**

3) Global Reporting Initiative Standards Content Index

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>GRI 101: 2016 Foundation (not any disclosure included)</b>			
<b>General Disclosure</b>			
<b>GRI 102:General Disclosures 2016</b>			
<b>Organizational Profile</b>			
<b>102-1</b>	Name of organisation	About the Report (3)	
<b>102-2</b>	Activities, brands, products, and services	About COPL (8-12)	There were not any product or service of China Overseas Property being prohibited in any market for the Year.
<b>102-3</b>	Location of headquarters	About COPL (8-12)	
<b>102-4</b>	Location of operations	About COPL (8-12)	
<b>102-5</b>	Ownership and legal form	About COPL (8-12)	
<b>102-6</b>	Markets served	About COPL (8-12)	For details of information on the market, customers and project types, please refer to China Overseas Property's 2021 annual report.
<b>102-7</b>	Scale of the organisation	About COPL (8-12)	For details of information on finance and operating sites, please refer to China Overseas Property's 2021 annual report.

**Appendix (Continued)**

<b>GRI Standards</b>	<b>Content</b>	<b>Relevant sections (page number)</b>	<b>Remarks</b>
<b>102-8</b>	Information on employees and other workers	Performance Data Summary (73-74)	There were not factors that caused a significant change in the total number of employees for the Year.
<b>102-9</b>	Supply chain	Sincere Service (49-51)	
<b>102-10</b>	Significant changes to the organisation and its supply chain	Sincere Service (49-51)	There were not significant changes of the Group and its supply chain for the Year.
<b>102-11</b>	Precautionary Principle or approach	Integrity in Business (28-29); Sincere Service (54)	
<b>102-12</b>	External initiatives	About COPL (8-12)	
<b>102-13</b>	Membership of associations	About COPL (8-12)	1. China Property Management Institute 2. Shenzhen Green and Intelligent Building Association
<b>Strategy</b>			
<b>102-14</b>	Statement from senior decision-maker	Statement of the Board (6); Message from Management (7)	
<b>Ethics and Integrity</b>			
<b>102-16</b>	Values, principles, standards, and norms of behaviour	About COPL (8-12)	

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>Governance</b>			
102-18	Governance structure	Sustainability Governance Structure (14); Sustainability Strategy (16-17)	For details, please refer to China Overseas Property's 2021 annual report.
<b>Stakeholder Engagement</b>			
102-40	List of stakeholder groups	Governance Navigation (21)	
102-41	Collective bargaining agreements	—	The Group did not have such collective bargaining agreements for the Year
102-42	Identifying and selecting stakeholders	Governance Navigation (19-22)	
102-43	Approach to stakeholder engagement	Governance Navigation (20)	
102-44	Key topics and concerns raised	Governance Navigation (23)	
<b>Reporting Practice</b>			
102-45	Entities included in the consolidated financial statements	About the Report (3)	For details, please refer to China Overseas Property's 2021 annual report.
102-46	Defining report content and topic Boundaries	About the Report (3)	
102-47	List of material topics	Governance Navigation (23)	
102-48	Restatements of information	—	The Report does not involve repetition of information on previous annual reports.



**Appendix (Continued)**

<b>GRI Standards</b>	<b>Content</b>	<b>Relevant sections (page number)</b>	<b>Remarks</b>
<b>102-49</b>	Changes in reporting	About the Report (3)	
<b>102-50</b>	Reporting period	About the Report (3)	
<b>102-51</b>	Date of most recent report	The previous report was the 2020 Environmental, Social & Governance Report issued on 28 May 2020.	
<b>102-52</b>	Reporting cycle	About the Report (3)	
<b>102-53</b>	Contact point for questions regarding the report	About the Report (3)	
<b>102-54</b>	Claims of reporting in accordance with the GRI Standards	About the Report (3)	
<b>102-55</b>	GRI content index	Global Reporting Initiative Standards Content Index (85-93)	
<b>102-56</b>	External assurance		The Group did not arrange external assurance for the Report.
<b>MATERIAL TOPICS</b>			
<b>Anti-corruption</b>			
<b>GRI 103: Management Approach 2016</b>			
<b>103-1</b>	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Integrity in Business (25-26)	
<b>103-2</b>	The management approach and its components	Governance Navigation (15); Integrity in Business (25-26)	
<b>103-3</b>	Evaluation of the management approach	Governance Navigation (15); Integrity in Business (25-26)	

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>GRI 205: Anti-corruption 2016</b>			
205-3	Confirmed incidents of corruption and actions taken	Integrity in Business (25-26)	The Group confirmed that there were no corruption incidents for the Year.
<b>Greenhouse Gases Emission Management</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Green-oriented (59-60)	
103-2	The management approach and its components	Governance Navigation (15); Green-oriented (59-60)	
103-3	Evaluation of the management approach	Governance Navigation (15); Green-oriented (59-60)	
<b>GRI 305: Emissions 2016</b>			
305-1	Direct (Scope 1) GHG emissions	Green-oriented (59); Performance Data Summary (71)	
305-2	Energy indirect (Scope 2) GHG emissions	Green-oriented (59); Performance Data Summary (71)	
305-3	Other indirect (Scope 3) GHG emissions	Green-oriented (59); Performance Data Summary (71)	

**Appendix (Continued)**

<b>GRI Standards</b>	<b>Content</b>	<b>Relevant sections (page number)</b>	<b>Remarks</b>
<b>305-4</b>	greenhouse gas emission intensity	Green-oriented (59); Performance Data Summary (71)	
<b>Establishment of a sound employment system</b>			
<b>GRI 103: Management Approach 2016</b>			
<b>103-1</b>	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Talent-focused (34-36)	
<b>103-2</b>	The management approach and its components	Governance Navigation (15); Talent-focused (34-36)	
<b>103-3</b>	Evaluation of the management approach	Governance Navigation (15); Talent-focused (34-36)	
<b>GRI 401 : Employment 2016</b>			
<b>401-1</b>	New employee hires and employee turnover	Performance Data Summary (74)	
<b>Occupational Health and Safety, employee benefits</b>			
<b>GRI 103: Management Approach 2016</b>			
<b>103-1</b>	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Talent-focused (31-34)	
<b>103-2</b>	The management approach and its components	Talent-focused (31-34)	
<b>103-3</b>	Evaluation of the management approach	Talent-focused (31-34)	

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>GRI 403 : Occupational Health and Safety 2018</b>			
403-1	Occupational health and safety management system	Talent-focused (31-34)	
403-2	Hazard identification, risk assessment, and incident investigation	Talent-focused (31-34)	
403-3	Occupational health services	Talent-focused (31-34)	
403-4	Worker participation, consultation, and communication on health and safety	Talent-focused (31-34)	
403-5	Worker training on occupational health and safety	Talent-focused (31-34)	
403-6	Promotion of worker health	Talent-focused (31-34)	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Talent-focused (31-34)	
403-9	Work-related injuries	Talent-focused (33); Performance Data Summary (75)	
<b>Employee Training and Development</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Talent-focused (37-40)	
103-2	The management approach and its components	Talent-focused (37-40)	
103-3	Evaluation of the management approach	Talent-focused (37-40)	

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>GRI 404 : Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Talent-focused (37); Performance Data Summary (76)	
404-3	Percentage of employees receiving regular performance and career development reviews	Performance Data Summary (76)	
<b>Diversity and equal opportunities</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Talent-focused (31-34)	
103-2	The management approach and its components	Governance Navigation (15); Talent-focused (31-34)	
103-3	Evaluation of the management approach	Governance Navigation (15); Talent-focused (31-34)	
<b>GRI 405: Employee Diversity and Equal Opportunity 2016</b>			
405-2	Ratio of basic salary and remuneration of women to men	This is the prohibited disclosure project subject to confidential regulations.	

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>Prevention of child labour or compulsory labour</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Talent-focused (35)	
103-2	The management approach and its components	Governance Navigation (15); Talent-focused (35)	
103-3	Evaluation of the management approach	Governance Navigation (15); Talent-focused (35)	
<b>GRI 408: Child Labour 2016</b>			
408-1	Material risks of the use of child labour by operating sites and suppliers	—	There were no identified material risks of the use of child labour by operating sites and suppliers of the Group for the Year.
<b>GRI 409: forced or compulsory labour 2016</b>			
408-1	operating sites and suppliers with material risks of forced or compulsory labour incidents	—	There were no identified operating sites and suppliers with material risks of forced or compulsory labour incidents of the Group for the Year.

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>Customer health and safety</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Sincere Service (44-46), (54-55)	
103-2	The management approach and its components	Governance Navigation (15); Sincere Service (44-46), (54-55)	
103-3	Evaluation of the management approach	Governance Navigation (15); Sincere Service (44-46), (54-55)	
<b>GRI 418: Customer health and safety</b>			
416-2	Incidents in violation of regulations related to the health and safety of products and services	—	There were no incidents in violation of regulations related to the health and safety of products and services of the Group for the Year.
<b>Business ethics</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Integrity in Business (25-29)	
103-2	The management approach and its components	Governance Navigation (15); Integrity in Business (25-29)	

**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
103-3	Evaluation of the management approach	Governance Navigation (15); Integrity in Business (25-29)	
<b>GRI 418 : Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Integrity in Business (26)	There were no substantiated complaints concerning breaches of customer privacy and losses of customer data of the Group for the Year.
<b>Respect for Human Rights</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Talent-focused (34-36)	
103-2	The management approach and its components	Governance Navigation (15); Talent-focused (34-36)	
103-3	Evaluation of the management approach	Governance Navigation (15); Talent-focused (34-36)	



**Appendix (Continued)**

GRI Standards	Content	Relevant sections (page number)	Remarks
<b>Development of the Property Management Industry</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Governance Navigation (15); Sincere Service (42-55)	
103-2	The management approach and its components	Governance Navigation (15); Sincere Service (42-55)	
103-3	Evaluation of the management approach	Governance Navigation (15); Sincere Service (42-55)	
<b>Service Quality Management</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	About the Report (3); Sincere Service (42-44)	
103-2	The management approach and its components	About the Report (3); Sincere Service (42-44)	
103-3	Evaluation of the management approach	About the Report (3); Sincere Service (42-44)	



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