

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

ENVIRONMENTAL, SOCIAL and GOVERNANCE REPORT





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公司資料

Company Information

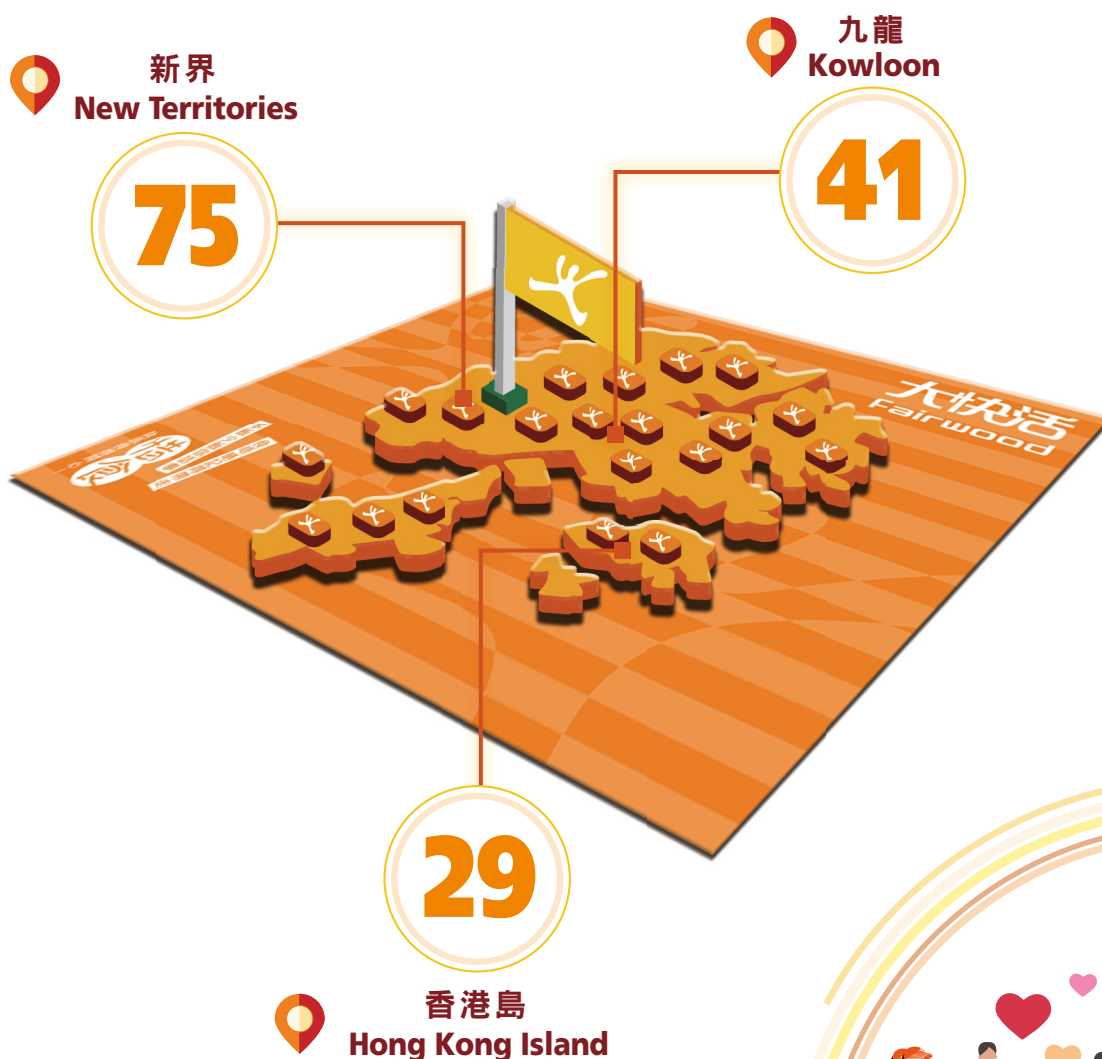
大快活集團有限公司（以下簡稱「大快活」或「本集團」）是香港其中一間知名的連鎖餐廳。本集團在香港的主要業務涵蓋快餐店、特色餐廳（包括ASAP、墾丁茶房、友天地、一葉小廚及一碗肉燥五個品牌）和一間中央食品加工中心（「中央加工廠」）。自一九七二年首家餐廳開業以來，本集團在過去四十六年來穩步成長。於二零一八年三月三十一日，本集團分別在香港擁有一百四十五間餐廳分店及在中國內地擁有十間餐廳分店。連結本集團致力創新和以人為本的可持續發展方針，大快活「食得開心・活得精彩！」的使命與香港社區互相呼應。

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, Kenting Tea House, Buddies Café, The Leaf Kitchen and Taiwan Bowl) and one central food processing plant (“CFPP”). Since the opening of the first restaurant in 1972, Fairwood has grown progressively in the last 46 years with 145 restaurants spanning across Hong Kong and 10 restaurants in Mainland China as at 31 March 2018. Fairwood’s mission to “Enjoy Great Food. Live a Great Life!” echoes into the Hong Kong community as the Group strives for innovative and people-oriented approach toward sustainable development.

可持續發展的里程碑 Milestones of sustainability development



香港的業務摘要 (所有數據截至二零一八年三月三十一日)
Business highlights in Hong Kong (all figures as at 31 March 2018)



可持續發展方針

Approach to Sustainability

策略及方針

「食得開心・活得精彩！」是大快活的使命。緊扣這個使命宣言包含着一種對於食物和生活的愉快感情。我們相信大快活的可持續發展取決於我們履行這使命宣言的能力，並將快樂傳播到各個角落及社區當中。

Strategy and approach

Fairwood's mission is to "Enjoy Great Food. Live a Great Life!". Imbedded in this mission statement is a feeling of happiness- about food and about life. We believe that Fairwood's sustainable development is dependent on our ability to deliver on this mission statement and to spread happiness to all corners of the environment and community.

大快活的可持續發展取決於四個主要營運原則：
Fairwood's sustainability development hinges on four main operating principles:



坐言起行

大快活一直保持四個專責小組以整合、執行和實施大快活的使命。這些專責小組是由行政總裁和管理團隊帶領，致力把承諾付諸行動，令顧客及持份者能共同欣賞和見證。

Words in action

Fairwood has maintained four task forces to integrate, enforce and implement Fairwood's mission. These individual task forces are led by the chief executive officer and management team, and strive to put words and commitment into action for customers and other stakeholders to enjoy and witness together.



可持續發展方針 Approach of Sustainability

持份者參與及重要性評估

與持份者互動及聆聽他們的意見和反饋乃是大快活可持續發展的一部分。通過全面涵蓋各種建議和意見，大快活能夠提供更全面和以人為本的服務。與各方持份者的互動將有助於大快活完善其重要性評估，及確定需要關注和改進的關鍵環境、社會和管治議題。其中一些關鍵的重要性議題已被確定為：員工福利和工作條件；工作與生活的平衡；工作環境安全；食品質量及安全；顧客體驗；以及公司的誠信和道德等。大快活會更努力接觸更多持份者組別，以製定更全面的重要範疇概覽。

於報告期間，大快活已分別參與以下持份者及其相應的溝通渠道：

Stakeholder engagements and materiality assessment

Engaging with stakeholders and listening to their comments and feedback are part of Fairwood's strategy toward sustainable development. By fully encompassing various suggestions and opinions, Fairwood is able to offer more comprehensive and people-oriented services. The engagement with various stakeholders would help Fairwood refine its materiality assessment, and determine critical environmental, social and governance issues that need attention and improvements. Some of the key material issues were identified including: employee benefits and working condition; work-life balance; workplace safety; food quality and safety; customer experience; and company integrity and ethics to name a few. Fairwood shall endeavor to reach more stakeholder groups in order to formulate a more holistic materiality matrix.

During the reporting period, Fairwood has engaged in the following stakeholders and respective communication channels:



關於本報告

About This Report

報告準則、期間及範圍

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。本集團堅持以重要性、量化、平衡和一致性的原則報告本年度的措施和表現。有關企業管治的資料根據《主板上市規則》附錄十四在年報中闡述。

本報告涵蓋二零一七年四月一日至二零一八年三月三十一日（「報告期」）的環境、社會及管治相關活動。

本環境、社會及管治報告的範圍僅涵蓋本集團在香港的業務，包括大快活總辦事處、中央加工廠及所有位於香港的餐廳。

本集團已委任沛然環境評估工程有限公司提供環境、社會及管治報告及諮詢服務。

報告概述

本環境、社會及管治報告圍繞大快活的四個主要運營原則而構建——快活團隊、快活食品、快活顧客及快活環境。今年的特定主題為「**傳達快樂**」，及報告方向是強調大快活在企業責任及對營運上更加環保與及對員工、供應商、顧客、及相關政府機構進行積極的溝通。

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

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>

Reporting standard, period and scope

The report is prepared in accordance with Environmental, Social and Governance (“ESG”) 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”). The Group adhered to the principles of materiality, quantitative, balance and consistency to report on the measures and performances in this reporting year. Information regarding Corporate Governance is addressed in the annual report according to Appendix 14 of the Main Board Listing Rules.

This report covers the ESG related activities from 1 April 2017 to 31 March 2018 (“the reporting period”).

The scope of the ESG Report covers the Group’s operations in Hong Kong only, which includes Fairwood’s headquarter office, CFPP and all restaurants in Hong Kong.

The Group has appointed Allied Environmental Consultant Limited to provide ESG reporting and consultancy services for this report.

Overview of report

The ESG report is structured around Fairwood’s four main operating principles of Happy Team, Happy Food, Happy Customer and Happy Environment. This year’s particular theme is **Communicating Happiness**, and the approach to the report is to highlight the efforts Fairwood has been making to provide active communication with employees, suppliers, customers, relevant government authorities and third-party consultants with regards to operating in a more environmentally-friendly way.

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

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



傳達開心的工作文化

Communicating a Happy Working Culture

創造開心文化

大快活的成功建基於一個開心文化之上，實踐「食得開心·活得精彩！」的使命。向員工傳達這重要概念及信息對於建立能夠滲透到社會中的開心文化至關重要。快樂是大快活的文化。我們盡一切努力積極聆聽員工的意見，營造一個關懷及和諧的工作環境。

Creating a happy culture

The foundation of Fairwood's success is established upon a happy culture that lives out the mission to "Enjoy Great Food. Live a Great Life!". Communicating this important concept and message to employees is essential in building a happy culture that can permeate into the society. Fairwood culture is a happy culture. We undertake every effort to actively listen to employees and to create a caring and harmonious working environment.



開心文化的政策

開心文化意味著一個負責任和遵紀守法的企業。為了維護本集團的企業誠信，遵守就業及勞工條例和相關法規要求，本集團制定了以下政策作為基礎框架：

企業誠信

本集團制定了一套反貪污指引，並向所有員工傳達有關賄賂、敲詐勒索、欺詐及洗錢等相關潛在事項。所有員工都應遵守維護本集團誠信的行為準則，並保持高標準的商業道德和企業管治。該指引還為利益衝突、顧客及公司信息保護、賠償索賠和貪污行為的主題提供了需遵循的程序。本集團的培訓部門負責提升實踐反貪污的意識，並定期與員工溝通。任何涉嫌違規行為將由內部審計部門處理。如果存在可疑的貪污案件，內部審計部門將進行調查，以確定其真實性，並隨後作出適當的紀律處分。

Happy culture policies

A happy culture implies a corporation that is responsible and law-abiding. As a general framework to uphold the Group's corporate integrity, employment and labour practices and compliance with relevant legislative requirements, the Group has the following policies in place:

Corporate integrity

The Group has a set of anti-corruption guidelines that have been communicated to all staff on potential issues relating to bribery, extortion, fraud and money laundering. All staff are expected to abide by a code of conduct that upholds the Group's integrity, and to maintain high standards of business ethics and corporate governance. The guidelines also provide procedures to follow for subjects concerning conflict of interest, customer and company information protection, compensation claims and corruption practices. The Group's training department is responsible for raising awareness of anti-corruption practices and communicating with staff on a regular basis. Any reported suspected malpractices will be handled by internal audit department. Should there be suspected cases of corruption, they would be investigated to determine the validity and the subsequent appropriate disciplinary actions.



傳達開心的工作文化 Communicating a Happy Working Culture

就業和勞工條例

大快活制定了就業政策以吸引和挽留人才，並熱衷於提供一個愉快的工作環境。作為平等機會的提供者，本集團根據能力和態度進行招聘，並歡迎不同性別、年齡和國籍的申請人。本集團亦有僱用身體或精神殘疾人士成為大快活家庭的一員，創造一個快樂和多元化的文化。員工報酬和解僱、晉升、工作時間、健康和 safety 以及其他福利的詳細資料列於員工手冊中，並不時進行審查，從而改善員工的福利。

Employment and labour practices

Fairwood has employment policies in place to attract and retain talents, and is keen on providing a welcoming working environment. As an equal opportunity provider, the Group recruits based on ability and attitude, and welcomes applicants of different genders, ages and nationalities. The Group also employs people with physical or mental disability to be part of the Fairwood family in creating a happy and diversified culture. Details of employee compensations and dismissal, promotions, working hours, health and safety and other benefits and welfare are listed in the employee handbook, which are reviewed from time to time in order to consider the improvement of employees' wellbeing.

性別劃分 GENDER BREAKDOWN

	2017/18	2016/17
 男 Male	1,411	1,311
 女 Female	3,558	3,362

年齡劃分 AGE BREAKDOWN

	2017/18	2016/17
30歲以下 Under 30	1,092	1,020
30-50歲 30-50	2,376	2,260
51歲或以上 51 or above	1,501	1,393

向員工傳達快樂

大快活積極尋求員工的意見和反饋，以創造一個更有活力和快樂的工作文化。

快活指數

自二零一二年六月起，本集團建立了一個名為「快活指數」的內部評級系統，以協助管理層評估員工的滿意度、公司政策和實踐方面的改進領域，並作為公司未來決策流程的參考。本集團每年兩次向所有員工分發調查問卷。在調查問卷中，分析了十個不同範疇，包括員工福利、工作環境、關懷度以及提供培訓等。

調查問卷中列出的員工意見和建議通常由最高管理層在決策過程中採納。例如，駐餐廳分店的員工提出，由於工作時間的安排，他們很難參加周末舉行的員工活動。作為回應，因應不同員工的工作時間，工作日和周末都增設了「快活一日遊」和「快活睇好戲」一類的員工活動。

Communicating happiness to employees

Fairwood actively seeks out employee opinions and feedback in order to create a more dynamic and happy working culture.

Happy index

An internal rating system called “Happy Index” was set up since June 2012 to assist the management in assessing the satisfaction level of our employees, areas for improvement regarding company’s policies and practices and a reference point in the company’s future decision-making processes. A questionnaire would be distributed to all staff twice a year. In the questionnaire, ten different aspects are analysed, including staff benefit, working environment, degree of caring, training support and more.

Employees’ opinions and suggestions listed in the questionnaires are often taken by the top management level during decision-making processes. For example, employees stationed in restaurant branches commented that it was very difficult for them to join the staff activities which are held on weekends due to the working schedules. In response, staff activities of “Happy Day Trip” and “Happy Movie Day” have been set up and held on both weekdays and weekends in order to fit different employees’ working schedules.



傳達開心的工作文化
Communicating a Happy Working Culture



快活指數是員工向公司發表意見和建議的溝通渠道。自開始以來，大快活一直聆聽員工的意見，訂立新的計劃和改良政策，提升了員工的滿意度，使快活指數穩步上升。

The Happy Index served as a communication channel for employees to voice opinions and suggestions to the company. Since its inception, Fairwood has been listening to employees' opinions, has initiated new programs and has enhanced policies. As a result, we have witnessed the steady improvement of employee satisfaction levels as indicated by the Happy Index.

「Big Bang」大會

「Big Bang」大會是整個集團的集會，每年召開兩次，旨在傳達業務表現、新目標和未來發展方向。這個大會提供機會讓集團向員工傳達成為最受顧客歡迎的餐飲管理公司之企業願景、認同個別員工的傑出服務、並激勵大快活團隊繼續實踐「食得開心·活得精彩！」之企業使命。

Big Bang meeting

The **Big Bang** meeting is a group-wide internal gathering that convenes twice a year, organised for the purpose of communicating operation performances, new objectives and directions for future development. It is an occasion to convey the corporate vision of being the most customer-appreciated food and beverage management company, to recognise the service qualities of individual staff and to reinvigorate the Fairwood team to uphold its corporate mission of "Enjoy Great Food. Live a Great Life!".

「Big Bang」大會 Big Bang meeting



展示員工心聲
Display of employees' testimonies



認同員工的優質服務
Recognition of staff for their quality services



傳達開心的工作文化 Communicating a Happy Working Culture

二零一七年六月召開的「**Big Bang**」大會啟動了大快活的「**Feel Good**」運動，並開展未來幾年的策略發展。

The **Big Bang** meeting that was convened in June 2017 kick-started the “**Feel Good Movement**” for Fairwood that would steer the strategic development in years to come.

「**Feel Good**」運動的元素 Feel Good Movement components

優質膳食 Quality meals



加強食品生產工序

Enhance food production procedures

快活顧客的體驗 Happy customer experience



大快活前線員工/大使與顧客之間的互動；組織大快活的外賣服務和安排

Interaction between Fairwood frontline staff / ambassadors and customers; organisation of Fairwood's takeaway services and arrangements

對品牌的信心 Confidence in the brand



專注於改善食品安全

Focus on improving food safety

團隊力量 Team power



繼續實現成為最受顧客欣賞的餐飲管理公司的願景

Continue the vision to become most customer-appreciated food and beverage management company

分部優勢 Sub-segment dominance



更有效地利用餐廳分店，滿足鄰社的需求

Utilise restaurant outlets more effectively, catering to the needs of the neighborhood

社區歸屬感 Community belonging



加強服務和增加快活社區大使

Increase service and number of community ambassadors

焦點小組

為更了解員工的意見和需求，我們每月召開一次名為「焦點小組」的會議。來自不同部門（包括分店、中央加工廠和顧客服務部門）的前線員工皆被邀請參加會議。在會議期間，員工可以自由表達他們對公司政策、工作環境、工作程序、員工福利及培訓需求等方面的意見。從二零一七年起，區域經理或區域廚師亦獲邀請參加會議，務求盡快解決員工的顧慮。每次會議結束後，小組會向最高管理層和相關部門提交報告，以進一步跟進員工關注的問題。管理層還將根據這些意見改進公司的政策及做法。「焦點小組」旨在促進本集團以人為本的管理方法，在更親切和私密的環境中了解員工的工作情況和意見。

Focus Group

To understand employees' opinions and needs on a more personal level, a meeting called "Focus Group" is held every month. Frontline employees from different departments (including branches, CFPF and customer services department) at different levels are invited to the meeting. During the meeting, employees can freely express their opinions regarding different aspects, such as company's policies, working environment, working procedures, staff benefits and training needs etc. Starting in 2017, a district manager or district cook will also be invited to join the meeting in order to quickly address employees' concerns. After each meeting, a report will be submitted to the top management and the corresponding departments to further follow up employees' concerns. The management will also improve company's policies and practices based on those opinions. The Focus Group aimed to foster the Group's people-oriented management approach in understanding the working conditions and opinions of staff under a more intimate and private setting.



傳達開心的工作文化

Communicating a Happy Working Culture

人力與文化發展專責小組

大快活人力與文化發展專責小組的主要任務是進一步促進公司內「快活團隊」的文化，並不斷審查和優化5Rs（招募、留任、表彰、康樂和獎勵）政策和策略。小組每兩個月召開一次「人力與文化發展會議」，參加代表包括高層管理人員、業務部門、人力資源部門和培訓部門。在報告期內，會議涵蓋了中央加工廠員工培訓計劃、招聘女廚師、薪酬福利、退休政策、颱風津貼與政策、員工文娛活動、「Feel Good」運動及快活指數等主題。

People and Culture Development Task Force

Fairwood's People and Culture Development Task Force has the ultimate assignment to further promote "Happy Team" culture among the company and constantly review and modify 5Rs (Recruitment, Retention, Recognition, Recreation and Reward) policies and strategies. A "People and Culture Development Meeting" is convened every two months, which includes participation from representatives of the top management, operational department, human resources department and training department. During the reporting period, topics such as training programs for CFPP staff, recruitment of female cooks, compensation and benefits, retirement policy, typhoon allowance and policy, staff recreational activities, Feel Good Movement and Happy Index were covered in the meetings.

公司聯繫活動

為了在工作內與外建立快活的文化，大快活在過去一年組織各種公司及員工活動。除了分店生日派對和每月水果派發等定期活動外，我們還舉辦了電影觀賞、海洋公園遊玩、快活一日遊和年度農曆新年慶祝活動等。

Corporate bonding activities

Fairwood has organised various company events and staff activities throughout the year in order to build a happy culture at work and outside of work. Besides regular activities such as shop birthday parties and monthly fruits distribution, we have also organised events such as movie watching, Ocean Park visit, Happy Day Trip and annual Chinese New Year celebrations.

定期活動 Regular events



分店生日派對
Shop birthday party



每月水果派發
Monthly fruits distribution



特別活動 Special events



2017
July

快活睇好戲
Happy Movie Day



2017
August

快活同學會－開心放暑假
Happy Summer Break –
Fairwood students association



2017
September

快活搞鬼－海洋公園
Happy Halloween – Day trip
to Ocean Park



特別活動 Special events



2017
October

快活一日遊
Happy Day Trip



中秋活動
Mid-Autumn Festival

45周年暨長期服務獎
頒獎
45th Annual Awards for
Long-term Service



2017
December

聖誕派對
Christmas Party



特別活動 Special events



2018
January

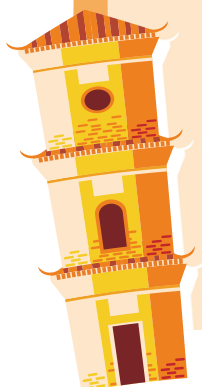
中央加工廠迎新禧聯歡派對
New Year Celebration at CFPP



2018
February



新春行大運
Chinese New
Year Tour



傳達開心的工作文化
Communicating a Happy Working Culture

特別活動 Special events



2018
February

新春團拜
Chinese New
Year Greetings



員工的健康與安全

員工的健康及福利對於快樂和安全的工作環境至關重要。我們制定了安全政策，旨在加強員工的工作安全意識及減少工傷和意外的數量。此外，我們在工作場所設定了「零」工傷目標，以集中精力和方向來保障員工的健康和福利。

為了達到「零」工傷目標，我們提供了培訓、獎勵措施以及各種支援和推廣計劃，以提高員工的意識和參與度。以下總結了大快活在實施其安全政策方面的努力。

Employees' health and safety

Employees' health and wellbeing are essential to a happy and safe working environment. We have established safety policies in place aimed to strengthen employees' work safety awareness and to reduce number of injuries and accidents. Moreover, we have set a target of "zero" injury goal at the workplace in order to focus efforts and direction in guaranteeing employees' health and wellbeing.

In order to strive for "zero" injury goal, we have provided trainings, incentives, and various support and programs to promote employees' awareness and participation. The following summarises Fairwood's efforts in implementing its safety policy.

獎賞 Rewards

- 獎勵計劃獎勵實現「零」工傷的分店
Award scheme to reward outlets which achieve "zero" injury
- 每月公布「零」工傷排行榜
Monthly announcement of "zero" injury leaderboard
- 參加由勞工處主辦的年度飲食業安全獎勵計劃
Participation in annual Catering Industry Safety Award Scheme organised by Labour Department

培訓 Trainings

- 衛生和職業安全手冊
Hygiene and occupational safety manual
- 針對常見工傷類別的重點培訓
Focused trainings on common categories of work injuries
- 對曾發生工傷的員工和分店進行重點培訓
Focused trainings on employees and branches with injury occurrences
- 勞工處每季度進行的外部培訓
Quarterly external trainings from Labour Department
- 區域管理層參與職業安全健康局舉辦的年度培訓
District management participation in annual trainings held by Occupational Safety and Health Council

提供資源 Resource Support

- 為全職員工提供年度體檢
Provide annual medical checkup for full time staff
- 每月水果分配，提倡健康飲食
Monthly fruits distribution to promote healthy diet
- 健足鞋和特殊防滑鞋津貼
Subsidised orthopedic healthy shoes and special slip-resistant shoes
- 員工購買健康產品的折扣優惠
Employee discounts for purchasing healthy products

安全意識 宣傳計劃 Awareness programs

- 每月快活工作提示海報
Monthly happy work tips posters
- 每月的「行業安全小組」會議
Monthly "Industry Safety Team" meeting
- 關於「分店職業傷害記錄」的每月報告，其中包括受傷情況和預防措施
Monthly reports on "Outlets Occupational injury records" that include cases of injury and preventative measures



傳達開心的工作文化 Communicating a Happy Working Culture

於報告期內，大快活已獲多項勞工處及職業安全健康局轄下的餐飲業安全獎勵計劃（「安全獎勵計劃」）獎項。此安全獎勵計劃為餐飲行業組織及提升健康和意識、安全程度並監控健康和安全的持續改進。

該獎項不僅促進了對大快活正面品牌形象的認可，也反映了大快活在創建文化和實施有效管理政策以確保員工在安全健康的環境中工作的努力。

During the reporting period, Fairwood has received multiple awards in the Catering Industry Safety Award Scheme ("Safety Award Scheme") organised by the Labour Department and Occupational Safety and Health Council. The Safety Award Scheme was organised for the food and beverage industry to raise awareness for health and safety, improve the industry's safety levels and monitor the consistent health and safety improvements.

Not only does the award promote recognition of Fairwood's positive brand, it is also a reflection of Fairwood's efforts in creating a culture and implementing effective management policies to ensure employees work under a safe and healthy environment.



145間大快活餐廳分店中有71間於整個報告期內達到「零」工傷目標，而營運過程中共發生了152宗工傷意外，即每千位員工當中工傷率為30.6宗。本集團希望提供更多培訓裝備員工及提高其工作安全意識，同時增加「零」工傷餐廳分店數目，並減少營運期間的工傷意外。

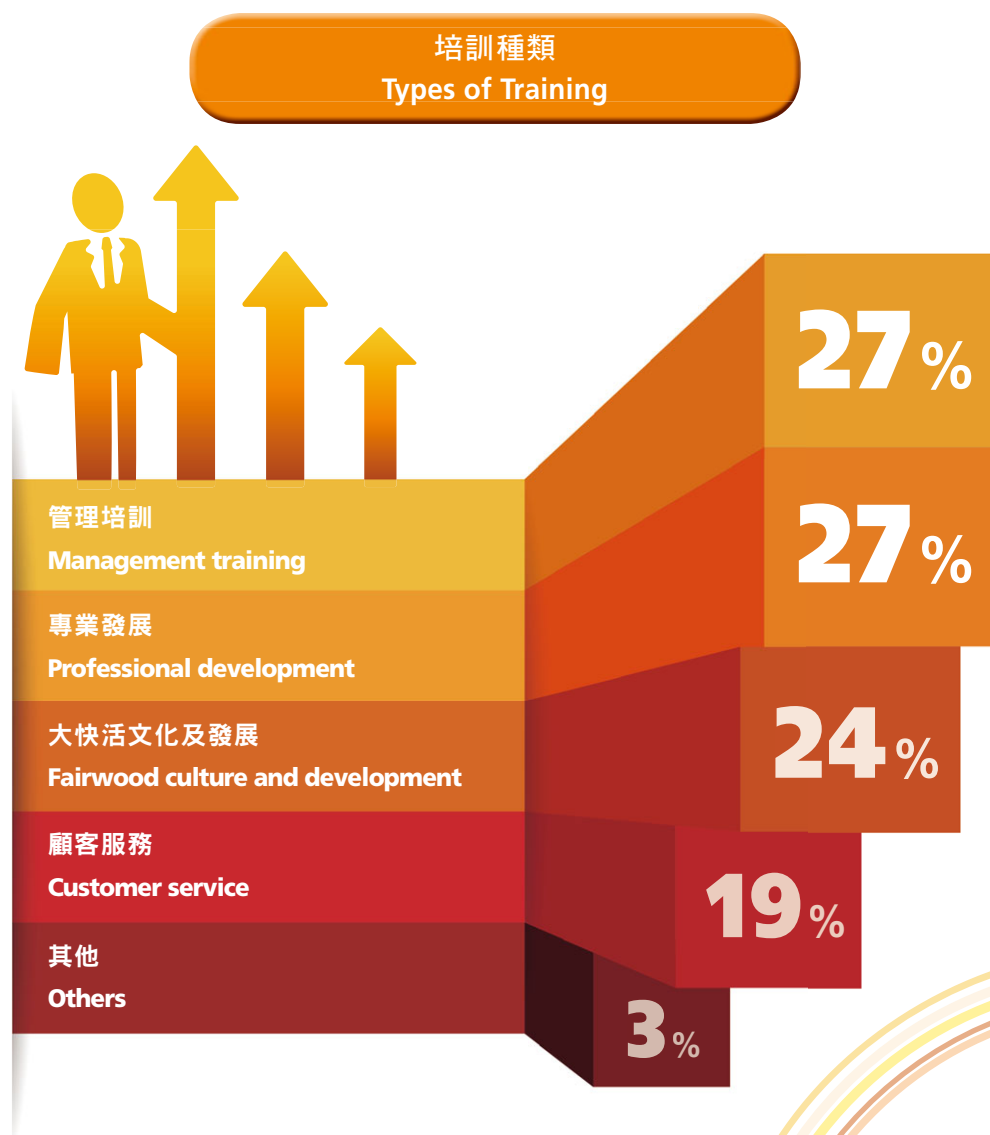
During the reporting period, 71 out of 145 restaurant outlets achieved the "zero" injury target, while a total of 152 injuries were observed throughout Fairwood's operations, representing an injury rate of 30.6 injuries per 1,000 employees. The Group looks to provide more trainings to equip employees and raise awareness for work safety, all the while targeting to raise the number of restaurant outlets with "zero" injury and decreasing the number of injuries occurred during operations.

員工發展

於大快活，培訓和發展對員工的個人成長以及公司整體發展至關重要。因此，員工發展政策著重於企業文化、專業發展、管理技能和顧客服務等與個人和企業的可持續發展有關的議題。大快活亦為員工提供其他入職培訓、電腦和技術培訓，使他們在充滿快樂與動力的工作環境中學習技能及裝備自己。

Developing employees

At Fairwood, training and development is critical to employees' individual growth and also to the company's overall growth. Therefore, the development policy focuses around major topics of corporate culture, professional development, management skillsets and customer service, which are pertinent to sustainable growth of the individual and the corporate. Other induction, IT, and technical trainings are provided in order to equip employees with the skills in working in a happy and motivating environment.



傳達開心的工作文化
Communicating a Happy Working Culture

高級管理人員
Senior management



中級管理人員
Middle management



前線員工
Frontline staff



77%

已培訓
trained

每位員工的平均
培訓小時：4

Average training
hours per
employee: 4

100%

已培訓
trained

每位員工的平均
培訓小時：24

Average training
hours per
employee: 24

100%

已培訓
trained

每位員工的平均
培訓小時：9

Average training
hours per
employee: 9

備註： 發展和培訓的關鍵績效指標只統計有直接參與大快活營運的員工。

Remark: Only employees who have direct involvement with Fairwood's operations were accounted for in the key performance indicator for development and training.

大快活集團教育基金助學金計劃 Fairwood Holdings Education Fund

我們明白有子女的員工所面對的經濟負擔，所以自二零一一年起設立了一筆教育基金。每年會向選定的員工（其子女獲優異的學習成績）發放一定金額。今年共有109名員工受惠。

Understanding the financial burden faced by the employees who have children, we had set up an education fund since 2011. Certain amount of money will be released to chosen employees (whose children have outstanding academic performance) every year. This year, a total of 109 employees were benefited.

資助培訓計劃

大快活亦為員工提供了一系列資助培訓計劃，例如健康和衛生管理培訓以及贊助員工參加由香港生產力促進局於日本、台灣、青島和德國舉辦的海外學習課程。

Subsidised training programs

Fairwood also has a number of subsidised training programs for employees, such as health and hygiene management training and sponsorships for employees to participate in overseas learning trips to Japan, Taiwan, Qingdao and Germany organised by Hong Kong Productivity Council.



志哥，區域經理

Chi Gor, District Manager

我在這次青島交流都有些啟發。其實我們都可以運用當地的智能系統，例如可以運用現時銷售數據設立自動落貨系統，在恆常性產品當中自動來貨，可以幫助簡化分店運作，對分店營運會有幫助。例如使用「人人CEO」理念，可以在分店推行和諧工作，互相欣賞文化，持續推行內部培訓，在內部晉升員工，加強員工歸屬感。我鼓勵同事堅持同樣的心態：分店同事應該互相包容，欣賞對方，創造一個和諧工作空間和秉承「以客為先，以人為本」的精神。記住，有開心員工自然有開心顧客！

I had participated in the exchange program to Qingdao, and had some fruitful inspirations from my experience there. First of all, the place where we visited had used a smart system for operations which I thought could also be applied to Fairwood's operations such as making use of our operational sales database to establish an automated product delivery system to enhance the overall efficiency. Also, I thought the management concept of "Everyone is a CEO" could be applied to promote a harmonious workplace and an appreciative culture. Continuous internal trainings and internal promotions would overall increase employees' sense of belonging. I would encourage my colleagues to uphold the same mindset: that a workplace should be one of inclusivity and appreciation in order to create a harmonious workplace, and to have a customer-first and people-oriented spirit. Remember that happy employees will lead to happy customers!



發展和保持食品質量標準

Developing and Maintaining Food Quality Standard

傳達對供應鏈的要求

食品質量及安全是大快活可持續發展的重要方面之一。從採購材料到保持嚴格的質量監控標準，大快活的供應鏈管理政策建基於與保障大快活食品質量的供應商和外部各方建立有效溝通渠道的概念上。我們致力於與供應商建立長期合作關係，以保持穩定和優質的食品來源。此外，我們積極與顧客溝通，從而獲得其飲食偏好的反饋，並將可行的建議整合反饋給供應商。這種開放的溝通渠道使我們能夠有效地管理我們的供應鏈，並專注於滿足顧客的需求。

Communicating expectations to supply chain

Food quality and safety is one of the most important aspects in Fairwood's sustainable development. From sourcing materials to maintaining a stringent level of quality control, Fairwood's policy on supply chain management is built upon the concept of establishing effective communication channels with suppliers and external parties involved in ensuring Fairwood's food quality. We are committed to long-term relationships with suppliers in order to maintain a stable and quality food source. Moreover, we actively communicate with our customers to get feedback on their food preferences and consolidate feasible suggestions back to our suppliers. This open channel of communication allows us to effectively manage our supply chain with the focus on meeting customer's needs.



大快活的採購部門負責制定並實施供應鏈評估的政策，並向供應商傳達其要求。供應商的選擇基於他們與大快活共同對質量及顧客滿意度承諾的意願，以及他們生產具成本效益且對社會和環境負責任的產品之能力。大快活將不時檢查供應商是否遵守相關的環境法律和社會法律，包括就業和勞工條例，以確保供應商以可持續和負責任的方式運營。在評估供應商在食品安全方面的社會責任時，我們優先考慮獲得國際認可的供應商，包括但不限於危害分析重要管制點（HACCP）和ISO 22000食品安全管理體系。

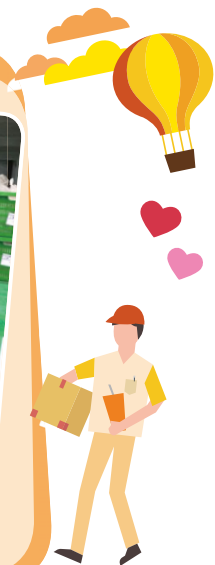
作為積極參與質量控制過程的一個環節，我們亦對供應商設施進行定期的現場考察。

Fairwood's purchasing department is responsible for establishing the policies and implementation for supply chain assessments, and conveying expectations to suppliers. Suppliers are selected based on their willingness to share Fairwood's commitment to quality and customer satisfaction, and also on their ability to produce cost-efficient products that are socially and environmentally responsible. Fairwood from time to time will check on supplier's compliance with relevant environmental laws and social laws including employment and labour practices, in order to ensure suppliers operated in a sustainable and responsible way. In assessing supplier's social responsibility in terms of food safety, priority is given to suppliers who have obtained internationally recognised certifications, including but not limited to Hazard Analysis and Critical Control Points (HACCP) and ISO 22000 Food Safety Management System.

Regular site visits and audits to supplier facilities are also conducted as an active engagement in the quality control process.



現場考察供應商
Supplier site visit



發展和保持食品質量標準

Developing and Maintaining Food Quality Standard

食品安全管理

從供應商到大快活的中央加工廠和餐廳，大快活建立了精細的質量控制計劃，以不斷提高食品安全性並優化監測和控制過程，並及早檢測異常。我們亦利用不同的措施和做法來管理中央加工廠和餐廳分店的控制點。

Food safety management

From suppliers to Fairwood's CFPP and restaurants, Fairwood has established an elaborate quality control program in order to continuously improve food safety and optimise monitoring and control process to detect for early anomalies. Different measures and practices are in place to manage control points both in the CFPP and in the restaurants.

中央加工廠質量監控 CFPP quality control

大快活的中央加工廠質量監控機制遵循設定、監控、標定、審查及改善的系統化程序。

Fairwood's quality control mechanism at the CFPP follows a set, monitor, standardise, audit and improve systemised procedures.

設定 Set



- 產品發展和品質監控部門審核設定相應的關鍵控制點

Critical Control Point (CCP) are identified by the Product Development and Quality Control Department

監控 Monitor



- 定期監控整個生產過程，以確保既定關鍵控制點的運行完全符合食品安全標準

Regular monitoring throughout the production process to ensure identified CCP's are operated in full compliance with food safety standards

標定 Standardise



- 為食品製備過程的每個階段製定相關的質量標準

Establish relevant quality standard for each phase of the food preparation process

審查 Audit



- 定期審核中央加工廠質量監控和衛生情況的有效性

Regular audits on the effectiveness of quality control and hygiene condition of CFPP

改善 Improve



- 進行跨部門會議，以提高食品安全標準

Cross-functional meetings between departments in order to raise the bar on food safety standards

大快活的中央加工廠配備了先進設備和內部的微生物化驗所，分別用於保持和監控食品質量。作為我們提高質量標準承諾的一部分，於報告期間，每月測試的食品樣本數量增加了33%，這意味著更嚴格的觀察和更頻繁的食品質量評估。此外，我們已經擴大了對即售產品，如各種凍飲的新測試要求。

Fairwood's CFPP has been equipped with cutting-edge equipment and an internal micro-organism laboratory to assist in maintaining and monitoring food quality respectively. As part of our commitment to improving quality standards, there has been a 33% increase in number of monthly tested food samples in the reporting period, meaning a tighter observations and more frequent assessments over food quality. Additionally, we have expanded new testing requirements for ready-to-serve items such as various ice drinks products.

餐廳質量監控 Restaurants quality control

大快活已實施以下程序以確保所有餐廳分店的食物安全：

質量檢查 - 在食品材料到達各分店後，負責人員進行一系列質量評估，以確保到達分店的食物符合質量標準。

衛生保障 - 對場地和後廚進行徹底清潔和消毒，以確保衛生並防止食物受到污染。

系統化 - 在五常法系統（常組織、常整頓、常清潔、常規範及常自律）下，建立一個用於適當儲存和處理食品材料、煮食器具及清潔劑的框架。

標籤 - 容易變壞的產品均按生產日期標記，以明確指示和估計產品保質期。

為了表示我們對質量和顧客安全的承諾，我們於所有新分店和將來開設的分店安裝了濾水系統，為顧客提供優質的飲用水。濾水系統已通過美國國家衛生基金會/美國國家標準研究院的國際標準測試和驗證。濾水系統將用於咖啡機和製冰機。於咖啡機內使用濾水系統的一個好處是，我們將能夠提供清澈，新鮮及優質的水，以便品嚐美味的咖啡和其他飲品。

Fairwood have implemented the following procedures to ensure food safety across all outlets:

Quality inspection - upon the arrival of materials to respective outlets, responsible staff undergoes a series of quality assessment to ensure the food that has been delivered to the outlet have met quality standards.

Sanitation - site premises and back of house areas are thoroughly cleaned and sterilised to maintain hygienic conditions and prevent food contamination.

Systemisation - under the 5S system (Structurise, Systemise, Sanitise, Standardise and Self-discipline), a framework has been established for the proper storage and handling of food materials, utensils and cleaning agents.

Labelling - perishable products are labeled by date of production for clear indication and estimation of product shelf life.

As a demonstration of our commitment to quality and customer safety, we have installed water filtration systems in all new and upcoming stores in providing quality potable water for customers. The filtration systems have been tested and verified by NSF/ANSI International standards. The filtration systems will be used for coffee machines and ice making machines. One benefit of using the filtration systems for coffee machines is that we will be able to provide clear, fresh and quality water for consistently great tasting coffee and other beverages.



建立環保及可持續的業務

Establishing Environmentally-friendly and Sustainable Operations

我們時常審視大快活營運的環境足跡，並期望找出改善方法。我們確認了廢物產量、能源、水和天然氣的資源消耗、溫室氣體排放和包裝材料都是本集團在營運時面對的關鍵環境議題。大快活在減少足跡排放和善用資源方面尚處於早期階段，但通過持續的規劃和準備，本集團致力在環境保護作出長期投資。

The environmental footprints of Fairwood's operations are constantly something we look back upon and look forward to ways to improve. We have identified that waste generation, resources consumptions of energy, water and natural gas, greenhouse gas emissions and packaging material are key environmental issues to the Group's operations. Fairwood's journey toward reducing emissions footprint and optimising resources are in its early phases, but through steady planning and preparation, the Group aims to position itself for long-term investment in environmental protection.

我們的環境政策表明了我們下列的承諾：

Our environmental policy shows our commitment on the following:

- 確保遵守所有相關及適用的環保法例和其他法律要求，同時相應地制定和實施標準操作程序；
 - 採用有效的管理制度以防止污染及減少對環境的影響；
 - 透過善用能源、水及原材料來優化生產過程；
 - 善用資源以減少產生不必要的廢物，並在適用情況下鼓勵培養重用和回收的習慣；
 - 透過加強教育和培訓提高員工的環保意識，並鼓勵員工履行對環境的義務；及
 - 透過減少排放和善用資源，本集團對整個社會作出實質貢獻，亦為大家創造一個更健康及更開心的生活環境。
- 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; and
 - By contributing to reducing emissions and optimising resources, the Group is in essence making a contribution to society at large by creating a healthier and happier environment for everyone to live in.



廢物 WASTE

廚餘 Food waste

我們理解若要緩和，需先計量。在報告期內，我們積極採取措施，提供設施和管理中央加工廠產生的廚餘。為將廚餘運送到位於小蠔灣的政府有機廢物處理設施作出準備，我們於中央加工廠特定區域和放置容器。我們還開始收集廚餘數量的資料，如生肉、切塊蔬菜、食物包裝、湯渣和其他加工食品。

We understand that in order to mitigate, we first need to measure. During the reporting period, we have proactively taken measures to provide facilities and management of food waste generated at CFPP. In preparation of sending food waste to government's organic waste treatment facilities at Siu Ho Wan, we have designated areas and containers on site at the CFPP. We have also started collecting estimates of types of food waste such as raw meat, vegetable cut-ups, food packaging, soup residue and other processed foods.



建立環保及可持續的業務

Establishing Environmentally-friendly and Sustainable Operations

廢油
Used oil

中央加工廠
CFPP

658
立方米 m³

餐廳店鋪
Restaurant outlets

180
立方米 m³

包裝紙皮
Packaging cardboard

中央加工廠
CFPP

338
噸 tonnes



在餐廳分店，我們繼續使用「惜食」托盤紙，以提倡和鼓勵顧客透過要求較小份量或帶走剩餘食物來減少廚餘。

At the restaurant outlets, we continued using our “Food Wise” paper tray liner in order to promote and encourage customers to reduce food waste by ordering smaller portions or taking away leftover food.



在報告期內，我們歡迎顧客自備外賣餐盒。此外，為提倡更環保的生活方式，我們準備了宣傳物料，並鼓勵顧客減少使用塑膠材料，如飲品攪拌棒、飲管和餐具。

During the reporting period we have welcomed customers to bring their own containers for takeaway meals. Additionally, as a call to a more eco-friendly lifestyle, we have prepared promotional materials to encourage customers to use less plastic materials such as drink stirrer, straws and cutleries.



建立環保及可持續的業務

Establishing Environmentally-friendly and Sustainable Operations

能源使用

大快活已開始減少整體能源消耗的旅程，並於最近制定了節能的政策，概述如下：

- 高級管理層應帶領環境/能源及創新設備團隊，負責管理和實行相關工作；
- 實施市場上最常用的方法，並不斷提高能源效益；
- 監測能源消耗；
- 遵守與能源消耗和能源善用的相關法律法規；
- 使用節能設計，並於合適情況下使用節能設備；
- 減少資源浪費，減少電力和相關資源的消耗；
- 向所有員工推廣節能政策，從而提高節能意識；及
- 定期審查政策及制度

為努力建立節能文化，公司已全面提供教育。於辦公室和餐廳店鋪的電掣箱內貼上各種節能標籤，提醒員工於不使用設備時關掉電掣。

Energy usage

Fairwood is ready to embark on a journey to reduce its overall energy consumption, and has recently established a policy on energy reduction and conservation, which are outlined below:

- Top management shall take lead in establishing an environmental/energy and equipment innovation team, responsible for managing and implementing relevant works;
- Utilise the most available method in the market to implement and continuously improve energy efficiency;
- Monitor energy consumption;
- Compliance with relevant laws and regulations pertaining to energy consumption and efficient usage;
- Use energy-efficient design, and when appropriate to use energy-efficient equipment;
- Reduce wastage of resources, reduce electricity consumption and relevant resources;
- Promote the policies on energy reduction to all employees to enhance energy saving awareness; and
- Review policy and system on a regular basis

Efforts in creating an energy-efficient culture include company-wide education. Various energy saving stickers have been placed in switch boxes in office area and in restaurant outlet areas, reminding staff to switch off equipment when not in use.



耗電量 ELECTRICITY CONSUMED

	單位 Unit	2017/18	2016/17
總部 Headquarter	千瓦時 kWh	484,834	488,530
	千瓦時 / 百萬港幣收入 kWh / HKD million revenue	179	198
中央加工廠 CFPP	千瓦時 kWh	5,503,683	5,311,500
	千瓦時 / 百萬港元收入 kWh / HKD million revenue	2,036	2,155
餐廳店鋪 Restaurant outlets	千瓦時 kWh	67,274,009	64,512,420
	千瓦時 / 百萬港元收入 kWh / HKD million revenue	24,890	26,173
總用量 Total consumption	千瓦時 kWh	73,262,526	70,312,450
	千瓦時 / 百萬港元收入 kWh / HKD million revenue	27,105	28,526

天然氣使用量 NATURAL GAS CONSUMED

	單位 Unit	2017/18	2016/17
中央加工廠 CFPP	千瓦時 kWh	3,103,046	2,987,133
	千瓦時 / 百萬港元收入 kWh / HKD million revenue	1,148	1,212
餐廳店鋪 Restaurant outlets	千瓦時 kWh	49,277,331	44,861,175
	千瓦時 / 百萬港元收入 kWh / HKD million revenue	18,232	18,200
總用量 Total consumption	千瓦時 kWh	52,380,377	47,848,308
	千瓦時 / 百萬港元收入 kWh / HKD million revenue	19,380	19,412

本集團致力採用節能設計及設備，於報告期內，本集團在指定的店鋪更換舊照明系統為新LED燈。更換較高能源效益的設備預計有助減少約20%用於照明的電力。

As part of the Group's effort to adopt energy-efficient designs and equipment, during the reporting period, the Group has replaced old lighting system at selective shops with new LED lamps. The replacement of more energy efficient equipment is expected to contribute to a lighting electricity saving of around 20%.



建立環保及可持續的業務

Establishing Environmentally-friendly and Sustainable Operations

其他節能措施包括：

- 餐廳入口安裝風閘，可於空調開放時防止冷氣溜走；
- 於餐廳內放置溫度計以顯示溫度，讓員工注意並相應地調整空調水平；及
- 使用計時器於非工作時間關燈

Other energy reduction measures include:

- Restaurant entrances equipped with air curtains to keep cool air from escaping when air conditioning is turned on;
- Thermometer placed in areas around restaurants to indicate the temperature, whereby staff will take notice and adjust air conditioning levels accordingly; and
- Timer switches used to shut off lights during off-hours



用水

水是大快活的日常營運中的必要資源。不論是用於洗滌或解凍食品、洗碗或製冰，水都是寶貴的資源，不應浪費。本集團已開始每月記錄用水量，並正在探討實用及可行的節約用水方法。

Water usage

Water is an essential resource that Fairwood uses in its day-to-day operations. Whether it is used in washing or defrosting foods, dishwashing or ice making, water is a precious resource that should not be wasted. The Group has begun to record water usage on a monthly basis, and is exploring practical and feasible ways to reduce consumption.

耗水量 WATER CONSUMED

	單位 Unit	2017/18	2016/17
中央加工廠 CFPP	立方米 m ³	111,082	104,390
	立方米 / 百萬港元收入 m ³ / HKD million revenue	41	42
餐廳店鋪 Restaurant outlets	立方米 m ³	1,507,123	1,381,290
	立方米 / 百萬港元收入 m ³ / HKD million revenue	558	560
總用量 Total consumption	立方米 m ³	1,618,205	1,485,680
	立方米 / 百萬港元收入 m ³ / HKD million revenue	599	602



建立環保及可持續的業務

Establishing Environmentally-friendly and Sustainable Operations

溫室氣體排放和其他氣體排放

本集團在營運時需使用能源，因此，會排放直接和間接的溫室氣體。

Greenhouse gas emission and other air emissions

As a consequence of the energy usage, direct and indirect greenhouse gases are emitted under the Group's operations.

溫室氣體排放量 GREENHOUSE GAS EMISSION

	單位 Unit	2017/18	2016/17
範疇1直接排放量 Scope 1 Direct emissions	公噸二氧化碳當量 Tonnes of CO ₂ equivalent (tCO ₂ e)	10,030	9,162
範疇2間接排放量 Scope 2 Indirect emissions	公噸二氧化碳當量 tCO ₂ e	42,291	42,541
總溫室氣體排放量 Total GHG emissions	公噸二氧化碳當量 tCO ₂ e	52,321	51,703
總溫室氣體排放強度 Total GHG emission intensity	公噸二氧化碳當量 / 百萬 港元收入 tCO ₂ e / HKD million revenue	19.36	20.98

其他空氣污染物排放來自食物製作過程中產生的煮食油煙和氣味。為減少潛在的空氣污染物，本集團在所有廚房安裝了靜電除油煙器、運水煙罩和空氣潔淨機。這些已安裝的系統能夠先適當處理煮食油煙和氣味，再排放到外面。

Cooking fume and odor emitted during food preparation process are other sources of air pollutant emissions. In order to mitigate against potential air pollutants, the Group has installed electrostatic precipitators, hydro-vents and air washers in all the kitchen. These installed systems enable proper treatment of the cooking fumes and odor before emitted to the environment.

環保的材料

大快活開始尋求更環保的物料用於餐廳分店內。例如，我們採用了竹筷子和竹牙籤。竹被認為是一種快速可再生的材料，是一種比木材更具可持續性的替代品。

在各個餐廳分店，我們已開始探討和落實使用木製攪拌棒，以取代部份飲品中的傳統塑膠攪拌棒，逐步減少餐廳的塑膠使用量。

鑑於政府政策中推行廢物收費計劃及公眾對塑料污染日益關注，大快活致力定期審查我們的包裝材料庫存，並尋求機會去使用更環保的物料，同時平衡經濟成本。

其他環保措施

大快活已簽署由環境局推出的《戶外燈光約章》，旨在減少燈光滋擾及減少能源浪費。本集團共有66家餐廳在報告年內獲得鉑金獎，以表揚餐廳每天由晚上11時至上午7時關閉戶外燈光。

Environmentally-friendly materials

Fairwood has begun to explore more environmentally-friendly materials used at the restaurant outlets. For example, we have applied the use of bamboo chopsticks and toothpicks. Bamboo, which is considered a rapidly renewable material, is a more sustainable alternative compared to wood.

At various restaurant outlets, we have begun to explore and implement the use of wooden stirrers to replace traditional plastic stirrers in certain drinks items, in moving step by step to reduce plastic use on site.

In light of government policies of the waste-charging scheme and the growing public concern over plastic pollution, it is in Fairwood's best interest to endeavor to review our packaging material inventory on a regular basis, and to explore opportunities to use more eco-friendly materials while balancing the economic costs.

Other environmental initiatives

Fairwood has signed up for the "Charter on External Lighting" launched by the Environment Bureau as an initiative to minimise light nuisance and reduce energy wastage. The Group has a total of 66 restaurants that received the Platinum Award in the reporting year, in recognition of switching off external lighting from 11:00 p.m. to 7:00 a.m. every day.



吸引顧客體驗 Engaging Customer Experience

大快活的開心文化最能體現在顧客參與方面。開心顧客是推動大快活可持續發展業務的動力。因此，投資於建立開心文化、優質食品和環保營運的所有資源都旨在為整個社區帶來價值。大快活通過滿足不斷改變的消費趨勢，改善設施與服務，以及為社區和鄰里作出貢獻，致力在香港顧客心中留下深刻印象。

The Fairwood happy culture culminates in customer engagement. A happy customer is what drives Fairwood's sustainable business. Therefore all the resources invested into creating a happy culture, quality food and environmentally friendly operations are aimed at bringing value to the community at large. Through meeting ever-changing consumer trends, upgrading facilities and services, and contributing to communities and neighborhoods, Fairwood strives to leave an imprint in the heart of Hong Kong.

透過健康餐單推動健康社區

了解到健康飲食的趨勢，大快活採取積極措施，將健康食品納入其餐單，並製定指標以幫助顧客了解其所選食品的質量。健康膳食系列，包括「健怡系列」和「美味素」，以及「唔落味精」系列中提供更多菜式，繼續為顧客帶來更多健康選擇。

Promote healthy communities through healthy menu

Understanding the shifting trend towards a healthy eating diet, Fairwood has undertaken proactive measures in incorporating healthy food items on its menu, and developing metrics to help customers understand the quality of its food choices. The healthy meal series "Wholesome Delight" and "Tasty and Green" and the expansion of the "No-MSG-added" series to cover more dishes continues to bring more healthy options to the customers.



“

顧客留言 Customer testimony

本人為健身人士，同一班志同道合的健身朋友習慣在家煮食，甚少出外用膳。自從你們推出了「健怡餐」（雞胸紅米飯），我們一班朋友健身後都會到大快活光顧，這真的方便了我們注重健康的一族，希望貴公司可以持續推出新款菜式及增加蔬菜的份量！

As a fitness person, my fitness friends and I have used to cook at home more than eating outside. Since the launch of your "Wholesome Delights" menu, namely the chicken breast with red rice, my friends and I have started going to Fairwood after our work out sessions. This has truly become a convenience for healthy people like us, and I hope you will continue to launch new menus and increase the portion of vegetables!

”

此外，這是我們首次與外聘化驗室合作，計算指定餐單的卡路里。隨著顧客對健康的關注和認識不斷增加，大快活因此增加菜單的透明度，提供更多信息，並盡力滿足顧客的需求。

Additionally, this was the first year that we have worked with external laboratories to include calorie counters for selective meals. As customers' interests and knowledge about health and wellbeing continues to grow, so too does our menu and information presented in order to be transparent to customers and accountable in our efforts to satisfy customer needs.



吸引顧客體驗

Engaging Customer Experience

熱忱的顧客服務

在大快活，前線員工被稱為「快活大使」，因為他們幫助把大快活的開心文化和優質顧客服務帶進香港各社區。從接訂單的前台員工到清潔托盤和桌子的員工，所有員工皆曾接受培訓，將顧客放在第一位，並努力為顧客創造美好的用餐體驗。在不斷變化的文化環境中，通過流動應用程式訂單和交易變得越來越普遍。我們堅信顧客參與和互動的價值。微笑和鼓勵的說話能創造更加和諧的社會。

Cordial customer service

At Fairwood, we call our frontline staff our “Fairwood Ambassadors” as they help bring Fairwood’s happy culture and quality customer service to communities in Hong Kong. From the staff at the front counter taking orders to the staff cleaning the trays and tables, all staff are trained to put customers as top priority and to endeavor to create a wonderful dining experience. In a changing cultural landscape where mobile app ordering and delivery is becoming more prevalent, we strongly believe in the value of customer engagement and interaction. A smile and a nice word of encouragement go a long way in creating a more harmonious society.



二零一七領展傑出商戶獎勵計劃
Link Tenant Excellent Awards 2017

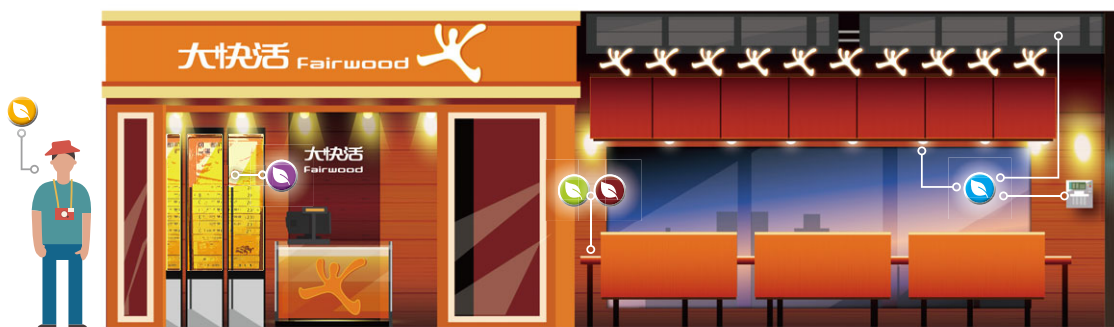


設施與政策

為響應大快活對優質顧客服務的承諾，我們改善設施和政策，以提高用餐體驗。

Facilities and policies

In order to echo our commitment in quality customer service, we have provided a variety of facility enhancements and policies to help enrich the dining experience.



電子定位器

Electronic locator device (RFID)

所有的餐廳分店均配備電子定位設備，以協助堂食送餐服務
All restaurants are equipped with electronic locator devices to assist in dine-in delivery services



增加舒適度

Increase comfort level

照明

Lighting

專門調校燈光以提高用餐體驗
Strategically adjusted to enhance dining experience



關愛座位

Courtesy seating

為行動不便的顧客提供指定座位
Designated seating for customers with physical needs

為行動不便的顧客提供指定座位
Designated seating for customers with physical needs



溫度

Temperature

感應器安裝於店內不同區域，以顯示店內溫度和濕度，並根據需要相應調節空調
Sensors to help indicate the temperature and humidity at different areas of the shop, then based on the need to adjust air conditioning accordingly

Sensors to help indicate the temperature and humidity at different areas of the shop, then based on the need to adjust air conditioning accordingly



神秘顧客

Mystery shoppers

對顧客體驗以及員工與顧客的互動進行的獨立評估
Independent assessment of customer experience and how staff engage with customers

Independent assessment of customer experience and how staff engage with customers



風量分配

Air distribution

改進風機盤管裝置，使空氣流動更均勻，並優化店內的舒適度
Modified fan coil units for a more even distribution of air ventilation and optimise comfort levels within stores

Modified fan coil units for a more even distribution of air ventilation and optimise comfort levels within stores



定制菜單

Customisable menu

靈活的菜單可以滿足顧客的口味和喜好
A flexible menu that can suit the flavor and preferences of the customers

A flexible menu that can suit the flavor and preferences of the customers



吸引顧客體驗

Engaging Customer Experience

社區接觸計劃

在大快活的經營範圍外，我們相信快樂需要伸延至整個社會，因此大快活也將關懷和服務擴展到周邊的社區。

快活關愛長者咭

所有65歲或以上的長者均有資格獲得折扣咭。每張折扣咭內附有港幣300元現金優惠，每月尾自動增值。截至二零一八年三月三十一日，大快活已派發約110,000張優惠咭。

慈善捐款

部分餐廳已設有捐款箱，以協助非政府組織籌集資金，例如小母牛香港及路向四肢傷殘人士，分別協助中國內地的貧困家庭及嚴重肢體傷殘人士。

快活送暖行動

大快活在指定餐廳分店提供糯米雞、頸巾和關愛禮包，在寒冷天氣下為社區帶來溫暖和關懷。二零一七年十一月大快活共分發了1,440套禮包，二零一八年三月再派送了2,160套禮包。

Community outreach programs

Beyond the operating realms of Fairwood, we believe that happiness needs to outreach to the society at large, and so we also extend our care and service to communities around us.

Care for senior card

All seniors aged 65 or above are eligible for the discount cards, each containing a HK\$300 cash amount that is automatically recharged at the end of each month. As of 31 March 2018, approximately 110,000 discount cards have been distributed.

Charitable donations

Donation boxes have been placed in some of the restaurants to help raise funds for NGO's such as Heifer Hong Kong and Direction Association for the Handicapped to assist impoverished families in Mainland China and serving severely physically handicapped, respectively.

Fairwood give warmth campaign

Provided glutinous rice chicken, scarfs and caring packages at designated stores to show warm and care to the communities during colder periods. A total of 1,440 sets were distributed in November 2017, while another 2,160 sets were distributed in March 2018.



快活關懷基金

快活關懷基金自二零一三年成立。大快活利用這筆資金舉辦不同的慈善活動。這筆資金亦用於支援在職員工或其直系親屬因不幸事件而面臨的緊急財務困難。

「愛·滿屋」慈善曲奇義賣活動

大快活於十二月參加了由基督教勵行會舉辦的「愛·滿屋」慈善活動。通過慈善活動籌集的所有資金將惠及香港低收入家庭的兒童，以及青海的孤兒和殘疾兒童。

聖雅各福群會FOOD-CO

在十二月份，我們與聖雅各福群會Food-Co舉辦一項活動。顧客可享受以3元的折扣價購買「唔落味精」足料老火湯。每售出一碗，大快活便會捐出老火湯原價12元的現金卷予FOOD-CO援助的78家機構。

Fairwood Caring Fund

The Fairwood Caring Fund was set up since 2013. We are using the funding to hold different charity events. The funding is also used to support our current staff or their direct relatives who have emergency financial difficulties due to unfortunate incident.

Season of love charity

In December, we joined a charity event called "Season of Love" charity drive which was held by the Christian Action. All funds raised through the charity drive will benefit children from low-income families in Hong Kong, as well as the orphans and disabled children in Qinghai.

St. James' Settlement FOOD-CO

In December, a campaign co-organised with St. James' Settlement Food-Co was launched. Customers were able to enjoy a discounted price of \$3 to purchase a "No-MSG-added" soup. For every bowl of soup sold, Fairwood would donate a \$12 coupon, the original price of the soup, to 78 organisations supported by FOOD-CO.



展望將來 Looking Forward

大快活在可持續發展議題上採取積極的方法。透過我們的「Feel Good」運動，我們提供以客為中心的食品和服務，促進更緊密的團隊文化發展，並在香港餐廳分店結合環保措施和營運方法。我們理解平衡業務營運與環境和社會因素的重要性。因此，我們將繼續尋求更多方案以節約資源和為社會作出貢獻，同時倡導我們的使命，鼓勵大家「食得開心·活得精彩！」。

Fairwood has employed strategic approach towards sustainable development. Based on our "Feel Good Movement", we have provided customer-centric food and services, promoted greater team culture development, and integrated environmentally-friendly practices and operations at Hong Kong restaurant outlets. We understand the importance of balancing business operations with environmental and social considerations. Therefore, we will continue to explore ways to better conserve resources and contribute to society, all the while advocating our mission to encourage everyone to "Enjoy Great Food. Live a Great Life!".



獎項表 Awards List



活動 Activities	獎項 Awards	主辦單位 Organisers
BDO 環保、社會及管治大獎 2018 頒獎典禮 BDO ESG Awards 2018 Awards Presentation Ceremony	最佳 ESG 報告-小型股 Best in Reporting - Small Cap	香港立信德豪會計師事務所有限公司 BDO Limited
優質顧客服務大獎 Customer Service Excellence Award	優質顧客服務大獎得獎者 Award winner for customer service	香港優質顧客服務協會 Hong Kong Association for Customer Service Excellence
十八區關愛僱主 18 Districts Caring Employer Award	十八區關愛僱主 及連續五年或以上大獎 The "18 Districts Caring Employer Award" and "Special Award for being awarded for five consecutive years or above"	香港復康聯會 / 香港社會服務聯會 聯同康復諮詢委員會 及十八區區議會 The Hong Kong Joint Council for People with Disabilities/The Hong Kong Council of Social Service in conjunction with Rehabilitation Advisory Committee and the 18 District Councils
ERB 人才發展計劃 ERB Manpower Development Scheme	ERB 傑出僱主獎 ERB Excellence Award for Employers	僱員再培訓局 Employees Retraining Board
救世軍僱主年度感謝禮 The Salvation Army Employer Appreciation Ceremony	僱主感謝狀 Employer Appreciation Award	救世軍社會服務部 The Salvation Army Social Services Department
「優秀伙伴」感謝禮 The "Outstanding Partner" Appreciation Ceremony	「優秀伙伴」獎 The "Outstanding Partner" Award	香港職工會聯盟培訓中心 Hong Kong Confederation of Trade Union Training Centre
妍亮精彩人生婦女就業計劃 Brighten and Wonderful life - Women's Employment Plan	僱主感謝狀 Employer Appreciation Award	九龍社團聯會 及婦女事務委員會 Kowloon Federation of Associations and the Women's Commission
愛心僱主獎感謝禮 Caring Employers Award Ceremony	愛心僱主獎 Caring Employer Award	新界社團聯會再培訓中心 New Territories Association Retraining Centre
中高齡就業人士計劃 The Employment Programme for the Middle-aged and Elderly	僱主感謝狀 the Excellence Award for Employers	循道衛理中心 Methodist Centre



績效表

Performance Table

僅限於香港的營運 Operation in Hong Kong only	單位 Unit	2017/18	2016/17
耗電量 Electricity consumption			
總部 Headquarter	千瓦時 kWh	484,834	488,530
中央加工廠 CFPP	千瓦時 kWh	5,503,683	5,311,500
餐廳店鋪 Restaurant outlets	千瓦時 kWh	67,274,009	64,512,420
總用電量 Total electricity consumption	千瓦時 kWh	73,262,526	70,312,450
天然氣用量 Natural gas consumption			
中央加工廠 CFPP	千瓦時 kWh	3,103,046	2,987,133
餐廳店鋪 Restaurant outlets	千瓦時 kWh	49,277,331	44,861,175
總天然氣量 Total natural gas consumption	千瓦時 kWh	52,380,377	47,848,308
能源消耗量 Total energy consumption			
總部 Headquarter	千瓦時 kWh	484,834	488,530
中央加工廠 CFPP	千瓦時 kWh	8,606,729	8,298,633
餐廳店鋪 Restaurant outlets	千瓦時 kWh	116,551,340	109,373,595
總能源消耗量 Total energy consumption	千瓦時 kWh	125,642,903	118,160,758
總能源密度 (附注 3) Total energy intensity (Note 3)			
總部 Headquarter	千瓦時 / 百萬港元收入 kWh / HKD million revenue	179	198
中央加工廠 CFPP	千瓦時 / 百萬港元收入 kWh / HKD million revenue	3,184	3,367
餐廳店鋪 Restaurant outlets	千瓦時 / 百萬港元收入 kWh / HKD million revenue	43,122	44,373
總能源強度 Total energy intensity	千瓦時 / 百萬港元收入 kWh / HKD million revenue	46,485	47,938
溫室氣體排放量 (附注 4) GHG emissions (Note 4)			
範疇 1 直接排放量 (附注 5) Scope 1 Direct emissions (Note 5)	公噸二氧化碳當量 tCO ₂ e	10,030	9,162
範疇 2 間接排放量 (附注 6) Scope 2 Indirect emissions (Note 6)	公噸二氧化碳當量 tCO ₂ e	42,291	42,541
溫室氣體排放總量 Total GHG emissions	公噸二氧化碳當量 tCO ₂ e	52,321	51,703
總溫室氣體排放強度 (附注 3) Total GHG emissions intensity (Note 3)	公噸二氧化碳當量 / 百萬港元收入 tCO ₂ e / HKD million revenue	19.36	20.98
耗水量 (附注 7) Water usage (Note 7)			
中央加工廠 CFPP	立方米 m ³	111,082	104,390
餐廳店鋪 Restaurant outlets	立方米 m ³	1,507,123	1,381,290
總耗水量 Total water usage	立方米 m ³	1,618,205	1,485,680
總用水密度 (附注 3) Total water intensity (Note 3)			
中央加工廠 CFPP	立方米 / 百萬港元收入 m ³ / HKD million revenue	41	42
餐廳店鋪 Restaurant outlets	立方米 / 百萬港元收入 m ³ / HKD million revenue	558	560
總用水強度 Total water intensity	立方米 / 百萬港元收入 m ³ / HKD million revenue	599	602
廢棄物管理 Waste management			
廢油 Used oil	立方米 m ³	838	不適用 N/A
包裝紙皮 Packaging cardboard	噸 tonnes	338	不適用 N/A

附注 1：2017/18 包括 145 間餐廳資料

附注 2：2016/17 包括 134 間餐廳資料

附注 3：密度值的計算方法是將能源 / 溫室氣體 / 水消耗量除以香港業務的總收入。2016/17 及 2017/18 年度香港業務的總收入分別為港幣 24.6 億元及港幣 27.0 億元

附注 4：大快活範圍一、範圍二及總溫室氣體排放計算方法參考環保署編寫的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的審計和報告指引》（2010 年版）

附注 5：範圍一為直接溫室氣體排放及減除。主要包括固定燃燒源之溫室氣體排放

附注 6：範圍二為消耗所購電力及煤氣所致的間接溫室氣體排放

附注 7：2017/18 的用水量數據是根據實際和預計數字的組合計算的，因為一些餐廳店鋪的水費單尚未收到

Note 1: 2017/18 data inclusive of 145 restaurant outlets

Note 2: 2016/17 data inclusive of 134 restaurant outlets

Note 3: Intensity values are calculated by dividing the absolute energy/GHG/water consumption by the total revenue from Hong Kong operations only. The total revenue from Hong Kong operations for 2016/17 and 2017/18 are HK\$2.46 billion and HK\$2.70 billion respectively

Note 4: Fairwood's Scope 1, Scope 2 and total GHG emissions are calculated with reference to EPD's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition)

Note 5: Scope 1 refers to direct emissions from sources and removal's by sinks. Scope 1 disclosures mainly included the GHG emissions from stationary fuel combustion

Note 6: Scope 2 refers to energy indirect emissions. Scope 2 disclosures mainly include purchased electricity and Towngas

Note 7: The water consumption figures for 2017/18 were based on combination of actual and projected figures, as the water bill have not been returned for some of the restaurant outlets

環境、社會及管治報告指引索引

Environmental, Social and Governance Reporting Guide Index

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