



2015 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

Contents

目錄

About this Report 關於本報告	02
Message from CEO 首席執行官獻辭	03
About Café de Coral Group 關於大家樂集團	05
Our Sustainability Values 我們的可持續發展價值	10
Total Customer Satisfaction 全面顧客滿意度	14
Community Involvement 回饋及貢獻社會	22
Resource Optimisation 資源優化	30
Focus on People 關顧員工	36
HKEx ESG Reporting Guide Index 香港聯交所環境、社會及管治報告指引索引	46

About this Report

關於本報告

Café de Coral Group issues a report about its sustainability performance annually. Our report for year 2014/2015 focuses on our accomplishments in the year as well as our performance against the targets we set in 2013/2014 in four key areas: *Total Customer Satisfaction*, *Community Involvement*, *Resource Optimisation* and *Focus on People*. This report covers the sustainability performance of the Group from 1 April 2014 to 31 March 2015, unless stated otherwise.

Although our commitments are corporate-wide across all operations of the Group, the content of this Sustainability Report focuses largely on our operations in Hong Kong. We plan to expand the scope of reporting to operations outside Hong Kong in the future.

This report follows the Environmental, Social and Governance Reporting Guide of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (HKEx ESG Reporting Guide). Compared to last year, this report discloses more qualitative and quantitative information relating to our sustainability performance, thereby increasing the transparency and accountability of our actions to stakeholders. We are putting in place further enhancement to our data collection approach for full alignment with the HKEx ESG Reporting Guide.

For details regarding our financial performance and corporate governance, please refer to our website www.cafedecoral.com and our Annual Reports. We value your feedback and any comments you may have on our sustainability performance. Please offer your feedback 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.

大家樂集團每年發佈集團可持續發展表現的報告。在二零一四/二零一五年度之報告內，我們集中匯報年內所取得的成績，以及在二零一三/二零一四年度就全面顧客滿意度、回饋及貢獻社會、資源優化和關顧員工四個主要範疇所訂立的目標之達成。除另有註明，本報告覆蓋集團由二零一四年四月一日至二零一五年三月三十一日期間的可持續發展表現。

我們致力在集團整體營運全面履行可持續發展，但本報告主要集中集團在香港的營運。我們計劃將來擴闊報告的範圍，以包括香港以外的營運。

本報告依照香港聯合交易所有限公司證券上市規則之環境、社會及管治報告指引（香港聯交所環境、社會及管治報告指引）。與去年比較，我們在本報告披露更多與可持續發展表現相關的數據及資料，以增加透明度及作為我們對持份者履行的責任。我們正進一步加強收集數據的工作，以確保完全符合香港聯交所環境、社會及管治報告指引。

有關集團的財務表現及企業管治方面的資料，請參閱集團網站 www.cafedecoral.com 及年度報告。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五號大家樂中心。





Message from CEO 首席執行官獻辭

2014/2015 has been an exciting year for the Café de Coral Group's Sustainability Programme, a comprehensive long-term strategy and implementation plan that we crafted to build a robust infrastructure to support the Group to achieve its growth targets and to deliver value for our customers, employees, shareholders, investors and community as a whole. This year witnessed a great progress and a number of leaps ahead in our organisation and infrastructure – the fruition of the team's concerted efforts and hard work.

Key highlights of the Group's accomplishments in the various aspects of our sustainability initiatives during the year include:

- **Delivering total customer satisfaction** through maintaining the highest standards on quality and safety. Our new *Central Food Processing Centre* in Tai Po, Hong Kong attained the ISO 22000 certification shortly after commencement. Never allowing complacency, our team conducted a new round of comprehensive review of supply chain practices to further strengthen our internal control system on food quality and safety during the year. In addition, new brands and products were introduced to continuously delight our customers.

在二零一四/二零一五年，大家樂集團在可持續發展計劃方面的工作令人振奮。可持續發展計劃是我們制訂的一套長遠的策略及推行計劃，透過建構一個健全的基礎建設，支持集團達成增長目標，為顧客、員工、股東、投資者，以至整個社會創造價值。今年，我們見證了重大的進展，在集團架構及基礎建設上均邁進一大步，這是整個團隊的努力和付出所取得的美滿成果。

年內，集團在可持續發展計劃的各個範疇上獲得理想的成績，當中包括以下重點：

- **達致全面顧客滿意度**：透過維持最佳質素及最高安全的標準，達致各方面令顧客滿意。集團位於香港大埔的新中央產製中心，於投產後不久已成功獲得ISO 22000認證；抱著永不自滿的態度，我們的團隊在年內對供應鏈進行了新一輪的全面檢討，以進一步強化食物質素及安全的內部監控系統。此外，我們繼續推出新品牌及產品，不斷為顧客帶來愉悅的餐飲體驗。

- **Achieving greater efficiency and resource optimisation** through the commencement of the *Central Food Processing Centre*. Since April 2013, we achieved greater energy savings as well as operational efficiency. During the year, we also established a roadmap with quantifiable targets and concrete implementation plans across our operations in Hong Kong.
- **Launching the Group's Corporate Social Responsibility (CSR) programme – “Café de Coral Twinkle Action”**, which consolidates our existing efforts in serving and engaging the community within our clearly defined parameters – *Caring for the Underprivileged; Promoting Environmental Awareness and Supporting Education*.
- **Building a stronger and vibrant team** to support the sustainable growth of our business. We devoted significant efforts and resources to expanding the scope and enhancing the quality of training and development during the year, aiming at empowering the team to develop rewarding careers within the corporation. Efforts were also devoted to cultivate a more engaged team through effective communication and caring for our employees.

Whilst our efforts and achievements are widely recognised by our customers and other stakeholders, we are mindful of the challenges that confront our business, the industry and the wider community. The substandard oil incident which occurred in the region during the year tested both the robustness and resilience of the whole industry on food safety. The Group had taken this opportunity to reinforce the strengths in our supply chain management and identify room for improvement. As the competition for talent continues to intensify, this will continue to pose a challenge for us in terms of growing our business sustainably and maintaining a highly skilled workforce to deliver our promise to customers and shareholders.

Therefore I envisage that 2015/2016 will be another year of diligent work as we endeavour to implement enhancements across our operations in line with the principles outlined in our *Sustainability Values*. We are confident that operating our business in line with the *Sustainability Values* will deliver far reaching results for the business, environment and the community.

Lo Hoi Kwong, Sunny
Chief Executive Officer

Hong Kong, 23 June 2015

- **提昇效率及資源優化**：隨著中央產製中心由二零一三年四月開始投產，我們成功節省能源，以及達致更大的營運效益。我們在年內更為香港的業務營運制訂了藍圖，設定可量度的目標及具體的推行計劃。
- **成立集團企業社會責任計劃「大家樂閃亮行動」**：我們總結過往推行企業社會責任活動的經驗，在我們清晰訂定的範疇——*關愛弱勢社群、提昇環保意識，以及支持教育，積極回饋及貢獻社會*。
- **建立更強大及充滿活力的團隊**：為配合集團業務的持續發展，我們在年內投放重大資源，擴闊及加強培訓及發展的範圍和質素，讓員工盡展所長、發展事業。我們亦致力透過有效的溝通及關顧員工，培養一支充滿熱忱的團隊。

我們所付出的努力，獲得顧客及其他持份者的廣泛認同。然而，我們很清楚集團、餐飲業，以至整個社會所面對的挑戰。年內發生的劣質油事件，是對業界食物安全之穩健性及堅韌度的考驗，而集團在處理過程中進一步加強及提昇供應鏈管理並識別可改進的空間。另一方面，人才競爭持續激烈，這對集團在達致業務持續增長及保留優秀團隊，以實現對顧客和股東之承諾亦繼續帶來挑戰。

因此，二零一五/二零一六年將會是我們繼續奮力向上的一年，集團會依據我們*可持續發展價值*的準則，不斷提昇營運各方面的工作。我們深信，只要我們依照*可持續發展價值*經營業務，定能為業務、環境及社會帶來深遠的成果。

首席執行官
羅開光

香港，二零一五年六月二十三日

About Café de Coral Group

關於大家樂集團

Café de Coral Holdings Limited is one of Asia's largest publicly listed restaurant and catering groups. Headquartered in Hong Kong, our operations now cover 335 operating units in Hong Kong and 126 outlets in Mainland China. Our business includes quick service restaurants (QSR) and institutional catering, fast casual and casual dining chains, together with food processing and distribution. An overview of our organisation and strategic business units is outlined overleaf.

大家樂集團有限公司是亞洲最大的餐飲上市集團之一，集團總部設於香港，於香港及中國內地分別營運335和126間分店，業務包括速食餐飲與機構飲食、快速休閒和休閒餐飲，以及食物產製和分銷。下頁為集團架構及策略業務單位概覽。



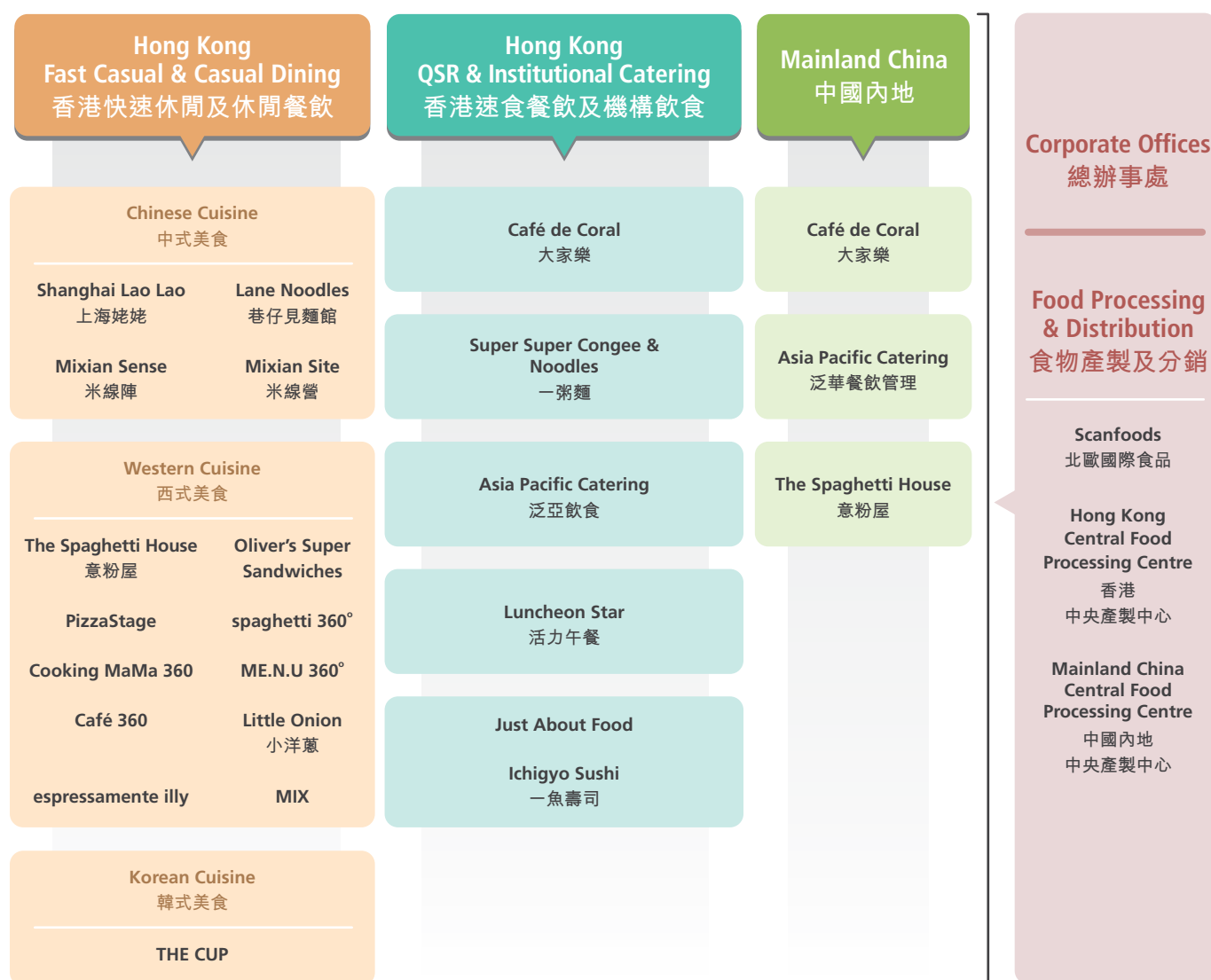
Organisation chart

企業組織架構圖



CAFÉ DE CORAL GROUP STRATEGIC BUSINESSES

大家樂集團策略性業務



Our business performance in numbers (FY 2014/2015)

集團業務表現之重要數字 (二零一四/二零一五財政年度)

HK\$7.36
billion

Total revenue

總收益達七十三億六千萬港元

HK\$6.71
billion

Total operating cost

總營運成本為六十七億一千萬港元

461
shops

Operating units in Hong Kong and Mainland China

(As of 31 March 2015)

於香港及中國內地合共經營461間分店

(截至二零一五年三月三十一日)

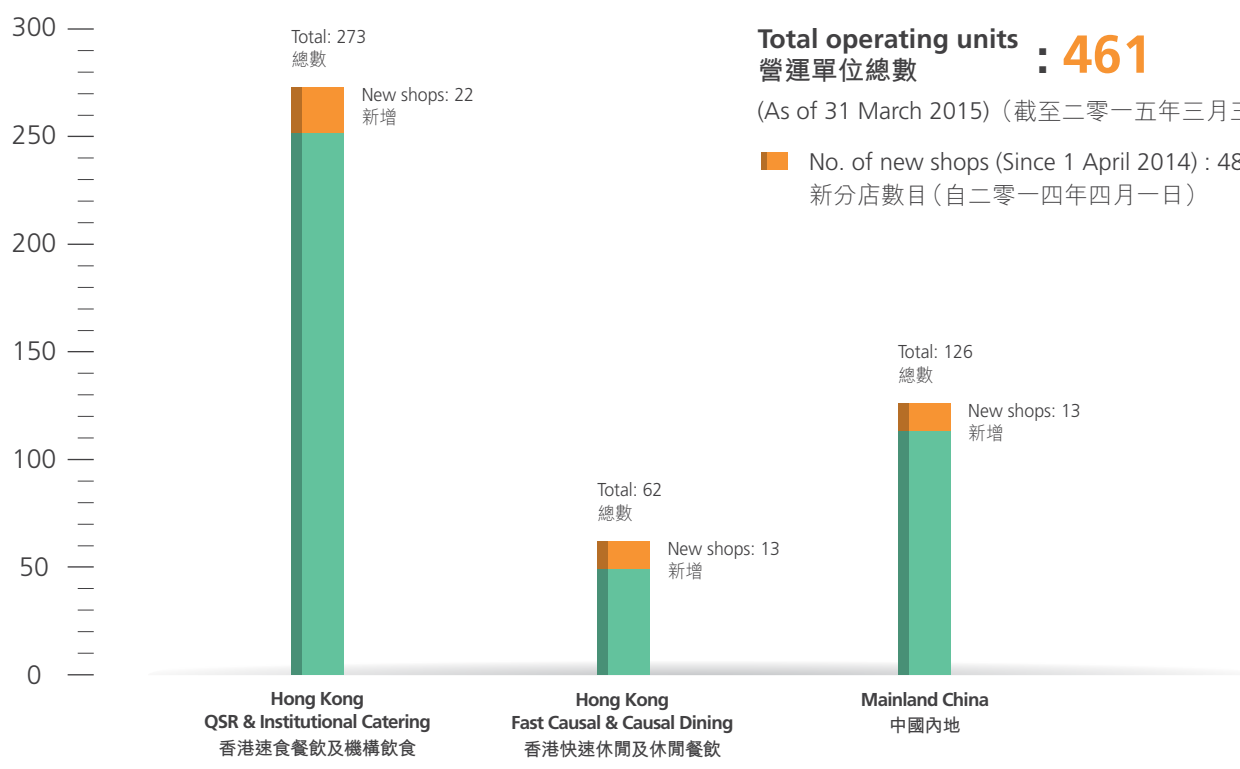
17,400
employees

Size of workforce

(As of 31 March 2015)

員工人數約17,400人

(截至二零一五年三月三十一日)



Results of our commitments

We take pride in promoting best practices and corporate sustainability, and positively impacting the communities around us. We are honoured to receive recognition from other organisations and entities. The table overleaf highlights awards received in 2014/2015.

集團努力的成果

集團致力推廣企業可持續發展、提倡最佳的實踐方法和為社會帶來正面的影響，我們為此引以為傲。我們十分榮幸獲得社會各界的認同，下頁為集團二零一四/二零一五年度內所獲得的重點獎項。

Award 獎項

Organiser 主辦機構

Total Customer Satisfaction 全面顧客滿意度

<p>Prestigious Corporate Brand Awards 2014 卓越企業品牌選舉2014</p> <ul style="list-style-type: none"> Hong Kong's Top 10 Prestigious Corporate Brand Award (Jury) 十大香港卓越企業品牌 (評審團) Hong Kong's Conscientious Employer Brand Award 香港良心僱主品牌 	<p>Ming Pao & Msc Marketing, CUHK 明報及香港中文大學市場學碩士課程</p>
<p>2014 HKRMA Service & Courtesy Award 2014傑出服務獎</p> <ul style="list-style-type: none"> "Excellent Service Star" (Café de Coral fast food) 優質服務之星 (大家樂快餐) 	<p>Hong Kong Retail Management Association 香港零售管理協會</p>
<p>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)</p>	<p>Hong Kong Tourism Board 香港旅遊發展局</p>
<p>2014 The Kam Fan Awards – Gold (Media Single – Best use of Ambient) 2014金帆廣告大獎 — 金獎 (Media Single – Best use of Ambient)</p>	<p>Association of Accredited Advertising Agencies of Hong Kong 香港廣告商會</p>

Community Involvement 回饋及貢獻社會

CSR Index Plus 社會責任進階指數		Hong Kong Quality Assurance Agency 香港品質保證局
Caring Company 商界展關懷		Hong Kong Council of Social Service 香港社會服務聯會
2013-14 Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme – Supreme Inclusive Organisation (Café de Coral Group) 2013-14年《有能者・聘之約章》及 共融機構嘉許計劃 — 至尊共融機構獎（大家樂集團）		Labour and Welfare Bureau, Rehabilitation Advisory Committee, Hong Kong Council of Social Service and Hong Kong Joint Council for People with Disabilities 勞工及福利局、康復諮詢委員會、香港社會服務聯會及香港復康聯會

Resource Optimisation 資源優化

<p>2014 Hong Kong Awards for Environmental Excellence (HKAEE) – Manufacturing and Industrial Services (Luncheon Star) 2014香港環保卓越計劃 — 製造業及工業服務 (活力午餐) • Certificate of Merit 優異獎</p>	<p>Environmental Campaign Committee 環境運動委員會</p>
---	---

Award 獎項

Organiser 主辦機構

Focus on People 關顧員工

18 Districts Caring Employers 2014 Award
2014「十八區關愛僱主」嘉許



Labour and Welfare Bureau, Rehabilitation Advisory Committee, Hong Kong Joint Council for People with Disabilities and Hong Kong Council of Social Service
勞工及福利局、康復諮詢委員會、香港復康聯會及香港社會服務聯會

Manpower Developer 1st
人才企業1st

Employee Retraining Board
僱員再培訓局

Catering Industry Safety Award Scheme (2014-2015)
飲食業安全獎勵計劃 (2014-2015)

Hong Kong Labour Department & Occupational Safety and Health Council
勞工處、職業安全及健康局



Our Sustainability Values

我們的可持續發展價值

Sustainability is the backbone to the Café de Coral Group's development and growth. Our four *Sustainability Values*: delivering *Total Customer Satisfaction*; steering *Community Involvement*; driving *Resource Optimisation*; and ensuring that we *Focus on People*, are deeply embedded in our business operations and organisation.

可持續發展是大家樂集團發展及增長的重要支柱。集團四個可持續發展價值分別為：達致全面顧客滿意度；積極回饋及貢獻社會；提倡資源優化；以及關顧員工，已充分融入集團整個組織及業務營運當中。





2014/2015 Highlights 重點

- Attained ISO 22000 certification for the *Central Food Processing Centre*
- Enhanced the Group's policies and processes to maintain quality assurance
- Introduced new taste and service to customers
- 中央產製中心獲取ISO 22000認證
- 加強集團的政策及流程以確保品質
- 為顧客推出新產品及服務



Total Customer Satisfaction 全面顧客滿意度

- Stringent procurement practice
- Reliable food processing
- Pleasant customer experience
- 嚴謹的採購程序
- 可靠的食物產製
- 愉悅的顧客體驗



Community Involvement 回饋及貢獻社會

- Caring for the underprivileged
- Promoting environmental awareness
- Supporting education
- 關愛弱勢社群
- 提昇環保意識
- 支持教育

2014/2015 Highlights 重點

- Launched the Group's CSR programme – "*Café de Coral Twinkle Action*"
- 成立集團企業社會責任計劃「大家樂閃亮行動」



Making all customers,
employees and shareholders happy
顧客快樂、員工快樂、股東快樂

"A Hundred Points of Excellence"
「為您做足100分」



Focus on People 關顧員工

- Vibrant organisation
- Strong team
- Engaged employees
- 充滿活力的組織
- 強大的團隊
- 有熱忱的員工

2014/2015 Highlights 重點

- Formulated a more robust and structured training and development framework for employees
- Strengthened the Performance Management System and implemented the Share Award Scheme
- Cultivating a more engaged team through effective communication and caring for our employees
- 制訂更健全及有系統的員工培訓及發展框架
- 加強績效管理系統及推行股份獎勵計劃
- 透過有效的溝通及關顧員工，培養一支充滿熱忱的團隊



Resource Optimisation 資源優化

- Efficient use of resources
- Innovative waste management
- Minimising environmental impacts
- 善用資源
- 創新的廢物管理
- 減低對環境的影響

2014/2015 Highlights 重點

- Achieved greater efficiency and resource optimisation through the *Central Food Processing Centre*
- Conducted extensive studies of energy consumption and GHG emissions to establish a baseline
- Developed progressive targets and concrete action plan to achieve greater energy efficiency
- 中央產製中心的投產達致更高的效益及資源優化
- 就能源消耗及溫室氣體排放進行廣泛研究並建立基準線
- 制訂漸進目標及具體行動方案，以達致更高的能源效益



Total Customer Satisfaction 全面顧客滿意度

Delivering "A Hundred Points of Excellence" to our customers is the fundamental principle of our business. We strive to achieve *Total Customer Satisfaction* by continuously enhancing the products and services we deliver to customers. Established on a solid foundation of stringent procurement practice and reliable food processing, our employees strive to provide attentive customer service to all walks of life in store.

為顧客「做足100分」是集團業務的核心基礎。我們透過不斷提昇產品和服務，致力達致全面顧客滿意度。集團嚴謹的採購標準及可靠的食物產製程序，讓我們的員工可致力為店內每一位顧客提供體貼周到的服務。

3 Principles 三個準則

**Stringent
procurement
practice**

嚴謹的
採購程序

**Reliable
food
processing**

可靠的
食物產製

**Pleasant
customer
experience**

愉悅的
顧客體驗

Highlights of 2014/2015

二零一四/二零一五年度重點

To ensure that we deliver *Total Customer Satisfaction*, we further raised our standards on food quality and safety and increased our product offering to bring new taste and more sustainable choice to customers:

- Reviewed and enhanced the Group's policies and processes to maintain quality assurance
- Our *Central Food Processing Centre* attained ISO 22000 certification in September 2014, demonstrating that our management and production system is aligned with international best practice
- Introduced new brands and concepts and enhanced dining experience by investing in shop renovation and upgrade
- Revaluated our supply chain management to ensure that we are partnering with those who share our commitment of excellence

為確保我們能達致全面顧客滿意度，集團進一步提昇食品質量及安全標準，同時增加產品種類，為顧客帶來新口味及更多可持續的選擇：

- 檢視及完善集團的政策及程序，以提昇品質保證
- 集團的中央產製中心於二零一四年九月取得 ISO 22000 認證，反映集團的管理及生產系統達到國際水平
- 推出新品牌和概念，以及透過分店裝修及升級，提昇用餐體驗
- 檢視集團的供應鏈管理，確保集團夥拍與我們力臻完善的理念一致的合作夥伴

Wall-to-wall approach to quality and safety

實施全面舉措 確保質量及安全

Our commitment to delivering *Total Customer Satisfaction* is set upon the fundamental basis of delivering food that is of high quality standards and safe for consumption. Our infrastructure, systems and policies are reviewed regularly to maintain quality and consistency of our products and services. Below are four pillars underpinning our approach to maintaining quality and safety across our value chain.

提供優質及安全食品是集團致力做到全面顧客滿意度的基本要素。集團定期檢視基礎建設、系統及政策，確保所提供的產品及服務的高質量及穩定性。集團透過以下四大支柱確保價值鏈的質量及安全。

Group-wide Corporate Food Safety Policy

The Group maintains stringent quality standards and food traceability through the Group-wide *Corporate Food Safety Policy*. This Policy outlines the standards and functions of different production processes and operations to maintain full food traceability and safety. It covers the mechanism and procedures in place to safeguard food quality and minimise food related risks across our value chain. Annual mock product recalls are conducted to continuously evaluate the effectiveness of the product recall mechanism to ensure that it remains robust.

集團食物安全政策

我們透過集團食物安全政策，保持嚴謹的質量及食品可追溯性。有關政策列出不同產製程序及營運的標準及功能，以做到完整食品追溯及確保安全。政策涵蓋價值鏈中各有關機制及程序，確保食物質素及減低與食物有關的風險。集團每年進行模擬產品回收，持續檢討產品回收機制的效能，確保其持續有效。

Centralised procurement

Safeguarding the quality and safety of food we serve in our outlets begins at the source of our value chain. In 2014, a comprehensive review was conducted to reevaluate current supply chain practice. Enhancements were made as a result to expand the functions and responsibilities of the *Central Procurement Team* to command overall control of all procurement pertaining to the daily operation of all shops.

Aligned to international standards

Committed to ensuring that our management system is aligned to international best practice, our *Central Food Processing Centre* attained ISO 22000 shortly after it commenced operations in 2013. This internationally recognised certification, which sets standards on identifying and controlling safety hazards, demonstrates the Group's commitment to the highest standard of food quality and safety.



Effective and transparent crisis management

The Group has an effective management system to handle crisis. In September 2014, the substandard oil incident tested the agility of the senior management team and the resilience of our internal control system. The crisis management procedure and product recall mechanism were activated at the outset of the incident to allocate adequate resources and assign members of the senior management team to manage this issue effectively. The Group remained transparent throughout the incident by disclosing relevant information to the public in a timely manner and working closely with the Government and the industry in handling the issue.

中央採購

集團從價值鏈的源頭開始，為分店提供的食物質量及安全把關。二零一四年，我們全面檢討現有的供應鏈，並進行改善，同時擴大中央採購團隊的功能及責任，全面掌控所有分店日常運作的採購事宜。

達致國際標準

集團致力將管理系統達致國際優良水平，中央產製中心於二零一三年投產不久，便獲取ISO 22000認證。該國際認可資格就安全風險識別及控制方面均設有標準，反映集團對食品高質量及安全的重視。

有效及具透明度的危機管理

集團設有有效的危機處理機制。於二零一四年九月發生的劣質油事件，充分反映管理團隊的應變能力及內部監控系統的可靠性。在事件發生初期，集團已啟動其危機處理程序及產品回收機制，有效地調撥資源及安排管理團隊的成員處理事件。對外方面，集團保持高透明度，適時向公眾發放有關資訊，並與政府及業界緊密合作。

Delivering total customer experience

提供全面顧客體驗

With the four pillars of maintaining quality and safety in place, the Group strives to continuously enhance customer experience by bringing new taste and innovative service to our customers, providing a pleasant environment and delivering attentive customer service across our stores.

集團透過四大支柱確保食物質量及安全，同時持續提昇顧客體驗，不斷為顧客帶來新產品及創新的餐飲服務，提供舒適的環境，並於全線店舖提供體貼的顧客服務。

Our *Q Shop System* continues to serve as the guiding principle to maintaining our meticulous standards on Quality, Cleanliness and Service. The success of the full implementation of the *Q Shop System* across all **Café de Coral** fast food shops has helped us maintain our position as a market leader. In 2015, we expanded the *Q Shop System* to **The Spaghetti House** with trials taken place in February 2015 and for full implementation across all outlets by the end of the year. We are working closely with each business unit to develop a tailor-made system which reflects the unique nature of each brand and operation.

Attentive customer service

Delivering outstanding customer service is achieved by having a workforce instilled with positive mindset and equipped with the skills and knowledge to serve our customers attentively. To facilitate this, we ensure that branch managers are adequately trained to motivate their team and all frontline staff undergo adequate training to deliver the highest level of customer service. For more information on training, please refer to the "*Focus on People*" section.

Engaging with customers plays an important role in our effort to solicit feedback in order to continuously enhance customer experience. Various communication platforms and procedures are in place to ensure that feedback is collected and duly followed-up. For all positive feedback received, we ensure that the efforts of the team are recognised and exemplified for other team members to learn from. For complaints received, formal investigations are launched and follow-up actions are taken in a timely manner.

Mystery Shopper Programme (MSP) is also conducted regularly to gather independent feedback on customer experience. The *MSP* is under our constant review to consistently raise the standards of food and service delivery. Focus groups are also conducted regularly with selected groups of customers or in different districts to solicit feedback on specific issues or products.



我們的優質分店 (*Q Shop*) 系統繼續確保產品質素、整潔度和服務標準貫徹統一。*Q Shop*系統成功在所有**大家樂**快餐分店全面落實，有助鞏固我們的市場領導地位。二零一五年，我們將*Q Shop*系統擴展至**意粉屋**，並於二零一五年二月試行，計劃今年底於全線**意粉屋**分店實行。集團各業務單位正積極針對每個品牌營運的獨特性，度身訂造相關系統。

體貼的顧客服務

為顧客提供優質用心的服務，有賴團隊積極正面的心態以及具備豐富的顧客服務知識及技巧。為此，集團確保分店經理接受適當的培訓，以推動其團隊及所有前線員工進行足夠訓練，提供高水平的顧客服務。有關培訓詳情，請參閱「*關顧員工*」章節。

向顧客搜集意見是持續提昇顧客體驗的一個重要範疇。集團採用不同的溝通平台收集顧客意見並積極跟進。對於正面的意見，我們會對團隊的努力予以肯定，並以他們作為其他員工的學習榜樣。對於所收到的投訴，我們會及時進行調查及採取相應的跟進行動。

集團亦採用**神秘顧客計劃 (MSP)**，定期收集關於顧客體驗的獨立意見。我們定期審閱**MSP**，以助持續提昇食品和服務的標準。集團亦會定期進行不同的焦點小組討論，向所選定的顧客群或於不同地區，就特定問題或產品搜集意見。



Pleasant environment

The Group regularly reviews and upgrades existing outlets to enhance overall customer experience. In FY 2014/2015, we invested over HK\$74 million in renovating 24 outlets. In addition to renovations in our outlets, we also add thoughtful touches in store to fulfil the needs of our diverse customers.

Barrier free access

無障礙分店

Since October 2012, the Group has been welcoming the visually impaired to visit our outlets with their guide dogs.

自二零一二年十月，集團分店歡迎視障人士帶同導盲犬進入。



A family-friendly environment

家庭友善環境

High chairs are available for customers with kids to enjoy meals in store.

提供兒童座椅，方便顧客與兒童一同進餐。

舒適的環境

集團定期檢視及改善現有分店，以提昇整體顧客體驗。在二零一四/二零一五財政年度，我們共投資超過七千四百萬港元翻新24間分店。除了為分店進行裝修，我們亦於店內增加體貼的設施，以滿足不同顧客的需要。



Assistance for seniors and those in need

協助長者及有需要人士

Designated priority seating is available in store for senior customers and those in need. Additional assistance is also provided by our staff such as delivering meals to customers in **Café de Coral** fast food outlets.

集團於分店設置優先座位予年長顧客及有需要人士，員工亦會為有需要人士提供其他協助，以大家樂快餐為例，員工會為有需要人士送餐。



New and innovative taste

Drawing on our decades of experience and in-depth understanding of the market, the Group regularly reviews our service offering and meticulously selects new brands and introduces new taste to delight our customers. During 2014/2015, our home-grown brands introduced **Shanghai Lao Lao**, **Lane Noodles**, **Mixian Site**, **Just About Food**, **C. Express** and **Café 360** while new concepts under **Cooking MaMa 360** and **spaghetti 360°** were launched. The Group also collaborated with overseas restaurant conglomerates, bringing to Hong Kong a Korean healthy food brand, **THE CUP**, as well as the forthcoming Japanese *donburi* and pasta chain concepts with a brand new dining experience.



In addition to bringing new taste to our customers, we are making environmentally and socially responsible choices more accessible to customers. Our product offerings include sustainably sourced seafood and fair trade certified beverage and snacks across various brands. For more information about our sustainably sourced seafood, please refer to the "Resource Optimisation" section.



全新及創新的口味

憑藉數十年的餐飲經驗和對市場的深入了解，集團定期檢討所提供的服務，精挑細選新品牌和引進新口味以滿足顧客。在二零一四/二零一五年度，我們推出自創品牌**上海姥姥**、**巷子見麵館**、**米線陣**、**Just About Food**、**C. Express**及**Café 360**；同時亦為**Cooking MaMa 360**和**spaghetti 360°**打造全新的餐飲概念。集團並與海外餐飲集團合作，將韓國健康餐飲品牌**THE CUP**、快將推出的日本**丼物**專門店和意大利麵專門店概念帶來香港，為顧客提供全新的用餐體驗。

除了為顧客帶來新口味，集團亦提供環保及社會責任產品供顧客選擇。不同品牌所提供的產品包括可持續採購海產和公平貿易飲品及小食。有關我們採用可持續採購海產的詳情，請參閱「資源優化」章節。

Working closely with suppliers to deliver on our promise

與供應商緊密合作 實現我們的承諾



**20% of suppliers
will be visited annually**
每年走訪兩成供應商



**100% of new suppliers and high
priority food supply source will be visited**
走訪所有新供應商及重點食物供應來源

The Group recognises the importance of establishing strong partnerships with suppliers to ensure food traceability and quality. Striking the delicate balance between reliability, quality and cost, a comprehensive review of supply chain practice was conducted during the year by our in-house experienced and seasoned team to ensure that the Group is increasingly sourcing directly from suppliers to safeguard food traceability and partnering with suppliers who are the "best in class".

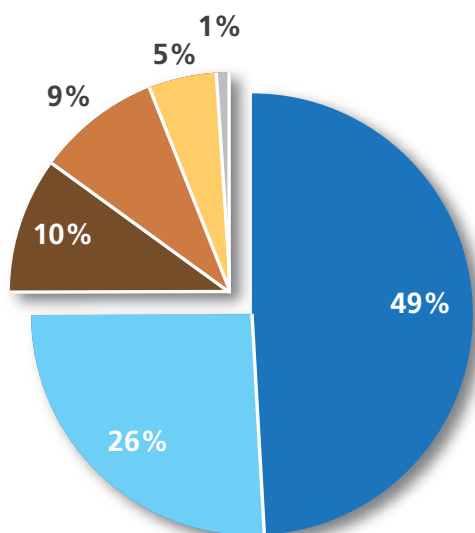
With our commitment to delivering consistent and high standard of food quality across our outlets, the Group has been diversifying the source (e.g. geographical regions) of food supplies for key ingredients to ensure that we have a reliable and continuous supply chain regardless of unforeseeable external circumstances (e.g. natural disaster, disruption in the supply chain) with equal emphasis placed on quality and value.

集團深明與供應商建立穩固的夥伴關係，對確保食品可追溯性和質量十分重要。因此集團於年內由內部富有經驗的團隊對供應鏈進行全面回顧，在平衡可靠性、質量及成本的前題下，確保集團更直接地向供應商採購，保障食品可追溯性，並與最優秀的供應商合作。

集團致力貫徹所有分店食品高質量的承諾，我們擴大主要食材的供應商網絡（如地理區域），確保無論在任何不能預計的外在情況下（如自然災害、供應鏈中斷），我們均有一個可靠和持續的供應鏈，並同時能確保質量和價值。

Food origin by geographical region

按地區分佈之食物來源



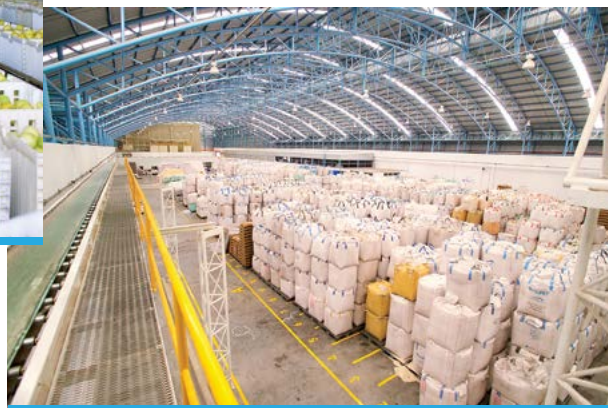
- Mainland China (mainly meat, seafood, vegetables and basic groceries)
中國內地（主要供應肉類、海產、蔬菜及基本雜貨）
- USA (mainly meat, fruit and eggs)
美國（主要供應肉類、水果及蛋類）
- Other Asian countries (mainly meat, seafood, dairy and basic groceries)
其他亞洲國家（主要供應肉類、海產、奶製品及基本雜貨）
- Hong Kong (mainly meat, seafood, vegetables and basic groceries)
香港（主要供應肉類、海產、蔬菜及基本雜貨）
- Australia and New Zealand (mainly meat and seafood)
澳洲及新西蘭（主要供應肉類及海產）
- Europe (mainly meat, dairy and canned products)
歐洲（主要供應肉類、奶製品及罐頭產品）

As food material and products take up as much as 90% of the Group's total procurement, the Group focuses on disclosing data on food procurement, which we consider most relevant and material to report.

Rigorous on-site assessments were carried out by our *Central Procurement Team*, *Corporate Quality Assurance Team* and *Operation Team* to create a synergy of expertise. The assessment is an important tool for our team to enforce compliance and identify ways in which our suppliers can further enhance their performance. When suppliers are found to be non-compliant, partnership will be terminated to uphold our stringent standards. The Group is transparent with our approach and requirements in supplier assessment by outlining extensively the reasons for termination and suggestions on corrective actions. During 2014/2015, targeted supplier visits were conducted in Mainland China, USA, New Zealand and Australia.



Supplier's lemon plant in the USA
供應商於美國的檸檬工廠



Supplier's rice plant in Thailand
供應商於泰國的米工廠

由於食物材料及製品佔集團總採購多至九成，我們認為食物採購數據最為相關及重要，故集中公佈有關數據。

集團的中央採購團隊、企業品質監控團隊和營運團隊對供應商進行嚴格的查訪及評估，結合各專業知識而發揮協同效用。集團透過評估，確保供應商符合所有要求及標準，並探討如何進一步提昇供應商的表現。對於未能符合要求的供應商，集團會終止合作關係以維持嚴格標準。集團對供應商的評估及要求具高透明度，向供應商闡明終止原因及提供改善建議。在二零一四/二零一五年度，集團按既定目標走訪多個位於中國內地、美國、新西蘭和澳洲的供應商。

Future plans

未來計劃

- Conduct a comprehensive review of customer feedback platforms to ensure that continuous improvements are achieved in the food and service we deliver
- Further enhance operational efficiency and food traceability by introducing an enhanced Group-wide supply chain inventory system
- Organise forums for suppliers to communicate the Group's stringent standards on food safety and traceability and collect feedback on ways for the Group to further improve its supply chain management
- Conduct factory visits to all new suppliers. On top thereof, we have also set targets to visit all high priority food supply source and no less than 20% of our total suppliers annually
- 全面檢視顧客意見平台，以持續提昇食物和服務質量
- 加強集團的供應鏈庫存系統，進一步提昇業務效率和食品可追溯性
- 舉辦供應商論壇，以溝通集團嚴格食物安全和食品追溯的高標準，並收集供應商就集團如何進一步提昇其供應鏈管理的意見
- 走訪所有新供應商的廠房，更制訂每年探訪目標，包括所有重點食物供應來源及全部供應商至少兩成



Community Involvement 回饋及貢獻社會



The Group has a clear vision and philosophy to contributing positively to the community as a good corporate citizen. Focusing on areas where there are needs in the community, we leverage our extensive network and actively engage with customers, employees, beneficiaries and the community at large to deliver far-reaching results.

集團作為良好的企業公民，有明確的理念和目標，致力回饋及貢獻社會。我們集中資源在社會上有需要的範疇，憑藉我們龐大的網絡，積極鼓勵顧客、員工、受惠者及社區一同參與，達致深遠的成果。

3 Principles 三個準則

Caring for the underprivileged
關愛弱勢社群

Promoting environmental awareness
提昇環保意識

Supporting education
支持教育

Highlights of 2014/2015

二零一四/二零一五年度重點



Having consolidated our CSR efforts in the past years, we established 'Café de Coral Twinkle Action' with even greater passion and bring in a refreshing look. We hope to help people who are willing to glow to lead a bright future.

我們整合了過去數十年服務社會方面的努力，以更大的誠意、更清新的面貌，成立『大家樂閃亮行動』，希望讓願意努力的人，都能夠閃亮。



Sunny Lo Chief Executive Officer

首席執行官羅開光



On 22 April 2015, the Group's CSR programme – The "Café de Coral Twinkle Action", which consolidates our concerted efforts in serving and engaging the community within our clearly defined parameters – *Caring for the Underprivileged, Promoting Environmental Awareness and Supporting Education*, was launched. We believe that by focusing all our community efforts into one platform, we can drive more synergy, both within the Group and with external partners.

At the naming ceremony, we invited our long-term community partners to join us on this milestone occasion to thank them wholeheartedly for their support over the years and to enlist their continual support to our future community activities. To mark the event, the ceremony was hosted by the Group's CEO, Sunny Lo, demonstrating the commitment and involvement of the senior management team in driving our CSR activities forward.

二零一五年四月二十二日，集團的企業社會責任計劃「大家樂閃亮行動」正式成立。「大家樂閃亮行動」總結過往推行企業社會責任活動的經驗，集中資源在我們清晰訂立的範疇上，包括關愛弱勢社群、提升環保意識和支持教育，回饋及貢獻社會。我們深信，透過將我們的力量聚焦在同一平台，集團內部以至與外部合作伙伴可帶來更大的協同效應。

集團邀請了長期合作的社區伙伴一同參與命名典禮，除感謝他們過去多年的支持，更誠邀他們對我們未來的社區活動繼續給予支持。為隆重其事，集團首席執行官羅開光主持是次儀式，突顯集團致力實踐企業社會責任的承諾，以及管理層的積極參與和推動。



I feel that Café de Coral Group is committed to its CSR efforts. I believe 'Café de Coral Twinkle Action' will glow continuously benefiting more and more people.

我感到大家樂集團在企業社會責任方面非常有心，我深信『大家樂閃亮行動』會不斷發光發亮，令更多人受惠。



Christine Fang Special guest at the Group's CSR Programme naming ceremony

集團企業社會責任計劃命名典禮特別嘉賓方敏生

Looking ahead, concrete plans are in place to further strengthen our existing community programmes with a view to reaching out to a more diverse group of beneficiaries and identifying more opportunities for our employees and customers to participate.

展望未來，我們已制訂具體計劃，進一步加強現時的企業社會責任活動，致力涵蓋更多不同的受惠人士，並為員工及顧客提供更多參與機會。

Caring for the underprivileged

關愛弱勢社群

The Group is committed to supporting those in need thus we focus our efforts and resources on the mentally and physically challenged, the newly arrivals and low income families. We support them by:

- Providing a platform for beneficiaries to unleash their potentials
- Engaging customers, employees and NGO partners to foster a caring culture

集團致力為有需要人士提供支援，因此我們集中資源，透過以下方式幫助殘疾人士、新來港人士和低收入家庭：

- 提供平台讓受惠者發展潛能
- 與顧客、員工及非牟利機構伙伴共同促進關愛文化

Unleashing potentials: providing employment opportunities

發展潛能：提供就業機會



On 22 September 2014, the Group continued to organise the annual "Recruitment Day" with Hong Kong Council of Social Service to proactively recruit the mentally and physically challenged. At the event, our employees shared their personal experience of working at the Group, the challenges they faced and the support provided to facilitate their transition into the workforce. As a result of the event, 90 applications were received with 36 applicants joining the Café de Coral family. During the year, the Group has also been exploring opportunities to reach out to new beneficiary groups including the newly arrived immigrants and youngsters from low-income families. A new programme will be formally launched in 2015/2016.

二零一四年九月二十二日，集團繼續與香港社會服務聯會合辦每年一度的「社區招聘日」，積極招聘殘疾人士。活動上，我們的員工分享在集團工作的經驗、面對的挑戰，以及集團在協助他們投入工作上的支援。我們共收到90份申請書，最後36名申請者加入我們的大家庭。年內，集團亦積極加強為不同人士，包括新來港人士及來自低收入家庭的青少年提供支持及機會，並將於二零一五/二零一六年度正式推出有關計劃。

Fostering a caring culture: engaging our customers, employees and NGO partners

In the second year of the "Skip-A-Meal for 30 Days" programme, the Group took one step further by donating HK\$10 for every donation made by customers. Under the programme, customers were encouraged to donate either full or half portion of "Baked Thick-Cut Pork Chop with Cheese & Rice" at lunch time. The campaign concluded successfully on 17 April 2015 with all proceeds donated to World Vision to support their food security and development projects.

From 8 July to 31 August 2014, we ran the second phase of the "Community Food Coupons" programme, with our partner, Food Grace. This programme encapsulates the essence of **Café de Coral** fast food's "Less Rice, Share Love" programme and the concept of "suspended meals" whereby the Group donated HK\$2 for every customer who asked for less rice for any rice dishes at **Café de Coral** fast food with all proceeds going towards providing meal vouchers for those in need. Over HK\$130,000 was raised and turned into meal vouchers for distribution by 22 NGO partners.



建立關愛社會文化：與顧客、員工及非牟利機構伙伴一同參與

集團第二年舉辦「饑饉三十日」活動，今年更創新猷，顧客每參與一次，集團便捐出十港元，以鼓勵更多顧客和員工參加。活動期間，顧客於午飯時段到**大家樂**快餐購買「芝味厚切一哥焗豬扒飯」，可以「全饑饉」或「半饑饉」形式支持是次活動。活動在二零一五年四月十七日圓滿結束，所有善款捐贈予宣明會，支持其推行糧食保障及發展工作。

由二零一四年七月八日至八月三十一日，我們與社區伙伴食德好舉辦第二階段的「社區待用餐券」活動，並揉合了**大家樂**快餐的「少飯•多愛」和「待用餐券」的精神，顧客在**大家樂**快餐惠顧任何飯類食品並表示「少飯」，集團便會撥捐兩港元予此計劃。活動最後合共籌得逾十三萬港元，並將善款轉化為待用餐券，分發予22個非牟利機構，再轉發予有需要人士享用。

“

I like the flexibility that the food coupon provides. I can choose the meal I want with drinks included. I find this very thoughtful. My family and I really enjoyed the meal and hope that this initiative will continue to serve those in need living in different districts.

我喜歡餐券有彈性，可選擇不同系列的餐膳，更附送飲品，十分貼心。我和我的家人十分享受這一次的用膳，更希望這計劃繼續下去，讓各區有需要人士都能夠在**大家樂**分享美食。

Ms Chan a beneficiary of the programme
計劃受惠者陳女士

”



On 18 October 2014, we invited 350 participants from deprived families or families with disabled member(s) to join the “Family • Fun • Love Mealathon” at **The Spaghetti House** in Tsuen Wan. Participants have dressed up for the occasion as it remains rare for many to dine out with their family. In support of this initiative, the Group also donated HK\$10 for every order of “Puff Pastry Dome” in store between 8 and 31 October. All proceeds were donated to St. James’ Settlement in support of their meaningful work for the community.



二零一四年十月十八日，集團邀請了350名基層家庭及殘疾人士的家庭參加位於荃灣**意粉屋**的「『家』添笑『意』—慈善馬拉松餐宴」。參加者平時較少與家人一起外出用膳，故當日更悉心打扮赴宴。為支持是次活動，於十月八日至三十一日期間，顧客凡惠顧每客「酥皮太空館」，集團更捐出十港元予聖雅各福群會，支持他們在社區推行有意義的工作。



Through the Mealathon, our service users are able to reach out to those in other districts and meet new friends. It has also offered an enjoyable and memorable experience to the families. The customer donation programme helps foster a caring culture among customers, bringing hope and support.

透過是次慈善馬拉松餐宴活動，能使我們的服務使用者到訪其他社區，與不同人士交流，並與家人共度愉快難忘的相聚時刻。而同期的顧客捐款活動也推動大眾共同關注社會上有需要人士，為基層家庭帶來希望與幫助。



Connie Ng Senior Service Manager, St. James’ Settlement
聖雅各福群會高級服務經理吳雯賢

In September 2014, the Group supported the “Hong Kong Blind Union’s 50th Anniversary Concert” when the visually impaired performers sang and played different musical instruments. We actively promoted this event through our network and invited employees who are mentally and physically challenged to enjoy this event together with their mentors.

二零一四年九月，集團亦支持香港失明人協進會舉辦的「協進同行五十年演唱會」，當中更有視障人士演唱及表現樂器。我們積極透過網絡推廣是次活動，並邀請集團的殘疾員工及他們的工作導師一同出席。



Promoting environmental awareness

提升環保意識

The Group is committed to creating awareness of environmental protection in the community. This year, the Group launched various campaigns in stores to shine a torch on important environmental issues and to enable customers to take actions to live more sustainably.



Bringing key environmental issues into schools: food waste reduction

Luncheon Star invited primary and secondary students to participate in a greeting card design competition, "*Treasuring Food • Giving Love*", to reveal their creative and artistic talent. The students were also invited to write personal messages on the greeting cards for those in need. Over 10,000 entries were received with all cards distributed by our NGO partner, Food Angel.

Luncheon Star donated HK\$2 for each entry with all proceeds donated to support the work of Food Angel. The schools which achieved the highest student participation were invited to visit "*Our Hands Farm*" and Food Angel's kitchen and community centre, to learn more about food waste reduction.

Engaging with our customers: reducing waste sent to landfill

In March 2015, we welcomed the "*Big Waster*" mascot – the face of the Food Wise Hong Kong Campaign – into our stores to encourage customers to be more mindful of the daily amount of food waste sent to landfill.

Promotional materials were strategically placed in stores to remind customers. Cash coupons were also awarded to customers who finish their meals.

集團致力提倡社會的環保意識。年內，集團於重要的環保議題上，在分店推出不同的活動，並鼓勵顧客一同行動，建立可持續發展的生活。

將重要的環保議題帶入學校：減少廚餘

活力午餐舉辦「惜食送愛」心意咭設計比賽，邀請小學及中學學生參與，鼓勵他們運用創意及美術，以環保惜食為題，將環保訊息轉化為祝福語及心意咭。活動共收到逾一萬份參賽作品，並由我們的社區伙伴惜食堂送給有需要人士。

同時，活力午餐就每一個參賽作品捐出兩港元支持惜食堂的工作。我們更邀請兩間最積極參與的學校參觀「一對手農舍」、惜食堂廚房及社區中心，讓學生對減少浪費食物有更多認識。

鼓勵顧客一同參與：減少送往堆填區的廢物

二零一五年三月，我們邀請了惜食香港運動的代表——「大嘍鬼」前往分店，提醒顧客每日送往堆填區的食物數量，以鼓勵他們減少浪費。

分店內亦放置宣傳物品推廣同樣訊息，而在分店用膳而又吃得乾淨的顧客，更有機會獲得餐飲現金券以示獎勵。



Supporting our customers to take action: taking “baby steps” to go green

As the first fast food chain to introduce “Green Monday” menu, the Group has been encouraging more people to give up meat for at least one day a week to reduce their individual carbon emissions since 2012. This initiative has now become a staple of our environmental awareness campaign and is rolled out across 12 brands, with **Shanghai Lao Lao** and **Ichigyo Sushi** joining in 2014.

Working with the industry: promoting a greener lifestyle

In June and September 2014, we supported the “Hong Kong Green Day” organised by the Green Council and the “Hong Kong Green Building Week” organised by the Construction Industry Council and the Hong Kong Green Building Council, an annual campaign which aims to promote green building development in Hong Kong.



支持顧客一同參與：為綠色生活踏出一小步

作為首間連鎖快餐店推出「綠色星期一」素食餐膳，集團自二零一二年起便鼓勵市民每周至少一日放棄吃肉，減少碳排放。這是集團提昇環保意識的一項重要任務，並於旗下12個品牌推行，其中**上海姥姥**及**一魚壽司**於二零一四年加入推出素食。

與業界合作：提倡綠色生活態度

二零一四年六月及九月，集團支持環保促進會舉辦的「香港綠色日」和由建造業議會及香港綠色建築議會每年舉行、鼓勵發展環保建築的「香港綠色建築週」，期望透過這些活動提倡綠色生活。

Supporting education

支持教育

The Group firmly believes that investing in youth education is crucial for the long-term sustainability of the community and the industry. Thus, we remain focused on providing:

- Scholarships and internship opportunities for those interested in pursuing a career in the F&B industry
- Opportunities for students to gain a better understanding of real business settings and insights into the F&B industry

集團深信，在青年教育上投放資源，對社會及業務長遠的可持續發展十分重要。因此我們集中在以下範疇提供支援：

- 為有意於餐飲行業發展的學生提供獎學金及實習機會
- 為學生提供機會，對真實的營商環境和飲食行業有更深入的了解

Scholarships

This year, the Group undertook two new initiatives to support youth development. With the aim of nurturing a new generation of food and catering professionals, a new scholarship was introduced for final year students in three undergraduate programmes: Food & Nutritional Science at the University of Hong Kong and The Chinese University of Hong Kong (CUHK) respectively and Culinary Arts & Management at the Technological and Higher Education Institute of Hong Kong (member of the VTC Group). The scholarships are awarded based on academic performance and financial needs of applicants. The first scholarship grants will be awarded in 2015.

The Group also offered five scholarships to the “*Upward Mobility Scholarship*” launched by the Commission on Poverty. The scholarships will be awarded to less privileged students from secondary schools, special schools and vocational training schools that have shown remarkable progress in their academic performance or personal development, or have demonstrated resilience and a positive attitude in the face of adversity. The “*T.S. Lo Education Fund*”, set up by Victor Lo, one of the founders of the Café de Coral Group, also supported the scheme by offering another five scholarships to the programme.

Internships

The Group considers providing practical work experience a vital step to support talent development – offering our business and operation as a learning platform for our new generation. This year, we continued to work with CUHK to invite undergraduate students to conduct rigorous analysis of our business operation and present their findings. During the sessions, the students discussed and exchanged views with our senior management members. The students studied our new mobile app and assessed different critical aspects of catering business and customer behaviour. Through this project, the students gained access to authentic business data which aims to help them to learn more about the industry from a real business setting. In 2015, four research assistants were provided full time permanent employment opportunities at the Group.

獎學金

今年，集團在青年發展上落實了兩個新項目。集團成立獎學金，頒贈予香港大學和香港中文大學食品及營養科學，以及香港高等科技教育學院（職業訓練局機構成員）廚藝及管理三個學士學位課程最後一年的學生，以培育餐飲界新一代專業人才。獎學金以學業成績表現及財政需要為評審基礎，並於二零一五年起頒發。

集團亦為扶貧委員會策劃的「上游獎學金」提供五個獎學金，頒發予來自基層家庭的中學生以及就讀特殊學校和職業訓練局的學生，獎勵他們在學習或個人成長方面的顯著進步，或在面對逆境時仍具奮鬥精神，保持正面的價值觀和生活態度。而由集團其中一名創辦人羅騰祥成立的「羅騰祥教育基金」亦同時給予支持，提供另外五個獎學金予是項計劃。

實習

集團相信提供實際工作經驗對支持人才發展十分重要。因此，今年我們繼續與香港中文大學合作，邀請其本科生對集團的業務進行精密分析，並向管理層提交研究結果。在匯報會上，學生和集團管理層進行討論及交流。學生研究集團新推出的手機應用程式，並就集團業務各關鍵點及顧客行為作出分析，讓他們的知識和技術得以應用，並有助他們了解行業及真實的營商環境。二零一五年，集團為四名研究助理提供全職就業機會。

Future targets

未來目標

- Further strengthen our efforts in providing training and employment opportunities to the newly arrivals and youngsters from low-income families to unleash their potentials
- Continue to work towards our targets of increasing the size of our workforce comprising those who are mentally and physically challenged to 5% of our total workforce in Hong Kong
- Continue to identify more opportunities for customers and employees to actively participate in our community activities
- 進一步加強為新來港人士及來自低收入家庭的青年提供培訓及就業機會，協助他們發揮所長
- 致力達成目標，將殘疾僱員佔香港總員工人數的比率提昇至5%
- 繼續提供更多機會，鼓勵顧客及員工積極參與社區活動



Resource Optimisation 資源優化

As a responsible business, the Group recognises our role to optimise resource utilisation across our operation and advocate the importance of environmental protection within our sphere of influence. Thus we strive to incorporate environmental considerations into our operation and engage with employees, customers, business partners and the wider community to achieve environmental stewardship.

作為負責任的企業，集團深明肩負重要角色，在整個業務營運當中致力達致資源優化，並在我們可能影響的範圍推廣環境保護。因此，集團致力將環保融入日常營運中，並鼓勵員工、顧客、業務夥伴及社區一同為環保出力。

3 Principles 三個準則

**Efficient use
of
resources**
善用資源

**Innovative
waste
management**
創新的
廢物管理

**Minimising
environmental
impacts**
減低對
環境的影響

Highlights of 2014/2015

二零一四/二零一五年度重點

The Group focused its efforts to set the blueprint for the future as we:

- Achieved greater energy savings with migration to the *Central Food Processing Centre*
- Worked closely with independent consultants to conduct extensive studies of energy consumption and greenhouse gas emissions to establish a baseline
- Developed progressive targets and rolled out concrete action plans in stores and across all manufacturing facilities to drive greater energy efficiency and carbon emission reduction
- Conducted a pilot study to assess the feasibility of introducing biodiesel across our fleets

集團集中力度為未來訂定藍圖：

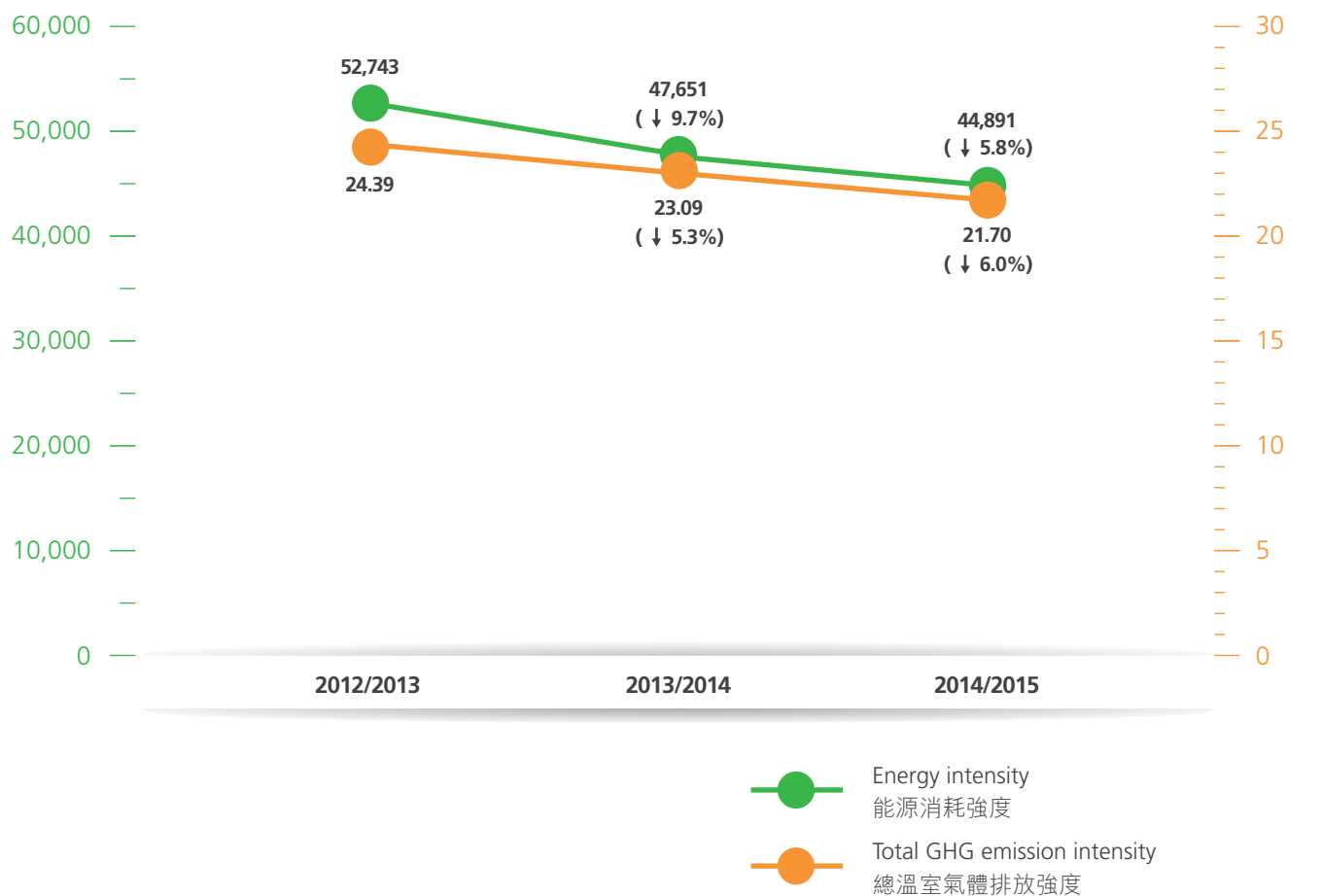
- 透過將食物產製工序移至中央產製中心，達致更大的能源效益
- 與獨立顧問緊密合作，就能源消耗及溫室氣體排放，進行廣泛研究並建立基準線
- 為分店及所有產製設施訂立漸進目標及推出具體執行計劃，推動更大的能源效益及減低碳排放
- 為整個車隊採用生物柴油進行初步可行性研究

Energy intensity and total GHG emission intensity for Hong Kong operations

香港營運相關之能源消耗強度及總溫室氣體排放強度

kWh/HKS'm revenue
千瓦時/每百萬港元收益

tCO₂e/HKS'm revenue
公噸二氧化碳當量/每百萬港元收益



Overview of energy consumption and carbon footprint for Hong Kong operations

香港營運相關之能源消耗及碳足跡概覽

	Unit 單位	FY 2012/2013 二零一二/ 二零一三 財政年度	FY 2013/2014 二零一三/ 二零一四 財政年度	Variance 變動 2013/2014 vs 對比 2012/2013	FY 2014/2015 二零一四/ 二零一五 財政年度	Variance 變動 2014/2015 vs 對比 2013/2014
Electricity 電力	kWh 千瓦時	152,942,635	153,912,329	0.6%	158,595,372	3.0%
Stationary fuel 固定燃料	kWh 千瓦時	111,034,518	108,221,280	(2.5%)	111,973,041	3.5%
Mobile fuel 車用燃料	kWh 千瓦時	3,642,214	4,190,602	15.1%	4,345,249	3.7%
Total energy consumption 總能源消耗	kWh 千瓦時	267,619,367	266,324,211	(0.5%)	274,913,662	3.2%

Energy intensity (kWh/revenue) 能源消耗強度 (千瓦時/收益)	kWh/ HK\$' m 千瓦時/ 每百萬港元	52,743	47,651	(9.7%)	44,891	(5.8%)
---	--	---------------	---------------	---------------	---------------	---------------

Scope 1 Direct emissions 範圍一 直接排放	tCO ₂ e 公噸二氧化碳當量	22,463	21,985	(2.1%)	22,745	3.5%
Scope 2 Indirect emissions 範圍二 間接排放	tCO ₂ e 公噸二氧化碳當量	101,299	107,075	5.7%	110,126	2.8%
Total emissions (Scope 1 + Scope 2) 總排放 (範圍一 + 範圍二)	tCO ₂ e 公噸二氧化碳當量	123,762	129,060	4.3%	132,871	3.0%

Total GHG emission intensity (tCO₂e/revenue) 總溫室氣體排放強度 (公噸二氧化碳當量/收益)	tCO₂e/ HK\$' m 公噸二氧化碳當量/ 每百萬港元	24.39	23.09	(5.3%)	21.70	(6.0%)
--	--	--------------	--------------	---------------	--------------	---------------

Notes:

- The Group reports in accordance with the principles and methodologies of local and international carbon accounting standards. The exercise is a fair and reasonable representation of business activities and operations in which the Group has direct operational control and full authority to introduce and implement its operating policies. However, this report discloses data related to our operations in Hong Kong only and we plan to report on our operations in Mainland China in future.
- The Group reports on our GHG emissions with the exclusion of emissions arising from outsourced operations and fugitive emissions as we consider that they do not have a significant impact on our overall emission performance. However, we are currently working on and with our suppliers as well on data collection of these excluded items in order to have a full reporting of emission performance in future reports.
- Scope 1 refers to direct GHG emissions such as fuel combustion.
- Scope 2 refers to indirect GHG emissions from consumption of purchased electricity and town gas.
- Energy intensity and GHG emission intensity are calculated by dividing the absolute energy consumption and emissions by the total revenue from our Hong Kong operations. The Group's total revenue from Hong Kong operations for FY 2012/2013, FY 2013/2014 and FY 2014/2015 is HK\$5,074 million, HK\$5,589 million and HK\$6,124 million respectively. By reporting on our energy and GHG emission intensities, this helps to contextualise the Group's efficiency for readers to understand better our environmental performance and for useful comparison to be made in relation to previous year's performance.

註：

- 集團根據本地及國際碳計算標準的準則及方法匯報。有關計算能公平及合理反映集團在有直接控制及可全權推出及執行營運政策的業務表現。然而，本報告只匯報與香港業務有關的數據，集團計劃將來匯報包括中國內地的營運表現。
- 集團匯報的溫室氣體排放，不包括與外判營運及雪種相關之排放，該等數據對於整體的排放表現並沒有重大影響。然而，集團現正並與供應商合作收集該等未包括的數據，以在將來的報告中可更完整匯報排放表現。
- 範圍一為直接溫室氣體排放，例如燃料燃燒。
- 範圍二為由購買能源及煤氣消耗所致的間接溫室氣體排放。
- 能源消耗強度及溫室氣體排放強度是將能源消耗及排放的絕對值除以香港營運的總收益。集團香港營運在二零一二/二零一三、二零一三/二零一四及二零一四/二零一五財政年度的總收益分別為五十億七千四百萬港元、五十五億八千九百萬港元及六十一億二千四百萬港元。透過匯報能源消耗強度及溫室氣體排放強度，有助讀者明白集團的環境表現及與去年有關表現作比對。

Driving greater energy efficiency through central processing

透過中央產製提昇能源效益

The Group has invested heavily in building a robust infrastructure to manage our environmental performance. The *Central Food Processing Centre*, opened in April 2013, is an integral part of our environmental management in Hong Kong. Since its opening, new opportunities have been presented to incorporate more environmental considerations in its food processing and the delivery of goods to stores. This year, we worked closely with independent consultants to conduct a carbon footprint to validate the accuracy and completeness of our environmental performance data.

For the past three years, our energy intensity and GHG emission intensity in Hong Kong continued to decrease on an annual basis as a result of the migration of food processing from stores to the *Central Food Processing Centre* as well as environmental initiatives implemented across our value chain. In addition to achieving greater energy efficiency, the commencement of the *Central Food Processing Centre* has also further optimised operational efficiency and helped to achieve a higher level of consistency of food quality we serve across our stores.



集團投放重大資源以建立一個健全的基礎設施，管理集團的環境表現。於二零一三年四月投產的中央產製中心，是集團在香港環境管理的重要部份。自投產以來，集團在食物產製及運送貨物往分店方面已融合更多對環境的考慮。今年，我們更與獨立顧問緊密合作，進行碳足跡審計，以核實我們環境表現數據的準確性及完整性。

隨著食物產製工序由分店移至中央產製中心，以及集團在價值鏈中推行環保措施，我們過去三年在香港的能源消耗強度及溫室氣體排放強度逐年下降。除達致更大的能源效益外，中央產製中心的投產亦進一步優化營運效率，有助昇全線分店食物質量的統一。

Setting the blueprint for the future

制訂未來藍圖

In the past three years, the Group has achieved progress in driving greater energy efficiency and optimise resource utilisation by:

- Establishing a *Central Food Processing Centre* – setting the infrastructure to achieve greater resource optimisation
- Focusing primarily on energy consumption and GHG emissions, gaining a more in-depth understanding of current performance and identifying areas for further improvement
- Formulating short, medium and long-term goals for continuous and progressive enhancement of energy efficiency and GHG emissions reduction progressively

Based on the results achieved to date, the Group is formulating concrete plans to achieve our targets within the next three years. Focus will be placed on energy consumption and waste as the Group considers them to be the most important environmental aspects to address. Efforts will also be devoted to working with suppliers to provide the Group with innovative and practical solutions to minimise our environmental impacts.

過去三年，集團透過以下方法在提昇能源效益及資源優化方面獲得進展：

- 設立中央產製中心，建構基礎設施，以達致更大的資源優化
- 集中在能源消耗及溫室氣體排放的工作，對現時的表現有更深入了解，並確定需要改善之處
- 制訂短期、中期及長期目標，以持續及漸進地加強能源效益及減少溫室氣體排放

根據現時所獲得的成果，集團正制訂具體計劃，在未來三年達成目標。由於能源消耗及廢物對環境有較大的影響，集團將重點工作放於這兩方面。我們亦會致力與供應商合作，為集團提供創新及實際的方案，以減少對環境的影響。

Managing our energy consumption

能源消耗管理



To achieve a reduction in energy intensity for Hong Kong operations by over **10%** by 2018

在二零一八年或之前，將香港營運的能源消耗強度減低超過10%

During the year, the Group worked closely with independent consultants to gain a more comprehensive understanding of energy consumption and greenhouse gas emissions with the ultimate goal of developing a three-year implementation plan to drive continuous improvements. The *Central Food Processing Centre* as well as stores with different business profiles had been identified to undergo energy audits as they make up a vast majority of our energy consumption.

Through the energy audits, opportunities were identified in stores which included the improvements of air-conditioning, electrical and kitchen equipment; installment of sensors and timers; and the encouragement of long-term behavioural change among employees working in stores. Based on the results of the assessment, selected stores will implement all recommendations outlined in the energy audits during 2015/2016 to test the feasibility for implementation as well as verifying the projected energy savings. The Group will report on the progress of these enhancement plans in next year's Sustainability Report as well as plans for full implementation across all stores.

集團在年內與獨立顧問緊密合作，對能源消耗及溫室氣體排放有更全面了解，並制訂三年執行計劃，持續推動改善。中央產製中心和不同業務的分店營運是集團主要能源消耗，故我們在這些方面進行了能源審計。

透過能源審計，我們為分店確立可改善之處，包括冷氣系統、電力及廚房設備；安裝感應器及計時器；以及鼓勵分店員工長遠改變行為習慣。按照評核結果，我們揀選了部份分店在二零一五/二零一六年度推行審計所得的所有改善建議，以測試可行性和驗證節省能源的預估。集團會在明年的可持續發展報告匯報有關改善計劃的進度，以及在全線分店推行改善的計劃。

Managing waste generation

廢物管理



To increase the use of biodiesel across **100%** of our fleets by 2017

在二零一七年或之前，車隊全面使用生物柴油

The Group has been recycling used oil generated from its operation to licensed operators for many years. This year, a new partnership was formulated with an established supplier in the industry, to convert used oil collected into biodiesel for our vehicle fleets. A pilot study was conducted to test the feasibility of using biodiesel for selected number of fleets. Preliminary findings of the pilot demonstrated the benefits of this upcycle initiative and plans are in place to progressively introduce the use of biodiesel across more of our fleets. In addition, the opening of the *Environmental Protection Centre* in April 2015 also presents new opportunities to incorporate more environmental initiatives by providing centralised cleaning and washing of dishes and utensils from our outlets.

集團多年來與認可的營運商回收營運中所產生的廢油。今年，集團與業界資深供應商建立新的合作關係，將回收的廢油轉化成生物柴油，供我們的車隊使用。我們已在部份車隊進行試驗，測試使用生物柴油的可行性。研究的初步結果顯示項目獲得成效，我們因此制訂計劃，逐步讓更多車輛使用生物柴油。此外，在二零一五年四月開設的環保中心亦為我們帶來新機遇，透過中央處理分店碗碟及用具的清洗工作，將更多的環保元素融入營運中。

Minimising environmental impacts through our supply chain

透過供應鏈減低對環保的影響



To procure more than **50%** of sustainably sourced seafood by 2016

在二零一六年或之前，採用超過50%的可持續採購海產

Recognising the important role we play in creating greater awareness of environmental protection and providing environmentally conscious choices to our customers, the Group has been working closely with our suppliers to expand our product and service offerings. Guided by the *Seafood Guide* produced by the World Wide Fund for Nature (WWF), we have steadily increased the procurement of sustainable seafood into our offerings. Plans are in place to further expedite the process to ensure that we achieve our goal of procuring more than 50% sustainably sourced seafood by 2016.

集團深明我們在提昇顧客的環保意識及為顧客提供更多環保的選擇肩負重要角色，因此我們與供應商緊密合作，增加我們的產品及服務供應。按世界自然基金會出版的《海鮮選擇指引》，我們逐步增加採用可持續採購海產。我們亦制訂計劃進一步加快步伐，確保在二零一六年或之前，達到採用超過50%可持續採購海產的目標。

Future plans

未來計劃

- Fully implement the short-term action plans designed based on the findings of the extensive studies on energy consumption and greenhouse gas emissions
- Explore the feasibility of introducing more food waste management initiatives across our stores and the *Central Food Processing Centre*
- Put greater effort to optimise the use of water across our operations
- 按照能源消耗及溫室氣體排放廣泛研究所得出的結果，全面推行短期改善計劃
- 研究在分店及中央產製中心推行更多廚餘管理項目之可行性
- 致力優化營運當中的用水量



Focus on People 關顧員工

The success of our business depends on a vibrant, strong and engaged team of people thus we adopt a people-oriented approach in attracting, developing and retaining the best talent to support the continuous growth of our business. This year, we devoted significant efforts and resources to expanding the scope and enhancing the quality of learning and development opportunities at the Group, empowering the team to develop rewarding careers across our business.

集團的成功有賴一支充滿活力、強大和有熱忱的團隊。我們主張以人為本，吸引、發展及保留人才，以助業務持續增長。今年，我們投放大量資源，擴闊學習領域、提昇培訓質素及增加發展機會，讓員工盡展所長、發展事業。

3 Principles 三個準則

**Vibrant
organisation**
充滿活力的
組織

**Strong
team**
強大的團隊

**Engaged
employees**
有熱忱的
員工

Highlights of 2014/2015

二零一四/二零一五年度重點

We focused our efforts ensuring that our organisation stays vibrant and our team becomes stronger and more engaged by:

- Formulating a more robust and structured training and development framework for employees in Hong Kong and Mainland China
- Strengthening the Performance Management System and implementing the Share Award Scheme to further enhance the competitiveness of our remuneration package
- Cultivating a more engaged team through effective communication and caring for our employees

我們集中力度，透過以下重點，致力確保集團充滿活力，並建立一支更強大和更有熱忱的團隊：

- 為香港及中國內地員工制訂更健全及有系統的培訓及發展體系
- 加強績效管理系統及推行股份獎勵計劃，進一步提昇薪酬待遇的競爭力
- 透過有效的溝通及關顧員工，培養一支充滿熱忱的團隊

Building a vibrant and strong team

建立更有活力和強大的團隊

With our commitment to building a vibrant and strong team, we strive to create an environment where our employees are empowered to grow professionally and to develop rewarding careers. Our approach is to provide adequate learning and development opportunities for our employees that meet the long-term growth of our business and the aspirations of our employees.

Learning and development opportunities

Providing learning and development opportunities is an important pillar of our integrated approach to building a stronger team. Guided by the *Training & Development Committee*, a more robust training framework was formulated during the year for staff working in different functions and business units in Hong Kong and Mainland China. Regular training need analysis is also conducted to ensure that all training programmes remain relevant to our fast paced business and training gaps are identified and addressed in the most timely manner.

我們致力建立一支充滿活力及強大的團隊，努力為我們的員工營造一個有助專業成長的工作環境，協助員工發展事業。我們透過為員工提供足夠的學習及發展機會，以配合業務的長遠增長及達成員工的抱負。

學習及發展機會

提供學習及發展機會對於建立一支強大的團隊十分重要。在培訓及發展委員會帶領下，年內就香港及中國內地不同功能及業務單位的員工制訂了一套更健全的培訓體系。我們亦定期分析培訓需要，確保所有培訓課程能配合我們快速的業務發展，並洞悉所需要的培訓及適時作出配合。

An overview of our training programmes implemented for the year

集團年內推行的培訓計劃概覽



Train-the-trainer programme

培訓師培訓課程

Designed to sharpen the skills of operational staff, this training programme empowers potential trainers to develop structured training in their areas of expertise and learn techniques in delivering interactive training for their target trainees. All participants are required to complete a written test and undergo an oral presentation assessment.

In 2014/2015, 127 staff in Hong Kong and Mainland China completed this programme.

課程旨在加強業務人員的技巧，讓有潛質成為培訓導師的參加者在他們專長的範疇上建立有系統的培訓，並學習如何向目標學員提供互動培訓。所有參加者需完成筆試及進行演講評核。

在二零一四/二零一五年，香港及中國內地共有127名員工完成此課程。



Service leadership programme

「從100分開始」服務領導力課程

In support of our commitment to delivering *Total Customer Satisfaction*, this 1-day programme equips branch managers and assistant managers with the fundamentals of leading a service team – positive mindset, managing emotions effectively and practical techniques.

In 2014/2015, a total of 785 staff in Hong Kong and Mainland China completed this programme.

集團致力達致全面顧客滿意度，為期一日的課程能讓分店經理及助理經理獲取領導服務團隊的基本技巧——正向思維、有效管理情緒及實際應用技巧。

在二零一四/二零一五年，香港及中國內地共有785名員工完成此課程。



Training completed by employees

員工培訓

Employee category 員工類別	% trained 接受培訓百分比	Average training hours completed per employee 每位員工平均培訓時數
Senior management 高級管理層	98%	24
Middle management 中級管理層	93%	18.5
Frontline staff 前線員工	76%	21

Performance management and reward

The Group is committed to ensuring a constant stream of talent to support the continuous growth of our business. In line with our vision to becoming *the preferred employer* in the catering industry in Hong Kong and Mainland China, the Group commissioned an external consultant to assess the competitiveness of our existing remuneration package against other market leaders. The exercise provided objective feedback for the Group to augment its remuneration package to ensure that we continue to attract and retain the best talent. A series of enhancements were made during the year to ensure that our employees are assessed and rewarded fairly for their performance. This includes:

- The newly enhanced Performance Management System which incorporates *Key Performance Indicators* as assessment criteria on value creation with focus placed on core functions and continuous organisational development
- The Share Award Scheme which rewards senior and middle management staff for their unwavering commitments in supporting the long-term sustainable growth of the business

A series of long-term promotion and succession programmes were also implemented across all business operations and executive functions to support the Group's long-term growth plan and to ensure that knowledge and experience from the predecessor are transferred seamlessly.

績效管理及獎勵

集團致力成為香港及中國內地餐飲業首選僱主，我們委託外部顧問評估現時的薪酬待遇對比其他市場領導者的競爭力，並向集團提供客觀的意見，以提昇薪酬待遇，確保我們持續吸引及保留人才。年內，我們實施一系列的加強措施，以確保員工的表現獲得公平的評估及獎勵，包括：

- 全新加強的績效管理制度，加入評估價值創造的主要業績指標，作為重點評估核心功能及組織持續發展的準則
- 實施股份獎勵計劃，獎勵高級及中級管理層堅定的付出，以助集團業務長遠的可持續增長

集團在業務營運及行政管理上，亦推行一系列長遠晉升及傳承計劃，支持集團長遠的增長計劃，並確保前人的知識和經驗得以順利傳承。

Cultivating a more engaged team

建立充滿熱忱的團隊

An engaged team is integral to our human resource management. We focus our efforts on providing a safe working environment for our employees; caring for the overall wellbeing of our employees; and supporting our employees to achieve work-life balance, all supported by corresponding programmes and engagement platforms. Our management team across all business and functional units meet regularly to communicate on business strategy and to share the latest business development and future directions of the Group. Our company newsletter – “*Communications 100*” was also enhanced during the year to interact more effectively with our team and provide regular updates of the Company’s business operation as well as interesting stories about our team members.

Occupational safety and health

Our *Workplace Safety Taskforce* continued to ensure that our policies and systems remain robust and continuous improvements are achieved. Through the *Hazard Identification Programme*, we encourage our employees to identify potential hazards in the workplace and undertake preventive measures to mitigate identified risks.

Looking ahead, enhancing work safety and reducing work injury remain one of our top priorities. To achieve this, the Group will:

- Continue to invest in personal protective equipment for all business units
- Engage more proactively with our employees through training and Group-wide safety campaigns
- Launch an incentive scheme to reward business units with outstanding safety performance or improvement

一支有熱忱的團隊對於人力資源管理是不可或缺的。我們致力透過不同的計劃及平台，為員工提供一個安全的工作環境，關顧員工的身心健康，以及推廣工作與生活平衡。包含所有業務單位及職能部門的管理團隊定期舉行會議，探討業務策略及分享業務發展的最新情況和集團的未來方向。我們在年內亦加強集團的通訊刊物《傳訊100分》，令集團更有效地與員工溝通，為員工提供公司業務營運的最新資訊，以及分享員工的有趣故事。

職業安全及健康

我們的工作環境安全工作小組確保集團建立完善的政策及系統並持續作出改善。透過一套完備的程序，鼓勵員工識別工作環境中可能影響安全的地方，並採取預防措施以減低風險。

展望未來，我們其中一個首要任務是提昇工作安全及減低工傷。為達成目標，集團將採取以下措施：

- 繼續投放資源，為所有業務單位配置個人防護裝備
- 積極鼓勵員工參與培訓，及推行集團安全活動
- 推出獎勵計劃，嘉許在安全方面有傑出表現或改善的業務單位



Achieving work-life balance

Supporting work-life balance for our employees, a wide range of recreational activities are organised for employees and their families, which include regular interest classes, friendly sports competitions and group outings. Our employee volunteer team continues to grow with more employees and their family members participating in an array of volunteering activities. The senior management team also actively participates in these activities to engage with the team and contribute positively to the community.

In November 2014, employees and their families from Hong Kong and Mainland China took part in the Autumn BBQ and the visit to Chime Long Park in Panyu, China respectively. Both events were thoroughly enjoyed by all the participants and served as an excellent opportunity to get the team together.

In the same month, our Group also supported the "Oxfam Trailwalker". Not only did our employees actively participate in this endurance event, our employee volunteers also supported by serving food and drinks to the trailwalkers. All proceeds from sales were donated to Oxfam.

工作生活平衡

為推廣員工的工作生活平衡，集團為員工及其家人舉辦多項康樂活動，包括定期開辦興趣班、友誼體育比賽和集團旅行等。我們的義工隊更日益壯大，更多的員工及其家人參與我們舉辦的義工活動。高級管理層亦積極參與各項活動，以身作則，鼓勵員工一同回饋社會。

二零一四年十一月，來自香港及中國內地的員工及其家人分別參加秋季燒烤及前往番禺長隆主題樂園參觀。這兩項活動讓大家聚首一堂，共度愉快的一日。

同月，本集團亦積極支持「樂施毅行者」，除了我們的員工積極參與是次活動，多名義工亦給予支持，於活動當日為毅行者提供食物及飲品，而銷售所得的收益全數捐贈予樂施會。





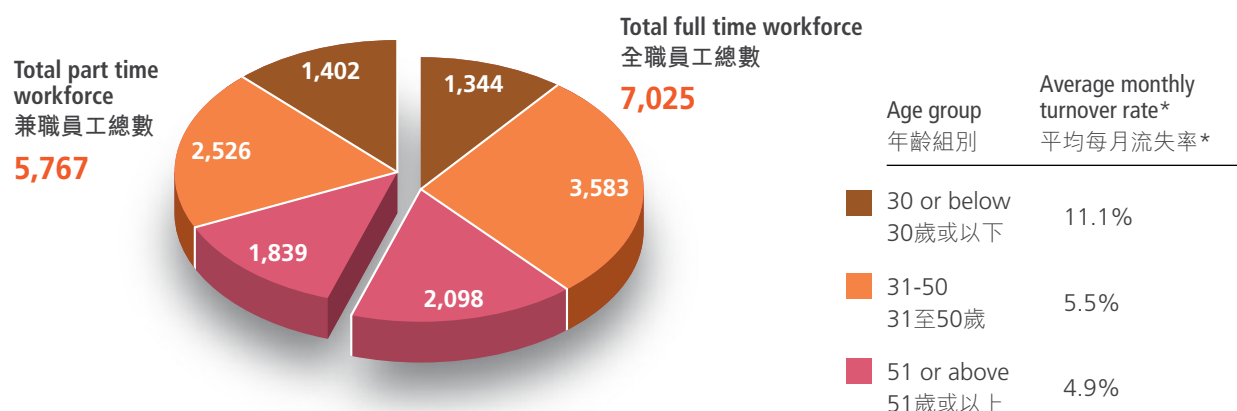
In addition to engaging with our employees in various activities, the Group communicates effectively with our employees and invite constructive feedback on our business operation, workplace practice and overall sustainability performance through different channels. In 2015, we conducted an employee engagement survey with one of our business units to better understand the needs of our employees and ways to further strengthen our workplace practice. Looking ahead, we plan to expand the scope of our employee engagement survey to invite more of our employees to provide their feedback.

除積極鼓勵員工參與各項活動外，集團亦與員工保持良好溝通，邀請員工透過不同渠道就集團的業務營運、工作環境及整體的可持續發展表現提供建設性的反饋。二零一五年，我們邀請其中一個業務單位的員工進行意見調查，以更好地了解員工的需要及進一步改善工作環境。展望未來，我們會邀請更多員工參與調查，鼓勵他們積極向集團提供寶貴意見。

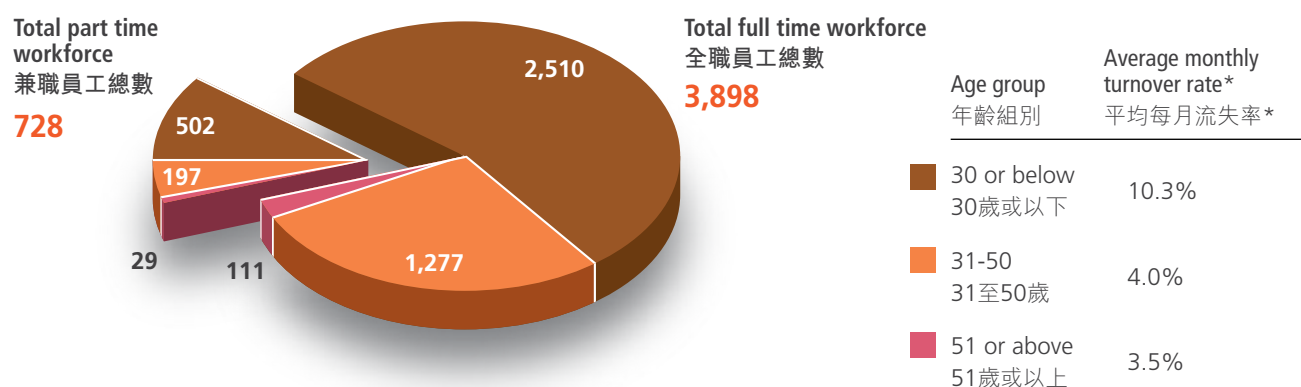
Café de Coral team profile (as of 31 March 2015)

大家樂團隊 (截至二零一五年三月三十一日)

Hong Kong 香港



Mainland China 中國內地



* The average monthly turnover rate is the average of the turnover rate of each month of the year which is based on the number of leavers of the month divided by the number of employees at the end of the month.

平均每月流失率為年內各月流失率 (即每月離職員工數目除以月底員工總數) 之平均數。

Future plans

未來計劃

- Further enhance occupational safety by continuously investing in personal protective equipment and engaging more proactively with our employees through Group-wide safety campaigns and incentive schemes
- Reinforce training to enhance staff competency
- Fine-tune the existing performance management system to reward talents
- 繼續投放更多資源在個人防護裝備，進一步加強職業安全；主動積極向員工推行集團安全活動及獎勵計劃
- 加強培訓，提昇員工能力
- 優化現有的績效管理制度，獎勵人才

HKEx ESG Reporting Guide Index

香港聯交所環境、社會及管治報告指引索引

Subject areas, aspects, general disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標		Section/Statement 章節/聲明	Page Number 頁數
A. Workplace quality 工作環境質素			
Aspect A1: Workplace quality 層面A1：工作環境質素			
	General disclosure 一般披露	Focus on People 關顧員工 The Group is not aware of any material non-compliance with relevant standards, rules and regulations on compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity and other benefits and welfare during the reporting period. 本集團並無發現於報告期內有任何嚴重違反有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化以及其他待遇及福利的相關準則、規則及規例之事宜。	36 – 45 N/A 不適用
KPI A1.1 關鍵績效 指標A1.1	Total workforce by employment type, age group and geographical region 按僱傭類型、年齡組別及地區劃分的僱員總數	Focus on People 關顧員工	45
KPI A1.2 關鍵績效 指標A1.2	Employee turnover rate by age group and geographical region 按年齡組別及地區劃分的僱員流失比率	Focus on People 關顧員工	45
Aspect A2: Health and safety 層面A2：健康與安全			
	General disclosure 一般披露	Focus on People 關顧員工 The Group is not aware of any material non-compliance with relevant standards, rules and regulations on providing a safe working environment and protecting its employees from occupational hazards during the reporting period. 本集團並無發現於報告期內有任何嚴重違反有關提供安全工作環境及保障僱員避免職業性危害的相關準則、規則及規例之事宜。	36 – 45
KPI A2.1 關鍵績效 指標A2.1	Number and rate of work-related fatalities 因工作關係而死亡的人數及比率	There was no work related fatalities during the reporting period. 於報告期內並無因工作關係導致死亡事件。	N/A 不適用
KPI A2.2 關鍵績效 指標A2.2	Lost days due to work injury 因工傷損失工作日數	During the reporting period, the Group's overall lost day rate due to work injury ¹ was 0.24%. 於報告期內，集團整體因工傷損失工作日數比率 ¹ 為0.24%。	N/A 不適用
KPI A2.3 關鍵績效 指標A2.3	Description of occupational health and safety measures adopted 描述所採納的職業健康與安全措施	Focus on People 關顧員工	41
Aspect A3: Development and training 層面A3：發展及培訓			
	General disclosure 一般披露	Focus on People 關顧員工	36 – 45
KPI A3.1 關鍵績效 指標A3.1	Percentage of employees trained by employee category 按僱員類別劃分的受訓僱員百分比	Focus on People 關顧員工	40
KPI A3.2 關鍵績效 指標A3.2	Average training hours completed per employee by employee category 按僱員類別劃分，每名僱員完成受訓的平均時數	Focus on People 關顧員工	40

¹ The lost day rate due to work injury indicates the number of lost days as a percentage of the total number of available man days throughout the year.
因工傷損失工作日數比率指以全年員工可工作日數總數計算之損失工作日數百分比。

Subject areas, aspects, general disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標	Section/Statement 章節/聲明	Page Number 頁數
---	----------------------------	----------------------

A. Workplace quality 工作環境質素

Aspect A4: Labour standards 層面A4：勞工準則			
	General disclosure 一般披露	The Group is not aware of any non-compliance with relevant standards, rules and regulations on preventing child or forced labour. 本集團並無發現於報告期內有任何嚴重違反有關防止童工或強制勞工的相關準則、規則及規例之事宜。	N/A 不適用
KPI A4.1 關鍵績效 指標A4.1	Description of measures to review employment practices to avoid child and forced labour 描述檢討招聘慣例的措施以避免童工及強制勞工	The Group regularly reviews its employment practice to ensure that we are in full compliance with the Employment Ordinance and other regulations related to child labour and forced labour. 本集團定期檢討招聘措施以確保全面遵守《僱傭條例》及其他有關童工及強制勞工的條例。	N/A 不適用
KPI A4.2 關鍵績效 指標A4.2	Description of steps taken to eliminate such practices when discovered 描述在發現違規情況時消除有關情況所採取的步驟	No such incidents were reported during the reporting period. 於報告期內並無收到有相關事件之報告。	N/A 不適用

B. Environmental protection 環境保護

Aspect B1: Emissions 層面B1：排放物			
	General Disclosure 一般披露	Resource Optimisation 資源優化 The Group is not aware of any material non-compliance with relevant standards, rules and regulations related to air and greenhouse gas emissions, discharges into water and land, generation of hazardous and non-hazardous wastes, etc. during the reporting period. 本集團並無發現於報告期內有任何嚴重違反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相關準則、規則及規例之事宜。	30 – 35 N/A 不適用
KPI B1.1 關鍵績效 指標B1.1	Types of emissions and respective emission data 排放物種類及相關排放數據	Resource Optimisation 資源優化	31 – 32
KPI B1.2 關鍵績效 指標B1.2	Greenhouse gas emissions in total (in tonnes) and where appropriate, intensity 溫室氣體總排放量（以噸計算）及（如適用）密度	Resource Optimisation 資源優化	31 – 32
KPI B1.3 關鍵績效 指標B1.3	Total hazardous waste produced (in tonnes) and where appropriate, intensity 所產生有害廢棄物總量（以噸計算）及（如適用）密度	The Group does not produce any hazardous waste from its operations. 本集團於營運中並無產生任何有害廢棄物。	N/A 不適用

Subject areas, aspects, general disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標		Section/Statement 章節/聲明	Page Number 頁數
B. Environmental protection 環境保護			
Aspect B1: Emissions 層面B1：排放物			
KPI B1.4 關鍵績效 指標B1.4	Total non-hazardous waste produced (in tonnes) and where appropriate, intensity 所產生無害廢棄物總量（以噸計算）及（如適用）密度	The Group currently does not report on the volume of non-hazardous waste produced. We plan to report on this in future reports. 本集團目前並無就產生之無害廢棄物作出報告。我們計劃於未來的報告中進行匯報。	N/A 不適用
KPI B1.5 關鍵績效 指標B1.5	Description of measures to mitigate emissions and results achieved 描述減低排放量的措施及所得成果	Resource Optimisation 資源優化	30 – 35
KPI B1.6 關鍵績效 指標B1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved 描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果	Resource Optimisation 資源優化	34
Aspect B2: Use of resources 層面B2：資源使用			
	General disclosure 一般披露	Resource Optimisation 資源優化	30 – 35
KPI B2.1 關鍵績效 指標B2.1	Direct/indirect energy consumption by type in total and intensity 按類型劃分的直接及/或間接能源總耗量及密度	Resource Optimisation 資源優化	31 – 32
KPI B2.2 關鍵績效 指標B2.2	Water consumption in total and intensity 總耗水量及密度	The Group currently does not report on water consumption. We plan to report this in future reports. 本集團目前並無就耗水量作出報告。我們計劃於未來的報告中進行匯報。	N/A 不適用
KPI B2.3 關鍵績效 指標B2.3	Description of energy use efficiency initiatives and results achieved 描述能源使用效益計劃及所得成果	Resource Optimisation 資源優化	30 – 35
KPI B2.4 關鍵績效 指標B2.4	Issues in sourcing water, water efficiency initiatives and results achieved 求取適用水源上可有任何問題，用水效益計劃及所得成果	The Group currently does not report on this indicator. We plan to report on this in future reports. 本集團目前並無就此指標作出報告。我們計劃於未來的報告中進行匯報。	N/A 不適用
KPI B2.5 關鍵績效 指標B2.5	Total packaging material used for finished products (in tonnes) 製成品所用包裝材料的總量（以噸計算）	The Group currently does not report on the volume of total packaging materials used. We plan to report on this in future reports. 本集團目前並無就所用包裝材料的總量作出報告。我們計劃於未來的報告中進行匯報。	N/A 不適用
Aspect B3: Environment 層面B3：環境			
	General disclosure 一般披露	Resource Optimisation 資源優化	30 – 35
KPI B3.1 關鍵績效 指標B3.1	Description of significant impacts of activities on the environment and natural resources and the actions taken to manage them 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	Resource Optimisation 資源優化	30 – 35

Subject areas, aspects, general disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標		Section/Statement 章節/聲明	Page Number 頁數
C. Operating practices 營運慣例			
Aspect C1: Supply chain 層面C1：供應鏈管理			
	General Disclosure 一般披露	Total Customer Satisfaction 全面顧客滿意度	14 – 21
KPI C1.1 關鍵績效 指標C1.1	Number of suppliers by geographical region 按地區劃分的供應商數目	Total Customer Satisfaction 全面顧客滿意度	20 – 21
KPI C1.2 關鍵績效 指標C1.2	Description of practices related to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored 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、以及有關慣例的執行及監察方法	Total Customer Satisfaction 全面顧客滿意度	14 – 21
Aspect C2: Product responsibility 層面C2：產品責任			
	General Disclosure 一般披露	The Group is not aware of any material non-compliance with relevant standards, rules and regulations on health and safety, advertising, labelling and privacy matters related to products and services provided during the reporting period. 本集團並無發現於報告期內有任何嚴重違反有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜的相關準則、規則及規例之事宜。	N/A 不適用
KPI C2.1 關鍵績效 指標C2.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而回收的百分比	There was 0.1% product recalled during the reporting period as a result of the sub-standard oil incident that confronted the industry. 於報告期內因威脅行業之劣質油事件而導致0.1%產品回收。	N/A 不適用
KPI C2.2 關鍵績效 指標C2.2	Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法	Total Customer Satisfaction 全面顧客滿意度 The Group is not aware of any significant complaints related to products and services during the reporting period. We consider issues that are significant to be those related to material non-compliance with relevant standards, rules and regulations on health and safety, advertising and labelling, and intellectual property rights etc. 本集團並無發現於報告期內任何有關產品及服務的重大投訴。我們認為的重大問題乃主要關於嚴重違反有關健康與安全、廣告與標籤及知識產權等相關的準則、規則及規例之事宜。	14 – 21
KPI C2.3 關鍵績效 指標C2.3	Practices related to observing and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例	The Group regularly reviews its internal policies and systems to ensure that intellectual property rights are observed and protected. 集團定期檢討內部政策及系統以確保知識產權得到遵守及保護。	N/A 不適用

Subject areas, aspects, general disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標	Section/Statement 章節/聲明	Page Number 頁數
---	----------------------------	----------------------

C. Operating practices 營運慣例

Aspect C2: Product responsibility 層面C2：產品責任			
KPI C2.4 關鍵績效 指標C2.4	Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序	Total Customer Satisfaction 全面顧客滿意度	14 – 21
KPI C2.5 關鍵績效 指標C2.5	Description of consumer data protection and privacy policies, how they are implemented and monitored 描述消費者資料保障及私隱政策，以及相關執行及監察方法	The Group regularly reviews its internal policies and systems to ensure that consumer data privacy is protected and that our existing infrastructures remain robust. 本集團定期檢討內部政策及系統，確保消費者資料私隱受到保護以及現有基礎結構保持穩固健全。	N/A 不適用

Aspect C3: Anti corruption 層面C3：反貪污			
	General Disclosure 一般披露	Sound organisational structures and policies are in place to uphold a high standard of corporate governance and maintain an ethical corporate culture. 本集團設有優良組織架構及恰當的政策，以維護高水平之企業管治及維繫具道德之企業文化。	N/A 不適用
KPI C3.1 關鍵績效 指標C3.1	Number of concluded legal cases regarding corrupt practices 貪污訴訟案件的數目	During the reporting period, there was no concluded legal case regarding corrupt practices brought against the Group or its employees. 於報告期內，並無發生指控本集團或其員工貪污之訴訟案件。	N/A 不適用
KPI C3.2 關鍵績效 指標C3.2	Description of preventive measures and whistle blowing procedures 描述防範措施及舉報程序	Our Protocol on Malpractice Reporting and Investigation provides clear guidelines to employees and business partners on ways to raise matters in a strictly confidential manner. The Group ensures that all matters of genuine concern are investigated and appropriate actions are taken where necessary. 本集團的不當行為舉報及調查規章為僱員及業務伙伴提供清晰指引，確保彼等可在絕對保密的情況下經不同渠道通報彼等關注之事項。本集團確保所有真切關注的舉報事項均得到所需之調查及處理。	N/A 不適用

D. Community involvement 社區參與

Aspect D1: Community investment 層面D1：社區投資			
	General Disclosure 一般披露	Community Involvement 回饋及貢獻社會	22 – 29
KPI D1.1 關鍵績效 指標D1.1	Focus areas of contribution 專注貢獻範疇	Community Involvement 回饋及貢獻社會	22 – 29
KPI D1.2 關鍵績效 指標D1.2	Resources contributed 動用資源	Community Involvement 回饋及貢獻社會	22 – 29

100