

# 大快活 Fairwood

大快活集團有限公司

FAIRWOOD HOLDINGS LIMITED

(於百慕達註冊成立之有限公司)  
(Incorporated in Bermuda with Limited Liability)  
股票編號 Stock code : 52

2016/2017

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL and  
GOVERNANCE REPORT







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# 大快活可持續發展的方向 Fairwood's Sustainable Development Approach

快活環境  
Happy Environment



快活團隊  
Happy Team



快活食品  
Happy Food



快活顧客  
Happy Customer



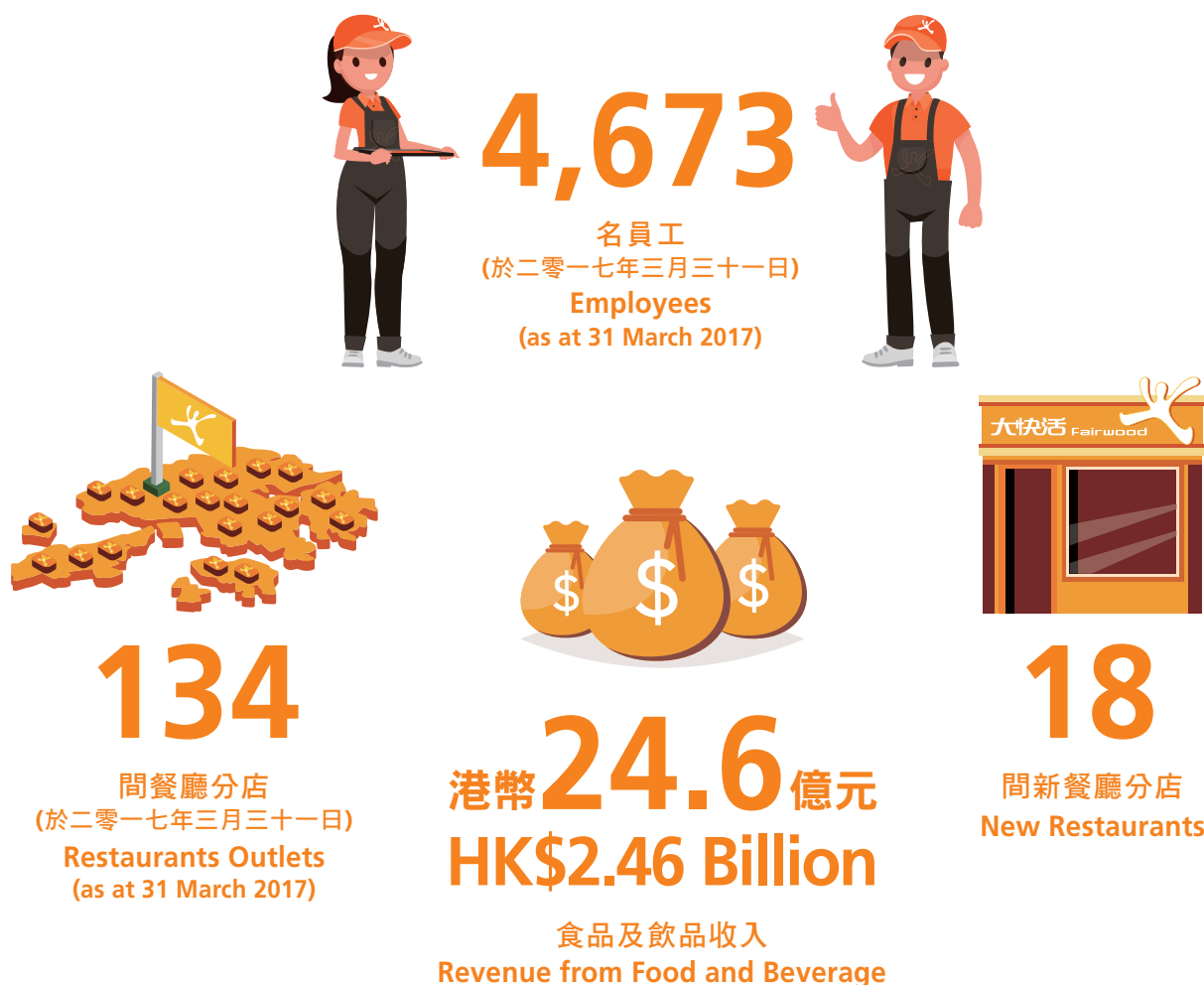
## 關於大快活及業務資料

## About Fairwood and Business Information

大快活集團有限公司(以下簡稱「大快活」或「本集團」)是香港其中一間知名的連鎖餐廳。本集團在香港的主要業務涵蓋快餐店、特色餐廳(包括ASAP、一葉家、墾丁茶房、友天地及一葉小廚五個品牌)和一間中央食品加工中心(「中央加工廠」)。自一九七二年首家餐廳開業以來,本集團在過去四十五年來穩步成長。於二零一七年三月三十一日,本集團分別在香港擁有一百三十四間餐廳分店及在中國大陸擁有九間餐廳分店。大快活每天服務的顧客人次逾二十萬,提供滿載歡樂和地道的美食體驗。

Fairwood Holdings Limited (collectively referred to as "Fairwood" or the "Group") is one of Hong Kong's well-known restaurant chains. The main operations in Hong Kong cover fast food restaurants, specialty restaurants (including five brands of ASAP, The Leaf Restaurant, Kenting Tea House, Buddies Café and The Leaf Kitchen) and one central food processing plant ("CFPP"). Since the opening of the first restaurant in 1972, Fairwood has grown progressively in the last 45 years with 134 restaurants spanning across Hong Kong and 9 restaurants in Mainland China as at 31 March 2017. Serving over 200,000 guests each day, Fairwood is delivering the authentic food experience that is full of happiness.

### 二零一六/二零一七年財政年度香港的業務摘要 Business Highlights in Hong Kong for the Financial Year of 2016/2017



### 大快活的可持續發展方針

大快活的企業使命「食得開心•活得精彩！」鞏固了我們可持續發展的方針。本集團致力用做到最好的精神來傳遞快樂，並將其作為可持續發展的推動力。透過構建一個充滿凝聚力又同時擁有大快活願景和價值觀的員工團隊，本集團能夠由心地傳遞快樂，與此同時提供優質的美食及可持續的服務。

### Fairwood's Approach to Sustainability

Fairwood's mission statement of "Enjoy Great Food. Live a Great Life!" underpins its approach to sustainability. Fairwood strives to deliver happiness by being the best in what it does and to be a motivation for sustainable development. Building a cohesive unit of employees who share Fairwood's visions and values, Fairwood is able to spread happiness from inside out and to deliver quality food and services that are sustainable at the same time.

## 大快活的營運原則 Fairwood's Operating Principles



## 專責小組

大快活已成立了五個專責小組將上述原則融入日常業務中。於報告年度內，專責小組為提高食品質量作出貢獻，並將大快活的價值觀灌輸給員工，以確保環境的可持續性和提供關懷備至的顧客服務。

為配合大快活漸進的目標，我們持續改進專責小組。今年，我們把「人力發展專責小組」和「文化發展專責小組」合併成為「人力與文化發展專責小組」來進一步推動其快活團隊文化。

此外，大快活還成立了「顧客體驗專責小組」來提升顧客的用餐體驗並鼓勵員工以親切和藹的態度服務顧客。此專責小組的目標是為了向顧客提供誠摯的服務，讓他們體驗到真正的快樂。

## Task Force

Fairwood has established five task forces to integrate the above principles into everyday operations. In the reporting year, the task forces have contributed to enhancing food quality, communicating Fairwood's values to employees, ensuring environmentally sustainable and delivering caring customer service.

Fairwood has continued to improve the task forces to adapt to its progressive goals. During this year, Fairwood has combined "People Development Task Force" and "Culture Development Task Force" into "People and Culture Development Task Force" to further promote its happy team culture.

In addition, Fairwood has set up a new "Customer Journey Task Force" to enhance customers' dining experience and to inspire its staff to serve with compassion. The goal is to deliver heartfelt customer service that cultivates true happiness.

## 大快活的快活團隊 Fairwood's Happy Team





# 環境、社會及管治報告方針

## Reporting Approach to Environmental, Social and Governance

### 關於本報告

這是大快活的第三份環境、社會及管治報告，提供截至二零一七年三月三十一日止的財政年度本集團可持續發展表現的年度回顧。我們將以上述的營運原則作為框架來匯報本集團的可持續發展表現，並突出重點行動：

### About This Report

This is Fairwood's third Environmental, Social and Governance ("ESG") report providing an annual review of Fairwood's sustainability performance for the financial year ended 31 March 2017. The sustainability performance will be presented through the framework of the aforementioned operating principles highlighting Fairwood's key initiatives:



#### 快活團隊 Happy Team

- 建立一隊和諧及高水平的精英團隊，在食品質量、環境可持續性和顧客服務的範疇上提供卓越的規劃和管理
- The efforts made to develop a harmonious team of high-caliber staff to deliver excellence in the areas of food quality, environmental sustainability and customer service



#### 快活食品 Happy Food

- 確保大快活提供健康和優質食品的质量保證流程
- The quality assurance process to ensure Fairwood delivers healthy and quality food



#### 快活環境 Happy Environment

- 大快活對環境保護的承諾和實行的管理措施
- Fairwood's commitment to the environment and steps taken to manage its environmental impacts



#### 快活顧客 Happy Customer

- 提升顧客用餐體驗和向社區表達愛心
- Initiatives to enhance customers' dining experience and demonstrate benevolence towards the community



本報告涵蓋了本集團在香港的業務，包括本集團的辦公總部、中央加工廠及餐廳分店。本報告將涵蓋本集團於本財政年度就香港環境及社會方面的表現。對比本集團於二零一五和二零一六年度的環境、社會及管治報告中所提及的營運範圍沒有發生重大變化。

此報告根據香港聯合交易所有限公司(「聯交所」)《證券上市規則》附錄二十七《環境、社會及管治報告指引》所載列之指引編製。

有關企業管治的資料根據《主板上市規則》附錄十四已在二零一七年年報中闡述。

This report covers the Group's operations in Hong Kong which includes Fairwood's headquarter office, CFPP and restaurants. The scope of the report will cover the Group's environmental and social performance pertaining to its operations in Hong Kong during the financial year. There are no significant changes in the scope of the operations in reference to Fairwood's ESG reports in 2015 and 2016.

The report is prepared in accordance with Environmental, Social and Governance Reporting Guide set out in Appendix 27 of the Rules Governing the Listing of Securities (the "Listing Rules") on the Stock Exchange of Hong Kong Limited (the "Stock Exchange").

Information regarding Corporate Governance was addressed in 2017 annual report according to Appendix 14 of the Main Board Listing Rules.



## 環境、社會及管治報告方針

### Reporting Approach to Environmental, Social and Governance

#### 持份者參與及識別重要事項

持份者是指任何與大快活業務營運相關的團體或個體。持份者於業務決策中的參與，對大快活邁向可持續未來的重要事項和增長因素至關重要。持份者通過以下溝通渠道進行定期參與。通過他們的反饋，本集團能夠更清楚地了解其對環境及社會的影響，從中尋求業務拓展的新機會。

#### Stakeholder Engagement and Identifying Material Issues

The stakeholders are any groups or individuals affected by Fairwood's operations. Engaging the stakeholders in business decisions is essential for identifying material issues and growth factors to drive Fairwood towards a sustainable future. The stakeholders have been engaged on a regular basis through the communication channels listed below. Through their feedbacks, Fairwood is able to see a clearer picture of its impacts on the environment and the society to identify new opportunities to expand its business operations.



以下是從持份者參與活動中確立的五大最重要事項：

The following top five material issues have been identified from the stakeholder engagement activities:

Top five material issues 五大最重要事項	
<b>內部持份者</b> <b>Internal stakeholders</b>	Employee benefits and working environment 員工福利和工作環境 Career development 職業發展 Workplace safety 工作環境安全 Work-life balance 工作與生活平衡 Personal integrity and ethics 個人誠信及道德
<b>外部持份者</b> <b>External stakeholders</b>	Food quality and safety 食品品質與安全 Customer experience 顧客體驗 Business performance 業務表現 Product and service innovation 創新產品與服務 Community engagement 社區參與

### 信息與反饋

您的意見對於大快活的持續改進十分寶貴。如有任何意見和建議，歡迎電郵到 [esg@fairwood.com.hk](mailto:esg@fairwood.com.hk)

有關本集團的財務表現和企業管治詳情，請參閱大快活的官方網站 <http://www.fairwoodholdings.com.hk>

### Information and Feedback

Your feedback is valuable for Fairwood's continuous improvement. Please feel free to offer your comments and suggestions at [esg@fairwood.com.hk](mailto:esg@fairwood.com.hk)

For details regarding Fairwood's financial performance and corporate governance, please refer to Fairwood's official website <http://www.fairwoodholdings.com.hk>

# 快活團隊 Happy Team



大快活的使命是通過提供最真誠的服務為顧客帶來快樂。首先由建立一支團結的員工團隊開始，為大快活傳達快樂給顧客。員工是公司最寶貴的資產，大快活致力為員工提供愉快的工作環境，並透過他們出色的表現使顧客感受到他們的熱情。

## 營運原則

- 組織一支能向顧客傳達快樂的高質素及團結的員工團隊

It is Fairwood's mission to deliver happiness to the customers by giving its best. This starts with building a tight-knit team of employees who can help spread happiness to the customers. Treating the employees as the most valuable asset, Fairwood is committed to providing employees with a happy working environment for them to flourish and share their enthusiasm through their high performance.

## Operating Principle

- Assemble a team of highly proficient and tight-knit employees who can help spread happiness to the customers

# 建立一個快活的工作環境

## Building a Happy Working Environment

### 組織一支和諧的團隊

大快活希望通過招募擁有不同技能且理念一致的員工來組織一支和諧的團隊。大快活致力於創造一支同心協力的人才隊伍，通過不同人才的特長一同邁向共同目標。職位皆根據個人資歷和公司的需求而進行分配，每位求職者均有同等的競爭機會。此外，大快活亦禁止招聘任何童工及強制性勞工。為了找到合適的人才，大快活充分採用了不同招聘渠道，包括招聘站、招聘會、廣告、員工轉介和社交媒體。

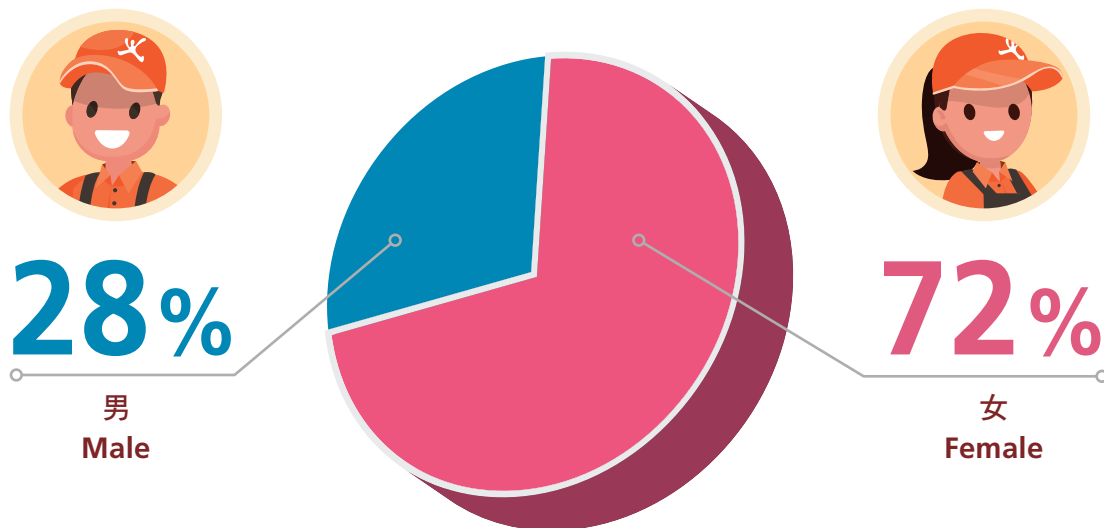
大快活亦與勞工處、僱員再培訓局、救世軍及其他社區團體合作，為青少年提供就業和發展機會。

### Assembling a Harmonious Team

Fairwood looks to assemble a harmonious team by recruiting individuals with different talents who share the same values as Fairwood. Fairwood endeavours to create synergistic workforce where different talents work collaboratively towards a common goal. Every job candidate has equal chance to compete for job positions that are assigned based on each individual's qualifications and needs of the company. Fairwood has taken the extra step to ensure no child or forced labour is recruited. To find the right talents, Fairwood has fully utilised different recruitment channels, such as recruitment stations, job fairs, advertisements, employee referral and social media.

Fairwood has also partnered with the Labour Department, the Employees Retraining Board, Salvation Army and other community groups to offer employment and development opportunities for young adults.

員工性別比例  
Employees by Gender



## 建立一個快活的工作環境 Building a Happy Working Environment

### 建立大快活家庭

大快活視每位員工為家庭成員，並致力於幫助員工平衡工作和個人義務。大快活竭盡所能，為員工塑造良好的工作環境，除了提供具競爭力的工資報酬外，還提供額外福利，關心員工及協助員工在工作與生活中取得平衡。

### 額外福利

- 加班津貼
- 有薪考試假期
- 有薪午膳時間
- 有薪婚假
- 有薪恩恤假
- 員工購股權計劃
- 培訓補貼
- 出差津貼
- 醫療福利
- 員工折扣優惠
- 為中央加工廠員工提供免費穿梭巴士服務

大快活繼續為有經濟困難的員工提供財政援助。通過「大快活教育基金」為合資格員工的就學子女提供教育資金補貼。此外，「大快活關懷基金」也為經歷嚴重疾病或遭遇不幸的員工提供支援。該基金為這些家庭提供急需的經濟援助，協助他們一同度過困難時期。

### Building the Fairwood Family

Fairwood considers every employee as a member of its family and is committed to helping employees balance work and personal obligations. Fairwood has gone the extra mile to provide its employees with additional benefits on top of a competitive salary to enhance their work experience and to promote work-life balance.

### Additional Benefits

- Overtime payment
- Paid examination leave
- Paid meal breaks
- Paid marriage leave
- Paid compassionate leave
- Employee share option scheme
- Training reimbursement
- Travel allowance
- Medical scheme
- Staff discounts
- Free shuttle bus services for employees working at CFPP

Fairwood has continued to extend its compassion for employees through providing financial aid to those with financial difficulties. The "Fairwood Education Fund" is created to provide subsidies to eligible employees with children studying in schools. In addition, the "Fairwood Caring Fund" is also offered to employees suffering serious illnesses or misfortune. The funds have provided the much-needed financial relief for their families to help them through difficult time.



為建立一個愉快的工作環境，大快活舉辦了多樣化的活動，以提升員工的士氣和增加歸屬感。通過參與這些活動，員工之間能夠建立更密切的關係，從而在工作中互相配合，同心協力獲得卓越表現。

As part of the effort to create a happy working environment, Fairwood has organised various events to boost employees' morale and promote a sense of belonging. Through these activities, employees have the opportunities to develop closer relationship with their co-workers which in turn creates a support system among employees so as to deliver outstanding performance.



### 快活搞鬼 - 海洋公園一日遊 Happy Halloween - A day trip to Ocean Park



### 快活睇好戲 Happy Movie Day





建立一個快活的工作環境  
Building a Happy Working Environment



快活暢遊昂坪村、天壇大佛、寶蓮禪寺及大澳水鄉  
A Happy day trip to Ngong Ping Village, The Big Buddha,  
Po Lin Monastery and Tai O Fishing village



慶祝餐廳分店開幕的生日派對  
Birthday parties for restaurants to  
celebrate their opening





農曆新年慶祝活動  
Chinese New Year Gala



表揚員工對公司的貢獻  
Appreciate staff for their dedication



## 建立一個快活的工作環境

### Building a Happy Working Environment

#### 發揮員工的潛能

大快活致力於創建一個全面的培訓系統，有效配合業務發展方向。大快活希望學習精神融入其公司文化中，鼓勵員工實現理想。培訓分為兩個階段，第一階段的培訓項目包括顧客服務培訓、銷售培訓、督導培訓和溝通技巧培訓等職業培訓。而第二階段的培訓是為合資格的員工作晉升準備。當員工完成了兩個階段的培訓，公司將評估他們的表現。若員工具備合適水平的工作能力，便會獲得晉升。在大快活，每位員工的努力皆會被認可，本集團亦會根據員工的才能，謹慎地為他們規劃職業晉升路徑。

#### Developing Employees' Potential

Fairwood is committed to creating a comprehensive training and development system that is efficient, effective and aligned with business priorities. Fairwood wants learning to be fully entrenched in its culture where employees are empowered to turn visions into reality. Trainings are divided into two stages; the first stage of training involves job oriented training such as customer service training, sales training, supervisory training and communication skills training; the second stage of training is intended for qualified staff to help them prepare for promotion. Their performance will be evaluated after completing the two stages of training. They will be promoted if they achieve an appropriate level of competency. At Fairwood, hard work does not go unnoticed. Fairwood actively recognises its employees' excellence by prudently planning their career path.



#### 強化團隊

大快活通過不斷的內部評估和收集不同的反饋意見，以持續強化快活團隊。評估過程分三個層面，從員工到部門，再到企業。

#### Strengthening the Team

Fairwood is constantly reviewing its performance and continuously gathering feedbacks to strengthen its happy team. Fairwood conducts its performance review through three different scopes; from individuals to departmental, and to the corporate level.

#### 焦點小組

於報告年度，「人力與文化發展專責小組」舉行了多項全方位的焦點小組會議，收集了餐廳分店和中央加工廠員工的意見。會議內容從工作績效到職場多樣性、團隊精神、職業發展、工作環境和工作場所的健康與安全。員工的意見讓管理層了解到他們在工作上遇到的困難，以便提供改進方案。

#### Focus Groups

During the reporting year, the "People and Culture Development Task Force" has organised several multifaceted focus groups to gather feedbacks from restaurants and CFPP staff. The topics of discussion have varied from work performance to workplace diversity, team spirit, career development, working environment and workplace health and safety. The feedbacks have provided valuable insights to management team to understand employees' struggles and to identify solutions for improvement.



### 快活指數

大快活建立了快活指數來評估員工對工作的滿意度。快活指數是通過一年兩次的工作滿意度調查結果評估。大快活不斷改善工作環境，令到快活指數對比去年穩步上升。大快活通過調查結果，識別持續改善的範疇，並改進現有的活動，為員工帶來更愉快的工作環境。

### Happy Index

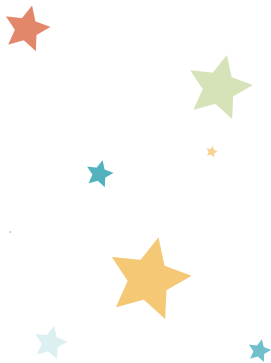
Fairwood has developed a Happy Index to evaluate employees' job satisfaction level. The Happy Index is generated through the results of its job satisfaction survey which is conducted twice a year. Since last year's results, the Happy Index has shown a steady increase as Fairwood continues to make improvements at the workplace. Through reviewing the results of the survey, Fairwood is able to identify the areas for improvement and modify existing initiatives to create a happier working environment.

### 「Big Bang」大會

除了焦點小組外，「人力與文化發展專責小組」還為所有員工組織了大快活的「Big Bang」大會。大會每年舉行兩次，除了回顧本集團的業務表現，並為未來發展訂立新目標及設定方向，進一步向員工灌輸大快活的企業道德標準及加強員工的誠信。大會為不同級別的員工提供互動機會，並有助於他們互相分享心得。

### “Big Bang” Meeting

In addition to the focus groups, the “People and Culture Development Task Force” has also organised Fairwood's “Big Bang” meetings for all employees. The meeting is held twice a year to review the Group's performance, establish new objectives and set directions for future development and reinforce Fairwood's ethics and expectations for staff integrity. With the participation of all employees, the meeting has provided the opportunity for employees of all levels to interact and share their opinions.





分店副經理 Assistant Manager

王小姐 Ms Wong

@Fairwood

—— 😍 覺得快樂 Feel Happy

### 「我在大快活找到了我的快樂」

從成為收銀員的第一天起，我受到了大快活家庭熱情的歡迎。大快活是一間信任員工能力，啟發員工潛能的企業。加入大快活的四年以來，我已經從收銀員升為副經理。公司給予我許多發展機會。除了職業上的發展外，公司也啟發我的個人潛能。

我在大快活找到了快樂，我也希望能把我的快樂分享給大快活的顧客。

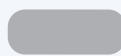
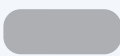
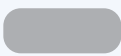
分店副經理，王小姐

### “I have found my happiness here at Fairwood”

From the first day I started my role as a cashier, I was welcomed to the Fairwood family with open arms. Fairwood is a company that supports and believes in their staff. Since joining Fairwood nearly four years ago, I am now an assistant branch manager. I have been given numerous opportunities to develop and grow, not only within the company but also as a person.

I have found happiness here at Fairwood and I want to share my happiness by giving my best.

Assistant Manager, Ms Wong



## 建立一個快活的工作環境 Building a Happy Working Environment

### 保障員工安全

確保員工的健康和安全是建立快活工作環境的關鍵。大快活堅持致力創造一個「零」工傷的工作環境。在健康和安全管理政策的指導下，大快活實施了以下幾項預防措施，有效提升其安全績效。

### Safeguarding the Employees

Ensuring the well-being of employees is key to building a happy working environment. Fairwood is adamant about its commitment to create a "ZERO" injury workplace. With the guidance of the Health and Safety Policy, Fairwood has implemented the following preventive measures that have made positive impact on its safety performance.

## 員工健康及安全指引 Employee Health and Safety Guide



- 提供使用工具及設備和處理重物及化學品的安全步驟
- 規定報告工傷及緊急事故的步驟
- 為分店經理訂立安全職責

- Provided the procedures for safe handling of tools, equipment, heavy objects and chemicals
- Prescribed the steps for reporting injury and emergency procedures
- Dictated the safety responsibilities to branch managers

## 建立一個快活的工作環境 Building a Happy Working Environment

### 安全培訓

- 針對常見的工傷事項，安排相關的安全訓練課程
- 為曾發生工傷的餐廳分店的員工提供額外的培訓
- 邀請勞工處代表為分店管理層進行安全培訓
- 每年安排區域管理層參與職業安全健康局舉辦的職安訓練

### Safety Trainings

- Arranged specific safety training courses regarding commonly occurring injuries
- Provided additional trainings for employees of restaurants with records of injuries
- Invited the representatives of the Labour Department to provide workplace safety trainings for restaurant management teams
- Delegated district management teams to participate in the annual occupational safety training programmes held by the Occupational Health and Safety Council



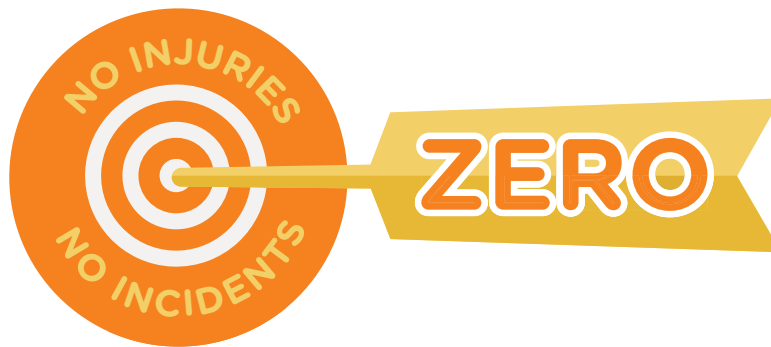


## 安全意識宣傳計劃

- 通過發布每月安全意識公告，提高安全意識
- 公布每月就達至「零」工傷目標的安全表現排名

## Safety Awareness Programmes

- Raised safety awareness by issuing monthly safety awareness bulletins
- Published monthly ranking of each outlet's safety performance towards "ZERO" injury goal



- 公布每月的工傷意外個案，提供詳細資訊及預防方法
- 每月舉辦職業健康與安全委員會會議

- Disclosed monthly injury records with detailed information on each case and how the injury can be prevented
- Organised monthly occupational health and safety committee meeting

## 宣傳健康與安全

- 為員工提供年度體檢
- 為前線和中央加工廠員工提供適當的保護裝備
- 提供水果給員工，提倡健康飲食
- 資助購買健足鞋
- 為指定的健康產品提供員工折扣
- 獎勵所有達至零工傷的餐廳分店
- 參與勞工處及職業安全健康局每年舉辦的飲食業安全獎勵計劃

## Health and Safety Promotion

- Provided annual medical check-up for employees
- Equipped frontline and CFPP employees with appropriate protective gear
- Offered fruits to employees for a healthier diet
- Subsidised orthopedic footwear
- Provided special employee discounts for purchasing healthy products
- Rewarded restaurants with zero injury rate
- Participated in the annual Catering Industry Safety Award Scheme organised by the Labour Department and the Occupational Safety and Health Council

## 建立一個快活的工作環境 Building a Happy Working Environment

### 維護誠信

維護誠信是大快活員工受聘時率先學習的事情之一。《反貪腐指引》明確規定了有關利益衝突、保護顧客和企業資料、賠償要求和貪污行為議題的程序。年內，內部審計部發布了多份備忘錄，鼓勵員工以匿名方式舉報任何疑似不當行為。內部審計部會對收集到的意見和報告作進一步調查，以確定其真確性和作出適當的紀律處分。

### Uphold Integrity

Upholding integrity is one of the first things employees learn when they are recruited. The Anti-Corruption guidelines clearly stipulate the procedures to follow for subjects concerning conflict of interest, customer and company information protection, compensation claims and corruption practices. Throughout the year, the Internal Audit Department has issued multiple memorandum to encourage employees to submit anonymous comments and report any suspected malpractice. These comments and reports are further investigated to determine their validity and the appropriate disciplinary actions.



維護誠信!  
Uphold Integrity!



# 快活食品 Happy Food



從採購優質原材料到確保食品安全，大快活竭力保持最高質量標準的承諾。為了實現快樂的承諾，大快活致力提供不同的美食，刺激顧客的味蕾，為顧客帶來快樂。

## 營運原則

- 提供優質食品來推動健康快樂的生活

From sourcing quality ingredients to ensuring food safety, Fairwood has made every effort to maintain its commitment to the highest quality standard. In the pursuit of happiness, Fairwood makes every effort to transcend its dedication to the taste buds of the customers and to deliver food that they can feel good about.

## Operating Principle

- Delivering great food that promotes healthy and happy life

# 優質食品 Top Quality Food

## 採購準則

大快活注重各製作階段的質量。於採購食品時，本集團制定了多項預防措施，確保採購產品符合最高質量和安全標準。

## 大快活承諾:

- 對所有供應商進行嚴格的挑選，優先考慮有良好記錄的供應商；
- 嚴格的產品測試；
- 對供應商定期進行審核，以確保其完全符合大快活的要求和標準

## Procurement Standards

Fairwood is committed to quality in every step of the way. When sourcing food materials, the Group has set up multiple precautionary measures to assure the sourced products meeting the highest quality and safety standards.

## Fairwood is committed to:

- Subject all suppliers to stringent selection process and give priority to suppliers with good track record;
- Strict products testing;
- Conduct regular audits on the suppliers to ensure their full compliance with Fairwood's requirements and standards



## 與供應商交流

本集團的採購部負責向供應商傳達其要求。選擇供應商是基於其是否符合大快活的承諾，以及他們生產具成本效益的產品的能力，並考慮其產品的社會和環境可持續性。大快活力求為顧客創造可持續發展的價值。

年內，大快活的供應商來自41個不同的地區，其中包括香港、中國內地、美國、越南、泰國等。

## Engaging the Suppliers

The Purchasing Department is responsible for conveying its expectations to the suppliers. Suppliers are selected on their willingness to share Fairwood's commitment and their ability to produce cost-efficient products that are also socially and environmentally sustainable. Fairwood attempts to create sustainable values for its customers as much as possible.

During the year, Fairwood's suppliers come from 41 origins, including Hong Kong, Mainland China, USA, Vietnam, Thailand, etc.



在選擇供應商時，大快活會優先考慮獲得國際認證的供應商，包括但不限於危害分析和關鍵控制點(HACCP)和國際食品安全管理體系(ISO 22000)認證。另外，供應商的可持續性和過去的貿易紀錄等其他因素也是選擇過程中的重要考慮。

When evaluating suppliers, priority is given to suppliers who have obtained internationally recognised certifications, including but not limited to HACCP and ISO 22000 Food Safety Management System. Other factors such as supply chain sustainability and trade reference are also pertinent to the selection process.



## 優質食品 Top Quality Food

其中，環境考慮因素也是本集團於採購中最關心的事項之一。為了建立可持續的供應鏈管理系統，本集團確保於源頭減少浪費食物。本集團會仔細計算原材料的使用量，避免過度採購。

大快活與供應商緊密聯繫，致力與供應商建立長期合作關係，以保持食品來源的穩定性和質量。為貫徹「由農場到餐桌」的理念，本集團定期到供應商的生產工場進行實地考察和審核，以全面控制產品質量。所有挑選的原材料均附有質量證書，並於食品製作過程前經過嚴格的衛生評估和預審試驗。

### 保證食品質量及安全

食品質量與安全至關重要。大快活對原材料、烹調過程、食品包裝、儲存、運送等過程進行了全面的食品安全分析及風險評估，以識別和管理「關鍵控制點」，以確保食品安全。

大快活已建立了一個詳細的食品質量控制系統，可有效地全面監控中央加工廠和各餐廳分店的食品加工過程。

### 大快活致力於：

- 不斷完善食品安全管理系統
- 優化監控和控制過程，以便及早發現異常情況
- 符合所有監管要求
- 為員工提供適當的培訓，提高食品安全意識

In particular, environmental consideration in procurement has always been one of the top concerns. To build a sustainable supply chain management system, the Group has ensured that food waste is reduced at the source. Careful calculations have been made to estimate food consumption rate in order to avoid over-purchasing.

Working closely with the suppliers, Fairwood exerts itself to build a long-term relationship to maintain a stable and quality food source. To actualise the concept of "Farm to Table", regular site visits and audits have been conducted at the suppliers' production plants, to assume full control over product quality. All the selected ingredients are accompanied by quality certificates and are subjected to rigorous hygiene evaluation and pre-qualification trial before they are used in the food preparation process.

### Ensuring Food Quality and Safety

Food quality and safety are the utmost priority. Fairwood has implemented comprehensive food safety analysis and risk assessment on raw materials, production, packaging, storage, transportation and other processes to identify and manage the critical control points (CCP) to ensure food safety.

Fairwood has built an elaborated system in which it has complete control over the food preparation process in both CFPP and restaurants.

### Fairwood endeavours to:

- Continuously improve food safety management system
- Optimise monitoring and control process to allow early detection of anomalies
- Comply with all regulatory requirements
- Provide appropriate training for employees to raise awareness of food safety



## 中央加工廠內的食物安全管理

### 先進設備

為了實現嚴格的質量保證過程，大快活已為中央加工廠配備了先進的設備，進一步確保在大量食品生產過程中，食品得到適當的處理。大快活採用液氮速凍設備及空氣冷卻裝置冷凍易腐食品，確保維持合適的溫度，防止食物變壞或受到細菌污染。這些先進的技術能充分保存食品的新鮮度，同時延長其保質期。

### 微生物化驗所

中央加工廠自設微生物化驗所。化驗所定期對原材料和食品進行檢測，然後才送至餐廳分店作進一步處理。

大快活採取相應的控制措施，並按以下方式進行：

## Food Safety Management System at CFPP

### Cutting-edge Equipment

Building on the stringent quality assurance process, Fairwood has equipped CFPP with cutting-edge equipment to further ensure proper handling of food during mass production. Fairwood has adopted the liquid nitrogen blast freezer and air cooling units to freeze perishable foods and keep them at a safe temperature to prevent food degradation or bacteria contamination. These advanced technologies have allowed ingredients to maintain its original freshness while prolonging their shelf life.

### Micro-organism Laboratory

CFPP has its own micro-organism laboratory. The laboratory is used to conduct regular testing on raw materials and food products before they are sent to the restaurants.

Corresponding control measures are adopted and are carried out in the following manner:





## 優質食品 Top Quality Food



### 設定 Set

- 產品發展和品質監控部門審核生產過程後，設定相應的關鍵控制點。
- CCP are identified by the Product Development and Quality Control Department after conducting audits of the production processes.



### 監控 Monitor

- 產品發展和品質監控部門定期監測生產過程，確保已識別關鍵控制點的營運完全符合食品安全標準。
- The Product Development and Quality Control Department regularly monitors the production process to ensure the identified CCP is operated in full compliance with food safety standards.



### 標定 Standardise

- 產品發展和品質監控部門為食品製作過程的每個階段制定質量標準，保持質量水平。
- The Product Development and Quality Control Department establishes quality standard for each phase of the food preparation process to maintain a consistent level of quality.



### 審查 Audit

- 產品發展和品質監控部門定期審核中央加工廠的衛生情況，以確保整個生產區域清潔無菌。
- Hygiene condition of CFPP are regularly audited by the Product Development and Quality Control Department to ensure the entire production areas are sterilised.



### 改善 Improve

- 採購部門、業務部門、產品發展和品質監控部門定期進行跨部門會議，以更新和完善食品安全標準。
- Cross-functional meetings are conducted regularly by Purchasing Department, Sales and Operation Department and Product Development and Quality Control Department to update and improve food safety standards.

### 於餐廳分店內的精益管理

大快活在餐廳分店內實施同樣嚴格的食物安全管理流程，使餐廳分店具備與中央加工廠相同的質量水平。

### Lean Management in Restaurants

Fairwood has the same stringent food safety management process at the restaurants. Restaurants are expected to have the same level of quality as CFPP.

餐廳分店內實施了以下程序，以確保食品安全：

The restaurants have implemented the following procedures to ensure food safety:

1

#### 質量檢查

##### Quality Inspection



- 對於直接送到餐廳分店的食材進行同樣的質量評估，以確保它們符合質量標準。  
For materials that are delivered directly to the restaurants, the same level of quality assessment is conducted to ensure that they have met quality standards.
- 從中央加工廠提供的食材也需經過質量檢測，以確保在運送過程中未受到污染或變壞。  
Materials that are delivered from CFPP are also subjected to quality testing to ensure no contamination or spoilage has occurred during the transportation process.

2

#### 衛生保障

##### Sanitation



- 餐廳分店內的整個範圍均經過徹底的清潔和殺菌，以防止食物受到污染。  
All premises in the restaurants are thoroughly cleaned and sterilised to prevent food contamination.

3

#### 系統化

##### Systemisation



- 實施五常法系統(常組織、常整頓、常清潔、常規範和常自律)，以確保能適當儲存和處理食品材料、煮食器具和化學劑。  
5-S system (Structurise, Systemise, Sanitise, Standardise, and Self-discipline) is enforced to assure proper storage and handling of food materials, utensils and chemical agents.

4

#### 標籤

##### Labelling



- 容易變壞的產品均使用生產日期作標籤，讓我們能有效估計其保質期。  
Perishable products are labelled by date of production to provide us with an estimation of their shelf life.

# 快活環境 Happy Environment



大快活意識到一個健康的環境對和諧社會的重要性。大快活認為可持續發展具有良好的商業意義，更重要的是它為社會創造了價值。

## 營運原則

- 通過負責任的營運，為大家創造一個快活和健康的生活環境

Fairwood recognises the importance of a healthy environment to a well synchronised society. Fairwood believes that sustainable development makes good business sense and most importantly, it creates real values for the society.

## Operating Principle

- Creating a happy and healthy environment for all to live in through engaging in environmentally friendly and responsible operations

## 管理對環境的影響

# Managing Environmental Impacts

環境保護和善用資源為本集團特別關注的議題。大快活致力保護環境，並把環境可持續性的原則納入其所有業務範疇當中。

大快活於日常業務中響應香港特別行政區環境保護署所提倡的「惜物減廢」作為其經營理念。

### 大快活致力實施以下環保措施：

- 確保遵守所有相關和適用的環境法例及法規要求，並制定和實施相應的標準作業程序；
- 採取有效的管理制度，防止污染和減低對環境的影響；
- 通過有效運用能源、水和原材料，優化生產過程；
- 有效運用資源，減少產生不必要的廢物，並鼓勵培養重用和回收習慣；
- 通過加強教育和培訓，提高員工對環境保護的意識，並鼓勵員工履行環保義務

通過制定環境管理措施，大快活希望為顧客和社會創造長期可持續的價值。

Environmental protection and resources conservation are of a particular concern to the Group. Fairwood is committed to building a better environment by adopting resources conservation approach and integrating principles of environmental sustainability into all areas of business.

Advocated by the Hong Kong SAR Environmental Protection Department, Fairwood has incorporated the “use less waste less” philosophy in its operations.

### Fairwood is committed to the following environmental protection measures:

- Ensure compliance with all relevant and applicable environmental legislation and other legal requirements, while developing and implementing standard operating procedures accordingly;
- Adopt an effective management system to prevent pollution and reduce the impact on environment;
- Optimise production processes by effectively consuming energy, water and raw materials;
- Use of resources effectively to reduce unnecessary waste generation and encourage the habit of reuse and recycle where applicable;
- Raise staff awareness regarding environmental protection by strengthening education and trainings and encourage staff to meet their environmental obligations

By acting responsibly towards the environment through its environmental stewardship, Fairwood hopes to create long-term sustainable values for the customers and the general public.

## 管理對環境的影響

### Managing Environmental Impacts

#### 「惜食」托盤紙運動

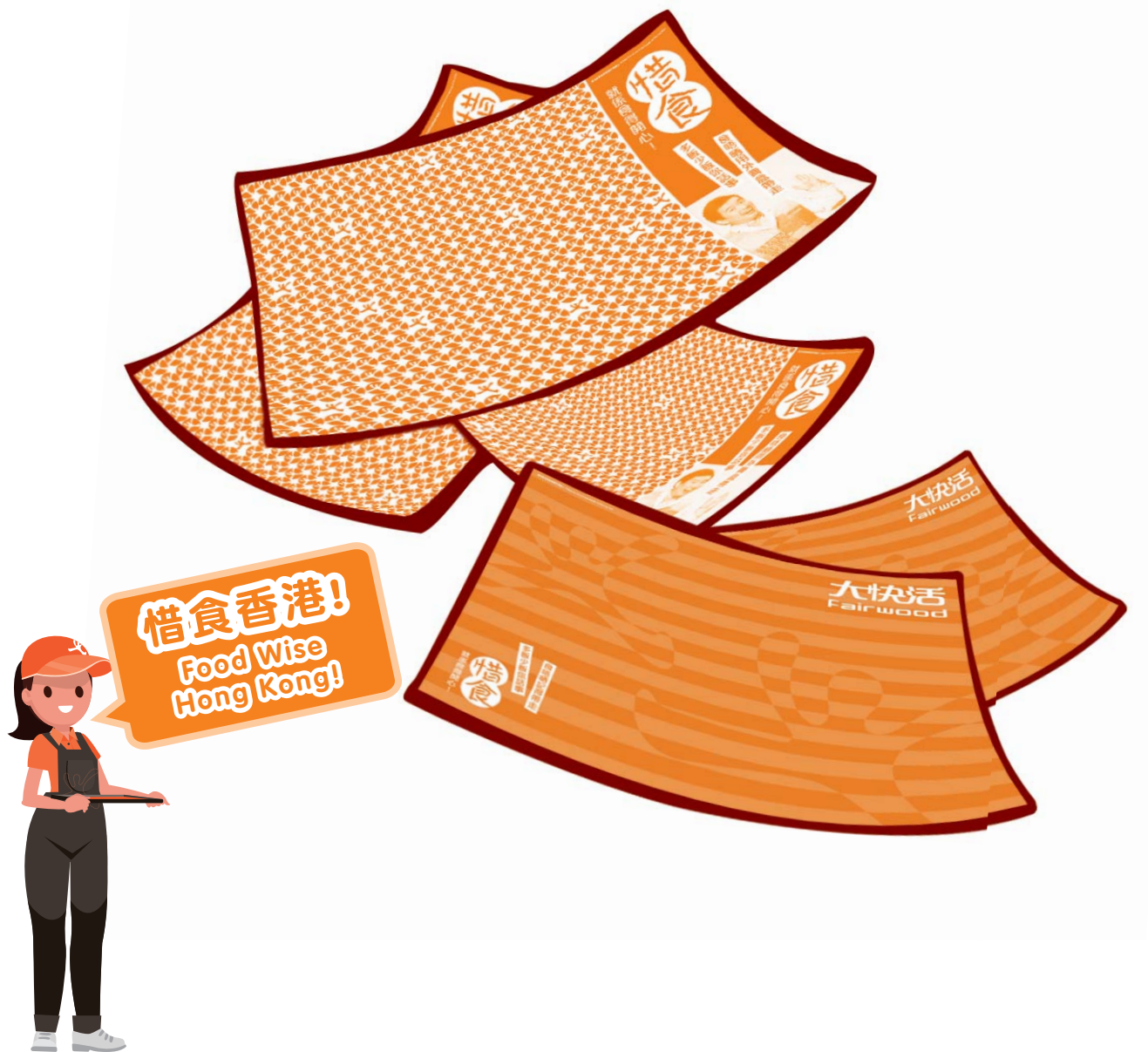
響應香港政府推行的「惜食香港」運動，大快活重新設計了托盤紙，提高顧客對減少浪費食物的意識。此項活動是通過鼓勵顧客帶走任何剩餘的食物或要求減少食物份量，從而減少浪費。

此先導計劃發布後，我們收到正面的迴響。現時，所有托盤紙都附上大快活的「惜食」口號，繼續提醒顧客減少浪費。

#### “Food Wise” Paper Tray Liner Campaign

Endorsing Hong Kong government’s “Food Wise Hong Kong” Campaign, Fairwood has redesigned the paper tray liners and to raise customer awareness of food waste reduction. The aim is to reduce food waste through encouraging customers to take away any left-over food or order smaller portions.

After receiving positive reception from the pilot launch, all of the paper tray liners are now designed with Fairwood’s “Food Wise” slogan to serve as a constant reminder.



## 對環境的主要影響

大快活的業務主要於中央加工廠及其餐廳分店內進行。以下為本集團最關注的環境事項：

## Identifying Material Environmental Impact

Fairwood's business operations are mainly carried out in CFPP and its restaurants. The following key material environmental issues have been identified:



## 環境績效

大快活建立了一套管理政策、機制和措施來管理其推動的環保行動，限制其對天然資源的影響。

## Environmental Performance

Fairwood has established a set of management policies, mechanisms and measures to manage its environmental protection initiatives and limit its impact on natural resources.

## 氣體排放

大快活了解到其業務營運過程中所排放的氣體對公眾健康及環境構成風險，因此本集團積極採取有效的控制措施來抑制其排放。

## Air Emissions

Fairwood understands that air emissions from its business operation poses a risk to public health and the environment, Fairwood has actively engaged in implementing effective control measures to curb its emissions.

食物製作過程中產生的煮食油煙及氣味排放為主要的氣體排放。了解到其對環境的影響，本集團於所有廚房均安裝了多功能通風系統，包括靜電除油煙器、運水煙罩及空氣清洗器。該套系統設備能夠適當地處理煮食油煙，以減少油渣和殘渣的積聚。此外，為防止煮食油煙和氣味滲透到用餐區域，大快活在餐廳分店的佈局上額外考慮了隔離空氣污染的設計。

Cooking fume and odor emitted during food preparation process have been identified as the main source of emission. Recognising their impact on the environment, multi-functional air ventilation systems have been installed in all the kitchens, which include electrostatic precipitators, hydro-vents and air washers. The system enables proper treatment of the cooking fume to reduce the accumulation of oil scum and residue. Additional considerations have also been given to the design layout of the restaurants to isolate cooking fume and odor from permeating the dining areas.



## 管理對環境的影響

### Managing Environmental Impacts

#### 有效運用資源

大快活深明使用電能及水資源均會消耗天然資源，因此，大快活於符合所有適用的環境法律及法規的同時，致力在能源、水和原材料使用方面提升資源效率。

#### 電力使用

為了更有效地管理用電，大快活於餐廳分店內採取了不同的措施來更有效地管理電力消耗。以下列出了大快活所採取的措施：

- 採用LED和熒光燈照明系統以取代店鋪內所有白熾燈泡
- 安裝定時開關制，方便在非工作時間內自動關燈
- 餐廳分店入口配有風閘，以防止冷氣在空調開啟後溜走
- 各餐廳分店均安裝了電子溫度計，以保持溫度於一個舒適的水平，同時把對環境的影響減到最低。

大快活定期檢查設備及裝置，以確保設備的能源效率。

#### 水資源使用

水在大快活的日常業務運作中是不可缺少的。水主要用於烹飪，清潔和操作設備，如洗碗機和製冰機。大快活通過有效的方法來管理用水量，減少不必要用水。

#### Effective Use of Resources

Fairwood is acutely aware of the impact of the electricity and water consumption on the depletion of natural resources. Henceforth, Fairwood endeavours to enhance its resources efficiency in the usage of energy, water and raw materials while complying with all applicable environmental regulations.

#### Utilising Electricity

To better manage electricity usage, the restaurants have adopted different measures to better manage its electricity consumption. The following measures have been adopted:

- Store-wide replacement of incandescent light bulbs with LED and fluorescent lighting system
- Timer switch is installed to automatically shut off lights during off-hours
- Restaurant entrances are equipped with air curtains to keep cool air from escaping when air conditioning is turned on
- Electronic thermometer is installed in each restaurant to keep the temperature at a comfortable level while having the least impact on the environment.

Regular maintenance services are also provided to ensure the energy efficiency of the equipment.

#### Utilising Water Resource

Water is a necessity in Fairwood's day-to-day operations. Water is mainly used for cooking, cleaning and operating equipment such as dishwashers and ice machines. Fairwood has effectively managed its water consumption by identifying useful ways for cutting back on unnecessary water use.



## 廢物管理

在大快活的業務營運中會產生各種類型的廢物。由於香港的垃圾堆填區接近飽和，工商界有責任率先推行有效的廢物管理。作為一間負責任的企業，大快活透過積極主動的方式來管理廢物，採取了幾項措施盡量減少產生廢物。

### 有效管理無害廢物

- 食品加工過程會產生廚餘，食物殘渣亦會形成廚餘。大快活在中央加工廠中放置了指定的容器，方便分隔和儲存廚餘，再交予已獲授權的廢物收集承包商。
- 食物製作過程會產生廢油和油脂廢物。回收食用油和隔油池廢物已經成為飲食業常見的做法。大快活也實行了廢油回收，並委託廢油回收公司收集廢油和油脂廢物，回收後轉化為生物柴油。香港品質保證局已確認大快活為「香港品質保證局香港註冊一食油」的同行者之一。此資格確認了大快活在甄選符合香港品質保證局要求的食用油供應商和廢油收集商所作出的努力，同時亦認定大快活對妥善處理廢油許下的承諾。
- 非重要性廢物源於使用過的包裝材料和辦公室的一般廢物。這類廢物的產生數量不多，並主要由外判的廢物管理承包商負責收集，然後回收成再生產品。大快活致力減少塑膠廢物，已採用可生物分解的膠袋來取代一般的塑膠袋。

所有其他無害廢物的處置和處理均由政府認可的承辦商按照本地法律及法規進行。

### 提高環保意識

大快活深信每一個小小的努力將在保護環境上發揮重要作用，並將對未來有深遠的影響。大快活不斷加強員工環保的意識，讓他們肩負起保護環境的責任。

## Waste Management

Various types of waste have been identified in Fairwood's business operation. As the landfills in Hong Kong are approaching their capacity, business sector is obliged to lead an initiative for the efficient waste management. As a responsible corporate, Fairwood seeks to take a proactive approach to manage waste and have introduced several initiatives to minimise waste production.

### Effective Management of Non-hazardous Waste

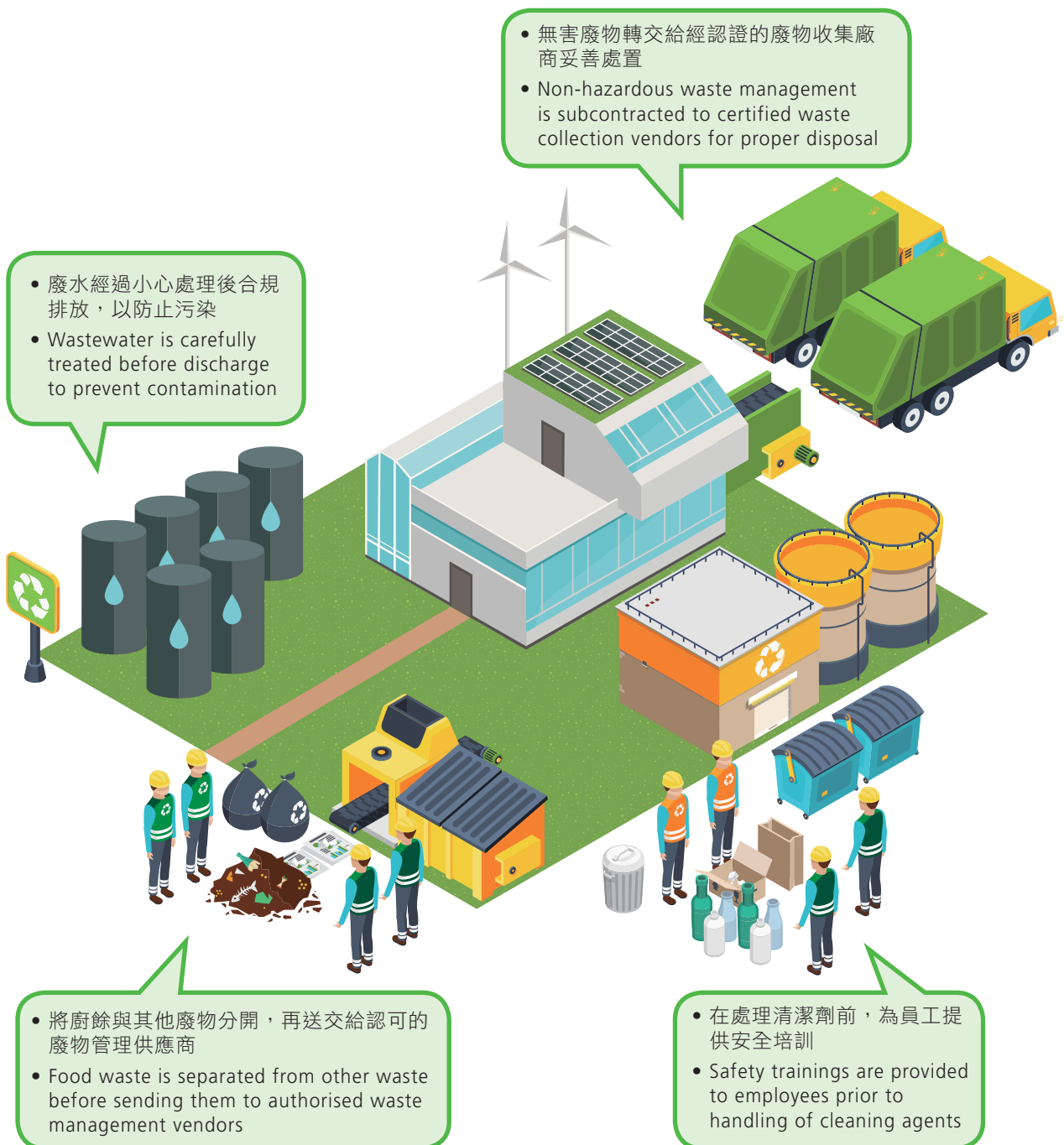
- Food waste is generated from food processing and food leftovers. Designated containers are placed in CFPP to separate and store food waste before they are collected by authorised waste collection contractors.
- Oil and grease are produced during the food preparation process. In the restaurant sector, the recycling of used cooking oil and grease trap waste have become a common practice. Fairwood has followed suit with the practice and commissioned waste oil recycling company to collect used oil and grease waste to be recycled into biodiesel. Fairwood has been recognised by the Hong Kong Quality Assurance Agency (HKQAA) as one of the Cooking Oil Registration Scheme Companion. This recognition has been bestowed to Fairwood for diligently selecting cooking oil suppliers and waste cooking oil collectors meeting HKQAA's requirements. This recognition has also acknowledged Fairwood's commitment to proper handling of waste cooking oil.
- Non-significant waste comes in the forms of used packaging material and office general refuse. This type of waste is less frequently produced and are collected by external waste management for recycling into reusable products. In the effort to reduce plastic waste, regular plastic bags have been replaced with biodegradable ones.

All other non-hazardous waste disposal and processing are carried out by government certified service providers in accordance with local laws and regulations.

### Raising Environmental Awareness

Fairwood believes that every little effort will make a difference in safeguarding the environment and the impact will be felt for many years to come. Fairwood has continuously encouraged employees to adopt an environmentally conscious mindset and take environmental protection into their own hands.

## 中央加工廠內的環保表現示意圖 Illustrative diagram showing environmental performances at CFPP



## 餐廳分店內的環保表現示意圖 Illustrative diagram showing environmental performances at restaurant outlets

- 多功能通風系統

Multi-functional air ventilation system

- 廢油回收後轉化為生物柴油

Used oil is recycled into biodiesel

- LED或熒光照明系統取代所有白熾燈泡

All incandescent light bulbs have been replaced with LED or fluorescent lighting systems

- 嚴格控制煮食油煙和氣味，並與用餐區域隔離

Cooking fume and odour are carefully controlled and isolated from the dining area



- 入口處安裝風閘，以防止空調開啟時冷氣逸出
- Air curtains are installed at the entrance to prevent cool air from escaping when air conditioning is turned on

- 部分餐廳分店配有洗碗機，以集中洗碗工序和提高用水效率
- Selected restaurants are equipped with dishwashers to centralise dishwashing and increase water efficiency

- 在所有餐廳分店內放置電子溫度計，以監測室內空氣的溫度和濕度

Electronic thermometers are placed in all restaurants to monitor indoor air temperature and humidity

- 無害廢物交由給廢物收集承辦商進行妥善處置

Non-hazardous waste management is subcontracted to waste collection vendors for proper disposal

# 快活顧客 Happy Customer



大快活通過窩心的服務為顧客帶來快樂，努力不懈的高水準團隊致力為顧客提供高品質的美食和建立一個健康的環境。大快活希望能與顧客建立有意義的關係，以更深入地了解社區的需要，為社會作出建設性的貢獻。

#### 營運原則

- 通過窩心的服務滿足顧客需求

Fairwood aims to deliver happiness through cordial customer service with the cumulative effort of its excellent team in delivering high quality food and building a healthy environment. Fairwood sets to build meaningful relationships to better understand the needs of the community in order to make constructive contributions to society.

#### Operating Principle

- Satisfying customers' needs through cordial customer service



## 整體顧客體驗管理

# Holistic Customer Experience Management

### 優化用餐體驗

#### 關愛設施

大快活盡力為每位顧客提供舒適的環境享受美食和放鬆身心。為了提高顧客的用餐體驗，大快活為餐廳分店配備了關愛座、電子定位器、兒童座椅、自動門、無障礙洗手間和舒適的照明環境等關愛設施。

### Optimised Dining Experience

#### Caring Facilities

Fairwood is devoted to every customer with a comfortable environment to enjoy their meal and a place to relax and unwind. To improve the dining experience of the customers, Fairwood has equipped the restaurants with caring facilities such as priority seats, electronic locators, children seats, automatic doors, barrier-free washrooms and ambient lightings.

#### 電子定位器 Electronic Locator Devices (RFID)



所有的餐廳分店均配備了電子定位器幫助送餐服務。

All restaurants are equipped with the devices to facilitate food delivery service.

#### 舒適的照明環境 Ambient Lighting



餐廳分店的燈光經專門調較，為顧客提供舒適的照明環境。

The lighting in the restaurants are strategically adjusted to enhance customers' dining experience.

#### 動作感應門 Motion Activated Door Opener



已翻新的餐廳分店均配備了自動開門器，方便長者和殘疾人士開門。

Newly renovated restaurants are equipped with automatic door opener to allow seniors and handicapped individuals to open the door with ease.

#### 指定的關愛座位 Courtesy Seating



每間餐廳分店均設有指定的關愛座位，確保身體不便人士於繁忙時間亦能就坐用餐。座位更配備拐杖鉤，方便長者掛放拐杖。

Courtesy seats have been installed in all of the restaurants to ensure customers with physical needs can have a seat during peak hours. The seats are also equipped with stick hooks to give seniors a place to hang their walking sticks without compromising their seating comfort.



顧客 Customer

林先生 Mr Lam

@Fairwood

—— 😄 覺得窩心 Feel Good

### 「大快活完全超越了我的期望」

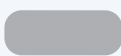
有一天晚上，我在你們旗下的一間餐廳分店享用晚餐。這是我第一次使用電子定位器。我對送餐服務非常滿意，除了送餐迅速，服務員也非常貼心友善。她不但體貼的提醒我用餐時要小心，以免燙到，還為我準備了牙籤和濕紙巾。當我想起買餐時忘記加米飯還有點去冰的汽水，服務員並沒有介意，還非常熱心的幫我改單。我對你們的顧客服務非常滿意，完全超越了我的期望。

顧客，林先生

### “Fairwood has completely exceeded my expectations”

I was visiting one of your restaurants for dinner the other day. It was my first time using the electronic locator device. I was pleasantly surprised with how quickly my meal was delivered and the geniality of your staff. The attendant who brought my meal kindly reminded me to be mindful as the food was still very hot while thoughtfully brought along a toothpick and a wet napkin. When I realised I have forgotten to order more rice and soda drink with no ice, the staff were very nice and promptly replaced my orders. I'm very pleased with your service which has completely exceeded my expectations.

Customer, Mr Lam





## 整體顧客體驗管理

### Holistic Customer Experience Management

#### 關愛服務

為了向顧客提供完善的用餐體驗，大快活透過窩心的服務不斷進行改進，滿足顧客不同的需求。以下是「顧客體驗專責小組」協助建立的服務項目：

#### 送餐服務 - 不僅是一個服務

除了為顧客提供方便的送餐服務外，大快活成功創造一個愉快的用餐環境，有助與顧客建立親切的關係。通過針對性的培訓，前線服務員已成為大快活的關懷大使，積極與顧客建立密切關係，更深入地了解顧客需求。大快活不斷努力改進餐廳營運，以滿足顧客的需求，並成為他們的快樂之源。

#### Caring Services

In the effort to provide the customers with a well-rounded dining experience, Fairwood has focused on offering cordial customer services that accommodate with changing consumer preferences. Below are some of the service that the "Customer Journey Task Force" has helped establish:

#### Delivery Service - More Than Just a Service

Besides providing customers with the convenient table service, Fairwood succeeds in creating an engaging atmosphere where it can build a constructive relationship with the customers. Through targeted training, frontline delivery employees have become Fairwood's caring ambassadors who have actively engaged with the customers to better understand customer needs. Fairwood continues to improve operations to address customers' needs and to be a source of their happiness.

“坐定定有飯開，美食專人送到!”

“Sit back and relax, your dinner will be served shortly!”



### 個人化餐飲選擇

年內，大快活繼續擴大個人化餐飲選擇，為顧客提供更多個人化的選擇。大快活新增的選項包括了無糖燕麥、多辣小辣、蔬菜加量、吐司去皮和不同吐司醬料等。

### Personalised Meal Options

Fairwood has continued to expand the personalised meal options to give customers more choices over their meal during the year. Fairwood has included new options such as no sugar oats, spiciness options, more vegetables, crustless toast and different spread options for toast.



## 鼓勵健康飲食

為了向顧客創造長遠的價值，大快活盡力確保供應高品質的食品，並提倡健康飲食。於去年，產品開發團隊與協作營銷專責小組緊密合作改革菜單，增加了兩款健康套餐系列，包括「健怡系列」和「美味素」，為顧客提供均衡膳食和健康的素食選擇。這兩款健康系列加入了紅米飯、低糖綠茶和高纖蔬菜等健康食品。此外，大快活在「唔落味精」系列中增加了新套餐，並採用橄欖油和少鹽烹製。

## Promoting a Healthy Diet

In the endeavour to create long-term values for the customers, Fairwood wants to make sure the foods served are high quality and promote a healthy diet. In the past year, the Product Development team have worked closely with the Collaborative Marketing Task Force to reinvent Fairwood's menu to introduce two new healthy meal series, "Wholesome Delights" and "Tasty and Green", to offer balanced meals and healthy vegetarian meal options with items such as red rice, low-sugar green tea and fibrous vegetables. In addition, Fairwood has expanded the No Monosodium Glutamate ("MSG") Added Series to include new healthy meal items cooked with olive oil and less salt.





顧客 Customer

陳先生 Mr Chan

@Fairwood

—— 🥰 覺得滿足 Feel Satisfied

### 「大快活已成為我的首選餐廳」

我很少外出吃飯，因為我認為大多數餐廳的飯菜都非常不健康，而且外面的健康食品通常都不好吃。有一天我經過大快活時看到了你們「健怡系列」的菜單，我決定試一試。我點了「山楂甜酸汁雞胸肉紅米飯」，我想不到這套餐竟然這麼美味，雞胸肉煮得很好，蔬菜分量也剛好，配上山楂醬後味道十分美味。

這次我用餐經驗的另一個亮點是你們優秀的顧客服務。我不但受到熱情的招待，而且你們每位服務員都很積極服務顧客，樂於助人。相比其他快餐店，我所體驗到的熱情是無與倫比的。大快活已經成為我的首選餐廳。

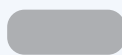
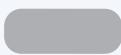
顧客，陳先生

### “Fairwood has become my go to restaurant for a hearty meal”

I don't usually go out for meals because I think most restaurant meals are very unhealthy and the healthy meals are often unappetising. However, I came across your "Wholesome Delights" menu the other day and I decided to give it a try. I ordered the "Chicken Breast and Red Rice with Hawthorn Berry Sauce" and I was amazed by how delicious the meal was. The chicken breast was cooked nicely with appropriate portions of vegetables, and the hawthorn berry sauce added a nice touch to the flavour.

Another highlight of my experience was your excellent customer service. Not only was I greeted with warmth, but all of your employees were also very eager to serve and helpful. The compassion I felt was unparalleled in the fast food industry. Fairwood has become my go to restaurant for a hearty meal.

Customer, Mr Chan





## 整體顧客體驗管理

### Holistic Customer Experience Management

#### 發揚愛心

為長者及弱勢兒童提供援助一直是大快活集團文化的一部份。幫助弱勢和貧窮人士是大快活的社會責任。大快活繼續利用餐廳網絡作為一個平台，接觸社區並進行社區關愛活動。以下是關愛活動的重點：

- 【快活關愛長者】咭 - 所有六十五歲或以上的長者皆有資格獲取折扣咭。每張咭內附有港幣三百元的現金優惠，每月自動充值。於二零一七年三月三十一日，已經派發了大約六萬張折扣咭。

#### Paying It Forward

Providing assistance for the senior citizens and disadvantage children have always been an integral part of Fairwood's corporate culture. It is Fairwood's social responsibility to help out the underprivileged and marginalised individuals. Fairwood has continued to utilise its network of restaurants as a platform to reach out to the community and to coordinate its community outreach programme. Here are some of the programme highlights:

- "Care for Seniors" card - All seniors aged 65 or above are eligible for the discount cards, each card contains HK\$300 cash amount that is automatically recharged at the end of each month. As of 31 March 2017, approximately 60,000 discount cards have been distributed.



- 【快活送暖行動】 - 在餐廳分店外設置分發台，向長者派發糯米雞和關愛禮包。在報告年度內，約兩千多名長者受惠。

- "Fairwood Warm Caring Campaign" - Distribution tables are set up outside the restaurants to distribute glutinous rice chicken and caring packages to seniors. Around 2,000 seniors have benefited from the campaign during the reporting year.



## 整體顧客體驗管理

### Holistic Customer Experience Management

- 慈善捐款 - 部份餐廳分店放置了捐款箱，為慈善合作夥伴，如協康會和逸傑國際慈善基金會，籌集資金，為弱勢兒童提供需要的服務和資助。
- Charitable Donations - Donation boxes have been placed in some of the restaurants to help raise funds for charity partners, such as Heep Hong Society and Beam International Foundation, to provide essential services and support for the disadvantaged children.



## 績效管理

對大快活來說，評估工作的有效性對企業持續發展十分重要。為了進一步了解社區的需求，大快活通過各種渠道與顧客取得溝通。通過在線意見箱、顧客調查問卷和直接溝通中了解顧客反饋，尋求需要改進的地方，以迎合顧客需求。

## Performance Management

It is important for Fairwood to evaluate the effectiveness of its initiatives and work towards continuous improvement. To better understand the needs of the community, Fairwood has established various communication channels to engage with the customers such as online suggestion box, surveys and direct communication. Through the feedbacks, Fairwood is able to identify the areas for improvement and modify the initiatives to better address customers' needs.



## 獎項和認可 Awards and Recognition

大快活很榮幸本公司環境和社會表現得到社會團體的認同，並獲得以下獎項和認可。


Fairwood is honoured to have received the following awards and recognition for its environmental and social achievements.

Organiser 舉辦機構	Awards and Recognition 獎項和認可
<b>Hong Kong Association for Customer Service Excellence</b> 香港優質顧客服務協會	優質顧客服務大獎2016 卓越顧客服務項目獎 – 金獎 Customer Service Excellence Award 2016 Outstanding Customer Service Program Award - Gold Award Winner
<b>Hong Kong Labour Department and Occupational Safety &amp; Health Council</b> 香港勞工處和職業安全健康局	2016/2017 飲食業安全獎勵計劃 2016/2017 Catering Industry Safety Award Scheme <ul style="list-style-type: none"> <li>集團安全表現獎 Group Safety Performance Awards</li> <li>管理人員安全表現獎 Supervisor Awards</li> <li>安全工友獎 Safe Worker Awards</li> </ul>
<b>Home Affairs Bureau and Family Council</b> 民政事務局和家庭議會	2016年度家庭友善僱主 2016 Family-Friendly Employer
<b>MTR Corporation Limited</b> 香港鐵路有限公司	【2016年港鐵商場廚餘減少約章】 – 成就獎 (位於圓方商場和駿景廣場的餐廳分店) “Food Waste Reduction Pledge 2016” Achievement (For restaurants in Elements and Plaza Ascot)



## 結語

## Concluding Remarks



作為一支負責任的團隊，大快活致力在社區和環境方面作出正面和持久的改進。透過快活團隊的共同努力，大快活正以優質的美食和窩心的服務來傳播快樂。我們預料相關監管機構將日益重視環境的可持續發展，大快活致力順應不斷變化的趨勢，並將環境因素整合於各方面的業務。大快活希望通過其全方位的服務，使顧客能夠「**食得開心•活得精彩!**」。

As a responsible team, Fairwood strives to make a positive and lasting difference in the community and the environment. Through the collaborative effort of the happy team, Fairwood is spreading happiness with great food and cordial customer services. Foreseeing related regulators increasing focus on environmental sustainability, Fairwood seeks to accommodate with the changing trend and integrate environmental considerations in all aspects of its operations. Fairwood hopes that through its well-rounded services, customers can "**Enjoy Great Food. Live a Great Life!**".





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