



2014 Sustainability Report 可持續發展報告

Café de Coral Holdings Limited

大家樂集團有限公司

(Incorporated in Bermuda with limited liability)

(於百慕達註冊成立之有限公司) Stock Code 股份代號 : 341

A Hundred Points
of Excellence
為您做足100分



Cover photo: The Café de Coral team insists on the same fine values and philosophy held by our founders when they first started the business – making customers, employees and shareholders happy. The picture on the front cover is one of our founders Victor Lo (centre in the middle row) with the team.

封面相片：大家樂團隊一直堅守一眾創辦人於創業時的價值觀和經營哲學 – 讓顧客快樂、員工快樂、股東快樂。封面相中為創辦人之一羅騰祥（中排中間）與大家樂團隊。

About this Report 關於本報告

The Café de Coral Group has long been publishing information about its corporate social responsibility performance annually. This year, the Group initiates the first comprehensive Sustainability Report to support the Group's holistic growth programme and as part of its corporate governance initiatives.

This report covers the Group's operations in Hong Kong from 1 April 2013 to 31 March 2014 unless otherwise stated. The report focuses on the Group's responsible operating practices, contribution to the community, efforts in minimising our environmental impact and in creating a working environment conducive for our people to deliver on "*A Hundred Points of Excellence*" in our business.

Your feedback on our sustainability performance is very important to us. Please send your comments and suggestions to us via email at sustainability@cafedecoral.com or by post to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.

大家樂集團多年來均每年發佈關於集團在企業社會責任方面表現的報告。為配合集團整體增長計劃，以及進一步加強企業管治，集團於本年度發表首份詳盡的可持續發展報告。

除非另有註明，本報告涵蓋本集團於二零一三年四月一日至二零一四年三月三十一日在香港的營運。報告重點敘述集團如何在良心營運、回饋社會，以及在保護環境和為員工建立良好工作環境方面，「做足100分」。

您的意見對我們非常重要，歡迎大家就本集團的可持續發展計劃及表現提供寶貴意見。請將意見及建議電郵至 sustainability@cafedecoral.com 或郵寄至香港新界沙田火炭禾穗街5號大家樂中心。



Contents 目錄

About this Report 關於本報告	2
Message from the CEO 首席執行官獻辭	4
About Café de Coral Group 關於大家樂集團	6
Sustainability at Café de Coral Group 大家樂集團的可持續發展	9
Responsible operating practices 良心營運	15
Contribution to the community 回饋社會	22
Responsibility to environmental protection 環境保護	32
Commitment to employees 關顧員工	39
Looking ahead 展望將來	48

Message from the CEO

首席執行官獻辭

When our founders opened the first Café de Coral shop 45 years ago, they had this one simple target – making customers, employees and shareholders happy. 45 years passed, from the small shop serving primarily local residents in Causeway Bay, Hong Kong, we have grown into a publicly listed group with operations in Hong Kong, Mainland China and North America supported by around 17,500 employees. Today, our business has grown into a much larger scale and requires different management approach and method of operation. However, we take pride in our insistence on the same fine values and philosophy held by our founders when operating that small local shop. In growing our business today, the Café de Coral Group continues to focus on making customers, employees and shareholders happy whilst contributing to the community in which we operate – the guiding principle and root of all our sustainability initiatives.

集團一眾創辦人在45年前開設首間大家樂餐廳時，心中只有一個簡單的目標 – 讓顧客快樂、員工快樂、股東快樂。45年過去，我們由香港銅鑼灣的一家以服務本地市民為主的小店，發展成業務遍佈香港、中國內地及北美，擁有約17,500名員工的上市集團。時至今日，我們的業務規模龐大，需要不同的管理和營運模式。然而，令我們自豪的，是集團一直堅守創辦人經營那本地小店時的價值觀和經營哲學。今日，大家樂集團在擴展業務的同時，繼續專注為顧客、員工和股東帶來快樂，並令社會得益。這正是我們的可持續發展項目的宗旨和根本。



Message from the CEO 首席執行官獻辭

At this new milestone in our long journey, we publish the Group's first comprehensive Sustainability Report to give a more detailed account of our sustainability efforts, as well as our future plans and programmes. In 2013, we stepped up our efforts to establish a sustainability governance structure within the organisation to craft and drive a holistic sustainability programme for the Group. During the year, the *Sustainability Steering Committee* was established. The Committee is chaired by me and comprises the entire senior management team. With the support from the four *Sustainability Task Groups*, each headed by senior executives from across all key businesses and operations, the Steering Committee is in full gear to drive our sustainability programme.

In the course of reviewing our focus in sustainability, we conducted a materiality assessment to identify current and future sustainability issues which are important for our business to address. The materiality assessment has helped to define our continuous path to achieve "*A Hundred Points of Excellence*" for our customers, employees, shareholders as well as the communities in which we operate. Based on the findings of the materiality assessment, we have formulated the Group's sustainability roadmap which we believe will support us in identifying how we can further enhance the efficiency of our business, manage our risks more effectively and explore new opportunities in our existing and new markets.

Going forward, we will constantly increase our efforts under the Group's sustainability programme and continue to report on the progress.

I am delighted to welcome you to this Sustainability Report and invite you to help us do better by sharing your comments and suggestions.

Lo Hoi Kwong, Sunny
Chief Executive Officer

Hong Kong, 24 June 2014

集團發展正邁進新里程，我們發表了首份詳盡的可持續發展報告，詳述我們在可持續發展方面的工作以及未來計劃。在二零一三年，我們進一步加強這方面的努力，建立了一個可持續發展管治架構，制定及推動全面的可持續發展計劃。年內，集團成立了可持續發展督導委員會，由本人出任主席，成員包括整個高級管理團隊。而由來自不同部門的高級行政人員率領的四個可持續發展工作小組，將支持督導委員會全力推展集團的可持續發展計劃。

在檢討集團的可持續發展工作重點的過程中，我們進行了重要性評估，以確定目前和將來對集團業務具重要影響的可持續發展課題。評估有助我們釐清路向，繼續為顧客、員工、股東以至社區，「做足100分」。我們根據重要性評估的結果，制訂了集團可持續發展的藍圖。我們深信，此藍圖將有助我們進一步提昇集團業務的效率、更有效地管理風險，以及在我們現有和新開發市場尋求新商機。

展望將來，我們會繼續加強集團可持續發展的工作，並會繼續向社會報告有關的進展。

歡迎您細閱這份可持續發展報告，並誠邀您分享意見和提出建議，讓我們做得更好。

首席執行官
羅開光

香港，二零一四年六月二十四日

About Café de Coral Group

關於大家樂集團

Café de Coral Holdings Limited is one of the world's largest publicly listed Chinese fast-food restaurant groups. We are principally engaged in operating quick-service and specialty restaurant chains and have successfully diversified into the institutional catering and food processing business.

The Group was incorporated in October 1968 and became publicly listed on the Hong Kong Stock Exchange in 1986, the first in the local catering industry at that time. In October 2001, we were appointed as one of the top 200 constituents of the Hang Seng Composite Index Series. After almost half a century of growth, we have become a market leader in Hong Kong's fast-food industry. Our operations now span two continents with nearly 600 outlets.

大家樂集團有限公司是全球最大的中式快餐上市集團之一，致力經營連鎖速食餐飲及特色餐飲業務，並成功開拓機構飲食及食品加工業務。

大家樂集團於一九六八年十月註冊成立，並於一九八六年於香港聯交所上市，成為當時首間本地餐飲上市集團。二零零一年十月，集團正式成為恒生綜合指數系列的200大成份股之一。經過近半世紀的發展，我們已銳變為香港快餐業市場的領導者，業務足跡跨越兩大洲，擁有近600間分店。



About Café de Coral Group 關於大家樂集團



About Café de Coral Group 關於大家樂集團

Café de Coral Group in numbers

(As of 31 March 2014)

- A total of 594 operating units in Hong Kong, Mainland China and North America
- In Hong Kong, our flagship brand, **Café de Coral Fast Food** is serving more than 300,000 customers daily
- A workforce close to 17,500 people
- Total revenue reached HK\$6.99 billion
- Total operating cost was HK\$6.33 billion

大家樂集團之重要數字

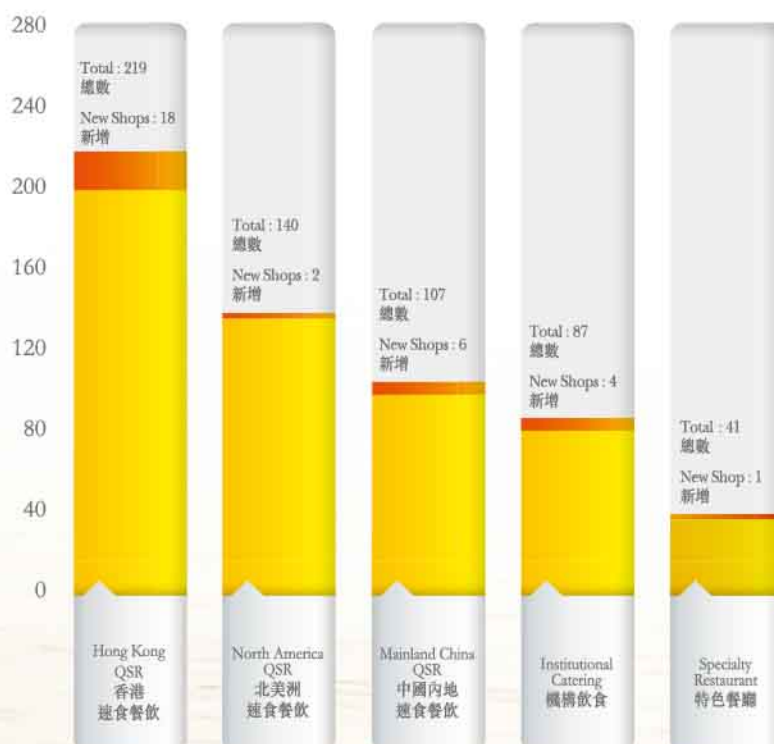
(截至二零一四年三月三十一日)

- 於本港、中國內地及北美洲合共擁有594間分店
- 集團於香港的旗艦品牌大家樂快餐每日服務逾300,000名顧客
- 員工人數接近17,500人
- 總收益達六十九億九千萬港元
- 總營運成本為六十三億三千萬港元

Total No. of Operating Units: 594 營運單位總數

(As of 31 March 2014 截至二零一四年三月三十一日)

■ No. of New Shops (Since 1 April 2013): 31
新分店數目(自二零一三年四月一日)



Sustainability at Café de Coral Group

大家樂集團的可持續發展

For the Café de Coral Group, sustainability is the key to our past achievement and the platform for future growth. Our commitment to sustainability is rooted in our belief in doing business responsibly; serving the communities in which we operate; minimising the impact of our operation on the environment; providing a working environment conducive to attracting, developing and retaining our talents; and generating sustainable profits for our shareholders.

In 2013, we stepped up our efforts to formalise our sustainability governance structure to ensure that our approach is more strategic and systematic. During the year, a *Sustainability Steering Committee*, chaired by our Chief Executive Officer and comprising all members of our Management Board, is established to ensure that sustainability remains at the core of our organisation as our business continues to grow. Four Task Groups comprising senior executives of all business and functional units were established to ensure that clear objectives and targets set by the Steering Committee are achieved and concrete actions are implemented across the four sustainability focus areas – operating practices, community involvement, environmental protection and workplace quality.

In 2013, we reassessed our approach to sustainability by ensuring that we are addressing issues that are the most important to our business and our stakeholders. External advisers were engaged to advise the Company. A materiality assessment was also conducted to identify current and future sustainability issues which are important to address and for the Group to formulate the next course of action.

大家樂集團一向重視可持續發展，是集團過往佳績的關鍵，亦是將來發展的基石。我們可持續發展的工作，建基於集團憑良心營運業務、回饋我們所在的社區、致力保護環境、提供一個良好的工作環境，以吸引、發展及挽留人才，為股東帶來可持續的盈利。

二零一三年，我們加強力度，建立了一個可持續發展管治架構，以確保我們未來的工作更具策略性及系統性。年內，我們成立了可持續發展督導委員會，由集團首席執行官為首，管理局成員出任委員，以確保業務持續增長的同時，可持續發展繼續為集團的核心。為確保實現督導委員會所訂立的明確目標，四個分別由各部門高級行政人員組成的工作小組，專責四個可持續發展的重點領域，包括業務營運、社區投入、環境保護及工作環境素質方面，落實推行具體措施。

二零一三年，我們檢討了集團可持續發展的方針，以確保工作能專注於對業務及持份者最重要的課題。我們外聘顧問提供建議，並進行重要性評估，以確定目前和將來對集團業務具重要影響的可持續發展課題並制訂下一步的措施。



Sustainability at Café de Coral Group 大家樂集團的可持續發展

Our Sustainability Governance Structure 大家樂集團可持續發展管治架構



Our Value Chain

Our sustainability commitments are integrated across our *Value Chain*. From the procurement of raw materials, we ensure the quality and safety of our materials sourced through our stringent procurement and processing controls. By leveraging the professionalism and experience of our employees, we formulate strategic partnerships with suppliers to uphold our standards and achieve the greatest operation efficiency.

The majority of raw materials are processed in the *Central Food Processing Centre* to optimise operation efficiency and to maintain our standards on quality across all our outlets. The processed food is then delivered to each outlet for our employees to prepare in strict accordance with the Group's stringent procedures and standards. Our employees are professionally trained to deliver food and service quality to our customers. Ongoing assessments are carried out regularly to ensure that we achieve "A Hundred Points of Excellence".

價值鏈

集團價值鏈的每一部份，均體現我們對可持續發展的承諾。由採購食材開始，透過嚴謹的採購程序及監控，確保材料的質量及安全。憑藉集團員工的專業及經驗，我們與供應商建立策略性夥伴關係，堅守我們訂立的標準，達致最高的營運效率。

集團大部份的食材經由中央產製中心處理，以達致最高的營運效率，並確保所有分店的食物質量一致。經處理的食物送抵分店，再由員工根據集團嚴謹的處理程序及標準烹調。所有員工均經過專業訓練，為顧客提供高質素的食物及服務。我們會定期進行檢視，以確保「為您做足100分」。

Sustainability at Café de Coral Group 大家樂集團的可持續發展

The Group incorporates environmental and social considerations into our *Value Chain*. Recognising the impacts of our operations on the environment, we continuously drive for improvement particularly in achieving greater energy efficiency and waste management. Leveraging the breadth of our outlets, the Group introduces and supports initiatives to foster a caring culture and raise awareness of environmental protection among our customers and general public.

Our people are behind each and every step of how we achieve “A Hundred Points of Excellence”. We are a responsible and caring employer that takes pride in ensuring the overall wellbeing of our employees; cultivating a fully engaged team; providing learning and development opportunities for our employees; and rewarding and recognising their efforts.

The graphics below illustrate the major stages of our *Value Chain* and identifies key impacts, stakeholders and examples of value we create at each stage.

集團價值鏈中包含環境及社會元素。我們明白集團的營運對環境所帶來的影響，並不斷尋求改善，特別在能源效益及廢物管理方面。憑藉強大的分店網絡，集團推行及鼓勵顧客參與活動，提高顧客及社會大眾對保護環境的意識，共同建立關愛社會的文化。

我們的每一位員工，均竭誠實踐「為您做足100分」。作為負責任及關顧員工的僱主，我們注重員工的身心健康、培養團隊全心投入、為員工提供學習及發展機會，以及表彰及獎勵他們所付出的努力。

下圖說明集團價值鏈中各主要階段，以及識別每個階段的重點影響、持份者，以及所創造價值的例子。

Our Value Chain 我們的價值鏈 “A Hundred Points of Excellence” 「為您做足 100 分」



Sustainability at Café de Coral Group 大家樂集團的可持續發展

Accolades for our dedicated efforts

Our efforts in sustainability are recognised by those in the community. The following are some of the prestigious awards received during the reporting period.

對集團不懈努力的嘉獎

集團在可持續發展方面的努力，獲得社會各界的認同，以下為在報告期間所獲得的部份殊榮。

AWARD 獎項	ORGANISER 主辦機構
Operating Practices 業務營運	
Prestigious Corporate Brand Awards 2013 卓越企業品牌選舉 2013 Silver Award 企業品牌大獎 (銀獎) Hong Kong's Top 10 Prestigious Corporate Brand Award (Jury) 十大香港卓越企業品牌 (評審團)	Ming Pao & Msc Marketing, CUHK 明報及香港中文大學市場學碩士課程
2013 HKRMA Service & Courtesy Award 2013 傑出服務獎 Supervisory Level of Fast Food Category (Café de Coral Fast Food) 快餐店組別主管獎 (大家樂快餐) Junior Frontline Level of Fast Food Category (Café de Coral Fast Food) 快餐店組別基層獎 (大家樂快餐) Supervisory Level of Restaurants Category (The Spaghetti House) 餐廳及酒樓組別主管獎 (意粉屋) Category Award (Fast Food/Restaurants Category) (The Spaghetti House) 全年最佳服務零售商組別獎 (快餐店/餐廳及酒樓組別) (意粉屋)	Hong Kong Retail Management Association 香港零售管理協會
March – May 2013 Mystery Shoppers Programme: Service Category Leader – Fast Food/Restaurants Category (The Spaghetti House) 2013年3至5月神秘顧客計劃：組別服務領袖 – 快餐店/ 餐廳及酒樓組別 (意粉屋)	Hong Kong Retail Management Association 香港零售管理協會
Quality Tourism Services Scheme (Café de Coral Fast Food, The Spaghetti House, spaghetti 360°, Cooking MaMa 360, PizzaStage, Super Super Congee & Noodles, Oliver's Super Sandwiches) 優質旅遊服務計劃 (大家樂快餐、意粉屋、spaghetti 360°、 Cooking MaMa 360、PizzaStage、一粥麵、Oliver's Super Sandwiches)	Hong Kong Tourism Board 香港旅遊發展局
2013 HKACE Customer Service Excellence Award – Individual Award: Counter Service (Bronze) (Café de Coral Fast Food) 優質顧客服務大獎2013 – 傑出個人獎：櫃員服務獎 (銅獎) (大家樂快餐)	Hong Kong Association for Customer Service Excellence 香港優質顧客服務協會

Sustainability at Café de Coral Group 大家樂集團的可持續發展

AWARD 獎項	ORGANISER 主辦機構
Community Involvement and Environment 社會投入及環保	
CSR Advocate Mark 企業社會責任先導者	Hong Kong Quality Assurance Agency 香港品質保證局
Caring Company 商界展關懷	The Hong Kong Council of Social Service 香港社會服務聯會
List of Barrier-free Companies/Organisations (Café de Coral Fast Food) 無障礙友善企業/機構名單 (大家樂快餐)	The Hong Kong Council of Social Service 香港社會服務聯會
2013 Hong Kong Awards for Environmental Excellence (HKAEE) — Restaurants (Silver Award) 2013香港環保卓越計劃 – 餐飲業界別卓越獎 (銀獎)	Environmental Campaign Committee 環境運動委員會
Green Enterprise Awards 2013 綠色企業大賞2013	Capital Entrepreneur 資本企業家
People 人力資源	
Family-Friendly Employers 2013/2014 2013/2014年度家庭友善僱主	The Family Council 家庭議會
Catering Industry Safety Award Scheme 2013/2014 飲食業安全獎勵計劃2013/2014	Labour Department 勞工處
Manpower Developer 1st (2010-2016) 人才企業1st (2010-2016)	Employee Retraining Board 僱員再培訓局



Sustainability at Café de Coral Group 大家樂集團的可持續發展



Responsible operating practices

良心營運

As a large restaurant and catering group, our success is driven by our belief in achieving “A Hundred Points of Excellence” in every aspect of our business. We focus on:

- ensuring food and service quality through our supply chain;
 - providing consistent quality of food through centralised and standardised processing;
 - applying stringent controls to safeguard the safety of our products across our *Value Chain*; and
 - providing quality service to our customers.
- 透過供應鏈確保食品及服務質素；
 - 透過中央及標準工序，提供一致高質素的食物；
 - 嚴格監控價值鏈，確保集團產品的安全性；及
 - 為顧客提供優質服務。

To achieve this level of excellence, we continuously identify ways to conduct our business more systematically and effectively in the interest of our customers, employees, shareholders and the wider community.

我們作為一間大型餐飲集團，成功全賴我們致力在每個業務範疇「為您做足100分」。我們專注以下重點：

為達成此卓越目標，我們不斷改進業務營運模式，使其更有系統及更為有效，令顧客、員工、股東及社會大眾均獲裨益。



Responsible operating practices 良心營運

Doing business responsibly

Operating our business with integrity is intrinsic to how we conduct our business. Sound organisational structures and policies are in place to uphold a high standard of corporate governance and maintain an ethical corporate culture. The Group's *Code of Conduct* outlines clearly the standards and behaviours expected of our employees. Whilst all the organisation structures and policies are in place to support how we conduct our business responsibly, we acknowledge that all organisations face the risk of unknowingly harbouring malpractice. Thus our *Protocol on Malpractice Reporting and Investigation* provides clear guidance to our employees and business partners on ways to raise matters of genuine concern in a strictly confidential manner. In addition to our corporate governance structure and policies, our sustainability governance structure plays an important role in ensuring that we conduct our business responsibly by integrating sustainability consideration into our operation.

Managing our supply of raw materials effectively

Effective supply chain management is fundamental to ensuring the quality and safety of our products. We manage our supply chain effectively by:

- applying stringent procurement guidelines and policies;
- formulating strategic partnerships with suppliers who share our business ethics; and
- leveraging the professionalism and expertise of our employees.

The Group's *Purchasing Policy* sets out clear objectives and specific requirements on all aspects of the procurement process as well as the responsibilities of all personnel involved to ensure greater accountability. To safeguard the quality and safety of our products, our procurement process is further strengthened by the sourcing of raw materials directly from suppliers. The Group also builds strategic alliance with suppliers based in different regions to ensure a sustainable supply source and enhance our ability to deal with contingency.

負責任的經營

以誠信經營是我們業務營運的本質。集團具備穩固妥善的架構及政策，以保持優良企業管治及良好的企業道德文化。集團的職業操守行為守則詳列對僱員在行為操守方面的要求。儘管集團的架構及政策均支持我們負責任的營運，我們明白任何機構都有隱藏失當行為的可能。因此，我們設有不當行為舉報及調查規章，為僱員及業務夥伴提供清晰指引，讓其了解如何保密地舉報可能涉及不當行為的事件。除企業管治架構及政策外，我們的可持續發展管治架構亦擔當重要角色，促使集團營運融入可持續發展的考量，確保負責任的經營。

妥善管理食材供應

有效的供應鏈管理，對確保品質及安全非常重要。我們透過以下方式，妥善監控供應鏈：

- 制訂嚴謹的採購指引及政策；
- 與本集團理念一致的供應商建立策略夥伴關係；及
- 善用員工的專業知識及技巧。

集團的採購政策清晰載列一切採購程序的目的及特定規則，以及所有人員的責任及職責。為保持品質及安全，我們進一步加強採購程序，實施源頭採購原材料，並且與不同地區的供應商建立策略性聯盟，以確保供應來源穩健，提昇集團的應變能力。

Responsible operating practices 良心營運

We only partner with suppliers who share the same business ethics, and a stringent selection process is in place to facilitate this. In selecting our suppliers, preference is given to those who can support our commitment to the environment and community. For example, the ability of suppliers to offer products that are fair trade certified and environmentally friendly is amongst the criteria the Group examines when selecting potential suppliers. The Group also exerts its influence as a major client to encourage our suppliers to incorporate environmental and social considerations into their operations. In formulating our strategic partnership with suppliers, we conduct regular visits to the production base of our suppliers to ensure that their processes and procedures comply with our standards and more importantly, to work collectively to identify new ways to raise the standards.

Our procurement team comprises seasoned professionals who are experienced to uphold our standards and to formulate strong partnerships with our suppliers. The team keeps abreast of current issues and government regulations that might impact our supply chain and proactively addresses any potential food safety risks in the supply chain. For example, when the repeated H7N9 avian influenza cases were detected in Guangdong area, our procurement team swiftly adopted the HKSAR Government's recommended precautionary measure to impose strict ban of chicken supply from farms less than 13 km away from the outbreak.

In achieving *"A Hundred Points of Excellence"*, we are committed to identifying ways we can do better. In 2013, a detailed analysis was conducted on our supplier base to identify opportunities to further diversify and broaden our supply sources with the view to ensuring the long term sustainability of our supply chain. Our *Corporate Quality Assurance* team was established in 2014 to uphold our quality standards from the sourcing of raw materials to food served in our outlets. The team plays the important dual role of continuously strengthening our procurement process, production and delivery processes, whilst closely monitoring the full implementation of the Group's guidelines and standards on quality across the *Value Chain*.

我們只與理念相同的供應商合作，遴選過程一絲不苟。我們會優先考慮可助集團實踐對環保及社區承諾的供應商，例如公平貿易及環保產品等。作為重大客戶，本集團積極發揮其影響力，鼓勵供應商於營運中融入環保及社會元素。與供應商制訂策略合作夥伴關係時，我們會定期到訪其生產基地，確保有關程序及工序符合集團標準，並合作開拓新方式，提昇業務水平。

本集團的採購團隊由專業人員組成，憑藉豐富經驗提昇集團的水平，並與供應商建立緊密的合作關係。採購團隊時刻留意有機會影響供應鏈的社會時事及政府規例，並積極處理供應鏈內任何潛在的食物安全風險。舉例來說，當廣東地區屢次發現人類感染H7N9禽流感個案時，採購團隊立即採取香港特區政府建議的預防措施，嚴禁使用距離爆發禽流感個案地點13公里範圍內農場所供應的雞隻。

本集團致力「為您做足100分」，不斷求進。於二零一三年，我們就供應商基礎進行詳細分析，以進一步開拓及擴展供應來源，確保供應鏈的長遠可持續發展。集團於二零一四年成立企業品質監控團隊，負責管制由原材料以至分店食品的品质水平。團隊一方面持續加強採購、生產及物流程序，另一方面嚴密監察集團品質標準在整個價值鏈的落實。

Responsible operating practices 良心營運

Ensuring consistency through central food processing

The success of our business is reliant on the quality of food we serve. We believe that our edge can only be maintained in this highly competitive industry by ensuring that the quality and safety of food is consistent across all outlets. Our approach is to process food centrally in one location through the much upgraded *Central Food Processing Centre*, which came into operation in April 2013. Our senior management and seasoned employees worked closely with a professional architecture firm to design the layout of the *Central Food Processing Centre*. Soon after its operation, we applied for the ISO 22000, an international standard on food and safety, and we are currently in the advanced stages of obtaining the certification.

The new *Central Food Processing Centre* demonstrates our long term commitment in striving for greater operational efficiency and consistency of quality whilst maintaining the highest safety standards for employees and customers. By processing our food centrally, this also has a positive knock on effect in alleviating the workload of kitchen staff working in our stores with more simplified food preparation steps as well as optimising space utilisation in our stores.

The *Central Food Processing Centre* was meticulously designed to streamline our food processing from the preparation of raw materials, cooking, packaging and the loading of processed food onto our fleets. To maintain a reliable and streamlined production process, it is equipped with technologically advanced equipment and systems to drive greater efficiency across our operation. A robust maintenance system is implemented to ensure that all equipment and systems are operated in optimal conditions and to prolong product lifecycle.

中央產製確保質素統一

本集團的成功關鍵在於高質素的食物。我們深信，全線分店的食物質素及安全水平必須統一，方可於競爭激烈的餐飲業中保持優勢。我們在香港的中央產製中心，由管理層、經驗豐富的員工與專業建築公司攜手設計，於二零一三年四月投產，食品集中在這設備先進的中心進行處理，以加強質量監控。中央產製中心投產後不久已申請ISO 22000食品安全管理認證，有關申請現正處於後期階段。

嶄新的中央產製中心反映集團銳意提昇營運效率、保持食物質素統一的長遠承諾；亦代表我們對員工及顧客堅守最高安全標準的決心。中央處理食物具有正面連鎖效益，一方面可簡化分店準備食品之程序，有助減輕廚房員工的工作量，同時亦可優化分店空間的使用。

中央產製中心經特別設計，以簡化食物處理工序，由食材準備、烹煮、包裝，以至把製成食物裝上運輸車隊等。為確保生產程序可靠便捷，中央產製中心配備先進設施及系統，大大提昇營運效率。中心亦設有穩健的維修保養系統，確保所有設備及系統狀況良好，延長其耐用性。

Leveraging advanced technology to achieving greater quality

We installed a -18°C warehouse with a fully *Automatic Storage and Retrieve System (ASRS)* and the *Enterprise Resource Planning System* capable of handling around 1,600 pallets (approximately 1,200 metric tonnes) of raw materials and processed products. The warehouse supports our ongoing efforts in ensuring food traceability, safeguarding the health and safety of our employees and minimising wastage across our production process.



採用先進技術提昇品質

本集團設有 -18°C 的冷凍倉庫，配備全自動存取系統(ASRS)及企業資源計劃系統，可處理約1,600貨板(約1,200公噸)原料及加工製品。倉庫有助我們加強各方面的工作，包括食品追溯、保障員工的健康及安全，以及減少生產過程衍生的廢料。

Ensuring consistency across outlets

Soups and sauce served in our outlets are cooked centrally by fully automated cooking pots capable of processing 60 tonnes of soup or sauce daily. The automated cooking pots enable the entire cooking process to be controlled automatically from the loading of raw materials, food processing to distribution to assembly line for packaging. This has significantly enhanced our operation efficiency and alleviated the workload of our staff.



確保分店食品質素統一

分店供應的湯品及醬料由全自動的中央湯煲烹製，每日可煮製60噸湯品及醬料，由加入食材、食品加工，以至傳送往包裝工序等，均全自動控制，大幅提昇營運效率，同時減輕員工的工作量。



Responsible operating practices 良心營運

Ensuring product and service quality 保持產品及服務質素

Built upon many years of experience, our signature *Quality Shop* (*Q Shop*) system is the guiding principle in ensuring the quality of our products and services across our outlets. The *Q Shop* system was first developed and implemented in 1997 and since then, we have continuously strengthened and improved the system to standardise all operation and management processes across our outlets. Today, *Q Shop* is a comprehensive programme that extensively outlines each and every process which takes place in our shops and the roles and responsibilities of each member of staff at our outlets. By standardising the management and operation of our outlet, this has supported our ongoing efforts in closely monitoring and reviewing each of our outlets. The latest *Q Shop* system has been implemented across all outlets at **Café de Coral Fast Food**, and will be extended to our speciality restaurants in place of their current quality assurance standards.

Apart from upholding our high quality standards, we proactively monitoring customer satisfaction by carrying out ongoing assessments across our outlets to ensure continuous improvements are achieved. External parties are engaged to carry out the assessment to ensure objectivity required to serve the purpose of this exercise. A *Mystery Shopper Programme* (*MSP*) has been carried out across all **Café de Coral Fast Food** outlets on a quarterly basis since 2007. Each branch is visited during breakfast, lunch, afternoon tea and dinner to assess the quality of service, the cleanliness of the outlet and the quality of our products. The findings of the *MSP* are regularly reviewed by senior management with reference to comparable data to ensure that continuous improvements are made. In addition to ensuring that our current quality of food and service meet the expectations of our customers, we are also looking ahead by regularly conducting independent focus groups to identify customer future needs and the latest market trends.

本集團的優質分店(*Q Shop*)系統是根據多年經驗而建立，以確保分店的產品及服務貫徹統一。*Q Shop*系統於一九九七年建立及實施，並經不斷加強及改進，以將所有分店的營運及管理程序標準化。*Q Shop*現時已成為一綜合計劃，詳細說明分店的各項程序及每位員工的職責。統一分店的管理及運作方式，有助我們持續監察及檢討各間分店。大家樂快餐全線分店已實施*Q Shop*系統，特色餐廳亦將採用，以取替其現有品質控制標準。

我們除不斷提昇質素外，亦持續進行分店評估，積極了解顧客的滿意度，確保分店持續提昇服務水平。有關評估由外聘機構進行，以保持報告的客觀性。此外，由二零零七年起，集團亦於全線大家樂快餐分店推行季度性的神秘顧客計劃 (*MSP*)，有關人員會於早市、午市、下午茶及晚市時段，到訪各間分店，就其服務質素、店舖整潔程度及產品質素進行評估。管理層定期審閱有關評估結果，參考相關數據，以持續改善業務。集團除致力確保產品及服務質素符合顧客期望外，亦放眼未來，透過定期進行獨立焦點小組討論，了解顧客未來的需要及最新市場動向。

Responsible operating practices 良心營運

The Group takes feedback from customers very seriously as we recognise that this is the only way to achieve “*A Hundred Points of Excellence*”. Our customers are invited to provide feedback through established platforms such as designated hotlines, in writing through our websites or by filling in a feedback form available in our outlets. All customer feedback is consolidated on a monthly basis for senior management to review and points of actions are identified in a timely manner. We also have a well established *Product Recall System* to ensure that any suspected cases regarding the quality of food are handled in a professional and timely manner.

Going forward

Our business is built on a solid foundation of integrity and infrastructures are in place to support our future plans. Looking ahead, we aim to:

- work more closely with suppliers to maintain the quality and safety of products and to source more products that are fair trade certified and environmental friendly;
- standardise and upgrade operational manuals in different brands and expand the *Q Shop* system to more of our brands;
- further diversify the source (e.g. geographical regions) of suppliers for key ingredients to safeguard the long-term sustainability of our supply chain; and
- strengthen the *MSP*, customer service and quality assurance to ensure that we achieve “*A Hundred Points of Excellence*”.

本集團重視每位顧客的意見，因為我們深信，這是實踐「為您做足100分」的關鍵。我們歡迎顧客透過客戶服務熱線、集團網站、分店意見書等方式，向我們提供意見。我們會就所有顧客意見即時作出跟進，並會每月向管理層提交報告。集團亦設有完善的產品回收系統，確保任何有關食品質素的懷疑個案獲得專業及適時處理。

邁步向前

本集團業務建基於穩固的企業誠信基礎，並已設立多項基礎設施以配合未來計劃。展望將來，我們的目標如下：

- 與供應商緊密合作，以保持產品質素及安全；並物色更多公平貿易及環保產品；
- 統一及提昇不同品牌的營運標準，將 *Q Shop* 系統應用於更多品牌；
- 進一步擴大主要食材供應商的網絡（如加入不同地區的供應商），以保障供應鏈的長遠可持續發展；及
- 加強神秘顧客計劃、顧客服務及品質監控，以達致「為您做足100分」之企業宗旨。



Contribution to the community

回饋社會

At Café de Coral Group, we have our own vision and philosophy in serving the community. Guided by our founders' philosophy to make customers, employees and shareholders happy, we strive to build a sustainable platform to serve the community with long - term commitments and far-reaching results. Our approach to community involvement is to leverage our extensive network and focus our resources to create positive impact in areas where there are needs in the community.

We believe in inclusion and integration in bringing harmony and creating positive energy to our community. One of our long-term programmes is to include people who are mentally or physically challenged or newly moved to the city in our team by offering them employment with equal rewards and recognition. Having them in the Café de Coral family does not only recognise the value and contribution of each of these individuals, it also unites our team as we integrate with and support each other. By continuously increasing our long-term commitment in this area, we wish to inspire people around us to do more in our community.

How are we supporting the community?

- Include and intergrate people who are mentally or physically challenged and those who are new to the city by providing them with employment and development opportunities;
- Leverage our extensive network of outlets to engage our customers in fostering a caring culture in the community and to raise awareness of environmental protection;
- Through in-store awareness campaigns and donations, we support the work of non-governmental organisation (NGOs) in Hong Kong; and
- Encourage our employees to participate in community and charitable activities.

What are our focus areas?

- Care for the underprivileged
- Environment
- Education

大家樂集團在服務社會方面有其願景和理念，秉承集團創辦人的經營哲學，我們務求達致顧客快樂、員工快樂和股東快樂。我們致力建立一個可持續發展的平台，以長遠的承諾及深遠的成果回饋社會。我們的理念是藉著集團龐大的分店網絡，集中資源在社會上有需要的領域創造正面影響。

集團深信融和能為我們的社會帶來和諧及正能量。集團其中一個長遠計劃是為殘疾人士或新移居香港人士，以平等的待遇和報酬為他們提供就業機會。他們加入大家樂這個大家庭，不單證明他們的價值和貢獻，亦令員工們互相扶持，使我們的團隊更加團結一致。我們不斷加強在這範疇的努力，期望能令身邊更多的人積極回饋社會。

我們如何支持社區？

- 讓殘疾人士及新移居香港人士融入社會，為他們提供就業及發展機會；
- 憑藉集團龐大的分店網絡，鼓勵顧客一同建立關愛社會的良好文化，提昇他們對環境保護的意識；
- 透過在分店舉行不同的活動及籌款，支持香港非牟利機構的工作；及
- 鼓勵員工參與社區及慈善活動。

我們的重點範疇是什麼？

- 關愛弱勢社群
- 環境保護
- 教育

Care for the underprivileged

Recognising that more targeted efforts in the community will create more positive impacts, people who are physically or mentally challenged and low income families are the main beneficiaries of our community efforts. We support the work of our community partners to serve the targeted beneficiary groups through financial and in-kind donations. We strive to foster a caring culture in the society by creating awareness of pressing social issues and encouraging our employees, customers and the wider community to participate in meaningful activities.

We are One Family

Since 1995, the Group has been providing employment opportunities to those who are physically and mentally challenged. We believe that this helps to provide employment opportunities for those in need and provide the Group with talent to support the sustainable growth of our business. Working closely with our partner organisations, we provide training materials and machineries for prospective employees to learn and practise. Tailored programmes are in place to integrate them into our workforce by enabling them to work at an outlet close to home and by assigning other employees to be their buddies at work. We are also increasingly making our shops more barrier-free to ensure a safe and disability-friendly workplace. Concrete plans are in place to further strengthen our efforts to increase our workforce with people with disabilities from 2% to 5%.

The Group is also actively reaching out to new residents in the city by including them in our workforce. The Café de Coral family embraces people of different background and culture – together we respect and support each other. The inclusion and integration bring harmony and energy to our community and society.

By increasing our commitment in this area, we wish to inspire people around us to do more for the community.

關懷弱勢社群

集團明白專注投放資源所創造的正面影響會更大，因此我們的社區工作集中支援殘疾人士及低收入家庭。我們除直接捐贈款項及物品，還支持我們的社區伙伴服務有需要人士，同時致力提昇大眾關顧社會議題的意識，鼓勵員工、顧客及社區參與有意義的活動，一同建立關愛社會的良好文化。

我們是大家樂家庭的一份子

自一九九五年起，集團已為殘疾人士提供就業機會。我們深信，為有需要人士提供就業機會的同時，集團亦能吸納人才，支持業務的可持續增長。我們與伙伴機構合作，為有機會成為我們員工的人士提供培訓教材及儀器，給予他們學習及練習的機會。我們更作特別安排，讓他們在家附近的分店上班，並有其他員工成為他們的工作伙伴，讓他們更易投入工作。集團亦將更多店舖改成為無障礙店舖，為他們提供一個安全及友善的工作環境。集團計劃進一步加大力度，將殘疾僱員的比率由2%提高至5%。



集團亦不遺餘力地吸納新移居香港人士，成為我們團隊的一份子。大家樂這個大家庭的員工來

自不同背景和文化，互相尊重，互相支持。融和能夠為我們的社區和整個社會帶來和諧及正能量。

我們不斷提昇在這範疇的承諾，期望能夠鼓勵市民大眾一同積極回饋社會。

Contribution to the community 回饋社會

Providing equal opportunities in the workplace

The Group prides itself as an equal opportunity employer and supports the hiring, retaining and developing those who are physically and mentally challenged. In line with our belief in developing our talent to the best of their abilities, we provide a wide range of employment opportunities for those who are physically and mentally challenged that reflect their abilities and aspirations. For example, they are employed in positions such as cashiers, kitchen assistants, customer service officers, store managers and chefs. Our human resources policies ensure that their interests are fully protected and their hardwork are equally rewarded.

The employment of those who are mentally and physically challenged has helped to support the continuous growth of our business. The Group is proud of their dedication and their contribution in being part of our team to deliver "A Hundred Points of Excellence" to our customers.

平等機會的工作環境

集團作為平等機會僱主，支持聘用、保留及發展殘疾人士。我們一向致力讓員工發揮所長，因應殘疾僱員的能力及期望，我們提供廣泛的就業機會。例如，我們聘用他們出任收銀員、廚房助理、顧客服務員、分店經理及廚師。集團的人力資源政策確保他們的利益得到保障，並對於他們的努力給予平等的報酬。

聘用殘疾人士有助集團業務的持續增長。他們作為集團的一份子，積極投入，作出貢獻，致力「做足100分」，我們引以為傲。

Care for those in need

With hundreds of thousands of customers visiting our outlets daily, our network of branches provides an important platform to engage the community in fostering a caring culture and to raise awareness of environmental protection. Through our outlets, our customers are encouraged to take concrete actions to contribute positively to the community. Our community initiatives are designed to make good use of our extensive network. In addition, we provide a platform for NGOs to place their donation boxes and communicate their work to customers through video broadcast in our fast food outlets. During the reporting year, we supported the following NGOs by communicating their messages in our outlets:

- Fair Trade Hong Kong
- Food Grace
- Green Monday
- The Hong Kong Council of Social Service
- World Vision Hong Kong
- Arts with Disabled Association Hong Kong (Festival of Inclusive Art 2013)

關愛有需要人士

集團的分店網絡每天接待數十萬的顧客，是我們社區工作的一個重要平台，以鼓勵顧客一同建立關愛社會的良好文化，並提昇他們對環境保護的意識。集團善用其龐大的分店網絡，推行社區活動，鼓勵顧客實踐環保，身體力行積極回饋社會。此外，我們亦會在快餐店網絡，為非牟利機構放置捐款箱及播放宣傳短片，讓市民了解他們的工作。於報告期內，我們為以下的非牟利機構播放短片：

- 香港公平貿易聯盟
- 食德好
- 綠色星期一
- 香港社會服務聯會
- 香港世界宣明會
- 香港展能藝術會 (共融藝術節2013)

- Baptist Oi Kwan Social Service
- Haven of Hope Christian Service
- Hong Kong Paediatric Rheumatism Association
- Hong Kong Red Cross
- The Hong Kong Society for the Aged
- 浸信會愛群社會服務處
- 基督教靈實協會
- 香港風濕病基金會
- 香港紅十字會
- 香港耆康老人福利會

Guide Dogs are welcome!

As early as in October 2012, we were among the first in the industry to implement the “Guide Dogs Welcome” Policy across all our restaurant brands. This followed the launch of the “4 Users 4 Dogs” *Guide Dog Pilot Project* by the Hong Kong Guide Dogs Association, Ebenezer School & Home for the Visually Impaired and the Hong Kong Society for the Blind. We are proud to be part of this good cause as our people enthusiastically advocate guide dog services to support its development in Hong Kong and enable the visually impaired to enjoy a better and safer life. To ensure our implementation is an effective one, we have been re-designing our shops to make them more barrier-free. Further, a series of training has been organised for our employees and a 24-hour emergency support has been given to our frontline staff. Promotional materials with “Guide Dogs Welcome” are displayed at the entrance of all our participating restaurants.

歡迎導盲犬！

在香港導盲犬協會、心光盲人院暨學校和香港盲人輔導會舉辦「4人4狗」導盲犬使用者培訓先導計劃下，集團早於二零一二年十月，於全線品牌推行「歡迎導盲犬」計劃，是業界當中首間推行此計劃的餐飲集團。我們感到榮幸參加這件饒富意義的活動，我們的員工積極提倡導盲犬服務，有助計劃在香港的發展，同時為失明人士提供一個更佳及更安全的生活環境。為確保能更有效執行是項計劃，我們重新設計分店成為無障礙分店。此外，我們為前線員工安排一系列培訓及提供24小時電話緊急熱線支援。現時所有參與活動的餐廳均在大門外貼出「歡迎導盲犬」標誌。



Contribution to the community 回饋社會

Providing food donations to those in need

The Group leverages its position as a large restaurant group to support those in need through food donation. We provide great flexibility and convenience for beneficiaries to enjoy food at any store of their choice. Complimentary cash coupons for use at our fast food outlets have been distributed to more than 13,000 low income families annually by our community partners, St James' Settlement – People's Food Bank, Hong Kong Family Welfare Society and Lok Kwan Organisation.

In November 2013, we partnered with Food Grace to introduce the “Café de Coral x Food Grace Community Food Coupons” programme where all proceeds from the sales of gift bags were donated to provide meal vouchers redeemable across all **Café de Coral Fast Food** outlets. The vouchers were distributed by 32 NGO partners to 20,000 beneficiaries. The second phase of the programme is scheduled for the third quarter of 2014.

捐贈食物予有需要人士

集團作為一個龐大的餐飲集團，致力透過捐贈食物，幫助社會上有需要人士。我們每年捐贈逾13,000張現金券予我們的社區伙伴 – 聖雅各福群會的食物銀行、香港家庭福利會及樂群社會服務處，轉贈予低收入家庭。為給予受惠人士更大彈性及方便，他們可選擇在任何一間分店享用食物。

二零一三年十一月，集團與食德好舉辦「大家樂x食德好社區待用餐券」活動，所有售賣愛心禮包籌得的善款轉換成待用餐券，分發予32個非牟利機構，再轉發予20,000名受惠人士，讓他們憑券在任何一間大家樂快餐享用食物。集團計劃將於二零一四年第三季舉辦第二階段活動。

“Skip-A-Meal for 30 Days”

In support of World Vision's food security and development projects, the Group launched the “Skip-A-Meal for 30 Days” programme in its fast food outlets in March 2014 to provide opportunities for customers to donate designated meals. For each half portion meal and full portion meal donation, HK\$17 and HK\$34 were donated to World Vision respectively and a complimentary drink was provided to all participants. We also encouraged our employees to get involved in the programme by launching it at our staff cafeteria Café 100.

More than 16,000 customers participated in this programme raising a total of around HK\$370,000 with the Group donating an additional HK\$130,000 towards the programme. The HK\$500,000 donations will provide healthy meals to more than 4,100 children for one year.

「饑饉三十日」活動

集團於二零一四年三月在全線大家樂快餐分店舉辦「饑饉三十日」活動，提供一個平台讓顧客參與捐贈指定餐膳，以支持宣明會推行糧食保障及發展工作。顧客可選擇以「半饑饉」或「全饑饉」的形式，分別將十七港元或三十四港元「膳」款捐予宣明會，而大家樂則免費贈予顧客飲品一杯。為鼓勵員工參與，集團更於員工餐廳「Café 100」舉辦此活動。

是次活動共有超過16,000名顧客人次參與，合共籌得近三十七萬港元「膳」款。而連同集團額外捐出的約十三萬港元款項，合共五十萬港元的善款為超過4,100名幼童帶來一年有營養的食物。

Supporting and promoting fair trade products

The Group started supporting fair trade in 2013 and became the first restaurant group in Hong Kong to offer fair trade certified wines in its restaurants. This initiative made it easier for people to purchase fair trade certified goods and also raised awareness of this meaningful initiative to ensure farmers and workers in developing countries are offered reasonable return for their labour and help them to get out of poverty.

In June 2013, we introduced fair trade certified wines at **The Spaghetti House** to promote this cause to our customers by including information in our menu. In September 2013, fair trade certified organic tea was introduced at selected **Café de Coral Fast Food** outlets located in the business districts and in May 2014, this was extended to all outlets.

In addition to introducing fair trade certified products in our operation, we support efforts in the community to promote fair trade certified products. In 2014, **The Spaghetti House** supported the Fair Trade Hong Kong Foundation's "Fair Trade Fortnight" event by promoting its stamp collection scheme at its outlets and providing HK\$100 discount for those who participated in the scheme and collected 16 stamps.

支持及推廣公平貿易產品

集團自二零一三年開始支持公平貿易，是香港首間餐飲集團在其餐廳供應公平貿易餐酒，為市民提供一個更方便的方式購買公平貿易產品，增加他們對公平貿易的了解，支持保障發展中國家的農民和工人有合理的工作環境與回報，走出貧窮。

集團旗下意粉屋自二零一三年六月起供應公平貿易餐酒，並在餐牌上介紹公平貿易。二零一三年九月，大家樂快餐亦在位於商業區的指定分店供應公平貿易有機果茶，並於二零一四年五月擴展至全線分店。

除在分店售賣公平貿易產品，我們更在社會上積極推廣公平貿易。二零一四年，意粉屋支持香港公平貿易聯盟舉辦的「公平貿易雙週」，在全線分店推行公平貿易購物獎賞計劃，參與計劃並集齊16個蓋章的顧客可享一百港元的餐飲折扣優惠。



FAIR TRADE
HONG KONG
香港公平貿易聯盟

Contribution to the community 回饋社會

Our responsibility to environmental protection

We view our responsibility to environmental protection in two folds:

1. minimising the impacts of our operation on the environment (please refer to the “Responsibility to environmental protection” chapter on initiatives implemented in our business); and
2. raising awareness of environmental protection and encourage our customers and the wider community to adopt more environmentally conscious behaviour.

我們對環境保護的責任

集團致力在兩個不同層面履行環境保護的責任：

1. 將業務營運對環境所造成的影響減至最低（請參閱「環境保護」章節了解集團推行的項目）；及
2. 提昇環保意識，鼓勵顧客及社區更努力地保護環境。

Creating awareness of food waste

The Group supported the “No Leftover” campaign organised by the Greeners Action to raise awareness on food waste. We rewarded customers who consume all the food they order at the participating outlets through providing cash coupons as a token of appreciation. Relevant promotional materials are also placed in outlets to raise the awareness on food waste reduction.

Luncheon Star, partnered with the NGO, Our Hands Farm, to bring the issue of food waste into schools by encouraging children to turn food waste into usable products. **Luncheon Star** also annually invites students and their families to visit farms which use food waste collected from its outlets as fertilisers to convey the important message of food waste recycling.

宣揚惜食

集團支持由綠領行動舉辦的「食晒有獎」活動，以提昇市民減少剩食的意識。我們透過送出餐飲現金券，感謝市民在參與分店用膳時吃得乾淨。我們亦於分店放置相關的宣傳物品，以提昇他們減少廚餘的意識。

活力午餐與非牟利機構「一對手農舍」合作，透過鼓勵學童將廚餘轉化成可用的物品，把廚餘的訊息帶入學校。活力午餐每年更會邀請學生及家長參觀農地，該農地是以活力午餐收集得來的廚餘轉化成的肥料種植，從而宣揚廚餘循環再用的訊息。



Promoting low carbon living

We are a founding partner of the "Green Monday" campaign which aims to promote green lifestyle by advocating and enabling people to take baby steps to go green in their diet. The campaign encourages people to give up meat one day a week to reduce their individual carbon emissions.

According to the Green Monday¹, if everyone in Hong Kong gives up meat one day per week, this would be the equivalent to taking 86,000 cars off the road. This also encourages people to lead a healthier diet by increasing their intake of fruits and vegetables, which is aligned with the Group's objective of promoting healthy living.

In April 2012, the "Green Monday" initiative was implemented across our **Café de Coral Fast Food** outlets where customers were provided with a selection of meatless menus initially from Monday to Wednesday and extended to Monday to Friday in December 2013. Since its launch, the "Green Monday" initiative has been expanded to other brands making it easier for our customers to support this campaign in more of our shops and restaurants. This campaign was also taken into schools through our school catering arm, **Luncheon Star**, to provide at least one vegetarian option to students each day.

According to Green Monday, it has been estimated that more than 2,000 tonnes of carbon emissions have been reduced annually as a result of our customers' support. This is equivalent to the carbon intake generated by planting about 90,000 trees.



推動低碳生活

集團為「綠色星期一」運動的創辦伙伴，鼓勵市民從簡單的素食開始，每周一天放棄吃肉，減少碳足跡，宣揚及推廣綠色的生活方式。

根據綠色星期一的資料，假如香港每位市民每周放棄吃肉一天，相等於在路面減少了86,000架車輛。而鼓勵市民進食更多水果及蔬菜，亦配合集團致力推行健康生活的理念。

集團首於二零一二年四月在大家樂快餐全線分店推行「綠色星期一」運動，逢星期一至三為顧客提供素食餐膳，其後於二零一三年十二月擴展至星期一至五。自「綠色星期一」運動推出以來，集團更於其他品牌提供素食餐膳，讓顧客可於更多的店舖及餐廳支持是次活動。活力午餐更藉著它們的學校網絡，將此活動帶入學校，每天為學童提供至少一款素食選擇。

根據綠色星期一估計，我們顧客的支持能有助每年減少逾2,000噸碳排放，相等於約90,000棵樹的碳吸收量。



¹<http://www.greenmonday.org.hk/>

Contribution to the community 回饋社會

Supporting education

Supporting education and development of our younger generation is an important pillar of our community efforts. The Group believes that cultivating and developing the younger generation is fundamental to our long term commitment to the community. We are committed to living by this belief through the *T. S. Lo Education Fund*, which was established in 1999, to provide financial support to children of our staff attending tertiary education. Since its inception, HK\$9 million has been donated to over 500 recipients. The Group takes pride in supporting many diligent recipients to achieve academic excellence and develop fulfilled careers upon graduation.

The Group also provides internship opportunities for university students to gain practical work experience and invite students to go behind the scene of our business to learn about our operations. Since 2012, **The Spaghetti House** has been working with Hong Kong Institute of Vocational Education on "*The Spaghetti House Industrial Attachment Project*" in which students are invited to submit marketing proposals to the Company. We believe this programme provides students with the opportunity to gain practical experience in real business setting. In 2014, we worked with The Chinese University of Hong Kong to provide students in the quantitative marketing stream with authentic sample data to conduct detailed analysis. Under this study, students were able to apply theories and knowledge learnt in university to real-life application. In addition, we also support research on issues relevant to our industry with a recent example being a food waste recycling research conducted by The Chinese University of Hong Kong.

教育

集團積極回饋社會，支持教育及培育年青一代是重要一環。集團深明，培養及發展年青新一代是我們對社會長期承諾中的重要根本。因此，為履行集團的理念，我們自一九九九年成立「羅騰祥教育基金」，為正接受高等教育的員工子女提供津貼。計劃自推行以來，共有逾500名受惠者，捐款達九百萬港元。集團能夠支持這班勤奮上進的學生達成優秀的成績及於畢業後發展事業，實在感到榮幸。

集團亦為大專學生提供實習機會及邀請他們了解實際的營商環境，讓他們獲取工作經驗。自二零一二年起，意粉屋與香港專業教育學院合作舉辦「意粉屋工作實習計劃」，邀請學生為公司提交市場推廣建議書。集團深信，計劃能為學生從實際商業環境中獲取經驗。二零一四年，集團更與香港中文大學合作，提供實際數據予計量營銷學科的學生作詳細分析，學生藉此將大學所學的理论及知識應用在真實情況。同時，集團亦十分支持與餐飲行業有關議題的研究，其中包括協助香港中文大學進行廚餘回收的研究。

Employee volunteering

While engaging our customers in our community efforts, the Group believes that it is of equal importance to involve its own staff in community activities. In 2013, we established a volunteering team to serve the community. Between August 2013 and March 2014, we organised six activities with employees contributing 250 hours of their personal time to participate.

In March 2014, more than 100 of our staff and their family members thoroughly enjoyed participating in the “Community Chest New Territories Walk for Millions” where HK\$70,000 was raised. We plan to organise more employee volunteering activities in future to cultivate a caring culture among our employees.

義工活動

除鼓勵顧客參與社區活動，集團深信員工的支持亦同樣重要。集團在二零一三年成立義工隊，於二零一三年八月至二零一四年三月期間，共舉辦6次義工活動，員工利用自己空餘時間參與義工活動，合共服務時數為250小時。

二零一四年三月，逾100名員工及其家庭參與香港公益金「新界區百萬行」，共籌得七萬港元。我們計劃將來繼續舉辦更多義工活動，與員工一同建立關愛社會的良好文化。

Going forward

We will continue to leverage our operations and resources to create positive impact in areas where there are needs in the community. Looking ahead, we aim to:

- increase our workforce of those who are mentally and physically challenged from 2% to 5%;
- enhance engagement with our customers and employees to foster a caring culture to help those in need and increase awareness of environmental protection;
- extend our support to universities and colleges to nurture future talent to join the catering industry; and
- strengthen our employee volunteering efforts to encourage more employees to get involved, especially those working in frontline positions.

邁步向前

集團將繼續善用業務及資源，在我們營運的社區創造正面的影響。展望將來，我們有以下目標：

- 將殘疾僱員比率由2%提高至5%；
- 進一步與顧客及員工共同建立關愛社會的良好文化，並提昇他們對環保的意識；
- 擴展集團對大學及大專院校的支持，培育社會的未來棟樑加入餐飲行業；及
- 加強集團的義工活動，鼓勵更多員工，特別是前線員工參與活動。

Responsibility to environmental protection

環境保護

As the world's largest publicly listed Chinese fast-food restaurant groups, we recognise the impact that our production and operation processes can generate to the environment, and hence effective environmental management is in place to manage our impacts. Our *Environmental Protection Committee*, chaired by our Chief Executive Officer and comprises key production and operation heads, has taken the lead to drive our environmental initiatives. In recent years, we also stepped up our efforts in our environmental initiatives both long term, and near term.

Recognising that effective environmental management entails a thorough understanding of the extent of our environmental impacts, we collect data on our energy consumption, greenhouse gas emissions and waste generation and carry out detailed analysis regularly. Through these detailed data analysis, the Group identifies and prioritises its environmental impacts across our *Value Chain* and formulates concrete action plans to manage those impacts effectively. At the same time, we look ahead to building capacity within the organisation to manage the potential environmental impacts that will arise as our business continues to grow.

The Group has a clear vision to achieve:

- ✓ greater energy efficiency
- ✓ reduction of carbon emission through greater energy efficiency
- ✓ efficient waste management

To support the vision, we focus on the following:

- implement energy efficiency programmes covering all processes across our *Value Chain* to minimise carbon emissions;
- centralise the waste management process to minimise waste generation;
- formulate closer partnerships with our employees, suppliers and contractors to minimise the impact of our operation on the environment; and
- focus our efforts in collecting data on relevant environmental performance.

With our clear vision, a holistic roadmap and achievable targets, we will continue to step up our environmental efforts and extend this across our *Value Chain*.

作為全球最大的中式快餐上市集團之一，我們深明生產及營運過程會對環境造成影響。因此，我們積極採取有效的環境管理以減低影響。集團的**環境保護委員會**由集團首席執行官帶領，成員包括各主要生產及營運主管，負責推動各個環保項目。近年，我們更致力加強長期及短期的環保舉措。

要有效推行環境管理，必須詳細理解我們對環境所造成的影響。我們定期收集並分析能源消耗、溫室氣體排放及廢物量的數據。透過詳盡的數據分析，集團就**價值鏈**中每個環節對環境造成的影響排列優先次序，並制定具體行動，作出有效管理。同時，我們更計劃建立內部能力，以加強管理業務持續增長對環境所帶來的影響。

集團擁有明確的願景，以達致：

- ✓ 更大的能源效益
- ✓ 透過更大的能源效益減低碳排放
- ✓ 有效的廢物管理

為達成集團的願景，我們專注以下的工作：

- 在集團**價值鏈**的各個程序中推行能源效益計劃，將碳排放減至最低；
- 中央處理廚餘，將廢物量減至最低；
- 與員工、供應商及承包商建立更緊密關係，將營運對環境所造成的影響減至最低；及
- 著力收集與環境表現相關的數據。

憑著明確的願景、完整的藍圖及可達成的目標，我們會繼續在環境保護方面作出努力，涵蓋集團**價值鏈**每個部份。

Responsibility to environmental protection 環境保護

Energy and waste management at Café de Coral Group

The Group optimised its key food production processes in the *Central Food Processing Centre* to ensure the freshness, quality and consistency of taste of our food. By processing food centrally, this has enabled us to consolidate our efforts and target specific areas where we can achieve the greatest energy efficiency and resource optimisation. Efficient energy and waste management is incorporated in the design and layout of the *Central Food Processing Centre* and advanced technologies and systems are installed to facilitate our operation.

In addition to having the infrastructures in place to operate our business in a more environmentally conscious manner, the Group recognises the importance in ensuring that those who operate our systems and equipment are fully on board with achieving our targets. Thus we carry out regular training and briefings to encourage our employees to operate our business in the most energy and resource efficient manner. Promotional materials and a newsletter are circulated to staff members to ensure that environmental protection is fully integrated in the workplace.

大家樂集團能源及 廢物管理

集團透過中央產製中心提昇主要食品產製程序，確保食物新鮮、質量及味道一致。透過中央處理食品，我們能集中力量在特定範疇達致最大的能源效益及善用資源。中央產製中心的設計及規劃已加入有效能源及廢物管理的考慮，並引進了先進科技及系統促進營運。

除了基建硬件的配備，集團明白必須要有員工在操作系統及儀器上的配合，才能達成我們的目標。因此，我們定期為員工提供培訓及簡介會，鼓勵員工以最佳的能源及資源效益運作。我們亦向員工派發宣傳品及通訊，確保環境保護全面融入每個工作環境細節。



Responsibility to environmental protection

環境保護

Incorporating environmental considerations into the Central Food Processing Centre

The *Central Food Processing Centre* is designed to incorporate environmental considerations into its daily operation. At the heart of our operation lies our *centralised cold storage warehouse* operated by the *ASRS* system to provide mass cold storage capable of handling a significant volume of raw materials and processed products. The cold storage warehouse is well insulated and operates at the greatest operational efficiency to minimise energy consumption.

Given the volume of raw materials and processed food we handle at the *Central Food Processing Centre*, we knew from the beginning the need to build an effective assembly line to support our operation whilst achieving energy efficiency. Thus we installed a material transfer system with enclosed pipes to transport materials between different floors and processing stations to reduce energy consumption and the workload of our employees. In addition, there are efficient cooling assembly lines to ensure that all processed food is cooled effectively before it enters the warehouse.

Acknowledging that processing our food centrally relies on an effective network of delivery fleet for our outlets. In managing the fuel consumption and emissions from our fleet, our delivery routes are carefully planned and all our fleets are converted to Euro V vehicles.

Looking ahead, we have plans for the *Central Food Processing Centre* to handle more processes which occur in the outlets to meet the need of our growing business and to support our continuous goal to achieve greater energy efficiency and resource optimisation.

中央產製中心加入環境考慮

中央產製中心在設計上將環保的考慮融入日常運作中。產製中心設有以自動存取系統 (ASRS) 運作的中央冷凍倉庫，能處理大量食材及加工產品，倉庫配備強大的隔熱能力，達至最大的營運效益，把能源消耗減至最低。

中央產製中心需要處理大量食材及加工食品，我們早已了解到需要建立一套高效能的流程，以支援我們的營運及達致能源效益。因此，我們設置了一套物料輸送系統，以封閉式的管道從不同樓層及生產站運送物料，減低能源消耗及員工的工作量。此外，我們更設計適當的冷凍程序，有效地把加工食品在進入倉庫前冷凍。

中央產製食品有賴一個具效率的運送車隊網絡，把食品運送至各分店。我們所有的車隊已轉為歐盟五型車輛，並仔細設計運送路線，有效地管理車隊的耗油量及碳排放。

展望將來，為配合業務增長及持續達致高效能源效益及善用資源，我們計劃透過中央產製中心處理更多分店的工作程序。

Managing our energy efficiency: Electricity

Among the various types of energy used in our operations, electricity is our main consumption as a result of our careful evaluation of its overall energy efficiency and greenhouse gas emissions. After conducting detailed analysis on our electricity consumption, refrigeration and food processing equipment are identified to be the main components in our *Central Food Processing Centre*. In response, we invested in the following:

- a centralised warehouse operated by the ASRS system provides reliable operation service while reducing heat loss through efficient insulation;
- new cooling technology and the use of glycol to ensure all processed food is chilled efficiently before it enters the warehouse;
- advanced insulation technologies are used to minimise heat loss for optimised efficiency;
- the use of equipment that are energy efficient and heavily insulated (e.g. kettles and pots); and
- installed centrally controlled air conditioning and lighting to minimise energy wastage.

In our stores, air conditioning, food preparation and lighting are the main contributors to our energy consumption and various environmental initiatives have been explored for our stores. Recognising that we cannot adopt a one-size-fits-all approach in implementing energy efficiency initiatives across all stores, the Group does its utmost within the parameters set in the properties where we operate. Our **Café de Coral Fast Food** store in Tsing Yi has been chosen as a pilot store in which we have implemented various environmental initiatives and the result was positive with improvements in energy efficiency and resource utilisation. This award-winning store sets the blueprint for other stores to follow and this concept will be adopted for new and renovated stores whenever possible.

能源效益管理：電力

經過仔細評估各能源的整體效益及溫室氣體排放，我們的營運最主要採用電力。在詳細分析後，我們確立冷凍及食品處理設備是中央產製中心能源消耗的主要部份。為此，我們作出以下相應措施：

- 由ASRS系統運作的中央倉庫提供可靠的營運服務，同時透過高效的隔熱能力減低熱能消耗；
- 以嶄新的冷凍技術及採用丙二醇，確保所有加工食品在進入倉庫前有效冷凍；
- 先進的隔熱技術有助將熱能消耗減至最低，優化能源效益；
- 採用能源效益及保溫能力強的設備（例如：水壺和鍋）；及
- 安裝中央控制冷氣及電燈系統，將能源消耗減至最低。

在分店層面，主要的能源消耗在於冷氣、食物烹煮及電燈。我們明白不能在所有店舖實施單一環保方案，但集團仍竭盡所能，在分店所處物業條件許可下做到最好。我們挑選了位於青衣的大家樂快餐作為試行店，實施各項環保措施，在改善能源效益及善用資源方面獲得正面的成果。這獲獎分店將成為其他店舖的藍本，新開設或新裝修的店舖中盡可能採用其環保措施。

Responsibility to environmental protection 環境保護

Café de Coral Fast Food – Tsing Yi Store

This store has been awarded the 2013 Hong Kong Awards for Environmental Excellence (HKAEE) – Restaurants (Silver Award) by the Environmental Campaign Committee.



大家樂快餐 – 青衣分店

青衣分店獲環境運動委員會頒發2013香港環保卓越計劃 – 餐飲業界別卓越獎(銀獎)。

Our store at Tsing Yi incorporated various environmental initiatives in its operation to achieve greater energy efficiency and waste reduction. The environmental initiatives implemented at this store will serve as a blueprint for future stores.

大家樂快餐青衣分店在營運中推行多項環保措施，達致更大的能源效益及減廢。日後開設的分店將以青衣分店的環保措施作為設計藍本。

Equipment

- The use of thermostatic cabinet reduces the output power
- Our rice containers have insulated layers designed to retain heat more effectively

Used cooking oil

- Used cooking oil is collected by licensed contractors and recycled into bio-diesel and other products

Waste

- We use environmentally friendly materials for our takeaway bags and utensils
- Waste separation at source is implemented in store

Air conditioning

- Implemented energy zoning to switch off air conditioning during off-peak period
- Installed automatic sensors to maintain consistent temperature in store

Lighting

- Installed LED lighting in shop front and staff room to minimise both energy consumption and waste generation
- Automatic sensor is installed in the staff room
- LED lighting has a longer lifecycle than conventional light bulbs thus reducing waste sent to landfill besides saving energy

設備

- 採用保溫地櫃，減低輸出功率

- 保溫飯池加設隔熱層，有效提昇保溫能力

廢油回收

- 分店定期安排持牌承包商收集廢油，再造成為生物柴油及其他產品

減少廢物

- 外賣袋及餐具均以環保物料製造

- 分店實行廢物分類措施

冷氣設備

- 採用分區冷氣系統，於非繁忙時段關掉部份冷氣
- 裝設自動溫度感應器，保持分店恆溫

照明設備

- 店內用餐範圍及職員室均採用LED照明系統
- 職員室裝設自動感應器
- LED慳電膽較傳統燈泡耐用，節省能源之餘，亦有助減少送往堆填區的廢物

Responsibility to environmental protection 環境保護

Minimising our waste generation

Waste generated in our food production process mainly comprises food, packaging materials and used machinery and equipment. We minimise waste generated from raw material remains by optimising the yield of material through careful menu planning and exercising efficient management of all critical points of control during food processing.

Acknowledging that the most effective way to minimise waste generation is to reduce packaging, we are working closely with our suppliers to identify ways in which we can reduce packaging from the raw materials to all final products. For packaging materials currently used in the *Central Food Processing Centre*, we are recycling items such as paper and paper boxes. In terms of minimising waste generated from used machinery and equipment, we carry out regular checks to extend their product lifecycle.

In our stores, cooking oil, cleaning detergents, metal cans and plastic containers, and food left-overs are the main contributors to our waste. We turn waste into useful substances that benefit the community and environment:

- Donation of surplus food – **Luncheon Star** and **85°C** partnered with Food Angel to collect surplus lunch boxes and bread to be distributed to those in need. During the reporting period, over 26,000 pieces of lunch box and more than 38,000 pieces of bread were donated;
- Recycling of food waste – we participate in recycling initiatives to turn food waste into biofeed; and
- Recycling of cooking oil – most used cooking oil is collected by licensed contractors for recycling into bio-diesel and other products.

In minimising waste generated across our *Value Chain*, we are stepping up our efforts to promote sustainable consumption patterns to our customers through organising awareness campaigns in our stores. For more information on how we are doing this, please refer to the “Contribution to Community” chapter.

減少廢物

本集團於食物產製過程中產生的廢料主要包括廚餘、包裝物料、已廢棄的機器及設備。我們透過謹慎制訂餐單，以及妥善管理食物產製的各個控制重點，善用食材的所有部份，實行源頭減廢。

集團深明減少包裝乃最有效的減廢方法，因此與供應商保持緊密合作，務求減低原料以至所有製成品的所需包裝。中央產製中心現時採用的紙張、紙盒等包裝物料，均會循環再用。我們亦定期檢查機器及設備，以延長其使用壽命，減少這類廢物。

分店的廢物主要包括廢油、清潔劑、金屬罐、塑膠容器及廚餘。集團將廢料轉化成有用物品，為社區及環保出一分力：

- 捐贈剩食 — 活力午餐與85°C與「惜食堂」合作，每天將未享用而衛生的飯盒及麵包捐贈予有需要人士。於報告期內，集團已捐出超過26,000個飯盒及38,000個麵包；
- 廚餘回收 — 參與循環再造計劃，將廚餘轉化為生物飼料；及
- 廢油回收 — 安排持牌承包商收集廢油，再造成為生物柴油及其他產品。

為減少價值鏈各個環節產生的廢物，集團加緊力度，於分店舉辦環保活動，向顧客推廣可持續發展的消費模式。有關詳情，請參閱「回饋社會」章節。

Responsibility to environmental protection 環境保護

Going forward

We will continue to focus on achieving greater energy efficiency and reduce waste generation in our operation. We will step up our efforts to:

- establish an *Environmental Centre* to handle more processes which occur in the outlets (e.g. washing of utensil, laundry cleaning and waste management);
- conduct research and development on our cold chain and food processing to identify the optimised temperature to reduce energy usage;
- incorporate more environmental initiatives in the layout and design of our stores;
- engage with suppliers to collect food waste;
- expand the scope of environmental management in our operations; and
- conduct training for all Café de Coral management and staffs on environmental protection.

邁步向前

本集團將繼續積極於日常營運中，達致更大的能源效益，並致力減廢。進一步的環保措施包括：

- 設立環保中心，處理更多分店的工作程序（例如：清潔餐具、洗衣及廢物管理等）；
- 進行有關冷凍鏈及食物產製的研發，以識別最適當溫度，減低能源用量；
- 於店舖規劃及設計中加入更多環保元素；
- 與供應商合作收集廚餘；
- 於營運中擴大環境管理之範圍；及
- 為大家樂集團所有管理層及員工提供有關環保的培訓。



Commitment to employees

關顧員工

The edge of the Café de Coral Group lies in our people – they are the cornerstone of our business. It is through our employees we achieve and deliver “A Hundred Points of Excellence”. In recent years, the Group is faced with the need for careful succession planning and the challenge posed by labour shortage in Hong Kong. Our approach is to focus on attracting and retaining the best people as well as supporting the growth of our employees within the organisation.

Our unwavering commitment to employees is underpinned by the vision to become the preferred employer in the catering industry in Hong Kong and Mainland China. To achieve this goal, we focus on the following:

- employee wellbeing
- building an engaged team
- sustainable people development
- rewards and recognitions

The Group has been making continuous stride forward in achieving our vision and a roadmap has been formulated to ensure that we remain on the right track and progress are made at the right pace.

大家樂的優勢在於人才，員工是集團業務發展的基石。我們透過員工，為顧客「做足100分」。集團近年需要就傳承作出審慎部署，亦面對香港勞工短缺的挑戰。我們的應對方法，是專注吸引和挽留最優秀的人才，同時支持員工在公司內的持續發展。

我們對員工的承諾堅定不移，願景是成為香港及中國內地餐飲業首選的僱主。為達致此目標，集團專注以下工作：

- 員工身心健康
- 建立有熱忱的團隊
- 持續的人才發展
- 獎勵及嘉許

為實現願景，集團正積極邁步，並已就此制訂藍圖，確保我們朝著正確的方向，並以正確的步伐向前邁進。



Commitment to employees 關顧員工

Employee wellbeing

Employee wellbeing is at the core of the Group's Human Resources policies. Our working environment is built on mutual respect and trust. Concrete measures are in place to ensure that our employees are treated equally in the workplace regardless of their gender, race, disability or religion. Through employee education and clear internal guidelines, we provide an equal opportunity and non-discrimination workplace. The Group takes occupational health and safety very seriously. Our *Health and Safety Committee*, chaired by the Head of Human Resources and comprising management executives across all business units, takes the lead in ensuring that a healthy and safe workplace is provided for our employees. Through our comprehensive training and tailor-made *Health and Safety Handbook*, we ensure that our employees' health and safety remains as the priority in our operations.

To minimise workplace hazards, the Group proactively identifies potential occupational hazards in our workplace through the *Hazard Identification Programme*. For example, the programme identified the inherent risk of injuries during the cutting of raw materials. In response, we conducted careful assessment in sourcing a selected brand of anti-cutting gloves which are comfortable and convenient for our employees to wear whilst achieving its aim of providing the adequate support required to prevent injuries. Similarly, we identified a number of employees incurred minor injuries when delivering heavy goods in stores thus we introduced the use of trolleys in our stores to enable our staff to deliver heavy goods more safely and conveniently. Both initiatives have been successful in significantly minimising occupational hazards in the workplace.

We promote work-life balance and health and wellness in the workplace through organising a wide range of activities such as yoga and dance classes as well as providing cinema tickets, dining coupons and theme park tickets for employees to enjoy. In addition, our employees are encouraged to participate in community activities to help those in need as we believe that cultivating a caring culture among our employees is core to the Group's spirit.

員工身心健康

集團人力資源政策的核心在於員工的身心健康。我們的工作環境建基於互相尊重 and 信任。我們有實質措施，確保員工不論其性別、種族、殘疾情況或宗教，在工作場所均受到公平對待。我們透過員工教育及明確的內部指引，提供一個公平和一視同仁的工作環境。集團非常重視職業健康及安全，由人力資源部主管領導，並由各業務單位管理人員組成的職安健委員會負責推動各方面的工作，確保集團為員工提供一個健康和safe的工作環境。我們透過全面的培訓和量身訂造的職業安全健康手冊，保證員工的健康及安全乃集團營運的首要考慮。

集團具備一套完備計劃，主動識別工作場所內可能影響安全的地方，以提昇職業安全。例如，我們明白餐飲業員工在切割食材時容易受傷，並就此進行了仔細的評估，為員工物色一款既舒適又方便，並提供足夠保護的防切割手套。同樣地，我們察覺到員工在店舖運送重物時容易發生輕微受傷事故，因此在店舖引入手推車，讓員工搬運重物時更安全及方便。以上兩個措施均顯著地提高職場職業安全。

集團透過舉辦一系列活動，例如瑜伽及舞蹈班，提供電影門票、餐飲券及主題公園入場券等，推廣工作與生活的平衡，讓員工保持身心健康。此外，培養團隊的關愛文化是集團企業精神的核心，因此我們鼓勵員工參與社區活動，幫助有需要人士。

Strive for excellence in occupational health and safety

This year is the 9th consecutive year that we are awarded under the “Catering Industry Safety Award Scheme” co-organised by the Labour Department of the HKSAR Government and Occupational Safety & Health Council. Every year we encourage our new branches to participate in the Scheme. In 2013, ten of our branches participated and it was the first attempt for two of our branches.

With the outstanding performance of our staff at all levels at **Café de Coral Fast Food**, **Oliver's Super Sandwiches** and **The Spaghetti House**, we garnered the *Group Safety Performance Award*. The **Café de Coral Fast Food** branch in Fortress Tower in North Point won the Gold Prize for the Catering Establishment category while two others secured the Silver Prize. Three of our staff were also granted the *Worker Award* in recognition of their outstanding safety practices at work.

Our achievements in the Scheme motivate the Group and our employees to keep up the good work and drive continuous improvement in our health and safety standards.

力臻優秀職安健

今年是集團連續第九年獲香港特別行政區勞工處與職業安全健康局合辦的「飲食業安全獎勵計劃」嘉許。集團每年皆鼓勵新分店參加此計劃，於二零一三年，集團旗下的十間分店參與了此計劃，其中兩間為首次參加。

憑藉大家樂快餐、**Oliver's Super Sandwiches**及意粉屋各個層面員工的超卓表現，集團囊括了組別安全表現獎項。大家樂快餐北角城分店獲頒中式及一般快餐店金獎，其餘兩個業務單位則獲銀獎。集團旗下三名員工獲頒個人獎項，以嘉許他們實踐工作安全的卓越表現。

在此獎勵計劃所獲得的成績，有助推動集團保持優秀的表現，激勵員工持續提升健康及安全水平。



Commitment to employees 關顧員工

An engaged team

The Group recognises the importance of cultivating a strong employer brand that our employees are proud of and to attract talents in the highly competitive labour market. Rigorous efforts have been made to strengthen our employer brand internally and externally.

At the heart of cultivating a strong employer brand is also our ability to develop a fully engaged workforce and foster a strong team spirit. Various activities are organised to encourage greater interaction and communication between our employees and for senior management to understand more about our employees. We regularly engage with our employees to solicit their feedback on issues related to workplace practice, business operations and the Group as an employer.

In 2013/2014, a series of team building experiential workshops were held for over 1,000 managerial and supervisory staff. Upon completion of the programme, each participant formulated their action plan with concrete objectives to implement. Looking ahead, the Group plans to further strengthen our efforts in this area by broadening existing communication platforms. This includes engaging a third party to conduct engagement with employees to collect more in-depth insights.

The Group believes that through these employee engagement, this helps to fulfil our commitment in becoming the preferred employer in the catering industry in Hong Kong and Mainland China and encourage our employees to continuously strive for *"A Hundred Points of Excellence"*.

有熱忱的團隊

集團深明培育一個出色僱主品牌的重要性，能令員工引以為傲，並可在競爭激烈的勞工市場吸引人才。集團無論在對內或對外，均致力提昇其僱主品牌地位。

要培育強健的僱主品牌，關鍵在於建構一個有熱忱的團隊，培養強健的團隊精神。集團透過組織各類型活動，鼓勵團隊之間有更多的互動和溝通，並讓高層管理人員更了解集團的員工。我們定期就職場實務、業務營運，以及集團作為僱主的相關議題，搜集員工的意見。

在二零一三/二零一四年度，集團為超過1,000名經理及主任級員工舉辦了一系列團隊建立的實驗工作坊。活動完成後，每位參加者均制訂具備實質目標的行動綱領。展望未來，集團計劃透過拓寬現有的溝通平台，進一步加強在這範疇的工作。有關的工作包括委託第三方進行員工調查，以取得更深入的分析。

集團相信透過以上的員工參與，將有助我們達致成為在香港及中國內地餐飲業首選僱主的承諾，激勵員工繼續努力「*做足100分*」。

Sustainable people development

Ensuring that our employees are professionally trained and skilled to operate our business is integral to the operation of our business and for future growth. In 2014, we stepped up our efforts to establish the *Training and Development Committee* facilitated by the Head of Human Resources and comprising management across all business units. The Committee provides oversight of all training provided for our employees and ensures that training is aligned with our business needs.

We provide structured training and development programmes that are formulated based on the needs of our operations and the needs and aspirations of our employees:

- *Corporate training programmes* which cover areas such as integrity and business ethics, culture building, health and safety, wise use of resources, quality and hygiene and customer service;
- *Competency-based programmes* which target specific business units including operation, supply chain and business support units; and
- *Management programmes* which are designed to equip our employees with practical management skills and knowledge required to manage our business effectively. Ongoing training are also provided to ensure that our employees transition into their management role seamlessly.

持續人才發展

確保員工在業務營運上獲得專業的培訓，是集團業務經營和未來增長的關鍵元素。在二零一四年，我們更成立由人力資源部主管領導，並由各業務單位管理人員組成的培訓及發展委員會，此委員會統籌為員工提供的所有培訓，確保培訓內容配合集團業務所需。

集團根據其營運所需，以及員工本身的需要和志向，提供架構完善的培訓及發展計劃：

- *企業培訓計劃*涵蓋範圍包括商業道德及操守、文化建構、健康及安全、善用資源、質量及衛生，以及顧客服務；
- *才幹為本計劃*專為特定的業務單位而設，範圍包括業務營運、供應鏈及業務支援單位；及
- *管理人員計劃*為員工提供有效管理業務的實際技巧及知識，集團並會提供持續培訓，確保員工晉升至管理階層後能得以發揮。



Commitment to employees 關顧員工

Training development in our branches

(2014 One-stop Management Training)

分店管理培訓階梯 (二零一四管理一條龍)



We establish clear development plans for staff working in our branches with training courses designed to support their growth. The graphics above illustrate the development path at **Café de Coral Fast Food**.

In addition to the programmes outlined above, we provide additional support and carry out ongoing assessment to ensure that our employees develop to the best of their abilities:

- Financial assistance is provided for our employees to pursue further education in areas related to our business;
- Regular assessments are carried out to assess the effectiveness of our training programmes; and
- Specific objectives or action plans are required to be set upon completion of each training programme to enable our staff to put learning into practice.

Going forward, the newly established *Training and Development Committee* will implement concrete measures set out in our roadmap to further strengthen our training programmes.

集團為分店員工訂立了清晰的發展計劃，配合培養他們成長的培訓課程。以上的圖表，闡明大家樂快餐的發展階梯。

除以上計劃，集團亦提供額外支援及持續的評估，確保員工的能力得到最佳的發展：

- 為員工提供財政支援，讓他們在集團業務相關的領域繼續進修；
- 就集團培訓計劃的有效性進行定期評估；及
- 每一個培訓計劃完成後，要求員工確立特定目標或行動綱領，讓員工學以致用。

新成立的培訓及發展委員會未來將按集團的藍圖落實具體措施，以進一步提昇集團的培訓計劃。

Empowering our employees through training and development

The Café de Coral Group is committed to empowering our people to grow and has made continuous effort in manpower training and development. To provide a better picture on where we stand after years of work, we took part in the *Manpower Developer Award Scheme* led by the Employees Retraining Board (ERB) since its initial launch in 2010.

As the first accreditation system to assess the level of maturity of manpower training and development strategies and practices of organisations in Hong Kong, the Scheme is considered by some as a benchmark for manpower development standards. To qualify as a Manpower Developer, a participating corporation is assessed by independent Technical Consultants on their performance in five categories, namely leading a learning culture, resource planning, training and development system, performance management and corporate social responsibility in manpower development.

The Group was recognised as the “*Manpower Developer 1st*” in 2010 with 68 other leading corporations of their respective professions. In 2012 and 2014, we managed to secure the title passing the bi-yearly renewal assessments. While we take pride in what we have accomplished so far, we consider our participation in the Scheme as a way in which we can drive continuous improvement. Through the process, we have been able to identify more clearly where we can do better and gained valuable insights from other industry leaders.

透過培訓及發展賦予 員工能力

大家樂集團致力賦予員工發展的能力，並持續投入資源培訓及發展人才。職業再培訓局自二零一零年設立人才企業嘉許計劃，集團一直支持參與，藉此確認我們多年來工作所建立的成就。

作為首個評估香港機構在人才培訓及發展方面的策略和實行上成熟程度的認證系統，嘉許計劃被視為人才發展水平的指標。要符合人才企業的資格，參與企業需接受獨立技術顧問就五個範疇的評估，包括引領學習文化、資源規劃、培訓及發展系統、表現管理，以及在人才發展上的企業社會責任。

集團與其他68間來自不同行業的領袖企業，於二零一零年獲頒「人才企業1st/資格」。於二零一二年及二零一四年，集團成功蟬聯此兩年一度的評審，保持所得的資格。能持續獲得殊榮，我們除了引以自豪，同時亦深感參與計劃能推動我們持續作出改善。在參與過程當中，我們可更明確地找出本身可以做得更好的地方，並可從其他行業領袖得到寶貴意見。

Commitment to employees 關顧員工

Rewards and recognitions

The Group adopts a fair and pragmatic approach to reward our employees for their contribution with performance reviews conducted regularly to facilitate this process. In addition to having in place a robust performance review system, we ensure that those who conduct these reviews are professionally trained to assess fairly and objectively the performance of employees and to provide constructive feedback on ways to improve. Based on these performance reviews, those who excel in their roles are provided with opportunities to progress to the next level of their career.

Our employees' efforts are also recognised through more conventional channel through providing awards for those who had done their utmost to achieve *"A Hundred Points of Excellence"* in their daily roles. In addition, we have the *"Give Me Five"* reward which recognises those who have served the Company for a long period of time. During the year, sponsorships were provided to employees to participate in a study tour organised by the Hong Kong Retail Management Association to learn best practice in customer service in Japan. Furthermore, the *Long-Term Incentive (LTI) Scheme* was introduced to correlate business performance with staff performance which we hope would help to retain high-performing employees in the long run. Through these awards and recognitions, it is our aim that these will have a positive effect on individual performance and influence others to follow suit.

獎勵及嘉許

集團以公平和務實的手法，通過定期進行表現評估，獎勵為集團作出貢獻的員工。除了健全的表現評估系統，我們亦確保負責評審的同事接受專業訓練，確保可為員工的表現作出公平和客觀的評估，而且能提供具建設性的建議，從而幫助員工作出改善。基於此評估，在崗位上表現優秀的員工可獲得晉升機會。

員工在其工作崗位上「做足100分」，我們亦會以直接的方式獎勵員工所作出的貢獻。此外，我們有「Give Me Five」獎賞，鼓勵長期為公司服務的員工。年度內，集團亦有為員工提供贊助，支持他們參與由香港零售管理協會舉辦的考察團，到日本學習顧客服務的最佳實務操作。另外，我們推出了「長期激勵計劃」，將業務表現納入員工表現，長遠期望有助保留表現優秀的員工。集團透過此等獎勵及嘉許，期望能對員工的個人表現產生正面效果，並影響其他同事效仿。



Commitment to employees 關顧員工

In recognising the efforts of our employees, the Group strives to promote from within the organisation whenever possible as we value our employees' knowledge and understanding of our business. Clear and transparent career paths are formulated to ensure that employees are provided with opportunities to make continuous progress in their career within the organisation. For example, for staff working in our kitchens and stores, they are provided with clearly defined career paths and tailored training courses to support their growth. Job rotation and internal transfer are provided to further broaden the scope of career development.

The Group takes pride in citing examples of employees who started their career as a general crew to become core members of our management team. These examples are a testament to the efforts of our employees in utilising the development opportunities available in the Group to carve a career for themselves. As of 31 March 2014, 57% of our current employees graded managers or above were promoted from within the Company.

Going forward

Steering towards our vision of becoming the preferred employer in the catering industry, we focus on the following:

- constantly review and evaluate the competitiveness of our remuneration packages;
- strengthen our employee engagement by conducting more in-depth analysis on employee feedback to enable the Group to attract and retain the best talent and motivate our employees to achieve higher performance; and
- step up our *Hazards Identification Programme* to ensure more effective and proactive enhancement of health and safety in the workplace.

集團重視員工對業務的知識及理解，盡可能在公司內部提拔人才，作為對員工努力的嘉許。集團制訂了清晰透明的晉升途徑，確保員工有機會在公司內持續發展事業。例如集團為分店及廚房員工設有明確的晉升階梯和量身訂造的培訓課程，支持他們的發展。我們亦提供崗位輪調及內部調動，以進一步拓闊員工的事業發展。

值得我們自豪的，是集團管理團隊的核心成員不乏來自當年的前線員工。這正好反映員工善用集團提供的發展機會，為自己創出一番事業。於二零一四年三月三十一日，現為經理級或以上的員工當中有57%是從公司內部晉升。

邁步向前

銳意成為餐飲業首選僱主，我們專注以下工作：

- 定期檢討及評估集團薪酬待遇的競爭力；
- 透過進行深入的員工反饋分析，讓集團加深對員工的了解，以吸引及保留最優秀的人才，並且鼓勵員工爭取更佳表現，藉此加強員工的歸屬感；及
- 進一步優化程序，確保更有效和主動地加強職業健康及安全。

Looking ahead

展望將來

This comprehensive report demonstrates our commitment in achieving greater transparency and accountability to our stakeholders. Through the preparation of this report, the Group has consolidated its efforts to disclosing more information related to our sustainability performance and identified clearly areas for further improvement. It is our target that through the publication of this report, our stakeholders will be able to assess the Group's performance from a more comprehensive perspective and enable them to provide us with their feedback on our sustainability priorities.

Looking ahead, the Group will remain committed to:

- ✓ achieving "A Hundred Points of Excellence" in every aspect of our business
- ✓ creating positive impact in areas where there are needs in the community
- ✓ achieving greater energy efficiency and reduce waste generation in our operation; and
- ✓ realising our vision of becoming the preferred employer in the catering industry.

We will continue to disclose our progress - a drive to accomplish more in the sustainability roadmap of the Café de Coral Group.

集團一向致力為所有持份者提供高透明度和履行其責任，這份詳盡的報告正反映這承諾。通過籌備本報告，我們集中力量披露更多與集團可持續發展表現相關的資料，訂明將會進一步改善的範疇。我們期望透過此報告，各持份者可以更全面地審視集團的表現，並就我們的可持續發展工作優先次序提出意見。

展望未來，本集團將繼續致力以下工作：

- ✓ 在業務的各個範圍「為您做足100分」；
- ✓ 為社會有需要人士帶來正面影響；
- ✓ 在營運上達致更大的能源效益，減少廢物；及
- ✓ 實踐我們的願景，在餐飲行業致力成為首選的僱主。

集團會繼續披露工作進度，以此推動大家樂集團在可持續發展方面取得更大成就。

