



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

2019/20

Sustainability Report

可持續發展報告



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About the Café de Coral Group

關於大家樂集團

Established in 1968, the Café de Coral Group (the "Group" or "Café de Coral") is a Hong Kong-style fast food pioneer. For over 50 years, we have served customers with dedication and quality, and our brand has grown to become a household name and the "Hongkonger's Canteen". We are now one of the largest publicly listed restaurant and catering groups in Asia.

Headquartered in Hong Kong with 356 stores locally and 114 stores in southern Mainland China, our business includes quick service restaurants ("QSR"), institutional catering and casual dining chains, as well as food processing and distribution. Our branch network now spans across the 11 cities of the Greater Bay Area.

大家樂集團（「集團」或「大家樂」）創立於一九六八年，是香港風格快餐的先驅。過去五十多年來，我們一直竭誠為顧客提供優質服務，令我們成為了家喻戶曉的品牌，並獲得「香港人的大食堂」的稱譽。我們現時是亞洲最大的上市餐飲集團之一。

集團總部設於香港，在香港及南中國地區分別經營三百五十六間和一百一十四間分店，業務涵蓋速食餐飲、機構飲食、休閒餐飲及食品產製分銷。我們的分店網絡覆蓋大灣區十一個城市。

Key Strategic Businesses

主要策略性業務



Our Business Performance in Numbers (2019/20)

集團業務表現之重要數字（二零一九／二零年度）



Total revenue
總收入

HK\$7,963.1
Million
百萬港元



Total operating costs
總營運成本

HK\$7,713.9
Million
百萬港元



Size of workforce
員工人數

18,832
(As of 31 March 2020)
(於二零二零年三月三十一日)



Total number of stores in
Hong Kong and Mainland China
於香港及中國內地分店總數

470
(As of 31 March 2020)
(於二零二零年三月三十一日)

Sustainability Governance under the Leadership of the Board of Directors

董事局帶領的可持續發展管治

"The Group's key operating territories experienced a particularly challenging time in the past year. From uncertainty amidst the Sino-US trade dispute, to the unstable and weak market in Hong Kong which was further exacerbated by the global COVID-19 pandemic, we had to adapt to rapidly changing market conditions and adjust the way our businesses operate. With all companies likely to be confronting a paradigm shift in how businesses operate in the post-COVID-19 world, we believe that those companies with a robust sustainable development strategy will be the best placed to meet the new challenges. Having grown together with Hong Kong in both calm and turbulent times for more than 50 years, I am confident that with the solid foundation we have built, and driven by our clear and consistent vision and values, our business will continue to evolve and thrive, demonstrate long-term resilience and maintain sustainable growth."

Lo Hoi Kwong, Sunny
Chairman of Café de Coral Group

過去一年，集團的主要業務所在地區經歷巨大挑戰。由中美貿易紛爭的不確定性，到香港市場不穩及疲弱，接而更受到新型冠狀病毒全球大流行影響，我們必須適應急劇轉變的市場環境及迅速調整我們的營運模式。我們預見在新型冠狀病毒疫情後，大部分企業營運模式或會有所改變。而我們相信，擁有健全可持續發展策略的企業將會最有能力應對新挑戰。過去五十多年來，我們與香港人一起渡過無數風浪。我對我們所建立的穩固根基充滿信心，我們將秉承集團的願景及價值，保持應變能力，與時並進，致力維持可持續增長。

大家樂集團主席
羅開光

Governance Structure

管治架構

The Group's highest governance body is its Board of Directors, which is ultimately responsible for the sustainable development of the Group. The Board of Directors has mandated the Management Board, chaired by the Chief Executive Officer, to develop and oversee Group-wide sustainability strategies and to monitor overall sustainability performance.

The Management Board has designated Sustainability Task Forces – representing each of the four *Sustainability Values* critical for the Group's long-term development – to take responsibility for formulating and implementing action plans that align with the Group's sustainability policies and strategies. The Sustainability Task Forces set short and long-term plans and targets for material issues where appropriate, adopt policies to reflect changes in local regulations and industry best practices, and also ensure the actions taken are in line with the Group's sustainability principles. At the operational level, the Task Forces work with business units and departments on a regular basis to track operational performance for continuous improvement.

董事局是集團的最高管治機構，對集團的可持續發展肩負全面責任。董事局已授權由集團首席執行官帶領的管理局負責制定及監督集團整體的可持續發展策略及表現。

在對集團長遠發展至關重要的四大「可持續發展價值」框架下，管理局委派各可持續發展工作小組負責制定及落實符合集團可持續發展策略及政策的行動計劃。可持續發展工作小組在合適情況下就重大議題制訂短期及長遠的計劃及目標、因應本地規例及行業最佳常規採納相應政策，及確保所採取的行動符合集團的可持續發展原則。就營運層面方面，工作小組與各業務單位及部門緊密合作，定期追蹤其營運表現以確保持續進步。

The Group is aware of the latest updates to the environmental, social and governance (“ESG”) requirements mandated by The Stock Exchange of Hong Kong Limited. We review our procedures and practices constantly and will continue to look for ways to enhance them to better address potential ESG risks, further elaborate on our management approach towards material ESG issues and establish more ESG-related policies, goals and targets.

集團知悉香港聯合交易所有限公司就環境、社會及管治方面的最新要求。我們定期檢討集團的程序及常規，以更妥善應對集團潛在的環境、社會及管治風險，更詳盡地披露我們對環境、社會及管治的重大議題的管理模式，以及制定更多相關的政策及目標。

Our Governance Framework 我們的管治架構



Risk Management 風險管理

Sustainability and ESG-related risks and issues – such as customer satisfaction, food quality and safety, supply chain management and talent retention – are incorporated in our *Enterprise Risk Management* (“ERM”) framework, which is overseen by the Management Board and the Board of Directors on a regular basis. The ERM framework helps facilitate a continuous process of identifying, evaluating, prioritising, managing and monitoring the risks that the Group faces in its operations. Details on our risk management approach can be found in the “Corporate Governance Report” section of the Group’s Annual Report 2019/20.

我們將可持續發展及環境、社會及管治相關的議題及風險納入由董事局及管理局定期監督的「企業風險管理」框架，包括顧客滿意度、食品質素及安全、供應鏈管理和人才保留等方面。該企業風險管理框架有助我們持續識別、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集團2019/20年報內的「企業管治報告」章節。

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 responsibilities and mechanisms for enforcing all applicable laws and regulations in our daily operations. Our legal team 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 at regular intervals.

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」確立各項責任和機制，以確保我們的日常營運當中遵循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的指定代表定期進行溝通，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。

對我們業務有重大影響之指導政策、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 we maintain a zero-tolerance policy regarding misconduct or unethical behaviour of any kind. All our employees must adhere to the ethical standards, values and legal and regulatory requirements set out in our *Best Practice and Guideline on Occupational Code of Ethics*. We provide all employees with anti-corruption training as part of the onboarding process and on an ongoing basis.

We encourage the reporting of misconduct or 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 report matters of concern in a confidential manner to our Internal Audit division or the Audit Committee of the Board of Directors where appropriate. The guideline also specifies information on responsibilities, implementation of the policy, investigation procedures and follow-up actions.

集團堅守高標準的誠信及商業道德，並對任何形式的不當或不道德行為採取零容忍政策。集團所有員工必須遵循集團「良好職業操守行為及相關程序」所列明的道德標準、價值及法律法規要求。我們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的情況下向集團內部審計部門或董事局轄下的審核委員會提出申訴。規章亦列明有關該政策的職責、執行、調查程序及跟進行動的信息。

Data Privacy 資料私隱

The Group values and respects data privacy and fully acknowledges its responsibility to manage and protect any personal or sensitive information about customers, employees and business partners. We continue to invest in technology that prevents, detects and responds to the threat of increasingly sophisticated cyber-attacks. Our comprehensive information management system, which has attained ISO 27001 Information Security Management Standard certification, facilitates a high standard of information security management through stringent corporate policies, data access control mechanisms, internal control reviews, as well as third-party assessment. We continue to actively promote greater awareness and vigilance regarding information security among our staff through regular training and internal communications channels.

集團重視資料私隱並深明我們有責任管理及保護所有關於我們客戶、員工及業務合作夥伴的個人或敏感資料。我們持續投放資源以防止、檢測及應對日益複雜的網絡攻擊。我們全面的資訊管理系統榮獲ISO 27001信息安全標準認證。憑藉此系統，我們得以透過嚴謹的集團政策、數據存取監控機制、內部監控審視，以及第三方評估，以維持高標準的信息安全管理。我們亦透過定期培訓及內部溝通渠道，不斷提升員工對資訊安全風險的認知及警覺性。

Our Approach to Sustainability

我們的可持續發展措施

We believe that managing our business with a sustainability mindset will create long-term value and benefits for our community, customers, employees, business partners and shareholders. We have integrated sustainability into our management approach and daily operations as we endeavour to address pressing environmental and social issues faced by the food and beverage (“F&B”) industry.

Our Sustainability Values

We have established four *Sustainability Values* that inform our corporate sustainability approach and actions. Sustainability-related issues most material to our business have been identified, assessed and categorised under these values.

1 Total Customer Satisfaction 全面顧客滿意度



Café de Coral's competitiveness depends on our ability to ensure that we consistently deliver high-quality products and services and respond swiftly to the changing preferences and needs of our customers. Our *Customer Journey* reflects a holistic approach that encompasses everything from brand awareness to in-store experience and customer engagement as we pursue our overarching goal of *Total Customer Satisfaction*.

大家樂致力確保產品和服務維持高質素，並迅速迎合顧客不斷變化的喜好和需求，以保持競爭力。為了達致「全面顧客滿意度」的總體目標，我們設有一套全面的「顧客旅程」計劃，涵蓋品牌認知以至店內體驗和顧客參與各方面。

2 Focus on People 關顧員工



To deliver the service and products that meet our customers' expectations, we need a dedicated, motivated and capable workforce. Our ability to empower and inspire our employees is key in attracting and retaining the talent we need to ensure Café de Coral remains competitive. We seek to be an employer of choice and are committed to providing a rewarding, harmonious, healthy and safe working environment.

我們需要一支專注、充滿活力並且能幹的團隊，為顧客提供稱心滿意的服務和產品。我們銳意培養和激勵員工，藉以吸納及保留人才，保持大家樂的競爭力。我們致力為員工提供一個具回報、和諧、健康和安全的工作環境，矢志成為理想僱主。

我們深信透過秉持可持續發展的管理模式，能夠為社區、顧客、員工、業務夥伴及股東創造長遠價值和利益。我們將可持續發展的概念融入集團的管理模式和日常營運中，以致力解決餐飲業面對的迫切環境和社會問題。

我們的可持續發展價值

我們釐定了四大「可持續發展價值」，帶領着集團可持續發展的方向及行動。基於這些價值，我們就可持續發展議題對業務的重要性進行識別、評估及分類。

3 Investing in Our Community 回饋社會



Our community investment strategy leverages the skills and expertise of our staff, our internal resources, our vast business network and our partnerships with various NGOs and stakeholders to build strong relationships and trust with our communities.

集團回饋社會的策略是透過善用員工的技能和專長、內部資源、強大的業務網絡及與各個非政府組織和持份者的合作，與社區建立緊密互信的關係。

4 Resource Optimisation 資源優化



With the world's resources becoming increasingly scarce and the consequences of climate change intensifying, we are committed to minimising our own environmental footprint and exploring opportunities to reduce negative environmental impacts along our value chain.

隨著全球資源日益稀缺和氣候變化加劇，我們積極減少生態足跡，在價值鏈中探索不同的機會，以減低對環境的負面影響。

Stakeholder Engagement

Regular engagement with stakeholders enables the Group to understand the views and expectations that various groups of people have about our business and operations. By using a diverse range of stakeholder communication channels we are able to collect feedback that helps us reflect on our performance and priorities, and to clearly define the material issues that we need to address.

持份者參與

集團通過定期與持份者溝通，了解不同群體對我們的業務和營運的意見及期望。我們透過不同的溝通途徑收集持份者的意見，以助我們檢討成效和優先排序，及界定我們需要解決的重大議題。

Key stakeholder groups 主要持份者	Why engage 溝通原因	Communication channels 溝通途徑	Issues of key concern 重點關注議題
Customers 顧客	<p>The preferences and demands of our customers affect the types of products and services we provide. It is imperative that we engage with and collect feedback from our customers to ensure that we continue to take our operations and business development in the right direction.</p> <p>我們提供的產品和服務類型視乎顧客的喜好和需求。我們必須透過與顧客交流，持續收集對集團營運和業務發展方向的重要意見。</p>	<ul style="list-style-type: none"> Customer surveys 顧客調研 Interviews and focus groups 訪問及聚焦小組 Customer loyalty programmes 會員計劃 General customer service communications 一般顧客服務溝通 	<ul style="list-style-type: none"> Food safety 食品安全 Product and service quality 產品及服務質素 Food choices 美食選擇
Employees 員工	<p>Our employees are our most important assets. Understanding the needs of our employees will help us build a vibrant and dedicated workforce that will grow together with the Group.</p> <p>員工是集團最重要的資產。透過了解員工的需求，有助我們建立一支充滿活力且敬業樂業的團隊，與集團一起成長。</p>	<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 	<ul style="list-style-type: none"> Employment terms 僱用條款 Career development 職業發展 Training and development 培訓與發展 Occupational safety and health 職業安全與健康
Investors/Shareholders 投資者／股東	<p>Communicating our business strategies transparently and clearly to our investors will give them a better insight into the long-term prospects and sustainability of our business. At the same time, understanding shareholders' interests and expectations will allow us to address and integrate material issues into our business planning.</p> <p>透明而清晰地與投資者溝通，有助他們更了解我們可持續發展的長遠策略。同時，我們透過了解股東的關注和期望，將重大議題納入業務計劃中。</p>	<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 	<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 Corporate governance 企業管治

Key stakeholder groups 主要持份者	Why engage 溝通原因	Communication channels 溝通途徑	Issues of key concern 重點關注議題
Suppliers 供應商	<p>A reliable and sustainable supply chain is crucial to our business operations. Having systematic communications methods and assessment processes will ensure the quality and reliability of our products.</p> <p>可靠和可持續的供應鏈對集團營運尤為關鍵。系統化的溝通和評估流程能確保產品的質量和可靠性。</p>	<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 Tenders and regular meetings 招標及定期會議 	<ul style="list-style-type: none"> Fair sourcing 公平採購 Supply chain management 供應鏈管理
Landlords 業主	<p>Maintaining good relationships with our landlords help create win-win outcomes.</p> <p>與業主保持良好關係有助建立雙贏的局面。</p>	<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 (e.g. in shopping malls) 商場節日聚會 Opening ceremonies for new shops 新店開幕儀式 	<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
Local Communities/ NGOs/Media 社區、非政府組織、傳媒	<p>Our business serves the community at large. Maintaining active and ongoing communication with local communities, NGOs and members of the media will enhance the transparency of and social trust in our services and operations.</p> <p>我們的業務服務廣大市民。通過積極與社區、非政府組織及傳媒持續溝通，能夠提高透明度及建立社會大眾對我們服務和營運的信心。</p>	<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 	<ul style="list-style-type: none"> Transparency 透明度 Reliability 可靠性 Timely communication of corporate news and events 及時發放集團消息及活動訊息

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 Group is supportive of this international agenda. Our continuous efforts to support the SDGs, guided by our core *Sustainability Values*, are illustrated below.

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。大家樂集團支持該項國際倡議，在我們「可持續發展價值」框架下推行的相關工作如下。

Our Sustainability Values 我們的「可持續發展價值」	Relevance to SDGs 與可持續發展目標的關連	SDGs 可持續發展目標
Total Customer Satisfaction 全面顧客滿意度	<ul style="list-style-type: none"> Offer healthy food options for customers 為顧客提供健康食品選擇 Offer food options procured from sustainable sources 提供從可持續來源採購的食品選擇 	 
Focus on People 關顧員工	<ul style="list-style-type: none"> Strive to be an employer of choice by providing an inclusive and inspiring workplace 致力成為理想僱主，為員工提供具包容性和啟發性的工作環境 Provide staff with technical and vocational skills training 為員工提供技術和職業技能培訓 	 
Investing in Our Community 回饋社會	<ul style="list-style-type: none"> Engage in meaningful social outreach. <i>Community Spring Feast</i>, our flagship community programme, hosts festive food banquets for underprivileged segments of our local communities 開展回饋社區工作，旗艦活動「區區開年飯」為本地弱勢社群舉辦多場節慶聚餐 Organise and support various community initiatives to nurture talent and the aspirations of younger generations 組織及支持各類以培育年輕一代的才能和抱負的活動 	 
Resource Optimisation 資源優化	<ul style="list-style-type: none"> Upgrade equipment and facilities to optimise resource efficiency 提升設備和設施以優化資源使用效益 Strive to reduce waste throughout our operations 致力減少在營運中產生的廢物 Combat climate change by working to reduce greenhouse gas emissions from our operations 減少營運中產生的溫室氣體排放以應對氣候變化 Reduce use of plastics 減少使用塑膠產品 	   

Recognition

Our commitment to sustainable development has been recognised on both local and international levels, providing further motivation to continuously improve our sustainability performance.

認可

集團在可持續發展方面的承諾獲得本地及國際認可，推動我們在可持續發展工作上不斷進步。



Hang Seng Corporate
Sustainability Index
Series Member 2019-2020

恒生可持續發展企業
指數系列 2019 - 2020成份股

For five consecutive years, we have been selected as a constituent of the Hang Seng Corporate Sustainability Benchmark Index and have seen our rating improved from “A” to “AA-” over the years.

集團連續五年獲納入為恒生可持續發展企業基準指數成份股，評級由「A」進步至「AA-」水平。



We have been assessed by MSCI ESG Ratings and have currently received an “A” rating. 我們在MSCI環境、社會及管治評分中獲得「A」評級。

Report from the Management Board

管理局報告

The Management Board of the Café de Coral Group is pleased to present the Group's Sustainability Report for the reporting year 2019/20.

Together with the people of Hong Kong, Café de Coral was exposed to unprecedented challenges during the year. Faced with significant events, including the outbreak and rapid global spread of COVID-19, that were beyond our control, we responded swiftly to implement many changes in our business operations. Despite the continuing uncertainties and challenges faced by Hong Kong and the local F&B industry, we remain committed to upholding our core values and moving forward with efforts around our four pillars of sustainable development.

Total Customer Satisfaction – Our priority is to ensure our customers are satisfied with our offerings and enjoy excellent service experiences. With a firm focus on providing “A Hundred Points of Excellence” for customers, we continued to upgrade our facilities to enhance the ordering and dining experience at our stores, strengthen our food safety and quality control protocols, and adopt more responsible food sourcing processes in response to the growing demand and appetite for healthier foods from sustainable sources. With the onset of the COVID-19 public health situation, we undertook various measures to help fight the spread of the virus together with our customers.

Focus on People – The success of our business is reliant on a dedicated and engaged team. Leveraging our industry expertise and our training programmes accredited under the Government's Qualification Framework, we launched our *Continuous Leadership Development Programme* during the reporting year, with the aims of building our talent pipeline and grooming employees who demonstrate good leadership potential for more senior roles. We are extremely grateful to our frontline staff for their dedication in serving Hong Kong people when facing unprecedented challenges during the period.

大家樂集團管理局欣然呈報二零一九／二零年度之可持續發展報告。

過去一年，大家樂與香港人一起經歷前所未有的挑戰。面對重大事件，包括全球迅速蔓延的新型冠狀病毒疫情，我們迅速果斷地作出應對，在業務營運中落實各項應變措施。儘管香港和本地餐飲業在未來的日子仍要面對未知的困難及挑戰，我們仍將秉持集團的核心價值及四大可持續發展支柱繼續努力向前。

全面顧客滿意度 – 集團的首要任務乃確保顧客滿意我們的產品和服務。集團堅守「為您做足一百分」的承諾，通過持續優化店鋪設施以提升顧客點餐及用餐體驗、加強食品安全和質量控制規格，以及採取更負責任的食品採購流程，以迎合顧客對健康食品日益增長的需求。因應新型冠狀病毒爆發的公眾衛生情況，我們採取了各項措施，與顧客一起減低病毒的傳播風險。

關顧員工 – 集團的成功有賴一支敬業投入的團隊。憑藉集團在餐飲業的經驗及獲香港政府資歷架構認證的培訓課程，在報告年度內，我們推出了「領袖培訓課程」，藉此建立人才庫，並培養具領導潛能的員工晉升至更高級的職位。集團衷心感謝前線員工在面對著前所未有的挑戰時，仍盡心盡力為港人服務。

Total Customer Satisfaction 全面顧客滿意度



Focus on People 關顧員工



Investing in Our Community – We strive to create lasting social value for our communities. We continued with many of our existing social outreach programmes during the reporting year. These programmes benefit many different groups within our communities. To help combat COVID-19 since January 2020, we have been partnering with various NGOs and rolling out a series of initiatives to support and assist vulnerable and underprivileged social groups during this difficult time.

Resource Optimisation – We continued to invest in new technology and carry out assessments of various aspects of our business to improve our resource use efficiency and ensure we operate in an environmentally responsible way. Our new award-winning AI door sensor system has improved the energy efficiency of our operations at our Central Food Processing Plant in Tai Po. We also conducted a series of waste audits during the reporting year and gathered useful insights into waste generation and management at our stores.

Turbulent times call for self-reflection and bold action. What has transpired in the past year has prompted the Group to re-evaluate its business model and its strategy for sustainable development. Our business has remained resilient for over half a century because our fundamental values have been strong. These values provide a firm foundation from which our Group will continue to grow and thrive by adapting to new realities and a variety of market conditions.

For and on behalf of the Management Board

Lo Tak Shing, Peter
Chief Executive Officer

Hong Kong, 15 June 2020

回饋社會 – 我們致力為社區創造長遠的社會價值。為了讓社區中的不同群體受惠，我們在報告年度內繼續籌辦各類型的社區活動。自二零二零年一月爆發新型冠狀病毒以來，我們與多個非政府組織合作，推出了一系列社區支援計劃，希望在這個困難時期為協助及支援弱勢社群出一分力。

資源優化 – 我們繼續投入資源於新科技和對業務的各個領域進行評估，以提高資源使用效益，確保我們以對環境負責的方式營運。我們新研發並獲獎的人工智能閘門感應系統提高了我們大埔中央產製中心的營運能源效益。在報告年度內，我們亦進行了一系列廢物審計，幫助了解有關店內廢物產生及管理。

我們深信在多變的時代更需要時刻反省並勇於行動。過去一年，集團積極重新審視業務及可持續發展策略。逾半世紀以來，我們一直堅守核心價值，集團亦因此建立了穩固的業務基礎。正是這些核心價值讓集團能夠適應瞬息萬變的市場，使我們得以繼續發展並日益強大。

代表管理局

首席執行官

羅德承

香港，二零二零年六月十五日

Investing in Our Community 回饋社會



Resources Optimisation 資源優化



1 Total Customer Satisfaction 全面顧客滿意度



Café de Coral's competitiveness depends on our ability to ensure that we consistently deliver high-quality products and services and respond swiftly to the changing preferences and needs of our customers. Our *Customer Journey* reflects a holistic approach that encompasses everything from brand awareness to in-store experience and customer engagement, as we pursue our overarching goal of *Total Customer Satisfaction*. At an operational level, this approach is guided by three fundamental principles:

大家樂致力確保產品和服務維持高質素，並迅速迎合顧客不斷變化的喜好和需求，以保持競爭力。為了達致「全面顧客滿意度」的總體目標，我們設有一套全面的「顧客旅程」計劃，涵蓋品牌認知以至店內體驗和顧客參與各方面。在營運層面，該模式遵循三大基本原則：

Three principles 三大原則



Pleasant customer
experience
愉快的顧客體驗



Reliable food quality
and safety
可靠的食物質量和安全



Ethical
food sourcing
符合道德的食物採購

We strive to improve customer experience in all aspects along the *Customer Journey* continuously. Under our 2019/20 theme of "Building on Quality", we have adopted more stringent measures to ensure food quality and safety along our supply chain. We are also stepping up our sustainable procurement programme with more healthy options to cater customer needs.

我們持續在「顧客旅程」上積極地提升顧客體驗。二零一九／二零年度的重心為「從品質出發」，我們落實了更嚴謹的措施以確保供應鏈的食物質量及安全，同時加強可持續採購計劃，引入更多健康食品，切合顧客需要。



At a Glance 內容總覽

Customer Journey 顧客旅程

Brand Awareness 品牌認知

Strengthened Group branding and developed stronger bonds with our customers

加強集團品牌建設並與顧客建立更好的聯繫

Upgraded store design and technological features to appeal to different customer segments

提升店內設計和科技功能，以吸引不同的顧客群

Opened **multi-brand dining hub** at Tseung Kwan O PopCorn, which houses the Group's four QSR and casual dining brands under one roof

在將軍澳PopCorn商場開設多品牌美食中心，把集團的四個速食餐飲和休閒餐飲品牌匯聚一堂



Launched new **Super Super Congee & Noodles** concept store as the brand's flagship "**smart restaurant**"

開設一**粥麵**概念店，作為該品牌的旗艦「智能餐廳」

Reliable Food Quality & Safety

supporting the
Customer Journey

可靠的食物質量和安全

以支持「顧客旅程」

2019/20 was themed "Building on Quality" to emphasise the primary importance of food quality and safety 二零一九／二零年度的主題為「從品質出發」，以強調食物質量和安全的重要性

Continuous investment in equipment and technology to streamline efficiency throughout the supply chain processes 持續投資於設備和技術，以提高整個供應鏈流程的效率

Striving to increase the proportion of sustainable products in our portfolio 致力增加產品組合中之可持續產品比例

In-store Experience 店內體驗

Made various technology upgrades to enhance food ordering and payment to in-dining experiences across our operations
不斷提升及加強集團各業務的點餐、付款以至用餐的科技應用

Promoted excellent service delivery to uphold Café de Coral's service philosophy
推廣優質的服務，秉承大家樂的服務理念



Expanded coverage of **technological applications in stores**, including mobile ordering, smart kiosk and kitchen video system

擴大店內科技應用的覆蓋範圍，包括手機點餐、自助點餐機及取餐輪候系統



Organised **Club 100 membership customer engagement activities** to further strengthen lasting connections with customers

舉辦「Club 100」會員活動，與顧客建立長久的關係

Introduced **facial recognition payment system** in Mainland China

在中國內地引入面部識別支付系統



Expanded the **Customer Service Ambassadors Programme** to cover 90% of our stores in Mainland China

擴展「顧客服務大使計劃」，現已覆蓋中國內地90%的門店



Revamped our supplier management system by focusing on **key strategic suppliers**

專注重點供應商，優化供應商管理系統



Diamond Enterprise Winner with Efficient Consumer Response Index (2 Stars) of Quality Food Traceability Scheme for the second consecutive year

連續兩年在「優質食品源頭追蹤計劃」中榮獲鑽石企業獎，並在高效回應消費者指標中獲得2星



Increased the proportion of seafood purchased from certified sustainable sources to **76%** and raw meat sourced from high-welfare suppliers to **27%** in our Hong Kong operations

於香港業務中，經認證的可持續來源海產採購量增加至**76%**及高福利肉類供應商採購量增加至**27%**



Pleasant Customer Experience 愉快的顧客體驗

The Group takes a multi-faceted approach to keeping pace with fast-changing market trends, satisfying the taste buds of our large base of customers, and offering delightful dining experiences. We are determined to deliver outstanding experiences to customers across all our brands by providing a creative range of attractive food offerings, leveraging smart technology and emphasising good customer relationship management.

Strong Brand and Portfolio

The Group has served the young and the old in Hong Kong for over 50 years, earning widespread recognition as *"Hongkonger's Canteen"*. Our success reflects our unwavering drive and determination to create and maintain strong brands that collectively offer a wide range of food options that cater to the diverse tastes of the community at large. What started out as a fast food restaurant chain has now expanded to include QSR, casual dining chains and institutional catering, including for schools. As we grow with Hong Kong, we will continue to strategically develop our brands and spread happiness and positivity to our communities.

集團採取全方位策略，以緊貼瞬息萬變的市場趨勢，滿足廣大顧客群的味蕾，並提供令人愉悅的餐飲體驗。我們的品牌透過提供一系列創新吸引的食物選擇，善用智能科技並重視良好的客戶關係管理，致力為顧客提供優越的體驗。

強大的品牌和組合

集團為香港人服務超過五十年，贏得「香港人的大食堂」美譽。我們憑著堅定的決心，用心創建和經營強大的品牌組合，提供廣泛的食品選擇，以滿足不同顧客的口味。我們由最初的連鎖快餐店發展到現在的速食餐飲、休閒餐飲和包括學童午膳的機構飲食業務。我們與香港同步發展，將繼續策略性發展旗下各品牌，並向社區傳播快樂及正面積極的信息。



Further to the success of Festiva at JP Plaza in Causeway Bay, our multi-brand dining hub in Tseung Kwan O PopCorn was opened during the reporting year, which houses four QSR and casual dining brands: **Café de Coral** fast food, **The Spaghetti House**, **Shanghai Lao Lao** and **Mixian Sense**.

銅鑼灣翡翠明珠廣場Festiva自開業後廣受歡迎，另一位於香港將軍澳PopCorn商場的多品牌美食中心亦於報告年度內隆重開幕，設有**大家樂**快餐、**The Spaghetti House**（意粉屋）、**上海佬**及**米線陣**四個速食餐飲和休閒餐飲品牌。





Our store design continues to evolve to meet the needs of different groups of customers. Our renovated **Café de Coral** fast food store in Tseung Kwan O Plaza aims to appeal to younger individuals. Design features such as open ceilings and the use of greenery help to create a modern and cosy dining atmosphere.

我們的門店設計不斷進化，以滿足不同顧客群的需求。位於將軍澳廣場的**大家樂**快餐分店進行了翻新工程，開放式天花和綠色植物等特色設計有助營造舒適現代化的用餐環境，以吸引更多年輕顧客。



Our new **Super Super Congee & Noodles** concept store provides a trendy dining environment. As the brand's flagship "smart restaurant", the store showcases many technology-supported dining concepts and digital features, including a digital ordering screen that is built into the store wall.

新開設的**一粥麵**概念店提供時尚的用餐環境。作為品牌旗艦的「智能餐廳」，該店展示了多項與科技融合的用餐概念和數碼功能，例如入牆式電子餐牌。



Diverse and Delectable Food Choices

Serving our customers with a diverse and delectable selection of food choices is of paramount importance to maintain our brand strength and continue to develop our wide range of restaurants. We leverage our long experience in the F&B industry and effective customer engagement strategies to track current and emerging trends in peoples' eating preferences and dietary habits.

With more customers prioritising healthier eating and sustainable dining, we have adjusted our menus to provide more options. During the reporting year, **Café de Coral** fast food and **Super Super Congee & Noodles** introduced MSG-free soup, dishes that use quinoa instead of rice, and the option for customers to order extra vegetable portions. We have also begun exploring the feasibility of adding dishes containing plant-based meat to menus at our casual dining restaurants.

In our efforts to provide *Total Customer Satisfaction*, we will continue to monitor the dietary trends and preferences of our customers and adjust our menus, ingredients and strategy for food procurement to meet changing tastes.

多元化美食選擇

為顧客提供多元化美食選擇對我們經營品牌 and 各式餐廳至關重要。憑藉在餐飲業的豐富經驗和有效的顧客參與策略，我們能夠掌握顧客最新的飲食喜好和習慣。

隨著越來越多顧客注重健康飲食和可持續餐飲，我們已為餐單作出適當的調整以提供更多選擇。報告年度內，**大家樂快餐**和**一粥麵**引入了不含味精的湯品和藜麥飯，並讓顧客自行選擇增加蔬菜份量。我們亦開始研究在休閒餐飲餐廳的餐單中加入植物肉的可行性。

為了實踐「全面顧客滿意度」，我們將繼續密切留意飲食趨勢和顧客喜好，調整餐單、食材採購策略，以迎合不斷變化的大眾口味。



Smart Dining

We continued to invest in technology, to both upgrade existing systems and expand its application across our stores to facilitate smooth dining experiences and add value to our services in order to keep pace with fast-changing dining and consumption habits. New features and enhancements implemented during the reporting year include:

智能餐飲

為迎合顧客瞬息萬變的消費習慣，我們繼續投資於科技更新現有系統及擴展於門店的應用範疇，讓顧客有更順暢的用餐體驗，同時為我們的服務增值。於報告年度內使用的新科技和提升包括：

Touchpoint 接觸點	Our objective 我們的目標	How we used technology 我們如何應用科技
Before ordering 點餐前 	Digitally display menu items and make real-time menu updates 以電子方式顯示餐單選項並實時更新	i-Menu – A digital menu and poster concept 電子餐牌 – 電子化餐牌和海報
Ordering 點餐時 	Reduce queuing time and improve order accuracy 減少排隊時間及提高訂單準確性	Smart kiosk – A seamless self-ordering system that enables customers to place orders and make payments at one terminal 自助點餐機 – 使顧客能夠在同一終端平台完成點餐和付款的自助點餐系統 Mobile ordering <ul style="list-style-type: none"> – A mobile ordering app that allows customers to make orders before arriving at the dining location – Customers can view the menu and place their order directly by scanning the QR codes on the tables 手機點餐 <ul style="list-style-type: none"> – 手機點餐應用程式讓顧客在到達餐廳前下單 – 顧客可透過掃描餐桌上的二維碼查看餐牌及點餐
Making payment 付款時 	Provide customers with more payment channels 為顧客提供更多的付款方式	Multiple payment channels are available at all smart kiosks and outlets of brands that support mobile ordering 在所有自助點餐機和支援手機點餐的門店提供 多種付款方式 In Mainland China, 60% of our stores offer payment through facial recognition 在中國內地，我們60%的門店可使用面部識別付款
Food preparing 食物備制時 	Facilitate better coordination among different food preparation stations 加強各食物備製點之間的協調	Kitchen video system – Screens displaying order numbers allow customers to easily track the status of their ordering 取餐輪候系統 – 透過螢幕顯示訂單編號，使顧客可以輕鬆追蹤其訂單狀況 Calling system – Separates orders by food categories with respective queues, allowing customers to effectively estimate the waiting time 自動上號系統 – 按食物種類分開排隊隊伍，讓顧客有效地預計等待時間
Dining 用餐時 	Remove the need for customers to queue to collect their food 顧客無需排隊領取食物	Wireless location detection system – Enables branch staff to easily locate customers and deliver food directly to their tables 無線定位檢測系統 – 分店員工可以輕鬆地找到顧客座位，並將食物直接送上

Customer Relationship Management

Customer expectations play a central role in the Group's product development priorities and its initiatives to improve its services. We seek to continuously enhance customer experience and win new business by providing high-quality products and best-in-class service. During the reporting year, as part of our long-term commitment to improving the *Customer Journey*, we designated members of staff to visit **Café de Coral** fast food outlets and champion excellent customer service among their colleagues. These service champions are tasked with promoting the Group's fundamental philosophy and principles, and demonstrating ways in which the team can put Café de Coral's service philosophy into practice.

顧客關係管理

顧客的期望對集團研發產品和改善服務甚為重要。我們致力持續加強顧客體驗及提供高質素的產品和超卓的服務。為秉承提升「顧客旅程」的長遠承諾，我們於報告年度內安排專責服務大使到**大家樂**快餐各分店向同事展示優質的顧客服務。這些服務大使負責宣傳集團的基本理念和原則，並向員工示範如何將大家樂的服務理念付諸實踐。

Our response to COVID-19 我們應對新型冠狀病毒的措施

Since early 2020, countries around the world have been grappling with the challenges of the COVID-19 pandemic. Day-to-day living and business operations have been significantly affected on a local, regional and global scale. To help fight the spread of COVID-19 and better protect our customers and frontline staff, we took swift action at all our outlets and across our operations to implement the following measures that were in line with the government's virus control guidelines. Such measures would help support our communities and promote a spirit of public confidence and good health as we face these difficult times together.

自二零二零年年初，世界各國均需面對新型冠狀病毒大流行的挑戰。本地以至全球的日常生活和業務營運均受到重大的衝擊。為了防止新型冠狀病毒的傳播及有效地保護我們的顧客和前線員工，我們在門店及營運層面迅速地行動，落實執行與政府一致的各项病毒控制指引，冀相關措施在這困難時期能有效地支援社區，並提升大眾的衛生意識，加強公眾信心。



- Sanitising our facilities more frequently and regularly
增加對設施進行消毒的頻次
- Inspecting ventilation systems on a daily basis to ensure they are operating properly
每天檢查通風系統以確保其正常運行
- Setting up transparent plastic partitions on shared tables
在餐桌上設置透明膠片作分隔用途
- Performing daily temperature checks on all members of staff
每天為所有員工量度體溫
- Requiring all members of staff to wear disposable masks and wash their hands more frequently
要求所有員工佩戴一次性口罩及勤洗手
- Providing alcohol-based hand sanitisers for customers
為顧客提供酒精搓手液

We used tools such as a *Mystery Shopper Programme*, internal reviews and third-party assessments to monitor our service quality throughout the reporting year. We regularly engage our customers to deepen our understanding of their needs and build stronger customer relationships. We achieve this through satisfaction surveys, hotlines, e-mails, social media and other communication channels. For instance we organise food quality survey, such as on our fish fillet and milk tea conducted this year, in order to gauge customer feedback. To ensure customer feedback is properly channelled and addressed, the Group has a comprehensive mechanism under which responsible parties are clearly identified along with the required steps and timeframes for handling communication flows.

During the reporting year, customers provided us with a wide range of comments and suggestions, and we endeavoured to address them as effectively as possible. A few examples of constructive customer feedback and how we responded are detailed below.

報告年度內我們透過「神秘顧客計劃」、內部檢討及第三方評核以監督我們的服務水平。我們定期與顧客進行溝通，以加深對顧客需求的了解並建立更牢固的顧客關係。我們通過滿意度調查、熱線、電郵、社交媒體及其他溝通渠道來實現這個目標。例如在今年我們透過調研收集顧客對我們的魚柳和奶茶的意見。為確保我們能夠妥善回應顧客的意見，集團設有一套完善機制，清晰指定責任方，並以既定的程序及於指定時限內迅速處理。

在報告年度內，顧客向我們提供了不同的意見和建議，我們盡力有效地向他們給予回應。以下是一些我們如何回應顧客意見的例子。

Menu labelling 餐單標籤

"I have special food preferences and need to avoid certain ingredients in my meals. However, it is not always obvious on your menus if such ingredients are included in dishes. Will Café de Coral address this?"

「我有特殊的飲食需要，並要避免進食某些食材，但餐牌上並沒有清楚列明菜式中是否包含這些食材。大家樂會怎樣回應？」

Our actions 我們的行動

The Group researched the food allergies and dietary restrictions that are most commonly found among people in Hong Kong. We then identified menu items which contain ingredients that cause serious allergies and/or are avoided by certain groups of people. We have now labelled all menu items where the name of the dish does not make it explicitly clear that such ingredients are present (e.g. "beef is used" or "contains nuts").

集團對香港人最常見的食物過敏和飲食限制進行調研，找出含有可能導致嚴重過敏及／或某群體需避免的食材。一些未能從菜式名稱辨識出食材的餐單，我們會加入其成份的標記（例如：「牛肉使用」或「含有堅果」）。



Payment channels 付款方法

"Electronic payment channels are becoming more and more popular. How is Café de Coral addressing this trend?"

「電子支付漸趨普遍，大家樂如何回應這趨勢？」



We strive to equip latest technology across our operations. We recognise that AliPay and WeChat Pay are now very popular forms of payment among people in Hong Kong. We continued to roll out smart kiosks, which offer a range of payment options, at our outlets. In Mainland China, we introduced facial recognition payment during the reporting year.

我們持續引入最新科技改善營運。現時香港常用的電子支付方式包括支付寶及微信支付。我們將繼續於門店中安裝更多自助點餐機，以提供各種付款方式。在中國內地，我們於報告年度引入了面部識別支付系統。

Our actions 我們的行動

In recent years, the membership programmes of our various brands have proven to be valuable channels for gathering useful insights into customer preferences and priorities as well as for driving customer loyalty. In addition to general membership benefits, members of **Café de Coral** fast food's loyalty programme, *Club100*, can collect and redeem their club points to participate in various customer engagement activities, helping to further strengthen our relationships with customers.

近年，集團旗下各品牌的會員計劃成為我們了解顧客喜好及加強顧客忠誠度的重要渠道。除了一般的會員福利外，**大家樂**快餐「Club100」的會員可以累積積分並以積分兌換參與各種娛樂活動的資格，使我們進一步加強與顧客的關係。



Parent-child cooking class
親子烹飪班



Latte art workshop
咖啡拉花工作坊



Leathercraft workshop
皮革工作坊

Reliable Food Quality and Safety 可靠的食物質量和安全

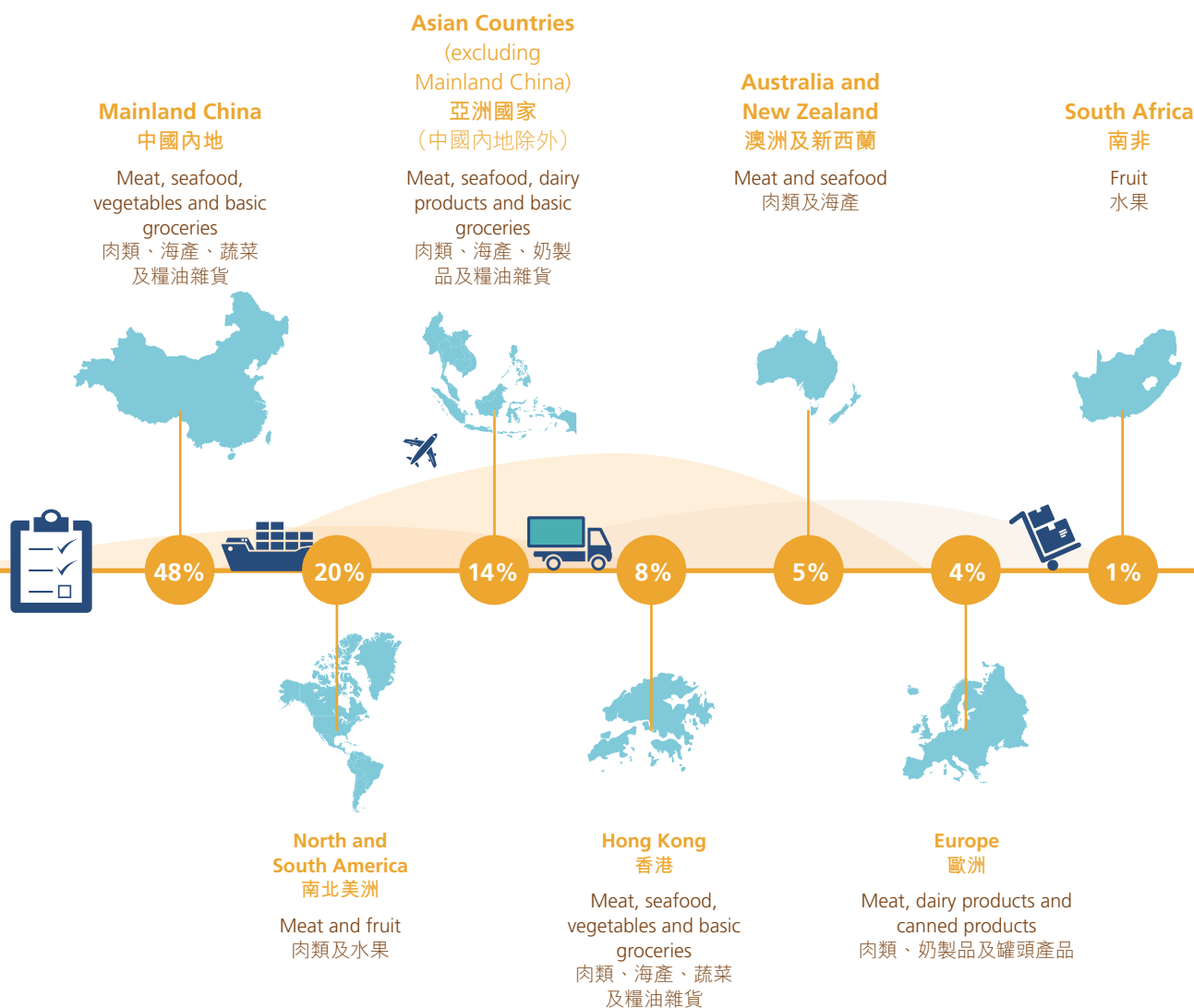
Food quality and safety is fundamental to our reputation and our business sustainability. Café de Coral strives to maintain the highest standards of food safety and quality at every step of the value chain. Our frontline employees play a key role in ensuring high standards of food safety and quality. Developed in-house at Café de Coral, our *Quality Shop* ("Q Shop") System provides the guiding principles and stringent standards for store operation and management in the areas of quality, service and cleanliness to ensure we provide reliable services to the customers. The theme for 2019/20 was "Building on Quality" and, while it was a year of many challenges in both local and global markets, we continued to pursue opportunities to make quality-related upgrades and improvements across our operations. Our efforts include working to further reinforce our stringent procurement practices, improve our procurement efficiency and product traceability, and strengthen our systems for maintaining reliable food manufacturing processes.

食品質量和安全對我們的聲譽及業務可持續性至關重要。大家樂致力在價值鏈的每個層面中秉持最高的食品安全和質量標準。我們的前線員工在確保食品安全和質量的高水準發揮著關鍵作用。由大家樂內部開發的「優質分店」系統為分店的營運及管理之質量、服務和整潔度方面提供指導原則及嚴格的標準，以確保我們能夠為顧客提供可靠的服務。二零一九／二零年度的主題為「從品質出發」。儘管年內本地以至全球均面臨許多挑戰，但我們仍持續改善整個營運過程，從而提升質量。我們的工作包括堅持嚴謹的採購程序、提高採購效率和產品的可追溯性及強化系統，以保持可靠的食品產製過程。

Stringent Procurement Practices

Resilient and reliable supply chains are crucial to ensuring that we source and serve safe, high-quality products. The Group uses a global sourcing and direct procurement strategy. During the reporting year, about 32% of our food supplies were directly sourced. Our strategy enables us to procure high-quality ingredients from around the world using a balanced consideration of cost, quality, product diversity and potential risks. Whenever possible, we purchase from first-tier suppliers, thereby establishing direct relationships with suppliers to mitigate supply chain risks and minimise supply disruptions.

Food Origin by Geographical Region* (as of 31 March 2020)



* The percentage is based on the Group's total procurement amount.

In support of our efforts to build reliable supply chains, we have revised our focus and approach by targeting a number of key strategic suppliers for comprehensive food safety and quality system development. Strategic suppliers are defined as suppliers that provide us with key raw materials as measured by volume, sales or purchase value, and/or product uniqueness, and with which we have longer term partnerships.

嚴謹的採購程序

集團採取環球採購及源頭採購策略，並擁有彈性和可靠的供應鏈，確保能採購安全而優質的產品。在報告年度內，源頭採購約佔我們食品供應的32%。有關策略使我們能夠平衡在成本、質量、產品多元化和潛在風險因素上的考量，從世界各地採購優質的食材。我們亦盡可能從一線供應商採購，並透過與供應商建立直接關係，以減輕供應鏈風險及減低供應中斷的可能性。

食物來源地分佈* (於二零二零年三月三十一日)

* 百分比乃基於集團總採購金額計算。

為建立可靠的供應鏈，我們調節了工作重點及管理措施，聚焦重點供應商，以建立全面的食品安全和質量體系。重點供應商是指與我們長期合作、並根據數量、銷售或購買總值和／或產品獨特性為我們提供主要原材料的供應商。

The strategic supplier management system includes a higher degree of traceability of key raw materials audits, the provision of coaching and guidance to help suppliers better manage their own supply chains, stringent testing methodologies and regular reviews of the quality of key products. In the case of any non-compliance with our established standards, we actively reach out to the supplier to develop mutually agreed remedial actions that will bring their operations back in line with our requirements. For example, rice is one of our key raw materials and it is imperative that we ensure consistency of quality across all our different strategic suppliers. Through our extensive evaluation processes, coupled with constructive communications and remedial actions by suppliers, we have achieved an overall improvement in the quality of rice we use. Based on the positive outcomes we have achieved through this revamped supplier management system, we will continue exploring other strategic measures that will further enhance the quality of our products.

我們的重點供應商管理體系包括提高對主要原材料審核之可追溯性、為供應商提供指引以協助他們更有效地管理供應鏈、嚴格的檢測方法以及針對主要產品進行定期質量審查。如果發現任何不符合既定標準的情況，我們會積極與供應商磋商以制訂雙方同意的補救措施，使他們的營運符合我們的要求。以我們主要原材料之一大米為例，我們必須確保不同重點供應商所供應的大米質量一致。通過全面的評估流程，與供應商進行建設性溝通以及制訂補救措施，我們購入的大米質量得到全面提升。優化後的供應商管理體系取得正面的成果，我們將繼續探索其他進一步提高產品質量的策略性措施。

African Swine Fever 非洲豬瘟



In response to the African Swine Fever ("ASF") outbreak in 2018, we conducted audits to screen all pork supplies for both Hong Kong and Mainland China markets to avoid sourcing infected pork. We also established a laboratory specifically for ASF testing in Mainland China to ensure our

pork supplies were ASF-free.

為應對二零一八年非洲豬瘟的爆發，我們對所有供應到香港及中國內地市場的豬肉進行審查，避免購入受感染的豬肉。我們在中國內地建立了一個專門測試非洲豬瘟的實驗室，以確保我們的豬肉供應不受感染。

COVID-19 新型冠狀病毒



About half of the Group's supplies come from Mainland China. As COVID-19 began to take significant hold in parts of China at the end of 2019, which inevitably created delays in production and delivery schedules, we remained in frequent communication with our suppliers and rolled out contingency plans to minimise impact of the disruptions and maintain the stability of raw material and product supplies.

集團超過一半的食材供應源自中國內地。中國內地部分地區自二零一九年底起開始出現新型冠狀病毒，導致生產和交貨時間延遲。我們與供應商保持緊密聯繫，並制訂了應變計劃以確保穩定的原材料及產品供應，盡量減低其影響。

Procurement Efficiency and Product Traceability

Improving our procurement system and product traceability contributes to enhanced operational efficiency and improved transparency in regard to the quality and safety of the food we provide. Implemented across the Group's operations in Hong Kong and Mainland China, our systematic approach includes a *Branch Management System* to centralise and automate product ordering for our stores, suppliers and food processing centres, an *Electronic Data Interchange System* to provide standardised and efficient data-transfer that facilitates transactions between stores and suppliers, and an *Enterprise Resource Planning System* that integrates information from different parts of our operations to facilitate better planning for material use and production. We have designated personnel who are responsible for reviewing the effectiveness of our procurement system and traceability procedures, and we carry out regular mock recalls and audits to ensure relevant members of staff are familiar with the necessary protocols.

Our efforts in supply chain traceability have been recognised by the Hong Kong chapter of the international supply chain standards organisation, GS1. We were named the Diamond Enterprise Winner with Efficient Consumer Response (ECR) Index (2 Stars) of the Quality Food Traceability Scheme in 2019 for the second consecutive year.

採購效率和產品可追溯性

提升採購系統和產品可追溯性有助提高運營效率以及食品質量和安全的透明度。集團已在香港和中國內地的業務推行了「分店管理系統」，讓分店、供應商及中央產製中心的產品訂購流程中央化和自動化。我們的「電子數據互換系統」提供標準化及高效率的數據傳輸平台，從而加快分店和供應商之間的交易過程。集團亦透過「企業資源系統」綜合不同營運點的資訊從而更有效地規劃材料使用和產製過程。我們委派指定人員負責審查採購系統和產品追溯流程的有效性，並定期進行模擬回收和審核，以確保相關人員熟悉必要的流程。

我們在供應鏈可追溯性方面的努力獲得香港貨品編碼協會的認可，連續兩年在優質食品源頭追蹤計劃2019中榮獲鑽石企業獎，並在高效回應消費者指標中獲得2星等級。

Quality Manufacturing and Processing

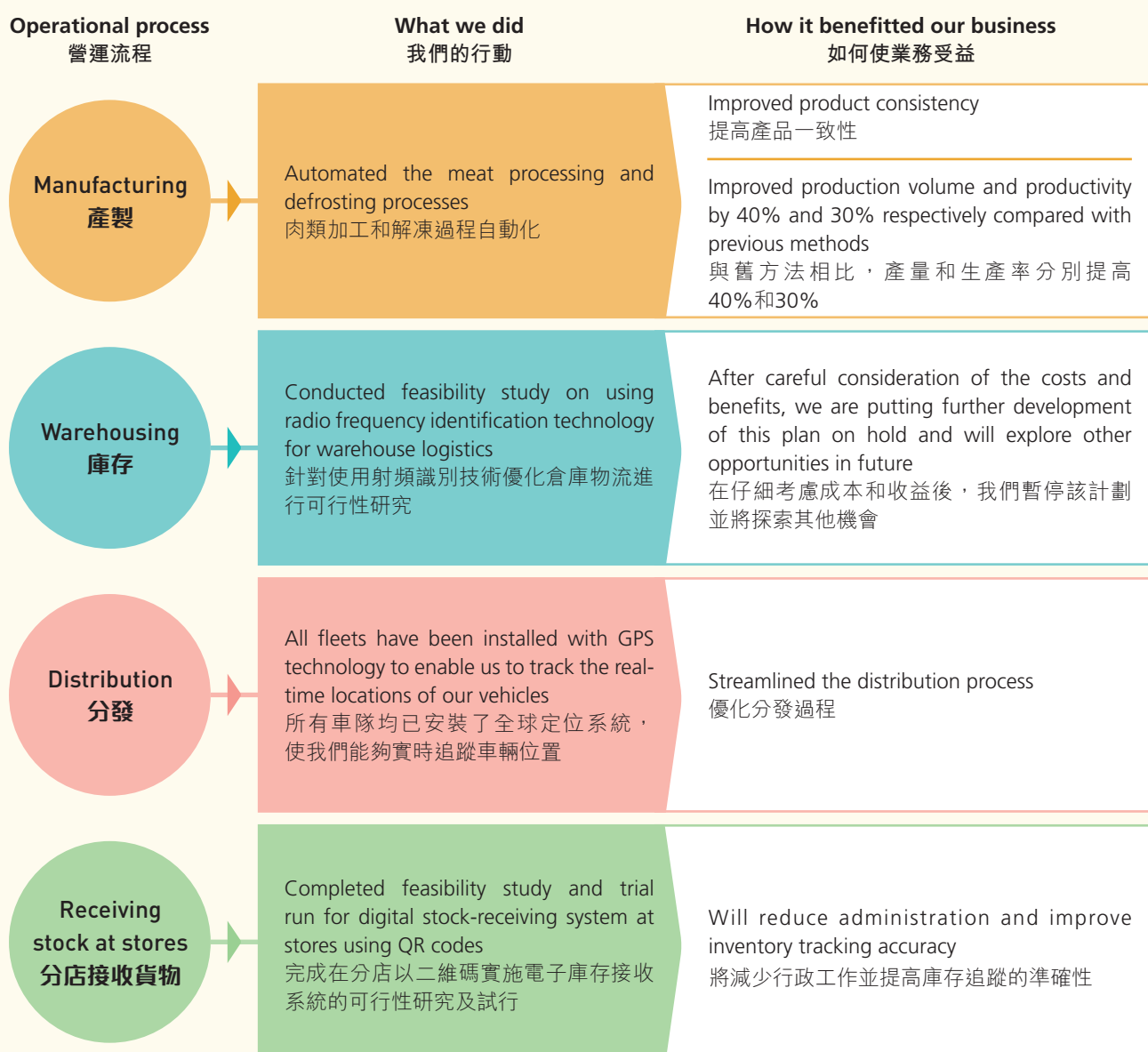
Reliability and consistency are crucial aspects of quality food manufacturing and processing. All our central food processing centres in Hong Kong and Mainland China are certified under international standards such as ISO 22000 and the Hazard Analysis Critical Control Point (HACCP) system.

We constantly evaluate our operational processes to identify opportunities for streamlining our procedures to improve efficiency. We invest in new equipment and technology to help ensure we achieve high food safety and quality standards. By automating and digitalising more processes, we have standardised our food-handling procedures, which is enabling us to achieve better quality control, consistency and efficiency. With reference to the supply chain enhancement plan outlined in our 2018/19 report, we made a series of progressive system upgrades and integrated new technology into various operational processes during the 2019/20 reporting year.

優質產製及製程

可靠性和一致性是優質食品產製及製程的重要元素。我們於香港及中國內地的中央產製中心均獲得ISO 22000及食物安全重點控制（HACCP）等國際標準認證。

我們不斷檢討營運流程，探討簡化程序的機會以提高營運效率。我們投入資源更新設備和技術，以確保食品安全和質量達到理想標準。通過自動化和數碼化流程，令食物處理程式變得標準化，從而改善品質控制、產品一致性和生產效率。我們在二零一八／一九年度報告中概述的供應鏈提升計劃，集團在二零一九／二零年報告年度內進行了一系列的系統升級，並將新科技結合到各個營運流程中。



Ethical Sourcing of Food 符合道德的食物採購

With a growing number of customers taking healthy eating and the sustainability and ethics of food sourcing into account when making diet and dining decisions, we have incorporated social and environmental considerations into our procurement practices. We are striving to increase the proportion of sustainable products in our portfolio and encourage our supply chain to become more aware of sustainability issues. We are also exploring the possibility of offering plant based meat in some of our casual dining stores.

隨著越來越多顧客追求健康飲食，並在選擇膳食時會考慮到食品採購是否可持續及符合道德，我們已將社會和環境因素納入我們的採購考慮中。我們正在努力地增加可持續產品在產品組合中的佔比，務求令我們的供應鏈變得更具可持續性。我們部分休閒餐飲門店亦正探索提供植物肉的可能性。

Sustainable seafood 可持續海產

Why it matters 為何重要

Sustainable seafood is seafood that has been captured or farmed in a way that minimises harm to the marine environment and supports the longevity of the harvested species.

可持續海產是指在對海洋環境及海產的可持續性造成最小損害的情況下捕獲或養殖的海產。

Hong Kong ranks second in Asia in terms of seafood consumption per capita, and is the world's eighth-largest seafood consumer*. Encouraging people in Hong Kong to shift towards consuming sustainably sourced seafood will therefore have a significant impact on the long-term health of the marine environment.

香港人均海產消耗量在亞洲排名第二，並且是世界第八大海鮮消耗地區*。因此，鼓勵香港消費者轉向食用可持續採購的海產將對海洋環境產生重大及長遠的影響。

Our progress 我們的進展

76% of the seafood sourced by our Hong Kong operations is certified by the Aquaculture Stewardship Council and/or the Marine Stewardship Council.

我們香港業務所採購的**海產中76%**獲水產養殖管理委員會及／或海洋管理委員會認證。

Safeguarding animal welfare 維護動物福利

Why it matters 為何重要

Every year, millions of animals are raised for human consumption around the world. The welfare of these animals depends on approximately 1 billion people who are involved in their rearing, handling, transporting and processing. As a responsible corporation sourcing a large amount of meat and meat products, we need to consider animal welfare in our procurement strategy.

每年，全球飼養數百萬隻動物供人類食用。這些動物的福利取決於涉及全球大約十億人對這些動物的飼養、處理、運輸和加工過程。作為一家採購大量肉類及肉製產品的負責任企業，我們需要在採購策略中考慮到動物福利。

Our progress 我們的進展

27% of raw meat sourced by our Hong Kong operations is from high-welfare suppliers* – a two-fold increase compared with 2018/19.

我們香港業務中**27%的生肉**來自高福利供應商*，較二零一八／一九年度增長兩倍。

Antibiotic-free products 不含抗生素產品

Why it matters 為何重要

Antibiotics have traditionally been used as a means to prevent or kill bacteria in food animals. However, the consumption of antibiotic residues in food by people may have an adverse effect on their immune systems.

抗生素常被用作預防或殺死食用動物中的細菌，但殘留在食物中的抗生素可能會對人類的免疫系統產生不良影響。

Our progress 我們的進展

4% of our food products are completely antibiotic and hormone-free. **Shanghai Lao Lao** launched antibiotic-free pork in four of its restaurants.

我們**4%的食品**不含抗生素和激素。上海姥姥在其四家餐廳推出了無抗生素豬肉。

* https://www.wwf.org.hk/en/whatwedo/oceans/supporting_sustainable_seafood/

Our high-welfare suppliers respect Five Animal Freedoms, as defined by the World Organization for Animal Health: Freedom from hunger and thirst, freedom from discomfort, freedom from pain, injury or disease, freedom to express normal behaviour and freedom from fear and (chronic) distress. 我們的高福利供應商遵循世界動物衛生組織定義的五大動物自由：免於饑渴、免於不適、免於痛苦傷害及疾病、表達正常行為及免於恐懼及（慢性）憂慮。

Mainland China – Our Efforts and Progress

中國內地 — 我們的努力及進展

We are continuing our efforts to enhance each stage of the *Customer Journey* in pursuit of *Total Customer Satisfaction* in our Mainland China operations. By creating pleasant customer experiences and adhering to high procurement and food processing standards, we endeavour to provide best-in-class products and services to our customers.

我們不斷努力改善「顧客旅程」的每一個階段，務求令中國內地的業務達致「全面顧客滿意度」。通過創造愉快的顧客體驗以及堅持嚴格的採購和食品加工標準，我們致力為顧客提供最優質的產品和服務。

Pleasant Customer Experience

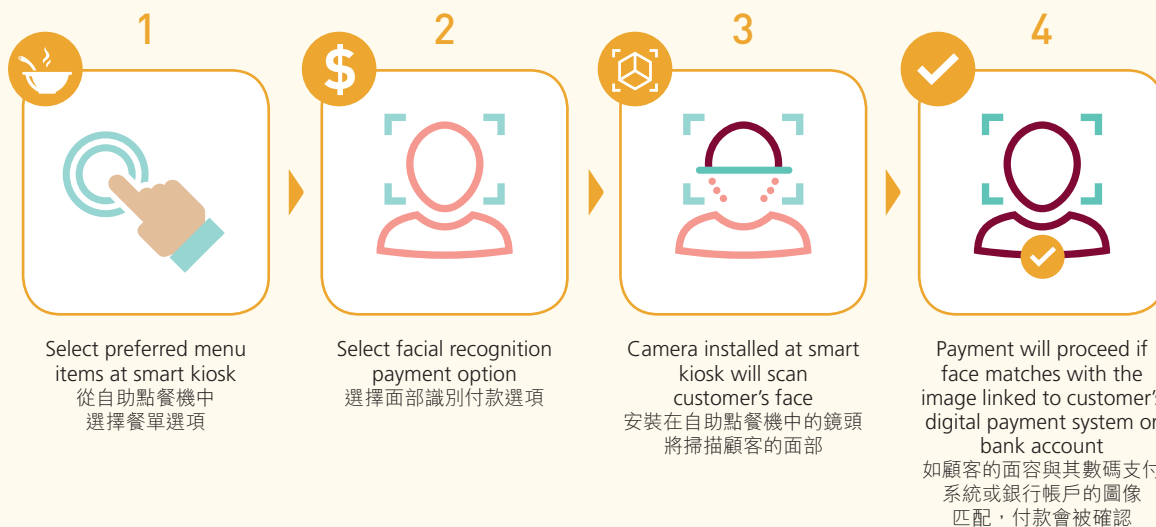
愉快的顧客體驗

Enhancing the customer experience is an integral part of our commitment to achieving *Total Customer Satisfaction*. In recent years, various smart technologies have been widely applied in F&B operations in Mainland China. We have continued to invest in technology upgrades to provide convenient and seamless dining experiences. During the reporting year, we expanded the use of smart kiosks and mobile ordering. In addition, we rolled out a fast and frictionless facial recognition payment system at over 60% of our stores.

增強顧客體驗是我們致力實現「全面顧客滿意度」不可或缺的一部分。近年，各種智能科技已被廣泛應用於中國內地的餐飲業。我們繼續投資於升級科技，以提供更方便順暢的用餐體驗。在報告年度內，我們擴大了自助點餐機和手機點餐的使用範圍。此外，我們在超過60%的門店中推出了快捷無阻的面部識別支付系統。

Smart kiosks with facial recognition payment system

帶有面部識別支付系統的自助點餐機



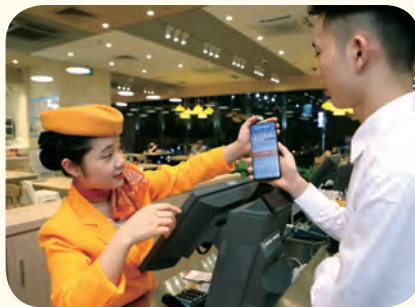
Benefits 好處

- Smoother and more convenient payment experience as customers do not need to present their mobile phones or cards
顧客無需出示手機或銀行卡，享受更流暢和便捷的支付體驗
- Enable elderly people or customers with less digital literacy to use digital payment channel
讓長者或較少接觸數碼化產品的顧客可以使用數碼支付

Beginning in 2019, our *Customer Service Ambassadors Programme* has provided frontline staff with training and support to help us take our service to a higher level. The Programme encourages our employees to adopt a proactive approach in their interactions with customers to better understand their needs and take prompt action to meet their expectations. We expanded this Programme to cover 90% of our stores during the reporting year.

To improve our insight into the service and dining experiences of our customers, we actively solicit their feedback through satisfaction surveys. Our customer satisfaction rate for the reporting year was 90%, as compared with 88% in 2018/19.

In response to the COVID-19 outbreak, we launched a non-contact delivery service that enabled us to continue serving our customers and sustain our business.



自二零一九年開始，我們的「顧客服務大使計劃」為前線員工提供培訓和支援，令我們的服務水準得到提升。該計劃鼓勵員工採取更積極主動的態度與顧客互動，以了解他們的需要並採取迅速行動來滿足顧客的期望。在報告年度內，我們將該計劃擴展到90%的門店。

為了提高對客戶服務和用餐體驗的了解，我們積極通過滿意度調查獲取顧客的意見反饋。報告年度內的客戶滿意度為90%（二零一八／一九年度：88%）。

為了應對新型冠狀病毒疫情，我們推出了無接觸外賣送餐服務，使我們能夠繼續為顧客提供服務並同時維持我們的營運。

Reliable Food Quality and Safety 可靠的食品質量和安全

The Group has a series of stringent procedures and protocols in place to ensure its procurement and food processing are of a high standard. We have a comprehensive system for assessing potential new suppliers and for continually monitoring the performance of existing ones. We also have procedures for excluding unsuitable or poorly performing suppliers from our supply chain.

During the reporting year, in addition to aligning with Group-wide initiatives on developing the targeted management of strategic suppliers, we tightened our selection criteria for raw materials. These criteria ensure we consider the nutritional value, quality, supply stability and price of materials in making procurement decisions. We also updated our standards for key products to further improve the quality of the food we provide. We set up a dedicated inventory control team that has responsibility for overseeing the movements of food, optimising turnover times and maintaining food freshness.

In our food processing plant, we have incorporated the Good Manufacturing Practice ("GMP") model into our standard operating practices and key performance indicators for each production zone. GMP facilitates the systematic monitoring of our performance and standards relating to cleanliness in production areas, personal hygiene and pest control.

本集團制定了一系列嚴格的程序和規條，以確保其採購和食品加工達到高標準。我們擁有一個全面的系統以評估潛在的新供應商及持續監察現有供應商的表現。我們亦有既定程序，將不適合或表現欠佳的供應商從我們的供應鏈中剔除。

在報告年度內，為配合集團對重點供應商所制定的管理政策，我們提高了原材料選購的準則。這些準則確保我們在採購決策時考慮到原材料的營養價值、質量、供應穩定性及材料價格。我們亦更新了主要產品的食材標準，以進一步提高我們的食品質量。我們成立了專責團隊負責控制庫存、監督食材的物流及流轉時間，以保持食材的新鮮度。

我們將「良好產製實踐」納入產製中心的標準營運及制定每個產區的關鍵績效指標。

「良好產製實踐」有助我們有系統地監察產製區的整潔度、個人衛生及蟲害控制等績效和標準。

Performance in 2019/20

二零一九／二零年度的表現

Goals set in 2018/19 二零一八／一九年度訂立的目標	2019/20 performance 二零一九／二零年度的表現
Continue exploring enhancement opportunities along the <i>Customer Journey</i> , including the greater use of technology 不斷探索提升「顧客旅程」的方法，包括應用不同的科技	We continued to apply new technology and expanded the coverage of innovations such as smart kiosk, kitchen video system and facial recognition payment. 我們繼續擴大創新科技的應用，例如推出自助點餐機、取餐輪候系統及面部識別付款。
Conduct third-party assessments every year to measure customer satisfaction as regards store environment, food and service 每年聘請第三方進行調查，以量度顧客對分店環境、食物及服務的滿意度	We conducted comprehensive brand audit annually for Café de Coral fast food and Super Super Congee & Noodles to understand customer's perceptions of our brands. Customer satisfaction was one of the indicators assessed in the audit, in which Café de Coral fast food and Super Super Congee & Noodles attained a customer satisfaction rate of 87% and 81% respectively for the reporting year. 我們每年為 大家樂 快餐及 一粥麵 進行全面的品牌審計，以了解客戶對我們品牌的看法。其中顧客滿意度是品牌審計的評估指標之一，而 大家樂 快餐及 一粥麵 於報告年度分別錄得87%和81%的顧客滿意度。
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	We strengthened our audit approach to ensure food quality and safety along the supply chain. 我們加強審計方法，以確保整個供應鏈的食品質量和安全。 We responded to the African Swine Fever and COVID-19 outbreaks by taking further steps to ensure the quality of our products and services. 為了應對非洲豬瘟和新型冠狀病毒疫情，我們採取進一步措施以確保我們產品和服務的質量。
Implement our three-year plan for investment in systems and technology 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	We expanded our use of automation and digitalisation with a series of progressive system upgrade and the introduction of new technology into our operations. 我們通過一系列的系統升級以及在營運方面注入新技術，擴大自動化和數碼化的應用。

Future Plans

未來計劃

- ▶ Enhance our *Customer Journey* by improving our quality, service and cleanliness through continuous service training, customer service initiatives and advancing usage in technology
透過持續提供服務培訓、落實改進顧客服務措施及應用不同的科技，以改善品質、服務和整潔度，提升「顧客旅程」
- ▶ Continue strengthening our alliances with strategic suppliers for our key products in order to deliver the best quality to our customers
持續加強與重點供應商就主要產品的合作，為顧客提供最佳品質
- ▶ Extend the scope of food products that consider animal welfare and increase our use of antibiotic-free meat to ensure we provide safe and high-quality food
增加購入重視動物福利及無抗生素的肉類，以確保我們提供安全及優質的食品

2 Focus on People

關顧員工



To deliver the service and products that meet our customers' expectations, we need a dedicated, motivated and capable workforce. Our ability to empower and inspire our employees is key in attracting and retaining the talent we need to ensure Café de Coral remains competitive. We seek to be an employer of choice and are committed to providing a rewarding, harmonious, healthy and safe working environment based on three key principles:

我們需要一支專注、充滿活力並且能幹的團隊，為顧客提供稱心滿意的服務和產品。我們銳意培養和激勵員工，藉以吸納及保留人才，保持大家樂的競爭力。我們遵循以下三個主要原則，致力為員工提供一個具回報、和諧、健康和安全的工作環境，矢志成為理想僱主：

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

Our people play a key role in providing quality products and services to our customers. With high demand for quality employees, shortage of labour is an ongoing challenge for companies throughout the F&B industry. Our strategy for ensuring we recruit and retain talented individuals is to leverage the competitive advantage of our strong employer brand, continue to develop channels for identifying and recruiting capable individuals, and offer our employees engaging careers and opportunities for personal and professional growth.

要為顧客提供優質的產品和服務，有賴我們員工共同努力。餐飲業對高質素員工需求甚殷，勞工短缺仍是業界長期面對的挑戰。集團憑藉強大僱主品牌的競爭優勢吸納和保留人才，並不斷以新的渠道發掘和招募人才，同時為我們的員工提供良好的前途及機會，支持他們個人和事業發展。

At a Glance 內容總覽

Participated in **over 80 job fairs** organised by recruitment partners
參加逾80個由招聘合作夥伴舉辦的招聘會



Offered **more than 9,000 part-time jobs** for jobseekers who are looking for a flexible working schedule due to family responsibilities
為因家庭崗位而需彈性工作的求職者提供逾9,000個兼職職位

Diverse range of recruitment channels to identify talent and enlarge workforce
以多元招聘途徑發掘人才，擴大團隊

Recruitment
招聘

Various initiatives to promote employee engagement and sense of belonging
舉辦各類型活動以促進員工參與和加強歸屬感

Engagement
參與

1,334 members of staff received "Give Me Five" long-service awards, including about **200 members of staff** that have worked for more than 20 years
1,334名員工獲得「Give Me Five」長期服務獎，其中約200名員工工作逾二十年

Lo Tang Seong Educational Foundation Alumni Association was established to celebrate the Foundation's 20th anniversary

成立「羅騰祥教育基金同學會」以慶祝基金會創立二十週年



Offered **285 internship opportunities** to students at Guangdong Culinary School in 2019 through our *Chef Development Programme* in Mainland China

通過我們在中國內地的「雛鷹廚師儲備項目」，於二零一九年為廣東廚藝學校學生提供285個實習機會

Investment in staff capacity-building to enhance our products and services
投入資源培養員工能力，以提升我們的產品和服務

Development 發展

Continuous reduction in overall injury rate and an increase in the number of outlets that recorded zero injuries
總體工傷比率持續下降；零工傷的門店數目不斷增加



117 members of staff completed QF Level 3 and/or Level 4 training courses
117名員工完成了資歷架構第三級和／或第四級認證培訓課程

Launched the **Continuous Leadership Programmes** to strengthen our in-house talent pool



啟動「領導培訓課程」，加強建立內部人才庫

378 employees working in our Mainland China operations completed certification courses under our *People Development System*



378名中國內地業務員工完成了「人才發展系統」認證課程

Developing Our Human Capital 加強人力資源發展

A competent and committed workforce is crucial to the Group's sustainable business growth. We strive to help our people maximise their professional and personal potential whilst driving the Group's long-term success.

Learning and Development

We provide our employees with a wide variety of structured learning opportunities, ranging from in-house training to industry-qualified programmes. Our ongoing efforts to enhance and expand our training programmes are designed to ensure our workforce competencies align with our evolving operational needs, and to help our employees move forward with their career and personal development objectives.

Industry Qualifications

Our commitment to ensuring we provide high-quality training is reflected in the fact that our in-house programmes have been recognised by the Qualification Framework ("QF") run by the Education Bureau of the HKSAR Government. We currently have four internal training programmes that have achieved Level 3 or Level 4 QF accreditation and we are the first company in the F&B industry to have achieved Level 4 accreditation. In 2019, we launched an accredited QF Level 4 *Advanced Diploma in Area Management of Catering Industry* to enhance the management skills of our frontline staff, with 18 employees expected to graduate from the programme in August 2020.

一支優秀而敬業的團隊是集團維持業務持續增長的重要元素。在推動集團取得長遠成功的同時，我們致力協助員工在事業和個人層面上發揮最大的潛力。

學習及發展

我們為員工提供各類規範的學習機會，涵蓋內部培訓及行業認可課程。我們不斷努力改善和擴展培訓課程，旨在加強員工的能力以配合不斷變化的營運需求，並協助員工邁向事業和個人發展目標。

行業資歷

我們的內部培訓課程已獲得香港政府教育局推行的資歷架構認證計劃的認可，足證我們在提供高質量培訓的能力。我們目前有四個內部培訓課程分別獲得資歷架構第三級或第四級的認證，更是餐飲業中首間獲取資歷架構第四級培訓課程認證的企業。我們在二零一九年推出了獲得資歷架構第四級認證的「餐飲業區域管理高級文憑」課程，以提高前線員工的管理技巧，預計十八名員工將於二零二零年八月完成該課程。



Café de Coral fast food 1st Assistant Manager Cheung Ka Man

大家樂快餐第一副理張家文

"In 2019, I successfully completed the *Certificate of Restaurant Management*, a QF Level 3 course organised by the Group. The course sharpened my management skills and gave me the knowledge I need for operating a store, covering a wide range of topics such as labour law, personnel supervision, food safety and branch financial management."

「在二零一九年，我成功完成由集團舉辦的資歷架構第三級認證『餐廳管理證書』課程。課程提高了我的管理技巧，並給予我有關經營門店所需的知識，涵蓋僱傭條例、人事監督、食品安全和門店財務管理等方面。」



Mixian Sense Assistant Shop Manager Ng Yee Ki

米線陣門店副理吳宜基

"I am so fortunate to have had the opportunity to benefit from the expert training and experiences provided by the Group's *Certificate of Restaurant Management*, including regular sharing sessions that developed my skillset and expanded my knowledge. Together with discussions with my supervisor, I was able to apply the skills I learned to take effective action to help resolve the issues at my branch."

「我很幸運能夠有機會從『餐廳管理證書』課程中得到專業培訓及經驗，包括透過定期分享會，使我能發展技能和增加知識。通過與主管討論，我能夠運用所學的技巧，採取有效的措施解決門店的問題。」

Since beginning of our participation in the Education Bureau's QF in 2016:
我們自二零一六年參加教育局的資歷架構認證計劃：

660+ members of staff have completed the Group's Level 3 and/or Level 4 QF-accredited training courses
逾**660**名員工完成集團提供的資歷架構第三級及／或第四級認證培訓課程

860+ members of staff have attained recognition equivalent to QF Levels 2, 3 or 4 through the Recognition of Prior Learning mechanism under the QF

逾**860**名員工藉資歷架構下過往資歷認可機制獲取資歷架構第二、三或四級認證

Building our Talent Pipeline

Supported by our QF-accredited programmes and comprehensive staff core competence models, we rolled out our new *Continuous Leadership Development Programme* during the year to ensure we have a strong talent pool that will support the Group's future business growth. The Programme aims to reinforce the talent pipeline for branch management staff by identifying individuals who display high potential and grooming them for future leadership roles.

建立我們的人才庫

憑藉我們的資歷架構認證課程以及所建立的全面員工核心能力框架，我們於年內推出「領袖培訓課程」，確保我們擁有強大的人才庫以支持集團的未來業務增長。該課程旨在發掘優秀潛質的人才，培育他們成為未來領袖，從而建立門店管理人員的人才庫。

Our *Continuous Leadership Development Programme* was rolled out for **Café de Coral** fast food area management positions in 2019, and has been extended to other business units in 2020. Designed to nurture young in-house talent, the Programme has four key components:

我們於二零一九年推出的「領袖培訓課程」，主要針對**大家樂**快餐的管理職位，並於二零二零年擴展至其他業務單位。該計劃旨在培育年輕內部人才，包含四個重要部分：

Frontline Leadership Pipeline

前線管理人員人才庫

Selected employees ("leadership trainees") can enhance their management and leadership skills through the Group's QF training programmes. Using the Group's career development framework, leadership trainees follow training plans that support their specific career objectives.

集團的資歷架構培訓計劃旨在提升被選中之員工（「領袖實習生」）的管理和領導技巧。領袖實習生可依據集團的職業發展框架了解到晉升至各領導崗位所需的技能和步驟，透過培訓計劃實踐個人的職業目標。

Dedicated Taskforce

專職工作小組

A Taskforce consisting of training professionals and members of staff with strong experience in relevant areas of operations has responsibility for developing and monitoring a knowledge management system that facilitates the successful transfer of expertise to enhance the overall competence of our area management team.

工作小組由培訓專員和在相關營運領域具有豐富經驗的員工組成，負責定期開展和監察知識管理系統，以促進專業知識的傳授，從而增強區域管理團隊的整體能力。

Individual Development Plan

個人發展計劃

The Taskforce works with the supervisors of each leadership trainee to design individual development plans and align them with relevant key performance indicators. Additional personalised support is provided to trainees through quarterly coaching sessions.

工作小組會與各領袖實習生的主管共同制訂個人發展計劃及相應的關鍵績效指標。通過季度輔導課程，領袖實習生更可得到個人化的額外支援。

Mechanisms for Continuous Feedback

持續收集意見機制

The Group Training & Development Committee holds monthly meeting to review and evaluate the Programme, and to obtain feedback from participants, to help drive the continuous improvement of the training outcomes.

集團培訓及發展委員會舉行每月例會，審視每個課程的成效，同時亦收集參與者的意見，使培訓計劃持續改進。

Comprehensive Training Programmes

Based on the specific characteristics of each brand and operation, the Group provides diversified in-house and external training opportunities to employees to equip them with knowledge and skills that will enable them to thrive in a fast-moving business environment. The main types of training include:



Customer Service and Product Quality 顧客服務與產品品質

Apart from regular *Q-Shop* training, employees working in operational units also receive training that aims to uplift service and product quality. This year, we invited the Chinese Culinary Institute to provide advanced Chinese cuisine training for our kitchen staff.

除了定期的「優質分店」培訓外，業務單位之員工亦會接受針對提高服務和產品質素的培訓。本年度，我們邀請中華廚藝學院為廚師提供進階的中國菜培訓。



Managerial and Soft Skills 管理與軟技巧

Available to office and branch managers, the *PEAKS 2.0* Programme helps participants to hone their skills in areas such as efficiency management, communication, teamwork and workplace harmony.

「登峰計劃2.0」主要幫助辦公室及門店經理提升在高效管理、溝通、團隊合作及締造和諧職場等方面的技能。



Occupational Safety and Health 職業安全與健康

Training for designated safety and health personnel includes a *Combined Certificate for Safety and Health Supervisors*, *First Aid Certification* and fire safety training.

為指定安全和健康專責人員提供培訓，包括「安全和健康督導綜合證書」、「急救證書」和消防安全培訓。



Compliance and Policy 合規與政策

To ensure our employees comply with all corporate policies and regulations, we regularly organise seminars and training on topics such as anti-corruption and equal opportunities.

為了確保員工遵守公司所有政策和法規，我們定期舉辦例如以反貪污和平等機會等主題的講座和培訓。



Training Completed by Employees in Hong Kong and Mainland China (2019/20)

香港和中國內地員工完成的培訓（二零一九／二零年度）

Employee category 員工類別	% of employees trained 員工參與培訓百分比	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	94.4%	26
Frontline staff 前線員工	100%	32
Male 男性	99.2%	30.6
Female 女性	99.3%	31.3

Recruiting Talent

The Group's human resources policies are designed to attract people of a high calibre and to motivate them to excel in their careers while always upholding the Group's core values. Throughout our operations, we seek to recruit the best person for the job, irrespective of gender, age, ethnicity or other aspects of diversity. We provide an inclusive working environment and take active steps to emphasise and promote the importance of diversity during the recruitment process and throughout our operations.

We use a variety of channels and methods to reach out to different groups of people in the community in our recruitment activities. We participated in more than 80 job fairs organised by the Labour Department, NGOs and other recruitment partners during the year to introduce "Café de Coral" as employer brand to potential job seekers. Our multi-pronged approach to attracting new talent, including our partnerships with various community organisations, help us maintain a smooth and consistent service even during times of change and uncertainty in our industry and the economy as a whole.

招聘人才

集團的人力資源政策旨在吸納優秀人才，並鼓勵他們在秉承集團的核心價值的同時追求自身成功事業發展。在招募及營運過程中，我們希望吸納最優秀的營運人才，不論年齡、性別、種族及其他多樣性，向他們提供包容的工作環境，並致力推廣人才多元化的重要性。

我們透過各種形式的招聘活動接觸不同群體。年內，集團參與了逾八十個由香港政府勞工處、非政府組織及其他招聘合作夥伴舉辦的招聘會，向求職者介紹「大家樂」僱主品牌。我們多管齊下吸納人才，與各社區組織建立夥伴關係，令我們即使在面對行業和經濟的變化和不確定性時，仍能提供穩定和暢順的服務。



Secondary school dropouts 輟學中學生

The Group took part in the *CLAP for Youth* programme, funded by Hong Kong Jockey Club, through which we provide behind-the-scenes tours of our branches and on-the-job training opportunities for young people who have dropped out of school.

集團參與由香港賽馬會資助的「賽馬會鼓掌・創你程計劃」，透過該計劃讓輟學的青少年參觀門店營運，以及提供在職培訓機會。



The Group is a partner of Project *WeCan**, which gives secondary school students the opportunity to participate in mock interviews, career planning seminars and visits to catering operations.

集團是「學校起動」計劃的合作夥伴。我們提供模擬面試、職業規劃講座和參觀餐廳營運等機會予中學生。

Secondary school students 中學生

Individuals who require flexible working schedules 需彈性工作的人士

The Group participated in job fairs organised by different NGOs supporting local employment with the aim of expanding our reach to individuals who may not be able to work during conventional employment hours or schedules for reasons such as family responsibilities, and highlight how various areas of our business offer flexible employment opportunities in terms of hours worked and shift times.

集團參與由不同非政府組織舉辦以支援本地就業為主題的招聘會，希望將我們的招聘範圍擴大到因家庭責任等原因而無法按常規工作時間上班的人士，介紹我們可以提供彈性工作和輪班時間的就業機會。



We worked with the Vocational Training Council-IVDC, Employees Retraining Board ("ERB") and other NGOs to recruit and retrain middle-aged individuals and retirees to re-enter the workforce. This strategic partnership has so far resulted in the recruitment of 12 individuals as Kitchen Assistants and School Catering Assistants. During the reporting year, we participated in 15 recruitment talks at ERB, attracting a total of over 300 people.

我們與職業再培訓局的匯縱專業發展中心、僱員再培訓局和其他非政府組織合作，重點招聘和再培訓中年及退休人士，助其重投工作。目前為止，我們已成功招聘了十二名廚房助理和學校餐飲助理。在報告年度內，我們參與了僱員再培訓局十五場招聘會，共吸納逾三百人。

Middle-aged individuals and retirees 中年和退休人士

* For more details of Project *WeCan*, please refer to the "Investing in Our Community" section of this report. 有關「學校起動」計劃的詳情，請參閱本報告「回饋社會」章節。

The Group is leveraging its position as a large F&B business with outlets across the community to provide employment opportunities for people who would welcome the chance to earn some extra income but are unable to commit to a full-time job or regular working hours due to family responsibilities. Following an assessment of our various branch needs and consideration of this underutilised sector of the local workforce, we created a number of new part-time positions, as well as associated new training programmes, that offer shorter hours and more flexible working schedules. During the reporting year, the Group offered more than 9,000 part-time jobs.

集團透過作為大型餐飲集團所擁有的強大分店網絡，希望為一些由於家庭責任而不能從事全職工作，或未能在常規工作時間上班的人士提供就業機會。在評估各門店營運及該類人士的需求後，我們新增了許多兼職職位及相關的培訓課程，提供短時間及靈活的工作時間安排。於報告年度內，集團提供超過九千個兼職職位。



Café de Coral Team Profile (as of 31 March 2020)
大家樂團隊 (於二零二零年三月三十一日)

Hong Kong
香港



Category 組別	Full-time workforce 全職員工	Part-time workforce 兼職員工	Total workforce 員工總數	
	Number of employees 員工數量	Number of employees 員工數量	Number of employees 員工數量	Average monthly turnover rate* 平均每月流失率*
30 or below 30歲或以下	878	1,214	2,092	9.82%
31-50 30歲至50歲	3,702	2,916	6,618	4.60%
51 or above 51歲或以上	2,737	2,674	5,411	4.62%
Total 總數	7,317	6,804	14,121	
Male 男性	2,570	1,042	3,612	6.65%
Female 女性	4,747	5,762	10,509	5.08%

Mainland China
中國內地

Category 組別	Full-time workforce 全職員工	Part-time workforce 兼職員工	Total workforce 員工總數	
	Number of employees 員工數量	Number of employees 員工數量	Number of employees 員工數量	Average monthly turnover rate* 平均每月流失率*
30 or below 30歲或以下	1,552	626	2,178	8.20%
31-50 30歲至50歲	1,481	687	2,168	3.44%
51 or above 51歲或以上	274	91	365	3.77%
Total 總數	3,307	1,404	4,711	
Male 男性	1,467	374	1,841	7.31%
Female 女性	1,840	1,030	2,870	4.82%

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

The Group aims to foster a cohesive and caring workplace culture in which employees are motivated and supported in striving to achieve their personal and professional aspirations. We maintain channels for two-way dialogue with members of staff at all levels and encourage employees to take full ownership of their role in helping to drive our business success.

集團致力建立一個團結和關愛的工作環境文化，鼓勵和支持員工實現個人及事業抱負。我們與各職級的員工保持溝通，鼓勵他們盡力發揮，一起為集團業務成功發展作出貢獻。

“Give Me Five” Long-Service Awards

The Group recognises the value of building long-term relationships with employees. To honour the contributions and commitment of our long-serving members of staff, Café de Coral's “Give Me Five” awards scheme recognises employees for every five years of service to the Group.

During the reporting year:
於報告年度內：

1,334+
members of staff
received the
“Give Me Five” award.

1,334+ 名員工
獲得「Give Me Five」
長期服務獎

About **200** members
of staff were recognised for
having been with Café de
Coral for 20 or more years.

約有 **200** 名員工已在
大家樂工作了逾二十年或
以上。



「Give Me Five」長期服務獎

集團深明與員工建立長期關係的價值。為了表揚長期服務員工的貢獻和努力，大家樂「Give Me Five」長期服務獎計劃嘉許為集團服務滿五年或以上的員工。

Caring about Our Employees

At Café de Coral, we treat every employee with care and respect. In 2018, **Café de Coral** fast food began rolling out the *Buddy Programme* for new joiners and has now extended it to cover all branches. The Programme helps new employees acclimatise to the Café de Coral working environment by pairing them with a member of staff in their area of operations during their first three months of employment. These designated “mentors” are available to provide everything from technical advice on day-to-day operations to emotional support. We also arrange for new employees to participate in monthly meetings with representatives of the Human Resources Department at head office, giving them further opportunities to ask questions, offer suggestions and/or share any concerns.

The Group regularly organises health and well-being seminars and provides channels to promote personal well-being and mental wellness. Should any staff find it challenging to strike a good balance between work and personal demands, our employee assistance programme, *Care Express*, provides access to 24-hour professional telephone counselling services that can provide emotional and psychological support.

關懷員工

大家樂集團以關懷和尊重的態度對待每位員工。大家樂快餐在二零一八年推出「夥伴計劃」，並已將該計劃擴展到所有分店。該計劃旨在幫助新員工適應大家樂的工作環境。在入職的首三個月，將新員工與相同工作範疇的現有員工進行配對，這些「導師」為新員工在工作上提供支援，包括日常工作的技術建議及情緒支援。我們亦安排新員工於總寫字樓與人力資源部代表參與每月的例會，讓他們可以提出問題和建議。

集團定期舉辦健康講座，提供渠道促進員工個人身心健康。如果任何員工在平衡工作和個人需要遇上困難，我們的員工援助計劃「關懷快線」提供24小時專業電話諮詢服務，為員工提供情緒及心理上的支援。

In response to the COVID-19 outbreak that hit Hong Kong in early 2020, we took immediate action to help safeguard the health of our employees and customers. We used our internal communication channels and in-store notices to share various health-related tips with our staff and to remind them of the importance of maintaining high standards of personal hygiene. We stepped up the frequency of premises cleaning and installed safety protocols and equipment such as electronic temperature screening and hand sanitisers. To demonstrate our concern for our employees during this difficult period and relieve some of the stress they were experiencing due to the challenges of obtaining protective items for their personal use, we sourced masks for purchase by our employees and distributed free hand-sanitising products.

為應對二零二零年初影響香港的新型冠狀病毒疫情，我們隨即採取相應的措施以保障員工和顧客的健康。我們利用內部溝通渠道和店內通訊與員工分享各種健康資訊，並提醒他們必須保持高標準的個人衛生。我們加密清潔辦公室及門店的次數，並安裝電子體溫檢測器和消毒搓手液等設備。為了紓緩員工搜羅個人防護用品的困難，我們採購口罩供員工購買，並免費派發消毒搓手液予同事，以表示我們在這困難時期對員工的關懷。

Lo Tang Seong Education Foundation

The Group's caring spirit extends to the families of our staff. Established in 1999 by the Group's founder, *Lo Tang Seong Educational Foundation* provides hardship assistance funds and scholarships every year to children of Group employees. Over the past 20 years, *Lo Tang Seong Educational Foundation* has contributed over HK\$24.5 million to support the education of 571 children of Group employees.

To celebrate the 20th anniversary of the Foundation, *Lo Tang Seong Educational Foundation Alumni Association* was established during the reporting year to expand the legacy and impact of the Foundation's work.

羅騰祥教育基金

集團將關懷精神延伸至員工的家庭。集團創辦人於一九九九年成立「羅騰祥教育基金」，每年向集團員工的子女提供援助基金和獎學金。在過去二十年，「羅騰祥教育基金」捐款超過二千四百五十萬港元，共支持五百七十一名集團員工子女的教育。

為了慶祝基金成立二十週年，我們在報告年度內成立了「羅騰祥教育基金同學會」，以擴大基金會工作的承傳和影響力。



Ongoing Employee Engagement

Effective communication is crucial in building a motivated and engaged workforce. We listen to our employees and carefully consider their opinions, as we believe this contributes to a culture of trust and collaboration between our staff and the management team. During the reporting year, we stepped up our efforts to foster a greater spirit of open dialogue. Together with our regular engagement activities, this has led to many positive suggestions from our employees that have improved staff relations.

持續的員工溝通

有效的溝通有助建立一支充滿熱誠及團結的團隊。我們聆聽並認真考慮員工的意見，以建立員工與管理層之間互相信任及合作的文化。在報告年度內，我們加強鼓勵更開放的對話。透過定期舉辦員工活動，員工提出了許多建設性的意見，有效改善我們與員工的關係。

At **Café de Coral** fast food, regular tea gatherings are held between the top management team and members of frontline staff. These more casual events facilitate direct and effective two-way communication, make it easier for employees to raise issues or ideas, and enable senior management to learn about what is happening on the frontline of the business and deal with concerns in a timely manner.

Our regular engagement activities also include encouraging staff to provide suggestions and comments through channels such as our intranet, our *Be Nice, Be Smart* Facebook fan page, our dedicated WeChat page and staff newsletter, as well as during regular branch visits by senior management and focus group meetings. In addition, all employees participate in a one-on-one annual review with their managers, during which they discuss work objectives, set measurable performance standards and establish a personal development plan. Assessment ratings from the review are used in determining pay recommendations and promotions.

We continually strive to enhance a sense of belonging to the Café de Coral family among our employees, which includes creating opportunities for employees to interact in casual settings. During the reporting year, our *Staff Fun Club* organised a range of family-oriented social and recreational activities. Various business units also arranged activities to strengthen the bonds between members of their teams.

大家樂快餐的管理層團隊和前線員工定期舉行茶聚，這些較輕鬆的活動能直接和有效地促進雙向溝通，鼓勵員工提出問題或想法，使管理層更了解前線的工作並及時處理問題。

集團鼓勵員工透過內聯網、「大家樂人全接觸」面書專頁、微信專頁、和員工通訊等渠道，以及定期門店探訪及聚焦小組討論提出建議和意見。此外，所有員工均會與他們的上司進行一對一的年度評核，以討論工作目標、訂立績效指標和制定個人發展計劃。評估結果用於決定薪酬待遇和晉升機會。

我們不斷努力增強員工对大家樂家庭的歸屬感，為員工舉辦輕鬆消閒活動。在報告年度內，「樂滿FUN」組織了一系列的社交和娛樂活動，更鼓勵員工攜同家人參與。各業務單位亦會安排活動，以加強團隊成員之間的聯繫。

Cooking classes were organised for members of staff and their families at **The Spaghetti House**. **The Spaghetti House** (意粉屋) 為員工及其家人舉辦烹飪班。



Café de Coral formed its first Dragon Boat team, with staff from different departments and business units coming together through many weeks of training and fun. The team participated in one of Hong Kong's annual Dragon Boat Race in September 2019.

集團成立了由不同部門和業務單位的員工組成的首支龍舟隊，齊心協力地經歷了數週有趣的訓練。該隊伍於二零一九年九月參加了其中一項年度的龍舟比賽。

A total of more than 450 employees and their family members participated in four local day tours. 共逾四百五十名員工及其家人參加四個本地遊。



Over 130 members of staff took part in a variety of leisure classes, covering interests as diverse as yoga, baking and cocktail-making. 逾一百三十名員工參與各種興趣班，如瑜伽、烘焙和雞尾酒製作。

Occupational Safety and Health 職業安全與健康

Staff safety is of utmost importance. We have developed and implemented a comprehensive, preventive safety management system throughout our operations. Our Occupational Safety and Health ("OSH") Committee is responsible for formulating and monitoring our overall OSH strategy. To ensure high safety standards are adhered to throughout our operations, all business units have their own OSH representatives and sub-committees that are responsible for executing the Group's OSH policies and strengthening a culture of good safety and health practices at all levels. In addition to our OSH management framework, our holistic approach to OSH includes educational and awareness-raising initiatives, branch inspections and encouraging feedback.

員工安全至關重要。在日常營運過程中，我們建立並實施了全面的預防性安全管理系統。我們的「職業安全及健康委員會」負責制定和監督整體的職安健策略，為確保在整個營運過程中保持高安全標準，所有業務單位均設有職安健代表和小組委員會，負責執行集團的職安健政策，並加強實踐職業安全 and 提升健康文化。除了職安健框架外，我們更有一個全面的方法推廣職安健，包括教育和提高意識的舉措、門店審核以及鼓勵員工表達意見。

Education and awareness-raising initiatives 教育和提高意識的舉措

Why it matters 為何重要

- Instill a culture of safety in daily operations
在日常營運中灌輸職業安全文化
- Maintain a high level of safety awareness at all times
時刻保持高度的安全意識

Our actions 我們的行動

- Include OSH-related topics during employee onboarding sessions
在員工入職時提供與職安健相關的培訓
- Organise regular refresher training
定期舉辦複習培訓
- Provide advanced training such as *Combined Certificate for Safety and Health Supervisors and Standard First Aid Certificate*
提供進階培訓，例如「安全與健康督導綜合證書」和「標準急救證書」

Safety audits at branches 門店安全審核

Why it matters 為何重要

- Gain a deeper understanding of why and how OSH incidents occur
深入了解職安健意外發生的原因和方式
- Identify ways to minimise OSH risks
識別降低職安健風險的方法
- Improve skills for OSH case investigation
提高調查職安健個案的技巧
- Effectively monitor OSH performance at branches
有效監察門店的職安健績效

Our actions 我們的行動

- Conduct regular safety audits at branches
在門店進行定期安全審核
- Regularly evaluate OSH risks
定期評估職安健風險
- Develop risk mitigation plans
制定職安健風險緩和計劃

Driving continuous improvement 推動持續改進

Why it matters 為何重要

- Create a continuous cycle of obtaining and sharing feedback, reviewing current practices and identifying room for improvement
設立一個意見交流機制，回顧目前做法並識別改善空間

Our actions 我們的行動

- Encourage sharing of best practices across business units and branches
鼓勵業務單位和門店分享最佳常規
- Regularly update OSH manual to align Group's OSH policies and processes with industry best practices
定期更新職安健手冊，使集團的職安健政策和流程與行業最佳常規保持一致

The results of our ongoing efforts to keep our staff safe can be seen in the year-on-year reduction in our overall injury rate and the increase in the number of outlets that recorded zero injuries during the reporting year. To show our appreciation for the vigilance and safe practices of staff and highlight the importance of maintaining high OSH standards, all zero-injury outlets received an award of recognition from the management.

在報告年度內，我們的整體工傷率較上個報告年度下降，同時零工傷紀錄的門店數量亦有所增加，反映我們為保障員工安全的努力。為了表示我們對員工的警惕和安全做法的讚賞及樹立維持高職安健標準的重要性，所有零工傷門店均獲得管理層的認可獎項。

In acknowledgement of the Group's OSH achievements, we received various awards under the Catering Industry Safety Award Scheme, organised jointly by the Labour Department and the Occupational Safety and Health Council, for the 15th consecutive year.

集團的職安健表現連續十五年獲得由勞工處和職業安全健康局合辦的飲食業安全獎勵計劃的獎項。

Mainland China – Our Efforts and Progress

中國內地 — 我們的努力及進展

In Mainland China, we have been developing our human resources strategy under the theme of “Communication, Caring and Growth”. During the reporting year, we continued to enhance our programmes to strengthen our talent pool, retain our employees through effective engagement and maintain a high level of OSH standards.

在中國內地，我們一直在以「樂溝通、樂關愛、樂成長」為題，制定人力資源策略。在報告年度內，我們繼續加強措施增強我們的人才庫，通過有效的員工參與及高水準的職安健標準保留員工。



Communication

Effective communication helps us gain a deeper understanding of the needs of our employees, ensure staff are aware of the latest developments in our business and foster strong team spirit. As part of our *Together We Are Stronger* initiative, we organised a job rotation programme under which factory and back-of-house workers were given the opportunity to experience working on the frontline in branches. This programme has enhanced mutual understanding and support across teams and has strengthened the Group's “being together” culture. In addition to our *Sunshine Action* staff communication channel for keeping employees informed about the latest company news, other staff communication and engagement channels include regular meetings with senior management, townhall meetings, employee satisfaction focus groups, letters from management, and our staff newsletter and mobile applications. We organised a wide range of staff engagement activities during the reporting year, include networking events, birthday celebrations and visits to the Group's Central Food Processing Centre in Hong Kong.

樂溝通

有效的溝通讓我們更深入地了解員工的需求，同時能確保員工了解我們業務的最新發展及培養強大的團隊精神。於「在一起 更給力」計劃中，我們舉辦了工作崗位輪換計劃，讓工廠和後勤員工有機會體驗門店前線的工作。該計劃有助於增進團隊之間的互相了解和支持，並加強集團的「在一起」的文化。除了我們的員工溝通渠道「陽光行動」可以讓員工得到公司最新的資訊外，其他員工溝通方式包括與管理層定期對話、定期會議、員工滿意度聚焦小組討論，管理層郵件以及員工通訊和手機應用程式。在報告年度內，我們舉辦了一系列的員工參與活動，包括社交活動，生日慶祝活動和參觀集團的香港中央產製中心。



Caring

Prioritising the well-being, safety and health of our employees helps us manage our operational risks and build a sense of community in our various workplace environments. Led by our dedicated OSH team in Mainland China, we conduct OSH assessments, oversee operational procedures and manage OSH risks. We also take action to promote and raise safety awareness among employees, including regular fire drills and safety seminars. During the reporting year, the Group hired an external party to conduct factory audits on workplace environment and fire safety, with the aim of uplifting overall OSH standards. Our comprehensive range of OSH policies and procedures – including our safety management system, OSH award and penalty scheme, clear safety signage across our operations and regular OSH communication with employees – helped us achieve a good OSH performance for the reporting year, with a year-on-year reduction in the number of accidents and the injury rate.

To promote physical and mental well-being and help our staff enjoy a good work-life balance, we organised a variety of leisure interest and sports classes during the reporting year.

Growth

As our business in Mainland China continues to grow, we need to recruit and retain an increasing number of talented individuals and build up the capabilities of our staff so that they can move forward with their careers while also fulfilling the Group's operational needs. Since 2018, our *People Development System* has provided a clear framework for providing employees with training and certification to advance their personal and career development and meet our growing demand for managerial staff at our stores. During the reporting year, 378 employees completed certification courses for different kitchen and service positions.

Certificate 證書課程	Relevant Employees 相關員工	Number of Employees Certified 完成課程的員工數目
Certificate for Store Manager 餐廳管理證書	First Assistant Manager / Assistant Cook 第一副理／助理	41
Certificate for Middle Management 中級值班證書	Assistant Manager / Second Cook 副理／二廚	136
Certificate for First Assistant Manager / Assistant Chief Cook 初級值班證書	Shift leader / Third Cook 班長／三廚	201

樂關懷

為管理營運風險，我們優先考慮員工的福祉、安全和健康及讓員工在不同工作環境中建立歸屬感。中國內地的職安健團隊負責帶領進行職安健評估、監督營運流程及管理職安健風險。我們亦採取措施，通過定期消防演習和安全講座，推廣和提高員工的安全意識。於報告年度內，本集團聘請外部人士就工作場所、環境及消防安全等方面進行工廠審核，以提升整體職安健標準。我們有全面的職安健政策和程序，包括安全管理系統、職安健獎懲制度、在營運中清晰的安全標誌以及定期與員工進行職安健溝通，幫助我們在報告年度內取得了良好的職安健績效，按年減少了意外數量和工傷率。

為了協助員工在工作與生活之間取得平衡，促進員工身心健康，我們在報告年度內舉辦了各種休閒興趣和運動班。

樂成長

隨著我們在中國內地的業務持續增長，我們需要招募和挽留更多的人才，增強我們員工的能力，以同時發展自身事業並滿足集團的營運需求。自二零一八年，我們的「人才發展系統」為員工提供一個清晰的培訓和認證框架，以協助其個人和事業發展及滿足我們對門店管理人員不斷增長的需求。在報告年度內，三百七十八名員工完成了各類廚房和服務職位相關的證書課程。

To further develop a stable talent pipeline to meet our demands, we offered 285 internship opportunities to students at Guangdong Culinary School in 2019 through our *Chef Development Programme*. In 2020, we expect to recruit around 300 interns from eight different schools under the Programme. Our *Management Trainee Programme* identifies individuals with high potential and gives them the opportunity to participate in a comprehensive training programme that will equip them with the skills and knowledge needed to eventually become a branch manager. During the year, we offered six supply chain management trainee positions for graduate students who are seeking to pursue a career in supply chain management.

為了進一步建立穩定的人才庫，我們的「雛鷹廚師儲備項目」於二零一九年為廣東廚藝學校的學生提供了二百八十五個實習機會。預計到二零二零年，我們將透過該計劃從八所不同學校招募約三百名實習生。我們的「樂行者管培生項目」發掘具潛力的人才，給予他們機會參與全面的培訓課程，使他們具備成為門店經理所需的技能和知識。年內，我們為尋求從事供應鏈管理方面工作的畢業生提供了六個相關實習生職位。



Certificate for store managerial staff
樂行者管培生項目



Management Trainee Programme
餐廳管理證書



Chef Development Programme
雛鷹廚師儲備項目

Performance in 2019/20

二零一九／二零年度的績效表現

Goals set in 2018/19 二零一八／一九年度訂立的目標	2019/20 Performance 二零一九／二零年度的表現
Roll out initiatives to strengthen staff engagement at all levels 推出新措施以深化各層級員工參與度	New initiatives were introduced to step up our staff engagement efforts, including organising local day tours, arranging cooking classes for staff and their families, and establishing our first Dragon Boat team. 推出新措施加強我們的員工參與度，包括為員工與其家人舉辦本地遊和烹飪班，及成立首支龍舟隊。 A job rotation programme to enhance mutual understanding and support was introduced for back-office staff in our Mainland China operations, through which they were able to experience working on the frontline at our branches. 為中國內地業務的後勤辦公室員工引入工作崗位輪換計劃，體驗前線門店的工作，以增強彼此了解和支援。
Continue to enrich staff training and development programmes 繼續豐富員工培訓及發展計劃	We rolled out the <i>Continuous Leadership Development Programme</i> for talent building and launched a QF-accredited Level 4 programme to raise the overall capability of our workforce. 我們推出「領袖培訓課程」以培育人才，並推出了資歷架構第四級認證課程，以提高員工的整體能力。 The Chinese Culinary Institute was invited to provide advanced Chinese cuisine training for our kitchen staff. 中華廚藝學院為我們的廚房員工提供進階中國菜培訓。
Further enhance the Group's safety management system 進一步加強集團的安全管理系統	We updated the Group's OSH manual and intensified branch safety audits under our Safety Management System. 我們更新了集團的職安健手冊，並加強安全管理系統中的門店安全審核。 An external party was engaged to conduct safety audits on our factories and workplaces, with the aim of uplifting OSH standards at Mainland China operations. 委聘外部機構對工廠和工作場所進行安全審核，以提高中國內地營運的職安健標準。

Future Plans

未來計劃

- ▶ Build a stronger connection with branch staff with extended physical visits, with the aim to gauge staff engagement and provide timely feedback to their concerns and suggestions
透過擴展分店探訪評估員工參與度，為他們關注的事項和建議提供及時回應，並與分店員工建立更牢固的關係
- ▶ Strengthen succession and maintain a healthy talent pipeline. Revamp development programs to accelerate growth of high potential staff.
加強人員承傳、維持良好的人才庫，及修訂培訓計劃以推動高發展潛力員工的成長
- ▶ Refocus staff programs to maintain physical and mental wellness under the uncertainty of COVID-19 long-term impact.
為應對新型冠狀病毒未知的長期影響，專注維持員工身心健康的計劃和項目

3 Investing in Our Community

回饋社會



Café de Coral has a long history of serving the community. Our community investment strategy leverages the skills and expertise of our staff, our internal resources, our vast business network, and our partnerships with various NGOs and stakeholders to build strong relationships and trust with our communities. In our endeavours to create lasting social value, we are guided by three core principles that reflect the vision and philosophy of our founders:

大家樂集團長久以來積極服務及回饋社會。我們回饋社會的策略是透過善用員工的技能和專長、內部資源、強大的分店網絡及與各個非政府組織和持份者的合作，與社區建立緊密互信的關係。集團致力創造長遠的社會價值，並遵從三大原則，充分展現集團創辦人的願景和理念：

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

The Group regularly reviews and improves its community investment programmes to ensure it is effectively addressing the most relevant and pressing issues in its areas of focus and that its actions have meaningful and lasting effects. We use our Corporate Social Responsibility platform, *Café de Coral Twinkle Action*, to support various initiatives by mobilising our employees and customers to make a collective impact. By working to increase our social contribution, we seek to support the positive development of the communities in which we operate and to build trusting long-term relationships with our customers, staff and other stakeholders.

集團定期檢視及改善回饋社會的各個項目，以確保我們的措施有效應對相關及具迫切性的議題，使我們的工作能帶來長遠並具意義的影響。集團透過「大家樂閃亮行動」企業社會責任平台，鼓勵我們的員工及顧客一同支持各個活動，並致力推動我們業務所在社區的正面發展，以及與顧客、員工及其他持份者建立長遠互信的關係，加強對社區發展的貢獻。

At a Glance 內容總覽

Fostering Social Integration 促進社會共融

HK\$300,000 worth of meal coupons donated, benefitting more than **2,000 people** living in poverty

捐贈總值300,000港元的餐券，惠及逾2,000名貧困人士



100,000 lunch boxes donated to **3,000 people**, including senior citizens, individuals with disabilities, and people living in poverty

捐贈共100,000個飯盒予3,000名市民，包括長者、殘疾人士及貧困人士



Nurturing Young People 培育青年

Promoting Sustainable Living 推廣可持續生活

Cut distribution of plastic cutlery by more than **18,000 pieces**

在「外賣走塑 餐具先行」活動，減少派出逾18,000份塑膠餐具



Over **900 customers** participated in *Hong Kong Green Day*, which offered customers a HK\$1 discount per meal for going plastic and disposables-free at our casual dining brands

休閒餐飲品牌參與「香港綠色日」，超過900名顧客購買外賣時不索取即棄餐具可享1港元的折扣



40,000 face masks

donated to **4,000** cleaners
collectively working across 140
refuse collection stations
捐贈40,000個口罩予4,000名於140
個垃圾收集站工作的清潔工



Community Spring Feast
won silver awards for
“Best Use of Content” and
“Best Reputation/Brand
Management Campaign” in
the PR Awards 2019

「區區開年飯」榮獲卓越公關
大獎2019「最佳內容應用獎」
及「最佳形象／品牌管理項目」
銀獎



Provided job opportunities
for over **300** people with
physical disabilities and more
than **240** individuals from
ethnic minority groups
為逾300名身體殘疾人士及240名
少數族裔提供就業機會

9,000 part-time jobs with
flexible working schedules
offered for job seekers who
have family commitments
為因家庭崗位而需彈性工作的求
職者提供逾9,000個兼職職位

9,000+ students participated in Project WeCan activities,
including company visits, a Career Exploration Day job interview
workshop, an summer job opportunities to gain a better understanding
of F&B industry

透過「學校起動」計劃的活動，包括企業探訪、生涯規劃日、面試工作坊、
暑期實習等提升參與學生對餐飲業的認識，逾9,000名學生參與其中



11 schools served by
Luncheon Star recognised
in the EatSmart School
Accreditation Scheme

11間由活力午餐提供服務的學校
榮獲「至營學校認證計劃」的
嘉許



Luncheon Star now offers a
total of **275** reduced-salt
menu options to help promote
healthy eating

活力午餐供應約275款低鹽菜式，
推廣健康飲食



Fostering Social Integration 促進社會共融

The Group is committed to encouraging greater social integration and inclusivity in our workplace and the community at large.

Combatting COVID-19 with Hong Kong People

For many years, Café de Coral restaurants have served as welcoming gathering places for Hong Kong people to share not just a meal but also happy and joyful moments with their friends and families. However, since the COVID-19 outbreak in early 2020, behavioural changes and precautionary measures to control the spread of the virus have disrupted people's everyday lives, particularly limiting physical gatherings and socialising in places such as our stores. The pandemic has also had an adverse impact on people's livelihoods. A significant number of individuals in our community have experienced reductions in or loss of income in the unfavourable economic environment, a situation that has been further exacerbated by the need to purchase personal protective equipment and the possibility that they may face increased medical expenses.

As a responsible corporate citizen that has served the people of Hong Kong for over 50 years, we understand the needs of our community and believe we have an obligation to support local people in need and stand together with everyone in our city to overcome this pandemic. Capitalising on our resources, including our extensive network of outlets and expertise in the F&B sector, in March 2020 we rolled out a COVID-19 response campaign in partnership with various NGOs, to provide assistance to vulnerable groups in our community and uphold the Hong Kong spirit of mutual support. Initiatives under this campaign include:

集團致力提倡一個更具包容性及共融的工作場所及社區。

與香港人攜手抗疫

一直以來，大家樂集團旗下餐廳都是香港市民喜愛的聚會地方。顧客除了在這裡享用美食外，亦會與親朋好友分享美好快樂的時光。但自從新型冠狀病毒於二零二零年初爆發，各項疫情防控措施少不免影響到市民的日常生活，尤其是限制社交聚會。此外，疫情全球大流行亦嚴重衝擊民生。在市道疲弱、經濟低迷的環境下，不少市民收入大減，甚至失去工作，加上需要購買個人防護設備，及可能面對的醫療費用加重，令疫情對大眾的影響進一步加劇。

作為已服務香港市民逾五十年的負責任企業公民，我們深明社區的需求，並相信我們有責任為有需要人士提供援助，與所有香港人並肩同心抗疫。我們運用集團的資源，包括龐大的分店網絡及餐飲業人才，與各個非政府組織攜手合作，於二零二零年三月推出區區「家」油社區支援計劃。秉承香港互助精神，該計劃希望為弱勢群體提供適切的援助，當中包括以下舉措：



“Cheer You Up” Community Support Programme

區區「家」油社區支援計劃

Input 投放資源	Output 成果	Intended outcome 目的
 <p>Donated HK\$300,000 worth of meal coupons 捐贈總值 300,000 港元的餐券</p>	<p>Benefitted over 2,000 people living in poverty 惠及逾 2,000 名貧困人士</p> <p>Partnered with Neighbourhood Advice-Action Council and Hong Kong Young Women's Christian Association 與鄰舍輔導會及香港基督教女青年會合作</p>	<p>Helping people living in poverty to alleviate the cost of meals 幫助基層人士減少膳食開支</p> <p>Reducing grocery bills, which then can reduce stress about other bills that need to be paid 紓緩基層人士的財務壓力，減少雜費開支</p>
 <p>Donated 100,000 lunch boxes 捐贈 100,000 個飯盒</p>	<p>Benefitted around 3,000 people, including senior citizens, individuals with disabilities and people living in poverty 惠及約 3,000 名市民，包括長者、殘障人士，及貧困人士</p> <p>Partnered with Neighbourhood Advice-Action Council and Food-Co for lunch boxes distribution to the beneficiaries 與鄰舍輔導會及 Food-Co 合作派發飯盒於受惠人士</p>	<p>Providing access to meals for people of vulnerable groups 為弱勢社群提供膳食</p> <p>Tailor-made lunches with foods and ingredients that catered to nutritional needs of senior citizens 為長者提供度身設計的午餐，選取合適的食材以迎合他們的飲食需要</p> <p>Providing care to senior citizens and individuals with disabilities, who may not leave their homes as often due to COVID-19 social distancing practices 為因新型冠狀病毒而減少出門及社交接觸的長者及殘障人士送上關懷</p>
 <p>Donated 40,000 face masks 捐贈 40,000 個口罩</p>	<p>Benefitted 4,000 cleaners stationed across 140 refuse collection stations 惠及 4,000 名於 140 所垃圾收集站工作的清潔工</p> <p>Partnered with Love Your Neighbour Foundation and Righteous Rider HK 與愛鄰舍及義騎行動合作</p>	<p>Provide personal protective equipment for essential workers 為前線工作人員提供個人保護裝備</p> <p>Allow frontline workers to go about their job with less worry about contracting the virus 減輕前線工作人員擔心因工作而感染病毒的憂慮</p>



Community Spring Feast

Community Spring Feast is our flagship community programme. Chinese New Year (“CNY”) is a major festival for Chinese communities around the world, during which people get together to share blessings with their families. Since 2017, we have partnered with 55 community organisations to celebrate CNY through *Community Spring Feast*, benefitting over 3,760 people. During the reporting year, *Community Spring Feast* won the silver awards for “Best Use of Content” and “Best Reputation/Brand Management Campaign” in *Marketing* magazine’s PR Awards 2019.

To ensure we keep building on the positive feedback and recognition we have received from our stakeholders, we regularly evaluate our past activities and seek new opportunities to increase our positive impact in the community. During the reporting year, we strengthened our assessment and planning capabilities to better identify areas of greatest community need and to ensure we focus our support where it will deliver the greatest social value based on our expertise, resources and strengths.

區區開年飯

「區區開年飯」是集團旗艦的社區活動。農曆新年是世界各地華人的重要節日，於節慶期間，親朋戚友會聚首一堂互相祝福。自二零一七年起，集團已聯同五十五個社區組織舉辦「區區開年飯」，與逾三千七百六十名市民一起慶祝新年。於報告年度內，「區區開年飯」榮獲卓越公關大獎2019中「最佳內容應用獎」及「最佳形象／品牌管理項目」銀獎。

為得到持份者的正面評價及認同，我們定期評估過往舉辦的活動，並持續發掘可以為社區帶來正面影響的不同機會。於報告年度內，我們加強評估及策劃能力，冀更有效地識別社區最迫切需要幫助的範疇，善用集團的專長、資源及優勢，以創造最大的社會價值。



We conducted a thorough analysis of potential NGO partners to identify those that have strong local roots and are experienced in serving a wide range of community groups. Representatives from 62 NGOs attended an information session on our *Community Spring Feast* programme, and we subsequently selected 27 of these organisations as partners for the programme. Working in close collaboration with these partners – which collectively serve individuals who are visually or hearing impaired, individuals with intellectual or physical disabilities, low-income families and rehabilitated offenders – we planned 28 *Community Spring Feast* banquets for over 1,500 people for CNY 2020.

Unfortunately, we were forced to make the difficult decision to cancel all 2020 *Community Spring Feast* banquets as the most responsible course of action in light of public health concerns over the COVID-19 outbreak.

本年度的「區區開年飯」期望與紮根於社區並具豐富社會服務經驗的夥伴一同合作，因此我們對有意參加活動的非政府組織進行了詳盡的分析。我們為「區區開年飯」活動舉辦了簡介會，吸引了六十二個非政府組織的代表參與。隨後，我們選擇了當中二十七個組織作為「區區開年飯」的合作夥伴。透過與他們緊密合作，我們計劃於二零二零年的農曆新年舉辦二十八場「區區開年飯」，邀請逾一千五百名視力或聽覺障礙、智力殘障或肢體殘障人士、低收入家庭及更生人士參與。

非常可惜地，鑑於新型冠狀病毒爆發下公共衛生的考慮，我們作出困難但負責任的決定，取消所有二零二零年「區區開年飯」活動。

Caring for Our Community

Building a more cohesive and inclusive society is an important focus of the Group's community investment activity. We recognise that different community groups face different challenges, and we are committed to responding appropriately to these diverse needs. From reaching out to underprivileged or isolated members of society to sponsoring events and providing barrier-free dining for customers at our outlets, we actively collaborate with our community partners and mobilise our employees to maximise the positive impact of our actions in the communities we serve.

Our community sponsorships during the reporting year included two charity events, namely, the Children of Deaf Adults Day 2019 and the Run & Glow running event, which was organised by the Hong Kong Psoriasis Patients Association.

於報告年內，集團贊助了兩項社區慈善活動，分別為「聾人子女日2019」及由香港銀屑病友會舉辦的「銀屑閃跑」。



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



Asia Pacific Catering provides nutritional information about its dishes and food options at its hospital stores for people with specific religious observances (e.g. halal).

泛亞飲食的醫院分店提供食物營養成分的資料，並為有特定宗教信仰人士提供食物選擇（例如清真食品）。

關愛社區

集團回饋社會項目其中一個重點在於建立一個具凝聚力及共融的社會。我們了解到不同的社群面對不同的困難，因此，我們致力回應各種需求，積極與社區夥伴合作舉辦各類社區活動和贊助，及為顧客提供無障礙的餐飲體驗，同時亦鼓勵員工參與，期望這些項目能幫助社會弱勢或被孤立的社群，為我們所在社區帶來最大的正面影響。

Since 2017, **Super Super Congee & Noodles** has given away about 150 million hot drinks in a community initiative to express care and appreciation for elderly members of society by offering them a free beverage with their meal.

自二零一七年，一粥麵向長者送出約一億五千萬杯免費飲品，以表達關懷及感謝。



Visually impaired customers can use *Tap My Dish*, a mobile-based food ordering app developed by the Hong Kong Blind Union, in around 30 **The Spaghetti House, Mixian Sense and Little Onion** outlets.

視障人士可於約三十間**The Spaghetti House（意粉屋）、米線陣及小洋蔥**分店以由香港失明人協進會開發的「點菜易」手機應用程式點餐。

Providing Employment Opportunities

To build an inclusive workforce and encourage tolerance and respect in the wider community, the Group offers opportunities to people from a diverse range of backgrounds and with a variety of employment priorities. During the reporting year, we offered over 9,000 part-time jobs with shorter working hours and more flexible working schedules. These opportunities enable individuals to contribute to their family income while still being able to meet their family responsibilities.

Our strong relationships with local NGOs and other community organisations facilitate our efforts to extend recruitment opportunities to a diverse range of individuals as part of our commitment to fostering greater social integration. Our initiatives in this regard include working closely with Hong Chi Association and Caritas Hong Kong to offer employment to individuals with intellectual disabilities.

提供就業機會

為建立一個具包容性的工作場所及提倡互相尊重的社會風氣，集團為不同背景的人士提供就業機會及考慮優先聘用他們。於報告年內，我們提供了逾九千份有較短工時及較彈性工作安排的兼職職位，讓員工在履行其家庭責任的同時能賺取收入，以應付家庭開支。

透過集團與本地非政府組織及其他社區組織建立的密切關係，我們能為不同背景的人士提供工作機會，履行集團對推動社會共融的承諾。我們在這方面的措施包括與匡智會和香港明愛合作，為智力殘疾人士提供就業機會。

9,000 part-time jobs with flexible working schedules offered for job seekers who have family commitments

集團為肩負家庭責任的求職者提供了逾**9,000**份具彈性工作安排的兼職職位。



Our partners
我們的合作夥伴



How we collaborate
我們如何合作



Impact
影響

Hong Chi Association
匡智會

- ✓ Café de Coral provides training manuals and sponsors training equipment such as grills and deep fryers
大家樂提供培訓手冊及贊助培訓設備，例如烤架及油炸鍋
- ✓ Hong Chi Association provides one-year kitchen training and half-year vocational service training programmes
匡智會提供分別為期一年的廚房培訓及為期半年的在職培訓

Caritas Hong Kong
香港明愛

- ✓ **Café de Coral** fast food offers service and dishwashing employment opportunities
大家樂快餐提供服務及洗碗職位
- ✓ Caritas organises workplace inclusiveness workshops for **Café de Coral** fast food staff to enhance their understanding of and respect for people with intellectual disabilities and autistic individuals.
明愛為大家樂快餐的員工舉辦關於共融工作間的工作坊，以提升他們對智力殘疾人士及自閉症患者的了解及尊重



In 2019, we recruited over **100 members** of staff through NGO collaborations.
於二零一九年，集團透過與非政府組織合作招聘了近一百名員工。

In total, the Group has provided employment for **300 people** with physical and intellectual disabilities.
集團共為三百名身體殘疾及智力殘疾人士提供就業機會。



We also work with our partners to provide job opportunities for people with physical disabilities, and for other marginalised individuals, including those from ethnic minority communities. As of 31 March 2020, we had offered employment opportunities to around 300 people with physical disabilities and to more than 240 individuals from ethnic minority groups.

Nurturing Young People 培育青年

Youth education is a critical building block in the long-term development of a community. During the reporting year, the Group supported a range of initiatives that encourage young people to explore their career interests, develop their talents and creativity, and expand their personal horizons.

Project WeCan

The Group has been participating in Project WeCan, a Business-in-Community initiative that supports secondary students from disadvantaged backgrounds who are studying in under-resourced schools, since 2018. During the reporting year, we continued to leverage our competitive advantages as a F&B industry leader not only to provide financial and volunteering support to our partner school, but also to design activities that equip students with useful skills, enable them to explore career options in the F&B industry and inspire them to plan for the future.

Reached out to **over 9,000** secondary students through Project WeCan in the past two years

集團於過去兩年透過「學校起動」計劃接觸了**逾9,000**名中學生。

我們亦與夥伴合作，為身體殘疾人士及其他被邊緣化的群體，包括少數族裔提供就業機會。截至二零二零年三月三十一日，集團為約三百名身體殘疾人士及逾二百四十名少數族裔提供就業機會。

培育年輕一代對社會長遠發展是不可或缺的一環。於報告年內，集團支持一系列旨在鼓勵年輕人發掘職業興趣、發展天賦和創造力，及開拓眼界的活動。

「學校起動」計劃

自二零一八年起，集團參與了體現「社•企共勉」精神的「學校起動」計劃，為就讀於資源較貧乏的學校之中學生提供援助。於報告年內，我們繼續利用集團作為餐飲業龍頭的優勢，為夥伴學校提供財務資助及支援之餘，亦為學生舉辦活動，幫助他們裝備有用的技能，協助他們探索在餐飲業的發展路向並鼓勵他們及早規劃未來。



Activities 活動	What Café de Coral did 大家樂的角色	Key takeaways for students 學生得著
<p><i>Job interview workshop</i> 求職面試工作坊</p> 	<ul style="list-style-type: none"> ✓ Introduced key elements of career planning and successful job applications 介紹職業生涯規劃及成功求職的關鍵要素 ✓ Shared tips on preparing for and attending job interviews 分享準備及參加求職面試的技巧 ✓ Arranged mock interviews 安排模擬求職面試 	<ul style="list-style-type: none"> ✓ Gained a better understanding of what employers look for when selecting candidates 更了解僱主篩選求職者的考量 ✓ Learned practical techniques for use in job interviews 學習實用的求職面試技巧 ✓ Increased confidence and preparation skills for future job applications and interviews 增加應對未來申請工作及求職面試的信心及準備技巧
<p><i>Visit Luncheon Star and Café de Coral fast food training kitchen</i> 參觀活力午餐及大家樂快餐教學廚房</p> 	<ul style="list-style-type: none"> ✓ Introduced the operations of a commercial kitchen and school meal production 介紹商業廚房的運作及機構餐飲的生產程序 ✓ Provided supervised sessions for students to experience working at kitchen stations 為學生提供指導，讓他們體驗廚房工作 	<ul style="list-style-type: none"> ✓ Gained deeper knowledge of F&B industry's food production sector 對餐飲業的食物產製運作有更深入了解 ✓ Gained a good understanding of the foundational principles for safe, high-quality food production 對安全及高質素的食物產製的基本原則有更深入認知
<p><i>Summer job opportunities</i> 暑期工作機會</p> 	<ul style="list-style-type: none"> ✓ Offered three-week opportunity for students studying tourism and hospitality to gain first-hand experience of F&B operations 為就讀旅遊與款待科的學生提供為期三星期的工作機會，讓他們嘗試在餐飲業工作 	<ul style="list-style-type: none"> ✓ Gained practical experience of working in fast-paced restaurants 獲得於快餐店工作的經驗 ✓ Able to make more informed decisions when planning for future studies and careers in the F&B sector or other industries 在計劃未來於餐飲業或其他行業進修或工作時，能夠作出明智的決定
<p><i>Building community through engagement</i> 加強與師生的互動</p> 	<ul style="list-style-type: none"> ✓ Sponsored prizes for a student-teacher competition at partner school's Sports Day 贊助夥伴學校校運會中師生比賽的獎品 ✓ Organised cooking class for teachers to learn from head chef of The Spaghetti House 舉辦烹飪課，讓老師們能向意粉屋的總廚學習 	<ul style="list-style-type: none"> ✓ Strengthened social connections among students, teachers and our employees 加強學生、教師和我們員工之間的聯繫

Hear from Project WeCan student participants 「學校起動」計劃的參加者意見

What activities did you participate in as part of Project WeCan?
請問您參加了「學校起動」計劃哪些活動?



Ma Hoi Lam
(St. Francis Of Assisi's
College Class 5A)
馬海琳
(聖方濟各書院5A班)

I joined job interview workshop.
我參加了求職面試工作坊。

I joined the visit to a training kitchen programme last summer.
我參加了去年暑假教學廚房的參觀活動。



Ng Ngai Sheung
(St. Francis Of Assisi's
College Class 5A)
伍藝嫦
(聖方濟各書院5A班)

What is your most memorable experience of taking part in Project WeCan and why?
請問您參加「學校起動」計劃時最難忘的經歷是什麼? 為什麼?

The most memorable part was the interview skills sharing session that taught me good skills and tips for job interviews.

求職面試技巧分享環節是我印象最深刻的一環，因為我從中學到應對面試的技巧及貼士。

My most memorable experience was the cooking session. It enhanced my cooking skills and increased my understanding in working in the F&B industry.

烹飪課是最難忘的一環，因為我學到一些烹飪技巧，並加深了我對餐飲業工作的理解。

How has Project WeCan helped you with your future study and career plans?
請問「學校起動」計劃如何幫助你規劃未來的學習及職業路向?

The interview skills I learned will definitely be useful for my future job preparations. I have learnt the importance of body language during interviews and how to make a good impression through self-presentation.

從活動中學到的面試技巧，包括身體語言及利用自我介紹留下良好印象等技巧對我準備未來求職非常有幫助。

It offered me an insight into F&B operations, from planning and procurement to food production and cost control. All in all, I now have a better understanding of working in a business environment.

參加此計劃令我對餐飲業的運作，包括規劃、採購、食物產製及成本控制等方面有更深入的理解。總括而言，我現在對投身業界有更深入了解。



Café de Coral Music Station x Open Music

Since 2015, *Café de Coral Music Station* has served as a platform for young people to showcase their musical talents and share their creative energy. Encouraged by the positive feedback this initiative has received from local musicians and the wider community, in October 2018 we partnered with Hong Kong Arts Centre to launch *Café de Coral Music Station x Open Music*, a 10-month expanded musical talent development programme that ended in August 2019.

Building on the talent development aims of our existing initiative, *Café de Coral Music Station x Open Music* included various activities to foster the exchange of ideas and creativity, professional musical training sessions, and opportunities for peer-to-peer and experiential learning, including the chance to perform live in Taiwan. Two key elements of the programme – the exchange tour to Taiwan and a series of music workshops – took place during the reporting year.

大家樂壇 X 開放音樂

「大家樂壇」始於二零一五年，旨在為青年提供一個展示音樂才能及分享創意的平台。活動獲得本地音樂人及廣大社群好評，集團於二零一八年十月聯同香港藝術中心推出了一個名為「大家樂壇 X 開放音樂」的音樂人才發展計劃。該計劃為期十個月，於二零一九年八月份完成。

以發展人才為宗旨，「大家樂壇X開放音樂」計劃涵蓋各項促進創意交流的活動，並為勝出樂隊提供專業音樂培訓課程和體驗式學習，及於台灣作現場表演的機會。報告年內，兩項重點活動包括台灣交流團及一系列的音樂工作坊已圓滿舉行。



Music Workshops 音樂工作坊

Seven tailor-made band coaching workshops were organised for participants, with the aim of strengthening the practical song-writing and performance skills of participants.

我們為參加者度身設計七個樂隊培訓工作坊，以提升他們的歌曲創作及演唱技巧。

Exchange Tour to Taiwan 台灣交流團

During the Taiwan exchange tour, participants visited a local music studio and took part in a live performance that gave them the opportunity to interact with local musicians and the audience.

在台灣交流團中，參加者參觀當地音樂工作室，並參與現場表演，使他們有機會與當地音樂人及觀眾互動。



Café de Coral Scholarship

The Group is committed to nurturing future F&B industry leaders. In 2015, we established the *Café de Coral Scholarship*, which provides financial support to tertiary students who are undertaking F&B-related courses, 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.

大家樂獎學金

集團致力培育餐飲業的未來領袖。於二零一五年，集團成立了「大家樂獎學金」，為就讀餐飲業相關課程的專上學生提供財務援助，課程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。

Promoting Sustainable Living 推廣可持續生活

As a responsible F&B corporation, we not only make continuous efforts to reduce negative impacts of our operations, but also endeavour to promote more sustainable lifestyles and healthier living among our customers, young people and the community at large.

Raising Environmental Awareness

Through various awareness-raising initiatives, we encourage our customers and staff to reduce waste and pursue more environmentally sustainable and lower-carbon diets.

作為負責任的餐飲集團，我們除了不斷努力減少因我們營運而造成的負面影響外，亦致力向顧客、青年及社區推廣可持續及健康生活。

提升環保意識

透過各項提升環保意識的計劃，我們鼓勵顧客和員工減廢，並追求環境可持續及低碳飲食。

Plastic-Free Takeaway, Use Reusable Tableware

「外賣走塑 餐具先行」運動



As part of a two-month campaign organised by the Environmental Protection Department, we encouraged customers to go plastic and disposables-free when ordering takeaways. During the reporting year, we cut the amount

of plastic tableware we gave out by **more than 18,000 pieces** compared with the previous reporting year.

「外賣走塑 餐具先行」運動由環保署舉辦，為期兩個月。活動中，集團鼓勵顧客在外賣時自備可重用餐具，不取用即棄餐具。集團於報告年內所派出的塑膠餐具比上一年度減少了逾 **18,000** 份。

Hong Kong Green Day 香港綠色日



Over 900 customers participated in Hong Kong Green Day, which allowed them to enjoy a HK\$1 discount per meal for going plastic and disposables-free at our casual dining brands.

超過 **900** 名顧客參與香港綠色日，購買外賣時不索取即棄餐具，可享1港元的折扣。

In 2019, a total of **11** schools served by **Luncheon Star** were recognised for promoting healthy eating by the EastSmart School Accreditation Scheme.

於二零一九年，「至營學校認證計劃」嘉許由活力午餐提供服務的 **11** 間學校，表揚其向學生推廣健康飲食。

Cultivating Good Habits in Younger Generations

The Group believes that the sustainable practices we employ throughout our operations can be leveraged to encourage the wider adoption of greener and healthier lifestyles in our community. **Luncheon Star**, our school catering arm, continues to put significant effort into promoting positive messages about environmental protection and healthy eating among young people. In the 2019 school year, we provided about 275 reduced-salt menu options, a 175% increase over the previous year, as part of our participation in the Department of Health's Salt Reduction Scheme for School Lunches. **Luncheon Star** also obtained accreditation from the EatSmart School Accreditation Scheme, with 11 schools served by the brand recognised for promoting healthy eating among students in 2019.

培養年青一代良好習慣

集團相信我們可將應用於營運的可持續措施用作推廣綠色及健康的生活方式。我們的學校餐膳業務活力午餐繼續投放大量資源，向年青人宣揚有關環境保護及健康飲食的正面信息。於二零一九學年，為響應衛生署推出的「學校午膳減鹽計劃」，集團供應約二百五十款低鹽菜式，相比上一學年增加了175%。十一間由活力午餐提供服務的學校亦榮獲「至營學校認證計劃」的嘉許，以表揚其向學生推廣健康飲食。

Luncheon Star's Food Waste Strategy 活力午餐廚餘處理策略

Working in close partnership with its school clients, **Luncheon Star** has adopted a multi-faceted strategy for reducing the adverse environmental impacts of its daily operations and encouraging students to bring concepts of sustainable and healthy living back home to their family and friends.

活力午餐與學校緊密合作，採取全方位策略以減少其日常營運對環境所造成的影響，及鼓勵學生將可持續及健康生活的理念分享給家人和朋友。



Replacing Single-Use Food Containers with Reusable Ones 以可重用的餐盒代替即棄餐盒

We encourage our school clients to use reusable food containers. Our aim is to fully phase out our use of single-use food containers.

我們鼓勵學校客戶選用可重用餐盒，目標是完全淘汰即棄餐盒。

On-Site Food Distribution and Meal Portioning 現場分飯

- We adopted on-site portioning, which allows us to more accurately estimate food portion needs and thereby minimise food waste.
我們採取現場分飯，讓我們能更準確的預計食物量，以減少廚餘。
- We have also developed age-based optimum meal portion sizes which can be adjusted according to the specific needs of students.
我們亦根據年齡來調整最佳進餐量，以迎合學生的需要。
- We communicate with schools on the importance of educating students about food waste issues and encouraging reduction of food waste.
我們與學校進行溝通，加強教育學生廚餘問題並推廣減少剩食的重要性。



Surplus Food Donation 剩食捐贈

Unserved meals are donated to Food Angel and Food Grace to support their food assistance programmes.
捐贈未享用過的飯盒予「惜食堂」及「食德好」，支持其食物援助計劃。



Food Waste Recycling 廚餘回收

Since May 2019, food waste at **Luncheon Star** has been sent to the HKSAR Government's Organic Waste Treatment Facility, which converts food waste into electricity.

自二零一九年五月起，活力午餐把廚餘送至香港政府有機資源回收中心，以將廚餘轉化為電能。



Organising Various Environmental Activities 舉辦不同環保活動

- Participated in Green Monday jointly with schools to promote lower-carbon diets and lifestyles.
與學校一起參加無綠不歡星期一，以推廣低碳飲食及生活方式。
- Designed new menu of vegetarian food choices to encourage more students to go green.
設計新素食餐單，以鼓勵更多學生養成環保的飲食習慣。

Mainland China – Our Efforts and Progress

中國內地 — 我們的努力及進展

We take active steps to identify new opportunities to engage with and provide support to the communities in which we operate. In line with the Group's community investment principles, our Mainland China operations have been steadily increasing their community outreach activities.

我們積極地尋找新機會支持我們業務所在的社區的發展。為實踐集團的回饋社會原則，我們在中國內地逐漸參與更多社區活動。

Community Care

In light of the COVID-19 outbreak, the Group took the sad but responsible decision to cancel all the *Fun Community Care* events planned for the beginning of 2020. Instead, we expressed our care for the community by participating in local charity initiatives to offer support to those on the frontlines in the battle against COVID-19. Through food delivery and charity booths at our branches in Guangzhou, we distributed more than 270 caring meals to medical workers and police officers who were working hard to help ill and at-risk individuals in the community.

社區關愛

鑑於新型冠狀病毒疫情爆發，集團必須作出負責任的決定，取消所有原定於二零二零年初舉辦的「樂享日社區關愛活動」。為向社區表達關懷，我們參與了各項慈善活動，以支援前線抗疫人員。透過速遞食物及於廣州分店舉辦慈善攤位，集團向努力幫助社區病患和高危群眾的醫務人員及警察分發了逾二百七十份餐盒。



Supporting Disadvantaged Groups

As part of our broad-based efforts in Hong Kong and Mainland China to provide greater opportunities for people with intellectual disabilities, we continued to support Guangzhou Huiling, a charitable organisation that aims to ensure that intellectually disabled individuals able to participate equally in all areas of the community, through several fundraising activities.

支援弱勢社群

不論在香港或中國內地，集團亦致力支援智力殘疾人士。我們繼續為慈善團體廣州慧靈提供援助，支持其舉辦各項籌款活動，期望促進智力殘疾人士可以平等地成為社會的一份子。



A portion of purchase price of mooncakes sold at all our stores in Guangzhou was donated to Guangzhou Huiling.

我們在廣州所有分店出售月餅所得的部分收益撥捐廣州慧靈。

In September 2019, we ran an in-store fundraising campaign – 99 Charity Day. During the campaign period, our branches prominently displayed posters and other materials, which included QR codes they could use to make donations, encouraging our customers to support Guangzhou Huiling.

在二零一九年九月，我們舉辦一項名為「99公益日」的店內籌款活動。活動期內，我們於分店內展出海報及其他宣傳物品，鼓勵我們的顧客掃描二維碼捐款支持廣州慧靈。



Elderly Canteen

Recognising the challenges presented by Mainland China's ageing population, we are playing a part in extending additional support and care to elderly members of the community. Under our *Elderly Canteen* initiative, we worked with local governments to identify various neighbourhoods that include vulnerable or in-need elderly residents. In selected branches near or in these neighbourhoods, *Elderly Canteen* signage is prominently displayed at the branch entrance to welcome elderly customers and let them know that the branch provides special services that are tailored to their needs. These include a designated queue and dining area, a special menu of cost-conscious meal options, and a home delivery service for those who have physical difficulties. In addition to enabling senior citizens to enjoy quality food at an affordable price, our *Elderly Canteens* also serve as valuable civic gathering spaces and are helping to build social ties and reduce isolation among older people in local neighbourhoods.

Throughout the period that we have been operating this initiative, we have taken steps to gather feedback from our elderly patrons regarding their food preferences and the services we provide. We are using this valuable information to continue developing our special menu and offer services that create deeper connections between us, elderly citizens and the wider community.

長者食堂

我們意識到中國內地因人口老化而迎來的挑戰。為此，我們正為社區內的長者提供更多的支持和關懷。我們「長者食堂」計劃其中一部分包括與地方政府合作，以識別弱勢或有需要的長者所在的社區。我們在該社區相鄰的特定分店入口展示「長者食堂」指示，讓長者知道該分店可提供度身的服務，包括長者專用的點餐隊伍及用餐區域、售價較低的特殊餐單，及為身體殘疾人士提供外賣速遞上門的服務。除了讓長者能夠以可負擔的價格享用優質食物外，我們的「長者食堂」亦是長者們寶貴的聚會場所，有助於他們與生活在同一社區的長者建立社會聯繫，減少彼此間的隔離感。

在我們開展這項計劃期間，我們收集長者顧客的意見，以了解他們的食物偏好，及對我們服務的意見。我們非常重視他們的意見，並以此計劃更好的特別餐單及服務，為我們與長者及在整體社區間創造更緊密的聯繫。



Performance in 2019/20

二零一九／二零年度的績效表現

Goals set in 2018/19 二零一八／一九年度訂立的目標	2019/20 Performance 二零一九／二零年度的表現
<p>Consolidate our experience and resources to launch more community programmes that foster social integration and inject positive energy into society</p> <p>整合我們的經驗及資源，以籌辦更多社區活動，促進社會共融及為社會注入正能量</p>	<p>In addition to <i>Community Spring Feast</i>, we also organised and sponsored different charity events, volunteering initiatives and employment programmes to create opportunities and support under-resourced and underprivileged groups.</p> <p>除舉辦「區區開年飯」外，我們亦策劃及贊助慈善及義工活動及就業計劃，為缺乏資源的弱勢社群提供就業機會及援助。</p> <p>Our “<i>Cheer You Up</i>” <i>Community Support Programme</i> provided assistance to vulnerable groups in the community during the COVID-19 outbreak.</p> <p>我們的「區區『家』油社區支援計劃」在新型冠狀病毒疫情下為弱勢社群提供援助。</p>
<p>Identify cooperation opportunities with third parties to roll out more youth development initiatives</p> <p>與第三方團體合作，開展更多青年發展活動</p>	<p>We continued to participate in Project <i>WeCan</i> to develop the potential of young people in our community.</p> <p>繼續參與「學校起動」計劃，以發展及培育社區內青年。</p>
<p>Continue to raise customer awareness of sustainable living</p> <p>繼續提高顧客對可持續生活的意識</p>	<p>Through various awareness-raising initiatives, we encouraged our customers and staff to cut their use of disposable cutlery, reduce food waste and adopt environmentally friendly and lower-carbon diets.</p> <p>透過不同的提高意識活動，鼓勵我們的顧客及員工減少使用即棄餐具及剩食，以及採取更環保及低碳的飲食習慣。</p>

Future Plans

未來計劃

- ▶ Strategically plan community investment initiatives that align with our core business mission and vision
根據集團的核心業務遠景及使命，策劃回饋社會的策略
- ▶ Reassess how we utilise and integrate our resources, networks and skillsets more effectively in support of future community investment initiatives
重新評估我們如何能更有效地整合及利用我們的資源、網絡及技能，實踐未來回饋社會的措施
- ▶ Leverage partnerships with various NGOs and stakeholders to strengthen our connections with local communities
利用我們與各非政府組織及持份者的夥伴關係，加強與社區的聯繫
- ▶ Engage in more active stakeholder engagement initiatives and create more valuable community investment initiatives
主動與持份者溝通及互動，創造更多有效的回饋社會措施

4 Resource Optimisation 資源優化



The health of our planet and the availability of its natural resources are deeply linked to every part of our business. With the world's resources becoming increasingly scarce and the consequences of climate change intensifying, Café de Coral is committed to not only minimising its own environmental footprint, but also exploring opportunities to reduce negative environmental impacts along its value chain. We are making ongoing efforts to operate sustainably based on the following principles:

地球健康及天然資源與我們業務的各個環節息息相關。隨著全球資源日益稀缺和氣候變化加劇，大家樂積極減少生態足跡，並在價值鏈中探索不同的機會，以減低對環境的負面影響。我們遵循以下原則，不斷努力以可持續方式營運：

Three principles 三大原則



**Efficient use of
resources**
善用資源



**Holistic waste
management**
全面廢物管理



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

While striving to optimise use of resources throughout our operations, we are placing particular emphasis on key areas in which our actions can make a significant difference: energy and emissions, water consumption and waste management. We have established methods to monitor our environmental performance and actively explore new opportunities and partnerships that have the potential to improve our environmental footprint. We are striving towards our targets for reducing our energy use, greenhouse gas (GHG) emissions and water use, and take a systematic approach to managing our waste.

我們努力優化整個營運過程的資源使用，並專注於我們能夠帶來重大改變的關鍵領域，包括能源及排放、用水和廢物管理。我們已制定相關措施以監察我們在保護環境的表現，並積極發掘新機會和合作夥伴，進一步減少我們的環境足跡。我們正努力達致已訂立之減少能源消耗、溫室氣體排放及用水量等目標，並有系統地管理廢物。

At a Glance 內容總覽

Manufacturing
and Processing
產製及製程

↓16.8%

energy use intensity *

能源消耗強度減少16.8% *

↓24.3%

GHG emissions intensity *

溫室氣體排放強度減少24.3% *

Energy and
Emissions
Management
能源及排放管理Participated in CLP Peak Demand Management Programme
參與香港中電「高峰用電管理」計劃Reduced air-conditioning electricity
consumption in production area by **10%** per
year by installing an AI door sensor system,
which received the CLP Smart Energy Award
2019安裝使用人工智能閘門感應系統，
每年能減低產製區的冷氣電力消耗
10%。該系統獲得中電「創新節能
企業大獎2019」

↓13.4%

water use intensity #

用水強度減少13.4% #

Water
Consumption
Management
用水管理Invested in blast freezer and defroster machine technologies to
reduce water consumption
應用速凍櫃和解凍機器技術以減低用水量Estimated to save
16 tonnes of
water consumption per day
估計每日可節省16公噸
的用水量Waste
Management
廢物管理Conducted regular waste audits to monitor performance
定期進行廢物審計以監察表現Supported HKSAR Government-led food waste recovery
initiative
支持香港特區政府廚餘回收計劃**985 tonnes** of food waste sent to
HKSAR Government facility for handling
運送985公噸廚餘往香港特區政府的回收中心作
處理Recycled **79 tonnes** of paper and
9 tonnes of metal
回收79公噸紙張和9公噸金屬

Packaging and Logistics 包裝及物流

Used biodiesel for fleet vehicles
在車隊使用生物柴油

61.5% of fleet vehicles used biodiesel
61.5%的車隊已使用生物柴油



Stores and Schools 分店及學校

Adopted new designs and appliances to enhance energy efficiency
採用新設計及設備提高能源效益

Switched gas kitchen stoves to electrical ones
將煤氣煮食爐改為電磁爐



Improved air-conditioning systems
改善冷氣系統



Monitored water consumption of operations and installed water-saving devices to reduce usage in food preparation and dishwashing
監察營運時的用水量並安裝節水儀器，以減少食物備製及清洗碗碟時的用水量



* Achievement (Hong Kong operations) compared with 2013/14 base year. The intensities are calculated by dividing our absolute energy consumption (kWh) or GHG emissions (tonnes CO₂e) by the revenue of operations (HK\$'m) within the reporting scope. The GHG emissions intensity includes Scope 1 and Scope 2 emissions.
香港的營運表現（與二零一三／一四基準年度比較）。強度是按絕對能源消耗（千瓦時）或溫室氣體排放（公噸二氧化碳當量）除以報告範圍內之營運收入（百萬港元）計算。溫室氣體排放強度包括範圍一及範圍二溫室氣體排放。

Achievement (Hong Kong operations) compared with 2013/14 base year. The intensity is calculated by dividing our absolute water consumption (m³) by the revenue of operations (HK\$'m) within the reporting scope.
香港的營運表現（與二零一三／一四基準年度比較）。強度是按絕對用水量（立方米）除以報告範圍內之營運收入（百萬港元）計算。

Conducted waste audits in stores to develop waste management strategy
在分店進行廢物審計以制定廢物管理策略

Stopped providing plastic straws, replaced plastic stirrers and teaspoons with wooden stirrers for hot drinks, and removed plastic knives from takeaway cutlery packs

不再主動提供塑膠飲管；熱飲以木棒代替塑膠攪拌棒和膠匙；外賣餐包中亦不再提供膠刀

Reduced plastics use by **11.7%** compared with previous reporting year
相比上一個報告年度減少11.7%的塑料使用量

Luncheon Star continued to donate unserved meals to NGOs and send food waste to E-farm

活力午餐繼續捐贈未食用過的飯盒予非政府組織，並將廚餘送往川上農莊

Energy and Emissions Management 能源及排放管理

The Group acknowledges that all businesses must contribute to global efforts to tackle climate change and facilitate the transition to a low-carbon economy. Guided by our energy-saving and emissions reduction targets, we took further steps to cut our energy consumption and GHG emissions across our operations during the reporting year.

The Group recognises the important role that technology can play in managing energy use and GHG emissions. Our Central Food Processing Plant in Taipo participates in CLP Peak Demand Management Programme, under which smart meters are used to record energy usage throughout the day. This detailed energy consumption information is used to help optimise our energy use and improve the efficiency of operating large equipment by reducing our consumption of electricity during periods of peak demand.

In addition, we have implemented energy-saving measures such as equipment upgrades and enhanced operational practices, and deployed technological solutions in energy-intensive areas of our operations such as store kitchens and manufacturing plants. Some of our key initiatives during this reporting year are detailed below.

集團深明所有企業必須為應對氣候變化和促進低碳經濟轉型作出貢獻。按照我們的節能減排目標，我們在報告年度內採取了進一步措施以減少營運中的能源消耗及溫室氣體排放。

科技可以在管理能源使用及溫室氣體排放中發揮重要作用。我們的大埔中央產製中心參加了香港中電「高峰用電管理」計劃，透過使用智能電錶記錄整日的能源使用量並獲取詳盡的用電情況，有助我們減少高峰期的電力消耗，從而優化能源使用並提高大型設備的運行效率。

此外，我們亦實施節能措施，例如設備升級和改善營運方式，以及在能源消耗高的營運場所如分店廚房和產製中心內使用新技術。以下詳載本報告年度內的一些重要措施。

Door sensor system powered by artificial intelligence ("AI") 人工智能閘門感應系統

Impact 影響

- Prior to this enhancement, the doors in our production areas were opened and closed manually, which resulted in unnecessary reduction in air-conditioning efficiency and a corresponding increase in energy consumption in order to bring the areas back to the required temperatures.

在落實此改善措施前，我們產製區所設的大門須由員工手動開關，導致不必要的冷氣效益損失，並消耗更多能源以恢復該區所須的溫度要求。

- The AI sensors detect the presence of individuals entering and exiting production areas, automatically opening and closing doors to allow safe entry and exit while minimising the amount of time the doors remain open.

人工智能感應器能感應到員工進出產製區，繼而自動開門及關門，確保員工安全進出，亦能將開門時間減到最少。

Achievements 成就

- The sensors are also connected to our energy management system, which collects useful data to help us optimise energy usage.

我們將感應器連接到能源管理系統，收集有用數據幫助我們優化能源使用。

- This enhancement is expected to cut air-conditioning electricity consumption of the production areas by **10%** per year, equivalent to **200,000 kWh**.

預計此改善措施每年可減少產製區冷氣電力消耗**10%**，相當於**200,000**千瓦時。



Our AI Door Sensor System was recognised at the CLP Smart Energy Award 2019 for its innovation and efficiency in energy use reduction.

我們的人工智能閘門感應系統榮獲中電「創新節能企業大獎2019」，表彰其在減少能源使用方面的創新和效率。

Ventilation systems upgrade 通風系統升級

Impact 影響

We installed cotton filters to the filtration system in our bakery sections to help capture flour dust, thereby enhancing the efficiency of the ventilation system.
我們於麵包房的過濾系統安裝棉花過濾器以幫助收集粉塵，從而提升通風系統的效率。

Achievements 成就

This enhancement is estimated to have cut electricity consumption for air-conditioning in selected bakery areas by up to **3%**.
預計此改善措施可減少指定麵包房區域的冷氣電力消耗達**3%**。

Enhancing daily practices 日常營運優化

Impact 影響

We have identified areas at our Central Food Processing Plant where we can better control our use of air-conditioning based on operational needs. We now manually turn the air-conditioning off during non-peak periods.
我們根據營運需要，在中央產製中心設置特定區域，以便有效控制冷氣使用量。我們現時在非繁忙時間手動關閉冷氣。

Achievements 成就

This practice is estimated to have cut electricity consumption for air-conditioning in selected packaging and production areas by up to **2%**.
預計此做法可減少指定包裝及產製區的冷氣電力消耗達**2%**。

In stores, we have adopted new designs and appliances to enhance energy efficiency, such as switching gas kitchen stoves for electrical ones to help keep ambient kitchen temperatures lower and reduce our use of energy for ventilation and air-conditioning systems, and ensuring our equipment runs efficiently by keeping it clean and well serviced. We also made improvements to our air-conditioning systems during the reporting year.

我們在分店採用新的設計及設備提高能源效益，例如將煤氣煮食爐更換為電磁爐以降低廚房四周的溫度並減少通風及冷氣系統的能源消耗，並保持設備清潔和確保設備能夠正常並有效地運作。在報告年度內，我們亦改善了冷氣系統。

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	2018/19	2019/20
Sulphur oxides (SOx) 硫氧化物	0.02 tonnes 公噸	0.02 tonnes 公噸
Nitrogen oxides (NOx) 氮氧化物	7.27 tonnes 公噸	6.85 tonnes 公噸
Particulate matter (PM) 懸浮顆粒	0.48 tonnes 公噸	0.45 tonnes 公噸

Notes:

- The Group reports in accordance with HKEX ESG Reporting Guide on environmental KPIs.
- Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles.
- Biodiesel-associated emissions are calculated using the same factor as diesel as this is the most closely related conversion factor available in the region.

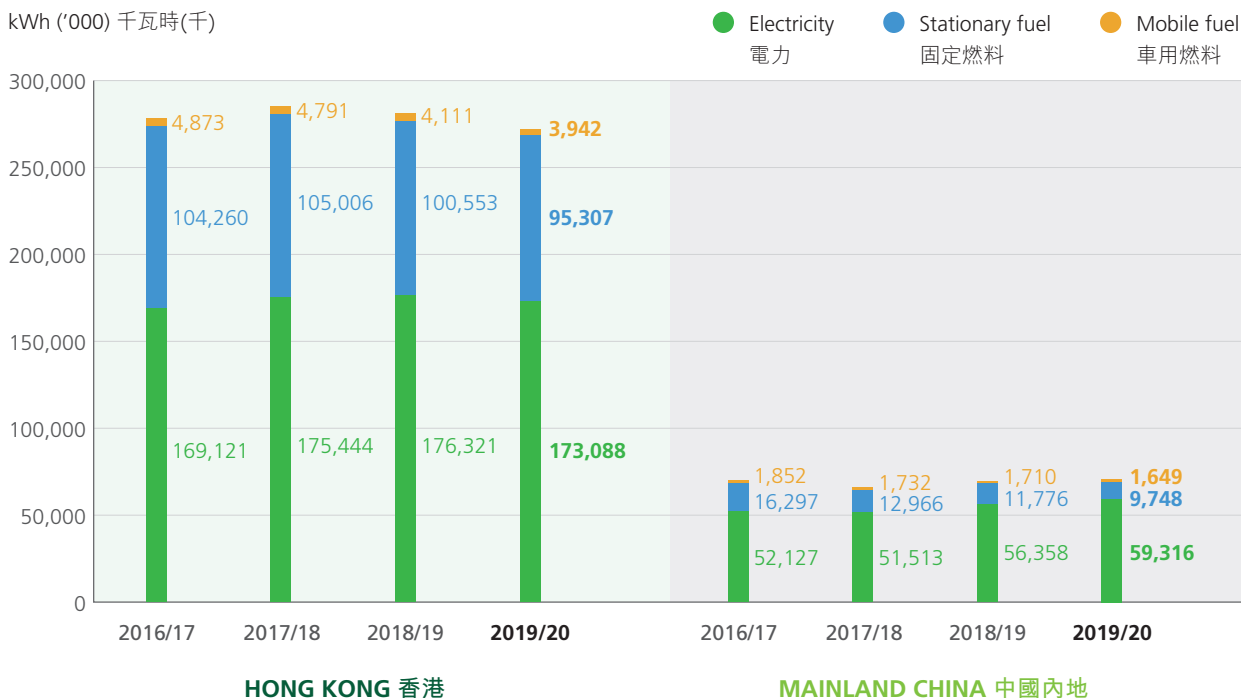
附註：

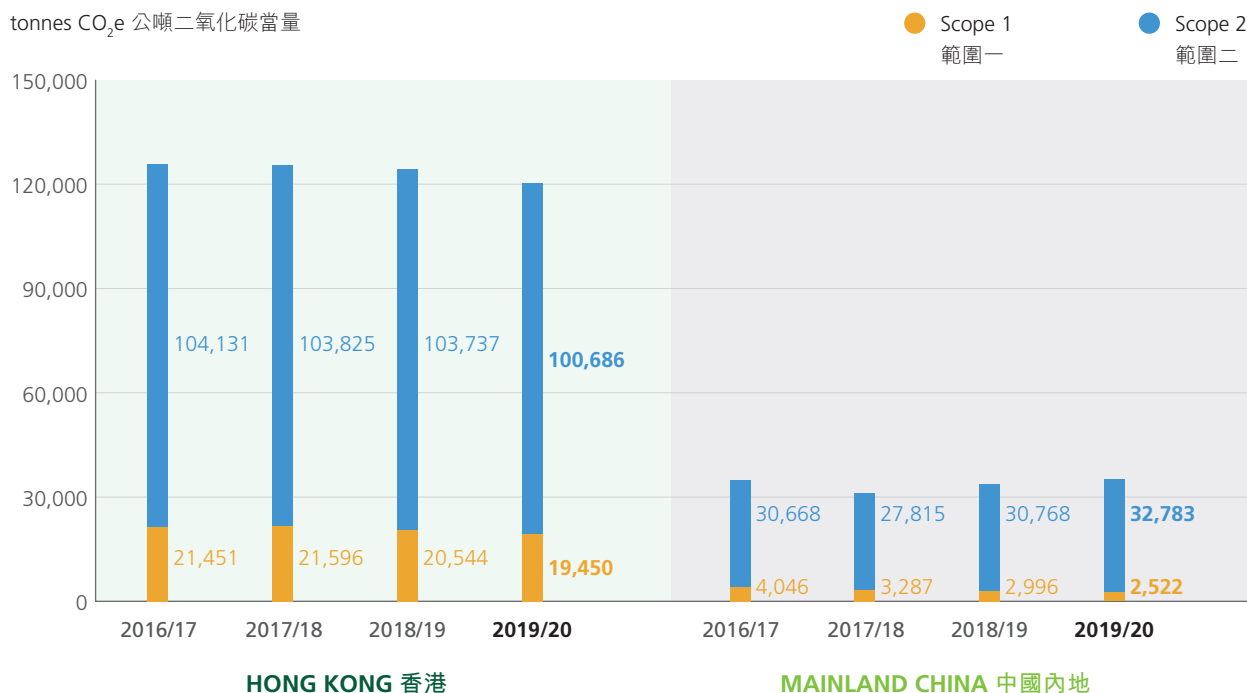
- 集團根據香港聯交所環境、社會及管治報告指引的環境關鍵績效指標作匯報。
- 匯報之總氣體排放包括由氣體燃料消耗及運輸工具產生的氣體排放。
- 由於有關地區只有最接近可用的汽油之換算方式，故以此計算由生物柴油相關之氣體排放。

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:

1. The data covers business activities and operations over 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 and the Electrical and Mechanical Services Department of the HKSAR Government, and the Greenhouse Gas Protocol Corporate Standard developed by the World Resources Institute.
2. 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.
3. Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include the GHG emissions from stationary fuel combustion and mobile combustion.
4. Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas. The emission factors are obtained from local utility companies.

附註：

1. 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及營運。範圍一、範圍二及總溫室氣體排放量之計算方法參考香港特區政府環保署及機電工程署編寫的《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》。
2. 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。集團定期檢閱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。
3. 範圍一為直接溫室氣體排放及減除，主要包括固定燃燒源及車用燃燒源的溫室氣體排放。
4. 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。排放系數由當地電力公司提供。

Our Targets and Progress

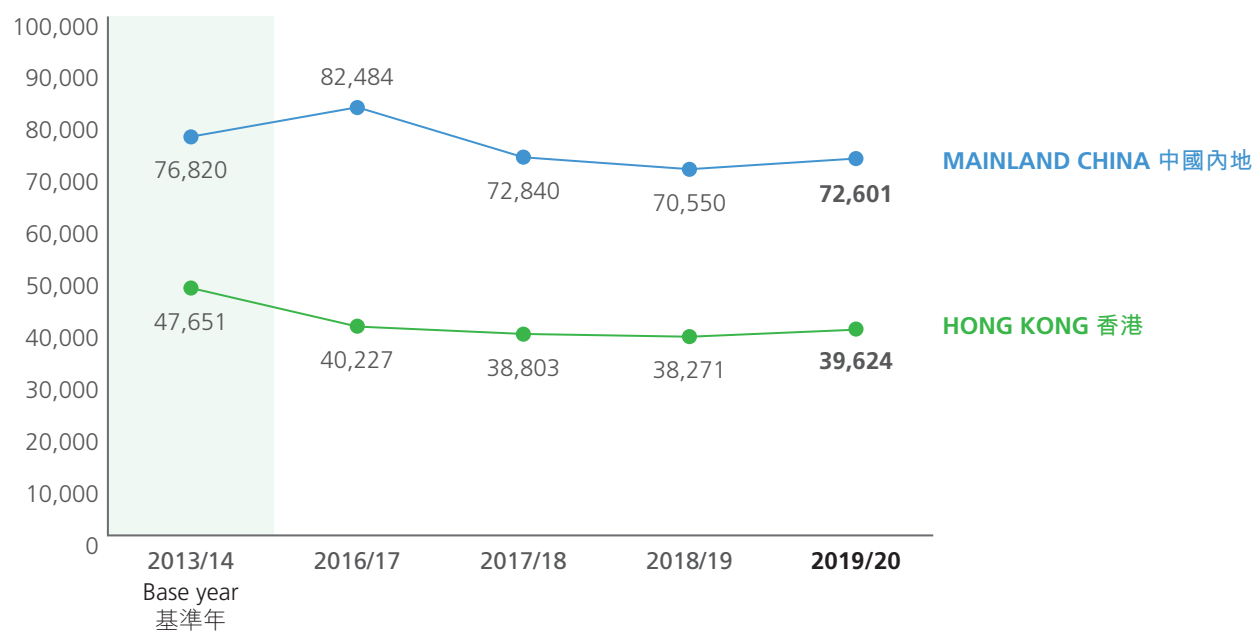
With targets for energy use intensity and GHG emissions intensity in place for 2024/25 and 2029/30 respectively against performance in 2013/14 as base year, we review our performance every year to assess our progress and identify ways in which we can continue to move forward. We recorded a slight increase in year-on-year energy use intensity and GHG emissions intensity for the reporting year. This is due to a drop in revenue as a result of adverse market conditions, which was further exacerbated by the COVID-19 outbreak.

我們的目標和進展

我們已分別制定與二零一三／一四基準年之表現相比之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目標，並每年檢討表現，評估我們的進展及確定日後的方向。本報告年度內，由於不利的市場狀況加上新型冠狀病毒爆發導致集團收入下降，我們的能源消耗強度及溫室氣體排放強度按年略有上升。

Energy Use Intensity 能源消耗強度

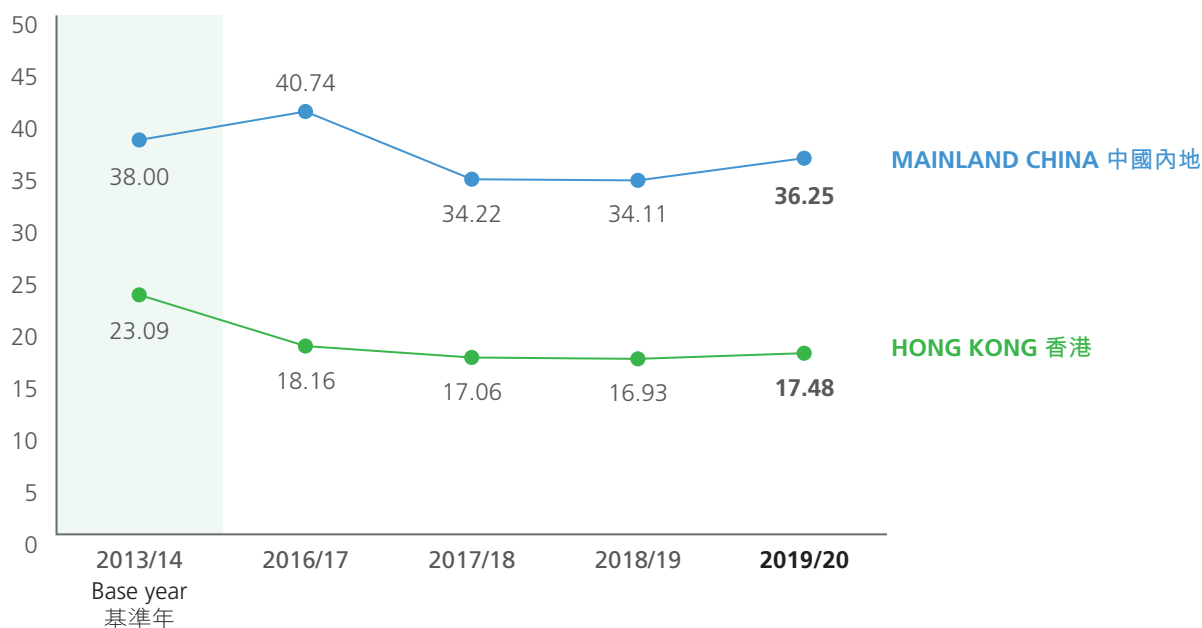
kWh/revenue (HK\$'m or RMB'm)
千瓦時/收入（百萬港元或百萬人民幣）



	Performance compared with base year 相比基準年之表現				Targets 目標	
	2016/17	2017/18	2018/19	2019/20	2024/25	2029/30
HONG KONG 香港	-15.6%	-18.6%	-19.7%	-16.8%	-25%	-30%
MAINLAND CHINA 中國內地	+7.4%	-5.2%	-8.2%	-5.5%	-9%	-11%

GHG Emissions Intensity 溫室氣體排放強度

tonnes CO₂e/revenue (HK\$'m or RMB'm)
公噸二氧化碳當量/收入（百萬港元或百萬人民幣）



	Performance compared with base year 相比基準年之表現				Targets 目標	
	2016/17	2017/18	2018/19	2019/20	2024/25	2029/30
HONG KONG 香港	-21.4%	-26.1%	-26.7%	-24.3%	-28%	-30%
MAINLAND CHINA 中國內地	+7.2%	-9.9%	-10.2%	-4.6%	-13%	-15%

Notes:

The energy use intensity 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 our operations in the respective regions within the reporting scope. The total revenue of our Hong Kong operations for 2013/14, 2016/17, 2017/18, 2018/19 and 2019/20 was HK\$5,589 million, HK\$6,917 million, HK\$7,351 million, HK\$7,342 million and HK\$6,873 million respectively, while that for our Mainland China operations was RMB975 million, RMB852 million, RMB909 million, RMB990 million and RMB974 million respectively.

附註：

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或溫室氣體排放除以本報告範圍內各地區的營運總收入計算。集團在二零一三／一四、二零一六／一七、二零一七／一八、二零一八／一九及二零一九／二零年度的香港營運總收入分別為5,589百萬港元、6,917百萬港元、7,351百萬港元、7,342百萬港元及6,873百萬港元；而中國內地的營運總收入分別為975百萬人民幣、852百萬人民幣、909百萬人民幣、990百萬人民幣及974百萬人民幣。

Water Management 用水管理

Along with climate change, water scarcity is another global-level environmental challenge that has major implications for the long-term health of the planet and requires meaningful action from businesses around the world as part of finding sustainable solutions. At Café de Coral, critical aspects of our operations depend on access to a reliable water supply and the Group is very mindful of the need to conserve water in its daily business activities. We track water use across our facilities to monitor consumption patterns and are continually looking for opportunities to improve water efficiency through the use of new technology or by improving our operational processes.

Our high-frequency **defroster machine** reduces and reuses water in the defrosting process, saving an estimated **10 tonnes** of water per day.

我們的高周波解凍裝置在解凍過程中減少並循環用水，預計每日可節水十公噸。



除氣候變化外，水源短缺是另一項全球面對的環境挑戰。水源短缺對地球的健康有重大影響，需要全球企業共同採取行動，尋求可持續的解決方案。大家樂的營運關鍵取決於可靠的潔淨水供應，因此集團非常重視在日常業務活動中節約用水。我們檢視各項設施的用水情況以監察用水模式，並持續尋找機會，引入新技術或改進我們的營運流程以提高用水效益。

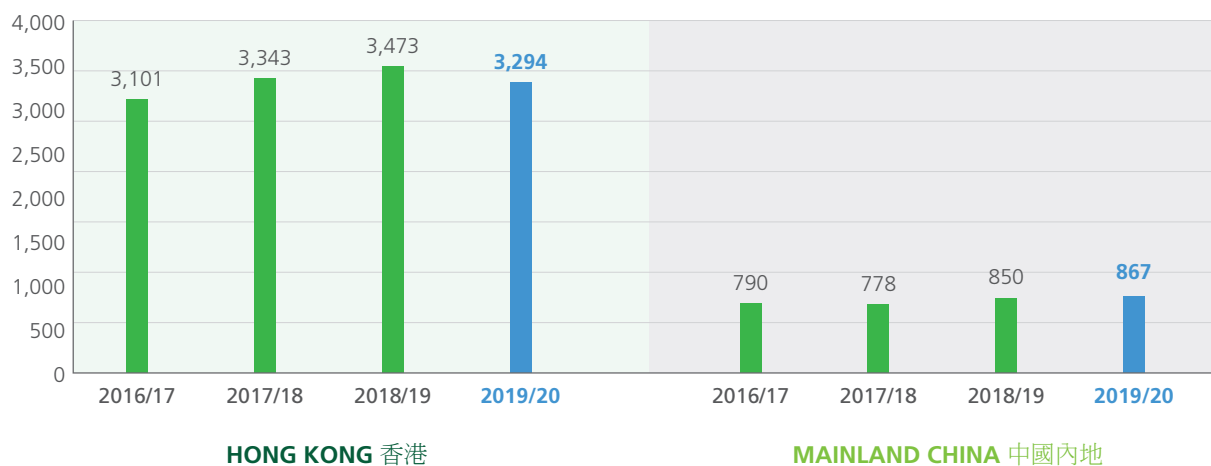


Our new-design **blast freezer** allows products to be cooled down more quickly and with better product integrity. Use of the blast freezer is estimated to save **6 tonnes** of water per day.

我們新設計的速凍櫃可更快地冷卻產品，同時保持產品的完整性。我們預計此速凍櫃每日可節水六公噸。

Water Consumption 用水量

m³ ('000) 立方米(千)



Note:

The water consumed is freshwater from local municipal sources.

附註：

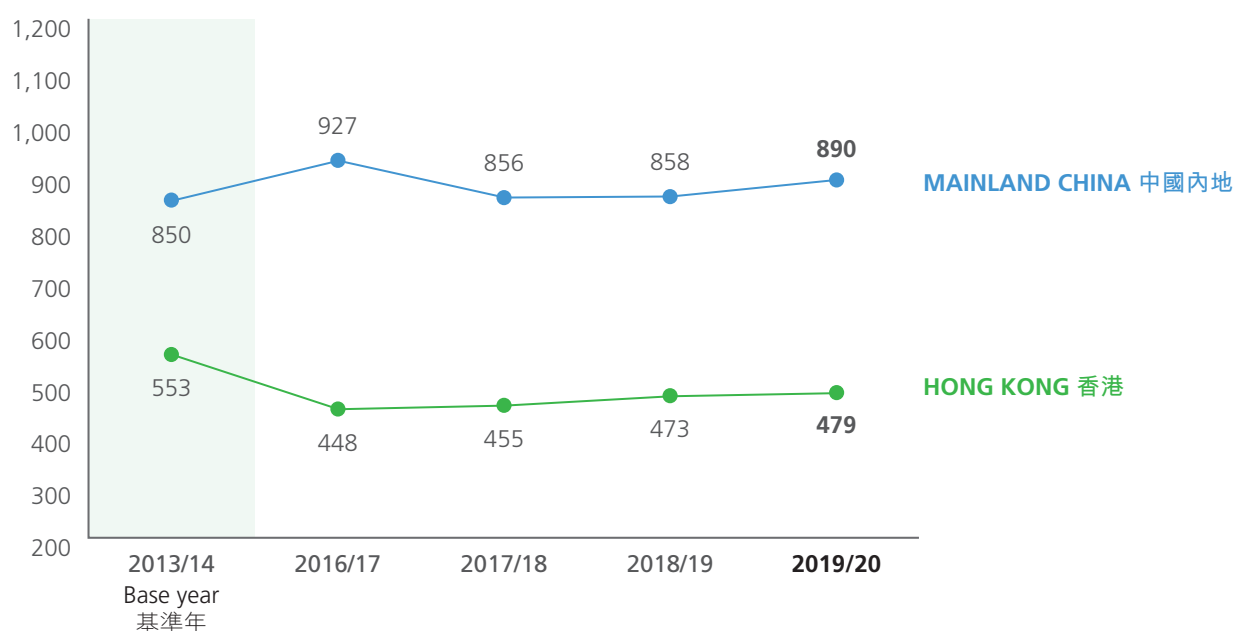
集團的耗水均是源自市政用水。

Our Targets and Progress

We continue to track our progress towards our water use intensity targets for 2024/25 and 2029/30 against performance in 2013/14 as base year. During the reporting year, we recorded a slight increase in year-on-year water use intensity, due to a drop in revenue as a result of adverse market conditions and the COVID-19 outbreak. We will continue to closely monitor our performance and develop strategic action plans to ensure we keep on track to meet our targets.

Water Use Intensity 用水強度

m³/revenue (HK\$'m or RMB'm)
立方米/收入 (百萬港元或百萬人民幣)



	Performance compared with base year 相比基準年之表現				Targets 目標	
	2016/17	2017/18	2018/19	2019/20	2024/25	2029/30
HONG KONG 香港	-19.0%	-17.7%	-14.5%	-13.4%	-20%	-25%
MAINLAND CHINA 中國內地	+9.1%	+0.7%	+0.9%	+4.7%	-3%	-5%

Note:

Water use 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, 2016/17, 2017/18, 2018/19 and 2019/20 was HK\$5,589 million, HK\$6,917 million, HK\$7,351 million, HK\$7,342 million and HK\$6,873 million respectively, while that of our Mainland China operations was RMB975 million, RMB852 million, RMB909 million, RMB990 million and RMB974 million respectively.

我們的目標和進展

我們繼續監察實現與二零一三／一四基準年之表現相比之二零二四／二五及二零二九／三零年度的用水強度目標的進展。在報告年度內，由於不利的市場狀況及新型冠狀病毒爆發而導致收入下降，我們的用水強度按年略有上升。我們將繼續密切監察並制定策略性行動計劃，以確保我們能夠按時實現目標。

附註：

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的營運總收入計算。集團在二零一三／一四、二零一六／一七、二零一七／一八、二零一八／一九及二零一九／二零年度的香港營運總收入分別為5,589百萬港元、6,917百萬港元、7,351百萬港元、7,342百萬港元及6,873百萬港元；而中國內地的營運總收入分別為975百萬人民幣、852百萬人民幣、909百萬人民幣、990百萬人民幣及974百萬人民幣。

Waste Management 廢物管理

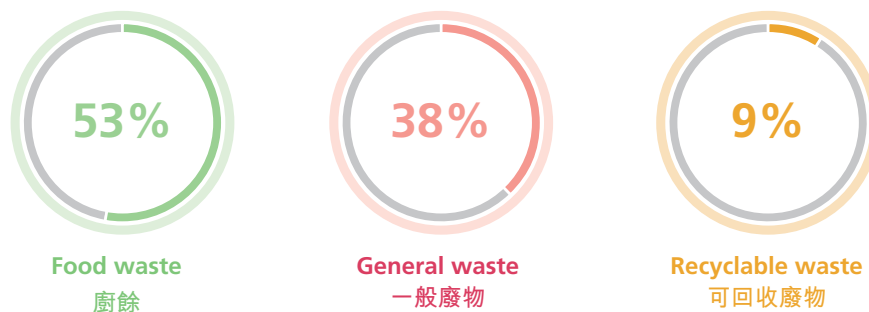
Waste is a pressing environmental issue in Hong Kong. The Group uses the waste management hierarchy as a foundational framework and, over the years, has further enhanced processes under this structure to achieve ongoing improvement in waste management. We prioritise waste reduction at source, following which we aim to repurpose, recycle or recover useful resources from our waste. Disposal to landfills is our action of last resort. During the reporting year, we worked closely with Greeners Action and Hong Kong Productivity Council to conduct waste assessment in phases to help develop a more strategic Group-wide waste management approach.

Representatives of Greeners Action conducted on-site waste separation training for our frontline workers, and then collected and measured the waste generated at each of the selected stores for four consecutive days. Based on the initial assessment on a number of selected stores completed in August-September 2019, the results showed different ratios of food waste to general and recyclable waste. Due partly to differences in the type of restaurants, on average, over 50% of the waste generated at **Café de Coral** fast food stores was food waste. We will continue to optimise our waste management strategy by providing more suitable facilities for waste management and raising staff awareness about the issue of waste.

The scheduled phase two of our waste audit plan has temporarily been put on hold due to the business disruption brought by the COVID-19 outbreak. Once our business resumes normal operations, we will continue with our plan to conduct more waste assessment in Hong Kong, develop a waste management strategy that takes the different characteristics of our various business units into consideration, set waste related targets, and strengthen the knowledge of our frontline staff through awareness-building workshops.

Breakdown of waste based on the initial assessment

按照初步評估而識別的廢物種類



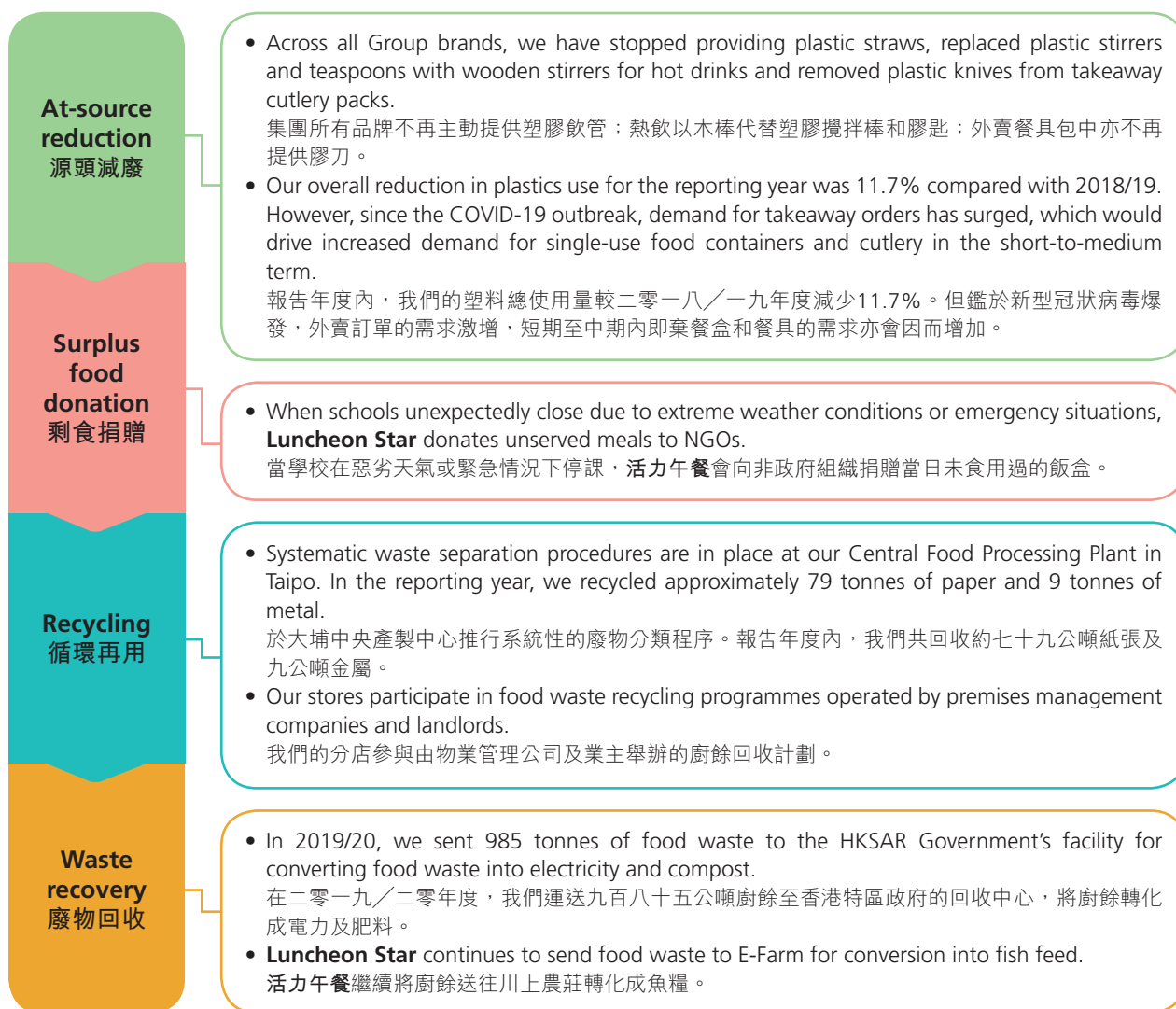
During the reporting year, the Group procured goods that generated 4,027 tonnes of food and beverage packaging materials – comprising paper, plastics and aluminium materials. As part of our ongoing efforts, we continued to work towards at-source waste reduction, support surplus food donation, and practice recycling and waste recovery throughout our operational cycle. Our key initiatives are highlighted as follows.

廢物是香港迫切的環境問題。集團以廢物管理架構作為我們多年來提升廢物管理流程的基礎框架，從而在廢物管理方面取得持續性的進步。我們優先實踐源頭減廢，其次是盡量重新利用、回收廢物或將廢物轉化成有用資源，最後才會選擇棄置廢物於堆填區。在報告年度內，我們與綠領行動及香港生產力促進局緊密合作，分階段進行廢物評估，協助制定更具策略性且涵蓋集團整體的廢物管理方法。

綠領行動委派代表為我們的前線員工提供廢物分類培訓，其後連續四天收集並計算每間所選定分店產生的廢物量。根據二零一九年八月至九月期間於若干選定分店進行的初步評估結果顯示，廚餘與一般廢物和可回收廢物的比率並不相同。雖然結果受餐廳類型影響而存在差異，但平均而言，**大家樂**快餐分店產生的廢物中有50%以上為廚餘。我們將透過提供更多合適的設施以作廢物管理，以及提高員工在處理廢物方面的意識，繼續優化我們的廢物管理策略。

由於新型冠狀病毒爆發，我們暫時擱置原先計劃的第二階段廢物審計。當業務恢復正常運作後，我們將繼續在香港進行更多廢物評估，同時因應我們各個業務單位的不同性質制定廢物管理策略，訂立與廢物相關的目標，並透過舉辦工作坊提高前線員工的相關意識。

在報告年度內，本集團採購的商品產生四千零二十七公噸食品及飲料包裝材料，包括紙張、塑料及鋁。我們將繼續努力實踐源頭減廢，支持剩食捐贈，並在整個營運週期中進行廢物循環再用和回收。我們的主要措施如下。



Adopting more sustainable features at our stores

於分店採用更多可持續元素

As we strive to provide the best food and service to our customers, we have also worked to incorporate more sustainable elements and features at our stores to balance function with eco-friendly design. Our stores at Tseung Kwan O Plaza and PopCorn have the following sustainable features:

我們致力為客戶提供最優質食品和服務的同時，亦努力在分店中採用更多可持續的元素，在功能與環保設計之間取得平衡。我們在將軍澳廣場和PopCorn商場的分店均採用以下可持續元素：



LED Lighting 發光二極體燈

Enhances energy efficiency and creates less heat compared with traditional lighting
提高能源效益，並與傳統白光燈相比產生較少熱能



Wood 木材

Wood used in store design is from responsibly managed forests, and its extraction is less energy intensive compared with suitable alternative materials
分店設計所使用的木材來自妥善管理的森林，與其他可替代的物料相比，其開採過程的能源消耗較少



Recycled ceramic floor tiles 再生陶瓷地磚

Floor tiles are certified as containing more than 40% pre-consumer recycled material
地磚經認證含有40%以上的消費前可再生物料

Mainland China – Our Efforts and Progress

中國內地 — 我們的努力及進展

We seek to minimise the adverse environmental impacts of our business and contribute to conserving natural resources in Mainland China by monitoring and improving the efficiency of our energy and water use and waste management. The overall energy consumption, carbon footprint and water consumption performance of our Mainland China operations are presented on pages 74 to 79 of this report.

Energy Efficiency

The Group has implemented various energy-saving measures to help reduce its carbon footprint. We have optimised the cooling plan for our operations, including the development of an improved process for ensuring under-utilised cooling units are turned off. In factory areas, over 45% of the original lighting has been replaced with energy-efficient LED lighting. Our efforts could help us to lower the energy consumption and indirect GHG emissions of our Mainland China operations in the long run.

透過監察和改善我們能源和用水效益及廢物管理，我們力求將業務對環境的負面影響減到最低，並為保護中國內地的天然資源作出貢獻。中國內地營運相關的整體能源消耗、碳足跡及用水量的表現詳載於本報告第74至79頁。

能源效益

本集團採取各項節能措施，從而減少碳足跡。我們已改善了營運的冷凍程序，包括制定優化程序以確保關閉未充分利用的冷凍單位。廠房內超過45%的照明系統已改為節能發光二極體燈。我們相信這些措施長遠而言有助降低中國內地業務的能源消耗和間接溫室氣體排放。

Clean Production Project

In response to the Government's call for businesses to take action to minimise emissions, we participated in a Government-led initiative to encourage businesses to achieve clean production. We formulated and implemented a plan for reducing energy use and emissions at our manufacturing plants to achieve the goal of low-emissions food production. Our efforts to cut emissions and save energy in line with the Government's objectives have led to us being recognised as a "Clean Production Enterprise".

清潔生產計劃

為響應政府要求企業採取行動減少排放的呼籲，我們參與了由政府倡議的清潔生產行動。我們制定並實行減少產製中心能源消耗和排放的計劃，以實踐低排放食物產製的目標。我們配合政府的目標，致力減少排放和節約能源，並獲得「清潔生產企業」的殊榮。



Water Efficiency

We constantly explore ways to improve water-use efficiency at our manufacturing plants. In addition to the steam-to-water conversion technologies that we deployed in the previous reporting year to convert steam into water that can be used for various purposes, we have now developed a process by which we are able to recover water for second-time use.

Waste Management

We have implemented systems for reducing and monitoring waste at our food-processing centres and stores. To reduce food waste at source, we developed a system to track the use rate of our food inventories, which has improved our management of procurement schedules. Systematic waste-handling procedures are in place to ensure recyclables are responsibly processed.

To tackle packaging waste, we have adopted the use of biodegradable containers where possible. The introduction of biodegradable containers made from plant fibres and reusable crates for deliveries has replaced the use of over 59 tonnes of plastic containers for takeaway and about 120,000 paper boxes.

用水效益

我們不斷探索提高產製中心用水效益的方法。繼上個報告年度所採用的轉化蒸氣至用水技術，使水可用作其他用途外，我們亦已制定另一個循環用水程予。

廢物管理

我們已在產製中心和分店使用減少和監察廢物量的系統。為從源頭減少產生廚餘，我們建立一套系統監察食物庫存的使用率，從而改善我們的採購計劃。我們亦已實施系統化的廢物處理程序，確保可回收的物品得到妥善處理。

為減低包裝物料的浪費，我們盡可能使用可生物降解的餐盒。我們引入了由植物纖維製作的可生物降解餐盒和採用可重用的貨箱運送物資，取代超過五十九公噸外賣塑料餐盒和約十二萬個紙箱。



Performance in 2019/20

二零一九／二零年度的表現

Goals set in 2018/19 二零一八／一九年度訂立的目標	2019/20 Performance 二零一九／二零年度的表現
<p>Expand the use of technology to optimise energy and water use efficiency 加強科技應用以優化能源和用水效益</p>	<p>Working with CLP, we installed smart meters to collect detailed consumption information and optimise energy use and efficiency of operating large equipment. 我們與香港中電合作，安裝智能電錶以收集詳細的用電情況，並優化大型設備的能源使用和運行效率。</p> <p>We implemented various energy-saving measures that helped cut annual electricity consumption. 我們實施各項節能措施，從而減少年度電力消耗。</p> <p>We reduced water consumption in Hong Kong operations through the use of various technologies. 我們應用各種技術，減少香港營運用水量。</p>
<p>Investigate feasibility of further reducing use of disposable plastics 研究進一步減少使用即棄塑料餐具的可行性</p>	<p>We stopped providing plastic straws, replaced plastic cutlery with wooden cutlery in Hong Kong and introduced biodegradable containers in Mainland China. 我們在香港不再主動提供塑膠飲管，以木製餐具代替塑膠餐具，並在中國內地採用可生物降解的餐盒。</p>
<p>Develop more focused waste management mechanisms, waste data collection methodologies and waste reduction targets 訂立更統一的廢物管理機制、廢物數據收集方法及減廢目標</p>	<p>We worked with Greeners Action and Hong Kong Productivity Council to conduct waste audits for our stores to identify the waste source and start developing long-term waste management plan. 我們與綠領行動及香港生產力促進局合作，於分店進行廢物審計以識別廢物來源，並開始制定長遠廢物管理計劃。</p>

Future Plans

未來計劃

- ▶ Continue exploring ways of using technology to make more efficient use of resources across our operations, and to reduce carbon emissions by cutting energy consumption
繼續探索各種科技應用，在營運過程中更善用資源，並通過減少能源消耗以減低碳排放
- ▶ Establish baseline measurements for waste generation in our operations, and develop guidelines and training programmes with the aim of waste reduction
建立由營運產生的廢物量度基準指標，並以減廢為目標制訂指引及培訓計劃
- ▶ Continue to liaise with suppliers to minimise the use of packaging materials for raw materials and to expand our use of environmentally friendly materials for takeaway cutlery and containers
繼續與供應商合作，努力減少原材料的包裝物料，並增加使用以環保物料製作的外賣餐具和餐盒

About this Report

關於本報告

This report covers the environmental, social and governance performance of the Group's key operations in Hong Kong and Mainland China from 1 April 2019 to 31 March 2020 ("the reporting period"). The report is prepared in accordance with 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").

Reporting Principles

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

- **Materiality:** We review sustainability-related material issues on a continuous basis through stakeholder engagement. The Board of Directors and the Management Board also conduct regular reviews of the sustainability issues that are most significant to our business operations. Through these actions, we ensure that the topics covered in this report are important to our stakeholders.
- **Quantitative:** We report on our quantitative performance in order to allow stakeholders to assess and compare our performance over time. Definitions and calculation formulae are clearly explained to ensure the metrics we have used can be easily understood by stakeholders.
- **Balance:** We have prepared this report based on balanced and fair information. We aim to be transparent on critical aspects of our performance, both in terms of our achievements and continuing challenges.
- **Consistency:** We have published this report in accordance with the HKEX ESG Reporting Guide since 2015, with the aim of providing consistent and comparable disclosures.

本報告涵蓋本集團在香港及中國內地的主要業務於二零一九年四月一日至二零二零年三月三十一日（「報告期」）期間在環境、社會及管治方面的表現。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」）撰寫。

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：**我們通過與持份者溝通，持續審視與可持續發展相關的重大議題。董事局及管理局定期審視對我們的業務和營運有重大影響的可持續發展議題。通過這些工作，我們確保本報告涵蓋的議題對我們的持份者有重要影響。
- **量化：**我們匯報量化績效指標，以便持份者評估和比較我們的表現。我們明確解釋所有定義和計算公式，讓持份者容易理解我們使用的指標。
- **平衡性：**我們根據平衡和公平的資料備製本報告。我們致力以透明的方式匯報集團表現關鍵方面的成就及持續面對的挑戰。
- **一致性：**自二零一五年起，我們一直遵循「香港聯交所環境、社會及管治報告指引」編製本報告，旨在提供一致且具可比性的披露。

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 2019/20
- 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2019/20年報
- 大家樂集團過往的可持續發展報告

Sustainability Report 2018/19
2018/19可持續發展報告



Sustainability Report 2017/18
2017/18可持續發展報告



Sustainability Report 2016/17
2016/17可持續發展報告



Sustainability Report 2015/16
2015/16可持續發展報告



Sustainability Report 2014/15
2014/15可持續發展報告



Sustainability Report 2013/14
2013/14可持續發展報告



Contact

Comments and feedback on our sustainability performance or this report can be sent to us by e-mail 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

任何有關本集團可持續發展表現或本報告的意見及反饋，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

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 2019 – Diamond Enterprise Winner 「優質食品源頭追蹤計劃2019」鑽石企業獎	GS1 Hong Kong 香港貨品編碼協會
Best-Ever Dining Awards 2019 新假期周刊必吃食店大獎2019 – Best Ever Shanghai Restaurant (Shanghai Lao Lao) – 必吃上海店 (上海佬佬)	Weekend Weekly 新假期周刊
U Favourite Food Awards 2019 我最喜愛食肆 2019 – My Most Favourite Provincial Restaurant Award (Shanghai Lao Lao) – 我最喜愛外省菜館 (上海佬佬) – My Most Favourite Congee & Noodles Award (Mixian Sense) – 我最喜愛粥粉麵店 (米線陣) – My Most Favourite Western Restaurant (The Spaghetti House) – 我最喜愛西餐廳 (意粉屋)	U Magazine U周刊
OpenRice Best Restaurant Awards 2019 OpenRice優秀開飯熱店大賞2019 – Best Beijing, Sichuan and Shanghai Restaurant Award (Shanghai Lao Lao) – 最優秀開飯京川滬菜館 (上海佬佬)	OpenRice 開飯喇!
Mystery Shopper Programme 神秘顧客計劃 – 2019 Service Retailers of the Year – Category Award Fast Food/Restaurants Category (The Spaghetti House) – 2019年最佳服務零售商-組別獎 – 快餐店／餐廳及酒樓組別 (意粉屋)	Hong Kong Retail Management Association 香港零售管理協會
Service & Courtesy Award 2019 2019傑出服務獎 – Best Service Retailer – Category Award – Local/Japanese Fast Food Category – 港／日式快餐食品店 (大家樂快餐) • Junior Frontline Level – Gold Award • 基層組別金獎 (大家樂快餐) • Supervisory Level – Silver Award • 主管組別銀獎 (大家樂快餐) – Top 10 Outstanding Service Retail Brands (Café de Coral Fast Food) – 十大傑出服務零售品牌 (大家樂快餐) – Excellent Service Star (Café de Coral Fast Food) – 優質服務之星 (大家樂快餐)	

Focus on People 關顧員工

Award/Recognition 獎項／榮譽

Catering Industry Safety Award Scheme (2019/20)
2019/20飲食業安全獎勵計劃

- Group Safety Performance Award (Fast Food Shops Serving Chinese and General Categories of Food) – Gold Prize (**Super Super Congee & Noodles**)
- 集團安全表現獎(中式及一般快餐店類別) – 金獎 (**一粥麵**)

Organiser 主辦機構

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

Partner Employer Award 2019
「友商有良」嘉許計劃 2019 – 卓越企業嘉許狀

Organiser 主辦機構

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

Caring Company 2019/20
商界展關懷2019/20

The Hong Kong Council of Social Service
香港社會服務聯會

PR Awards 2019
卓越公關大獎2019

- Best Use of Content – Silver Award
- 最佳內容使用 – 銀獎
- Best Reputation/Brand Management Campaign – Silver Award
- 最佳聲譽／品牌管理 – 銀獎

Marketing Magazine
權威市務雜誌

Resource Optimisation 資源優化

Award/Recognition 獎項／榮譽

Charter on External Lighting Gold Award
《戶外燈光約章》金獎

Organiser 主辦機構

Environmental Bureau
環境局

2019 Friends of EcoPark
2019「環保園之友」

EcoPark
環保園

CLP Smart Energy Award 2019 – Smart Technology Award
中電創新節能企業大獎 – 智能技術傑出大獎

China Light & Power Company Syndicate
中華電力有限公司

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 operational protocols set out in the table below. Each of these sources is established and reviewed based on developments in regulatory and compliance requirements, industry best practices, and the business and operational 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，以確保遵守保障集團資訊安全的措施並符合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 Group's Annual Report 2019/20 for details of our corporate governance practices in compliance with the Corporate Governance Code under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.
關於我們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，請參考本集團2019/20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 of 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, safety, cleanliness and other aspects of serving our customers.

「優質分店系統」在產品質素、安全、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 statutory requirements and assists them in complying with the law in their day-to-day work.

「競爭法合規政策」為員工對於法例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 unit 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。	91
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	74
KPI A1.2 關鍵績效指標A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity 溫室氣體總排放量（以噸計算）及（如適用）密度	Resource Optimisation 資源優化	75, 77
KPI A1.3 關鍵績效指標A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity 所產生有害廢棄物總量（以噸計算）及（如適用）密度	The Group does not generate significant hazardous waste in its operations. 本集團於營運中並無產生重大有害廢棄物。 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
KPI A1.4 關鍵績效指標A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity 所產生無害廢棄物總量（以噸計算）及（如適用）密度	Resource Optimisation 資源優化 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。 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。	80

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 A1.5 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
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
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（包括能源、水及其他原材料）的政策	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 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	Resource Optimisation 資源優化
KPI A2.2 關鍵績效指標A2.2	Water consumption in total and intensity 總耗水量及密度	Resource Optimisation 資源優化
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
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）每生產單位估量	Resource Optimisation 資源優化
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
KPI 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	Total Customer Satisfaction 顧客滿意度
		Resource Optimisation 資源優化

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
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。	90-91
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	41
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	41
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。	90-91
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 the 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 0.13%. 報告期內，集團整體因工傷損失工作日數比率為0.13%。 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 health and safety measures adopted, how they are implemented and monitored 描述所採納的職業健康與安全措施，以及相關執行及監察方法	Focus on People 關顧員工	45, 47

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 36-39, 47
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 39
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 39
Aspect B4 層面B4	Labour standards 勞工準則	
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour 有關防止童工或強制勞工的：(a) 政策；及 (b)遵守及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 to employment of child labour and 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。
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」。
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. 報告期內並無相關事件之報告。

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
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	90
KPI 5.1 關鍵績效指標B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目	Total Customer Satisfaction 全面顧客滿意度 The Group considers it more meaningful to disclose its food origin by geographic region in percentage of the Group's 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。	25
KPI 5.2 關鍵績效指標B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法	Total Customer Satisfaction 全面顧客滿意度	25-26, 30
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。	90
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 was no product recalled 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。	23, 30

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	24-27, 30
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 89
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 89-90
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	5
Aspect B8 層面B8	Community 社區		
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the 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	91
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	50-67
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	50-67

