



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



2020/21

Sustainability Report 可持續發展報告

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About the Café de Coral Group 有關大家樂集團

Incorporated in 1968 and listed on the Hong Kong Stock Exchange in July 1986, Café de Coral Group (the “Group” or “Café de Coral”) is one of Asia’s largest publicly-listed restaurant and catering groups. With deep roots in Hong Kong, the Group has established its position as a market leader in the fast food industry over the past 50 years.

Today, our businesses include quick service restaurants, casual dining chains, institutional catering and food processing. The Group operates over 470 dining outlets, including 352 stores in Hong Kong and 121 stores in southern Mainland China, across 11 cities in the Greater Bay Area; as well as four ISO-certified food processing plants in Hong Kong and Mainland China.

Corporate Motto and Mission

Café de Coral’s Chinese name, 大家樂, is inspired by the concept of joy and togetherness. We consistently build on our reputation for quality, value and service with the aim of creating happiness for our customers, staff and shareholders.

Our corporate motto, “A Hundred Points of Excellence”, is more than just a slogan – it reflects our philosophy of striving for excellence in a rapidly changing world. No matter how the market changes, we remain true to our uncompromising standards of product quality, creative innovation and service excellence.

Our mission is to provide nutritious, appetising and affordable meals to people from all walks of life, while actively engaging, supporting and giving back to the communities where we live and work – allowing us to create a successful and sustainable enterprise for generations to come.

大家樂集團（「集團」或「大家樂」）於一九六八年註冊成立，並於一九八六年七月在香港聯合交易所上市，是亞洲最大的上市餐飲集團之一。集團扎根香港五十年，在快餐業穩佔市場領導地位。

時至今日，集團的業務包括速食餐飲、休閒餐飲、機構飲食及食品產製分銷。我們目前在香港及南中國地區經營超過470間餐廳（352間位於香港及121間位於南中國地區，跨越11個大灣區城市），及四間ISO認證食品加工廠。

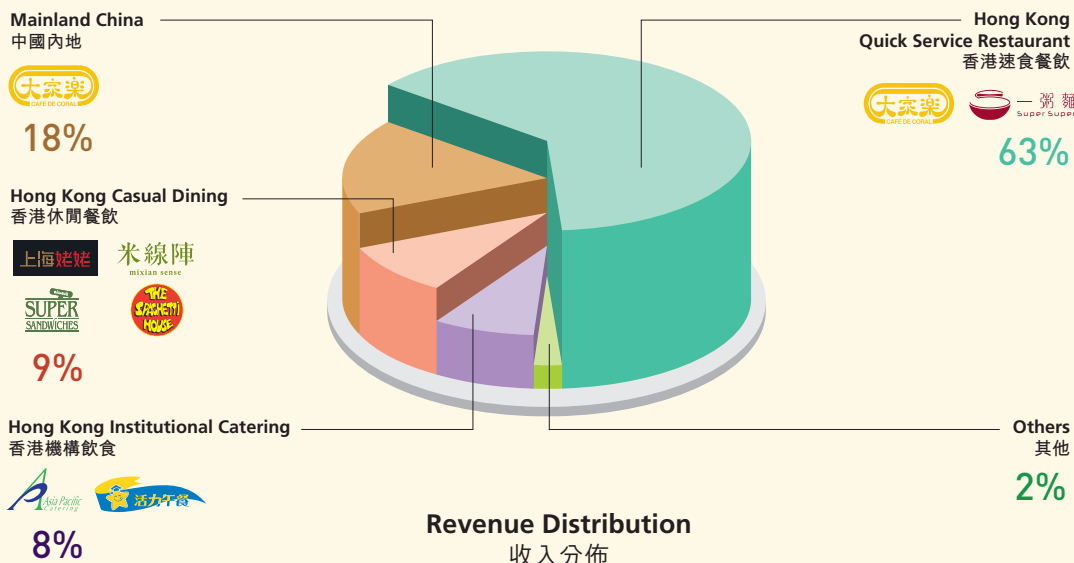
企業理念及使命

大家樂的命名，源自「快樂」及「凝聚」兩個意念的結合。我們致力透過維持一貫的高品質、價值及服務水平，務求令「顧客快樂、員工快樂、股東快樂」。

「做足100分」不僅是一句口號，更是集團的企業精神，它代表集團在瞬息萬變的環境中，仍然堅持不懈地力求卓越。不論市場變遷，集團對食物品質、創新求變及優質服務的追求始終如一。

集團致力為廣大市民提供健康、美味及物有所值的餐飲服務，同時積極參與、支持及回饋我們所居住及工作的社區，銳意成為優秀的可持續發展企業。

Key Strategic Businesses



For the year ended 31 March 2021
截至二零二一年三月三十一日止年度

2020/21

Performance Highlights 表現概覽



Total revenue
總收入

HK\$6,714.3

Million 百萬港元



Size of workforce
員工人數

18,109



609,000+

Total hours of training
undertaken by employees
員工總培訓時數



473

Total stores in
Hong Kong and Mainland China
於香港及中國內地的分店總數



800,000+

Total number of
Club 100 membership
「Club 100」會員人數



170+

smart kiosks introduced to Café de Coral fast
food stores in Hong Kong and Mainland China
部自助點餐機已引進位於
香港及中國內地的大家樂快餐分店



16,000+

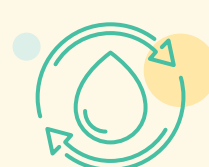
recipients benefited from our
flagship community programmes
人士受惠於我們的旗艦社區活動



Over
超過

70%

of our seafood was from
certified sustainable sources
海鮮來自經認證的可持續來源



Around 90% of our stores
約 90% 中國內地分店
in Mainland China have installed
energy saving dish washers
設有節能洗碗機



Lo Tang Seong Education
Foundation funded
自成立以來羅騰祥教育基金已資助

633

children of our staff on their university
education since establishment
名集團員工子女的大專教育



Constituent of Hang Seng
Corporate Sustainability
Benchmark Index
納入恒生可持續發展企業
基準指數成份股



Received "A" rating from
MSCI ESG Rating
在MSCI環境、社會及管治評
分中獲得「A」評級

About This Report

關於本報告

This report covers the Group's key operations, including its environmental, social and governance (ESG) performance, in Hong Kong and Mainland China from 1 April 2020 to 31 March 2021 (the "reporting year"). It 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"). The revised disclosure requirements of the HKEX ESG Reporting Guide has been effective for financial years commencing on or after 1 July 2020, and will be applicable for the Group in the next reporting year.

For more information, such as our governance information or financial performance, please refer to:

本報告涵蓋集團在香港及中國內地的主要業務於二零二零年四月一日至二零二一年三月三十一日（「報告年度」）期間的環境、社會及管治表現。本報告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」）編製。「香港聯交所環境、社會及管治報告指引」的修訂披露要求已於二零二零年七月一日或之後開始的財政年度生效，將適用於集團的下一個報告年度。

更多有關我們在管治或財務方面的表現，請參閱：



Website
網頁



Annual Report
2020/21年報



Sustainability Reports
2013 – 2020
可持續發展報告



Sustainability Report 2019/20
2019/20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

Contact us

We welcome your feedback on this report or our sustainability performance. Please send us by email at sustainability@cafedecoral.com or by post to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.

聯絡我們

我們歡迎你對本報告或我們的可持續發展表現發表意見，請電郵至 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。

Chairman's Message

主席的話



The impact of COVID-19 continued to ripple across all segments of the economy and society over the past year. We took swift proactive measures to address the rapidly evolving landscape.

Unprecedented challenges posed by the pandemic have reinforced our belief that sustainability is integral to long-term business success. To seamlessly integrate sustainability into our operations, we have enhanced our sustainability strategy in the reporting year to broaden our vision and consolidated efforts to address the issues pertinent to Café de Coral. With the support of our stakeholders, we remained dedicated to sustainability efforts while navigating this challenging year.

The full effect of the global pandemic has yet to be captured. But I am confident that our strong commitment to sustainability positions us strongly to face the challenges ahead with agility and resilience, allowing us to evolve and thrive in a post-pandemic future.

Lo Hoi Kwong, Sunny
Chairman

過去一年，新型冠狀病毒疫情的影響持續蔓延至經濟及社會各個領域。我們迅速採取積極措施，以應對瞬息萬變的形勢。

疫情帶來前所未有的挑戰，但亦鞏固了集團的其中一個信念，即業務能否長遠成功，可持續發展是不可或缺的一部分。為了將可持續發展的理念全面融入我們的業務營運，我們於報告年度完善了可持續發展策略，擴闊願景及整合資源，使我們能更有效應對與大家樂相關的議題。在與業務有關人士的支持下，我們在面對充滿挑戰的一年的同時，也在可持續發展工作中努力不懈並取得進展。

全球疫症的整體影響仍有待浮現。然而，我們有信心憑藉對可持續發展的堅定承諾，我們必定能夠迅速和靈活彈性地應對未來的挑戰，在疫情過後繼續與時並進、蓬勃發展。

主席
羅開光





Report from the Management Board 管理局報告

The Management Board is pleased to present the 2020/21 annual Sustainability Report, to share the Café de Coral Group's sustainability achievements in the reporting year.

As the COVID-19 pandemic impacted the global community, we remained vigilant. We adapted to rapidly evolving market conditions while upholding our fundamental values. Sustainability is an important aspect of the Group's daily operations, especially in these times of change and uncertainty. Our holistic approach ensures that sustainability is integrated throughout the value chain, from the way our food is sourced and delivered to how it is consumed.

Catering to our customers' needs and providing them with a great dining experience are fundamental to our long-term growth. They are supported by our dedicated, motivated and talented employees, allowing us to deliver excellent products and services that meet our customers' expectations.

Beyond bringing happiness to our customers and employees, we strive to create shared value for all stakeholders in our community, and to do our part for the environment. To deliver this commitment, our enhanced sustainability strategy is built on four pillars: Catering to Customers, Empowering Our Employees, Focusing on Food and Preserving the Planet. These signpost a clear direction forward, to better embed sustainable elements in our operations.

Catering to Customers

We have deep relationships with people from all walks of life, providing them with healthy, appetising and affordable meals. Amid the changing operating environment brought by the pandemic, we swiftly adapted to new consumer preferences while enhancing hygiene standards. We continue to adopt digital technology such as mobile ordering applications, self-ordering kiosks, digital customer loyalty programmes and our eatCDC.com platform to enable a contact-free but smooth and pleasant dining experience.

大家樂集團管理局欣然提呈二零二零／二一年度可持續發展報告，分享我們在可持續發展方面取得的成果。

儘管新型冠狀病毒疫情對全球社會帶來影響，我們一直保持警覺，堅守核心價值並迅速作出應對，以適應瞬息萬變的市場狀況。可持續發展在大家樂集團的日常營運中佔著重要位置，在這個充滿變化與未知數的時期尤為重要，我們必須確保從採購及運送食品的方式，以至將食品送到顧客的餐桌，均能把可持續發展全面融入我們的價值鏈。

要達至長遠的增長，就必須滿足顧客需要及給予他們優質用餐體驗。我們的員工敬業、積極而優秀，他們擔當重要角色，使我們能夠為顧客提供滿意的產品及服務。

除了為顧客和員工帶來快樂，我們努力為社區所有與業務有關人士創造共享價值，並為環境出一分力。為了履行這個承諾，我們於回顧年度完善了可持續發展策略。該策略建基於四大範疇：「以客為先」、「員工為本」、「專注食物」及「保護環境」，標誌着集團邁向未來的清晰方向，有助我們加強在營運中融入可持續發展元素。

以客為先

我們與社會各階層有著緊密而深厚的關係，並致力為他們提供健康、美味而物有所值的餐飲服務。新型冠狀病毒疫情令經營環境不斷改變，我們迅速採取行動，一方面提高衛生標準，同時盡快適應顧客的新消費模式。我們亦繼續善用數碼科技，例如手機點餐應用程式、自助點餐機、數碼化會員計劃及自設的電子商貿平台eatCDC.com，使顧客可以「無接觸」的方式，享受流暢及滿意的用餐體驗。

Empowering Our Employees

The long-term success of our business relies on a dedicated and engaged team. We promote equal opportunities, we nurture talent, and we prioritise wellbeing, safety and health in the workplace. We ensured training and learning continued during the pandemic, and introduced our Continuous Leadership Development Programme and Development Centres to maintain a healthy talent pipeline. Amid this challenging period, we engaged employees more frequently and showed our care and gratitude for their dedication. This allowed us to keep our operations running smoothly, and to keep our communities fed.

Focusing on Food

Alongside a commitment to deliver appetising meals, our success hinges on an adherence to strict quality and safety standards. Despite the uncertainties imposed by the pandemic, our resilient supply chain enabled us to minimise and adapt to disruption without compromising quality or safety. We seek to source food that is sustainably and ethically produced. We have launched more such products across our brands and expanded our offering of sustainable and healthy meals.

Preserving the Planet

To reduce Café de Coral's environmental impact, we aim to optimise our use of resources and our production patterns. Specifically, we optimise our water and energy efficiency by closely monitoring consumption, installing more efficient equipment, and improving processes at our stores and manufacturing plants. With the second phase of a waste audit complete, we have gathered useful insights to finetune our waste management strategy.

We would like to express heartfelt appreciation to all our stakeholders for their support and involvement in our sustainability journey, particularly during these unprecedented times.

We are confident that we will remain vigilant and adaptive to future challenges, continue to listen to our stakeholders, and will thrive in the post-pandemic world while upholding sustainability principles in our operations.

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

Hong Kong, 15 June 2021

員工為本

優秀的團隊對我們的長遠成功至關重要。我們致力提倡平等機會、注重培育人才、關顧員工的福祉和職業安全及健康。在疫情期間，我們繼續為員工提供培訓及學習機會，並推出「領袖培訓課程」及「人才發展中心」，以維持良好的人才梯隊。在這個充滿挑戰的時期，我們與員工更緊密溝通，並感謝他們的努力，讓我們保持一貫的優質營運。

專注食物

我們堅持為顧客提供優質食品，並恪守對質量與安全標準的嚴格要求。儘管疫情帶來各種不確定因素，憑藉我們強大的供應鏈，將疫情對食材供應的影響減低，得以保持食品一貫的質量和安全。我們致力採購以可持續和具道德方式生產的食材，各個品牌亦相繼推出更多相關食品，為顧客提供更多可持續及健康的飲食選擇。

保護環境

為減低對環境的影響，我們透過密切監察消耗情況、提升用水及能源效益、安裝更高效益的設備、改善分店和產製中心的流程，致力善用資源同時持續改進生產模式。我們亦已完成第二階段廚餘審核，當中涵蓋不同廢物源頭，並集合各方意見以完善我們的廢物管理策略。

我們衷心感謝所有與業務有關人士的支持及參與，特別是在這段非一般的時期，與我們在可持續發展道路上並肩作戰。

面對未來的挑戰，我們有信心迎難而上，並會保持警覺，聆聽各與業務有關人士的意見，確保疫情過後，業務能夠成功發展的同時，亦繼續秉持可持續發展的經營原則。

代表管理局
首席執行官
羅德承

香港，二零二一年六月十五日

Our Approach to Sustainability

我們的可持續發展方針

To deliver our commitment to sustainability in a systematic and consolidated manner, we reviewed our existing sustainability strategy during the reporting year. Specifically, we initiated an engagement process to identify the impact of our operations on stakeholders, hence determining our sustainability priorities. We grouped these priorities into four strategic pillars, which will guide our future sustainability decisions and efforts.

為了有系統地鞏固我們對可持續發展的承諾，我們於報告年度檢討現有的可持續發展策略。我們和與業務有關人士展開溝通，以識別業務對其產生的影響，從而釐定對我們重要的可持續發展議題。我們將重要議題歸納成四大策略範疇，為我們未來的可持續發展決策和舉措提供指引。

Engaging Stakeholders

To better anticipate stakeholders' expectations and keep us abreast of industry trends, we conducted a survey to gather feedback on our sustainability strategy and performance during the reporting year 2020/21. Stakeholders were invited to review the priorities of an array of sustainability issues that we identified as relevant to our business. Approximately 450 responses were received. This feedback has been reviewed internally and integrated into our sustainability strategy.

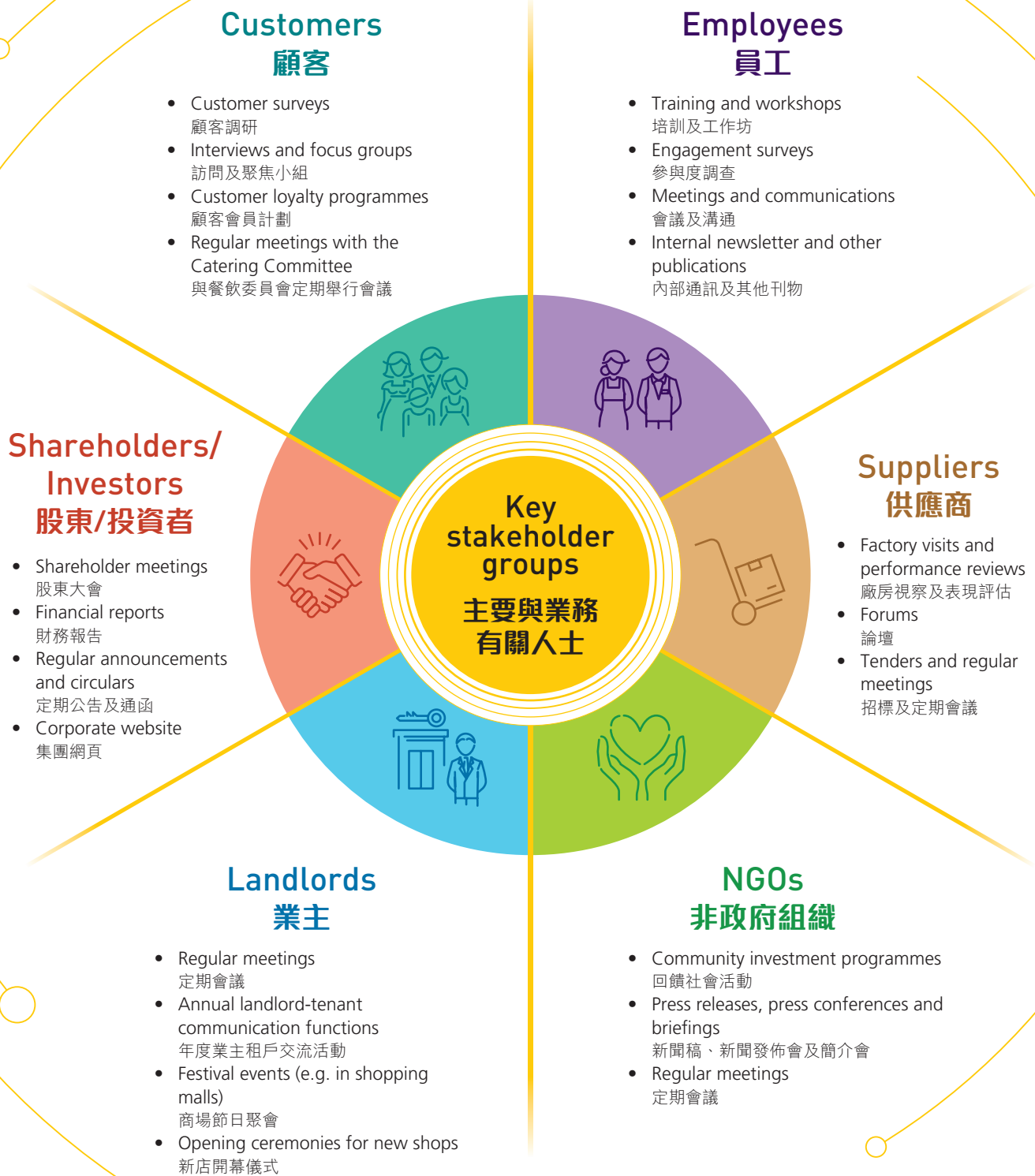
Key stakeholders listed below include internal and external individuals and entities who have significant influence on our business or who are impacted by our operation. We maintain an ongoing and consistent engagement with them via constant interactions and communications.

促進與業務有關人士溝通

為更了解與業務有關人士的期望，以及緊貼行業趨勢，我們於二零二零／二一報告年度進行了一次問卷調查，收集與業務有關人士對我們可持續發展策略及表現的意見。我們收集到約450份回應，他們審視了一系列與我們業務相關的可持續發展議題，並擬定其優次。這些意見已經由內部審閱，並且融入我們的可持續發展策略中。

下列主要與業務有關人士，包括對我們業務有重大影響或受我們營運影響的內外部人士及機構。我們持續和與業務有關人士保持互動及溝通。



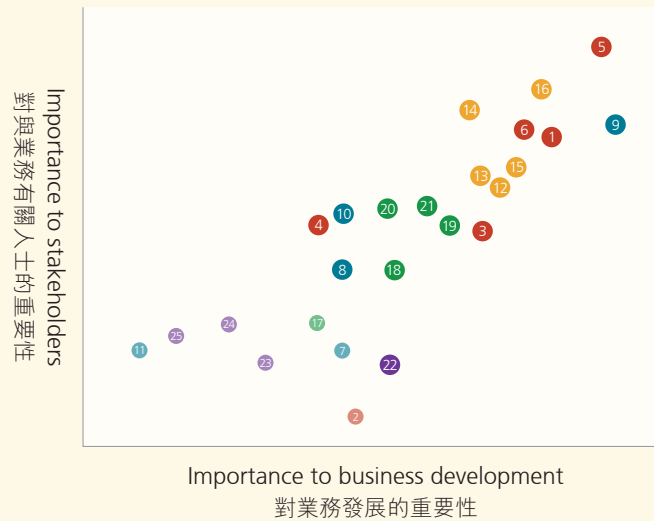


Assessing Materiality

Our stakeholder engagement survey led to the materiality matrix below. It provides an overview of the relative importance of 25 environmental, social and governance (ESG) issues to our stakeholders and to our business development. The outcome of the materiality assessment was reviewed and endorsed by the Management Board and the Board of Directors.

重要性評估

我們透過與業務有關人士進行問卷調查得出以下的重要性分佈，當中包括二十五個環境、社會及管治議題對與業務有關人士及業務發展的相對重要性。這重要性評估的結果經由管理局及董事局審視及確認。



	ESG Issues Considered 環境、社會及管治議題	Material Issues 重要議題	Relevance to our Pillars 相關的範疇
Customers 顧客	1 Customer experience 顧客體驗	✓	Catering to Customers 以客為先
	2 Smart dining 智能餐飲	✓	Catering to Customers 以客為先
	3 Customer engagement 顧客參與	✓	Catering to Customers 以客為先
	4 Food nutrition and health 食品營養與健康	✓	Focusing on Food 專注食物
	5 Food quality and safety 食品質量與安全	✓	Focusing on Food 專注食物
	6 Information security and privacy 資訊安全及私隱	✓	Company value 公司價值
Operations 營運	7 Food and technology innovation 食品與技術創新	✓	Focusing on Food 專注食物
	8 Responsible sourcing 負責任採購	✓	Company value 公司價值
	9 Business integrity 商業誠信	✓	Catering to Customers 以客為先
	10 Responsible marketing 負責任的行銷	✓	
	11 Animal health and welfare 動物健康及福利	✓	
Employment 員工	12 Employee wellbeing 員工福祉	✓	Empowering Our Employees 員工為本
	13 Equal opportunities 平等機會	✓	Empowering Our Employees 員工為本
	14 Fair labour practices 公平僱傭守則	✓	Empowering Our Employees 員工為本
	15 Talent development 人才發展	✓	Empowering Our Employees 員工為本
	16 Occupational health and safety 職業健康與安全	✓	Empowering Our Employees 員工為本
Environment 環境	17 Carbon emissions and climate change 碳排放及氣候變化	✓	Preserving the Planet 保護環境
	18 Energy efficiency 能源效益	✓	Preserving the Planet 保護環境
	19 Water stewardship 水資源管理	✓	Preserving the Planet 保護環境
	20 Sustainable packaging 可持續包裝	✓	Preserving the Planet 保護環境
	21 Waste management 廢物管理	✓	Preserving the Planet 保護環境
Community 社會	22 Community engagement 社區參與	✓	Catering to Customers 以客為先
	23 Building social capital 建設社會資本		
	24 Serving people in need 輔助有需要的人士		
	25 Healthy lifestyle 健康生活		

Our Sustainability Strategy

Aligned with our corporate motto and mission, we have refined our sustainability strategy in the reporting year to broaden our vision and consolidate efforts to cover more relevant sustainable aspects. The process involved reviewing key issues in light of industry trends and peer practices. To improve inclusiveness, we also engaged stakeholders to obtain their insights on sustainability issues, as detailed in the above section. We then incorporated the results of the review into our strategy, ensuring our approach is in line with stakeholders' expectations and industry practices.

Our refined strategy recognises sustainability as a long-term value driver and embeds sustainable elements in our operations, to deliver value to all stakeholders. Our strategy is founded on four pillars: **Catering to Customers, Empowering Our Employees, Focusing on Food and Preserving the Planet**. It outlines our sustainability directions and initiatives, the relevant scopes and future plans. These pillars are reinforced by two fundamental enablers: Information security and privacy, and Business integrity, to guide our practical work.

The refined sustainability strategy has also led us to rethink our community investment approach. We want to ensure our community work is addressing the most relevant and pressing issues so as to meet the changing expectations and needs of the community, especially as we move toward a post-pandemic world. Guided by the refined strategy, we will seek to contribute to the community and support all stakeholders from our employees and customers to the wider society through mobilising our resources and network.

The Group is strongly committed to supporting the global agenda on sustainable development. We further align our approach with the United Nations Sustainable Development Goals ("SDGs"), which we have identified nine specific SDGs that are most in line with our business and sustainability strategy. The nine SDGs are connected to one or more of the pillars of our sustainability strategy through which we seek to maximise our contribution.

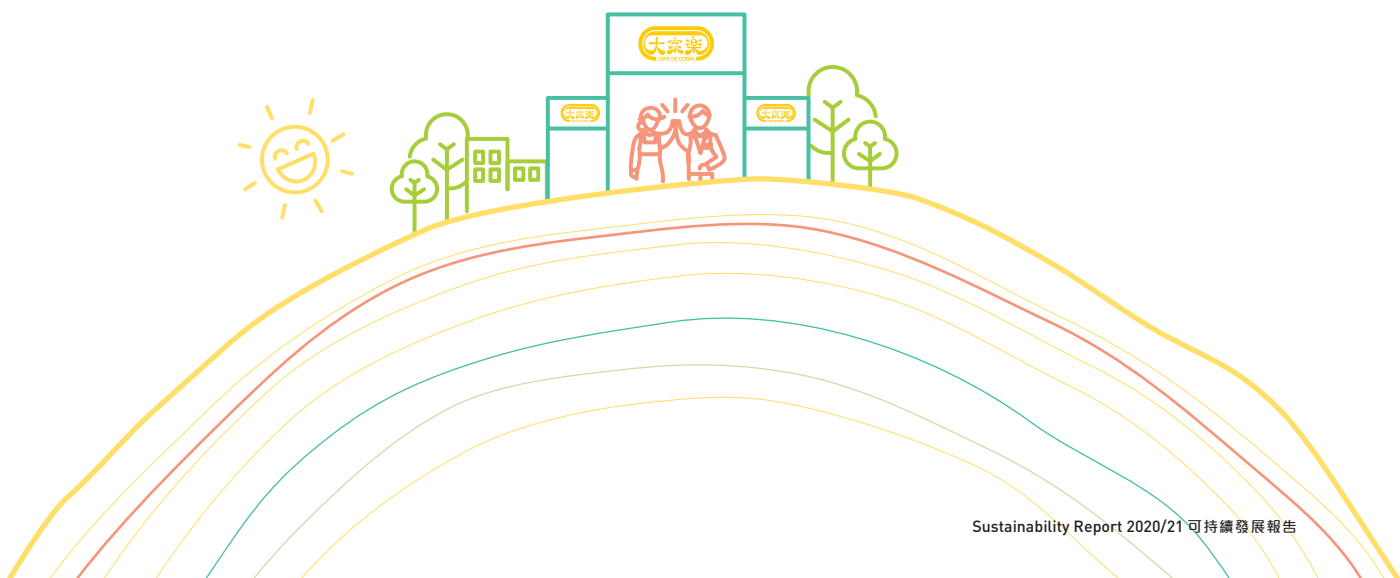
我們的可持續發展策略

集團於報告年度內完善了可持續發展策略，以擴闊願景及覆蓋更多可持續發展的議題，使其與大家樂的企業理念和使命更為一致。我們亦依據行業趨勢和行業慣例評估重要議題。為提高包容性，如上述章節所載，我們亦和與業務有關人士溝通以了解他們對各個可持續發展議題的見解。我們將評估結果融入策略當中，以確保我們的方針符合與業務有關人士的期望和行業慣例。

經完善的策略認同可持續發展是企業長期價值的推動力，並將可持續發展元素融入營運中，為與業務有關人士創造價值。我們的策略建基於四方面：「以客為先」、「員工為本」、「專注食物」及「保護環境」，概述了可持續發展的方向及措施、相關範圍及未來發展計劃。而「資訊安全及私隱」以及「商業誠信」兩方面，則鞏固了這四大策略範疇，作為我們落實工作的指引。

在完善可持續發展策略的過程中，我們亦重新考量回饋社會的策略。我們希望開展的社區項目能夠回應與我們最相關及逼切的社會議題，尤其是在後疫情時代，社會上出現不斷變化的期望及需要。透過完善後的策略，我們會運用資源及網絡，支持包括員工、顧客以至廣泛社區的所有與業務有關人士，回饋社會。

集團致力投入可持續發展的全球議程，並進一步將我們的方針與聯合國可持續發展目標保持一致。我們選定了九個最符合我們的業務發展策略的可持續發展目標，這九個目標均與我們的可持續發展策略內一個或多個範疇相關，讓我們發揮最大影響力。



Driven by our corporate mindset of creating happiness for our customers, staff and shareholders, Café de Coral Group is committed towards integrating sustainability principles into the core of our business, keeping abreast of the times, and becoming a sustainable enterprise.

大家樂集團秉持「顧客快樂、員工快樂、股東快樂」的企業精神，致力將可持續發展理念融入業務重心，與時並進，成為一家可持續企業。



Catering to Customers 以客為先

We aim to provide a pleasant dining experience to our customers by anticipating their changing needs and preferences, and offering nutritious, appetising and affordable meals.

我們致力為客戶提供愉快的用餐體驗，通過提供營養豐富、美味和物有所值的餐飲服務，滿足顧客不斷變化的需求和喜好。

- Customer experience
顧客體驗
- Customer engagement
顧客參與
- Community engagement
社區參與



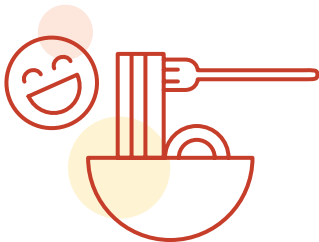
Empowering Our Employees 員工為本

We aim to strengthen the capabilities of our talent and build a professional team to support us in delivering excellent products and services that meet customers' evolving expectations.

我們致力加強培育人才及建立專業的團隊，務求提供優質的產品及服務，滿足顧客不斷變化的期望。

- Equal opportunities
平等機會
- Talent development
人才發展
- Employee wellbeing
員工福祉





Focusing on Food 專注食物

We aim to source and deliver delicacy in a sustainable manner while adhering to strict quality and safety standards.

我們致力以可持續的方式採購和供應美食，同時遵守嚴格的質量和安全標準。

- Responsible sourcing
負責任採購
- Food quality and safety
食品質量與安全
- Food nutrition and health
食品營養與健康



Preserving the Planet 保護環境

We aim to optimise our use of resources and production patterns that enables us to reduce negative environmental impacts.

我們致力優化資源使用和生產模式，以減低對環境的負面影響。

- Energy efficiency
能源效益
- Water stewardship
水資源管理
- Waste management
廢物管理



Sustainability Governance under the Leadership of the Board of Directors

董事局帶領的可持續發展管治

At Café de Coral, the Board of Directors directs the Group's sustainability strategy and provides oversight of our risk management, including sustainability-related risks. The Board of Directors is also held accountable for monitoring and reviewing sustainability practices and approaches across our operations.

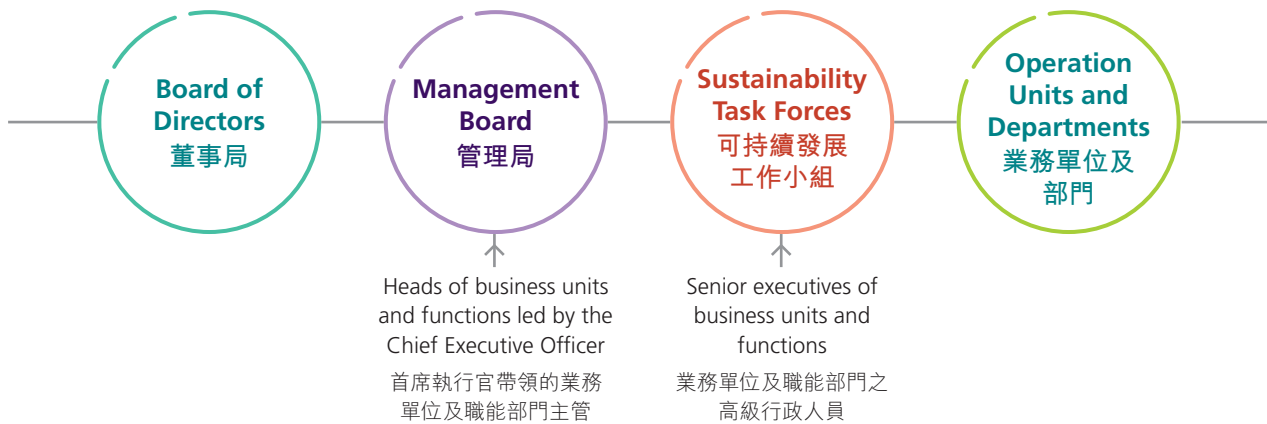
The Board of Directors has mandated the Management Board, chaired by the Chief Executive Officer, to oversee the implementation of Group-wide sustainability strategy and monitoring our overall sustainability performance. The Management Board meets regularly to discuss sustainability issues, to review performance and progress towards targets, and to update related policies. Relevant matters and performance issues are reported regularly to the Board of Directors for decision-making purposes.

Day-to-day execution of sustainability strategy and initiatives is supported by designated Task Forces, which includes formulating goals and targets, and implementing action plans. To stay abreast of local regulations and industry best practices, the Task Forces ensure policies are properly in place and up-to-date. At the operational level, the Task Forces work with business units and departments to monitor performance and identify areas for ongoing improvement. We are currently reviewing the roles and responsibilities of the Task Forces to ensure better alignment with our enhanced sustainability strategy.

大家樂集團的董事局負責指導集團的可持續發展策略，並監督集團的風險管理，包括與可持續發展相關的風險。董事局亦負責監察和檢討業務營運的可持續發展工作及方針。

董事局已授權由首席執行官帶領的管理局監督集團可持續發展策略的實施及可持續發展的整體表現。管理局定期舉行會議討論可持續發展事宜，檢討表現和目標進度，以及更新相關政策。管理局定期向董事局匯報可持續發展相關事宜及表現，以作決策用途。

專責的工作小組負責執行日常的可持續發展策略及措施，包括制定目標及落實行動計劃。為緊貼當地法規及行業最佳實務，工作小組需確保政策合時和恰當。在營運層面，工作小組與業務單位及部門合作，監察表現及識別出需要持續改善的地方。我們目前正檢討工作小組的職能，以更切合經完善的可持續發展策略。



Managing Sustainability Risk

可持續發展風險管理

Sustainability-related risks are monitored and managed by our Enterprise Risk Management (ERM) framework. This is overseen by the Board of Directors and the Management Board. Material sustainability-related issues, such as food quality and safety, supply chain management, customer satisfaction, and talent retention, are identified, evaluated, and prioritised. Details of our risk management approach can be found in the "Corporate Governance Report" section of the Group's Annual Report 2020/21.

與可持續發展相關的風險受「企業風險管理」框架監察及管理，有關工作由董事局及管理局監督。在該框架內，我們識別及評估與可持續發展相關的重大風險問題，如食品質素及安全、供應鏈管理、顧客滿意度及人才保留，並確定處理的優先次序。有關我們風險管理方法的詳情，請參閱本集團2020／21年報「企業管治報告」章節。

Upholding Integrity as a Foundation to Sustainability 堅守誠信 為可持續發展奠定基礎

At Café de Coral, we regard integrity in business as an essential element of sustainable and long-term growth. We act in compliance with regulatory requirements as the core approach to operating business, and uphold high standards of ethics and practices as the driver towards business success.

Compliance

Our *Corporate Compliance Policy* sets out responsibilities and mechanisms to enforce all applicable laws and regulations in our daily operations. Our legal team and designated officers from business units and functions communicate regularly to ensure all parties are aware of new laws and regulations, and changes to existing legislation. Compliance assessments for all business units and functions are conducted regularly.

Anti-corruption

We uphold high standards of integrity and business ethics and have zero tolerance for misconduct and unethical behaviour of all kinds. Our ethical standards, values, and legal and regulatory requirements are set out in our *Best Practice and Guideline on Occupational Code of Ethics*, to which all employees must adhere. To ensure our expectations are communicated to employees, we provide anti-corruption training as part of the onboarding process and on an ongoing basis.

We encourage an open and honest approach for reporting workplace misconduct and malpractices. Specific channels are in place for this purpose. In particular, our *Protocol on Malpractice Reporting and Investigation* establishes clear guidelines and processes for employees and business partners to report concerns in a confidential manner to our Internal Audit division or to the Audit Committee of the Board of Directors for investigation and follow-up.

Information security and privacy

The Group values and respects data privacy. We fully acknowledge our responsibility to manage and protect personal and sensitive information about our customers, employees and business partners.

To enhance our information security and privacy practices, we adopt the latest technologies to prevent, detect and respond to cyberattacks. Our ISO 27001-certified Information Security Management System includes stringent corporate policies, data access controls, internal control reviews and third-party assessment. This is supported by ongoing training of employees, promoting greater awareness for more effective implementation of the management system.

We have in place a *Privacy Policy* to guide our practice in collecting, storing, transmitting and using of personal data gathered from our daily operations. The policy is consistent with local data privacy legislation to ensure our compliance with the respective obligations and requirements.

我們認為商業誠信是業務可持續及長遠增長的重要一環。我們以遵守法規要求為經營業務的核心，並秉持高標準的道德操守作為推動業務成功的動力。

合規

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遵循所有相關法律及法規。我們的法律部門與所有業務單位及職能部門的專責代表定期溝通，以確保所有相關方了解最新的法律及法規，以及現行法律之變動。集團亦定期對所有業務單位及職能部門進行合規評估。

反貪污

我們秉持高標準的誠信及商業道德，對任何形式的不當或不道德行為採取零容忍政策。全體僱員必須遵守我們載於「良好職業操守行為及相關程序」的道德標準、價值以及法律法規要求。為確保能夠向僱員傳達我們的期望，我們在員工入職時以及定期提供反貪污培訓。

我們鼓勵以公開及誠實的方式報告工作場所的不當行為，並就此設立特定渠道。具體而言，我們的「不當行為舉報及調查規章」為僱員及業務夥伴制定了清晰的指引及程序，讓他們在保密的情況下向內部審計部門或董事局轄下的審核委員會提出申訴，以供調查及跟進。

資訊安全及私隱

集團重視及尊重資料私隱。我們深知我們有責任管理及保護所有關於客戶、僱員及業務夥伴的個人及敏感資料。

為加強有關資訊安全及隱私的措施，我們採用最新技術預防、偵測及應對網絡攻擊。我們經ISO 27001認證的「資訊安全管理系統」包括嚴格的公司政策、數據存取監控機制、內部監控審視，以及第三方評估。我們亦定期為員工提供培訓，提升員工意識從而更有效地落實管理系統。

我們亦制定了「私隱政策」，說明我們應如何收集、儲存、傳輸及使用由日常營運中獲得的個人資料。該政策符合當地的個人資料私隱規例，以確保我們遵守相應的責任及要求。





Catering to Customers 以客為先



At a Glance 概覽

Focus Areas 重點範疇

Goals 目標

Customer Experience 顧客體驗

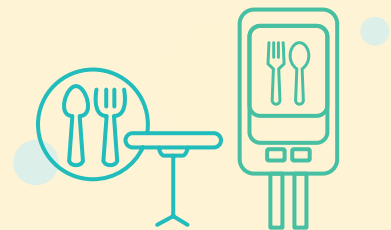
Deliver quality products and services and create pleasant and smart dining experiences.

提供優質的產品及服務，創造愉快和智能化的用餐體驗。



Enhance customer journey by improving our quality, service and cleanliness via ongoing customer service training and advanced use of technology.

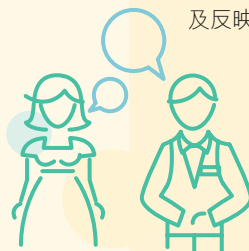
透過持續的顧客服務培訓及應用先進科技，改善品質、服務和整潔度，提升「顧客旅程」。



Customer Engagement 顧客參與

Build closer relationships with customers and cater to their different needs and expectations.

與顧客建立更緊密關係，迎合他們的不同需要及期望。



Develop and maintain effective and convenient engagement channels for customers to obtain information and give feedback.

建立及維持有效、方便的溝通渠道，方便顧客獲取資訊及反映意見。

Community Engagement 社區參與

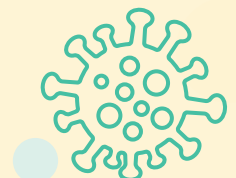
Connect with the community to understand and respond to their needs.

與社區保持聯繫以了解及回應他們的需要。



Support the communities via meaningful and locally relevant means and address needs arising from the pandemic.

透過有意義及與地區相關的方式支持社區，並解決疫情帶來的需求。



Key Achievements 主要成果

Re-engineered menus for takeaway and delivery to adapt to customers' changing lifestyles during the pandemic.

Accelerated **digitisation** and expanded our presence on **online delivery** platforms.

For the **fifth** consecutive year, Spaghetti House was awarded "2020 Quality Service Retailer of the Year – Fastfood / Restaurants Category" by the Hong Kong Retail Management Association.

重新設計外賣及速遞送餐的餐單，以適應疫情期間顧客不斷變化的生活方式。

加速**數碼化**及擴大我們於**線上速遞送餐**服務平台的業務。

意粉屋連續**第五年**榮獲香港零售管理協會頒發「**2020年最佳優質服務零售商－快餐店／餐廳及酒樓組別**」。

Hosted **13** online focus groups to engage with customers and gain feedback on our products and services.

Recorded a strong growth in membership of Café de Coral fast food's Club 100 programme with over **800,000** members at present.

Provided **ingredient and calorie details** on menus at Asia Pacific Catering outlets and the "Grab n Go" series at Oliver's Super Sandwiches.

舉辦**13**個網上聚焦小組與顧客互動，並取得有關我們產品及服務的意見。

大家樂快餐顧客會員計劃「Club 100」會員人數錄得迅速增長，目前已擁有超過**800,000**名會員。

於泛亞飲食分店及Oliver's Super Sandwiches（利華超級三文治）的「**Grab n Go**」系列標明餐單所選用的**食材及卡路里資訊**。

Delivered over **2,000** "Nutri-rich" mini Poon Choi to **4,000+** underprivileged beneficiaries via our flagship "Community Spring Feast" programme.

Donated **220,000** hot meals, **HK\$300,000** of restaurant cash coupons and **40,000** surgical masks to **12,000** beneficiaries as part of our "Cheer YOU up" community support programme.

透過旗艦社區活動「**區區開年飯**」，為**4,000**多名弱勢社群人士提供超過**2,000**份「**豐盛有營**」迷你盆菜。

「**區區『家』**」油社區支援計劃」向**12,000**名受惠者捐贈**220,000**份熱飯餐、**300,000港元**的餐廳現金券及**40,000**個外科口罩。

Promoting Pleasant Customer Experiences

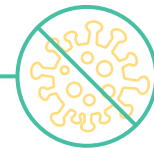
We are determined to deliver outstanding products and services to customers across our brands, as we uphold our principles of “Quality, Services and Cleanliness”. We strive to ensure an excellent dining experience every time customers visit our restaurants, by creating a comfortable dining environment, leveraging smart technology and offering diverse food choices.

Our outlets are designed to be convenient and accessible. All of our restaurants are guide-dog-friendly and some of our casual dining outlets feature “Tap My Dish”, a mobile application developed by the Hong Kong Blind Union to facilitate the visually impaired in navigating through food menus. Most of our outlets are also accessible by wheelchairs.

推廣愉快的顧客體驗

我們各個品牌均致力提升「品質、服務、整潔度」，務求為顧客提供卓越的產品及服務。我們通過營造舒適的用餐環境、應用先進科技及提供多樣化的食品選擇，確保顧客每次光臨我們的餐廳時都能享受愉快的用餐體驗。

我們的分店採用方便及無障礙的設計，所有餐廳均歡迎導盲犬進入，而部份休閒餐飲分店則已應用由香港盲人協進會開發的「點菜易」手機應用程式，方便視障人士點餐。我們大部分分店亦已配備供輪椅上落的設施。



Safeguarding Customers' Health Amid COVID-19 在新型冠狀病毒疫情期間保障顧客健康

COVID-19 has brought tremendous changes to lifestyles, dining habits and regulations. The Group responded and adapted to this “new normal” with resilience and flexibility, and catered to our customers and communities throughout the pandemic.

We protect customers with safe food and high standards of in-store and staff hygiene. Across our operations, we took swift steps to implement precautionary measures to make customers feel safe and to promote good practices in our industry. In particular, we have standardised practices in our outlets. Day-to-day management guidelines ensure all actions and measures are effectively carried out. Besides, our Asia Pacific Catering outlets have adopted further measures, tailored to the requirements set out by the institutional clients.

新型冠狀病毒疫情已大大改變大眾的生活方式、用餐習慣及社會常態。大家樂集團靈活應變以作應對，並於疫情期間持續迎合我們的顧客及社區所需。

我們的食品優質安全，店內及員工保持高度衛生，務求給顧客最大保障。我們在營運中迅速採取預防措施以讓顧客安心，並在餐飲業內推廣良好實務。我們的分店有標準化的作業守則，日常管理指引亦確保所有應對行動及措施行之有效。此外，泛亞飲食的分店亦已採取進一步措施，積極配合機構客戶的要求。

To enhance facility and environmental hygiene and safety, we have been:

為提升設施及環境衛生及安全，我們有以下措施：

- Sanitising facilities more frequently
增加對設施進行消毒的頻次
- Applying Sani-Mist Germicidal Treatment and nano-photocatalyst technology to maintain in-store cleanliness
採用霧化消毒服務及「納米光觸媒」技術，保持分店潔淨
- Applying “30-day effective space disinfection” – recognised by the Food and Environmental Hygiene Department – at venues visited by infected customers or thought to be high-risk
在受感染顧客到訪過或被認為高風險的場所採用「30日有效空間消毒」（獲食物環境衛生署認可）
- Inspecting ventilation systems daily
每天檢查通風系統
- Installing transparent plastic partitions on shared tables
在餐桌上設置透明膠片作分隔用途
- Installing automatic body temperature thermometers at store entrances
在分店入口安裝智能體溫探測儀器



To enhance hygiene and safety for staff and customers, we have been:

為提高員工及顧客的衛生及安全，我們有以下措施：



- Providing alcohol-based hand sanitisers
提供酒精消毒搓手液
- Checking the temperature of all frontline staff at least twice a day
每日最少檢查全體前線員工的體溫兩次
- Requiring all frontline staff to wear masks and wash their hands frequently
要求全體前線員工佩戴口罩及經常洗手
- Communicating clearly with frontline staff regarding in-store hygiene, effective sanitisation and proper cleansing
與前線員工就店內衛生、有效消毒及適當清潔進行清晰溝通

Offering Special Menu Options and Services

COVID-19 imposed changes in dining habits. Eating out was halted and customers are increasingly preferring dining at home, creating a surge in demand for takeaways and deliveries.

To address the changing customer behaviour, we swiftly adjusted our operation and introduced “Express Line” and “Choices for Take-Home” options at Café de Coral fast food during hectic lunch hours, and a “Meals-to-Go” options for convenient family dinners. It shortened waiting time and avoided gatherings at our outlets. Menus were re-designed accordingly to offer a healthy balance of meat and vegetables. Other family-size sets and seasonal menus were available for takeaway at our casual dining restaurants.

Meanwhile, we strengthen the collaboration with food delivery providers to enable us to serve quality food speedily to customers across Hong Kong.

提供特別餐單選擇及服務

新型冠狀病毒疫情令顧客的用餐習慣改變。外出用膳亦曾被暫停，而顧客亦越漸傾向在家用餐，令外賣及速遞送餐需求激增。

為應對不斷變化的消費行為，我們迅速調整營運模式，大家樂快餐在繁忙的午膳時間推出「特快外賣」及「外賣精選」，以及為方便家庭聚餐推出「外賣晚市快餸」選擇，縮短顧客等候時間及避免人群聚集。另外，我們亦重新設計餐單，以提供健康均衡的肉類和蔬菜配搭。我們的休閒餐飲餐廳亦提供其他適合外賣的家庭套餐及季節性餐單。

同時，我們加強與速遞送餐服務供應商合作，使我們能夠迅速為身處香港各區的顧客提供優質食品。



Digitalising the Dining Experience

Ongoing investment in digitalisation and technology enhances our efficiency and helps us keep up with customers' changing habits. During the pandemic, we strengthened digital and technological applications to enhance customer convenience. Meanwhile, contactless transactions have minimised risks of infection while maintaining a smooth customer experience.

用餐體驗數碼化

持續投資於數碼化及科技有助我們提升效率，並讓我們能緊貼顧客不斷變化的習慣。疫情期間，我們加強了數碼化和科技應用，以更便利顧客。同時，我們利用「無接觸」交易方式保持順暢的顧客體驗，同時將感染風險降低。

Touchpoint 接觸點	How our use of technology helps 應用科技所帶來的優勢	
Before Ordering 點餐前	i-Menu – Digital menu and poster <ul style="list-style-type: none"> Allows real-time menu updates 電子餐牌 – 數碼化餐牌及海報 <ul style="list-style-type: none"> 提供實時餐牌更新 	
Ordering and Payment 點餐及付款時	Smart kiosk – Self-ordering system that enables customers to save time by ordering and paying at one terminal <ul style="list-style-type: none"> Promotes contactless transactions Improves order accuracy by minimising human error Offers special discounts for specific dishes 自助點餐機 – 自助點餐系統使顧客可在同一終端平台點餐及付款，節省時間 <ul style="list-style-type: none"> 推廣「無接觸」的交易方式 減少人為錯誤，提高點餐準確性 為指定菜式提供特別折扣 eatCDC.com – Online ordering platform <ul style="list-style-type: none"> Promotes seasonal festive products eatCDC.com – 網上訂購平台 <ul style="list-style-type: none"> 推廣季節性節日產品 Instant ordering – Mobile applications allow customers to place contactless orders at dining locations <ul style="list-style-type: none"> Allows instant online payment at Café de Coral fast food and Oliver's Super Sandwiches stores QR codes on tables enable customers to view menus and place orders directly at the seat in Shanghai Lao Lao and Mixian Sense A Luncheon Star mobile application allows parents to place and pay for monthly meal selections for their school children 即時點餐 – 顧客可利用多個手機應用程式於用餐地點以「無接觸」方式進行點餐 <ul style="list-style-type: none"> 大家樂快餐及Oliver's Super Sandwiches（利華超級三文治）提供線上即時付款 上海姥姥及米線陣在餐桌上提供二維碼，讓顧客可直接在座位上查看餐牌及點餐 家長可透過活力午餐的手機應用程式為學童確認每月的膳食選擇及進行付款 Payment channels – Electronic payment methods are available at our outlets and via mobile applications <ul style="list-style-type: none"> Caters to customers with different ways to pay Uses discounts to promote e-payment 付款方式 – 顧客能在我們的分店及通過手機應用程式以電子方式付款 <ul style="list-style-type: none"> 為顧客提供多元的付款方式 使用折扣推廣電子付款 	
Food Preparation 食品備製	Kitchen video system – Screens displaying order numbers that allow customers to easily track the status of their ordering 取餐輪候系統 – 透過螢幕顯示訂餐編號，使顧客可以輕鬆追蹤其訂餐狀況	
	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	Wireless location detection – Enables staff members to easily locate customers and deliver food to their tables directly 無線定位檢測系統 – 員工可以輕鬆地找到顧客座位，並將食物直接送上	

To further strengthen a digitalised operation, we provided field training and manuals for frontline staff. The Group also hired dedicated staff as Customer Service Ambassadors to help customers familiarise themselves with our kiosks and mobile applications.

Enhancing In-Store Customer Service Experience

Service excellence and customer experience are critical to maintaining our competitive advantage. We continually enhance our best-in-class services by training our customer-facing employees and refining our quality controls and standards. Therefore, we formulated and rolled out across our brands an optimisation programme and a quality operation system that focused on customer service quality to guide the overall execution of customer service quality control. It also included diverse initiatives for measuring and enhancing performance. Under the system, regular audits are also carried out to ensure all practices comply with our standards.

As an underlying tool of our customer service quality control, the Mystery Shopper Programme (MSP) helps us monitor our performance through an objective lens. We engage third-party organisations to undertake MSP evaluations every quarter and identify areas that need improvement.

During the reporting year, we hosted training to instil service mindsets in our branch managers, and enhance their sensitivity and awareness of service and hygiene. Meanwhile, our Customer Service Training and Specialist Team is responsible for managing in-store service quality, collecting instant feedback from customers and liaising with relevant departments for follow-up actions.

為進一步推行數碼化營運，我們為前線員工提供實地培訓及手冊。集團亦聘請專責員工擔任顧客服務大使，協助顧客熟習使用我們的點餐機及手機應用程式。

提升店內的顧客服務體驗

卓越服務及顧客體驗對我們保持競爭優勢至關重要。我們透過培訓面向顧客的員工，及改善質量控制和標準，持續提升我們的優質服務。為此，我們制定並推行針對提升顧客服務品質的計劃以及優質營運系統，以有效執行對顧客服務品質的控制。制度包括量度及提升表現的多元化措施。我們亦進行定期審核，確保所有營運實務符合我們的標準。

作為我們顧客服務品質控制的基礎工具，「神秘顧客計劃」協助我們透過客觀的角度監察表現。我們委聘第三方機構每季度進行「神秘顧客計劃」評估，以識別有待改進的範疇。

於報告年度內，我們舉辦培訓讓分店經理增強對集團服務理念的認識，提高其對服務及衛生的敏感度及意識。我們的顧客服務培訓及專門團隊則負責管理店內服務質素、收集客戶即時意見及聯絡相關部門以採取跟進行動。



Engaging Our Customers

Complementing a pleasant dining experience, engagement is a crucial element of our customer journey. We regularly engage customers to maintain mutual understanding and secure our long-term relationship.

Marketing Responsibly



Asia Pacific Catering menus with
calorie content information
泛亞飲食的餐單提供卡路里資訊

Providing clear and reliable information about our products is essential. For example, we protect customers with allergies with warnings such as “beef is used” or “contains nuts” on our menus. “Grab n Go” menus at Oliver’s Super Sandwiches include key ingredients, dietary facts and data for customers who are conscious of nutritional values. And, on school catering menus, ingredients are clearly listed, to enable parents to avoid inappropriate consumption by their children.

Listening to Our Customers

Listening to our customers is essential for our development. Communication and feedback channels include surveys, hotlines, digital platforms and comment cards at our outlets.

During the reporting year, Café de Coral fast food launched a digital platform to actively seek customer feedback through monthly surveys. Meanwhile, despite the impact of COVID-19, we hosted 13 online focus groups for Café de Coral fast food and Mixian Sense, to collect feedback on our products and services.

Luncheon Star conducted two surveys and quarterly meetings with Parent-Teacher Associations, to garner their comments on our performance and to identify areas for improvement. Similarly, Asia Pacific Catering conducted quarterly meetings with institutional clients such as universities and hospitals to discuss their feedback.

提升顧客參與

顧客參與是我們「顧客旅程」中的重要元素，與愉快的用餐體驗相輔相成。我們定期與顧客溝通，保持相互理解及鞏固我們的長期關係。

負責任營銷

我們明白提供清晰可靠的產品資料極為重要。例如，我們在餐單上列明「使用牛肉」或「含有堅果」等標記以保護對特定食物有過敏徵狀的顧客。在Oliver’s Super Sandwiches（利華超級三文治）推出的「Grab n Go」系列為注重食物營養價值的顧客提供菜式的主要成份、膳食資訊及營養數據。此外，在學校餐飲的餐單上，我們清楚列出食材，讓家長為子女選擇合適的餐單。

聆聽顧客意見

聆聽顧客意見對我們的發展有著關鍵的作用。我們設有多個溝通及反映意見的渠道，包括問卷調查、電話熱線、數碼平台及於分店提供的意見卡。

於報告年度內，大家樂快餐推出數碼平台，透過每月的調查積極收集顧客意見。儘管受到新型冠狀病毒疫情的影響，大家樂快餐及米線陣一共舉辦了13場網上聚焦小組，收集顧客對我們產品及服務的建議。

活力午餐與家長教師協會每年進行兩次調查及季度會議，收集他們對我們表現的意見並識別需要改進的地方。同樣地，泛亞飲食每季與大學及醫院等機構客戶舉行會議以討論他們的建議。

Enhancing Customer Loyalty

We present attractive promotional offers and activities to customers via our membership programmes. These programmes are a valuable means of gathering insights into customers' preferences, which supports our ongoing enhancements and drives customer loyalty.

During the reporting year, we expanded our market coverage by introducing distinctive membership programmes across our brands:



Café de Coral fast food – Club 100
大家樂快餐 – 「Club 100」



Spaghetti House – THE MEMBERS HOUSE
意粉屋 – 「THE MEMBERS HOUSE」



Oliver's Super Sandwiches – SUPERclub
利華超級三文治 – 「SUPERclub」



Mixian Sense – MIXIAN CLUB
米線陣 – 「米線會」

Notably, the Café de Coral fast food Club 100 programme – offering exclusive promotional offers and benefits – saw membership rise to more than 800,000. Oliver's Super Sandwiches introduced a new application to provide a direct communication channel with customers for special offers and enhance customer relationship management with the VIP programme.

其中，大家樂快餐「Club 100」計劃為會員提供獨家推廣優惠及福利，現時會員人數已超越800,000人。Oliver's Super Sandwiches（利華超級三文治）則推出嶄新的應用程式，為顧客提供直接溝通渠道及特別優惠，並加強與VIP會員的顧客關係管理。



Sharing Warmth with Our Communities

Going beyond offering quality food and services to our customers, we extend the experience to our community and shoulder our corporate social responsibility in the spirit of being a “community kitchen” for all, especially in challenging pandemic times. We encourage our employees and customers to support in our regular community engagement programmes, aiming to strengthen social cohesion and make a collective impact to the positive development of the wider community.

Spreading Love with Community Spring Feast

Our flagship programme “Community Spring Feast” seeks to spread love and blessings to underprivileged groups during Chinese New Year. Since 2017, we have partnered with community organisations to invite the underprivileged to enjoy the traditional festival meal of Poon Choi at our restaurants. Frontline and office staff participate in the programme, sharing great times during Chinese New Year.

Due to social distancing amid COVID-19, in-store activities were replaced with deliveries of more than 2,000 “Nutri-rich” mini Poon Choi to the underprivileged. With the support of employee volunteers and community partners, we shared our wholehearted care with more than 4,000 beneficiaries.

與社區分享溫暖

我們不僅向顧客提供優質食品及服務，亦將有關體驗拓展至我們的社區。本著成為大眾「社區廚房」的精神，尤其在這充滿挑戰的疫情時期，我們肩負社會責任，鼓勵員工和顧客支持我們的恆常社區活動，旨在增強社會凝聚力，結合大眾共同為廣大社區的蓬勃發展作出貢獻。

「區區開年飯」傳遞愛心

我們的旗艦活動「區區開年飯」，於農曆新年期間向弱勢社群傳遞愛心和祝福。自二零一七年起，我們與社區組織合作，宴請基層市民到我們的餐廳享用盆菜。我們的前線及辦公室員工均參與活動，於農曆新年間與市民分享快樂時光。

由於在新型冠狀病毒疫情期間須遵守社交距離措施，我們特別以送遞方式取代店內活動，向弱勢社群傳達關懷和祝福。在員工義工和社區合作夥伴的支持下，我們向弱勢社群送贈2,000多個「豐盛有營」迷你盆菜，超過4,000位人士受惠。



“Community Spring Feast 2021 Kick-off Ceremony cum Poon Choi Giveaway” Event
「區區開年飯2021啟動禮暨派盆菜」活動

Case Study 案例：

“Cheer YOU up” Community Support Programme 區區「家」油社區支援計劃

Our “Cheer YOU up” Community Support Programme uses our catering expertise and resources to provide short-term food assistance to the needy in the community, thereby reducing their financial burden during the pandemic.

Building on the success of phases 1 and 2 of the programme, we observed the needs of the community and decided to roll out phase 3 from July to December 2020.

We donated 120,000 hot meals to the needy in all districts, with the support of NAAC, FOOD-CO of St. James' Settlement and Baptist Oi Kwan Social Service. And in collaboration with a corporate partner, we held a “Joyful Mid-autumn Festival” community care activity to celebrate the festival with citizens at Tung Chung by distributing mooncakes, fruits and small gifts.

區區「家」油社區支援計劃利用我們的餐飲專長和資源，為社區有需要人士提供短期食物援助，從而舒緩他們在疫情期間的經濟負擔。

計劃自第一及第二階段推出以來取得廣泛成功，亦鑑於社區的殷切需求，我們決定於二零二零年七月至十二月推出第三階段計劃。

在鄰舍輔導會、聖雅各福群會FOOD-CO及浸信會愛羣社會服務處的支持下，我們向各區有需要人士捐贈120,000份熱飯餐。此外，我們與企業夥伴合作舉辦「中秋嚐樂」社區關愛活動，透過派發月餅、水果及小禮物，與東涌市民同慶佳節。



Since the launch of “Cheer YOU up”, we have donated 220,000 hot meals, HK\$300,000 worth of restaurant cash coupons and 40,000 surgical masks to a total of 12,000 beneficiaries.

自推出區區「家」油社區支援計劃以來，我們合共向12,000名受惠人士捐贈220,000份熱飯餐、價值300,000港元的餐廳現金券及40,000個外科口罩。

Our corporate volunteer team shows generous support and love to the community
我們的企業義工隊向社區表達支持及關懷



Café de Coral fast food provided special offers for the elderly on Father's Day and at afternoon teatimes in July, benefiting over 90,000 person-times. 大家樂快餐於父親節及七月的下午茶時段為長者提供特別優惠，受惠人數超過90,000人次。



Super Super Congee & Noodles united with Hong Chi Association to distribute pandemic care packs to the elderly and disabled
一粥麵與匡智會合作，向長者及殘疾人士派發防疫包

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

In Mainland China, we continue to enhance each stage of the customer journey. The pursuit of customer satisfaction supports the expansion of our business.

Promoting Pleasant Customer Experiences

Amid the pandemic, we went beyond governmental requirements and took strict measures to safeguard customers' health and safety. Customers were required to undergo temperature checks before entering our outlets, and social distancing was enforced to deter crowds and close contact. We provided pouches for dining customers to keep their masks clean during meals and provided personal protective equipment for frontline employees.

Creating pleasant experiences for customers is crucial to our business, so we train employees to conduct their duties with the fullest considerations of customers' needs. Our "Be 100 Fun" vision has guided us in formulating customer care initiatives. We also welcome customers with a cup of water when they enter our outlets under our "A Cup of Water" initiative.

在中國內地，我們不斷提升顧客旅程中的每個階段，並追求優越的客戶滿意度，為我們業務擴張打好穩固基礎。

推廣愉快的顧客體驗

於疫情期間，我們超越政府所提出的要求，採取嚴格措施保障顧客的健康及安全。顧客須於進入我們的分店前進行體溫檢查，並保持社交距離，以避免人群聚集及緊密接觸。我們為用餐顧客提供收納袋，讓他們在用餐時保持口罩潔淨，同時為前線員工提供個人防護裝備。

為顧客創造愉快的體驗對我們的業務至關重要，因此我們為員工提供培訓，使他們在履行職責時充分考慮顧客需求。我們的「就要樂滿分」願景引領我們制定顧客關懷措施。我們亦推行「一杯水服務」計劃，在顧客進入分店時，向他們提供一杯水，以歡迎顧客光臨。



The 2020 customer care initiatives
"Be 100 Fun" and "A Cup of Water"
2020年顧客關懷活動：
「就要樂滿分」及「一杯水服務」

Mealtimes are often associated with family bonding. In our stores, we strive to create a family-friendly environment that children can enjoy. We provide child-sized utensils and, at weekends, balloons and toys.

The Chinese food and beverage market is increasingly using digitalisation and technological advances. Accordingly, we have invested in hardware and software upgrades and expanded our digital ordering and payment services.

We introduced ordering kiosks in 50 outlets and enabled mobile ordering in 102 more. Our digital payment coverage has therefore risen from 80% to 95% in Mainland China. Facial recognition technology is available for payments at more than 87% of our stores. Customer Service Ambassadors also assist our customers with these new technologies.

Engaging Our Customers

We strive to maintain effective communications with customers. We provide details about the products on our menus, including the main ingredients and types of meat. And we actively solicit customer feedback through market research, hotlines and social media (e.g. Weibo). This feedback covers dine-in, takeaway and delivery services, to enhance the excellence of our products and services.

Comprehensive annual audits at our outlets allow us to understand customer perceptions and expectations of our brand. Thanks to customer care initiatives and service enhancements, our overall customer satisfaction rate has risen to 92%, and satisfaction score with our takeaway and delivery services remains at 4.7 out of 5.

歡樂的用餐時光能夠有效加強家庭的凝聚力。我們在分店內致力創造一個家庭友善的環境，使孩童享受用餐。我們亦提供兒童餐具，並在週末派發氣球及玩具。

中國餐飲市場實行數碼化及使用新科技的步伐迅速。有見及此，我們已投資於硬件及軟件升級，並擴展我們在數碼平台所提供的點餐及支付服務。

我們已於50間分店推出自助點餐機，並於102間分店增設手機點餐服務。我們在中國內地的數碼支付覆蓋率亦由80%上升至95%，超過87%的分店均可使用人臉識別技術付款。我們亦聘用顧客服務大使，協助顧客使用該等新技術。

提升顧客參與

我們致力與客戶保持有效溝通。我們在菜單上提供有關產品的詳情，包括主要食材及肉類種類。我們亦透過市場研究、電話熱線及社交媒體（如微博）等平台積極收集顧客意見，相關內容涵蓋堂食、外賣及速遞送餐服務，以進一步提升我們產品及服務的卓越表現。

我們分店的全面年度審核使我們了解顧客對我們品牌的看法及期望。憑藉我們在顧客關懷措施及服務方面的提升，我們的整體顧客滿意度上升至92%，而我們的外賣及速遞送餐服務的滿意度則維持在4.7分（5分為滿分）。



Sharing Warmth with Our Communities

To connect with our community and support social inclusion, we partnered with Guangzhou Huiling Organisation, a charitable organisation that supports intellectually disabled individuals. Our employees are encouraged to take part in Huiling's volunteering and fundraising events.

與社區分享溫暖

為了加強我們與社區的聯繫及支持社會共融，我們與支援智障人士的慈善組織廣州慧靈組織合作，鼓勵員工參與其義工及籌款活動。

We visited Huiling Farm and met the people that the charity helps. Sharing in fun activities – farming, cooking and lunch – helps boost the beneficiaries' confidence in communicating with others. Seventy volunteers joined the farm events in July 2020 and March 2021.

我們探訪慧靈農場，與受惠者會面。透過農耕、烹飪及午餐等具趣味的活動分享喜悅，提高受惠者與他人溝通的信心。七十名義工分別於二零二零年七月及二零二一年三月參加此項農場活動。



Volunteer: 義工：

"This activity allows me to understand that people with learning difficulties are just as talented as all people. We should support their integration into the community."

「這項活動讓我了解到，有學習困難的人與所有人一樣都是才華橫溢的。我們應支持他們融入社區。」



Huiling representative: 慧靈代表：

"We are grateful to have Café de Coral as our community partner and sincerely appreciate the way it emphasises social responsibilities. It has supported our members over the years."

「我們感謝大家樂成為我們的社區夥伴，以及多年來一直支持我們的會員。我們真誠的欣賞大家樂對社會責任的重視。」



September 2020 saw our in-store fundraising campaign "99 Charity Day" at 21 outlets. Displaying a QR code at prominent spots, we invited customers to share goodwill by donating to Huiling.

二零二零年九月，我們於21間分店舉辦籌款活動「99慈善日」，在店內當眼位置展示二維碼，邀請顧客向慧靈捐款、樂善好施。






Future Plans

未來計劃

We seek to continually enhance customer journey and serve the communities we are in with the following plans:

我們將透過以下計劃不斷提升「顧客旅程」和服務我們營運所在的社區：

Focus Areas 重點範疇	Future Plans 未來計劃
<p>Customer Experience 顧客體驗</p> 	<ul style="list-style-type: none"> Continue to upgrade our store design in new restaurants and renovate existing ones to provide convenient and comfortable dining environments. 繼續提升新餐廳的店舖設計及翻新現有餐廳，以提供便利舒適的用餐環境。 Continue to explore and invest in digital solutions that improve the customer journey. 繼續探索及投資於數碼技術方案，以提升「顧客旅程」。
<p>Customer Engagement 顧客參與</p> 	<ul style="list-style-type: none"> Continue to provide customers with up-to-date, clear and accurate information on our menus to secure their health and safety. 繼續為顧客提供最新、清晰及準確的菜單資料，以保障顧客的健康及安全。 Value constructive feedback provided by customers and guarantee swift and meaningful responses. 重視客戶提供的建設性意見，並保證作出迅速及有意義的回應。 Actively explore new customer relations management strategies, and upgrade membership programmes for closer customer engagement and satisfaction-tracking. 積極探索會員關係管理新策略，升級各會員計劃，以達致更緊密的客戶參與及滿意度追蹤。
<p>Community Engagement 社區參與</p> 	<ul style="list-style-type: none"> Continue to support the positive development of the communities where we operate and to build trusting long-term relationships with our customers, employees and other stakeholders. 繼續支持我們營運所在社區的正面發展，並與顧客、員工及其他與業務有關人士建立互信的長期關係。





Empowering Our Employees

員工為本

At a Glance 概覽

Focus Areas 重點範疇

Goals 目標

Equal Opportunities 平等機會

Create a harmonious and inclusive working environment to engage our people.

營造和諧共融的工作環境以促進與員工溝通。



Create and maintain a team culture that offers equal opportunities and build a strong connection with employees and provide timely feedback on their feedback and suggestions.

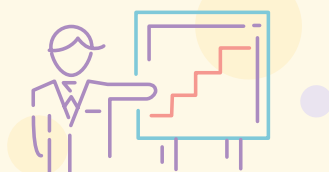
創造和維持提供平等機會，以及與員工建立緊密關係的團隊文化，並及時回應他們的意見和建議。



Talent Development 人才發展

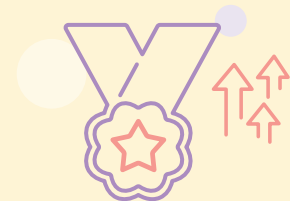
Provide comprehensive and practical training to nurture employees' personal advancement.

提供全面、實用的培訓以培育員工發展所長。



Strengthen succession-planning to maintain a healthy talent pipeline, and host development programmes to accelerate the growth of high-potential staff.

加強人員承傳以維持良好的人才梯隊，並推行發展培訓計劃以提升優秀潛質員工的發展。



Employee Wellbeing 員工福祉

Support and protect the wellbeing, health and safety of our employees.

支持及保障員工的福祉、健康及安全。



Maintain physical and mental wellness amid the long-term impact of COVID-19.

在新型冠狀病毒疫情的長期影響下維持員工身心健康。



Key Achievements 主要成果

Offered more than **6,600** part-time positions to people who require a flexible working schedule due to family responsibilities.

為因兼顧家庭而需彈性工作的人士提供逾**6,600**個兼職職位。

Extended career opportunities to more than **1,990** “young-old” who have re-joined our workforce.

為逾**1,990**名「年輕老年」提供更多就業機會，助其重投集團工作。

Hired and trained **273** individuals with physical and intellectual challenges.

僱用和培訓**273**名身體及智力殘疾人士。

Introduced the Continuous Leadership Development Programme and Development Centres to build a solid in-house talent pool.

推出「領袖培訓課程」及「人才發展中心」，以建立穩固的內部人才梯隊。

Provided over **609,000** hours of training to build the competencies, knowledge and skill sets of our people.

提供逾**609,000**小時的培訓，以培育員工的能力、知識及技能。

Around **270** employees in Mainland China completed certification courses under our People Development System.

約**270**名中國內地員工完成了「人才發展系統」的認證課程。

Awarded more than **1,300** staff in the “Give Me Five” long-service awards, including around **130** staff who have been with us for more than 20 years.

向逾**1,300**名員工頒發「Give Me Five」長期服務獎，其中約**130**名員工已為我們服務二十年或以上。

Contributed more than **HK\$27.9** million through the Lo Tang Seong Education Foundation to support the university education of **633** children of our people since its establishment.

「羅騰祥教育基金」自成立以來資助超過**2,790萬**港元，以支持集團**633**名員工子女的大專教育。

Conducted the shop visit activity “Let’s Chat • Cheer Up” to show management’s appreciation and support for frontline staff.

開展「傾傾計・打打氣」分店探訪，以表示管理層對前線員工的感謝與支持。

Number of stores achieving remarkable records of zero work-related injuries have increased.

達致零工傷記錄的分店數目增加。

Embracing a Diversified and Inclusive Workforce

We aim to foster a harmonious workplace in which our strong and diverse team feels engaged and valued. To achieve this, and to build an effective talent pipeline, we provide career opportunities and promote employee engagement.

Creating a Fair and Inclusive Workplace

Our standards and commitment to fair and equal employment practices are enshrined in our human resources policies. Our Human Resources Department regularly reviews such policies and is responsible for people-related work and programmes.

To build an inclusive workplace, we go beyond regulatory requirements and remove employment barriers for the disadvantaged, the vulnerable and minority groups. Discrimination or harassment regarding age, sexual orientation, gender, ethnicity, nationality, or other non-meritocratic factors are strictly prohibited.

In accordance with our values and international advocacy, we neither tolerate nor condone forced labour and child labour.

多元共融的員工團隊

我們致力營造和諧的工作環境，讓我們強大且多元化的團隊感受到我們的關顧和重視。為實現此目標並且建立高效的人才梯隊，我們提供就業機會以及促進與員工溝通。

營造公平、共融的工作環境

我們的人力資源政策訂明我們對公平和平等僱傭實務的標準和承諾。我們的人力資源部定期檢討該等政策，並負責與員工相關的工作和計劃。

為建立共融的工作環境，我們超越法規要求，消除對弱勢群體及少數群體的就業障礙。集團禁止所有與年齡、性取向、性別、種族、國籍或其他非才能有關的歧視或騷擾。

遵循我們的價值和國際倡議，我們絕不容忍強制勞工及童工。

All genders 所有性別

We believe that a gender-equal workplace can help business to flourish. Approximately 80% of part-time employees recruited during this reporting year are female.

我們相信性別平等的工作環境有助企業蓬勃發展。於本報告年度，我們聘請的兼職員工約80%為女性。



Café de Coral creates opportunities for... 大家樂創造機會予.....

People with physical and intellectual challenges 身體及智力殘疾人士

We hired and trained 273 individuals with certain degree of physical and intellectual challenges during the reporting year.

於報告年度內，我們僱用和培訓了273名具有一定程度身體及智力殘疾的人士。

All racial groups 所有種族群體

We help non-Chinese individuals to adapt and contribute to local life. During the reporting year, our workplace included 253 non-Chinese employees.

我們幫助非中國籍人士適應及為當地生活作出貢獻。於報告年度內，我們的工作場所所有253名非中國籍員工。

Café de Coral Team Profile – Hong Kong (as of 31 March 2021) 大家樂團隊－香港（於二零二一年三月三十一日）

Category 組別	Workforce (Per employment contract) 員工（根據僱傭合約）		Average Monthly Turnover Rate ¹ 平均每月流失率 ¹
	Full-time 全職	Part-time 兼職	
	(No. of people 人數)	(No. of people 人數)	
Total 總數	6,814	6,185	4.43%
By Gender 按性別劃分			
Male 男性	2,412	959	6.19%
Female 女性	4,402	5,226	3.82%
By Age Group 按年齡組別劃分			
30 or below 30歲或以下	628	985	8.44%
31-50 31至50歲	3,213	2,403	3.48%
51 or above 51歲或以上	2,973	2,797	4.01%

¹ The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year divided by the monthly average number of employees in the corresponding category in the same period. Employee turnover is defined as full time and part time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.

「平均每月流失率」是指報告年度內每月各類別離職員工平均人數除以同期相應類別員工月平均人數。員工流失是指報告期內自願離職或因解僱、退休或在職死亡的全職和兼職員工。

Promoting Equal Employment Opportunities

Our strong brand attracts talent and we ensure that all candidates are treated fairly during the recruitment process. Our newly enhanced human resources information system has further supported the recruitment process and incorporated best practices human resources procedures.

To attract talent, we partner with non-governmental organisations (NGOs), educational institutions and government bodies. During the reporting year, we hosted six recruitment sessions with the Hong Kong College of Technology (HKCT), Hong Kong Church Network for the Poor, Neighbourhood Advice-Action Council, OIWA Limited, Hong Kong Young Women's Christian Association and Po Leung Kuk Employment Services Centre.

To promote workplace diversity, we encouraged the “young-old”, – middle-aged people and retirees – to re-join us. To cater for their needs, our supportive measures – including flexible working hours and schedules – go beyond regulatory requirements.

To attract young talent, we rolled out a Summer Job Tasting Programme, allowing HKCT students to experience working life. Nineteen have been hired and trained as Customer Service Ambassadors.

促進平等就業機會

我們利用強大的品牌吸引人才，並確保所有應徵者在招聘過程中得到公平的對待。經提升的人力資源資訊系統進一步支援我們的招聘程序，同時亦加入人力資源的最佳實踐。

為吸引人才，我們與非政府組織、教育機構及政府機構合作。於報告年度內，我們與香港專業進修學校（「港專」）、教會關懷貧窮網絡、鄰舍輔導會、離島婦聯有限公司、香港基督教女青年會及保良局就業服務中心舉辦了六場招聘會。

為促進工作場所的多元共融文化，我們鼓勵「年輕老年」－中年及退休人士－重投集團工作。我們為他們提供支援措施，包括靈活的工作時間安排，以滿足他們的需要，這些措施亦超越監管要求。

為吸引年輕人才，我們推出「暑期職場體驗」計劃，讓港專學生體驗工作環境。我們已僱用和培訓了19名年輕人才成為顧客服務大使。

At Café de Coral, we create opportunities for “young-old” people 大家樂為「年輕老年」提供就業機會

Age Category 年齡組別		Full-time 全職	Part-time 兼職	Total 總數
		(No. of people 人數)		
60 to 64	60至64歲	534	795	1,329
65 to 75	65至75歲	53	616	669

Respecting Our Employees' Voices

To enhance our fair and equal workplace, we encourage staff to voice their concerns through formal and informal channels. We hold regular branch visits and focus group meetings to encourage an exchange of opinions on business and performance among all ranks. Questionnaires are used to gather feedback, and we share business updates and employees' stories via multiple channels, including social media, a staff newsletter and mobile applications.

Supporting Talent Growth and Development

A stable and skillful workforce is essential for a sustainable business. We are committed to supporting and offering our people with comprehensive and practical training required at work and throughout their career at Café de Coral.

Building Our Talent Pool

We identify and develop high-potential talent. A well-structured framework is in place to guide us in providing adequate programmes and opportunities to support employees' development.

Since 2019, we introduced the Continuous Leadership Development Programme to build a solid foundation for our in-house talent pool. The Programme focuses on nurturing young trainees for management positions at Café de Coral fast food outlets and other business units.

Development Centres were introduced in the reporting year to provide a more structured approach to succession and progression planning. The centres are designed to assess employees' competencies and serve as a reference to identify candidates with the potential to take up leadership roles at Café de Coral.

尊重員工心聲

為提倡一個更公平和平等的工作環境，我們鼓勵員工透過正式和非正式渠道表達他們的關注。我們定期舉辦分店探訪及聚焦小組討論，鼓勵各職級就集團業務及表現交流意見。我們使用問卷收集意見，並透過社交媒體、員工通訊和手機應用程式等多種渠道分享業務最新資訊和員工故事。

支持人才發展

穩定及能幹的員工團隊對可持續業務至關重要。我們致力為員工提供在職業生涯和不同崗位中所需的全面、實用的培訓。

建立我們的人才梯隊

我們發掘和培育優秀潛質的人才。我們已建立完善的框架，以提供充足的計劃和機會，支持員工發展。

自二零一九年起，我們推出「領袖培訓課程」，為建立我們內部人才庫奠定堅實的基礎。該計劃旨在培育年輕員工在大家樂快餐分店及其他業務單位中擔當管理職位。

我們於報告年度引入「人才發展中心」，以更有系統地規劃人才承傳和晉升。該計劃旨在評估員工的能力，作為發掘具優秀潛質擔任大家樂管理職位人選的參考。



Frontline Leadership Pipeline 前線管理人員人才梯隊

- Enhance the management and leadership skills of our leadership trainees via in-house training. 透過內部培訓提升我們領袖實習生的管理和領導技巧。
- Develop training plans that align with trainees' career objectives. 根據實習生的職業目標制定培訓計劃。



Dedicated Taskforce 專責工作小組

- Create a task force of training experts and experienced staff who have monitored the knowledge management system, to share their expertise with our area management team. 成立由培訓專員和經驗豐富、負責監察知識管理系統的員工組成的工作小組，與我們的區域管理團隊分享他們的專業知識。



Individual Development Plan 個人發展計劃

- Design individual development plans that align with trainees' key performance indicators. Personalised coaching sessions are arranged on a quarterly basis. 根據與實習生相應的關鍵績效指標設計其個人發展計劃。我們亦每季安排個人化的指導課程。

Employee Training

We are dedicated to offering opportunities for employees to gain experience and develop their potential. We also encourage participation in training by external parties, by providing sponsorships. During the reporting year, we allotted a total amount of HK\$167.5 thousand to such training.

We offer training and learning activities for all staff in four areas:

員工培訓

我們致力為員工提供機會，幫助他們獲取經驗和盡展所長。我們亦透過提供贊助，鼓勵員工參與由外部組織舉辦的培訓。於報告年度內，我們在有關培訓方面分配共167,500港元。

我們為全體員工提供的培訓及學習活動包括以下四大範疇：

Work Competency 工作能力

Objective: To build the bench-strength of our team.

目的：建立我們團隊的實力。

Programmes: Leadership training programme and team collaboration programme allow employees to develop their skills in those areas. The “Inheritance: Let’s Talk” forum allowed experience-sharing and knowledge transfer. Café de Coral fast food’s Buddy Programme, established in 2018, helps new recruits acclimatise to our working culture. Staff act as mentors to provide them with technical advice on day-to-day operations.

計劃：我們制定的「領導力培訓計劃」和「團隊合作計劃」讓員工在該等領域發展技能。我們在「傳承：Let’s Talk」論壇中鼓勵員工分享經驗及傳授知識。大家樂快餐於二零一八年制定了「夥伴計劃」，旨在幫助新入職員工適應我們的工作文化，並由員工擔任導師，為新員工提供日常營運的技術建議。



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

Objective: To enhance our customer journey by improving food and service quality.

目的：透過改善食品和服務質量提升顧客旅程。

Programmes: Regular branch training to equip staff with knowledge relating to food safety, cleanliness and other aspects of customer service.

計劃：我們定期進行分店培訓，讓員工掌握有關食品安全、整潔度和其他顧客服務方面的知識。



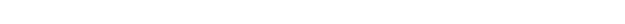
Compliance and Policy 合規與政策

Objective: To ensure all staff understand our stringent compliance relating to the business and operations.

目的：確保全體員工了解與我們業務及營運有關的嚴格合規要求。

Programmes: We hosted training and talks to refresh staff’s knowledge of governance and regulatory compliance. Topics included equal opportunities, anti-corruption, anti-discrimination, and personal data and privacy. We plan to hold regular online anti-corruption tests.

計劃：我們舉辦培訓和講座，讓員工就管治及法規方面的知識溫故知新。內容包括平等機會、反貪污、反歧視以及個人資料及私隱。我們計劃定期進行線上反貪污考核。



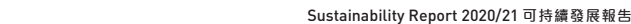
Occupational Safety and Health 職業安全與健康

Objective: To instil a culture of safety in day-to-day operations and raise awareness on occupational safety and health.

目的：增強員工在日常營運中的職業安全文化，提高他們的職業安全及健康意識。

Programmes: We offered role-specific training and awareness-raising initiatives, at onboarding, refresher and advanced levels. Topics included emergency procedures, accident-prevention and handling, first aid and firefighting.

計劃：我們針對職位需求提供入職、複習及進階水平的培訓和提升意識的舉措。主題包括緊急應變程序、事故防範及處理、急救及消防。





Case Study 案例：

Rethinking Training during COVID-19

新型冠狀病毒疫情下的培訓



We do not compromise when it comes to training our people. With large classes prohibited during the pandemic, we arranged contactless e-learning and webinars. The latter covered areas such as personal growth, skills development, and physical and mental health. COVID-specific topics included “personal and customer emotional management” and “strengthening immunity through diet”.

我們非常重視員工培訓，不會因疫情而讓步。鑑於疫情期間未能舉辦大型課程，我們安排「無接觸」形式的電子學習和在線研討會。後者涵蓋的主題包括個人成長、技能發展及身心健康等。針對新型冠狀病毒的主題包括「管好「疫」情 – 個人及顧客情緒管理」及「上班族營養 Full Gear：增強免疫力飲食講座」。



Development and Training – Hong Kong (as of 31 March 2021) 發展與培訓 – 香港（於二零二一年三月三十一日）

Category 類別	Employees Trained 受訓員工	Average Training Hours completed per employee 平均每位員工的受訓時數
	(% 百分比)	(Hours 小時)
By Employee Category 按職劃分		
Senior management 高級管理層	100%	7
Middle management 中級管理層	99%	26
General and frontline staff 一般及前線員工	99%	34
By Gender 按性別劃分		
Male 男性	98%	33
Female 女性	100%	34

Prioritising Wellbeing, Safety and Health

As a responsible employer, we have a safety and health management system, plus initiatives that strengthen our care and support for the wellbeing, health and safety of our employees.

Employee Care

The wellbeing of our employees is at the heart of our enterprise. We want our people to thrive at work and at home. To this end, we put extensive efforts into increasing our staff's sense of belonging through advancing wellbeing and promoting work life balance.

To ensure a dynamic spirit at work, our Heart-to-Heart Programme funds and subsidises employee engagement events in each department. The Staff Fun Club – for employees from all departments and operation units – builds relationships via regular wellness activities. Considering employees' health risks, these activities were scaled down and held online during the COVID-19 outbreak.

重視員工福祉、安全及健康

作為負責任的僱主，我們設有安全及健康管理系統和相關措施，以關顧及支持我們員工的福祉、健康及安全。

關懷員工

員工的福祉是我們企業的核心。我們希望員工能夠兼顧工作和家庭。為此，我們透過促進健康以及鼓勵工作與生活之間取得平衡，致力提升員工的歸屬感。

為了讓員工保持活力，我們推出「心連心計劃」資助各部門舉辦員工活動。我們成立的「樂滿FUN」組織亦旨在與員工加強連繫，為所有部門及營運單位的員工定期安排身心靈健康活動。於新型冠狀病毒疫情爆發期間，顧慮到員工的健康風險，我們將活動規模縮減並轉為線上舉行。

Activities to support staff wellbeing during the reporting year includes:

Seventeen purchase discount events, for employees to purchase products ranging from anti-epidemic items, personal and household cleaning products, electrical appliances, food and drinks at a bargain price.

我們舉辦了十七場購物優惠活動。員工可以優惠價格購買產品，包括防疫物品、個人及家居清潔產品、電器、食品及飲料。



Three classes of DIY leather workshop classes enabled our people to make their own staff card badges and key chains.

我們舉辦了三個手作皮革工作坊，讓我們的員工自製員工證件套及鑰匙扣。

於報告年度內，我們推廣員工福祉的活動包括：

Five online quizzes and games, for more than 2,100 employees, offered opportunities to win an anti-epidemic package and cash coupons.

我們舉辦了五個線上問答遊戲，讓逾2,100名員工有機會贏取防疫包及現金券。



The Head Office Christmas Buffet was replaced by an online Christmas bento and lucky draw session, allowing our staff to celebrate Christmas during the pandemic.

舉辦網上聖誕聚餐及抽獎活動，以取代總部的聖誕自助餐，讓員工在疫情期間亦能慶祝聖誕節。

Extending our care to mental wellness, we launched an Employee Assistance Programme to provide emotional and psychological support for people experiencing difficulties in their career or personal life. Our Care Express hotline is available 24 hours a day, offering professional counselling and referrals for clinical psychological consultations. On top of this, we also established an employee support service to provide additional emotional and psychological support. During the reporting year, we received more than 20 enquiries and requests for counselling.

We value long-term relationships with our people. The “Give Me Five” awards scheme express our care as well as recognition to employees with five years of service. During the reporting year, over 1,300 employees received the award; around 130 of them were recognised for having been with us for 20 or more years. The Group also conveyed its care, appreciation and recognition for employees over 60 with the “Never Give Up” campaign.

Lo Tang Seong Educational Foundation

The Group's caring spirit extends to the families of our staff. Since 1999, the Lo Tang Seong Educational Foundation has provided assistance funds and scholarships for the children of staff aiming to release financial burden of our colleagues. Over the years we have received positive feedback from our staff, showing appreciation to the company's support. To date, the foundation has contributed over HK\$27.9 million, to support the university education of 633 children. All eligible applications were approved in this reporting year.

The “Lo Tang Seong Educational Foundation Alumni Association” was set up in 2020 to provide a collaboration platform for our Foundation alumni to strengthen the bonding of the awardees and broadening their horizons and social network, through industry leaders sharing sessions. In this reporting year, all awardees have joined the Alumni, they are given opportunities to promote the spirit of mutual help and to give back to the society, through career planning sessions and volunteering activities. At the same time, the awardees also share their experiences with aspiring students to inspire the future generation.

我們對員工的關顧亦延伸至精神健康方面，我們推出了員工援助計劃，為在事業或個人生活中遇到困難的員工提供情緒及心理上的支援。我們的「傾心快線」提供每天二十四小時的專業臨床心理諮詢及轉介服務。除此之外，我們亦設立了員工支援服務為員工提供更多情緒及心理上的支援。於報告年度內，我們接獲逾20宗查詢及諮詢。

我們重視與員工建立長期關係。「Give Me Five」長期服務獎表達我們對員工的關顧，同時嘉許服務滿五年的員工。於報告年度內，逾1,300名員工獲得該獎項；其中約130名員工已為我們服務二十年或以上。集團亦透過「新心不息」活動關懷、表揚和嘉許了逾60名員工。

羅騰祥教育基金

集團將關愛精神延伸至員工的家庭。自一九九九年，羅騰祥教育基金為員工子女提供助學金和獎學金，以減輕員工的經濟負擔。我們一直得到員工的正面回應，感謝公司對他們的支持。自基金成立至今，基金已捐出逾2,790萬港元，共支持633名集團員工子女的大專教育。本報告年度所有合資格申請均獲批准。

「羅騰祥教育基金同學會」於二零二零年成立，為我們的基金校友提供一個合作平台，透過舉辦行業領袖分享會，增進獲獎者之間的關係並擴闊其視野和社交網絡。本報告年度的所有獲獎者均已加入同學會，讓各獲獎者有機會透過職業規劃課程及義工活動推廣互助精神和回饋社會。同時，獲獎者亦與有抱負的學生分享經驗，從而啟發下一代。



Occupational Safety and Health (OSH)

Our comprehensive OSH management framework creates a safe, healthy and rewarding workplace. The OSH Committee formulates and oversees group-level OSH strategy. Each business unit has its own OSH representative, while subcommittees execute our OSH policies and control measures. We also ensure frontline staff have personal protective equipment. Regular internal and third-party OSH assessments and safety audits identify risks, to reduce incidents.

Work-related injuries are recorded and reported to our Human Resources Department and the relevant business unit for proper investigation. Severe cases are handled in bimonthly OSH meetings and remedial actions are undertaken. No fatalities have been recorded in the past three reporting years.

Awareness-raising on OSH

To support our OSH management framework, we equip employees with the necessary knowledge. OSH education and awareness-raising initiatives include training and assessments during the onboarding of new hires, and regular refreshers to ensure information is up-to-date at our operational units for execution. During the reporting year, 98% of our employees attended health and safety training.

Creating a safe working environment requires collaborative effort. To promote a culture of safety, we celebrated with branches that achieved a remarkable record of zero work-related injuries.

職業安全與健康（職安健）

我們全面的職安健管理框架為員工提供一個安全、健康及具滿足感的工作環境。「職業安全及健康委員會」負責制定和監督集團的職安健策略。各業務單位均設有職安健代表，而小組委員會則執行我們的職安健政策及控制措施。我們亦確保前線員工配有個人防護裝備。另外，我們定期進行內部及第三方職安健評估及安全審核，以識別風險和減少意外發生。

我們會記錄工傷個案，並向人力資源部及相關業務單位匯報，以展開適當的調查。嚴重個案會於每兩個月舉行一次的職安健會議上處理，並採取補救措施。集團於過去三個報告年度並無錄得任何因工死亡事故。

提高職安健意識

作為我們職安健管理框架的一部分，我們為員工提供必要的知識。職安健教育和提高意識的舉措包括新員工入職培訓及考核，以及定期的溫故知新培訓，以確保營運單位能執行最新指引。於報告年度內，我們有98%全職員工參加了健康及安全培訓。

營造一個安全的工作環境需要各方共同努力，為推廣安全文化，我們對錄得零工傷記錄的分店作出嘉許。

Occupational Safety and Health – Hong Kong (as of 31 March 2021) 職業安全與健康－香港（於二零二一年三月三十一日）			
Work-related fatality 因工死亡事故	Lost days ² 損失工作日 ²	Lost days rate ³ 損失工作日比率 ³	Outlets that recorded zero injuries 錄得零工傷的分店
(No. of People 人數)	(No. of Days 日數)	(% 百分比)	(% 百分比)
0	11,598	0.08%	71%

² Lost day refers to sick leaves due to all types of work-related injuries within the reporting year.

「損失工作日」指於報告年度內各種工傷導致的病假日數。

³ Lost day rate refers to sick leave due to all types of work-related injuries per the number of workdays of the total number of employees within the reporting year.

「損失工作日比率」指各種工傷導致的病假日數佔報告年度內所有員工預定工作日數的比率。

Case Study 案例：

Employee Protection and Caring Measures during COVID-19**新型冠狀病毒疫情期間對員工實施的防護及關懷措施**

COVID-19 poses a significant risk to our employees' health and wellbeing. We remain vigilant to ensure that our ongoing measures protect our people. These measures are updated as necessary.

新型冠狀病毒疫情對我們員工的健康及福祉構成重大風險。我們時刻保持警覺，確保我們的措施能夠保護員工，並於必要時更新。

We strictly follow government regulations and advice at all times. We have also implemented health and safety measures and protocols in our workplace and branches. These include social distancing, regular employee and customer temperature checks, and mandated mask-wearing to prevent infection in our premises. Personal hygiene and disinfection supplies have been distributed to staff and we have increased the frequency with which we clean and disinfect our public areas and air-conditioning.

我們一直嚴格遵守政府的法規和建議。我們亦在工作場所及分店實施健康及安全措施和計劃。該等措施和計劃包括保持社交距離、定期為員工和顧客進行體溫檢查，以及強制佩戴口罩，以防止疫情蔓延至我們的場所。我們亦向員工派發個人衛生及消毒用品，並增加清潔和消毒公共地方及空調的次數。



Communication with staff is especially important during these changing times. We share health-related tips through internal communication channels and have distributed a guide to maintaining personal, home and workplace hygiene. We also conducted shop visits – themed “Let’s Chat • Cheer Up” – to show the management’s appreciation and support for the frontline staff.

在瞬息萬變的疫情期間，與員工保持溝通尤其重要。我們利用內部溝通渠道分享與健康有關的小貼士，並向員工派發保持個人、家居及工作場所衛生的指引。我們亦推行了以「傾傾計 • 打打氣」為主題的分店探訪，以表示管理層對前線員工的感謝與支持。



We and our people will continue to navigate the pandemic with resilience and adaptability.

集團和員工將繼續提升應變能力以應對疫情。

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

In Mainland China, our human resources strategy is “communication, caring and growth”. As our business expands, retaining and strengthening talent remains a top priority. We encourage employees to further their careers via training, and provide an inclusive, engaging and safe working environment.

在中國內地，我們的人力資源策略為「樂溝通、樂關愛、樂成長」。隨著我們的業務擴展，挽留及強化我們的人才團隊仍為我們的首要任務。我們鼓勵員工透過培訓進一步發展事業，並向員工提供一個包容、積極及安全的工作環境。

Embracing a Diversified and Inclusive Workforce

Creating a diverse workforce begins with inclusive recruitment strategies. We forbid unlawful employment, discrimination and child labour in the process, and seek to offer a broad range of recruitment programmes to attract talent of different background and experience. Our Management Trainee Programme and Supply Chain Management Trainee Programme attract graduates to join our workforce. Our Chef Development Programme provides internship opportunities to promote students' interest in the food and beverage industry. In the reporting year, we recruited 20 trainees and 311 interns via these programmes. We also employ people with physical and intellectual challenges as our frontline staff to ensure equal and fair employment opportunities.

多元共融的員工團隊

建立一個多元的員工團隊始於訂立具包容性的招聘策略。我們嚴禁非法僱傭、歧視、強制勞工及童工，並透過提供一系列的招聘計劃，吸引不同背景和經驗的人才。我們的「樂行者管培生項目」及「供應鏈樂行者管培生項目」吸引畢業生加入我們的團隊。我們的「雛鷹廚師儲備項目」則提供實習機會，增強學生對餐飲業的興趣。於報告年度內，我們透過該等計劃招募了20名管培生及311名實習生。同時，為促進平等機會，我們僱用了具有一定程度身體及智力殘疾的人士為前線員工。

Continued growth in Mainland China requires retaining talent. Through our Management Workshop, we analysed our human resources demand to improve action plans and ensure our needs will be fulfilled.

為配合中國內地業務的持續增長，我們需要挽留人才。我們透過「管理工作坊」，分析我們人力資源的需求，以調整行動計劃並確保能滿足我們的人才需求。



Our Management Trainee Programme attracted many young graduates as trainees and helped them to integrate with the team
我們的「樂行者管培生項目」吸引了不少年輕畢業生成為管培生，並幫助他們融入員工團隊



As to attract young talents to join the workforce, we allow interns to deepen their understanding of the food and beverage industry through the Chef Development Programme
為吸引年輕人才加入員工團隊，我們透過「雛鷹廚師儲備項目」讓實習生加深對餐飲業的了解

We have an array of channels to communicate regular updates to staff and to receive valuable feedback. These channels include letters from management, Sunshine Action initiative, staff newsletter, and mobile applications, regular meetings with senior management, townhall meetings and employee satisfaction focus groups. All help to foster the exchange of ideas between staff and management, as well as boost employee satisfaction and business performance.

我們設有多個渠道，定期向員工傳達最新資訊及收集寶貴的意見。該等渠道包括管理層郵件、「陽光行動」、員工通訊、手機應用程式、與管理層定期對話、員工大會及員工滿意度聚焦小組討論。這些溝通渠道均有助於促進員工與管理層之間的意見交流，同時提高員工滿意度和業績表現。

Café de Coral Team Profile – Mainland China (as of 31 March 2021) 大家樂團隊－中國內地（於二零二一年三月三十一日）			
Category 組別	Workforce (Per employment contract) 員工 (根據僱傭合約)		Average Monthly Turnover Rate ^{4, 5} 平均每月流失率 ^{4, 5}
	Full-time 全職	Part-time 兼職	
	(No. of people 人數)	(No. of people 人數)	
Total 總數	3,498	1,612	5.36%
By Gender 按性別劃分			
Male 男性	1,519	418	6.56%
Female 女性	1,979	1,194	4.61%
By Age Group 按年齡組別劃分			
30 or below 30歲或以下	1,577	655	7.55%
31-50 31至50歲	1,595	816	3.43%
51 or above 51歲或以上	326	141	3.82%

⁴ The data scope excludes Dongguan Continental Foods Limited as its operational impact on key strategic businesses is insignificant.
由於東莞歐陸食品有限公司的營運對主要策略性業務影響不大，其數據不包括在匯報範圍內。

⁵ The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year, which is based on the number of leavers in each category for the month divided by the number of employees in that category at the end of that month. Employee turnover is defined as full time and part time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.
「平均每月流失率」是指報告年度內每月流失率的平均數，即各員工組別每月離職員工數目除以該員工組別月底員工總數。員工流失是指報告期內自願離職或因解僱、退休或在職死亡的全職和兼職員工。

Supporting Talent Growth and Development

支持人才發展

To develop a strong talent pool, we have regular and one-off training programmes to equip employees with knowledge and skills, to diversify their experience and to advance their careers.

為建立強大的人才梯隊，我們為員工提供定期及一次性的培訓計劃，以豐富他們的知識和技能、擴闊經驗並促進事業發展。

People Development System 人才發展系統

A clear framework along with a series of certified training to train and certify employees. Since launch, around 270 employees in our Mainland China operations completed certification courses.

透過清晰的框架和一系列經認證的培訓計劃，為員工進行培訓及認證。自系統推出以來，我們中國內地業務約270名員工已完成證書課程。

Together We Are Stronger Initiative – Job Rotation Programme 「在一起 更給力」活動 – 工作崗位輪換計劃

To foster mutual understanding and better synergy across teams, the programme offers factory and back-of-house workers the opportunity to experience working on the frontline in branches.

為促進團隊之間的相互理解 and 更好的團隊合作，該計劃讓廠房和後勤員工有機會體驗分店前線的工作。

Chef Development Programme and Management Trainee Programme 「雞鷹廚師儲備項目」及「樂行者管培生項目」

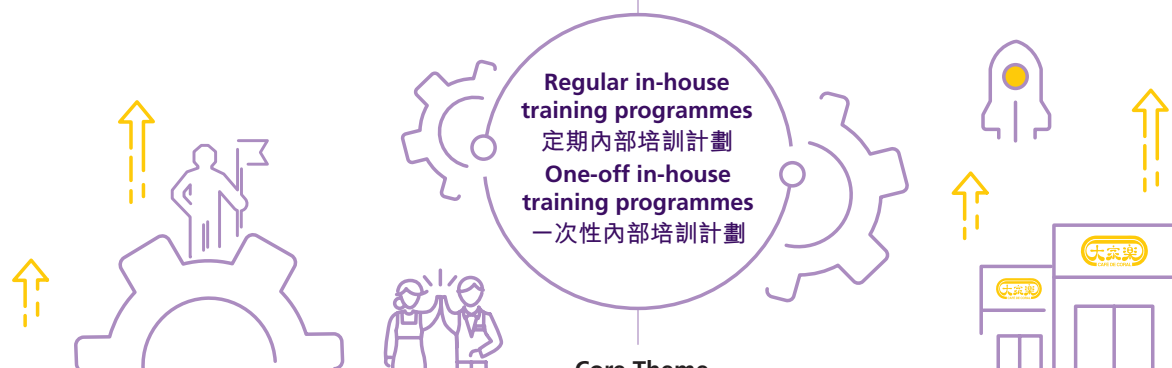
These provide management training and work skills to ensure graduates and students perform to the best of their ability.

該等項目提供管理培訓及工作技能知識，以使畢業生和學生能夠發揮最佳能力。

Online Assessment 在線評估

To ensure high performance delivery from our people, we undertake annual online assessments to assess employees' performance.

為確保員工的高效表現，我們每年進行在線評估，以評估員工的表現。



Core Theme 核心主題

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

A month-long cookery training programme nurtures new chefs and fills positions needed to cater to our expanding business. Customer Service Ambassadors are also trained, guaranteeing our delivery of quality services and anti-pandemic measures.

我們透過為期一個月的「領班、三廚百人計畫」，培育新廚師和填補職位空缺，以滿足我們不斷擴張的業務。顧客服務大使亦接受培訓，確保我們能夠提供優質服務及適當的防疫措施。

Compliance and Policy 合規與政策

Our training ensures that employees thoroughly understand our stringent compliance policies. Waste management training was offered to raise awareness of new government-mandated requirements. For more details, please refer to the Preserving the Planet chapter.

我們的培訓確保員工全面了解我們嚴格的合規政策。我們亦提供廢物管理培訓，以提升員工對政府新規定的認識。詳情請參閱「保護環境」章節。

Occupational Safety and Health 職業安全與健康

Regular training is delivered to raise employees' awareness of OSH risks and offer useful tips relating to OSH in the workplace. More details are included in the Prioritising Wellbeing, Safety and Health section of this chapter.

我們定期提供培訓，以提升員工對職業安全健康的認識，並提供有關工作場所職業安全的實用小貼士。詳情請參閱本章「重視員工福祉、安全及健康」一節。

Development and Training – Mainland China (as of 31 March 2021)⁶發展與培訓－中國內地（於二零二一年三月三十一日）⁶

Category 類別	Employees Trained 受訓員工	Average Training Hours completed per employee 平均每位員工的受訓時數
	(% 百分比)	(Hours 小時)
By Employee Category 按職級劃分		
Senior management 高級管理層	75%	22
Middle management 中級管理層	31%	15

⁶ The data scope excludes Dongguan Continental Foods Limited as its operational impact on key strategic businesses is insignificant. 由於東莞歐陸食品有限公司的營運對主要策略性業務影響不大，其數據不包括在匯報範圍內。

Prioritising Wellbeing, Safety and Health

To protect our people, a dedicated Mainland China occupational safety and health team manages all OSH-related risks and oversees operations. A safety management system ensures our excellent performance.

To cultivate a safety culture, educational and awareness-raising initiatives include regular updates of safety signs on our premises; provide fire, safety and first aid training; and launch an OSH award scheme. During the reporting year, 1,165 employees participated in 58 OSH training sessions.

To mitigate and correct OSH risks, 5 audits and inspections were conducted at branches and factories to ensure our high OSH standards were upheld. We assessed and controlled potential hazards using nonslip brick tests and anti-pinching equipment at branches.

In Mainland China, no employee fatalities have been recorded in the past three reporting years.

重視員工福祉、安全及健康

為保護我們的員工，我們在中國內地設有專責的「職安健團隊」管理所有與職安健相關的風險並監督營運。我們亦建立了一個安全管理系統以確保我們的優秀表現。

為推廣安全文化，教育和提高意識的措施包括定期更新我們場所內的安全標誌；提供消防、安全及急救培訓；並開展「職安健獎勵計劃」。於報告年度內，共1,165名員工參加了58場職安健培訓課程。

為減低和糾正職安健風險，我們在分店及廠房進行了五次審核及檢查，以確保我們維持高職安健標準。我們亦在分店內進行防滑磚及防夾手設備的測試，以評估和控制潛在職安健風險。

中國內地於過去三個報告年度並沒有錄得員工因工死亡事故。

Occupational Safety and Health – Mainland China (as of 31 March 2021)⁷職業安全及健康－中國內地（於二零二一年三月三十一日）⁷

Work-related fatality 因工死亡事故	Lost day ⁸ 損失工作日 ⁸	Lost day rate ⁹ 損失工作日比率 ⁹
(No. of people 人數)	(No. of Days 日數)	(% 百分比)
0	416	0.023%

⁷ The data scope excludes Dongguan Continental Foods Limited as its operational impact on key strategic businesses is insignificant. 由於東莞歐陸食品有限公司的營運對主要策略性業務影響不大，其數據不包括在匯報範圍內。

⁸ Lost day refers to sick leaves due to all types of work-related injuries within the reporting year. 「損失工作日」指於報告年度內各種工傷導致的病假日數。

⁹ Lost day rate refers to sick leave due to all types of work-related injuries per the number of workdays of the total number of employees within the reporting year.

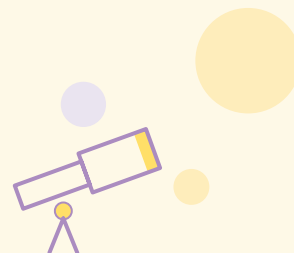
「損失工作日比率」指各種工傷導致的病假日數佔報告年度內所有員工 預定工作日數的比率。

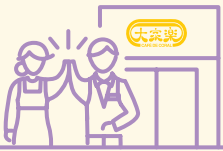


Future Plans

未來計劃

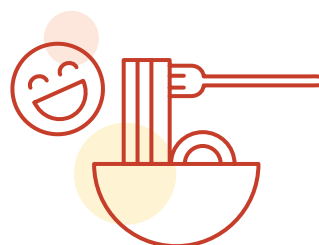
We will continue to build a motivated and capable team to support the delivery of quality products and services with the following plans:

我們將透過以下計劃，繼續建立一個有活力和能幹的團隊，為顧客提供優質產品及服務：



Focus Areas 重點範疇	Future Plans 未來計劃
Equal Opportunities 平等機會 	<ul style="list-style-type: none"> Assess and build the talent pool across our business units. 評估及建立各業務單位的人才梯隊。 Deploy different talent programmes to attract talent from badly hit industries by COVID-19, such as retail, airlines and travel. 落實不同的招聘人才計劃，以吸引來自零售、航空及旅遊等受疫情嚴重打擊行業的人才。 Continue visiting outlets to gain feedback from frontline staff. 繼續到訪分店以收集前線員工的回饋意見。 Enhance two-way communications through individual coaching and interactive forums. 透過個人化指導和互動論壇加強雙向溝通。
Talent Development 人才發展 	<ul style="list-style-type: none"> Design a training programme that focuses on employees' situational leadership. 設計培訓計劃，重點培訓員工在特定情景下的領導力。 Strengthen employees' awareness and ownership regarding food quality and safety through ongoing training. 透過持續培訓加強員工對食品質量及安全的意識和責任感。
Employee Wellbeing 員工福祉 	<ul style="list-style-type: none"> Provide more staff benefits, including discount events that allow staff to purchase items at bargain prices. 提供更多員工福利，包括舉辦購物優惠活動，讓員工以優惠價格購買產品。 Conduct an ISO pre-audit, to lay the groundwork for OSH ISO accreditation of our safety management system. 進行ISO預審，為我們的安全管理系統獲得ISO認證奠定基礎。





Focusing on Food 專注食物



At a Glance 概覽

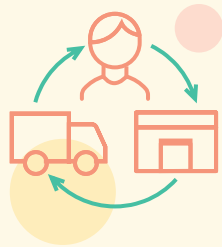
Focus Areas 重點範疇

Goals 目標

Responsible Sourcing 負責任採購

Create a positive impact by making conscious purchasing choices under our supply chain management framework and practising sustainable sourcing.

根據我們的供應鏈管理框架作出審慎的採購選擇並實行可持續採購以產生正面影響。



Strengthen our partnership with strategic suppliers and increase the use of ingredients that consider animal welfare and antibiotic-free meat to ensure we provide safe and high-quality food.

加強與重點供應商的合作關係和增加採用考慮動物福利的食材和不含抗生素的肉類，確保我們提供安全優質的食品。



Food Quality and Safety 食品質量與安全



Provide high quality and safe food products through strict controls and testing.

透過嚴格控制及測試以提供優質及安全的食品。



Enhance quality and safety controls to uphold our standards in delivering quality food products.

加強質量及安全控制以維持我們提供優質食品的一貫標準。

Food Nutrition and Health 食品營養與健康

Promote healthy diets to support the nutritional needs of our customers.

推廣健康飲食以滿足客戶的營養需求。



Explore diverse meal options to help customers practise healthy eating.

探索多元化的膳食選擇以支持客戶實踐健康飲食。



Key Achievements 主要成果

Rated by GS1 as the Quality Food Traceability Scheme's **Diamond Enterprise for the third consecutive year**.

連續三年獲評為香港貨品編碼協會「優質食品源頭追蹤計劃」**鑽石企業**。

Attained the highest rank of the Quality Food Traceability Scheme's **Efficient Consumer Response Index (3 stars)**.

獲得「優質食品源頭追蹤計劃」**高效回應消費者指標的最高等級（三星）**。

Introduced **sustainable seafood, and antibiotic-free and no-added-hormones meal options** at our outlets and school catering.

在分店及學校餐膳推出**可持續海鮮、無抗生素及無添加激素膳食選擇**。

Replaced **18%** of suppliers who have marginal performance with higher quality suppliers in the Mainland China supply chain.

中國內地的供應鏈以更高水平的供應商取代**18%**邊際表現的供應商。

Introduced **automation and digital technologies** to enhance quality and safety control.

引入**自動化及數碼技術**加強質量及安全控制。

Conducted **internal and external microbiological assessments** of selected food products.

對特定食品進行**內部及外部微生物檢測**。

Launched a **kitchen management system** at casual dining restaurants.

休閒餐飲推出**廚房管理系統**。

Offered **vegetarian menus** at casual dining chains and Asia Pacific Catering.

休閒餐飲和泛亞飲食提供**素食菜單**。

Offered **vegetarian school lunches** through Luncheon Star.

活力午餐提供**素食學校午餐**。

Introduced **plant-based meat dishes and plant-based milk options** at Oliver's Super Sandwiches.

Oliver's Super Sandwiches（利華超級三文治）推出**植物肉和植物奶**的食品選擇。

Introduced **soup with no added MSG and an option for extra vegetable portions** at Café de Coral fast food and Super Super Congee & Noodles.

大家樂快餐和一粥麵推出**無添加味精的湯品和增加蔬菜份量的選擇**。

Adopting Responsible Sourcing

Our products and processes integrate sustainability, safety and quality at every point in the supply chain. We are dedicated to monitoring food quality and safety, beginning with raw materials in the fields and through collaboration with suppliers who share our sustainable sourcing vision. Our *Food Safety Policy* guides our identification and control of hazards along the supply chain and in all business units.

Supply Chain Management

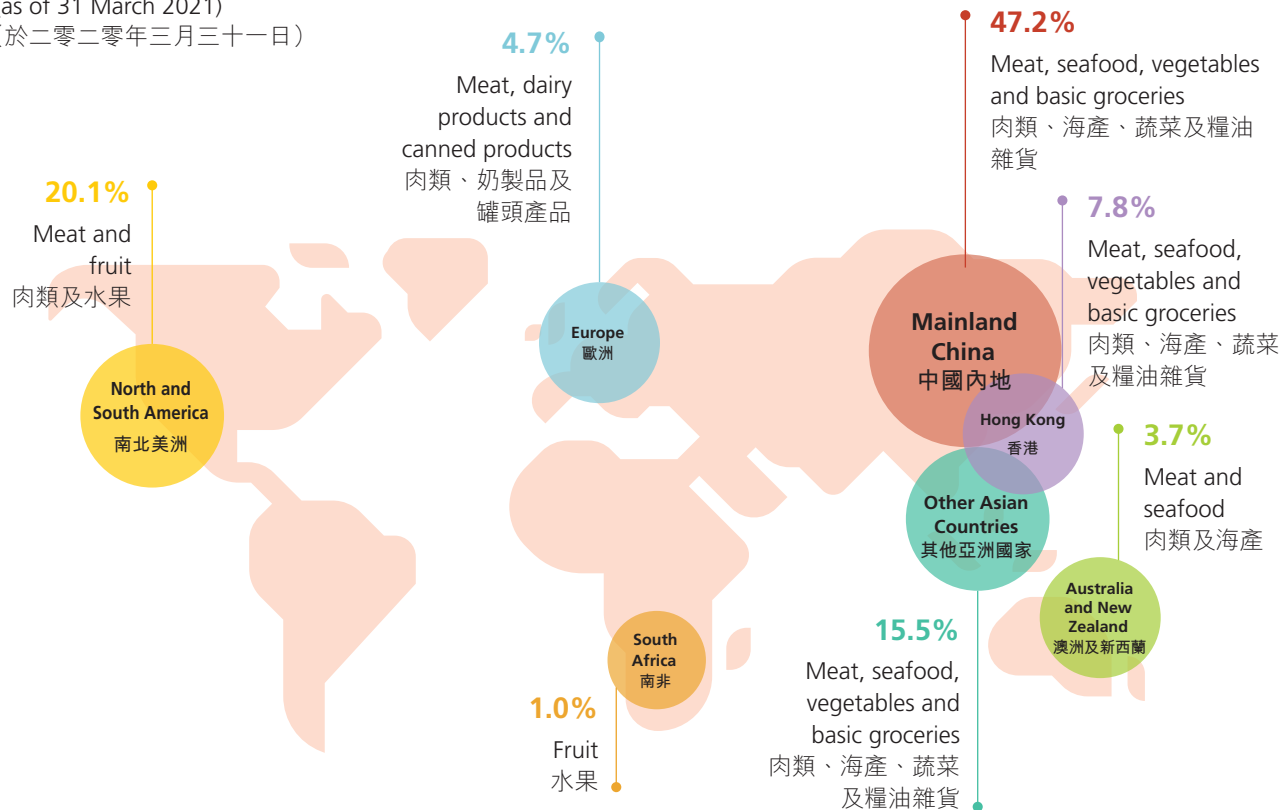
Café de Coral's success relies on high-quality products from suppliers around the world. So, we are committed to multipronged but strict supplier selection, and undertaking performance assessments, to ensure high standards at the source of the supply chain.

Our global sourcing and direct procurement strategy take cost, quality, diversity and risks into consideration. We purchase directly from first-tier suppliers as this strategy tends to foster long-term and collaborative relationships, thus supporting our aim to build a more climate-resilient and reliable supply chain. During the reporting year, about 32.5% of our food supplies were directly sourced.

Food Origin by Geographical Region*

按食物來源地分佈*

(as of 31 March 2021)
(於二零二零年三月三十一日)



* Percentage is based on the Group's total procurement spend.

* 百分比乃基於集團總採購支出計算。

採取負責任採購

我們供應鏈流程中的每個環節及產品均融入可持續發展、安全及質量要求。我們致力從原材料著手，與擁有相同可持續採購理念的供應商合作，以監控食品的質量及安全。我們的「食品安全政策」引導我們識別和控制供應鏈流程及所有業務部門對食品安全的潛在危害。

供應鏈管理

大家樂的成功有賴全球各地的供應商提供優質產品。我們以多管齊下及嚴格的要求甄選供應商和進行績效評估，確保在供應鏈的源頭秉持高標準。

我們的環球採購及源頭採購策略將成本、質量、多元化及風險納入考慮之列。此策略著重建立長期合作關係，因此我們直接向一線供應商採購，從而支持我們建立更具氣候適應力及可靠的供應鏈。在報告年度內，直接從源頭採購的食材約佔我們食品供應的32.5%。

Comprehensive procurement systems enhance our sourcing efficiency in Hong Kong and Mainland China:

Branch Management System 分店管理系統



- Facilitates ordering for our stores and food processing centres through centralising the distribution of orders to our suppliers
- 透過集中分發訂單至我們的供應商，促進分店及中央產製中心的產品訂購流程

Electronic Data Interchange System 電子數據互換系統



- Provides standardised and efficient data-transfer that supports transactions between our manufacturing plants and suppliers
- 提供標準化及高效率的數據傳輸平台，加快產製中心和供應商之間的交易過程

Enterprise Resource Planning System 企業資源系統



- Integrates information from different areas of our operations to assist planning for use of materials and production
- 綜合各營運點的資訊從而更有效地規劃材料使用和產製過程



Effective management of supply chain risk is fundamental to our sustainable business growth. Potentially, we face increased disruption linked to climate change. Therefore, we take a collaborative and proactive approach to mitigating the disruption of supplies. For example, we have a list of substitution products in case raw materials need to be suspended or rejected owing to critical conditions such as influenza or COVID-19.

有效的供應鏈風險管理是我們可持續業務發展的基礎。受氣候變化影響，導致供應鏈受影響或中斷的潛在風險正在增加。因此，我們與供應商合作，以積極的方法減輕供應鏈所受的影響。例如，我們建立了替代產品清單以應對原材料因流行性感冒或新型冠狀病毒等重大事件而需要暫停或被拒絕採購的狀況。



Case Study 案例：



Demonstrating Our Supply Chain Resilience amid COVID-19 展現我們在新型冠狀病毒疫情下供應鏈的靈活性

COVID-19 presented unprecedented challenges to our supply chain. At the heart of the crisis, we remained in frequent communication with suppliers, formulated contingency plans to minimise disruptions, secured stable raw materials and products, and promptly updated menus when raw materials proved unstable.

We believe COVID-19 will not be the last disruptor to our supply chain. However, our enhanced supply chain resilience makes us confident that we can respond to evolving challenges.

新型冠狀病毒疫情為我們的供應鏈帶來前所未有的挑戰。在此危機中，我們與供應商保持緊密溝通，制定應急方案以盡量減低對供應鏈的影響，並確保原材料及產品供應穩定，並在原材料供應不穩定時及時更新餐單。

我們相信新型冠狀病毒疫情不會是對我們供應鏈的最後一個衝擊。然而，我們有信心已增強靈活性的供應鏈讓我們有充足能力應對不斷變化的挑戰。



Assessing and Selecting Suppliers

Guided by our *Supplier Code of Conduct*, we strictly evaluate the compliance and competence of all suppliers. The criteria include raw material testing reports, audit results and service quality, and we favour suppliers who demonstrate higher social and environmental standards. All new suppliers are required to pass our food safety evaluation and assessment.

評估及選擇供應商

根據我們的「供應商行為守則」，我們嚴格評估所有供應商的合規情況及其能力。評估準則包括供應商的原材料測試報告、審核結果及服務質素。我們亦傾向選擇達到較高社會和環境標準的供應商。所有新供應商必須通過我們的食品安全評審和評估。

Monitoring Supplier Performance

Our robust supplier monitoring complements our ISO 9001 and ISO 22000 quality and food safety management systems. We conduct regular supplier evaluations with reference to local regulations and applicable international standards. Failure to meet our standards may result in the relationship being severed.

During the reporting year, we reviewed and optimised the pre-marinating process for chicken fillet, hoki fillet and beef brisket, conducted evaluations on strategic items and communicated our suggestions to the suppliers. Also, we are planning to enhance the supplier management system by introducing a grading system.

Building Partnership

We establish long-term partnership with key strategic suppliers, as measured by volume, purchase value, and/or product uniqueness. And we provide suppliers – particularly strategic and new ones – with coaching and guidance so that they can address issues in their own supply chains. During the reporting year, we provided technical support for selected suppliers, optimising their processes to strengthen their efficiency.

Product Traceability

To uphold our rigorous quality and safety standards, we must be able to trace our ingredients back to the source. This ensures our standards are met at every step in our procurement. Our comprehensive and effective traceability system captures key information, including supplier name, quantity, production and expiry date.

Sustainable Sourcing

Driven by customers' evolving expectations regarding healthy eating and sustainable food, we have incorporated social and environmental factors into our procurement. We are dedicated to expanding our sourcing of sustainable ingredients and communicating our commitment to our supply chain, to foster a collaborative way forward.

Promoting Antibiotics Free and No-Added-Hormones Products

Responding to concerns about antibiotic residues and hormones in food, we are driving products free of such elements across our business operations. In our current portfolio, 6.7% of products are free of antibiotics and added hormones, far exceeding our annual target of 4%.

We serve antibiotic-free pork in four Shanghai Lao Lao restaurants, and antibiotic and hormone-free chicken franks in Café de Coral fast food and Asia Pacific Catering.

Procuring Sustainable Seafood

To support sustainable fisheries and maintain a healthy marine environment, we procure seafood from suppliers certified by the Aquaculture Stewardship Council and/or the Marine Stewardship Council.

監察供應商表現

我們穩健的供應商監察以及我們的ISO 9001/ISO 22000質量及食品安全管理系統相輔相成。我們參考當地法規及適用的國際標準進行定期的供應商評估。如供應商未能達到我們的標準，我們有可能與其終止合作關係。

於報告年度內，我們檢討及優化雞扒、南冰魚柳及牛腩的預醃工序，對重點食品進行評估，並向供應商傳達我們的建議。此外，我們正計劃透過引入供應商評級系統從而提升我們的供應商管理系統。

建立夥伴關係

我們與重點供應商（以數量、採購總值及／或產品獨特性衡量）建立長期合作關係。我們特別為重點及新供應商提供指導及指引，協助他們解決自身供應鏈的問題。於報告年度內，我們為選定的供應商提供技術支援，優化其工作流程以提升其效率。

產品可追溯性

為維持我們嚴格的質量及安全標準，我們必須能夠從源頭追溯食材。這確保我們採購的每個步驟都符合標準。我們全面且有效的追溯系統記錄關鍵資料，包括供應商名稱、數量、產製及到期日。

可持續採購

在顧客對健康飲食及可持續食品不斷提高的期望推動下，我們將社會和環境因素納入採購工作。我們致力擴大可持續食材的採購範圍，並向供應商傳達我們的決心，以促進合作共同向前邁進。

推廣無抗生素及無添加激素產品

為回應有關殘留在食物中的抗生素和激素的關注，我們在各業務營運推廣不含上述成分的食品。在我們目前的產品組合中，6.7%的產品不含抗生素及添加激素，超越我們4%的年度目標。

我們在四間上海姥姥餐廳供應不含抗生素豬肉，並在大家樂快餐及泛亞飲食供應不含抗生素及激素的雞肉腸。

採購可持續海鮮

為支持可持續漁業和維持健康的海洋環境，我們向已獲取水產養殖管理委員會及／或海洋管理委員會認證的供應商採購海鮮。

In the reporting year, 73% of seafood sourced by our Hong Kong operations was certified as sustainable, very close to achieving our annual target of 75%. While the COVID-19 pandemic and the regulation imposed by local authorities have hindered our performance, we will continue to observe and explore opportunities to achieving our target.

Valuing Animal Welfare

We recognise the importance of ensuring animals are treated humanely. 20% of raw meat sourced by our Hong Kong operations in this reporting year was from high-welfare suppliers, exceeding our annual target of 13%.

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 and natural behaviour, and freedom from fear and distress.

Ensuring Food Quality and Safety

All of our central food processing centres in Hong Kong and Mainland China, and some of our Asia Pacific Catering outlets are certified with ISO 22000 and Hazard Analysis Critical Control Point (HACCP) food quality and safety management system.

We adopted the revised ISO 22000:2018 to keep our practices in line with the latest international standards during the reporting year. Our *Food Safety Policy* also minimises risks in food receiving, storage, preparation, processing, distribution and serving.

Quality Control and Assurance System

We ensure food quality and safety from the site of production to the point of consumption. Key measures include:

Quality Control 質量控制

- An in-house team monitors quality and processes in accordance with our standard operating procedures.
內部團隊根據我們的標準營運程序監控質量及流程。

Standard Operating Procedures 標準營運程序

- Our procedures are regularly reviewed, with strict quality testing for key products such as tea and rice.
我們定期檢討工作程序，並對重點產品（如茶及大米）進行嚴格的質量測試。

Microbiological Assessments 微生物檢測

- Our manufacturing plants carry out internal microbiological testing of food products.
產製中心對食品進行內部微生物檢測。
- Luncheon Star appoints accredited testing laboratories to assess its food products.
活力午餐委託認可的檢測實驗室評估食品。

Quality Assurance and Control 質量保證及控制

- We conduct monthly evaluations and store visits for spot checks on strategic items such as rice, pork and beef.
我們每月進行評估及到訪分店，對大米、豬肉及牛肉等重點食材進行抽查。
- We launched an improvement programme to review "Best Before" dates on strategic items.
我們推出改善計劃以覆核重點食材的最佳食用日期。

於報告年度內，香港業務所採購的海鮮中，73%為經認證的可持續海鮮，離達到75%的年度目標非常接近。儘管新型冠狀病毒疫情及地方當局法規令我們更難達到目標，我們必定會繼續努力，觀察並發掘各種機會以達成目標。

重視動物福利

我們明白確保動物獲得人道待遇的重要性。於報告年度，我們香港業務採購的20%生肉來自高福利供應商，超越了我們13%的年度目標。

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憂慮。

確保食品質量及安全

我們位於香港及中國內地的所有中央產製中心和部分泛亞飲食分店均已獲得ISO 22000及食物安全重點控制（「HACCP」）食品質量及安全管理體系認證。

我們於報告年度內採用經修訂的ISO 22000：2018，以使我們的實踐符合最新的國際標準。我們的「食品安全政策」亦有助降低在食品接收、儲存、製備、加工、配送及供應過程中出現的風險。

質量控制及保證系統

我們從產製點到消費點均確保食品質量及安全。主要措施包括：



A hygiene-control programme ensures cleanliness, quality and safety at our outlet kitchens. Meanwhile, our casual dining outlets have standardised their kitchen management, recipes and use of equipment to ensure consistent quality across our brand.

Regular training enables our employees to uphold our strict quality, safety and hygiene standards. These standards are featured in the induction training for all new employees. Our strategic business units also offer training on food safety and monitoring. At regular exchange meetings, we share examples of best practices to encourage ongoing improvement.

Technology Innovation for Food Quality and Safety

Investing in new equipment and technology helps us achieve higher standards. As quality and safety are closely linked to manufacturing and processing, we have standardised our food-handling procedures with automation and digital technology to enhance our quality control, consistency and efficiency.

衛生控制計劃確保我們分店廚房的整潔、質量及安全。同時，我們休閒餐飲的分店已將其廚房管理、食譜及設備使用標準化，以確保各品牌質量的一致性。

定期培訓使員工能夠堅守我們嚴格的質量、安全及衛生標準。所有新員工的入職培訓亦包括相關標準的介紹。我們的策略性業務單位亦提供食品安全及監察培訓。在定期交流會議上，我們分享最佳實踐的例子以鼓勵持續進步。

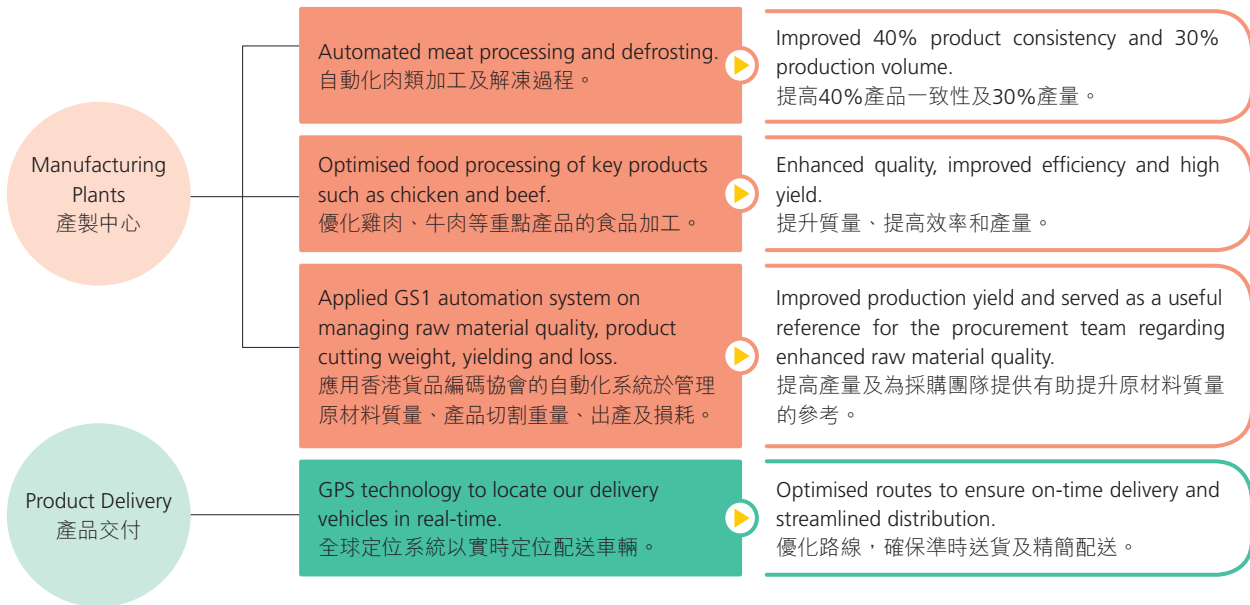
食品質量及安全的技術創新

投資新設備及技術有助我們達到更高標準。由於質量及安全與產製和加工程序密切相關，我們已通過自動化及數碼化技術來標準化食品處理程序，務求加強質量控制、一致性及效率。

Operational Process 營運流程

Technology Innovation 技術創新

Achievement 成果



Promoting Nutritious and Healthy Food

Customers are increasingly asking for healthier and more sustainable diets as they become more health and environmentally conscious. We are introducing options to meet these needs.

Healthy, Sustainable and Inclusive Meal Options

Café de Coral fast food and Super Super Congee & Noodles have introduced soup with no added MSG, as well as an option for extra vegetable portions. Café de Coral fast food also introduced a “Healthy Choice” label to indicate recommended healthy diets.



Oliver's Super Sandwiches regularly updates its salad bar menu to provide more diverse vegetables. Our casual dining chain introduced plant-based meat dishes and plant-based milk during the reporting year, and also serves a series of drinks containing organically grown ingredients, such as organic lemon, ginger and manuka honey tea, which received positive responses.

推廣營養健康食品

隨著客戶的健康和環保意識增強，更多客戶追求更健康和更可持續的飲食，我們正推出滿足相關需求的食品選擇。

健康、可持續及包容的膳食選擇

大家樂快餐和一粥麵推出無添加味精的湯品，以及提供增加蔬菜份量的選擇。大家樂快餐亦推出了「健康首選」標籤以標示推介的健康飲食。

Oliver's Super Sandwiches (利華超級三文治) 定期更新沙律吧餐單以提供更多元化的蔬菜選擇。休閒餐飲則於報告年度內推出植物肉菜式和植物奶，並供應一系列含有有機種植成分的飲品，如有機麥盧卡蜂蜜檸檬薑茶，獲得顧客正面評價。



Our institutional catering arm, Asia Pacific Catering, has long participated in the Department of Health's "EatSmart@restaurant.hk" campaign, and embraces healthy eating with its "EatSmart Dishes". Our school catering arm, Luncheon Star, provides options that meet the nutrition needs of growing children. All are designed by qualified nutritionists, adhere to the Department of Health's requirements, and are endorsed by school authorities and Parent-Teacher Associations. Supporting the Department of Health's "Salt Reduction Scheme for School Lunches", Luncheon Star provides 50% reduced-sodium meals every month for students, and nearly 300 reduced-sodium meals have been offered to date. It also lowers the amount of sauces in meals and adopts more natural food ingredients, herbs, and relatively low-sodium spices. Vegetarian options are also provided to students every day.

We will continue to monitor dietary trends and customer preferences, and review our menus accordingly.

我們的機構飲食業務泛亞飲食長期參與衛生署的「有營食肆」運動，並透過「有營菜式」推廣健康飲食。而我們的學校餐膳業務活力午餐則提供滿足成長中兒童營養需要的食品。所有食品選擇均由合資格營養師設計，既符合衛生署的規定，亦獲得學校當局及家長教師協會認可。活力午餐每月為學生提供50%減鈉餐款以支持衛生署「學校午餐減鹽計劃」，至今已提供接近300個減鈉餐。活力午餐更減少膳食的醬汁份量，並多採用天然食材、香草和相對低鈉的香料，同時亦每天為學生提供素食選擇。

我們將繼續留意飲食趨勢及客戶喜好，並相應地檢討菜單。

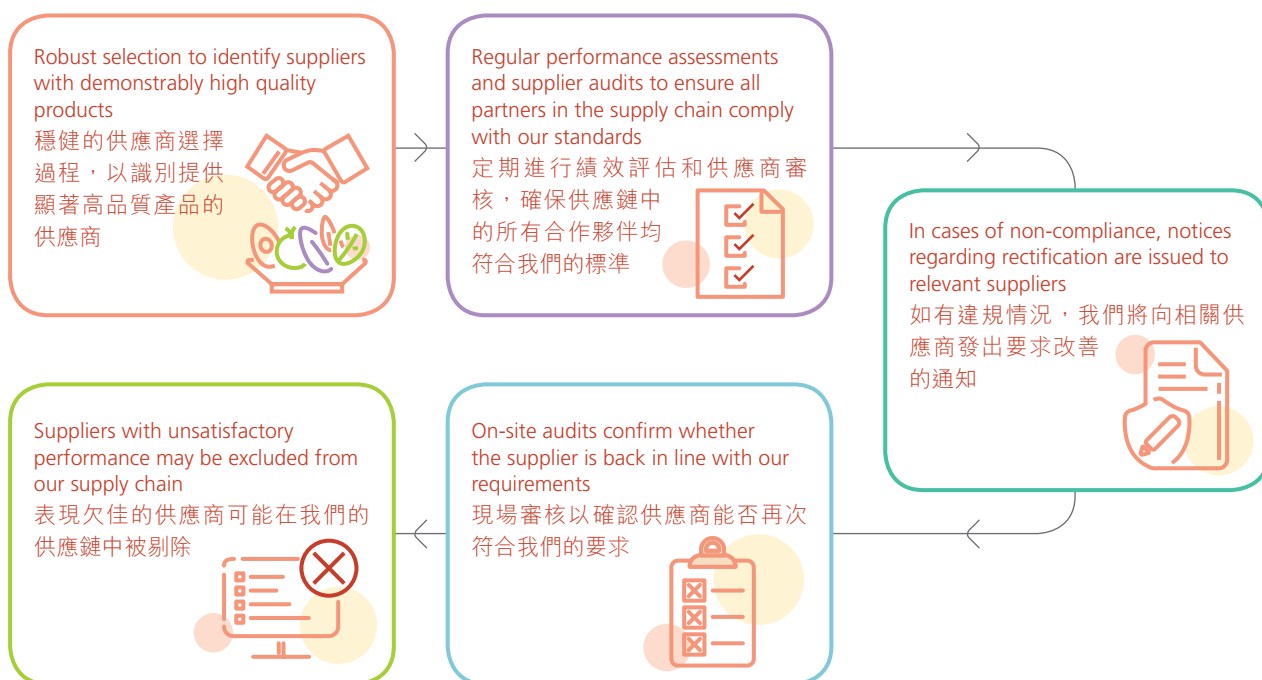
Mainland China – Our Efforts and Progress 中國內地－我們的努力及進展

Our Mainland China operations also prioritise high quality, safe and healthy food. Standards and protocols govern its processes from procurement to processing.

Adopting Responsible Sourcing

We strive to collaborate with outstanding suppliers. We select the right ones for our business and ensure their compliance with our requirements. During the reporting year, 85% of our targeted strategic suppliers received factory audits.

Supplier Management Process: 供應商管理流程：



The right ingredients are essential for high-quality food. The tightened criteria for our raw materials include nutritional value, quality, supply stability, and price. We have updated our quality standards for key ingredients and established a dedicated inventory team, responsible for overseeing the storage and distribution of food products.

Our supplier grading system also applies to Mainland China operations. In the reporting year, about 18% of marginal grade suppliers were replaced. We share evaluation results with suppliers and encourage them to improve. Suppliers with ongoing deficiencies are delisted to gatekeep the highest standard of food quality and safety.

Upholding the Group's strong commitment to sustainable sourcing, our Mainland China operations procured 50% of seafood from certified sustainable suppliers in the reporting year.

我們的中國內地業務亦將優質、安全及健康的食品放在首位。從採購至食品加工的流程均受相關標準及規章監管。

採取負責任採購

我們致力與優秀的供應商合作。我們為業務挑選合適的供應商，並確保其符合我們的要求。在報告年度內，85%的目標重點供應商已接受工廠審核。

合適的食材對產製優質食品至關重要。我們經收緊的原材料選購準則包括營養價值、質量、供應穩定性及價格。我們亦已更新重點食材的質量標準，並成立專責庫存團隊，負責監督食品的儲存及配送。

我們的供應商評級系統亦適用於中國內地業務。於報告年度，約18%被評為邊緣等級的供應商被替換。我們與供應商分享評估結果並鼓勵其作出改善，而持續存在缺失的供應商會被剔除，以堅守我們最高的食品質量及安全標準。

為貫徹集團對可持續採購的堅定承諾，我們的中國內地業務於報告年度向已獲取認證的可持續供應商採購50%海鮮。

Our Mainland China operations have also developed a resilient supply chain to ensure food quality and safety. Affected by African Swine Fever, we stopped purchasing food items from two strategic suppliers during the reporting year. Meanwhile, local government has restricted the importing of food from certain locations owing to COVID-19. Our strong product traceability enables us to comply with such requirements.

我們在中國內地的業務亦已建立具靈活性的供應鏈，以確保食品質量及安全。受非洲豬瘟影響，我們於報告年度內暫停向兩家重點供應商採購食材。同時，地方政府因應新型冠狀病毒疫情限制從某些地區進口食材。我們穩健的產品追溯能力使我們能夠遵守該等規定。



Case Study 案例：



Robust Traceability System to Safeguard Food Quality and Safety during COVID-19 穩健的追溯系統以在新型冠狀病毒疫情期間保障食品質量及安全

Amid the COVID-19 outbreak, we applied controls to ensure the safety of our food, especially on imported ingredients. We closely tracked locations and points of origin, and halted procurement from companies in high-risk areas.

Information on imported ingredients – including batch number, distribution and flow of products, and delivery dates – was registered in the Enterprise Resource Planning System for checking and tracking. We also strictly complied with governmental requirements for COVID-19-driven testing and cleansing of packaging of imported ingredients – and, to ensure safety, obtained certificates for each box.

在新型冠狀病毒疫情爆發期間，我們實施控制措施以確保食品安全，尤其是進口食材。我們密切追蹤地區及原產地，停止向高風險地區的公司進行採購。

我們的企業資源系統已登記有關進口食材的資料，包括批號、產品配送與流通及交付日期，以便作出檢查及追蹤。我們亦嚴格遵守政府有關新型冠狀病毒的測試和消毒進口食材包裝的規定，並為每箱食材取得證書以確保食材安全。



Ensuring Food Quality and Safety

Our Good Manufacturing Practice (GMP) model guides standard operating practices at our Mainland China food processing plants. The model defines key performance indicators for each production zone, to effectively evaluate our performance, cleanliness, hygiene and pest control. In the reporting year, we hosted GMP competitions among operational teams to raise awareness of quality and safety.

Hygiene is crucial for food quality and safety. Our hygiene analysis proved especially important during the COVID-19 pandemic. We applied strict standards to our manufacturing facilities and to our staff.

Our manufacturing and processing standards are regularly reviewed. We conduct internal inspections and third-party quality testing of raw materials every six months, in accordance with national laws, regulations and standards.

Professional logistics companies transport our products. Their vehicles have strict temperature controls, automatic refrigeration, and tracking systems that record temperatures. We verify those records to identify abnormalities that might compromise our high standards.

確保食品質量及安全

我們的「良好產製實踐」（GMP）模式為中國內地產製中心的標準營運實務提供指引。該模式明確各產製區的關鍵績效指標，以有效評估我們的表現、整潔度、衛生及蟲害控制。於報告年度，我們為營運團隊舉辦GMP比賽，以提高各團隊對質量及安全的意識。

衛生對食品質量及安全十分關鍵。我們的衛生分析在新型冠狀病毒疫情期間尤為重要。我們對產製設施及員工實施嚴格衛生標準。

我們亦會定期檢討產製及加工標準。根據國家法律、法規及標準要求，我們每六個月對原材料進行內部檢查及第三方質量測試。

我們委託專業物流公司運輸產品。運輸車輛均有嚴格的溫度控制、自動製冷及溫度記錄和追蹤系統。我們覆核該等記錄以識別可能損害我們高質量標準的異常情況。

To keep up-to-date with quality and safety requirements, we train our employees to comply with the upgraded food management system.

為使員工了解最新的質量及安全規定，我們進行培訓使員工能夠遵守已升級的食品管理系統。



Promoting Nutritious and Healthy Food

In response to an ever-increasing customer demand for healthier food products, we introduced oatmeal with low-fat milk to provide customers with healthy breakfast options during the reporting year. We will look into other nutritious and healthy food products to cater to the diverse dieting needs of customers going forward.

推廣營養健康食品

為回應客戶對更健康食品日益增加的需求，我們於報告年度內推出低脂牛奶燕麥片，為客戶提供健康的早餐選擇。我們將引進其他營養豐富及健康的食品，以迎合顧客多元化的飲食需求。






Future Plans

未來計劃

We will strive to enhance our food quality and safety even further with the following plans:

我們將致力透過以下計劃進一步提升我們的食品質量及安全：

Focus Areas 重點範疇	Future Plans 未來計劃
<p>Responsible Sourcing 負責任採購</p> 	<ul style="list-style-type: none"> Extend the scope of food quality and safety certifications to enforce best practices in line with international standards. 擴大食品質量及安全認證的範圍，實踐符合國際標準的最佳實務。 Improve our collaboration with strategic suppliers of key products to enhance product quality. 加強與提供重點產品的重點供應商的合作，提升產品質量。 Develop a supplier scorecard to monitor and manage performance, and identify room for improvement. 建立供應商計分卡，以監察及管理其表現並識別改善空間。 Introduce more sustainable products that consider animal welfare, and that are sustainable and antibiotic and hormone-free. 推出重視動物福利、不含抗生素及激素的可持續產品。
<p>Food Quality and Safety 食品質量與安全</p> 	<ul style="list-style-type: none"> Harness technological and innovative solutions to optimise processes for enhanced consistency, quality and efficiency. 利用技術及創新解決方案完善流程，提高一致性、質量及效率。 Strengthen employees' awareness and ownership of quality and safety through continuous training. 透過持續培訓加強員工對質量及安全的意識及責任感。
<p>Food Nutrition and Health 食品營養與健康</p> 	<ul style="list-style-type: none"> Keep abreast of changing habits and lifestyles by developing attractive, healthy and sustainable food choices for all customers. 緊貼不斷變化的顧客習慣及生活方式，為所有顧客提供具吸引力、健康及可持續的食品選擇。





Preserving the Planet 保護環境



At a Glance 概覽

Focus Areas 重點範疇

Goals 目標

Energy Efficiency 能源效益

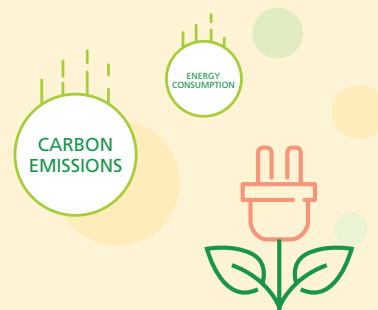
Reduce energy use at our stores and operations to improve energy efficiency.

減少分店及業務營運的能源消耗及提高能源效益。



Continue exploring uses of technology to increase energy efficiency across our operations, and to reduce carbon emissions by cutting energy consumption.

持續探索應用嶄新科技，在營運過程中提升能源效益，並通過減少能源消耗減低碳排放。



Water Stewardship 水資源管理

Conserve water and improve water efficiency while preparing meals.

在食物備製時，節約用水及提高用水效益。



Seek opportunities to optimise water efficiency via advanced technology and improved processes.

發掘機會引入先進科技及改善流程，以提升用水效益。

Waste Management 廢物管理

Minimise waste generation and handle waste responsibly by reducing materials at source and following the avoid, reduce-reuse-recycle principles.

透過源頭減廢、循環再用及回收的原則，減少廢物產生及妥善地處理廢物。



Establish baseline measurements for waste generation and develop guidelines and training for waste reduction.

建立廢物產量基準指標，並制訂以減廢為目標的指引及培訓計劃。

Continue to liaise with suppliers to minimise 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，致力減少原材料的包裝物料，並增加使用以環保物料製成的外賣餐具和餐盒。

Key Achievements 主要成果

Introduced energy-efficient dish washers in Hong Kong and Mainland China Café de Coral fast food outlets. These save around **20-30%** in electricity consumption.

在香港及中國內地的大家樂快餐分店引入節能洗碗機，共節省**20-30%**的電力消耗。

Gradually introducing the technology of “**Air Lobby**” at the entrance of our stores where feasible, to enhance energy efficiency of our air-conditioning system by heat resistance.

於部分條件許可的分店的入口應用「**空調大堂**」技術，透過阻隔熱空氣，提高空調系統的能源效益。

Implemented boiler waste heat recovery in our Mainland China operations, saving around **23,000 m³** of natural gas annually.

於中國內地業務實施鍋爐餘熱回收，每年節省約**23,000**立方米天然氣。

Introduced dish washers in stores with a potential to save **20-30%** on water consumption.

在分店內引入洗碗機，以節省**20-30%**的用水量。

Increased the use of a high-frequency defroster at our manufacturing plant, which saves an estimated **10 tonnes** of water per day.

在我們的產製中心增加使用高頻率解凍裝置，預計每日可節省**10公噸**水。

Completed second phase of **waste audit** across different brands.

完成覆蓋不同品牌的**第二階段廢物審計**。

Provided employees with training and clear instructions for waste-sorting.

為僱員提供有關廢物分類的培訓及清晰指示。

Avoided the generation of **4,700 glass bottles** and around **3,500 paper boxes** of packaging per year through bulk purchasing.

通過批量採購，每年避免產生**4,700**個玻璃瓶及約**3,500**個包裝紙箱。

Stopped providing takeaway cutlery at schools and distributed reusable cutlery for students.

停止在學校提供外賣餐具，並為學生派發可重用的餐具。

Encouraged customers, with monetary incentives, to avoid disposable packaging by **bringing their own utensils**.

透過經濟誘因**鼓勵顧客自備餐具**，避免使用即棄包裝。

Managing Energy and Emissions Footprint

Combating climate change is increasingly urgent, so we are making strenuous efforts to decarbonise our operations. To strengthen our energy management, we closely monitor our energy consumption, established energy and greenhouse gas (GHG) emissions reduction targets and have implemented a wide range of energy-saving measures.

Designing and Equipping for Energy Efficiency

We aim to optimise our energy-efficiency by upgrading equipment in our manufacturing plants and kitchens.

At our manufacturing plants, we are studying the feasibility of adopting steamer generation methods that increase heating efficiency.



Meanwhile at our stores, we have gradually been introducing energy saving dish washing machines which save around 20% to 30% on electricity compared with the traditional dish washer. Lighting fixtures are also continuously upgraded to LED lights and energy-saving light bulbs to further reduce electricity consumption.

Energy-saving dish washer installed at stores
分店安裝節能洗碗機

We have taken steps to enhance the efficiency of our ventilation and air-conditioning. Lowering ambient kitchen temperatures reduces the load on air-conditioning and hence reduces energy consumption. Installing cotton filters facilitates the capturing of flour dust and hence improves the efficiency of ventilation systems.

Adopting Energy Efficient Practices

An in-depth understanding of consumption patterns is key to enhancing our energy management. We use a building management system to capture electricity consumption in our manufacturing plants. This helps us identify areas for improvement and develop retro-commissioning plans.

Participating in CLP's Peak Demand Management Programme gave us a better understanding of our daily electricity usage patterns. This helped us formulate demand reduction solutions by conducting our production ahead of time and halting production during peak demand hours.

能源及碳排放管理

氣候變化的影響迫在眉睫，為此我們致力減少營運帶來的碳排放。為了加強能源管理，我們密切監察我們的能源消耗、制定減少能源使用及溫室氣體排放目標，並實施多項節能措施。

節能設計及設備

我們致力透過升級產製中心及廚房的配備，以提升能源效益。

我們的產製中心正在研究採用生產蒸汽的方式以提高加熱效率的可行性。

同時，我們逐步在分店內引入節能洗碗機。與傳統洗碗機相比，節能洗碗機可節省約20%至30%的電力。照明裝置亦持續地升級為發光二極體（LED）燈管及節能燈泡，以進一步節省電力消耗。

我們已採取相應措施以提高通風及空調效率，其中包括降低廚房的溫度以減低空調負荷，從而減少能源消耗。我們亦透過安裝棉花過濾器以助減少粉塵，從而提升通風系統的效益。

採用節能措施

深入了解消耗模式是加強能源管理的關鍵。我們使用樓宇管理系統記錄我們產製中心的用電量。這有助於我們找出改善要點並制定重新校驗計劃。

透過參與中電的「高峰用電管理」計劃，讓我們更了解日常用電模式。這有助我們通過提前進行產製並在高峰時段暫停產製，以制定減低用電需求的方案。

We published guidelines to integrate conservation measures into daily operations, such as encouraging employees to prioritise energy-efficient equipment whenever possible.



We have also reduced our energy consumption by better controlling our air-conditioning use. Specifically, we are gradually introducing the technology of “Air Lobby” at the entrance of our stores where feasible, to enhance energy efficiency of our air-conditioner system by heat resistance. The “Air Lobby” is a physical corridor constituted by two sliding doors with installation of fan coils provided at top of both doors, to reduce warming effect incurred by influx of hot and humid air coming from outside.

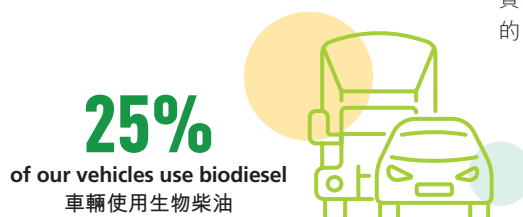
Introduced “Air Lobby” technology to improve efficiency of in-store air-conditioning system
引入「空調大堂」技術，提高空調系統的能源效益

我們發佈相關指引以將節能措施融入日常的營運中，例如鼓勵員工盡可能優先使用節能設備。

我們亦透過更好地控制空調使用來減少能源消耗。具體而言，我們於部分條件許可的分店的入口應用「空調大堂」技術，透過阻隔熱空氣提高我們空調系統的能源效益。「空調大堂」是由兩個滑門組成的實體玻璃走廊，並在兩個滑門頂部安裝管風機，以減少室外的濕熱空氣流入分店所產生的暖化效應。

Utilising Renewable Energy

We put forward dedicated efforts to reduce our carbon footprint of our logistic operations by using renewable and carbon efficient alternative fuels. Introducing the idea of circular economy, our used cooking oil is collected and recycled into biodiesel by certified companies. We buy that biodiesel for our vehicles, closing the loop between used cooking oil and renewable energy.



利用可再生能源

我們致力透過使用可再生能源及具有碳效益的替代燃料，以減少物流運作的碳足印。我們引入循環經濟理念，收集業務營運產生的廢食油，並交由合資格公司回收成為生物柴油。而我們為車隊購買上述的生物柴油，在避免棄置廢食油的同時，亦促進使用可再生能源。

Promoting Water Stewardship

Access to a reliable, clean water supply is essential to our operations, so we strive to strengthen our water conservation. In addition to formulating water reduction targets, we track water use patterns across our facilities to enhance our water efficiency through leveraging advanced technology and improving our processes.

Using Water Efficient Equipment

We strive to reduce our consumption by adopting water-efficient equipment. At our manufacturing plants, a high-frequency defroster saves an estimated 10 tonnes of water per day. A new-design freezer accelerates the cooling of products while saving around six tonnes of water per day. New dish washers installed at some of our branches during the reporting year yielded more than 20% water savings.

推廣水資源管理

可靠、潔淨的食水供應對我們的營運非常重要，我們亦致力加強節約用水。除了制定節水目標外，我們監察各項設施的用水模式，並利用先進技術及改善流程提高用水效益。

使用節水設備

我們致力透過採用節水設備減少用水量。我們的產製中心使用高頻率解凍裝置，預計每日可節省十公噸水。新設計的速凍櫃可以加速冷卻產品，同時每日可節省六公噸水。我們部分分店於本報告年度內安裝新洗碗機，可節省超過20%的用水。

Adopting Water Efficient Practices

To reduce water consumption, we regularly review and adjust our practices. At Luncheon Star, we have formulated guidelines including Environmental Measures for Reheating Centre and Environmental Protection Measures for Factories. These guidelines are developed taking reference to international best practices such as the ISO 14001 Environmental Management System and instil responsible water usage in our daily activities. Complementing the guidelines, signs and posters remind staff of the importance of water conservation.

Adopting Responsible Waste Management Practices

The Group adopts a holistic waste management approach which integrates the three-tiered waste management hierarchy as a guiding principle to tackle this environmental challenge. Under this approach, waste avoidance is the preferred solution followed by reuse, recycling, recovery.

To establish baseline measurements for waste generation in our operations and to take comprehensive and effective action, we worked with Greeners Action and the Hong Kong Productivity Council to evaluate the quantities involved.



Case Study 案例：

Completed 2nd Phase of Waste Audit across the Group's different brands 完成集團不同品牌的第二階段廢物審計

We conducted the second phase of our waste audit from June to October 2020 at 12 selected stores across our six different brands. As the operations of each brand vary, different types and sources of waste were observed. Food was the main source at Café de Coral fast food, Mixian Sense and Asia Pacific Catering, while general waste formed a greater proportion at western-style brands such as The Spaghetti House.

As part of the assessment, we provided training in waste segregation and disposal for our employees and gathered customers' preference and behaviour relating to waste initiatives.

Using insights from the assessment, we will fine-tune our strategy to consider the different characteristics of our business units, to establish targets and to strengthen our efforts to reduce waste.

我們於二零二零年六月至十月在旗下六大品牌選定12間分店進行第二階段的廢物審計。由於各品牌的營運模式不同，我們觀察到廢物的種類和源頭有別。廚餘是大家樂快餐、米線陣及泛亞飲食的主要廢物來源，而一般垃圾則於意粉屋等西式品牌佔較大比例。

評估程序包括為員工提供廢物分類及處置方面的培訓，並收集顧客對減廢措施的喜好及行為。

充分評估及分析後，我們將調整相關策略，並根據各品牌的特點制定相關目標及加強我們在廢物管理方面的工作。

採用節水措施

為減少耗水量，我們定期檢討及調整實務運作。我們已為活力午餐制定指引，包括「翻熱中心環保措施」及「工場環保措施」。這些指引均參考ISO 14001環境管理體系等國際最佳實務而制定，並在我們的日常營運中加強負責任用水習慣的意識。除指引外，我們亦透過標誌及海報提醒員工節約用水的重要性。

實施負責任的廢物管理措施

集團採取全面的廢物管理方針，將三個層級的廢物管理架構整合為指導原則，以應對此環境挑戰。在這方針下，避免廢物產生是首選的解決方案，其次是循環再用及回收再造。

為建立基準指標，我們與綠領行動及香港生產力促進局合作，以計算及評估由營運產生的廢物量，以計劃全面有效的廢物管理行動。



Reducing Waste at Source

We closely monitor our production line to minimise the waste generated by manufacturing. As stipulated in our environmental protection guidelines, supervisors check inventories and production plans before making purchases to avoid overstocking.

Under the production yielding improvement plan supported by the GS1 Automation solutions, we have been able to better monitor raw material quality, cut weight accuracy, increase product productivity and identify areas to prevent waste.

Where possible, we procure goods in bulk, to reduce packaging waste. Consequently, we can avoid the use of 4,700 glass bottles per year and around 3,500 pieces of boxes for packaging.

Food waste has a significant environmental impact, so we have taken steps to avoid waste at our restaurants. For instance, we have adopted on-site portioning at the schools we serve, which enables us to assess students' needs more accurately. Age-based optimum portion sizes are also available. Uneaten meals are donated to NGOs when schools are closed unexpectedly.

We have minimised excessive packaging waste by removing plastic knives from takeaway cutlery packs across all brands. In addition, at our stores we provide reusable cups instead of paper cups at self-service water stations. At Luncheon Star, we distribute tableware of stainless steel or porcelain tableware at the beginning of the semester to students, in hopes to instil a habit of bringing their own reusable tableware. At our Asia Pacific Catering outlets, monetary incentives encourage customers to avoid using disposable packaging by bringing their own utensils. We are also gradually shifting to sustainable packaging materials and cutleries, to reduce the use of plastic at our Asia Pacific Catering outlets.

Enhancing Waste Recycling and Recovery

We have improved our waste-handling practices, including the gradual adoption of systematic source separation at manufacturing plants and sites. This improves recycling and recovery.

At our manufacturing plants, food waste is collected daily in support of the Government's Food Waste/Sewage Sludge Anaerobic Co-digestion Trial Scheme, which energy will be recovered from the food waste to produce electricity. Our commitment to food recycling extends to our stores. Partnerships with recycling programmes are forged by management companies and landlords.

We also support educating students on food waste recycling and avoid food wastage, in partnership with our school clients. With participation of the food waste collection service organised by the Environmental Protection Department, our food waste is sent to O•PARK1, an organic resources recovery centre located in Siu Ho Wan, where food waste is further converted into biogas for electricity generation and compost.

源頭減廢

我們密切監察生產線以盡量減少產製過程中產生的廢物。我們的環保指引規定，各主管需於採購前檢查存貨及生產計劃，以避免存貨過多。

我們的產量改進計劃由香港貨品編碼協會的自動化解決方案支援，讓我們能夠更好地監控原材料質量、提升切割重量準確度、促進生產力及識別避免浪費的要點。

我們盡量以大批量採購貨品，以減少浪費包裝物料。由此，我們每年可避免使用4,700個玻璃瓶及約3,500個包裝紙箱。

廚餘對環境有重大影響，因此我們已採取措施避免餐廳產生浪費。例如，我們已在學校進行現場分飯，使我們能夠更準確地評估學生的用餐份量。同時我們亦根據年齡來調整最佳進餐量。當學校突然停課時，我們會向非政府組織捐贈當日未曾食用的飯盒。

我們所有品牌的外賣餐具包中已不再提供膠刀，以盡量減少過度包裝的浪費。此外，我們在分店中的自助水站提供可重用的水杯代替紙杯。在活力午餐，我們在學期初向學生派發不銹鋼或陶瓷製造的餐具，培養學生自備可重用餐具的習慣。泛亞飲食分店則透過經濟誘因鼓勵顧客自備餐具避免使用即棄包裝。我們也於泛亞飲食分店逐步減少使用塑膠，轉用可持續的包裝物料及餐具。

促進廢物回收再造

我們已改善廢物處理方法，包括在產製中心及分店場地逐步進行系統化的源頭分類。此舉有助促進回收及再造。

我們每天收集由產製中心產生的廚餘，以支持政府的「廚餘、污泥共厭氧消化」試驗計劃，將廚餘轉廢為能，以產生電力。我們對廚餘回收的承諾延伸至各品牌分店，我們與舉辦回收計劃的物業管理公司及業主建立夥伴關係。

我們亦與學校緊密合作，教育學生廚餘回收及避免浪費食物的知識。我們亦參與環保署舉辦的廚餘收集服務，將廚餘送往位於小蠔灣的有機資源回收中心 O•PARK1，將其轉化為生物氣以作發電用途及轉化為堆肥。

Mainland China – Our Efforts and Progress

中國內地－我們的努力及進展

Our commitment to minimising the environmental impacts of our business extends to our Mainland China operations. We strive to improve our energy efficiency, emissions, water conservation and waste management.

一如集團對環境的承諾，我們盡力減低中國內地業務對環境的影響。我們致力改善能源效益、排放、節約用水及廢物管理。

Managing Energy and Emissions Footprint

As a responsible corporate citizen, we continually enhance our energy efficiency. Our manufacturing plant has optimised its cooling system, ensuring that underused units are turned off. During the reporting year, we carried out preparatory work to ensure that quality control and indoor environmental standards are met when gradually shutting down air-conditioners. Optimisation of our air-conditioning units has yielded an energy reduction of around 2,000 kWh per month.

High-efficiency cooling enables our products to be cooled in a shorter time, further reducing our power consumption. An electricity meter on the cooling tank closely monitors and calculates the energy saved. During the reporting year, around 1,000 kWh of electricity was saved per month.

能源及碳排放管理

作為負責任的企業，我們不斷提高能源效益。我們已完善產製中心的冷卻系統，以確保關閉未被充分利用的冷卻機組。在報告年度內，我們已進行籌備工作，確保在逐步關閉空調機組時符合質量控制及室內環境標準。透過完善我們的空調機組，每月可節省約2,000千瓦時能源。

高效冷卻使我們的產品能夠在更短時間內冷卻，進一步降低我們的耗電量。冷水槽上的電能記量表可密切監控及計算節省到的能源量。在報告年度內，每月可節省約1,000千瓦時電力。



High-efficiency cooling reduces energy consumption
高效冷卻能減少能源消耗

Lighting retrofit projects are also undertaken in our factory areas as we have replaced 80% of the original lighting with energy-efficient LED lighting systems. A boiler waste heat recovery system captures and converts waste heat to an additional energy source, saving an estimated 23,000m³ of natural gas annually.

Meanwhile, at our stores we have also introduced energy-efficient equipment to reduce our energy consumption. During the reporting year, almost all our stores have completed the installation of energy saving dish washers which saves around 20% on electricity. Around 14% of our shops have installed steamers that reduce cooking time by 36% and griddles that increase heating efficiency.

Promoting Water Stewardship

Water is a vital element of our business continuity, so we are mindful of our consumption and strive to strengthen our management and conservation. Our daily practices follow relevant laws and regulations.

We have developed solutions to enhance the water-efficiency of our operations in order to reduce water consumption. For instance, we have installed a high-pressure spray connector to the cleaning pipe for the jacketed kettle to improve the efficiency of spray-cleaning. Moreover, we have replaced manual washing of vegetables with a mechanical process that reduce water wastage. We also use technology that transforms steam into water for reuse.

我們亦在廠房內進行照明改造項目，將80%的照明系統改為節能發光二極體（LED）照明系統。鍋爐餘熱回收系統則收集及轉化餘熱為額外能源，估計每年可節省23,000立方米天然氣。

同時，我們亦在分店引入節能設備，以減少能源消耗。在報告年度內，我們在大部分分店均已安裝節能洗碗機，可節省約20%電力。約14%的分店已安裝智能蒸櫃，可減少36%的烹調時間，並已安裝可提高加熱效率的扒爐。

推廣水資源管理

食水是我們業務持續經營的重要元素，因此我們重視其消耗量並致力加強管理及節約用水。我們的日常實務均符合相關法律及法規。

我們已制定提升營運用水效益的解決方案，以減少耗水量。例如，我們已在夾層鍋清洗管道增加高壓噴霧噴頭，提高噴霧清洗效率。此外，我們以機器取代人工清洗蔬菜，以減少浪費水資源。另外，我們亦有採用轉化蒸氣為回收用水的技術。



Replacing manual washing of vegetables with a machine increases water efficiency
以機器取代人工清洗蔬菜，可提高用水效益

Adopting Responsible Waste Management Practices

We go beyond the minimum requirement of adhering to applicable laws and regulations and continue to put forward dedicated efforts in adopting industry best practices in waste management. We keep monthly records of waste categories at branches for comparison and analysis. Internal KPIs are used to evaluate the effectiveness of our reduction efforts.

We strive to tackle food waste at source. We have developed a system to track our food inventories, and optimised our procurement schedules to avoid waste. We ensure that recyclable waste is properly handled.

Since we strongly believe that environmental awareness is key to effective waste management, we regularly engage our employees and the general public to promote waste reduction and recycling. We also continuously provide relevant training of waste sorting and handling to our employees. We also increase the public awareness by disseminating information on the waste recycling measures adopted through our website and social media.

Amid tightening restrictions on single-use plastics in Mainland China, the Group has been proactively developing solutions to shift away from plastic. Through working closely with our suppliers, we are also exploring sustainable packaging alternatives. During the reporting year, we discussed the feasibility of producing non-plastic coffee stirrers with some suppliers and manufacturers. Since January 2021, we no longer use plastic straws and cutlery bags, having replaced them with sustainable paper alternatives. We have gradually introduced biodegradable containers made from plant fibres for takeaways, and reusable crates for deliveries, replacing 105 tonnes of plastic containers and 3.54 million paper boxes.

In addition, we have switched out the disposable foam packaging for Poon Choi with a reusable thermal insulation bag, and we have incorporated a reusable bag design for our New Year lucky bag products, in order to encourage our customers to reduce usage of disposable plastic bags. During the reporting year, we introduced biodegradable bags at stores in Guangzhou and Shenzhen.

實施負責任的廢物管理措施

我們繼續致力在廢物管理中採用行業最佳實務，並超越遵守適用法律及法規的最低要求。我們每月會記錄分店的廢物類別，以供比較及分析，亦會透過內部關鍵績效指標評估減廢工作的效益。

我們致力從源頭減少廚餘。我們已建立一套系統監察食物庫存，並完善我們的採購計劃，以避免浪費。我們確保可回收的廢物得到妥善處理。

我們堅信環保意識是推行有效廢物管理的關鍵，我們定期與員工及公眾溝通，以推廣減廢和回收。我們亦持續為員工提供廢物分類及處理的相關培訓。我們亦透過網站及社交媒體發佈有關廢物回收措施的資訊，提高公眾相關意識。

中國內地收緊對即棄塑膠的限制，而集團亦一直積極開發塑膠的替代方案。透過與供應商緊密合作，我們亦研究可持續的替代包裝。於本報告年度內，我們與部份供應商及製造商討論生產非塑膠咖啡攪拌棒的可行性。自二零二一年一月起，我們已不再使用塑膠飲管及餐具包，並以可持續的紙品替代。我們亦逐步引入由植物纖維製成的可生物降解外賣餐盒及可重用的貨箱運送物資，取代了105噸外賣塑膠餐盒及354萬個紙箱。

此外，我們將盆菜原來的即棄發泡膠包裝替換成可重複使用的保溫袋，並將我們的新年福袋產品包裝設計成可重複使用，以鼓勵顧客減少使用即棄塑膠袋。於報告年度，我們於廣州及深圳的分店推出可生物降解塑膠袋。



Our Environmental Performance

We measure and monitor the performance of different environmental aspects throughout our operations to better understand our environmental performance and identify areas for improvement.

Energy Consumption and GHG Emissions Performance

We have established energy use intensity and GHG emissions intensity targets for 2024/25 and 2029/30 respectively against the performance in 2013/14 as base year. We recorded an increase in year-on-year energy use intensity for Hong Kong operations. This is due to a drop in revenue as a result of adverse market conditions, which was further exacerbated by the impact of COVID-19. Nonetheless, we observed a slight decrease in the year-on-year GHG emissions intensity for Hong Kong operations due to decrease in emission intensity of local utility companies during the reporting year.

On the other hand, our business in Mainland China has recovered shortly after the initial severe lockdown and have recorded revenue growth in the reporting year. The energy and GHG emissions performance are relatively stable as a result, and has recorded a decrease in the year-on-year energy use intensity and GHG emissions intensity for Mainland China operations.

As the Group took swift action to improve operation productivity and efficiency to adapt to the new market environment, we remain cautiously optimistic in its ability to leverage its market leadership position to capture the full advantage of the post-pandemic recovery. We are confident in meeting the energy and GHG emissions targets as we continue to monitor our performance and improve energy efficiency of our operations. Please refer to the notes on page 81 for more information on the data calculation methodology and scope.

我們的環境表現

我們量度及監察業務營運過程中在各個環境範疇的表現，加深對環境表現的了解及識別改善要點。

能源消耗及溫室氣體排放表現

我們以二零一三／一四年度為基準年，分別制定二零二四／二五年度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。由於不利的市場狀況及新型冠狀病毒疫情而導致收入下降，香港業務營運的能源消耗強度按年錄得上升。儘管如此，由於電力和煤氣公司於報告年度內的排放系數有所下降，香港業務營運的溫室氣體排放強度按年略有下降。

另一方面，中國內地業務在疫情初期大規模封城後已經恢復，並在報告年度內錄得收入增長。因此，中國內地的能源消耗和溫室氣體排放表現相對穩定，而能源消耗強度及溫室氣體排放強度亦按年下降。

集團迅速採取行動提高營運生產力和效率，以適應新的市場環境。憑藉集團在市場的領導地位，我們將抱持審慎樂觀的態度，充分把握疫情後經濟復甦的增長機遇。同時透過持續監察我們的表現和提升我們營運的能源效益，我們有信心實現能源及溫室氣體排放強度目標。有關數據計算方法及範圍的更多資料，請參閱第81頁的附註。

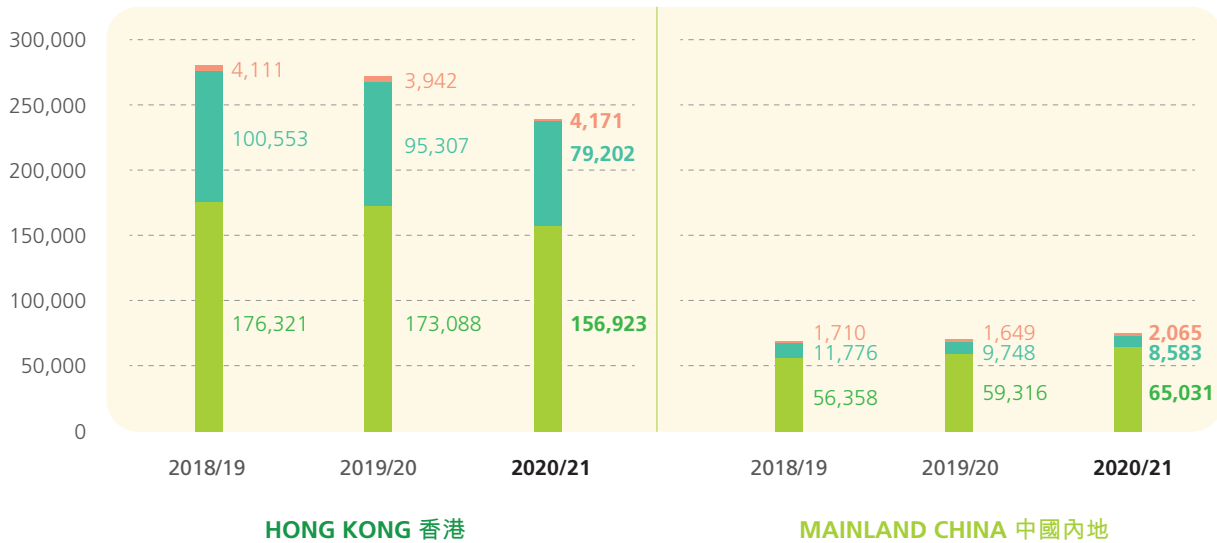


Energy Consumption Performance 能源消耗表現

Energy Consumption by Type 按類型劃分的能源消耗

● Electricity 電力 ● Stationary Fuel 固定燃料 ● Mobile Fuel 車用燃料

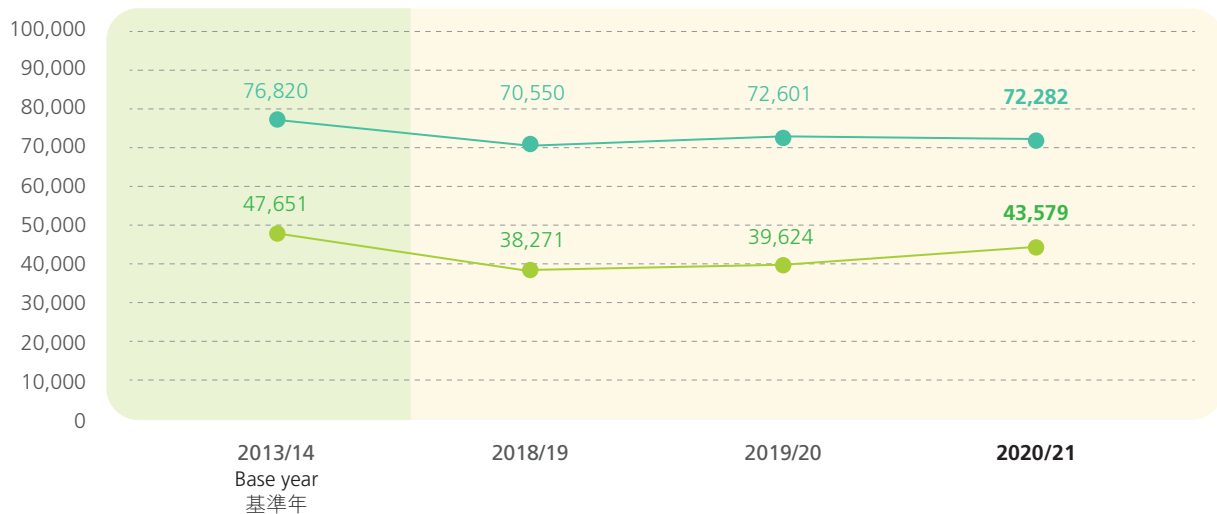
kWh ('000) 千瓦時(千)



Energy Consumption Intensity 能源消耗強度

● HONG KONG 香港 ● MAINLAND CHINA 中國內地

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 與基準年相比之表現

Energy Consumption Intensity Targets 能源消耗強度目標

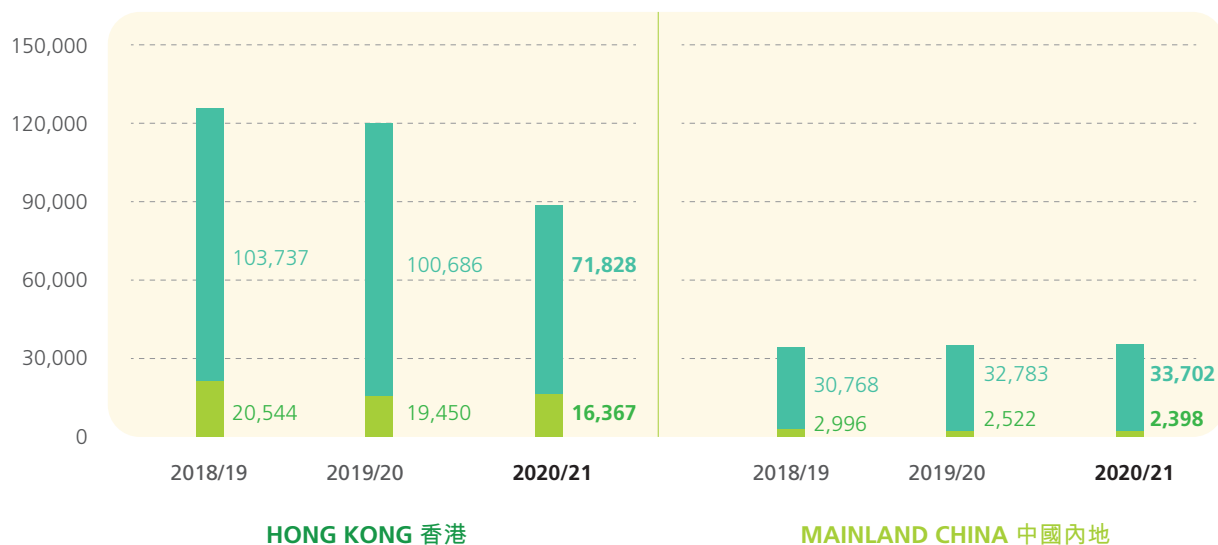
	2018/19	2019/20	2020/21	2024/25	2029/30
HONG KONG 香港	-19.7%	-16.8%	-8.5%	-25%	-30%
MAINLAND CHINA 中國內地	-8.2%	-5.5%	-5.9%	-9%	-11%

GHG Emissions Performance 溫室氣體排放表現

GHG Emissions 溫室氣體排放

● Scope 1 範圍一 ● Scope 2 範圍二

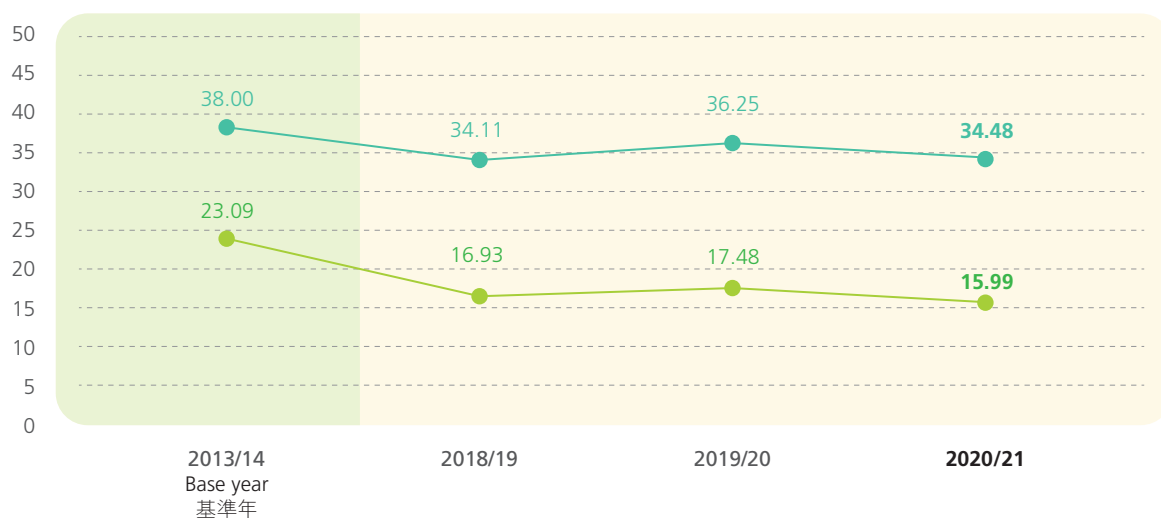
tonnes CO₂e 公噸二氧化碳當量



GHG Emissions Intensity 溫室氣體排放強度

● HONG KONG 香港 ● MAINLAND CHINA 中國內地

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 與基準年相比之表現

GHG Emissions Intensity Targets 溫室氣體排放強度目標

	2018/19	2019/20	2020/21	2024/25	2029/30
HONG KONG 香港	-26.7%	-24.3%	-30.7%	-28%	-30%
MAINLAND CHINA 中國內地	-10.2%	-4.6%	-9.3%	-13%	-15%

Air Emissions Performance

The Group's air emissions mainly arise from the combustion of gaseous fuel and fleet vehicles. Please refer to the notes on page 81 for more information on the data calculation methodology and scope.

氣體排放表現

集團的氣體排放主要來自氣體燃料消耗及車隊。有關數據計算方法及範圍的更多資料，請參閱第81頁的附註。

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 (tonnes) 排放之氣體（公噸）	2018/19	2019/20	2020/21
Sulphur oxides (SOx) 硫氧化物	0.02	0.02	0.02
Nitrogen oxides (NOx) 氮氧化物	7.27	6.85	7.03
Particulate matter (PM) 顆粒物	0.48	0.45	0.48

Water Consumption Performance

We have formulated water reduction targets for 2024/25 and 2029/30 respectively against the performance in 2013/14. During the reporting year, we recorded a slight decrease in year-on-year water use intensity for both Hong Kong and Mainland China operations, reflecting the effectiveness of the various water efficiency measures adopted. We will continue to closely monitor our performance, identify opportunities to adopt new technology, as well as improve operational practices and equipment performance to ensure we keep on track to meet our targets. Please refer to the notes on page 81 for more information on the data calculation methodology and scope.

用水量表現

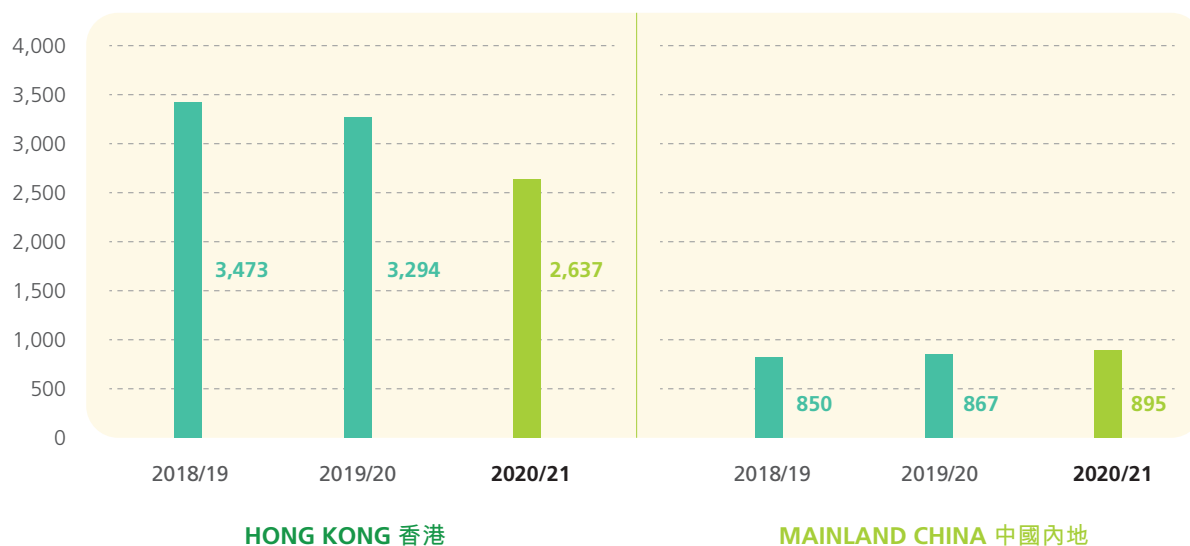
我們以二零一三／一四年度為基準年，分別制定二零二四／二五年度及二零二九／三零年度的用水強度目標。在報告年度內，香港及中國內地營運的用水強度按年略有下降，反映我們採取的各項節水措施均有效實施。我們將會繼續密切監察我們的表現，發掘可採用新技術的機會，並改善營運實務及設備表現，以確保我們能夠實現目標。有關數據計算方法及範圍的更多資料，請參閱第81頁的附註。



Water Consumption Performance 用水量表現

Water Consumption 用水量

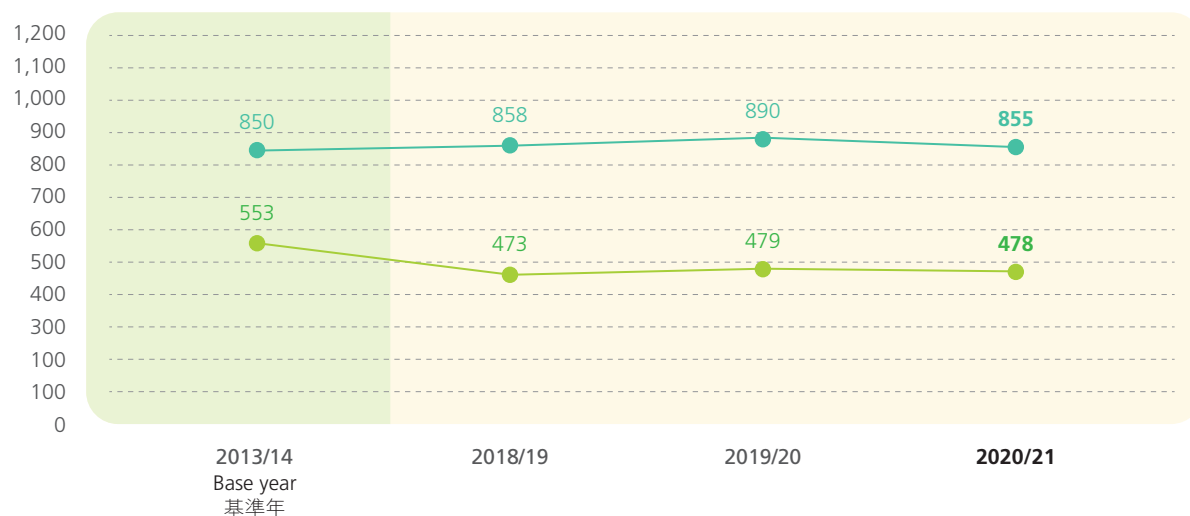
m³ ('000) 立方米(千)



Water Consumption Intensity 用水強度

● HONG KONG 香港 ● MAINLAND CHINA 中國內地

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 與基準年相比之表現

Water Consumption Intensity Targets 用水強度目標

	2018/19	2019/20	2020/21	2024/25	2029/30
HONG KONG 香港	-14.5%	-13.4%	-13.6%	-20%	-25%
MAINLAND CHINA 中國內地	+0.9%	+4.7%	+0.6%	-3%	-5%

Waste Management Performance

We track and collect waste data for better management of our waste generation and handling practice. Please refer to the notes on page 81 for more information on the data calculation methodology and scope.

廢物管理表現

我們透過監察及收集廢物數據，以更有效地管理廢物的產生及處理方式。有關數據計算方法及範圍的更多資料，請參閱第81頁的附註。

Non-hazardous waste collected by type (tonnes) 所收集的無害廢物種類（公噸）	Hong Kong 香港	Mainland China 中國內地
Waste Disposed 已棄置的廢物		
General Waste 一般廢物	0	956.3
Food Waste 廚餘	0	426.0
Waste Recycled 已回收的廢物		
Common Recyclables (including paper, plastics, metal and glass) 常見回收物（包括廢紙、塑膠、金屬、玻璃）	279.8	740.2
Food Waste 廚餘	635.2	2,548.9
Waste Cooking Oil 廢食油	442.7	119.0

Use of Packaging Materials 包裝材料的使用

Packaging materials used 使用的包裝材料	Hong Kong 香港
Total food and beverage packaging material used, tonnes 用於餐飲的包裝物料總量，公噸	3,882
Food and beverage packaging material use intensity, tonnes/revenue (HK'm) 餐飲包裝物料使用強度，公噸／收入（百萬港元）	0.7

Notes:

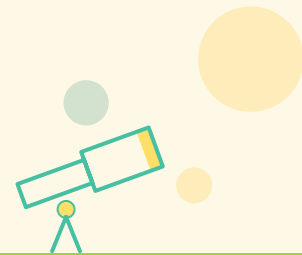
附註：

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. 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.
數據包括集團擁有直接營運控制權及可全權推行和執行營運政策的業務活動及營運。範圍一、範圍二及溫室氣體總排放量之計算方法參考香港特別行政區政府環境保護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. Reported GHG emissions do not include those arising from outsourced operations and fugitive emissions. The Group regularly reviews its GHG emissions with a view to expanding the scope of data disclosure in future reports.
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。集團將定期檢視其溫室氣體排放匯報，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. Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include emissions from stationary fuel combustion and mobile combustion.
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所產生的溫室氣體排放。
4. Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas. Emission factors are obtained from local utility companies.
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及燃氣公司提供。
5. Energy use intensity, GHG emissions intensity and water use intensity are calculated by dividing our absolute energy consumption, GHG emissions and water consumption 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, 2018/19, 2019/20 and 2020/21 was HK\$5,589 million, HK\$7,342 million, HK\$6,873 million and HK\$5,514 million respectively. That for our Mainland China operations was RMB975 million, RMB990 million, RMB974 million and RMB1,047 million respectively.
能源消耗強度、溫室氣體排放強度及用水強度是按香港或中國內地的絕對能源消耗、溫室氣體排放或用水量數據，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、二零一八／一九、二零一九／二零及二零二零／二一年度的香港營運總收入分別為5,589百萬港元、7,342百萬港元、6,873百萬港元及5,514百萬港元；而中國內地的營運總收入分別為975百萬人民幣、990百萬人民幣、974百萬人民幣及1,047百萬人民幣。
6. Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles.
匯報之總氣體排放包括由氣體燃料消耗及車隊產生的氣體排放。
7. Biodiesel-associated emissions are calculated using the same factor as diesel. This is the most closely related conversion factor available in the region.
由於有關地區只有最近似可用的柴油換算因子，故以此計算由生物柴油產生相關之氣體排放。
8. Water consumed is freshwater from local municipal sources.
集團的耗水均是源自當地市政用水。
9. During the reporting year, all recorded waste generated from our Hong Kong operation is recycled.
在報告年度內，香港業務營運所產生並已記錄的廢物均被回收。
10. The non-hazardous waste recycled figures for Hong Kong operations includes the Central Food Processing Plant in Tai Po and Head office, unless stated otherwise.
除非另有說明，香港的無害廢物回收數據包括大埔中央產製中心及總寫字樓。
11. The food waste recycled figure for Hong Kong operations includes the Central Food Processing Plant in Tai Po.
香港的廚餘回收數據包括了大埔中央產製中心。
12. The waste cooking oil figure for Hong Kong operations includes Hong Kong branches and the Central Food Processing Plant in Tai Po.
香港的廢食油數據包括了香港各品牌的分店及大埔中央產製中心。
13. The food waste disposed figure for Mainland China includes waste cooking oil that was collected and handled together with food waste by a qualified third-party contractor in compliance with local laws and regulation.
中國內地的廚餘棄置數據包括了由第三方合資格承辦商根據當地的法例和法規收集及連同廚餘一併處理的廢食油。

Future Plans 未來計劃

Moving forward, we will continue reducing adverse environmental impacts along our value chain with the following plans:

展望未來，我們將繼續透過以下計劃減少價值鏈中對環境不利的影響：



Focus Areas 重點範疇	Future Plans 未來計劃
Energy Efficiency 能源效益 	<ul style="list-style-type: none"> Strengthen understanding of our energy consumption, to identify areas for improvement and formulate action plans. 加強對能源消耗的了解，探討可改善的空間，並制定行動計劃。 Identify the need for, and review the feasibility of, energy-efficient equipment. 探討節能設備的需求，並檢討其可行性。
Water Stewardship 水資源管理 	<ul style="list-style-type: none"> Continue identifying opportunities to adopt new technology. 繼續發掘可採用新技術的機會。 Regularly review and improve operational practices and equipment performance to reduce water consumption. 定期檢討及改善營運實務及設備表現，以減少耗水量。
Waste Management 廢物管理 	<ul style="list-style-type: none"> Continue to review recycling procedures at outlets to enhance waste management effectiveness. 繼續檢討分店的回收程序，以提升廢物管理的效益。 Based on the findings of the waste audit, organise workshops at stores to strengthen management practices across our brands. 根據廢物審計的結果，在分店舉辦工作坊，以加強各品牌的管理措施。 Continue to liaise with suppliers and engage with customers to minimise packaging waste and gradually replace plastic packaging with sustainable alternatives. 繼續與供應商合作及與顧客溝通，減少包裝廢物，並逐步以可持續的替代品取代塑膠包裝。

Awards and Recognitions

獎項及榮譽

For the sixth consecutive year, we have been selected as a constituent of the Hang Seng Corporate Sustainability Benchmark Index, with an “AA-” rating. Meanwhile, we have also been assessed by MSCI ESG Ratings and have received an “A” rating as of the date of this report.



Hang Seng Corporate
Sustainability Index
Series Member 2020-2021
恒生可持續發展企業
指數系列 2020 - 2021 成份股



我們連續六年獲選為恒生可持續發展企業基準指數成份股，並獲得「AA-」評級。同時，截至本報告日，我們亦在MSCI環境、社會及管治評分中獲得「A」評級。

Additionally, we have received various awards in recognition of our performance in sustainability, providing further motivation for us to continuously improve in our sustainability journey.

此外，我們獲得多個獎項，表彰我們在可持續發展方面的表現，成為我們在可持續發展道路上不斷改善的推動力。

Catering to Customers 以客為先

Awards/Recognition 獎項／榮譽	Organiser 主辦機構
East Week Hong Kong Service Awards 2020 (Café de Coral fast food) 香港服務大獎2020（大家樂快餐）	East Week 東周刊
U Food Awards 2020 2020我最喜愛食肆 – U Favourite Western Restaurant (The Spaghetti House, Oliver's Super Sandwiches) 我最喜愛西餐廳（意粉屋, Oliver's Super Sandwiches（利華超級三文治）） – U Favourite Congee and Noodle Restaurant (Mixian Sense) 我最喜愛粥粉麵店（米線陣） – U Favourite Provincial Restaurant (Shanghai Lao Lao) 我最喜愛外省菜館（上海姥姥）	U Magazine U周刊
2020 Quality Service Retailer of the Year – Fastfood / Restaurants Category (The Spaghetti House) 2020最佳優質服務零售商 – 快餐店／餐廳和酒樓組別（意粉屋）	Hong Kong Retail Management Association 香港零售管理協會
HKIM Market Leadership Awards 2019/2020 市場領袖大獎2019／2020 – Greater Bay Area Power Brand 大灣區實力品牌	Hong Kong Institute of Marketing (HKIM) 香港市場學會
Caring Company 2020/21 商界展關懷2020／21 – 10 Year Plus Caring Company Logo 連續10年或以上獲頒「商界展關懷」標誌	The Hong Kong Council of Social Service 香港社會服務聯會

Empowering Our Employees 員工為本

Awards/Recognition 獎項／榮譽	Organiser 主辦機構
Good Employer Charter 2020 好僱主約章2020	Labour Department 勞工處

Focusing on Food 專注食物

Awards/Recognition 獎項／榮譽	Organiser 主辦機構
Quality Food Traceability Scheme 2020 優質食品源頭追蹤計劃2020 – Diamond Enterprise 鑽石企業	GS1 Hong Kong 香港貨品編碼協會
Best-Ever Dining Awards 2020 全港必吃食店大獎2020 – One of the best rice vermicelli (Mixian Sense) 必吃米線（米線陣）	Weekend Weekly 新假期周刊

Preserving the Planet 保護環境

Awards/Recognition 獎項／榮譽	Organiser 主辦機構
BOCHK Corporate Environmental Leadership Awards 2019 中銀香港企業環保領先大獎 2019 – Ecochallenger 環保優秀企業 – 5 Years+ EcoPioneer 5年+參與環保先驅獎章	Bank of China (Hong Kong) / Federation of Hong Kong Industries 中國銀行（香港）／香港工業總會
Friends of EcoPark 2020 2020環保園之友	EcoPark 環保園

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

附錄 I – 主導政策、管理方法及相關法律及法規

The Group ensures strict compliance with applicable environmental, social and governance laws and regulations. This is reinforced by a set of policies and protocols to guide our operating practices. The table below sets out the most significant laws and regulations, as well as internal policies and protocols.

集團恪守適用的環境、社會及管治法律法規。我們制定了一系列政策及規程，作為日常業務營運的指引。下表列出有重要的法律法規，以及內部政策及規章。

No cases of non-compliance were observed during the reporting year.

大家樂集團於本報告年度內並無發現任何違規事件。

Corporate Governance 企業管治

Relevant laws and regulations 相關法律及法規

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
防止賄賂條例

Personal Data (Privacy) Ordinance
個人資料（私隱）條例

Anti-money Laundering Law of the People's Republic of China
中華人民共和國反洗錢法

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

Corporate Compliance Policy

Sets out responsibilities and mechanisms to ensure our operations comply with all applicable laws and regulations.
「企業合規政策」
列明責任及機制，以確保集團營運符合所有適用的法律法規。

Best Practice and Guideline on Occupational Code of Ethics

Outlines the standards expected of employees in maintaining ethical and equitable behaviour.
「良好職業操守行為及相關程序」
概述對員工維持道德及公平行為的期望標準。

Protocol on Malpractice Reporting and Investigation

Establishes clear guidelines and processes for employees and business partners to raise concerns and report inappropriate practices.
「不當行為舉報及調查規章」
為員工及業務夥伴制定清晰指引及程序，以提出關注及舉報不當行為。

Corporate Policy on Personal Data Privacy

States the Group's requirements on the handling of personal data of employees, customers and business partners.
「集團個人資料私隱政策」
說明集團對處理員工、客戶及業務夥伴個人資料的規定。

I.T. Policy

Provides guidelines for internal and interested parties to safeguard information security and remain in accordance with our ISO 27001 Information Security Management Standard.
「資訊科技政策」
為內部及相關方提供保護信息安全的指引，並遵守ISO 27001信息安全管理標準。

Catering to Customers 以客為先

Relevant laws and regulations 相關法律及法規

Trade Marks Ordinance
商標條例

Trade Descriptions Ordinance
商品說明條例

Advertising Law of the People's Republic of China
中華人民共和國廣告法

Management approach 管理方法

Customer Feedback Handling Procedure

Stipulates our approach and mechanisms that ensure 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，確保一致、有系統和適時地回應及處理顧客的意見。

Empowering Our Employees 員工為本

Relevant laws and regulations 相關法律及法規

Employment Ordinance
僱傭條例

Discrimination Ordinances
歧視條例

Occupational Safety and Health Ordinance
職業安全及健康條例

Labour Law of the People's Republic of China
中華人民共和國勞動法

Work Safety Law of the People's Republic of China
中華人民共和國安全生產法

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 employment procedures to ensure compliance with laws and regulations, and to ensure all candidates and employees are treated equally.

「員工招聘指引及防止聘用非法員工政策」

概述僱傭程序以確保遵守法律及法規，並保證所有求職者及員工得到平等對待。

Performance Management System Policy

Outlines recognitions and rewards for employees' performance.

「績效管理制度政策」

概述對員工表現的認可及獎勵。

Human Resources Management Policy

Restricts any act of unlawful employment, discrimination and child labour.

「人力資源管理政策」

禁止任何非法僱傭、歧視及童工行為。

Occupational Safety and Health Policy

Sets out standards to ensure a healthy and safe workplace for employees.

「職業安全健康政策」

訂立標準以確保為僱員提供健康及安全的工作場所。

Focusing on Food 專注食物

Relevant laws and regulations 相關法律及法規

Food Safety Ordinance
食品安全條例

Food & Drugs (Composition & Labelling) Regulations
食物及藥物（成分組合及標籤）規例

Public Health and Municipal Services Ordinance
公眾衛生及市政條例

Food Safety Law of the People's Republic of China
中華人民共和國食品安全法

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

Purchasing Manual

Sets out stringent policies, procedures and practices regarding our food procurement and the responsibilities of all personnel who participate in it.

「採購手冊」

載列有關食品採購及所有參與食品採購的人員的責任的嚴格政策、程序及常規。

Corporate Food Safety Policy

Details proper procedures for food-handling and facilitating food traceability, to ensure safety and quality.

「集團食品安全政策」

詳細列明食品處理的適當程序及方便食品追溯，以確保安全及質量。

Supplier Code of Conduct

Sets out environmental and social standards for all suppliers, including environmental protection, fair labour practices, human rights, occupational health and safety, and business ethics.

「供應商行為守則」

載列所有供應商的環境及社會標準，包括環境保護、公平勞工常規、人權、職業健康及安全以及商業道德。

Preserving the Planet 保護環境

Relevant laws and regulations 相關法律及法規

Air Pollution Control Ordinance
空氣污染管制條例

Water Pollution Control Ordinance
水污染管制條例

Waste Disposal Ordinance
廢物處置條例

Atmospheric Pollution Prevention and Control Law of the People's Republic of China
中華人民共和國大氣污染防治法

Water Pollution Prevention and Control Law of the People's Republic of China
中華人民共和國水污染防治法

Prevention and Control of Solid Waste Pollution Law of the People's Republic of China
中華人民共和國固體廢物污染環境防治法

Management approach 管理方法

Working guidelines include *Environmental Measures for Reheating Centre* and *Environmental Protection Measures for Factories*.

工作指引包括「翻熱中心環保措施」及「工場環保措施」。

Appendix II – HKEX ESG Reporting Guide Index

附錄II – 香港聯交所《環境、社會及管治報告指引》索引

Reporting Principles

The below details how information presented in this report is aligned to the four reporting principles of the HKEX ESG Reporting Guide.

Materiality: We engage stakeholders and regularly review issues that are relevant to sustainability. The Board of Directors and Management Board conduct ongoing reviews of the issues that are most important to our business. These initiatives ensure that the issues covered in this report are relevant to our stakeholders.

Quantitative: To allow stakeholders to evaluate our quantitative operational results over time, we provide understandable, well-explained definitions and calculation formulae for our metrics.

Balance: We aim to provide balanced and fair disclosure of information on critical aspects of our performance, in the context of our progress and ongoing challenges.

Consistency: To disclose consistent and comparable information, we have, since 2015, prepared this report in accordance with the HKEX ESG Reporting Guide.

報告原則

以下概述了本報告的內容如何回應「香港聯交所環境、社會及管治報告指引」的四個報告原則：

重要性：我們和與業務有關人士溝通，並定期檢討與可持續發展相關的議題。此外，董事局及管理局亦有持續檢討集團的重大議題。這些措施皆確保本報告所涵蓋的事宜和與業務有關人士相關。

量化：為了方便與業務有關人士評估集團在一段時期內的量化營運表現，我們為所使用的指標提供易於理解、附詳盡解釋的定義及計算公式。

平衡：我們以平衡和公正的方式披露集團關鍵範疇的表現，以匯報我們的進展及持續面臨的挑戰。

一致性：為提供一致及具有可比性的資料，我們自二零一五年起根據「香港聯交所環境、社會及管治報告指引」編製本報告。

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 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： (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。	Preserving the Planet; 保護環境； 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	64-82; 85-87
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。	Preserving the Planet 保護環境	64-82
KPI A1.2 關鍵績效指標A1.2	Greenhouse gas emissions in total and, where appropriate, intensity. 溫室氣體總排放量及（如適用）密度。	Preserving the Planet 保護環境	64-82
KPI A1.3 關鍵績效指標A1.3	Total hazardous waste produced and, where appropriate, intensity. 所產生有害廢棄物總量及（如適用）密度。	The Group did not generate significant hazardous waste during the reporting year, hence no relevant data is disclosed. 集團於報告年度內並無產生重大有害廢棄物，因此並無披露相關數據。	N/A
KPI A1.4 關鍵績效指標A1.4	Total non-hazardous waste produced and, where appropriate, intensity. 所產生無害廢棄物總量及（如適用）密度。	Preserving the Planet 保護環境	64-82
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。	Preserving the Planet 保護環境	64-82
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。	Preserving the Planet 保護環境 The Group did not generate significant hazardous waste during the reporting year, hence no relevant information on hazardous waste handling is disclosed. 集團於報告年度內並無產生重大有害廢棄物，因此並無披露有關有害廢棄物處理方法的相關資料。	64-82

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
Aspect A2: Use of Resources 層面A2：資源使用			
General Disclosure 一般披露	Policies on the 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。	Preserving the Planet; 保護環境； 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。	64-82; 85-87
KPI A2.1 關鍵績效指標A2.1	Direct and/or indirect energy consumption by type in total and intensity. 按類型劃分的直接及／或間接能源總耗量及密度。	Preserving the Planet 保護環境	64-82
KPI A2.2 關鍵績效指標A2.2	Water consumption in total and intensity. 總耗水量及密度。	Preserving the Planet 保護環境	64-82
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。	Preserving the Planet 保護環境	64-82
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。	Preserving the Planet 保護環境 The Group does not have any issue with sourcing water that is fit for purpose. 本集團並無於求取適用水源上有任何問題。	64-82
KPI A2.5 關鍵績效指標A2.5	Total packaging material used for finished products and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量及（如適用）每生產單位估量。	Preserving the Planet 保護環境	64-82
Aspect A3: The Environment and Natural Resources 層面A3：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。	Preserving the Planet; 保護環境； 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	64-82; 85-87
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。	Preserving the Planet 保護環境	64-82

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
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B. Social – Employment and Labour Practices 社會 – 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。	Empowering Our Employees; 員工為本； 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	32-49; 85-87
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。	Empowering Our Employees 員工為本	32-49
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。	Empowering Our Employees 員工為本	32-49
Aspect B2: 層面B2：	Health and Safety 健康與安全		
General Disclosure 一般披露	Information on: 有關以下各項的資料： (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. 有關提供安全的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。	Empowering Our Employees; 員工為本； 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	32-49; 85-87
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。	Empowering Our Employees 員工為本	32-49
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。	Empowering Our Employees 員工為本	32-49

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
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及安全措施，以及相關執行及監察方法。	Empowering Our Employees 員工為本	32-49
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。	Empowering Our Employees; 員工為本； 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	32-49; 85-87
KPI B3.1 關鍵績效指標B3.1	The percentage of employees trained by gender and employee category. 按性別及僱員類別劃分的受訓僱員百分比。	Empowering Our Employees 員工為本	32-49
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。	Empowering Our Employees 員工為本	32-49
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 and forced labour. 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering Our Employees; 員工為本； 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 <i>Supplier Code of Conduct</i> clearly states our zero-tolerance to employment of child labour and forced labour by our suppliers. 本集團的「供應商行為守則」清楚列明我們絕不容許供應商僱用童工及強制勞工。	32-49; 85-87
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 compliance with the Employment Ordinance and other regulations related to child labour and forced labour. 本集團定期檢討其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規例。	N/A 不適用
KPI B4.2 關鍵績效指標B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	We are not aware of reported incidents during the reporting year. 我們於報告年度內未有發現相關事件。	N/A 不適用

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 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 the supply chain. 管理供應鏈的環境及社會風險政策。	Focusing on Food; 專注食物； 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	50-63; 85-87
KPI B5.1 關鍵績效指標B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數量。	Focusing on Food 專注食物 The Group considers it is more meaningful to disclose its food origin by geographical region in percentage of the Group's procurement amount to show where our food comes from. 集團認為披露按集團總採購支出的食物來源地分佈百分比更具意義，以展示食物的產地。 Nonetheless, we disclose the number of food suppliers by geographical region to align with HKEX requirements. 然而，我們仍披露按地區劃分的供應商數量以回應聯交所的要求。 <ul style="list-style-type: none"> Hong Kong 香港：297 Mainland China 中國內地：8 Other Asian countries 其他亞洲國家：5 North and South America 南北美洲：2 Europe 歐洲：2 Australia and New Zealand 澳洲及新西蘭：1 	50-63
KPI B5.2 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。	Focusing on Food 專注食物	50-63

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
Aspect B6: Product Responsibility 層面B6：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的資料。	Catering to Customers; 以客為先； 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	16-31; 85-87
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及健康理由而須回收的百分比。	There was no material product recalled during the reporting year. 報告年度內並無重大產品回收事件。	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。	Catering to Customers; 以客為先； 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 is not aware of any significant complaints related to its products and services during the reporting year. All feedback and queries from customers were properly addressed and followed-up under our handling mechanism. 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。所有客戶的意見及查詢均已根據我們的處理機制妥善處理及跟進。	16-31; 85-87

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 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 takes measures to protect its intellectual property rights and ensure compliance with intellectual property laws. We conduct regular reviews of internal policies and systems to ensure the efficacy and proper implementation of these measures. 集團採取措施保護其知識產權，並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。	Catering to Customers; 以客為先； Focusing on Food 專注食物	16-31; 50-63
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	14-15
Aspect B7: 層面B7：			
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 – 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	14-15; 85-87
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 year. 於報告年度內，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 董事局帶領下的可持續發展管治	14-15

General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
Aspect B8: Community Investment 層面B8：社區投資			
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。	Catering to Customers; 以客為先； 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	16-31; 85-87
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution. 專注貢獻範疇。	Catering to Customers; 以客為先； Empowering Our Employees 員工為本 The Group is currently developing a formal policy regarding community investment, covering relevant information regarding the focus areas of contribution. More information will be disclosed in the next Sustainability Report. 集團正在編制社區投資政策，涵蓋專注貢獻範疇的相關資訊。更多內容會在下一份可持續發展報告中披露。	16-31; 32-49
KPI B8.2 關鍵績效指標B8.2	Resources contributed to the focus area. 在專注範疇所動用資源。	Catering to Customers; 以客為先； Empowering Our Employees 員工為本	16-31; 32-49

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