

Stock Code: 119



This is the Environmental, Social and Governance Report (the "Report") for 2017 published by Poly Property Group Co., Limited ("Poly Property"; collectively the "Group" or "We" together with its subsidiaries), which outlines the economic, environmental and social policies, performances and measures adopted or achieved by Shanghai and Hong Kong headquarters and several wholly-owned subsidiaries of Poly Property.

Given that businesses in Mainland China account for the majority of investments of Poly Property, while business operations exert a significant impact on its sustainability, this Report mainly focuses on the environmental and social impacts brought by the Group's property development projects in Mainland China.

The Report mainly covers relevant information of the Group from 1st January, 2017 to 31st December, 2017, with a reference to information of previous years.

This Report has been prepared in accordance with the "Environmental, Social and Governance Reporting Guide" contained in Appendix 27 to the latest version of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

Poly Property values your inputs on our performances of sustainability. If you have any comments and suggestions, please send us an email at admin@polyhongkong.com.hk. For more information on the corporate social responsibilities (CSR) of Poly Property, please visit our official website at http://www.polyhongkong.com. 保利置業集團有限公司(下稱「保利置業」,聯同 其附屬公司稱為「本集團」或「我們」)二零一七年 的《環境、社會及管治報告》(下稱「本報告」), 當中概述了保利置業在上海和香港的總辦事處 及多間全資附屬公司在經濟、環境及社會方面 的政策、表現及措施。

保利置業在中國內地的業務運營佔其投資的大 部分,考慮到本集團的業務運營對可持續發展 的重要影響,本報告將以本集團在中國內地物 業發展的項目對環境及社會影響作為主要考慮 因素。

本報告涵蓋本集團二零一七年一月一日至二零 一七年十二月三十一日期間的相關信息,資料 以二零一七年為主,亦包含部分以往年度資料 作為參考。

本報告根據香港聯合交易所有限公司證券上市 規則附錄二十七闡述的《環境、社會及管治報告 指引》最新版本之規定編製。

保利置業重視 閣下在其可持續發展績效的意見及建議,請透過電郵方式表達 閣下寶貴意見:admin@polyhongkong.com.hk。 閣下亦可透過本公司官網獲取保利置業更多社會責任信息:http://www.polyhongkong.com。



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# OUR VISION AND PHILOSOPHY

#### **Development vision**

The Group aspires to be a leading Chinese property developer with a renowned brand backed by cultural substance.

#### **Mission**

The Group is driven by a corporate spirit and fine tradition that attaches importance to dedication, honesty and integrity. Its developmental strategy advocates professionalism, customer-orientation, market-orientation and internationalism. It also strives to enhance the architectural quality and commercial value of the properties by instilling cultural substance into its property projects. Ultimately, it aims to build a pleasant living environment for its clients and create satisfactory returns to its shareholders.

#### **Operation philosophy**

The Group is in pursuit of corporate excellence with trustworthy management, efficiency and sustainable development.

Our strategy of sustainable development is based on four key themes: civilisation inheritance, working together, caring for employees, and protecting the environment. Sustainable development is to ensure the long-term success and win-win of our business, clients and communities. We build awareness for environmental protection, occupational safety and social responsibility in day-to-day operations and risk management, and work closely with all stakeholders to promote corporate social responsibility.

# 我們的願景和理念

#### 發展願景

旨在成為富有文化內涵,品牌彰顯的中國領先 房地產開發商。

#### 使命

秉承「用心做事,誠信做人」的企業精神和優良 傳統,推進專業化、人文化、市場化、國際化的 發展策略,籍文化內涵提升建築的質量和商業 價值,為客戶締造美好的生活環境,同時為股 東創造理想的回報。

#### 經營理念

睿智進取,誠信經營,效率優先,持續發展。

我們的可持續發展戰略是基於四個關鍵主題: 文明傳承、攜手共向、關懷員工及環保共創。 可持續發展是為確保我們的業務、客戶及小區 的長期成功及雙贏。我們透過在日常運營及風 險管理中建立環境保護、職業安全及社會責任 意識,與我們的利益相關方保持緊密聯繫,攜 手進步,共同體現企業社會責任。



# CIVILISATION INHERITANCE

Cultural + Green Real Estate

# Expertising in Cultural Real Estate, Dedicating in Building 25 Cities

The Group's business purpose — "Poly Brings You Joyful Living" — fully embodies its philosophy and determination to build cultural real estate and enrich the cultural life. With this purpose in mind, the Group strives to ensure that people can feel the perfect blend of culture and life in every corner of its residential projects, business centre projects, parks, shopping malls, club facilities and transportation facilities, be it hardware or ambient environment.

# Incorporating Green Products into Property Development, Becoming a Leading Cultural Real Estate Enterprise

As a brand affiliated to one of the largest cultural enterprises in China, Poly Property has always focused on the development of cultural real estate and insists on injecting cultural substance into real estate, to promote the development of Chinese cultural undertakings. Poly Property is dedicated to becoming a cultural real estate enterprise with green influence by exploring the extensive and in-depth integration of green products and cultural contents and hence laying a solid foundation for the green building concept. The Group is committed to building homes and serving clients with love, contributing to the community, and serving millions of households, to lead people's way of life with properties that have cultural substance and warm people's lives with culture.

# 文明傳承

#### 文化地產+綠色地產

#### 專築文化地產、精築中國二十五城

保利置業秉承「心保利、悦萬家」的企業宗旨, 充分體現本集團專築文化地產,重視豐富文化 生活的理念和決心。本著該宗旨,本集團的住 宅項目、商業中心、公園、購物商場、會所設 施、交通配套等,無論是硬件設施或環境氣氛, 都能確保每一位朋友身臨每一個角落,都能親 身感受文化與生活的完美交融。

# 把綠色產品融入文化地產開發、領 航文化築家

作為國內最大的文化企業之一旗下品牌,保利 置業始終專注文化地產開發,堅持以文化築家 的理念,致力於中國文化事業的發展與推動。 保利置業要成為具有綠色影響力的文化地產企 業,從綠色產品的廣度及深度上結合文化內容 進行探索和發展,夯實綠色建築理念。集團致 力從心出發,以愛築家,用心為客戶,回饋社 會,服務於千萬家庭,讓建築引領生活方式, 讓文化溫暖生活。

# SAFETY MANAGEMENT

#### Safety of Workers as Top Priority

As a leading property developer in China, the Group fully understands the inherent risks of the industry and is committed to minimising the risks. In order to fulfill the Group's supervision responsibility for safety production, Poly Property will specify the responsibility main bodies and establish a long-term mechanism for safety production, to prevent and mitigate safe production accidents and guarantee the life and property safety of all employees of the Group and other people.

Pursuant to relevant PRC laws and regulations, the Group has established the Measures for the Supervision and Administration of Production Safety, which defines the scope and contents of safe production responsibilities, urges the Group and subordinate enterprises to define the responsibility main body for safety production, and realise the synchronous planning, implementation and development of safe production and enterprise development. Such a supervision mechanism ensures that the Group and subordinate enterprises supervise safe production inputs, sort out hidden hazards and manage emergent situations in accordance with established rules and regulations. The Hong Kong headquarter and subsidiaries of the Group also formulated corresponding occupational safety and health policies with reference to regulations of local regulatory authorities, and strived to improve the working environment of employees and the safety management levels in line with the business needs of the Group.

The Group also pays attention to safety production education and training. The Group and subordinate enterprises have formulated the rule only employees with certificates may carry out corresponding jobs and the system of training and appraisal, and actively develop publicity materials for safe production education and warning, in order to eliminate or reduce occupational health and safety risks. This year, Poly Property performed over 500 times of emergency drills and trainings, involving around 14,000 employees.

# 安全管理

保利置業視職工安全為首要考慮 作為中國領先的地產開發商,本集團充分理解 行業的固有風險,並致力將風險減至最低。為 履行本集團安全生產監管責任,保利置業將全 面落實安全生產主體責任作為安全生產責任管 理工作的基礎,建立安全生產長效機制,以防 止和減低生產安全事故,保障集團職工及人民 群眾的生命財產安全。

依據中國國家法律法規,本集團制定了《安全生 產監督管理辦法》,當中界定各項履責範圍和內 容,督促本集團及各下屬企業全面落實安全生 產主體責任,實現安全生產與企業發展的局步 實施及同步發展。此監督機制為確 保集團及各下屬企業已遵照所建立的規章制 度,監督安全生產投入、隱患排查治理及應制 管理等。對於本集團在香港設立的總部及各下 屬企業,亦遵照本地監管當局的規定,制定了 相關職業安全健康政策,並切合集團業務各項 需要,致力於改善員工工作環境及提高企業安 全的管理水平。

為關注安全生產的教育和培訓制度,本集團及 各級企業制定各相關持證上崗制度及培訓考核 制度,積極組織安全科普教育和警示教育的宣 傳材料以消除或減低職業健康安全風險。今 年,保利置業各單位應急演練和培訓統計總計 五百餘次,參與人數約一萬四千餘人。



During the reporting period, the safety management structure of Poly Property remained stable. All subsidiaries have introduced safety supervising accountability at different levels by further improving the system of "Being responsible to the party and policies, one position duo responsibilities, centralised supervision and management and accountability" in accordance with the "Five Implementation and Five Accomplishments" requirement.

During the safety production meeting held in early 2017, Poly Property and each of its subsidiaries had entered into an undertaking of safe production liabilities, which stated the safety goals and assessment measures for the year, and prompted each of its subsidiaries to confirm key responsibilities and to enhance of its safety awareness. Each of its subsidiaries has gradually improved its safe production responsibilities system, reasonably introduced safe production responsibilities for every position and entered into undertakings of safe production liabilities with employees at different level, put the safe production responsibilities into practice.

During the reporting period, the Group had no casualties or direct economic and property losses caused by production safety accidents.

#### Construction in Progress

The Group organised two full-fledged inspections on the safety production of its construction in progress, involving 90 of its construction in progress, 62 contracting units, 50 supervision units, and more than 200 subcontractors and covering a total of 543 square meters of construction area. We had further improved the protection facilities for safe production at each construction in progress. The safety facilities and normalised management level at each construction site had been further improved. We had set up safety experience zones for 25 projects, accounting for 40% of the total number of inspected projects. We had used integral climbing scaffolding in 21 projects, accounting for 34% of the total number of inspected projects. Fixation and instrumentalised protection facilities were adopted in 55 projects, accounting for 89% of the

在本報告期內,保利置業安全管理架構基本穩 定,各級企業表照「五落實五到位」規定,進一 步完善「黨政同責、一崗雙責、齊抓共管、失職 追責」體系,逐級落實安全監管責任。

在二零一七年初安全生產工作會上,保利置業 與各子公司簽訂安全生產責任書,規定年度安 全工作目標和考核措施,督促各子公司落實主 體責任、強化安全意識。各子公司逐級完善安 全生產責任體系,合理規定各崗位安全生產職 責,層層簽訂《安全生產責任書》,落實安全生 產責任。

報告期內,本集團沒有發生任何生產安全事故 導致任何人員傷亡或直接經濟財產損失。

#### 在建工程

在建工程方面,本集團全年組織了兩次安全生 產全覆蓋檢查,檢查在建標段90個,總包單位 62家,監理單位50家,分包單位200餘家,施工 面積543平方米。本年度各在建項目安全生產防 護設施進一步完善。各施工現場的安全設施投 入和常態化管理水平進一步提高:設置安全設 驗區的標段25個,佔股檢項目總數的40%;使用 整體爬升式腳手架的標段21個,佔受檢項目總 數的34%;使用定型化、工具化防護設施的項目 55個,佔受檢項目總數的89%。二零一七年,各 區域共有25個在建工程獲得省、市級安全文明 施工標準化工地稱號。集團年度檢查發現並處 理消防管理、腳手架、模板支撐、施工用電、機 具設備、高處作業等六大類安全隱患2,759條。

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保利置業集團有限公司 零一七年環境、社會及管治報告

total number of inspected projects. In 2017, 25 projects under construction were awarded the "Safe and civilised model construction site at city and provincial level". The Group has inspected, identified and handled 2,759 issues in relation to safety threats or deficiencies in relation to fire management, scaffold, formwork support, electricity usage for construction, electronic equipment and work-atheight operations of projects under construction. In 2017, companies in each region had performed quarterly, monthly and ad-hoc inspection for 326 times in total, which had ensured all projects were fully under control, no unregulated blind spots and achieved their expected control targets.

#### Leasing Properties

For leased properties, property management headquarters organised an annual full-scale safety production check from 15th October to 3rd November, with an emphasis on five dimensions: management agency and regulations, equipment maintenance and safety protection, daily inspection and hidden threat rectification, emergency plans, and training and education. We had identified and dealt with 217 issues or deficiencies, and the rectification rate was 100%. Due to the diversity in the businesses of our lessees and the inconsistency of safety awareness of their staffs, each owner had strengthened the inspection and supervision on its lessees and issued 123 rectification notices to the lessees which had significant hidden safety deficiencies. This had effectively enhanced the safety management and prevention for commercial projects. In 2017, leased properties had performed 140 regular and ad hoc safe production checks in total, which identified and eliminated more than 600 potential deficiencies.

### Residential Communities under Management

In respect of residential communities under management, property management headquarters have carried out an inspection for a period of six months on safety production management of sales offices under management of subsidiaries, property projects and platform companies from July to December. Inspection targets were 109 residential projects and 23 sales offices of ten platform companies. 2,135 safety risks and deficiencies were identified and handled in the inspection, and the rectification rate was 100%.

二零一七年,各區域公司實施季度、月度和不 定期檢查326次,確保了所有項目處於受控狀 態,無監管盲區,達到了預期控制目標。

#### 收和物業

收租物業方面,物業總部於十月十五日至十一 月三日組織了年度安全生產大檢查。檢查和評 價維度包括管理機構和規章制度、設備維保和 安全防護、日常檢查和隱患消除、應急預案、 教育培訓等5個方面,發現並處理問題或不足之 處217條, 整改率100%。由於各承租商戶業態 多樣,商戶員工安全意識參差不齊,各業主公 司加大了對商戶的檢查和監督力度,全年各物 業對安全隱患嚴重的租戶開具整改通知書123 份,有效提高了商業項目安全管理防範係數。 二零一七年,各收租物業自行組織定期或不定 期安全生產檢查共140餘次,發現並消除隱患 600餘項。

# 在管住宅小區

在管住宅小區方面,七至十二月,物業總部對 下屬各分、子公司在管的售樓處、住宅項目以 及平台公司的安全生產管理工作進行了為期六 個月的檢查。檢查對象為10家平台公司的109個 住宅項目和23個售樓處,檢查發現並處理安全 隱患或不足之處2,135項,整改率100%。

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# Enhancement of Emergencies Management Enhancement and Improvement of Handling Capability

Starting from July of this year, typhoons, "Talas", "Roke", "Hato", "Pakhar" and "Mawar", had landed on regions including Hainan and Guangdong, bringing unsafe factors and uncertainties to various projects in Guangdong, Guangxi, Zhejiang and Hong Kong. During the period of disastrous weather, each of property projects and property management companies had kept track of weather information in order to evacuate personnel in dangerous areas in advance. Investigations were carried out in advance to eliminate potential risks. Resources for typhoon and flood prevention were stocked and incident emergencies preparation had been completed in advance. Dedicated personnel were arranged to carry out non-stop on-site inspection in major locations so as to maintain smooth communication at any time. With the effort of management and employee at different levels, typhoon and flooding season had passed without incidents.

In 2017, each developing project of Poly Property organised 92 emergency rescue drills including collapse of scaffold and waling structure, fire and electric shock. Each of the residential communities and operating properties had conducted a total of over 500 drills including fire drill, emergency escape, flooding and terror attack with over 14,000 participants.

## 加強應急管理,提升處置能力

今年七月起,颱風「塔拉斯」、「洛克」、「天鴿」、 「帕卡」、「瑪娃」等先後在海南、廣東的多地登 陸,廣東、廣西、浙江、香港等多個項目帶來不 安全、不確定因素。災害性天氣期間,置業項 目、各物業密切關注天氣信息,提前撤離危險 區域人員,提前排查清除隱患,提前撤離危險 防汛物資,隨時做好事故應急準備,安排專人 對重點位置進行不間斷巡視,保持通訊隨時暢 通,在各級管理人員和員工的共同努力下,安 全平穩度過了颱風期和汛期。

二零一七年,保利置業各在建項目組織腳手架 傾覆、橫板支撐體系坍塌、火災、觸電等應急 救援預案演練共92次。各住宅小區、各經營物 業實施火災、緊急疏散、防洪、防恐等演練500 餘次,參與人數1.4萬餘人次。

# SUPPLY CHAIN MANAGEMENT

#### **Centralised Procurement**

In order to assure product quality, enhance brand image and improve work efficiency, the Group has officially rolled out centralised procurement for projects developed by regional companies in 2010, and gradually optimises the management rules, procedures, operational guides and related management requirements for centralised procurement through actual communication with regional companies and with reference to actual situations of each region. Open or invited tender is performed for each procurement project based on the principles of openness, fairness, impartiality and honesty, and appropriate suppliers are selected through full competition. The implementation of centralised procurement in each region is also incorporated into the scope of the Group's internal audit.

The Group has also established a transparent contract cost management system and sound supervision mechanism to ensure fair competition among suppliers, maintain reasonable interests of various stakeholders, and enhance the brand image and competitiveness of the Group.

In respect of procurement, all relevant personnel should strictly abide by related regulations and corporate rules and regulations on clean and conscientious procurement in accordance with the Professional Codes of Conduct, protect the Company's business secrets, intellectual property rights and know-how, strictly follow the principles of fairness and impartiality, and proactively reject any improper benefits. Meanwhile, relevant personnel are obliged to communicate the principles hereof to its advisory agencies, suppliers and contractors, and attach the Integrity Agreement as annex to the relevant contract. The Group regularly publishes details of reporting channels on its website or by posting an announcement, specifying the address, telephone, email and other information for whistle-blowing, to facilitate employees' commenting or providing feedback.

# 供應鏈管理

#### 實施集中採購

為確保產品質量、提升品牌形像及提高工作效 率,本集團於二零一零年正式在各區域公司的 開發項目中實施集中採購,與各區域公司積極 溝通並結合各區域實際情況,逐步完善各區域 公司的集中採購管理細則、流程、操作指引及 相關管理規定。採購過程均採用公開或邀請的 招標方式進行,遵循公開、公平、公正和誠實 信用的原則,通過充分競爭,選擇合適的供近 商方。對於各區域集中採購工作的執行情況一 概納入本集團內部審計範圍。

本集團建立了陽光透明的成本合約管理體系和 健全的監督機制以確保供貨商間公平競爭,同 時維護合作各方合理的權益,以提升本集團的 品牌形像及競爭力。

根據《職業操守準則》規定,在採購方面,所有 相關人員在廉潔守紀方面應嚴格遵守法規和各 單位的規章制度,保護公司的商業秘密、知識 產權和專有技術,嚴格遵守廉潔公正原則,主 動拒絕任何不正當的利益。同時,相關人員有 義務向諮詢機構、供貨商、承包商宣傳此原則, 並在其合同中附上《廉潔協議》。本集團有關機 構均定期通過企業網站、張榜等方式公佈受理 信訪舉報主要管道的詳細信息,主要包括信訪 地址、電話、電子郵箱等,方便員工反映任何 關注或意見。

In terms of tender for construction projects, the Group leans more toward environmental protection measures during construction, such as technical measures for noise reduction and environmental pollution reduction, compliance with state-level laws, regulations and standards on environmental protection, soil and water conservation and pollution prevention enforced in the locality where the project is located, and fulfillment of environmental and ecological protection responsibilities.

All procurement-related personnel must comply with the Professional Codes of Conduct, adhere to the honesty and trustworthy principles, abide by professional ethical standards, and carry out procurement, tender, contract and other management tasks in an objective, impartial, independent and scientific manner. All departments should actively work with each other, promote full communication and information sharing, and make full use of respective professional knowledge and abilities to promote and optimise the professional management and standardised systems of the Company.

#### **Quality Supervision**

Poly Property is driven by a corporate spirit and fine tradition that attaches importance to dedication, honesty and integrity, and strives to enhance the architectural quality and commercial values of the properties by instilling cultural substance into its property projects, to build a pleasant living environment for its clients. As a result, the Group attaches great importance to quality supervision measures and their execution. In addition to the overall strength of suppliers, the Group also focuses on the abilities of suppliers in terms of contract fulfillment. The Engineering Contract Management Measures promulgated by the Group dwells on the planning, contract signing and fulfillment under its engineering contract system, including on-site certification management and engineering settlement. A series of complete audit, certification and acceptance procedures are conducted upon project completion, to ensure that 對於施工投標方面,本集團更側重考慮施工的 環境保護措施,包括減少噪音和降低環境污染 等相應技術措施,遵守國家級工程所在地有關 環境保護、水土保護和污染防治的法律、法規 和標準等,履行其環境與生態保護職責。

所有採購相關人員都遵守《職業操守準則》的監督和管理,以誠實守信為本,遵守職業道德標 準,客觀、公正、獨立、科學地開展採購、招投 標、合約等各項管理工作。各部門積極配合、 全面溝通、信息共享,充分利用各人的專業知 識和能力,推進和優化公司的專業化管理和標 準化體系建設。

#### 執行質量監管

保利置業秉承「用心做事,誠信做人」的企業精 神和優良傳統,籍文化內涵提升建築的質量和 商業價值,為客戶締造美好的生活環境,因此, 本集團特別重視質量監管方面的措施及執行方 式。除著重考慮質量優良的供貨商實力以外, 本集團亦十分注重供貨商在履行合約各方面的 能力。本集團的《工程合同管理辦法》詳細描述 了集團工程合同管理體系的策劃、訂立及履 行,其中包括現場簽證管理及工程結算。工程 竣工一概進行一系列的全面審核、簽證和驗 收,確保每個項目都嚴格履行合同及有關文件 規定的進度、質量、安全和文明施工等各項要 求。若工程存在質量問題或履約過程中承包單 位存在違約等情況,相關部門將嚴格作出詳細 説明及處理意見。為規範可持續發展的供應鏈 管理,本集團將不斷改進,加強與供貨商溝通, 相輔相成,旨在為我們的尊貴客戶提供最優秀 each project has strictly followed requirements on schedule, quality, safe and civilised construction, etc. as specified in the contract and related documents. In the event that the project has quality issues or the contracting unit has breached the contract during the contract fulfillment process, relevant departments will explain the situation and handling opinions in detail. In order to standardise the management of the supply chain to suit the Group's sustainable development, the Group will further strengthen communication and work together with suppliers, to offer the best and most comfortable living environment for our esteemed clients. Several rounds of quality supervision guaranteed the products of Poly Property are safe and harmless, and there are no product recalls due to safety and health reasons.

# RISK MANAGEMENT AND ENTERPRISE GOVERNANCE

#### Internal Control

Headed by members of the Board, the Audit Committee and the Risk Management Committee of Poly Property are responsible for examining the Group's risk management and internal audit system and regulations and carrying out routine internal audits, in a bid to strengthen risk control and optimise business structure of the Group. The two committees strive to ensure the implementation of effective internal control and the attainment of business objectives and overall strategic objectives via the internal control system within their respective powers. At the same time, audit teams of the Group and subsidiaries should fully understand the internal control environment and system of audited units, and conduct thorough audits for main businesses of the Group and subsidiaries in an independent, objective and impartial manner.

Onsite audit mainly checks the implementation of various regulations, their operational efficiency and effectiveness, and completeness of compliance and progress documents by means of substantive inspection, onsite inventory and staff interviews. Audit evidences should be collected in strict accordance with laws, regulations and corporate systems, to ensure their legitimacy and effectiveness. Contents of onsite audits should include, without limitations to, accounting, tender management, contract management, sales management, human resources management, and cost and fund management.

舒適的生活環境。經過多輪品質監管,保利置 業保證產品安全與健康,因此從沒因安全與健 康為理由而需收回產品。

# 風險管理及企業管治

#### 內部監控

保利置業的審計委員會及風險管理委員會各由 董事會成員領導,兩個委員會負責以加強風險 管控及優化業務結構為前提,檢視本集團風險 管理及內部審計體系和制度,主導例行內部審 計的項目。兩個委員會根據其各自職權,透過 內部控制體系,保障企業有效實施內部控制, 確保經營目標及整體戰略目標的實現。同時, 集團及下屬公司各審計組確保內部審計工作的 獨立性、客觀性及公正性,全面瞭解被審單位 內部控制環境及體系,對集團和各下屬公司主 要營運事務進行透徹審核。

現場審計工作以檢查各項制度的執行落實情 況、營運的效率及效果、合理合規和過程資料 的完整性為主體,透過實質性檢查、現場盤點 和人員訪談,進行全面性審核。所收集的審計 證據必須嚴格遵守法律、法規規定和公司制 度,以保證審計證據的合法性及有效性。現場 審計主要工作內容包括但不限於會計核算、招 投標管理、合同管理、銷售管理、人力資源管 理、費用資金管理等。

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#### Anti-corruption

Poly Property always pursues stringent anti-corruption policy and safeguards interests of the Company by strictly abiding by laws, regulations, industry conventions and corporate rules and regulations, and adhering to the principle of seeking truth from facts. The Group has formed a clear set of supervision and reporting guides, under which all units or individuals have the right to report any violations of the Company or its departments. Subsidiaries should set in place reasonable, feasible and effective supervision and reporting channels based on respective actual situations and appropriately protect the whistleblower and keep his identity confidential. The Audit Committee of the Group sets forth clear guides for the acceptance scope, violation behavior, reporting channels, handling procedures and information confidentiality of whistle-blow incidents in accordance with related management regulations, and is fully responsible for handling whistle-blows and petitions of law or disciplinary violations.

All relevant personnel should strictly abide by related regulations and corporate rules and regulations on clean and conscientious procurement in accordance with the Professional Codes of Conduct, protect the Company's business secrets, intellectual property rights and knowhow, strictly follow the principles of fairness and impartiality, and reject any improper benefits. Meanwhile, relevant personnel are obliged to communicate the principles hereof to advisory agencies, suppliers and contractors, and attach the Integrity Agreement as annex to the contract.

The Group regularly publishes details of reporting channels on its website or by posting an announcement, specifying the address, telephone, email and other information for whistle-blowing, to facilitate employees' commenting or providing feedback.

During the reporting period, the Group is not involved in any corruption incidents.

### 反貪污

保利置業一貫奉行嚴格的反腐倡廉政策,嚴格 遵守法律法規、行業公約及公司規章制度,堅 持實事求是的原則,維護公司利益。本集團已 形成一套清晰的監督及舉報準則,所有單位或 個人均有權利對任何公司或部門的違反行為作 出舉報。各子公司結合自身情況,設置合理、 可行、有效的監督舉報管道,並對舉報者給予 適當保護,對其訊息進行保密。集團的審計委 員會根據相關管理辦法中對於受理範圍、違反 行為、舉報管道、處理程序及資料保密等作出 明確指引,全權負責紀檢監察信訪舉報工作。

在採購方面,根據《職業操守準則》規定,所有 相關人員在廉潔守紀方面應嚴格遵守法規和各 單位的規章制度,保護公司的商業秘密、知識 產權和專有技術,嚴格遵守廉潔公正原則,主 動拒絕任何不正當的利益。同時,相關人員有 義務向諮詢機構、供貨商、承包商宣傳此原則, 並在其合同中附上《廉潔協議》。

本集團有關機構均定期通過企業網站、張榜等 方式公佈受理信訪舉報主要管道的詳細信息, 主要包括信訪地址、電話、電子郵箱等,方便 員工反映任何關注或意見。

於報告期內,本集團沒有涉及任何貪污事件。

#### Non-disclosure Provisions

All personnel who have come into contact with technical and business secrets of the Company and clients are obliged to undertake confidentiality obligations, strictly abide by the non-disclosure provisions of the Company, and shall not disclose any of the Company's confidential information, important internal information or business secrets to any other unit or individual in any manner.

#### 保密準則

攜手共享

集團的保密準則要求所有知悉公司、客戶的技 術和商務秘密的人員務必負有保密義務,嚴格 遵守公司保密協議規定,不得擅自將公司信 息、保密資料等重大內部信息或商業秘密以任 何方式向其他單位或個人透露。

#### Working Together for Charity



#### Blue Charity

Driven by a corporate spirit and fine tradition that attaches importance to dedication, honesty and integrity, Poly Property insists on its corporate culture of building homes for the people without neglecting corporate social responsibilities. As such, we participate in community charity by understanding the needs in various regions and take practical actions to serve the public and fulfill corporate responsibilities.

Poly Property Blue Charity, which serves as an overall platform for all cultural and public welfare activities of the Group, guides the subsidiaries to work together and organise charitable activities in various regions of the country, so that each subsidiary is able to provide the most effective, beneficial and local support for the most relevant issues of their respective locality. At the same time, the Group actively encourages and calls on subsidiaries, all employees, owners and club members of Poly Property as well as the public to engage in various community welfare initiatives to show care for more people.

## 藍公益

保利置業秉承「用心做事、誠信做人」的企業精 神和優良傳統,堅持文化先行,為民立業的精 神,不忘自身的社會責任。因此,我們置身於 小區公益,瞭解各地的小區需要,以實際行動 為社會大眾服務,履行企業責任。

保利置業藍公益,為本集團文化公益活動的總 平台,在其統籌指揮下,各子公司齊力並發, 攜手同行,在全國各地舉辦當地的慈善公益活 動,使得每個地區公司都能為當地最相關和貼 心的具體問題提供最有效有利的本地支持。同 時,本集團也積極鼓勵和號召下屬公司、全體 員工、保利置業業主及會員、社會大眾匯聚力 量,共同參與各類公益活動,同心傳遞愛心, 讓更多的人感受多一份關懷。

With continuous efforts, Poly Property has established its foothold in more than 20 Chinese cities and built Blue Charity bases across the nation. Through cooperation among different cities, the philosophy of Poly Property Blue Charity has been propagated throughout the country. The six Blue Charity operations, namely, Future Project, Earth Project, Ribbon Project, Exceed Project, Care Project and Tent Project, are utilised to pass on positive social forces, deliver warmth to people, and change the future with action. As a central enterprise with a high degree of social responsibilities, Poly Property has over the years been committed to the development of community welfare by delivering warmth with love, gathering efforts with action, and repaying the trust of owners and the general public with continuous efforts. Currently, Ploy Property has formed a series of large-scale cultural and public welfare activities with brand characteristics.

保利置業深耕中國二十餘城,在全國各地建立 藍公益基地,串聯各級城市,將保利藍文化公 益理念傳遍華夏大地,通過開展以下六大藍公 益計劃,傳遞社會正能量,溫暖每一位中華子 女,用行動改造未來。其計劃包括「藍未來行 動」、「藍地球行動」、「藍絲帶行動」、「青出於藍 行動」、「關愛藍天下行動」和「藍帳篷行動」。作 為一個具有高度社會責任心的央企,保利置業 多年來一直致力於公益事業發展,以愛心匯 覽 大業主和市民的信任,形成具有保利置業品 牌特色的系列大型文化公益活動。



#### Future Project: Care for Children

Our children are the ones upon which the futures of our society depend, so concern for the healthy growth of children and youngsters is the core of our Blue Charity. The Future Project is designed to build healthier and more comfortable living and educational environment for children and youngsters around the country with colourful arts and caring activities, enhance their artistic and cultural education, and bring them more warmth and care.

#### 藍未來行動:關愛兒童

孩子是我們國家社會的棟樑,關注孩子和青少 年的健康成長是藍未來行動的核心精神。保利 藍未來行動,透過多姿多彩的文藝與關愛活 動,積極為全國各地孩子和青少年提供更健 康、舒適的生活和教育環境,提升藝術文化修 養,旨在為他們帶來多一份溫暖和關愛。 In June this year, we provided fluorescent clothing for 440 students in Yantai Hi-tech Zone Third Experimental Primary School so as to protect their outdoor safety. All fluorescent clothing for this event were fully sponsored by Poly Property in Yantai. Donation of fluorescent clothing does not only create a safe outdoor environment for the children, it also provide an opportunity for the students to understand and comply with traffic rules. Since April 2014, Poly Property in Yantai through the "Yantai Fluorescent for Children" campaign has donated a total of 70,000 fluorescent clothing.

今年六月份,為煙台高新區第三實驗小學440名 小學生發放愛心螢光衣,為小學生們的出行提 供一份安全保障。據瞭解,此次活動的螢光衣 全部由煙台保利置業贊助。愛心螢光衣的捐贈 不僅僅是給孩子們營造了一個安全暢通的出行 環境,也讓學生重新學習和遵守交通規則。自 二零一四年四月烟台保利置業通過「平安煙 台 螢光童行」活動先後合共捐贈7萬件愛心螢 光衣。



In August, under the convocation of the Party branch of Guangxi Poly Property Management Services, more than 100 people composed of Poly employees, owners and the general public went to San Tan Village for the "Poly Property Charity Initiative - Education Sponsorship for Children in San Tan Village". Education sponsorship has been a consistent corporate culture event of Guangxi Poly Property. The education sponsorship of the property company to San Tan Village primary school has been continued for six years. During such period, donations including stationary and electronic teaching tools were donated to the school and students, witnessing the growth of aided students.

八月份,在廣西保利物業服務黨支部的號召 下、由保利員工、業主及愛心人士等一行100餘 人發出了《青春關愛助學,保利善舉先行 — 為 三榃村貧困兒童獻愛心倡議書》。愛心助學是廣 西保利始終堅持的企業文化活動,物業公司對 三榃村小學的定點幫扶已長達六年,期間為學 校及學生捐贈了很多學習文具、電教設備等, 見證了受助學生的成長。





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ENVIRONMI 環境、社會及

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Kunming Youth Development Foundation, the Poly Blue Charity, relying on Poly Art Development Foundation, has sponsored poverty students through the "Sponsor You to College" project. The project has currently sponsored over a hundred of poverty university students to step out of mountainous areas. After the beginning of autumn, in August, representatives of Poly Blue Charity visited Xiangbi village of Tuobuka Town in Dongchuan District with gifts. 助貧困山區的孩子順利完成學業,從二零一四 年開始,保利藍公益代表業主、員工,聯合昆 明團市委青少年發展基金會,依托保利藝術發 展金,通過「愛心助你上大學」希望工程資助貧 困學生。目前為止已經資助了上百位貧困大學 生,讓他們走出大山。八月份,立秋剛過。保利 藍公益代表走訪東川區拖布卡鎮象鼻村並送上 愛心禮品。

這並不是保利藍公益第一次走進東川區,為幫



In October, during the commencement of the 19th National Congress of the Communist Party, the Party of Poly Property Suzhou Company, together with Suzhou Little Red Cap Volunteers Association, visited the social welfare centre in Wuzhong District to accompany a dozen of disabled children for an autumn outing, which was a companion charity event with the theme of "Autumn Outing with Care for Children". During the event, the volunteers and the children had an enjoyable time with lots of conversations, laughter and singing. Participants divided themselves in groups to take well care of every child and brought an experience of happiness and pleasure to the children. 十月份,在黨的十九大召開期間,保利置業蘇 州公司黨組織攜手蘇州小紅帽義工協會,走近 項目所在地的吳中區社會福利中心,帶領十多 名殘障兒童外出秋遊,開展「知秋一葉天,關愛 兒童行」主題陪護公益活動。活動中,志願者與 孩子們你一言我一句,歡聲笑語,歌聲不斷, 大家分組搭配行動,盡力照顧好每一位孩子, 讓他們充分體驗到普通孩子所能享受到的開心 和樂趣。





#### Earth Project: Environmental Protection

When the problem of earth pollution has been aggravating along with social and economic development, Governments around the world have responded to the public and formulated corresponding measures. In proactive fulfillment of its duty as a state-owned enterprise, Poly Property has readily taken on the mission of promoting environmental protection in the community by dedicating to group-wide environmental works and establishing the Earth Project. The Earth Project advocates environmental protection in more than 20 regions where the enterprises locate across the nation through promoting environmental protection knowledge and putting environmental protection into practice so as to contribute to the betterment of Mother Earth.

In March, the beginning of spring has marked the season of vitality and sowing. Committed to providing high quality lifestyle of environmental protection, greenery and health to its customers over the years, Guangdong Poly Property held the "Sowing of Dreams in Spring" tree-planting event after the launch of its brand. It promoted self-initiative and participation of individuals to contribute to the environmental protection.

#### 藍地球行動:環境保護

隨著社會經濟的發展,地球污染的問題日趨嚴 重,世界各級政府都紛紛響應民眾需求而制定 相應措施,保利置業也同時積極實踐央企責 任,承擔起推動社會環保活動的使命,不僅做 好自身的環保工作,更成立藍地球行動,以在 全國二十多家企業的各地散播環保種子,宣傳 環保知識,實踐環保行動,熱情的為地球母親 帶來一絲絲溫暖。

三月份,春天是萬物復甦的季節,更是播種的 季節,同時,廣東保利置業一直致力於給客戶 帶來環保、綠色、健康的高質量生活,廣東保 利置業在品牌發佈後舉辦了主題為「擁抱春天 種下夢想」植樹節活動。倡議大家通過親自參與 的方式,切身感受到每個人都可以通過自己的 力量,為保護環境做出應有的貢獻。





The second tree-planting event of "Greenery for Our River" held by Guangxi Poly Property Group has actively responded to the strategic project of "One-River-Two-Banks" initiated by the government. Selecting Qingshan Xiayongjiangwan as its venue, it was expected that the large area of tree plantation can innovate the citizens. On that day, around 10,000 people gathered along the river bank to plant peach trees, decorating Yongjiang with peach blossom and created a beautiful scenery for the citizens.

After the tree-planting event, participants went to the marketing centre to paint a scroll of hundred metres with the theme of "One-River-Two-Banks". With the assistance of adults, the children have presented a beautiful scroll painting to the public.



Trees are good friends of human. In March this year, in response to the initiative of creating a beautiful environment for Weihai, Poly Maple Valley launched a special tree-planting event to make the city greener, bringing a better living environment for the next generation.

由廣西保利置業集團主辦的「我為母親河添綠」 第二屆植樹節活動,廣西保利積極響應政府「一 江兩岸」大戰略的獻禮工程,選址青山下邕江 灣,以千畝大城的磅礴體量,革新城市人居理 念。當天近10,000人齊聚醉美濱江水岸,共同種 下愛心桃樹,為邕江母親河妝扮上一條風情十 里的桃花長廊,給城市人居生活留下了一道靚 麗的風景線。

結束植樹活動後,大家又從植樹現場移師到營 銷中心,加入到[一江兩岸]百米畫卷的繪製中 來。小朋友們紛紛拿起畫筆,大人們踴躍點評 指導,一幅秀美的百里邕江畫卷展現在眾人面 前。



樹木是人類的好朋友。今年三月份,為響應共 建美麗威海的號召,保利•紅葉谷開展了植樹 節特別活動,為城市添一抹綠色,也是為子孫 後代種下一片綠色的希望。



保利置業集團有限公司 二零一七年環境,社會及管治報告



#### Ribbon Project: Care for the Elderly

Honouring the aged is a traditional virtue of the Chinese people that underlines the fundamental spirit of Ribbon Project. Through Ribbon Project, Poly Property is actively engaged in charitable campaigns for the elderly, calling for all parties in the society to put their charity in practice by showing respect for their senior members and rallying for elderly services.

In January, Poly "Ribbon Project" made a visit to the Jiangdong Yikang Elderly Home with children from the Poly Artists Group and delivered gifts into the hands of the elderly. The volunteers also held an entertaining and enjoyable spring festival party. The event has carried out successfully by bringing laughter to the elderly. Poly Property wishes all elderly to be happy and healthy.

## 藍絲帶行動:關注養老

尊老敬老是中華民族傳統美德,關愛老年人是 藍絲帶行動的核心精神。保利置業藍絲帶行動 積極開展老年人公益活動,提倡全社會尊老敬 老,將愛心化為行動,投入愛老護老的隊伍。

一月份,保利「藍公益」攜手保利「快樂天使」兒 童藝術團的小朋友們來到江東怡康院為老人們 送上了一批慰問品,並帶來了一場精彩、歡樂 的迎春會。老人臉上洋溢的幸福笑容,是我們 此次活動最大的滿足。保利置業祝願天下所有 老人:「開開心心、福壽安康!」





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#### Care for Employees

Care for employee should be the top priority of any enterprise, so Poly Property attaches great importance to the health, growth, development and treatment of employees as well as their relations to the Company. We strive to provide all necessary support for employees so that they could create a better future for clients and communities together with the company.

As for recruitment, Poly Property intends to attract talent all over the country to join the "Poly family", helping them to cultivate themselves in terms of both professional ethics and characters, so that they could be equipped with the "four characters" and four "spirits" and complete the transition from growth to maturity and then to success. At the same time, the Group supports and carries out various exchange and care programs for all employees, regardless of city, subsidiary and post.

- "Four Characters": Conscience, Sense of Responsibility, Compassion, and Honesty
- "Four Spirits": Team Spirit, Scientific Spirit, Humanistic Spirit, and Professional Spirit

In February, Poly Hubei Investments Co., Limited\*, a subsidiary of Poly Property, held the East Lake Greenway Walking Activity of 2017 with the theme of "Walking towards the Dream with the Poly Family". A total of 115 employees from various departments joined the activity. Through the participation in such walking activity, employees were able to train their endurance and will power, enjoy the beautiful scenery alone the East Lake Greenway and develop the living concept of Green Travelling with Low Carbon. Moreover, the activity also facilitated the communication among employees to enhance their cohesion and helped them to devote themselves to the corporate operation with full enthusiasm and passion.

# 關懷員工

關懷員工是一家企業的首要重責,故保利置業 非常重視員工的健康、成長、發展、待遇和與 公司的關係,並致力為員工提供一切所需支 持,與企業並肩奮鬥,共同為客戶和小區創造 更理想及美好的未來。

在人才招聘方面,保利置業的企業發展理念旨 在鼓勵各地人才來到「保利」這個大家庭,在品 德和情操方面進行自我教育和自我塑造,培養 高尚的道德情操,努力具備「四個心」和「四種精 神」,致力完成「從成長到成熟,從成熟到成功」 的發展階段。集團同時本著同樣的心和精神支 持員工,為各城市、各附屬公司、各崗位部門 的員工舉行各式各樣的交流活動和貼心計劃, 讓每一位同事深刻感受到保利的一份關懷。

「四個心」:良心、責任心、愛心、誠實之心

#### 「四種精神」:團隊精神、科學精神、人文精神、 敬業精神

二月份,保利置業湖北保利投資有限公司以「保利人在一起,向夢想進發」為主題舉辦2017東湖 線道健步走活動,來自公司各部門共計約115名 員工參加本次活動。徒步行走不僅鍛煉了員工 的耐力和意志力,讓大家體驗了東湖綠道的秀 美風光,建立了「綠色環保,低碳出行」的生活 理念,更促進了員工之間的交流,增強了凝聚 力,為大家保持良好的精神狀態,以飽滿的工 作熱情投入到全年經營工作中奠定了基礎。





Photos of "Walking towards the Dream with the Poly Family" 「保利人在一起,向夢想進發」活動圖片

In August, Poly • 2017 Fuxian Lake International Half Marathon was officially started in Moon Bay Wetland Park in Chengjiang County in a sunny day. Nearly 10,000 athletes participated in this sports event and ran along the superb landscape of Fuxian Lake in Chengjiang County. 八月份天朗氣晴的日子,保利•2017撫仙湖國際半程馬拉松賽在澄江縣月亮灣濕地公園準時 鳴槍開賽。這場近萬人狂歡的體育盛宴,在山 水澄江撫仙湖畔盡情奔跑!



Photos of "Walking towards the Dream with the Poly Family" 「保利人在一起,向夢想進發」活動圖片



#### Training and Development

In response to the evolving market environment and challenges, Poly Property provides diversified and all-round trainings for managers at all levels, professional technicians and staff members in different forms to improve their management standards, professionalism and comprehensive abilities in order to improve the human resources management and organisational efficiency in pursuit of sustainable, stable and sound development of the company.

During the reporting period, the Group organised a variety of professional training programs. Poly Property cooperated with professional training organisations such as Shanghai Jiao Tong University, Bai Rui Real Estate Auditorium and Gaodun Training Institute to organise special training programs in the real estate industry. Officers were selected to participate in the fourth training session for managers of major state-owned enterprises by the SASAC, training programs of PPP project assets securitisation and operation of industrial investment funds, training lectures at the Feature Town Industry Operation Conference, and special human resources training session of the Group. Poly Property also arranged systematic financial personnel training, training session for the members of disciplinary committee and various professional training and exchange sessions in respect of product management, marketing management, costs and contracts, operation of the party committee and disciplinary supervision.

Poly Property is committed to provide diversified career development opportunities for its employees. Employees are motivated and given opportunities to show their talents under the appraisal and evaluation system and education and training mechanism, with an aim to achieve mutual growth of the employees and the company, and enhance the personal and social values of the employees. For career development, comprehensive management is implemented for the career path of employees. Open recruitment process is conducted for positions in regional branches, and the "double channels" system for the positions of management and specialised technicians to promote multiple development opportunities for employees and expand their career path, so as to stimulate the vitality and motivation of employees for higher organisational efficiency.

#### 培訓發展

為應對不斷發展的市場環境和挑戰,保利置業 積極組織開展多層次、多形式、全方位的培訓、 全面提升各級管理人員、專業技術人員和員工 團隊的管理水平、專業素質和綜合能力,提升 人力資源管理水平和組織績效,促進公司持 續、穩定、健康發展。

報告期內,本集團開展了各類專業培訓活動。 與上海交通大學、百鋭地產大講堂、高頓培訓 學院等專業培訓機構進行合作,組織開展房地 國有重要骨幹企業組織人事幹部培訓班、PPP 項目資產證券化與產業投資基金運作培訓班、 PPP 資馬題培訓會等培訓班、集團公司人力 資源專題培訓會等培訓活動;組織開展保利置 業系統財務人員培訓會、紀檢幹部培訓會以及 產品管理、營銷管理、成本合約、黨群工作、紀 檢監察等各類專業培訓交流會。

保利置業始終堅持為員工提供各種職業發展機 會,通過考核評估機制和教育培養機制,不斷 激發員工的潛能,提供施展才華的機會,實現 員工成長與公司經營協調一致、共同發展,創 造員工的自身價值與社會價值。在職業發展方 面,實施員工職業生涯管理,在區域公司開展 崗位公開競聘,建立管理崗位和專業技術崗位 「雙通道」機制,實現員工多通道發展,不斷拓 展其職業發展空間,釋放員工的活力與積極 性,提升組織效能。

## **Growing Together**

The Group is driven by a corporate spirit and fine tradition that attaches importance to dedication, honesty and integrity and prioritises the development of employees. It attends to the needs of all 13,000 employees, and provides good welfare and sound development and training programs for them, in a hope to identify and retain talents who will fight and grow with the Group.

In order to actively cope with the changing policy environment and market competition, the Group strictly abides by relevant labor laws and regulations, prevents the employment of child or forced labor, and regularly reviews and revises its HR policies, covering the remuneration, trainings, working hours, leaves and holidays, career prospects and other benefits. Detailed rules on its privacy and confidentiality policies and measures are set to avoid any leakage of information and protect commercial confidentiality and client information. The Group also regularly updates personal information of employees including professional titles, academic backgrounds, contact numbers, address of domicile, etc.

The Group provides welfare such as wedding, maternity and paternity leaves, year-end bonuses, medical program, retirement program and personal accident insurance for employees. Moreover, to ensure its employees stay healthy, the Group encourages employees to have physical check-ups regularly, so that they would pay attention to their health conditions.

In order to establish a multi-layered old-age assurance system, Poly Property has implemented the enterprise annuity program since 2012, which constitutes an integral part of the company's welfare system. The program takes the retirement needs of employees into full account, under which both the company and the employee contribute a portion as annuity. Employees can choose whether to join the program voluntarily, while the contributed annuity is used for investment management. Pursuant to relevant regulations, the annuity belongs to the employee himself or his successors and can be withdrawn upon the employee's retirement, death, or settlement in another country.

#### 共同奮鬥

本集團秉承「用心做事、誠信做人」的企業精神 和優良傳統,以愛築家,以人為本,因此保利 置業悉心照顧集團一萬三千名員工,並竭力維 護員工待遇福利,提供良好發展空間及培訓計 劃,以識別及留住人才與本集團一起奮鬥及成 長。

為積極應對不斷調整的政策環境和行業競爭, 本集團嚴格遵守勞工準則條例,防止僱傭童工 或強迫勞動,定期進行審查並修訂有關人事制 度,包括薪酬、培訓、工作時間、休息休假、事 業發展等方面,並對隱私及保密政策和措施進 行詳細的規定,確保無洩密的情況發生,保障 商業秘密和客戶隱私。本集團也定期更新職員 個人資料,包括專業任職資格、括學習學歷、 聯繫電話、家庭地址等信息。

本集團為員工提供的福利包括結婚假期、產假 及男士陪產假,年終特別酬金,醫療計劃,退 休福利及個人意外保險等。此外,集團為保障 員工的健康,鼓勵員工定期作身體檢查,旨在 叮囑員工注重身體狀況。

為建立多層次養老保障體系,保利置業於二零 一二年起實施企業年金方案,構成企業員工福 利制度的組成部分。此企業年金充分考慮員工 的退休生活保障,以自願性方式邀請員工參 加,每月由企業及參加計劃的員工共同繳納年 金所需費用。所繳納的年金將作投資管理用 途,並按政策規定歸屬員工本人或其繼承人, 於退休、身故或出境定居時領取。

The Group is convinced that fairness, honesty and integrity are our important assets, so employees should defend the good reputation of the Group. At the same time, the Group also actively discourages clients from giving gifts or employees from accepting gifts. For more information on anti-corruption, please refer to the relevant section in this Report.

The Group keeps a close eye on state and local policies, laws and regulations, and strives to effectively guarantee the welfare and health of employees.

As at 31st December, 2017, the Group had no violations of employment rules and regulations that may severely impact the development, performance and business of the Group.

本集團深信公平、誠實、廉潔是公司重要的資 產,保利員工必須維護集團的良好聲譽。同時, 本集團也積極勸阻客戶送禮等行為,亦不鼓勵 職員接受任何客戶禮物。更多相關反貪污的詳 情,請參閱此報告內的相關章節。

本集團緊隨國家及各地方政策法律法規,務求 本集團員工的福利及健康得到有效保障。

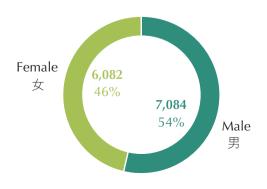
截至二零一七年十二月三十一日,本集團並無 因違反任何相關僱傭條例及規則而導致本集團 的發展、表現及業務受到重大影響。

本集團員工概況



#### **Overview of the Group's Employees**

Analysed by gender 目前男女員工人數



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Location 地區	Age 年齡	Male 男	Female 女
Hong Kong	>50	15	5
香港	41–50	11	8
	31–40	8	9
	<31	3	6
Shanghai	>50	106	25
上海	41–50	159	64
	31–40	180	164
	<31	99	111
Other locations	>50	1,103	692
其他地區	41–50	1,543	1,536
	31–40	1,778	1,411
	<31	2,079	2,051

# PROTECTING THE ENVIRONMENT TOGETHER

環保共創

# **Environmental Protection**

Climate change has become a common challenge for the entire international community. As a state-owned enterprise, Poly Property is committed to working closely with local governments, subsidiaries, suppliers and other stakeholders to understand the habits of resource use, so as to develop appropriate emission reduction targets and corresponding measures. The ultimate purpose is to mitigate greenhouse gas emissions and other environmental impacts, improve the quality of life in all regions and further achieve the goal of sustainable development.

# 環境保護

氣候變化已成為國際社會普遍面臨的挑戰。作 為一家中央企業,保利置業致力於與地方政 府、子公司、各供貨商及其他利益相關方密切 合作,瞭解資源運用的習慣,以便制定適當的 減排目標及相應措施,以減少溫室氣體的排放 及其他環境影響,改善各地區的生活質量,進 一步實現可持續發展的目標。

The Hong Kong and Shanghai headquarters of Poly Property have made improvements in energy saving and emission reduction. The specific measures include replacing ordinary light bulbs with energy-saving ones, regularly updating and maintaining heating and air conditioning systems and equipment, and improving the recycling of paper and other resources. In the Company's business activities, few packaging materials are used. Therefore, the use of packaging materials is not significant and relevant information has not been disclosed. This year, 160 kg of waste paper was recycled. At the same time, the Group also raises the environmental protection awareness of employees through a variety of means.

During the reporting period, the electricity consumption, gas consumption and greenhouse gas emission of the Group as counted in partnership with third-party vendors are as follows: 保利置業的香港和上海總公司在節能減排措施 上都作出了一定改善,包括逐步用節能燈替代 電燈,定時更新及保養采暖及空調系統和設 備,提高紙張和其他資源的回收效率等。本公 司業務一般不使用大量包裝材料,因此製成品 所用包裝材料並不嚴重,相關資料並未披露。 今年,廢紙的回收量達160千克。同時,本集團 也透過不同方法提高員工對實踐環保的意識。

本報告期內,經第三方機構核算之用電量、用 氣量及溫室氣體排放量如下:

		Hong Kong HQ 香港總公司	Shanghai HQ 上海總公司
	바라빠/고키田主/		
Emission (Company vehicle)	排放物(公司用車)		
Sox	硫氧化物	<b>234</b> g克	<b>310</b> g克
NOx	氮氧化物	<b>9,219</b> g克	31,530 g克
РМ	懸浮粒子	<b>679</b> g克	2,855 g克
Total greenhouse gas emission	溫室氣體總排放量(公司用車)		
(Company vehicle)			
CO2	二氧化碳	37,507 kg千克	<b>49,846 kg</b> 千克
CH4	甲烷	<b>84 kg</b> 千克	<b>112 kg</b> 千克
N2O	一氧化二氮	5,447 kg千克	<b>7,241 kg</b> 千克
Scope 1 Direct greenhouse gas	範圍1直接溫室氣體		
emission (Total direct greenhouse gas	(柴油汽油直接溫室氣體總排放量)		
emission from diesel petrol)		<b>43,039 kg</b> 千克	57,200 kg千克
Scope 2 Indirect greenhouse gas	範圍2間接溫室氣體		C C
emission (Total indirect greenhouse	(用電間接溫室氣體總排放量)		
gas emission from electricity)		75,251 kg千克	129,416 kg千克
Diesel petrol	柴油汽油	21,121 litre公升	<b>15,893 litre</b> 公升
Non-hazardous waste	無害廢物	<b>780 kg</b> 千克	11,440 kg千克
Hazardous waste	有害廢物	NIL 無	NIL 無

#### Hong Kong HQ Shanghai HQ 香港總公司 上海總公司

Electricity consumption	用電量		95,255 kWh 千瓦時	197,070 kWh 千瓦時
Gas consumption	用氣量		N/A 不適用	<b>29 m</b> 3 立方米
Water consumption	用水量		N/A 不適用	N/A 不適用
			(without individual	(without individual
			water meter)	water meter)
			(無獨立水錶)	(無獨立水錶)
Measures to mitigate emission,	減低排放物的措施及所得成果	(i)	LED lights (if	
results achieved			applicable)	
			採用LED燈	
			(如適用);	
		(ii)	Power off the	
			devices when not in	1
			use	
			在不使用時關閉設	
			備	
How hazardous waste & non-	如何處理有害廢棄物	Tł	ne non-hazardous was	ste is mainly office waste
hazardous waste are handled,	及無害廢棄物及所得成果		and kitchen waste	generated in canteen in
results achieved			Shanghai that were	handled by outsourced
			professional parties.	The Company encourages
			electronic documen	tations, avoiding multi-
			packaging materials a	and appreciation of food.
		無	害廢棄物主要來源辦公	公室廢棄物和上海食堂廚廢
			物由外部專業承包商	處理。公司鼓勵電子化文
			檔,減少多層包裝材料	斗及珍惜食物。

The construction supervision is focused on the rectification of hidden dangers, improvement of environmental protection awareness, and practice of ecological-based green development. To mitigate the impact of construction on the environment, the Group strictly complies with relevant standards and regulations promulgated by the state and local governments, and asks the general contractors to explain in detail the environmental protection guides and specific measures to be adopted during construction, including but not limited to reduction of waste water, dust, and exhaust generated during construction, noise and light pollution control, energy saving and emission reduction measures, disposal measures of solid wastes, reuse of non-renewable resources, and protection measures for water and soil erosion along the construction slopes.

在施工監理的實踐中,以隱患治理為基礎,提 高環境保護的意識水平,踐行生態文明的綠色 發展。為減低施工期間對環境的影響,集團嚴 格按照國家和地方政府的有關標準及規定,要 求總承包闡明施工環保方針及採用的環保措 施,包括但不限於減少施工產生的廢水、揚塵 及廢氣排放量、噪音及光污染的控制措施、 能減排措施、固體廢棄物處理措施、不可再生 資源循環運用措施、施工邊坡工程的水土流失 保護措施等。

The Group implements actual control measures in accordance with the construction plan of the general contractor and requires the general contractor to revise and improve the construction plan in a timely manner. The control measures hereof are designed to ensure that the general contractor takes appropriate control and mitigation measures and sets up corresponding treatment systems, to avoid the pollution of the construction site and ambient environment by harmful substances, prevent potential impacts on water quality or air, minimise the impacts of the construction on production and living condition in surrounding areas, and meet relevant requirements of the state and local governments.

In addition, the Group also requires the general contractor to use green materials, products and engineering equipment that are enlisted in the catalogue of national certified products, to ensure no harm is caused to human body.

#### **Green Real Estate**

In response to the state's call for green buildings and the relevant strategic plans, Poly Property rolled out the green property development strategy in 2012 based on its own characteristics, existing conditions and market demands. Poly Property also formulated the Green Building Star Rating Measures Guideline in 2014 and determined its product theme as "Green and Healthy Home" in 2017. The goal of the strategy is to incorporate green products into property development so that Poly Property would become a unique "Cultural Property + Green Property" developer in China that pays attention to energy conservation, emission reduction and other environmental impacts in the course of new market explorations. With a dedication to providing clients with comfortable, energy efficient, people-oriented, high-tech, environmental friendly and green cultural properties, the Group offers products to clients that far exceed their expectations with the integration of technology and culture as well as technology and humanistic care. This creates superb values for clients and the harmony of people and their living environment.

Poly Property strictly complies with relevant laws, regulations and standards on energy conservation and environmental protection, implements the green strategic development goals and vigorously promotes energy conservation and emission reduction tasks via strengthened management. The Group adheres to scientific, systematic and differentiated green property guiding ideology and does its utmost to offer green property options for clients.

本集團根據總承包的施工計劃,執行實際管控 措施,並要求總承包及時修訂和完善其施工環 保計劃。該管控確保所有總承包均採取適當的 控制及緩解措施,成立相應處理系統,避免有 害物質污染施工場地及其周邊環境,避免對水 質或空氣的潛在影響,把對施工場地周邊生產 和生活的影響減至最低,並滿足國家和地方政 府有關規定的要求。

此外,本集團更要求總承包確保其所提供的材 料均為綠色環保產品,工程設備等,均為國家 認證產品名錄內,以確保無對人體有害的材料。

#### 綠色地產

保利置業嚴格遵守有關節能及環保法律、法規 及標準,落實綠色戰略發展目標,強化管理, 大力推動節能減排工作,堅持以科學化、體系 化、差異化的綠色地產指導思想,力爭為客戶 提供綠色地產選擇。

#### Scientific 科學化

- Develop green building and customise technical strategy by taking customer demands, market requirements, economic costs, technical maturity, customer acceptance and other factors into full consideration
- 綜合考慮各類客戶及不同的市場要求、經 濟成本、技術成熟度、客戶認可度等因 素,制定線色建築及因地制宜的技術策略

• Form a set of systematic green building practices through integrated design

通過整合設計,形成一套體系化的綠色建

#### Ordinary property: 普通住宅:



Low-cost green technologies: Consider design in terms of the building's geographical location, climate conditions and human environment, take measures to highlight advantages and bypass shortcomings, and maximise energy efficiency

低成本線色技術體系 — 從建築的地理位置、氣候條件及人文環境等因素考慮設計,採取措施揚長避短, 使能源使用率最大化

#### Medium-to high-end residential property: 中高端住宅:



Obtaining the national green building evaluation certification: Improve the ratio of properties with fine decorations and attain the Group's green and energy-saving goals

獲取國家綠色建築評論標識 — 提供住宅精裝修比 例,實現集團綠色節能目標

#### Differentiated 差異化

Systematic 體系化

築實踐系統

- Tap the core values of cultural real estate and combine the advantages of cultural real estate and green technologies to differentiate the Group from other green property development companies with stronger cultural content of the brand
- 發揮文化地產核心價值,並結合綠色節能 技術,與其他綠色地產企業形成差異化的 發展,強化集團品牌文化內涵

#### High-end residential property: 高端住宅:



Paying attention to high-quality, green, healthy and energy-saving lifestyle: Adopt various green and low-carbon technologies to improve indoor health, provide clean indoor air, and achieve low energy consumption

注重高品質線色健康生活的節能住宅 - 提升室內健 康技術品質,提供清潔綠色的室內空氣、低能耗/科 技性住宅技術體系等各種綠色低碳技術

Hotels, office buildings, urban complexes and other public buildings:

酒店、寫字樓、城市綜合體等公共建築:



Obtaining international green building certification: Establish relevant databases that store the effects and testing results of corresponding green and energy-saving technologies and measures

獲取國際性綠色建築認證 — 建立綠色節能技術應用 措施效果檢驗的相關資料庫 29

POLY PROPERTY ENVIRONMENTA

U ED OVERNANCE REPORT 2017

# ENVIRONMI 環境、社會及

#### Strategy of

Poly Property v Property TOP 50 017 China Green es the final list of

top 50 enterprises upon data calculation and selection of enterprises that have obtained certifications including Green Building Certification (two stars and three stars), LEED and BREEAM, taking into account votes from the Internet and rating of the judging panel. Poly Property was ranked 23rd in the index. 保利置業榮登《2017中國綠色地產TOP50指數》 榜單。該榜單為對各大企業獲得綠色建築星級 認證(二星、三星)和LEED、BREEAM等認證項 目進行統計和篩選後,結合網絡票數、評審團 分數,最終確定的TOP50企業。在此榜單中,保 利置業名列23名。



#### Branding with a Green Theme

Green buildings of Poly Property, characterised by their energy saving and conservation features, provides people with healthy and comfortable living environment. In the face of increasing awareness on environmental protection nowadays, Poly Property has duly performed its social responsibilities as a stated-owned enterprise and has launched a new product strategy under the theme of "Green and Healthy Home" in 2017.

#### 品牌打造綠色主題

保利置業的綠色建築從建築本身做到節約和回 歸,為人們提供健康、舒適的生活空間。在提 倡環保生活的今天,保利置業充分履行央企的 社會責任,2017提出全新的產品戰略主題 — 綠 色健康家。

Existing Green Building Certifications of Poly Property	保利置業現有綠色建築認證	Quantity 數量
3-star national certification	國家三星級認證	2
2-star national certification	國家二星級認證	14
1-star national certification	國家一星級認證	19
U.S. LEED Gold certification	美國LEED金獎認證	1
Green building certification at provincial and municipal (directly under the central government) levels	省級、直轄市級綠建認證	6

Total	共計	42

#### Shanghai Poly Greenland Plaza

The Shanghai Poly Greenland Plaza project is a high-end commercial and office complex located in Changyang Road in Yangpu District. The project has obtained the 2-star national green building design certificate. Its design focuses on various aspects such as land saving, outdoor landscape, transportation and services, environment protection and energy saving. Apart from its environmental protection and energy saving features, it also offers an excellent office environment.

#### 上海保利綠地廣場

上海保利綠地廣場項目為高端商業辦公樓, 位 於楊浦區長陽路。該項目取得了國家二星級綠 色建築設計標識證書。在節約用地、室外環境 設計、交通與服務、環保節能等方面重點設計, 環保節能的同時,更為工作人員提供良好的辦 公環境。



Aerial photograph of the Shanghai Poly Greenland Plaza project 上海保利綠地廣場項目 航拍園景圖

#### Shangdong Weihai Poly Maple Valley

The Poly Maple Valley project is a high-end residential project located in Weihai, Shangdong. The project has obtained the 2-star national green building design certificate. Its design focuses on various aspects such as land saving, reasonable greenery and use of underground spaces, prevention of light pollution, noise alleviation and breezy and barrier free environment. Poly Maple Valley, which highlights the product quality of Poly Property as a central enterprise, is an exemplification of the local highend residential property.

#### 山東威海保利紅葉谷

保利紅葉谷項目位於山東威海,為當地高端質 量住宅項目。項目取得國家二星級綠色建築設 計標識證書。在節約利用土地、合理設置綠化、 合理利用地下空間、避免光污染、降噪、風環 境、無障礙設計等方面重點打造,彰顯央企保 利的產品質量,是當地高端住宅的成功典範。

Landscape photograph of the Shangdong Weihai Poly Maple Valley project 山東威海保利紅業谷項目園 景圖



#### Guiyang Poly Phoenix Bay

Poly Property continued its property development effort in 2017. Guiyang Poly Phoenix Bay was awarded the first "Green Eco-community" certificate of Guizhou Province in the "2017 National Energy Saving Promotion Week and National Low-carbon Day Campaign of Guiyang City, Guizhou Province".

#### 貴陽保利鳳凰灣

二零一七年保利置業持續發力,在貴陽市舉行 的「貴州省暨貴陽市二零一七年全國節能宣傳 周和全國低碳日活動」上,貴陽保利鳳凰灣榮獲 貴州省首個「綠色生態社區」認證證書。



In the Poly Phoenix Bay project, Poly Property has achieved breakthroughs in aspects including reclaimed water, permeable ground surface and optical conductor lighting system through specific research with a combination of green building technologies and project characteristic. Zone A, Zone F and Zone E of Phoenix Bay have obtained 2-star green building design certificate during 2016–2017.

We aim to mitigate greenhouse gas emissions and other environmental impacts, improve the quality of life in all regions and further achieve the good of sustainable development.

Based on its successful development, Guizhou Poly Property, based on its years of development and practical experience, became a participating unit of the evaluation criteria for green ecological communities in Guizhou Province and made an important contribution to the development of the green building industry in Guizhou. Guizhou Poly Property fulfils its social responsibilities as a stated-owned enterprise in the development of the green industry. 保利鳳凰灣項目,保利置業通過針對性的研究,結合綠色建築技術標準與專案自身特色, 在中水利用、透水地面、光導照明系統等可實 施工性強的方面重點突破,相續在二零一六年 至二零一七年期間獲得鳳凰灣A區、F區、E區二 星級綠色建築設計標識認證。

我們致力減少溫室氣體的排放及質地環境影響,改善各地區的生活質量,進一步實現可持 續發展的目標。

在此基礎上,保利置業貴州公司提供多年開發 實踐經驗資料,成為《貴州省綠色生態社區評價 標準》的參編單位,為貴州綠色建築產業發展做 出重要貢獻,充分體現了保利置業作為央企在 綠色產業發展上的社會責任。



Real scene of the front door of Poly Phoenix Bay Cherry Blossom Avenue (保利鳳凰灣櫻花大道) 保利鳳凰灣櫻花大道前門實景圖

Poly Property is committed to improving the development of green properties and will strive to fully implement its project initiatives and boost the development of green properties through continuous promotion, investment in research and development and launch of pilot projects.

#### Looking to the Future

Facing the future, Poly Property will adhere to the core operation philosophy of "Expertising in Cultural Real Estate" with a focus on "culture, harmony, nature and high end". Driven by a corporate spirit and fine tradition that attaches importance to dedication, honesty and integrity, the Group will make persistent efforts to enhance the architectural quality and commercial value of the properties. Ultimately, it aims to build a pleasant living environment for its clients, shareholders and partners, create satisfactory returns to its shareholders, and build a positive social image by shouldering corporate social responsibilities and creating social values.

In an effort to brand with a green theme, we will work closely with the local governments, suppliers and other stakeholders to provide people with a eco-friendly, healthy and comfortable environment. 保利置業堅持在綠色地產實施的路程上一路前 行,後續將通過持續宣貫普及、研究投入和項 目試點,全面在專案應用的實施,推進綠色地 產的發展。

#### 展望未來

面向未來,保利置業將繼續秉持「專築文化地 產」的企業經營理念,堅持以「文化、和諧、自 然、高端」為核心,以「用心做事,誠信做人」的 企業精神和優良傳統,不懈努力,力爭提升建 築的品質和商業價值,為客戶、股東和合作夥 伴締造美好的生活環境,並承擔社會責任,以 雙手實現社會價值,建立優秀的企業形像。

我們努力打造綠色品牌,將與地方政府、供應 商和其他利益相關方密切合作,為人們提供環 保、健康及舒適的生活空間。

#### Safety Management

Safe production is the basis and foundation on which business operations are unfolded. Without safety, all operating results will be in vain. The Group will adhere to the scientific concept and guiding principle of "peopleoriented and safe development", further strengthen safety awareness, and enhance the leadership of safe production operations. In addition, the Group will intensify supervision, accountability and rectification of safety tasks, and do its utmost to curb all kinds of safety incidents, so as to create a sound safe production environment for the stable and sustained operations of the Company.

#### Working Together for Charity

In response to the slogan of "Poly Brings You Joyful Living" put forward this year, Poly Property will be firmly footed in its main businesses and build "dynamic, healthy, smart and cultural communities" from the four dimensions of "innovation, cross-border, collaboration and experiencing". In order to highlight the humanistic and cultural substances of Poly as a life and artistic expert, the "Blue Charity" program will continue to carry out a variety of community welfare activities, to make due efforts in the construction of a harmonious and beautiful life for the general public.

#### Care for Employees

Looking to the future, the Group will strive to improve the education and training system for employees and establishes a multi-layered, fully-covered training system with different categories and forms as well as distinctive characteristics. The system aims to fully tap into the potential of employees and nurture talent in a continuous manner, which will help guarantee the achievement of the Group's goals.

#### Protecting the Environment Together

The main objective of green property is to boost green building rating and to increase the ratio of decorated properties, so as to obtain the Label under China's Green Building Evaluation Standard.

#### 安全管理

安全生產工作是企業經營工作的基礎和根基, 沒有安全,一切的經營業績都將歸零,本集團 堅持安全生產「以人為本、安全發展」的科學理 念和指導原則,進一步增強安全意識,加強對 安全生產工作的領導,進一步強化監督,落實 責任,加大安全整頓工作力度,堅決遏制各類 安全事故,為公司穩健經營持續營造良好安全 生產環境。

#### 攜手共用

為回應保利在今年提出的「心保利 • 悦萬家」口 號,立足主業,以「創新、跨界、共用、體驗」四 大維度,建設「活力社區、健康社區、智慧社 區、文化社區」等四大社區,彰顯保利生活藝術 家的人文文化底蘊,保利「藍公益」將繼續開展 各種形式的公益活動,為大眾市民建設至善和 美的和諧生活,獻上最誠摯的一顆心。

#### 關懷員工

展望未來,集團將致力完善員工的教育培訓體 系,建立更具鮮明企業特色的多層次、分類別、 多形式、全覆蓋的教育培訓體系,更能充分挖 掘員工潛能,培育人才,為實現集團目標提供 持續性的人才保證。

#### 環保共創

綠色地產的主要目標將以推進綠色建築評級和 推進住宅精裝修比例兩項內容作主導,以獲取 中國綠色建築評價標識。

# INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE ISSUED BY HKEX

Environmental, Social and Governance Reporting Guide issued by Hong Kong Exchanges and Clearing Limited and references of this Report

# 香港交易所《環境、社會及管治 報告指引》內容索引

香港交易及結算所有限公司《環境、 社會及管治報告指引》及本報告的參 考資料

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KPI 關鍵績效指標	Description 説明	Page/Notes 頁碼∕註釋
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層面B6:產品責任	provided and methods of redress 一般披露 有關所提供產品和服務的健康與安全、廣告、標識及私隱事 宜以及補救方法的政策及遵守對發行人有重大影響的相關 法律及規例的資料	
KPI B6.1 關鍵績效指標B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比	11
KPI B6.2 關鍵績效指標B6.2	Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法	_
KPI B6.3 關鍵績效指標B6.3	Description of practices relating to maintaining and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例	9-11
KPI B6.4 關鍵績效指標B6.4	Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序	10-11
KPI B6.5 關鍵績效指標B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored 描述消費者資料保障及私隱政策,以及相關執行及監察方法	13

KPI 關鍵績效指標	Description 説明	Page/Notes 頁碼/註釋
Aspect B7: Anti-corruption 層面B7:反貪污	General Disclosure Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering 一般披露	12
	有關防止賄賂、勒索、欺詐及洗黑錢的政策及遵守對發行人 有重大影響的相關法律及規例的資料	
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	12
KPI B7.2 關鍵績效指標B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored 描述防範措施及舉報程序,以及相關執行及監察方法	12
Aspect B8: Community Investment 層面B8:小區投資	General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests 一般披露 有關以小區參與來瞭解營運所在小區需要和確保其業務活 動會考慮小區利益的政策	13-19
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution 專注貢獻範疇	13-19
KPI B8.2 關鍵績效指標B8.2	Resources contributed 在專注範疇所動用資源	13-19