

# 2024

## 環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



萬物雲空間科技服務股份有限公司  
Onewo Inc.

**ONEWO**   
万物云共同发展计划



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# 關於本報告

本報告為萬物雲空間科技服務股份有限公司（以下簡稱「本公司」）發布的第三份《環境、社會及管治報告》（以下簡稱「ESG 報告」或「本報告」），重點披露本公司及其附屬公司（統稱「萬物雲」或「我們」）於 2024 年在 ESG 方面的管理理念、管理舉措及亮點成效等。

## 編制依據

本報告嚴格依照香港聯合交易所有限公司（以下簡稱「聯交所」）《香港聯合交易所有限公司證券上市規則》（以下簡稱「上市規則」）附錄 C2《環境、社會及管治報告守則》（以下簡稱「ESG 報告守則」）進行編制；並參考以下國際標準和依據：

- 全球可持續發展標準委員會（GSSB）發布的《GRI 可持續發展報告標準》（GRI Standards）
- 可持續發展會計準則委員會（SASB）發布的《SASB 標準》（SASB Standards）
- 國際可持續準則理事會（ISSB）《國際財務報告可持續披露準則第 2 號——氣候相關披露》（IFRS S2）
- 聯合國《可持續發展目標（Sustainable Development Goals, SDGs）企業行動指南》

# About This Report

This report is the third Environmental, Social and Governance Report (the “ESG Report” or the “Report”) issued by Onewo Inc. (the “Company”), which highlights the management philosophy, management measures, conspicuous achievements, etc. of the Company and its subsidiaries (collectively as “Onewo”, “we” or “us”) regarding ESG in 2024.

## Basis of preparation

This report is prepared in strict accordance with Appendix C2 – Environmental, Social and Governance Reporting Code (the “ESG Reporting Code”) of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the “Listing Rules”) issued by the Stock Exchange of Hong Kong Limited (the “Stock Exchange”). It also takes reference from the following international standards and frameworks:

- GRI Standards issued by the Global Sustainability Standards Board (GSSB)
- SASB Standards issued by the Sustainability Accounting Standards Board (SASB)
- IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB)
- SDG Compass issued by the United Nations, the guide for business action on the SDGs



## 報告原則

本報告編制過程遵循香港聯交所《ESG 報告守則》四大匯報原則。

### 重要性

萬物雲開展重要性議題評估工作，邀請利益相關方參與評估，由董事會對年度重大性分析結果進行審批確認，並於本報告披露公司於重要性議題的影響及表現。

### 量化

本報告所披露的數據已經過審閱，並於報告中列明重點數據所參考的計算標準及方法。

### 平衡

準確、真實且完整地披露公司的 ESG 表現。

### 一致性

本報告為本公司發布的第三份《環境、社會及管治報告》，未來我們將盡可能確保報告採用一致的披露原則，當出現統計方式等相關因素更改時，我們將在報告中說明具體更改及變更原因。

## 報告範圍

本報告的報告期間為 2024 年 1 月 1 日至 2024 年 12 月 31 日（「報告期內」或「本年度」），部分內容向前後適度延伸。

除個別資料有特定說明，本報告中的政策文件、聲明、數據等覆蓋萬物雲的實際業務範圍。如無特別說明，本報告中所涉及貨幣金額以人民幣為計量幣種。本報告重點披露 ESG 信息，部分內容須與本公司《萬物雲空間科技股份有限公司 2024 年度報告》（以下簡稱「萬物雲《2024 年度報告》」）一併閱讀。

## Principles of reporting

The preparation of this report follows the four reporting principles set out in the Stock Exchange's ESG Reporting Code:

### Materiality

Onewo commenced its assessment of material topics and invited stakeholders to participate in the assessment. The Board of Directors approves and acknowledges the results of annual materiality analysis, and discloses the effects of the Company on material topics and the Company's ESG performance in this report.

### Quantitative

Data in this report have been reviewed, and measurement standards and methodologies referred by key data are also set out in this report.

### Balance

The Company's ESG performance is disclosed accurately, authentically and completely.

### Consistency

This report is the third ESG report disclosed by the Company. In the future, we will try our best to ensure consistent disclosure principles and explain specific changes and reasons for changes in the report in case of any changes in statistical methods and other relevant factors.

## Scope of report

The reporting period is from 1 January 2024 to 31 December 2024 (the "reporting period" or the "current year"), with the period of some content moderately extending forward and backward.

Except for specific instructions on individual data, policy papers, statements, data, etc., in the report cover the actual business scope of Onewo. Unless otherwise specified, currency amounts involved in this report are denominated in RMB. This report focuses on the disclosure of ESG information, some of which shall be read in conjunction with the 2024 Annual Report of Onewo Inc. (the "2024 Annual Report of Onewo").



## 數據來源

本報告使用數據及資料主要源自公開數據、內部統計報表、第三方調研、行政文件及報告等相關文件。

## 報告批准

本報告於二零二五年三月二十五日獲得董事會審閱確認，批准發布。

## 報告鑒證

我們已委託香港品質保證局為本報告的內容作獨立驗證核實。有關詳情請參閱附錄IV - 外部核實聲明。

## 報告獲取

本報告提供繁體中文及英文版本供讀者參閱，報告電子版可在聯交所網站 ([www.hkexnews.hk](http://www.hkexnews.hk)) 或本公司的官方網站 ([tc.onewo.com](http://tc.onewo.com)) 獲取。如中英文有任何不相符之處，應以繁體中文為準。

## 意見反饋

如閣下對本公司 ESG 工作或本報告及其內容有任何疑問或反饋意見，歡迎通過以下電子郵寄地址與我們聯絡：[esg@onewo.com](mailto:esg@onewo.com)。

## Data sources

Data and information used in this report are mainly derived from public data, internal statistical statements, third-party surveys, administrative instruments, reports and other related documents.

## Approval of report

This report was reviewed, acknowledged and confirmed for publication by the Board of Directors on 25 March 2025.

## Report assurance

We have engaged Hong Kong Quality Assurance Agency to conduct independent verification of the content of this report. For further details, please refer to Appendix IV – External Verification Statement.

## Access to this report

This report is available in traditional Chinese and English, with electronic versions available on the Stock Exchange website ([www.hkexnews.hk](http://www.hkexnews.hk)) or the Company's official website ([en.onewo.com](http://en.onewo.com)). In case of any discrepancy between the Chinese and English, the traditional Chinese shall prevail.

## Opinions and feedback

If you have any questions or feedback regarding the Company's ESG work or this report or its contents, please contact us at [esg@onewo.com](mailto:esg@onewo.com).



# 關於萬物雲

# About Onewo

## 萬物雲 2024 年大事記

## Major Events of Onewo in 2024

2024 年 3 月  
March 2024



萬科物業發布《物業管家發展白皮書》  
Vanke Service released White Paper on Property Steward  
Development

3 月 20 日

萬科物業、中指院聯合發布行業首份《物業管家發展白皮書》，圍繞客戶住房全生命週期統籌管家服務設計，以多元化服務為鏈接點重構鄰里美好生活。

On 20 March

Vanke Service and China Index Academy jointly released the industry's first White Paper on Property Coordinator Development. The paper focuses on designing integrated coordinator services throughout the full lifecycle of residential living, reconstructing vibrant neighbourhood life through diversified service offerings.

3 月 25 日

萬物梁行聯合萬科公益基金會、廣州大學、東南大學、首都經濟貿易大學、萬科集團共同編寫的《零廢棄辦公實施與評價指南》正式發布。

On 25 March

Cushman & Wakefield Vanke Service, in collaboration with Vanke Foundation, Guangzhou University, Southeast University, Capital University of Economics and Business, and Vanke Group, officially released the Guidelines for the Zero-Waste Office Implementation and Evaluation.

3 月 31 日

萬物雲城全域基層治理平臺上線，利用「智慧營運平臺」攜手深圳市福田区梅林街道探索政企合作的基層治理模式新範式。

On 31 March

City Up Community Governance Platform was launched. Leveraging the "Smart Operation Platform", it pioneered a new model of government-enterprise collaboration in grassroots governance in partnership with Meilin Subdistrict, Futian District, Shenzhen.



## 2024 年 4 月 April 2024



萬物雲「中國人居住社區能源管理創新案例」獲上海氣候周獎項  
Onewo's Innovative Case of Energy Management in Chinese Residential Communities wins award at Shanghai Climate Week

### 4 月 23 日

萬物雲「中國人居住社區能源管理創新案例」引導約 187 萬戶家庭參與節能減排實踐，實現在管社區能源智能化轉型。

### On 23 April

Onewo's Innovative Case of Energy Management in Chinese Residential Communities engaged approximately 1.87 million households in energy conservation and emissions reduction practices, contributing to the intelligent energy transformation of managed communities.

## 2024 年 5 月 May 2024



萬物雲入選 2024 年《財富》中國 ESG 影響力榜  
Onewo was included in the 2024 Fortune China ESG Impact List

### 5 月 14 日

萬物雲入選 2024 年《財富》中國 ESG 影響力榜，成為行業唯一上榜企業。

### On 14 May

Onewo was included in the 2024 Fortune China ESG Impact List, becoming the only company from its industry to be featured on the list.



萬科物業發布行業首份《社區兒童物業服務手冊》  
Vanke Service released the industry's first Community Property Service Manual for Children

5 月 17 日

萬科物業聯合深圳物協、克而瑞發布行業首份《社區兒童物業服務手冊》，以兒童安全和成長為核心，對社區兒童服務進行「全覆蓋、全觸點、微服務」的完整呈現。

On 17 May

Vanke Service, together with the Shenzhen Property Management Association and CRIC, released the industry's first Community Children Property Service Manual. Centred on child safety and development, the manual provides a comprehensive framework for delivering community-based services to children through full coverage, multi-touchpoint engagement, and micro-level service delivery.

5 月 22 日

萬科物業啟動設施煥新「Day One 行動」，全面落實物業設施養護動作，踐行「設施設備運行好」理念。

On 22 May

Vanke Service launched the "Day One Initiative" for facility renewal, fully implementing maintenance actions for property facilities and upholding the philosophy of ensuring optimal operation of facilities and equipment".

## 2024 年 8 月 August 2024



萬科物業發布騎手通行解決方案  
Vanke Service launched a courier access solution

8 月 23 日

萬科物業聯合美團共同發布騎手通行解決方案，合力破解配送最後一百米難題，將行業痛點變為服務亮點。

On 23 August

Vanke Service and Meituan jointly released a courier access solution, addressing the "last 100 metres" delivery challenge. The initiative transforms an industry-wide pain point into a service highlight through collaborative innovation.



## 2024 年 10 月 October 2024



萬科物業開展管家節  
Vanke Service launched Coordinator Festival



萬物梁行發布《中國商企空間低碳物業白皮書 2024》  
Cushman & Wakefield Vanke Service released White Paper:  
Commercial Real Estate Decarbonisation in China 2024



萬科物業發布睿服務體系 3.0  
Vanke Service released Rui Service System 3.0

### 10 月 22 日

萬科物業開展管家節，業內的首個專為管家設立的節日正式誕生。

#### On 22 October

Vanke Service launched Coordinator Festival, marking the official establishment of the industry's first dedicated festival for property coordinators.

### 10 月 23 日

萬物梁行、同濟大學、RICS 在新加坡舉辦「零碳城市峰會」上，聯合發布《中國商企空間低碳物業白皮書 2024》中英文版本。

#### On 23 October

Cushman & Wakefield Vanke Service, Tongji University, and RICS jointly released the Chinese and English versions of the White Paper: Commercial Real Estate Decarbonisation in China 2024 at the Zero Carbon City Summit held in Singapore.

### 10 月 27 日

萬科物業發布睿服務體系 3.0，業主可按需挑選服務清單，充分尊重客戶意見，實現人工智慧、跨項目的機器化作業。

#### On 27 October

Vanke Service released the Rui Service System 3.0, enabling homeowners to select service items based on their needs. The upgrade places strong emphasis on customer preferences and achieves AI-powered, cross-project mechanised operations.

## 2024 年 11 月 November 2024



萬物雲代表在第 29 屆聯合國應對氣候變化大會上發言  
Onewo representative spoke at the 29th United Nations Climate Change Conference

### 11 月 18 日

搭載萬物雲邊緣服務器「靈石」能源管理模塊的「上海金色榴鄉園低碳綠色智慧社區」案例入選國家生態環境部宣教中心「2024 美麗中國，我是行動者」企業氣候行動案例，獲評上海市生態環境局低碳示範社區，並作為中國企業代表在第 29 屆聯合國應對氣候變化大會上發言。

### On 18 November

The Low-Carbon, Green and Smart Community Project at Shanghai Jinse Liuxiangyuan—powered by Onewo's Lingshi Edge Server with its energy management module—was selected as a corporate climate action case under the Education Center of Ministry of Ecology and Environment's 2024 Beautiful China, I'm an Actor campaign. The project was also recognised as a Low-Carbon Model Community by the Shanghai Municipal Bureau of Ecology and Environment and was presented by Onewo as a representative Chinese enterprise at the 29th United Nations Climate Change Conference.

## 2024 年 12 月 December 2024



萬物雲發布邊緣服務器「靈石」  
Onewo launched Lingshi Edge Computing Server

### 12 月 11 日

萬物雲發布邊緣服務器「靈石」作為不動產管理的 AI 大腦，徹底改變物業服務作業形態，重塑空間效率。「靈石」的能源管理模塊將通過 AI 能源使用預測分析、微電網調度等功能的視線，進一步提高服務空間的能源使用效率。

### On 11 December

Onewo launched its Lingshi Edge Computing Server as the AI hub for real estate management. The innovation fundamentally transforms the operational model of property services and redefines spatial efficiency. The energy management module of Lingshi will further enhance energy efficiency within service spaces through functions such as AI-powered energy usage forecasting and microgrid dispatching.



## 公司簡介

### Company Profile

萬物雲是中國領先的全域空間服務提供者，秉持「重塑空間效率，服務歷久彌新」的使命，透過空間物聯技術及應用，構建產業互聯生態，成為由社區、商企和城市空間「三駕馬車」業務體系協同驅動的獨一無二的服務供應商。萬物雲（股票代碼 2602.HK）於 2022 年 9 月在香港聯交所主板上市。

萬物雲的持續創新與突破來源於我們的自我驅動文化。憑藉對客戶需求的敏銳洞察和對科技的深度應用，我們不斷優化服務模式，提升空間管理效率。基於我們的品牌定位，我們致力於為中國經濟最發達的高線級城市空間以及客戶提供優質服務。

有關公司業務策略、營運及財務表現的詳細內容，請查看萬物雲《2024 年度報告》。

Onewo is a leading omni-space service provider in China. Guided by the mission of “Tech For Better Space, Service For Ever Better”, the Company leverages spatial IoT technologies and applications to build an interconnected industrial ecosystem. It is a unique service provider driven by a synergistic business system encompassing community, commercial and corporate, and urban space services. Onewo (stock code: 2602.HK) was listed on the Main Board of the Hong Kong Stock Exchange in September 2022.

Onewo's continued innovation and breakthroughs stem from our self-driven culture. Through sharp insights into customer needs and the in-depth application of technology, we continuously optimise our service models and enhance spatial management efficiency. Aligned with our brand positioning, we are committed to delivering high-quality services to spaces and clients in China's most economically advanced, high-tier cities. Based on our brand positioning, we strive to provide best-in-class space services to customers in high-tier cities with strong economic fundamentals.

For detailed information on our business strategies, operations, and financial performance, please refer to the 2024 Annual Report of Onewo.

## 年度榮譽 Annual Honours

萬物雲致力於不斷提升服務品質、發展科技競爭力與變革商業模式，為客戶和社會創造價值。本年度，我們榮膺來自政府、行業機構、媒體平臺及社會公眾的榮譽和認可，其中包括（部分展示）：

Onewo is committed to improving service quality, developing scientific and technological competitiveness, and transforming business model to create value for our customers and society. This year, we received awards and recognition from the government, industry bodies, media platforms and the public, including (partial display):

### 企業社會責任

- 萬物雲榮獲《財富》雜誌 2024 中國 ESG 影響力榜
- 萬物雲榮獲 2024 零碳使命國際氣候峰會「ESG 年度行動突破先鋒」獎
- 萬物雲榮獲上海氣候周 2024 年度領航獎·氣候燈塔社區
- 萬物雲榮獲觀點指數研究院 2024 年 ESG 治理卓越表現
- 萬物雲榮獲美世中國卓越健康僱主「ESG 實踐獎」

### Social responsibility

- Onewo was included in 2024 Fortune China ESG Impact List
- Onewo received the “ESG Annual Breakthrough Pioneer” Award at the 2024 Zero-Carbon Mission International Climate Summit
- Onewo received the “2024 Climate Action Leadership Award · Climate Lighthouse Community” at Shanghai Climate Week
- Onewo was recognised by Guandian Index Research Institute for “Excellence in ESG Governance 2024”
- Onewo received the “ESG Practice Award” from Mercer’s China Healthies Workplace Awards

### 投資者關係

- 萬物雲榮獲 2024 年度最佳投資者關係管理上市公司《證券市場週刊》資本市場水晶球獎
- 萬物雲榮獲第八屆中國卓越 IR 評選「最佳數字化投資者關係獎」

### Investor relation

- Onewo received the “Crystal Ball Award for Capital Markets” by Weekly on Stocks as the Best Listed Company for Investor Relations Management in 2024
- Onewo received the “Best Digital Investor Relation Award” at the 8th China Excellent IR Awards

### 空間科技服務

- 萬物雲榮獲國際計算機視覺頂會 The 2nd CVPR DataCV Challenge 競賽第一名
- 萬物雲榮獲 2024 年信通院第三屆鼎新杯一等獎和二等獎

### Space technology service

- Onewo won the first place in the 2nd CVPR DataCV Challenge, a premier international computer vision competition
- Onewo was awarded both First Prize and Second Prize at the 3rd “Dingxin Cup” organised by the China Academy of Information and Communications Technology (CAICT) in 2024



## 社區空間服務

- 萬科物業榮獲 2024 中國住宅物業服務力企業 TOP1、中國物業服務質量領先企業 TOP1 等七項大獎
- 萬科物業榮獲 2024 年度中國數字化先鋒企業獎

## 商企空間服務

- 萬物梁行深圳濱海雲中心項目獲「最佳管理可持續發展計劃獎」
- 萬物梁行華為某生產研發基地、小米武漢總部項目獲「最佳設施管理戰略獎」

## 城市空間服務

- 萬物雲城榮獲 2024 中國不動產低碳數字化創新峰會「數智營運典範企業」稱號

## Community space service

- Vanke Service was awarded the “2024 TOP 1 Residential Property Service Company in China” and “TOP 1 Leading Chinese Company in Property Service Quality”, among seven major awards received.
- Vanke Service received the “2024 China Digitalisation Pioneer Enterprise Award”

## Commercial space service

- Cushman & Wakefield Vanke Service's Shenzhen Binhai Cloud Centre project received the “Best Managed Sustainability Programme Award”
- Cushman & Wakefield Vanke Service's projects at a Huawei production and R&D campus and Xiaomi's Wuhan headquarters received the “Best Facility Management Strategy Award”

## Urban space service

- City Up received the title of “Digital Intelligence Operations Model Enterprise” at the 2024 China Real Estate Low-Carbon Digital Innovation Summit

# ESG 管治

# ESG Governance

## ESG 方針策略

## ESG Policy and Strategy

萬物雲奉行負責任的發展理念，基於「重塑空間效率，服務歷久彌新」的使命，強調經濟效益與環境社會效益並舉。我們相信，負責任的經營是最好的 ESG 實踐。

我們以 PDCA（計劃 - 執行 - 檢查 - 處理）管理循環為核心，系統推進可持續發展理念與目標融入整體戰略與日常營運，圍繞員工、客戶、社區及環境等關鍵議題，持續創造長期價值。

Adhering to the concept of responsible development, Onewo lays emphasis on both economic benefits and environmental and social benefits based on the mission of “Reshape Space Efficiency, Service for Ever Better”. We believe that responsible operation is the best ESG practice.

Centred on the PDCA (Plan-Do-Check-Act) management cycle, we systematically embed sustainability concepts and goals into our overall strategy and day-to-day operations. By addressing key topics related to employees, customers, communities, and the environment, we strive to generate long-term value on a continuous basis.

### 計劃——確定策略方向與目標

- 通過 PESTEL<sup>[1]</sup> 分析工具，識別與可持續發展相關的外部 and 內部因素。我們聚焦員工健康安全、多元化發展及社區共生發展等，明確關鍵驅動因素。
- 於 2021 年啟動「萬物雲共同發展計劃」，聚焦「愛成長（助力一線服務者多元成長）」、「愛生命（減少服務空間內非正常死亡）」、「愛環境（建築節能減排與社區垃圾分類）」和「愛社區（物業更新及與周邊小區共生）」四項核心議題。設立明確的目標與績效，例如職業健康安全水平、推動建築節能減排、完善社區垃圾分類等，確保策略方向的清晰性與可操作性。

### Plan – Defining strategic direction and objectives

- Through the application of the PESTEL analysis tool<sup>[1]</sup>, we identify both external and internal factors relevant to sustainable development. We focus on areas such as employee health and safety management, diversity development, and symbiotic community development, clearly defining the key driving forces.
- In 2021, we launched the “Oneworld Plan”, which focuses on four core topics, namely, “AI Growth (Helping Front Line Service Providers Grow in Diversity)”, “AI Life (Reducing Unnatural Deaths in Service Spaces)”, “AI Environment (Building Energy Conservation and Emission Reduction, and Community Waste Classification)” and “AI Community (Property Renewal and Coordinated Development with the Surrounding Community)”. Clear objectives and performance indicators have been set—for example, enhancing occupational health and safety management, promoting energy efficiency and emissions reduction in buildings, and improving community waste classification—to ensure strategic clarity and operational feasibility.

<sup>[1]</sup>PESTEL 分析工具是一種用於評估宏觀環境中的關鍵外部因素對組織或項目影響的戰略工具；這些因素涵蓋了政治 (Political)、經濟 (Economic)、社會 (Social)、技術 (Technological)、環境 (Environmental) 和法律 (Legal) 六大方面。

<sup>[1]</sup>PESTEL is a strategic framework used to assess key external factors in the macro-environment including Political, Economic, Social, Technological, Environmental, and Legal aspects.



## 執行——推進策略的落地與行動 ●

### 珍視員工、珍惜客戶、心系社區

- 為一線員工提供健康安全的職業環境，構建多元人才發展體系，並傾聽員工心聲。我們以高品質服務為核心目標，倡導「做服務者」「永爭第一」的文化，不斷精進服務水平，以滿足客戶需求，共建美好社區。

### 秉持責任與敬畏之心，審慎經營

- 踐行正直、誠信、透明的「陽光健康」文化，建立與營運相匹配的風險管理體系，在合規營運、可持續供應鏈和廉正監察等方面構建標準化閉環管理機制，提升經營韌性。

### 以行動守護綠水青山

- 面對氣候變化，我們通過智慧手段優化綠色低碳物業服務，減少營運對環境的影響；同時識別潛在風險與機遇，提升應急管理水平，通過預警、演練和防護措施，保障客戶與員工安全。

### 「萬物雲共同發展計劃」

- 重點推進一線服務者成長、垃圾分類、物業更新等關鍵項目，通過多方協作推動具體計劃的實施。更多關於「萬物雲共同發展計劃」的策略、行動與亮點成果，請參閱本報告「萬物雲共同發展計劃」章節。

## Do – Advancing strategy implementation and action ●

### Value our people and our customers, and care about our community

- We create a healthy and safe work environment for our front line staff, build a diversified talent development system, and heed the voices of staff openly. With high-quality service as our core objective, we advocate a culture of “Service” and “Champion”, constantly refining our services to meet the growing needs of our customers and co-create a better community.

### Operate prudently with a sense of responsibility and reverence

- We practice a “Positive” culture of integrity, honesty and transparency, and have built a risk management system that is appropriate to our business operations. We have established standardised closed-loop management mechanisms in the areas of compliance operations, sustainable supply chain, integrity monitoring, etc. to enhance our operational resilience.

### Take action to protect green hills and clear waters

- In response to climate change, we optimise green and low-carbon property services through smart technologies to reduce the environmental impact of our operations. At the same time, we identify potential risks and opportunities, enhance emergency response capabilities, and safeguard the safety of our customers and employees through early warnings, drills, and protective measures.

### “Oneworld Plan”

- We actively promote key projects such as the development of front line service providers, waste sorting, and property renewal. These initiatives are implemented through multi-stakeholder collaboration. For more information on the strategies, actions, and conspicuous achievements of the “Oneworld Plan”, please refer to the section “Oneworld Plan” of this report.

## 檢查—— 監測與評估

- 萬物雲定期評估可持續發展戰略的適應性，確保其與新形勢、新要求保持一致。
- 適時的每年對公司的 ESG 政策進行全面審查，如遇外部形勢變化，則及時審閱並更新，確保制度的適用性和有效性。
- 持續跟蹤 ESG 目標和關鍵績效指標的完成進度，對比實際結果與預期目標，分析差距並識別潛在風險。

## 處理—— 優化措施與持續提升

- 根據評估結果動態調整 ESG 策略和目標，聚焦高優先順序任務和關鍵領域，確保戰略持續符合萬物雲發展和外部環境的需求。
- 引入智能化 ESG 數據平臺，優化 ESG 資料管理流程，提升執行效率與監控能力。
- 加強與行業夥伴及社區的合作，倡導優質服務和可持續發展理念，共同提升行業的整體韌性與社會影響力。

## Check – Monitoring and assessment

- We regularly assess the adaptability of our sustainability strategy to ensure alignment with evolving circumstances and emerging requirements.
- We conduct a comprehensive annual review of our ESG policies and, where external conditions change, promptly revise and update them to maintain their relevance and effectiveness.
- We continuously monitor progress against ESG targets and key performance indicators, comparing actual outcomes with expected goals, analysing gaps, and identifying potential risks.

## Act – Optimisation and continuous improvement

- Based on assessment results, we dynamically adjust our ESG strategies and targets, focusing on high-priority tasks and key areas to ensure ongoing alignment with Onewo's development needs and the external environment.
- We have introduced an intelligent ESG data platform to streamline ESG data management processes, enhancing implementation efficiency and monitoring capabilities.
- We strengthen collaboration with industry partners and communities, advocating for high-quality service and sustainable development principles to collectively enhance the resilience and social impact of the sector.

## ESG 管治架構

### ESG Governance Structure

萬物雲建立了職責清晰的 ESG 管治架構，明確各層級分工與相關事宜決策程序和匯報機制：董事會對公司的 ESG 相關事宜擁有最高權力、負有最終責任，並由董事會主席及高層管理者組成 ESG 與應對氣候變化管理委員會，負責指導、監督和管理 ESG 相關工作。萬物雲可持續發展中心承擔 ESG 與應對氣候變化管理委員會秘書機構職責，負責 ESG 與應對氣候變化管理委員會的決策備案和決議落實，並協同 ESG 工作組推動具體實踐工作落地。

Onewo has established an ESG governance structure with well-defined responsibilities, clarifying duties of each level, policy-making process and reporting mechanism of related matters: the Board of Directors has the highest authority and ultimate responsibility for ESG-related matters of the Company, and the ESG and Climate Change Response Management Committee composed of the Chairman of the Board of Directors and senior management members is responsible for guiding, supervising and managing ESG works. The Sustainability Centre serves as the secretariat of the ESG and Climate Change Response Management Committee, files the decisions and implements the resolutions of the ESG and Climate Change Response Management Committee and works with the ESG Task Force to promote specific implementation.

#### 董事會

由多元、獨立的董事會對公司可持續發展事務進行總體監管，包括：

- 審閱與監督公司 ESG 和氣候變化相關的管理方針、策略以及相關風險
- 負責公司 ESG 管治工作
- 指引公司可持續發展方向
- 監察公司可持續發展風險
- 審定公司 ESG 報告

#### Board of Directors

A diverse and independent Board of Directors oversees the Company's sustainability issues, including:

- Review and oversee ESG and climate change-related management policies, strategies and related risks
- Be responsible for ESG governance
- Guide the direction of sustainable development of the Company
- Monitor sustainable development risks
- Examine and approve ESG reports

#### ESG 與應對氣候變化管理委員會

由董事會主席及高層管理者組成的 ESG 與應對氣候變化管理委員會對公司可持續發展事務進行指導和管理，包括：

- 負責制定 ESG 和氣候變化相關的管理方針、策略
- 統籌 ESG 工作安排
- 就 ESG 和核心事宜向董事會匯報
- 監督和管理 ESG 工作組的工作開展情況

#### ESG and Climate Change Response Management Committee

The ESG and Climate Change Response Management Committee composed of the Chairman of the Board of Directors and senior management members guides and manages the Company's sustainability issues, including:

- Formulate ESG and climate change-related management policies and strategies
- Coordinate ESG work arrangement
- Report to the Board of Directors on ESG and core matters
- Oversee and manage the work implementation of the ESG Task Force



## 可持續發展中心

由資深業務專家與 ESG 專家組成的可持續發展中心承擔 ESG 與應對氣候變化管理委員會秘書機構，負責 ESG 與應對氣候變化管理委員會及 ESG 工作組的日常運轉，包括：

- 根據公司 ESG 和氣候變化相關的方針、策略，制定年度工作計劃並協同 ESG 工作組執行具體工作
- 開展 ESG 重要性評估和 ESG 風險評估，並結合評估結果，針對重大 ESG 風險與 ESG 工作組成員及相關業務負責人共同制定提升措施
- 執行 ESG 與氣候變化相關的信息收集及統籌 ESG 報告編制
- 開展 ESG 和氣候變化相關的研究、交流、培訓和傳播工作
- 提高公司 ESG 的聲譽和影響力

## ESG 工作組

由各業務單元、專業部門及其他經營單位的 ESG 相關工作執行人員組成的 ESG 工作組，負責 ESG 事務的具體實踐落地，包括：

- 按照公司 ESG 和氣候變化相關的方針、策略及年度工作計劃執行具體工作，定期向 ESG 與應對氣候變化管理委員會報告進展，並確保目標完成
- 協同可持續發展中心識別 ESG 和氣候變化相關風險，制定並落實提升措施
- 進行 ESG 和氣候變化相關的信息收集

## Sustainability Centre

The Sustainability Centre composed of senior business professionals and ESG experts serves as the secretariat of the ESG and Climate Change Response Management Committee and takes charge of the daily operation of the ESG and Climate Change Response Management Committee and the ESG Task Force, including:

- Formulate annual work plans and work with the ESG Task Force to promote specific implementation in accordance with the Company's ESG and climate change-related policies and strategies
- Conduct ESG materiality assessment and ESG risk assessment, and develop improvement measures for material ESG risks with the members of the ESG Task Force and relevant business heads based on assessment results
- Collect ESG and climate change-related information and coordinate the preparation of ESG reports
- Conduct ESG and climate change-related research, communication, training and dissemination
- Improve the Company's ESG reputation and influence

## ESG Task Force

The ESG Task Force composed of ESG-related executives from all business units, specialised departments and other operating units is responsible for specific implementation of ESG-related works, including:

- Execute specific tasks in accordance with the Company's ESG and climate change-related policies, strategies and annual work plans, report progress to the ESG and Climate Change Response Management Committee on a regular basis, and ensure that targets are met
- Work with the Sustainability Centre to identify ESG and climate change risks and develop and implement improvement measures
- Collect ESG and climate change-related information

## 董事會聲明

## Board of Directors Statement

萬物雲高度重視可持續發展管理，根據聯交所附錄 C2《環境、社會及管治報告守則》的要求，持續健全可持續發展治理結構，加強董事會在公司環境、社會及管治 (ESG) 事務治理的監督與參與力度，積極將 ESG 融入業務實踐中，保障公司的穩健營運與長遠發展。

Onewo highly values sustainable development management. In accordance with requirements of Appendix C2 Environmental, Social and Governance Reporting Code released by the Stock Exchange, Onewo continues to refine the governance structure of sustainable development, strengthens the oversight and participation of the Board of Directors in the governance of the Company's ESG affairs, and actively integrates ESG into business practices, safeguarding the Company's sound operations and long-term development.

### ESG 管治

董事會對萬物雲的環境、社會及管治策略及匯報承擔全部責任，負責決定萬物雲 ESG 發展方向及管理策略，確保設立合適及有效的 ESG 風險管理及內部監控系統；負責聽取 ESG 有關重要事宜的討論結果並關注 ESG 目標進展；負責審議及批准年度 ESG 報告。

為貫徹落實可持續發展策略，在董事會指導下，萬物雲建立了 ESG 與應對氣候變化管理委員會，由董事會主席擔任 ESG 與應對氣候變化管理委員會的主席，並設立可持續發展中心和 ESG 工作組，負責具體工作落地。相關團隊依既定職責開展工作，定期向董事會溝通及匯報工作進展。

### ESG governance

The Board of Directors takes full responsibilities for Onewo's ESG strategies and reporting, makes decisions on the ESG development direction and management strategies for Onewo, and ensures that a suitable and effective system is developed for ESG risk management and internal monitoring. Board members heed the results of discussions on key ESG-related matters, monitor progress towards ESG goals, and examine and approve ESG annual reports.

In order to implement the sustainable development strategy, under the guidance of the Board of Directors, Onewo has established the ESG and Climate Change Response Management Committee, with the Chairman of the Board of Directors as its chairman, and set up the Sustainability Centre and ESG Task Force to take charge of the implementation of specific work. Relevant teams act on established responsibilities, and communicate with and report regularly to the Board of Directors on the work progress.

### ESG 風險管理

萬物雲時刻洞察所處行業的發展趨勢，不斷審視改善內部管理現狀，識別 ESG 和氣候變化相關的風險和機遇，同時通過利益相關方常態化溝通機制，了解內外部建議、訴求及關注點，通過訪談、調研及專家評估等方式對議題開展重大性評估，並將其作為公司制定和調整管理方針的考慮因素之一。董事會已參與 ESG 議題的重大性評估，並對萬物雲的年度重大性分析結果進行審批確認。

### ESG risk management

Onewo keeps its eyes on the development trends of its industry, constantly inspects and improves the status quo of internal management, and identifies ESG and climate change risks and opportunities. Meanwhile, we regularly communicate with stakeholders to learn about internal and external suggestions, demands and concerns, assess the materiality of topics through interviews, surveys, expert assessments and other approaches, and consider the assessment as one of the factors for the Company to formulate and adjust management policies. The Board of Directors has participated in the assessment of the materiality of ESG topics, and approved and acknowledged the results of the annual materiality analysis.

## ESG 目標管理

萬物雲遵循聯交所附錄 C2《環境、社會及管治報告守則》的要求，致力於把可持續發展理念融入到公司戰略中，並發布「萬物雲共同發展計劃」。我們已設定溫室氣體排放、應對氣候變化、資源使用、職業健康與安全等關鍵 ESG 目標，並計劃於 2026 年公佈萬物雲碳減排路徑圖。董事會就目標的設定進行審閱及討論，並定期檢討相關目標達成進度。

本報告詳盡披露萬物雲 2024 年 ESG 工作的進展與成效，已經由董事會於二零二五年三月二十五日審閱批准。

## ESG goal management

In accordance with Appendix C2 – Environmental, Social and Governance Reporting Code released by the Stock Exchange, Onewo is committed to integrating the concept of sustainable development into corporate strategies, and has issued the “Oneworld Plan”. We have established critical ESG goals in areas such as greenhouse gas emission, responses to climate change, resource utilisation, and occupational health and safety, and plan to release Onewo’s carbon reduction roadmap by 2026. The Board of Directors reviews and discusses goal setting, and regularly inspects the progress towards relevant goals.

This report, which fully discloses the progress and achievements of Onewo’s 2024 ESG work, was reviewed and approved by the Board of Directors on 25 March 2025.



## 重要性議題管理 Management of Material Topics

萬物雲基於公司實際情況及社會熱點議題定期開展重要性議題評估工作，以便全方位了解各項 ESG 議題對本公司業務發展的重要性，以及利益相關方對重大性議題的關注度。在此基礎上積極採取應對措施，持續提升萬物雲 ESG 信息披露及相關事宜管理水平，實現可持續發展目標。

We regularly conduct an assessment of material topics based on the Company's actual situation and social issues in order to understand the importance of each ESG topic to the business development of the Company and the concerns about material topics of stakeholders. On that basis, we actively take precautionary measures to continually enhance the management level of Onewo's ESG information disclosure and related matters, and further achieve sustainable development goals.

### 利益相關方溝通

萬物雲高度關注利益相關方的溝通，充分聽取各方意見，致力於平衡與達成各利益相關方的訴求。同時，我們不斷優化公司的可持續發展戰略，力求實現合作共贏。下表整合我們的各利益相關方以及其優先關注議題，以及與他們持續溝通的方法。

### Communication with stakeholders

Onewo attaches great importance to the communication with stakeholders, fully heeds the views of all parties, and stands ready to balance and meet the needs of all stakeholders. Meanwhile, we constantly refine the Company's sustainable development strategy, and strive to achieve win-win cooperation. The table below outlines our key stakeholder groups, their priority topics of concern, and the methods through which we maintain ongoing communication with them.

#### 利益相關方 Stakeholders

#### 溝通渠道 Communication channels

#### 優先關注的三個議題 Top three priority topics

#### 政府及其他監管機構 Government and other regulators

公文往來  
Official correspondence

會議論壇  
Conferences and forums

面對面溝通  
Face-to-face communication

電話  
Telephone call

信息安全及隱私保護  
Information security and privacy protection

保障員工健康與安全  
Protection of employee health and safety

促進社區發展  
Promotion of community development

#### 股東、投資者 Shareholders and investors

年度報告  
Annual reports

公告及通告  
Announcements and  
notices

會議  
Conference

電話  
Telephone call

郵件  
Email

提升服務品質  
Enhancement of service quality

溫室氣體排放管理  
Greenhouse gas emissions management

賦能行業發展  
Empowerment of industry development

## 利益相關方 Stakeholders

## 溝通渠道 Communication channels

## 優先關注的三個議題 Top three priority topics

### 客戶、業主 Customers and property owners

全國統一客服專線  
National Customer Service Hotline

住這兒 App  
Zhuzher App

管家企業微信  
WeCom of coordinators

面對面溝通  
Face-to-face communication

會議、電話  
Conferences and telephone  
calls

問卷調查  
Questionnaire survey

走訪了解  
Understanding through visiting

客戶滿意度管理  
Customer satisfaction management

提升服務品質  
Enhancement of service quality

能源管理  
Energy management

### 員工 Employees

員工信息反饋平臺  
Employee feedback platform

職工代表大會  
Workers Congress

職工會議  
Staff meeting

面對面溝通  
Face-to-face communication

女性員工權益保障專項培訓  
Specialised Training on  
Female Employee Rights and  
Interests Protection

員工薪酬與福利  
Staff remuneration and benefits

污染物排放管理  
Pollutant discharge managemen

智慧服務發展  
Intelligent service development

### 供應商及其他合作夥伴 Suppliers and other partners

會議  
Conference

電話  
Telephone call

面對面溝通  
Face-to-face communication

公文往來  
Official correspondence

可持續供應鏈  
Sustainable supply chain

客戶滿意度管理  
Customer satisfaction management

提升服務品質  
Enhancement of service quality

利益相關方 Stakeholders	溝通渠道 Communication channels	優先關注的三個議題 Top three priority topics
媒體、公益組織及 NGO Media, public welfare organisations and NGOs	電話 Telephone call	保障員工健康與安全 Protection of employee health and safety
	郵件 Email	污染物排放管理 Pollutant discharge management
	會議 Conference	員工吸引與留存 Employee attraction and retention
	面對面溝通 Face-to-face communication	
社區公眾 Community public	走訪了解 Understanding through visiting	促進社區發展 Promotion of community development
	公眾參與調研 Public participation survey	水資源管理 Water resource management
		商業道德與反腐倡廉 Business ethics and anti-corruption initiatives



## 重要性評估

為了識別以及評估各項 ESG 議題對於萬物雲的優先順序，2024 年我們邀請第三方專業顧問對重要性議題進行了回顧及評估。重要性評估步驟如下：

### 重要性議題庫建立

- 綜合國家政策、公司發展、披露標準、資本市場、同行對標五個方面，基於原有的重要性議題清單，多維度識別與梳理本年度重要性議題，搭建重要性議題庫。

### 利益相關方調研

- 基於以上分析維度，識別出共 24 項對萬物雲具有實質性影響的議題，包括 5 項環境議題、17 項社會議題及 2 項管治議題。將所有議題通過線上問卷的形式邀請公司內外部利益相關方，從自身視角評估不同可持續發展議題的重要性，並對公司現行的可持續發展策略、相關表現、匯報方式、披露質量發表意見。利益相關方調研覆蓋了萬物雲董事、高級管理層、主要管理人員、員工、客戶及業主、投資者與股東、供應商、媒體、公益組織或 NGO、社區及大眾、政府機構等利益相關方。

### 分析並審閱重要性議題

- 對議題得分進行統計分析，並依據議題風險程度分配各議題權重，按照「對利益相關方的重要性」和「對企業發展的重要性」兩大維度綜合形成重要性矩陣，並通過內部管理層與外部專家兩種渠道對篩選與分析結果進行審核。

### 重要性議題回應及披露

- 針對重要的實質性議題，制定與實施行動計劃，並在報告中進行重點回應與披露。

## Materiality assessment

To identify and evaluate the priority of various ESG topics for Onewo, we engaged independent professional advisors in 2024 to conduct a review and assessment of material topics. The materiality assessment was carried out through the following steps:

### Create a library of material topics

- Combining five aspects of national policies, corporate development, disclosure standards, capital market and peer benchmarking, and referring to the original list of material topics, we identified and sorted out the material topics for this year in multiple dimensions to create a library of material topics.

### Launch surveys among stakeholders

- Based on the above analysis dimensions, we identified a total of 24 topics, including 5 environmental topics, 17 social topics and 2 governance topics, which had substantial effects on Onewo. Then we invited internal and external stakeholders of the Company through online questionnaires to evaluate the materiality of various sustainable development topics from their own perspectives, and comment on the current sustainable development strategy, relevant performance, reporting methods and disclosure quality of the Company. The surveys covered Onewo's directors, executives, key management, employees, customers and property owners, investors and shareholders, suppliers, media, public welfare organisations or NGOs, communities and the public, and government agencies.

### Analyse and review material topics

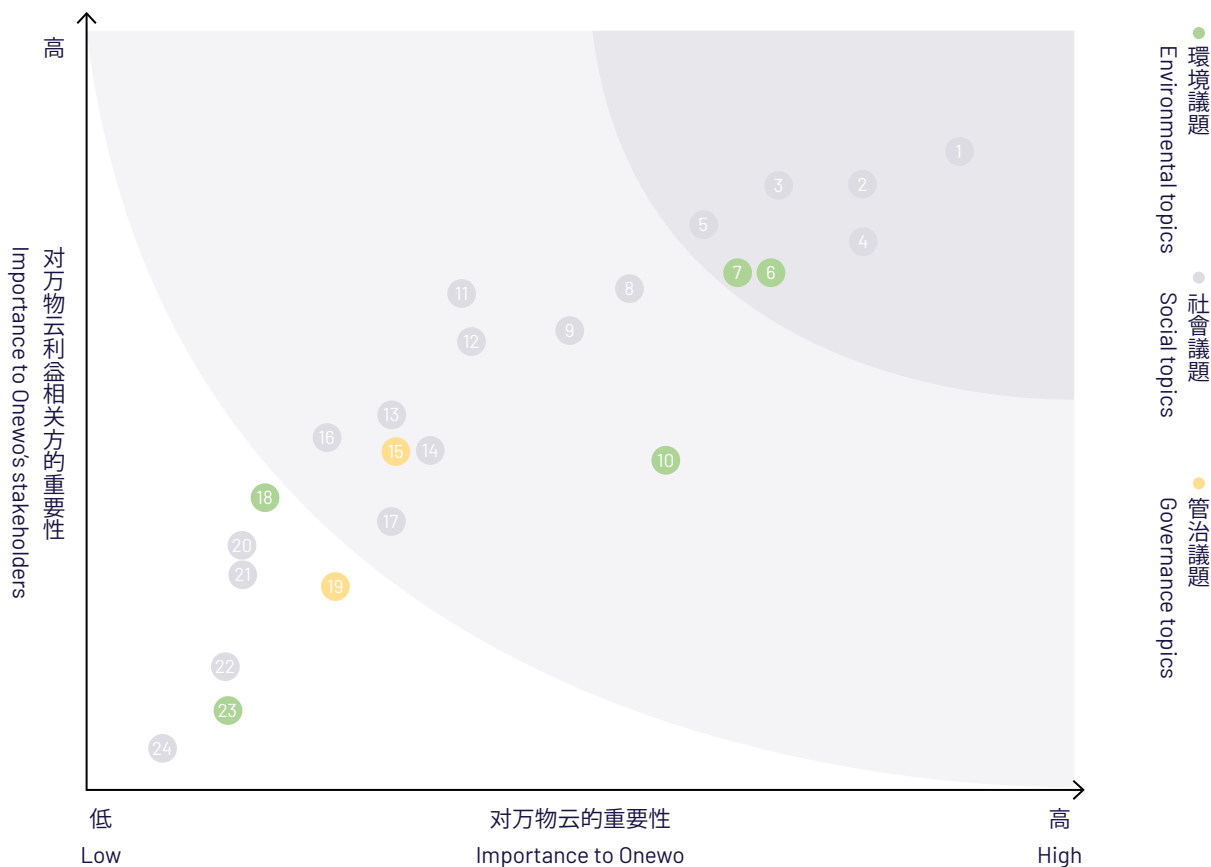
- We applied statistical analysis to topic scores, assigned a weight to each topic according to risk levels, and formed the materiality matrix in two dimensions ("importance to stakeholders" and "importance to enterprise development"), and internal management and external experts reviewed the screening and analysis results.

### Respond to and disclose material topics

- We developed and implemented action plans against material topics, and focused attention on responding and disclosing the topics in the report accordingly.

## 重要性議題矩陣

## Material topic matrix



### 高度重要 Highly material topics

- ① 提升服務品質  
Enhancement of service quality
- ② 智慧服務發展  
Intelligent service development
- ③ 保障員工健康與安全  
Protection of employee health and safety
- ④ 客戶滿意度管理  
Customer satisfaction management
- ⑤ 信息安全及隱私保護  
Information security and privacy protection
- ⑥ 溫室氣體排放管理  
Greenhouse gas emissions management
- ⑦ 能源管理  
Energy management

### 中度重要 Moderately material topics

- ⑧ 可持續供應鏈  
Sustainable supply chain
- ⑨ 禁止僱傭童工及強制勞工  
Prohibition of child and forced labour
- ⑩ 應對氣候變化  
Responses to climate change
- ⑪ 員工薪酬與福利  
Staff remuneration and benefits
- ⑫ 促進社區發展  
Promotion of community development
- ⑬ 保障客戶健康與安全  
Protection of customer health and safety
- ⑭ 保障員工權益  
Protection of employee rights and interests
- ⑮ 商業道德與反腐敗倡廉  
Business ethics and anti-corruption initiatives
- ⑯ 員工吸引與留存  
Employee attraction and retention
- ⑰ 員工培訓與發展  
Staff training and development

### 一般重要 General material topics

- ⑱ 污染物排放管理  
Pollutant discharge management
- ⑲ 企業管治  
Corporate governance
- ⑳ 多元與包容  
Diversity and inclusion
- ㉑ 保護知識產權  
Intellectual property rights protection
- ㉒ 賦能行業發展  
Empowerment of industry development
- ㉓ 水資源管理  
Water resource management
- ㉔ 參與社會公益  
Participation in public welfare

具重大影響的議題及價值鏈

Material topics with significant impact across the value chain

下表展示了 7 個對我們自身業務及外部利益相關方具有重大影響的議題，以及這些議題在價值鏈中的具體影響。

The table below presents seven topics that have a significant impact on both our own operations and external stakeholders, along with their specific points of impact across the value chain.

上游：承包商和供應商

業務：萬物雲自身營運

下游：租戶和業主

Upstream:Contractors and suppliers

Operations:Operations: Onewo's own business activities

Downstream:Tenants and property owners

序號 No.	議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
			上游 Upstream	業務 Operations	下游 Downstream
1	提升服務品質 Enhancement of service quality	<p>通過標準化服務體系及數字化工具的應用等，服務品質的穩步優化有助於更好地回應業主與租戶多樣化的需求。同時，服務流程的不斷完善也有助於提高營運效率，減少潛在投訴與風險。服務品質的提升不僅關乎客戶體驗的優化，也有助於增強與供應商、合作夥伴之間的協同與互信。</p> <p>The steady improvement of service quality—driven by the application of standardised service systems and digital tools—enables better responses to the diverse needs of property owners and tenants. Continuous optimisation of service processes also enhances operational efficiency and helps reduce potential complaints and risks. Enhancement of service quality not only improves customer experience but also strengthens coordination and mutual trust with suppliers and partners.</p>	<div>●</div> <div>中</div> <div>Medium</div>	<div>●</div> <div>高</div> <div>High</div>	<div>●</div> <div>高</div> <div>High</div>
2	智慧服務發展 Intelligent service development	<p>智慧服務的發展有助於提升物業管理效率與客戶體驗。萬物雲通過推動數字化平臺建設與智能化應用，優化營運流程、提升服務響應速度，並以數據驅動精細化管理，滿足業主與租戶日益增長的多元化需求，推動服務模式持續升級。</p> <p>Intelligent service development enhances both property management efficiency and customer experience. Through advancing digital platforms and smart applications, Onewo streamlines operational processes, improves service responsiveness, and leverages data to enable refined management. These efforts address the growing and diverse needs of property owners and tenants while continuously upgrading service delivery models.</p>	<div>●</div> <div>低</div> <div>Low</div>	<div>●</div> <div>高</div> <div>High</div>	<div>●</div> <div>高</div> <div>High</div>



序號 No.	議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
			上游 Upstream	業務 Operations	下游 Downstream
3	保障員工健康與安全 Protection of employee health and safety	<p>建立良好的安全文化不僅能夠保障員工的身心健康，也有助於提升整體運營表現、增強團隊凝聚力與企業吸引力。通過強化工作環境安全管理、提升員工健康意識及應急能力，有效預防事故發生，降低人身傷害及運營中斷風險。</p> <p>Establishing a strong safety culture not only safeguards employees' physical and mental well-being, but also contributes to improved overall operational performance, enhanced team cohesion, and greater corporate appeal. By strengthening workplace safety management, raising employee awareness of health and safety, and improving emergency response capabilities, the Company can effectively prevent accidents, reduce the risk of personal injury, and minimise operational disruptions.</p>	<div><div></div><div>低 Low</div></div>	<div><div></div><div>高 High</div></div>	<div><div></div><div>中 Medium</div></div>
4	客戶滿意度管理 Customer satisfaction management	<p>客戶滿意度的持續提升對服務優化、品牌建設及業務穩定增長具有重要影響。通過完善反饋機制、提升響應效率等舉措，企業不僅能更好地滿足業主與租戶的多樣化需求，也有助於增強客戶黏性與信任。</p> <p>Continually improving customer satisfaction has a significant impact on service optimisation, brand building, and the stable growth of our business. By refining feedback mechanisms and enhancing response efficiency, we are better able to meet the diverse needs of property owners and tenants, while also strengthening customer loyalty and trust.</p>	<div><div></div><div>中 Medium</div></div>	<div><div></div><div>高 High</div></div>	<div><div></div><div>高 High</div></div>
5	信息安全及隱私保護 Information security and privacy protection	<p>穩健的信息安全與資料保護機制，能夠為各利益相關方提供準確的信息與可靠的工具，支撐數字化和智慧物業的持續推進。在數字化加速的當下，企業服務管理過程中涉及敏感及個人數據，面臨潛在的網絡攻擊風險。一旦發生數據洩露，可能對員工、租戶、業主、供應商及商業合作夥伴等造成不良影響。</p> <p>A robust information security and data protection framework enables the provision of accurate information and reliable tools to all stakeholders, supporting the continued advancement of digitalisation and smart property management. In an era of accelerated digital transformation, service management involves handling sensitive and personal data, which presents potential risks of cyberattacks. Any data breach could adversely impact employees, tenants, property owners, suppliers, and business partners.</p>	<div><div></div><div>低 Low</div></div>	<div><div></div><div>中 Medium</div></div>	<div><div></div><div>中 Medium</div></div>

序號 No.	議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
			上游 Upstream	業務 Operations	下游 Downstream
6	溫室氣體排放管理 Greenhouse gas emissions management	<p>管理溫室氣體排放，有助於保護生態系統、減緩氣候變化帶來的影響，並推動社會與經濟的長期可持續發展。通過持續優化能耗結構、推進節能改造與綠色運營，降低自身運營中的碳足跡。</p> <p>Managing greenhouse gas emissions helps protect ecosystems, mitigate the impacts of climate change, and promote long-term social and economic sustainability. By continuously optimising the energy mix, advancing energy-saving upgrades, and promoting green operations, the Company works to reduce its carbon footprint throughout its operations.</p>	<div></div> <div>高 High</div>	<div></div> <div>高 High</div>	<div></div> <div>中 Medium</div>
7	能源管理 Energy management	<p>通過引入智能化能源監測系統、提升設施能效水平及節能改造等方式，實現營運能耗的動態管理與持續優化。能源管理的推進有助於降低碳排放和營運成本，也強化了企業綠色管理能力，帶動上下游資源使用效率的提升，並引導客戶踐行綠色用能理念，共建低碳可持續社區。</p> <p>Through the introduction of intelligent energy monitoring systems, improvements in equipment energy efficiency, and energy-saving retrofits, we achieve dynamic management and ongoing optimisation of operational energy consumption. Advancing energy management contributes to reducing carbon emissions and operational costs, while also strengthening the Company's green management capabilities. It further promotes resource efficiency across the value chain and encourages customers to adopt green energy usage practices, fostering the creation of low-carbon, sustainable communities.</p>	<div></div> <div>中 Medium</div>	<div></div> <div>高 High</div>	<div></div> <div>中 Medium</div>

## ESG 風險管理

### ESG Risk Management

我們認為，將 ESG 因素融入風險管理是企業實現可持續發展的關鍵因素之一。我們將 ESG 因素整合到現有的風險管理框架中，逐步讓 ESG 因素成為風險識別、評估、策略制定、風險緩解和控制、風險監測和報告以及公司戰略及決策的重要部分，使得公司能夠更好地管理和規避 ESG 風險，實現穩健可持續發展。

我們識別並評估了以下適用於我們業務的顯著 ESG 風險和機遇：

#### 商業道德與反舞弊

##### 潛在的風險 / 機遇：

- 加強培訓及宣揚我們正直、誠信和透明的「陽光健康」文化，提升經營韌性與可持續發展能力。

##### 我們的應對：

- 構建萬物雲廉正監察及糾正流程。
- 開展「廉正建設陽光月」、廉正走訪，加強廉正文化宣貫。

詳見本報告「責任管治」章節。

#### 職業健康與安全

##### 潛在的風險 / 機遇：

- 職業健康與安全管理不足可能對公司營運造成負面影響。
- 健康與安全管理的改進有助於打造更高效、更穩定的營運環境。

##### 我們的應對：

- 完善健康安全責任制，建立健全的健康安全性群組織架構與管理體系。
- 制定有效策略和政策，務求為員工及其他服務提供人員（包括承包商）提供健康及安全的工作環境。

詳見本報告「以人為本」章節。

We believe that the integration of ESG factors into risk management is one of the key enablers of sustainable development. We embed ESG considerations into our existing risk management framework, progressively making them an integral part of risk identification, assessment, strategy formulation, mitigation and control, monitoring and reporting, as well as corporate strategy and decision-making. This enables the Company to better manage and mitigate ESG risks and to pursue stable and sustainable development.

We have identified and assessed the following significant ESG risks and opportunities relevant to our business:

#### Business ethics and anti-fraud

##### Potential risks/Opportunities:

- Strengthen training and promote our "Positive" culture of integrity, honesty and transparency to enhance operational resilience and sustainable development capabilities.

##### Our response:

- Establish an integrity oversight and remediation procedure across Onewo.
- Organise initiatives such as the "Integrity Enhancement Campaign" and on-site visits for understanding integrity to reinforce the promotion of a culture of ethical conduct.

Refer to the "Responsibility Governance" section of this report.

#### Occupational health and safety

##### Potential risks/Opportunities:

- Inadequate occupational health and safety management may adversely affect business operations.
- Improvements in health and safety practices help foster a more efficient and stable operating environment.

##### Our response:

- Improve the health and safety accountability system and establish a comprehensive organisational structure and management system for health and safety.
- Formulate effective strategies and policies to ensure a healthy and safe working environment for employees and other service providers, including contractors.

Refer to the "Being People Oriented" section of this report.

## 促進社區發展

### 潛在的風險 / 機遇：

- 積極地參與社區活動有助我們了解和有效地回應社區的需求。
- 通過深度參與社區發展，可挖掘新的服務需求，推動業務模式創新。
- 通過與志同道合的社區夥伴合作，一同致力創造長遠繁榮。

### 我們的應對：

- 服務空間安全管理逐步智慧化。
- 探索 AI 物聯網等信息技術的行業應用，開拓科技賦能空間服務新途徑。
- 持續開展豐富多元的社區文化建設。

詳見本報告「社區共生」章節。

## 應對氣候變化與節能減排

### 潛在的風險 / 機遇：

- 在綠色轉型背景下，採取與氣候相關的風險管理措施，探索低碳技術和服務創新，包括採用節能和可再生能源技術，以應對實體和轉型風險，並為業務拓展創造更多機會。

### 我們的應對：

- 採用情景分析，評估與識別氣候相關的風險和機遇，並制定應對策略。
- 提供綠色物業服務，提升服務空間的能源、資源利用效率。

詳見本報告「環境友好」章節。

## Promotion of community development

### Potential risks/Opportunities:

- Active participation in community activities helps us understand and effectively respond to community needs.
- Deep engagement in community development allows us to uncover new service demands and drive innovation in our business model.
- Collaborating with like-minded community partners contributes to the creation of long-term prosperity.

### Our response:

- Gradually digitalise safety management across service spaces.
- Explore the application of information technologies such as AI and the Internet of Things (IoT) within the industry, opening up new pathways for technology-empowered spatial services.
- Continuously promote diverse and inclusive community cultural initiatives.

Refer to the "Growing Together with the Community" section of this report.

## Responses to climate change and energy conservation and emissions reduction

### Potential risks/Opportunities:

- In the context of the green transition, adopting climate-related risk management measures and exploring low-carbon technologies and service innovations—including the use of energy-saving and renewable energy technologies—can help address both physical and transition risks, while also creating new opportunities for business development.

### Our response:

- Conduct scenario analysis to assess and identify climate-related risks and opportunities, and formulate corresponding response strategies.
- Provide green property management services to enhance the efficiency of energy and resource use within service spaces.

Refer to the "Being Environmentally Friendly" section of this report.



# 萬物雲共同發展計劃 Oneworld Plan

## 響應 SDGs

### Responding to SDGs

3 良好  
健康與福祉



4 優質教育



7 經濟適用的  
清潔能源



8 體面工作和  
經濟增長



9 產業、創新和  
基礎設施



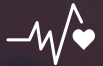
11 可持續  
城市和社區



13 氣候行動



3 GOOD HEALTH  
AND WELL-BEING



4 QUALITY  
EDUCATION



7 AFFORDABLE AND  
CLEAN ENERGY



8 DECENT WORK AND  
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES  
AND COMMUNITIES



13 CLIMATE  
ACTION



## 年度亮點績效

### Annual Performance Highlights



「萬紫千紅」好發展計劃為一線 1,263 名員工及其他服務提供人員提供豐富的技能培訓和多元化的職業發展方向

萬物雲累計推動超過 4.4 萬名在職員工及其他服務提供人員獲得 CPR 急救實操認證；服務空間新增 AED1,395 台；萬物雲員工及其他服務提供人員通過 CPR 急救成功挽救生命 9 起

上海金色榴鄉園小區創建低碳示範小區，入選生態環境部宣教中心《2024「美麗中國·我是行動者」企業氣候行動案例集》，在 COP29 分享建設經驗

「天秤業委會工作臺」累計落地 1,452 個非萬科物業在管項目，擁有 81 個社區 / 街道客戶，發起 700 多次小區治理事項

The Onewo Dream Development programme provide front line employees and other service providers extensive skills training and a wide range of job options.

Onewo had enabled over 44,000 employees and other service providers to obtain hands-on CPR certification. 1,395 new AEDs were installed across Onewo's service spaces. CPR administered by Onewo employees and other service providers successfully saved 9 lives.

Onewo's Low-Carbon Model Community Project at Shanghai Jinse Liuxiangyuan was selected by the Center for Environmental Education and Communications of the Ministry of Ecology and Environment for inclusion in the "'2024 Beautiful China: I am an Actor' Corporate Climate Action Case Collection", and was presented by Onewo as a representative Chinese enterprise at the 29th session of the Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change.

Libra, Property Committee Workbench had been implemented in 1,452 projects not managed by Vanke Service and had served 81 community and subdistrict customers, initiating over 700 community governance matters.

# 萬物雲共同發展計劃

# Oneworld Plan

針對一系列與我們的業務息息相關的環境與社會問題，我們於 2021 年啟動了「萬物雲共同發展計劃」，聚焦「愛成長（助力一線服務者多元成長）」、「愛生命（減少服務空間內非正常死亡）」、「愛環境（建築節能減排與社區垃圾分類）」和「愛社區（物業更新及與周邊小區共生）」四項核心議題：讓改變從身邊發生，積跬步，致千里。

關於「萬物雲共同發展計劃」更多歷史詳情，請參考萬物雲《2023 年環境、社會及管治報告》。

Addressing a range of environmental and social issues relevant to our business, we launched the "Oneworld Plan" in 2021, which focuses on four core topics, namely, "AI Growth (Helping Front Line Service Providers Grow in Diversity)", "AI Life (Reducing Unnatural Deaths in Service Spaces)", "AI Environment (Building Energy Conservation and Emission Reduction, and Community Waste Classification)" and "AI Community (Property Renewal and Coordinated Development with the Surrounding Community)", and aims to keep our feet on the ground by starting making a difference close to home.

For more historical details about the "Oneworld Plan," please refer to the 2023 Environmental, Social and Governance Report of Onewo.

## 愛成長：助力一線服務者多元成長

## AI Growth: Helping Front Line Service Providers Grow in Diversity

萬物雲認識到在智能化和自動化技術迅速發展的背景下，一線員工面臨轉型壓力。為幫助員工適應變化，公司啟動了「愛成長」項目，不僅回應了「機器取代工作」的時代挑戰，還為員工開闢了更廣闊的職業發展空間和更高的收入潛力。

我們構建了「入職定向篩選 + 上崗認證 + 在崗學習」的系統化培養體系，覆蓋安防、機電維保、電梯、消防等 11 個專業領域，並設置了 150 多個能力標籤。通過 60 多個實訓基地、5,800 多名訓練官及 1,900 多名認證官，我們為基層員工提供了豐富的技能培訓和多樣化的發展路徑，幫助他們掌握新技能，實現職業轉型，迎接未來挑戰。

Onewo recognises that, amid the rapid advancement of intelligent and automated technologies, front line employees face increasing pressure to adapt and transform. To support them through this transition, we launched the "AI Growth" programme, which not only addresses the era-defining challenge of "machines taking over jobs" but also opens up broader career development opportunities and greater income potential for our employees.

We have established a systematic training framework comprising pre-employment screening, job certification, and on-the-job learning. This framework spans 11 professional fields, including security, electromechanical maintenance, lift systems, and fire protection, and incorporates over 150 competency tags. With more than 60 practical training bases, over 5,800 trainers, and 1,900 certification officers, we provide front line employees with robust skills development and diverse career pathways, helping them acquire new competencies, transition professionally, and embrace future challenges.

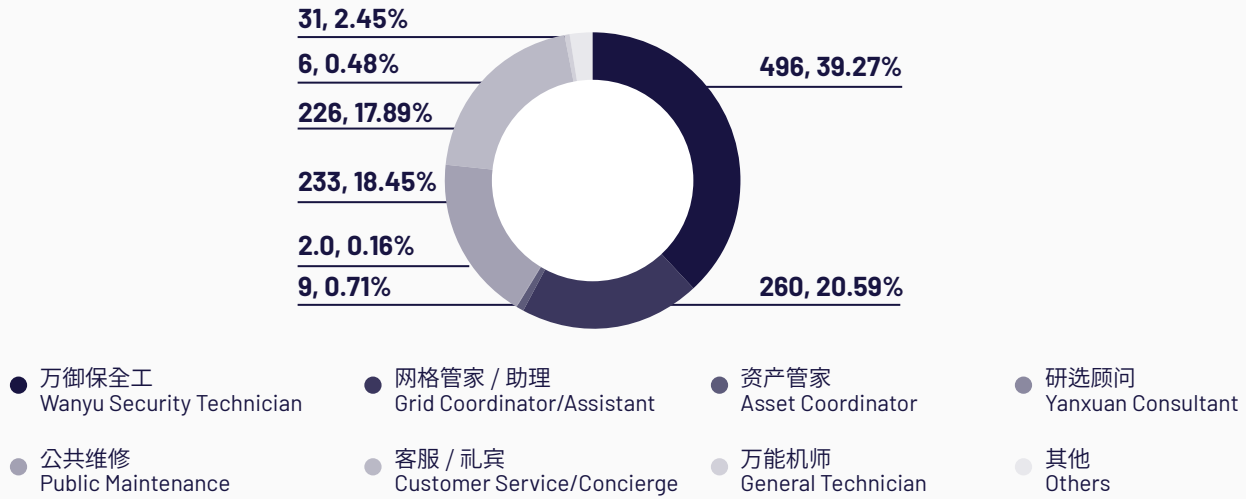
## 「萬紫千紅」好發展

萬物雲持續開展「萬紫千紅」好發展計劃，為一線員工及其他服務提供人員提供豐富的技能培訓和多元化的職業發展方向。報告期內，公司推動 1,263 名一線操作型服務人員成功轉型為技術型、社會和情感溝通型服務人員，如網格管家、資產管家、公共維修和商業樓宇禮賓等。

## Onewo Dream Development

As tradition, we continued the Onewo Dream Development programme to provide front line employees and other service providers extensive skills training and a wide range of job options. During the reporting period, we promoted 1,263 front line operation service providers in successfully transferring into technical, social and emotional communication service providers such as grid coordinators, asset coordinators, public maintenance personnel, and commercial building concierges.

## 2024 年「萬紫千紅」好發展計劃轉崗累計 1,263 人 Cumulative 1,263 Successful Safety Officer Transfers in 2024



「萬紫千紅好發展」計劃自 2020 年啟動以來，公司已累計幫助 9,034 名一線服務人員成功實現職業轉型，走向更大的發展舞臺，獲得更多勞動收入；與此同時，公司收穫更多發展意願強烈、服務意識優秀的藍領匠人，實現人企共贏。

Since the initiation of "Onewo Dream Development" in 2020, we have cumulatively facilitated 9,034 front line service providers to successfully transfer to new positions thus moving to a larger stage and obtaining higher income. At the same time, the Company has attracted a growing pool of skilled and service-oriented blue-collar professionals with a strong desire for growth—achieving mutual success for both people and the organisation.

## 愛生命：減少服務空間內非正常死亡

## AI Life: Reducing Unnatural Deaths in Service Spaces

作為空間服務提供者，萬物雲致力於持續探索並實質性降低服務空間內非正常死亡事件發生的風險，啟動「愛生命」項目，構建全方位生命安全保障體系，全面提升服務空間的應急救援能力。

### G4 行動

我們已開展並持續升級萬物雲「G4 行動」，以「黃金四分鐘」急救理念為核心，通過升級對面客員工進行 CPR（心肺復蘇術）培訓和在項目配置 AED（自動體外除顫器）設備等方式，提高空間服務者在各類服務空間中的應急救援能力，同時吸引更多社會力量投入應急建設。

截至報告期末，萬物雲累計推動超過 4.4 萬名在職員工及其他服務提供人員獲得 CPR 急救實操認證；累計超過 20 萬人次員工及其他服務提供人員接受了 CPR 理論科普培訓。其中，2024 年度萬物雲面客服務者新員工的 CPR 認證率達 100%，此外，報告期內，萬物雲服務空間新增 AED 1,395 台。自 2022 年 G4 行動啟動以來，萬物雲的服務空間共配置 AED 4,265 台，其中住宅空間 2,620 台，商企空間 1,645 台。

報告期內，萬物雲員工及其他服務提供人員通過 CPR 急救成功挽救生命 9 起，自 2022 年起累計挽救生命 28 起。

在延續傳統、不斷深化服務者 CPR 技能培訓和社區 AED 配置的同時，我們逐步嘗試讓「G4 行動」不再局限於萬物雲管理項目範圍內，走進蝶城<sup>1</sup>與開放街道。報告期內，「G4 行動」在北京、廣州、瀋陽等城市的數個蝶城街道開展「讓更多人跑贏黃金 4 分鐘」社區活動，組織萬物雲在管和不在管住宅的業主租戶、鄰里商鋪工作人員、外賣快遞服務者等，共同參與急救科普培訓與演練，增強社區應急救援能力。

<sup>[1]</sup> 蝶城：萬物雲以街道為單位，以在管項目為駐點，以員工 20-30 分鐘可達為半徑，構建新的服務圈，突破社區、商企和城市空間服務的傳統邊界，通過人員共享和快速響應的舉措，為街道內的所有空間提供綜合服務。關於萬物雲蝶城戰略的更多內容，請參考《萬物雲 2024 年度報告》。

As a space service provider, Onewo is committed to continuously exploring effective ways to reduce the risk of unnatural deaths in service spaces. Through the launch of the "AI Life" programme, we aim to build a comprehensive life safety protection system and significantly enhance emergency response capabilities across all service environments.

### G4 Action

We have launched and continuously upgraded Onewo's "G4 Action", centred on the "Golden 4 Minutes" concept of emergency response. By providing CPR (cardiopulmonary resuscitation) training to front-facing staff and equipping projects with AEDs (automated external defibrillators), we aim to enhance the emergency rescue capabilities of service personnel across various service spaces, while also encouraging broader community participation in emergency response capacity building.

By the end of the reporting period, Onewo had enabled over 44,000 employees and other service providers to obtain hands-on CPR certification. In total, more than 200,000 participants had received theoretical CPR awareness training. In 2024, the CPR certification rate for new front-facing staff reached 100%. During the Reporting Period, 1,395 new AEDs were installed across Onewo's service spaces. Since the launch of the G4 Action in 2022, Onewo has deployed a total of 4,265 AED units across its service spaces, including 2,620 in residential spaces and 1,645 in commercial spaces.

During the reporting period, CPR administered by Onewo employees and other service providers successfully saved 9 lives, bringing the cumulative number of lives saved since 2022 to 28.

While continuing the tradition of deepening CPR training for service providers and expanding AED deployment within our managed properties, we have begun to extend the G4 Action beyond the boundaries of Onewo's projects—reaching into Onewo Towns<sup>1</sup> and open streets. During the Reporting Period, G4 Action activities under the theme "Save More Lives in the Golden 4 Minutes" were held in several Onewo Towns across cities such as Beijing, Guangzhou, and Shenyang. These events engaged property owners and tenants—both within and beyond our managed properties—alongside neighbourhood shop staff and delivery personnel, offering CPR awareness training and emergency response drills to enhance the emergency capabilities of local communities.

<sup>[1]</sup> Onewo Town refers to a new service model developed by Onewo based on street-level units, where we have multiple properties under management and our employees could commute between managed properties within 20 to 30 minutes, breaking through traditional geographic boundaries of community, commercial and urban space services. By connecting all managed properties in Onewo Towns, we can provide comprehensive services across community, commercial and urban spaces through resource sharing and expedited response. For more information on Onewo's Onewo Towns strategy, please refer to the 2024 Annual Report of Onewo.



## 「G4 行動」點亮北京 “G4 Action” was launched in Beijing



「G4 行動」點亮北京「讓更多人跑贏黃金四分鐘」公益活動現場  
“G4 Action” in Beijing – Public Welfare Campaign to Save More Lives  
in the Golden 4 Minutes

2024 年 9 月 24 日，萬物雲「G4 行動」成功點亮北京，實現北京在管住宅項目 AED 設備配置和面客崗員工 CPR 技能培訓 100% 覆蓋，其中 AED 設備配置得到了業主、萬行公益基金會、友鄰計劃、社區、物管會及企業等機構的捐贈支持。同時，萬物雲聯合鎮政府、紅十字會舉辦 CPR 公益培訓，覆蓋社區工作人員、周邊商戶和居民等群體，提升了社區應急救援能力，呼籲社會各界為共同「跑贏黃金四分鐘」而努力。

On 24 September 2024, Onewo successfully launched “G4 Action” in Beijing, achieving 100% coverage of AED deployment and CPR training for front-facing staff across all managed residential projects in the city. The AED installations were made possible through donations from property owners, Wanxing Foundation, the Friendly Neighbourhood Program, community organisations, property management committees, and corporate partners. In collaboration with the local town government and the Red Cross organisation, Onewo also organised public CPR training sessions for community workers, nearby businesses, and residents. These efforts strengthened the community’s emergency response capabilities and called on all sectors of society to work together to “save more lives in the Golden 4 Minutes.”

## 愛環境：建築節能減排與社區垃圾分類

# AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification

為應對氣候變化及響應國家「雙碳」目標，萬物雲致力於將綠色低碳循環的理念貫徹服務始終，開展「愛環境」項目深耕建築節能減排與住宅小區生活垃圾分類，打造綠色、可持續的商企空間，利用先進的數字化技術推動建築低碳轉型，實現建築用能精細化管理。同時，我們主動執行與推廣住宅小區生活垃圾分類項目，提升業主居住體驗，並開展垃圾就地資源化處理試點項目，進一步推動社區廢棄物減量。

In response to climate change and in support of the national “carbon peaking and carbon neutrality” goal, Onewo is committed to embedding the concept of green, low-carbon, and circular development throughout its services. Through the “AI Environment” programme, we focus on energy conservation and emission reduction in buildings as well as domestic waste classification in housing estates. Our aim is to create green and sustainable commercial and corporate spaces, while leveraging advanced digital technologies to drive the low-carbon transformation of buildings and achieve refined energy management. At the same time, we proactively implement and promote household waste classification projects in housing estates to improve the living experience of property owners. We have also launched pilot projects for localised waste-to-resource initiatives to further reduce community waste volumes.

### 數字碳排放平臺

2024 年，萬物雲通過數字化手段，完成了旗下服務單元主要碳排放數據的月度更新，以可視化形式展現能源消耗和碳排放情況，並以排名的形式展現全國各代表處的碳排放密度情況，為制定節能減排措施提供數據支持，有效推動公司內部自願碳減排的決心，促進我們向綠色、可持續方向發展。

### Digital carbon emission platform

In 2024, Onewo leveraged digital tools to complete monthly updates of key carbon emission data across its service units. Energy consumption and carbon emissions were visualised, and carbon intensity rankings were generated for each regional office nationwide. This data-driven approach provides strong support for the formulation of energy-saving and emission-reduction measures, effectively reinforcing our internal commitment to voluntary carbon reduction and advancing our development towards a greener and more sustainable future.

### 低碳社區

2023 年以來，萬物雲研發團隊成功開發並應用了「太陽鐘」算法模型、經緯度 / 光感時控開關以及地庫燈具的節能改造等技術，提升了燈光照明的能效。「太陽鐘」算法模型考慮到萬科物業在管項目所在的上百個城市天黑天亮時間不同，通過現場觀測和算法模型，結合經緯度、海拔和季節等多重因素，再通過 AI 算法準確預判各小區園區路燈開關燈時間並通過內部智能化平臺發出指令，實現能源消耗的精準控制。

### Low-carbon communities

Since 2023, Onewo's R&D team has successfully developed and implemented a range of energy-saving technologies for lighting systems, including the “Solar Clock” algorithm model, latitude and longitude/light-sensor-based timing switches, and energy-efficient retrofitting of basement lighting. The Solar Clock algorithm accounts for differences in sunrise and sunset times across the hundreds of cities where Vanke Service operates. Through on-site observations and algorithmic modelling, factoring in latitude, altitude, and seasonal variations, AI is used to accurately predict the optimal switching times for outdoor lighting in housing estates. These commands are then issued via Onewo's internal intelligent platform, enabling precise control of energy consumption.

萬物雲憑藉包含「太陽鐘」在內的一系列住宅社區能源管理創新實踐，獲得上海氣候周 2024 年度領航獎·氣候燈塔社區。截至報告期末，全國已有 3,440 多個萬科物業在管項目採用「太陽鐘」系統，日平均減少照明時長約 0.5 小時，帶動百萬家庭參與國家節能減排戰略，助力碳達峰、碳中和目標實現。

Thanks to these innovations, including the Solar Clock, Onewo received the 2024 Climate Action Leadership Award - Climate Lighthouse Community at Shanghai Climate Week for its pioneering efforts in housing estate energy management. By the end of the Reporting Period, more than 3,440 Vanke Service managed projects nationwide had adopted the Solar Clock system, achieving an average daily reduction in lighting time of approximately 0.5 hours. This initiative has engaged over one million households in supporting the national energy-saving and emission-reduction strategy, contributing to China's “carbon peaking and carbon neutrality goal”.

## 上海萬科金色榴鄉園創建低碳示範小區

### Shanghai Vanke Jinse Liuxiangyuan Created a Low-Carbon Model Community



屋頂安裝分佈式光伏系統  
Installation of Rooftop Distributed Photovoltaic Systems

在上海嘉定區萬科金色榴鄉園，萬科物業與菊園新區基層政府共同努力建設低碳示範社區。通過物業自投、第三方企業投資、業委會及街道投入，增設了小型光伏發電與儲能設施、太陽能路燈和電梯重力回饋裝置，並為公區和地庫更換 1,800 餘盞節能燈具；在改造社區硬件設施設備之餘，通過綠色生活方式的文化帶動，最終實現該小區所在的嘉悅社區人均碳排放量從 2021 年的 1.695 噸 CO<sub>2</sub>/ 人下降至 2023 年的 1.518 噸 CO<sub>2</sub>/ 人，降幅超 10%，顯著低於全市平均水平。

In Vanke Jinse Liuxiangyuan, located in Jiading District, Shanghai, Vanke Service collaborated with the grassroots government of Juyuan New Area to jointly develop a low-carbon model community. Through a combination of property investment, third-party enterprise funding, and contributions from the owners' committee and local subdistrict office, the community installed small-scale photovoltaic and energy storage facilities, solar-powered streetlights, and lift regenerative braking systems. In addition, over 1,800 energy-efficient light fixtures were installed in public and underground areas. Beyond the hardware upgrades, the initiative also fostered cultural engagement around green living. As a result, the average per capita carbon emissions in Jiayue Community, where the project is located, decreased from 1.695 tonnes CO<sub>2</sub> per capita in 2021 to 1.518 tonnes CO<sub>2</sub> per capita in 2023, with a reduction of over 10%, significantly below the city-wide average.

#### 智慧微電網系統建設

##### Smart microgrid system development

2024 年，萬物雲建設「光伏 - 儲能 - 靈石智慧微電網」系統，包括靈石邊緣服務器、微電網調度系統、電梯節能控制器及儲能設備，實現社區內光伏發電、儲能優化及物業辦公能耗的智能管理，峰時負荷除光伏清潔用電外近 60% 電量來自谷電，系統年發電量達 45,000 千瓦時，預計減碳 31,657.5 kg CO<sub>2</sub>，小區物業辦公用電 100% 來源於綠色電力。

In 2024, Onewo developed a "Photovoltaic - Energy Storage - Lingshi Smart Microgrid" system, incorporating the Lingshi Edge server, a microgrid dispatch system, energy-saving lift controllers, and energy storage equipment. This system enables optimised photovoltaic power generation, storage, and intelligent energy management for property office operations within the community. During peak hours, nearly 60% of electricity usage, excluding photovoltaic clean energy, comes from off-peak electricity sources. The system achieves an annual power generation capacity of 45,000 kWh and is expected to reduce carbon emissions by 31,657.5 kg CO<sub>2</sub>. All electricity used for property office operations in the community is supplied by green electricity.

## 上海萬科金色榴鄉園創建低碳示範小區

## Shanghai Vanke Jinse Liuxiangyuan Created a Low-Carbon Model Community



萬物雲代表在 COP29 發表主旨演講  
Onewo Representative Delivers Keynote Speech at COP29

### 綠色生活倡導與居民參與

#### Green living advocacy and resident engagement

社區通過低碳文化活動、閒置共享計劃及廢舊衣物回收計劃宣傳，覆蓋 4,000 多名居民，其中超過半數居民選擇綠色出行。社區電動自行車使用率達 74%，電動汽車使用率達 27%，提升了居民的環保意識。

The community promoted green living through low-carbon cultural activities, a shared-use programme for idle resources, and a used clothing recycling campaign, reaching over 4,000 residents. More than half of the residents chose green travel options. The usage rate of electric bicycles in the community reached 74%, while electric vehicle usage stood at 27%, significantly enhancing residents' environmental awareness.

該項目 2024 年入選生態環境部宣教中心《2024「美麗中國·我是行動者」企業氣候行動案例集》，成為物業行業首個入選案例。11 月，萬物雲在第 29 屆聯合國氣候變化大會（COP29）中國角邊會上分享社區低碳改造的經驗，推動行業低碳轉型。

In 2024, the project was selected by the Center for Environmental Education and Communications of the Ministry of Ecology and Environment for inclusion in the "2024 Beautiful China: I am an Actor' Corporate Climate Action Case Collection", becoming the first case from the property management sector to be featured. In November, Onewo shared its experience in community low-carbon transformation at the China Pavilion side event of the 29th session of the Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change, contributing to the industry's low-carbon transition.



## 低碳樓宇

2024 年，萬物梁行成立能源技術服務部，整合技術研發、標準制定與業務落地能力，形成「診斷 - 實施 - 驗證」全流程服務體系，聚焦能源產品對外輸出與內部標準管理，為客戶提供定制化節能方案，幫助客戶在降低能耗的同時提升資產價值。萬物梁行還成立了能源公會，聚焦節能降耗與能源管理能力建設，通過系統化培訓與實踐賦能，推動節能降本工作落地。公會累計培訓 100 人次，認證 11 名專家，舉辦兩批培訓，覆蓋 200 餘人。通過專家網格化輻射，萬物梁行提升了區域節能能力建設水平。

## Low-carbon buildings

In 2024, Cushman & Wakefield Vanke Service established its Energy Technology Services Department, integrating technical R&D, standards development, and operational implementation to build a full-cycle service system encompassing diagnosis, implementation, and verification. The department focuses on delivering customised energy-saving solutions and managing internal standards, enabling clients to reduce energy consumption while enhancing asset value. Cushman & Wakefield Vanke Service also established the Energy Guild, dedicated to strengthening energy conservation and management capabilities. Through structured training and practical empowerment, the Guild supports the implementation of energy-saving and cost-reduction initiatives. To date, it has provided training to 100 participants, certified 11 experts, and conducted two training cohorts, reaching over 200 individuals. By deploying an expert grid system, Cushman & Wakefield Vanke Service has significantly enhanced regional capacity for energy efficiency.

### 寫字樓、商圈與酒店混合業態樓宇的能效管理

### Energy Efficiency Management of a Mixed-use Building Comprising Office, Business and Hotel Functions



低碳樓宇能效管理  
Low-carbon Building Energy Efficiency Management

萬物梁行對某寫字樓、商圈與酒店混合業態樓宇客戶開展節能技改，根據上年實際能耗數據預估節能降本空間，結合現場運行製冷主機供回水溫差較大，冷凍泵、冷卻泵運行存在節能空間等設施設備問題，提出節能策略 + 運維保障的全套解決方案，提供 AIoT 設備設施智慧物聯服務，進行一體化管理，並實時動態調節冷凍水溫度、水泵頻率等參數，節能技改在報告期內綜合節能約 71.32 萬 kWh。

Cushman & Wakefield Vanke Service carried out energy-saving retrofits for a client managing a mixed-use building comprising office, business, and hotel functions. Based on the previous year's actual energy consumption data, the team estimated the potential for energy savings and cost reduction. On-site diagnostics revealed issues such as a large temperature differential between supply and return water in the chiller system, and opportunities for improving the efficiency of chilled water and cooling water pumps. In response, Cushman & Wakefield Vanke Service proposed a comprehensive solution that combined energy-saving strategies with ongoing operational support. The project included AIoT-enabled smart interconnection services for equipment and facilities, enabling integrated management and real-time dynamic adjustment of parameters such as chilled water temperature and pump frequency. During the reporting period, the retrofits achieved total energy savings of approximately 713,200 kWh.

## 社區垃圾分類

萬物雲致力於建立可複製、可推廣的生活垃圾分類模式，共建綠色低碳、清潔衛生社區。我們嚴格遵循《中華人民共和國固體廢物污染環境防治法》等有關廢棄物管理的國家及地方的相關法律法規，制定《住宅項目垃圾分類營運管理辦法》《住宅生活垃圾分類操作指引》《垃圾分類管理業務營運手冊》等內部管理制度和標準化營運指南，持續優化服務空間的垃圾分類治理水平，並通過設施設備建設、創新激勵機制和社區文化營造等途徑，在保證服務品質及業主體驗的同時，確保垃圾分類落到實處。

報告期內，新增在 533 個住宅小區開展垃圾分類工作，累計在 253 個城市的 2,634 個小區開展垃圾分類工作。

## Community waste classification

Onewo is committed to developing a replicable and generalisable model of domestic waste classification, and building a green, low-carbon, clean and hygienic community. In strict accordance with the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution as well as other relevant national and local laws and regulations on waste management, we have formulated internal management systems and standardised operational guidelines, such as the Measures for the Operation and Management of Waste Classification in Residential Projects, the Operational Guidelines for the Separation of Residential Domestic Waste, and the Operational Manual for Waste Classification Management, to continuously optimise the waste classification governance level of our service spaces. Additionally, we have introduced innovative incentive mechanisms, and cultivated a community culture around environmental responsibility. These efforts aim to deliver high-quality service and a positive resident experience while ensuring the effective implementation of waste classification.

During the reporting period, Onewo conducted waste classification in 533 new housing estates; as of the end of the reporting period, Onewo has conducted waste classification in 2,634 housing estates in 253 cities in total.

## 愛社區：物業更新及與周邊社區共生

# AI Community: Property Renewal and Coordinated Development with the Surrounding Community

社區建設是推動城市基層治理的前沿窗口，被納入我國「十四五」規劃和 2035 年遠景目標之中。作為城市基層治理成效的重要指標，物業服務質量直接關係到居民的生活品質和社區治理的現代化水平。萬科物業以科技賦能為手段，通過智慧化管理與創新服務模式，打破傳統管理邊界，推動多元主體協同共治，實現社區共建共享理念的落地。

Community development is a key driver of grassroots urban governance and has been included in the 14th Five-Year Plan and the 2035 Vision. As a critical indicator of the effectiveness of urban governance at the grassroots level, the quality of property management services is closely tied to residents' quality of life and the modernisation of community governance. Vanke Service leverages technology as an enabler to break through traditional management boundaries. Through intelligent management and innovative service models, we promote collaborative governance among diverse stakeholders, advancing the vision of community co-creation and shared benefits.

### 天秤業委會工作臺

「天秤業委會工作臺」是一款數字化基層治理工具，旨在為街道、小區業委會提供一體化智能管理解決方案。該平臺通過微信小程序集成投票、公告和財務管理等核心功能，解決了業主參與度低、意見分歧、信息不暢等痛點，激發了業主參與公共事務的積極性，並提高業委會的工作效率，推動社區治理從傳統的人力驅動向流程驅動轉變，進一步增加了物業行業的公開透明和創新發展，為小區共治共建提供了新的路徑。截至報告期末，「天秤業委會工作臺」累計落地 1,452 個非萬科物業在管項目，擁有 81 個社區 / 街道客戶，發起 700 多次小區治理事項。

### Libra Property Committee Workbench

Libra Property Committee Workbench is a digital grassroots governance tool designed to provide integrated intelligent management solutions for subdistricts and property owners' committees. Integrated into a WeChat mini programme, the platform offers core functions such as voting, announcements, and financial management. It addresses key challenges including low owner participation, divergent opinions, and poor information flow, thereby encouraging residents to engage more actively in public affairs and enhancing the operational efficiency of owners' committees. The platform facilitates a shift in community governance from manpower-driven to process-driven models, further promoting transparency and innovation within the property management sector. It offers a new pathway for co-governance and co-creation in community. As of the end of the reporting period, Libra, Property Committee Workbench had been implemented in 1,452 non-Vanke Service management projects and had served 81 community and subdistrict customers, initiating over 700 community governance matters.

### 社區煥新行動

2024 年 3 月，萬科物業全面啟動「煥新行動」，旨在改善社區現場品質、應對建築老化及提升業主公共物權意識。行動聚焦於設施設備全場景煥新，並開展包括黃土裸露翻土插牌、植樹節等活動，改善了社區的整體面貌，為客戶帶來了更加舒適和美觀的居住體驗。截至報告期末，煥新行動已覆蓋全國 3,000 餘個項目，完成率達 93.2%，收到客戶反饋對設施設備滿意度同比提升 0.21%，投訴率同比下降 11%。

### Facility Renewal Action

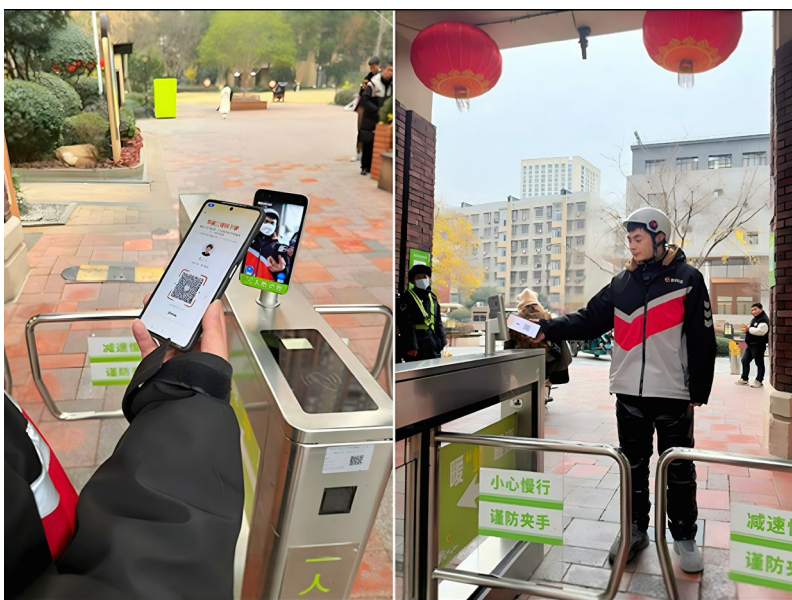
In March 2024, Vanke Service fully launched the "Renewal Action", aimed at improving on-site community quality, addressing building ageing issues, and enhancing homeowner awareness of shared property rights. The action focused on comprehensive upgrades across all facility and equipment scenarios, while also organising activities such as soil revitalisation signage and Arbor Day activities—significantly improving the overall appearance of communities and delivering a more comfortable and aesthetically pleasing living environment for residents. By the end of the reporting period, the renewal action had covered over 3,000 projects nationwide, with a completion rate of 93.2%. Customer feedback indicated a 0.21% year-on-year increase in satisfaction with facilities and equipment, while the complaint rate fell by 11% year-on-year.

## 智慧社區通行升級

萬科物業攜手美團、順豐同城，共創社區高效通行解決方案。在萬物雲的推動下，我們聯合美團合作開發出騎手通行解決方案，實現了騎手數秒內快速掃碼進門，提升了配送效率。並且，我們牽手順豐同城，打通黑貓人行系統與順豐同城的送單系統，成功縮短騎手通行時間至3秒以內。我們亦在萬科物業的智能門禁系統內嵌「派單核實功能」，為居民生活提供便利的同時用數字化手段全方位築牢社區安全防線。報告期內，已有3,000餘小區落地騎手通行解決方案。

## Smart Community Access Upgrade

Vanke Service, in collaboration with Meituan and SF City Rush, has co-developed an efficient community access solution. With support from Onewo, we partnered with Meituan to jointly develop a rider access system that enables delivery riders to scan and enter within seconds, significantly improving delivery efficiency. Additionally, we worked with SF City Rush to integrate the Black Cat pedestrian access system with SF's delivery dispatch platform, successfully reducing rider access time to under three seconds. We also embedded an "order verification function" into Vanke Service's intelligent access control system, which enhances community safety through digital means while offering residents greater convenience. During the reporting period, the rider access solution had been implemented in over 3,000 housing estates.



智慧社區通行  
Smart Community Access



# 責任管治

# Responsibility Governance

## 響應 SDGs

### Responding to SDGs

16 和平、正义与  
强大机构



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 促进目标实现的  
伙伴关系



17 PARTNERSHIPS  
FOR THE GOALS



## 對應香港聯交所關鍵績效指標

### Corresponding to the Hong Kong Stock Exchange's key performance indicators

B5, B5.2, B5.3, B5.4, B6.3, B6.5, B7, B7.1, B7.2

## 年度亮點績效

## Annual Performance Highlights



未發現影響公司可持續經營的重大風險或系統性風險

Zero significant risks or systemic risks that affected the Company's sustainable operation occurred

落實 3 個常規內部審計項目和 9 個專項風險評估項目

We implemented 3 regular internal audit projects and 9 specialised risk assessment projects

開展 92 次內控專項檢查、81 次主動性審視

We conducted 92 special internal control inspections and 81 proactive inspections

開展 243 次內控培訓，共計 2.75 萬人參與培訓，人均培訓時長 1.1 小時

We conducted 243 internal control training sessions, with a total of 27,500 participants and an average training duration of 1.1 hours per person

開展 11 場廉正培訓宣貫

We delivered 11 integrity training and publicity sessions

全體員工 100% 簽署《廉潔承諾書》並進行潛在利益衝突申報

100% of employees signed the Integrity Pledge and declared potential conflicts of interest

供應商《陽光合作協定》簽署率達 100%

100% of suppliers signed the Anti-corruption Cooperation Agreement



# 責任管治

# Responsibility Governance

## 公司治理

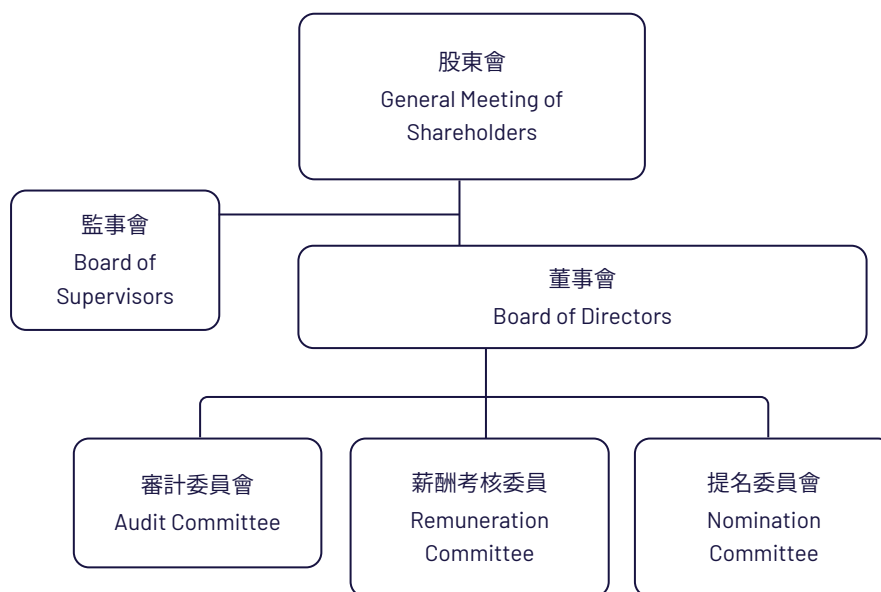
## Corporate Governance

### 治理架構

良好的公司治理是企業持續穩健經營的基石。萬物雲致力於實現高標準企業管治，嚴格遵循《中華人民共和國公司法》《香港聯合交易所有限公司證券上市規則》（簡稱《上市規則》）以及國家相關法律法規的要求，結合自身發展實際，持續優化公司治理結構，不斷提升公司治理水平。我們構建了權責清晰、自上而下的「三會一層」治理架構，持續推進公司治理工作有序開展。

### Governance Structure

Sound corporate governance is the cornerstone of a company's long-term and stable operations. Onewo is committed to achieving high standards of corporate governance. We strictly comply with the Company Law of the People's Republic of China, the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"), and other applicable national laws and regulations. In line with our development needs, we continuously optimise our governance structure and enhance the overall level of corporate governance. We have established a clear, top-down governance structure comprising the General Meeting of Shareholders, Board of Directors, Board of Supervisors, and Senior Management, ensuring that corporate governance progresses in an orderly and effective manner.



公司管治架構  
Corporate Governance Structure

## 董事會獨立性及多元化

## Independence and Diversity of the Board of Directors

### ► 相關政策

《董事會獨立評估機制》

萬物雲的董事會獨立性和多元化是公司治理的重要组成部分，對於企業的可持續發展和獲得投資者信任至關重要。

我們制定並實施了《董事會獨立評估機制》，旨在確保公司的董事會有強大的獨立元素，及可取得獨立觀點及意見。董事會致力於確保委任最少三名獨立非執行董事及當中最少三分之一成員為獨立非執行董事（或《上市規則》不時規定的更高人數下限）。我們在選舉過程中注重選擇與公司及其主要股東、實際控制人不存在直接或者間接利益關係的獨立董事會成員。這些獨立董事在決策過程中能夠保持獨立思考，不受外界干擾，從而確保董事會決策符合公司整體利益，尤其是保護中小股東合法權益。

為保證董事的多元化，我們在決定董事的委任和續任時考慮多項因素，包括性別、年齡、文化及教育背景、種族、專業經驗、技能、服務年資，以及公司主要股東的合法利益等，以幫助公司更好地應對複雜多變的經濟市場環境，提高決策的質量和有效性。

- 我們堅信這些因素與公司的業務發展密切相關：公司在多元化的市場環境中開展業務，需要全面考慮員工、客戶、供應商、業務夥伴、政府及其他影響公司運作的機構，以及公眾的利益。在性別、年齡、文化教育背景等方面具備多元化特徵的董事會，將能夠更有效地平衡和處理各利益相關方的期望。
- 董事的專業經驗、技能、知識和服務年限對於提高董事會決策的質量具有顯著影響。

萬物雲董事會成員中有 2 名執行董事，其餘 9 名為獨立非執行董事或非執行董事，不參與公司的管理。董事會中包含 1 名女性董事，4 名獲得博士學位董事，成員擁有均衡的知識與技能，涵蓋了整體管理、策略規劃、人力資源管理、信息技術、會計及財務管理、風險管理及企業管治等多個關鍵領域。董事們的教育背景也頗為豐富，包括經濟學、工商管理及會計學等多個專業。

### ► Relevant policy

Assessment Mechanism for Independence of the Board of Directors

Ensuring an independent and diverse Board of Directors is a cornerstone of Onewo's corporate governance, instrumental for business sustainability and investor trust.

We have formulated and implemented the [Board Independence Evaluation Mechanism](#) to ensure that the Board of Directors maintains a strong independent element and is able to obtain independent perspectives and advice. The Board of Directors is committed to appointing at least three independent non-executive directors, with no fewer than one-third of the Board of Directors comprising such members (or a higher minimum as may be prescribed under the Listing Rules from time to time). Onewo selects independent directors without direct or indirect ties to the Company, major shareholders, or de facto controllers during the nomination process. This enables independent directors to make unbiased decisions, thereby aligning resolutions of the Board of Directors with the Company's overall welfare, particularly safeguarding the rights of small and mid-sized shareholders.

To ensure member diversity of the Board of Directors, in appointing and reappointing directors, we weigh various aspects: gender, age, cultural and educational backgrounds, ethnic diversity, professional expertise, skill sets, service duration, and equitable consideration of major shareholder interests. This multifaceted approach empowers Onewo to tackle complex, dynamic markets, enhancing decision-making quality and effectiveness.

- We firmly maintain that these factors bear significant relevance to our Company's growth dynamics: operating in a multifaceted market, the Company must account for the interests of its employees, customers, suppliers, business partners, government bodies, and other influencing organisations, as well as the broader community. The Board of Directors with diversity in gender, age, and cultural and educational backgrounds is better poised to balance and meet the diverse expectations of all stakeholders effectively.
- Directors' professional background, skills, expertise, and tenure significantly contribute to enhancing decision-making quality of the Board of Directors.

Among Onewo's members of Board of Directors, two are executive directors, while the remaining nine are non-executive or independent non-executive directors who are not involved in the Company's day-to-day management. The Board of Directors includes one female director and four directors holding doctoral degrees. The members possess a well-balanced mix of knowledge and skills across key areas such as general management, strategic planning, human resources management, information technology, accounting and financial management, risk management, and corporate governance. The directors also bring diverse educational backgrounds, including specialisations in economics, business administration, and accounting.

## 信息透明 Information Transparency

萬物雲嚴格遵守相關法律法規，確保信息披露真實、準確、完整、及時且公平。公司選定萬物雲官方網站作為信息披露的主要平臺，確保所有股東平等獲取信息。報告期內，萬物雲發布了 1 份年度報告、1 份 ESG 報告及近 150 份臨時公告及相關披露文件，主動披露環境、社會責任、公司治理及營運信息，不斷提升信息披露的透明度和有效性。

此外，本年度我們於公司官網公開披露了《可持續供應鏈政策》《商業道德準則》《員工權益保障政策》《健康與安全政策 - 萬物梁行》《健康與安全政策 - 萬科物業》等可持續發展相關政策，向外界展示公司對可持續發展的承諾和實踐，進一步提升公司的透明度和責任感。有關政策詳細內容，請參閱萬物雲[可持續發展政策](#)。

為幫助投資者全面了解公司發展狀況，萬物雲於 2024 年組織了超過 200 場投資者互動活動，包括現場調研、電話會議、證券公司策略會及國內外路演等。通過這些活動，公司建立起與投資者的良好溝通橋樑，積極回應投資者關切，促進治理環境更加透明、公平，展示公司良好形象。

Onewo strictly complies with relevant laws and regulations to ensure that all disclosures are truthful, accurate, complete, timely, and fair. The Company has designated its official website as the primary platform for information disclosure, ensuring equal access to information for all shareholders. During the reporting period, Onewo published one annual report, one ESG report, and nearly 150 interim announcements and related disclosure documents. We proactively disclosed information on environmental, social responsibility, corporate governance, and business operations, continuously enhancing the transparency and effectiveness of our disclosures.

In addition, during the year, we publicly disclosed a series of sustainable development related policies on the Company's official website, including the Sustainable Supply Chain Policy, Code of Business Ethics, Employee Rights and Interests Protection Policy, Health and Safety Policy – Cushman & Wakefield Vanke Service, and Health and Safety Policy – Vanke Service. These documents demonstrate the Company's commitment to sustainability and its ongoing efforts in this area, further enhancing transparency and accountability. For detailed information, please refer to [Onewo's sustainable development related policies](#).

To help investors gain a comprehensive understanding of the Company's development, Onewo held more than 200 investor engagement activities in 2024. These included on-site visits, conference calls, brokerage strategy meetings, and roadshows both in China and overseas. Through these activities, the Company built strong communication channels with investors, actively responded to their concerns, and fostered a more transparent and equitable governance environment—reinforcing a positive corporate image.

## 風險與危機管理 Risk and Crisis Management

### ► 相關政策

《萬物雲內控管理制度》  
《萬物雲內部審計管理制度》  
《萬物雲審計整改管理辦法》  
《萬物雲內控風險檢查管理辦法》  
《萬物雲服務外包履約保證金全流程營運管理辦法》  
  
《內部往來 & 交易手工憑證管理規範》  
《營帳自動出賬營運管理規範》

### ► Relevant policies

Onewo Internal Control Management System  
Onewo Internal Audit Policy  
Onewo Audit & Remediation Protocol  
Onewo Internal Control Risk Inspection Management Measures  
Onewo Full-process Operational Guidelines for Performance Deposit Management in Service Outsourcing  
Standards for Internal Transaction and Manual Voucher Management  
Standards for Automated Billing Operations Management

## 風險管理架構

萬物雲根據《上市規則》、企業內部控制規範體系以及 COSO 內部控制框架，制定內部控制管理制度，以更好地完善本集團治理結構，加強和規範內部控制管理，保障本集團經營管理合法合規。董事會負責公司內部控制和風險管理職能的建立健全和有效實施，確保本集團設立及維持有效的風險管理及內部監控系統，涵蓋本集團所有重要的監控方面，包括財務、營運及合規監控，同時持續監察本集團的整體風險（包括環境、社會及管治風險）、風險管理及內部監控工作範疇、素質及程序。

我們建立從總部到區域的多層級風險管理架構，搭建了風險管理「三道防線」模型，並在董事會和內部管理層面持續完善和強化風險識別、監控和防範等職能，檢查和評估公司建立的風險管理系統是否有效運行。萬物雲總部負責公司層面的風險識別和防範，並逐步在各業務單元、專業部門建立風險管理職能，進行風險識別及評估工作。

## Risk Management Structure

In accordance with the Listing Rules, the corporate internal control standard system, and the COSO internal control framework, Onewo has established an internal control management system to enhance the Group's governance structure, strengthen and standardise internal control practices, and ensure lawful and compliant business operations. The Board of Directors is responsible for establishing, maintaining, and ensuring the effective implementation of the Company's internal control and risk management functions. It ensures that the Group has in place an effective risk management and internal control system, which covers all key aspects of control, including financial, operational, and compliance-related monitoring. It also continuously oversees the Group's overall risk profile—including environmental, social and governance (ESG) risks—as well as the scope, adequacy, and procedures of its risk management and internal control efforts.

Onewo has established a multi-level risk management structure from the headquarters to the regional level, built a "Three Lines of Defense" model for risk management. We continue to improve and strengthen the functions of risk identification, monitoring, and prevention at the Board of Directors and internal management levels, and check and evaluate whether the risk management system established by the Company is operating effectively. The headquarters of Onewo is responsible for risk identification and prevention and control at the corporate level, and gradually establishes risk management functions in each business unit and specialised department to carry out risk identification and assessment.

## 第三道防線 Third line of defence

### 審計、監察

- 內部審計獨立於業務及流程之外，行使對公司風控體系進行獨立評估的職責。通過獨立評估和事後調查建立起威懾，讓大家不要做壞事，也不敢做壞事。

### Audit, inspection

- Internal audit is independent of the business and procedure, and exercises the responsibility of independent assessment of the Company's risk control system. Deterrence is established through independent assessment and post-event investigation so that people do not do bad things and do not dare to do bad things.

## 第二道防線 Second line of defence

### 內控、法務、投資

- 聚焦事中，是業務的幫手，幫助各級管理者和責任人成熟地管理好自己的業務，發現問題、推動問題改進、有效閉環問題。通過看風險、看機制，走向全面監督。

### Internal control, legal affairs, investment

- Focusing on the middle of the matter, it is a helper for business, helping managers and responsible people at all levels to manage their business maturely, identify problems, drive improvement and close the loop effectively. By monitoring risks and mechanisms, we move toward comprehensive supervision.

## 第一道防線 First line of defence

### 一線、業務

- 從流程遵從走向流程責任，加強流程體系建設和責任體系建設，落實流程責任制，負責人 / 管理者要承擔內控和風險監管的責任，95% 的風險要在流程化作業中解決。

### Front-line, business

- From process compliance to process responsibility, it strengthens the process system construction and responsibility system construction and implements the process responsibility system. The leader/manager should really take the responsibility of internal control and risk supervision, and 95% of the risks should be solved in the process-oriented operation.



## 優化管理體系

萬物雲致力於持續加強內部控制與風險管理體系建設，筑牢風險管控的堅實基礎。我們通過制定《萬物雲內控管理制度》，明確公司對內控管理與風險管理的目標與原則、風險識別、風險評估、風險應對、風險管理監控和監督等內容。同時，我們繼續深化落實《萬物雲內部審計管理制度》和《萬物雲審計整改管理辦法》等相關要求，加強風險前置管控，與業務部門開展流程共建，從機制、控制的層面前置規避營運和操作風險。

為進一步加強公司的風險管理工作，報告期內，我們新增發布並實施 4 個管理辦法及管理規範，包括《萬物雲內控風險檢查管理辦法》《萬物雲服務外包履約保證金全流程營運管理辦法》《內部往來 & 交易手工憑證管理規範》以及《營帳自動出賬營運管理規範》，以豐富內控與風險管理工具箱，持續健全風險管理制度體系，盡可能提高風險規避能力。

此外，我們針對風險管理體系進行了優化，通過大數據分析、業務溝通、管理層委派等確定年度風險管理目標，運用內控穿行、專項檢查、主動性審視等工作程序對風險流程及結果進行識別，通過風險矩陣修訂、整改方案設計來確定風險應對的措施，借助風險錄入、風險整改、風險長效閉環管理機制和系統跟蹤控制來對風險管理監控和監督。

我們將 ESG 因素整合到現有的風險管理框架中，逐步讓 ESG 因素成為風險識別、評估、策略制定、風險緩解和控制、風險監測和報告以及公司戰略及決策的重要部分，使得公司能夠更好地管理和規避 ESG 風險，實現穩健可持續發展。

2024 年，我們開展落實了 3 個常規內部審計項目和 9 個專項風險評估項目，覆蓋社區、商企和城市綜合服務空間等，並從「資產、低碳、AI」三個方向出發，對資產的估值、營運、退出等方面進行審計。我們同時考慮在審計框架中加入環境數據的管控，逐步將 ESG 資料質量提升至財務資料質量同等水平進行檢查，確保 ESG 數據準確披露。

報告期內，未發現影響公司可持續經營的重大風險或系統性風險。

## Optimising the Management System

Onewo is dedicated to ceaselessly reinforcing its internal control and risk management systems, laying a robust groundwork for risk governance. We've defined the Company's objectives and principles, as well as risk identification, assessment, response and oversight for internal control and risk management through the establishment of the Onewo Internal Control Management System. In parallel, we have further implemented the requirements set out in the Onewo Internal Audit Policy and the Onewo Audit & Remediation Protocol. These efforts have enhanced proactive risk controls and enabled joint process development with business units, allowing us to prevent operational and procedural risks at their source through sound mechanisms and control measures.

To bolster risk management further, during the reporting period, we introduced four new management approaches: the Onewo Internal Control Risk Inspection Management Measures, Onewo Full-process Operational Guidelines for Performance Deposit Management in Service Outsourcing, Standards for Internal Transaction and Manual Voucher Management, and the Standards for Automated Billing Operations Management. These additions serve to enrich our internal control and risk management toolkit, continuously improve the institutional framework, and maximise our ability to mitigate risks.

In addition, we have optimised our risk management system by setting annual risk management objectives through big data analysis, business communication, and management delegation. We identify risks within processes and outcomes using procedures such as walkthrough testing, targeted inspections, and proactive reviews. Risk response measures are determined through updates to the risk matrix and the design of remediation plans. Monitoring and supervision are conducted via mechanisms such as risk logging, remediation tracking, and a long-term closed-loop risk management system.

We blend ESG elements into our current risk management structure, progressively making them integral components of risk identification, assessment, strategy development, risk mitigation/control, monitoring/reporting, and corporate strategy/decision-making. This integration allows us to better manage and mitigate ESG risks, ultimately fostering sound and sustainable corporate growth.

In 2024, we carried out three regular internal audits and nine specialised risk assessments spanning communities, business enterprises, and integrated urban service spaces. The audits focused on three key areas—assets, low carbon, and AI—assessing aspects such as asset valuation, operations, and disposal. We also explored incorporating environmental data oversight into the audit framework, with the aim of gradually raising ESG data quality to the same level as financial data, ensuring the accuracy and reliability of ESG disclosures.

During the reporting period, Onewo detected no significant or systemic risks threatening the Company's sustainable operations.

## 風險文化建設

萬物雲高度重視員工的風險管理培訓，針對不同崗位的員工，我們開展了系統的培訓及教育活動，覆蓋內部審計制度要求、風險控制要求及措施、業務風險管理、發文解讀、廉正宣傳及內控工具迭代等宣貫主題。報告期內，我們開展了 92 次內控專項檢查、81 次主動性審視，並開展場內控賦能培訓，覆蓋 9 個業務單元或專業職能部門，約 28 類業務，累計 2.75 萬人次參與，人均 1.1 小時。

## 危機管理

萬物雲不斷優化各業務環節的應對策略，增強業務韌性，在面對突發情況時能夠及時應對，為客戶提供穩定可靠的服務。我們通過多項措施保障業務的穩定營運，這些措施涵蓋 IT 災備、供應鏈管理、安全管理等多個方面，確保企業在面對突發情況時具備有效的應對能力。

### 風險管理與應急預案

公司在實際營運中不斷優化應對自然災害、疫情、供應鏈中斷等突發情況的機制，並制定了相應的預案，如 IT 系統災備計劃、資料備份方案、供應鏈應急方案、客戶服務應急機制，以降低突發事件對業務營運的影響。

### IT 系統災備與技術保障

為確保業務的技術連續性，公司通過《數據與資訊中心風險管理手冊》《IT 服務質量事故管理規範》等文件，建立了 IT 系統容災與資料備份機制。同時，定期開展生產環境問題處理演練，提升系統在異常情況下的恢復能力。

## Building a Risk-Aware Culture

Onewo places great importance on employee training in risk management. Tailored training and education activities are conducted for employees across different roles, covering a wide range of topics including internal audit requirements, risk control measures, business risk management, policy interpretation, integrity awareness, and updates to internal control tools. During the reporting period, we conducted 92 targeted internal control inspections and 81 proactive inspections. In addition, we organised on-site internal control capability-building training, covering 9 business units or specialised functional departments and approximately 28 business categories. A total of 27,500 participants took part in these training sessions, with an average duration of 1.1 hours per person.

## Crisis Management

Onewo continuously optimises response strategies across its business operations to enhance organisational resilience and ensure the ability to respond promptly to emergencies, delivering stable and reliable services to customers. We have implemented a range of measures to safeguard business continuity, covering areas such as IT disaster recovery, supply chain management, and security management. These efforts ensure that the Company is well equipped to respond effectively in the face of unforeseen events.

### Risk Management and Contingency Planning

In day-to-day operations, the Company continuously improves its mechanisms for responding to emergencies such as natural disasters, pandemics, and supply chain disruptions. Corresponding contingency plans have been developed, including IT system disaster recovery plans, data backup solutions, supply chain emergency response plans, and customer service contingency mechanisms, all aimed at minimising the impact of unexpected events on business operations.

### IT System Disaster Recovery and Technical Support

To ensure the continuity of business operations from a technological perspective, the Company has established IT system disaster recovery and data backup mechanisms through documents such as the Data and Information Centre Risk Management Manual and the Standards for IT Service Quality Incident Management. Regular drills are conducted to simulate issue resolution in the production environment, thereby enhancing the system's ability to recover under abnormal conditions.

## 供應鏈韌性與應對措施

公司依據《可持續供應鏈政策》及相關管理要求，持續提升供應鏈的靈活性與抗風險能力。通過定期評估供應商穩定性、建立供應鏈應急預案，並實施多元化供應商管理策略，增強企業在供應鏈中斷風險下的應變能力。

## 安全管理與演練機制

公司結合業務需求，建立了安全管理應急機制，明確突發安全事件的應對流程，並定期組織安全演練，包括防汛專項工作演練、安全事故模擬測試，確保員工具備快速響應能力，保障人員及業務的安全穩定。

## Supply Chain Resilience and Response Measures

In accordance with the Sustainable Supply Chain Policy and relevant management requirements, the Company continuously strengthens the flexibility and resilience of its supply chain. By regularly assessing supplier stability, establishing supply chain contingency plans, and implementing a diversified supplier management strategy, we enhance the Company's ability to respond effectively to supply chain disruption risks.

## Safety Management and Emergency Drill Mechanism

In line with operational needs, the Company has established an emergency safety management mechanism that defines clear response procedures for unexpected safety incidents. Regular safety drills are conducted, including flood response simulations and safety incident scenario testing, to ensure that employees are equipped with rapid response capabilities, thereby safeguarding the safety and stability of both personnel and operations.

## 商業道德與反舞弊 Business Ethics and Anti-Fraud

### ► 相關政策

《商業道德準則》  
《反貪污政策》  
《萬物雲廉正監察案件分級處理辦法》  
《陽光合作協定》  
《萬物雲紅黃線》  
《廉正管理寶典》  
《處理舉報可能屬不當行為之程序》

### ► Relevant policies

Code of Business Ethics  
Anti-Corruption Policy  
Onewo Integrity Violation Grading and Handling Rules  
Anti-corruption Cooperation Agreement  
Onewo Red-Yellow Line Guidelines  
Integrity Management Handbook  
Procedures for Handling Reporting May Be Misconduct

## 商業道德準則

### 管理架構

萬物雲建立行之有效的管理架構，董事會監督本公司的商業道德管理。萬物雲設置稽核中心，為本公司的檢查部門，負責公司內各種違規、違紀事件的處理，受理接收到的與萬物雲任何僱員違規、瀆職和舞弊行為相關的舉報。稽核中心獨立於公司其他部門，直接向董事會報告，對於重大事件向審計委員會匯報。相關業務單元參與收集異常現象如舞弊線索收集，做整理並移交提報給稽核中心，納入內部廉正檢查及糾正流程。

### 管理制度

我們嚴格遵守《中華人民共和國公司法》《中華人民共和國反不正當競爭法》及《關於禁止商業賄賂行為的暫行規定》等法律法規，制定了《商業道德準則》並在公司官網進行披露，抵制任何形式的貪污、賄賂、勒索、欺詐、舞弊及洗黑錢行為。公司每年定期根據實際情況對商業道德標準和反貪腐政策進行審核，每三年內部審計覆蓋所有業務營運點。

更多關於商業道德政策的內容請查看 [《商業道德準則》](#)。

## Code of Business Ethics

### Management structure

Onewo has established an effective management structure for overseeing business ethics, with the Board of Directors responsible for supervising the Company's business ethics management. The Company has established an Anti-Corruption Centre serving as its investigative arm, tasked with addressing all misconduct and disciplinary cases within the organisation and receiving reports on any Onewo employee's irregularities, malfeasance, or wrongdoing. The Anti-Corruption Centre operates independently from other company divisions, reporting directly to the Board of Directors and, for significant matters, to the Audit Committee. Pertinent business units collaborate in collecting fraud leads, compiling them, and forwarding them to the Anti-Corruption Centre, which incorporates them into the Company's internal integrity review and rectification process.

### Management policy

We strictly comply with the Company Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and the Interim Provisions on Banning Commercial Bribery, among other relevant laws and regulations. We have established a Code of Business Ethics, which is publicly available on the Company's official website, to oppose all forms of corruption, bribery, extortion, fraud, misconduct, and money laundering. The Company reviews its business ethics standards and anti-corruption policies annually in line with operational realities. Internal audits are conducted across all business operations on a rolling basis every three years.

For further details on our business ethics policy, please refer to the [Code of Business Ethics](#).

## 廉正建設

### 管理體系

萬物雲貫徹落實《萬物雲廉正監察案件分級處理辦法》《陽光合作協定》《萬物雲紅黃線》等內部政策，並於報告期內針對《萬物雲紅黃線》進行了更新，總結出十八條紅線規則及十八條黃線規則，實現內部底線一致，形成潛在風險預防的堅實基礎。同時，我們發布《廉正管理寶典》，以便管理人員充分了解廉正風險。2024 年，我們在官網公開披露《反貪污政策》，更多反貪腐政策的相關內容可通過點擊政策名稱查閱。

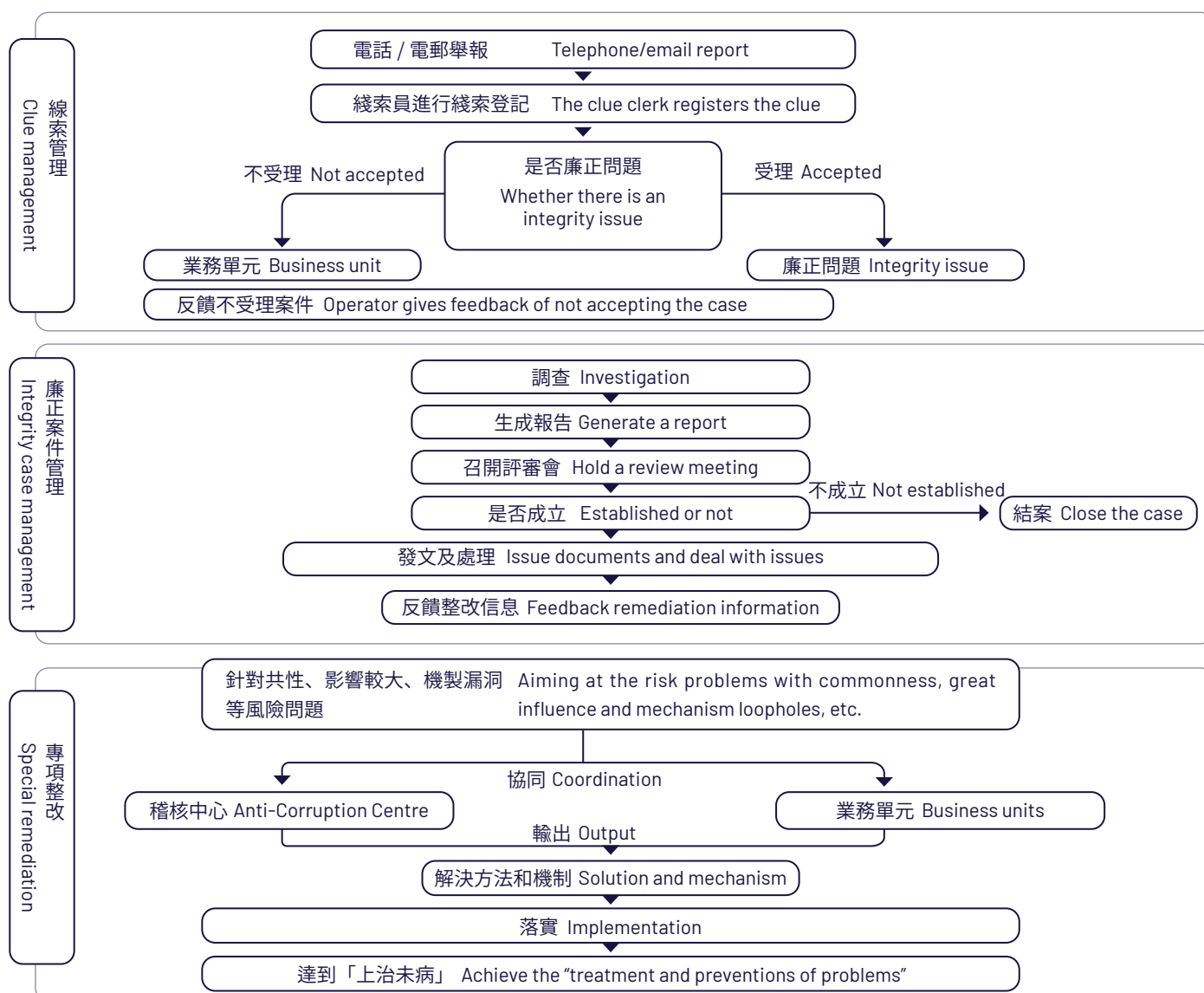
萬物雲開發並上線廉正監察數字化營運平臺，功能包括線索管理、案件台賬以及案件流程並能根據需求生成報表，初步實現了廉正監察案件的數字化檔案管理以及從線索受理到案件調查直至事件關閉的獨立系統營運。

## Integrity Construction

### Management system

Onewo implements internal policies such as the Onewo Integrity Violation Grading and Handling Rules, the Anti-corruption Cooperation Agreement and the Onewo Red-Yellow Line Guidelines. During the reporting period, we updated the Onewo Red-Yellow Line Guidelines, establishing eighteen red-line rules and eighteen yellow-line rules to unify internal standards and create a solid foundation for the prevention of potential risks. We also issued the Integrity Management Handbook to help managers better understand integrity-related risks. In 2024, we publicly disclosed the Anti-Corruption Policy on our official website. For further details, readers may access the policy directly via the published link.

Onewo developed and deployed a digital integrity monitoring platform, featuring modules for lead management, case logs, and case workflow automation. The platform offers on-demand report generation and has initially enabled digital case file management for integrity monitoring, achieving standalone system operation from lead receipt through case investigation to case closure.

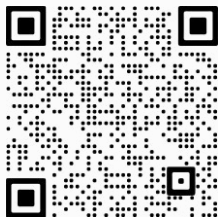




## 投訴舉報處理

萬物雲設立了《處理舉報可能屬不當行為之程序》的舉報政策，深入貫徹簡單、陽光、透明的企業文化，設置郵寄、電子郵箱、企業微信等舉報渠道，鼓勵公司員工、供應商、承包商等相關人員通過公開的舉報渠道舉報任何潛在違規、瀆職和舞弊行為。接收到確實的舉報線索後，公司總部稽核中心按照研判分析、案件監察團隊開展調查、出具調查結果、通報處理、報告存檔、移送相關監管機構等處理流程，嚴肅處理舞弊貪腐舉報案件。若舉報者作出多次舉報無效或認為稽核中心處理不當，可向審計委員會進行舉報。

- 舉報郵寄地址：廣東省深圳市福田區廣廈路 1 號創智雲中心 T3 萬物雲稽核中心
- 舉報電子郵箱：22198798@vanke.com
- 「廉正舉報」企業微信：



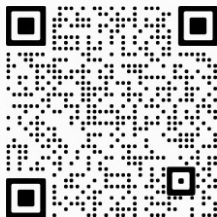
我們鼓勵實名舉報，也接受匿名舉報，每項舉報將被視為機密。我們在處理舉報時尊重投訴人、保護投訴人權益並為投訴人保密，在征得舉報人的同意後才會透露信息。我們將對打擊報復、威脅、恐嚇舉報人、證人及調查人員的涉案人員做出從重或加重處理。

我們嚴肅對待一切投訴舉報，任何組織收到的舉報線索均需要在 8 小時內匯報到稽核中心，嚴禁擅自開展調查。報告期內，萬物雲查處違反萬物雲行為準則的案件 281 起，所有個案均進行評估並圓滿解決，案件整改跟進率 100%，未發生對公司或其僱員提出並已審結的貪污訴訟案件。

## Handling of complaints and reports

Onewo established a whistleblowing policy of [Procedures for Reporting Possible Improprieties](#). We deeply implement the corporate culture of simplicity, openness and transparency, and set up reporting channels such as mail, e-mail and WeCom to encourage the Company's employees, suppliers, contractors and other related personnel to report any potential irregularities, malfeasance and frauds through open reporting channels. After receiving a confirmed reported clue, the Anti-Corruption Centre at the Company headquarters handles the reported cases of fraud and corruption seriously in accordance with the processing procedures of research and analysis, investigation by the case monitoring team, issuance of investigation results, notification of processing, report filing, and transfer to relevant regulatory agencies. Whistleblowers with multiple unaddressed reports or concerns about improper handling by the Anti-Corruption Centre can escalate cases to the Audit Committee.

- Reporting mailing address: T3 Onewo Anti-Corruption Centre, Innovation Cloud Centre, No. 1 Guangxia Road, Futian District, Shenzhen, Guangdong, PRC
- Reporting email address: 22198798@vanke.com
- "Integrity Whistleblowing" WeCom:



We endorse and accommodate both named and anonymous disclosures, treating each report with strict confidentiality. We respect the complainant, protect the complainant's rights and maintain their confidentiality when handling reporting, and will only disclose information after obtaining the consent of the complainant. We impose stricter penalties on those engaging in retaliation, intimidation, or threats against whistleblowers, witnesses, and investigators.

We take all complaints and reporting seriously, and any clues received by organisation need to be reported to the Anti-Corruption Centre within eight hours, and unauthorised investigations are strictly prohibited. During the reporting period, Onewo investigated 281 cases involving breaches of the Onewo Code of Conduct. Each case was assessed and successfully resolved, with a 100% remediation follow-up rate. No concluded legal proceedings related to corruption were brought against the Company or its employees during the reporting period.

## 廉正文化建設

萬物雲定期對員工及其他服務人員開展廉潔及道德教育，通過多元化傳播渠道持續推進廉潔文化，包括每月發行廉正文化月刊，揭示禁止行為及警示教育；一線員工每月開展應知應會學習及培訓，學習廉潔案例、普及廉正知識；通過員工消息推送等平臺，擴大廉正宣傳覆蓋面。2024 年，萬物雲共開展廉正培訓及宣貫 11 場。

2024 年，我們開展了萬物雲廉正建設陽光月活動，包含廉正問卷、考試、潛在利益衝突申報、廉潔承諾書簽署、女性員工權益保障書簽署等，100% 覆蓋自有員工。

## Integrity culture construction

Onewo consistently provides integrity and ethics education to employees and other service providers, and continuously promotes a culture of integrity through diverse communication channels. This includes the monthly publication of the Integrity Culture Bulletin, which highlights prohibited behaviours and offers cautionary case studies. Front-line employees participate in monthly compulsory training sessions to study real-life integrity cases and strengthen their understanding of compliance principles. Integrity-related messages are also distributed via internal communication platforms to broaden the reach of integrity awareness campaigns. In 2024, Onewo conducted a total of 11 integrity training and awareness sessions.

Also in 2024, we launched the Onewo Integrity Enhancement Campaign, which featured integrity surveys, knowledge assessments, declarations of potential conflicts of interest, signing of Integrity Pledge, and Letter of Protecting Female Employee Rights and Interests—all of which achieved 100% participation among directly employed staff.

## 可持續供應鏈 Sustainable Supply Chain

### ► 相關政策

《可持續供應鏈政策》  
《萬物雲供應鏈採購管理制度》  
《供應商管理程序》  
《採購營運管理程序》  
《採購內控管理作業指導書》  
《內部關聯交易供應商的要求》  
《工程類供方資質審核與採購執行操作指引》

### ► Relevant policies

Sustainable Supply Chain Policy  
Onewo Supply Chain Procurement Management System  
Supplier Management Procedures  
Procurement Operation Standards  
Procurement Internal Control Management Guidelines  
Requirements for Suppliers Involved in Related-Party Transactions  
Guidelines on Qualification Review and Procurement Execution for Engineering Suppliers

## 管理架構

萬物雲執行管理層是監督可持續供應鏈工作的最高層級。萬物雲供應鏈管理以集約化、合規性、適配性為供應鏈採購管理原則，通過實施一體化營運戰略，實現供應鏈資源的優化配置。公司全國範圍內推廣應用統一的數字化採購平臺，將科技融入到日常採購、結算付款等業務營運中，推動採購業務流程和管理的數字化轉型。

## Management Structure

At Onewo, the Executive Management serves as the highest governing body overseeing sustainable supply chain practices. Onewo's supply chain management adheres to the principles of intensification, compliance, and agility in procurement, and optimally allocates resources through an integrated operational strategy. The Company advances the nationwide adoption of a unified digital procurement platform, embedding technology into daily procurement, settlement, payments, and other business functions, thereby driving the digital transformation of procurement workflows and management.

## 管理體系

萬物雲已經建立並實施了一系列供應鏈管理制度，包括《萬物雲供應鏈採購管理制度》《供應商管理程序》《採購營運管理程序》《採購內控管理作業指導書》等，2024 年新增制定了《內部關聯交易供應商的要求》《工程類供方資質審核與採購執行操作指引》，以不斷完善供應鏈管理制度體系。

## Management System

Onewo has instituted and enforced a comprehensive suite of supply chain management policies, including the Onewo Supply Chain Procurement Management System, Supplier Management Procedures, Procurement Operation Standards, and Procurement Internal Control Management Guidelines. In 2024, we further strengthened this framework by introducing two new policies: Requirements for Suppliers Involved in Related-Party Transactions and the Guidelines on Qualification Review and Procurement Execution for Engineering Suppliers, thereby continuously enhancing our supply chain governance system.

此外，我們制定了《可持續供應鏈政策》並於公司官網披露，更多關於綠色採購及可持續供應鏈的內容可通過點擊政策名稱查閱。

In addition, we formulated the [Sustainable Supply Chain Policy](#), which has been publicly disclosed on the Company's official website. For more information on green procurement and sustainable supply chain practices, please refer to the policy via the provided link.

## 供應商篩選與評估

萬物雲積極致力於打造一個公平、清晰、可持續的負責任供應鏈生態系統，並持續優化我們的供應鏈管理體系。我們致力於制定和執行一套規範化的採購流程以及公正的競爭環境，嚴格遵循相關法律法規，建立了從准入、考察及入庫、風險管理、評估和考核及退出機制全流程的管理機制。

## Supplier Selection and Evaluation

Onewo actively strives to create a fair, transparent, and sustainably responsible supply chain ecosystem, while consistently refining our supply chain management system. We dedicate ourselves to devising and enforcing a uniform procurement process and equitable competition, rigorously adhering to applicable laws and regulations. We have established a comprehensive management mechanism covering the full supplier lifecycle—from pre-qualification and due diligence to onboarding, risk management, performance evaluation, and exit procedures.

### 管理階段 Management phase

#### 准入 Admittance

### 管理方式 Management approach

- 建立供應商資源庫；  
Establish a supplier resource base;
- 結合現場審查、資信實力、營運狀況等方式，開展綜合審核，通過認證後即可引入為合格供應商；  
Carry out comprehensive examination in combination with on-site inspection, credit strength, operation status and other approaches, and admit qualified suppliers after they pass relevant certifications;
- 政府相關部門已核准資質，或因自然災害等不可抗力無法對於供應商的辦公、廠房或服務現場實施現場考察的供應商採取遠程考察。  
For suppliers who have obtained qualification approval from relevant government departments but are unable to perform on-site inspection over their offices, plants or service sites due to natural disasters and other force majeure, a remote inspection is conducted.

#### 考察及入庫 Inspection and entry

- 建立可量化、可對比、可追溯的供應商評估體系；  
Establish a quantifiable, comparable and traceable supplier assessment system;
- 評估指標覆蓋供應商全生命週期的業務表現，包含產品合格率等；  
Assessment indicators cover the business performance of suppliers over the full lifecycle, including product qualification ratio, etc.
- 篩選過程中衡量供應商在環境、社會、管治、國家法律法規要求以及業務相關性等方面的綜合表現，優先考慮表現較好的供應商。  
During the selection process, suppliers are assessed based on their overall performance in environmental, social, and governance (ESG) areas, compliance with national laws and regulations, and business relevance, with preference given to those with stronger performance.

## 管理階段 Management phase

## 管理方式 Management approach

### 風險管理 Risk management

- 識別、評估及管理供應商存在的經營、質量、環境社會等各類風險；  
Identify, evaluate and manage various types of risks of suppliers, such as operational, quality, environmental and social risks;
- 通過定期審查、改進追蹤、組織培訓等方式，降低風險等級，消除風險源。  
Reduce risk level and eliminate risk sources through regular review, improvement tracking and training.

### 評估管理 Assessment management

- 每季度創建調查問卷，採購管理部門負責組建供應商履約評估小組，定期對供應商進行履約評估打分，小組成員由採購部門和需求部門代表共同組成。評估維度：信譽調查、資質證照、邀約配合程度、報價時效性、價格合理性、問題響應度、合作誠信等維度展開；  
A questionnaire is created quarterly, and the procurement management department is responsible for forming a supplier performance assessment team. This team, composed of representatives from both the procurement and demand departments, conducts regular performance assessments of suppliers. Assessment criteria include reputation checks, qualification and certification documents, cooperation during the invitation process, timeliness of quotations, price reasonableness, responsiveness to issues, and integrity in cooperation;
- 通過履約評估、分級的方式，評估供應商的綜合能力，對合作意願強、發展潛力大的供應商，可擬定培養方案，引導及培養其成為我司核心供應商。  
Through performance assessments and a tiered classification approach, suppliers' overall capabilities are assessed. For suppliers demonstrating strong willingness to cooperate and high development potential, tailored development plans may be established to support and guide them toward becoming core suppliers of the Company.

### 退出機制 Withdrawal mechanism

- 定期對供應商安全事故、弄虛作假等質量缺失或違約行為進行審查；  
Regularly review suppliers for quality deficiencies or breaches such as safety incidents, falsifications, etc.;
- 視嚴重程度，給予不同程度的處罰，如嚴厲杜絕與存在欺詐、違約等行為的供應商合作。  
Impose different levels of penalties based on the severity, such as severely eliminating cooperation with suppliers who commit fraud, breach of contract, etc.



## 供應商宣貫與賦能

萬物雲始終重視與供應商的溝通與合作，通過多元化的互動方式和系統化的培訓機制，推動供應鏈管理的持續優化。我們依託採購數字化平臺實現高效信息交換，同時通過回訪調查問卷及時了解供應商需求，確保雙方協作更加精準。我們每年舉辦供應商大會，面對面向供應商解讀公司政策、行業趨勢、政策解讀及發展方向等。

在供應商賦能方面，除供應商大會外，萬物雲定期開展專項培訓，內容涵蓋系統流程變革、廉潔合規教育等核心議題，旨在幫助提升供應商的綜合素質和管理水平。此外，針對在審核過程中發現的不符合公司標準的供應商，本公司視嚴重程度，提供整改指導，如約談、針對性培訓和整改計劃支持，並給予合理的整改期限。

## Supplier communication and empowerment

Onewo places great importance on communication and collaboration with suppliers, promoting continuous optimisation of supply chain management through diverse engagement methods and a structured training framework. Leveraging our digital procurement platform, we enable efficient information exchange, and through follow-up surveys, we promptly gather supplier feedback to ensure more precise and effective collaboration. We hold an annual Supplier Conference to engage directly with suppliers, providing briefings on Company policies, industry trends, regulatory interpretations, and future development directions.

In terms of supplier empowerment, beyond the Supplier Conference, Onewo regularly organises targeted training sessions covering key topics such as system and process updates, as well as integrity and compliance education. These initiatives aim to enhance suppliers' overall competence and management capabilities. In cases where suppliers are found, during the review process, to fall short of Company standards, we provide tailored remediation support based on the severity of the issue—including interviews, targeted training, and corrective action plans—with reasonable timeframes granted for remediation.

## 信息安全與隱私保護 Information Security and Privacy Protection

### ► 相關政策

《客戶信息管理規範》  
《個人客戶數據提取工作規範》  
《關於社區人臉信息使用授權的工作通知》  
《住宅物業人臉識別信息應用管理制度》  
《客戶個人數據申請與審批》  
《員工個人信息保護政策》

### ► Relevant policies

Customer Information Management Specification  
Personal Customer Data Extraction Work Specification  
Work Notice on Authorisation of Community Face Information Use  
Residential Property Face Recognition Information Application Management System  
Customer Personal Data Application and Approval  
Employee Personal Information Protection Policy

萬物雲嚴格遵守《中華人民共和國網絡安全法》《中華人民共和國數據安全法》《中華人民共和國個人信息保護法》等相關法律法規，全面加強信息安全與隱私保護。為規範個人信息數據的合法收集和合理使用，公司制定了一系列內部制度，包括《客戶信息管理規範》《個人客戶數據提取工作規範》《關於社區人臉信息使用授權的工作通知》《住宅物業人臉識別信息應用管理制度》《客戶個人數據申請與審批》《員工個人信息保護政策》等，確保信息處理流程的合法性、合規性和透明性，最大限度保障客戶與員工的信息安全與隱私。

萬物雲已獲得多項信息安全認證，包括信息安全管理体系 ISO/IEC 27001 和隱私保護管理体系 ISO/IEC 27701 認證，覆蓋商企物業管理服務和物業管理服務相關活動；祥盈企服獲得了 ISO/IEC 27001 信息安全管理体系認證和信息技術服務管理体系 ISO/IEC 20000 認證。

### 管理架構

萬物雲設立了清晰的管理架構，由萬物雲資料保護官（Digital Protection Officer, DPO）統籌協調集團個人信息合規事務，信息安全性群組全權負責信息安全職能，同時由信息安全性群組與法務組聯合成立的工作組專門負責個人信息及隱私保護的合規工作。各部門均指定信息安全對接人，確保信息安全管理的落實與協調。

Onewo strictly complies with relevant laws and regulations, including the Cybersecurity Law of the People's Republic of China, the Data Security Law of the People's Republic of China, and the Personal Information Protection Law of the People's Republic of China, and has comprehensively strengthened its approach to information security and privacy protection. To regulate the lawful collection and proper use of personal information, the Company has established a series of internal policies, such as the Customer Information Management Specification, Personal Customer Data Extraction Work Specification, Work Notice on Authorisation of Community Face Information Use, Residential Property Face Recognition Information Application Management System, Customer Personal Data Application and Approval, and the Employee Personal Information Protection Policy. These measures ensure the legality, compliance, and transparency of data processing, and provide maximum protection for the personal data and privacy of both customers and employees.

Onewo has obtained multiple information security certifications, including ISO/IEC 27001 certification for information security management systems and ISO/IEC 27701 privacy information management system certification, covering commercial property management services and related activities. Xiangying Enterprise Service has also achieved ISO/IEC 27001 certification for information security management system, along with ISO/IEC 20000 information technology service management system certification.

### Management structure

Onewo has established a clear management structure for information security and privacy protection. The Onewo Digital Protection Officer (DPO) is responsible for the overall coordination of personal information compliance matters. The Information Security Team has full responsibility for the information security function, and a dedicated working group—jointly established by the Information Security and Legal teams—oversees compliance related to personal information and privacy protection. Each department has designated an information security liaison to ensure effective implementation and coordination of information security management.

## 管理措施

萬物雲致力於構建全方位、多層次的信息安全防護體系，確保客戶信息的保密性、完整性和可用性。

### 隱私政策與信息收集

定期更新產品中的隱私安全保護條款，推送給客戶並獲得同意後，才收集及使用個人信息，並遵循最小化信息收集原則。

### 未成年人信息保護

收集年滿 14 周歲的未成年人的個人信息前，應徵得未成年人或其監護人的明示同意；不滿 14 周歲的，應徵得其監護人的明示同意。

### 人臉識別信息管理

涉及人臉識別信息的業務嚴格按照法律法規執行，確保信息採集和使用合規。

### 系統安全合規認證

對重要業務系統進行國家信息系統等級保護認證工作。

### 系統檢測與優化

定期對客戶服務相關的業務系統開展滲透測試和隱私合規檢測，及時發現並消除潛在安全隱患。

### 資料庫備份與安全加固

實施重要資料庫備份機制，並定期檢查系統安全，每季度進行例行安全檢查與加固，持續優化系統防護能力。

### 個人信息註銷功能

在業主服務 App 中提供個人信息註銷功能，保障客戶對個人信息的控制權。

## Management measures

Onewo is committed to building a comprehensive, multi-layered information security protection system to ensure the confidentiality, integrity, and availability of customer information.

### Privacy policy and data collection

Privacy and security clauses within our products are regularly updated and shared with customers. Personal information is collected and used only after obtaining informed consent, in accordance with the principle of limiting the collection of owner's information to a minimum.

### Protection of minors' information

Before collecting personal data from minors aged 14 or older, we obtain explicit consent from the minor or their guardian; for those under 14, we obtain explicit consent from the minor's guardian.

### Facial recognition data management

All business activities involving facial recognition information are strictly carried out in compliance with applicable laws and regulations to ensure lawful collection and usage.

### System security compliance certification

We carry out national grade protection certification for important business systems.

### System testing and optimisation

Penetration testing and privacy compliance assessments are regularly conducted on customer service-related business systems to detect and eliminate potential security risks in a timely manner.

### Database backup and security reinforcement

Key databases are subject to regular backup procedures, along with routine quarterly system security checks and reinforcement, to continually improve system protection capabilities.

### Personal information logout function

We provide a personal information logout function in the Owner Services App, enabling users to maintain control over their personal information.

## 培訓宣貫

萬物雲高度重視信息安全與保密意識，通過多種措施保障公司信息的保密性、完整性和可用性，避免信息不當流轉或使用帶來的經營風險。

### 宣傳與培訓

通過海報等形式普及信息安全知識，每位員工每年至少接受一次客戶信息保密意識培訓，並參加信息安全與合規認證考試，確保全員了解並掌握必要的安全措施。

### 績效考核

將信息安全培訓績效納入各業務單元的考核管理指標，促進全員參與和落實。

### 持續監督

利用信息安全稽核檢查系統，對各業務單元和專業部門進行月度和季度檢查，確保信息安全措施有效執行。

報告期內，萬物雲未發生客戶信息洩露案件或重大信息安全事故，員工及其他服務提供人員的信息安全及隱私保護考核覆蓋率 100%。

## Training and publicity

Onewo places strong emphasis on information security and confidentiality awareness, implementing a range of measures to safeguard the confidentiality, integrity, and availability of Company information, and to avoid operational risks arising from improper data handling or misuse.

### Publicity and training

Information security knowledge is promoted through posters and other materials. Each employee receives at least one training session per year on customer information confidentiality, and is required to take part in information security and compliance certification examinations, ensuring all staff understand and apply essential security practices.

### Performance evaluation

Information security training performance is incorporated into the assessment metrics of each business unit, encouraging full participation and implementation across the organisation.

### Ongoing monitoring

A dedicated information security audit and inspection system is used to conduct monthly and quarterly checks across business units and specialised departments, ensuring effective execution of security measures.

During the reporting period, there were no instances of customer data leakage or significant information security incidents, and the completion rate for information security and privacy protection assessments was 100% across employees and associated service providers.

## 知識產權保護

# Intellectual Property Rights Protection

萬物雲嚴格遵守《中華人民共和國商標法》《中華人民共和國著作權法》《中華人民共和國專利法》《中華人民共和國反不正當競爭法》等法律法規，確保在維護自身合法權益的同時，充分尊重他人的知識產權。

Onewo strictly complies with the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Patent Law of the People's Republic of China, and the Anti-Unfair Competition Law of the People's Republic of China, among other relevant laws and regulations. While safeguarding our own lawful rights and interests, we are committed to fully respecting the intellectual property rights of others.

## 保護自身知識產權

萬物雲制定了《公司知識產權管理制度》《知識產權申報流程》《知識產權獎勵申請流程》《知識產權授權 / 變更 / 內部轉讓審批流程》《研發創新及科技補貼獎勵管理辦法》《萬物雲品牌和商標管理制度》等規範性文件，推進專利、軟體著作權等知識產權的流程化管理。公司高度重視知識產權保護，結合法律法規和行業規範，對知識產權實施全流程管理，包括申請、審核、使用、維護等環節，並確保管理機制的嚴格執行。各業務單元定期更新證書註冊信息，公司定期審查知識產權管理體系的有效性，並對侵權問題採取及時上報和應對措施。

## Protecting our own intellectual property rights

Onewo has developed a series of regulatory documents to promote structured management of intellectual property rights, including the Corporate Intellectual Property Rights Management System, the Intellectual Property Rights Declaration Process, the Intellectual Property Rights Reward Application Process and the Intellectual Property Rights Authorisation/Change/Internal Transfer Approval Process, the R&D Innovation and Science and Technology Subsidy Reward Management Measures and the Onewo Brand and Trademark Management System. These policies facilitate the streamlined administration of patents, software copyrights, and other intellectual property rights. The Company places great importance on intellectual property rights protection. In line with applicable laws, regulations, and industry standards, we implement full-process intellectual property rights management—covering application, review, usage, and maintenance—and ensure the strict enforcement of relevant mechanisms. Business units are required to update certificate registration information regularly, while the Company conducts periodic reviews of the effectiveness of the intellectual property rights management system and responds promptly to any infringement issues.

為保護自身知識產權，充分調動員工的積極性和創造性，鼓勵研發創新輸出知識產權，我們對在職研發創造輸出知識產權的團隊及個人予以獎勵。報告期內，萬物雲部分獲授權知識產權總數 44 個（其中授權發明專利 13 件，授權軟體 31 個）；累計獲授權知識產權總數 1,208 個。

To safeguard intellectual property rights, inspire and stimulate employees' enthusiasm and creativity, and incentivise intellectual property rights generation from R&D, we reward teams and individuals who produce intellectual property rights during their professional R&D activities. During the reporting period, Onewo was granted a portion of 44 intellectual property rights (including 13 authorised patents for inventions, and 31 authorised software copyrights). The total number of authorised intellectual property rights was 1,208.

## 尊重他人知識產權

萬物雲充分尊重他人的知識產權，鼓勵和保護公平競爭，我們加強合規風險管理，預防和嚴禁任何形式的侵權行為，盡力維護自己與他人的合法權益不受侵害。

## Respect for the intellectual property rights of others

Onewo fully respects the intellectual property rights of others, encourages and protects fair competition, strengthens compliance risk management, prevents and strictly prohibits any form of infringement, and tries our best to safeguard the legal rights and interests of others and ourselves from being infringed.



## 稅務策略

### Tax Strategy

萬物雲稅收遵從守則如下：

- 秉持著誠信和合規的原則履行稅收義務，遵守公司業務所在的各個司法管轄區所適用的稅收法律法規，依法履行納稅人義務和行使納稅人權利。
- 遵守國際協調一致的消除避稅措施，不使用沒有商業實質的避稅公司架構來規避稅收義務或轉移利潤。
- 承諾不使用秘密司法管轄區或所謂的「避稅天堂」來規避稅收義務或轉移利潤。
- 董事會監督和指導萬物雲的稅務管理事宜，以確保我們對稅收法律法規的遵守以及誠信和合規的原則得到貫徹執行。

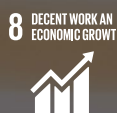
Onewo adheres to the following principles of tax compliance:

- We fulfil our tax obligations with integrity and in compliance with the law, abiding by the applicable tax laws and regulations in all jurisdictions where we operate. We lawfully exercise our taxpayer rights and fulfil our responsibilities.
- We comply with internationally coordinated anti-tax avoidance measures and do not engage in the use of tax structures that lack commercial substance to evade tax obligations or shift profits.
- We are committed to not using secret jurisdictions or so-called "tax heaven" to avoid tax obligations or transfer profits.
- The Board of Directors oversees and guides Onewo's tax management practices to ensure that we remain compliant with tax laws and regulations, and that our commitment to integrity and compliance is upheld.

# 以人為本 Being People Oriented

## 響應 SDGs

### Responding to SDGs



## 對應香港聯交所關鍵績效指標

### Corresponding to the Hong Kong Stock Exchange's key performance indicators

B1, B2, B2.2, B2.3, B3, B4, B4.1, B4.2

## 年度亮點績效

### Annual Performance Highlights

推動 1,263 名一線服務者轉崗成技術型、社會和情感溝通型服務者

員工培訓和發展的共計投入 14,986,517.91 元，共計孵化 1,177 名內訓講師評定和 269 名領導力認證講師。

員工及其他服務提供人員 100% 簽署《女性員工權益保障書》

員工及其他服務提供人員職業安全培訓受訓率 100%

Onewo promoted 1,263 front line service providers to transfer to technical and social and emotional communication-based positions

Onewo invested RMB14,986,517.91 in total on employee training and development. A total of 1,177 internal trainer certified instructors and 269 leadership certified instructors were incubated.

100% of the employees and other service providers signed the Letter of Protecting Female Employee Rights and Interests

The occupational safety training coverage of employees and other service providers was up to 100%



# 以人為本

# Being People Oriented

## 多元、平等與共融

## Diversity, Equality, and Inclusion

### ▶ 相關政策

《員工權益保障政策》

### ▶ Relevant policy

Employee Rights and Interests Protection Policy

萬物雲秉持多元、平等與包容的理念，致力於打造一個多元共融的工作環境，堅決反對一切形式的職場歧視。我們始終堅信，每位員工都應在招聘、培訓、晉升、調職及薪酬等各個環節中享有平等機會，無論其性別、殘疾、家庭狀況、婚姻狀況、懷孕、種族、宗教、年齡或國籍。

2024 年，我們在公開披露的《員工權益保障政策》中，進一步將多元、公平與包容（Diversity, Equality and Inclusion, DEI）的核心理念融入企業文化與日常營運，堅定地表明瞭我們建設多元化、平等化和共融的工作環境的決心。

Dedicated to the ideal of diversity, equality, and inclusion, Onewo actively advocates and creates a diverse and inclusive workplace, and firmly opposes all forms of discrimination. It is our unwavering belief that every employee should enjoy equal opportunities in recruitment, training, promotion, transfer, and remuneration, regardless of gender, disability, family status, marital status, pregnancy, race, religion, age, or nationality.

In 2024, through the publicly disclosed [Employee Rights and Interests Protection Policy](#), we further embedded the core values of diversity, Equality and inclusion (DEI) into our corporate culture and daily operations, reaffirming our commitment to creating a diverse, equitable, and inclusive working environment.

## 促進職場性別與民族多元化

萬物雲致力於營造一個多元的工作環境，充分發揮性別與民族多樣性在公司發展中的價值。在性別多元化方面，我們堅持為所有員工提供平等的職業發展和晉升機會，注重提升女性在職場中的參與度與影響力。在民族多元化方面，公司尊重並包容不同民族的文化背景，為各民族員工提供平等的成長平臺。

報告期內，我們的員工及其他服務提供人員中，女性佔比 46.17%。此外，管理層中女性佔比 40.79%，初級管理層中女性佔比 42.41%，高級管理層中女性佔比 36.05%，創收職位管理層中女性佔比 41.65%，科學、技術、工程、數學（STEM）相關職位員工中女性佔比 11.48%。

## Promoting Gender and Ethnic Diversity in the Workplace

Onewo is committed to fostering a diverse working environment that recognises and embraces the value of gender and ethnic diversity in driving the Company's development. In terms of gender diversity, we are dedicated to providing equal career development and promotion opportunities for all employees, with a particular focus on enhancing female participation and influence in the workplace. Regarding ethnic diversity, the Company respects and embraces the cultural backgrounds of all ethnic groups and offers an equitable platform for growth and development to employees of all backgrounds.

During the reporting period, women accounted for 46.17% of Onewo's employees and other service providers. Women made up 40.79% of all management roles, 42.41% of junior management, 36.05% of senior management, and 41.65% of revenue-generating management roles. In positions related to science, technology, engineering, and mathematics (STEM), women accounted for 11.48% of employees.

報告期內，我們的員工及其他服務提供人員中壯族員工佔比 1.12%，滿族員工佔比 1.14%，回族員工佔比 0.56%；此外，管理層中壯族員工佔比 0.63%，滿族員工佔比 1.29%，回族員工佔比 0.60%。

萬物雲堅持實施「同工同酬」的原則，確保員工的薪酬分配基於工作價值和個人績效，而非性別或其他非工作相關因素。我們通過定期進行性別薪酬評估，持續監控和優化薪酬實踐，確保薪酬分配的公平性和透明度，從而為全體員工創造一個平等、包容的工作環境。

During the reporting period, regarding ethnic diversity, 1.12% of our employees and other service providers were Zhuang, 1.14% were Manchu, and 0.56% were Hui. Among management roles, 0.63% were Zhuang, 1.29% were Manchu, and 0.60% were Hui.

Onewo is committed to the principle of “equal pay for equal work”. We ensure that remuneration is determined by job value and individual performance, rather than gender or other non-job-related factors. We conduct regular gender pay equity assessments to continuously monitor and improve our compensation practices, ensuring fairness and transparency. Through these efforts, we aim to foster an inclusive and equitable workplace for all employees.

性別工資差距指標

Gender Pay Gap Indicators

指標 Indicator	男女員工差異 (%) Gap between Male and Female Employees (%)
平均性別工資差距 Average Gender Pay Gap	3.1
性別工資差距中位數 Median Gender Pay Gap	0.4
平均獎金差距 Average Bonus Gap	-8.2
獎金差距中位數 Median Bonus Gap	22.4

以上性別工資差距指標計算範疇為：萬物雲專業序列和操作序列員工，佔全體員工的 98.52%

The scope of the above gender pay gap indicators covers employees in Onewo’s professional and operational job families, accounting for 98.52% of the total workforce.

## 關愛殘疾人群體就業

萬物雲遵守《殘疾人保障法》《殘疾人就業條例》等法律法規，承諾不輕視、不區別對待殘疾員工。在同工同酬的基本原則上，我們主動招聘一定比例的殘障人士員工。我們為殘障人士提供職業培訓、就業指導和崗位匹配等，確保他們能夠在新的工作崗位上快速適應並發揮出最大的潛力。報告期內，我們的員工及其他服務提供人員中有 603 名殘障人士。

## 助力退役軍人就業

萬物雲通過與部分省市退役軍人事務部門簽署專項招聘協議，為退役軍人提供就業支持和職業發展機會，幫助他們提升職業獲得感與幸福感。2024 年，萬御安防榮登人民日報「全國退役軍人就業合作企業光榮榜」。報告期內，我們的員工及其他服務提供人員中有 4,800 名退伍軍人。

## Care for Employment for People with Disabilities

Onewo complies with the Law of the People's Republic of China on the Protection of Disabled Persons and the Regulation on Employment of Disabled Persons, and other laws and regulations. We promise not to despise or treat employees with disabilities with discrimination. Based on the principle of equal pay for equal work, we proactively recruit a certain percentage of employees with disabilities. We provide vocational training, employment counselling, and job matching for our employees with disabilities to help them adapt quickly and reach their full potential in their new roles. During the reporting period, 603 employees and other service providers of Onewo are disabled persons.

## Supporting Employment for Veterans

Onewo collaborates with veterans affairs departments in various provinces and municipalities by signing dedicated recruitment agreements, providing employment support and career development opportunities for retired military personnel. These efforts aim to enhance their sense of professional accomplishment and well-being. In 2024, Wanyu Security was recognised on People's Daily's "National Honour Roll of Enterprises Supporting Veterans' Employment". During the reporting period, we had 4,800 veterans among our employees and other service providers.



## 員工權益保障

# Protection of Employee Rights and Interests

### ► 相關政策

《員工權益保障政策》  
《女性員工權益保障書》

### ► Relevant Policies

Employee Rights and Interests Protection Policy  
Letter of Protecting Female Employee Rights and Interests

萬物雲嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》及其他關於勞動和社會保障制度方面的各項法律法規，建立起完善的僱傭工作內部管理制度，充分保障員工合法權益。

2024 年，我們發布了適用於萬物雲全體員工及部分其他服務提供人員（包括兼職及外包員工）及商業營運全過程的《員工權益保障政策》，明確對員工權益的保障機制，不斷完善勞工管理工作。我們也鼓勵供應商、合作夥伴積極遵守該政策，與我們共同努力維護員工權益。報告期內，萬物雲未發生大規模裁員或重組計劃，亦未發生罷工或停工事件。

更多關於商業道德政策的內容請查看 [《員工權益保障政策》](#)。

Onewo strictly complies with the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China, and other laws and regulations relating to labour and social security. We have established a comprehensive internal employment management system to fully safeguard employees' lawful rights and interests.

In 2024, we issued the Employee Rights and Interests Protection Policy, which applies to all Onewo employees as well as certain other service providers (including part-time and outsourced staff) and covers the full lifecycle of business operations. The policy sets out clear mechanisms for protecting employee rights and reflects our ongoing efforts to improve labour management. We also encourage our suppliers and partners to actively comply with this policy and work with us to uphold employee rights. During the reporting period, Onewo did not experience any large-scale layoffs or restructuring plans, nor were there any incidents of strikes or work suspension.

For further information, please refer to the [Employee Rights and Interests Protection Policy](#).

## 保障人權

我們承諾遵守國際勞工組織核心公約條款，杜絕人口販賣、童工，反對強制勞動，反對職場騷擾，反對職場霸凌等。

### 禁止人口販賣

萬物雲堅決反對任何形式的人口販賣行為，並承諾在公司營運及供應鏈中全面禁止此類行為的發生，保障勞工的基本人權和尊嚴。

## Protection of Human Rights

We are committed to upholding the core conventions of the International Labour Organisation, eliminating human trafficking, child labour, and opposing forced labour and workplace harassment and bullying.

### Prohibition of Human Trafficking

Onewo firmly opposes all forms of human trafficking and is committed to preventing such practices throughout its operations and supply chain, thereby safeguarding the fundamental rights and dignity of all workers.

## 禁止童工及強迫勞工

萬物雲在招聘中嚴格遵守當地法律法規，杜絕非自願勞動，包括通過威脅、強迫、欺詐等手段進行的剝削性勞動。公司禁止僱傭不滿 16 周歲的童工，並強制要求承包商簽署禁止僱傭童工與強迫勞動相關約定合同。報告期內，萬物雲未發生違反與童工和強迫勞工相關的法律和法規的情況。

## 結社自由及集體談判

公司尊重員工依法組建、加入或不加入工會及職工代表大會的權利。萬物雲在多地設立工會及職工代表分會，定期或按議題召開會議，保障員工知情權、參與權、表達權和監督權等民主權利。2024 年，我們完成萬科第十二屆職工代表大會換屆工作，新組建 82 家職代會分會，並修訂完善《職工代表大會章程》等 5 項制度。

## 落實同工同酬

萬物雲承諾嚴格落實同工同酬原則，確保所有員工無論性別、年齡或其他因素，都享有公平的薪酬待遇和職業發展機會。

## 反欺凌及騷擾（包括性騷擾）

萬物雲禁止基於種族、宗教、性別等任何形式的歧視或騷擾行為，包括性騷擾和威脅。公司制定保障機制和舉報流程，定期開展反歧視與反騷擾培訓，對違規行為「零容忍」，一經發現嚴肅處理，涉嫌犯罪的移送司法機關。公司要求全體員工每年簽署《女性員工權益保障書》，其中明確了各項具體歧視及騷擾行為的禁止聲明。報告期內，100% 員工及其他服務提供人員簽署《女性員工權益保障書》。

## Prohibition of Child Labour and Forced Labour

Onewo strictly adheres to local laws and regulations during the recruitment process and prohibits all forms of involuntary labour, including exploitative practices involving coercion, threats, or deception. The Company does not employ individuals under the age of 16 and requires all contractors to sign agreements explicitly prohibiting child labour and forced labour. During the reporting period, Onewo did not violate any laws or regulations related to child or forced labour.

## Freedom of Association and Collective Bargaining

We respect employees' legal rights to form, join, or refrain from joining trade unions and workers congresses. Onewo has established trade unions and employee representative sub-committees in various locations, and convenes meetings regularly or by topic to ensure employees' rights to information, participation, expression, and supervision. In 2024, we completed the re-election of the 12th session of the Vanke Workers Congress, forming 82 new sub-committees and revising five key institutional documents, including the Charter of the Workers Congress.

## Equal Pay for Equal Work

Onewo firmly opposes all forms of human trafficking and is committed to preventing such practices throughout its operations and supply chain, thereby safeguarding the fundamental rights and dignity of all workers.

## Anti-Bullying and Anti-Harassment (including Sexual Harassment)

Onewo prohibits all forms of discrimination or harassment based on race, religion, gender, or other grounds, including sexual harassment and intimidation. We have established protective mechanisms and reporting procedures, conducted regular anti-discrimination and anti-harassment training, and maintained "zero tolerance" for violations. Offenders are dealt with seriously and, where applicable, referred to judicial authorities. All employees are required to sign the Letter of Protecting Female Employee Rights and Interests annually, which includes explicit prohibitions against discriminatory and harassing behaviours. During the reporting period, 100% of employees and other service providers signed the Letter of Protecting Female Employee Rights and Interests.

## 員工福利

萬物雲致力於為員工搭建完善的福利體系，助力員工實現工作與生活的平衡，增強歸屬感。我們嚴格遵守《勞動法》《社會保險法》《職工帶薪年休假條例》等相關法規，為員工提供五險一金及法定帶薪休假，包括法定節假日、年休假、婚假、喪假、護理假、哺乳假、育兒假等。同時，我們也為員工提供身心健康類、家庭類及工作環境等額外福利，全面關懷員工生活，提升幸福感與歸屬感。

- 普惠福利（不區分職級與績效為所有員工發放）：節日關懷、春節在崗慰問物資、員工年度體檢、商業保險、賀儀與奠儀、就餐補貼、員工活動。
- 崗位福利（根據員工的崗位職責、職級和績效等動態發放）：車輛費補助、通訊費補助、派遣、掛職等異地辦公安置補貼、員工學歷提升教育福利。

### 家庭福利支持

萬物雲重視員工的家庭福祉，通過多元化的福利政策和靈活的工作安排，支持員工平衡工作與生活，實現個人與職業發展的雙贏。

- 兒童保育支持：在工作場所為有需要的員工提供兒童保育設施以及保育資金，減輕員工育兒負擔。
- 母乳餵養支持：在辦公場所設立母乳餵養室和哺乳設施，確保母嬰健康。
- 帶薪育兒假：提供差別化的帶薪育兒假，主要照顧者可享受 0.68 周、非主要照顧者享 0.57 周的帶薪休假，保障員工在新生命到來時能有足夠時間陪伴家庭。
- 家庭和護理假：提供帶薪家庭假或護理假，支持員工照料直系親屬，特別是在他們面臨身體或心理健康挑戰時，確保員工能夠在家庭需求時獲得必要的支持和照顧時間。
- 彈性工作：結合崗位特點，公司實行標準工時制、不定時工時制和綜合計算工時制等靈活工時安排。

## Employee Benefits

Onewo is committed to building a comprehensive employee benefits system that supports work-life balance and fosters a strong sense of belonging. We strictly comply with the Labour Law, the Social Insurance Law, and the Regulations on Annual Paid Leave for Employees, providing employees with statutory social insurance and housing fund contributions, along with paid leave entitlements such as statutory holidays, annual leave, marriage leave, bereavement leave, carer's leave, maternity leave, and parental leave. In addition, we offer a range of supplementary benefits related to physical and mental wellbeing, family support, and workplace conditions, to promote holistic care and enhance employees' happiness and sense of belonging.

- Inclusive Benefits(granted to all employees regardless of position or performance): festival gifts, Spring Festival on-duty care packages, annual health check-ups, commercial insurance, wedding and condolence allowances, meal subsidies, and staff activities.
- Role-Based Benefits(provided based on job responsibilities, position level, and performance): vehicle allowances, mobile phone subsidies, relocation support for secondment and cross-region assignments, and education subsidies for academic advancement.

### Family Support Benefits

Onewo values the wellbeing of employees and their families. Through a diverse range of benefits and flexible working arrangements, we support employees in achieving a balance between work and family life, enabling mutual success in both personal and professional development.

- Childcare Support: childcare facilities and financial assistance are provided in the workplace for employees in need, helping to ease the burden of parenting.
- Breastfeeding Support: dedicated breastfeeding rooms and facilities are made available in office spaces to ensure the health and wellbeing of both mother and child.
- Paid Parenting Leave: differentiated paid parental leave is offered primary caregivers receive 0.68 weeks of paid leave, while non-primary caregivers receive 0.57 weeks—ensuring employees have sufficient time to support their families during the arrival of a new child.
- Family and Carer's Leave: paid family or carer's leave is available to support employees in caring for immediate family members, particularly in times of physical or mental health challenges, ensuring that employees have the time and support needed during periods of family care.
- Flexible Work Arrangement: depending on job characteristics, the Company implements a combination of standard working hours, irregular working hours, and integrated working hour systems to offer flexibility.

## 員工身心健康關懷

我們努力促進員工的身心健康，確保我們的員工保持良好的工作狀態並共同進步，收穫健康豐盛的人生。

在壓力管理方面，我們每年都組織豐富多樣的活動，包括夏季送清涼、冬季送溫暖、員工樂跑賽、程式師節以及國際三八婦女節等主題文化體育活動，旨在激發員工的積極心態，幫助他們緩解工作壓力。其中，運動健康類活動的支出佔比達到總活動費用的 40%，以鼓勵員工通過運動來釋放壓力。

為了全面提升員工的健康水平，我們實施了員工健康管理計劃。該計劃涵蓋入職體檢、BMI（Body Mass Index，身體質量指數）管理、年度體檢數據分析等方面，並針對員工的健康狀況進行監測和適度干預。我們還設立了健康管理責任人，根據員工的 BMI 值制定個性化的健康計劃，組織健康運動活動，並設立「陽光健康獎」，激勵優秀團隊或個人參與健康管理，確保員工的身心健康得到妥善保護。

在心理健康方面，我們制定了心理健康工作指引，明確監督和上報機制，確保員工的心理需求得到關注和支持。通過建立心理健康測評通道，我們持續監測和跟蹤員工的心理狀態及健康改善情況。同時，為員工提供免費的心理健康熱線，確保他們在需要時能獲得專業的心理支持和諮詢，維護他們的心理健康與幸福感。

## 困難員工幫扶

我們致力於為有困難的員工提供必要的支持和幫助。員工共濟會是由職委會發起成立的員工互助組織，實行「入會自願、退會自由」原則，全部會員平等地享有權利、承擔義務。共濟會會員繳納的會費用於援助遭遇重大疾病、意外傷害等災難性事件而導致家庭經濟困難的會員。報告期內，員工共濟會共援助萬物雲員工及其他服務提供人員 123 人，援助金額人民幣 804 萬元。近五年來，我們累計援助 546 名萬物雲員工及其他服務提供人員，合計金額人民幣 3,773 萬元。

## Employee Physical and Mental Health Care

We are committed to promoting the physical and mental health of our employees, ensuring they maintain a positive working state and achieve a healthy and fulfilling life journey alongside the Company.

In terms of stress management, we organise a wide range of activities each year, including Coolness in Summer, Warmth in Winter, Run for Fun, Programmer's Day, and International Women's Day celebrations. These cultural and sporting events aim to foster a positive mindset and help employees relieve work-related stress. Notably, spending on sports and wellness activities accounts for 40% of total activity expenditure, reflecting our commitment to encouraging employees to manage stress through physical activity.

To enhance overall health levels, we have implemented an Employee Health Management Programme. This includes pre-employment health checks, BMI (Body Mass Index) monitoring, and analysis of annual health check-up data, with regular health monitoring and appropriate interventions based on employees' individual health conditions. Dedicated health management coordinators are appointed to develop personalised health plans according to BMI data, organise wellness activities, and oversee the "Positive Award", which recognises outstanding individuals and teams participating in health initiatives—ensuring comprehensive protection of employee physical and mental health.

On mental health, we have established clear guidance, supervision, and reporting mechanisms to ensure employees' psychological needs are acknowledged and supported. A dedicated mental health assessment channel allows us to monitor and track employees' emotional wellbeing and improvements over time. In addition, a free mental support hotline is available to all employees, ensuring access to professional mental health counselling and assistance whenever needed—helping to safeguard employees' mental health and overall wellbeing.

## Support for Employees in Need

We are committed to providing necessary assistance and support to employees facing hardship. The Fraternal Society, initiated by the Workers Congress, is a voluntary employee support organisation based on the principles of "joining voluntarily and quitting freely". All members enjoy equal rights and obligations. Membership fees are used to provide financial assistance to members and their families facing economic hardship due to catastrophic events such as serious illness or accidental injury. During the reporting period, the Fraternal Society provided support to 123 Onewo employees and other service providers, with a total assistance amount of RMB8.04 million. Over the past five years, we have supported 546 Onewo employees and other service providers in need, with total assistance reaching RMB37.73 million.

## 員工薪酬與激勵

萬物雲致力於打造公平、具有市場競爭力的薪酬與績效體系，尊重員工貢獻，支持公司長期穩健發展，並與員工共享成果。我們成立了薪酬考核委員會，由三名董事組成，其中包括兩名獨立非執行董事。該委員會專責制定、審核公司董事及高級管理人員的薪酬政策，確保薪酬體系的公允、透明和具有競爭力，以吸引和激勵優秀人才。

### 薪酬管理

針對一線員工及服務者，我們制定了公開透明的薪酬方案，基於服務交付工單的完成情況進行計件、計時或計收，確保員工通過辛勤工作直接影響收入增長，增強他們的獲得感和成就感。2024 年，我們進一步優化薪酬制度，新增兼職津貼，鼓勵員工在工作中追求卓越表現。

對於管理和專業類員工，我們建立了浮動激勵機制，將薪酬與業績和績效直接掛鉤。薪酬結構根據崗位價值進行差異化設計，層級越高，浮動比例越大，充分體現員工能力、業績與薪酬的正向關聯。

### 績效考核

萬物雲建立「以績效為導向」的激勵制度，為不同業務類型、層級和崗位的全體員工及其他服務提供人員制定了個性化的績效管理要求，並實行季度和年度績效考核。

- 目標管理：面向員工設置和公司目標一致的績效目標，並敦促其加以落實。
- 多維度績效考核：在績效管理中引入 360 度反饋機制，每年度根據關鍵業績、價值觀行為以及素質能力三大評價維度對員工個人開展全面績效評估。

## Employee Remuneration and Incentives

Onewo is committed to building a fair and market-competitive remuneration and performance management system that recognises employee contributions, supports the Company's long-term and steady development, and enables shared success with employees. We have established a Remuneration Committee, composed of three directors, including two independent non-executive directors. The committee is responsible for formulating and reviewing the remuneration policies for the Company's directors and senior management, ensuring that the remuneration system is fair, transparent, and competitive, with the goal of attracting and retaining top talent.

### Remuneration Management

For frontline employees and service providers, we have developed an open and transparent pay scheme, based on piecework, hourly, or fee-based compensation models tied to service delivery work order completion. This ensures that income is directly influenced by individual effort, enhancing employees' sense of reward and achievement. In 2024, we further optimised the remuneration system by introducing part-time allowances to encourage excellence in performance.

For management and professional employees, we have established a floating incentive mechanism, linking remuneration directly to business outcomes and individual performance. The pay structure is differentiated according to position value, with higher levels featuring a greater floating level—clearly reflecting the positive correlation between capability, performance, and remuneration.

### Performance Appraisal

Onewo has established a "performance-oriented" incentive system, with tailored performance management requirements for employees and other service providers across various business types, levels, and roles. Quarterly and annual performance appraisals are conducted to drive continuous improvement and alignment with organisational goals.

- Management on Objective: employees are assigned performance targets aligned with the Company's strategic objectives and are encouraged to implement them effectively.
- Multi-Dimensional Performance Appraisal: an all-round feedback mechanism is incorporated into performance management. Each year, employees undergo comprehensive assessments based on three core dimensions: key performance, behavioural alignment with Company values, and competency development.



- 基於團隊的績效評估：建立「自上而下分解、自下而上支撐」的組織目標評價體系，激勵團隊協作，共同達成標。
- 敏捷對話：持續檢查績效考核計劃的執行並適時調整，面向員工開展個人績效的敏捷式對話，獲取其評價與反饋，通過優化目標實現過程的管理協助員工改善個人績效。

## 員工長期激勵

萬物雲建立多元化中長期激勵機制，吸引和留住優秀人才，緊密結合員工與公司利益，驅動公司可持續增長。自 2015 年 6 月起，萬科企業為物業服務業務（即萬物雲）員工引入內部事業合夥人機制，並修訂合併為「員工持股計劃」。符合條件的員工可在員工激勵平臺上認購有限合夥權益。

## 鼓勵溝通與發聲

萬物雲高度重視員工聲音，通過「十二條溝通渠道」構建開放、高效的溝通橋樑。我們從「信息獲取與日常溝通」「為自身成長助力」「為公司建言獻策」「表揚、申訴與舉報」四個維度，全方位傾聽員工心聲，並嚴格執行「1237」原則：1 個工作日內響應，2 個工作日內初步處理，3 個工作日內反饋進展，最複雜問題亦不超過 7 個工作日解決。報告期內，我們的員工心聲的關單率達 90% 以上。

為確保員工訴求能得到有效落實，我們建立了專門的員工心聲管理系統，實施分級處理和閉環管理。此外，全國範圍內設立的員工關係專家團隊，作為獨立第三方，專業處理績效申訴等投訴，確保公正處理方案的制定與執行，維護勞資雙方合法權益。

- Team-Based Performance Appraisal: a “top-down and bottom-up performance alignment” system has been implemented to support organisational objectives, encourage collaboration, and drive collective success.
- Agile Conversations: the execution of performance appraisal plans is continuously reviewed and adjusted as needed. Agile, employee-centred performance dialogues are conducted to gather feedback, support performance improvement, and enhance goal achievement processes.

## Long-Term Incentives for Employees

Onewo has established a diversified medium- and long-term incentive mechanism to attract and retain top talent, boosting a close interest connection between employees and the Company, and drive the Company's sustainable growth. Vanke introduced and adopted an internal business partner mechanism in June 2015 for employees of its property services business (Onewo). At present, the business partner mechanism has been further revised and merged into “employee stock ownership plan”. Eligible employees may subscribe to limited partnership interests via the employee incentive platform.

## Encouraging Communication and Expression

Onewo places great importance on employee feedback and has established a comprehensive and efficient communication framework known as the “Twelve Communication Channels”. These channels foster an open environment for dialogue across four key dimensions: “information acquisition and daily communication”, “help one's own growth”, “provide suggestions for the Company”, and “praise, complaint and report”. We strictly follow the “1237” principle: responding within one working day, handling within two working days, and advising the handling progress or results within three working days; if the complaint content is relatively complex, the maximum time limit shall be no more than seven working days. During the reporting period, the resolution rate of employee opinions exceeded 90%.

To ensure employee concerns are addressed effectively, we have established a dedicated employee voice management system with tiered response protocols and closed-loop handling. In addition, we have appointed a team of employee relations specialists nationwide to serve as independent third parties for handling issues such as performance-related appeals—ensuring fairness, professionalism, and protection of the lawful rights and interests of both employees and the Company.

## 職業健康與安全 Occupational Health and Safety

### ► 相關政策

《員工主動健康管理方案》  
《職員手冊 – 職業安全十法則》  
《健康與安全政策——G4 行動》  
《健康與安全政策——萬物梁行》  
《健康與安全政策——萬科物業》  
《危險品管理規範》  
《清潔作業安全管理協議》  
《衍生工程安全文明施工管理規範》

### ► Relevant Policies

Management Procedure for Occupational Health  
Employee Handbook – Ten Rules of Occupational Safety  
Health and Safety Policy – G4 Action  
Health and Safety Policy – CWVS  
Health and Safety Policy – Vanke Service  
Regulations on Hazardous Goods  
Safety Management Agreement for Cleaning Operations  
Regulations on Safe and Civilised Construction of Derivative Projects

萬物雲高度重視員工健康安全，我們嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》等法律法規和《職業健康安全管理体系要求及使用指南》要求，貫徹落實《員工主動健康管理方案》《職員手冊 – 職業安全十法則》等一系列針對員工健康與安全的內部管理標準與措施，致力於為員工創造安全舒適的工作環境。

Onewo places great importance on employee health and safety. We strictly comply with the Law of the People's Republic of China on Work Safety, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, and the Requirements and Guidelines for Use of the Occupational Health and Safety Management System. In line with these, we have implemented internal management standards and measures such as the Management Procedure for Occupational Health and the Employee Handbook – Ten Rules of Occupational Safety, with the aim of creating a safe and comfortable working environment for all employees.

## 健康安全管理体系

我們不斷完善健康安全責任制，建立健全的健康安全性群組織架構與管理體系。報告期內，萬物雲旗下商企空間管理服務的 10 家公司及住宅物業服務的 33 家公司，均已完成 ISO 45001 職業健康安全管理体系認證。

## Health and Safety Management System

We continuously improve our health and safety accountability framework and have established a comprehensive organisational structure and management system for occupational health and safety. During the reporting period, ten companies under Onewo's commercial and corporate space management services and 33 companies under residential property services successfully obtained ISO 45001 Occupational Health and Safety Management System certification.

### 健康安全政策

2024 年，我們發布了《健康與安全政策 - 萬科物業》及《健康與安全政策 - 萬物梁行》，該政策涵蓋了萬物雲及其附屬公司的業務活動，適用於全體員工、服務人員、外包員工以及合作夥伴。我們承諾將按照 ISO 45001 標準和健康安全政策的要求，定期或不定期地審查和完善我們的安全生產體系，加強職業健康管理，並定期向員工、合作夥伴和供應商普及健康與安全標準，確保工作環境的安全與健康。

### Health and Safety Policies

In 2024, we issued the [Health and Safety Policy – Vanke Service](#) and the [Health and Safety Policy – CWVS](#). These policies cover the business activities of Onewo and its subsidiaries and apply to all employees, service personnel, outsourced staff, and partners. We are committed to regularly or periodically reviewing and improving our safety management systems in accordance with the ISO 45001 standard and the requirements of our health and safety policies. We also actively promote health and safety standards among employees, partners, and suppliers to ensure a safe and healthy working environment.

為了確保政策的有效落實，萬物雲建立了完善的管理機制。各層級的責任部門、崗位和具體負責人均制定了相應的執行、監督和評估程序，並持續推動政策的落實、檢查與評估。通過定期匯報結果並採取改進措施，我們不斷優化政策的實施質量，以最大限度降低事故的發生概率。

更多關於健康安全政策的內容請查看《[健康與安全政策 - 萬科物業](#)》《[健康與安全政策 - 萬物梁行](#)》。

## 安全管理架構

公司高度重視健康與安全管理，成立了萬物雲健康與安全管理委員會，並在商企空間管理服務和住宅物業服務下設立了管理本部健康與安全委員會。同時，在二、三、四級管理層面建立了健康與安全管理委員會架構，明確各層級最高管理者為健康與安全管理的第一責任人。

公司管理本部健康與安全第一責任人同時擔任健康與安全管理委員會委員，定期主持召開安全生產例會，統一傳達安全管理制度指引及底線標準，並針對階段性安全痛點問題開展專項提升培訓。此外，公司管理本部健康與安全管理委員會積極參與事故調查與處置，深入分析事故原因，有針對性地優化和迭代安全管理措施，持續提升公司的安全管理水平。

## 安全目標及績效考核

萬物雲將健康與安全管理責任製作為核心，納入各層級最高管理團隊及最高管理者的績效考核體系，並與 CEO 及相關管理人員的薪酬掛鉤，確保責任落實。健康與安全目標的考核已覆蓋公司正式員工及其他服務提供人員，同時也設定了包括承包商在內的相關方健康與安全目標，並計劃於 2025 年對外披露，以統一管理標準。為進一步強化安全管理的激勵與約束，萬物雲安全管理第一責任人的年度績效考核將根據健康與安全目標的完成情況進行疊加得分。

To ensure effective implementation of these policies, Onewo has established a comprehensive management mechanism. Responsibilities are clearly defined at all organisational levels, with corresponding execution, supervision, and evaluation procedures assigned to relevant departments, roles, and individuals. We continue to drive the implementation, inspection, and assessment of these policies. Through regular reporting and the adoption of corrective measures, we strive to continuously enhance the quality of implementation and minimise the likelihood of accidents.

For more information, please refer to the [Health and Safety Policy - Vanke Service](#) and [Health and Safety Policy - CWVS](#).

## Safety Management Structure

Onewo places strong emphasis on health and safety management. We have established the EHS Group of Onewo and, under our commercial and corporate space services and residential property services, set up respective headquarters-level EHS groups. In addition, we have established a tiered committee structure across secondary, tertiary, and quaternary management levels, clearly defining the highest-ranking manager at each level as the primary person responsible for health and safety management.

The primary person responsible for health and safety first at the headquarters also serves as a member of the EHS group. This individual chairs regular safety meetings to deliver unified guidance on safety management systems and baseline standards, and organises targeted training sessions to address specific safety challenges identified during the period. Moreover, the headquarters-level EHS groups actively participate in incident investigation and response, conducts in-depth analyses of root causes, and continuously improves and refines safety management measures—further enhancing the Company's overall safety performance.

## Safety Objectives and Performance Appraisal

Onewo places health and safety accountability at the core of its management framework, incorporating it into the performance appraisal systems of senior management teams and top-level executives at all levels. These responsibilities are directly linked to the remuneration of the CEO and relevant managers to ensure accountability is fully implemented. The assessment of health and safety objectives covers both full-time employees and other service providers. Targets have also been set for relevant stakeholders, including contractors. These external health and safety objectives are scheduled for public disclosure in 2025, with the aim of establishing unified management standards. To further strengthen the incentives and controls associated with safety management, the annual performance appraisal of the primary person responsible for safety management includes additional scoring based on the achievement of health and safety objectives.

在健康與安全目標方面，萬物雲設定了明確的管理目標（包括非零目標）：

In terms of health and safety objectives, Onewo has set clear management objectives, including non-zero objectives:

- 安全零目標：確保不發生因工作關係導致的重大安全生產事故。
  - 工傷損失工時比率：公司持續跟蹤員工工傷引致的損失工時比率（LTIR），並將其年度目標設定為 1.2。
- Zero-Incident Objective: We do our best to ensure that no major work-related safety incidents occur.
  - Lost Time Injury Rate (LTIR): The Company continuously monitors the ratio of working hours lost due to employee injuries and has set an annual LTIR target of 1.2.

年份 Year	損失工時工傷頻率 LTIR（每 200,000 小時） LTIR (per 200,000 hours)		缺勤率 Absentee Rate
	員工及其他服務提供人員（數據覆蓋 100% 員工及其他服務提供人員） Employees and Other Service Providers (Data covers 100% of employees and other service providers)	承包商員工（數據覆蓋 100% 承包商員工） Contractors' employees (Data covers 100% of contractors' employees)	
2023	0.16	/	2.71%
2024	0.14	0.18	0.50%

## 健康安全落地機製保障

針對上述健康安全政策，各責任層級製定適當的執行、監督與評估程序，明確政策執行的責任部門、崗位與人。持續推動政策的落地、審核與評估，及時匯報結果並採取改進措施，最大程度的通過 PDCA（計劃 - 執行 - 檢查 - 處理）循環機製，不斷提升政策實施的質量，最大限度的降低事故發生的可能。

### 計劃

2024 年，我們制定覆蓋全員的危險源辨識計劃，並開展危險源辨識和評估，針對識別出的重大風險制定專項治理方案。我們確定行動計劃的優先順序，並將其與量化目標相結合，以高效應對各類風險。同時，我們設立健康安全專項行動方案，包括項目風險地圖自查、高風險作業督導等任務，以明確風險管控目標和措施。

### 執行

我們組織本部、區域與分公司聯動，針對工作場所和服務空間進行全面檢查，覆蓋電動自行車管理、防颱防汛準備、火災隱患等重點風險領域，並安排專人實施專項治理方案。此外，2024 年，我們還開展了消防安全、防凍、燃氣安全多個專項排查工作。

### 檢查

我們對健康與安全管理的執行情況進行定期檢查，每天對關鍵安全領域開展巡查，並通過月度跟蹤和結果晾晒機制評估專項行動的完成情況。同時，結合季度督導和遠程抽檢，強化對風險控制措施的監督和效果評估。公司也持續完善調查程序，及時調查與工作有關的損傷、健康不良、疾病及事故，確保問題發現及時、處理規範。

## Implementation Mechanism for Health and Safety Management

To support the implementation of the aforementioned health and safety policies, each of the above levels of responsibility has established appropriate procedures for implementation, supervision, and evaluation and clearly identified the departments, positions and staff members responsible for policy implementation. The Company continues to promote the implementation, review and assessment of policies, reports the results in time and takes improvement measures, and improves the quality of policy implementation, minimizing the possibility of accidents by performing the PDCA (Plan-Do-Check-Act) Cycle.

### Plan

In 2024, we developed a hazard identification plan covering all employees and carried out hazard identification and risk assessment activities. For all identified major risks, we formulated dedicated mitigation plans. We prioritised action plans based on risk level and aligned them with measurable targets to efficiently address various risks. In addition, we launched a series of targeted health and safety initiatives, including self-assessments using project-specific risk maps and enhanced supervision of high-risk operations, to clearly define risk control objectives and measures.

### Do

We coordinated efforts across headquarters, regional offices, and branches to conduct comprehensive inspections of workplaces and service areas. These inspections focused on key risk areas such as electric bicycle management, typhoon and flood preparedness, and fire hazards. Designated personnel were assigned to implement specific risk mitigation plans. In 2024, we also conducted special inspections covering fire safety, anti-freezing measures, and gas safety.

### Check

We conducted regular reviews of health and safety management implementation. Daily patrols were carried out across critical safety areas, and monthly follow-up and public performance tracking mechanisms were used to evaluate the completion of targeted actions. In addition, quarterly supervisory reviews and remote spot checks were used to strengthen oversight and assess the effectiveness of risk control measures. The Company also continued to improve investigation procedures to ensure that work-related injuries, illnesses, health issues, and incidents are promptly identified and handled in a standardised manner.



## 處理

根據檢查與評估結果，我們持續優化健康與安全管理方案，動態調整治理措施，完善風險管控流程，確保政策和治理方案的實際效果，並最大限度降低事故發生的可能性。

此外，我們要求：

- 住宅物業服務和商企管理服務業務單元本部 / 區域每半年，分公司每季度，片區每月更新並披露本級與下級健康與安全管理政策，責任團隊、責任人，執行單位與政策執行等資訊。
- 住宅物業服務和商企管理服務業務單元本部健康與安全管理第一責任人，每年親自為本級團隊進行至少一次安全宣講，並親自參與至少一次由其負責並組織的健康培訓。
- 住宅物業服務和商企管理服務業務單元區域健康與安全管理第一責任人，每半年親自為本級團隊員工及外包員工進行至少一次安全宣講，並親自參與至少一次由其負責並組織的健康培訓。
- 住宅物業服務和商企管理服務業務單元各地分公司、片區健康與安全管理第一責任人，每季度親自為本級團隊進行至少一次覆蓋全員的安全宣講與健康培訓。安全宣講應包含本責任單位內的危險源辨識、防範措施與現場考試，健康培訓應包含 CPR 訓練與現場考核。
- 住宅物業服務和商企管理服務業務單元就健康安全管理動作及資訊披露、安全宣講、健康培訓，以事前公開發佈的通知、定期的月季報、公司品質部門的判定（證偽）為考核依據。每缺失或不達標一次，對相應組織健康與安全管理第一責任人進行考核。

## Act

Based on the findings from inspections and evaluations, we continuously refined our health and safety management strategies. Governance measures were dynamically adjusted, and risk control procedures further optimised to ensure that our policies and plans deliver tangible results—minimising the likelihood of incidents to the greatest extent possible.

In addition, we require that:

- The headquarters/regional offices of the residential property service and commercial property management service business units shall update and disclose their own and subordinate health and safety management policies, responsible teams and individuals, implementing units, and execution status every six months, while subsidiaries shall do so quarterly and sub-regions monthly.
- The primary person responsible for health and safety at the headquarters level of the residential property service and commercial property management service business units shall personally deliver at least one safety briefing to their team each year and personally participate in at least one health training session that they are responsible for organizing.
- The primary person responsible for health and safety at the regional level of the residential property service and commercial property management service business units shall personally deliver at least one safety briefing every six months to employees and outsourced personnel, and personally participate in at least one health training session that they are responsible for organizing.
- The primary person responsible for health and safety at each local subsidiary and sub-region of the residential property service and commercial property management service business units shall personally deliver at least one safety briefing and health training session per quarter, covering all employees. The safety briefing must include hazard identification, prevention measures, and on-site assessments, while the health training must include CPR training and on-site evaluation.
- Health and safety management actions, information disclosures, safety briefings, and health training by the residential property service and commercial property management service business units shall be evaluated based on pre-announced notifications, regular monthly and quarterly reports, and verifications by the Company's quality department. Each occurrence of omission or non-compliance will be included in the performance appraisal of the respective primary person responsible for health and safety management.

## 工作場所健康安全支持

針對物業服務空間、辦公區域以及一線員工生活區域的員工健康安全，我們採取以下常態化舉措：

### 物業服務空間安全保障

為在崗人員提供符合標準的防護裝備和工具，定期檢查設備，確保安全作業。嚴格遵循《危險品管理規範》，合理配置警示標識和隔離設施，保障作業安全。

### 辦公區域健康安全

提供符合人體工學的辦公設備，配備健身設施，實施全面禁煙政策，優化空氣質量。安裝自動體外除顫器（AED），計劃逐步實現全面覆蓋，提升急救保障能力。

### 生活區域健康安全

踐行「員工三好」理念，通過星級評定體系，從設施完好、環境整潔、設備齊全、文化氛圍、信息管理和風險管控六個維度優化宿舍條件，提升員工幸福感和安全感。

## 健康安全培訓宣貫

萬物雲秉持「安全第一」的理念，通過《職員手冊》中的「職業安全十法則」強調不以犧牲健康為代價的工作態度，要求所有員工在上崗前接受職業安全培訓和考核。報告期內，萬物雲員工及其他服務提供人員職業安全培訓受訓率 100%。

### 健康安全培訓體系

公司建立了分級全員培訓體系，各層級責任人定期組織安全宣講與培訓，內容涵蓋危險源辨識、防範措施、現場考試及 CPR 訓練與考核，全面提升健康與安全管理水平。

## Workplace Health and Safety Support

To ensure the health and safety of employees in property service spaces, office areas, and frontline living quarters, Onewo implements the following ongoing measures:

### Safety in Property Service Spaces

Standard-compliant protective equipment and tools are provided for on-duty personnel. Equipment is inspected regularly to ensure safe operations. In strict accordance with the Regulations on Hazardous Goods, appropriate warning signs and isolation measures are deployed to maintain safe working conditions.

### Health and Safety in Office Areas

Ergonomic office equipment is provided, fitness facilities are available, a strict no-smoking policy is enforced, and indoor air quality is optimised. Automated external defibrillators (AEDs) have been installed, with plans for gradual full coverage to enhance emergency response capabilities.

### Health and Safety in Living Areas

Guided by the "N3 Action" principle, we apply a star-based evaluation system to enhance dormitory conditions across six dimensions: facility integrity, cleanliness, equipment adequacy, cultural atmosphere, information management, and risk control—ultimately improving employees' sense of wellbeing and safety.

## Health and Safety Training and Publicity

Onewo upholds the philosophy of "safety first," and promotes a work ethic that never compromises health and wellbeing. This is reinforced through the "Ten Rules of Occupational Safety" set out in the Employee Handbook. All employees are required to undergo occupational safety training and assessment prior to commencing work. During the reporting period, the occupational safety training coverage rate for Onewo employees and other service providers reached 100%.

### Health and Safety Training System

The Company has established a tiered, company-wide training system. Safety briefings and training sessions are regularly organised by responsible personnel at each level. Topics include hazard identification, prevention measures, on-site assessments, and CPR training and certification—enhancing the overall standard of health and safety management.

## 定制化培訓內容

萬物雲根據業務特點和崗位需求，為員工設計定制化培訓課程。萬科物業形成了系統化的培訓體系，每季度更新案例，關注當季高風險場景。萬物業重新梳理了員工安全教育體系，本年度編寫了 29 份教材，其中包括 8 份視頻課程。

### 專業崗位與特種作業培訓

我們要求安全相關關鍵崗位人員（如安全負責人員、特種作業人員）進行定期演練、培訓和考核；特種作業人員應持證上崗並按時參加國家法規要求的培訓。

## 承包商健康安全管理

萬物雲高度重視承包商員工的健康與安全保障，我們在與承包商等合作夥伴簽訂合同時，明確提出與萬物雲內部管理同等標準的健康與安全要求，向承包商傳達與內部員工一致的健康與安全政策，要求其必須嚴格執行國家、地方、行業及相關單位有關職業健康、安全與環境的相關法律法規和規章制度，保證其健康安全所必須的人、財、物投入。

### 健康安全要求

萬物雲將承包商員工的健康與安全管理納入系統化建設，通過協議明確規定將健康與安全因素納入服務評估，並要求承包商編制安全應急預案並落實和演練。公司在員工健康管理計劃中，將承包商員工的健康安全績效納入統計範圍，與公司員工採用一致的標準。

針對保潔類服務供應商，明確要求承包商簽署《清潔作業安全管理協議》，規定作業人員需佩戴必要的安全裝備，如安全帶、安全鉤、安全帽和膠鞋，並在惡劣天氣條件下停止高處作業。使用鹽酸、刀片等危險清潔用品時，作業人員需經過專業培訓並佩戴防護裝備（如膠手套、口罩、袖套），確保承包商員工在作業過程中始終維持高標準的安全管理水平。

## Customised Training Content

Onewo designs tailored training programmes based on specific business characteristics and job requirements. Vanke Service has developed a systematic training framework that is updated quarterly with real case studies and focused on high-risk seasonal scenarios. Cushman & Wakefield Vanke Service has revamped its employee safety education system and produced 29 new training materials during the year, including 8 video-based courses.

### Training for Specialist Roles and High-Risk Tasks

Key personnel involved in safety-related roles (such as safety officers and workers engaged in high-risk operations) are required to undergo regular drills, training, and assessments. Those performing high-risk tasks must be appropriately certified and participate in mandatory training as required by national regulations.

## Health and Safety Management of Contractors

Onewo attaches great importance to the health and safety protection of contractors' employees. When we sign contracts with contractors and other partners, we clearly put forward health and safety requirements under the same standard for our internal management, and transmit our health and safety policies for employees to the contractors, requiring them to strictly implement the relevant laws, regulations and rules of the state, localities, industries and related authorities on occupational health, safety and environment, and ensure that they invest the necessary human, financial and material resources to ensure contractors' employees health and safety.

### Health and Safety Requirements

Onewo has integrated contractor employee health and safety management into a systematic framework. Contracts explicitly require that health and safety considerations be incorporated into service evaluations, and contractors are obligated to develop, implement, and regularly rehearse safety emergency response plans. Contractor performance in health and safety is included in the Company's health management programme and is assessed using the same standards applied to Onewo employees.

For cleaning service providers in particular, contractors are required to sign the Safety Management Agreement for Cleaning Operations, which mandates that workers wear necessary protective equipment such as safety harnesses, safety hooks, helmets, and rubber-soled shoes. High-altitude work must be suspended during adverse weather conditions. When using hazardous cleaning agents such as hydrochloric acid or sharp tools like blades, personnel must undergo professional training and wear appropriate protective gear, including rubber gloves, masks, and arm sleeves, to ensure the highest standards of safety are upheld during operations.

## 健康安全保障舉措

萬物雲將承包商員工納入統一的健康安全管理體系，通過職業安全培訓、健康管理、持證上崗等措施，確保其健康與安全權益。

- 監督管理：通過資質審查、安全交底、過程督導及違規處罰等機制，對承包商實施嚴格監督管理，確保承包商員工在服務空間中的安全和健康權益。
- 安全培訓：要求承包商的服務人員需遵守《衍生工程安全文明施工管理規範》，對服務人員進行專業知識、技能培訓。報告期內，萬科物業承包商員工職業安全培訓受訓率 100%。
- 持證上崗：要求施工人員需持證上崗，並通過《安全生產（工程）》課程培訓，且考核合格後才可上崗服務。特殊作業必須持有對應的特殊作業操作證。
- 健康管理：對承包商員工的健康進行管理，包括：入職體檢、日常監測血壓、血糖等健康指標，保護承包商員工的身心健康。
- 安全保障：對向萬物雲提供安全、維修、保潔類服務的承包商關鍵崗位人員實行 100% 工傷保險或僱主責任險覆蓋。

## Health and Safety Protection Measures

Onewo incorporates contractors' employees into a unified health and safety management system. Measures such as occupational safety training, health management, and certification-based job access are implemented to safeguard their health and safety rights.

- Supervision and Management: contractors are subject to strict oversight through mechanisms such as qualification reviews, safety briefings, process supervision, and disciplinary measures for violations, ensuring the safety and health rights of contractors' employees within service spaces.
- Safety Training: we require service personnel from contractors to adhere to the Regulations on Safe and Civilised Construction of Derivative Projects, and undergo professional knowledge and skills training. During the reporting period, the occupational safety training coverage rate for contractors' employees under Vanke Service reached 100%.
- Work Qualification and Certification Requirements: Construction personnel are required to hold valid certificates before commencing work. They must complete training in Safe Production (Engineering) courses and pass the associated examinations before being allowed to assume their duties. Personnel engaging in specialised or high-risk tasks must also obtain the corresponding special operation certifications, in compliance with national regulations.
- Health Management: We manage the health of contractors' employees, including entry physical examination, daily monitoring of blood pressure, blood glucose and other health indicators, to protect the physical and mental health of contractors' employees.
- Safety Assurance: for contractors' personnel in critical roles—such as those providing security, maintenance, and cleaning services to Onewo—100% coverage under work injury insurance or employer's liability insurance is required.

## 支持員工發展 Support for Employee Development

### ► 相關政策

《萬物雲招聘管理制度》  
《內部培訓師管理辦法》  
《萬物雲能力認證體系標準》  
《萬物梁行項目專業模塊負責人後備梯隊能力建設管理辦法》  
《萬物梁行項目首席後備梯隊能力建設管理辦法》  
《萬科物業駐場經理崗位專業資格認證管理辦法》  
《萬科物業片區總監崗位專業資格認證管理辦法》  
《萬科物業片區總監、駐場經理崗位專業資格認證補充管理機制》  
《萬科物業管家培養與資格認證規範》  
《管家培養導師制管理規範》  
《萬科物業管家專業經理崗位資格認證管理辦法》  
《萬科物業設施調度崗崗位專業資格認證管理辦法》  
《萬科物業巡檢崗崗位專業資格認證管理辦法》

### ► Relevant Policies

Onewo Recruitment Management System  
Administrative Regulations for Internal Trainers  
Onewo Standards for Competency Certification System  
Management Measures of Cushman & Wakefield Vanke Service for Capability Development of Project Module Leader Reserve Talent  
Management Measures of Cushman & Wakefield Vanke Service for Capability Development of Project Chief Reserve Talent  
Management Measures of Vanke Service for On-Site Manager Professional Qualification Certification  
Management Measures of Vanke Service for Regional Director Professional Qualification Certification  
Supplementary Management Mechanism of Vanke Service for Regional Director and On-Site Manager Professional Qualification Certification  
Regulations of Vanke Service on Coordinator Training and Qualification Certification  
Mentorship Management Standards for Coordinator Training  
Management Measures of Vanke Service for Coordinator Professional Manager Qualification Certification  
Management Measures of Vanke Service for Facility Dispatcher Professional Qualification Certification  
Management Measures of Vanke Service for Inspection Role Professional Qualification Certification

萬物雲搭建了廣闊的發展平臺，根據業務需要以及一線服務者個人職業規劃發展，建立有利於他們發展的培訓體系，提供多元的職業發展渠道以及學習機會。

Onewo has built a broad development platform and, based on business needs and the individual career development plans of front line service providers, has established a training system that supports their growth. We provide diverse career development pathways and learning opportunities to help them achieve their professional goals.



## 廣納賢才

萬物雲嚴格遵守《中華人民共和國勞動法》《中華人民共和國就業促進法》《中華人民共和國民法典》等法律法規，致力於吸納與企業文化相符並具有共同願景的優秀人才。為此，公司成立了垂直化管理的萬物雲招聘中心，制定並不斷完善《萬物雲招聘管理制度》，從制度層面規範招聘甄選流程，提高人才甄選質量，確保錄用人員符合公司用人原則與要求，吸納有志投身物業服務行業的賢才。

為進一步優化招聘體系，我們通過多項舉措提升招聘的規範性與科學性：

### 多元化招聘途徑

公司建立了包括校園招聘、網絡招聘、內部推薦、內部流動等多種招聘渠道，拓寬人才獲取的覆蓋面。

### 數字化與流程優化

全面啟用 HR 服務中心並深度運用 Moka 系統，實現招聘需求管理和內部招聘流程的線上化，打造完善的人才供應鏈，增強內部人才儲備。

### 嚴格的流程與高標準要求

招聘全流程從信息發布、簡歷篩選、測評、面試、背景調查到錄用簽約，均保持高效嚴謹且公平透明的操作。所有招聘人員與面試官需通過資格認證方可參與人才甄選工作，並根據其角色職責評估候選人的各維度匹配度，確保每一環節的嚴謹性與可追溯性。

## Recruiting More Capable Personnel

Onewo strictly adheres to laws and regulations such as the Labour Law of the People's Republic of China, the Employment Promotion Law of the People's Republic of China, and the Civil Code of the People's Republic of China and is committed to attracting outstanding talented professionals who share the same vision and fit with its corporate culture. To this end, we have established a vertically managed Onewo Recruitment Centre and formulated and continuously refined the Onewo Recruitment Management System. It helps us to standardise the recruitment and selection process, improve the quality of talent selection, ensure that the recruited personnel comply with the Company's employment principles and requirements, and attract talented individuals who are interested in working in the property service industry.

To further optimise our recruitment system, we have adopted several measures to enhance the professionalism and scientific rigour of our hiring practices:

### Diverse Recruitment Channels

We have developed multiple recruitment pathways, including campus recruitment, online recruitment, internal referral, and internal mobility, to broaden our talent reach.

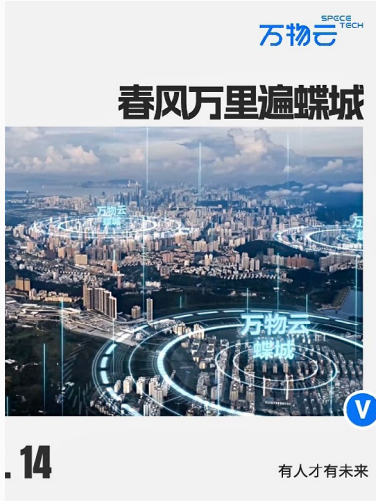
### Digitalisation and Process Optimisation

We have fully implemented the HR Service Centre and made extensive use of the Moka system to manage recruitment requests and digitise internal hiring processes—creating a robust talent supply chain and strengthening internal talent reserves.

### Strict Processes and High Standards

The end-to-end recruitment process—from job posting, CV screening, assessment, and interview, to background checks and onboarding—adheres to principles of efficiency, rigour, fairness, and transparency. All recruitment staff and interviewers must be certified before participating in talent selection, and candidate suitability is assessed across multiple dimensions according to role responsibilities, ensuring precision and traceability throughout the process.

## 「春風萬里」專項招聘行動 “Spring Breeze Across the Nation” Recruitment Initiative



「春風萬里」專項招聘行動  
“Spring Breeze Across the Nation” Recruitment Initiative

「春風萬里」是針對樸鄰、研選家業務的銷售類崗位人員的專項招聘行動，在「店效×人效＝規模增長」的戰略公式下，旨在推動樸鄰與研選家的「百店計劃」的目標達成，響應業務高速增長需求。截至 2025 年 3 月 14 日，「春風萬里 3.0」招聘專項行動中雙業務線均超 100% 的完成率提前達成招聘目標：累計入職超 1,200 人。其中樸鄰業務實現 131% 超預期達成，研選家完成率 109%，在 AI 技術高速發展的背景下，萬物雲「反向納才」發揮出自身多元業務大平臺的複合優勢。

The “Spring Breeze Across the Nation” initiative is a specialised recruitment campaign targeting sales roles within the Pulin and Yanxuanjia business lines. Anchored in the strategic growth formula “Store Efficiency × Employee Efficiency = Scalable Growth”, the initiative supports the “100 Stores Plan” of both Pulin and Yanxuanjia, in response to rapid business expansion. As of 14 March 2025, the “Spring Breeze Across the Nation 3.0” recruitment campaign had surpassed its hiring targets ahead of schedule, with both business lines achieving over 100% completion rates and more than 1,200 new employees onboarded. Pulin achieved 131% of its target, exceeding expectations, while Yanxuanjia reached 109%. Against the backdrop of rapid advancements in AI, Onewo’s “reverse talent acquisition” strategy has demonstrated the compound advantages of its diverse business platform.

報告期內，萬物雲新招聘 42,841 名員工，其中女性員工 19,296 名，佔新招聘員工的 45.04%；由內部候選人填補的空缺職位佔比為 32.81%，平均僱傭成本為 309.14 元。

During the reporting period, Onewo recruited 42,841 new employees, of whom 19,296 were women—accounting for 45.04% of all new employees. Internal candidates filled 32.81% of open positions, and the average hiring cost was RMB309.14.

## 多元發展

我們認識到，對於公司的永續經營，人才是不可或缺的動能，因此我們注重人才挖掘和賦能，構建完整人才發展與培養體系，推出多種形式的培訓產品及訓練項目，暢通員工職業發展通道。公司針對不同類型和層級員工（包括實習生、兼職和外包員工），組織開展領導力和技能發展培訓。

## Diversified Development

We recognise that talent is an indispensable driving energy for the sustainable operation of the Company, so we focus on talent exploration and empowerment. Onewo has built a complete talent development and training system, launched training products and training programmes in various forms, and opened up clear career development for employees. We organise leadership and skills development training for employees of different types and levels, including interns, part-time and outsourced employees.

### 人才規劃與繼任管理

萬物雲通過數據驅動的人才管理體系，確保人才與業務需求精準匹配，推動組織持續發展，並構建穩健的繼任管理機制，保障關鍵崗位的可持續接替。

### Talent Planning and Succession Management

Onewo ensures the precise alignment of talent with business needs through a data-driven talent management system, supporting the continuous development of the organisation. A robust succession management mechanism has also been established to ensure the sustainable transition of key roles.

- 業務需求驅動的人才規劃：基於公司業務發展趨勢，識別關鍵崗位所需的知識和能力，構建崗位能力畫像，確保人才與企業戰略匹配。在人才獲取方面，優先內部選拔，通過系統化的培養體系助力現有人才成長，同時結合外部招聘補充關鍵人才儲備。
- 數字化人才管理體系：建立「人才數字羅盤」，整合資料管理系統並應用 AI 算法，動態更新關鍵崗位職責、任職資格及人才畫像。該體系覆蓋人才篩選、入職引導、上崗認證、關鍵歷練、培訓與選拔進階的完整閉環，並在內部選拔與競聘過程中提供數據支持，同時基於員工發展路徑提供個性化職業成長推薦。
- 內部活水計劃：支持員工在萬物雲內跨地域、跨業務的正常流動和發展，員工可以通過萬物雲內部提供的多種渠道來了解和獲取職業發展的機會，幫助員工在公司內自由尋找發展機會，激發出員工個人及萬物雲整體的內在動能。
- 繼任管理與人才儲備：定期評估關鍵崗位的繼任梯隊，確保核心崗位具備可持續接替的人才儲備。公司每半年對關鍵幹部的履職情況進行監測，識別潛在人才缺口，並針對崗位空缺進行調整優化。依託人才儲備池，我們持續培養和選拔高潛力人才，構建穩定的繼任體系，確保業務的連續性和組織的長期韌性。
- Business Driven Talent Planning: based on the Company's business development trends, we identify the knowledge and competencies required for critical positions and develop role-specific capability profiles to ensure alignment with corporate strategy. Internal promotion is prioritised, supported by a structured training framework to develop existing talent, while external recruitment is used to supplement key talent reserves where needed.
- Digital Talent Management System: Onewo has developed a "talent digital compass", integrating data management systems with AI algorithms to dynamically update job responsibilities, qualifications, and talent profiles for key positions. This system supports the full talent lifecycle—including selection, onboarding, role certification, developmental milestones, training, and promotion. It also provides data-driven insights during internal selection and promotion processes, while offering personalised career development recommendations aligned with employees' growth paths.
- Internal Talent Mobility Programme: we encourage cross-regional and cross-business mobility within Onewo, enabling employees to explore career opportunities through various internal channels. This initiative empowers staff to pursue internal development freely and helps activate both individual and organisational potential.
- Succession Management and Talent Pooling: we regularly assess the succession pipeline for key positions to ensure there is a sustainable reserve of capable talent for critical roles. The Company monitors the performance of key personnel every six months to identify potential talent gaps and adjust accordingly. Drawing on our talent pool, we continuously develop and promote high-potential individuals, building a stable succession framework to support business continuity and long-term organisational resilience.

## 多元培訓

萬物雲致力於打造開放包容的學習生態，為員工提供多元化的成長機會。我們推出了「樂學」線上學習平臺，整合豐富的前沿課程資源，結合線上線下學習模式，精準滿足員工在不同發展階段的學習需求。2024 年，「樂學」平臺成功與 EHR2.0 系統對接，便利員工快速訪問學習資源。同時，我們引入「培根」工作任務分析平臺，通過任務分析與知識評估，幫助員工明確能力方向，提升專業技能。

## Diverse Training

Onewo is committed to building an open and inclusive learning ecosystem that provides employees with diverse opportunities for growth. We launched Joyful Learning Platform, which integrates a wide range of cutting-edge course resources and adopts a blended learning model (online and offline) to accurately meet the learning needs of employees at different stages of development. In 2024, Joyful Learning Platform was successfully integrated with the EHR2.0 system, allowing employees to conveniently access learning resources. At the same time, we introduced the "Capability Development" work task analysis platform, which supports capability development through task-based analysis and knowledge assessments, helping employees identify skill-building directions and enhance professional competencies.

在內部培訓體系方面，萬物雲通過「師資選拔、賦能、授課與激勵」的模式，培養優秀員工成為內部培訓師，將實踐經驗轉化為系統化的知識共享。為此，我們制定了《內部培訓師管理辦法》，並成功組建了一支高效的內部培訓師團隊，為組織能力建設和企業文化傳承提供有力支撐。

報告期內，萬物雲員工人均接受培訓時長 9.03 小時，員工培訓和發展的共計花費 14,986,517.91 元，共計孵化 1,177 名內訓講師評定和 269 名領導力認證講師。

### 特色訓練營項目

萬物雲圍繞「領導力」「增長力」「專業力」三大核心能力，系統化開展員工培訓與賦能項目，助力人才成長與組織發展。通過多元化的訓練營和專業認證體系，我們構建了從基礎崗位到高階管理者的全方位人才梯隊，持續提升員工綜合能力，實現企業與員工共同成長。

萬物雲設立梯度化的領導力訓練營，包括高級管理者教練、MPP（儲備總監訓練計劃）、TPP（儲備經理訓練計劃）、DPP（儲備管訓練計劃）等項目，幫助新任主管、經理及總監成功轉型，為未來儲備人才梯隊。2024 年，DPP、TPP 和 MPP 項目分別完成培訓 1,196 人、533 人和 51 人，持續夯實管理人才儲備。

針對各業務單元的市場拓展需求，萬物雲開展涵蓋業務產品、銷售策略、客戶關係管理等領域的培訓，助力市場拓展崗位人員提升能力，支持業務快速發展。2024 年，我們完成 7 類核心市場拓展崗位人員的評估與訓練，強化市場競爭力。

Within our internal training system, Onewo follows a structured approach of “teacher selection, empowerment, teaching and incentives” to cultivate outstanding employees into internal trainers, transforming practical experience into systematised knowledge sharing. To support this, we developed the Administrative Regulations for Internal Trainers and have successfully built an efficient internal training team that contributes to organisational capability building and the continuation of corporate culture.

During the reporting period, the average training time per employee at Onewo reached 9.03 hours, with a total investment of RMB14,986,517.91 in employee training and development. A total of 1,177 internal trainer certified instructors and 269 leadership certified instructors were incubated.

### Flagship Training Camp Programmes

Focusing on three core competencies—“leadership”, “growth”, and “professionalism”—Onewo systematically delivers training and empowerment programmes to support talent development and organisational advancement. Through a variety of training camps and professional certification systems, we have established a comprehensive talent pipeline covering roles from entry-level positions to senior management. These initiatives continuously enhance employees’ overall capabilities and promote the shared growth of both the Company and its people.

A series of tiered leadership training camps, including Senior Manager Coaching Programme, MPP (Manager Promotion Project), TPP (Talent Potential Programme) and DPP (Development Potential Programme) were launched to assist new supervisors, managers and directors in transformation while building a strong pipeline of future leadership talent. In 2024, the DPP, TPP, and MPP programmes trained 1,196, 533, and 51 participants respectively, further strengthening our pool of managerial talent.

In response to the market expansion needs of various business units, Onewo delivers training programmes covering areas such as product knowledge, sales strategies, and customer relationship management. These initiatives are designed to enhance the capabilities of market-facing personnel and support rapid business development. In 2024, we completed the assessment and training of employees across seven core market development roles, reinforcing the Company’s overall market competitiveness.



萬物雲建立專業認證體系，結合國際標準（ISO 9001、ISO 14001、ISO 45001），規範員工能力提升，確保高質量服務交付。我們發布了《萬物雲能力認證體系標準》，涵蓋培訓管理、效果評估及服務質量保障，並定期進行年審，評估員工能力與培訓質量，推動各業務單元的能力優化。

截至 2024 年底，共有 52,582 名員工獲得不同能力認證，覆蓋物業管理、環境服務、設備運維、技能培訓及中後臺支持等多個領域。其中，包括：

- 物業管理：萬科物業駐場經理認證 1,971 人、項目總監認證 340 人、網格管家認證 10,821 人、萬淨環衛基層勞動力認證 31,243 人。
- 技能與培訓：訓練師認證 2,208 人、萬能機師認證 204 人。
- 中後台專業認證：開發專業與產品經理認證 122 人、專業財務人員認證 550 人、專業人力人員認證 131 人。

Onewo has established a professional certification system aligned with international standards such as ISO 9001, ISO 14001, and ISO 45001, to standardise employee competency development and ensure high-quality service delivery. We have issued the Onewo Standards for Competency Certification System, which cover training management, effectiveness evaluation, and service quality assurance. Regular annual reviews are conducted to assess employee capabilities and training quality, driving continuous improvement in skill development across all business units.

As of the end of 2024, a total of 52,582 employees had obtained various competency certifications across multiple areas, including property management, environmental services, equipment operations and maintenance, skills training, and back-office support functions. These certifications include:

- Property Management: 1,971 certified Vanke Service on-site managers, 340 certified project directors, 10,821 certified grid coordinators, and 31,243 certified frontline sanitation workers under Wanjing Environmental Sanitation.
- Skills and Training: 2,208 certified trainers and 204 certified general technicians.
- Back-office Professional Certifications: 122 certified development and product managers, 550 certified finance professionals, and 131 certified human resources professionals.

## 「風雷行動」市場拓展崗位人員訓練營 “Fenglei” Market Development Personnel Training Programme



「風雷行動」市場拓展崗位人員訓練營  
“Fenglei” Market Development Personnel Training Programme

風雷行動是針對市場拓展崗位人員定制的訓練營，旨在響應市場發展需求。在訓練營中，管理層與市場拓展人員進行面對面溝通，內訓師幫助學員明確市場組織定位、人員職責、市場策略及人員營運思路，同時促進學員間的資源互聯。通過這一過程，我們推動學員轉型為更具職業化和專業化的市場拓展團隊。2024 年，我們共舉辦 1 場訓練營，40 位市場拓展崗位人員順利完成學習。

Fenglei Market Development Personnel Training Programme is a customised training camp designed for market development personnel, aimed at responding to evolving market needs. During the programme, management engages in face-to-face discussions with participants, while internal trainers guide them in clarifying market structure, role responsibilities, strategic direction, and personnel management approaches. The initiative also facilitates interconnection of resources among participants. Through this process, we support participants in transforming into a more professional and specialised market development team. In 2024, we held one session of the training camp, with 40 market development professionals successfully completing the programme.



## 萬科物業崗位認證培養體系，強化人才儲備

### Vanke Service Job Certification Training System to Strengthen Talent Reserve



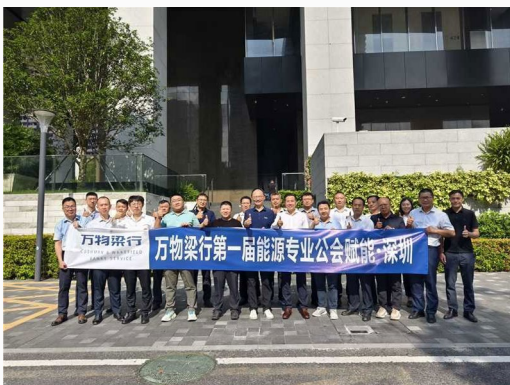
駐場經理 / 項目總監崗位認證賦能集訓現場  
Empowerment Intensive Training for On-site Manager/Project Director Job Certification

萬科物業構建基層管理幹部崗位認證培養體系，建立線上化營運和線下賦能集訓相結合的中基層幹部培養機制，確保員工在晉升管理崗前，從專業能力和通用能力兩個維度做好充分準備，使培訓資源投入與員工需求同步匹配，確保人才儲備提前佈局，助力業務開展。2024 年，公司全年組織線下駐場經理 / 項目總監崗位認證賦能集訓 40 場，覆蓋 1,909 人，在崗駐場經理和項目總監崗位認證通過率 100%。

Vanke Service builds a certification training system for front line management cadres, establishes a training mechanism for middle and front line cadres that combines online operation and offline empowerment training, and ensures that employees are fully prepared from the dimensions of professional competence and general competence before they are promoted to managerial positions. It matches the investment of training resources with the needs of employees, ensuring that the talent reserve is laid out in advance and contributing to the business development. In 2024, the Company organised 40 offline empowerment training sessions for on-site manager/project director job certification, reaching 1,909 people. The pass rate for on-the-job on-site manager and project director job certification was 100%.

## 萬物梁行全週期人才發展體系

### Cushman & Wakefield Vanke Service Full-cycle Talent Development System



萬物梁行能源專業公會  
Cushman & Wakefield Vanke Service Energy Guild

萬物梁行致力於為員工打造全週期的職業晉升通道，並提供個性化的管理和專家複合發展路徑。我們從新員工到總經理均設置了完備的人才發展項目。2024 年，共有超 1,000 人參與了相關培訓項目，並在工作中獲得進一步發展。

在能源板塊，2024 年萬物梁行成立能源專業公會，並開展 2 次專家培訓及選拔，培訓人數超 200 人，選拔出 11 名專家，為客戶提供能源管理及節能降碳服務，提升公司能源管理能力打下堅實基礎。

Cushman & Wakefield Vanke Service is committed to providing employees with a full-cycle career advancement pathway, offering personalised, dual-track development options for both managerial and specialist roles. From new employees to general managers, we have developed a comprehensive suite of talent development programmes. In 2024, over 1,000 employees participated in these training programmes and continued to progress in their roles as a result.

In the energy division, Cushman & Wakefield Vanke Service established the Energy Guild in 2024. Two rounds of expert training and selection were conducted, involving more than 200 participants, with 11 experts successfully certified. They provide a strong foundation for enhancing the Company's energy management capabilities and delivering energy efficiency and carbon reduction services to customers.

## 知之學社 AI 技術學習與創新實踐

### Onewo Zed Academy: AI Empowerment and Innovation Practice



AI 課程直播現場  
AI Course Live Streaming Site

知之學社為激發員工對 AI 的探索熱情、探討 AI 大模型賦能業務創新與效率提升的路徑，推出《人人都能用 AI》系列課程和 AI 創新應用大賽。課程內容涵蓋 AI 基礎知識和五大職場應用場景，由知之學社執行社長和外部 AI 專家通過直播分享，結合萬物雲業務場景，探討 AI 大模型在勞動密集型和服務型行業中的應用案例，吸引了超 2,000 人參與。

AI 創新應用大賽為員工提供了展示創意和實現 AI 想法的平臺，鼓勵提出實用、創新且能提升效率的 AI 應用方案，本次大賽共激發出 256 個 AI 創新應用方案，合計超 4,900 人員參與其中。

通過課程和大賽，員工能夠掌握 AI 技術，開拓職業前景，助力公司在 AI 時代實現智能化轉型，為客戶提供更優質高效的服務。

To inspire employees' enthusiasm for AI exploration and to explore how large language models can drive business innovation and operational efficiency, Onewo Zed Academy launched the AI for Everyone course series and an AI Innovation Application Competition. The course series covered foundational AI knowledge and five core workplace application scenarios. Sessions were delivered via live broadcast by the Executive Dean of the Onewo Zed Academy and external AI experts, who explored practical applications of large AI models in labour-intensive and service-oriented industries, using Onewo's own business contexts as examples. The programme attracted over 2,000 participants.

The AI Innovation Application Competition provided a platform for employees to showcase their ideas and turn AI concepts into reality. The competition encouraged submissions of practical, innovative, and efficiency-enhancing AI solutions, resulting in 256 AI application proposals and over 4,900 participants.

Through the courses and competition, employees gained practical AI skills, expanded their career horizons, and contributed to Onewo's intelligent transformation in the AI era—enabling us to deliver higher-quality and more efficient services to our customers.

## 員工認同 Employee Recognition

面對越發多元的業務場景，萬物雲從自身的歷史實踐與文化基因中提煉出「做服務者、永爭第一、陽光健康」作為我們的文化「三原色」，以最大程度解決衝突，凝聚共識。為了更好地理解萬物雲的文化特質，發現文化中的優勢和發展需求，我們已連續五年面向公司全員及其他服務提供人員開展組織文化調研（即員工滿意度），對萬物雲各組織的文化健康進行評估與分析。2024 年的組織文化調研（即員工滿意度）總分為 4.42，較 2023 年調研分值增長 2.31%，其中各單項維度（共計 12 項）調研分值較 2023 年均呈增長趨勢。

2024 年，萬物雲獲得了多項僱主品牌獎項，代表了業界對我們人力資本管理實踐的認可。獎項主要包括：

- 美世中國卓越健康僱主「ESG 實踐獎」
- 獵聘傑出人才夥伴獎
- MOKA 天狼星人力數字化最佳實踐獎
- 前程無憂人力資源管理傑出僱主獎
- 58 同城中國新生代僱主獎

Faced with more diversified business scenarios, Onewo has concluded "Service, Champion and Positivity" as Onewo's Culture from its past practices and cultural gene, in order to address conflicts and build consensus to the full extent. To better understand the cultural characteristics of Onewo and discover its strengths and development areas, we have conducted organisational cultural survey (i.e., employee satisfaction survey) for five consecutive years among the Company's employees and other service providers to assess and analyse the cultural health of the organisations of Onewo. In 2024, the overall cultural survey (i.e., employee satisfaction survey) score was 4.42, representing a 2.31% improvement compared with 2023. All 12 sub-dimensions also showed year-on-year improvement.

In 2024, Onewo received multiple employer brand awards, reflecting industry-wide recognition of our human capital management practices. Key awards included:

- Mercer China Healthiest Workplace "ESG Practice Award"
- Liepin Outstanding Talent Partner Award
- MOKA Sirius Award for Best Practices in HR Digital Transformation
- 51JOB's Top Human Resources Management Award
- 58.com China New Generation Employer Award



# 社區共生 Growing Together with the Community

## 響應 SDGs

### Responding to SDGs

9 產業、創新和  
基礎設施



11 可持續  
城市和社區



12 負責任  
消費和生產



16 和平、正義與  
強大機構



9 INDUSTRY INNOVATION  
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES  
AND COMMUNITIES



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



## 對應香港聯交所關鍵績效指標

### Corresponding to the Hong Kong Stock Exchange's key performance indicators

B6, B6.2, B6.4, B8, B8.1, B8.2

## 年度亮點績效

### Annual Performance Highlights



已有 657 個住宅項目搭載靈石邊緣服務器，實現 99.7% 的設備在線率及 15 分鐘級故障響應

煥新行動已覆蓋全國 3,000 餘個住宅項目，完成率達 93.2%

萬物梁行客戶滿意度調研為 91 分，客戶有效投訴數及重大投訴數連續三年下降，投訴及時關閉率及客戶回訪滿意度達到行業領先水平

「友鄰計劃」累計募集資金超人民幣 3,240 萬元，覆蓋近 6,000 個住宅小區，參與募集的住戶超 120 萬人

657 residential projects have been equipped with Lingshi edge server, achieving a 99.7% device online rate and fault response within 15 minutes

Renewal Action has covered over 3,000 residential projects nationwide, with a completion rate of 93.2%

Cushman & Wakefield Vanke Service's customer satisfaction survey scored 91 points; the number of valid and major complaints has declined for three consecutive years, while complaint resolution timeliness and customer follow-up satisfaction have reached industry-leading levels

"Neighbourhood Programme" has raised over RMB32.4 million, covering nearly 6,000 residential communities and involving more than 1.2 million participating households

# 社區共生

## Growing Together with the Community

### 服務歷久彌新

### Service for Ever Better

#### ► 相關政策

《客戶拜訪管理指南》  
《住宅業務質量四級督導體系 3.0》  
《四級督導現場品質檢查管理辦法》

#### ► Relevant Policies

Customer Visit Management Guidelines  
Four-level Supervision System of Residential Business Quality 3.0  
Management Measures for On-site Quality Inspection of Four-level Supervision

萬物雲踐行「做服務者」「永爭第一」以及「陽光健康」的文化價值觀，通過制度創新與科技賦能，為客戶提供高品質的物業服務。我們以「全心全意為業主服務」為核心理念，潛心打造讓每一位客戶感受到貼心關懷與卓越體驗的住宅物業服務模式，提升客戶滿意度。我們亦聚焦於商企物業服務領域，不斷深化對空間所有者、使用者和體驗者需求的理解，致力於提供周到細緻的高品質服務。

We have been practicing the cultural values of "Service", "Champion" and "Positivity", delivering high-quality property services through system innovation and technological empowerment. Guided by the core principle of "wholehearted services for owners", we have thoughtfully developed a residential property service model that offers attentive care and an exceptional customer experience, thereby enhancing overall customer satisfaction. In the commercial and corporate service space, we continue to deepen our understanding of the needs of space owners, users, and experience participants, with a commitment to providing thoughtful, meticulous, and high-quality services.

### 精細化管理服務品質

萬物雲嚴格遵循《中華人民共和國城市房地產管理法》《物業管理條例》等法律法規，制定了《住宅業務質量四級督導體系 3.0》《四級督導現場品質檢查管理辦法》等內部制度，打造了「總部-區域-陣地-項目」的四級督導機制，對各層級進行全方位品質把控。

報告期內，為提高服務精細和工作效率，我們建立與客戶溝通的長效機制，持續優化住宅服務空間與商企服務空間的四級督導機制：

### Refined Management for Service Quality

Onewo strictly adheres to the Law of the People's Republic of China on Urban Real Estate Administration and the Regulations on Property Management, and has established internal systems such as the Four-level Supervision System of Residential Business Quality 3.0 and the Management Measures for On-site Quality Inspection of Four-level Supervision. A four-level supervision mechanism—comprising "Headquarters, Regions, Frontline Bases, and Projects"—has been established to ensure comprehensive quality control at all levels.

During the reporting period, in order to improve service refinement and operational efficiency, we established a long-term communication mechanism with customers and continuously optimised the four-level supervision system for both residential and commercial service spaces:



## 住宅服務空間：

2024 年，萬科物業聚焦於設施 100% 完好目標，以報事、決策、監督、驗證、閉環五大環節為抓手，嚴格把控物業服務品質，並重新梳理住宅物業服務的資源配置與職責劃分情況，有效推動四級督導對設施煥新的管控工作。我們亦將四級督導理念應用於管家式服務的賦能提升行動，通過優化績效考核框架、開展多輪管理層走場暗訪、客戶設施投訴反向驗證等行動，推動管家報事 100% 落地，提高精益服務品質，為客戶提供更加卓越的服務體驗。

## 商企服務空間：

2024 年，為持續精進客戶體驗，萬物梁行立足於國際標準，優化商企服務領域的四級督導方案，強調下沉管理職責以充分發揮領導力作用，實現服務品質與督導效率邁向更高水準。同時，我們建立商企品質管理系統，通過模塊化、定制化管理，精準把控工單、閉環管理與驗收的每個環節，並利用系統迭代生成每月內部品質巡檢服務報告，使品質提升工作更加直觀高效，為持續優化督導流程提供靈活支持。

## 差異化滿足客戶需求

萬物雲通過不斷深化對空間所有者、使用者和體驗者需求的理解，悉心捕捉每一個細節，以智慧科技與人文關懷為雙引擎，為客戶提供量身定制的服務方案。

## 住宅服務空間：

2024 年，萬科物業持續升級睿服務體系，為住宅服務空間的客戶提供高度個性化的物業服務體驗。通過精準識別不同客戶的需求，動態調整服務內容與標準，滿足多樣化的居住場景需求。同時，萬科物業開啟「智選」服務模式，邀請業主共同參與物業費和服務標準的制定，賦予業主更大的選擇權與話語權，以實現標準制定符合實際，提高客戶滿意度。

## Residential Service Spaces:

In 2024, Vanke Service focused on the goal of achieving 100% facility functionality. Quality control was strictly enforced through five key steps: reporting, decision-making, supervision, verification, and closure. We also reviewed and refined resource allocation and role responsibilities in residential property services, strengthening facility renewal management within the four-level supervision system. The same supervision concept was applied to the enhancement of coordinator-style services, including optimising the performance evaluation framework, conducting multiple rounds of site inspections by management, and implementing reverse verification of customer facility complaints—ensuring 100% issue resolution by coordinators and continuously improving service excellence to deliver a superior customer experience.

## Commercial Service Spaces:

In 2024, to continuously enhance the customer experience, Cushman & Wakefield Vanke Service refined its four-level supervision programme in the commercial sector based on international standards. The approach emphasises delegated on-site management responsibilities to fully leverage leadership at every level, driving improvements in both service quality and supervisory efficiency. A dedicated quality management system for commercial services was established, enabling modular and customised management for precise control of work orders, closure tracking, and acceptance. The system also automatically generates monthly internal quality inspection reports, providing clear and efficient support for continuous quality improvement and agile supervision enhancements.

## Tailoring Services to Diverse Customer Needs

Onowo continuously deepens its understanding of the needs of space owners, users, and experience participants, attentively capturing every detail. Guided by a dual engine of smart technology and human-centred care, we deliver bespoke service solutions tailored to our customers.

## Residential Service Spaces:

In 2024, Vanke Service further upgraded its Rui Service System, providing highly personalised property service experiences to residential customers. By accurately identifying varying customer needs and dynamically adjusting service content and standards, we effectively catered to diverse living scenarios. Additionally, Vanke Service introduced the "Smart Selection" service model, inviting property owners to participate in the formulation of service standards and property fees. This approach enhances customer agency and voice, ensuring that standards align with actual needs and improving overall customer satisfaction.

## 商企服務空間：

萬物梁行為不同功能空間裡的企業用戶提供精細化、定制化的空間和資產服務方案，幫助幫助企業降低營運成本、提升生產效率、減少環境影響、改善用戶體驗，從而助力企業核心業務發展。例如，萬物梁行目前已服務超 20 個數據中心、近 20 個潔淨室（最高等級百級）以及近 40 家知名企業總部。

2024 年，為響應國家雙碳目標及萬物雲三年戰略，萬物梁行發力能源管理業務。依託 AIoT 暖通智控及微電網產品，萬物梁行結合物業管理場景，通過能源諮詢、節能技改、能源托管三大合作模式，打造「物業 + 能源」的建管運一體化低碳場景。此外，萬物梁行連續兩年聯合 RICS、同濟大學編寫發布《中國商企空間低碳物業白皮書》（中英文），為推動商業地產行業的可持續發展作出努力。

## Commercial Service Spaces:

Cushman & Wakefield Vanke Service offers refined, customised space and asset management solutions tailored to enterprise users across different functional environments. These services help reduce operating costs, improve efficiency, minimise environmental impact, and enhance user experience—ultimately supporting customers' core business development. For instance, Cushman & Wakefield Vanke Service currently serves over 20 data centres, nearly 20 clean rooms (up to Class 100), and nearly 40 well-known corporate headquarters.

In 2024, in alignment with national "carbon peaking and carbon neutrality" goal and Onewo's three-year strategy, Cushman & Wakefield Vanke Service expanded its energy management business. Leveraging AIoT HVAC intelligent control systems and microgrid products, and drawing on its property management expertise, Cushman & Wakefield Vanke Service launched an integrated "property + energy" low-carbon service model through three modes of cooperation: energy consulting, energy-saving retrofits, and energy operation outsourcing. Furthermore, for two consecutive years, Cushman & Wakefield Vanke Service has co-authored and published the White Paper on Commercial Real Estate Decarbonisation in China (in both Chinese and English) in collaboration with RICS and Tongji University, contributing to the sustainable development of the commercial real estate sector.

## 重塑空間效率 Tech for Better Space

萬物雲以智慧科技賦能物業服務，憑藉領先的 AI 技術，整合社區的人、地、物、情、事等資源，打破信息孤島，推動不同系統間數據的高效互聯互通。通過應用「靈石」邊緣計算服務器及「飛鴿」智能工單系統，實現從設備管理到人員服務的全場景智能化升級，打開物業管理的服務效率及邊界，全面重塑智慧物業服務能力，引領行業邁向高效、低碳、智能化的未來。

Onewo leverages smart technologies to empower property services. By harnessing advanced AI capabilities, we integrate community resources—including people, locations, assets, emotions, and affairs—to break down data silos and promote seamless interconnectivity across systems. Through the deployment of the “Lingshi” edge server and the “Feige” intelligent work order system, we have enabled a full-scale intelligent upgrade across all service scenarios—from equipment management to personnel operations. These innovations have expanded the boundaries and enhanced the efficiency of property management services, comprehensively reshaping the capabilities of intelligent property services and leading the industry toward a more efficient, low-carbon, and intelligent future.

### 空間服務的 AI 大腦：靈石

靈石，意在通過 AI 算法，為傳統空間服務流程注入智慧的靈光。靈石邊緣服務器是萬物雲在蝶城內整合服務器、通行業務、通訊業務、巡檢業務的集成系統，可以幫助現場在業務管理中提升效率。本年度，我們為靈石新搭載了 AIoT 技術，並上線了 AI 巡檢、AI 驗單與 AI 守門三項功能，打造了物業監管、安全衛士、微電網、企業服務、資產管理五大智慧園區營運產品，形成可複製落地推廣的智慧營運商業化解決方案。報告期內，萬物雲已有 657 個住宅項目搭載靈石邊緣服務器，已實現 99.7% 的設備在線率及 15 分鐘級故障響應。

### AI Brain of Space Services: Lingshi

Lingshi intends to make the traditional space service process shine with the aura of wisdom through AI algorithms. Lingshi edge server is an integrated system that integrates servers, access business, communication business and inspection business for the Group in Onewo Towns, which can help improve business management efficiency when delivering on-site services. The current year, we upgraded Lingshi with AIoT capabilities and launched three AI-powered features: AI Inspection, AI Ticket Verification, and AI Access Control. Together, these support five smart campus operations products—Property Supervision, Security Guardian, Microgrid, Enterprise Services, and Asset Management—forming a replicable, scalable smart operations commercial solution. During the reporting period, Lingshi edge server had been deployed across 657 residential projects, achieving a 99.7% device online rate and fault response within 15 minutes.

#### AI 巡檢

萬物雲積極引入 AI 技術，推動巡檢工作的智能化升級，有效提升巡檢效率和精準度。通過實施 IPC 攝像頭分級標準，我們完成了攝像頭的分級與優化配置，大幅提升了指揮中心的工作效率。同時，新增安全類巡檢算法場景，進一步拓展了 AI 巡檢的應用範圍。經過多輪優化，新增安全類場景的準確率均達到較高水準。在萬科星城名邸等 13 個標杆項目中，AI 巡檢技術的應用提高了巡檢效率，增強了社區和城市空間的安全保障能力。

#### AI Inspection

Onewo actively incorporates AI technology to advance the intelligent upgrade of inspection operations, significantly enhancing both efficiency and accuracy. By implementing a graded IPC (Internet Protocol Camera) standard, we completed the classification and optimisation of camera configurations, greatly improving the operational efficiency of our command centres. Additionally, we introduced new AI inspection scenarios focused on safety, further expanding the scope of AI inspection applications. After multiple rounds of optimisation, the accuracy rates for these newly added safety scenarios have reached consistently high levels. At 13 flagship projects—including Vanke Xingcheng Mansion—the application of AI inspection technology has improved inspection efficiency and strengthened safety assurance across both community and urban spaces.

## AI 驗單

萬物雲在 AI 驗單技術上將算法檢測指標增至 11 個，運用數據增強、遷移學習等技術，使所有指標檢測準確率超 90%，提升了 AI 驗單的分析拓展能力。AI 驗單在 800 多個項目中已累計質檢超 500 萬單，應用效果顯著，與人工質檢一致率達 94%，提高了驗單效率。

## AI 守門

萬物雲通過結合音頻技術、語音識別模型和語言大模型，實現了單元門出入口的用戶身份快速識別、自動核實與 AI 開門，提升了小區用戶和訪客的通行效率。該技術通過意圖識別進行對話，對關鍵要素進行識別、校驗和存檔，精確率和準確率均達到較高水準。語音識別模型和語言大模型均實現了邊緣化靈石部署，進一步優化了識別準確率和耗時。

萬物雲將技術創新視作推動企業可持續發展的引擎，不斷完善創新機制，啟動全價值鏈創新活力。我們已成立專門的科技研發團隊，致力於提高各業務領域的數字化與智能化水平，並支持所有員工及供應鏈層面的創新實踐，加強公司創新文化氛圍。

## AI Ticket Verification

Onewo has enhanced its AI ticket verification technology by expanding the algorithmic detection indicators to 11. By applying techniques such as data augmentation and transfer learning, we have achieved over 90% accuracy across all indicators, significantly improving the analytical capabilities of the AI verification system. To date, AI ticket verification has been deployed in over 800 projects, with more than 5 million work orders inspected. The system has demonstrated strong performance, achieving a 94% consistency rate with manual inspections and substantially improving verification efficiency.

## AI Access Control

By integrating audio technology, speech recognition models, and large language models, Onewo has enabled rapid user identification, automatic verification, and AI-powered door access at residential building entrances and exits—improving the efficiency of access for residents and visitors. The technology employs intent recognition to engage in dialogue, identify and validate key information, and archive relevant data. Both recognition precision and accuracy have reached high levels. The speech recognition and language models are deployed on the Lingshi edge server, further enhancing identification accuracy and reducing response times.

Onewo views technological innovation as a driving force for sustainable development. We continuously refine our innovation mechanisms to energise the entire value chain. A dedicated R&D team has been established to advance digitalisation and intelligent transformation across all business areas, while also encouraging innovation practices among employees and across the supply chain—fostering a strong culture of innovation within the Company.

## 客戶滿意度提升 Improvement of Customer Satisfaction

### ► 相關政策

《客戶投訴管理程序》  
《萬物梁行標杆項目認證管理辦法》  
《客戶滿意度管理程序》

### ► Relevant Policies

Customer Complaint Management Procedures  
Management Measures for Cushman & Wakefield Vanke Service Benchmark Project Certification  
Customer Satisfaction Management Procedures

萬物雲嚴格遵守《中華人民共和國消費者權益保護法》等法律法規要求，踐行「客戶至上」的服務理念，以更好地滿足客戶需求為目標，持續關注客戶的滿意度反饋情況，完善客戶滿意度管理體系，有效識別提供服務過程中客戶的痛點難點，改善客戶體驗。

Onewo strictly complies with the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and other applicable laws and regulations, upholding a service philosophy of "customer first". With a focus on better meeting customer needs, we continuously monitor customer satisfaction feedback, improve our customer satisfaction management system, and effectively identify pain points and challenges in the service delivery process to enhance the overall customer experience.

## 客戶投訴

我們已為客戶建立投訴與意見反饋渠道，包括 4009 熱線電話、住著兒 APP 用戶端、自助機評價、鄰居後臺留言、現場反饋等，全方位收集客戶訴求與反饋意見。本年度，我們新增萬物雲 4009 在線客服小程序，拓寬了客戶線上反饋的渠道，提升客訴反饋效率。以上渠道亦適用於業主提出社區建設的訴求。

萬物雲各業務板塊針對客戶投訴的問題，建立了精準高效的投訴處理機制。在受理客戶的投訴時，我們清晰記錄投訴內容，組織相關人員分析客訴原因，並通過數字化平臺及時反饋並跟進投訴事件的後續處理情況，對問題處理結果進行跟蹤和驗證，形成問題閉環。我們依據不同客訴內容的特點，建立了客訴處理分級機制，規定不同職級的人員及時跟進，確保客戶訴求得到妥善解決，並針對投訴處理過程進行複盤，不斷改進投訴處理機制，改善客戶滿意度。

## Customer Complaints

We have established multiple channels for customer complaints and feedbacks, including the 4009 hotline, the "Zhuzher" mobile app, self-service terminal evaluations, community backend messages, and on-site feedbacks—ensuring comprehensive collection of customer concerns and suggestions. In the current year, we launched the Onewo 4009 Online Customer Service mini programme, expanding digital feedback channels and improving the efficiency of complaint handling. These channels also support homeowners in submitting requests related to community development.

Each of Onewo's business segments has established a targeted and efficient complaint handling mechanism to address customer complaints. When receiving a complaint, we record the details clearly, coordinate relevant personnel to analyse the root cause, and use a digital platform to provide timely updates and follow-up on the resolution process. The outcomes are tracked and verified to ensure that a complete resolution cycle is achieved. Based on the nature of different complaint types, we have implemented a tiered complaint handling system, assigning follow-up responsibilities to personnel at appropriate levels to ensure that customer issues are properly addressed. Post-resolution reviews are conducted to assess the handling process and identify areas for improvement—continuously enhancing the complaint management mechanism and improving customer satisfaction.



我們亦遵循「1237」原則處理客戶投訴（即 1 天內響應，2 天內處理，無法處理的事件在相應的 3 天內反饋處理方案並協調資源，與投訴方保持充分溝通在 7 天內處理完畢，並關閉投訴工單）；若在某一等級中，超過 24 小時未與客戶取得聯繫或 48 小時內未提供處理方案，或者客戶對已提供的處理結果不滿意，該情況將被自動升級處理。

## 投訴處理流程

受理投訴案件→記錄投訴信息並作出相應投訴判定→根據判定的投訴等級上報相應責任人，創建投訴處理工單→投訴處理→向客戶反饋投訴處理結果，並進行回訪評價和分析複盤→區域營運專業管理部門組織案例收集培訓工作。

## 滿意度調查

為保障我們的服務切實滿足客戶的需求與期望，我們堅持每年開展客戶滿意度調研。我們已設定科學的客戶滿意度目標，例如將滿意度作為部分業務單元年度績效考核的衡量指標之一。我們採用電話訪問、線上問卷調研、上門走訪等多種方式進行客戶滿意度調研，並進行深入分析。本年度，萬科物業針對管理中的住宅項目進行了全面的客戶滿意度調查，通過 4009 電話調查以及全面客戶拜訪，我們收集了客戶對萬科物業整體服務、居住環境安全、綠化、清潔、設備設施以及管家服務等方面的詳細評價和反饋。

2024 年，萬物梁行客戶滿意度調研為 91 分，客戶有效投訴數及重大投訴數連續三年下降，投訴及時間閉率及客戶回訪滿意度達到行業領先水平。

We also follow the “1237” principle when handling customer complaints: respond within one day, resolve the issue within two days, and for cases that cannot be immediately resolved, provide a resolution plan and coordinate resources within the next three days. Throughout the process, we maintain close communication with the complainant to ensure that the issue is fully resolved and the complaint ticket closed within seven days. If, at any level of the process, contact with the customer is not established within 24 hours, or if a resolution plan is not provided within 48 hours, or if the customer is dissatisfied with the resolution offered, the case will be automatically escalated for further handling.

## Complaint Handling Process

Receive complaint → Record complaint details and determine complaint classification → Escalate to the responsible personnel based on complaint level and create a complaint handling ticket → Handle the complaint → Provide feedback to the customer on the resolution and conduct follow-up evaluation and review → Regional operations and professional management departments organise case collection and training sessions.

## Customer Satisfaction Surveys

To ensure our services effectively meet customer needs and expectations, we conduct annual customer satisfaction surveys. We have established scientific satisfaction benchmarks, including integrating satisfaction metrics into the annual performance appraisals of certain business units. We adopt a variety of methods to collect customer feedback, including telephone interviews, online questionnaires, and in-person visits, followed by in-depth analysis. In the current year, Vanke Service conducted a comprehensive satisfaction survey for its managed residential projects. Through the 4009 customer service hotline and in-depth customer visits, we gathered detailed feedback and evaluations on various aspects of service delivery—including overall service quality, residential safety, landscaping, cleanliness, facilities and equipment, and coordinator services.

In 2024, Cushman & Wakefield Vanke Service achieved a customer satisfaction score of 91. The number of valid and major customer complaints has declined for three consecutive years, while complaint resolution timeliness and customer follow-up satisfaction have reached industry-leading levels.

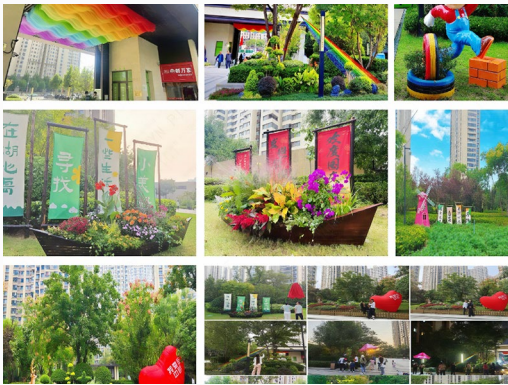
## 提升滿意度專項

為進一步提升服務品質和客戶滿意度，我們借鑒先進在管項目的管理經驗和實踐，將其應用於其他在管項目。同時，我們正式啟動了 2024 年「滿意度專項行動」，全面提升客戶的服務體驗，確保滿意度提升。這些滿意度專項行動包括：綠茵行動 2.0、設施煥新行動、夏季提滿專項行動、走現場見客戶、「參與式」社區文化活動、清潔衛生專項整治行動、亮燈行動、設備房開放日專項行動、客戶乘梯體驗提升、管家賦能提升等。

## Satisfaction Improvement Special Initiative

To further increase customer satisfaction, we have taken lessons from the management experiences and practices of advanced managed projects to improve service quality and customer satisfaction in other areas. Meanwhile, we have initiated the 2024 “Satisfaction Improvement Special Initiative” to comprehensively elevate the customer service experience and ensure measurable improvements in satisfaction. Key actions under this initiative include: Green Shade Action 2.0, Facility Renewal Action, Summer Satisfaction Improvement Action, On-site Customer Engagement, “Participatory” Community Cultural Activities, Cleaning and Sanitation Special Improvement, Lighting Action, Equipment Room Open Day, Lift Experience Optimisation, and Coordinator Empowerment and Capability Building.

### 綠茵行動 2.0 Green Shade Action 2.0



綠茵行動 2.0  
Green Shade Action 2.0

2024 年，萬科物業啟動「綠茵行動 2.0」，擴大綠化專項整治工作範圍，新增微苗圃、綠化網紅打卡點、喬木分級養護、樹圈美化等創新舉措，推動社區綠化從單一的補植向多元化、精細化管理轉變。同時，我們應用「天秤業委會工作臺」系統引導業主共同決策喬木修建工作，增強了居民對社區環境治理的參與感。截至報告期末，全國已有 373 個項目完成綠化網紅打卡點改造，已有 1,217 個項目完成喬木樹圈美化的打造。

In 2024, Vanke Service launched “Green Shade Action 2.0”, expanding the scope of landscaping improvement efforts. The action introduced innovative measures such as micro nurseries, popular “green check-in” spots, tiered tree maintenance, and beautification of tree circles—shifting community landscaping from basic replanting to more diversified and refined management. We also utilised the “Libra Property Committee Workbench” to engage residents in co-decision-making processes for tree pruning projects, enhancing homeowner participation in community environmental governance. By the end of the reporting period, 373 projects nationwide had completed upgrades to create popular green check-in spots, and 1,217 projects had completed beautification works for tree circles.

## 客戶健康與安全 Customer Health and Safety

保障客戶健康與安全是萬物雲的重要責任。為提高服務空間內的安全管理水平，我們持續開展並不斷更新住宅和商企服務領域的環境、健康與安全 (EHS) 工作，建立專項安全檢查體系，定期對服務空間進行安全隱患排查，包括設備房巡查、硬件設備維護、公共設施加固、火災隱患排查、防颱防汛準備情況等。

同時，我們大力推進使用數字化技術，搭建智能安全系統，通過與社區管理深度融合，以可視化、智能化方式賦能社區安全。本年度，我們推出「AI 電梯電動車管控報警系統」，實時監測電梯內電動車入侵行為，有效阻止電動車上樓充電引發的火災風險。此外，我們上線「蒼穹」系統，以及時上報和跟進處理各類突發報事，提高物業應急處置效率。為全方位提升社區安全管理水平，我們更新 AI 巡檢技術，新增識別人員摔倒、兒童單獨行動等潛在安全問題場景。

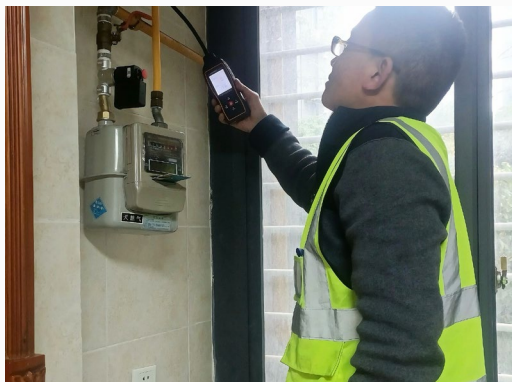
在住宅、商企和城市空間，我們持續通過線上、線下相結合的方式向客戶傳遞極端天氣風險防範、火災應急處理、泳池溺水防範等各類安全知識，並通過樓宇大堂、小區門崗、電梯空間等高人流量空間的海報張貼、對客宣傳活動、管家微信推送通知等方式進行客戶安全教育，提高客戶的安全意識。截至報告期末，住宅服務空間內開展的對客安全培訓與宣傳活動共吸引超 11.2 萬客戶的關注和參與。

Safeguarding the health and safety of our customers is a core responsibility of Onewo. To enhance safety management within service spaces, we continuously develop and update EHS practices across both residential and commercial service areas. A dedicated safety inspection system has been established, with regular checks for potential hazards in service spaces, including equipment room inspections, hardware maintenance, reinforcement of public facilities, fire risk assessments, and typhoon and flood preparedness.

At the same time, we actively promote the use of digital technologies to build intelligent safety systems. By integrating these systems deeply into community management, we enhance safety through visualisation and smart technology. In the current year, we launched the "AI Electric Vehicle Monitoring and Alarm System for Elevators", which enables real-time detection of electric vehicles entering elevators, helping to prevent fire hazards caused by charging e-bikes inside residential buildings. In addition, we deployed the "Cosmic" system, which enables the timely reporting and follow-up of various incidents, significantly improving emergency response efficiency in property management. To further strengthen safety management across communities, we updated our AI inspection technology with new scenario recognition capabilities, including detecting potential risks such as individuals falling and unsupervised children.

Across residential, commercial, and urban spaces, Onewo continues to deliver safety education to customers through both online and offline channels. Topics include extreme weather preparedness, fire emergency response, and drowning prevention in swimming areas. Safety knowledge is disseminated through high-footfall areas such as building lobbies, community entrance posts, and lift interiors—using posters, customer-facing awareness campaigns, and WeChat notifications sent by coordinators to increase customer awareness. By the end of the reporting period, safety training and publicity activities held in residential service spaces had attracted the attention and participation of over 112,000 customers.

## 燃氣自查行動 Gas Self-Inspection Action



燃氣自查行動  
Gas Self-Inspection Action

12月11日，萬科物業啟動全國範圍的燃氣及火災風險排查專項行動，覆蓋3,717個項目。行動聚焦四大重點——園區燃氣管道排查、商鋪用氣安全檢查、對客風險提示通知以及內部風險宣貫，並持續開展電動自行車防火牆和現場施工用火安全管理，旨在提前做好安全部署與應對，加強客戶健康與安全生活保障。

On 11 December, Vanke Service launched a nationwide special action to inspect gas and fire safety risks, covering 3,717 projects. The action focused on four key areas: gas pipeline inspections within residential communities, safety checks of gas usage in commercial units, risk notification and reminders for customers, and internal awareness campaigns on potential hazards. The action also included ongoing efforts to manage fire safety related to electric bicycles and open flames used in on-site construction. These measures aim to ensure proactive safety preparedness and enhance protection of customer health and safety in daily life.

## 社區貢獻 Community Contribution

在為客戶提供高品質服務、為員工保障良好工作環境的同時，萬物雲充分發揮自身業務優勢，立足於社區需求，推動打造更加和諧美好的社會環境，實現與社區共同發展。

While delivering high-quality services to our customers and providing a positive working environment for our employees, Onewo also leverages its business strengths to address community needs. We are committed to fostering a more harmonious and inclusive social environment, promoting shared development with the communities we serve.

### 蝶城戰略

我們持續推進蝶城戰略落地，利用陽光物業、品質服務和智慧社區的影響力，增強市場拓展能力，擴展蝶城地盤。本年度，通過對蝶城的精細化管理與流程改造，我們實現了住宅空間效率的提升與毛利增長。同時，通過生態疊加和服務多元化，我們進一步增強了客戶滿意度和業務綜合競爭力，為社區可持續發展注入活力。更多關於蝶城戰略的內容，請參閱萬物雲《2024 年度報告》。

### Onewo Town Strategy

We continued to advance the implementation of the Onewo Town Strategy, leveraging the influence of transparent property management, quality services, and smart community development to strengthen market expansion and grow our presence in Onewo Towns in the current year, through refined management and process optimisation within Onewo Towns, we improved spatial efficiency in residential areas and achieved gross profit growth. Additionally, by expanding our service ecosystem and diversifying offerings, we further enhanced customer satisfaction and overall business competitiveness—injecting vitality into the sustainable development of our communities. For more information on the Onewo Town Strategy, please refer to the 2024 Annual Report of Onewo.

### 社區參與共建

作為物業服務提供方，萬物雲深知我們的服務直接關係到千家萬戶的日常生活和社區的和諧發展。我們致力於通過開放、透明和包容的利益相關方參與機制，與社區居民、地方政府、社區居委會及其他相關方建立溝通與協作機制，並全面覆蓋至所有服務社區，創造和諧宜居的生活環境。

### Participation in Community Co-Governance

As a property service provider, Onewo recognises that our services directly impact the daily lives of thousands of households and the harmonious development of communities. We are committed to establishing open, transparent, and inclusive stakeholder engagement mechanisms, collaborating with residents, local governments, neighbourhood committees, and other stakeholders. These mechanisms are applied across all service communities to foster a harmonious and liveable environment.



## 利益相關方識別與需求評估：

我們以社區居民為核心利益相關方，並與居委會、街道辦事處和社區媒體等利益相關方保持溝通。通過調研和溝通動態識別需求，制定針對性支持計劃。2024 年，我們開展了高大喬木修剪、垃圾點位選址、電動車停放點外移以及業委會換屆選舉等意見徵集調研工作，完成對在管社區各利益相關方的需求評估，覆蓋物業服務、社區環境、公共安全等領域。

## 居民參與社區共建：

我們通過「天秤業委會工作臺」、社區公告欄、海報等方式，邀請居民參與垃圾分類、節能改造和安全管理等議題的決策與討論。針對弱勢群體，我們採用上門走訪、多語言支持等方式消除溝通障礙。

## 透明的投訴與反饋機制：

萬物雲通過 4009 服務熱線、住這兒 APP 及 4009 在線客服小程序收集居民等利益相關方訴求，24 小時內響應並採用閉環管理系統跟蹤處理。2024 年，處理投訴 17.87 萬起。此外，我們通過電話、問卷調研和上門走訪多方式開展客戶滿意度分析，不斷改進服務。

## 常態化溝通：

我們定期與社區代表、政府及非營利組織開展對話，重點討論社區環境改善及綠色建築推廣等議題，深化社區發展與可持續實踐。

2024 年，我們組織開展多項文化建設活動：

- 臘八敬老節：我們注重傳統文化的傳承與發展，努力在社區營造濃厚的文化氛圍，本年度，我們聯合社區組織臘八節主題的文化活動，邀請老年人參與，講述臘八故事，傳承特色臘八文化來弘揚尊老敬老的優良風尚。同時，我們在臘八節期間，邀請醫師為老年人進行健康講座，提高他們的健康風險意識。

## Stakeholder Identification and Needs Assessment:

We identify community residents as our core stakeholders and maintain communication with neighbourhood committees, subdistrict offices, and community media. Through surveys and regular dialogue, we dynamically identify stakeholder needs and develop targeted support plans. In 2024, we conducted consultation surveys on issues such as pruning of large trees, waste collection point locations, relocation of e-bike parking areas, and homeowners' committee elections—completing a comprehensive needs assessment for all stakeholders in our managed communities. Topics included property services, community environment, and public safety.

## Resident Participation in Community Co-Governance:

Through tools such as the “Libra Property Committee Workbench”, community bulletin boards, and posters, we encourage residents to participate in discussions and decision-making on topics such as waste sorting, energy-saving upgrades, and safety management. For vulnerable groups, we reduce communication barriers by offering home visits and multilingual support.

## Transparent Complaint and Feedback Mechanism:

Onowo collects stakeholder feedback via the 4009 customer hotline, the “Zhuzher” app, and the 4009 online customer service mini programme. We respond within 24 hours and manage all cases through a closed-loop tracking system. In 2024, we handled 178,700 complaints. We also conduct customer satisfaction analysis through telephone interviews, surveys, and home visits to continuously improve our services.

## Ongoing Communication:

We regularly engage in dialogue with community representatives, government agencies, and non-profit organisations to discuss topics such as community environmental improvements and green building promotion—deepening community development and sustainable practices.

In 2024, we organised a variety of culture-building activities:

- Laba Festival - Respect for the Elderly: we value the preservation and promotion of traditional culture and strive to foster a rich cultural atmosphere within our communities in the current year, we partnered with local organisations to host Laba Festival-themed cultural events. Elderly residents were invited to share Laba stories and celebrate traditional customs, promoting the virtues of respect and care for the elderly. In parallel, we invited medical professionals to deliver health talks for older residents, raising awareness of health risks and prevention.

- 安全童行：我們注重提高社區各利益相關者對健康威脅和重大疾病及其預防的認識，並支持獲得基本醫療保健服務。本年度，我們針對社區兒童開展安全教育活動，通過情景類比、有獎問答等方式，普及關於青少年生活和學習方面的安全隱患，切實提高中小學生的自我保護能力。
- Safe Step for Children: we aim to enhance awareness among community stakeholders regarding health threats, major diseases, and the importance of preventive care, while also promoting access to basic healthcare services. In the current year, we conducted safety education activities for children in the community. Through scenario simulations and prize quizzes, we educated school-aged children on common safety hazards in daily life and learning environments, significantly improving their self-protection awareness.
- 舊書換新友：我們致力於提升社區教育可及性，包括為弱勢群體創造更多學習機會。通過設立社區圖書角、開展愛心贈書等活動，拓展各類人群獲取知識的渠道。
- Old Books for New Friends: We are committed to improving access to education within our communities, especially by creating more learning opportunities for underprivileged groups. Activities such as setting up community book corners and organising charitable book donation drives have helped expand access to knowledge across a broader demographic.

## 友鄰計劃

「友鄰計劃」是萬科物業於 2016 年發起的「消費支持社區更新與文化建設」的公益行動。它以友鄰市集為依託，為住戶提供糧油生鮮、家居用品、酒水飲料、休閒食品、大小家電、教育旅遊、母嬰、寵物等優質產品，將獲得的部分收入以「友鄰計劃」的名義無償提供給所在社區，助力社區煥新升級。相關小區友鄰計劃的收入餘額，可在「住這兒」App 上隨時查詢。

截至 2024 年底，「友鄰計劃」累計募集資金已超人民幣 3,240 萬元，覆蓋近 6,000 個項目，參與募集的住戶超 120 萬人。2024 年全年，共有 16 個項目申請資金，用於 AED 配置、設備修繕、電梯維修及小區硬件改造等事項，累計助力 200 餘個社區完成數百項的改造煥新，惠及超百萬業主。

## Neighbourhood Programme

The “Neighbourhood Programme” is a “Consumption supports community renewal and culture construction” public welfare action initiated by Vanke Service in 2016. Based on Youlin Market, it provides owners with grain and oil and fresh agriculture products, household supplies, beverages, snacks, home appliances, education and tour products, maternal and infant products, pet supplies and other high-quality products, then part of the income obtained will be provided freely to the community in the name of “Neighbourhood Programme”, to help the renewal and upgrade of the community. The Neighbourhood Programme income balance of relevant housing estates we serve can be checked on “Zhuzher” App at any time.

By the end of 2024, the “Neighbourhood Programme” has raised a total of over RMB32.4 million, covering nearly 6,000 projects, with over 1.2 million residents involved in the fund raising. During the reporting period, funds were applied for 16 projects to implement such matters as AED installation, equipment repairs, elevator maintenance, and community infrastructure upgrades, accumulatively assisting more than 200 communities in completing hundreds of renovations, and benefiting over one million property owners.

# 環境友好 Being Environmentally Friendly

## 響應 SDGs

### Responding to SDGs



## 對應香港聯交所關鍵績效指標

### Corresponding to the Hong Kong Stock Exchange's key performance indicators

A1, A1.2, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1, A4, A4.1

## 年度亮點績效 Annual Performance Highlights



萬物梁行首批能源管理試點在北京、上海、廣州、深圳、瀋陽等城市已落地 15 個示範項目，首月節能 42.1 萬 kWh，減少碳排放量約 21 萬噸

新增在 533 個住宅小區開展垃圾分類工作，累計在 253 個城市的 2,634 個小區開展垃圾分類工作

上海金色榴鄉園小區創建低碳示範小區，入選生態環境部宣教中心《2024「美麗中國·我是行動者」企業氣候行動案例集》，在 COP29 分享建設經驗

萬科物業「中國人居住社區能源管理創新案例」獲得上海氣候周 2024 年度領航獎·氣候燈塔社區

Cushman & Wakefield Vanke Service launched its first batch of energy management pilot projects in 15 demonstration sites across Beijing, Shanghai, Guangzhou, Shenzhen, and Shenyang, which achieved energy savings of 421,000 kWh and reduced carbon emissions by approximately 210,000 tonnes in the first month alone.

Waste classification was newly introduced in 533 residential communities, bringing the cumulative total to 2,634 communities across 253 cities.

Jinse Liuxiangyuan Community in Shanghai was developed as a low-carbon model community. It was selected for inclusion in the "2024 Beautiful China: I am an Actor" Corporate Climate Action Case Collection" by the Center for Environmental Education and Communications of the Ministry of Ecology and Environment and was presented at COP29.

Vanke Service's "Innovative Case of Energy Management in Chinese Residential Communities" received the 2024 Climate Action Leadership Award - Climate Lighthouse Community at Shanghai Climate Week.

# 環境友好

## Being Environmentally Friendly

### 環境理念與策略

### Environmental Concepts and Strategies

#### 我們的理念

萬物雲積極響應「生態文明」與「美麗中國」國家戰略，將綠色低碳理念深度融入企業營運的各個環節，遵守法律法規，持續完善環境管理體系，提升管理效能。同時，依託智能化科技手段，賦能建築空間的節能降碳，與各方攜手共同推動循環經濟與低碳轉型，構建人與自然和諧共生的美好社會。

#### Our Concepts

Onewo actively responds to China's national strategies of "Ecological Civilisation" and "Beautiful China", embedding the concept of green and low-carbon development deeply into all aspects of our operations. We strictly comply with environmental laws and regulations, continuously improve our environmental management system, and enhance management effectiveness. Additionally, we leverage intelligent technologies to empower energy-saving and carbon-reduction efforts across building spaces. Together with all stakeholders, Onewo strives to contribute positively to realizing a green, circular, and low-carbon economy, fostering a harmonious coexistence between humanity and nature.

#### 我們的策略

萬物雲致力於提供智慧、低碳的資產管理服務。我們積極推進環境管理體系認證，完善內部管理制度，推進綠色物業管理，採用科學管理和技術改造降低能耗，同時加強廢棄物管理，提高資源利用效率，踐行綠色辦公，鼓勵員工綠色出行。萬科物業、萬物梁行以及祥盈企服已經通過了 ISO 14001 環境管理體系，萬科物業同時獲得了 ISO 9001 質量管理體系認證，萬物梁行同時獲得了 ISO 50001 能源管理體系認證以及 ISO 9001 質量管理體系認證。

#### Our Strategies

Onewo is committed to providing intelligent and low-carbon asset management services. We actively promote environmental management system certification, improve internal management policies, and advance green property management practices. By applying scientific management methods and technological upgrades, we aim to reduce energy consumption. Moreover, we strengthen waste management, improve resource use efficiency, promote green office practices, and encourage employees to adopt green travel behaviours. Vanke Service, Cushman & Wakefield Vanke Service, and Xiangying Enterprise Service have all obtained ISO 14001 environmental management system certification. In addition, Vanke Service is certified under ISO 9001 for quality management systems, and Cushman & Wakefield Vanke Service has achieved both ISO 50001 energy management system and ISO 9001 quality management system certifications.

在生物多樣性保護方面，萬物雲減少業務對生態環境的影響，重視服務場地周邊的綠化建設，保護自然生態，優化物種生境。

In terms of biodiversity protection, Onewo seeks to minimise the ecological impact of its operations, with a strong focus on greening initiatives surrounding service sites, protecting natural ecosystems, and optimising habitats for species.

萬物雲積極響應國家雙碳目標，識別氣候變化風險和機遇，制定氣候變化應對策略，如提升應急管理水平、加強極端天氣防護，以及運用智能化手段，提升能源使用效率等，降低溫室氣體排放。

Onewo actively engages with the national "carbon peaking and carbon neutrality" goal to combat climate change, identifying associated risks and opportunities, and devising strategies that include bolstering emergency preparedness, fortifying defences against extreme weather, and leveraging smart technologies to enhance energy efficiency, thereby curbing greenhouse gas emissions.



## 溫室氣體排放管理 Greenhouse Gas Emissions Management

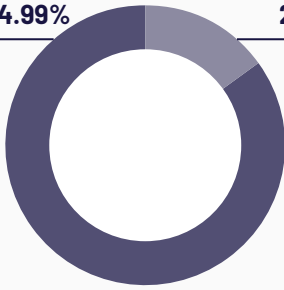
萬物雲積極投身於氣候保護行動之中，致力於借助數字化與精準化管控手段，以及加大可再生能源應用力度，樹立持續削減營運及辦公相關的溫室氣體排放的目標，在 2022-2024 年間實現逐步遞減。

Onewo is actively engaged in climate protection efforts and is committed to continuously reducing greenhouse gas emissions associated with operations and office activities. We pursue this goal through the application of digital and precise management tools, along with an increased focus on renewable energy adoption. From 2022 to 2024, we have worked towards achieving a gradual reduction in emissions year by year.

### 2024 年溫室氣體排放佔比 The composition of greenhouse gas emissions in 2024

噸二氧化碳當量  
tCO<sub>2</sub>e

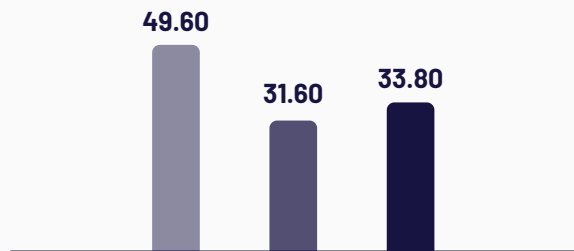
1,200.00, 84.99%      211.90, 15.01%



- 直接排放二氧化碳（範圍一）  
Direct carbon dioxide (CO<sub>2</sub>) emissions (Scope 1)
- 間接排放二氧化碳（範圍二）  
Indirect carbon dioxide (CO<sub>2</sub>) emissions (Scope 2)

### 溫室氣體排放密度 Greenhouse gas emissions intensity

千克二氧化碳當量 / 平方米  
kgCO<sub>2</sub>e/m<sup>2</sup>



● 2022 年 2022    ● 2023 年 2023    ● 2024 年 2024



## 能源管理 Energy Management

萬物雲積極探索創新服務模式，在保證物業服務質量等基本要求的前提下，通過科學管理、數字化技術賦能和教育宣導，提高各類物業運行能效，將綠色、低碳、可持續的理念深度融入物業服務中。

Onewo actively explores innovative service models to improve the operational energy efficiency of all types of properties through scientific management, digital technology empowerment and education and publicity, while ensuring the quality of property services and other basic requirements, and deeply integrates the concepts of green, low carbon and sustainability into property services.

### 能源效益目標

- 積極運用智能化手段助力商企客戶節能減排，並在全國在管商企項目中樹立能耗或節水方面的 8 個試點實驗項目。
- 將對於在管服務範圍收集單位建築面積耗電量 / 耗水量等營運能效指標，並建立按照項目業態劃分的能耗基準值信息。
- 制定長期願景「成為不動產領域節能應用頭部企業」，為客戶提供高質量的智慧節能產品和服務。

### Energy Efficiency Targets

- Actively use intelligent means to help commercial customers save energy and reduce emissions, and set up 8 pilot energy-saving or water-saving projects in commercial projects under management nationwide.
- For commercial projects with a service scope covering energy management, collect operational energy efficiency indicators such as electricity/water consumption per unit of floor area, and establish information on energy consumption benchmark values by project type.
- Formulate a long-term vision to “become a leading enterprise in energy-saving applications in the real estate sector”, dedicated to delivering high-quality intelligent energy-saving products and services to our customers.

### 2024 年進展

- 在全國在管商企項目中樹立 15 個能耗方面的試點實驗項目，AloT 能源管理相關諮詢顧問類產品、節能技改類產品落地；培訓認證能源公會專家 11 名。
- 初步建立萬物雲能耗和碳排放計量平臺，逐步擴大該平臺能夠採集的項目數量範圍，並升級該平臺的計量準確度。
- 建立萬物雲能源委員會，委員會由各相關業務單元和職能部門的高級管理者組成，旨在高效推動跨部門合作的節能減排系統工作和專項工作。

### Progress in 2024

- 15 commercial projects on energy consumption in managed business projects nationwide were established, and AloT-based energy management consultancy products and energy-saving retrofitting solutions were implemented. A total of 11 Energy Guild experts were trained and certified.
- We initially established Onewo's energy and carbon emissions measurement platform. The platform is being progressively expanded to cover a wider range of projects and is undergoing upgrades to enhance measurement accuracy.
- We established the Energy Committee of Onewo, comprising senior management from relevant business units and functional departments. The committee is dedicated to driving systematic and specialised energy-saving and emission reduction initiatives through effective cross-departmental collaboration.

## 綠色辦公

我們高度重視節能管理，採取了一系列精細化措施和智能化手段，如在總部辦公樓建立了能源管理平臺和高效製冷機房，智能監控和管理大樓的能源使用情況。同時實施午休關燈原則，推行會議室分級管控、限制預定時間，並鼓勵員工走樓梯，減少電梯使用，每週核查下班後關燈、拔電源情況，發現異常通報處理。在屬地管理中，我們在自然光線充足時關閉人工照明，鎖定空調溫度設置（夏季 $\geq 21^{\circ}\text{C}$ ，冬季 $\geq 25^{\circ}\text{C}$ ），以「大管家」監督辦公室能源使用，提高能源利用效率。

我們在日常工作中為一線員工提供能效培訓，開展案例宣傳和優秀經驗分享，鼓勵員工自主學習與組織內部交流，確保節能理念深入人心。

## 商企服務

萬物梁行結合場景與技術的優勢，以精準調適、節能運維、節能技改三大主力產品探索高效節能之道，助力商業建築節能降耗，以專業服務踐行雙碳戰略。2024 年，萬物梁行首批能源管理試點在北京、上海、廣州、深圳、瀋陽等城市已落地 15 個示範項目，平均節能率約 15%，其中試點當月節能 42.1 萬 kWh，減少碳排放量超 21 萬噸，約等於植樹超 1,150 萬棵。

## Green Office

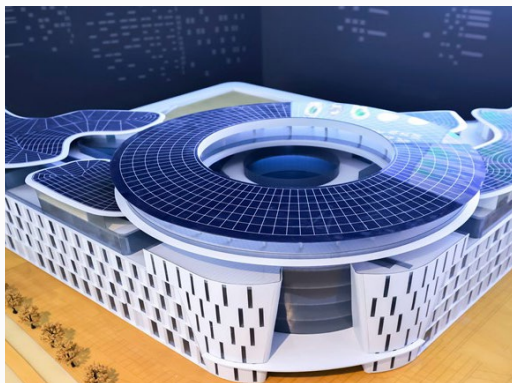
We place great emphasis on energy-saving management and have adopted a series of refined measures and intelligent approaches. For example, an energy management platform and a high-efficiency chiller plant have been established at our headquarters to enable smart monitoring and management of building energy consumption. We have implemented a lights-off policy during lunch breaks, introduced tiered control and time restrictions for meeting room bookings, and encouraged employees to use the stairs instead of lifts. Weekly inspections are conducted to check whether lights are switched off and plugs disconnected after work hours, with any irregularities reported and addressed promptly. At the regional level, artificial lighting is switched off when natural daylight is sufficient, and air-conditioning temperature settings are fixed ( $\geq 21^{\circ}\text{C}$  in summer,  $\leq 25^{\circ}\text{C}$  in winter). A designated "Chief Coordinator" oversees energy use in the office to enhance overall energy efficiency.

In daily operations, we provide energy efficiency training for front line employees, promote best practice cases, and facilitate knowledge-sharing initiatives. Employees are encouraged to engage in self-learning and internal exchanges to ensure energy-saving awareness is embedded across the organisation.

## Commercial Services

Cushman & Wakefield Vanke Service leverages both scenario-based and technological advantages to explore efficient energy-saving solutions through three core products: precise adjustment, energy-saving operation and maintenance, and energy-efficient retrofitting. By providing professional services, we support energy conservation and consumption reduction in commercial buildings, contributing to the implementation of the carbon peaking and carbon neutrality strategy. In 2024, the first batch of energy management pilot projects was launched in fifteen demonstration sites across cities including Beijing, Shanghai, Guangzhou, Shenzhen, and Shenyang, achieving an average energy-saving rate of approximately 15%. In the month of implementation, the pilot projects saved 421,000 kWh of electricity and reduced carbon emissions by over 210,000 tonnes, equivalent to planting more than 11.5 million trees.

## 萬物梁行低碳服務示範項目 CWVS Model Project on Low-carbon Services



萬物梁行為江蘇的某產業園區提供全委物業管理服務和能源服務  
Cushman & Wakefield Vanke Service provides fully commissioned property management and energy services for an industrial park in Jiangsu

作為低碳物業的踐行者，萬物梁行為江蘇的某產業園區提供全委物業管理服務和能源服務，深度參與園區低碳設施設備的安裝調試，在弱電、智能化、空間規劃等方面提供低碳營運管理建議，助力園區實現 12 項節能減碳技術的應用，打造千億級綠色低碳新興產業集群。

As a practitioner of low-carbon property management, Cushman & Wakefield Vanke Service provides fully commissioned property management and energy services for an industrial park in Jiangsu. We were deeply involved in the installation and commissioning of low-carbon facilities and equipment, and offered low-carbon operational management advice in areas such as weak-current systems, intelligent technologies, and spatial planning. These efforts supported the implementation of twelve energy-saving and carbon-reduction technologies within the park, contributing to the development of a green and low-carbon emerging industrial cluster with an output value in the hundreds of billions.

## 住宅服務

萬物雲致力於通過科學管理和技術創新來降低物業及設施管理全生命週期的能耗，減少物業營運帶來的碳排放。2024 年，我們投入使用能耗管理系統，物業服務者可線上化收集和展示電錶、水錶等公共區域的能耗數據，並利用系統的分析功能優化管理，盡可能確保能源系統和設備始終處於最佳節能狀態。

與此同時，我們在 1,936 個在管項目的 4,060 台變壓器實施針對變壓器的節能降耗方案，對負載率低於 30% 的變壓器實行交替使用的運行模式，確保供電可靠性的同時降低能耗，提升能源管理效率。

更多有關物業節能管理的內容，請參閱本報告「萬物雲共同發展計劃 – 愛環境：建築節能減排與社區垃圾分類」章節。

## Residential Services

Onewo is committed to reducing energy consumption across the full lifecycle of property and facility management through scientific management and technological innovation, thereby lowering carbon emissions associated with property operations. In 2024, we launched an energy consumption management system, enabling property service personnel to digitally collect and display energy consumption data from electricity and water meters in public areas. The system's analytical functions support optimised management, helping to ensure that energy systems and equipment operate in an optimal energy-saving state wherever possible.

At the same time, we implemented an energy-saving and consumption-reduction initiative for transformers across 4,060 units at 1,936 managed projects. For transformers operating at a load rate below 30%, we adopted an alternating operation mode to reduce energy consumption while maintaining power supply reliability and enhancing energy management efficiency.

For more information on energy-saving practices in property management, please refer to the section "Oneworld Plan – AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification" in this report.

## 清潔能源使用

我們積極推動在管項目的太陽能、風能等清潔能源的使用，將綠色能源應用與創新研發作為管理實踐的核心環節。在上海金色榴鄉園等項目中，我們加強光伏等可再生能源的使用。通過安裝高效的光伏發電系統，將太陽能轉化為清潔電力，為項目設施設備提供穩定且可持續的能源支持。同時，我們持續投入創新研發資源，專注於能源管理技術的優化與升級，積極探索先進的節能解決方案。

## Use of Clean Energy

We actively promote the use of clean energy sources such as solar and wind power at our managed projects, integrating green energy applications and innovative research and development into the core of our management practices. At projects such as Shanghai Jinse Liuxiangyuan, we have enhanced the utilisation of renewable energy sources including photovoltaic systems. By installing high-efficiency solar power generation systems, we convert solar energy into clean electricity, providing stable and sustainable energy support for project facilities and equipment. Meanwhile, we continue to invest in innovative research and development, focusing on the optimisation and upgrading of energy management technologies and proactively exploring advanced energy-saving solutions.

能耗 Consumption	單位 Unit	2024
可再生能源消耗總量 Total renewable energy consumption	MWh	7.948

## 水資源管理

### Water Resource Management

萬物雲高度重視水資源管理，嚴格遵守《中華人民共和國水污染防治法》《城鎮排水與污水處理條例》等相關法律法規，確保水資源管理的合規性和有效性。我們在日常業務營運中通過管理手段優化、技術手段應用等方式不斷改善節水措施並減少水資源污染，對跑冒滴漏定期檢查處理，並利用智慧化手段進行科學管理。同時，我們也重視水資源的循環利用，包括使用雨水回收設備和智能澆灌系統等，並張貼節水宣貫海報，增強工作人員在日常管理中節水和循環利用水資源意識。

#### 用水效益目標

- 倡導員工積極踐行節水理念，在日常工作及營運環節通過借助精準管理與先進科技，持續優化節水舉措，通過可持續發展理念，不斷提升員工水資源保護意識。

#### 2024 年進展

- 水資源密度呈現下降趨勢。

Onewo attaches great importance to water resource management and strictly complies with the Water Pollution Prevention and Control Law of the People's Republic of China, the Regulations on Urban Drainage and Sewage Disposal, and other relevant laws and regulations to ensure compliance and effectiveness of water resource management. In our daily operations, we persistently enhance water conservation methods and curtail water pollution through the refinement of management approaches and leveraging technology. Onewo regularly inspects the progress in water leakage treatment, and uses intelligent means for scientific management. Additionally, we prioritise the recycling and reuse of water resources. This includes the use of rainwater harvesting systems and smart irrigation technologies. We also display water-saving awareness posters to enhance employees' consciousness of water conservation and the reuse of water resources in day-to-day operations.

#### Water Efficiency Targets

- Encourage employees to actively embrace water-saving principles; through precise management and advanced technologies in daily work and operational processes, continuously optimise water conservation measures; by embedding the concept of sustainable development, strengthen employees' awareness of water resource protection on an ongoing basis.

#### Progress in 2024

- Water resource intensity showed a downward trend.



## 開闢水環境管理新路徑

2019 年以來，萬物雲攜手深圳市生態環境局創新實施「深圳市河湖水生生態科技管控項目」，通過政企合作與全民參與，推動環保設施開放日、碳中和實驗園區參觀等活動，以「實地參觀 + 科普講解」形式，開闢了水環境管理的新路徑，推動水環境保護理念深入人心。在政府部門合作中，我們充分發揮社區服務優勢，開展「全民參與、共管共享，共護美麗河湖」主題宣傳活動，覆蓋 150 餘個物業小區、各 10 餘個公園、河道和學校，影響近 40 萬社區居民，搭建起政府與公眾共治共享的橋樑。

項目社會宣傳開展線上線下活動 80 餘次，覆蓋 70 余萬人次，獲得國家級與市級媒體報導 10 餘次，閱讀量超 20 萬次。2024 年，項目入選生態環境部優秀環境公共關係示範案例，成功將愛水護水理念融入社區生活，提升了公眾環保意識，為水環境治理貢獻了企業力量。

## Pioneering New Approaches to Water Environment Management

Since 2019, Onewo has collaborated with the Shenzhen Municipal Bureau of Ecology and Environment to jointly implement the innovative "Shenzhen River and Lake Water Eco-Tech Management Project". Through government-enterprise cooperation and public participation, a variety of activities—such as open days at environmental protection facilities and visits to carbon-neutral pilot parks—have been organised in the form of "on-site visits and educational briefings". These efforts have opened up new approaches to water environment management and deepened public awareness of water conservation. Leveraging our strengths in community services, we have worked closely with government departments to carry out themed campaigns such as "Public Participation and Shared Governance for the Protection of Beautiful Rivers and Lakes". The campaigns have covered over 150 residential communities, more than ten parks, rivers, and school each, reaching nearly 400,000 community residents, and building a collaborative bridge between government authorities and the public for shared environmental stewardship.

The project carried out more than 80 online and offline public engagement activities, reaching over 700,000 people. It received coverage from over ten national and municipal-level media outlets, with total readership exceeding 200,000. In 2024, the project was recognised by the Ministry of Ecology and Environment as a Demonstration Case for Outstanding Environmental Public Relations. It successfully integrated the concept of cherishing and protecting water into everyday community life, enhanced public environmental awareness, and demonstrated the Company's contribution to water environment governance.

## 廢棄物管理 Waste Management

萬物雲在服務的住宅、商企和城市空間積極配合各地政府落地垃圾分類，並探索廢棄物循環利用創新，持續提升社區的垃圾分類治理水平。我們嚴格遵守《中華人民共和國固體廢物污染環境防治法》等國家和地方的相關法律法規，對萬物雲營運過程中產生的廢棄物以及所管理小區產生的廢棄物，實施差異化的管理標準和方法，旨在減少廢棄物對環境的影響。

### 廢棄物管理目標

- 建立全國範圍內商企項目廚餘垃圾及有害垃圾處理的數據台賬，全國範圍內商企項目垃圾分類完全合規，無任何行政處罰事件發生。
- 積極推進住宅項目垃圾分類，加強廢棄物資源化利用。
- 建立員工節能意識，推動公司日常營運過程的節能降耗，減少廢棄物的產生。

### 2024 年進展

- 新增在 533 個住宅小區開展垃圾分類工作，累計在 253 個城市的 2,634 個小區開展垃圾分類工作。
- 積極推進住宅廢棄物在地資源化「綠色蝶變」行動，在青島蝶城 10 個小區開展廚餘及園林垃圾堆肥工作。
- 實施零廢棄辦公倡議，針對會議、打印、食堂、照明、空調、節約意識等方面提出了具體的要求，培養全員環保意識。

Onewo actively supports the implementation of waste classification in residential, commercial, and urban spaces under our management, in alignment with local government policies. We also explore innovative approaches to waste recycling, continuously enhancing waste classification and management practices within communities. We strictly comply with national and local laws and regulations, including the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution. Differentiated management standards and approaches are applied to waste generated during Onewo's operations and that of the residential communities we manage, with the aim of minimising the environmental impact of waste.

### Waste Management Targets

- Establish a national data ledger for the management of kitchen waste and hazardous waste generated at commercial projects; waste classification across all commercial properties under our management is fully compliant with relevant regulations, with no administrative penalties recorded.
- Actively promote waste classification at residential projects and strengthen the resource utilisation of waste.
- Foster energy-saving awareness among employees and promote energy conservation and consumption reduction in daily operations, thereby reducing waste generation.

### Progress in 2024

- Launch new waste classification initiatives in 533 residential communities, bringing the cumulative total to 2,634 communities across 253 cities.
- Actively advance the "Green Transformation" initiative for localised residential waste resource utilisation, carrying out composting of kitchen and garden waste in ten communities at Qingdao Onewo Town.
- Implement the zero-waste office initiative, setting out specific requirements for meetings, printing, canteens, lighting, air conditioning, and awareness of conservation, with the aim of fostering environmental awareness among all employees.

## 零廢棄辦公

萬物雲通過創新舉措推動綠色辦公，踐行節能低碳、資源循環利用的理念。我們實施《萬物雲職場管理全流程指引》及《萬物雲行政管理標準與指引》，提出零廢棄辦公倡議，針對會議、打印、食堂、照明、空調、節約意識等方面提出了具體的要求，各地區公司定期在公司公告欄、洗手間小貼士張貼海報，提醒員工在日常辦公中養成節約意識。

我們持續推進無紙化辦公，優化差旅流程，報告期內節省 10.7 萬小時報銷及審批工時，縮短審批耗時 2.65 億小時，降低費用 171.81 萬元，並計劃 2025 年引入電子印章。

2024 年，萬物雲廣州代表處開展「6.1 萬物童心」活動，號召員工捐贈閒置物品，100 餘人參與，為福利院兒童捐贈禮物金額 2,000 元，促進了資源二次利用。

## 社區廢棄物資源化利用

我們在住宅服務空間內持續推進社區垃圾堆肥專項工作，協同萬科公益基金會試點輸出社區堆肥操作指南，並組織堆肥師認證培訓，對社區的綠化垃圾進行堆肥，持續推廣黑水虻處理廚餘垃圾的試點，推動廚餘垃圾的生物轉化和資源化利用，同時助力增加碳封存、降低碳排放。

## Zero-Waste Office

Onewo promotes green office practices through innovative initiatives, putting into action the principles of energy conservation, low-carbon development, and resource recycling. We have implemented the Onewo Comprehensive Workplace Management Guide and the Onewo Administrative Norms and Procedures, under which we launched the Zero-Waste Office Initiative. This initiative sets out specific requirements covering meetings, printing, canteen usage, lighting, air conditioning, and awareness of conservation. Regional offices regularly display posters on company noticeboards and in restrooms, reminding employees to develop and maintain a sense of resource consciousness in their daily office routines.

We continue to promote paperless office practices and have optimised our travel and reimbursement processes. During the reporting period, we saved 107,000 working hours in reimbursement and approval procedures, reduced approval processing time by 265 million hours, and cut costs by RMB1,718,100. We also plan to introduce electronic seals in 2025.

In 2024, Onewo's Guangzhou Office launched the "6.1 Children's Day with Onewo" campaign, encouraging employees to donate unused items. More than 100 employees participated, contributing gifts worth RMB2,000 to children in welfare institutions, thereby promoting the reuse of resources.

## Resource Utilisation of Community Waste

We continue to advance community composting initiatives within residential service spaces. In collaboration with the Vanke Foundation, we have piloted the development of community composting operation guidelines and organised composting certification training. Green waste from residential communities is composted on-site, while pilot programmes using black soldier flies for kitchen waste treatment are being promoted. These efforts support the biological transformation and resource utilisation of food waste, while also contributing to enhanced carbon sequestration and reduced carbon emissions.

## 西山庭院廚餘綠化垃圾堆肥

### Compost from Recycled Kitchen Waste of Xishan Courtyard



西山庭院的廚餘垃圾就地處理  
The on-site kitchen waste treatment at Xishan Courtyard

西山庭院積極探索垃圾分類與廚餘垃圾就地處理，項目引入養殖黑水虻幼蟲處理廚餘垃圾的新模式，蟲糞與綠化垃圾堆肥改良土壤，種植節水植物與鄉土花卉，實現廚餘垃圾零廢棄，形成完整的生態循環鏈條。

Xishan Courtyard has actively explored innovative approaches to waste classification and on-site kitchen waste treatment. The project introduced a new model involving the cultivation of black soldier fly larvae to process kitchen waste. The larvae frass is composted together with green waste to improve soil quality, while drought-tolerant and native plant species are cultivated. This enables zero kitchen waste disposal and forms a complete ecological recycling loop.

截至 2024 年 11 月 30 日已穩定運行 979 天，累計處理廚餘垃圾 170,381.8kg，產出鮮蟲 15,520.8kg、蟲糞 16,063.0kg，日均處理 174.04kg。項目不僅提升了垃圾分類效率，還增強了居民的環保意識，打造綠色生態社區典範，為可持續廢棄物管理提供了創新實踐範例。

As of 30 November 2024, the project had been operating steadily for 979 days, having processed a total of 170,381.8 kg of kitchen waste, produced 15,520.8 kg of fresh larvae, and generated 16,063.0 kg of frass, with an average daily processing volume of 174.04 kg. The project has not only improved waste classification efficiency but also enhanced residents' environmental awareness, establishing a model for green and ecological communities and offering an innovative example of sustainable waste management.

## 青島城陽蝶城有機垃圾在地資源化探索

### Organic Waste On-site Resource Utilization Exploration of Qingdao Chengyang Onewo Town



青島城陽蝶城的有機垃圾在地資源化獲得媒體報道  
Organic Waste On-site Resource Utilization of Qingdao Chengyang Onewo Town Reported by Media

2024 年 7 月 -11 月底，青島萬科物業城陽蝶城完成 10 個萬科物業小區有機垃圾在地資源化探索項目，萬科物業聯結居委會，多方共建資源化利用閉環，業主從「被服務者」變成了社區「共建者」，利用廚餘垃圾和園林枯枝落葉堆肥，實現小區內廢棄物「看得見的循環」，推動「綠色蝶變」。2021-2024 年間累計廚餘、落葉堆肥 100 噸，構建了 300m<sup>2</sup> 堆肥生態花園、3 個業主共建共享綠色空間，根據分散式堆肥碳減排工具測算，與焚燒相比碳排放減少 53.7 噸。

From July to the end of November 2024, Qingdao Vanke Service completed an on-site organic waste resource utilisation pilot across ten Vanke Service residential communities in Chengyang Onewo Town. Vanke Service collaborated with local neighbourhood committees to jointly build a closed-loop resource utilisation system, transforming residents from “passive recipients of services” into “active co-creators” of the community. Through composting kitchen waste and garden trimmings, the project achieved “visible in-community waste recycling” and promoted the concept of “Green Transformation”. Between 2021 and 2024, a total of 100 tonnes of kitchen and leaf waste were composted, leading to the creation of a 300 m<sup>2</sup> compost-based ecological garden and three green spaces co-built and shared by residents. According to the decentralised composting carbon reduction tool, the project reduced carbon emissions by 53.7 tonnes compared to incineration.



## 生物多樣性保護 Biodiversity Protection

萬物雲嚴格遵守《中華人民共和國環境保護法》《中華人民共和國生物安全法》《中華人民共和國野生動物保護法》等相關生物多樣性保護法律法規，積極承擔保護責任。我們在業務營運中充分考慮生物多樣性保護並進行風險評估，確立營運地區的生物多樣性保護目標，與價值鏈上下游等利益相關方開展合作，將生物多樣性保護理念融入社區建設與管理，積極採取保護措施，避免不當使用殺蟲劑，減少對生物多樣性的依賴和影響，確保不破壞和侵佔野生動物棲息地，並加強社區生態觀察，防止外來物種入侵。

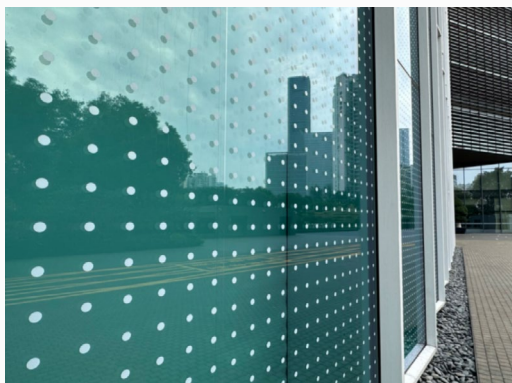
萬物雲通過多種活動形式提高員工和客戶的生物多樣性保護意識，以保護生態系統多樣性、穩定性和持續性。

Onewo strictly abides by the Environmental Protection Law of the People's Republic of China, the Biosafety Law of the People's Republic of China, the Wildlife Protection Law of the People's Republic of China and other relevant biodiversity protection laws and regulations, and actively undertakes the responsibility of protection. We give full consideration to biodiversity protection and conduct relevant assessments in our business operations, establish biodiversity protection targets for the area where we operate and cooperate with stakeholders, including upstream and downstream in the value chain. We also integrate the concept of biodiversity protection into community construction and management, taking proactive protection measures, avoiding the inappropriate use of pesticides, and strengthening community ecological observation to prevent the invasion of exotic species.

Onewo also raises biodiversity protection awareness among employees and customers through a variety of engagement activities, with the aim of safeguarding the diversity, stability, and sustainability of ecosystems.

### 萬物梁行樓宇防撞鳥措施

#### Measures of Cushman & Wakefield Vanke Service Against Bird Collision for Buildings



玻璃幕牆防撞鳥改造效果  
Bird Collision Prevention Retrofit Effect of Glass Curtain Wall

大廈玻璃幕牆易反射周邊環境影像，引起飛鳥誤判，導致鳥類撞擊受傷甚至死亡。為保護飛鳥安全，減少意外，萬物梁行服務團隊協助客戶開展某寫字樓「防撞鳥改造」，玻璃幕牆張貼間距不大於  $5 \times 5\text{cm}$  的波點圖案貼紙，方便鳥類在飛行過程中識別環境，減少傷亡。

Glass curtain walls of high-rise buildings can easily reflect surrounding environments, causing birds to misjudge flight paths and leading to collisions that result in injury or death. To protect birdlife and minimise such incidents, the Cushman & Wakefield Vanke Service team supported a customer in implementing a "retrofit for bird collision prevention" at an office building. Dotted pattern stickers with spacing no greater than  $5 \times 5\text{ cm}$  were applied to the glass curtain walls, enabling birds to better perceive their surroundings during flight and reducing collision-related casualties.

## 萬科物業「自然觀察節」攜手百戶親子家庭共探生態之美

### Vanke Service's "Nature Observation Festival" Brings Together 100 Parent-child Families to Explore the Beauty of Ecology



萬科物業「自然觀察節」  
Vanke Service's "Nature Observation Festival"

2024 年，北京萬科物業等聯合舉辦「2024 自然觀察節——我身邊的動物和植物」公益科普活動，11 個北京萬科物業所轄社區參與，邀請了百余戶萬科業主家庭參與共同探索社區內豐富的自然資源，觀葉知綠意、察物親自然，體驗人與環境相互依存、和諧共生的深刻內涵。

In 2024, Vanke Service Beijing co-hosted the public nature education event "2024 Nature Observation Festival - Animals and Plants Around Us". Eleven Vanke communities in Beijing participated, with over 100 Vanke homeowner families invited to explore the rich natural resources within their neighbourhoods. Participants observed the greenery, appreciated biodiversity, and experienced the profound interdependence and harmony between humans and nature.

活動依託萬科社區綠地，自然觀察員引導孩子們發現身邊的「動植物鄰居」，並通過戶外拓展、科普講解、五感體驗和手工創作等互動環節，增進孩子們對自然的認識，通過觸摸樹皮、製作植物標本、觀看科普影片、製作拓印畫等方式，加強對動植物的記憶，激發探究大自然奧秘的求知欲，活動獲得了業主的高度評價，促進社區的和諧發展。

Relying on green spaces within Vanke communities, nature observers guided children in discovering their "animal and plant neighbours" through interactive sessions such as outdoor exploration, science education, sensory experiences, and handicraft creation. Activities included touching tree bark, making plant specimens, watching nature documentaries, and creating leaf rubbings, all of which deepened children's understanding and memory of local biodiversity. The event received highly positive feedback from residents and contributed to fostering community harmony.

# 應對氣候變化

## Responses to Climate Change

萬物雲積極開展氣候相關風險和機遇識別工作，制定了應對策略和目標，以更好地應對氣候變化對業務營運的潛在影響，並及時抓住其帶來的機遇，推動自身及客戶向更可持續及低碳經濟轉型。

Onewo actively identifies climate risks and opportunities and has formulated corresponding strategies and targets to better manage the potential impacts of climate change on our business operations. At the same time, we seek to seize emerging opportunities and support the transition—both for ourselves and our customers—towards a more sustainable and low-carbon economy.

### 管治

萬物雲深刻理解氣候變化將會對我們的客戶、營運、員工和當地社區產生重大影響。為了應對這些挑戰，我們已將氣候變化相關的監督和管理納入現有的管治架構。

### Governance

Onewo recognises that climate change may have significant impacts on our customers, operations, employees, and local communities. In response to these challenges, we have integrated climate-related oversight and management into our existing governance structure.

機構 Organisation	角色 Role	職責 Duties	履職頻率 Frequency of Duty Performance
董事會 Board of Directors	決策機構 Decision-making body	<p>決定公司氣候變化管理架構及管理策略；</p> <p>Determine the Company's climate change management structure and strategic approach;</p> <p>聽取氣候議題的重要事宜的討論結果並關注氣候變化相關目標進展；</p> <p>Review outcomes of discussions on key climate-related matters and monitor progress against climate-related targets;</p> <p>在戰略層面進行全面的風險管理，以配合公司長遠可持續發展下的增長目標與當前業務的營運需求。</p> <p>Conduct comprehensive risk management at the strategic level to align the Company's long-term sustainable growth objectives with current operational needs.</p>	<p>1 次 / 年</p> <p>1 time/year</p>

機構 Organisation	角色 Role	職責 Duties	履職頻率 Frequency of Duty Performance
ESG 與應對氣候 變化管理委員會 ESG and Climate Change Response Management Committee	管理機構 Management body	<p>管理和指導公司氣候變化相關事宜；</p> <p>Manage and provide guidance on climate-related matters across the Company;</p> <p>就公司的氣候變化相關戰略、目標及風險和機遇等向董事會提供決策諮詢建議；</p> <p>Advise the Board of Directors on climate-related strategies, targets, and the identification of risks and opportunities;</p> <p>定期審查公司與氣候變化相關的責任投資策略、計劃和重要出版報告；</p> <p>Regularly review the Company's climate-related responsible investment strategies, plans, and key published reports;</p> <p>監督公司對氣候變化事宜的執行情況及目標完成進度。</p> <p>Oversee the implementation of climate-related initiatives and monitor progress towards targets.</p>	<p>2 次 / 年</p> <p>2 times/year</p>
可持續發展中心 Sustainability Centre	執行主體 Executive body	<p>評估及識別氣候變化相關風險及機遇；</p> <p>Assess and identify climate-related risks and opportunities;</p> <p>氣候變化策略及目標執行落地的具體推進；</p> <p>Drive the implementation of climate change strategies and targets;</p> <p>組織氣候變化風險及機遇的應對機制；</p> <p>Organise and coordinate response mechanisms for climate change risks and opportunities;</p> <p>根據氣候變化相關的管理目標落實年度工作內容。</p> <p>Develop and implement annual work plans in alignment with climate-related management objectives.</p>	<p>持續跟進</p> <p>Ongoing follow-up</p>

策略

萬物雲持續審查我們的氣候戰略，通過情景分析識別在當期、短期和長期時間跨度下的氣候相關風險和機遇，實施應對措施，並定期評估措施的有效性。

氣候情景選擇及評估時間

基於目前形勢和對未來情況的分析，萬物雲採用基於 IPCC 的 RCP8.5 和 RCP4.5 情景，及國際能源署（International Energy Agency, IEA）的淨零排放（Net Zero Emissions）情景和既定政策（Stated Policies）情景作為氣候情景分析和比對基準。

Strategy

Onewo continuously reviews its climate strategy and identifies climate risks and opportunities across current, short-term, and long-term timeframes through scenario analysis. We implement corresponding response measures and regularly assess their effectiveness.

Climate Scenarios and Assessment Timeframes

Based on current developments and future outlooks, Onewo adopts the IPCC's RCP8.5 and RCP4.5 scenarios, as well as the International Energy Agency (IEA)'s Net Zero Emissions Scenario and Stated Policies Scenario as the reference frameworks for climate scenario analysis and benchmarking.

	物理風險 Physical Risks		轉型風險 Transition Risks	
情景名稱 Scenario Name	IPCC-RCP4.5	IPCC-RCP8.5	IEA - 淨零排放 IEA - Net Zero Emissions	IEA - 既定政策 IEA - Stated Policies
潛在溫升 Potential Temperature Rise	2°C ~3°C	~4°C	~1.5°C	2.6°C ~3°C
情景描述 Scenario Description	假設二氧化碳排放量到 2045 年左右開始下降，到 2100 年達到 2050 年水平的一半左右。此情景預計導致全球氣溫上升 2°C至 3°C。  Under this scenario, carbon dioxide emissions are assumed to begin declining around 2045 and fall to approximately half of the 2050 level by 2100. This trajectory is expected to lead to a global temperature increase of between 2°C and 3°C.	未有重大的新政策出臺，經濟增長和技術進步在很大程度上仍然主要依賴化石燃料。此情景預計到 2100 年將導致全球氣溫上升 4°C。  In the absence of major new policy interventions, economic growth and technological advancement remain largely dependent on fossil fuels. Under this scenario, global temperatures are expected to rise by approximately 4°C by 2100.	假設全球溫度升幅控制在 1.5° C 內。全球能源系統需全面轉型，大規模部署可再生能源，提高能源效率，並推動碳捕集技術應用。各國將採取嚴格減排政策，推動各領域的深度脫碳。  This scenario assumes that the global temperature increase is limited to within 1.5°C. Achieving this target requires a complete transformation of the global energy system, including large-scale deployment of renewable energy, improvements in energy efficiency, and the widespread application of carbon capture technologies. Countries are expected to adopt stringent emissions reduction policies to drive deep decarbonisation across all sectors.	假設全球化石燃料仍佔主導地位，能源轉型進展較慢，可再生能源增長較為有限。各國雖有氣候行動，但整體減排力度不足，溫室氣體排放未能有效控制，導致全球氣溫上升約 3°C。  This scenario assumes that fossil fuels continue to dominate the global energy mix, with slow progress in the energy transition and limited growth in renewable energy. Although countries undertake climate actions, overall emissions reduction efforts remain insufficient, and greenhouse gas emissions are not effectively controlled, resulting in a global temperature increase of approximately 3°C.



2024 年，我們根據 ISSB《國際財務報告可持續披露準則第 2 號——氣候相關披露》(IFRS S2) 建議和聯交所《環境、社會及管治報告守則》要求，分別對短期、長期開展氣候變化風險與機遇的分析。

In 2024, we conducted analyses of climate risks and opportunities over both the short and long term, in accordance with the recommendations of IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB) and the requirements of the Environmental, Social and Governance Reporting Code of the Hong Kong Stock Exchange.

當前、短期、長期定義 Definitions of Current Period, Short Term, and Long Term	
當前 Current Period	2024~2025 年 2024~2025
短期 Short Term	2025~2030 年 2025~2030
長期 Long Term	2030~2050 年 2030~2050

氣候風險與機遇評估

Assessment of Climate Risks and Opportunities

氣候物理風險評估熱力圖

Heat Map for Climate Physical Risk Assessment



氣候轉型風險評估熱力圖

Heat Map for Climate Transition Risk Assessment

風險類型 Risk Type	風險名稱 Risk Name	IEA- 淨零排放 IEA - Net Zero Emissions		IEA- 既定政策 IEA - Stated Policies	
		2030	2050	2030	2050
政策和法規風險 Policy and regulation risk	能源使用及氣候應對相關監管要求 Regulatory requirements related to energy use and climate response				
	碳定價管控政策的影響 Impact of carbon pricing control policies				
市場風險 Market risk	客戶偏好的轉變 Shifts in customer preferences				
	市場的轉型趨勢 Transformation trends in the market				
技術風險 Technology risk	能源及低碳技術的開發 Development of energy and low-carbon technologies				
	新能源採購計劃 New energy procurement program				
聲譽風險 Reputational risk	合規相關事件影響企業聲譽 Compliance-related incidents affect corporate reputation				

風險等級

Risk level



氣候機遇評估熱力圖

Heat Map for Climate Opportunity Assessment

機遇名稱 Opportunity Name	IEA- 淨零排放 IEA - Net Zero Emissions		IEA- 既定政策 IEA - Stated Policies	
	2030	2050	2030	2050
氣候抵禦力、適應力 Climate resilience, adaptation				
產品及市場 Products and markets				
資源提效 Resource efficiency improvement				
投資者關注 Investor concerns				

機遇等級  
Opportunity Level

低 Low	中 Medium	高 High
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## 風險管理

萬物雲建立了一套全流程氣候風險識別、評估、管理流程。通過開展情景分析，我們明確了整體風險的可能性和重要程度，並就氣候相關風險進行有次排序。我們將氣候風險納入風險管理體系當中，並通過整體風險管理程序定期檢討和回顧氣候相關風險的管理進展。萬物雲已制定了應對措施以有效管理氣候相關物理和轉型風險。

### 氣候相關風險管理流程

#### 步驟 1: 風險盤點與識別

- 對標 IFRS S2 氣候風險與機遇類別，進行初步盤點；
- 分析行業與同業最佳實踐；
- 產出氣候風險與機遇清單。



#### 步驟 2: 風險評估與情景分析

- 選擇低碳和高碳氣候情景；
- 選擇時間範圍（當前、短期、長期）；
- 在行業與資產層面開展情景分析，識別業務營運與價值鏈中關鍵的氣候風險與機遇。



#### 步驟 3: 風險與機遇影響評估

- 評估氣候對萬物雲業務策略及財務規劃的影響。



#### 步驟 4: 風險管理與應對

- 針對實質性風險與機遇加強氣候風險應對策略；
- 定期監測風險管控的提升進展。

## Risk Management

Onewo has established a comprehensive end-to-end process for the identification, assessment, and management of climate-related risks. Through scenario analysis, we have clarified the likelihood and materiality of overall risks and prioritised climate-related risks accordingly. Climate risks are integrated into our overall risk management system, and their management progress is regularly reviewed through our enterprise risk management procedures. Onewo has developed response measures to effectively manage both physical and transition risks associated with climate change.

### Climate-related Risk Management Process

#### Step 1: Risk Inventory and Identification

- Conduct a preliminary assessment aligned with the IFRS S2 categories of climate risks and opportunities;
- Analyse industry trends and peer best practices;
- Develop a climate risks and opportunities list.



#### Step 2: Risk Assessment and Scenario Analysis

- Select both low-carbon and high-carbon climate scenarios;
- Define time horizons (current period, short term, and long term);
- Conduct scenario analysis at both industry and asset levels to identify key climate risks and opportunities across business operations and the value chain.



#### Step 3: Impact Assessment of Risks and Opportunities

- Assess the impact of climate change on Onewo's business strategy and financial planning.



#### Step 4: Risk Management and Response

- Strengthen climate risk response strategies in relation to material risks and opportunities;
- Regularly monitor progress in risk control improvements.



## 氣候相關風險影響及應對（轉型風險部分）

## Climate-related Risk Impacts and Responses (Transition Risk)

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	應對措施 Responses
轉型風險 Transition risks	政策和法規風險 Policy and regulation risk	碳定價管 控政策的 影響 Impact of carbon pricing control policies	長期 Long term	上游、營運 Upstream, operations	<p>未來物業行業可能被納入碳市場，高能耗項目將面臨更高的碳成本。物業管理需降低碳排放強度，企業需投入更多資金用於節能改造和綠色技術應用。</p> <p>The property management industry may in future be included in the carbon market, where high energy-consuming projects will face higher carbon costs. Property management will need to reduce carbon emissions intensity, and enterprises will be required to invest more in energy efficiency retrofitting and the application of green technologies.</p>	<ul style="list-style-type: none"> <li>定期監察法律法規的發展趨勢； Regularly monitor developments in laws and regulations;</li> <li>對自持項目開展節能改造，提高能源利用效率； Carry out energy efficiency retrofitting for self-owned projects to improve energy utilisation efficiency;</li> </ul>
	能源使用及氣候應對相關監管要求 Regulatory requirements related to energy use and climate response		當前、短期、長期 Current period, short term, long term	上游、營運 Upstream, operations	<p>政府及監管機構對能源管理、適應氣候變化等方面逐漸作出更嚴格的可持續發展政策和信息披露規定，可能導致營運成本上升，罰款風險增加。</p> <p>Governments and regulatory authorities are progressively introducing more stringent sustainability policies and disclosure requirements in areas such as energy management and climate change adaptation. These developments may lead to higher operating costs and an increased risk of penalties.</p>	<ul style="list-style-type: none"> <li>積極發展智能化營運，加強用電、用水管理。 Actively develop intelligent operations and strengthen electricity and water management.</li> </ul>
	市場風險 Market risk	市場的轉型趨勢 Transformation trends in the market	短期、長期 Short term, long term	上游、營運 Upstream, operations	<p>極端事件發生頻率增加將影響部分傳統物業的銷售收入，企業需將高能效、節水節電、綠化設施等相關氣候轉型舉措納入考慮，避免收入和市場份額可能因市場相關性低而下降。</p> <p>The increasing frequency of extreme weather events may affect the sales revenue of certain traditional property types. Enterprises need to incorporate climate transition measures—such as high energy efficiency, water and electricity conservation, and green infrastructure—into their planning to avoid potential declines in revenue and market share resulting from low market relevance.</p>	<ul style="list-style-type: none"> <li>將綠色建築的理念納入到物業管理服務中； Integrate the concept of green buildings into property management services;</li> <li>積極開展垃圾分類管理宣傳引導工作。 Actively carry out awareness and guidance initiatives on waste classification.</li> </ul>

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	應對措施 Responses
轉型風險 Transition risks	市場風險 Market risk	客戶偏好的轉變 Shifts in customer preferences	短期、長期 Short term, long term	營運、下游 Operations, downstream	<p>消費者對綠色健康住宅的需求顯著增加。節能住宅、健康社區等產品更受市場青睞。企業可能面臨去化困難，影響銷售回款。</p> <p>There is a significant increase in consumer demand for green and healthy residential properties. Products such as energy-efficient housing and wellness-oriented communities are becoming more favoured in the market. Enterprises that fail to align with these trends may face difficulties in property sales, which could impact sales recovery and cash flow.</p>	<ul style="list-style-type: none"><li>● 將綠色建築的理念納入到物業管理服務中； Integrate the concept of green buildings into property management services;</li><li>● 積極開展垃圾分類管理宣傳引導工作。 Actively carry out awareness and guidance initiatives on waste classification.</li></ul>
	技術風險 Technology risk	能源及低碳技術的開發 Development of energy and low-carbon technologies	當前、短期、長期 Current period, short term, long term	上游、營運 Upstream, operations	<p>能源安全和能源結構轉型是中國的重大戰略之一，企業需響應能源趨勢，關注能源政策，部署節能減排項目，同時，通過微電網、數字能源、儲能技術提升能源穩定供應能力。</p> <p>Energy security and the transformation of the energy structure are among China's key national strategies. Enterprises are expected to respond to emerging energy trends, stay informed on relevant energy policies, and implement energy conservation and emissions reduction projects. At the same time, energy supply stability should be enhanced through the deployment of microgrids, digital energy solutions, and energy storage technologies.</p>	<ul style="list-style-type: none"><li>● 開展智能化營運，加強能源使用管理，促進節水、節電。 Promote intelligent operations and strengthen energy use management to support water and electricity conservation.</li></ul>
		新能源採購計劃 New energy procurement program	當前、短期、長期 Current period, short term, long term	上游、營運 Upstream, operations	<p>企業需通過大力發展水電、光伏、風電及核電以替代傳統化石能源需求，隨著新能源技術的普及，物業管理企業面臨如配置汽車充電樁、光伏發電設備等技術的應用，可能導致採購成本增加。</p> <p>Enterprises need to actively develop hydropower, photovoltaic, wind, and nuclear energy to replace traditional fossil fuel demand. With the growing adoption of new energy technologies, property management companies are increasingly expected to apply solutions such as electric vehicle charging stations and photovoltaic power generation systems, which may lead to higher procurement costs.</p>	<ul style="list-style-type: none"><li>● 鋪裝可再生能源利用設備，對項目的可再生能源利用情況開展具體投資效益分析，確保在開展綠色發展的同時，不斷提升業務的實際收益。 Install renewable energy utilisation systems and conduct specific investment benefit analyses on the use of renewable energy across projects, to ensure that green development is pursued while continuously enhancing actual business returns.</li></ul>

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	應對措施 Responses
轉型風險 Transition risks	聲譽風險 Reputa- tional risk	合規相關事 件影響企業 聲譽 Compliance- related incidents affect corporate reputation	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	<p>信息披露要求下，企業價值鏈可能出現由於未符合相關規定被依法追究法律責任的情況，沒有每年按監管要求對能耗、碳排放等數據進行披露，或對氣候相關事件處理不當，增加企業的聲譽風險。</p> <p>Under disclosure requirements, entities within the corporate value chain may face legal liability for non-compliance with relevant regulations. Failure to disclose energy consumption, carbon emissions, and other data in accordance with annual regulatory requirements, or mishandling of climate-related incidents, may increase reputational risks for the Company.</p>	<ul style="list-style-type: none"> <li>定期監察法律法規的發展趨勢，確保管理信息同步，完善信息披露； Regularly monitor developments in laws and regulations to ensure alignment of management information and improve disclosure practices;</li> <li>加強內外部宣貫和管理，塑造行業合規標杆形象。 Strengthen both internal and external awareness and governance efforts to establish a compliant industry-leading image.</li> </ul>

氣候相關風險影響及應對（物理風險部分）

Climate-related Risk Impacts and Responses (Physical Risk)

氣候風險 Climate Risk	時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	應對措施 Responses
物理風險 Physical risk	當前、短期、長期 Current period, short term, long term	上游、營運、下游 Upstream, operations, downstream	強風和暴雨可能直接破壞建築物的屋頂、窗戶和外牆，尤其是高層建築和未加固的結構。氣旋還可能引發停電、交通中斷，影響項目的可達性和日常營運。  Strong winds and heavy rainfall may directly damage building roofs, windows, and façades, particularly in high-rise buildings and non-reinforced structures. Cyclones may also result in power outages and traffic disruptions, affecting project accessibility and daily operations.	<ul style="list-style-type: none"><li>● 制定《氣象災害應急處理指引》《水災火災應急處理指引》等應急管理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires;</li><li>● 強化極端天氣的遠程營運方案，建立遠程與現場的聯動機制； Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site;</li><li>● 配備應急設備和物資，開展應急救援能力培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.</li></ul>
	當前、短期、長期 Current period, short term, long term	上游、營運、下游 Upstream, operations, downstream	導致項目的地下設施、停車場、低層建築被淹沒，破壞建築結構和設備，影響正常使用。洪水還可能引發供水中斷、電力故障等問題，干擾項目營運和居民生活，降低居住舒適度和安全性。  It may result in the inundation of underground facilities, car parks, and low-rise buildings within the project, causing damage to building structures and equipment and affecting normal use. Flooding may also lead to water supply disruptions and power failures, interfering with project operations and residents' daily lives, and reducing residential comfort and safety.	
	當前、短期、長期 Current period, short term, long term	上游、營運、下游 Upstream, operations, downstream	可能燒毀靠近植被區的在管項目，破壞建築結構和周邊環境。煙霧和灰燼會污染空氣，影響居住環境質量和居民健康。  It may result in fires affecting managed projects located near vegetated areas, causing damage to building structures and the surrounding environment. Smoke and ash may pollute the air, affecting residential environmental quality and posing risks to residents' health.	
急性風險 Acute risk				
熱帶氣旋 Tropical cyclone				
沿河洪澇 Riverine flooding				
野火 Wildfire				

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	應對措施 Responses
物理風險 Physical risk	慢性風險 Chronic risk	高溫 High temperature	當前、短期、長期 Current period, short term, long term	上游、營運、下游 Upstream, operations, downstream	<p>導致項目營運增加空調等製冷設備的使用。高溫還可能加速建築材料老化，如屋頂和外牆，增加維護需求，同時影響戶外設施的使用頻率和體驗。</p> <p>It may increase the use of air conditioning and other cooling systems in project operations. High temperatures can also accelerate the ageing of building materials such as roofs and façades, leading to greater maintenance needs, while reducing the usage frequency and user experience of outdoor facilities.</p>	<ul style="list-style-type: none"> <li>● 制定《氣象災害應急處理指引》《水災火災應急處理指引》等應急管理制度；</li> <li>Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires;</li> </ul>
		低溫 Low temperature	當前、短期 Current period, short term	上游、營運、下游 Upstream, operations, downstream	<p>導致管道凍結、供暖系統故障、建築材料脆弱等風險，影響建築物的正常使用和居民生活。低溫還可能使戶外設施無法正常使用，降低项目的功能性和吸引力。</p> <p>It may cause pipe freezing, heating system failures, and increased material brittleness, affecting the normal use of buildings and residents' daily lives. Low temperatures may also render outdoor facilities inoperable, reducing the functionality and attractiveness of the project.</p>	<ul style="list-style-type: none"> <li>● 強化極端天氣的遠程營運方案，建立遠程與現場的聯動機制；</li> <li>Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site;</li> </ul>
		降雪 Snowfall	當前、短期、長期 Current period, short term, long term	上游、營運、下游 Upstream, operations, downstream	<p>對建築物屋頂造成壓力，導致結構損壞。積雪還可能阻塞道路和出入口，影響項目的可達性和日常營運，降低客戶體驗。</p> <p>It may place pressure on building rooftops, leading to structural damage. Snowfall accumulation can also block roads and access points, affecting project accessibility and daily operations, and diminishing the customer experience.</p>	<ul style="list-style-type: none"> <li>● 配備應急設備和物資，開展應急救援能力培訓。</li> <li>Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.</li> </ul>



氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	應對措施 Responses
物理風險 Physical risk	慢性風險 Chronic risk	降雨 Rainfall	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	導致局部洪澇，淹沒地下室、停車場等低窪區域，破壞建築設施。降雨還可能引發土壤侵蝕，影響地基穩定性，增加建築結構風險；以及會影響交通堵塞和部分基礎設施損壞，減少項目客源或供應鏈穩定。  It may lead to localised flooding, submerging basements, car parks, and other low-lying areas, and causing damage to building infrastructure. Rainfall may also trigger soil erosion, undermine foundation stability, and increase structural risks. In addition, it can contribute to traffic congestion and damage to certain infrastructure, resulting in reduced customer footfall and disruptions to supply chain stability.	<ul style="list-style-type: none"><li>● 制定《氣象災害應急處理指引》《水災火災應急處理指引》等應急管理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires;</li><li>● 強化極端天氣的遠程營運方案，建立遠程與現場的聯動機制； Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site;</li><li>● 配備應急設備和物資，開展應急救援能力培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.</li></ul>
		大風 Gale	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	直接破壞建築物的外牆、窗戶和屋頂，造成直接經濟損失，對建築穩定性存在挑戰。同時還可能引發停電、交通中斷，干擾項目營運和居民生活。  It may directly damage building façades, windows, and roofs, resulting in immediate economic losses and posing challenges to structural stability. Such events may also lead to power outages and transport disruptions, interfering with project operations and residents' daily lives.	

## 氣候相關機遇影響及應對

## Impacts of Climate-related Opportunities and Responses

### 氣候機遇 Climate Opportunity

#### 氣候抵禦力、適應力 Climate resilience, adaptation

### 業務模式影響 Impact on Business Model

通過極端天氣響應能力（如暴雨排水保障、災後快速修復）提升服務質量，展現提升氣候抵禦力相關規劃的實施成效可增加對客戶的吸引力，提升資產長期保值能力，獲取補貼並規避未來合規成本。

Enhancing service quality through strong extreme weather response capabilities—such as effective stormwater drainage and rapid post-disaster restoration—demonstrates the effectiveness of climate resilience planning. This not only increases customer appeal and strengthens the long-term value retention of assets, but also facilitates access to subsidies and helps mitigate future compliance costs.

### 未來計劃 Future Plan

針對所在地區的氣溫、降雨、降雪等因素進行提前規劃，在項目新建、改造和物業營運中考慮氣候變化相關風險對業務營運的影響，提升適應氣候能力和競爭力，實現收入改善。

We conduct forward-looking planning based on local climate factors such as temperature, rainfall, and snowfall, taking into account the impact of climate-related risks on business operations during project development, retrofitting, and property management. This approach will enhance climate adaptability and competitiveness, contributing to improved revenue performance.

### 產品及市場 Products and markets

市場對環保、節能等綠色概念有較高的關注，萬物雲在綠色低碳服務、節能技術產品的領先優勢，有助於吸引更多的消費者。

There is growing market attention on green concepts such as environmental protection and energy conservation. Onewo's leading strengths in green and low-carbon services and energy-saving technologies help attract a broader consumer base.

提供能源諮詢服務，提高業務收入，通過優秀的綠色低碳實踐不斷提升市場和消費者對萬物雲理念的認知，提升綠色消費在行業中的影響力，促進行業綠色健康發展。

We provide energy consultancy services to increase business revenue, and continuously enhance market and consumer awareness of Onewo's philosophy through exemplary green and low-carbon practices. These efforts strengthen the influence of green consumption within the industry and promote the green and sustainable development of the sector.

### 資源提效 Resource efficiency improvement

在清潔能源、綠色產品的發展趨勢下，通過節能改造（如智能照明、高效空調）、可再生能源應用（如光伏）和佈局低碳營運模式，可降低營運能耗成本，提升資產估值、項目利潤率。

Amid the growing trend of clean energy and green products, energy efficiency retrofitting measures—such as smart lighting and high-efficiency air-conditioning—together with the application of renewable energy (e.g. photovoltaic systems) and the adoption of low-carbon operating models, help reduce operational energy costs, enhance asset valuation, and improve project profitability.

通過綠色智能營運、綠色辦公、提高資源及能源使用效率等方式推動節能減排，提升固定資產價值，降低營運成本。

We promote energy conservation and emissions reduction through green and intelligent operations, green office practices, and improved efficiency in resource and energy use, thereby enhancing the value of fixed assets and reducing operational costs.

氣候機遇 Climate Opportunity	業務模式影響 Impact on Business Model	未來計劃 Future Plan
投資者關注 Investor concerns	<p>投資者日益關注綠色投資對自身的影響，並開設多類別綠色融資工具，如綠色債券、綠色貸款以及直接的 ESG 投資，拓寬物業行業的融資渠道。</p> <p>Investors are increasingly concerned about the impact of green investment on their portfolios and have introduced a wider range of green financing instruments, such as green bonds, green loans, and direct ESG investments, thereby broadening financing channels for the property management sector.</p>	<p>不斷完善綠色融資政策和框架，提升綠色融資的信息披露和透明度要求，提高市場的信任度。</p> <p>We continuously improve our green financing policies and frameworks, enhance disclosure and transparency requirements related to green finance, and strengthen market confidence.</p>

## 極端天氣風險管理

為應對颱風、暴雨、暴雪等極端天氣帶來的氣候風險，萬物雲本年度更新並實施了預防措施，通過風險預警、前置部署和分級管理，降低對日常業務的影響，提高自身的風險應對能力。

### 前置預防與精準預警：

- 制定災害應急預案，在特定季節前開展應急準備相關工作，進行極端天氣下設備設施管理工單訓練。
- 數字化賦能，利用雲調度等預警工具，精準定位受災害影響城市及項目，提前部署地庫、積水等風險事件應對方案。萬科物業 2024 年共派發應急巡檢工單 85,570 單，同比增長 26.32%。

## Extreme Weather Risk Management

In order to cope with the climate risks associated with extreme weather such as typhoons, heavy rains and snowstorms, Onewo has updated and implemented preventive measures the current year to minimise the impact on daily operations and improve its own risk response capabilities through risk alerts, proactive deployments, and hierarchical management.

### Proactive prevention and targeted early warning:

- Emergency response plans have been developed, and preparedness activities are carried out ahead of high-risk seasons. Training on facility and equipment work order management under extreme weather conditions is also conducted to enhance readiness.
- Through digital empowerment, we utilise early warning tools such as cloud-based dispatch systems to accurately identify cities and projects affected by disasters and to proactively deploy response plans for risks such as basement flooding and water accumulation. In 2024, Vanke Service issued a total of 85,570 emergency inspection work orders, representing a year-on-year increase of 26.32%.

## 分級管理與風險控制：

- 分析災害高發項目城市，對在管項目風險分級，採取差異化控制措施，如提前完成地庫出入口及易積水點封堵。2024 年，地庫進水數量同比降低 42%，因極端天氣導致的電梯停運同比下降 35.2%。

## 應急響應與資源聯動：

- 在極端天氣期間通過專項會議、物資盤點、車輛轉移、地庫封堵等措施，避免了資產重大損失。同時與政府聯動，協調應急資源，開展救援行動。

## 績效掛鉤與培訓賦能：

- 極端天氣應對已納入萬科物業績效考核，若員工失職導致客戶財產損失將進行追責，對表現優異的風險應對人員給予獎勵。
- 形成極端天氣應對相關安全培訓程序，下發課件供項目人員學習。

## 指標及目標

萬物雲將持續監察及披露衡量減排的主要指標，包括能源使用量及溫室氣體排放量等。此外，萬物雲計劃在 2025 年完成在管項目的氣候情景分析、碳監測平臺開發（自願碳減排項目），並於 2026 年公佈碳減排路徑圖。有關各項關鍵績效指標的實踐進度，請參閱本報告「溫室氣體排放管理」及「能源管理」章節。

## Tiered management and risk control:

- We analysed cities with a high frequency of natural disasters and conducted risk classification for managed projects. Based on the risk level, differentiated control measures were implemented, such as pre-emptively sealing underground car park entrances and areas prone to water accumulation. In 2024, the number of incidents involving water ingress into underground car parks decreased by 42% year-on-year, while elevator outages caused by extreme weather dropped by 35.2% compared to the previous year.

## Emergency response and resource coordination:

- During extreme weather events, we avoided significant asset losses through a series of targeted measures, including dedicated response meetings, material inventory checks, vehicle relocation, and basement flood barrier deployment. We also coordinated closely with government authorities to mobilise emergency resources and carry out rescue operations.

## Performance linkage and training empowerment:

- Extreme weather response has been included in Vanke Service performance appraisal. Accountability will be pursued in cases where losses occur due to inadequate risk response, while personnel with outstanding performance in managing risks will be recognised and rewarded.
- A safety training programme related to extreme weather response has been established, with training materials distributed to project teams for learning and implementation.

## Metrics and Targets

Onewo will continue to monitor and disclose key metrics for measuring emissions reduction, including energy consumption and greenhouse gas emissions. We plan to complete climate scenario analysis for managed projects and develop a carbon monitoring platform (for voluntary carbon reduction projects) by 2025. In addition, we aim to release our carbon reduction roadmap in 2026. For progress on the implementation of key performance indicators, please refer to the sections "Greenhouse Gas Emissions Management" and "Energy Management" in this report.

附錄

Appendix

附錄 I - ESG 關鍵績效數據

Appendix I - ESG Key Performance Data

環境類績效指標列表

List of Environmental Performance Indicators

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
A1 排放物 A1 Emissions				
A1.1 排放物種類及相關排放數據 A1.1 The types of emissions and respective emissions data				
SO <sub>2</sub> 排放量 SO <sub>2</sub> emissions	千克 kg	41.01	/	/
NO <sub>x</sub> 排放量 NO <sub>x</sub> emissions	千克 kg	6.00	4.24	4.73
顆粒物排放量 Particulate matter emissions	千克 kg	3.02	/	/
A1.2 溫室氣體排放量及密度 A1.2 GHG emissions and density				
溫室氣體總排放（範圍一、二） Total GHG emissions (Scope 1 and Scope 2)	噸二氧化碳當量 tCO <sub>2</sub> e	1,411.90	5,207.45	8,191.00
溫室氣體排放密度（範圍一、二） GHG emission density (Scope 1 and Scope 2)	千克二氧化碳當量 / 平方米 kg CO <sub>2</sub> e/m <sup>2</sup>	33.80	31.60	49.60
直接排放二氧化碳（範圍一） Direct emissions of carbon dioxide equivalent (Scope 1)	噸二氧化碳當量 tCO <sub>2</sub> e	211.90	511.73	664.21
間接排放二氧化碳（範圍二） Indirect emissions of carbon dioxide equivalent (Scope 2)	噸二氧化碳當量 tCO <sub>2</sub> e	1,200.00	4,695.72	7,526.79



ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
間接排放二氧化碳（範圍三） Indirect emissions of carbon dioxide equivalent (Scope 3)	噸二氧化碳當量 tCO <sub>2</sub> e	316.25	/	/
類別 6：商務旅行 - 員工差旅排放量 Category 6: Business travel - employee travel emissions	噸二氧化碳當量 tCO <sub>2</sub> e	316.25	/	/

A1.3 所產生有害廢棄物總量及密度 A1.3 Total hazardous waste generated and density				
辦公 - 有害垃圾總量 Office - total hazardous waste generated	噸 tonnes	3.24	2.11	1.76
有害廢棄物密度 Hazardous waste density	千克 / 平方米 kg/m <sup>2</sup>	0.078	0.013	0.011

A1.4 所產生無害廢棄物總量及密度 A1.4 Total non-hazardous waste generated and density				
無害廢棄物總量 Total non-hazardous waste	噸 tonnes	69.88	712.41	1,126.14
無害廢棄物密度 Non-hazardous waste density	噸 / 平方米 tonnes/m <sup>2</sup>	0.0017	0.0043	0.0068
辦公 - 可回收垃圾 Office - recyclable waste	噸 tonnes	17.89	54.29	34.04
辦公 - 其他垃圾 Office - other waste	噸 tonnes	45.65	563.67	989.16
餐廳 - 廚餘垃圾 Kitchen - kitchen waste	噸 tonnes	6.34	94.45	102.95

A2 資源使用 A2 Resource consumption				
A2.1 按類型劃分的直接及 / 或間接能源總耗量及密度 A2.1 Direct and/or indirect total energy consumption and density				

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
能源總耗量 Total energy consumption	噸標準煤 tonnes of standard coal	388.91	1,350.72	1,981.30
能源消耗密度 Energy consumption density	噸標準煤 / 平方米 tonnes of standard coal/m <sup>2</sup>	0.0093	0.0082	0.012
汽油使用量 Gasoline consumption	升 L	92,519.32	200,834.90	233,945.53
柴油使用量 Diesel consumption	升 L	288.00	80.00	80.00
天然氣使用量總和 Total natural gas consumption	立方米 m <sup>3</sup>	395.88	25,473.31	61,224.62
天然氣供暖使用量 Natural gas - heating consumption	立方米 m <sup>3</sup>	395.88	395.88	32,267.00
天然氣生活用氣使用量 Natural gas - domestic gas consumption	立方米 m <sup>3</sup>	0	25,077.43	28,957.62
管道煤氣使用量 Pipeline gas consumption	立方米 m <sup>3</sup>	0	0	0.12
用電量 Electricity consumption	萬千瓦時 10000 kWh	197.21	674.66	1,267.50
外購熱力 Purchased heat	吉焦 GJ	1,288.73	7,820.69	2,769.09
A2.2 總耗水量及密度 A2.2 Total water consumption and density				
用水量 Water consumption	噸 tonnes	9,531.10	70,052.48	129,598.95
用水密度 Water consumption density	噸 / 平方米 tonnes/m <sup>2</sup>	0.23	0.43	0.78

## 附注

- 1) 環境類績效指標收集範圍為：萬物雲總部、全部（區域市場）代表處、各業務單元本部、區域和城市公司共計 46 個辦公場所；
- 2) 範圍一二氧化碳包括汽油、柴油、天然氣等產生的直接排放；
- 3) 範圍二二氧化碳包括外購電力及外購熱力產生的間接排放；
- 4) 範圍三二氧化碳包括類別 6：商務旅行；
- 5) 能源總耗量包括汽油、柴油、天然氣、管道煤氣、外購電力和外購熱力使用量總和；
- 6) 環境數據採用線上系統收集，由一線工作人員填報，涉及項目數量較多，數據管理顆粒度有待提升，我們將持續優化數據填報過程及數據質量控制，進一步提升數據收集質量。

## 數據計算參考標準

- 1) 範圍三類別 6 商務旅行（包含航空及火車旅程），碳排放係數來源於出行服務供應商提供的溫室氣體評估工具；
- 2) 汽油、柴油、天然氣、管道煤氣等產生的直接二氧化碳排放參考國家發展和改革委員會辦公廳發布的《公共建築運營企業溫室氣體排放核算方法和報告指南（試行）》計算；
- 3) 外購熱力產生的間接二氧化碳排放參考國家發展和改革委員會辦公廳發布的《公共建築運營企業溫室氣體排放核算方法和報告指南（試行）》計算，電力參考生態環境部《關於發布 2022 年電力二氧化碳排放因子的公告》中的排放因子計算；
- 4) 外購熱力參考住房和城鄉建設部發布的《嚴寒和寒冷地區居住建築節能設計標準》(JGJ26-2010) 計算；
- 5) 能源總耗量參考中國標準《GB/T 2589-2020 綜合能耗計算通則》進行標準煤折算。

## Annotations

- 1) The collection scope of environmental indicators comes from 46 office areas in Onewo headquarters, representative offices of the whole department (regional market), headquarters of all business units, regional/city companies;
- 2) Scope 1 carbon dioxide includes direct emissions from gasoline, diesel and natural gas;
- 3) Scope 2 carbon dioxide includes indirect emissions from purchased electricity and purchased heat;
- 4) Scope 3 carbon dioxide includes Category 6: Business travel;
- 5) The total energy consumption includes the sum of gasoline, diesel, natural gas, pipeline gas, purchased electricity and purchased heat;
- 6) Environmental data are collected by an online system and filled in by front line personnel, involving a large number of projects, and the granularity of data management needs to be improved. We will continue to optimise the data filling process and data quality control to further enhance the quality of data collection.

## Data calculation reference standard

- 1) For Scope 3 Category 6: Business travel (including air and train journeys), carbon emission factors are derived from the GHG assessment tools provided by the travel service suppliers;
- 2) Direct carbon dioxide emissions from gasoline, diesel, natural gas, pipeline gas, etc. are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Enterprises (Trial) issued by the General Office of the National Development and Reform Commission;
- 3) Indirect carbon dioxide emissions from purchased heat are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Enterprises (Trial) issued by the General Office of the National Development and Reform Commission, and electricity is calculated with reference to the emission factors in the Announcement on the Release of Carbon Dioxide Emission Factors of Electricity in 2022 of the Ministry of Ecology and the Environment;
- 4) The purchased heat is calculated with reference to the Design Standard for Energy Efficiency of Residential Buildings in Severe Cold and Cold Zones (JGJ 26-2010) issued by the Ministry of Housing and Urban-Rural Development;
- 5) The total energy consumption is converted into standard coal according to China standard GB/T 2589-2020 General Rules for Calculation of the Comprehensive Energy Consumption.

社會類績效指標列表

List of Social Performance Indicators

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
B1 僱傭 B1 Employment				
B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數 B1.1 Total number of employees by gender, employment type, age group and region				
員工總人數 Total number of employees	人 Persons	102,441	101,284	97,930
性別 Gender				
男性 Male	人 Persons	55,147	54,564	51,463
女性 Female	人 Persons	47,294	46,720	46,467
僱傭類型 Employment type				
全日制僱傭 Full-time employment	人 Persons	102,441	101,284	97,930
非全日制僱傭 Part-time employment	人 Persons	0	0	0
年齡 Age group				
30 歲及以下 Aged ≤ 30	人 Persons	41,818	47,088	49,005
31–40 歲 Aged 31–40	人 Persons	39,745	37,696	33,681
41–50 歲 Aged 41–50	人 Persons	15,157	12,676	11,411

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
51 歲及以上 Aged ≥ 51	人 Persons	5,721	3,824	3,833
地區 Region				
中國內地 Mainland of China	人 Persons	102,205	101,105	97,754
港澳臺 Hong Kong, Macao, and Taiwan	人 Persons	236	179	176
B1.2 按性別、年齡組別及地區劃分的僱員流失比率 B1.2 Employee turnover rate by gender, age group and region				
員工流失比率 Employee turnover rate	%	30.99	30.50	32.58
性別 Gender				
男性員工流失率 Turnover rate of male employees	%	31.79	30.20	32.49
女性員工流失率 Turnover rate of female employees	%	30.04	30.84	32.68
年齡 Age group				
30 歲及以下員工流失率 Turnover rate of employees under 30 (inclusive)	%	37.30	36.49	37.28
31–40 歲員工流失率 Turnover rate of employees from 31 to 40	%	28.35	25.64	27.42
41–50 歲員工流失率 Turnover rate of employees from 41 to 50	%	21.41	19.93	22.97
51 歲及以上員工流失率 Turnover rate of employees over 51 (inclusive)	%	18.14	24.47	35.22



ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
地區 Region				
中國內地員工流失率 Turnover rate of employees in the Mainland of China	%	31.00	30.51	32.59
港澳臺員工流失率 Turnover rate of employees in Hong Kong, Macao, and Taiwan	%	23.62	22.51	26.67

附注	Annotations
1) 員工流失率 = 報告期內該類別員工流失人數 / (報告期末該類別在職人數 + 報告期內該類別員工流失人數) *100。	1) Turnover rate of employee = Number of employees turnover in this category during the reporting period / (Number of employees in this category at the end of reporting period + Number of employees turnover in this category during the reporting period)*100.

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
B2 健康與安全 B2 Health and safety				
B2.1 因工作關係而死亡的人數及比率 B2.1 Number of work-related fatalities and work-related fatality rate				
因工作關係死亡員工人數 Number of work-related fatalities	人 persons	0	2	2
因工作關係死亡員工比率 Work-related fatality rate	%	0	0.002	0.002
B2.2 因工傷損失工作日數 B2.2 Working days lost due to work-related injuries	天 days	6,405	6,183	5,670

附注	Annotations
1) 因工作關係死亡員工不包括非工作原因導致的傷亡，如上下班途中交通事故或突發疾病；	1) Work-related fatalities do not include those fatalities caused by non-working reason, such as traffic accident or sudden illness during commuting;
2) 因工作關係死亡員工比率 = 因工作關係死亡員工數 / 員工總人數 *100。	2) Work-related fatality rate = Number of work-related fatalities / total number of employees*100.

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
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B3 發展及培訓  
B3 Development and training

B3.1 按性別及僱員類別劃分僱員的受訓比率  
B3.1 Percentage of employees who received training (by gender and employee category)

全體員工受訓比率 Percentage of employees who received training	%	100	100	94.80
性別 Gender				
男性員工的受訓比率 Percentage of male employees who received training	%	100	100	94.65
女性員工的受訓比率 Percentage of female employees who received training	%	100	100	94.97
僱員類別 Employee category				
管理層員工的受訓比率 Percentage of management level employees who received training	%	100	100	97.18
非管理層員工的受訓比率 Percentage of non-management level employees who received training	%	100	100	94.76

B3.2 按性別及僱員類別劃分僱員的平均受訓時數  
B3.2 Average hours of training received by employees (by gender and employee category)

全體員工平均受訓時長 Average hours of training received by employees	小時 hours	9.03	77.80	76.43
性別 Gender				
男性員工平均受訓時長 Average hours of training received by male employees	小時 hours	8.05	64.38	57.84

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
女性員工平均受訓時長 Average hours of training received by female employees	小時 hours	10.17	93.47	96.94
僱員類別 Employee category				
管理層員工平均受訓時長 Average hours of training received by management level employees	小時 hours	17.22	146.35	40.83
非管理層員工平均受訓時長 Average hours of training received by non-management level employees	小時 hours	8.91	76.72	77.03
接受培訓的類型 Type of training received				
新員工培訓平均受訓時長 Average hours of training received by new employees	小時 hours	5.62	7.47	6.00
其他專項培訓平均受訓時長 Average hours of training received by other special trainings	小時 hours	11.93	108.87	74.78

- 附注

1) 2024 年僱員的平均受訓時數較往年略有差異，主要受統計口徑調整及系統錄入完整性影響。培訓數據基於線上培訓系統，部分線下培訓時長暫未涵蓋在內；

2) 特定類別員工平均受訓比率＝特定類別員工的總受訓人數 / 該類別員工總人數 \*100；

3) 特定類別員工平均受訓時數＝特定類別員工的總受訓時數 / 該類別員工人數。
- Annotations

1) Average hours of training for employees in 2024 is slightly different from those of previous years, mainly affected by the adjustment of statistical scope and the completeness of system entry. The training data is based on the online training system, and some offline training hours are not covered for the time being;

2) Average training rate for employees in specific categories = Total number of employees in specific categories receiving training / total number of employees in such categories\*100;

3) Average training hours of employees in specific categories = Total hours of employees in specific categories receiving training / total number of employees in such categories.

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
B5 供應商管理 B5 Supplier management				
B5.1 按地區劃分的供應商數目 B5.1 Number of suppliers by region				
供應商總數 Total number of suppliers	個 numbers	24,918	18,882	16,390
地區 Region				
華東區域 Eastern China	個 numbers	5,626	4,218	4,221
華南區域 Southern China	個 numbers	7,208	5,279	4,103
中西地區 Central and Western China	個 numbers	6,031	4,366	3,892
華北區域 Northern China	個 numbers	5,527	4,479	3,850
總部供方 Headquarters supplier	個 numbers	526	540	324
B6 產品責任 B6 Product liability				
B6.2 接獲關於產品及服務的投訴數目 B6.2 Number of complaints about products and services received				
客戶（產品及服務）投訴總數 Total number of complaints received from customer (products and services)	件 pieces	9,236	173,675	159,360
B6.3 描述與維護及保障知識產權有關的慣例 B6.3 Describe practices related to the maintenance and protection of intellectual property rights				
報告期內知識產權提交申請註冊數量 Number of applications for registration of intellectual property rights submitted during the reporting period	件 pieces	31	95	298

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
報告期內獲授權的知識產權總數 Total number of intellectual property rights authorised during the reporting period	件 pieces	44	157	128
報告期內獲授權發明專利數量 Number of authorised patents for inventions during the reporting period	件 pieces	13	10	11
報告期內獲授權實用新型專利數量 Number of authorised patents for utility models during the reporting period	件 pieces	0	3	3
報告期內獲授權的軟著數量 Number of authorised software copyrights during the reporting period	件 pieces	31	89	47
報告期內獲授權的商標數量 Number of authorised trademarks during the reporting period	件 pieces	0	56	64
累計持有的知識產權數量 Cumulative number of intellectual property rights held	件 pieces	1,208	1,164	1,007
累計持有的發明專利數量 Cumulative number of patents for inventions held	件 pieces	41	28	18
累計持有的實用新型專利數量 Cumulative number of patents for utility models held	件 pieces	16	18	15
累計持有的軟著數量 Cumulative number of software copyrights held	件 pieces	259	261	172
累計持有的商標數量 Cumulative number of trademarks held	件 pieces	832	832	776

## 附注

1) 客戶投訴總數包含住宅服務和商企服務通過 400 服務熱線接收的投訴。

## Annotations

1) The total number of customer complaints includes complaints received through 400 Hotline for residential and commercial services.



ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
<b>B7 反貪污</b> <b>B7 Anti-corruption</b>				
<b>B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目</b> <b>B7.1 The number of corruption litigation cases filed against the issuer or its employees and concluded during the reporting period</b>				
認定作為參與者的反競爭行為的案件數量 Number of cases of anti-competitive behaviours identified as participants	件 pieces	0	0	0
違反反壟斷法的行為的案件數量 Number of cases of violations of the anti-monopoly law	件 pieces	0	0	0
涉貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件 Number of litigation cases involving corruption, bribery, extortion, fraud and money laundering	件 pieces	0	1	0
<b>B7.3 反貪污培訓</b> <b>B7.3 Anti-corruption training</b>				
參與反貪污培訓的董事會成員、高級管理層人數 Number of the Board of Directors and senior management participating in anti-corruption training	人 Persons	1,405	301	35
參與反貪污培訓總時長 Number of hours participated in anti-corruption training	小時 hours	817.58	103.30	245.49

附注

1) 培訓數據包含在線和線下的培訓。

Annotations

1) The training data include online and offline trainings.

ESG 指標 ESG Indicator	單位 Unit	2024	2023	2022
<b>B8 社區投資</b> <b>B8 Community investment</b>				
<b>B8.2 在專注範疇所動用資源</b> <b>B8.2 Resources used in social undertakings</b>				
公益捐贈（含鄉村振興捐款） Charitable donations (including rural revitalisation donation)	萬元 RMB10 k	87.03	77.30	71.41
志願活動投入人數 Number of people devoted to volunteer activities	人次 Persons	12,501	10,821	1,411
志願活動投入時長 Number of hours devoted to volunteer activities	小時 hours	37,503	32,463	522,070

附注	Annotations
1) 志願活動投入人數及時長為不完全統計。	1) The number of volunteers and their duration is not complete statistics.
2) 由於 2022 年的公共衛生事件，萬物雲在當年度參與志願活動投入時長相比本年度較長。	2) Due to the public health event in 2022, Onewo invested more hours in volunteering activities in 2022 compared to the current year.

## 附錄 II - ESG 指標索引

## Appendix II - Index to the ESG Indicators

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
<b>A. 環境</b> <b>A. Environment</b>		
<b>A1: 排放物</b> <b>A1: Emissions</b>	<p>一般披露</p> <p>有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p> <p>General Disclosure</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.</p>	<p>環境友好</p> <p>Being Environmentally Friendly</p>
關鍵績效指 標 A1.1	<p>排放物種類及相關排放數據。</p> <p>The types of emissions and respective emissions data.</p>	<p>附錄 I ESG 關鍵績效數據</p> <p>Appendix I - ESG Key Performance Data</p>
關鍵績效指 標 A1.2	<p>直接（範圍 1）及能源間接（範圍 2）溫室氣體排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。</p> <p>Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>環境友好 - 溫室氣體排放管理</p> <p>Being Environmentally Friendly - Greenhouse Gas Emissions Management</p> <p>附錄 I ESG 關鍵績效數據</p> <p>Appendix I - ESG Key Performance Data</p>
關鍵績效指 標 A1.3	<p>所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。</p> <p>Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄 I ESG 關鍵績效數據</p> <p>Appendix I - ESG Key Performance Data</p>
關鍵績效指 標 A1.4	<p>所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。</p> <p>Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄 I ESG 關鍵績效數據</p> <p>Appendix I - ESG Key Performance Data</p>

## 議題 Topics

## 指引要求 Guide Requirements

## 披露章節 Disclosure Sections

關鍵績效指  
標 A1.5

KPI A1.5

描述所訂立的排放量目標及為達到這些目標所採取的步驟。

Description of emissions target(s) set and steps taken to achieve them.

環境友好 - 溫室氣體排放管理  
Being Environmentally Friendly  
- Greenhouse Gas Emissions  
Management

關鍵績效指  
標 A1.6

KPI A1.6

描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。

Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.

環境友好 - 廢棄物管理  
Being Environmentally Friendly -  
Waste Management

## A2：資源使用 A2: Use of resources

一般披露

有效使用資源（包括能源、水及其他原材料）的政策。

General Disclosure

Policies on the efficient use of resources, including energy, water and other raw materials.

環境友好  
Being Environmentally Friendly

關鍵績效指  
標 A2.1

KPI A2.1

按類型劃分的直接及 / 或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。

Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).

附錄 I ESG 關鍵績效數據  
Appendix I - ESG Key  
Performance Data

關鍵績效指  
標 A2.2

KPI A2.2

總耗水量及密度（如以每產量單位、每項設施計算）。  
Water consumption in total and intensity (e.g. per unit of production volume, per facility).

附錄 I ESG 關鍵績效數據  
Appendix I - ESG Key  
Performance Data

關鍵績效指  
標 A2.3

KPI A2.3

描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。

Description of energy use efficiency target(s) set and steps taken to achieve them.

環境友好 - 能源管理  
Being Environmentally Friendly -  
Energy Management

關鍵績效指  
標 A2.4

KPI A2.4

描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。

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.

環境友好 - 水資源管理  
Being Environmentally Friendly -  
Water Resource Management

關鍵績效指  
標 A2.5

KPI A2.5

製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。

Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.

不適用  
/

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
<b>A3：環境及天然資源</b> <b>A3: The environment and natural resources</b>	一般披露 減低發行人對環境及天然資源造成重大影響的政策。 General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.	環境友好 Being Environmentally Friendly
	關鍵績效指標 A3.1 KPI A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	環境友好 Being Environmentally Friendly
<b>A4：氣候變化</b> <b>A4: Climate change</b>	一般披露 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	環境友好 - 應對氣候變化 Being Environmentally Friendly - Responses to Climate Change
	關鍵績效指標 A4.1 KPI A4.1 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	環境友好 - 應對氣候變化 Being Environmentally Friendly - Responses to Climate Change
<b>B. 社會</b> <b>B. Social</b>		
<b>B1：僱傭</b> <b>B1: Employment</b>	一般披露 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	以人為本 - 多元、平等與共融 Being People Oriented - Diversity, Equality, and Inclusion  以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests  以人為本 - 支持員工發展 Being People Oriented - Support for Employee Development



## 議題 Topics

## 指引要求 Guide Requirements

## 披露章節 Disclosure Sections

關鍵績效指  
標 B1.1  
KPI B1.1

按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。  
Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.

附錄 I ESG 關鍵績效數據  
Appendix I – ESG Key  
Performance Data

關鍵績效指  
標 B1.2  
KPI B1.2

按性別、年齡組別及地區劃分的僱員流失比率。  
Employee turnover rate by gender, age group and geographical region.

附錄 I ESG 關鍵績效數據  
Appendix I – ESG Key  
Performance Data

## B2：健康與安全 B2: Health and safety

一般披露  
有關提供安全工作環境及保障僱員避免職業性危害的：  
(a) 政策；及  
(b) 遵守對發行人有重大影響的相關法律及規例的資料。  
General Disclosure  
Information on:  
(a) the policies; and  
(b) compliance with relevant laws and regulations that have a significant impact on the issuer  
relating to providing a safe working environment and protecting employees from occupational hazards.

以人為本 - 職業健康與安全  
Being People Oriented -  
Occupational Health and Safety

關鍵績效指  
標 B2.1  
KPI B2.1

過去三年（包括匯報年度）每年因工亡故的人數及比率。  
Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.

附錄 I ESG 關鍵績效數據  
Appendix I – ESG Key  
Performance Data

關鍵績效指  
標 B2.2  
KPI B2.2

因工傷損失工作日數。  
Lost days due to work injury.

附錄 I ESG 關鍵績效數據  
Appendix I – ESG Key  
Performance Data

關鍵績效指  
標 B2.3  
KPI B2.3

描述所採納的職業健康與安全措施，以及相關執行及監察方法。  
Description of occupational health and safety measures adopted, and how they are implemented and monitored.

以人為本 - 職業健康與安全  
Being People Oriented -  
Occupational Health and Safety

## B3：發展及培訓 B3: Development and training

一般披露  
有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。  
General Disclosure  
Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.

以人為本 - 支持員工發展  
Being People Oriented - Support  
for Employee Development

## 議題 Topics

## 指引要求 Guide Requirements

## 披露章節 Disclosure Sections

關鍵績效指  
標 B3.1

KPI B3.1

按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。

The percentage of employees trained by gender and employee category (e.g. senior management, middle management).

附錄 I ESG 關鍵績效數據

Appendix I – ESG Key

Performance Data

關鍵績效指  
標 B3.2

KPI B3.2

按性別及僱員類別劃分，每名僱員完成受訓的平均時數。

The average training hours completed per employee by gender and employee category.

附錄 I ESG 關鍵績效數據

Appendix I – ESG Key

Performance Data

### B4：勞務準則 B4: Labour standards

一般披露

有關防止童工或強制勞工的：

(a) 政策；及

(b) 遵守對發行人有重大影響的相關法律及規例的資料。

General Disclosure

Information on:

(a) the policies; and

(b) compliance with relevant laws and regulations that have a significant impact on the issuer

relating to preventing child and forced labour.

以人為本 - 員工權益保障

Being People Oriented -

Protection of Employee Rights  
and Interests

關鍵績效指  
標 B4.1

KPI B4.1

描述檢討招聘慣例的措施以避免童工及強制勞工。

Description of measures to review employment practices to avoid child and forced labour.

以人為本 - 員工權益保障

Being People Oriented -

Protection of Employee Rights  
and Interests

關鍵績效指  
標 B4.2

KPI B4.2

描述在發現違規情況時消除有關情況所採取的步驟。

Description of steps taken to eliminate such practices when discovered.

以人為本 - 員工權益保障

Being People Oriented -

Protection of Employee Rights  
and Interests

### B5：供應鏈管理 B5: Supply chain management

一般披露

管理供應鏈的環境及社會風險政策。

General Disclosure

Policies on managing environmental and social risks of the supply chain.

責任管治 - 可持續供應鏈

Responsibility Governance -  
Sustainable Supply Chain

關鍵績效指  
標 B5.1

KPI B5.1

按地區劃分的供應商數目。

Number of suppliers by geographical region.

附錄 I ESG 關鍵績效數據

Appendix I – ESG Key

Performance Data

## 議題 Topics

## 指引要求 Guide Requirements

## 披露章節 Disclosure Sections

關鍵績效指  
標 B5.2

KPI B5.2

描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。

Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.

責任管治 - 可持續供應鏈  
Responsibility Governance -  
Sustainable Supply Chain

關鍵績效指  
標 B5.3

KPI B5.3

描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。

Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.

責任管治 - 可持續供應鏈  
Responsibility Governance -  
Sustainable Supply Chain

關鍵績效指  
標 B5.4

KPI B5.4

描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。

Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.

責任管治 - 可持續供應鏈  
Responsibility Governance -  
Sustainable Supply Chain

## B6: 產品責任 B6: Product responsibility

一般披露

有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：

(a) 政策；及

(b) 遵守對發行人有重大影響的相關法律及規例的資料。

General Disclosure

Information on:

(a) the policies; and

(b) compliance with relevant laws and regulations that have a significant impact on the issuer

relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.

責任管治 - 信息安全與隱私保護  
Responsibility Governance -  
Information Security and Privacy  
Protection

社區共生 - 客戶健康與安全  
Growing Together with the  
Community - Customer Health  
and Safety

關鍵績效指  
標 B6.1

KPI B6.1

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。

Percentage of total products sold or shipped subject to recalls for safety and health reasons.

萬物雲主營業務不涉及產品的回收，故不適用

The main business of Onewo does not involve the recall of products and is therefore not applicable.

## 議題 Topics

## 指引要求 Guide Requirements

## 披露章節 Disclosure Sections

關鍵績效指  
標 B6.2  
KPI B6.2

接獲關於產品及服務的投訴數目以及應對方法。  
Number of products and service related complaints  
received and how they are dealt with.

社區共生 - 客戶滿意度提升  
Growing Together with the  
Community - Improvement of  
Customer Satisfaction  
  
附錄 I ESG 關鍵績效數據  
Appendix I - ESG Key  
Performance Data

關鍵績效指  
標 B6.3  
KPI B6.3

描述與維護及保障知識產權有關的慣例。  
Description of practices relating to observing and  
protecting intellectual property rights.

責任管治 - 知識產權保護  
Responsibility Governance -  
Intellectual Property Rights  
Protection

關鍵績效指  
標 B6.4  
KPI B6.4

描述質量檢定過程及產品回收程序。  
Description of quality assurance process and recall  
procedures.

社區共生 - 服務歷久彌新  
Growing Together with the  
Community - Service for Ever  
Better

關鍵績效指  
標 B6.5  
KPI B6.5

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。  
Description of consumer data protection and privacy  
policies, and how they are implemented and monitored.

責任管治 - 信息安全與隱私保護  
Responsibility Governance -  
Information Security and Privacy  
Protection

## B7：反貪污 B7: Anti- corruption

一般披露

有關防止賄賂、勒索、欺詐及洗黑錢的：

(a) 政策；及

(b) 遵守對發行人有重大影響的相關法律及規例的資料。

General Disclosure

Information on:

(a) the policies; and

(b) compliance with relevant laws and regulations that have a significant  
impact on the issuer

relating to bribery, extortion, fraud and money laundering.

責任管治 - 商業道德與反舞弊  
Responsibility Governance -  
Business Ethics and Anti-Fraud

關鍵績效指  
標 B7.1  
KPI B7.1

於匯報期內對發行人或其僱員提出並已審結的貪污訴  
訟案件的數目及訴訟結果。  
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.

責任管治 - 商業道德與反舞弊  
Responsibility Governance -  
Business Ethics and Anti-Fraud  
附錄 I ESG 關鍵績效數據  
Appendix I - ESG Key  
Performance Data

## 議題 Topics

## 指引要求 Guide Requirements

## 披露章節 Disclosure Sections

關鍵績效指  
標 B7.2  
KPI B7.2

描述防範措施及舉報程序，以及相關執行及監察方法。  
Description of preventive measures and whistle-  
blowing procedures, and how they are implemented  
and monitored.

責任管治 - 商業道德與反舞弊  
Responsibility Governance -  
Business Ethics and Anti-Fraud

關鍵績效指  
標 B7.3  
KPI B7.3

描述向董事及員工提供的反貪污培訓。  
Description of anti-corruption training provided to  
directors and staff.

附錄 I ESG 關鍵績效數據  
Appendix I - ESG Key  
Performance Data

## B8：社區投資 B8: Community investment

### 一般披露

有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。

### General Disclosure

Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.

### 社區共生 - 社區貢獻

Growing Together with the  
Community - Community  
Contribution

關鍵績效指  
標 B8.1  
KPI B8.1

專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。  
Focus areas of contribution (e.g. education,  
environmental concerns, labour needs, health, culture,  
sport).

### 社區共生 - 社區貢獻

Growing Together with the  
Community - Community  
Contribution

關鍵績效指  
標 B8.2  
KPI B8.2

在專注範疇所動用資源（如金錢或時間）。  
Resources contributed (e.g. money or time) to the  
focus area.

附錄 I ESG 關鍵績效數據  
Appendix I - ESG Key  
Performance Data



附錄III - GRI 指標索引表

Appendix III – Index to GRI Indicators

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
一般披露 General Disclosures		
組織及其報告做法 The Organization and its Reporting Practices		
2-1	組織詳細情況 Organizational Details	關於萬物雲 About Onewo
2-2	納入組織可持續發展報告的實體 Entities included in the organization's sustainability reporting	關於本報告 About the Report
2-3	報告期、報告頻率和連絡人 Reporting period, frequency, and contact point	關於本報告 About the Report
2-4	信息重述 Restatements of information	本報告未對以往報告中提供的任何信息進行重述 The report does not restate any information provided in previous reports.
2-5	外部鑒證 External assurance	附錄IV 外部核實聲明 Appendix IV – External Verification Statement
活動和工作 Activities & Workers		
2-6	活動、價值鏈和其他業務關係 Activities, value chain, and other business relationships	關於萬物雲 About Onewo
2-7	員工 Employee	以人為本 Being People Oriented
2-8	員工之外的工作者 Workers who are not employees	以人為本 Being People Oriented

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
管治 Governance		
2-9	管治架構和組成 Governance structure and composition	責任管治 - 公司治理 Responsibility Governance – Corporate Governance
2-10	最高管治機構的提名和遴選 Nomination and selection of the highest governance body	責任管治 - 公司治理 Responsibility Governance – Corporate Governance
2-11	最高管治機構的主席 Chair of the highest governance body	責任管治 - 公司治理 Responsibility Governance – Corporate Governance
2-12	在管理影響方面，最高管治機構的監督作用 Role of the highest governance body in overseeing the management of impacts	ESG 管治 ESG Governance
2-13	為管理影響的責任授權 Delegation of responsibility for managing impacts	ESG 管治 ESG Governance
2-14	最高管治機構在可持續發展報告中的作用 Role of the highest governance body in sustainability reporting	ESG 管治 ESG Governance
2-15	利益衝突 Conflicts of interest	萬物雲《2024 年度報告》 2024 Annual Report of Onewo Inc.
2-16	重要關切問題的溝通 Communication of critical concerns	ESG 管治 ESG Governance
2-17	最高管治機構的共同知識 Collective knowledge of the highest governance body	ESG 管治 ESG Governance
2-18	對最高管治機構的績效評估 Evaluation of the performance of the highest governance body	責任管治 Responsibility Governance
2-19	薪酬政策 Remuneration policies	萬物雲《2024 年度報告》 2024 Annual Report of Onewo Inc.

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
2-20	确定薪酬的程序 Process to determine remuneration	萬物雲《2024 年度報告》 2024 Annual Report of Onewo Inc.
2-21	年度總薪酬比率 Annual total compensation ratio	/
戰略、政策和實踐 Strategy, Policies and Practices		
2-22	關於可持續發展戰略的聲明 Statement on sustainable development strategy	ESG 管治 ESG Governance
2-23	政策承諾 Policy commitments	ESG 管治 ESG Governance
2-24	融合政策承諾 Embedding policy commitments	ESG 管治 ESG Governance
2-25	補救負面影響的程序 Processes to remediate negative impacts	報告期內，萬物雲實現重大違反環境法律法規的事件 0 發生，無因環境問題受到法律起訴，亦未產生罰款支付情況。 During the reporting period, Onewo recorded zero incidents of significant violations of environmental laws and regulations. The Company was not subject to any legal proceedings related to environmental issues, nor did it incur any fines.
2-26	尋求建議和提出關切的機制 Mechanisms for seeking advice and raising concerns	ESG 管治 責任管治 - 商業道德與反舞弊 ESG Governance Responsibility Governance – Business Ethics and Anti-Fraud
2-27	遵守法律法規 Compliance with laws and regulations	/
2-28	協會的成員資格 Membership associations	/

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
利益相關方參與 Stakeholder Engagement		
2-29	利益相關方參與的方法 Approach to stakeholder engagement	ESG 管治 ESG Governance
2-30	集體談判協議 Collective bargaining agreements	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
實質性議題 Material Topics		
3-1	確定實質性議題的過程 Process to determine material topics	ESG 管治 ESG Governance
3-2	實質性議題清單 List of material topics	ESG 管治 ESG Governance
3-3	實質性議題的管理 Management of material topics	ESG 管治 ESG Governance
經濟績效 Economic Performance		
201-1	直接產生和分配的經濟價值 Direct economic value generated and distributed	萬物雲《2024 年度報告》 2024 Annual Report of Onewo Inc.
201-2	氣候變化帶來的財務影響以及其他風險和機遇 Financial implications and other risks and opportunities due to climate change	環境友好 - 應對氣候變化 Being Environmentally Friendly - Responses to Climate Change
201-3	固定福利計劃義務和其他退休計劃 Defined benefit plan obligations and other retirement plans	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
201-4	政府給予的財政補貼 Financial assistance received from government	/

## GRI 準則指標 GRI Indicators

## 詳情 Details

## 披露章節 Disclosure Sections

### 市場表現 Market Presence

202-1	按性別的標準起薪水平工資與當地最低工資之比 Ratios of standard entry-level wage by gender to local minimum wage	/
202-2	從當地社區僱用高管的比例 Proportion of senior management hired from the local community	/

### 間接經濟影響 Indirect Economic Impacts

203-1	基礎設施投資和支持性服務 Infrastructure investments and services supported	社區共生 Growing Together with the Community
203-2	重大間接經濟影響 Significant indirect economic impacts	社區共生 Growing Together with the Community

### 採購實踐 Procurement Practices

204-1	向當地供應商採購的支出比例 Proportion of spending on local suppliers	責任管治 - 可持續供應鏈 Responsibility Governance – Sustainable Supply Chain
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### 反腐敗 Anti-corruption

205-1	已進行腐敗風險評估的營運點 Operations assessed for risks related to corruption	責任管治 - 商業道德與反舞弊 Responsibility Governance – Business Ethics and Anti-Fraud
205-2	反腐敗政策和程序的傳達及培訓 Communication and training about anti-corruption policies and procedures	責任管治 - 商業道德與反舞弊 Responsibility Governance – Business Ethics and Anti-Fraud
205-3	經確認的腐敗事件和採取的行動 Confirmed incidents of corruption and actions taken	責任管治 - 商業道德與反舞弊 Responsibility Governance – Business Ethics and Anti-Fraud



GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
<b>反競爭行為 Anti-competitive Behaviour</b>		
206-1	針對反競爭行為、反托拉斯和反壟斷實踐的法律訴訟 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	附錄 I ESG 關鍵績效數據 Appendix I ESG Key Performance Data
<b>稅務 Taxation</b>		
207-1	稅務方針 Approach to tax	責任管治 - 稅務策略 Responsibility Governance – Tax Strategy
207-2	稅務治理、控制及風險管理 Tax governance, control, and risk management	責任管治 - 稅務策略 Responsibility Governance – Tax Strategy
207-3	與稅務關切相關的利益相關方參與及管理 Stakeholder engagement and management of concerns related to tax	/
207-4	國別報告 Country-by-country reporting	/
<b>物料 Materials</b>		
301-1	所用物料的重量或體積 Materials used by weight or volume	/
301-2	所用循環利用的進料 Recycled input materials used	/
301-3	再生產品及其包裝材料 Reclaimed products and their packaging materials	/

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
能源 Energy		
302-1	組織內部的能源消耗量 Energy consumption within the organisation	環境友好 - 能源管理 Being Environmentally Friendly – Energy Management
302-2	組織外部的能源消耗量 Energy consumption outside of the organisation	環境友好 - 能源管理 Being Environmentally Friendly – Energy Management
302-3	能源強度 Energy intensity	環境友好 - 能源管理 Being Environmentally Friendly – Energy Management
302-4	降低能源消耗量 Reduction of energy consumption	環境友好 - 能源管理 Being Environmentally Friendly – Energy Management
302-5	降低產品和服務的能源需求量 Reductions in energy requirements of products and services	環境友好 - 能源管理 Being Environmentally Friendly – Energy Management
水資源和污水 Water and Effluents		
303-1	組織與水作為共有資源的相互影響 Interactions with water as a shared resource	環境友好 - 水資源管理 Being Environmentally Friendly – Water Resource Management
303-2	管理與排水相關的影響 Management of water discharge-related impacts	環境友好 - 水資源管理 Being Environmentally Friendly – Water Resource Management
303-3	取水 Water withdrawal	/
303-4	排水 Water discharge	/
303-5	耗水 Water consumption	附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
生物多样性 Biodiversity		
304-1	組織在位於或鄰近保護區和保護區外的生物多樣性豐富區域擁有、租賃、管理的營運點 Operational sites owned, leased, or managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	/
304-2	活動、產品和服務對生物多樣性的重大影響 Significant impacts of activities, products, and services on biodiversity	環境友好 - 生物多樣性保護 Being Environmentally Friendly – Biodiversity Protection
304-3	受保護或經修復的棲息地 Habitats protected or restored	/
304-4	受營運影響的棲息地中已被列入世界自然保護聯盟 (IUCN) 紅色名錄及國家保護名冊的物種 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
排放 Emissions		
305-1	直接（範圍 1）溫室氣體排放 Direct (Scope 1) GHG emissions	環境友好 - 應對氣候變化 Being Environmentally Friendly – Responses to Climate Change  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
305-2	能源間接（範圍 2）溫室氣體排放 Energy indirect (Scope 2) GHG emissions	環境友好 - 應對氣候變化 Being Environmentally Friendly – Responses to Climate Change  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
305-3	其他間接（範圍 3）溫室氣體排放 Other indirect (Scope 3) GHG emissions	附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
305-4	溫室氣體排放強度 GHG emissions intensity	環境友好 - 應對氣候變化 Being Environmentally Friendly – Responses to Climate Change  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
305-5	溫室氣體減排量 Reduction of GHG emissions	環境友好 - 應對氣候變化 Being Environmentally Friendly –Responses to Climate Change  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
305-6	臭氧消耗物質 (ODS) 的排放 Emissions of ozone-depleting substances (ODS)	/
305-7	氮氧化物 (NOx)、硫氧化物 (SOx) 和其他重大氣體排放 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	/
<b>廢棄物 Waste</b>		
306-1	廢棄物的產生及廢棄物相關重大影響 Waste generation and waste-related significant impacts	環境友好 - 廢棄物管理 Being Environmentally Friendly – Waste Management
306-2	廢棄物相關重大影響的管理 Management of significant waste-related impacts	環境友好 - 廢棄物管理 Being Environmentally Friendly – Waste Management
306-3	產生的廢棄物 Waste generated	附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
306-4	從處置中轉移的廢棄物 Waste diverted from disposal	環境友好 - 廢棄物管理 Being Environmentally Friendly – Waste Management
306-5	進入處置的廢棄物 Waste directed to disposal	環境友好 - 廢棄物管理 Being Environmentally Friendly – Waste Management
<b>供應商環境評估 Supplier Environmental Assessment</b>		
308-1	使用環境評價維度篩選的新供應商 New suppliers that were screened using environmental criteria	責任管治 - 可持續供應鏈 Responsibility Governance – Sustainable Supply Chain
308-2	供應鏈的負面環境影響以及採取的行動 Negative environmental impacts in the supply chain and actions taken	責任管治 - 可持續供應鏈 Responsibility Governance – Sustainable Supply Chain

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
僱傭 Employment		
401-1	新進員工僱傭率和員工流動率 New employee hires and employee turnover	以人為本 - 支持員工發展 Being People Oriented – Support for Employee Development  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
401-2	提供給全職員工（不包括臨時或兼職員工）的福利 Benefits provided to full-time employees that are not provided to temporary or part-time employees	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
401-3	育兒假 Parental leave	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
勞資關係 Labor/Management Relations		
402-1	有關營運變更的最短通知期 Minimum notice periods regarding operational changes	/
職業健康與安全 Occupational Health and Safety		
403-1	職業健康安全管理體系 Occupational health and safety management system	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-2	危害識別、風險評估和事故調查 Hazard identification, risk assessment, and incident investigation	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-3	職業健康服務 Occupational health services	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-4	職業健康安全事務：工作者的參與、意見徵詢和溝通 Worker participation, consultation, and communication on occupational health and safety	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety



GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
403-5	工作者職業健康安全培訓 Worker training on occupational health and safety	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-6	促進工作者健康 Promotion of worker health	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-7	預防和減緩與業務關係直接相關的職業健康安全影響 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-8	職業健康安全管理体系覆蓋的工作者 Workers covered by an occupational health and safety management system	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
403-9	工傷 Work-related injuries	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
403-10	工作相關的健康問題 Work-related ill health	以人為本 - 職業健康與安全 Being People Oriented – Occupational Health and Safety
<b>培訓與教育 Training and Education</b>		
404-1	每名員工每年接受培訓的平均小時數 Average hours of training per year per employee	以人為本 - 支持員工發展 Being People Oriented – Support for Employee Development  附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
404-2	員工技能提升方案和過渡援助方案 Programs for upgrading employee skills and transition assistance programs	以人為本 - 支持員工發展 Being People Oriented – Support for Employee Development
404-3	定期接受績效和職業發展考核的員工百分比 Percentage of employees receiving regular performance and career development reviews	以人為本 - 支持員工發展 Being People Oriented – Support for Employee Development

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
多元化與平等機會 Diversity and Equal Opportunity		
405-1	管治機構與員工的多元化 Diversity of governance bodies and employees	以人為本 - 多元、平等與共融 Being People Oriented – Diversity, Equality, and Inclusion
405-2	男女基本工資和報酬的比例 Ratio of basic salary and remuneration of women to men	以人為本 - 多元、平等與共融 Being People Oriented – Diversity, Equality, and Inclusion
反歧視 Non-discrimination		
406-1	歧視事件及採取的糾正行動 Incidents of discrimination and corrective actions taken	以人為本 - 員工權益保障 Being People Oriented – Protection of Employee Rights and Interests
結社自由與集體談判 Freedom of Association and Collective Bargaining		
407-1	結社自由與集體談判權利可能面臨風險的營運點和供應商 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	以人為本 - 員工權益保障 Being People Oriented – Protection of Employee Rights and Interests
童工 Child Labour		
408-1	具有強迫或強制勞動事件重大風險的營運點和供應商 Operations and suppliers at significant risk for incidents of child labor	以人為本 - 員工權益保障 Being People Oriented – Protection of Employee Rights and Interests
強迫或強制勞動 Forced or Compulsory Labour		
409-1	具有強迫或強制勞動事件重大風險的營運點和供應商 Operations and suppliers at significant risk for incidents of forced or compulsory labor	以人為本 - 員工權益保障 Being People Oriented – Protection of Employee Rights and Interests

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
安保實踐 Security Practices		
410-1	接受過在人權政策或程序方面培訓的安保人員 Security personnel trained in human rights policies or procedures	/
原住民權利 Rights of Indigenous Peoples		
411-1	涉及侵犯原住民權利的事件 Incidents of violations involving rights of indigenous peoples	/
當地社區 Local Communities		
413-1	有當地社區參與、影響評估和發展計劃的營運點 Operations with local community engagement, impact assessments, and development programs	社區共生 - 社區貢獻 Growing Together with the Community – Community Contribution
413-2	對當地社區有實際或潛在重大負面影響的營運點 Operations with significant actual and potential negative impacts on local communities	2024 年，萬物雲不存在對當地社區有實際或潛在重大負面影響的營運點。 In 2024, Onewo had no operational sites that had actual or potential significant negative impacts on local communities.
供貨商社會評估 Supplier Social Assessment		
414-1	使用社會評價維度篩選的新供應商 New suppliers that were screened using social criteria	責任管治 - 可持續供應鏈 Responsibility Governance – Sustainable Supply Chain
414-2	供應鏈的負面社會影響以及採取的行動 Negative social impacts in the supply chain and actions taken	責任管治 - 可持續供應鏈 Responsibility Governance – Sustainable Supply Chain
公共政策 Public Policy		
415-1	政治捐助 Political contributions	/

GRI 準則指標 GRI Indicators	詳情 Details	披露章節 Disclosure Sections
客戶健康與安全 Customer Health and Safety		
416-1	評估產品和服務類別的健康與安全影響 Assessment of the health and safety impacts of product and service categories	社區共生 - 服務歷久彌新 Growing Together with the Community - Service for Ever Better
416-2	涉及產品和服務的健康與安全影響的違規事件 Incidents of non-compliance concerning the health and safety impacts of products and services	未發生 not occurred
營銷與標識 Marketing & Labelling		
417-1	對產品和服務信息與標識的要求 Requirements for product and service information and labeling	/
417-2	涉及產品和服務信息與標識的違規事件 Incidents of non-compliance concerning product and service information and labeling	/
417-3	涉及營銷傳播的違規事件 Incidents of non-compliance concerning marketing communications	/
客戶隱私 Customer Privacy		
418-1	涉及侵犯客戶隱私和丟失客戶資料的經證實的投訴 Substantiated complaints concerning breaches of customer privacy and losses of customer data	未發生 not occurred

## 附錄IV - 外部核實聲明

## Appendix IV – External Verification Statement



### 核實聲明

#### 範圍及目的

香港品質保證局獲万物云空間科技服務股份有限公司（「万物云」）委托为其可持续发展报告 2024（「报告」）中所述的信息披露（“选定披露”）进行独立核实工作。选定披露涵盖了 2024 年 1 月 1 日至 2024 年 12 月 31 日期间的信息，代表了万物云的可持续发展表现。

核实工作的目的是对选定披露提供独立的有限保证意见，该报告是依据以下报告披露框架编制：

- 香港联合交易所有限公司上市规则附录 C2 所载之《环境、社会及管治报告指引》（《ESG 指引》）（2023 年 12 月 31 日起生效版，该规则仍然适用于 2025 年 1 月 1 日之前开始的财政年度的报告）

核实组也参考以下信息披露框架检阅报告的内容，基于报告的信息披露参考了：

- 全球报告倡议组织《可持续发展报告标准》（《GRI 标准》）
- 《国际财务报告准则 S2 号-气候相关披露》（《IFRS S2》）
- 可持续核算准则委员会准则（《SASB 准则》）

#### 保证程度和核实方法

香港品质保证局的核实程序是参考国际审计与核证准则委员会发布的《国际核证聘用准则 3000》（修订版）「历史财务资料审计或审阅以外的核证聘用」（“ISAE 3000”）进行的。证据收集过程采用基于风险的方法来获得 ISAE 3000 中规定的有限保证水平。

我们的核实程序包括但不限于：

- 对报告中的可持续发展信息进行抽样，例如相关声明和表现数据，用于详细验证；
- 核实选定的可持续发展信息样本的原始数据资料及相关支持证据；
- 访问相关负责人员；和
- 检查内部控制机制。

#### 角色和责任

万物云负责相关的信息系统，依照该系统建立和维护记录和报告程序，包括可持续发展信息和表现的计算和确定。香港品质保证局核实小组负责对报告期间的选定披露作出独立核实意见。核实是根据万物云与香港品质保证局双方同意的核实范围、目的和标准进行。



### 獨立性

香港品質保證局沒有參與收集和計算此報告內的数据或報告內容的編制。就提供此報告核査服務而言，核査過程是完全獨立的。香港品質保證局與万物云之間並沒有任何會影響核査公正性的關係。

### 局限性和除外情況

由於服務範圍、核査標準的性質和核査方法的特点，本次核査存在以下局限性和除外情況：

- 一、核査範圍僅限於驗證有關原始数据或資料轉錄和轉換至報告中所披露的可持續發展信息，例如報告中所述的聲明和表現数据。可持續發展信息可能存在本质上的不確定性。由於有關的科學和技术知識不完整。
- 二、評估可持續發展措施的執行質量和實施有效性、估算方法和技术的適宜性並不包括在核査範圍之內。
- 三、原始数据或資料的核査是采用抽樣方法并信賴客戶的陳述，因此，可能會存在未被发现的錯誤或錯誤陳述的情況。
- 四、核査不包括任何超出核査時間覆蓋範圍的信息或資料。

### 結論

根據核査過程所獲得的證據和結果，核査組作出有限保證結論，沒有任何发现使我們相信該報告沒有依據香港聯合交易所有限公司上市規則附錄 C2 所載之《ESG 指引》（2023 年 12 月 31 日起生效版，該規則仍然適用於 2025 年 1 月 1 日之前开始的財政年度的報告）框架編制。

此外，核査組參考《GRI 標準》，《IFRS S2》和《SASB 準則》檢閱報告并認為本報告是參考了以上信息披露框架當中的內容或部分內容披露信息。

### 香港品質保證局代表簽署

沈小茵

審核主管

2025 年 3 月





## Verification Statement

### Scope and Objective

Hong Kong Quality Assurance Agency ("HKQAA") was commissioned by Onewo Inc. ("Onewo") to conduct an independent verification for its Sustainability Disclosures (the "Selected Disclosures") stated in its Sustainability Report 2024 ("the Report"). The selected disclosures covered the period from 1<sup>st</sup> January 2024 to 31<sup>st</sup> December 2024 and represented the sustainability performance of Onewo.

The objective of this verification is to provide an independent opinion with a limited level of assurance on whether the selected disclosures are prepared in accordance with the following reporting criteria:

- the Environmental, Social and Governance Reporting Guide ("ESG Guide") set out in Appendix C2 of the Listing Rules of The Stock Exchange of Hong Kong Limited (version effective from 31 December 2023, which remains applicable to annual reports for financial years commencing before 1 January 2025).

The verification team also reviews the disclosures in the Report by making reference to the following disclosure frameworks, as the Report has been prepared with references to:

- the Global Reporting Initiative's Sustainability Reporting Standards ("GRI Standards")
- IFRS S2 Climate-related Disclosures ("IFRS S2")
- The Sustainability Accounting Standards Board ("SASB") industry-specific standards ("SASB Standards")

### Level of Assurance and Methodology

HKQAA's verification procedure has been conducted with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board. The evidence gathering process was designed to obtain a limited level of assurance as set out in the ISAE 3000 by using a risk-based approach.

Our verification procedure included, but not limited to:

- Sampling the sustainability information stated in the Report, e.g. claims and performance data for detail verification;
- Verifying the raw data and supporting information of the selected samples of the sustainability information;
- Interviewing responsible personnel; and
- Checking the internal control mechanism

### Roles and Responsibilities

Onewo is responsible for the organization's information system, the development and maintenance of records and reporting procedures in accordance with the system, including the calculation and determination of sustainability information and performance. HKQAA verification team is responsible for providing an independent verification opinion on the selected disclosures provided by Onewo for the reporting period. The verification was based on the verification scope, objectives and criteria as agreed between the Onewo and HKQAA.



### Independence

HKQAA did not involve in collecting and calculating data or compiling the reporting contents. Our verification activities were entirely independent and there was no relationship between HKQAA and Onewo that would affect the impartiality of the verification.

### Limitation and Exclusion

The following limitations and exclusions were applied to this verification due to the service scope, nature of verification criteria, and characteristics of the verification methodology.

- I. Our verification scope is limited to verifying the transcription/transformation of the raw data or information into the selected disclosures, e.g., Claims and Performance Data stated in the Report. This Sustainability Information may be subject to inherent uncertainty because of incomplete scientific and technical knowledge.
- II. Evaluating the quality of execution and implementation effectiveness of the ESG practices, the appropriateness of the assumptions made, and the estimation techniques applied are outside the scope of our verification.
- III. The verification of raw data or information is based on the use of a sampling approach and reliance on the client's representation. As a result, errors or irregularities may occur and remain undetected.
- IV. Any information outside the established verification period has been excluded.

### Conclusion

Based on the evidence obtained and the results of the verification process, it is the opinion of the verification team that, with a limited level of assurance, nothing has come to the team's attention that the Report has not been prepared, in all material respects, in accordance with the ESG Guide set out in Appendix C2 of the Listing Rules of The Stock Exchange of Hong Kong Limited (former version, which remains applicable to annual reports for financial years commencing before 1 January 2025).

In addition, the verification team reviewed the Report with reference to the GRI Standards, IFRS S2 Climate-related Disclosures, SASB Standards and considered that the Report has been prepared by making reference to the contents or parts of the contents of the aforementioned disclosure frameworks.

### Signed on behalf of Hong Kong Quality Assurance Agency

Connie Sham  
Head of Audit  
March 2025

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18 March 2025

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