



Café de Coral Holdings Limited

大家樂集團有限公司*

(Incorporated in Bermuda with limited liability)

(於百慕達註冊成立之有限公司)

Stock Code 股份代號 : 341

2018/19

Sustainability Report

可持續發展報告

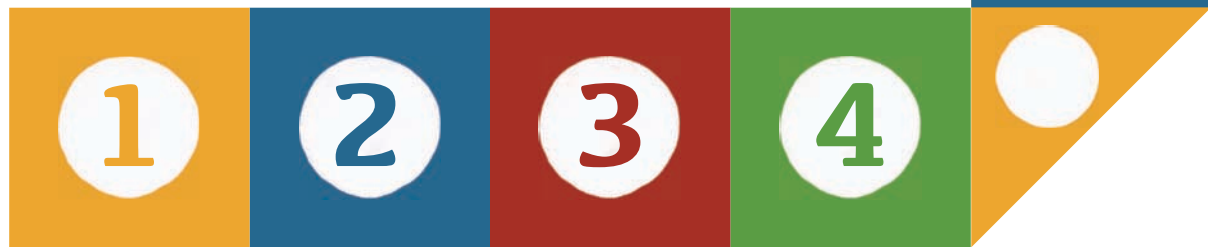


* For identification purposes only 僅供識別

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About Café de Coral Group

關於大家樂集團

In 1968, the Café de Coral Group (the “Group”) pioneered the concept of Hong Kong-style fast food. **Café de Coral** has since grown to become a household name and “Hongkongers’ Canteen”. For the past 50 years, our commitment in serving customers has led us to expand from a small shop to one of Asia’s largest publicly listed restaurant and catering groups, with a branch network spanning all the 11 cities in the Greater Bay Area.

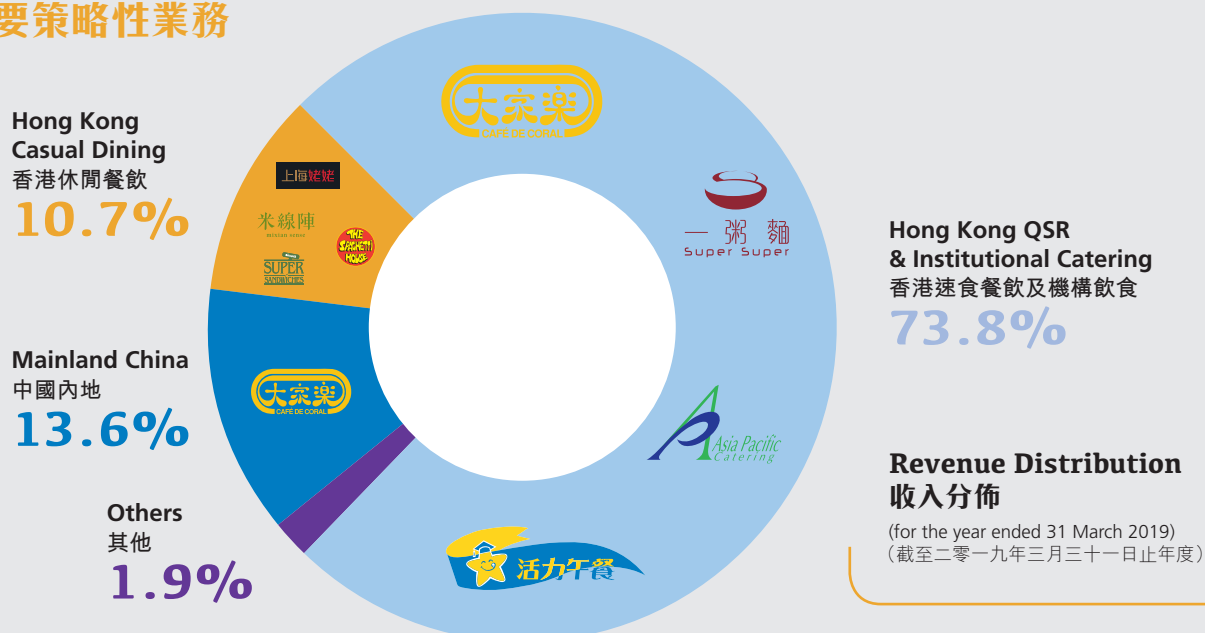
Headquartered in Hong Kong, our business covers quick service restaurants (“QSR”), institutional catering, casual dining chains, and food processing and distribution across Hong Kong and Southern China. Our operations now include 358 stores in Hong Kong and 107 stores in Mainland China.

大家樂集團（「集團」）於一九六八年首創香港風格快餐概念，自此**大家樂**這名字家喻戶曉，成為「香港人的大食堂」。過去五十年，集團致力為顧客提供優質服務，由一間小店發展成為亞洲最大的上市餐飲集團之一，分店網絡跨越大灣區十一個城市。

集團總部設於香港，在香港及南中國地區從事速食餐飲、機構飲食、休閒餐飲及食品產製分銷業務，在香港和中國內地分別經營358間和107間分店。

Key Strategic Businesses

主要策略性業務



Our Business Performance in Numbers (2018/19)

集團業務表現之重要數字（二零一八／一九年度）



Total revenue
總收入
HK\$8,494
Million
百萬港元



Total operating cost
總營運成本
HK\$7,804
Million
百萬港元



Size of workforce
員工人數
19,110
(As of 31 March 2019)
(截至二零一九年三月三十一日)



Total number of stores in Hong Kong and Mainland China
於香港及中國內地分店總數
465
(As of 31 March 2019)
(截至二零一九年三月三十一日)

Sustainability Governance under the Leadership of the Board of Directors

董事局帶領的可持續發展管治

“Sustainability is a board-level priority at Café de Coral Group. It is an integral part of the Group’s long-term strategy formulation and is embedded in every part of our operations. Our unwavering business philosophy and commitment to sustainable development have been pivotal in our continuing progress. They have guided our business growth in Hong Kong and expansion in Mainland China, while shaping our efforts to have a positive impact on society and the environment – delivering lasting value for all stakeholders. Our achievements are testimony to the strength and resilience we have developed over the past half century. With a sharpened focus on sustainable development, we have put in place a solid foundation for continued success in the next 50 years and beyond.”

Lo Hoi Kwong, Sunny
Chairman of Café de Coral Group

「大家樂集團視可持續發展為董事局的首要任務，亦是集團制定長遠策略發展及日常營運中不可或缺的一部分。我們堅定的經營理念及對可持續發展的承諾是我們不斷進步的關鍵，不僅帶領我們在香港的業務增長及在中國內地的擴展，並推動我們在社區及環境上創造正面影響，為所有持份者帶來長遠價值。我們在過去逾半世紀所建立的成績，證明了我們的實力和隨市場應變的能力。我們致力加強可持續發展，為未來五十年及往後的持續成功建立穩固的基礎。」

大家樂集團主席
羅開光

Governance Structure

管治架構

The Board of Directors (the “Board”) takes ultimate responsibility for sustainable development at the Group. The Board is tasked with formulating policies and strategies, and ensuring environmental, social and governance risks are integrated into the Group’s risk management mechanisms and long-term business plans. Chaired by the Chief Executive Officer, the Management Board has a mandate from the Board to develop Group-wide sustainability strategies and to monitor overall sustainability performance. Comprising representatives of key business units and functions, the Group’s Sustainability Task Force is responsible for formulating and implementing action plans, and for monitoring and evaluating sustainability performance across the Group’s operations. It sets short and long-term plans and targets for material issues where appropriate, adopts policies to reflect changes in local regulations and industry best practices, and also ensures alignment on major decisions made by the Board and the Management Board. At the operational level, business units and departments constantly track operational performance and ensure compliance with all applicable laws and regulations.

董事局對集團的可持續發展肩負全面責任，負責制定各項政策及策略，並確保可持續發展的風險獲納入集團的風險管理機制及長遠的業務計劃中。由集團首席執行官帶領的管理局獲董事局授權，負責制定集團整體的可持續發展策略及監督其可持續發展的表現。集團的可持續發展工作小組由主要業務單位和職能部門代表組成，負責制定及實施行動計劃，監督及評估整個業務的可持續發展表現。工作小組就重大議題制訂短期及長遠計劃，因應本地規例及行業的最佳常規採納相應的政策，並確保符合董事局及管理局的重要決策。營運層面方面，業務單位及部門持續追蹤營運表現及確保遵循所有適用的法律與規例。

Our Governance Framework 我們的管治架構



Risk Management 風險管理

Sustainability is integrated into our *Enterprise Risk Management* (“ERM”) framework, which is overseen by the Board. In this context, risk factors relating to our key Sustainability Values – such as customer satisfaction, food quality and safety, supply chain management and talent retention are included in our ERM framework. Coupled with sound internal controls, this framework facilitates a continuous process of identifying, evaluating, prioritising, managing and monitoring of the risks that the Group faces in its operations. Details on our risk management approach can be found in the Corporate Governance Report in our Annual Report 2018/19.

在大家樂，可持續發展納入由董事局監督的「企業風險管理」框架，該框架包含與我們主要的可持續發展價值有關的風險因素，例如顧客滿意度、食品質素及安全、供應鏈管理和保留人才。在我們完善的內部監督下，此框架促進我們持續識別、評估、確定優先次序、管理及監督集團在營運中所面對的風險。關於集團的風險管理方法詳載於2018/19年報內的企業管治報告。

Compliance with Laws and Regulations 遵循法律與規例

Compliance with relevant laws and regulations across the Group is essential. Our *Corporate Compliance Policy* sets out the responsibilities and mechanisms for enforcing all applicable laws and regulations in our daily operations. Our legal department and designated officers from all business units and functions communicate regularly to ensure all appropriate parties are aware of relevant new laws and regulations as well as changes to existing legislation. Compliance assessments for all business units and functions are conducted on a regular basis.

The guiding policies, management approach and relevant laws and regulations that have a significant impact on our operations are detailed in Appendix I of this Report.

集團遵循相關的法律及法規是非常重要的。我們的「企業合規政策」制定各項責任和機制，以在我們的日常營運當中遵行所有相關法律及規例。集團法律部門與所有業務單位及職能部門之指定代表定期溝通，確保所有相關方了解最新法律和規例，以及現行法例之變動。我們會定期對所有業務單位及職能部門作出合規評估。

對我們業務有重要影響之指導政策、管理方法及相關法律和規例詳載於本報告附錄 I。

Anti-corruption and Integrity 反貪污及誠信

We are committed to upholding high standards of integrity and business ethics, and maintain a zero-tolerance policy regarding misconduct or unethical behaviour in any form. All our employees must adhere to the ethical standards, values, and legal and regulatory requirements set out in our *Code of Ethics*. We provide all employees with anti-corruption training as part of the onboarding process and on an ongoing basis.

We encourage reporting of misconduct and malpractice and provide channels specifically for this purpose. Our *Protocol on Malpractice Reporting and Investigation* establishes clear guidelines and processes for employees and business partners to raise matters of concern confidentially without fear of retribution. It also specifies responsibilities as regards implementation of the policy, investigation procedures and follow-up actions.

Data Privacy 私隱資料

The Group places high importance on protecting data privacy and fully acknowledges its responsibility to manage and protect the data of everyone who provides us with personal information. We continue to invest in our capabilities to prevent, detect and respond to the growing threat of increasingly sophisticated cyber-attacks. Our comprehensive information management system, which has attained ISO 27001 Information Security Management Standard certification, includes:

- ✓ **Corporate Policy on Personal Data Privacy** – states Group standards and requirements for handling employee data and establishes a framework that secures the personal data of customers and business partners;
- ✓ **Data access control mechanism** – covers areas such as risk assessment, classification of data, data-handling methods and determination of data access controls;
- ✓ **Ongoing communication and training** – to raise staff awareness about information security risks;
- ✓ **Internal controls review** – to ensure customer data privacy policies and mechanisms remain comprehensive and robust;
- ✓ **Improving cyber-attack protection** – ongoing deployment of advanced software; and
- ✓ **Third-party reviews** – to assess security of current system, identify potential cyber security hazards and suggest preventive measures as appropriate.

集團堅持高標準的誠信及商業道德，並對任何形式的不當行為及不道德行為採取零容忍政策。集團所有員工必須遵循集團「道德操守守則」所制定的道德標準、價值及法律與法規。我們會為所有員工在入職時及定期提供反貪污培訓。

我們設立專門申訴渠道以鼓勵舉報不當行為。我們的「不當行為舉報及調查規章」制定清晰的指引和程序，讓員工及業務合作夥伴在保密及不擔心被報復的情況下提出申訴。規章亦規定了執行該政策、調查程序及跟進行動的責任。

集團高度重視保護私隱資料並深明有責任管理及保護所有提供予集團的個人資料。我們繼續投入資源以防止、檢測及應對日益複雜的網絡攻擊。我們完善的資訊管理系統榮獲 ISO 27001 信息安全標準認證，包括：

- ✓ 「集團個人資料私隱政策」 – 列明集團處理員工資料之標準及要求，並建立私隱框架以保障顧客及業務夥伴的個人資料；
- ✓ 數據存取監控機制 – 涵蓋風險評估、數據分類、數據處理方法及確定數據存取監控各方面；
- ✓ 持續溝通及培訓 – 提升員工對資訊安全風險的認知；
- ✓ 審視內部監控 – 確保維持顧客資料私隱政策及機制的完善及穩健；
- ✓ 提升網絡攻擊保障 – 持續使用先進軟件；及
- ✓ 第三方審視 – 評核現有系統的安全，識別潛在的網絡安全災害及提出適當的預防措施。

Our Approach to Sustainability

我們的可持續發展措施

Sustainability is the cornerstone of our business development and is incorporated into every aspect of our daily operations. We endeavour to address the pressing social and environmental issues faced by the food and beverage (“F&B”) industry to create long-term value and to have a positive influence on our customers, employees, suppliers and the public.

可持續發展是我們業務增長的支柱，並已融入我們日常營運之中。我們致力應對餐飲業面對的急切社會和環境問題，為我們的顧客、員工、供應商和大眾創造長遠價值及帶來正面影響。

Our Sustainability Values

We centre our sustainability efforts on four Sustainability Values. These values guide our corporate sustainability actions and approach. They also facilitate the integration of sustainability throughout Café de Coral – from strategy formulation at management level, to daily activities and operations on the ground.

我們的可持續發展價值

我們的可持續發展集中於四大可持續發展價值。這些價值指導我們企業可持續發展的行動及方向，並從管理層面制定策略，以至日常工作及營運均將可持續發展融入整個集團。

To find out more about our Sustainability Values, a short video is available through the following link or by scanning the QR code below:
請點擊以下鏈接或掃描二維碼觀看講述我們可持續發展價值的企業短片：

http://cafedecoral.com/tch/corp_info/overview_video/overview_ShortVideo.jsp



1

Total Customer Satisfaction 全面顧客滿意度

The Group's philosophy of "A Hundred Points of Excellence" and our *Customer Journey* programme guide our day-to-day operations as we pursue our goals of offering quality food and service and delivering *Total Customer Satisfaction*.

我們致力提供優質食品和服務，以達致「全面顧客滿意度」。集團「為您做足一百分」的宗旨及「顧客旅程」計劃，是帶領我們日常營運的理念。

2

Focus On People 關顧員工

We strive to be the employer of choice in the F&B industry through our commitment to creating a caring and rewarding workplace, and offering attractive career prospects with supportive learning opportunities.

我們矢志成為餐飲業內的理想僱主，致力為員工創造關懷及有回報的工作環境，並透過給予學習機會提供具吸引力的職業前景。

3

Investing in Our Community 回饋社會

We are committed to generating long-term value for the communities we serve. We invest resources, engage our employees and customers, and collaborate with community partners to have a positive impact.

集團致力在社區創造長遠價值。我們投放資源、鼓勵員工和顧客參與，並與社區夥伴合作以帶來正面影響。

4

Resource Optimisation 資源優化

Environmental stewardship is key to becoming a sustainable and responsible business. We strive to help solve material environmental issues by operating sustainably.

環境管理是成為可持續發展和負責任企業的關鍵。我們致力透過可持續的營運，為解決重大環境問題作出貢獻。

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (“SDGs”) encourage entities to take positive action in areas such as health and well-being, environmental protection and community development. Café de Coral is aware of global trends and supports the international sustainable development agenda. The table below summarises how our initiatives help promote the SDGs that are relevant to our business.

聯合國可持續發展目標

聯合國可持續發展目標鼓勵機構在健康及福祉、環境保護及社會發展等方面採取積極行動。大家樂深明全球發展的趨勢，並支持國際間的可持續發展議題。下表總結了我們支持與集團業務相關的可持續發展目標所推行的工作。

United Nations Sustainable Development Goals 聯合國可持續發展目標	Our Commitments and Initiatives 我們的承諾及工作
 	<ul style="list-style-type: none"> We offer healthy food options at stores and schools to encourage healthy living. 我們在分店及學校提供健康食品選擇以鼓勵健康生活。 We uphold the principles of fair employment and strive to ensure that our employees are engaged and have equal opportunities to grow. 我們堅守公平就業原則，致力凝聚員工，並確保他們擁有平等的發展機會。 We offer health and wellness support to our employees and promote personal well-being. 我們為員工提供身心健康支援及推廣員工福祉。 We strive to build a healthy and safe working environment and culture. 我們致力創建一個健康與安全的工作環境及文化。
 	<ul style="list-style-type: none"> We deploy energy-saving technologies and improve our operating practices to reduce energy consumption and greenhouse gas emissions. 我們應用節能技術及改善營運措施以減低能源消耗及溫室氣體排放。 We reduce water consumption by installing water-efficient equipment and adopting enhanced operating procedures. 我們透過安裝節水儀器及優化營運流程以減低用水量。 We establish energy and water use intensity as well as GHG emissions intensity targets to drive our environmental performance. 我們就能源消耗強度、用水強度及溫室氣體排放強度制訂目標，以促進我們對環境保護的表現。
  	<ul style="list-style-type: none"> We use the waste management hierarchy framework to help us reduce waste throughout our operational cycle. 我們在營運週期中採用廢物管理架構以減少廢物產生。 We strive to build a responsible supply chain that supports sustainable fishery practices and respects animal welfare. 我們致力建構負責任的供應鏈，支持可持續漁業及善待動物。 We engage our employees and customers to reduce waste, protect the natural environment and promote sustainable food. 我們鼓勵員工及顧客參與減廢、保護自然環境及推廣可持續食物。

Stakeholder Engagement

Our relationships with stakeholders – defined as anyone who has an interest in or is affected by our business – are central to the long-term success of the Group. We regularly engage key stakeholders through a variety of channels to maintain a good understanding of their views and expectations, and to help us define our current and future sustainability approach.

持份者參與

集團與任何有利益相關或受我們業務影響的持份者之關係，對於我們長遠的成功有著重要影響。我們透過不同渠道定期與主要持份者溝通，了解他們的意見和期望，有助我們制定現時及將來的可持續發展措施。

Key stakeholder groups 主要持份者	Issues of most concern 主要關注議題	Communication channels 溝通途徑
Customers 顧客	<ul style="list-style-type: none"> Food safety 食品安全 Product and service quality 產品及服務質素 Delectable food choices 美食選擇 	<ul style="list-style-type: none"> Customer surveys (brand audit surveys and post-meal surveys) 顧客調研（品牌審計及餐後調研） Interviews and focus groups 訪問及聚焦小組 General customer service communications 一般顧客服務溝通 Customer loyalty programmes 會員計劃
Employees 員工	<ul style="list-style-type: none"> Employment terms 僱用條款 Career development 職業發展 Occupational safety and health 職業安全與健康 	<ul style="list-style-type: none"> Training and workshops 培訓及工作坊 Engagement surveys 參與度調查 Performance management system 績效管理系統 Meetings and communications 會議及溝通 Internal newsletters and other publications 內部通訊及其他刊物
Investors/ Shareholders 投資者/股東	<ul style="list-style-type: none"> Return on investment 投資回報 Business strategy 業務策略 Performance and development plans 業績及發展計劃 	<ul style="list-style-type: none"> Shareholder meetings 股東大會 Financial reports 財務報告 Regular announcements and circulars 定期公告與通函 Corporate website 集團網頁 Investor forums 投資者論壇 Meetings 面談
Suppliers 供應商	<ul style="list-style-type: none"> Supply chain management 供應鏈管理 	<ul style="list-style-type: none"> Supplier factory visits and performance reviews 廠房視察及表現評估 Supplier forums 供應商論壇 Tendering and other regular meetings 招標及其他定期會議
Landlords 業主	<ul style="list-style-type: none"> Brand image 品牌形象 Brand portfolio 品牌組合 Business plan and performance 業務計劃及表現 	<ul style="list-style-type: none"> Regular meetings 定期會議 Annual landlord-tenant communication functions 年度業主租戶交流活動 Festival event gatherings (in shopping malls) 商場節日聚會 Opening ceremonies of new shops 新店開幕儀式
NGOs Local Communities Media 非政府組織、社區、傳媒	<ul style="list-style-type: none"> Transparency 透明度 Reliability 可靠性 Timely communication of corporate news and event updates 集團消息及活動適時更新 	<ul style="list-style-type: none"> Community investment programmes 回饋社會活動 Press releases, press conferences and briefings 新聞稿、新聞發佈會及簡介會 Regular meetings 定期會議

Report from the Management Board

管理局報告

The Management Board of Café de Coral Group is pleased to present the Group's Sustainability Report for the reporting year 2018/19.

This reporting year was a challenging yet a rewarding one for Café de Coral. While driving our business performance in Hong Kong and progressively expanding in Mainland China, we proactively addressed issues that are of critical importance in the F&B industry - including food safety, labour shortages and technology advancement to keep pace with the fast-changing consumption habits of our customers.

Total Customer Satisfaction – Customers are fundamental to our success. Alongside the Group's philosophy of "A Hundred Points of Excellence", our long-term commitment to enhancing the *Customer Journey* guides our continuous efforts to uplift the customer experience, which this year included our *Service Champion Campaign* to reinforce our strong emphasis on customer service, as well as the upgrading of in-store technologies to enhance the dining experience and improve operational efficiency. To help ensure our customers enjoy the highest standards of food quality and safety, we also invested in systems, traceability improvements and strengthening our supply chain management capabilities.

Focus on People – Our people are our most valuable assets in our strategy for achieving long-term growth. We put significant effort into building a productive and motivated workforce. In addition to our comprehensive training and development framework, we continued to focus on achieving Qualification Framework accreditation this year with the dual aims of strengthening the skills of our employees and building our talent pool. To celebrate our the Group's 50th Anniversary and demonstrate our gratitude to employees for their contributions to our success, we organised a wide range of staff engagement activities during the year.

大家樂集團管理局欣然呈報二零一八／一九報告年度之可持續發展報告。

二零一八／一九是充滿挑戰及回報的一年。我們繼續在香港推進業務表現並逐步在中國內地擴展業務，同時積極應對餐飲業的主要議題，包括食品安全、勞工短缺及在快速轉變的消費模式中所需的科技應用。

全面顧客滿意度 – 顧客是我們成功的關鍵。集團秉持「為您做足一百分」的堅定承諾，加強「顧客旅程」以持續優化顧客的餐飲體驗，當中包括以顧客服務為先的「認真杯曬工程」、升級店內科技應用以提升顧客用餐體驗及改善營運效率。我們亦在系統、改善可追溯性及加強供應鏈管理能力上投放資源，以確保顧客能享受最優質的食物及達到最高標準的食品安全。

關顧員工 – 員工是集團達致長遠增長最重要的資產。我們致力建立一支具生產力和投入度高的團隊。除設有完善的培訓及發展框架，我們於年內繼續爭取資歷架構認可，以提升員工技能及建立我們的人才庫。為慶祝集團五十週年誌慶，我們在年內籌辦了多元化的員工活動，以衷心答謝他們對集團取得美好成果所付出的努力和貢獻。

Total Customer Satisfaction 全面顧客滿意度



Focus on People 關顧員工



Investing in Our Community – We constantly review our community investment approach to ensure we leverage our branch network in the most effective way possible in responding to the needs of the community. Our activities under our *Café de Coral Twinkle Action* platform continued to have a positive impact on society by helping to foster social integration, nurture young people and promote sustainable living.

Resource Optimisation – We strive to address material environmental issues related to our business and where we operate and constantly seek to reduce our environmental footprint. This year, we focused particularly on food waste and plastics reduction and have achieved positive results. In addition to investing in energy-saving technologies and improving operating practices for smarter energy consumption, we established targets for energy efficiency and water consumption as well as greenhouse gas emissions to guide us in continuously improving our performance.

Café de Coral's 50 years of success demonstrate our solid strategy for achieving long-term business growth by actively integrating sustainability into our business model. Strengthened by the challenges we have overcome and the lessons we have learned during the past decades, the Group will continue efforts to always go the extra mile in the next 50 years and beyond.

For and on behalf of the Management Board
Lo Tak Shing, Peter
Chief Executive Officer

Hong Kong, 14 June 2019

回饋社會 – 我們定期評估集團回饋社會的措施，確保我們最有效地善用龐大的分店網絡以回應社會所需。透過「大家樂閃亮行動」的平台，我們的活動提倡社會共融、培育青年及推廣可持續的生活，為社區帶來正面影響。

資源優化 – 我們致力處理就業務相關的環境問題及減少營運對環境的影響。集團專注於減少剩食及塑料，並於年內取得正面成果。除在節能技術及改善營運措施方面投放資源以達致最佳的能源消耗，我們亦就能源效益、用水量及溫室氣體排放方面訂立目標，以持續改善我們的表現。

大家樂積極將可持續發展融入業務當中，成就了過去五十年來所建立的佳績，同時亦是我們業務持續增長的堅實基礎。集團在過去多年來所克服的挑戰，以及從中所汲取的經驗，讓我們變得更強大。我們將繼續努力在下一個五十年及更遠的將來，堅持不懈，更上一層樓。

代表管理局
首席執行官
羅德承

香港，二零一九年六月十四日



1

Total Customer Satisfaction

全面顧客滿意度

The Group's philosophy of "A Hundred Points of Excellence" has led us to achieve *Total Customer Satisfaction* ("TCS") by providing quality food and service. Our *Customer Journey* programme has been developed into a comprehensive model that guides our day-to-day operations in striving for TCS by upholding three key principles:

秉承集團「為您做足一百分」的理念，我們透過提供優質的食品和服務，致力達致「全面顧客滿意度」。我們的「顧客旅程」計劃遵循以下三大原則，發展為一套完善的框架，指導我們日常營運：

Three principles 三大原則



Pleasant customer experience
愉快的顧客體驗



Stringent procurement practices
嚴謹的採購程序



Reliable food processing
可靠的食物產製





Customer Journey is our strategy for continually improving the customer experience in all aspects – from brand awareness to in-store experience and patron engagement. We launched the *Service Champion Campaign* under the *Customer Journey* and continued to reiterate our priorities regarding customer service excellence during the reporting year. Significant efforts were also made to drive operational efficiency and improve supply chain management in further support of the *Customer Journey*.

「顧客旅程」是我們持續提升顧客體驗的策略，涵蓋多方面包括品牌認知、店內體驗以至顧客參與。在報告年度內，我們在「顧客旅程」策略下推出「認真秣曬工程」，彰顯我們對卓越顧客服務的要求。我們亦極力提高營運效益及改善供應鏈管理，以支持「顧客旅程」。

At a glance 內容總覽

Customer Journey 顧客旅程

Brand Awareness 品牌認知



Progressively expanded our sixth-generation stores in Mainland China
逐步在中國內地擴展第六代分店

Reinforced the branding of **Café de Coral** fast food and deepened bonds with our customers

加強大家樂快餐品牌與顧客的聯繫

Celebrated the **50th Anniversary of Café de Coral**
慶祝大家樂集團創業五十週年

Stringent Supply Chain Management supporting the Customer Journey
嚴謹的供應鏈管理，以支持「顧客旅程」



Invested in system and technology upgrades throughout operation cycle to enhance supply chain efficiency
於整個營運週期投入資源升級系統和技術，以提升供應鏈效益

In-store Experience 店內體驗



The **Service Champion Campaign** has brought concerted efforts at all levels – from senior management to staff at all Café de Coral fast food stores in driving excellence in Quality, Service and Cleanliness

「認真杯嘢工程」結合管理層及所有大家樂快餐分店員工的共同努力，推動卓越的品質、服務和整潔度

Installed **Kitchen Video System** and launched **mobile ordering** to improve operational efficiency and customer experience

安裝取餐輪候系統及推出手機點餐服務，以提升營運效率及顧客體驗

Rolled out the *Service Champion Campaign*
推出「認真杯嘢工程」

Continued to apply in-store technologies
持續於分店應用各種科技

Invited celebrity chefs to create innovative dishes for our casual dining brands
邀請星級廚師為休閒餐飲品牌設計創新菜式



Patron Engagement 顧客參與



Launched the *Club 100* mobile app
推出「Club 100」手機應用程式

Substantial increase in **Club 100** membership
「Club 100」會員數目大幅上升



Improved traceability practices for better food quality control
改善食品追蹤措施，以提升食品質量控制



Strengthened supply chain management approach
加強供應鏈管理方式

Diamond Enterprise Winner of the Quality Food Traceability Scheme in 2018

優質食品源頭追蹤計劃2018鑽石企業獎

New Branch Management System successfully extended to Mainland China operations
成功於中國內地應用新「分店管理系統」

Strong Appeal to Customers 對顧客的強大吸引力

Offering delectable food choices and attentive customer service for over 50 years, **Café de Coral** is a household name in Hong Kong. We engage and appeal to our customers from different perspectives.

Hong Konger's Canteen

Beginning in 1960s in Hong Kong, **Café de Coral**'s brand development not only reflects the story of the Group, but also the history and life of the people of Hong Kong. To mark the Group's 50th Anniversary, we published *Café de Coral – Hong Konger's Canteen*, a commemorative book that highlights our achievements during the past half century. Featuring stories and recollections from our staff, the book illustrates how the brand has grown and evolved alongside Hong Kong people over the past five decades – crystallising the Group's distinct corporate culture and "Café de Coral's Spirit".

大家樂在香港家喻戶曉，逾半個世紀為顧客提供優質食品和貼心服務。我們從不同角度吸引和加強顧客參與。

香港人的大食堂

自六十年代起，**大家樂**在香港的發展不僅代表著集團的品牌故事，同時亦反映了香港人的經歷和生活。為慶祝集團成立五十週年，我們出版了《大家樂——香港人的大食堂》紀念書籍，記載逾半世紀的成就，滿載員工的故事和回憶，更承載著集團在過去五十年如何與香港市民一同成長及發展，從中體現了集團獨特的企業文化及「大家樂精神」。



50th Anniversary Special Edition Cups 五十週年特別版珍藏杯

To celebrate this milestone with our customers and share our special memories, we launched 50th Anniversary special edition cups across all **Café de Coral** fast food stores.

為與顧客一同慶祝這重要里程碑，我們在所有**大家樂**快餐分店推出五十週年「嚙樂•半世紀」特別版珍藏杯。



Designer: Donmak & Co.

設計師：麥東記

Design concept: The first **Café de Coral** fast food store, which was on Sugar Street in Causeway Bay, and its surroundings in the 1960s. Signature spots such as Daimaru and Dynasty Theatre, as well as an old-style traffic booth and a traditional Chinese flower plaque are also depicted to reflect the collective historical memories of Hong Kong people.

*設計意念：*重塑**大家樂**快餐在銅鑼灣糖街首間分店及六十年代的舊風光，包括大丸百貨、豪華戲院、交通亭及傳統大花牌，勾起香港人的集體回憶。



Designer: Flying Pig

設計師：飛天豬

Design concept: The **Café de Coral** fast food store on Ferry Street in Jordan in 1972. The image also includes a low-flying plane, a red-brick building and people from all walks of life, reflecting the social characteristics of the area at that time.

*設計意念：*設計以一九七二年**大家樂**快餐位於佐敦渡船街分店為藍本，紙杯設計加入了飛機低空劃過、紅磚建築及不同階層的人物，反映當年的社會特色。



Designer: Milktealogy

設計師：奶茶通俗學

Design concept: A nostalgic poster featuring classic **Café de Coral** dishes – such as baked pork chop rice, deep-fried chicken leg and red bean fleecy – to celebrate the popularity and enjoyment of our delectable food over the years.

*設計意念：*利用海報插畫風格，描繪**大家樂**經典美食，如一哥焗豬扒飯、脆炸雞脾及紅豆冰，以回顧多年來這些美食帶給顧客的美好回憶。

Pleasant Customer Experience 愉快的顧客體驗

Customers First, our core value, defines the Group's strategy for creating and maintaining competitive advantage. In the context of fast-changing customer demands, we strive to establish deep customer connections by delivering attentive service, a seamless dining experience and delectable food choices.

Service Champion Campaign

We continually conduct comprehensive assessments of our services to ensure that we stay ahead in meeting customers' needs.

Encompassing both the Group's philosophy of "A Hundred Points of Excellence" and our long-term commitment to improving the *Customer Journey*, the launch of our *Service Champion Campaign* during the year was designed to reiterate our strong emphasis on customer service. The Campaign represents a concerted effort, led by senior management and actively supported at all levels of operations, to drive service excellence.

集團的核心價值「顧客第一」定義了我們創造及維持競爭優勢的策略。在這顧客需求快速變化的時代，我們致力透過提供貼心服務、優質的餐飲體驗及超值美食，與顧客建立更緊密的聯繫。

認真聆聽工程

我們持續為服務進行全面評估，確保集團滿足顧客的需求。

秉承集團「為您做足一百分」的理念及我們對提升「顧客旅程」的長遠承諾，我們於年內推行「認真聆聽工程」，旨在強調我們對顧客服務的高度重視。工程亦代表了我們從高級管理層以至前線員工，齊心合力提供卓越服務的不懈努力。

Philosophy 理念

"All employees are hosts at Café de Coral" — Applying the Campaign principles, frontline staff are responsible for creating a welcoming home-style experience that includes treating customers in the same way as they would treat visitors to their home.

「員工就是主人家」——遵循「認真聆聽工程」原則，我們的前線員工致力為顧客營造家的體驗，親切待客，就像他們在家中款待客人一樣。

Principles 原則



Understanding customer needs: Proactively understand the needs of customers and offer appropriate service

了解顧客需要：主動了解顧客需要並提供適當協助



Offering sincere service: If customers' needs are not satisfied, offer alternatives and follow up

真誠服務：如未能滿足顧客需要，提供其他解決方法跟進

Highlights 重點

"Quality, Service and Cleanliness" competitions involving all **Café de Coral** fast food branches were held during the Campaign, providing a platform for our frontline staff to demonstrate how they put Café de Coral's service philosophy into practice.

所有**大家樂**快餐分店在活動期間舉行「質量、服務及整潔度」比賽，為前線員工提供一個平台，讓他們將大家樂的服務理念付諸實踐。



Creating heart-warming feeling: Taking active steps to go the extra mile to care for customers

營造親切體驗：主動積極多行一步關心顧客



Serving as hosts: Be proactive in making eye contact and using gestures that convey warm hospitality

主人家心態：主動眼神接觸及微笑，善用動作傳達熱情款待



We periodically review our services to ensure we are addressing customer expectations and continually improving our service quality. In addition to internal reviews and third-party assessments, we conduct regular service evaluations through the *Mystery Shopper Programme*. We also operate the *Quality Shop ("Q Shop") System* that provides our guiding principles and standards for store operation and management. Our continuous efforts to deliver excellent customer service are well recognised by the industry.

我們定期進行自我評估，確保滿足顧客的期望及持續提升服務質素。我們透過「神秘顧客計劃」、內部審核及第三方評核以檢討服務水平。此外，我們亦設有「優質分店系統」，為分店營運及管理之指導原則和標準提供最新資訊。我們努力不懈提供卓越的顧客服務，獲得業界的廣泛認同。



For four consecutive years, **Café de Coral** fast food has won the Hong Kong Retail Management Association's Service & Courtesy Award. 大家樂快餐連續四年榮獲香港零售管理協會頒發「傑出服務獎」。



The Spaghetti House has won the Hong Kong Retail Management Association's Service Retailers of the Year (Restaurants Category) for three consecutive years.

The Spaghetti House (意粉屋) 連續三年榮獲香港零售管理協會「年度最佳服務零售商（餐廳組別）」嘉許。

Seamless and Smart Dining Experience

We strive to keep up with new technologies that can enhance operational efficiency and meet the needs of customers and their busy lifestyles. We continued to apply technologies during the year to facilitate a more convenient and smooth dining experience and add value to our services.

優質的用餐體驗

我們與時並進，利用新科技提升營運效率、滿足顧客需要和配合他們繁忙的生活方式。年內，我們持續應用科技，以促進更方便及順暢的用餐體驗，同時為我們的服務增值。

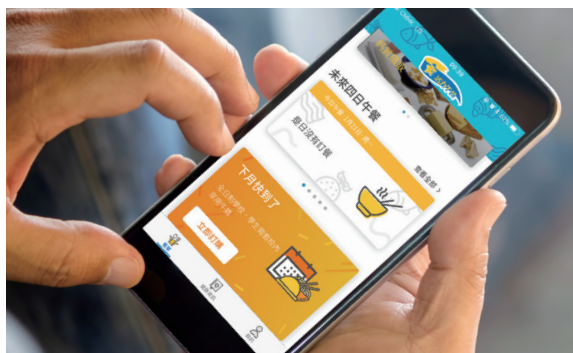
Kitchen Video System ("KVS") 取餐輪候系統



KVS is installed in selected **Café de Coral** fast food stores. The system facilitates better coordination among different food preparation stations while also allowing customers to seamlessly track the status of order. 我們在指定的大家樂快餐安裝取餐輪候系統，更有效地協調各食物備製點之工作，讓顧客能隨時追蹤訂單狀況。

Mobile ordering 手機訂單

Shanghai Lao Lao launched a mobile ordering app through which customers can view the menu and place their order directly by scanning QR codes on the tables. **Luncheon Star** is the first school catering company in Hong Kong that offers a mobile app for ordering, viewing order status and retrieving order information. 上海佬佬推出手機點餐應用程式，顧客可透過掃描桌上的二維碼查看餐牌及下單。活力午餐是香港首間提供手機應用程式下單、查看訂單情況及檢視訂單的學校膳食供應商。



Smart kiosks 自助點餐機



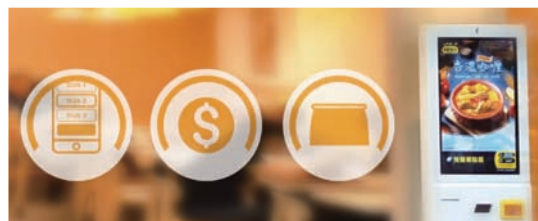
Café de Coral fast food doubled the use of smart kiosks at branches. **Shanghai Lao Lao**, **Mixian Sense** and **Oliver's Super Sandwiches** launched smart kiosks for customers to make orders and payments, helping to reduce queuing time. 安裝了自助點餐機的大家樂快餐分店數目倍增。上海佬佬、米線陣及 **Oliver's Super Sandwiches (利華超級三文治)** 推出自助點餐機，顧客可直接下單及付款，減少排隊時間。

Wireless location detection system 無線定位檢測系統



Using wireless location detection technology, staff can locate and deliver food directly to customers' tables, removing the need for customers to queue to collect their food. This technology is currently being used at **The Spaghetti House** and **Oliver's Super Sandwiches** in Hong Kong, and **Café de Coral** chains in Mainland China. 透過無線定位檢測系統定位，員工可直接將食物送到顧客桌上，讓顧客無需排隊領取食物。有關技術目前在香港**The Spaghetti House**（意粉屋）及**Oliver's Super Sandwiches**（利華超級三文治），以及中國內地的大家樂分店使用。

Electronic payment methods 電子付款



The Group is providing more electronic payment options across its various brands. 集團在不同品牌餐廳提供更多電子付款方式。



Delectable and Diverse Food Choices

Leveraging our experience and capabilities in managing a highly diverse operation, our strong brands collectively offer a huge variety of best-in-class dining options for customers with different needs and tastes.

Supported by a robust supply chain, we are committed to providing delectable food choices to customers across our wide-ranging portfolio. We are constantly enhancing our menus and ingredient choices to meet fast-changing market trends and satisfy the taste buds of our large base of customers. Customers were delighted by revamped versions of signature dishes such as Teppan with pastry soup, and the curry series and "clay pot rice" series, at **Café de Coral** fast food and **Super Super Congee & Noodles**.

多元化美食選擇

憑藉集團管理多元業務的經驗及能力，我們為不同需要和品味的顧客提供各種超卓的餐飲選擇。

集團在強大供應鏈的支持下，致力透過廣泛的品牌組合為顧客提供美味的食物。我們定期改進餐單及食材選擇，以配合快速變化的市場趨勢及滿足廣大顧客的口味。我們的主要品牌**大家樂**快餐和**一粥麵**改革其招牌菜，包括鐵板配酥皮湯、咖喱和「煲仔飯」系列菜式，深受顧客歡迎。



Our “Star Chefs” collaboration initiative at casual dining brands **Shanghai Lao Lao** and **The Spaghetti House** delighted customers with the use of innovative elements and seasonal ingredients in traditional dishes during the year.



年內，休閒餐飲品牌**上海姥姥**和**The Spaghetti House**（意粉屋）推出「星級廚師」合作計劃，在傳統的菜式中加入創新元素及時令食材，獲得顧客喜愛。

Proactive Patron Engagement

Enhancing the *Customer Journey* requires us to proactively engage customers to learn more about their preferences and priorities. We achieve this through various channels, including satisfaction surveys, hotlines, e-mail, social media and membership platforms.

The Group has a comprehensive mechanism for handling customer feedback to ensure that it is dealt with in a timely manner and is adequately addressed. Our customer complaint handling system includes the following key features:



Designated departments and officers with defined responsibilities and accountability
指定部門及人員，責任明確



Appropriate channels to ensure effective communication
適當渠道確保有效溝通



Performance pledge guaranteeing timeliness of response
服務承諾以保證適時回覆



Regular updates through the *Customer Relationship Management System* to facilitate management's review and analysis of customer relationships and support ongoing improvement
透過定期更新集團內部「顧客關係管理系統」，以促進管理層就顧客關係的審查和分析，從而持續提升服務質素

顧客的積極參與

我們需要主動吸引顧客，了解他們的喜好，以加強我們的「顧客旅程」。因此，我們設有多種與顧客溝通的渠道，包括滿意度調查、熱線、電郵、社交媒體及會員計劃等。

集團設有完善機制處理顧客反饋，確保作出適時及妥善處理。我們的顧客投訴處理系統主要包括以下方面：



Café de Coral fast food revamped its customer loyalty programme, **Club 100**, during the year. The new programme offers enhanced benefits to customers and has resulted in a substantial increase in membership. **Club 100** now has a mobile app that includes membership management and mobile ordering functions, making it more convenient for members to directly redeem rewards. Other Group brands, including **Mixian Sense**, **The Spaghetti House** and **Oliver's Super Sandwiches** also launched or upgraded their VIP programmes with positive results.

年內，**大家樂**快餐改革其顧客會員計劃「Club 100」，為顧客提供更多福利，並成功大幅提升會員數目。「Club 100」現設有手機應用程式，包括會員管理及手機訂單功能，而顧客亦可直接從中兌換獎勵，為顧客帶來更大方便。集團其他品牌包括**米線陣**、**The Spaghetti House**（意粉屋）及**Oliver's Super Sandwiches**（利華超級三文治）亦相繼推出或升級其尊貴會員計劃並獲得良好成績。

Dedicated to Food Quality and Safety 專注食物質素及安全

High standards of food safety and quality are an indispensable part of our *Customer Journey*. The Group continues to develop sustainable supply chains and improve procurement efficiency and food manufacturing quality to uphold our *TCS* commitment.

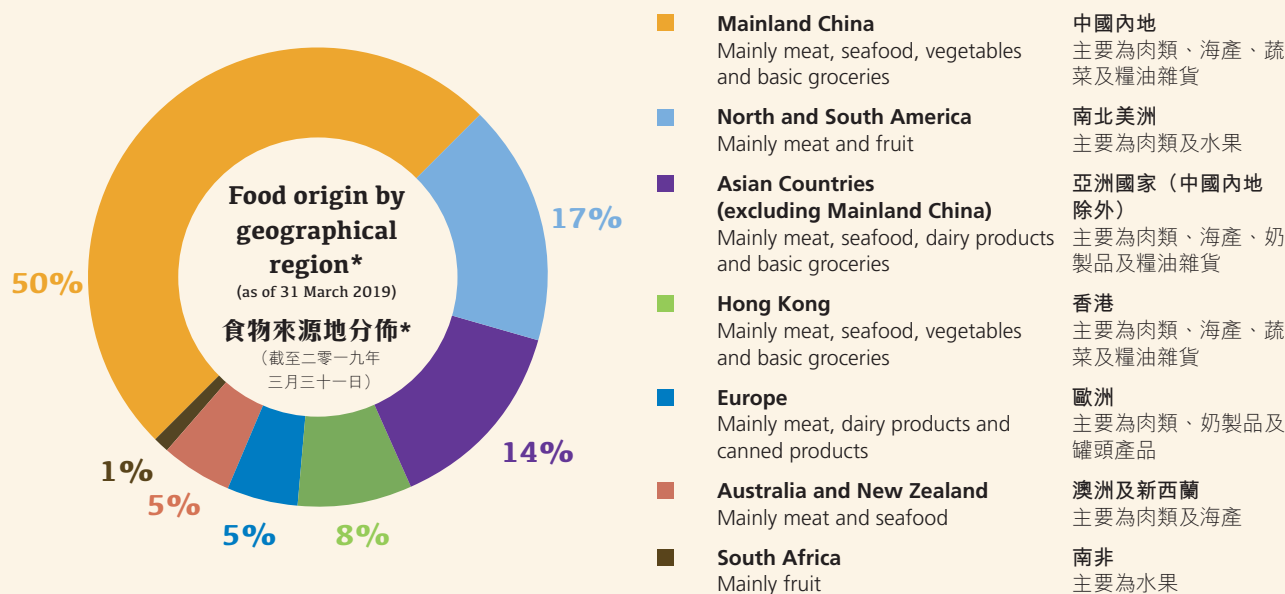
Securing a Sustainable Supply Chain

The Group uses a global sourcing and direct procurement strategy to ensure reliable and quality food supplies. As of the end of the reporting year, over 30% of our total food supplies were from direct sourcing. Our strategy enables us to source best-in-class ingredients from around the world using a balanced consideration of cost, quality, product diversity and risks. We also purchase directly from first-tier suppliers whenever possible to minimise supply chain disruption. During the outbreak of African Swine Fever in 2018, our global and direct sourcing strategy enabled us to respond quickly, resulting in no disruption to our supply of pork.

高標準的食品安全及質素是「顧客旅程」中不可或缺的一部分。集團繼續透過可持續的供應鏈、提升採購效率和食品產製質素以實踐「全面顧客滿意度」的承諾。

確保可持續的供應鏈

集團採取環球採購及源頭採購策略，以確保可靠及優質的食品供應。截至本報告年度末，源頭採購佔集團總供應量逾三成。我們的採購策略使我們透過平衡在成本、質素、產品多元化及風險因素上的考量，從世界各地採購最優質的食材。我們亦會盡可能從一線供應商採購，將供應鏈中斷的風險減至最低。在二零一八年非洲豬瘟爆發期間，我們的環球採購及源頭採購策略有助我們快速作出回應，因此並沒有對我們的豬肉供應造成影響。



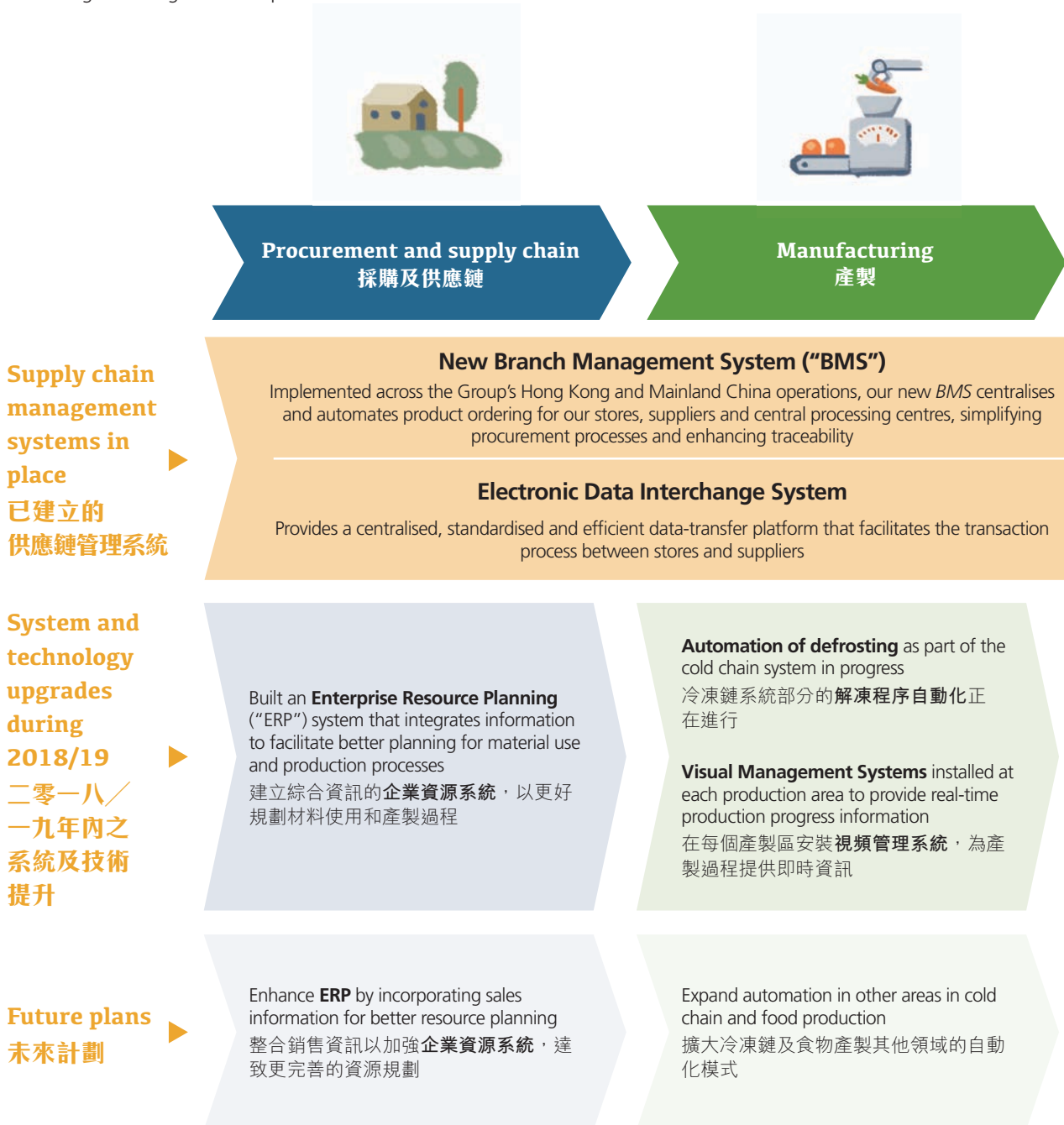
* The parentage is calculated based on the Group's total procurement amount.
百分比乃基於集團總採購金額計算。

We engage with our suppliers to build mutually beneficial partnerships and support them in improving their performance. All our suppliers are required to follow our *Supplier Code of Conduct*, *Corporate Food Safety Policy* and other relevant guidelines, and are assessed by the Group's stringent food quality requirements. In line with our audit plan, we audited 20% of the Group's food suppliers during the reporting year, including all new food suppliers and those providing high-priority food items, and 95% of them complied with our stringent requirements. Going forward, our audit approach will focus on strategic suppliers that provide us with our key products.

我們與供應商建立互利的夥伴關係，支持他們有更好的表現。我們要求所有供應商遵守「供應商行為守則」、「集團食物安全政策」及其他相關指引，並按集團嚴謹的食物質素要求作出評核。根據我們的審核計劃，集團在年度內對兩成的食品供應商作出審核，當中包括所有新的食品供應商及重點食材供應商。根據我們嚴格的評核標準，95%的供應商符合我們對食物質素的要求。展望將來，我們的審核方法會集中於為我們提供主要產品的供應商。

Quality Food Manufacturing and Processing

Reliability, consistency and traceability are the key elements of quality food manufacturing and processing. Our central food processing centres in Hong Kong and Mainland China are all certified under international standards such as ISO 22000 and the Hazard Analysis and Critical Control Points ("HACCP") system, reflecting our deep commitment to maintaining top-class standards. While continuing to look for opportunities to improve our performance in enhancing our supply chain management, we outlined a three-year development plan during the year, covering both system upgrades and the introduction of new technologies throughout our operations.



優質食物產製及製程

可靠性、一致性及可追溯性是優質食物產製及過程中的重要元素。我們於香港及中國內地的產製中心均獲得 ISO 22000 及食物安全重點控制（「HACCP」）等國際標準認證，顯示我們致力維持最高標準的承諾。年內，我們持續尋求提升供應鏈管理表現，並為整個營運的系統提升及推行新技術制定了三年發展計劃大綱。



Warehousing
庫存



Distribution
分發



Stock receiving at stores
分店接收貨物

新分店管理系統

我們在香港和中國內地業務推行新「分店管理系統」，讓分店、供應商及中央產製中心的产品訂購流程中央化和自動化，簡化採購流程和加強產品源頭可追溯性

電子數據互換系統

提供中央化、標準化及高效率的數據傳輸平台，加快分店與供應商的交易過程

Upgraded **Automated Storage and Retrieval System** to enable more efficient transfer of goods from production areas to designated warehouse areas, as well as faster retrieval for delivery to stores

升級**自動庫存及提取系統**，使貨品更有效地從產製區運送至指定倉庫，並更快地提取並運送至分店

Conducted feasibility study relating to streamlining the distribution to stock receiving process
進行有關精簡分配至貨物接收程序的可行性研究

Optimise warehouse logistics using technologies such as **radio frequency identification and pick-by-light**

利用新技術優化倉庫物流，例如**射頻識別和電子標籤分貨系統**

Install **Global Positioning Systems ("GPS")** on fleets to track real-time location of our vehicles

在車隊安裝**全球定位系統**，以追蹤實時位置

Implement **digital stock-receiving system at stores** to reduce administration and improve accuracy
在分店實施**電子庫存接收系統**，以減低行政工作及提高準確性

Digitalise stock-out process with instant updates to inventory records once goods are dispatched from our stocks
當物品從庫存中發貨後，透過即時更新庫存記錄，將缺貨流程數碼化

End-to-end food traceability is an essential element of food safety management. The Group's dedicated efforts to continuously improve supply chain traceability saw us named a Diamond Enterprise Winner in 2018 under the Quality Food Traceability Scheme operated by GS1 Hong Kong. This recognition is a source of great encouragement as we pursue higher standards of traceability practices throughout our operations.

食品源頭的可追溯性是食品安全管理的基本要素。集團致力不斷改善供應鏈的可追溯性，並於香港貨品編碼協會舉辦的優質食品源頭追蹤計劃2018中榮獲鑽石企業獎，對於我們在整個營運中追求更高的可追溯性標準帶來極大鼓勵。



Mainland China – Our Efforts and Progress 中國內地 — 我們的努力及進展

Built on the Group's philosophy and our values for achieving TCS, our operations in Mainland China continue to expand our brand presence and enhance each stage of the Customer Journey. We create a pleasant customer experience, uphold stringent procurement practices and ensure reliable food processing.

PLEASANT CUSTOMER EXPERIENCE

As part of our expansion strategy in Mainland China, we are working to strengthen awareness of **Café de Coral** brand and position as the dining venue that helps connect all sectors of the local community. The progressive rollout of our Sixth-Generation (6G) **Café de Coral** stores in Mainland China saw us adopt a branch design that uses local elements to help create a warm and homely store ambience.

To enhance the dining experience, we installed a wireless location detection system in over 50 stores during the year to enable our staff to locate and deliver food directly to customers. The system will be rolled out across all outlets in coming years. Our *Customer Service Ambassadors Programme* supports our staff in their efforts to deliver top-class service to customers. Our customer satisfaction rate for the reporting year was 88%.

秉承集團的理念和價值以實踐「全面顧客滿意度」，我們在中國內地的營運持續擴大，並透過營造愉快的顧客體驗、堅持嚴謹的採購方法及確保可靠的食物製程以提升「顧客旅程」的每一階段。

愉快的顧客體驗

作為中國內地擴展策略一部分，我們正努力提升品牌的知名度，並將**大家樂**品牌定位為連繫當地社區的餐飲場所。我們在中國內地逐步推出**大家樂**第六代分店，利用本地元素設計營造溫暖及親切如家的用餐環境。

為提升用餐體驗，年內我們在逾五十間分店安裝無線定位檢測系統，使員工可定位顧客位置並把食物送到他們的餐桌。我們將於所有分店推行此系統。我們在分店的「顧客服務大使計劃」培育員工提供最優質的顧客服務。在報告年度錄得的顧客滿意度為88%。



6G stores in Mainland China
中國內地第六代分店



Roles and responsibilities of Customer Service Ambassadors 顧客服務大使的角色和責任



Answer
customer
enquiries
回答顧客查詢



Proactively interact with
customers to better
understand their needs
and expectations
主動與顧客溝通，
以了解他們的需求
和期望



Provide customers
with additional
information about
our menu
為顧客提供餐單的
額外資訊



Manage crowds at
peak times
管理繁忙時段的
人流

SECURING A SUSTAINABLE SUPPLY CHAIN

Following the successful implementation of our new *BMS* in Hong Kong, we have extended the system to our Mainland China operations to further streamline and strengthen the procurement process and product traceability. Through the greater centralisation and automation of product ordering for our stores, suppliers and central food processing centres, the new *BMS* also captures sales information, enabling us to make more informed business decisions.

Supplier audits remain a key tool for ensuring suppliers meet our quality and safety standards. During 2018/19, we audited 54 food suppliers, including all new suppliers and those providing high-priority food items, representing 40% of our total food suppliers. We further standardised our quotation and tendering practices, centralised procurement responsibilities and established relevant procedures. These actions have helped reinforce our comprehensive supply chain management system and improved our ability to deliver high standards of food safety and quality.

RELIABLE FOOD PROCESSING

Reliable food processing requires adherence to stringent standards and protocols, and a sound food safety management system. With this in mind, we undertook a Good Manufacturing Practice (“GMP”) review of our Mainland China operations during the reporting year. GMP standards and checklists – covering issues such as cleanliness in production areas, personal hygiene and pest control – were established for each production zone. Going forward, GMP will be integrated into our standard operating practices and key performance indicators to facilitate systematic monitoring of our performance and standards.

We also reviewed our cold chain system during the year with the aim of achieving better quality control for all freshly prepared food. This resulted in taking the following actions:



Installing thermometers on fleet vehicles to track temperatures
在車隊安裝溫度計以檢測溫度



Regularly scheduled maintenance of air conditioning systems on fleet vehicles
定期檢查車隊的冷氣系統



Testing the feasibility of segregating the goods areas of our fleet vehicles into compartments with different temperatures for various food items, so as to enhance temperature control during transportation
測試將車隊的貨箱分隔為配合不同食品溫度區域的可行性，以加強控制在運送食品途中的溫度

確保可持續的供應鏈

隨著在香港營運成功實施新「分店管理系統」，我們將此系統擴展至中國內地的營運，進一步簡化及加強採購流程和產品源頭可追溯性。透過中央化和自動化分店、供應商及中央產製中心的产品訂購流程，新「分店管理系統」亦同時獲取銷售資料，助我們作出更明智的業務決定。

供應商審核仍是確保供應商符合我們質量及安全標準的一個重要工具。在二零一八／一九年度，我們審核了五十四間食品供應商，包括新供應商及重點食材供應商，佔食品供應商總數四成。我們進一步標準化報價和招標程序，實施採購責任中央化和建議相關程序。此舉有助加強我們完善供應鏈的全面管理，以及增強我們提供高標準的食品安全及質素的能力。

可靠的食物產製

可靠的食物製程需確保符合嚴謹的標準及規條，並設有健全的食品安全管理系統。因此在報告年度內，我們對中國內地營運進行了「良好產製實踐」審核，並就每一產區制定了良好產制標準及檢查清單，覆蓋範疇包括產製區的整潔度、個人衛生及蟲害控制等。展望將來，良好產製實踐將納入我們標準營運及制定良好產製實踐的關鍵績效指標，使我們更有系統地監察表現和標準。

年內，我們亦審查了冷凍鏈系統，並透過採取以下措施，旨在使所有新鮮預製食品達致更好的質量控制。

Performance Tracking

績效表現追蹤

Goals set in 2017/18 二零一七／一八年度訂立的目標	Actions taken in 2018/19 二零一八／一九年度採取的行動
Continue to explore enhancement opportunities along each stage of the <i>Customer Journey</i> 持續探索可增強「顧客旅程」每個階段的機會	<i>Service Champion Campaign</i> was organised across all Café de Coral fast food outlets. 在所有 大家樂 快餐分店推行「認真杯嘢工程」。 We continued to apply new technologies and invest in system upgrades. 我們繼續應用新科技和投資於系統升級。
Establish new customer relationship management system in Hong Kong and Mainland China 在香港及中國內地建立新顧客關係管理系統	<i>Club 100</i> app for Café de Coral fast food and <i>Mixian Club</i> for Mixian Sense were launched. 大家樂 快餐的「Club 100」推出手機應用程式和 米線陣 推出「Mixian Club」。
Conduct post-meal customer surveys every year to measure customer satisfaction as regards store environment, food and services 每年進行顧客餐後調查，以量度分店環境、食物及服務的顧客滿意度	Overall customer satisfaction rate for Café de Coral fast food and Super Super Congee & Noodles for the reporting year were 84% and 88% respectively. 報告年度內， 大家樂 快餐及 一粥麵 的整體顧客滿意度分別為84%及88%。
Revamp supplier management system to strengthen the effectiveness of supplier management and uplift supplier standards 改革供應商管理系統以提升供應商管理效率及標準	We completed plan for future supplier audits, focusing particularly on strategic suppliers. 我們完成未來供應商審核計劃，將集中於重點供應商。
Increase investment in food manufacturing automation process and equipment upgrades to enhance productivity and food quality 增加投資於食物產製自動化流程及設備升級，以提升生產力及食品質素	New equipment that automates the defrosting process, goods dispatch and food processing was installed. 安裝自動化解凍程序、發貨及食物產製的新設備。

Future Plans

未來計劃

- Keep exploring enhancement opportunities along the *Customer Journey*, including the greater use of technologies
- 不斷探索提升「顧客旅程」的方法，包括應用不同的科技
- Pursue quality upgrades across our operations as part of our “Building on Quality” theme for 2019/20
- 我們在營運中追求質量提升，以配合二零一九／二零年度「從品質出發」的主題
- Implement our three-year plan for system and technology investment to further strengthen supply chain management efficiency
- 實施投資新系統及技術的三年計劃，以進一步提升供應鏈管理效率

2

Focus on People 關顧員工

Café de Coral's 50-year success story has only been possible with the hard work and dedication of our employees. We strive to be the employer of choice in the F&B industry through our commitment to creating a caring and rewarding workplace, and by offering attractive career prospects with supportive learning opportunities. Our actions to achieve this objective focus on three key principles:

大家樂半世紀以來的成功實有賴員工的付出及貢獻。我們矢志成為餐飲業的理想僱主，致力為員工創造關愛及具回報的工作環境，提供具吸引力的職業前景及學習機會。我們集中於三個主要原則來達致目標：

Three principles 三大原則



**Vibrant
organisation**
有活力的組織



**Strong
team**
強大的團隊



**Engaged
employees**
投入的員工



The Group has a multi-faceted strategy for nurturing a productive and motivated workforce through various initiatives at different stages of the employee career cycle.

集團採取全方位策略，在員工事業週期的不同階段實施不同措施以建立一支具生產力及充滿活力的團隊。

At a glance 內容總覽

Attraction and recruitment 吸納及招聘

Diverse range of recruitment channels to source talent from different age groups
以多元招聘途徑接觸不同年齡層的人才

Participated in
130+ job fairs
參加逾130個職業博覽會

Reached out to
300+ secondary students
through Project WeCan
透過「學校起動計劃」接觸超過300名中學生

Organised **16** recruitment talks
and attracted **90+**
middle-aged people and retirees
舉辦16場招聘講座並吸引逾90名中年及退休人士出席

Development 發展

- Training to support the *Service Champion Campaign*
支持「認真睇嘢工程」活動的培訓
- Participated in Qualification Framework Scheme
參與資歷架構認證計劃
- Extended scale of centralised onboarding training
擴大中央入職培訓

100% of frontline staff at Café de Coral fast food attended customer service-focused training
所有大家樂快餐前線員工參與以顧客服務為重點的培訓

Our *Professional Certificate in Train the Trainer* became the Group's second training programme to achieve

Level 4 Qualification Framework accreditation

我們的「培訓師培訓專業證書」課程成為集團第二個獲資歷架構第四級別認證的課程

180+ induction training sessions were conducted for new staff hires at CDC Talent Centre
在「大家樂集團人才中心」為逾180個新員工舉行培訓

Retention保留

- Extended variety and scale of employee engagement activities in celebration of the Group's 50th Anniversary
為慶祝集團五十週年誌慶，擴大員工參與活動的種類和規模
- Identified new channels to enhance communications with employees
建立新渠道以加強員工溝通
- Ongoing training and awareness improving initiatives relating to occupational safety and health
持續培訓及舉辦加強與職業安全與健康意識有關的活動

Organised first joint regional Gala Dinner, which was attended by

1,500+ staff from Hong Kong and Mainland China operations
舉辦首個聚集香港及中國內地員工的大型週年晚宴，逾1,500名員工參加

Launched interactive

WeChat platform

推出微信互動平台

Reduction in injury rate

compared with previous reporting year

工傷比率較上一個報告年度下降

Developing Our Human Capital 加強人力資源發展

Labour shortages remain a perennial challenge for businesses in the F&B industry. Attracting and retaining the right people is essential to the Group's long-term growth. We aim to attract the best candidates to form efficient and high-performing teams, and to develop the competency and skills of our employees through various training programmes that support their professional and personal growth.

Learning and Development

The Group's training and development goes beyond equipping our people with technical skills but also includes programmes designed to support career and personal development. The Group's people development framework ranges from designing comprehensive in-house training programmes to helping employees to gain industry qualifications.

Reinforced Customer Service Training

Customer service training is a vital part of our development programmes for frontline staff. To support the rollout of the *Service Champion Campaign*, we organised a series of training programmes under our enhanced customer service model to emphasise the core elements of customer service, reinforce the Group's service philosophy and uplift service skills.

勞工短缺仍是餐飲業長期的挑戰。吸納及保留合適人才對於集團的長遠成長十分重要。我們以吸引最優秀的人才為目標，建立有效率和傑出表現的團隊，並透過各種培訓計劃提升員工技能，支持他們事業及個人成長。

學習及發展

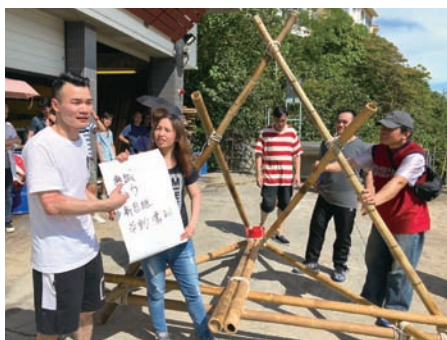
集團的培訓及發展不單為員工提供必要的技能，同時亦包括支持他們事業及個人發展。集團的人員發展框架包括全面的內部培訓課程，以及幫助員工獲取行業資格。

加強顧客服務培訓

顧客服務培訓是前線員工發展計劃的重要部分。配合集團推出的「認真冧曬工程」，我們根據改革了的顧客服務模式，舉辦一系列培訓活動，強調以顧客服務為重心，以加強集團的服務理念及提升服務技巧。

Reinforced Customer Service Training Programmes 加強顧客服務培訓計劃

- Upholding Café de Coral's service philosophy:** All frontline staff at **Café de Coral** fast food branches completed our new customer service training, which supported them to deliver top-class service and to exceed customer expectations.
秉承大家樂的服務理念：所有大家樂快餐分店已完成全新的顧客服務培訓，助員工提供更優質的服務以滿足顧客需求，做到超出顧客的期望。
- Strengthening service skills:** Making use of interactive case studies and role-play, staff were guided to reflect on the right attitudes and solutions under different situations.
加強服務技巧：透過案例研究及互動角色扮演，指導員工在處理各種情況時採用正確的態度和解決方法。
- Boost-up day camps for branch leaders:** Adventure-based activities coupled with staff-sharing sessions were facilitated to promote service leadership.
分店領導能力提升日營：我們藉團隊培訓活動及員工分享環節提升溝通技巧及領導能力。



Industry Qualifications

Since 2016, the Group has participated in the Qualification Framework ("QF") Scheme operated by the Education Bureau of the HKSAR Government. We are the first company in the F&B industry to achieve QF Level 4 accreditation for a training course. During the reporting year, our *Professional Certificate in Train the Trainer* became our second training programme to achieve Level 4 QF accreditation. The *Train the Trainer* programme helps participants learn how to better identify the training needs of their team members, formulate appropriate development plans and improve team members' presentation skills. We also help employees who have sufficient practical work experience to obtain QF accreditation through the Recognition of Prior Learning ("RPL") mechanism of the QF Scheme.

行業資歷

集團自二零一六年起參加香港政府教育局推行的資歷架構認證計劃，我們更成為餐飲業首間公司獲取資歷架構第四級培訓課程認證的公司。報告年度內，集團「培訓師培訓專業證書」課程成為集團第二個獲取資歷架構第四級認證的課程。該課程幫助參加者了解如何識別團隊成員對於培訓的需求，制定合適的發展計劃及改善成員的演說技巧。集團亦透過資歷架構計劃的過往資歷認可機制，幫助擁有實際工作經驗但不具備相關學歷的員工獲取資歷認證。

Our QF-Recognised Courses as of 31 March 2019 截至二零一九年三月三十一日獲資歷架構認可的課程

QF Level 3 Accreditation (Diploma equivalent)
資歷架構第三級認證（等同文憑）

- Certificate in Restaurant Management
餐廳管理證書
- Certificate in Restaurant Operations
餐廳營運證書

QF Level 4 Accreditation
(Associated Degree/Higher Diploma equivalent)
資歷架構第四級認證（等同副學士／高級文憑）

- Advanced Diploma in Area Management of Catering Industry
餐飲業區域管理高級文憑
- Professional Certificate in Train the Trainer
培訓師培訓專業證書



540+ staff completed the Group's QF Level 3 and/or Level 4 accredited training courses
540+ 員工完成集團資歷架構第三級及／或第四級認證的培訓課程



840+ staff attained recognition equivalent to QF Levels 2 to 4 through the RPL mechanism
840+ 員工藉過往資歷認可機制獲取資歷架構第二級至第四級認證



◀ Café de Coral received a QF Gold Star Employer award at the QF Partnerships Commendation Ceremony.
大家樂集團在資歷架構夥伴嘉許典禮上榮獲QF金星級僱主獎項。

"In 2018, I was nominated to attend the one-year *Advanced Diploma in Area Management of Catering Industry* programme. As a Branch Manager, I am used to managing internal operations issues such as revenue and staff turnover – but only at the level of a single store. As the programme aims to nurture future regional managers, the course showed me how to take a macro perspective, and be more aware of issues such as customer flow, business strategies and the regional recruitment situation. It also sharpened my analytical capabilities, helping me to make more strategic decisions. The programme was really helpful for broadening my management skills."

Café de Coral fast food Branch Manager Wong Yiu Chun

「二零一八年，我獲推薦參加為期一年的『餐飲業區域管理高級文憑』課程。作為分店經理，我已習慣管理內部運作的各種問題，例如生意額和員工流失，但僅限於單一分店的水平。這個計劃旨在培育未來的區域經理，訓練我們學習從宏觀角度出發，留意顧客流量、業務策略及區域招聘等情況。課程亦加強了我的分析能力，有助我做出更具策略性的決定，對於擴闊我個人的管理技巧有非常大的幫助。」

大家樂快餐分店經理黃耀駿

"I really appreciate Café de Coral helping me to apply for RPL, which recognises my past working experience. This has enhanced my confidence and encouraged me to work on developing my career. I was also nominated to participate in the *Certificate in Restaurant Management* and *Certificate in Restaurant Operations* programmes. The courses have given me a deeper understanding of what areas need more of my attention and how to improve. The programmes not only enrich participants' technical skills but also foster greater teamwork."

Mixian Sense Captain Chan Ka Lai, Gary

「十分感謝公司協助我申請過往資歷架構認可，肯定我過往的工作經驗，令我加強自信，鼓勵我繼續發展事業。我亦獲推薦參加『餐廳管理證書』及『餐廳營運證書』課程，讓我更深入了解自己需要進修哪些範疇及作出改善。課程不僅豐富了參加者的技能，亦同時促進更好的團隊合作。」

米線陣部長陳嘉禮

Comprehensive Training Programmes

The Group's Training and Development Department organises programmes that meet the different needs of staff at all levels.

全面的培訓計劃

集團的培訓及發展部舉辦課程以滿足不同層級員工的需要。



INDUCTION TRAINING 入職培訓

New hires in Hong Kong are required to attend a four-hour centralised pre-work induction training at CDC Talent Centre, which covers the Group's culture and values, employee benefits, occupational safety and health standards, as well as important company policies. The inductions promote a sense of belonging to the Café de Coral family for our employees from their first day on the job.

所有香港新入職員工均需參加在「大家樂集團人才中心」舉行的四小時職前培訓，認識集團文化和價值、員工福利、職業安全與健康的標準以及公司主要政策。培訓有助培養員工對於大家樂家庭的歸屬感。



MANAGERIAL AND SOFT SKILLS 管理與軟技巧

The *PEAKS 2.0 Programme* aims to build soft skills for office and branch management staff. It comprises training programmes in three categories, namely, QF programmes, core competency programmes and professional development programmes.

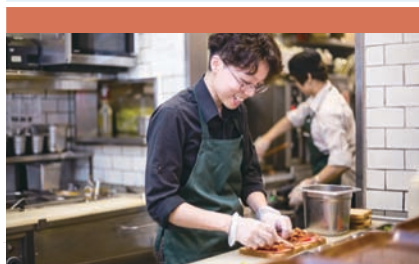
「登峰計劃 2.0」旨在為辦公室及分店管理人員提升軟技巧，培訓課程包括三個範疇，分別為資歷架構計劃、核心能力和專業發展計劃。



OPERATIONAL AND TECHNICAL KNOWLEDGE 營運與技術知識

Employees working in operational units are regularly provided with *Q Shop* training, which focuses on *Quality, Service and Cleanliness* to enhance operational efficiency and quality.

定期為營運單位提供以「質素、服務和整潔度」為重心的「優質分店」培訓，以提升營運效率及質素。



MANAGEMENT TRAINEE PROGRAMME 見習管理人員計劃

The *Management Trainee Programme* provides both technical and soft skills training, covering everything from operations management to teamwork development and problem-solving skills.

「見習管理人員計劃」提供涵蓋營運管理技術及團隊發展與解決問題的技術及軟技巧等培訓。



COMPLIANCE AND GROUP POLICY AWARENESS 合規與集團政策認知

Staff regularly participate in seminars designed to refresh their knowledge of relevant legislation and Group policies relating to anti-corruption, ethics and data security issues.

定期舉辦員工講座，重溫法律知識與要求，以及集團與反貪污、道德標準及資訊安全相關的政策。



WORK SAFETY 工作安全

Training covering fire safety, first-aid and the use of Automated External Defibrillators is regularly organised. The Group also runs regular stretching workshops to support good occupational health.

定期舉行防火、急救訓練、使用自動體外除顫器培訓和身體伸展工作坊，推廣職業健康。

Training completed by employees in Hong Kong and Mainland China

(as of 31 March 2019)

香港和中國內地員工完成的培訓

(截至二零一九年三月三十一日)



Employee category 員工類別	% of employees trained 參與培訓百分比	Average training hours completed per employee 每位員工完成的平均培訓時數
Senior management 高級管理層	100	7
Middle management 中級管理層	92.4	24
Frontline staff 前線員工	100	31.5
Male 男性	98.4	30
Female 女性	99.5	31

Attracting and Recruiting Talent

The Group's recruitment process adheres to a set of principles that ensure candidate selection is based on merit, comprehensive assessment, fairness and open competition. We respect and protect the fundamental rights of our people by providing a fair and equitable workplace regardless of age, gender, ethnicity and other aspects of diversity.

We attract talent through a variety of channels. We participated in over 130 job fair sessions organised by the Labour Department of the HKSAR Government, NGOs and other recruitment partners during the year. We have revamped our *Staff Referral Incentive Scheme* to encourage the greater flow of candidates through recommendation. Other channels such as recruitment talks, advertisements, social media, apprenticeships and onsite recruitment at stores are also used to attract talent on an ongoing basis.

Our employment practices are designed to encourage a wide range of individuals to join our workforce, including young people, middle-aged people and retirees. We offer summer job opportunities through which students can gain work experience during the holidays. Student employees can also benefit from our flexible working hours policy and tailor-made training programmes. The Group is now a partner in Project WeCan*, which gives secondary school students the opportunity to participate in mock interviews and restaurant operation stimulations. We also have strategic partnerships with the Vocational Training Council and other NGOs, through which we help middle-aged people and retirees to re-enter the workforce through retraining and focused recruitment initiatives. As of 31 March 2019, we had held 16 recruitment talks which attracted attendance of more than 90 middle-aged individuals and retirees.

* For more details of Project WeCan, please refer to the "Investing in Our Community" section.

吸納及招聘

集團招聘流程遵循一系列原則，基於績效、全面評估、公平和公開競爭以選擇應徵者。我們透過提供公平及公正的工作場所，不論年齡、性別、種族及其他多樣性，致力尊重及保護員工的基本權利。

我們透過各種渠道吸納人才。年內，集團參與由香港政府勞工處、非政府組織及其他招聘合作夥伴舉辦逾一百三十個招聘會。我們亦革新「員工轉介獎金計劃」，吸引員工推薦更多應徵者。我們繼續透過其他渠道如招聘講座、廣告、社交媒體、學徒計劃及門店現場招聘持續吸納人才。

集團的招聘計劃包括廣泛吸納青年、中年和退休人士加入我們的團隊。年內，我們透過暑期工機會讓學生在假期期間獲得工作經驗，為學生提供靈活工作時間和度身設計的訓練課程。集團現時是「學校起動計劃」*的合作夥伴，為中學生提供模擬面試機會，讓他們了解餐廳營運。我們更同時與職業再培訓局及其他非政府組織建立策略夥伴關係，提供再培訓及重點招聘活動協助中年及退休人士重投工作。截至二零一九年三月三十一日，我們舉辦了十六場招聘會，吸引逾九十名中年及退休人士出席。

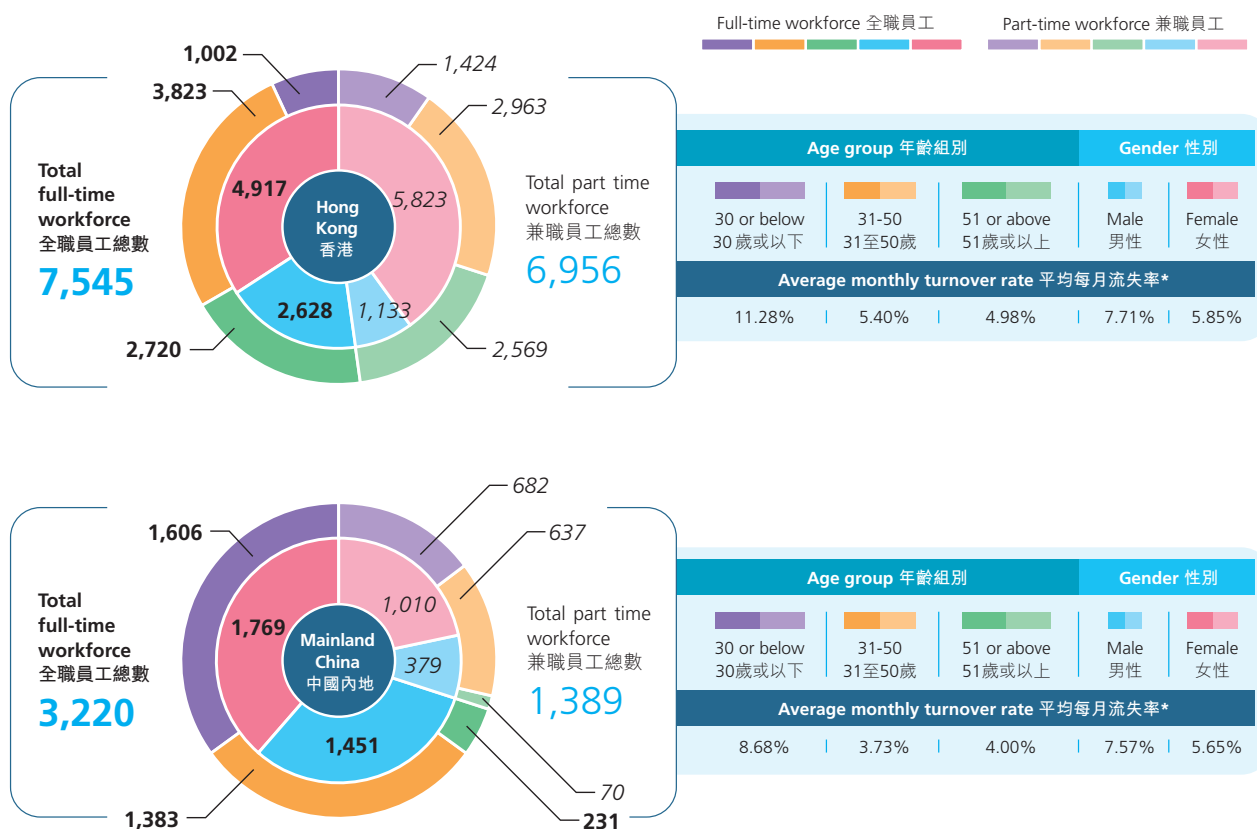
* 有關「學校起動計劃」的詳情，請參閱「回饋社會」章節。

We offer competitive remuneration packages and regularly review the Group's employment benefits. Annual leave entitlement for branch management and office staff was increased during the reporting year to enhance the Group's ability to attract and retain talent.

我們不斷維持具競爭力的薪酬待遇及檢討集團的員工福利。報告年度內，集團增加了分店管理層及辦公室員工的年假福利，以提升集團保留人才的競爭力。

Café de Coral Team Profile (as of 31 March 2019)

大家樂團隊（截至二零一九年三月三十一日）



* The average monthly turnover rate is the average of the turnover rate of each month of the year, which is based on the number of leavers in each category for the month under consideration divided by the number of employees in that category at the end of that month.

* 平均每月流失率為年內各月流失率（即每年齡組別每月離職員工數目除以該年齡組別月底員工總數）之平均數。

Engaging with and Caring about Our Employees 關懷員工及促進溝通

We engage with employees to support their personal and professional aspirations and enhance their sense of belonging. We make every effort to create a cohesive and caring culture where employees feel they are part of the Café de Coral family. Our *Staff Fun Club* organised a range of family-oriented, social and recreational activities during the year. These include sports-related events, family outings and interest classes that aim to encourage staff work-life balance and well-being while creating opportunities for employees to bond with each other in a casual setting.

Our celebrations to mark Café de Coral's 50th Anniversary in 2018 included a series of activities to express heartfelt appreciation and gratitude to our employees for their many contributions over the years. We also expanded the scale and diversity of our staff engagement initiatives.

我們支持員工發展個人及事業抱負，加強他們的歸屬感。我們竭盡所能為員工建立具凝聚力的關愛文化，讓員工感受到自己屬於大家樂家庭的一份子。年內，「樂滿FUN」組織一系列以家庭為中心、社交及娛樂活動，包括體育相關的活動、家庭活動及興趣班，在鼓勵工作與生活平衡及改善員工身心健康的同時，讓員工在一個輕鬆的環境下加強交流及聯繫。

我們在二零一八年慶祝大家樂五十週年並籌辦了一系列慶祝活動，以衷心答謝員工多年來的貢獻。我們亦舉辦更大規模及更多元化的員工活動。

Celebrating 50 Years of Success with Our Employees 與我們的員工共慶半世紀的成就

Over 1,500 Hong Kong and Mainland China office staff and frontline management attended our 50th Anniversary Gala Dinner.
逾一千五百名香港及中國內地的辦公室及前線員工出席五十週年紀念晚宴。



All staff received a "Golden Gift Pack" prepared by management team, representing the sharing of good luck with our employees and their families.
所有員工獲得由管理層親自包裝的「幸運福袋」，寓意與我們的員工及其家人分享好運。



Our Greater China Talent Contest gave members of staff the chance to showcase their musical, dancing and other artistic talents.

「大中華才藝比賽」讓員工有機會施展在音樂、舞蹈及其他藝術方面的才華。



Four City-wide Movie Day sessions were held, giving a total of around 1,000 staff and their family members the opportunity to enjoy some great movies together.
合共舉行了四場「全城電影日」，讓近一千名員工與其家人一起觀看精彩電影。



Four barbecue parties were held for over 1,800 staff and their family members.
逾一千八百名員工及其家人參加燒烤派對。

Caring about Our Employees

As part of Café de Coral's caring culture, we provide our employees with health and wellness support and promote personal well-being.

We regularly organise health and well-being seminars, and provide access to Chinese medical consultations. We place considerable importance of the mental wellness of our people. During the reporting year, we invited our NGO partner, Vital Employee Service Consultancy, to organise a stress management seminar for staff. In the unfortunate case that any of our employees are affected by a particularly distressing event or incident, Vital Employee Service Consultancy's Critical Incident Stress Management Team will provide free counselling services. Our employee assistance programme, *Care Express*, also provides a 24-hour counselling hotline that offers assistance and support to employees dealing with emotional and psychological challenges.

關懷員工

大家樂提倡關懷文化，重視員工的身心健康。

集團定期為員工舉辦健康講座及提供中醫諮詢服務。我們非常重視員工的心理康，在報告年度內，我們邀請了非政府組織合作夥伴「盈力僱員服務顧問」，為員工舉行壓力管理講座。若員工因不幸事件發生而導致壓力，「盈力僱員服務顧問」的重要事件壓力管理團隊會為他們提供免費的諮詢服務。我們的員工援助計劃「關懷快線」亦設有24小時諮詢熱線，為員工處理情緒及提供心理上的支援和協助。



Established in 1999 by the Group founder, Lo Tang Seong Educational Foundation granted over HK\$3 million in financial support to 162 children of members of staff during the year in the form of hardship assistance funds or in scholarships for young people who have achieved outstanding academic performance.
由集團創辦人設立的羅騰祥教育基金於一九九九年成立，以助學基金形式或為成績優異的青年提供獎學金，於年內共為一百六十二名員工子女提供逾三百萬港元的財務資助。

Ongoing Employee Engagement

The Group proactively creates effective two-way engagement channels through which employees can express their views and opinions to help us create a better working environment. Our staff communication channels include our company intranet, *Be Nice, Be Smart* fan page, staff newsletters, regular branch visits, focus group meetings and performance appraisals. *Business Strategic Review Meetings* are held regularly during the year to share information on the Group's development strategies and business performance with management staff. The launch of our staff WeChat platform during the reporting year has created an additional fast and convenient channel for interactive communication.

持續的員工溝通

集團積極創建雙向的溝通渠道，讓員工表達他們的意見，助我們建立理想的工作環境，當中包括公司內聯網、「樂人全攻略」面書專頁、員工通訊、定期分店探訪、聚焦小組討論及績效評估。年內，我們定期舉行「業務策略會議」，與管理人員分享集團的發展策略及業績表現。我們亦推出了員工專用的微信平台，以方便及互動的渠道與員工溝通。

Occupational Safety and Health 職業安全與健康

We put utmost emphasis on work safety. The Group's *Occupational Safety and Health ("OSH") Committee* is responsible for formulating our overall OSH strategy. All business units have their own sub-committees to execute OSH initiatives and ensure that OSH is fully integrated into our daily operations.

To promote strong health and safety awareness, we organise training programmes to inform our employees of the latest safety standards and OSH practices. All employees are required to attend OSH training as part of the onboarding process and on a regular basis thereafter. We offered fire safety, first-aid and use of Automated External Defibrillators ("AED") training to more than 1,800 staff members during the year. Fitness trainers from the Occupational Safety and Health Council were invited to teach our employees the Council's 10-minute Exercise routine, a set of stretching exercises that can be easily performed in the workplace and are designed to reduce sprains and strains. To further raise the safety awareness of our employees, OSH-related case studies and other updates are communicated to staff regularly via internal e-mails, newsletters and wall posters. We also share new and updated OSH information via the Group's staff WeChat platform.

Our continuous OSH efforts resulted in a reduction of our injury rate compared with the previous reporting year. Awards were presented to considerable number of stores that recorded no injuries during a period of 30 consecutive months.

集團十分重視職業安全。我們的「職業安全及健康委員會」負責制定整體的職安健策略，而所有業務單位亦有其小組委員會執行措施，以確保在日常營運中全面履行職業安全健康。

為推廣健康及安全文化，集團舉辦培訓課程，確保我們的員工了解最新的安全標準及職安健措施。所有員工在入職期間需參加職安健培訓，並於日後定期重溫。年內，我們為逾一千八百名員工舉辦了防火、急救訓練及使用自動體外除顫器的培訓，並邀請了職業安全及健康局的健體教練指導員工學習可於工作間進行的十分鐘活力操，以減少扭傷及拉傷。為進一步提升員工的安全意識，我們定期透過內部電郵、通訊及分店海報向員工傳達與職安健有關的個案及其他信息更新。我們亦會在集團的員工專用微信平台分享職安健的最新資訊。

我們持續推廣職安健，使我們的工傷率較上個報告年度下降。集團更頒發獎項予多間連續三十個月沒有任何工傷紀錄的分店。



The Group's OSH efforts have also been recognised through the Catering Industry Safety Award Scheme 2018/19 organised by the Labour Department of the HKSAR Government.

集團的職業安全與健康的努力亦得到香港政府勞工處舉辦的飲食業安全獎勵計劃2018/19的嘉許。



Category 類別

Fast Food Shops serving Chinese and General Categories of Food 中式及一般快餐店

Awards 獎項

- Group Safety Performance Awards (Meritorious Prize) 集團安全表現獎（優異獎）
- Catering Establishment Awards (Meritorious Prize) 食肆組安全表現獎（優異獎）
- Supervisor Awards 主管級別獎
- Safe Worker Awards 安全工友獎



Category 類別

Refreshment Eating Places and Canteens 小型食肆及食堂

Awards 獎項

- Group Safety Performance Awards (Silver Prize) 集團安全表現獎（銀獎）
- Catering Establishment Awards (Gold and Bronze Prizes) 食肆組安全表現獎（金獎及銅獎）
- Supervisor Awards 主管級別獎
- Safe Worker Awards 安全工友獎

Awards 獎項

- Supervisor Awards 主管級別獎
- Safe Worker Awards 安全工友獎



Category 類別

Fast Food Shops serving Western Food 西式快餐店

Awards 獎項

- Group Safety Performance Awards (Bronze Prize) 集團安全表現獎（銅獎）
- Supervisor Awards 主管級別獎
- Safe Use of Personal Protective Equipment Awards 安全使用個人防護裝備獎



Mainland China – Our Efforts and Progress

中國內地 — 我們的努力與進展

To support our business growth and branding strength as an employer in Mainland China, we have adopted a multi-faceted strategy for developing our human capital.

為配合集團在中國內地的業務增長及強化品牌，我們採取多元化策略以提升人力資本。

DEVELOPING OUR HUMAN CAPITAL

With the growth of our business in Mainland China, we need to attract and recruit new talent while continue to build the capabilities of existing employees. Our *People Development System* provides a clear and structured framework for employees to develop their career within the Group. Internal certification courses are the backbone of our *People Development System* and provide employees with training that will ensure they have the skills they need to continue advancing their career. During the year, 430 employees completed certification courses for kitchen and service positions.

加強人力資本

隨著我們在中國內地的人業務增長，我們不斷提升員工的能力，同時需要吸納及招聘新人才。我們的「人才發展系統」為員工提供一個清晰及有系統的框架，協助他們在集團的事業發展。內部證書課程是「人才發展系統」的支柱，為員工提供培訓以確保他們具備應有的技術以發展事業。年內，共有四百三十名廚房及服務職位的員工完成證書課程。

Certificate 證書課程	Relevant Employees 相關員工	No. of Employees Certified 完成課程的員工數目
Certificate for Store Manager 餐廳管理證書	Store Manager/ Chief Cook 經理/大廚	170
Certificate for Middle Management 中級值班證書	First Assistant Manager / Assistant Cook 第一副理/助理	38
Certificate for First Assistant Manager/ Assistant Chief Cook 初級值班證書	Second Assistant Manager /Second Cook 第二副理/二廚	222

We also nurture talent through our *Chef Development Programme* and *Management Trainee Programme*. Since 2015, the Group has worked with Guangdong Culinary School to provide a total of 750 internship opportunities for students, with over 260 of these interns choosing to continue their career at Café de Coral. As of 31 March 2019, the programme had reached out to eight schools in three provinces in Mainland China. We also offered six graduates management trainee positions this year to help them pursue a career in operations and supply chain management.

我們亦透過「雛鷹廚師儲備項目」及「樂行者管培生項目」培育人才。自二零一五年起，集團與廣東廚藝學校為學生提供共七百五十個實習機會，逾二百六十位實習生選擇在大家樂發展其事業。截至二零一九年三月三十一日，計劃已涵蓋中國內地三個省份共八間學校。此外，今年我們提供了六個畢業生見習管理人員職位，以助他們從事營運及供應鏈管理方面的工作。



ENGAGING WITH AND CARING ABOUT OUR EMPLOYEES

We are committed to treating our employees with care and respect, and providing them support both in and beyond the workplace. As part of our *Together We Are Stronger* initiative, department heads from both operations and back office pledged to deal with the needs of frontline operations within 48 hours. This team effort demonstrates our top-down commitment to supporting our employees and to fostering a strong team spirit.

Regular communication enables us to understand the needs of our employees and keeps them up to date with any changes in our business. A new platform, *Employees' Voices*, was launched during the year to provide an additional channel through which employees can share their feedback.

關懷員工與促進溝通

我們關心及尊重員工，致力為他們在職場內外提供支援。年內，來自營運及後勤辦公室的部門主管參加「在一起 更給力」活動，承諾在四十八小時內處理前線營運的需求，體現出從上而下致力支援員工及促進團隊精神。

我們透過定期的溝通以了解員工的需求，讓他們適時了解公司的業務變化。年內我們推出全新「員工之聲」平台，使員工有多個渠道分享意見。



BUILDING A HEALTH AND SAFETY CULTURE

The OSH team in Mainland China conducts OSH assessments, oversees operational procedures, manages OSH risks and raises employee awareness of safety issues. During the reporting year, we introduced assessments of dormitory standards into our regular assessments to ensure our dormitories are complying with the Group's Employee Dormitory Management Policy. The latest health and safety measures are communicated to all employees through posters that are prominently displayed in high-risk areas of stores and food manufacturing plants, as well as via our *100 Fun Learning Platform*, internal newsletter, briefings and guidelines. Safety training is mandatory for all new employees.

建立健康與安全文化

中國內地的職安健團隊開展職安健評估、監督營運流程、管理職安健風險及提高員工安全意識的活動。報告年度內，我們將宿舍標準評估納入定期評估中，確保宿舍符合集團員工宿舍管理政策。我們在分店和產製中心的高危位置張貼海報，向員工宣傳最新的健康及安全措施，並透過「100分學習平台」、內部通訊、簡報及指引傳達相關訊息。所有新員工必須接受安全培訓。



▲ The Staff Fun Club continued to organise various social and recreational activities to enhance a sense of belonging among our staff.
「樂滿Fun」繼續組織各類社交及娛樂活動，增強員工歸屬感。

Performance Tracking

績效表現追蹤

Goals set in 2017/18 二零一七／一八年度訂立的目標	Actions taken in 2018/19 二零一八／一九年度採取的行動
Continue to implement QF-accredited programmes to build staff competence and management standards 繼續推行資歷架構認證計劃以提升員工的能力及管理標準	The Group's <i>Professional Certificate in Train the Trainer</i> gained Level 4 accreditation under QF scheme of the HKSAR Government. 集團的「培訓師培訓專業證書」課程在二零一八年獲得資歷架構第四級認證。
Launch series of 50 th Anniversary staff engagement activities 籌辦一系列五十週年員工參與活動	We organised a range of 50 th Anniversary celebration activities to show appreciation to all staff for their many contributions over the years. 舉行一系列五十週年慶祝活動，以衷心答謝員工多年來的貢獻。
Expand the scope of <i>People Development System</i> in Mainland China 擴大中國內地「人才發展系統」的領域	<i>People Development System</i> in Mainland China provided certification training to 430 employees to support their career advancement. 中國內地的「人才發展系統」為四百三十名員工提供認證培訓，支持他們的職業發展。
Enhance employee engagement initiatives in Mainland China to strengthen employer branding 在中國內地加強員工溝通活動以強化僱主品牌	Mainland operations launched new initiatives such as <i>Together We Are Stronger</i> and <i>Employees' Voices</i> to enhance communication with and among staff. 推出新活動「在一起 更給力」及「員工之聲」平台，以加強員工之間的溝通。

Future Plans

未來計劃

- Roll out initiatives to strengthen staff engagement at all levels
- Continue to enrich staff training and development programmes
- Further enhance the Group's safety management system
- 推出新措施以深化各層級員工參與度
- 繼續豐富員工培訓及發展計劃
- 進一步加強集團的安全管理系統

3

Investing in
Our Community
回饋社會

The Group is committed to generating long-term value for the communities we serve. We invest resources, engage our employees and customers, and collaborate with community partners to create a positive impact. Our community investment efforts are aligned with our founders' vision and philosophy and are shaped around three principles:

集團致力回饋業務所在的社區，創造長遠價值。憑藉我們的營運優勢，我們投放資源、鼓勵員工與顧客參與，並與社區夥伴合作一起帶來正面影響。我們與集團創辦人的願景和理念一致，並根據三大原則進行回饋社會的工作：

Three principles 三大原則



**Fostering social
integration**
促進社會共融



**Nurturing
young people**
培育青年



**Promoting
sustainable living**
推廣可持續生活





We regularly review our community investment approach to ensure we are making effective use of our branch network to respond to community needs in a strategic and focused way. Through *Café de Coral Twinkle Action*, a platform that serves as a focal point for our long-established community initiatives, we continually enhance our corporate sustainability activities and launch new programmes to increase our contribution to community development and well-being.

集團定期檢視回饋社會方面的工作，確保能善用我們強大的分店網絡，回應社會所需。集團透過「大家樂閃亮行動」平台推展社區項目和計劃，持續加強企業可持續發展活動和推行新計劃，提升集團對社區發展的貢獻。

At a glance

內容總覽

► **540+** staff contributed to **1,120+** volunteering hours
540多名員工貢獻逾1,120小時義工服務

Fostering Social Integration

促進社會共融

*Café de Coral Community
Spring Feast 2019*
「大家樂區區開年飯2019」

► **11** partner organisations
與11個夥伴機構合作

38 banquets organised
舉辦38場開年飯

benefitted more than
1,500+ underprivileged citizens
逾1,500名弱勢社群市民受惠

Caring for our community
關愛社區

► **540+** volunteers supported four activities and benefitting
2,540+ people
共540多名義工參與四個活動，受惠人數逾2,540人

Providing employment opportunities
提供就業機會

► Provided job opportunities for
250+ people with physical and intellectual disabilities, and
300+ individuals from ethnic minority groups
為250多名身體及智力殘疾人士和300多名少數族裔人士提供就業機會

Nurturing Young People 培育青年

Project WeCan 「學校起動計劃」



Students of partnering school gained better understanding of F&B industry through company visits, Career Exploration Day, workshops and job tasting
透過企業探訪、生涯規劃日、面試工作坊、實習等活動提升夥伴學校的學生對餐飲業的認識

Café de Coral Music Station x Open Music 「大家樂壇 x 開放音樂」



Helped unleash the musical potential of young people and provided opportunities for them to further develop their talents
讓青年展示音樂才能，為他們提供發展機會

Scholarships and sponsorships for youth events 獎學金及贊助青年活動



Sponsored secondary school and university students to take part in activities that helped them broaden their horizons
支持及贊助中學和大學的各類型活動，拓闊學生視野



Promoting Sustainable Living 推廣可持續生活

Promoting healthy eating 推廣健康飲食



- **All** Café de Coral fast food stores joined the Reduction of Salt and Sugar in Food campaign organised by the HKSAR Government
所有大家樂快餐參與香港政府推行的「少鹽、少糖、少•確幸」計劃
- **All** schools served by Luncheon Star provided with low-salt options on menus
活力午餐為所有學校提供低鹽午餐選擇

Reducing waste 減少廢物



- **360+** stores involved in food waste and single-use plastic reduction initiatives
逾350間分店參與減少廚餘及使用即棄塑膠計劃

Protecting our natural environment 保護天然環境



- **80+** staff volunteers and their families visited Po Toi Island to learn about its ecological value and clear trash that would otherwise have made its way into the ocean
逾80名義工及其家人參觀蒲台島認識其生態價值，並清理垃圾，避免其流入海洋

Promoting sustainable food 推廣可持續食品



- Actively increased sustainable seafood to **65%** of total seafood supplies
積極將環保海鮮增加至總海鮮採購量的65%
- About **70** Super Super Congee & Noodles, The Spaghetti House and Shanghai Lao Lao stores, and our school catering arm Luncheon Star, participated in Sustainable Seafood Week
一粥麵、The Spaghetti House（意粉屋）及上海姥姥共70間分店以及活力午餐參與環保海鮮週活動
- Luncheon Star launched a **beef-free menu** to promote lower-carbon eating
活力午餐推出無牛肉餐單以提倡低碳飲食

Fostering Social Integration 促進社會共融

The Group organises and participates in initiatives that promote compassion and social inclusiveness with the aim of generating happiness and positive energy in the communities where we operate.

Community Spring Feast

In Chinese tradition, Spring Feast is an occasion for families to gather and share blessings during the Lunar New Year. It also symbolises a wish for great happiness that will last for the rest of the year. The *Community Spring Feast* is our annual flagship community programme through which we offer blessings to and express our care for the community.

For the third consecutive year, we partnered with the Hong Kong Council of Social Service (HKCSS) and 10 other community groups to organise and host the *Community Spring Feast*. We held 38 Spring Feast banquets across 18 districts in Hong Kong this year and saw more Group brands participated in this meaningful initiative. Over 1,500 beneficiaries, including individuals from low-income families, elderly people and people with disabilities, were invited to enjoy *Poonchoi* and signature dishes of Café de Coral Group brands. Staff and their families volunteered to serve food and host games while sharing joyful moments with attendees. We also worked with Food Grace at the banquets to promote food waste reduction and initiatives to provide food to those in need through donation programmes.

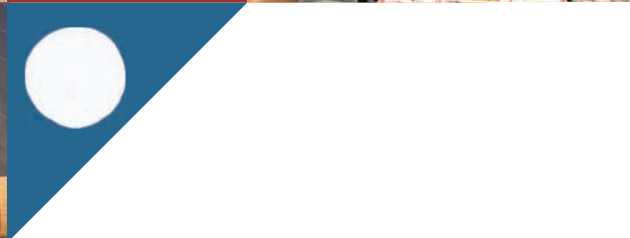
集團舉辦及參與推廣社會共融的活動，旨在為所在社區帶來快樂及正能量。

「區區開年飯」

「區區開年飯」是集團每年旗艦的社區活動。在中國傳統中，開年飯是在農曆新年與朋友家人相聚及互相祝福的重要時刻，亦同時象徵美滿幸福。因此，我們藉活動為社區送上祝福和關愛。

我們連續三年與香港社會服務聯會（香港社聯）及其他十個社區組織舉辦「區區開年飯」。今年，我們共於全港十八區舉辦三十八場開年飯，並有更多集團品牌參與此有意義的活動，邀請逾一千五百名低收入家庭、長者及殘疾人士等有需要人士共享盆菜及各品牌的招牌菜式。員工及其家人亦義務參與協助上菜和主持遊戲，與在場人士分享喜悅。我們在活動期間與食德好合作推廣減少剩食及鼓勵透過捐贈活動為有需要人士提供食物。





Caring for Our Community

Recognising that different community groups face different challenges, our community development efforts address a diverse range of needs and contribute to building a more inclusive society. We collaborate with community partners to organise home and social service centre visits, through which we demonstrate our caring culture and aim to build greater social cohesion in and between different segments of the community.

In line with our commitment to creating a more inclusive and compassionate society, we are constantly upgrading our stores, facilities, services and technologies to offer access-for-all and barrier-free dining experiences.

關愛社區

我們明白不同的社區群體面對不同的困難，因此我們的社區發展工作亦回應各種需求，為建立共融社會作出貢獻。集團與社區夥伴合作組織家庭及社會服務探訪，展示我們的關愛文化並致力從社區的不同層面提升社會凝聚力。

我們致力建設一個更共融及具同理心的社會，透過定期升級分店設施及服務，為需要人士提供無障礙的餐飲體驗。



Chefs at **The Spaghetti House** and staff volunteers made good use of surplus food collected by Food Grace by cooking western-style dishes for elderly people at *Gracious Feast*. **The Spaghetti House** (意粉屋) 的廚師及義工善用食德好收集的剩餘食材，在「長者剩宴」中為長者烹調西式美食。



Various NGOs have donation boxes in stores across the Café de Coral Group. 大家樂集團在分店設有各非政府組織的捐款箱。



All our restaurants are guide-dog friendly. 我們所有餐廳歡迎導盲犬進入。

Volunteers from **Super Super Congee & Noodles** organised *Thousands of Care* during this year's Dragon Boat Festival. The volunteers, together with intellectual disabilities at the Hong Chi Association, visited elderly people who are living alone. 一粥麵的義工在今年端午節舉辦「千粽關懷」活動，與康智會的智障人士一同探訪獨居長者。



Asia Pacific Catering gives nutritional information on menus at its hospital stores. It also provides menu options that adhere to various religious observances (e.g. halal food). 泛亞飲食的醫院分店在餐牌上提供營養成分資料，以及提供各種適合不同宗教的食品選擇（例如清真食品）。



Over 20 **The Spaghetti House**, **Mixian Sense** and **Little Onion** stores now support *Tap My Dish*, a mobile-based food ordering app developed by the Hong Kong Blind Union for visually impaired customers.

The Spaghetti House (意粉屋)、**米線陣**及**小洋蔥**逾二十間分店支持由香港失明人協會開發的「點菜易」手機應用程式。



Providing Employment Opportunities

The Group is committed to respecting individuals, offering equal employment opportunities and facilitating the social advancement and integration of people from underprivileged groups. We have established long-term partnerships with community groups, NGOs and other civic organisations to advance our goal of creating an inclusive workplace while fostering greater social integration.

提供就業機會

集團致力尊重個人並提供平等的就業機會，以及促進弱勢社群融入社會。我們與社區團體、非政府組織及其他民間組織建立長期夥伴關係，旨在建立具包容性的工作間及推動社會共融。



As of 31 March 2019, we had created job opportunities for over 250 people with physical and intellectual disabilities and more than 300 individuals from ethnic minority groups.

截至二零一九年三月三十一日，集團為超過250名身體及智力殘疾人士和約300多名少數族裔提供就業機會。

Nurturing Young People 培育青年

Nurturing the aspirations and positive development of younger generations is crucial for the future well-being and growth of our society. During the reporting year, the Group rolled out a range of initiatives that support youth development by providing career guidance, encouraging the exploration of talents and interests, offering scholarships to outstanding students and sponsoring student events.

培育年輕一代具抱負及正面思想對於社會的未來發展非常重要。於報告年度內，集團透過提供職業指導、鼓勵發展才華及興趣、為傑出學生提供獎學金及贊助學生活動等一系列不同計劃，支持青年發展。

Project WeCan

In 2018, the Group joined Project WeCan, a Business-in-Community initiative to provide secondary school students who are disadvantaged with learning opportunities that will equip them with useful skills and empower them to pursue higher education and set career ambitions. We worked closely with our partner school during the year to collaboratively develop a plan that includes both financial and volunteering support from the Group. Alongside other corporate Project WeCan partners, we also participated in several joint-school programmes to help more students gain a better understanding of their strengths and career interests.

「學校起動計劃」

集團於二零一八年參加體現「社•企共勉」精神的「學校起動計劃」，為條件稍遜的中學生提供學習機會，協助他們增進必要技能，繼續進修和訂立職業目標。年內，我們與夥伴學校緊密合作，共同制定年度計劃，為其提供財政及其他支援。我們亦參與「學校起動計劃」的其他聯校活動，讓更多學生了解自己的長處及職業興趣。



Café de Coral @ Project WeCan

大家樂 @ 「學校起動計劃」

01

Preparing young people to join the workforce

為青年投入職場作好準備

Job-seeking Workshop at Career Exploration Day

生涯規劃日求職工作坊

- Introducing important skills and requirements for frontline jobs in the F&B industry
介紹餐飲業前線工種的工作要求
- Sharing tips and arranging mock job interviews for students, to help them develop interview skills and confidence
與學生分享技巧及安排模擬面試，協助他們配備求職面試的技巧



02

Providing industry knowledge

提供行業知識

Visit to Café de Coral Training Kitchen and Luncheon Star

參觀大家樂訓練廚房及活力午餐

- Gaining better understanding of Café de Coral Group
增加對大家樂集團的認識

**Experiential Workshop at Career Exploration Day**

生涯規劃日職場體驗工作坊

- Organising pizza-making workshops for students to give them insight into what it is like to work in the F&B industry and to inspire them to start exploring their career interests
舉辦薄餅製作工作坊，讓學生了解餐飲業的工作情況並啟發他們發掘自己的職業興趣

03

Gaining practical job experience

獲取實際工作經驗

- Offering summer job opportunities to students to gain practical job experience in the F&B industry
為學生提供暑期工作機會以獲取餐飲業的實際工作經驗



04

Building community through engagement

讓學生與員工互動

- Organising basketball matches among staff and students to create a more casual environment for them to interact and learn from each other
為員工與學生舉辦籃球比賽，藉輕鬆的環境讓他們互相交流和學習
- Inviting students to become volunteers of our flagship programme *Community Spring Feast*, to experience the sense of giving back to the community through the Group's efforts
邀請學生成為集團活動「區區開年飯」的義工，讓他們參與集團企業社會責任計劃



Café de Coral Music Station x Open Music

Since 2015, *Café de Coral Music Station* has served as a platform for young people to unleash their musical talents and bring positive energy to the community. Our 2018/19 partnership with the Hong Kong Arts Centre enabled us to expand the scope of the initiative as a musical talent development programme. Comprising music shows and seminars for the public, as well as workshops and an overseas tour for young musicians, *Café de Coral Music Station x Open Music* targeted both youngsters with a budding interest in music, and young musicians who want to showcase their talents to a wider audience. Teams of young musicians competed at the music shows, with the winning teams being given the opportunity to participate in tailor-made music workshops and an exchange tour in Asia.



「大家樂壇 X 開放音樂」

「大家樂壇」始於二零一五年，旨在成為青年展示音樂才能為社會注入正能量的平台。在二零一八／一九年度，我們與香港藝術中心合作，將活動擴大成為音樂人才發展計劃。「大家樂壇 X 開放音樂」旨在為對音樂有濃厚興趣的青年及希望展示其音樂才華的年輕音樂人提供公開表演的機會，計劃包括公開音樂會和講座、工作坊及海外表演。而一眾年輕音樂人參與音樂會比賽，獲獎單位可參與度身設計的音樂訓練工作坊及出遊亞洲進行交流。



Scholarships and Sponsorship of Youth Events

To nurture future local F&B leaders, the Group established the *Café de Coral Scholarship* to support the academic development of tertiary students. This initiative provides scholarships for outstanding students who are studying programmes related to the F&B industry, including Food and Nutritional Science at The University of Hong Kong, Food and Nutritional Sciences at The Chinese University of Hong Kong and Culinary Arts and Management at the Technological and Higher Education Institute of Hong Kong. In addition to providing direct financial support through scholarships, we are constantly exploring opportunities to sponsor programmes that foster youth development.

獎學金及贊助青年活動

為培育本地餐飲業的未來領袖，集團成立「大家樂獎學金」以支持專上學生的學術發展。在報告年度，我們繼續為就讀餐飲業相關課程的傑出學生提供獎學金，包括香港大學食品及營養科學、香港中文大學食品及營養科學及香港高等教育科技學院廚藝及管理課程。除提供直接的財政支持外，我們亦定期尋找贊助促進青年發展活動的機會。



We sponsored food coupons for participants of student events, including:

- English WeCan, part of a series of training programmes that build the English language competency of students; and
- WeCan x HKUST Steam Project, a competition that invites secondary school students to develop engineering proposals that address social issues.

我們贊助食物券予學生活動的參加者，包括

- 培養學生英語能力的訓練課程 – English WeCan比賽；及
- 邀請中學生就社會議題提交解決方案的WeCan x HKUST Steam計劃。

We sponsored lunch boxes for the production team, acting team and audience at SING OUT!, an award-winning musical produced by secondary school students.

我們贊助由中學生製作的獲獎音樂劇 – 「奮青樂與路」的製作團隊、表演團隊和觀眾的午餐飯盒。

Promoting Sustainable Living 推廣可持續生活

As a leading F&B corporation in Hong Kong, we contribute to promoting sustainable and healthier living among our customers by organising different awareness-raising programmes.

Promoting Healthy Eating

The Group encourages healthy living by providing healthy food options for customers. All **Café de Carol** fast food stores joined the Reduction of Salt and Sugar in Food campaign organised by the HKSAR Government. During the campaign, customers could ask for their drinks to contain less sugar. Together with more than 500 industry peers, the campaign helped reduce the consumption of sugar in drinks by about 7 million grams during the course of the campaign.

Healthy eating habits should start at an early age. Our school-catering arm, **Luncheon Star**, organised 33 talks at 25 schools to promote healthy living among students during the year. In addition, the brand now provides over 100 reduced-salt menu choices and has committed to increasing the proportion of low-sodium food options on monthly menus to 35% during the school year 2018/19.



Nutrition talks are conducted in schools.
活力午餐定期舉辦營養講座。



The EatSmart School Accreditation Scheme recognised 19 schools served by **Luncheon Star** for promoting healthy eating and cultivating good eating habits among students.
「至營學校認證計劃」嘉許十九間由活力午餐提供服務的學校，向學生推廣健康飲食並培養他們良好的飲食習慣。



Reducing Waste

In addition to our efforts to reduce the creation of waste in our operations, we organise various environment-focused campaigns to encourage customers to reduce food waste and the use of plastics in their daily lives.

Understanding the importance of public education, we continue to reinforce the promotion of Say No to Straws with advertisements and in-store promotion materials. During the year, the Group participated in the Plastic-Free Takeaway, Use Reusable Tableware campaign organised by Environmental Campaign Committee and the Environmental Protection Department of the HKSAR Government. The aim of the campaign was to help foster behavioural change by encouraging customers to go plastic-and-disposables-free when they order takeaways. We have also expanded our commitment to cutting back on single-use plastics when serving our customers. For more details on our waste reduction initiatives, please refer to the "Resource Optimisation" section.

作為香港領先的餐飲集團，我們透過不同的意識提升活動為促進顧客可持續及健康生活作出貢獻。

推廣健康飲食

集團提倡健康生活，致力為顧客提供健康的食品選擇。所有**大家樂**快餐的分店均參加了香港政府舉辦的「少鹽、少糖、少●確幸」活動，顧客可在活動期間要求飲品少糖。聯同其他逾五百間同業，活動期間共減少了約七百萬克糖。

鼓勵建立健康飲食習慣應從幼年開始。報告期內，**活力午餐**於二十五間學校舉辦了三十三場營養講座。集團的學校餐膳供應商**活力午餐**現供應逾一百款低鹽菜式，並致力於二零一八／一九學年內，將每月餐單內低鈉食品的選擇提高至35%。

減少廢物

除努力減少營運中所產生的廢物，我們亦舉辦不同以環保為主題的活動，鼓勵顧客在日常生活中減少浪費食物和使用塑料產品。

我們明白公眾教育的重要，透過廣告及持續在店內張貼宣傳品，加強推廣「日日無飲管」活動。年內，集團參與由香港政府環境運動委員會及環保署舉辦的「外賣走塑 餐具先行活動」。該活動旨在透過鼓勵顧客在外賣時走塑、走即棄餐具，推動市民改變行為習慣。我們亦擴大減少提供即棄塑料的承諾。更多有關詳情，可參閱「資源優化」章節。

Café de Coral fast food continued with its *The Power of Individual* programme during the year. The initiative aims to engage with customers to reduce food waste, inspire the community to cherish resources and help people in need. During the campaign period, the Group donated HK\$3 to St. James Settlement for its People's Food Bank and FOOD-CO food assistance platform every time a customer asking for “less rice” or “half rice” when placing order.

年內，**大家樂**快餐繼續舉辦「粒粒力量」活動，鼓勵顧客參與減少浪費食物。活動旨在減少剩食，啟發社會珍惜資源並幫助有需要人士。活動期間，顧客可在點餐時要求「少飯」或「半飯」，集團則會每客捐出港幣三元予聖雅各福群會之眾膳坊食物銀行和食物援助協作平台FOOD-CO。



Protecting our Natural Environment

The Group participates in various initiatives to raise the environmental awareness of our employees. Over 80 staff volunteers and their family members participated in Green Sense's Po Toi Island Clean-up. Participants learned about the ecological value of Po Toi Island, which provides a habitat for over 300 bird and 50 butterfly species and is an important stopover point for many internationally threatened bird species*. Participants also learned about the negative impact of marine debris, including the risk that it can be mistakenly ingested by birds that are searching for food. The volunteers collected over 66kg of trash that would otherwise end up in the sea.

保護自然環境

集團藉參與不同活動以提升員工的環保意識。逾八十名義工及其家庭成員參加了環保觸覺「浦台島清潔活動」，從中認識為逾三百種鳥類和五十種蝴蝶提供棲息地的浦台島之生態價值。該島同時是多個受國際威脅的鳥類*之重要停留點。義工亦可從中了解到海洋廢棄物帶來的負面影響，包括鳥類在尋找食物時誤嚥下廢物的風險。義工共收集了逾六十六公斤垃圾，避免廢棄物流入大海。



Staff volunteers and their families participated in Green Sense's Po Toi Island Clean-up.
義工和其家人參加環保觸覺的「浦台島清潔活動」。

Oliver's Super Sandwiches supported Green Run 2019, which aims to raise public awareness about environmental conservation, and encourage actions that will help transform Hong Kong into a greener sustainable city.
Oliver's Super Sandwiches (利華超級三文治) 支持旨在提高公眾環保意識的「著綠狂奔2019活動」，並鼓勵採取有助於香港成為可持續發展的綠色城市之有關行動。



* Hong Kong Conservancy Association: "Green Groups call for Po Toi Islands Country Park".
香港長春社：「環團促請將浦台島劃為郊野公園」。

Promoting Sustainable Food

Café de Coral brands are taking steps to promote more sustainable food practices and low-carbon diets. Currently 65% of the seafood we serve on our regular menu is sustainably sourced through Aquaculture Stewardship Council ("ASC") or Marine Stewardship Council ("MSC") certified providers, or recommended in the *Sustainable Seafood Guide* published by the World Wide Fund for Nature Hong Kong ("WWF-Hong Kong"). To further reinforce the momentum of the sustainable seafood movement, **Café de Coral** fast food, **Super Super Congee & Noodles**, **The Spaghetti House**, **Shanghai Lao Lao** and **Luncheon Star** participated in Sustainable Seafood Week organised by WWF-Hong Kong in 2018. During the campaign, our participating brands included sustainable seafood that follows the recommendations in the Sustainable Seafood Guide published by the WWF-Hong Kong on their menus. Together with in-store informational material and digital media, the campaign not only enabled our customers to enjoy delectable seafood dishes, it also raised their awareness about the importance of consuming sustainably and contributing to conserving our planet.

Luncheon Star has introduced a beef-free menu to promote low-carbon eating. **The Spaghetti House**, **Spaghetti 360**, **Oliver's Super Sandwiches** and **Mixian Sense** continued to support the Green Monday initiative to offer low-carbon vegetarian dishes.

推廣環保食品

大家樂旗下品牌採取更多促進環保食品及低碳飲食的措施。現時在我們的常規餐單中65%的海鮮獲水產養殖管理委員會、海洋管理委員會認證或由世界自然基金會香港分會（「WWF香港分會」）編製的可持續海鮮選擇指引推薦，確保我們的海鮮來自管理良好的漁業或農場。為進一步推廣使用環保海鮮，大家樂快餐、一粥麵、The Spaghetti House（意粉屋）、上海姥姥及活力午餐參加由WWF香港分會在二零一八年舉行的環保海鮮週，在餐單中包括由WWF編製的《海鮮選擇指引》推薦的環保海鮮。配合店內資訊及電子媒體宣傳，活動不單讓顧客享用到美味的海鮮菜式，更可提高他們對環保海鮮的認知，為保護地球作出貢獻。

活力午餐亦推出無牛肉餐單以推廣低碳飲食。The Spaghetti House（意粉屋）、Spaghetti 360、Oliver's Super Sandwiches（利華超級三文治）和米線陣一直支持無綠不歡星期一，推出低碳素食菜式。



▲ Sustainable seafood served at **The Spaghetti House** and **Café de Coral** fast food. **The Spaghetti House**（意粉屋）及大家樂快餐為顧客提供環保海鮮選擇。



Mainland China – Our Efforts and Progress

我們於中國內地的努力和進展

We have been growing our participation in community outreach activities in Mainland China by identifying opportunities that align with the Group's community engagement investment principles.

FOSTERING SOCIAL INTEGRATION

Following the success of *Community Spring Feast* in Hong Kong, the Group extended the initiative to share blessings and wishes for lasting happiness with communities in Mainland China. During the reporting year, we worked with Non Profit Incubator Charity, a charitable organisation in Mainland China, to organise five *Fun Community Care* events during Mid-Autumn Festival, Winter Solstice, New Year's Eve and Lunar New Year. Disabled individuals and their families, children of migrant workers and elderly people were invited to dine, play games and celebrate with our staff at the events.



We initiated fundraising activities for our long-term community partner Guangzhou Huiling, a charitable organisation that supports the employment of people with intellectual disabilities. When customers order selected dishes, a portion of their bill will be donated to Guangzhou Huiling. Beginning in the previous reporting year and continuing in 2018/19, our staff also volunteered at Guangzhou Huiling Farm, a training facility that operates based on the concept of farm therapy. Our staff volunteers helped to create a better environment at the farm by participating in two weeding activities. In addition, over 100 members of staff participated in Walk for Love, with the number of steps taken by our staff during the event converted into an equivalent donation amount for charity programmes.



我們透過尋找與集團回饋社會原則一致的活動，在中國內地積極參與社區活動。

促進社會共融

隨著在香港成功舉行「區區開年飯」，集團在中國內地延續此分享關愛和祝福之活動。於報告年度內，我們與中國內地的慈善組織恩派公益合作，於中秋節、冬至、除夕及農曆新年舉行五場「樂享日社區關愛活動」，邀請殘疾人士及其家庭、外勞人士的小孩及長者與員工一起用餐、玩遊戲及慶祝節日。



我們與支援智力殘疾人士工作的長期社區合作夥伴廣州慧靈開展籌款活動，當顧客購買指定食品時，賬單的部分款項會捐贈予慈善團體廣州慧靈。自上個報告年度起至二零一八／一九年度，我們的員工亦在以農場治療概念營運的培訓機構廣州慧靈農場參與兩次義工除草活動，以助農場建造更美好的環境。此外，我們逾一百名義工參與了「樂前進 為愛行」活動，義工在活動期間步行的數目獲轉換成為捐款。



NURTURING YOUNG PEOPLE

To help create more employment opportunities for young people in rural areas, we established a partnership with the Amity Foundation to develop and operate the *Future Engineer* project. Through this project, 16 of the 43 underprivileged students we sponsored to attend Yangzhou Tianhai Vocational Technical School during last reporting year have started one-year work placements at our stores. Students may be offered a full-time position upon successful completion of their placement.



培育青年

為幫助農村地區的青年創造更多就業機會，我們與愛德基金會合作開展「未來工程師」計劃。我們在上個報告年度內贊助了四十三名學生到揚州天海職業學校上學，當中十六名學生已在分店進行為期一年的實習。成功完成實習後，學生將有機會獲得全職工作職位。

PROMOTING SUSTAINABLE LIVING

We completely phased out styrofoam takeaway containers during the reporting year, replacing them with biodegradable boxes for all takeaway and delivery orders. We also promoted the use of biodegradable food containers and other environmental initiatives through the WeChat social media platform, which a significant number of our customers in Mainland China use to place orders and access information about the Group.

推廣可持續生活

於報告年度內，我們已全面淘汰使用發泡膠外賣盒，並以可生物降解的餐盒用作所有外賣及外送訂單。大量顧客使用微信社交平台下單及獲取集團在中國內地的資訊，因此我們亦藉此平台推廣使用可生物降解的餐具及其他環保措施。

Performance Tracking

績效表現追蹤

Goals set in 2017/18 二零一七／一八年度訂立的目標	Actions taken in 2018/19 二零一八／一九年度採取的行動
Continue to leverage the Group's network to roll out more community programmes that foster social integration and inject positive energy into society 繼續藉集團的網絡推出更多社區活動，促進社會共融及為社會注入正能量	We continued our annual flagship programme <i>Community Spring Feast</i> , participated in volunteer initiatives that support the underprivileged, and provided employment opportunities for the disadvantaged community groups. 繼續舉辦年度活動「區區開年飯」、透過義工活動幫助弱勢社群，以及為他們提供就業機會。
Roll out more youth development initiatives 開展更多青年發展活動	The Group became partner of Project <i>WeCan</i> and expanded the scope of <i>Café de Coral Music Station</i> . 成為「學校起動計劃」的夥伴並擴大「大家樂壇」的活動規模。
Enhance our environmental awareness programmes on waste reduction, environmental conservation and adopting a sustainable lifestyle 加強減廢、保護環境及可持續生活方式的環保意識活動	We rolled out a series of initiatives to promote the reduction of food waste, cutting back on single-use plastics, healthy living, environmental protection and sustainable food. 推出一系列推廣減少剩食和使用即棄塑料餐具、健康生活、環境保護及環保食品的活動。

Future Plans

未來計劃

- Consolidate our experience and resources to launch more community programmes that foster social integration and inject positive energy into society
- Identify cooperation opportunities with third parties to roll out more youth development initiatives
- Continue to raise customer awareness of sustainable living
- 整合我們的經驗和資源籌辦更多社區活動，促進社會共融及為社會注入正能量
- 與第三方團體合作尋求更多青年發展活動的合作機會
- 繼續提高顧客對可持續生活的意識

4

Resource Optimisation 資源優化

Climate change, environmental deterioration and depletion of natural resources are some of the global challenges we are collectively facing as a planet. Addressing these issues require actions to be taken at all levels. As a responsible business, the Group is committed to contributing to solutions by operating sustainably, based on three principles:

氣候變化、環境惡化及天然資源耗盡是我們全球共同面對的挑戰，並且需要從各個層面採取行動以回應有關問題。集團作為負責任的企業，致力以可持續的方式營運，遵循三大原則就有關解決方案作出貢獻：

Three principles 三大原則



**Efficient use of
resources**
善用資源



**Holistic waste
management**
全面的廢物管理



**Minimising
environmental impact**
減低環境影響



At Café de Coral, we acknowledge our responsibility to manage the environmental impact caused by our operations, and we continually strive to operate more sustainably by identifying opportunities to reduce our environmental footprint throughout our value chain. We invested considerable resources during the reporting year into enhancing our energy and water efficiency, improving our approach to waste management and strengthening our ability to responsibly source supplies to reduce the adverse environmental impact of our supply chain. We engaged Hong Kong Productivity Council to assist us with environmental data collection and analysis, establishing targets for further reducing our energy use, water use and greenhouse gas ("GHG") intensities, identifying other areas for improvement and formulating action plans.

我們有責任管理營運對環境所帶來的影響。因此，我們透過尋找在價值鏈中減少對環境影響的機會，致力以可持續的方式營運。我們在報告年度內投放大量資源，尋求改善能源及用水效益的方法、加強廢物管理的措施及實行負責任採購，以減低供應鏈對環境所帶來的不利影響。我們亦聘請香港生產力促進局協助收集及分析環境數據，制定進一步改善能源消耗、用水和減少溫室氣體排放強度的目標，並確定其他需要改善之處和訂立行動計劃。

At a Glance

內容總覽

Procurement 採購

Responsible Sourcing 負責任採購

Source responsibly by protecting the marine ecosystem and respecting animal welfare and health
實行負責任採購，保護海洋生態系統及尊重動物權益

65% of seafood procured in Hong Kong is from sustainable sources
於香港營運所用的海產65%來自環保採購

15% of poultry purchased in Hong Kong is raised in line with Farm Animal Welfare Council's principles
於香港營運所用的禽肉採購15%遵循農場動物福利委員會的五大自由準則

Manufacturing and Processing 生產及製程

Energy and Emissions Management 能源及排放管理

- Participated in CLP's Energy Audit programme
參與香港中電的能源審核計劃
- Studied use of smart meters to track energy performance of equipment
研究使用智能電錶以追蹤設備的能源表現

Water Management 用水管理

Invested in technologies to reduce water consumption
應用先進技術以減低用水量

Waste Management 廢物管理

- Conduct regular waste audits to monitor performance
定期進行廢物審計以監察表現
- Support HKSAR Government-led food waste recovery initiative
支持香港政府廚餘回收計劃

90 tonnes of paper and
12 tonnes of metal were recycled

回收約90公噸紙張和12公噸金屬

300 tonnes of recyclable food waste were sent to HKSAR Government's Organic Waste Treatment Facility since beginning of trial in September 2018

自香港政府有機資源回收中心於二零一八年九月試行後已送出300公噸廚餘

▶ **-19.7%**Energy use intensity*
能源消耗強度減少19.7%*▶ **-26.7%**GHG emissions intensity*
溫室氣體排放強度減少26.7%*▶ **-14.5%**Water use intensity*
用水強度減少14.5%*

Packaging and Logistics 包裝及物流

Emissions Management 排放管理

Use biodiesel for fleet vehicles
在車隊使用生物柴油▶ **48%** of fleet vehicles use biodiesel
48%的車隊已使用生物柴油

Stores and Schools 分店及學校

Energy and Emissions Management 能源及排放管理

- All new stores use LED lighting. Existing lighting at older stores will gradually be replaced with LED lighting
所有新分店使用發光二極體燈，現有分店亦逐步進行更換
- Piloted use of energy-monitoring units
試用能源監察單位

Water Management 用水管理

- Installed water-saving devices to minimise water use for food preparation and washing dishes
裝設節水儀器以減少在產製食物及清洗碗碟時的用水量

Waste Management 廢物管理

- Launched again the *Power of Individual* programme to encourage customers to reduce food waste
再次推出「粒粒力量」活動，向顧客提倡減少浪費食物
- Stopped providing single-use plastic straws and knives across Group's all brands
集團所有品牌不再提供即棄塑膠飲管及膠刀

▶ **36 tonnes[#]** reduction in plastic straws used
減少36公噸[#]塑膠料飲管▶ **437 tonnes[#]** reduction in plastic knives used
減少437公噸[#]膠刀▶ **40%[#]** reduction in total usage of plastic since January 2019
自二零一九年一月起塑料總使用量減少了四成[#]* Achievement (Hong Kong operations) compared with 2013/14 base year
香港的營運表現（與二零一三／一四基準年度比較）# Determined by comparing year-on-year monthly consumption figures after the initiatives had been in place for one month
以措施推行一個月後按年之月度消耗量的數據作比較

Energy and Emissions Management 能源及排放管理

The Group acknowledges the global threat posed by climate change and our responsibility to find ways of reducing our energy and GHG emissions. Manufacturing plants and restaurants are energy-intensive facilities. We endeavour to improve the energy efficiency of our manufacturing plants and stores by deploying a combination of energy-saving technologies and improved operating practices.

During the 2018/19 reporting year, we participated in CLP's Energy Audit programme to better understand our energy consumption, evaluate the effectiveness of our existing energy-saving initiatives and identify additional energy-saving opportunities at our Central Food Processing Centre in Taipo. For example, the audit report indicated that ambient temperatures affect the loading of energy consumption by our air-conditioning and refrigerating systems. We now closely monitor ambient temperatures at the plant and consider ambient temperature trends when planning our production schedule. During very hot weather, lines that are more energy intensive will be scheduled for production on days when the ambient temperature is expected to be lower.

We continue to seek ways to better monitor our energy performance through the collection of more sophisticated data for analysis. During the reporting year, we explored the potential of installing smart meters on equipment at our Central Food Processing Centre in Taipo. Should any abnormal energy performance by a piece of equipment be detected, the smart meter will send an alert through an online platform. At some of our stores, we piloted the use of monitoring units to track energy use. We are evaluating the effectiveness of these measures and will expand their use as appropriate.

氣候變化為全球帶來威脅，集團深明有責任尋找減低能源消耗及溫室氣體排放的方法。產製中心和餐廳乃能源消耗高的場所，我們透過結合節能技術和改善營運方式以更有效使用能源，致力提高產製中心和分店的能源效益。

於二零一八／一九報告年度內，我們參與中電能源審核計劃，以了解我們的能源消耗情況、評估現有節能方案的有效性，以及尋找在大埔中央產製中心新的節能機會。例如，審核報告指出環境溫度影響我們的冷氣及製冷系統的能源消耗，因此我們密切監察產製中心的環境溫度，並在規劃生產計劃時顧及環境溫度的走勢。在炎熱天氣時，我們會將能源強度較高的生產線安排在環境溫度較低的日子進行。

我們透過收集複雜的數據進行分析，不斷尋求更好的方法監察能源表現。報告年度內，我們研究在大埔中央產製中心的設備上安裝智能電錶的可行性。當檢測到任何一個設備出現異常的能源表現，智能電錶會透過在線平台發送警報。我們亦在部分分店試行以監控單位追蹤能源使用的情況。我們正評估這些措施的效益並在適當情況下擴大使用範圍。

To help reduce our consumption of non-renewable fossil fuels and the resulting air pollutants, the Group has been working to convert used oil from our operations into biodiesel for our fleet vehicles. As of the end of the reporting year, around 48% of our fleet vehicles were using biodiesel. In addition to converting our own used oil, we are also working closely with licensed operators to increase our access to reliable supplies of biodiesel.



集團一直將從營運中產生的廢油轉化成生物柴油供車隊使用，藉以減少不可再生化石燃料的消耗及所產生的空氣污染物。截至本報告年度末，我們約48%的車隊使用生物柴油。我們正與持牌的營運商緊密合作，冀增加我們獲得可靠的生物柴油供應。

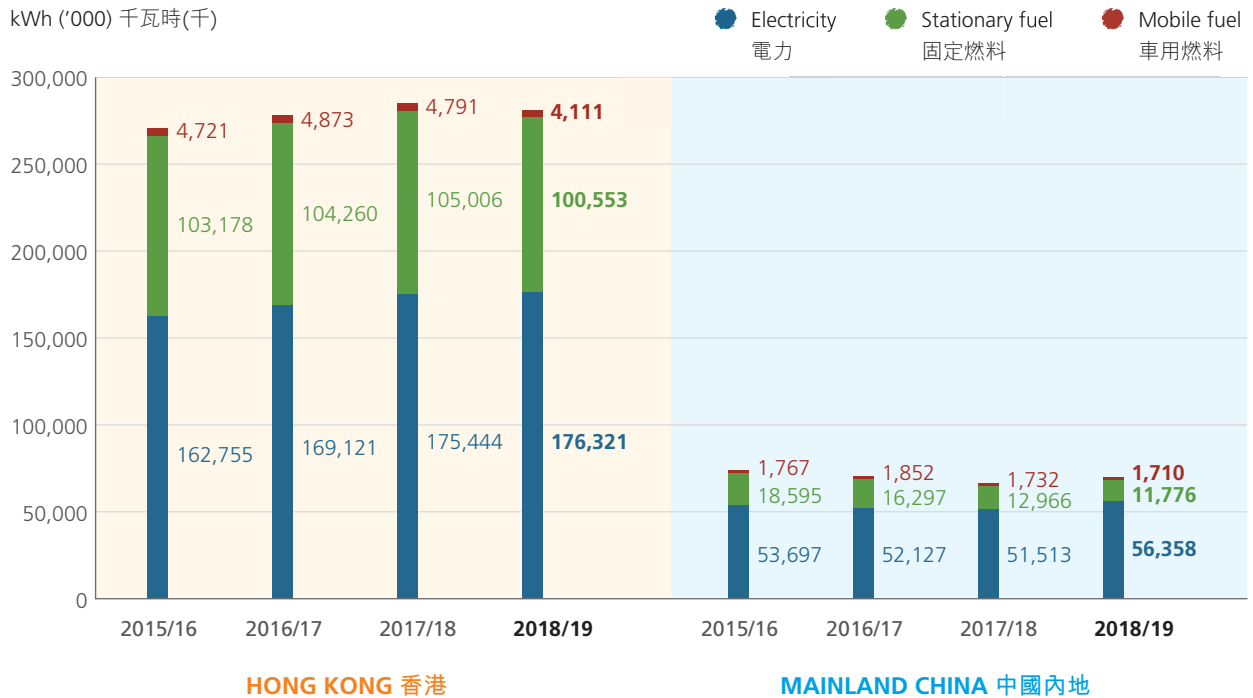
For more details on energy efficiency measures at our stores and our Central Food Processing Centre in Taipo, please refer to pages 54-55 of our Sustainability Report 2017.

關於集團各分店和大埔中央產製中心實施的能源效益措施及細節，可參見本集團2017可持續發展報告第五4至55頁。

Energy Consumption and GHG Emissions Performance 能源消耗及溫室氣體排放表現

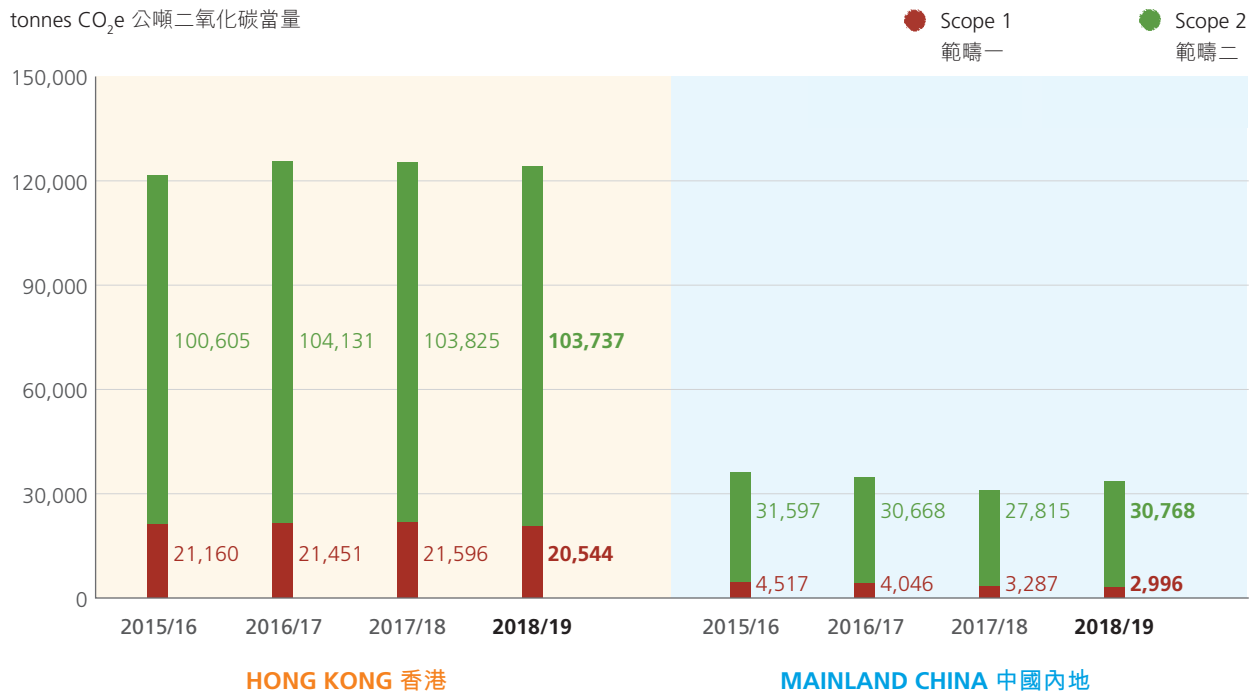
Energy Consumption 能源消耗

kWh ('000) 千瓦時(千)



GHG Emissions 溫室氣體排放

tonnes CO₂e 公噸二氧化碳當量



Notes:

- The data covers business activities and operations in which the Group has direct operational control and full authority to introduce and implement its operating policies. The Scope 1, Scope 2 and total GHG emissions are calculated with reference to the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition), issued by the Environmental Protection Department of the HKSAR Government, and the Greenhouse Gas Protocol Corporate Standard developed by the World Resources Institute.
- The reported GHG emissions do not include those arising from outsourced operations and fugitive emissions. The Group regularly reviews its GHG emissions portfolio with a view to expanding the scope of GHG emissions data disclosure in future reports.
- Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include the GHG emissions of Hong Kong or Mainland China from stationary fuel combustion and mobile combustion.
- Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas.

附註:

- 上述數據包括集團有直接營運控制及可全權推行和執行營運政策的業務活動。範圍一、範圍二及總溫室氣體排放量之計算方法參考香港政府環保署編寫的《香港建築物（商業、住宅及公共用途）的溫室氣體排放及減除的審計和報告指引》（2010版）及世界資源研究所發表的《溫室氣體核算體系：企業核算和報告標準》。
- 集團匯報的溫室氣體排放並不包括與外判營運及雪種相關之排放。集團定期檢視其溫室氣體排放組合，以期在將來的報告中擴大溫室氣體排放數據之披露範圍。
- 範圍一為直接排放及減除，主要包括固定燃燒源及流動燃燒源的溫室氣體排放。
- 範圍二為消耗所購電力及煤氣所產生的間接溫室氣體排放。

Our Targets and Progress

During the reporting year, we established energy use intensity and GHG emissions intensity targets for 2024/25 and 2029/30 against performance in 2013/14 as base year. Given the differences in the business environment and development stage of our Hong Kong and Mainland China operations, these targets have been established on a regional basis.

我們的目標和進展

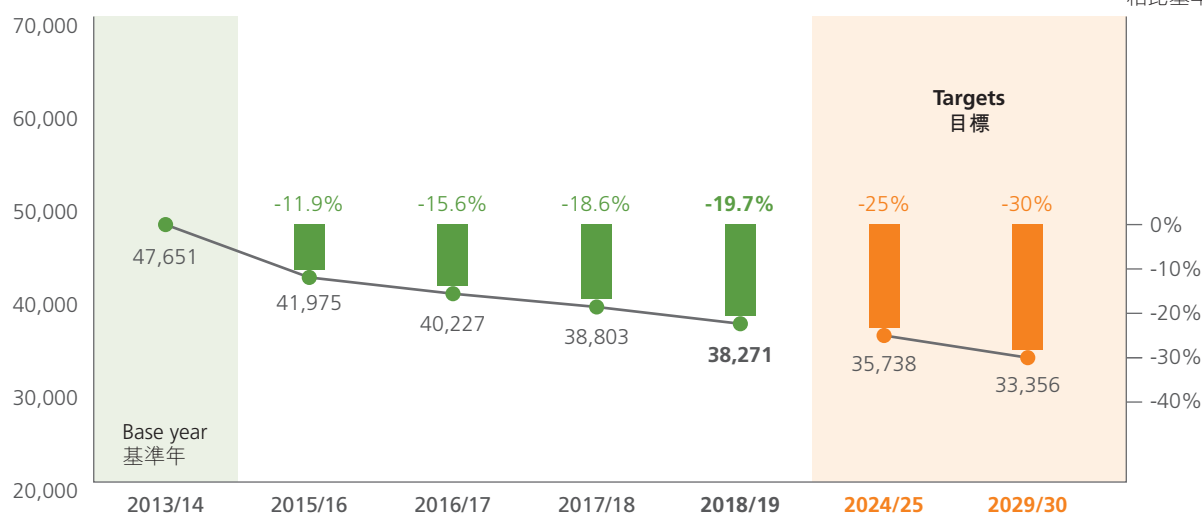
報告年度內，我們就二零二四／二五及二零二九／三零年度的能源消耗強度及溫室氣體排放強度制定了相比二零一三／一四基準年的減排目標。考慮到香港和中國內地經營環境及發展情況不同，有關目標乃按區域情況制訂。

Energy Use Intensity 能源消耗強度

HONG KONG 香港

kWh/HK\$m revenue 千瓦時/百萬港元收入

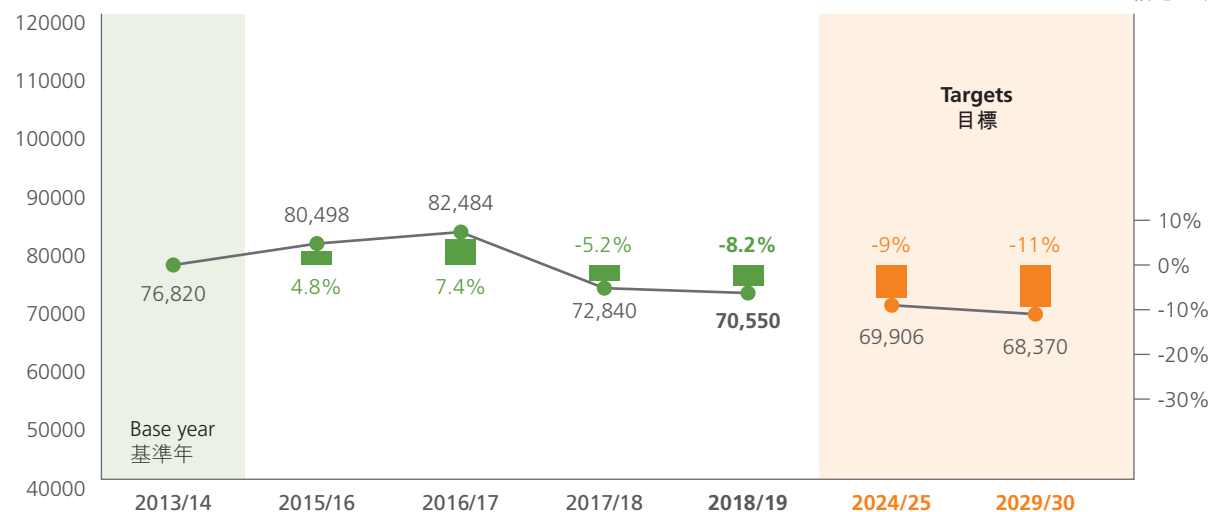
Performance compared with base year
相比基準年之表現

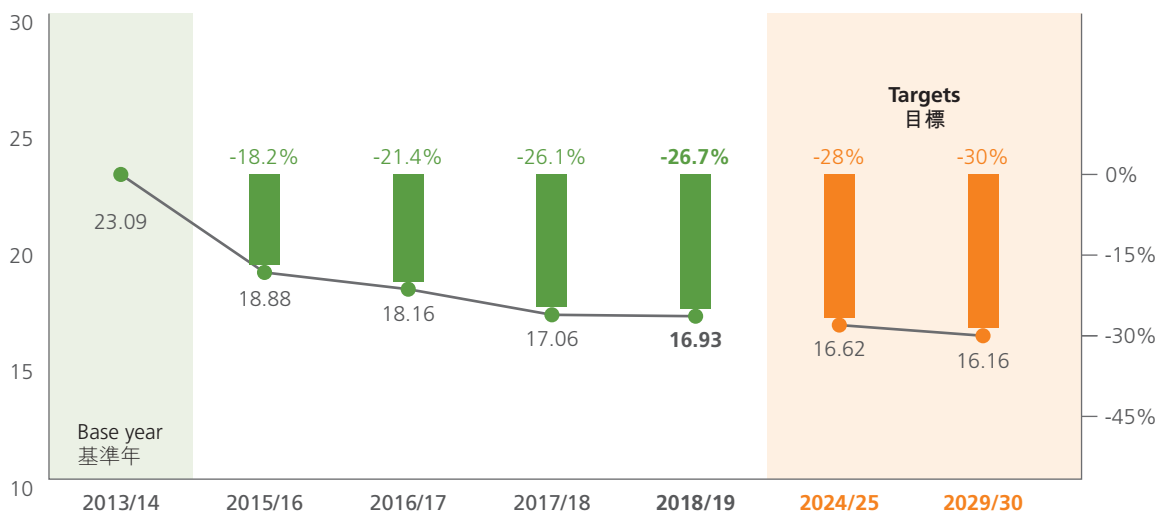
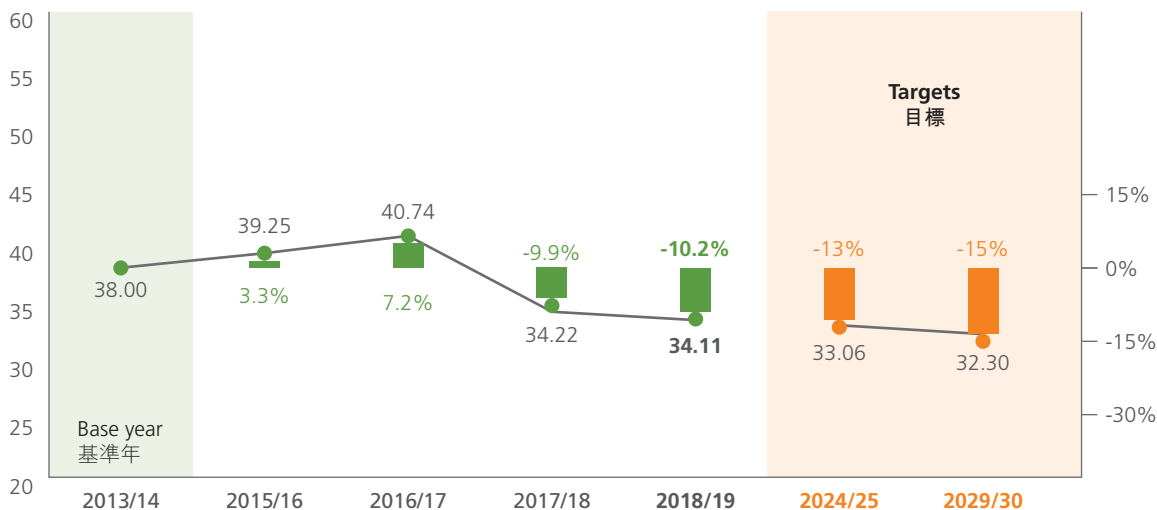


MAINLAND CHINA 中國內地

kWh/RMB\$m revenue 千瓦時/百萬人民幣收入

Performance compared with base year
相比基準年之表現



GHG Emissions Intensity 溫室氣體排放強度**HONG KONG 香港**tonnes CO₂e/HK\$m revenue 公噸二氧化碳當量/百萬港元收入Performance compared with base year
相比基準年之表現**MAINLAND CHINA 中國內地**tonnes CO₂e/RMB\$m revenue 公噸二氧化碳當量/百萬人民幣收入Performance compared with base year
相比基準年之表現**Note:**



The energy use and GHG emissions intensity are calculated by dividing our absolute energy consumption or GHG emissions in Hong Kong or Mainland China by the total revenue of operations in the respective regions within the reporting scope. The total revenue of our Hong Kong operations for 2013/14, 2015/16, 2016/17, 2017/18 and 2018/19 was HK\$5,589 million, HK\$6,448 million, HK\$6,917 million, HK\$7,351 million and HK\$7,342 million respectively, while that for our Mainland China operations was RMB975 million, RMB920 million, RMB852 million, RMB909 million and RMB990 million respectively for the same time periods.

註:

能源消耗強度及溫室氣體排放強度是按香港或中國內地的絕對能源消耗及溫室氣體排放除以本報告範圍內各地區營運的總收入計算。集團在二零一三/一四、二零一五/一六、二零一六/一七、二零一七/一八及二零一八/一九年度香港營運的總收入分別為5,589百萬港元、6,448百萬港元、6,917百萬港元、7,351百萬港元及7,342百萬港元；而中國內地營運於相同年度的總收入分別為975百萬人民幣、920百萬人民幣、852百萬人民幣、909百萬人民幣及990百萬人民幣。

To help us stay on track to meet our targets, we monitor our year-to-year energy use and GHG emissions intensity and develop action plans, which we review regularly to ensure they remain fully supportive of our long-term goals.

為幫助我們達成所訂立的目標，我們監察每年的能源消耗及溫室氣體排放強度及制訂行動計劃，並將定期檢討以確保達成長期目標。

	Short-to-medium-term action plan	短期至中期行動計劃
	<ul style="list-style-type: none"> Explore use of smart meters on equipment at Central Food Processing Centre in Taipo to enhance energy performance management Investigate use of different cooking equipment to improve product quality and/or cooking times Replace existing lighting and electrical equipment with high-efficiency alternatives when existing items reach the end of their product life 	<ul style="list-style-type: none"> 探討在大埔中央產製中心的設備上使用智能電錶以加強能源表現管理 研究用不同的烹調設備以改善產品質素及／或烹調時間 當現時的照明及電力設備的使用壽命結束時，以高能源效益的代替品取代
	Medium-to-long-term action plan	中期至長期行動計劃
	<ul style="list-style-type: none"> Retro-commission and retrofit systems and equipment in maintaining high level of energy efficiency Further engage our employees to incorporate more energy-saving practices into daily operations Make reference with the latest industry guidelines and continue to introduce more environmental-friendly components for new and existing stores Study the feasibility of applying renewable energy 	<ul style="list-style-type: none"> 重新校驗及更新系統和儀器，以維持高水平的能源效益 進一步鼓勵員工在日常營運中實踐節約能源 參考最新的行業指引，繼續為新店和現有分店推出更環保的組件 研究應用可再生能源的可行性

Overview of air emissions for Hong Kong and Mainland China operations 香港及中國內地營運之氣體排放概覽		
Types of Emissions 排放之氣體	2017/18	2018/19
Sulphur oxides (SOx) 硫氧化物	0.02 tonnes 0.02 公噸	0.02 tonnes 0.02 公噸
Nitrogen oxides (NOx) 氮氧化物	8.09 tonnes 8.09公噸	7.27 tonnes 7.27公噸
Particulate matter (PM) 懸浮顆粒	0.53 tonnes 0.53公噸	0.48 tonnes 0.48公噸

Notes:

註：

- The Group reports in accordance with HKEX ESG Reporting Guide on environmental KPIs.
集團根據香港聯交所環境、社會及管治報告指引的環境關鍵績效指標作匯報。
- Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles.
匯報之總氣體排放包括由氣體燃料及運輸工具產生的氣體排放。
- Biodiesel-associated emissions are calculated using the same factor as diesel as this is the most closely related conversion factor available in the region.
由於有關地區只有最接近可用的汽油之換算方式，故以此計算由生物柴油相關之氣體排放。

Water Management 用水管理

Water scarcity is a worldwide challenge that is being exacerbated by the effects of climate change. Critical aspects of the Group's operations depend on reliable access to a clean water supply. Our approach to water management includes continually tracking our water use, understanding and monitoring our water consumption patterns, and looking for ways to optimise our use of water. At our stores, water-saving devices are installed to minimise the volume of water used for food preparation and dishwashing. As part of our automation efforts during the reporting year, we assessed two key defrosting technologies for use at our Central Food Processing Centre in Taipo to determine their ability to help us optimise our use of water and reduce our operating costs. These technologies will soon be installed and we will monitor their contribution to improving our water-saving performance.

水源短缺是全球面對的一項挑戰，而氣候變化更加劇了有關情況。本集團的營運關鍵取決於可靠的潔淨水之供應，因此我們的用水管理方案包括持續檢視用水情況、了解和監察用水模式，以及尋找優化用水的方法。我們在分店安裝節水裝置以減少在準備食物及洗碗碟時的用水量。作為我們年內自動化工作的一部分，我們在大埔中央產製中心研究使用兩種解凍技術，以優化用水量及降低營運成本。我們快將安裝有關技術，並會監察其提高節水性能的能力。

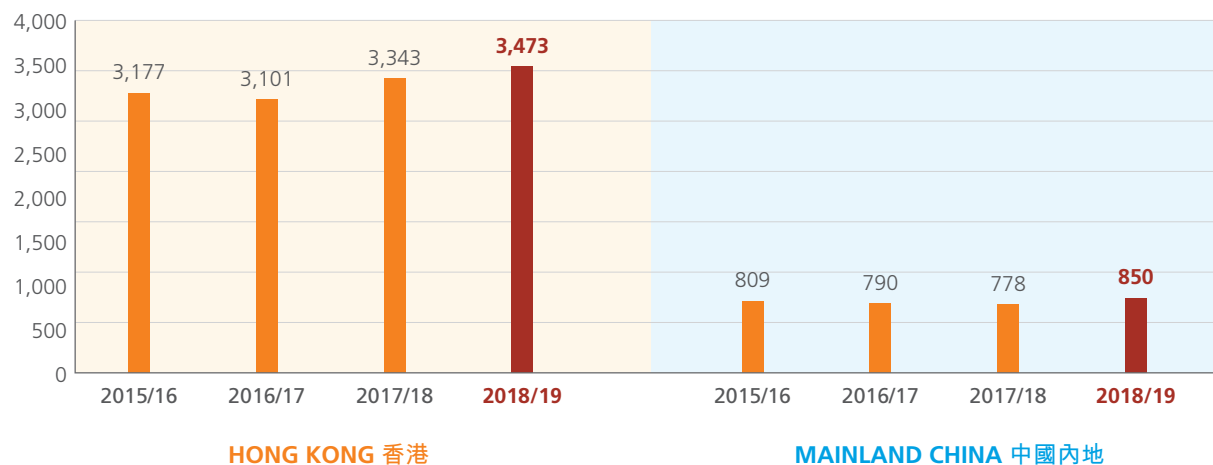
Technology 技術	Heat exchange system 換熱系統	High frequency defroster machine 高周波解凍機器
Features 特點	Before packaging, food passes through the heat exchange system to reduce its temperature by 30°C 食物在包裝前會通過換熱系統將溫度減低 30°C	Using high frequency technology, the water molecules in frozen products will vibrate and generate heat 利用高周波技術使冷凍食品中的水分子震動並產生熱能
Benefits 優點	<ul style="list-style-type: none"> No running water needed for defrosting Water used in system can be recycled Improves defrosting efficiency 	不需使用自來水解凍 系統使用的水可循環使用 提高解凍效能

For more details on our measures to enhance the efficiency of water use across our stores and at our Central Food Processing Centre in Taipo, please refer to pages 54-55 of our Sustainability Report 2017.

關於集團各分店及大埔中央產製中心實施的有效用水措施及細節，可參見本集團2017可持續發展報告第54至55頁。

Water Consumption 用水量

m³ ('000) 立方米(千)



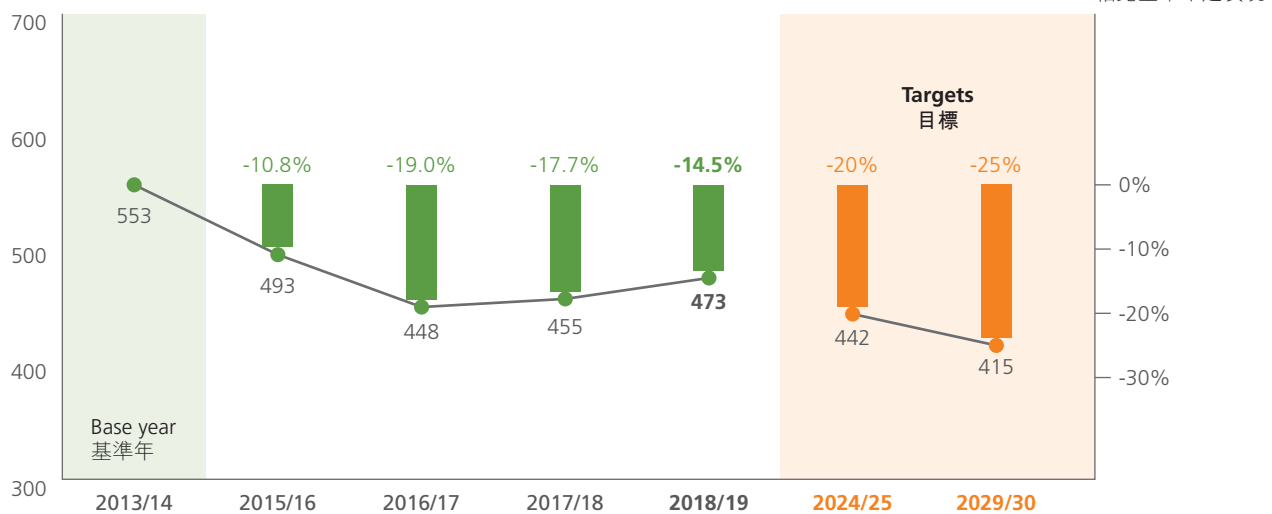
Our Targets and Progress

During the reporting year, we established water use intensity targets for 2024/25 and 2029/30 against performance in 2013/14 base year. Given the differences in business environment and development stage of our Hong Kong and Mainland China operations, these targets have been established on a regional basis.

Water Use Intensity 用水強度

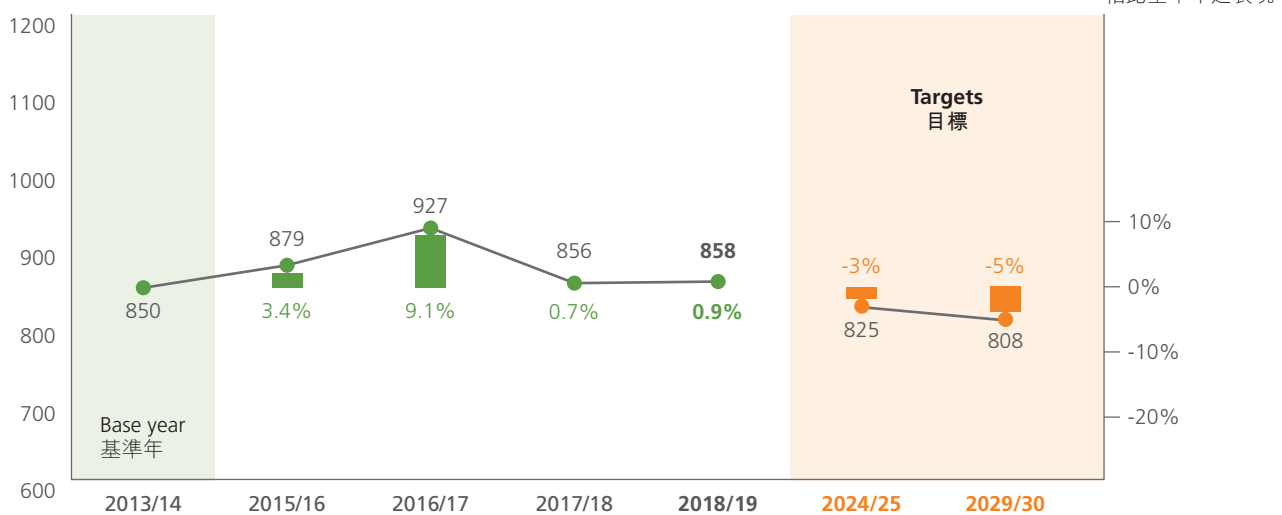
HONG KONG 香港

m³/HK\$m revenue 立方米/百萬港元收入



MAINLAND CHINA 中國內地

m³/RMB\$m revenue 立方米/百萬人民幣收入



Note:




The water intensity is calculated by dividing our absolute water consumption in Hong Kong or Mainland China by the total revenue of operations in the respective regions within the reporting scope. The total revenue of our Hong Kong operations for 2013/14, 2015/16, 2016/17, 2017/18 and 2018/19 was HK\$5,589 million, HK\$6,448 million, HK\$6,917 million, HK\$7,351 million and HK\$7,342 million respectively, while that of our Mainland China operations was RMB975 million, RMB920 million, RMB852 million, RMB909 million and RMB990 million respectively for the same time periods.

To help us stay on track to meet our targets, we monitor our year-to-year water use intensity and develop action plans, which we review regularly to ensure they remain fully supportive of our long-term goals.

註：

用水強度是按香港或中國內地的絕對用水量除以本報告範圍內各地區營運的總收入計算。集團在二零一三／一四、二零一五／一六、二零一六／一七、二零一七／一八及二零一八／一九年度香港營運的總收入分別為5,589百萬港元、6,448百萬港元、6,917百萬港元、7,351百萬港元及7,342百萬港元；而中國內地營運於相同年度的總收入分別為975百萬人民幣、920百萬人民幣、852百萬人民幣、909百萬人民幣及990百萬人民幣。

為幫助我們達成所訂立的目標，我們監察每年的用水強度和制訂行動計劃，並將定期檢討以確保達成長期目標。

	Short-to-medium-term action plan	短期至中期行動計劃
	<ul style="list-style-type: none"> • Install flow controllers, water aerators or other water-saving devices on water taps whenever possible to reduce water use • Introduce advanced technologies that optimise food defrosting process and improve water efficiency 	<ul style="list-style-type: none"> • 在可行的情況下在水龍頭安裝流量限制器、加氣裝置或其他節水設備以減少用水 • 應用先進技術以優化食物解凍程序及提升用水效益
	Medium-to-long-term action plan	中期至長期行動計劃
	<ul style="list-style-type: none"> • Further engage our employees to incorporate more water-saving practices into daily operations • Explore the opportunities of greywater recycling 	<ul style="list-style-type: none"> • 進一步鼓勵員工在日常營運中實踐節約用水 • 研究循環再用污水的機會

Waste Management

廢物管理

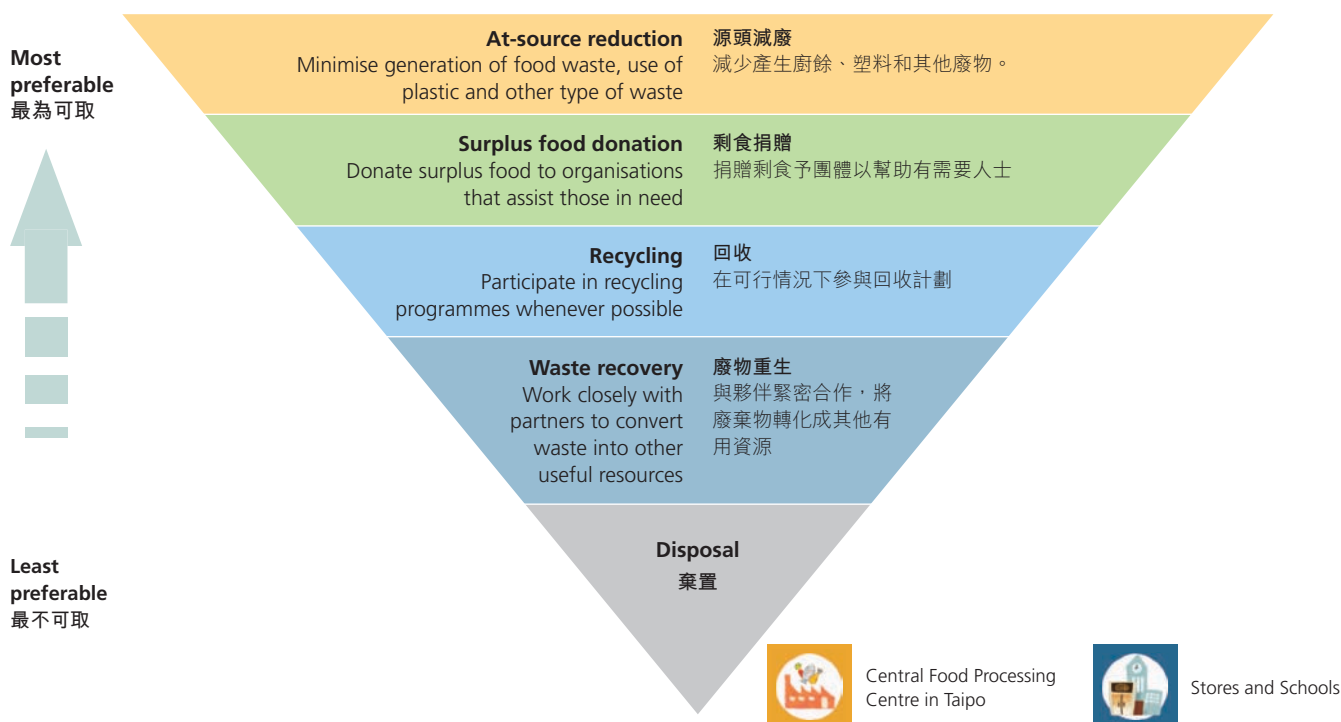
To develop a more holistic and sustainable waste management strategy, we must have a comprehensive understanding of where and how waste is generated by our operations. We carry out quarterly waste audits at our Central Food Processing Centre in Taipo for the past two reporting years, we have also commissioned Greeners Action to conduct food waste audits at selected **Café de Coral** fast food stores. The results of these audits indicate that food waste accounts for the majority of the waste generated at our manufacturing plants, and that leftover rice is the major component of food waste generated at our stores.








These findings have helped us develop a more effective waste management strategy. We use the waste management hierarchy as a framework to determine strategies to manage our major categories of waste. We have strengthened our at-source waste reduction efforts during the reporting year and continue to support surplus food donation, recycling and waste recovery initiatives throughout our operational cycle. While our waste management efforts centre on food waste, we are also examining opportunities to reduce use of plastics, packaging and paper cups to minimise our negative environmental impact.

為更全面和策略性地管理廢物，我們必須了解在營運中如何及從何產生廢物。我們在大埔中央產製中心進行季度廢物審計，並在過去兩個報告年度內委託綠領行動在選定的**大家樂**快餐分店進行廚餘審計。結果顯示廚餘為我們產製中心主要產生的廢物，而剩飯則為分店的主要廚餘。

審計結果有助我們制定更有效的廢物管理策略，以廢物管理方案作框架，就相應的廢物類別制定策略性管理。報告年度內，我們在業務營運加強了源頭減廢的工作，並繼續支持剩食捐贈、回收及廢物再生計劃。在集中減少浪費食物的同時，我們也同時研究減少塑膠、包裝及紙杯的使用機會，以減低對環境的負面影響。

Waste management at Café de Coral 大家樂廢物管理



Strategies	Locations	Initiatives
At source reduction		Procure goods in bulk to minimise packaging
		Food Waste <ul style="list-style-type: none"> Our <i>Power of Individual</i> programme encourages customers to minimise food waste In addition to on-site lunch portioning and distribution, Luncheon Star offers different-sized lunch boxes to help minimise food waste
		Plastic Waste <ul style="list-style-type: none"> Stopped providing plastic straws across Group brands Replaced plastic stirrers and teaspoons with wooden stirrers for hot drinks Plastic knives removed from takeaway cutlery packs All casual dining brand stores now serve cold drinks with paper straws Other Waste <ul style="list-style-type: none"> Provide reusable cups for customers using self-service water stations at Café de Coral fast food and for dine-in customers at Oliver's Super Sandwiches
Surplus food donation		Luncheon Star donates unserved meals to NGOs when schools unexpectedly close for the day due to extreme weather or emergency situations
Recycling		Systematic waste separation procedures are in place, resulting in the recycling of 90 tonnes and 12 tonnes of paper and metal respectively
		Group stores participate in food waste recycling programmes operated by premises management companies and landlords
Waste recovery		300 tonnes of food waste sent to HKSAR Government's Organic Waste Treatment Facility which converts food waste into electricity and compost, since beginning of trial run in September 2018
		Luncheon Star continues to send food waste to E-Farm for conversion into fish feed

During the year, the Group procured 4,501 tonnes of food and beverage packaging materials – comprising paper, plastics and aluminium materials. Moving forward, we will proactively cooperate with our suppliers to explore alternative materials that will reduce our adverse impact on the environment while also meeting our stringent food safety requirements. To further strengthen our waste management performance, we are working with Hong Kong Productivity Council to devise and implement a more systematic waste data collection strategy. In addition to supporting the development of a more holistic waste management plan and related initiatives, this arrangement will also enable us to provide better waste management data disclosures in our future reports.

年內，集團採購了4,501公噸食品及飲料包裝物料，包括紙張、塑料及鋁。展望將來，我們會積極與供應商合作，尋求其他可替代但符合食物安全標準的物料，以減低對環境的不利影響。我們現正與生產力促進局合作制定更系統地收集廢物數據的策略，並藉此制定全面的廢物管理策略和措施，使我們在未來的報告中更好地提供廢物管理數據披露。



大埔中央產製中心



分店及學校

策略	地點	措施
源頭減廢		採購大包裝商品以減少包裝
		<p>廚餘</p> <ul style="list-style-type: none"> 「粒粒力量」活動鼓勵顧客減少剩食 除現場分飯外，活力午餐亦提供不同份量的飯盒以減低剩食 <p>塑膠廢物</p> <ul style="list-style-type: none"> 集團所有品牌不再供應塑膠飲管 熱飲以木棒代替塑膠攪拌棒和膠匙 外賣餐具中不再提供膠刀 所有休閒餐飲品牌分店提供紙飲管 <p>其他廢物</p> <ul style="list-style-type: none"> 為減少使用紙杯，我們為使用大家樂快餐自助水站及Oliver's Super Sandwiches（利華超級三文治）的堂食顧客提供可重用的水杯。
剩食捐贈		當學校在惡劣天氣或緊急情況下停課， 活力午餐 會捐贈當日未享用過的飯盒予非政府組織
回收		推行系統性的廢物分類程序，共分別回收約90公噸紙張及12公噸金屬
		分店參與由物業管理公司及業主舉辦的廚餘回收計劃
廢物重生		運送300公噸廚餘至香港政府於二零一八年九月起試行的有機資源回收中心，將廚餘轉化成電力及堆肥產品
		活力午餐 繼續將廚餘送往川上農莊轉化成魚糧

Responsible Sourcing 負責任採購

Café de Coral's environmental stewardship includes striving to avoid having a negative environmental impact when sourcing ingredients and other materials. Our responsible food-sourcing practices include taking into social and environmental consideration into account when selecting suppliers, supporting sustainable fisheries, and placing importance on animal welfare.

集團環境管理包括致力在採購食材及其他物料時避免對環保造成負面影響。我們的食品採購程序包括在選擇供應商時，將支持可持續漁業及善待動物的社會及環境因素納入考慮範圍。

Sustainable seafood

We procure seafood that is certified by Aquaculture Stewardship Council (ASC), Marine Stewardship Council (MSC), or recommended in the Sustainable Seafood Guide published by the World Wide Fund for Nature Hong Kong. During 2018/19, 65% of seafood used by Hong Kong operations is ASC and/or MSC-certified.

可持續海產

採購獲水產養殖管理委員會、海洋管理委員會認證或香港世界自然基金會的可持續海鮮選擇指引推薦的海產，65% 香港營運所用的海產獲水產養殖管理委員會及／或海洋管理委員會認證。



Respecting animal welfare

15% of raw meat purchased in Hong Kong is raised in line with the Farm Animal Welfare Council's Five Freedoms principles:

- ▶ Freedom from hunger and thirst
- ▶ Freedom from discomfort
- ▶ Freedom from fear and distress
- ▶ Freedom from pain, injury and disease
- ▶ Freedom to express normal behaviour

善待動物

15% 香港的生肉採購遵循農場動物福利委員會的五大自由準則：

- ▶ 免於饑渴
- ▶ 免於不適
- ▶ 免於恐懼及憂慮
- ▶ 免於痛苦、傷害及疾病
- ▶ 表達正常行為



We use the product lifecycle concept to consider ways of minimising the adverse environmental impact of our store designs, primarily through greener design, saving natural resources and minimising our contribution to climate change. We extended our responsible practices during the reporting year by sourcing sustainable fitting materials that are produced with minimal use of extractive natural resources. These practices have been adopted at **Café de Coral** fast food's new 6G stores and will be extended to other Group brands in the future.

我們在設計分店時考慮產品的生命週期，以減低對環境帶來負面影響，同時保護珍貴的天然資源及減少對氣候變化的影響。我們於年內更擴展責任措施，採購更多可持續發展的建築裝修物料，以減少提取天然資源。我們在**大家樂**快餐第六代分店採取了以下措施，並將擴展至集團其他品牌。

Sustainable Sourcing of Fitting Materials at Stores 分店可持續採購建築裝修物料



LED lighting
二極體燈

More energy efficient and longer lifespan compared with traditional fluorescent lighting
與傳統白光燈比較有更高的能源效益及更長的生命週期



Decorative
surface finishes
建築飾面

Offers the natural look of wood while avoiding use of rare and exotic wood species
具備天然木材外觀，避免使用稀有木材



Recycled glass
回收玻璃

- Reduces consumption of raw materials and natural resources
減少消耗原材料及天然資源
- Inert nature safeguards health and well-being
惰性物質不會對人體有害



Artificial stone
人造石

Non-toxic material that provides a natural look for dining tables and countertops but avoids use of extractive natural materials such as granite and marble
一種可為餐桌及檯面提供天然外觀的無毒材料，避免使用天然材料如花崗岩和大理石

Mainland China – Our Efforts and Progress

中國內地的努力及進展

Our Mainland China operations contribute to environmental protection through actions to reduce waste, and improve energy and water efficiency.

ENERGY AND WATER EFFICIENCY

We continuously monitor our energy and water use and implement conservation and efficiency improvement initiatives at our operations. Less efficient devices are replaced with those that are more efficient where possible. As of the end of the reporting year, 50% of the lighting at our manufacturing plants had been replaced with energy-efficient LED lights. To optimise the cooling process, we reduced the number of cooling units in operation, resulting in an improved utilisation rate and lower energy consumption.

We continued with water-saving initiatives at our manufacturing plants. We invested in steam-to-water conversion technologies to reduce overall freshwater consumption. Heat exchange pipes have been installed in the steam collection tanks of kitchen boilers. When steam passes through heat exchange pipes, it is converted into water that is then used for cleaning. In addition, we installed evaporative cooling devices in our food cleansing machines, which cool down the steam during the food-cleansing process and convert it to water for other uses.

The overall energy consumption, carbon footprint and water consumption performance of our Mainland China operations are presented on pages 67-73 of this report.

WASTE MANAGEMENT

We are constantly taking steps to reduce food waste at source by monitoring the consumption rate of different food items and developing systems to better predict ongoing storage capacity needs. Systematic waste separation procedures are in place so that recyclables can be sent for responsible processing by trusted recycling firms.

To reduce the use of single-use paper boxes when transferring goods from our manufacturing plants to stores, we implemented the use of reusable plastic boxes, resulting in the disposal of 45,000 fewer paper boxes per year. We improved our at-source waste reduction performance by phasing out all plastic takeaway boxes and replacing them with those made from bagasse, a biodegradable material made from plant fibre.

中國內地業務藉減廢和改善能源及用水效益，為環境保護作出貢獻。

能源及用水效益

我們持續監察能源及用水消耗情況，並在營運中實施節約及提升效率的措施。在合適的情況下，我們以更高效率的能源及用水設備取替效率較低的設備。截至本報告年度末，在產製中心五成的照明系統已由更高效能的發光二極體燈取代。為優化冷凍程序，我們減少營運的冷凍單位數量，從而達致提升使用率並減低能源消耗。

我們繼續在產製中心執行節水措施，利用轉化蒸氣至用水的技術減低整體用水量。我們亦在廚房鍋爐的蒸氣收集罐內安裝熱能轉換管，當蒸氣通過熱能轉換管時會轉化成水以用作清潔用途。此外，我們亦在清潔食物機器安裝蒸氣冷卻裝置，在清潔食物的過中冷卻蒸氣並將之轉化成水，用作其他用途。

中國內地營運相關的能源消耗量、碳足跡及用水量的表現詳載於本報告第67至73頁。

廢物管理

我們繼續努力不懈，透過監察不同食品的消耗量及建立廢物管理系統，以更有效地評估持續所需之儲存量及減少廢物產生。我們實施系統化的廢物分類程序，並將可回收的物品送往可靠的回收商處理。

為減少使用即棄紙箱，我們從產製中心運送物資至分店時會使用可重用的塑料盒，有助每年減少廢置45,000個紙箱。我們亦加大力度，透過使用可生物降解的植物纖維甘蔗渣製作的餐盒，淘汰所有外賣塑料餐盒以達致源頭減廢。

Biodegradable takeaway boxes

Mainland China is the world's largest consumer of takeaway food. The growing trend in online food delivery is accelerating the number of single-use plastic containers that are disposed of every day, with negative consequences to the environment.

As one of the leading fast food restaurant chains in the region, we have started implementing the use of biodegradable takeaway boxes. Our boxes made from bagasse which, in addition to being biodegradable, meets high transportation needs and consumer health and safety standards.

Bagasse is fibrous matter that remains after extracting juice from sugarcane. Given its paper-like characteristics, it can be converted into pulp and moulded into different shapes as food packaging. Our bagasse boxes have attained international accreditation including meeting ASTM D6868 and European EN13421 standards, and have passed the inspection standards of the Biodegradable Products Institute and TUV, by proving to be compostable in aerobic conditions. The table below compares the relative environmental advantages and strengths of bagasse as compared with plastics:

可生物降解外賣餐盒

中國是全球外賣食品消費最大的國家，而網上食物遞遞愈來愈受歡迎，以至加速了每日棄置即棄塑料盒的數量，對環境造成負面影響。

作為區內領先的連鎖快餐店之一，我們已開始使用可生物降解外賣餐盒。餐盒由甘蔗渣製作，符合高輸送要求以及消費者健康及安全標準。

甘蔗渣是從甘蔗中提取汁液後殘留的纖維物質。鑑於其紙張般的特性，甘蔗渣可以轉化為紙漿並製成不同形狀，用作食品包裝。我們的蔗渣盒獲國際認證，包括ASTM D6868及歐洲EN13421標準，並已通過可生物降解產品研究中心和TUV監察標準，證明蔗渣盒在有氧條件下可用作堆肥。相較塑膠，甘蔗渣為環境帶來以下益處：

Plastics 塑料

- Takes up to 1,000 years to decompose
需要一千年分解
- Plastics that enter waterways become microplastics which damage marine ecosystems and enter food chains
微塑料流入海洋造成塑料污染，破壞海洋生態及進入我們的食物鏈

**Bagasse 甘蔗渣**

- Decomposes into water, carbon dioxide and benign biomass material with minimal negative impact on ecosystems
分解為水、二氧化碳及良性生物質，避免為生態系統帶來負面影響
- Can be directly composted
可直接用於堆肥

**MINIMISING OUR ENVIRONMENTAL IMPACT**

We strive to reduce negative environmental impacts caused by wastewater discharge and the use of single-use disposables by our operations. In support of this objective, one of our manufacturing plants collaborated with local environmental authorities during the reporting year to help improve the water quality of the Yao Tian river by working to separate production water and domestic water discharges for better wastewater management.

減低對環境的影響

集團致力減低由污水排放及即棄用品產生的負面影響。報告年度內，我們其中一間產製中心與當地環保部門合作，實現了生產用水及用水分類和排放，有助改善「搖田河」的水質。

Performance Tracking

績效表現追蹤

Goals set in 2017/18 二零一七／一八年度訂立的目標	Actions taken in 2018/19 二零一八／一九年度採取的行動
Continue to identify waste reduction opportunities along the operational cycle 繼續在營運週期中識別減少廢物的機會	<i>Power of Individual</i> programme continued to encourage customers to reduce food waste. Plastic reduction initiatives were rolled out to help reduce negative environmental impact. 繼續推出「粒粒力量」計劃，鼓勵顧客減少浪費食物，並推出減少塑料的措施以減低對環境的負面影響。
Continue to explore energy and water-saving initiatives in Hong Kong and Mainland China 繼續在香港及中國內地尋求節能和節水措施	We carried out energy audits and began exploring application of smart meters on equipment at Central Food Processing Centre in Taipo. 推行能源審查及開始尋求在大埔中央產製中心設備上應用智能電錶。 New energy and water-efficient technologies were adopted to optimise resource use at manufacturing plants and stores. 採用新的節能及節水技術，以優化在產製中心及分店的資源使用。
Engage an external consultant in Hong Kong to establish environmental targets for energy use intensity, GHG emissions intensity, water intensity and waste reduction 在香港聘請外部顧問就能源消耗強度、溫室氣體排放強度、用水強度及減少廢物制定環保目標	Together with Hong Kong Productivity Council, the Group established interim and long-term targets for reducing energy use intensity, GHG emissions intensity and water use intensity. 我們與生產力促進局就能源消耗強度、溫室氣體排放強度和用水強度制定了中期和長期目標。 We are also working with Hong Kong Productivity Council to establish waste reduction targets and improve future waste-related disclosures. 我們現與生產力促進局合作制定減廢目標及改善未來與廢物相關的披露。

Future Plans

未來計劃

- Expand the use of technologies to optimise energy and water efficiency
- Investigate feasibility of further reducing usage of single-use plastics
- Determine more focused waste management mechanisms, waste data collection methodologies and targets of waste reduction
- 加強科技應用以優化能源和用水效率
- 研究進一步減少使用即棄塑料餐具的可行性
- 確定更集中的廢物管理機制、廢物數據收集方法及減少廢棄物的目標

About this Report

關於本報告

This report covers the Group's key operations in Hong Kong and Mainland China from 1 April 2018 to 31 March 2019. It adopts the latest version of the Environmental, Social and Governance Reporting Guide in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "HKEX ESG Reporting Guide"). Our compliance with the HKEX ESG Reporting Guide is summarised in Appendix II of this Report.

Reporting Principles

We have taken the following reporting principles into account in development of this Report:

- **Materiality:** We regularly engage our stakeholders to better understand their concerns relating to sustainability issues that affect them. We also make regular reference to our peers and both local and regional sustainability criteria when we review our sustainability context, materiality and disclosures in order to keep our sustainability priorities and strategy relevant. Risk factors relating to material sustainability issues are integrated into the Group's risk management framework. The Board and the Management Board regularly review the sustainability issues that are most significant to our business and operations, and consider the issues discussed in this Report to be material to the Group.
- **Quantitative:** For the quantitative information we report on, we provide the Group's definitions of all relevant terms and explain how data is collected and calculated. For environmental KPIs, comparative data is disclosed to enable stakeholders to compare our performance over time.
- **Balance:** We aim to keep our report balanced and make fair disclosures on critical aspects of our performance, both in terms of progress made and continuing challenges that we are dealing with.
- **Consistency:** Since 2015, we have reported in accordance with the HKEX ESG Reporting Guide, which allows for year-to-year comparison with our previous performance.

本報告涵蓋集團由二零一八年四月一日至二零一九年三月三十一日止在香港及中國內地的主要業務。本報告乃根據香港聯合交易所有限公司證券上市規則附錄二十七之環境、社會及管治報告指引（「香港聯交所環境、社會及管治報告指引」）之最新版本撰寫。有關「香港聯交所環境、社會及管治報告指引」的遵循情況總結載於本報告附錄II。

匯報原則

我們在制定本報告時考慮了以下的報告原則：

- **重要性：**我們定期與持份者溝通，以便更好地了解其關注影響他們的可持續發展議題。當我們審視可持續發展的情況、重要性及披露時，我們會定期參考同行及本地和地區的可持續發展標準，確保我們在可持續發展的重點和策略上與之相應。與重大的可持續發展議題相關的風險因素已納入集團的風險管理框架。董事局及管理局定期審視對我們業務和營運有重大影響的可持續性議題，並認為在此報告內的議題對本集團有重要影響。
- **量化：**就本報告內匯報的量化資料，我們提供了集團對所有相關術語的定義，並在適當可行的情況下解釋如何收集及計算有關數據。就環境方面的關鍵績效指標，我們披露了比較數據，讓持份者就我們的表現作出比較。
- **平衡性：**我們的目標是維持報告的平衡，並就集團表現最關鍵方面的進度及持續挑戰作出公平披露，以提高透明度。
- **一致性：**自二零一五年起，我們乃遵循「香港聯交所環境、社會及管治報告指引」進行匯報，讓集團可就過去的表現按年比較。

Reference Materials

For further information about Café de Coral Group, please refer to:

- Café de Coral Group website: www.cafedecoral.com
- Café de Coral Group Annual Report 2018/19
- Past Café de Coral Group Sustainability Reports:

參考資料

更多有關大家樂集團的資料，請參考：

- 大家樂集團網頁：www.cafedecoral.com
- 大家樂集團2018/19年報
- 大家樂集團過往的可持續發展報告：



Contact

Comments on our sustainability performance can be sent to us by email at sustainability@cafedecoral.com or by post to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.

聯絡

任何有關集團可持續發展表現的反饋，可電郵至 sustainability@cafedecoral.com 或郵寄至香港新界沙田火炭禾穗街五號大家樂中心。

Awards and Recognitions

獎項及榮譽

Overall Sustainability Performance 整體可持續發展表現

Award/Recognition 獎項／榮譽	Organiser 主辦機構
A constituent member of the Hang Seng Corporate Sustainability Benchmark Index 2018/19 恒生可持續發展企業基準指數成份股2018/19	Hang Seng Indexes Company Limited 恒生指數有限公司
CSR Index Plus 香港品質保證局社會責任指數	Hong Kong Quality Assurance Agency 香港品質保證局
HKEJ Listed Company Awards of Excellence 2018 上市公司卓越大獎2018	Hong Kong Economic Journal Co Ltd 信報財經新聞
"Hong Kong Power Brand" Market Leadership 2018/19 市場領袖大獎2018/2019	Hong Kong Institute of Marketing 香港市務學會
2018 China's Top 100 Fast Food Enterprises (Café de Coral) 2018年度中國餐飲百強企業 (大家樂)	China Cuisine Association 中國烹飪協會
2018 Guangdong's Top 100 Fast Food Enterprises (Café de Coral) 2018年度廣東餐飲百強企業 (大家樂)	廣東省餐飲服務行業協會

Total Customer Satisfaction 全面顧客滿意度

Award/Recognition 獎項／榮譽	Organiser 主辦機構
Quality Food Traceability Scheme 2018 – Diamond Enterprise Winner 「優質食品源頭追蹤計劃2018」鑽石企業獎	GS1 Hong Kong 香港貨品編碼協會
Weekend Weekly "Best-Ever Dining Awards 2018" Best-Ever Dining Awards 2018 新假期周刊必吃食店大獎2018 – Best Ever Fast Food Shop (Café de Coral fast food) – 必吃連鎖快餐外賣店 (大家樂快餐) – Best Ever Congee and Noodles Restaurant (Mixian Sense) – 必吃粥粉麵店 (米線陣) – Best Ever Shanghai Restaurant (Shanghai Lao Lao) – 必吃上海店 (上海姥姥)	Weekend Weekly 新假期周刊
U Favourite Fast Food Shop (Café de Coral fast food) 我最喜愛經典品牌餐廳、我最喜愛快餐店 (大家樂快餐) My Most Favorite Italian Restaurant Award (The Spaghetti House) 我最喜愛意大利菜館 (The Spaghetti House 意粉屋) My Most Favorite Western Restaurant Award (Oliver's Super Sandwiches) 我最喜愛西菜館 (Oliver's Super Sandwiches 利華超級三文治) My Most Favorite Provincial Restaurant Award (Shanghai Lao Lao) 我最喜愛外省菜館 (上海姥姥) My Most Favourite Congee & Noodles Award (Mixian Sense) 我最喜愛粥粉麵店 (米線陣) My Most Favourite Japanese Restaurant Award (Don Don Tei) 我最喜愛日本料理 (丼丼亭) My Most Favourite Café (Zakka) 我最喜愛Café (Zakka) My Most Favourite Marketing Campaign (Café de Coral fast food – Music Station) 我最喜愛市場推廣活動 (大家樂快餐 – 大家樂唱)	U Magazine U 周刊
Total Service Assurance Regime – Food Waste Reduction Pledge Silver Award (Café de Coral fast food) 「全面優質服務計劃」廚餘減少約章銀獎 (大家樂快餐)	MTR Malls 港鐵商場
"Mystery Shopper Programme" "2018 Service Retailers of the Year – Category Award Fastfood/Restaurants Category" (The Spaghetti House) 神秘顧客計劃 「2018年最佳服務零售商-組別獎」 – 快餐店／餐廳及酒樓組別 (The Spaghetti House 意粉屋)	Hong Kong Retail Management Association 香港零售管理協會

Mobl-Ex Award 2019
Best App – Food and Beverage
– Gold Award (**Café de Coral** fast food)
– Silver Award (**Luncheon Star**)
最佳手機應用程式 (餐飲業)
– 金獎 (**大家樂**快餐)
– 銀獎 (**活力午餐**)

Marketing Magazine

Focus on People 關顧員工

Award/Recognition 獎項／榮譽	Organiser 主辦機構
QF Gold Star Employer QF金星級僱主	Education Bureau 教育局
Good Employer Charter 好僱主約章	Labour Department 勞工處
Learning & Development Award 2018 卓越僱員培訓及發展大獎 2018 Employer of Choice Award 2018 卓越僱主大獎 2018	Job Market (Sing Tao Corporation Limited) 求職廣場 (星島新聞集團)
Catering Industry Safety Award Scheme (2018/19) – Group Safety Performance Awards 2018/19飲食業安全獎勵計劃 – 集團安全表現獎 – Meritorious Prize (Fast Food Shops Serving Chinese and General Categories of Food) – 優異獎 (中式及一般快餐店類別) – Silver Prize (Light Refreshment Eating Places and Canteens) – 銀獎 (小型食肆及食堂類別) – Bronze Prize (Fast Food Shops Serving Western Food) – 銅獎 (西式快餐)	Labour Department & Occupational Safety & Health Council 勞工處及職業安全健康局

Investing in Our Community 回饋社會

Award/Recognition 獎項／榮譽	Organiser 主辦機構
Social Capital Builder Logo Award – (Luncheon Star) 社會資本動力標誌獎 – (活力午餐)	Labour and Welfare Bureau 勞工及福利局
SkyPost CSR Awards 2018 晴報關愛香港大獎2018	SkyPost 晴報
Parter Employer Award 2018/19 「友商有良」嘉許計劃 2018/19 – 卓越企業嘉許狀	The Hong Kong General Chamber of Small and Medium Business 香港中小型企業總商會
Caring Company 2018/19 商界展關懷 2018/19	The Hong Kong Council of Social Service 香港社會服務聯會

Resource Optimisation 資源優化

Award/Recognition 獎項／榮譽	Organiser 主辦機構
Charter on External Lighting Gold Award 《戶外燈光約章》金獎	Environmental Bureau 環境局
BOCHK Corporate Environmental Leadership Awards 2018 中銀香港企業環保領先大獎 2018 – EcoChallenger – 環保優秀企業 – 3Years+ EcoPioneer – 3年+參與環保先驅獎章	Bank of China (Hong Kong)/ Federation of Hong Kong Industries 中國銀行(香港)／香港工業總會
“2018 Friends of EcoPark” 2018「環保園之友」	EcoPark 環保園

Appendix I – Guiding Policies, Management Approach and Relevant Laws and Regulations

附錄 I – 主導政策、管理方法及相關法律及規例

The Group's sustainability governance is built on the guiding policies and operation protocols indicated in the table below. Each of these sources is established and reviewed based on developments in regulatory and compliance requirements, industry best practices, as well as the business and operation needs of the Group. The table also sets out the laws and regulations that are most significant to the Group's operations.

集團的可持續發展管治基於下表所列的主導政策及營運規章。每項政策規章均按監管發展及合規要求、行業最佳常規，以及集團業務及營運需要而制定及檢討。下表亦列出對集團營運有重大影響之相關法律及規例。

Corporate Governance 企業管治*

Guiding policies and management approach 主導政策及管理方法

Directors' Handbook for Corporate Governance sets out the governance principles and policies adopted by the Group.
「企業管治董事手冊」載列集團所採納的管治原則及政策。

Enterprise Risk Management Policy aims to ensure that the material risk exposures of the Group are identified, assessed, mitigated and minimised.

「企業風險管理政策」旨在確保集團的重大風險得到辨識、審視、緩和及減低。

Corporate Compliance Policy establishes the system and mechanisms that require employees of the Group to comply with all relevant principles, laws and regulations in their daily work and activities.

「企業合規政策」制定系統及機制，要求集團員工以相關原則、法律及規例作為其日常工作及業務活動的指引。

Best Practice and Guideline on Occupational Code of Ethics stipulates the responsibilities of all employees in maintaining ethical and equitable behaviour.

「良好職業操守行為及相關程序」規定所有員工的行為均須符合道德和公平原則。

Protocol on Malpractice Reporting and Investigation sets out the channels through which employees and business partners can raise concerns or report inappropriate practices in confidence.

「不當行為舉報及調查規章」設立渠道，讓員工及業務夥伴在保密的情況下提出申訴或舉報不當行為。

Corporate Policy on Personal Data Privacy states the Group's requirements for handling employee data and establishes a privacy framework that secures the personal data of customers and business partners.

「集團個人資料私隱政策」列明集團處理員工資料之要求及設立私隱架構，以保障顧客及業務夥伴的個人資料。

I.T. Policy provides strict guidelines for internal and interested parties to ensure the security measures that safeguard the Group's information are upheld and remain in accordance with the ISO 27001 Information Security Management Standard.

「資訊科技政策」向內部及相關方提供嚴謹的指引，以確保保障集團資訊安全並符合ISO 27001資訊安全管理標準。

Under the ISO 27001 Standard, the Group's Information Security Management System covers data access control mechanisms, ongoing communication and training on information security risks, review of internal controls for maintaining customer data privacy, cyber-attack protection through the deployment of advanced software, and third-party reviews of the security of the current system to identify potential cyber security hazards and recommend the implementation of relevant preventive measures.

根據ISO 27001標準，集團的「資訊安全管理系統」涵蓋數據存取控制機制、持續溝通及資訊安全風險培訓、內部控制審查以保障顧客數據私隱、透過應用先進保護軟件免受網絡攻擊，以及由第三方審查現行系統的安全性，以識別潛在的網絡安全危險並建議實施相關的預防措施。

Relevant laws and regulations 相關法律及規例

Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.
香港聯合交易所有限公司證券上市規則。

Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong).
證券及期貨條例（香港法例第571章）。

Prevention of Bribery Ordinance, which governs ethical business practices.
防止賄賂條例 — 確保道德商業常規。

Personal Data (Privacy) Ordinance, which governs proper handling and management of personal data.
個人資料（私隱）條例 — 確保妥善處理和管理個人資料。

* Please refer to the Corporate Governance Report in the Company's Annual Report 2018/19 for details of the Group's corporate governance practices, which are in compliance with the Corporate Governance Code under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.
關於集團遵循香港聯合交易所有限公司證券上市規則企業管治守則的企業管治常規詳情，請參考本公司2018/19年報內的企業管治報告。

Total Customer Satisfaction 全面顧客滿意度

Guiding policies and management approach 主導政策及管理方法

Customer Feedback Handling Procedure stipulates our approach and mechanisms for ensuring customer feedback is responded to and managed in a consistent, systematic and timely manner.

「顧客意見處理程序」訂明方法及機制，確保顧客意見獲得一致、有系統和適時的回應及處理。

Purchasing Manual includes policies, procedures and practices for ensuring a high standard of food procurement from our suppliers. It also outlines the responsibilities of various parties within the procurement process.

「採購手冊」包括政策、程序及常規，以確保供應商進行高標準採購流程，同時概述採購過程中各方的責任。

Corporate Food Safety Policy specifies the standards and functions at different stages of the supply chain for ensuring food traceability, safety and quality.

「集團食物安全政策」規定食品在供應鏈各個階段中的標準和用途，以確保食品可追溯性、安全性及品質。

Supplier Code of Conduct states the environmental and social standards that must be met by all suppliers to the Group. The Code covers areas such as labour practices, human rights, occupational safety and health, as well as business ethics.

「供應商行為守則」列明集團要求所有供應商需達到的環境及社會方面的標準，包括勞工條例、人權、職業安全及健康，以及商業道德。

Quality Shop ("Q Shop") System provides guiding principles and stringent standards of store management in areas of quality, cleanliness and other aspects of serving our customers.

「優質分店系統」在產品質素、整潔度和其他顧客服務方面提供指導原則及嚴謹的標準。

International standards of food manufacturing process (such as ISO 22000 and HACCP accreditation).

國際食品製造流程標準（例如ISO 22000和 HACCP認證）。

Competition Law Compliance Policy provides guidance to employees with regard to Competition Law requirements and assists them in complying with the law in their day-to-day work.

「競爭法合規政策」為員工對於競爭法要求提供指引及協助他們在日常工作中遵守相關要求。

Relevant laws and regulations 相關法律及規例

Food Safety Ordinance and other related regulations, which governs the registration of food importers and distributors, the composition and description of food products, and specific requirements for different types of food products.

食品安全條例及其他有關監管食物進口商及分銷商登記、食品成分組合和描述，以及對不同類型食品具體要求之規例。

Food & Drugs (Composition & Labelling) Regulations and other regulations related to food product labelling and food composition.

食物及藥物（成分組合及標籤）規例以及其他與食品標籤及食物成份有關之規例。

Public Health & Municipal Services Ordinance and other regulations related to operational hygiene and licensing.

公眾衛生及市政條例以及其他與營運衛生及牌照有關之規例。

Trade Marks Ordinance, which regulates trademark infringements and use of trademarks in advertising.

商標條例 — 監管商標侵權及廣告宣傳之商標使用。

Trade Descriptions Ordinance, which regulates trade descriptions used in advertising food products.

商品說明條例 — 監管食品廣告宣傳中使用的商品說明。

Competition Ordinance, which prohibits conduct that prevents, restricts or distorts competition in Hong Kong and mergers that would substantially reduce competition in Hong Kong.

競爭條例 — 禁止在香港妨礙、限制或扭曲競爭的行為及大幅減少競爭的合併行為。

Focus on People 關顧員工

Guiding policies and management approach 主導政策及管理方法

Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy outlines the Group's responsibilities as a responsible employer and the procedures necessary to ensure all candidates are treated equally and employment is compliant with local laws and regulations.

「員工招聘指引及防止聘用非法員工政策」概述集團作為負責任的僱主，有責任確保所有應徵者得到公平對待，以及所有僱傭須遵守本地法律及規例。

Group Training & Development sets out a structured staff development framework and programmes.

集團培訓及發展部制定具體的員工發展架構和方案。

Performance Management System Policy establishes how the Group uses recognition and rewards to achieve our vision of becoming the preferred F&B employer.

「績效管理制度政策」確保集團如何透過認可及回報員工，以達成我們致力成為受歡迎餐飲業僱主的願景。

Occupational Safety and Health Policy stipulates the Group's responsibilities to employees on issues of occupational safety and health and the provision of a healthy and safe workplace, including through employee engagement, training, awards and other awareness-raising activities.

「職業安全健康政策」規定集團須為員工的職業安全及健康負責，並透過員工參與、培訓、獎勵及其他提升安全意識的活動，為員工提供健康及安全的工作環境。

Relevant laws and regulations 相關法律及規例

Employment Ordinance, which prohibits the employment of children aged less than 15, regulates working hours for young employees in industrial work, and establishes other responsible employment practices.

僱傭條例 — 禁止僱用十五歲以下之童工，監管從事工業性質之青年員工的工作時數，以及制定其他負責任之僱傭常規。

Minimum Wage Ordinance, Employees' Compensation Ordinance, Mandatory Provident Fund Scheme Ordinance and other relevant regulations, which protect employees in terms of remuneration, compensation and social security.

最低工資條例、僱員補償條例、強制性公積金計劃條例及其他有關保障員工薪酬、補償及社會保障的規例。

Discrimination Ordinances, which safeguard employees from various kinds of discrimination, including but not limited to family status, race, gender and disability.

歧視條例 — 保護員工免受不同類型之歧視，包括但不限於家庭崗位、種族、性別及殘疾狀況。

Occupational Safety and Health Ordinance, which requires employers to ensure employees enjoy a safe and healthy workplace.

職業安全及健康條例確保僱主為員工提供安全及健康的工作環境。

Investing in Our Community 回饋社會

Management approach 管理方法

Recognise the importance of contributing to the communities in which we operate.
肯定回饋社會的重要性。

Leverage our extensive network and focus our resources on having a positive impact in the communities where we have a presence.
憑藉我們龐大的分店網絡，集中資源為所在社區帶來正面影響。

Provide support and opportunities that enable beneficiary groups to make positive contributions to community development and well-being.
提供支持及機會，使受惠社群能為社區發展及福祉作出正面貢獻。

Relevant laws and regulations 相關法律及規例

Not applicable
不適用

Resource Optimisation 資源優化

Management approach 管理方法

Conduct business in compliance with all applicable laws and regulations, and integrate industry best practices into our operations.
遵照所有適用的法律及規例營運業務，並將行業的最佳常規融入我們的營運當中。

Minimise our negative environmental impact through the efficient use of resources and the adoption of relevant technologies where possible.
透過有效使用資源及採取相關可行技術，減低對環境的負面影響。

Increase energy efficiency, conserve water, minimise waste generation and emissions, and promote greater awareness of environmental issues along our supply chain.
提高能源效益、節約用水、減少廢物及排放，並提升供應鏈的環保意識。

Advocate environmentally responsible behaviour among our staff, business partners, customers and the general public.
向員工、業務夥伴、顧客及公眾提倡負責任的環境行為。

Relevant laws and regulations 相關法律及規例

Air Pollution Control Regulations, which regulates hazardous air emissions.
空氣污染管制規例 — 管制有害氣體排放。

Water Pollution Control Ordinance, which regulates management of sewage treatment.
水污染管制條例 — 管制污水處理。

Waste Disposal Ordinance, which regulates waste management.
廢物處置條例 — 管制廢棄物處理。

Appendix II – HKEX ESG Reporting Guide Index

附錄 II – 香港聯交所環保、社會及管治報告指引索引

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
A. ENVIRONMENTAL 環境		
Aspect A1 層面A1	Emissions 排放物	
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：(a) 政策；及(b)遵守對發行人有重大影響的相關法律及規例的資料 Appendix I 附錄 I The Group is not aware of any material non-compliance with the relevant laws and regulations that had a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	86
KPI A1.1 關鍵績效指標 A1.1	The types of emissions and respective emissions data 排放物種類及相關排放數據 Resource Optimisation 資源優化	70
KPI A1.2 關鍵績效指標 A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 溫室氣體總排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） Resource Optimisation 資源優化	67, 69
KPI A1.3 關鍵績效指標 A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算） The Group does not generate significant hazardous waste in its operations. Currently, the Group does not report data on hazardous waste. We are working closely with an independent consultant to enhance the collection of relevant data and plan to disclose data on waste in future Reports. 本集團於營運中並無產生重大的有害廢棄物。本集團目前並無就有害廢棄物數據作出報告。我們現正與獨立顧問緊密合作，加強廢棄物數據收集並計劃於未來的報告中披露相關數據。	N/A 不適用

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/ Statement 章節/聲明	Page Number 頁數
KPI A1.4 關鍵績效指標 A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）	<p>Currently, the Group does not report data on non-hazardous waste. 本集團目前並無就無害廢棄物數據作出報告。</p> <p>During the reporting period, the Group recorded non-hazardous waste generated at its Central Food Processing Centre in Taipo, including food waste, paper, plastic, metal, glass and used cooking oil recycled across our Hong Kong operations. 於報告期內，本集團於大埔中央產製中心記錄所產生的無害廢棄物量，包括廚餘、紙張、塑膠、金屬、玻璃及於所有香港營運中所回收的廢食油。</p> <p>We are working closely with an independent consultant to enhance the collection of relevant data and plan to disclose data on waste in future Reports. 我們現正與獨立顧問緊密合作，加強廢棄物數據收集並計劃於未來的報告中披露相關數據。</p>	N/A 不適用
KPI A1.5 關鍵績效指標 A1.5	Description of measures to mitigate emissions and results achieved 描述減低排放量的措施及所得成果	Resource Optimisation 資源優化	66-70, 77
KPI A1.6 關鍵績效指標 A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved 描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果	Resource Optimisation 資源優化	73-75, 77-78

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
Aspect A2 層面A2	Use of resources 資源使用	
General Disclosure 一般披露	Policies on efficient use of resources, including energy, water and other raw materials 有效使用資源的政策，包括能源、水及其他原材料	Appendix I 附錄 I
KPI A2.1 關鍵績效指標 A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kwh in '000s) and intensity (e.g. per unit of production volume, per facility) 按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位，每項設施計算）	Resource Optimisation 資源優化
KPI A2.2 關鍵績效指標 A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility) 總耗水量及密度（如以每產量單位、每項設施計算）	Resource Optimisation 資源優化
KPI A2.3 關鍵績效指標 A2.3	Description of energy use efficiency initiatives and results achieved 描述能源使用效益計劃及所得成果	Resource Optimisation 資源優化
KPI A2.4 關鍵績效指標 A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved 描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果	Resource Optimisation 資源優化 Currently, the Group does not have any issue with sourcing water that is fit for purpose. 本集團並無於求取適用水源上有任何問題。
KPI A2.5 關鍵績效指標 A2.5	Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量	Resource Optimisation 資源優化 During 2018/19, the Group procured 4,501 tonnes of food and beverage packaging materials – comprising paper, plastics and aluminium materials. Due to enhancement of the data collection mechanism, a revised calculation was adopted which affected the packaging material data in 2017/18. The Group's total packaging materials procured in 2017/18 has been restated to 4,506 tonnes. 集團二零一八／一九年度採購4,501公噸食品及飲料包裝物料，包括紙張、塑料及鋁。鑑於已優化的數據採集機制，集團修正了二零一七／一八年度包裝材料數據的計算。二零一七／一八年度之總包裝材料採購量調整為4,506公噸。

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/ Statement 章節/聲明	Page Number 頁數
Aspect A3 層面A3	The environment and natural resources 環境及天然資源		
General Disclosure 一般披露	Policies on minimising the issuer’s significant impact on the environment and natural resources 減低發行人對環境及天然資源造成重大影響的政策	Appendix I 附錄 I	86
A3.1 關鍵績效指標 A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動	Resource Optimisation 資源優化	76,78
B. SOCIAL 社會 Employment and Labour Practices 僱傭及勞工常規			
Aspect B1 層面B1	Employment 僱傭		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination and other benefits and welfare 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I The Group is not aware of any material non-compliance with the relevant laws and regulations that had a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	85-86
KPI B1.1 關鍵績效指標B1.1	Total workforce by gender, employment type, age group and geographical region 按性別、僱傭類型、年齡組別及地區劃分的僱員總數	Focus on People 關顧員工	37
KPI B1.2 關鍵績效指標B1.2	Employee turnover rate by gender, age group and geographical region 按性別、年齡組別及地區劃分的僱員流失比率	Focus on People 關顧員工	37

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
Aspect B2 層面B2	Health and safety 健康與安全	
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards 有關提供安全工作環境及保障僱員避免職業性危害的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 Appendix I 附錄 I The Group is not aware of any material non-compliance with the relevant laws and regulations that had a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	85-86
KPI B2.1 關鍵績效指標B2.1	Number and rate of work-related fatalities 因工作關係而死亡的人數及比率 There were no work-related fatalities during reporting period. 報告期內並無因工作關係而導致死亡事件。	N/A 不適用
KPI B2.2 關鍵績效指標 B2.2	Lost days due to work injury 因工傷損失工作日數 During the reporting period, the Group's overall lost-day rate due to work injuries was 0.16%. 報告期內，集團整體因工傷損失工作日數比率為0.16%。 The lost-day rate due to work injuries indicates the number of days lost as a percentage of the total number of available man-days throughout the year. 因工傷損失工作日數比率指以全年員工可工作日數總數計算之損失工作日數百分比。	N/A 不適用
KPI B2.3 關鍵績效指標 B2.3	Description of occupational safety and health measures adopted, how they are implemented and monitored 描述所採納的職業健康與安全措施，以及相關執行及監察方法 Focus on People 關顧員工	40-41, 44

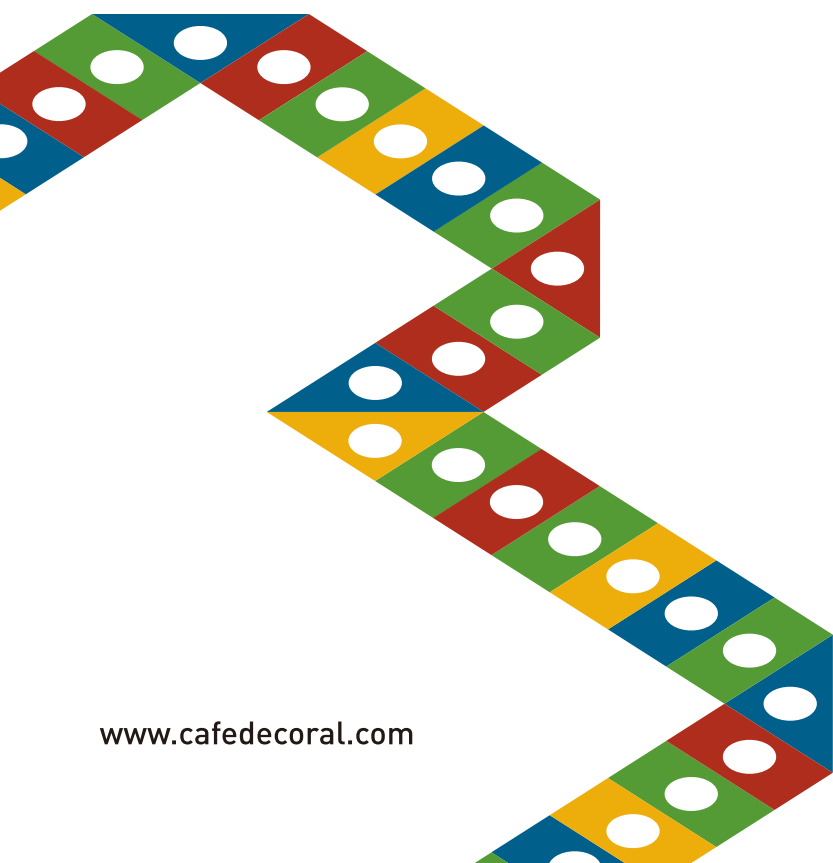
Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/ Statement 章節/聲明	Page Number 頁數
Aspect B3 層面B3	Development and training 發展及培訓		
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動	Appendix I 附錄 I Focus on People 關顧員工	85-86 32-36, 42
KPI B3.1 關鍵績效指標 B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management) 按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比	Focus on People 關顧員工	36
KPI B3.2 關鍵績效指標 B3.2	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數	Focus on People 關顧員工	36
Aspect B4 層面B4	Labour standards 勞工準則		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance and material non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour 有關防止童工或強制勞工的：(a) 政策；及 (b) 遵守及嚴重違反對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I The Group is not aware of any non-compliance with relevant laws and regulations on preventing child or forced labour during the reporting period. 本集團並無發現於報告期內有任何違反有關防止童工或強制勞工的相關法律及規例之事宜。 The Group's <i>Supplier Code of Conduct</i> clearly states our zero-tolerance stance regarding the employment of child or forced labour by our suppliers. 集團之「供應商行為守則」明確列明對供應商僱用童工及強制勞工採取零容忍態度。	85-86

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
KPI B4.1 關鍵績效指標B4.1	Description of measures to review employment practices to avoid child and forced labour 描述檢討招聘慣例的措施以避免童工及強制勞工 The Group regularly reviews its employment practices to ensure we are in compliance with the Employment Ordinance and other regulations related to child labour and forced labour. 本集團定期檢討招聘措施以確保遵守《僱傭條例》及其他有關童工及強制勞工的條例。 We conduct supplier visits and assessments to ensure suppliers comply with our <i>Supplier Code of Conduct</i> . 我們安排到訪及評核供應商，以確保供應商遵守本集團「供應商行為守則」。	N/A 不適用
KPI B4.2 關鍵績效指標 B4.2	Description of steps taken to eliminate such practices when discovered 描述在發現違規情況時消除有關情況所採取的步驟 No incidents were reported during the reporting period. 報告期內並無收到相關事件之報告。	N/A 不適用
Operating Practices 營運慣例		
Aspect B5 層面B5	Supply chain management 供應鏈管理	
General Disclosure 一般披露	Policies on managing environmental and social risks of supply chain 管理供應鏈的環境及社會風險政策	Appendix I 附錄 I 85
KPI 5.1 關鍵績效指標 5.1	Number of suppliers by geographical region 按地區劃分的供應商數目	Total Customer Satisfaction 全面顧客滿意度 The Group considers it more meaningful to disclose its food origin by geographic region in percentage of the Group's total procurement amount. 本集團認為披露按集團總採購金額計算之食物來源地分佈百分比比較具有意義。
KPI 5.2 關鍵績效指標 5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法	Total Customer Satisfaction 全面顧客滿意度 21, 26

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/ Statement 章節/聲明	Page Number 頁數
Aspect B6 層面B6	Product responsibility 產品責任		
General Disclosure 一般披露	Information on: (a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：(a) 政策；及(b)遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I The Group is not aware of any material non-compliance with the relevant laws and regulations that had a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	85
KPI B6.1 關鍵績效指標B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比	There were no product recalls during the reporting period. 於報告期內並無回收產品。	N/A 不適用
KPI B6.2 關鍵績效指標B6.2	Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法	Total Customer Satisfaction 全面顧客滿意度 The Group is not aware of any significant complaints related to its products and services during the reporting year. We consider issues that are significant to be those that are related to material non-compliance with relevant standards, rules and regulations on health and safety, advertising and labelling, intellectual property rights, etc. Any complaints received will be formally investigated and any necessary follow-up actions are taken in timely manner. 本集團並無發現於報告期內有任何有關產品及服務的重大投訴。我們認為的重大問題乃主要關於嚴重違反有關所提供的產品和服務的健康與安全、廣告與標籤及知識產權等相關的準則、規則及規例之事宜。在收到任何投訴時，我們會適時進行正式調查及採取相應的跟進行動。	20, 25

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/ Statement 章節/聲明	Page Number 頁數
KPI B6.3 關鍵績效指標 B6.3	Description of practices relating to observing and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例	The Group has measures in place to protect its intellectual property rights and ensure compliance with intellectual property laws. We conduct regular reviews of the Group’s internal policies and systems to ensure the efficacy and proper implementation of our intellectual property measures. 本集團透過措施保障其知識產權及確保遵守知識產權法律。我們定期檢討內部政策及系統，以確保我們的措施得以有效及妥善實施。	N/A 不適用
KPI B6.4 關鍵績效指標B6.4	Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序	Total Customer Satisfaction 全面顧客滿意度	21-24, 26
KPI B6.5 關鍵績效指標 B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored 描述消費者資料保障及私隱政策，以及相關執行及監察方法	Sustainability Governance under the Leadership of the Board of Directors 董事局帶領的可持續發展管治 Appendix I 附錄 I	5 84
Aspect B7 層面B7	Anti-corruption 反貪污		
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	Sustainability Governance under the Leadership of the Board of Directors 董事局帶領的可持續發展管治 Appendix I 附錄 I The Group is not aware of any material non-compliance with the relevant laws and regulations that had a significant impact on the Group during the period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	5 84
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases 於報告期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	There were no legal cases regarding corrupt practices brought against the Group or its employees concluded during the reporting period. 於報告期內，並無發生指控本集團或其員工貪污之訴訟案件。	N/A 不適用
KPI B7.2 關鍵績效指標 B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored 描述防範措施及舉報程序，以及相關執行及監察方法	Sustainability Governance under the Leadership of the Board of Directors 董事局帶領的可持續發展管治	4-5

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Section/ Statement 章節/聲明	Page Number 頁數
Aspect B8 層面B8	Community 社區		
General Disclosure 一般披露	Policies on community engagement to understand the community's needs where it operates and to ensure its activities take into consideration communities' interests 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策	Appendix I 附錄 I	86
KPI B8.1 關鍵績效指標 B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport) 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）	Investing in Our Community 回饋社會	46-61
KPI B8.2 關鍵績效指標 B8.2	Resources contributed (e.g. money or time) to the focus area 在專注範疇所動用資源（如金錢或時間）	Investing in Our Community 回饋社會	46-61



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