



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

Our Sustainability Values
我們的可持續發展價值



2016

SUSTAINABILITY REPORT

可持續發展報告

*For identification purposes only 僅供識別

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*; being *Focus on People*; steering *Community Involvement* and driving *Resource Optimisation*, are deeply embedded in our business operations and organisation.

可持續發展乃大家樂集團發展及增長的重要支柱。我們的四個可持續發展價值：達致全面顧客滿意度、關顧員工、積極回饋社會，以及提倡資源優化，已充分融入集團整個組織及業務營運當中。

Total Customer Satisfaction 全面顧客滿意度



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

Delivering total customer satisfaction is our fundamental commitment to customers. At Café de Coral, we believe in "A Hundred Points of Excellence" which entails achieving excellence in every detail across our operations. 讓顧客獲得全面滿意是大家樂集團「為您做足一百分」最根本的承諾。我們在營運的每一個細節均力求盡善盡美，滿足顧客的需要。

Focus on People 關顧員工



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

We strive to develop and maintain a strong and engaged team of individuals by sharing the Group's growth direction and meeting our people's aspirations and expectations, offering competitive employment packages, and providing a pleasant, healthy and safe workplace. 集團透過分享發展方向以滿足員工的發展期望，提供具競爭力的聘用條件以及愉快、健康安全的工作環境，致力發展及維持一個強大且充滿熱忱的團隊。

Community Involvement 回饋社會



- Caring for the underprivileged
關懷弱勢社群
- Promoting environmental awareness
推廣環保意識
- Supporting education
支持教育

We are committed to contributing to the communities in which we operate by understanding the needs and concerns of our stakeholders. We believe that consolidating our resources will help build stronger synergies and partnerships within the community in the long term.

集團致力回饋社區，並重視持份者的需要和關注。
我們相信透過整合資源，長遠有助集團於社區建立更強的協同效應和夥伴關係。

Resource Optimisation 資源優化



- 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

Environmental protection is an essential component of sustainable and responsible business. We strive to minimise negative impact to the environment through optimising the use of natural resources and encouraging our customers, business partners and the wider community to embrace environmental stewardship. 環境保護為可持續發展業務及企業責任的重要部分。我們致力優化天然資源的使用，鼓勵顧客、業務夥伴及社區一同為環保出力，減低對環境的負面影響。

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我們的可持續發展價值

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**Total Customer
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About this Report

關於本報告

This is the third sustainability report of the Café de Coral Group. The report discloses the Group's sustainability performance, focusing on our accomplishments over the period between 1 April 2015 and 31 March 2016 ("2015/16" or "the year") as well as progress made against targets set in four key areas, namely, **Total Customer Satisfaction, Focus on People, Community Involvement and Resource Optimisation.**

The report follows the latest version of the Environmental, Social and Governance Reporting Guide in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("HKEX ESG Reporting Guide") published in December 2015. It covers the Group's performance for the year, unless stated otherwise.

To demonstrate our commitment to transparency and accountability of reporting, we disclose more quantitative data as well as outline corresponding policies and management approaches to sustainability. The report largely covers our performance in Hong Kong, with Mainland China highlighted in corresponding sections of the report. In future reports, we aim to gradually expand the scope of our sustainability reporting to critical operations in Mainland China, including supply chain management, central food processing, customer services and people development.

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 send us any feedback 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.



本報告是大家樂集團的第三份可持續發展報告，披露集團的可持續發展表現，集中匯報集團在二零一五年四月一日至二零一六年三月三十一日期間（「二零一五／一六年度」或「年度」）所取得的成績，以及在**全面顧客滿意度、關顧員工、回饋社會及資源優化**四個主要範疇所訂立目標之進度。

本報告乃依照二零一五年十二月發佈的香港聯合交易所有限公司證券上市規則附錄二十七之環境、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」）之最新版本撰寫。除非另有說明，本報告涵蓋集團在年度內的相關表現。

我們致力提供具透明度及負責任的報告，因此我們披露更多與可持續發展表現相關的數據，並概述相應的政策及管理方法。本報告主要涵蓋集團在香港方面的表現，並在相應章節中敘述於中國內地的狀況。我們期望在未來的報告中，逐步擴大可持續發展報告的範疇至中國內地重點業務，包括供應鏈管理、中央食品產製、顧客服務及人才發展。

有關集團的財務表現及企業管治資料，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。

2 Message from CEO 首席執行官獻辭

The Group's sustainability framework is the blueprint for achieving the long-term growth of the organisation and creating positive impact for our customers, employees, the community and other stakeholders. Building on the substantive efforts led by our former CEO and new Chairman, Mr Sunny Lo, we have made great improvements in four focus areas, namely, *Total Customer Satisfaction*, *Focus on People*, *Community Involvement* and *Resource Optimisation*.

大家樂集團的可持續發展策略是為達致長遠增長，以及為我們的顧客、員工、社會及其他持份者創造正面影響的藍圖。在前任首席執行官及新任主席羅開光先生的帶領下，我們在*全面顧客滿意度*、*關顧員工*、*回饋社會*和*資源優化*四個重點範疇均取得良好進展。

During the year, we continued to monitor our performance in these areas to ensure our sustainability platform remains robust and solid.

集團於年度內持續密切監察於上述範疇的表現，以確保我們的可持續發展平台穩健而扎實。

We also made significant progress against the targets and plans set in previous years. These include customer satisfaction, staff development and team building, supply chain management, community involvement and enhancements to electricity and water efficiency. Each plays a critical role in the Group's sustainable development.

我們亦在執行過去所訂立的目標和計劃方面取得顯著進展，包括顧客滿意度、團隊建設及發展、供應鏈管理、回饋社會以及提昇用電用水效率。以上每一項對集團的可持續發展都極為重要。

Additionally, we continued to look for ways to overcome challenges in the industry such as labour shortages, food traceability and food waste management.

此外，我們繼續尋求方法以克服飲食業所面對的挑戰，如人才短缺、食品源頭追溯和廚餘管理等。

Looking ahead to 2016/17, we remain committed to achieving "*A Hundred Points of Excellence*" in our sustainability performance.

展望二零一六/一七年度，我們將繼續努力，在可持續發展表現上「*做足 100 分*」。

For this third sustainability report, we have adopted a lively design with more infographics that appeal to a broader range of stakeholders. We hope you enjoy reading our report and look forward to hearing your views.

在這第三份可持續發展報告中，我們採用了生動設計和圖表，期望持份者樂於閱讀，並給予反饋。

Lo Tak Shing, Peter
Chief Executive Officer

首席執行官
羅德承

Hong Kong, 22 June 2016

香港，二零一六年六月二十二日

About Café de Coral Group

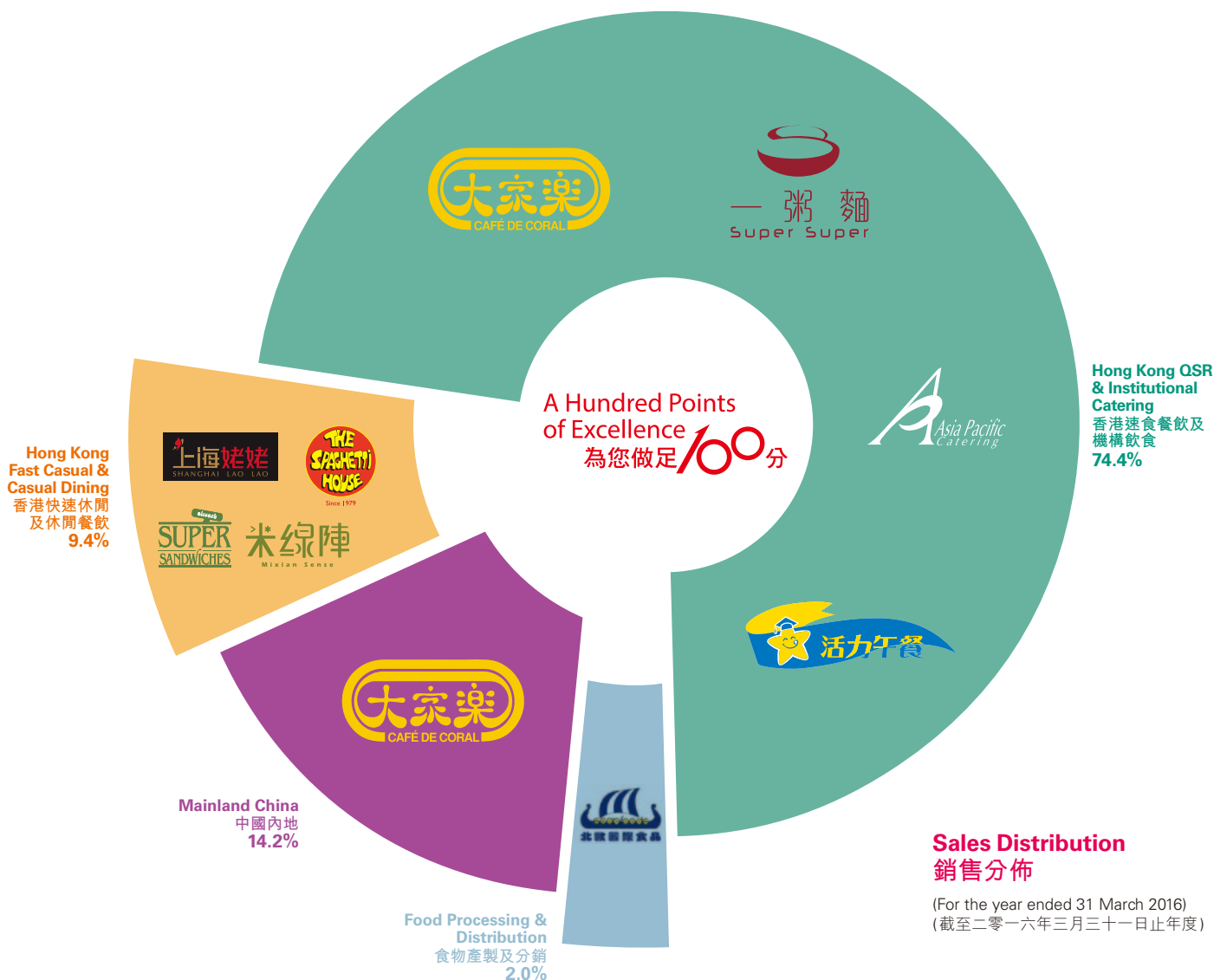
關於大家樂集團

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 351 operating units in Hong Kong and 114 shops in Mainland China. Our business includes quick service restaurants (QSR) and institutional catering, fast casual and casual dining chains, as well as food processing and distribution. Under the Group's current 5-year strategic growth plan, we have formulated various plans to expand our leading brands, developed new dining concepts and strengthened our business platform and operations.

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351和114間分店，業務包括速食餐飲與機構飲食、快速休閒及休閒餐飲，以及食物產製和分銷。根據現行的五年策略發展計劃，集團已制訂不同方案以擴展其領導品牌、發展新的餐飲概念，以及強化業務平台及營運。

Café de Coral Group Key Strategic Businesses

大家樂集團主要策略性業務



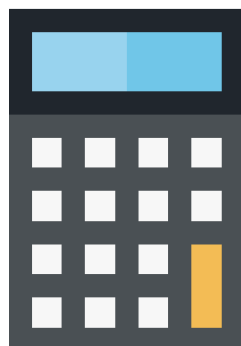
Our Business Performance in Numbers (2015/16)

集團業務表現之重要數字(二零一五／一六年度)

Total revenue
總收益達

**HK\$
7.57
Billion**

七十五億七千萬港元



Total operating cost
總營運成本為

**HK\$
6.95
Billion**

六十九億五千萬港元

Size of workforce
員工人數約

17,600

(As of 31 March 2016)
(截至二零一六年三月三十一日)



465

Total operating units in Hong Kong and Mainland China

於香港及中國內地營運單位總數

(As of 31 March 2016)
(截至二零一六年三月三十一日)



Awards and Recognitions 獎項及榮譽



We are honoured that our efforts in sustainability were widely recognised in the industry and community, as shown in the following awards or recognitions we received during 2015/16:

集團在可持續發展方面的努力獲得業界及社會的廣泛認同，於二零一五／一六年度獲得以下的獎項及榮譽：

Overall Sustainability Performance 整體可持續發展表現

Award/Recognition 獎項/榮譽	Organiser 主辦機構
A constituent member of the Hang Seng Corporate Sustainability Benchmark Index 2015/16 恒生可持續發展企業基準指數成份股 2015/16	Hang Seng Indexes Company Limited 恒生指數有限公司
CSR Index Plus 社會責任進階指數	Hong Kong Quality Assurance Agency 香港品質保證局
Hong Kong Outstanding Enterprises Parade 2015 2015 香港傑出企業巡禮	Economic Digest 經濟一週
Asian Excellence 2015 – Best Investor Relations Company, Best CSR 亞洲企業管治大獎 2015 – 最佳投資者關係公司、最佳企業社會責任	Corporate Governance Asia 亞洲企業管治

Total Customer Satisfaction 全面顧客滿意度

Award/Recognition 獎項/榮譽	Organiser 主辦機構
Hong Kong Service Awards 2016 (Fast Food Chain) (Café de Coral fast food) 香港服務大獎 2016 (快餐連鎖店組) (大家樂快餐)	East Week Magazine 東周刊
Service & Courtesy Award – Individual Award Winner (Fastfood Category) – Supervisory Level (Café de Coral fast food) – Outstanding Performance Award Winner (Fast food Category) – Junior Frontline Level (Café de Coral fast food) – The Potential Brand Award – Bronze Award (Super Super Congee & Noodles) 傑出服務獎 – 個人獎項 (快餐組別) – 主管級別 (大家樂快餐) – 優越表現獎 (快餐組別) – 基層級別 (大家樂快餐) – 最具潛質品牌獎銅獎 (一粥麵)	Hong Kong Retail Management Association 香港零售管理協會
Top Service Awards 2015 (Café de Coral fast food) 服務第壹大獎 2015 (大家樂快餐)	Next Magazine 壹週刊
Best-Ever Dining Awards 2015 (Super Super Congee & Noodles) 必吃食店大獎 2015 – 必吃粥粉麵店 (一粥麵)	Weekend Weekly 新假期周刊
China's Top 10 Famous Casual Dining Brands (Café de Coral fast food) 中國十大休閒餐飲品牌 (大家樂快餐)	China Cuisine Association, Association of Chinese Economic Press 中國烹飪協會、中國經濟報刊協會



恒生可持續發展企業
指數系列 2015 - 2016 成份股
Hang Seng Corporate
Sustainability Index
Series Member 2015-2016



Awards and Recognitions 獎項及榮譽



Focus on People 關顧員工

Award/Recognition 獎項 / 榮譽

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

Organiser 主辦機構

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

Partner Employer Award 2015/16
友商有良嘉許計劃 2015/16 – 卓越企業嘉許狀

The Hong Kong General Chamber of Small and Medium Business
香港中小型企業總商會

Community Involvement 回饋社會

Award/Recognition 獎項 / 榮譽

2015/16 Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme – Innovation Award for Inclusive Organisation
2015/16 有能者 • 聘之約章及共融機構嘉許計劃 – 共融機構創新獎

Organiser 主辦機構

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

Caring Company 2015/16
商界展關懷 2015/16
Let Them Shine Partner Award
Let Them Shine Partner 嘉許

The Hong Kong Council of Social Service
香港社會服務聯會
Social Welfare Department
社會福利署

Resource Optimisation 資源優化

Award/Recognition 獎項 / 榮譽

Friends of EcoPark
環保園之友
Eco-brand Awards 2015 (Café de Coral fast food)
環保品牌大獎 2015 (大家樂快餐)

Organiser 主辦機構

EcoPark
環保園
EastWeek magazine
東周刊



Sustainability and Governance

可持續發展與管治

The Group has a robust corporate governance framework in place, under which we proactively explore growth opportunities and manage risks throughout our operations. We have a *Sustainability Steering Committee* on the Management Board, responsible for ensuring that environmental, social and governance risks and opportunities are integral parts of our long-term business growth plans. Chaired by the Chief Executive Officer of the Group, the Committee covers four key sustainability areas, with each area overseen by senior management members to ensure that sustainability values are upheld throughout the business. This year, we expanded the Committee to include top executives of business units in an effort to further integrate our sustainability values and drive sustainability initiatives across our business operations.

Risk management and corporate compliance

We remain alert to changes in the external environment and constantly review the Group's practices and policies to ensure they remain relevant to our business and effective in managing risks, as well as to comply with current laws and industry regulations. During the year, an Enterprise Risk Management programme was launched to assess and review risks in a more comprehensive and systematic manner. Further details on our risk management approach are set out in the Corporate Governance Report of our 2016 Annual Report.

Adapting to the constantly evolving cyber security environment, the Group took the initiative of conducting a holistic review of our information technology systems during the year. With the assistance of independent consultants, our team identified opportunities for improvement and implemented a number of changes to bring our systems up to the latest security standards and protect the Group's business and data of our customers and employees. In February 2016, we received ISO 27001 certification, the international standard in information security management systems, recognising our commitment to corporate risk management. We are honoured to be accredited and hope to further promote awareness internally and in the industry.

Stakeholder engagement

The Group understands that stakeholder engagement is one of the key ways to drive improvement of our performance and steer business operations. Key stakeholders include but are not limited to our customers, employees, landlords, business partners, suppliers, investors, NGOs and media. We continually communicate with and collect feedback from them through different communication channels including satisfaction surveys, forums and meetings, focus groups, publications and community activities. More information of our stakeholder engagement initiatives taken during the year can be found in later sections of this report.

集團擁有穩健的企業管治架構。我們積極尋求發展機遇，並管理營運風險。集團管理局設有可持續發展督導委員會，負責確保環境、社會及管治風險與機遇為集團長期業務增長規劃的重要組成部分。委員會由集團首席執行官帶領，涵蓋四大可持續發展範疇，每範疇均由高層管理人員監督，確保可持續發展價值得以貫徹於業務當中。年內，我們將委員會擴充至業務單位的高層管理人員，以進一步將可持續發展價值融入營運當中，全面推動可持續發展工作。

風險管理及企業合規

我們對外在環境變化時刻保持警覺，不斷檢討集團的常規及政策，以確保它們與集團業務相關及有效協助我們管理風險，並遵守現行法律及行業法規。集團於年內推出企業風險管理項目，以更全面及系統化的方式評估及檢視各種風險。有關集團風險管理的詳情載於集團二零一六年度報告之企業管治報告內。

面對不斷變化的網絡安全環境，集團主動對資訊科技系統進行全面檢視。根據獨立顧問的建議，我們對系統實施多項改善措施，以達至最新的安全標準，保障集團業務及顧客和員工的資料。集團於二零一六年二月獲得ISO 27001資訊安全管理系統國際認證，肯定了我們在企業風險管理的承諾。我們非常榮幸獲此認證，並期望能進一步促進集團內部及行業的認知。

持份者參與

集團重視持份者的參與，並視之為提昇表現及帶領業務營運的重要方法之一。我們的主要持份者包括顧客、員工、業主、業務夥伴、供應商、投資者、非政府組織及傳媒等。我們透過滿意度調查、論壇及會議、焦點小組、刊物及社區活動等渠道不斷與他們溝通並收集意見。有關年內持份者參與的詳情載於本報告後面的章節。

Guiding policies and management approach

The Group's corporate governance framework is built on the guiding policies and operation protocols outlined in the table below. Key policies and protocols are applicable to our Hong Kong operations, with corresponding guidelines adopted for our operations in Mainland China.

主導政策及管理方法

集團的企業管治架構建基於以下的主導政策及營運規章。主要政策及規章適用於香港業務，而中國內地之營運亦採納相應指引。

Total Customer Satisfaction 全面顧客滿意度

- Our *Quality Shop (Q Shop) System* provides guiding principles and stringent standards in areas of quality, cleanliness and service in serving our customers.
我們的優質分店 (*Q Shop*) 系統在產品質素、整潔度和服務方面提供指導原則及嚴格的標準。
- *Purchasing Manual* includes policies, procedures and practices to ensure a high standard of food procurement from our suppliers, outline the responsibilities of various parties within the procurement process.
採購手冊包括政策、程序及常規，以確保向供應商進行高標準採購流程，並概括了採購過程中各方的責任。
- *Corporate Food Safety Policy* aligns with international standards and specifies the requirements and functions at different production stages to maintain reliable food traceability and safety standards.
集團食物安全政策跟從國際指引，規定食品在各個生產階段中的標準和用途，以維持嚴謹的食品可追溯性及安全性。
- *Supplier Code of Conduct* states the Group's requirements for all of our suppliers from environmental and social perspective, including labour practices, human rights, occupational health and safety, and business ethics.
供應商行為守則列明集團對所有供應商的環境及社會方面的要求，包括勞工條例、人權、職業健康及安全，以及商業道德。
- *Corporate Policy on Personal Data Privacy* provides guidelines for managing different kinds of personal data and the establishment of a privacy framework that secures the personal data of our customers and business partners.
集團個人資料私隱政策為管理各類個人資料及設立私隱架構提供指引，保障顧客及業務夥伴的個人資料。

Focus on People 關顧員工

- The Group's *Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy* outlines our obligations as a responsible employer and the procedures necessary to ensure all candidates are treated equally and employment is compliant with local laws and regulations.
集團員工招聘指引及防止聘用非法員工政策指明，作為負責任的僱主，必須確保所有應聘者得到平等對待以及所有僱用須遵守本地法律及條例。
- The Group Training & Development Department formulates structured staff development framework and programmes and our *Performance Management System* enables recognition and rewards in line with our vision to becoming the preferred employer.
集團培訓及發展部制定具體的員工發展架構和方案。我們的績效管理制度確保員工的表現得到認可及回報，與我們致力成為受歡迎僱主的願景一致。
- *Best Practice and Guideline on Occupational Code of Ethics and Protocol on Malpractice Reporting and Investigation* stipulates the responsibilities of all employees for maintaining ethical and equitable behaviour, as well as sets out grievance channels for raising concerns in confidence.
良好職業操守行為及相關程序以及不當行為舉報及調查規章規定所有員工的行為均須符合道德和公平原則，並設立申訴渠道，讓員工在保密的情況下提出申訴。
- *Occupational Safety and Health Policy* stipulates our responsibilities to employees on issues of occupational health and safety and the provision of a healthy and safe workplace through employee engagement, training, awards, and other awareness promotion activities.
職業安全健康政策規定我們須為員工的職業健康及安全負責，並透過員工參與、培訓、獎勵及其他安全意識宣傳活動，為員工提供健康和安全的工作環境。

Community Involvement 回饋社會

- We recognise the importance of contributing to the communities in which we operate.
我們肯定回饋社會的重要性。
- We leverage our extensive network and focus our resources to create a positive impact in the communities where we have a presence.
我們憑藉龐大的分店網絡，集中資源為所在社區帶來正面影響。
- We provide necessary support and opportunities to beneficiary groups in contributing to the community.
我們提供所需的支持及機會，協助受惠群體貢獻社會。

Resource Optimisation 資源優化

- We conduct business in compliance with all applicable laws and regulations and integrate industry best practices into our operations.
我們遵照所有適用的法律及規例營運，並將行業中的最佳常規融入我們的營運當中。
- We minimise our environmental impacts through efficient use of resources and adoption of practicable technologies.
我們透過有效使用資源及採用可行技術，減低對環境的影響。
- We increase energy efficiency, conserve water, minimise waste generation and emissions, and promote awareness of environmental protection in our supply chain.
我們提高能源效益、節約用水、減少廢物及排放，並促進供應鏈的環保意識。
- We advocate environmentally responsible behaviour among our staff, business partners, customers and the general public.
我們向員工、業務夥伴、顧客及公眾提倡負責任的環境行為。

Total Customer Satisfaction

全面顧客滿意度



Delivering total customer satisfaction is our fundamental commitment to customers. At Café de Coral, we believe in "*A Hundred Points of Excellence*" which entails achieving excellence in every detail across our operations. Three key principles continue to underscore our business and satisfy customers' needs.

讓顧客獲得全面滿意是大家樂集團「為您做足一百分」最根本的承諾。我們在營運的每一個細節均力求盡善盡美，並謹守三大原則，滿足顧客的需要。

3 Principles 三個準則

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



Target/Plan set in 2014/15
二零一四／一五年度目標／計劃

Our performance in 2015/16
二零一五／一六年度表現

Conduct a comprehensive review of customer feedback platforms to ensure that continuous improvements are achieved in the food and service we deliver.

全面檢視顧客意見平台，以持續提昇食物和服務質量。

The Customer Relationship Management System was re-engineered during the year to strengthen customers' feedback management for better service.

於年內檢視顧客關係管理系統，強化顧客意見管理，達致更好的服務。

Conduct factory visits to all new suppliers and high priority food supply sources, as well as visit to no less than 20% of our total suppliers annually.

走訪所有新供應商的廠房以及重點食材供應來源，每年走訪不少於兩成供應商。

Completed assessment of all selected suppliers with satisfaction rate of 92%.

完成對所有選定供應商的評估，滿意度達92%。

Organise forums for suppliers to communicate the Group's stringent standards on food safety and traceability, and collect feedback to further improve its supply chain management.

舉辦供應商座談會，讓其了解集團對食物安全及食品追溯的嚴謹標準，並收集供應商意見，進一步改善供應鏈管理。

A supplier forum was held to reinforce our requirements on food safety and traceability to our key suppliers in Hong Kong.

與香港主要供應商舉辦座談會，重申我們對食物安全及食品追溯的要求。

Further enhance operational efficiency and food traceability by introducing an enhanced Group-wide supply chain inventory system.

加強集團供應鏈庫存系統，進一步提昇營運效率和食品可追溯性。

The upgraded Branch Management System, a comprehensive supply chain and inventory management system, is being piloted to enhance our procurement management and traceability.

提昇負責供應鏈及庫存管理的分店管理系統，以加強採購管理及源頭追溯。全新系統現正在試行階段。





Committed to upholding high standards of customer experience as well as the position of market leader in the industry, the Group proactively strives to achieve *Total Customer Satisfaction* in two key areas – “Outstanding customer experience” and “Dedicated approach to food quality and safety”.

集團銳意維持高標準的顧客體驗及業界領導地位，致力在「優質的顧客體驗」和「專業專注的食物品質及安全管理」兩個主要範疇達致全面顧客滿意度。





Outstanding Customer Experience 優質的顧客體驗

The Group is committed to providing outstanding customer experience through delectable food choices, a pleasant dining environment and attentive customer service.

集團致力透過美味的食物選擇、舒適的用餐環境和體貼的顧客服務，為顧客帶來優質體驗。

Bringing new tastes to our customers

With our diverse business operations and in-depth understanding of the market, we constantly review our brand portfolio to bring new tastes to satisfy our diverse customers' needs. We also modify our menus regularly to bring different cuisines to our customers. During the year, the Group introduced **Don Don Tei** and **THE CUP** restaurants to bring tasty and trendy Japanese and Korean food choices and dining concepts to customers in Hong Kong.

帶給顧客新口味

憑藉集團多元化的業務營運和對市場的深入了解，我們不斷調整旗下品牌組合，開拓新口味滿足顧客不同需要。我們亦定期更新餐牌，引入不同菜式。集團於年內新開設 **井井亭** 和 **THE CUP**，將時尚日韓美食及餐飲概念帶給香港顧客。





Outstanding Customer Experience 優質的顧客體驗

Pleasant and trendy dining environment

The Group regularly renovates stores and upgrades facilities to enhance customers' dining experiences. During the year, new concept stores of **Shanghai Lao Lao**, **Super Super Congee and Noodles** and **Spaghetti House** were launched to bring to our customers more pleasant and trendy dining environment. *Café de Coral Funland*, our first fast food outlet designed specifically for children, provides a dedicated dining space for young families with children. Looking forward, we will continue to introduce new brands and dining concepts in both Hong Kong and Mainland China to create better customer experience.

舒適及時尚的用餐環境

集團定期裝修旗下分店並改善設施，以提昇顧客的用餐體驗。年內，**上海姥姥**、**一粥麵**及**意粉屋**均開設全新概念店，為顧客帶來更舒適時尚的用餐環境。我們亦開設首間為兒童而設的快餐店——「**大家樂 Funland**」，為有小朋友的年輕家庭帶來專屬的用餐空間。展望未來，我們將繼續在香港和中國內地引進全新品牌及飲食概念，以不斷提昇顧客體驗。



Delivering a more convenient dining experience through mobile application 透過手機應用程式提供更方便的用餐體驗

The Group regularly upgrades facilities in our stores and enhances our service quality to provide a pleasant dining experience to our customers from all walks of life. *CDC Mobile* was launched in 2015 to enable a more convenient dining experience. Customers can pre-order their food through the application and proceed with payment through the application in selected **Café de Coral** fast food outlets.



集團定期提昇分店設施和服務質素，為不同顧客帶來愉悅的用餐體驗。於二零一五年推出的**大家樂**手機訂餐應用程式，讓顧客享有更便捷的用餐體驗。顧客可以在指定**大家樂**快餐分店，透過應用程式預先訂餐並於店內付款及取餐。



Outstanding Customer Experience 優質的顧客體驗

Attentive customer service

Structured and comprehensive training is provided to all frontline staff to ensure they deliver attentive customer service accompanied by adequate skills and knowledge. Our *Quality Shop (Q Shop) System* continues to serve as best practice on store operation and management in the food and beverage industry. It provides guiding principles and sets stringent standards in the areas of Quality, Cleanliness and Service. The system is currently in place in all **Café de Coral** fast food outlets and selected stores of our other brands. Full *Q Shop System* implementation is scheduled to be completed across all our casual dining chains within 2016.

Ongoing customer engagement channels are in place to ensure feedback from our customers are channelled and addressed. We revised the *Mystery Shopper Programme* to align with operational needs. Brand audit exercises and focus groups are also conducted regularly in selected districts. We ensure the efforts of the team are recognised for any positive feedback received, while every customer's comment is channelled properly and appropriate action is taken in a timely manner.

We regularly engage with our customers and collect feedback for continuous improvement of our operations. During the year, the *Customer Relationship Management System* across all our operations in Hong Kong and Mainland China was re-engineered to enhance management of customer relations. It serves as a platform to consolidate feedback from our customers by:

- streamlining procedures to enhance feedback handling of our customers;
- alerting corresponding parties on potential issues so that remedial action is taken in a timely manner; and
- allowing comprehensive analysis for service improvement.

體貼的顧客服務

所有前線員工均需接受有系統及全面的培訓，確保其掌握充足的技能和知識，為顧客提供體貼的服務。我們的優質分店系統繼續在分店營運及餐飲業管理上樹立最佳典範，為全線**大家樂**快餐店和部分其他品牌分店訂立指導原則和嚴謹標準，務求確保產品質素、整潔度和服務標準貫徹統一。我們計劃於二零一六年內在所有休閒餐飲店舖引入該系統。

我們設有多項顧客反饋渠道以接收及回應顧客的意見。我們按照營運需要修訂了**神秘顧客計劃**，並定期在選定地區進行品牌審查和焦點小組討論。我們會妥善處理每位顧客的意見，並採取適當的跟進行動。對於正面的意見，我們會對團隊的努力予以肯定。

我們定期與顧客互動及主動收集意見，以持續改進營運。年內，集團檢討覆蓋香港及中國內地業務的**顧客關係管理系統**，強化顧客關係的管理。系統透過以下方式，作為整合顧客意見的平台：

- 簡化處理顧客意見的程序；
- 提示有關部門注意潛在問題，以便及時採取相應行動；及
- 提供全面分析以提昇服務。

Receiving recognition for our efforts to satisfy our customers

我們的優質服務獲得顧客肯定



"Praisage" (www.praisage.com) is an external organisation which recognises good services in retail and service industries, with a view to promoting more appreciation. We have received messages of appreciation and compliments from our customers in branches through Praisage, recognising our efforts to drive *Total Customer Satisfaction*.



「我讚」(www.praisage.com)是一個推動讚賞優良零售和服務業的外部機構。我們透過「我讚」收到顧客的讚賞，肯定我們在推動**全面顧客滿意度**所付出的努力。



Dedicated Approach to Food Quality and Safety 專業專注的食物品質及安全管理

Food quality and safety are fundamental to *Total Customer Satisfaction*. The Group has stringent procedures in selecting suppliers and procuring food ingredients. Vigorous inspections and tests are also conducted during food manufacturing and product delivery processes. Regular drills are conducted to continuously evaluate the effectiveness of our product recall mechanism.

Securing a sustainable food supply

Food ingredients comprise over 90% of the Group's total procurement. While increasing direct sourcing to provide best-in-class food materials, we also establish strong alliances with suppliers across different regions in diversifying the source (e.g. geographical regions) of food supplies for key ingredients, regardless of any unforeseeable external circumstances such as natural disasters and disruption in the supply chain.

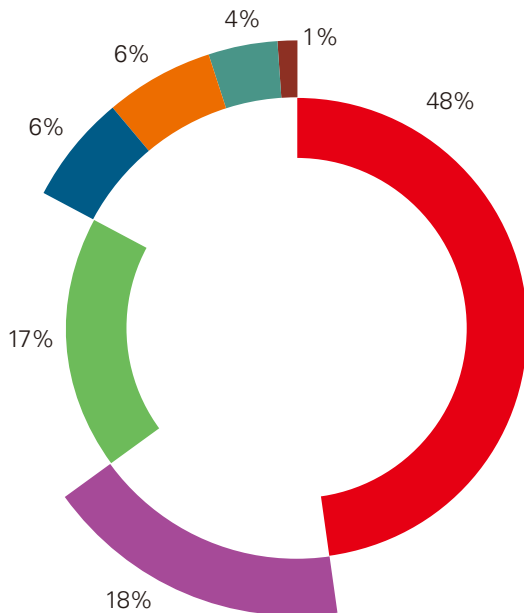
食物品質及安全是全面顧客滿意度的基石。集團設有嚴謹程序揀選供應商和採購食材。在食物生產和運送過程中亦會進行嚴格抽查和檢測。我們定期進行產品回收演習，確保回收機制暢順有效。

確保食材供應可持續性

食材佔集團總採購逾九成。除了增加直接採購，確保獲得最優質的食材外，我們亦與不同地區的供應商建立穩固的合作關係，擴大主要食材來源（例如：不同地域），確保無論在任何不能預見的外在情況下，例如天災和供應鏈中斷，均得到持續的食材供應。

Food origin by geographical region

食材來源地分佈



Mainland China 中國內地	Mainly meat, seafood, vegetables and basic groceries 主要供應肉類、海產、蔬菜及基本雜貨
North & South America 南北美洲	Mainly meat and fruit 主要供應肉類及水果
Other Asian Countries 其他亞洲國家	Mainly meat, seafood, dairy and basic groceries 主要供應肉類、海產、奶製品及基本雜貨
Australia and New Zealand 澳洲及新西蘭	Mainly meat and seafood 主要供應肉類及海產
Hong Kong 香港	Mainly meat, seafood, vegetables and basic groceries 主要供應肉類、海產、蔬菜及基本雜貨
Europe 歐洲	Mainly meat, dairy and canned products 主要供應肉類、奶製品及罐頭產品
South Africa 南非	Mainly fruit 主要供應水果



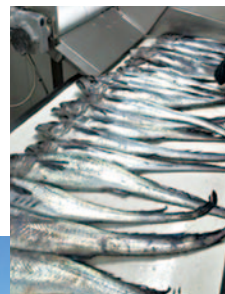
Dedicated Approach to Food Quality and Safety 專業專注的食物品質及安全管理

Proactive supplier management

The Group's centralised procurement function and policies ensure our high standards on food quality and safety as well as other regulatory compliance requirements. Our supply chain management teams regularly visit factories of key suppliers to ensure they fulfil the Group's standards and identify ways to enhance their operational performance. In 2015/16, we visited all our selected suppliers (representing 20% of our total suppliers), including all new suppliers and high priority food supply sources. An overall satisfaction rate of 92% against our stringent assessment criteria was achieved. Currently the Group is extending the scope of factory visits of suppliers in Mainland China.

積極主動的供應商管理

集團設有中央採購功能及政策，確保食物品質和安全標準，同時符合相關條例的要求。我們的供應鏈管理團隊定期走訪主要供應商的廠房，確保他們符合集團標準，並與他們探討提昇營運表現的方法。在二零一五／一六年度，我們走訪所有選定的供應商（佔我們全部供應商的20%），包括所有新供應商和重點食材供應商，當中約92%供應商通過我們嚴謹的評估要求。集團正逐步擴大走訪中國內地供應商廠房的覆蓋範圍。



Building effective communication channels with suppliers 與供應商建立有效溝通渠道

At our supplier forum held in December 2015, we invited key suppliers in Hong Kong and shared our sustainability vision and values, stringent standards of food quality and safety as well as food traceability and recall mechanisms. More forums to communicate the implementation of the new supply chain inventory system have been scheduled for 2016/17.

在二零一五年十二月舉行的供應商研討會上，我們與香港的主要供應商分享集團在可持續發展上的願景和價值觀、嚴謹的食物質量和安全標準以及食品追溯和回收機制。我們將在二零一六／一七年度舉辦更多研討會，與供應商就使用新供應鏈庫存系統進行交流。





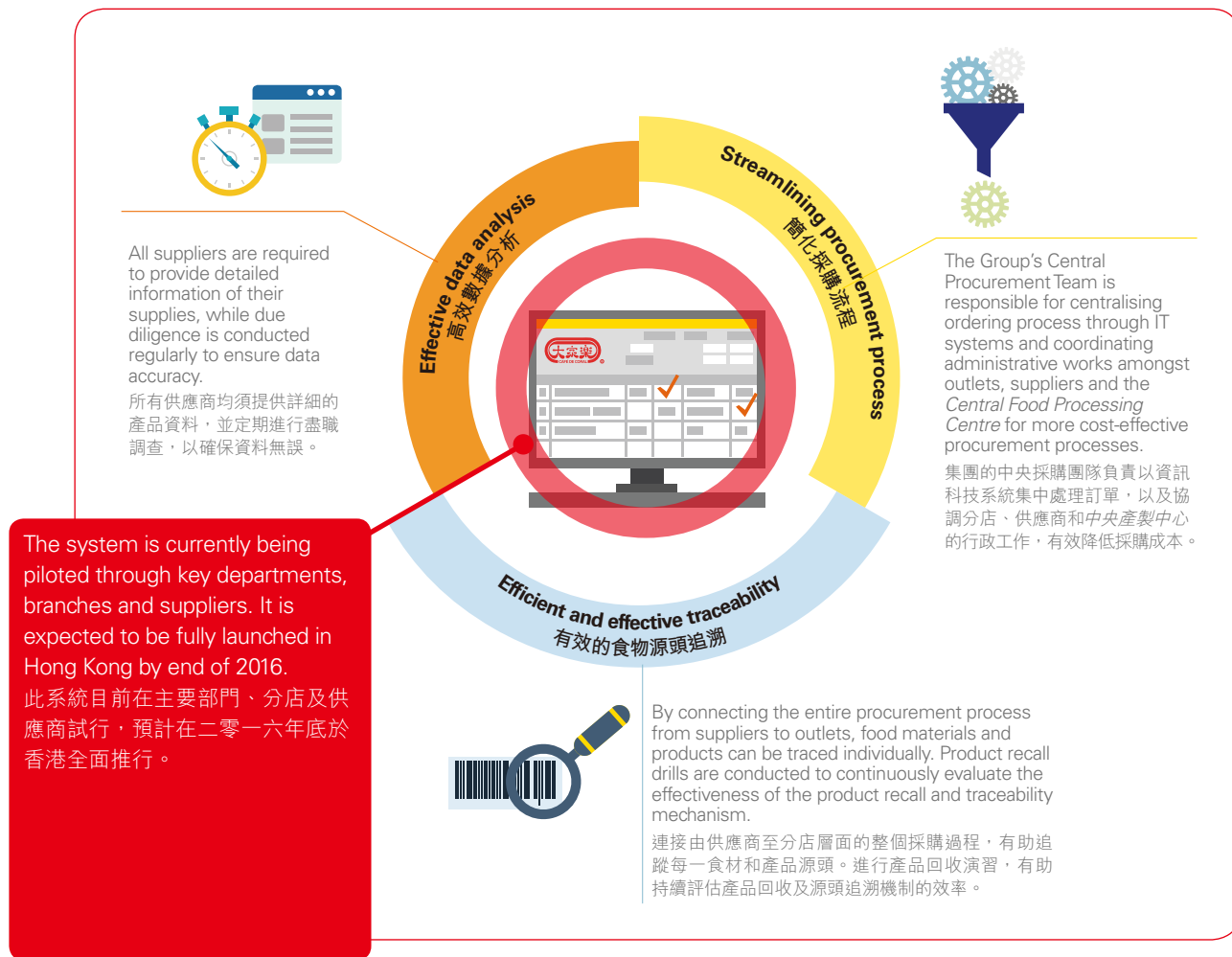
Dedicated Approach to Food Quality and Safety 專業專注的食物品質及安全管理

Strengthening food procurement and traceability

Building on the sound basis of its stringent procurement and reliable food sourcing, the Group revamped its supply chain and inventory management system – *Branch Management System* (BMS) during the year to optimise resource allocation and enhance the food procurement process. Key features of the new system are illustrated below:

強化食物採購及源頭追溯

在嚴謹採購和可信賴食品來源的良好基礎下，年內集團進一步改善供應鏈和庫存管理系統—分店管理系統，優化資源分配及強化食物採購過程。新系統的主要特點如下：



Aligning food quality with international standards

Committed to upholding our stringent requirements during the food manufacturing process, all of our central food processing plants in Hong Kong and Mainland China are certified with ISO 22000 and HACCP accreditation. These internationally recognised standards demonstrate our commitments in achieving the best practice in terms of food quality and safety.

達至國際標準的食物品質

我們堅持對食物生產過程的嚴格要求，所有在香港及中國內地的中央食物產製中心均已獲得ISO 22000及HACCP認證，足見集團對食物品質及安全的重視。

During the year, we optimised our food quality controlling procedures by strengthening risk assessment at research and developmental stages, and enhanced the assessment standards based on the unique nature of each brand and operation. Looking ahead, we will further reinforce training and enhance staff competency to achieve better food quality control.

年內，我們強化產品研發階段的風險評估，優化食物品質監控程序，並根據每個品牌及其營運的獨特性，制訂更佳的評核標準。展望未來，集團將進一步加強員工訓練，以達致更佳的食物品質控制。



Dedicated Approach to Food Quality and Safety 專業專注的食物品質及安全管理



Food Processing Centre in Guangzhou

於廣州的食物產製中心
International Standard
國際認證
– ISO 22000
– HACCP



Production Centre in Dongguan

於東莞的生產中心
International Standard
國際認證
– ISO 22000
– ISO 9001
– HACCP



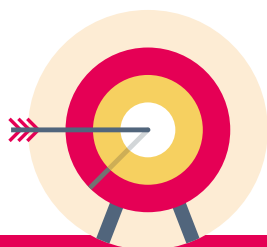
Luncheon Star Central Production Centre in Fotan

活力午餐於火炭的中央
製作中心
International Standard
國際認證
– ISO 22000
– ISO 14001
– ISO 9001
– HACCP



Central Food Processing Plant in Tai Po

於大埔的中央產製中心
International Standard
國際認證
– ISO 22000
– HACCP



Future Plans 未來計劃

- ➔ Enhance customer journey through developing more new concept stores and comprehensive customer engagement channels
透過全新概念店及更全面的顧客交流渠道，提昇顧客體驗。
- ➔ Full launch of the new BMS and electronic data interchange system to further strengthen food traceability and inventory control
全面推行全新分店管理系統和電子數據互換系統，進一步增強食品追溯及庫存控制。
- ➔ Further strengthen supplier management by extending factory visits of suppliers in Mainland China
擴大走訪中國內地供應商廠房的覆蓋範圍，進一步強化供應商管理。

Focus on People

關顧員工



Attracting, developing and retaining the best talent is of utmost importance to continuous business growth. The Group is committed to growing and maintaining a strong and engaged team of individuals by sharing the Group's growth direction and meeting our people's aspirations and expectations, offering competitive employment packages, and providing a pleasant, healthy and safe workplace.

吸引、發展及保留優秀人才對持續業務發展最為重要。集團透過分享發展方向以滿足員工的發展期望，提供具競爭力的聘用條件以及愉快、健康安全的工作環境，致力發展及維持一個強大且充滿熱忱的團隊。

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





Target/Plan set in 2014/15
二零一四／一五年度目標／計劃

Our performance in 2015/16
二零一五／一六年度表現

Fine-tune the existing performance management system to reward talents.
優化現有的績效管理制度，獎勵人才。

The Performance Management System was refined to provide a more comprehensive assessment and recognition of our employees' performance.

調整績效管理制度，為員工的表現提供更為全面的評估及嘉許。

Reinforce training to enhance staff competency.
加強培訓，提昇員工能力。

Various training and career development programmes are in place to enhance skills and knowledge of our employees in different levels and functional units.

推出各種培訓及職業發展課程，以提昇不同階層及範疇員工的技能和知識。

Further enhance occupational safety by continuously investing in personal protective equipment and engaging more proactively with our employees.
繼續投資資源於個人防護裝備，並積極鼓勵員工參與，提昇職業安全。

Vigorous measures were launched during the year to enhance workplace safety, achieving significant improvement of the Group's occupational safety performance.

年內採取有力措施，加強工作環境安全，集團的職業安全績效因而獲得顯著改善。





Employee Growth and Development 員工的成長與發展

The Group is committed to providing an environment for our employees to unleash their full potential. We regularly review relevant policies and management approaches to ensure that our staff can constantly improve themselves for both career advancement and individual development.

Strong human capital platform

During the year, succession planning for senior management positions was completed. A team of young and seasoned professionals are on board across our business operations for a seamless transition to the leadership team. A roadmap for management team succession has also been in place to strengthen the talent pool and enhance business development. The *Performance Management System* was refined this year to provide a more comprehensive and interactive assessment and recognition of our employees' performance. Long-term incentive programmes including share award and share option programmes continue to reward outstanding senior and middle management executives.

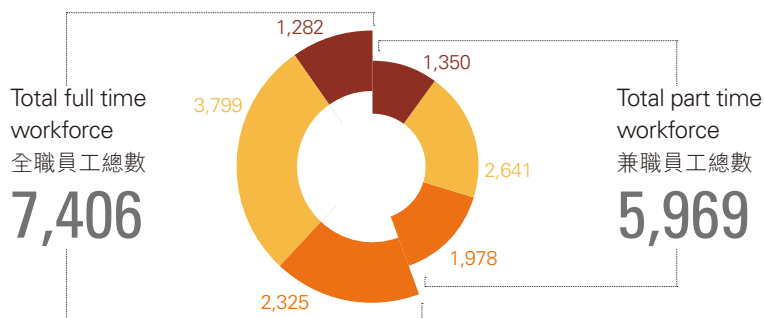
集團致力成就員工發揮潛能。我們定期檢視相關政策及管理方法，確保員工在事業及個人發展方面均得以持續提昇。

強大的人力資源平台

高級管理層傳承經已於年內完成。一支年輕且經驗豐富的专业團隊已順利過渡為領導層，在各項業務營運中發揮作用。集團同時亦已制訂管理團隊的傳承計劃，有助加強人才儲備及提昇業務發展。年內，集團對績效管理制度作出調整，對員工的表現提供更全面的評估及認可。長期激勵計劃包括股份獎勵及股份期權計劃繼續用以獎勵傑出優秀的中高層管理人員。

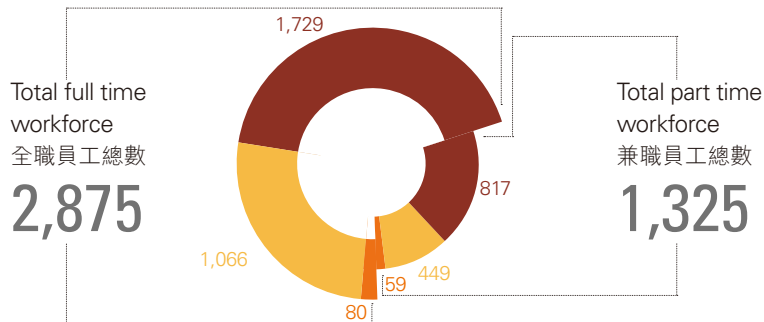
Café de Coral team profile (as of 31 March 2016)

大家樂團隊 (截至二零一六年三月三十一日)



Hong Kong 香港

Age group 年齡組別	Average monthly turnover rate* 平均每月流失率*
30 or below 30歲或以下	11.5%
31-50 31至50歲	5.3%
51 or above 51歲或以上	4.9%



Mainland China 中國內地

Age group 年齡組別	Average monthly turnover rate* 平均每月流失率*
30 or below 30歲或以下	11%
31-50 31至50歲	5.2%
51 or above 51歲或以上	4.4%

* 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。



Employee Growth and Development 員工的成長與發展

Learning and development opportunities

Training and career development opportunities are essential to building a strong team. The Group Training & Development Department develops a robust training framework for our employees from different functions and business units in Hong Kong and Mainland China. Training needs analysis is conducted regularly to ensure our staff receive training in line with business development goals and career growth objectives.

The PEAKS (Perform with Excellent Attitude, Knowledge and Skills) Programme – managerial staff

Leveraging the competency development compass model, the *PEAKS Programme* provides all round support to build up leadership skills for our managerial staff. During the year, over 2,000 staff in Hong Kong and Mainland China completed this programme.

學習及發展機會

提供培訓及事業發展機會是建立強大團隊的重要元素。集團培訓及發展部就香港及中國內地不同職能及業務單位的員工制訂健全的培訓體系。我們亦定期分析培訓需要，確保培訓課程能配合業務發展需要，並符合員工個人事業發展目標。

登峰計劃(卓越工作態度、知識及技能表現) – 管理級員工

憑藉能力發展指南模式，*登峰計劃*為管理級員工提供全面領導能力訓練課程。年內，超過兩千名香港及中國內地員工完成此計劃。

Programme composition 計劃組成	Target staff 目標員工	Key topics covered 主題
The TIP – Talent Incubation Programme 啟發課程 – 人才培育計劃	Head Office – Assistant Manager Branch – Manager or equivalent grade 總公司 – 助理經理 分店 – 經理或同級	– Service leadership – Supervisory management – People management – 服務領導能力 – 監督管理 – 員工管理
The TAP – Talent Acceleration Programme 提昇課程 – 人才加速計劃	Head Office – Managers, Senior Managers, Regional Managers, Senior Chefs or equivalent grade 總公司 – 經理、高級經理、區域經理、高級廚師或同級	– Leadership skills – Train the trainer – Performance management skills – 領導能力 – 培訓師培訓 – 績效管理能力
The TOP – Talent Outreach Programme 飛躍課程 – 人才飛躍計劃	Assistant Directors to General Managers 助理總監至總經理級別	– Strategic thinking – Leading change – CEO forum – 戰略思維 – 領導變革 – 首席執行官座談會



Employee Growth and Development 員工的成長與發展



Talent Development Programme for Operations – operations managerial staff

Launched in 2006, the Group's *Talent Development Programme for Operations* provides structured training with practical management skills and career development opportunities for our managers and chefs working in branches.

The Café de Coral Management Academy – frontline staff

The *Café de Coral Management Academy* has been providing capacity building and skills enhancement training for our frontline staff. The Academy is applying for accreditation for one of the training programmes in order to raise standards and enhance recognition of our staff development efforts in the industry.

Training completed by staff

(for the year ended 31 March 2016)

員工培訓

(截至二零一六年三月三十一日止年度)

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	88%	16
Middle management 中級管理層	96%	25
Frontline staff 前線員工	100%	22



人才學制計劃 – 營運經理級員工

集團於二零零六年推出人才學制計劃，為分店經理及廚師提供具良好架構的實用管理技能培訓並提供職業發展機會。

大家樂管理學院 – 前線員工

大家樂管理學院一直為我們的前線員工提供能力建設及技能提昇培訓。學院現正為其中一個培訓項目申請認證，以提高水平，並提昇業界對集團員工發展工作的認可性。



In Mainland China, a new programme was launched in 2015 using mobile applications to provide learning materials and industry updates for our staff on a timely basis.

集團於二零一五年在中國內地推出一項新計劃，員工可透過手機應用程式，及時獲取學習資料及行業動態。

Fostering Cohesive Environment and Building Team Spirit

增加凝聚力 建立團隊精神

During the year we continued to build team spirit and enhance the cohesiveness of our employees through an array of programmes and activities.

我們於年內繼續建立團隊精神，並透過一系列計劃和活動，提昇員工的凝聚力。

“Be Nice, Be Smart” programme

The “Be Nice, Be Smart” programme was launched during the year to promote an internal customer service culture within the Company and create synergies amongst our employees. Four key messages of the programme are:

「樂人全攻略」計劃

「樂人全攻略」計劃於年內推出，旨在推動公司內部顧客服務文化，鼓勵同事於團體中發揮同理心。計劃提出的四大攻略包括：



Roadshow presentations to spread the culture
透過路演傳播關愛文化

The Group's representatives conducted 19 presentations on a roadshow to promote the four key principles of our programme during the annual dinners of business units. 集團代表在不同業務單位的周年晚宴上進行共十九次路演，以宣揚四大攻略。



樂於讚賞



Willing to Appreciate

others' contribution and participation

樂於讚賞

同事的貢獻及參與



Appreciation cards to promote good acts
讚賞卡 – 感激別人的努力

Appreciation cards are distributed to our employees to identify good acts of colleagues. The Group's senior management took the initiative to deliver the cards to our colleagues to promote an atmosphere of appreciation. 向員工分派讚賞卡以表揚同儕表現。集團高級管理層帶頭向員工送上讚賞卡，推動讚賞氛圍。

樂於聆聽



Willing to Listen

to others' opinions and ideas

樂於聆聽

多方面的意見，理解他人的想法

Fan pages to encourage sharing of our employees

粉絲專頁鼓勵員工分享

Fan pages were set up and serve as platforms for our employees to demonstrate and share good practice of the four principles. The general public are also welcome to access the platform and understand our culture.

設立粉絲專頁，作為向員工展示及分享四大攻略所提倡的文化的平台，同時歡迎公眾到專頁了解我們的文化。



Willing to Understand

the needs and difficulties of others

樂於體諒

同事的需要及困難

樂於體諒



Calendar with attentive features

貼心月曆



“Be Nice, Be Smart” calendar is designed with quotes and tips to foster caring culture in the Company. Various notice cards are attached for our colleagues to update their status.

「樂人全攻略」月曆附帶語錄及提示，推動公司關愛文化。另亦附有各種工作告示，方便員工更新狀態。

Willing to Share

experience and work together

樂於分享

經驗並攜手合作

樂於分享





Fostering Cohesive Environment and Building Team Spirit 增加凝聚力 建立團隊精神

Operation experience programme

營運體驗計劃

Allowing our employees to understand and experience the daily work of their counterparts is important in enhancing employee cohesiveness and operational effectiveness. The *Operations Experience Programme* is implemented in Hong Kong and Mainland China to foster communication amongst our staff in stores and offices. Office staff are assigned to work in stores to understand the roles of our frontline staff as well as experience challenges in daily store operations.

讓員工了解並體驗其他同事的日常工作有助提高員工凝聚力和營運效率。因此，香港及中國內地均設有營運體驗計劃，讓辦公室員工到分店工作，了解前線員工工作情況及體驗分店日常營運的挑戰，促進辦公室及分店員工的交流。

Employee engagement and work-life balance

Effective communication channels with our employees are in place to better understand their concerns and identify areas of improvement. Employee satisfaction surveys are conducted regularly across operations to understand their views on employment and workplace practices. During the year, we expanded the scope of focus groups to more business units for a better understanding of the needs of our employees. *Goal and Objective Setting Meetings* and *Business Review Meetings* were held during the year for our frontline and supporting staff of various levels to gain a clear understanding of the Group's development strategies and targets. Our corporate newsletter, *Communications 100*, regularly provides updates on the Company's operations and features interesting stories on employee activities.

員工參與及工作生活平衡

集團設立有效的溝通渠道，了解員工的關注及公司須改善之處。我們定期於不同營運單位進行員工滿意度調查，了解員工對受聘及工作環境的意見。年內，我們將焦點小組範圍涵蓋更多業務單位，多加了解員工需要，並與不同級別的前線及後勤員工舉行集團目標及政策會議和業務檢討及策略會議，讓員工確切知道集團的發展策略及目標。集團的通訊刊物《傳訊 100 分》則定期提供公司業務發展的最新資訊，以及分享員工活動花絮。



Fostering Cohesive Environment and Building Team Spirit 增加凝聚力 建立團隊精神

Programmes and initiatives such as interest classes and outings are held regularly to promote work-life balance in the workplace. Family members of our employees are also invited to enjoy these activities together.

此外，集團定期舉辦不同的活動，如興趣班及遠足活動，提倡工作生活平衡，部分活動更邀請員工家屬一同參與。



Supporting employees beyond the workplace

The "Lo Tang Seong Educational Foundation" continues to provide financial support to children of our staff who have achieved academic excellence. During the year, over HK\$2 million was granted to a total of 122 children. Talks and seminars were also organised for our employees to promote a healthy lifestyle.

職場以外的支持

「羅騰祥教育基金」繼續為學業優異的員工子女提供資助。年內，合共122名員工子女獲得超過兩百萬港元的資助。集團亦舉辦講座及研討會，向員工提倡健康生活方式。





Cultivating a Healthy and Safe Workforce 建立健康及安全的團隊

The Group takes occupational safety and health (OSH) seriously and places great efforts on creating a zero-accident workplace environment for our employees. The *Occupational Safety and Health Policy* clearly states our responsibilities to our employees on OSH, while the *Hazard Identification Programme* helps identify and mitigate safety and health risks in the workplace. During the year, we implemented various activities and participated in external campaigns to increase OSH awareness of our staff, and achieved a significant drop in injury rates.

集團重視職業安全及健康(「職安健」)，並努力為員工創造零意外的工作環境。集團在職業安全及健康政策中明確規定對員工職安健的責任，並設有危險識別計劃以識別及降低工作環境中潛在的安全及健康風險。我們於年內舉行多種活動並參與外界比賽，以提高員工的職安健意識，工傷率錄得大幅下降。

Enhanced preventive measures 加強預防措施

Assigning safety officers to conduct **occupational injury analysis** and identify improvement action plans
指派安全人員進行職業傷害分析並提供改善方案



Incorporating **OSH assessment and considerations** in store design
在店舖設計中加入職安健評估及考慮

Improved **personal protective gear** for our staff in *Central Food Processing Centre* and outlets
改良中央產製中心及分店員工的個人防護裝備

Raised OSH awareness 提高職安健意識



Participated in **Catering Industry Safety Award Scheme**
參加飲食業安全獎勵計劃

Launched **OSH Internal Promotion Programme** to promote occupational health and safety amongst our staff through exhibitions, prize quiz and competitions.
舉辦職安健內部推廣活動，透過展覽、有獎競猜遊戲和競賽等方式，推動職業安全及健康

Participated in **Catering Safety Quiz 2015** organised by the Labour Department and Occupational Safety and Health Council
參加由勞工處和職業安全健康局主辦的「飲食業職安健常識問答比賽2015」

Arranged **OSH Competitions** to increase employees' awareness of work safety
舉辦職安健比賽，提高員工的安全意識



Cultivating a Healthy and Safe Workforce 建立健康及安全的團隊

Strengthened OSH training 加強職安健培訓

Implementing **video training programmes** in branches of different business units
在不同業務部門進行視頻培訓



Organising **OSH briefing sessions** in raising awareness of occupational safety and health for our staff
組織職安健簡介會，提高員工職業安全及健康意識

Setting up "**Occupational Health and Safety Recognition Scheme**" to reward the branches with the best OSH performance every quarter
設立「職業安全健康嘉許計劃」，獎勵每季度在職安健表現最佳的分店



Future Plans 未來計劃

- Launch management trainee programme and explore new employment sources for store operation
推行見習管理人員計劃，並就分店營運開拓新的招聘來源
- Continue reviewing training and development programmes to strengthen staff competency
繼續檢視培訓及發展計劃，以加強員工的競爭力
- Establish cross departmental committee to enhance engagement amongst staff
設立跨部門小組，提高員工之間的溝通和協調

Community Involvement

回饋社會



The Group is committed to contributing to the communities in which we operate by understanding the needs and concerns of our stakeholders. We believe that consolidating our resources will help build stronger synergies and partnerships within the community in the long term. The "Café de Coral Twinkle Action" launched in April 2015 sets clear objectives and focuses our community efforts on the three principles.

集團致力回饋社區，並重視持份者的需要和關注。我們相信透過整合資源，長遠有助集團於社區建立更強的協同效應和夥伴關係。二零一五年四月成立的「大家樂閃亮行動」訂立了清晰的目標，並集中資源於三大準則所定之範疇。

3 Principles: 三個準則



Caring for the underprivileged
關懷弱勢社群



Promoting environmental awareness
推廣環保意識



Supporting education
支持教育



Target/Plan set in 2014/15
二零一四／一五年度目標／計劃

Our performance in 2015/16
二零一五／一六年度表現

Further strengthen our efforts in providing training and employment opportunities to new arrivals and youngsters from low-income families to unleash their potential. 進一步加強針對新來港人士和低收入家庭青少年的培訓，為其提供就業機會，協助他們發揮所長。

Different community activities were in place to support youth development and provide employment opportunities for people from underprivileged backgrounds.

舉辦不同的社區活動，支持青少年發展，並向弱勢社群提供就業機會。

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. 致力達成目標，將殘疾僱員佔香港總員工人數的比例提昇至5%。

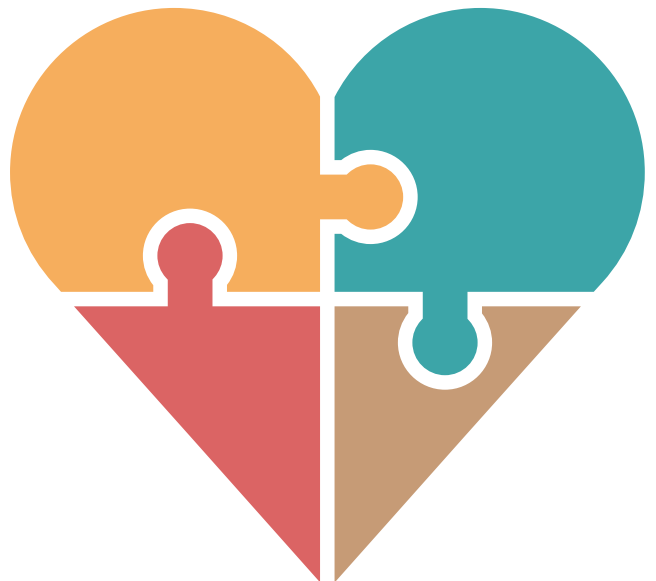
The Group continued to recruit mentally and physically challenged people. Currently over 350 are employed, accounting for 2.6% of our total workforce in Hong Kong.

集團持續透過不同渠道招聘殘疾人士，目前已聘請超過三百五十人，佔香港整體員工數目2.6%。

Continue to identify more opportunities for customers and employees to actively participate in our community activities. 繼續提供更多機會，鼓勵顧客及員工積極參與社區活動。

We regularly engage our customers and employees through different campaigns and programmes. Our volunteer team also supports different events to create a positive impact in society.

我們定期舉辦各種活動，讓顧客及員工參與其中。我們的義工隊亦為不同活動提供協助，為社會帶來正面影響。





Promoting a Caring Culture 推廣關懷文化

The Group pledges to promote a caring culture in society by engaging our customers, employees as well as the communities in which we operate.

集團承諾透過鼓勵我們的顧客、員工及所在社區一同參與，推廣關懷文化。



Instilling energy in the community

We believe everyone in society deserves to be happy. Upholding the philosophy of “*Making Customers Happy*”, we have been trying our best over the past 48 years to bring happiness to every Hong Kong citizen. In May 2016, the Group launched the “*Happiness First*” programme with the view to fostering a caring culture and instilling positive energy in the community.

為社區注入正能量

我們深信，每個人都應該得到快樂，所以我們秉持「顧客快樂」的理念，四十八年來每天都努力做到最好，將快樂帶到每個香港人身邊。集團於二零一六年五月推出了「快樂第一」大型宣傳計劃，推廣關懷文化及爭取快樂的正能量。

Promoting a Caring Culture 推廣關懷文化

Caring for people around us

This year, we continued with the “Skip-A-Meal for 30 Days” campaign to raise public awareness on the issue of children’s hunger around the world. Customers and employees were encouraged to donate a full or half portion of “Baked Thick-Cut Pork Chop with Cheese and Rice” during lunch time. Since the launch of the campaign, a total of HK\$500,000 has been raised in support of food security and development projects for World Vision.

In addition, we continued to support *Concert in the Dark*, the world’s first concert held in darkness with the mission of raising public awareness of the visually impaired and advocating social inclusion in the community.

關懷身邊每個人

今年，我們繼續透過「饑饉三十日」提高公眾對全球兒童飢餓問題的關注。我們鼓勵顧客和員工在午餐時段惠顧「芝味厚切一哥焗豬扒飯」，將全份或半份「膳」款捐出。活動自舉辦以來為世界宣明會籌得共五十萬港元，以支持其糧食保障及發展項目。

此外，我們繼續支持全球首個在黑暗中舉行的音樂會「暗中作樂」，以喚起公眾對視障人士的關注和接納。



The Group organised charity sales for the Hong Kong Guide Dogs Association in our staff canteen
集團在員工餐廳為香港導盲犬協會舉辦義賣活動



Caring for the Underprivileged 關懷弱勢社群

This year we continued to focus our resources on the mentally and physically challenged, newly arrived immigrants and low income families. New programmes and partnerships were formed to support beneficiaries as well as foster a culture of understanding in society. Our volunteer team participated in activities to support people in need and create positive impact in the community.

今年，我們繼續集中資源，為殘疾人士、新來港人士和低收入家庭提供支援，透過新活動和夥伴關係協助受惠者，促進社會的包容文化。集團義工隊亦參與活動，幫助有需要人士，為社區帶來正面影響。



Fostering social integration in the community

For the third year running, we organised "Recruitment Day" with the Hong Kong Council of Social Service to provide working opportunities for the mentally and physically challenged. The Group has well established policies and initiatives to provide support to employees with disabilities and foster a caring culture in the workplace. Currently we employ over 350 physically or mentally challenged employees, accounting for 2.6% of our total workforce in Hong Kong. We will continue to reach out to other beneficiary groups through NGO partners in the coming year.

促進社會共融

集團連續第三年與香港社會服務聯合辦「社區招聘日」，為殘疾人士提供就業機會。我們已制訂完善的政策和措施幫助殘疾僱員，並在工作環境中培養關懷文化。集團目前聘用超過三百五十位殘疾員工，佔香港整體員工數目2.6%。來年我們將繼續與非政府組織夥伴合作，接觸更多受惠社群。

Our staff in **Café de Coral** fast food was awarded in Outstanding Disabled Employee Programme in recognition of his outstanding service.

大家樂快餐員工獲得「傑出殘疾僱員」獎，表揚其傑出服務。



Since 2012, **Café de Coral** fast food in Southern China operations has partnered with Guangzhou Huiling, a charitable organisation to support employment of people with mental disabilities. The programme was well recognised by the local community. 大家樂南中國快餐自二零一二年，與廣州慧靈智障人士服務機構合作，聘請智障人士。該計劃獲得當地社區好評。

Caring for the Underprivileged 關懷弱勢社群

Facilities and services of our stores are regularly reviewed and improved to address the community's needs. We have been welcoming guide dogs to our outlets since 2012 to provide a barrier free environment for the visually impaired. Priority seats are strategically located near store entrances for the convenience of customers in need.

Supporting youth development

During the year, the Group has been exploring opportunities to reach out to new beneficiary groups including youngsters. In 2015, the Group participated in the "Happiness Future – A Career Inspiration Journey for Youth" programme organised by the HKSKH Lady MacLehose Centre. It provides opportunities for teenagers from underprivileged backgrounds to broaden their horizons and build their confidence through training activities, branch visits and placement opportunities. Mentors were arranged to help them develop necessary working skills and adapt to new environments. Qualified participants were given job offers in our branches.

我們定期檢視及提昇分店的設施及服務，以滿足社會需要。我們自二零一二年起歡迎導盲犬進入分店，為視障人士提供無障礙的環境，並於靠近分店入口位置設置優先座，方便有需要的顧客。

支持青少年發展

集團於年內一直尋求更多機會，以幫助新受惠群組，包括青少年。集團於二零一五年與香港聖公會麥理浩夫人中心合辦「樂踐「職」夢 – 職志導航計劃」，為弱勢社群的青少年提供機會，透過職業訓練、走訪分店和實習機會擴闊視野及建立自信。我們亦安排導師協助青少年掌握所需的工作技巧並適應新環境。合資格的參加者可獲安排到分店工作。



Happiness Future –
A Career Inspiration Journey for Youth
樂踐「職」夢 – 職志導航計劃





Caring for the Underprivileged 關懷弱勢社群

The *Café de Coral Music Station* was launched in 2015 to support youth development. Transforming three **Café de Coral** fast food stores into a live music venue, special performing groups and local street music bands were invited to share their music with our customers. Teenagers from different districts were also invited to join the shows. The programme concluded with all proceeds donated to ELCHK Tin Shui Wai Integrated Youth Service Centre to support local youth development programmes.

為支持青少年發展，**大家樂**快餐於二零一五年首辦「大家樂壇」，將旗下三間分店變身為現場音樂表演場地，邀請不同表演團體及本地街頭音樂人，與顧客分享音樂，並邀請不同地區的青少年到場觀賞。活動收益撥捐基督教香港信義會天水圍青少年綜合服務中心，支持本地青少年發展項目。



Employee volunteering effort

For the second year running, the Group supported *Oxfam Trailwalker*, one of the largest fundraising sports events in Hong Kong. Food and drinks were provided by our staff volunteers at the kiosk at the finishing line, with all proceeds donated to Oxfam.



In March 2016, more than a hundred of our employees and their family members participated in the 2016 *New Territories Walk* to support the "Family and Child Welfare Services" for strengthening family bonding.



員工義工活動

集團連續第二年支持全港最大型的運動籌款活動「樂施毅行者」，於比賽終點設立小食攤檔，由我們的義工為活動參加者提供食物及飲品，所得收益全數撥捐予樂施會。

二零一六年三月，超過一百名集團員工及家屬參加2016公益金新界區百萬行，身體力行支持「家庭及兒童福利服務」，提昇家庭凝聚力。

Promoting Environmental Awareness 推廣環保意識

The Group promotes environmental awareness through responsible operations and educational activities for customers. This year, we continued to support different campaigns as well as organise various activities to demonstrate our commitment to our diverse customer base.

Promoting green culture at schools

Luncheon Star, our business unit providing school lunches for primary and secondary school students in Hong Kong, has implemented canteen-style on-site portioning at our selected client schools since 2010. Food is distributed on site according to students' needs and hence reduces leftover food. Unserved lunchboxes are donated to Food Angel in support of their food rescue and food assistance programme in Hong Kong.

Luncheon Star organised site visits to E-Farm and arranged educational visits for students
活力午餐安排學生到川上農莊參觀及參與教育活動

集團透過負責任的營運及為顧客舉辦教育活動，推廣環保意識。我們於年內繼續支持不同項目及舉辦不同活動，向不同的顧客群展現環保承諾。

倡導學校綠色文化

集團旗下為香港中小學生供應午膳的品牌**活力午餐**，自二零一零年起為特選學校提供飯堂式現場分飯服務，根據學生的需求即場分發食物，減少剩食。另外，未開封的飯盒亦會捐贈予惜食堂，以支持其在香港的食物回收及援助計劃。

Food waste recycling process at Luncheon Star 活力午餐廚餘回收過程

Luncheon Star 活力午餐

Food waste generated during production process in our central food processing plant
於中央產製工廠所產生的廚餘

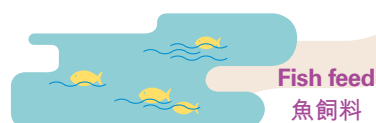


E-farm 川上農莊

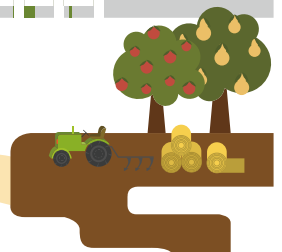
Provides technologies and venue to decompose food waste
提供技術及場地分解廚餘



End-to-end transportation
點對點運送



Fertilizer
肥料





Promoting Environmental Awareness 推廣環保意識

Supporting a healthy, green lifestyle

The Group is committed to fostering a low-carbon lifestyle. For the fourth consecutive year, our leading brands continue to support the "Green Monday" campaign by providing alternative green dishes. Customers are encouraged to give up meat at least once a week and foster a low-carbon lifestyle.

支持健康與綠色生活

集團致力促進低碳生活。旗下主要餐飲品牌連續第四年參與「綠色星期一」運動，提供多種素菜餐膳，鼓勵顧客每周至少一日不進食肉類，培養低碳生活方式。



Promotional activities in support of Hong Kong Green Day, 5 June 2015
支持二零一五年六月五日「香港綠色日」之推廣活動



New vegetarian dishes introduced during the year
年內新推出的素食餐單

During the year, the "Big Waster", a well-known local figure representing the bad habits of people who take more food than they need, was again invited to our stores to raise awareness on the amount of food waste sent to landfill and how to reduce unnecessary consumption.

我們於年內再次邀請眼闊肚窄的代表「大咗鬼」親臨分店，提昇顧客對送往堆填區的廚餘數量的認知及教導如何減少浪費食物。

Supporting Education 支持教育

The Group believes investing in youth education is crucial to the long-term development of society. During the year we continued to develop partnerships to support the younger generation pursuing career opportunities in the food and beverage industry.

集團深信投放資源於青年教育工作對社會的長遠發展極為重要。我們於年內繼續與不同機構發展夥伴關係，支持年輕一代投身餐飲行業。

The *Café de Coral Scholarship* was set up in 2015 for final year students of the following bachelor programmes in recognition of their outstanding academic performance:

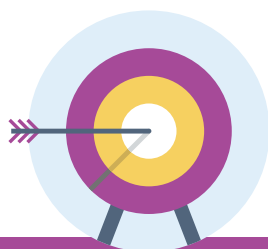
集團於二零一五年設立大家樂獎學金，表揚以下大專課程畢業學年之學生在學業方面的傑出表現：

- Food and Nutritional Science of The University of Hong Kong
- Food and Nutritional Sciences of The Chinese University of Hong Kong
- Culinary Arts and Management of Technological and Higher Education Institute of Hong Kong, member of VTC Group
- 香港大學食品及營養科學
- 香港中文大學食品及營養科學
- 香港高等科技教育學院（職業訓練局機構成員）廚藝及管理課程

Looking forward we will explore other opportunities to support youngsters in joining the industry and enhance our impact in the community.

展望未來，我們將尋求更多機會支持年輕人加入餐飲行業，提昇我們對社區的影響。

New partnerships with educational institutes
與教育機構建立新夥伴關係



Future Plans 未來計劃

- ➔ Identify further opportunities to foster social integration through promoting the “Happiness First” culture in the community
尋求更多機會，透過提倡「快樂第一」的文化，促進社會融合
- ➔ Continue to integrate the underprivileged in the community by providing employment, a welcoming working environment and training opportunities
繼續透過提供就業機會、融洽的工作環境及培訓，幫助弱勢社群
- ➔ Enhance our efforts to encourage our customers and employees to participate in our community activities
加大力度鼓勵我們的顧客及員工參與社區活動

40 Resource Optimisation 資源優化



The Group considers environmental protection an essential component of sustainable and responsible business. We strive to minimise negative impact to the environment through optimising the use of natural resources and encouraging our customers, business partners and the wider community to embrace environmental stewardship.

集團視環境保護為可持續發展業務及企業責任的重要部分。我們致力優化天然資源的使用，鼓勵顧客、業務夥伴及社區一同為環保出力，減低對環境的負面影響。

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



Target/Plan set in 2014/15
二零一四／一五年度目標／計劃

Our performance in 2015/16
二零一五／一六年度表現

Achieve a reduction in energy intensity for Hong Kong operations by over 10% by 2018.

在二零一八年或之前，降低香港營運方面的能源消耗強度超過10%。

Energy intensity was reduced by 6.5% for the year. Further, energy saving recommendations outlined in energy audits was completed in pilot stores.

能源消耗強度於年內降低6.5%。此外，能源審計中的節能建議經已在試點分店內實施。

Put greater effort into optimising the use of water across our operations.
致力優化於營運中的用水量。

Developed a baseline study on water consumption and implemented water conserving initiatives in the *Central Food Processing Centre* and outlets for more effective use of water.

開展用水量基線研究，並在中央產製中心及分店推行節約用水措施，有效用水。

Explore the feasibility of introducing more food waste management initiatives across our stores and the *Central Food Processing Centre*.

研究在分店及中央產製中心推行更多廚餘管理措施的可行性。

Working with independent consultants to develop a food waste management strategy and approach.

與獨立顧問合作，制定廚餘管理策略及方案。

Increase the use of biodiesel across 100% of our vehicle fleets by 2017.

在二零一七年或之前，集團車隊全面使用生物柴油。

The initiative is limited to the location and number of biodiesel stations in Hong Kong. The Group monitors the progress on an ongoing basis.

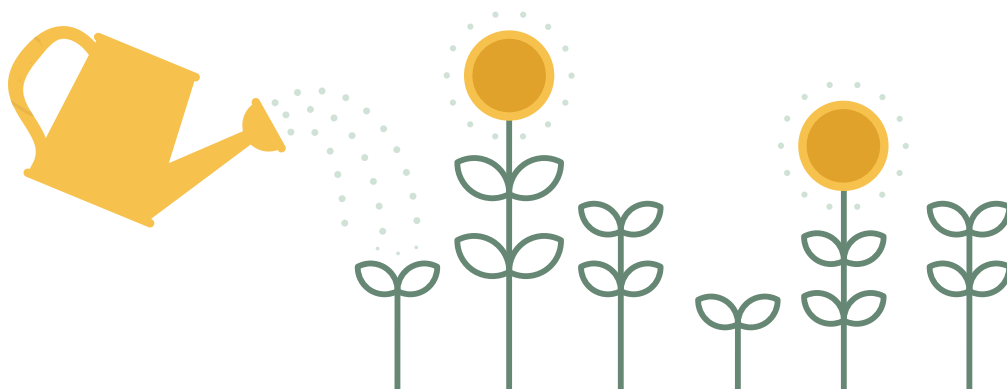
此目標受制於香港生物柴油站的位置及數量，集團會持續檢視進展。

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。

53% of sustainable seafood was procured in accordance with the Seafood Guide produced by the World Wide Fund for Nature (WWF).

按照世界自然基金會(WWF)出版的《海鮮選擇指引》，採用53%的可持續採購海產。



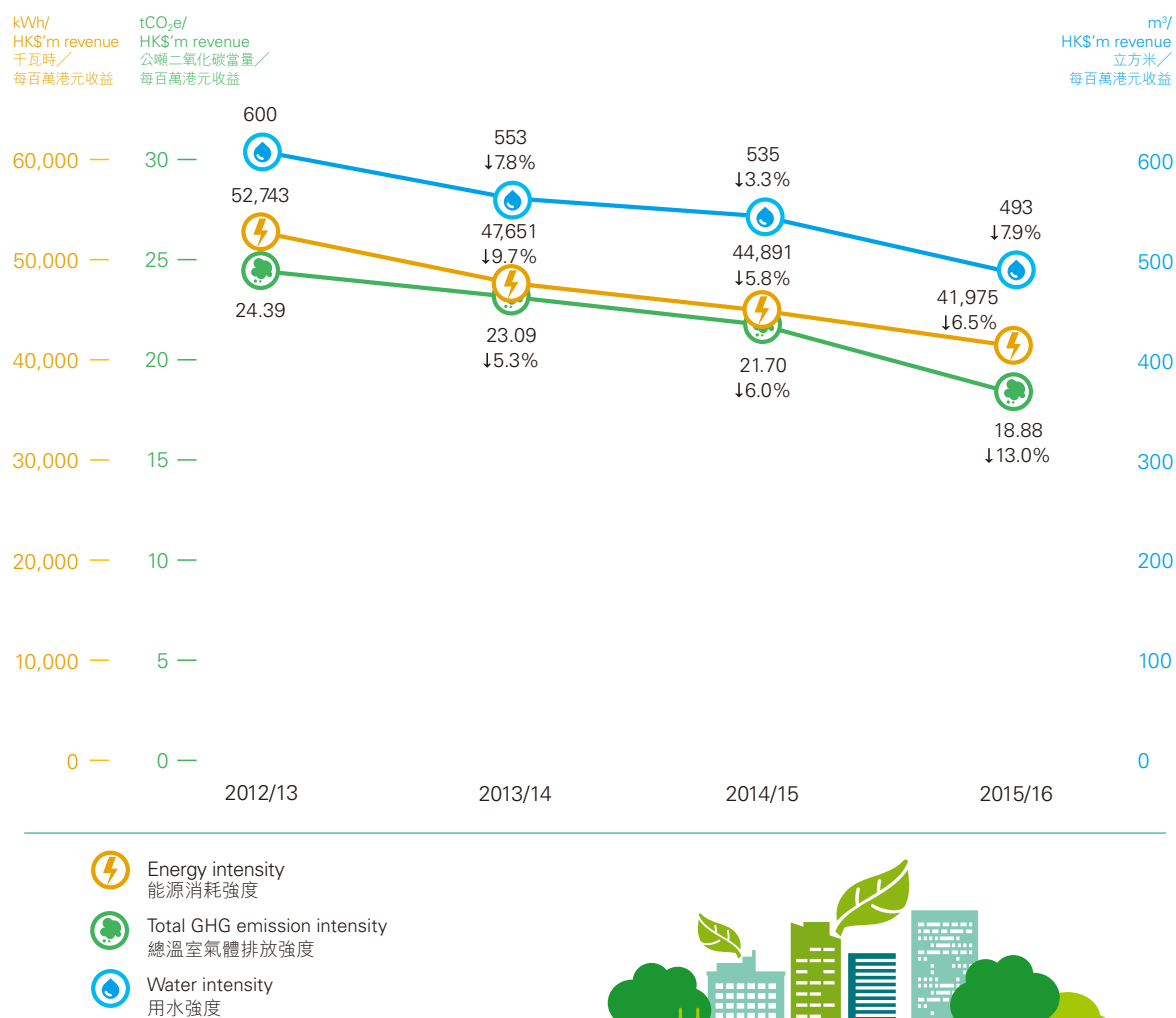


Efficient Use of Energy and Water 有效使用能源及水資源

The Group has been continuously enhancing operational environmental performance through facilities upgrades and encouraging behavioural changes of our employees. During 2015/16, we achieved a decrease of 6.5%, 13.0% and 7.9% in energy intensity, GHG emission intensity and water intensity respectively.

集團透過改善設施及鼓勵員工改變行為習慣，持續提升於業務營運的環保成效。於二零一五／一六年度，我們分別在能源消耗強度、溫室氣體排放強度及用水強度方面降低6.5%、13.0%及7.9%。

Energy intensity, total GHG emission intensity and
water intensity for Hong Kong operations
香港營運相關之能源消耗強度、總溫室氣體排放強度及用水強度



Efficient Use of Energy and Water 有效使用能源及水資源

Achieving more efficient energy consumption

We regularly review existing initiatives and identify new opportunities to achieve greater operational energy efficiency. During 2015/16, recommendations outlined in the energy audits were implemented in pilot stores. Based on data extrapolation of the energy and cost savings achieved in the pilot stores, we are working closely with independent consultants and investigating the feasibility of each recommendation for implementation across **Café de Coral** fast food stores in 2016/17 where appropriate.

達致更高效的能源消耗

我們定期檢視現有措施，並尋求新的機遇，爭取更大的營運效能。二零一五／一六年度內，我們在試點分店中推行了能源審計的改善建議，目前正與獨立顧問緊密合作，就試點分店所得的節約能源及成本數據，研究在二零一六／一七年度將每項適用建議推行至全線大家樂快餐分店的可行性。

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	2012/13	2013/14	Variance 變動 2013/14 vs 2012/13	2014/15	Variance 變動 2014/15 vs 2013/14	2015/16	Variance 變動 2015/16 vs 2014/15
Electricity 電力	kWh 千瓦時	152,942,635	153,912,329	0.6%	158,595,372	3.0%	162,754,655	2.6%
Stationary fuel 固定燃料	kWh 千瓦時	111,034,518	108,221,280	(2.5%)	111,973,041	3.5%	103,177,961	(7.9%)
Mobile fuel 車用燃料	kWh 千瓦時	3,642,214	4,190,602	15.1%	4,345,249	3.7%	4,720,704	8.6%
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%	270,653,320	(1.5%)
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%)	41,975	(6.5%)
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%	21,160	(7.0%)
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%	100,605	(8.6%)
Total emissions (Scope 1 + Scope 2) 總排放 (範圍一 + 範圍二)	tCO₂e 公噸二氧化碳當量	123,762	129,060	4.3%	132,871	3.0%	121,765	(8.4%)
Total GHG emission intensity (tCO ₂ e/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%)	18.88	(13.0%)



Notes:

- The Group reports in accordance with the Hong Kong Carbon Audit Guideline (local) and Greenhouse Gas Protocol Corporate Standard developed by World Resources Institute. 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.
- 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 2012/13, 2013/14, 2014/15 and 2015/16 is HK\$5,074 million, HK\$5,589 million, HK\$6,124 million and HK\$6,448 million respectively.

註：

- 集團根據香港碳審計指引(本地)及世界資源研究所訂立之溫室氣體企業標準協議匯報。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。
- 範圍一為直接溫室氣體排放，例如燃料燃燒。
- 範圍二為消耗所購買能源及煤氣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。集團香港營運在二零一二／一三、二零一三／一四、二零一四／一五及二零一五／一六年度之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、六十一億二千四百萬港元及六十四億四千八百萬港元。



Efficient Use of Energy and Water 有效使用能源及水資源

Enhancing water efficiency across operations

We recognise the importance of water conservation. Our food production plan is regularly reviewed to reduce water use during cooking process. The commencement of the *Environmental Protection Centre* in 2015 has also enhanced water consumption by centralising the utensil and dish washing in over 30% of our **Café de Coral** fast food stores. Looking ahead, we will scale up the process to further enhance operational capacity and efficiency.

提昇營運用水效率

我們明白節約用水的重要性，並定期檢視食品生產計劃，以減少在烹調過程中的用水量。集團於二零一五年設立環保中心，透過中央處理來自逾三成**大家樂**快餐分店的碗碟及用具清洗工作，提昇用水效率。展望未來，我們將進一步擴展中央清洗工作範圍，以提昇集團營運能力及效率。

Overview of water consumption for Hong Kong operations 香港營運相關之用水量概覽

	Unit 單位	2012/13	2013/14	Variance 變動 2013/14 vs 對比 2012/13	2014/15	Variance 變動 2014/15 vs 對比 2013/14	2015/16	Variance 變動 2015/16 vs 對比 2014/15
Stores 分店	m ³ 立方米	2,902,186	2,916,444	0.5%	3,032,508	4.0%	2,917,012	(3.8%)
Central Food Processing Centre 中央產製中心	m ³ 立方米	129,981	164,011	26.2%	232,387	41.7%	249,149	7.2%
Other facilities 其他設施	m ³ 立方米	11,645	10,906	(6.3%)	11,023	1.1%	11,057	0.3%
Total water consumption 總用水量	m ³ 立方米	3,043,812	3,091,361	1.6%	3,275,918	6.0%	3,177,218	(3.0%)
Water intensity (m³/revenue) 用水強度(立方米/收益)	m ³ /HK\$' m 立方米/ 每百萬港元	600	553	(7.8%)	535	(3.3%)	493	(7.9%)



Note:

Water intensity is calculated by dividing the absolute water consumption by the total revenue from our Hong Kong operations. The Group's total revenue from Hong Kong operations for 2012/13, 2013/14, 2014/15 and 2015/16 is HK\$5,074 million, HK\$5,589 million, HK\$6,124 million and HK\$6,448 million respectively.

註：

用水強度是將用水量的絕對值除以香港營運的總收益。集團香港營運在二零一二/一三、二零一三/一四、二零一四/一五及二零一五/一六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、六十一億二千四百萬港元及六十四億四千八百萬港元。



Efficient Use of Energy and Water 有效使用能源及水資源



Stores
分店



Central Food Processing Centre
中央產製中心



Energy saving initiatives 節約能源措施

T-mac system 智能設備管理系統	Provides on-off and zoning control of lighting and ventilation system with operation scheduling 按照營業時間開關及控制不同區域的照明及通風系統
Lighting 照明	Replacement of existing T8 fluorescent tube with LED lighting 採用發光二極體(LED)燈取代T8螢光燈
Electric equipment 電子設備	Turns down energy consumption set points of equipment when idling 調低設備閒置時的能源消耗水平
Wok 鍋具	Replacing Chinese gas woks with electric woks 採用電鍋取代中式燃氣鍋具
Thermostatic cabinets 保溫地櫃	Thermostatic cabinets to reduce power output 使用保溫地櫃減少耗電量
Rice containers with insulated layers 保溫飯池	Rice containers with insulated layers to retain heat 使用保溫飯池保持溫度
Demand Control Ventilation system 需求控制通風系統	Demand Control Ventilation system to optimise energy consumption by adjusting ventilation speed and temperature in kitchen 使用需求控制通風系統調節廚房的通風速度及溫度，優化能源使用

Upgraded Building Management system 提升樓宇管理系統

Centralises and monitors energy consumption
中央監控能源消耗

Lighting 照明

Replacement of T5 and T8 fluorescent tubes to LED lighting
採用發光二極體(LED)燈取代T5及T8螢光燈

Lighting zone 照明區域

Optimises the illumination effect by de-lamping and lighting reallocation
透過減少光管數目及重新劃分燈光區域，優化照明效果

Air compressor 空氣壓縮機

Compressed air leakage detection
偵測壓縮空氣洩漏情況

Chiller and boiler plants 冷水機及鍋爐廠房

Steam and refrigerant leakage detection
偵測蒸汽及製冷劑洩漏情況

Staff training 員工培訓

Conducts training and workshops to encourage behavioural change and increase awareness of our staff on energy saving
透過培訓及工作坊，鼓勵員工改善行為習慣及提高節約能源意識



Water saving initiatives 節約用水措施

Kitchenware and dishes 廚具及餐具	Centralises washing of kitchenware and dishes in <i>Environmental Protection Centre</i> 在環保中心中央處理廚具及餐具的清洗工作
Water aerators 省水閘	Reduces water use by approximately 30% 減少用水量約30%
Automatic water pumping system 自動抽水系統	Monitors water level in tanks to optimise water use 監控貯水池水位，優化食水使用

Cleaning-in-pipe system 管道清洗系統

Provides streamlined and effective cleansing of food manufacturing equipment with reduction of equipment changeover frequency and water consumption
簡化食品製造設備清洗程序，減少設備轉換頻率及用水量

Low-flow-high-volume water sprays 低流量高容量噴水器

Cleans the floor and production equipment with 30% less water usage when compared with ordinary water pipes sprayer
清洗地板及生產設備的用水量較使用普通噴水器減少30%

Glycol freezer 乙二醇速凍機

Provides effective cooling process with less water consumption from 65°C to 1°C
提升從攝氏65度冷卻食品至攝氏1度的效率，減少用水

Spiral freezer 螺旋式速凍機

Provides effective cooling process with less water consumption from 65°C to 20°C
提升從攝氏65度冷卻食品至攝氏20度的效率，減少用水



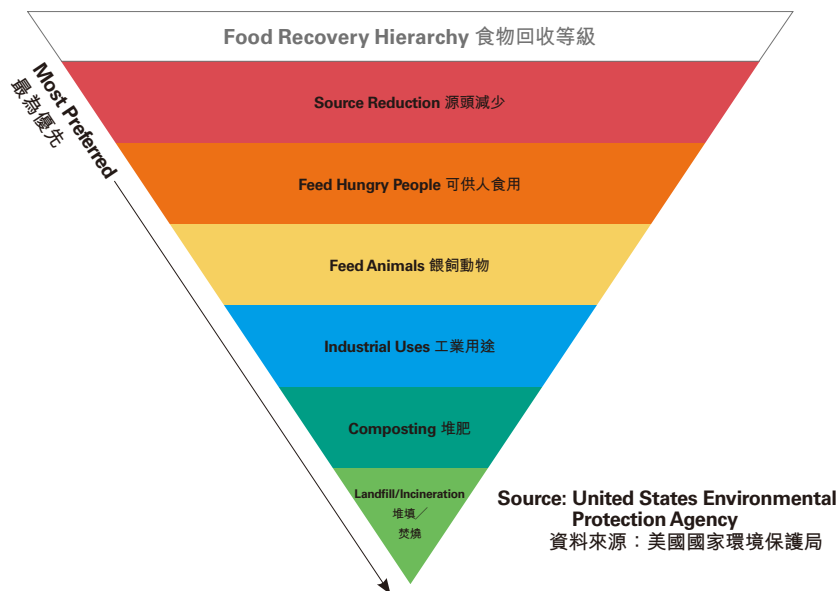
Setting Strategic Approach to Waste Management 制訂廢物管理策略方案

The Group is proactively developing management approaches to address the waste generated in our business operations. Over the years, we have been fully recycling used oil generated from our operations into biodiesel for our vehicle fleet. A pilot study was conducted in 2016 to assess the type of waste generated in our *Central Food Processing Centre* and selected **Café de Coral** fast food outlets, with food waste being identified as the major waste type produced and sent to landfill.

We are working closely with an external consultant to improve our current waste management initiatives as well as to develop strategies to drive results. Referencing local industry practices and adopting the Food Recovery Hierarchy from the Environmental Protection Agency of the United States (diagram below) as one of our principal frameworks in steering food waste management improvement plan, we aim to address food waste with focus on approaches of source reduction, reduction of waste being sent to landfill and turning waste into other meaningful uses including industrial uses. We will report more of the progress in our next year's report.

集團正積極就業務營運所產生的廢物制訂管理方案。多年來，我們已實現將營運中所產生的廢油回收轉化成生物柴油，供集團車隊使用。於二零一六年，我們就中央產製中心以及所選**大家樂**快餐店舖產生的廢物進行初步研究，確定廚餘為我們營運所產生並運往堆填的主要廢物種類。

我們正與外部顧問緊密合作，以改善現行廢物管理措施，並制訂策略，以取得成效。我們參考本地業內常規以及美國國家環境保護局的食物回收等級（如下圖所示），作為制訂廚餘管理改善計劃的主要框架之一，旨在解決廚餘問題，著重源頭減廢、減少運往堆填區廢物量、將廢物轉化為工業等其他用途。我們將於明年的報告中匯報有關進展。



Future Plans 未來計劃

- ➔ Roll out energy saving plans across **Café de Coral** fast food stores
於全線**大家樂**快餐分店推行節約能源計劃
- ➔ Optimise water efficiency in stores and the *Central Food Processing Centre*
優化分店及中央產製中心的用水效率
- ➔ Formulate strategies and develop action plans on food waste management
制訂廚餘管理策略及行動計劃

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、一般披露及關鍵績效指標		Section/Statement 章節／聲明	Page Number 頁數
A. ENVIRONMENT 環境			
Aspect A1 Emissions 層面 A1 排放物			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, generation of hazardous and non-hazardous waste 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：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	Sustainability and Governance 可持續發展與管治 The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	7 – 9
KPI 關鍵績效指標 A1.1	The types of emissions and respective emissions data 排放物種類及相關排放數據	Resource Optimisation 資源優化	40 – 46
KPI 關鍵績效指標 A1.2	Greenhouse gas emissions in total and where appropriate, intensity 溫室氣體總排放量及（如適用）密度	Resource Optimisation 資源優化	40 – 46
KPI 關鍵績效指標 A1.3	Total hazardous waste produced and where appropriate, intensity 所產生有害廢棄物總量及（如適用）密度	The Group does not produce any hazardous waste in 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
KPI 關鍵績效指標 A1.4	Total non-hazardous waste produced and where appropriate, intensity 所產生無害廢棄物總量及（如適用）密度	The Group currently does not report on the volume of non-hazardous waste produced. We plan to disclose this information in future reports. 本集團目前並無就產生之無害廢棄物量作出報告。我們計劃於未來的報告中進行匯報。	N/A 不適用
KPI 關鍵績效指標 A1.5	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	40 – 46
KPI 關鍵績效指標 A1.6	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	40 – 46
Aspect A2 Use of Resources 層面 A2 資源使用			
General Disclosure 一般披露	Policies on efficient use of resources, including energy, water and other raw materials 有效使用資源（包括能源、水及其他原材料）的政策	Sustainability and Governance 可持續發展與管治	7 – 9
KPI 關鍵績效指標 A2.1	Direct and/or 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	40 – 46
KPI 關鍵績效指標 A2.2	Water consumption in total and intensity 總耗水量及密度	Resource Optimisation 資源優化	40 – 46
KPI 關鍵績效指標 A2.3	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	40 – 46

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/Statement 章節／聲明	Page Number 頁數
KPI 關鍵績效指標 A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved 描述求取適用水源上可有任何問題，以及提昇用水效益計劃及所得成果	Resource Optimisation 資源優化 40 – 46
KPI 關鍵績效指標 A2.5	Total packaging material used for finished products, and if applicable, with reference to per unit produced 製成品所用包裝材料的總量及（如適用）每生產單位估量	The Group currently does not report on the volume of total packaging materials used. We plan to disclose this information 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 A3 層面 A3	The Environment and Natural Resources 環境及自然資源		
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources 減低發行人對環境及天然資源造成重大影響的政策	Sustainability and Governance 可持續發展與管治	7 – 9
KPI 關鍵績效指標 A3.1	Description of the 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	40 – 46

B. SOCIAL 社會

Employment and Labour Practices 僱傭及勞工常規

Aspect B1 層面 B1	Employment 僱傭		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination and other benefits and welfare 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	Sustainability and Governance 可持續發展與管治 The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	7 – 9
KPI 關鍵績效指標 B1.1	Total workforce by gender, employment type, age group and geographical region 按性別、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 The Group currently does not report on total workforce by gender. 本集團目前並未按性別劃分的僱員總數作出報告。	20 – 29
KPI 關鍵績效指標 B1.2	Employee turnover rate by gender, age group and geographical region 按性別、年齡組別及地區劃分的僱員流失比率	Focus on People 關顧員工 The Group currently does not report on employee turnover rate by gender. 本集團目前並未按性別劃分的僱員流失比率作出報告。	20 – 29

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/Statement 章節／聲明	Page Number 頁數
Aspect B2 Health and Safety 層面 B2 健康與安全			
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards 有關提供安全工作環境及保障僱員避免職業性危害的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	Sustainability and Governance 可持續發展與管治 Focus on People 關顧員工 The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	7 – 9 20 – 29
KPI 關鍵績效指標 B2.1	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. 報告期內並無因工作關係導致死亡事件。	N/A 不適用
KPI 關鍵績效指標 B2.2	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 0.19%. 報告期內，集團整體因工傷損失工作日數比率 ¹ 為 0.19%。	N/A 不適用
KPI 關鍵績效指標 B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored 描述所採納的職業健康與安全措施，以及相關執行及監察方法	Focus on People 關顧員工	20 – 29
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。			
Aspect B3 Development and Training 層面 B3 發展及培訓			
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動	Sustainability and Governance 可持續發展與管治 Focus on People 關顧員工	7 – 9 20 – 29
KPI 關鍵績效指標 B3.1	The percentage of employees trained by gender and employee category 按性別及僱員類別劃分的受訓僱員百分比	Focus on People 關顧員工 The Group currently does not report on the percentage of employees trained by gender. 本集團目前並未按性別劃分的受訓僱員百分比作出報告。	20 – 29
KPI 關鍵績效指標 B3.2	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數	Focus on People 關顧員工 The Group currently does not report on the average training hours completed per employee by gender. 本集團目前並未按性別劃分的每位僱員完成受訓的平均時數作出報告。	20 – 29

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/Statement 章節／聲明	Page Number 頁數
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Aspect B4 層面 B4	Labour Standards 勞工準則		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour 有關防止童工或強制勞工的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	<p>The Group's Supplier Code of Conduct clearly states our zero-tolerance to employment of child labour and forced labour by our suppliers. 集團之供應商標準守則明確列明對供應商僱用童工及強制勞工採取零容忍態度。</p> <p>The Group is not aware of any non-compliance with relevant rules and regulations on preventing child or forced labour. 本集團並無發現於報告期內有任何違反有關防止童工或強制勞工的相關法律及規例之事宜。</p>	N/A 不適用
KPI 關鍵績效指標 B4.1	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	<p>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. Supplier visits and assessment are in place to ensure our suppliers comply with the Supplier Code of Conduct.</p> <p>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，並安排到訪及評核供應商，以確保集團之供應商遵守供應商標準守則。</p>	N/A 不適用
KPI 關鍵績效指標 B4.2	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	<p>No such incidents were reported during the reporting period. 報告期內並無收到有相關事件之報告。</p>	N/A 不適用

Operating Practices 營運慣例

Aspect B5 層面 B5	Supply Chain Management 供應鏈管理		
General Disclosure 一般披露	Policies on managing environmental and social risks of supply chain 管理供應鏈的環境及社會風險政策	Sustainability and Governance 可持續發展與管治	7 – 9
KPI 關鍵績效指標 B5.1	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	10 – 19
KPI 關鍵績效指標 B5.2	Description of practices relating 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	10 – 19

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/Statement 章節／聲明	Page Number 頁數
Aspect B6 層面 B6	Product responsibility 產品責任	
General Disclosure 一般披露	<p>Information on: (a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料</p> <p>In April 2015, certain personal data of a group of customers was inadvertently sent to a third party. In response to the incident, the Group conducted a comprehensive review of the issue and engaged external consultants to enhance the data security policy and management.</p> <p>Apart from the above, the Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period.</p> <p>於二零一五年四月，若干顧客之個人資料不慎被傳送予第三方。就此事件，集團作出全面檢討並聘請顧問，提昇數據保安政策及管理。</p> <p>除上文所述外，本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。</p>	N/A 不適用
KPI 關鍵績效指標 B6.1	<p>Percentage of total product sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比</p> <p>There was no product recalled during the reporting period. 於報告期內並無回收產品。</p>	N/A 不適用
KPI 關鍵績效指標 B6.2	<p>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</p> <p>Total Customer Satisfaction 全面顧客滿意度</p> <p>The Group is not aware of any significant complaints related to products and services during the reporting year. 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 relating to products and services provided. Upon any complaints received, formal investigations are launched and follow-up actions are taken in timely manner.</p> <p>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所提供的產品和服務的健康與安全、廣告與標籤及知識產權相關的準則、規則及規例之事宜。在收到任何投訴後，我們會及時進行正式調查及採取相應的跟進行動。</p>	10 – 19
KPI 關鍵績效指標 B6.3	<p>Description of practices relating to observing and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例</p> <p>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。</p>	N/A 不適用
KPI 關鍵績效指標 B6.4	<p>Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序</p> <p>Total Customer Satisfaction 全面顧客滿意度</p>	10 – 19
KPI 關鍵績效指標 B6.5	<p>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</p> <p>Sustainability and Governance 可持續發展與管治</p>	7 – 9

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/Statement 章節／聲明	Page Number 頁數
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Aspect B7 層面 B7	Anti-corruption 反貪污	
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering 有關防止賄賂、勒索、欺詐及洗黑錢的(a) 政策；及(b) 遵守對發行人有重大影響的相關法律及規例的資料	Sustainability and Governance 可持續發展與管治 The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。
KPI 關鍵績效指標 B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases 於報告期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	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。
KPI 關鍵績效指標 B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored 描述防範措施及舉報程序，以及相關執行及監察方法	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夥伴提供清晰指引，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。

Community 社區

Aspect B8 層面 B8	Community Investment 社區投資	
General Disclosure 一般披露	Policies on community engagement to understand the community's needs where it operates and to ensure its activities take into consideration communities' interests 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策	Sustainability and Governance 可持續發展與管治
KPI 關鍵績效指標 B8.1	Focus areas of contribution 專注貢獻的範疇	Community Involvement 回饋社會
KPI 關鍵績效指標 B8.2	Resources contributed 在專注範疇所動用的資源	Community Involvement 回饋社會



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