

# 大快活

## Fairwood

大快活集團有限公司

FAIRWOOD HOLDINGS LIMITED

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



2020/2021

環境、社會及管治報告  
Environmental, Social and  
Governance Report



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## 快活企業概覽 Fairwood at a Glance

### 公司資料

大快活集團有限公司(以下簡稱「大快活」或「本集團」)是香港其中一間知名的連鎖餐廳。大快活在香港的主要營運涵蓋快餐店、特色餐廳(包括ASAP、墾丁茶房、一葉小廚及一碗肉燥四個品牌)和一間中央食品加工中心(「中央加工廠」)。自一九七二年首家餐廳開業以來，本集團在過去49年來一直穩步成長。於二零二一年三月三十一日，本集團分別在香港擁有156間餐廳及在中國內地擁有16間餐廳。

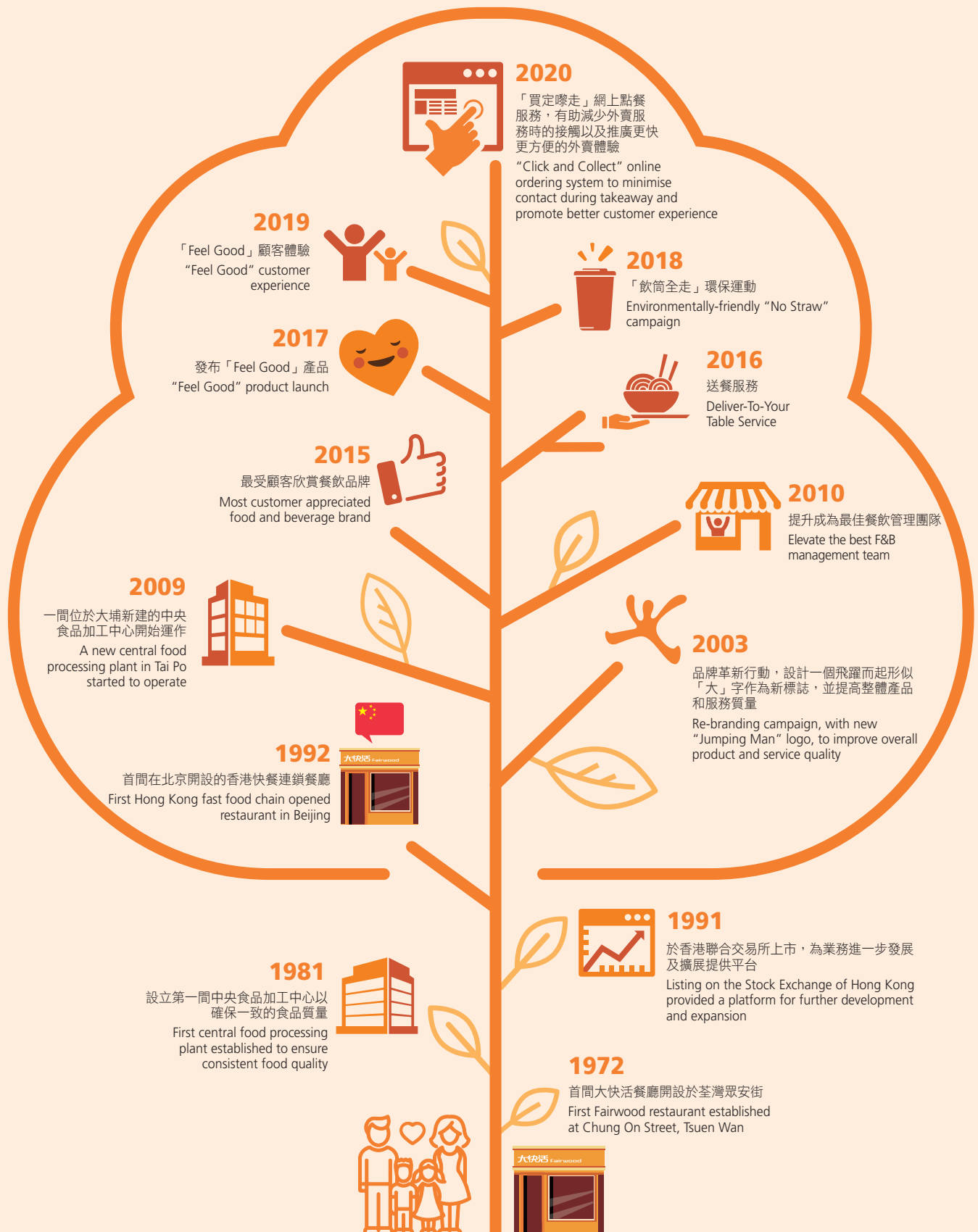
### Company profile

Fairwood Holdings Limited (collectively referred to as "Fairwood" or the "Group") is one of Hong Kong's well-known restaurant chains. Fairwood's main operations in Hong Kong cover fast food outlets, specialty restaurants (including four brands of ASAP, Kenting Tea House, The Leaf Kitchen and Taiwan Bowl) and one central food processing plant ("CFPP"). Since the opening of our first restaurant in 1972, Fairwood has grown progressively in the last 49 years with 156 restaurants spanning across Hong Kong and 16 restaurants in Mainland China as at 31 March 2021.





## 快活旅程 Fairwood Journey





### 可持續發展業務摘要

通過不斷努力實現業務的可持續發展，我們欣然分享二零二零/二一年度可持續發展之旅所取得的豐盛進展。

### Business sustainability highlights

With our continuous effort towards business sustainability, we are pleased to share the fruitful progress of our sustainability journey in the Year 2020/21.





## 關於本報告 About This Report

### 報告準則、期間及範圍

此報告根據香港聯合交易所有限公司(「聯交所」)《證券上市規則》(「上市規則」)附錄二十七《環境、社會及管治報告指引》所載列之指引編製。本集團欣然展示我們在二零二零年四月一日至二零二一年三月三十一日(「報告期」)期間推動可持續發展的歷程。有關企業管治的資料已根據上市規則附錄十四在二零二零/二一年報中闡述。

在編寫報告時，本集團已遵守《環境、社會及管治報告指引》中的報告原則：

### Reporting standard, period and scope

The report is prepared in accordance with Environmental, Social and Governance ("ESG") Reporting Guide set out in Appendix 27 of the Rules Governing the Listing of Securities (the "Listing Rules") on the Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The Group takes pride in demonstrating our journey to push forward sustainability during the period of 1 April 2020 to 31 March 2021 ("the reporting period"). Information regarding corporate governance was addressed in the 2020/21 annual report according to Appendix 14 of the Listing Rules.

In preparation of the report, the Group adheres to the reporting principles under the ESG Reporting Guide:

#### 重要性 Materiality

大快活根據業務的重要性審視並釐定報告範圍，並於報告中披露對環境、社會及管治有重大影響的業務部門及營運。

Fairwood reviews and defines the reporting scope based on the significance of different operations. Business units and operations with significant ESG impacts are disclosed in the report.

#### 量化 Quantitative

大快活在報告中列出量化的環境和社會關鍵績效指標(「關鍵績效指標」)以及過往數據，以便在可適用時進行比較。

Fairwood presents quantitative environmental and social key performance indicators ("KPIs") as well as historical data in the report for comparison where applicable.

#### 平衡 Balance

大快活委任外部可持續發展顧問準備報告，不偏不倚地展視我們的成就和表現。

Fairwood appoints external sustainability consultant in preparation of the report to present an unbiased picture of our achievements and performances.

#### 一致性 Consistency

大快活在準備報告和環境及社會關鍵績效指標時採用一致的方法，以便長時間進行適合的比較。

Fairwood adopts consistent methodologies when preparing the report and the environmental and social KPIs to allow for meaningful comparisons over time.



## 關於本報告 About This Report

除非另有說明，本報告的範圍僅涵蓋本集團在香港的業務，包括大快活總部辦公室、中央加工廠及位於香港的所有餐廳店鋪。大快活在中國內地的業務低於本集團二零二零/二一年度總收入的5%。因此，有關中國內地業務的資料並不包括在本報告之中。報告期內，報告範圍、業務運作及組織結構並沒有重大改變。

就此報告，本集團已委任沛然環保顧問有限公司（股票編號:8320）提供環境、社會及管治報告及諮詢服務。

Unless otherwise stated, the scope of the report covers the Group's operations in Hong Kong only, which includes Fairwood's headquarter office, CFPP and all restaurant outlets in Hong Kong. Fairwood's operations in Mainland China are accountable for less than 5% of the Group's total revenue in 2020/21. Therefore, information regarding the operations in Mainland China is not included in this report. There are no substantial changes in the reporting scope, business operations and organisational structure during the reporting period.

The Group has appointed Allied Sustainability and Environmental Consultants Group Limited (Stock Code:8320) to provide ESG reporting and consultancy services for the report.

## 信息與反饋 Information and feedback

您的意見對於大快活的持續改進相當寶貴。如有任何意見和建議，歡迎電郵到  
Your feedback is valuable for Fairwood's continuous improvement. Please feel free to offer your comments and suggestions at



[esg@fairwood.com.hk](mailto:esg@fairwood.com.hk)

有關大快活的財務表現和企業管治詳情，請參閱本集團的官方網站  
For details regarding Fairwood's financial performance and corporate governance, please refer to Group's official website



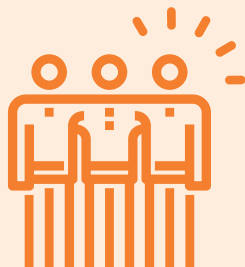
[www.fairwoodholdings.com.hk](http://www.fairwoodholdings.com.hk)







## 給持份者的話



我們欣然提呈二零二零/二一年度的環境、社會及管治報告。自一九七二年我們在香港開設第一家餐廳以來，大快活一直堅持以人為本的商業運作。作為一家負責任的企業，我們按照「快活團隊」、「快活顧客」、「快活食品」和「快活環境」的四大經營原則進行營運，並將經濟、環境和社會方面的三重底線納入我們的營運之中，成為企業重點。

大快活認同將環境、社會及管治報告整合於日常運作的重要性。因此，我們堅信營運不僅於提供用餐體驗，更應盡力為社區服務和改善環境。儘管本年受到2019冠狀病毒的影響和全球經濟的低迷，大快活將繼續探索機會，超出我們的產品和服務價值及會通過與持分者攜手一起走向尋求快樂的相同路上。

鑑於要提高冠狀病毒爆發引起的健康意識，本集團嚴格遵守社交隔離措施和預防措施。我們一直對預防措施作出回應，並努力保持店鋪和工作場所的衛生，以保障顧客和員工的健康。

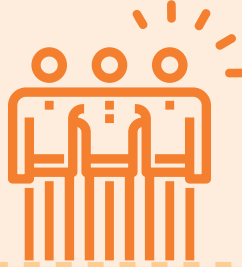
報告期內，我們根據最新的持分者參與評估了我們的可持續發展策略，並研究了這些重要的可持續發展驅動因素如何支持我們的業務營運。在二零二零/二一年度報告期內，我們的報告主題「同心快活共建，延續Feel Good精神」以我們的可持續發展表現為導向，以回應我們的持分者並促進香港的共享價值創造。

藉此機會，我們想向我們的員工表示衷心的感激和謝意，因為他們在這個充滿挑戰的時刻，仍然作出緊密的協調和不懈的努力。展望未來，大快活將繼續發揮協同作用，與我們的持份者建立協作夥伴和可持續文化，響應聯合國的可持續發展目標（「可持續發展目標」）作為呼籲全球行動。



## 關於本報告 About This Report

### Words to Stakeholders



We are delighted to present our ESG report for the 2020/21 financial year. Since the opening of our first restaurant in 1972 in Hong Kong, Fairwood has been adhering to a people-oriented business operation. As a responsible corporate and operate along our four operating principles "Happy Team", "Happy Customer", "Happy Food" and "Happy Environment" and the triple bottom line by considering the economic, environmental and social aspects into our operations have become one of our major corporate major focuses.

Fairwood has recognised the importance of ESG integration. We firmly believe Fairwood is more than serving a dining experience, we have strived to serve the community and environment. Despite the coronavirus ("COVID-19") impact and tumbling global economy, Fairwood continues to explore the opportunities to go beyond our product and service value through joining hands with our stakeholders on the same path to seek happiness.

In light of the raising awareness of health and wellness due to the pandemic outbreak, the Group has strictly complied with the social distancing measures and precautionary operations. We have stayed responsive to the precautionary measures and work towards maintaining the hygiene of the outlets and our workplace to safeguard the health of our customers and staff.

During the reporting period, we evaluated our sustainability strategy in response to the latest stakeholder engagement result and examined how these material sustainability drivers had underpinned our business operations. Our reporting theme, "Building Happiness together, Sustaining the Feel-Good Spirit" was navigated by our sustainability performance to respond to our stakeholders and promote shared value creations in Hong Kong in the reporting period 2020/21.

We would like to take this opportunity to express our sincere appreciation and gratitude to our employees for their seamless coordination and tireless effort especially in this challenging time. Going forward, Fairwood will continue to generate synergies to build a collaborative family and sustainable culture with our stakeholders and pursue the United Nation's Sustainable Development Goals ("SDGs") as a universal call to action.



## 快活可持續框架

# Fairwood Sustainable Framework

在我們的可持續發展策略和「快活團隊」、「快活顧客」、「快活食品」和「快活環境」四大營運原則的領導下，大快活致力於為我們的社區提供快活體驗和社會價值。通過社會經濟大趨勢分析、持分者參與和聯合國可持續發展目標配對，我們能夠發掘機會並鼓勵我們的員工發揮他們的創新能力來提高我們的可持續發展績效。

Led by our sustainability strategy and our four-pillar operating principles — “Happy Team”, “Happy Customer”, “Happy Food” and “Happy Environment”, Fairwood is committed to delivering a Happy Experience and social values to our community. Through socio-economic megatrends analysis, stakeholder engagement and SDGs mapping exercise, we are able to identify opportunities and encourage our staff to unleash their innovation to improve our sustainability performance.

### 企業管治

堅持高標準的企業管治、商業道德和誠信是我們作為一間負責任企業的義務。以下舉措支持了其標準：

- **員工手冊**  
定義我們的主要政策和程序並概述我們的文化。我們向新入職和現有員工傳達大快活的使命、價值觀、政策和法規。
- **員工行為準則**  
行為準則規定了業務的規則、責任、道德原則和願景。
- **反貪污指南**  
員工必須報告任何涉嫌賄賂、勒索、欺詐、洗錢和違反保密協議的案件。
- **反貪污培訓**  
我們的高級管理團隊還參加了與有關反貪污相關的培訓。
- **內部審計部**  
負責調查涉嫌違規案件的真確性，並在必要時作出適當的紀律處分。

### Corporate Governance

To uphold high standards of corporate governance, business ethics and integrity is our obligation as a responsible corporate. The following initiatives have supported our standards:

- **Employee handbook**  
Defines our key policies and procedures and outlines our culture. We communicate Fairwood's mission, values, policies and regulations to new and existing employees.
- **Staff code of conduct**  
A code of conduct states the rules, responsibilities, ethical principles and vision for our business.
- **Anti-corruptions guidelines**  
Employees are required to report any suspected cases of bribery, extortion, fraud, money laundering and the violation of confidential agreement.
- **Anti-corruption trainings**  
Our senior management team had also participated in trainings related to anti-corruption.
- **Internal Audit department**  
Responsible for investigating the validity of suspected non-compliant cases and determining the appropriate disciplinary actions if necessary.



快活可持續框架  
Fairwood Sustainable Framework

我們的可持續發展治理結構

大快活力求通過在我們的營運和決策過程中整合環境、社會及管治考慮因素來加強我們的「四大快活原則」。可持續發展工作組在相應地識別、評估和應對環境、社會及管治風險和機遇方面發揮著主要作用。我們由上而下的方法展示了高層管理人員對可持續性的承諾，而由下而上的方法允許在執行任務之前進行全面規劃。我們相信相互溝通是支持我們的願景、使命和經營原則的關鍵。

Our Sustainability Governance Structure

Fairwood seeks to reinforce our “Four Happy Principles” by integrating ESG considerations across our operations and decision-making process. The Sustainability Task Forces play a primary role in identifying, assessing and addressing the ESG risks and opportunities accordingly. Our top-down approach exhibits our commitment to sustainability from the top management, whereas, our bottom-up approach allows a comprehensive planning prior to execution of tasks. We believe mutual communication is the key to support our vision, mission and operating principles.





## 聯合國可持續發展目標 (「可持續發展目標」)

大快活堅信可以為社會作出影響和貢獻，我們將繼續支持可持續發展目標。我們不斷評估我們的可持續發展策略、資源分配和對社會的影響，從而深入了解如何改進我們的方法以及能與全球可持續發展步伐保持一致。

## United Nations Sustainable Development Goals ("SDGs")

Recognising the impact and contributions Fairwood could make to the society, the Fairwood journey continues to support the SDGs. We constantly evaluate our sustainability strategy, resource allocation and social impact to gain insights in enhancing our approach to align with this global sustainable movement.

### 可持續發展目標 SDGs



#### SDG 2

零飢餓  
Zero Hunger

- 與慈善團體FOOD-CO合作  
Partner with charity association FOOD-CO
- 推出「快活關愛長者」咭，向長者提供可負擔的膳食  
Launch the "Care for Seniors" cards to provide affordable meals for senior citizens



#### SDG 3

良好健康與福利  
Good Health and Well-being

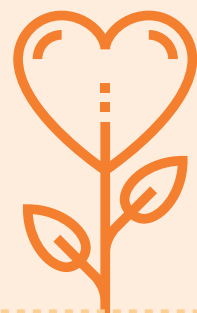
- 保障員工的職業健康和 safety  
Safeguard employees' occupational health and safety
- 實現沒有因工死亡事件  
Achieve no work-related fatalities
- 減低工傷事故  
Reduce occupational injuries
- 成立職業安全小組委員會  
Set up the Occupational Safety Committee
- 在我們的日常營運中嚴格遵守2019冠狀病毒準則  
Strictly comply with the COVID-19 guidelines at our daily operation



#### SDG 4

優質教育  
Quality Education

- 為員工提供津貼，促進他們的持續進修機會  
Provide subsidies for employees to promote their lifelong learning opportunities
- 設立大快活集團教育基金計劃，資助員工子女的優質教育  
Establish the Fairwood Holdings Education Fund Scheme to support quality education of employees' children





可持續發展目標 SDGs



**SDG 6**

潔淨食水與衛生  
Clean water and sanitation

- 在廚房安裝了新設計的電動隔水鍋和洗碗機，以減少用水量  
Installed a new design of electric bain marie and dish washing machines in the outlet kitchen to reduce water consumption
- 為所有新店和即將開業的店鋪安裝過濾水系統  
Installed water filtration system for all new and upcoming stores



**SDG 7**

可負擔和清潔能源  
Affordable and Clean Energy

- 將煮食油及廚餘分類，以供生產生物柴油、發電及可再生能源的副產品  
Segregate used cooking oil and food waste for the production of biodiesel, electricity and renewable by-products
- 二零二零/二一年度更換新型號的節能洗碗機  
Energy saving for changing the new model of dishwashers during 2020/21



**SDG 8**

就業與經濟增長  
Decent Work and Economic Growth

- 為本地少數族裔提供逾300個就業機會  
Providing over 300 job opportunities to local minority groups
- 衡量和審查員工滿意度的「快活指數」  
"Happy Index" to measure and review employee satisfaction level



**SDG 10**

減少不平等  
Reduced Inequalities

- 加強及提供平等機會予員工  
Empower and provide equal opportunities for staff
- 建立無歧視文化  
Build up a discrimination-free culture



**SDG 12**

負責任消費和生產  
Responsible Consumption and Production

- 透過提倡減廢，加強社區及員工的環保意識  
Raise environmental awareness of the community and employees through promoting waste reduction
- 鼓勵顧客減少浪費食物和自備食物外賣盒  
Encourage customers to reduce food waste and to bring their own containers for takeaway orders



**SDG 14**

水中生態  
Life Below Water

- 優先考慮採購可持續的海產  
Prioritise sustainable sourcing of seafood



# 持份者參與 Stakeholder Engagement

## 持份者參與

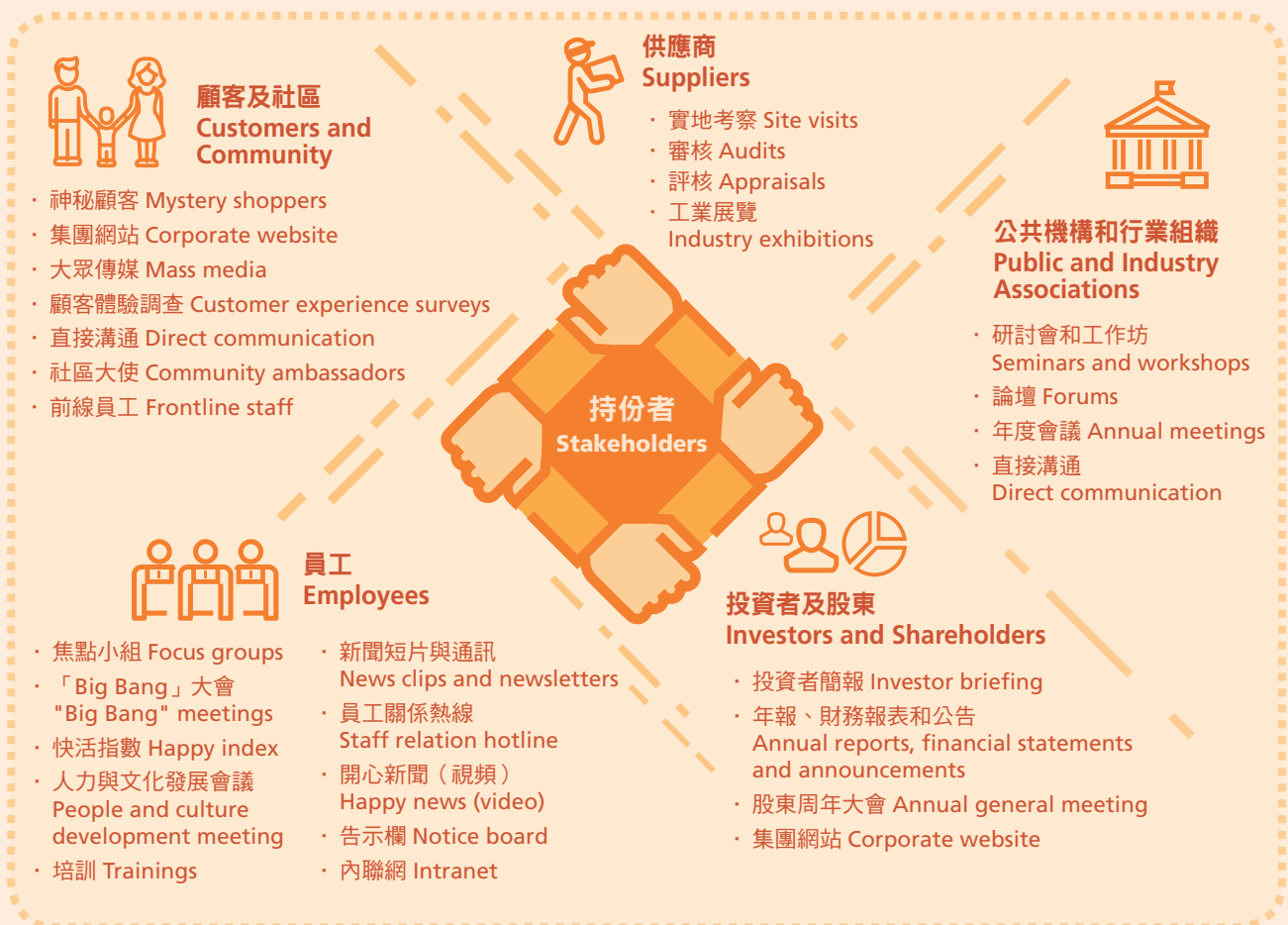
在報告期內，大快活進行了深入的持份者參與調查，並根據新興的可持續發展趨勢和不斷變化的業務框架繼續監控和審查風險並減少控制措施。我們還根據全球環境、社會及管治評級對我們的表現進行基準測試，以追上國際最佳慣例和趨勢。

大快活定期與持份者合作，旨在成為最受顧客讚賞的品牌。以下是我們為持份者提供的定期參與渠道的完整說明：

## Stakeholder engagement

During the reporting period, Fairwood has conducted an in-depth stakeholder engagement survey, and continue to monitor and review the risks and mitigating controls in line with emerging sustainability trends and evolving business landscape. We also benchmark our performance against global ESG ratings to keep abreast of international best practices and trends.

Fairwood regularly engages stakeholders with the aim of becoming the most customer-appreciated brand. Here is the full account of our regular engagement channels for our stakeholders:



報告期內，我們委託第三方顧問深入了解持份者的優先事項，識別機會和風險，並對我們的可持續發展績效進行評估。對我們的內部和外部持份者的在線和店內問卷調查共收到925份回覆，並與我們的高級管理層進行了13次訪談。反饋得到確認和處理，以便根據最新的持份者的回應對各種環境、社會及管治主題進行優先排序。

In the reporting period, we commissioned a third-party consultant to gain insight into stakeholders' priorities, identify opportunities and risks, and provide an assessment of our sustainability performance. A total of 925 responses to our online and in-store questionnaires from our internal and external stakeholders and 13 interviews were conducted with our senior management. The feedback is acknowledged and addressed to allow various ESG topics be prioritised according to the most updated stakeholders' responses.



## 持份者參與 Stakeholder Engagement

### 重要性評估

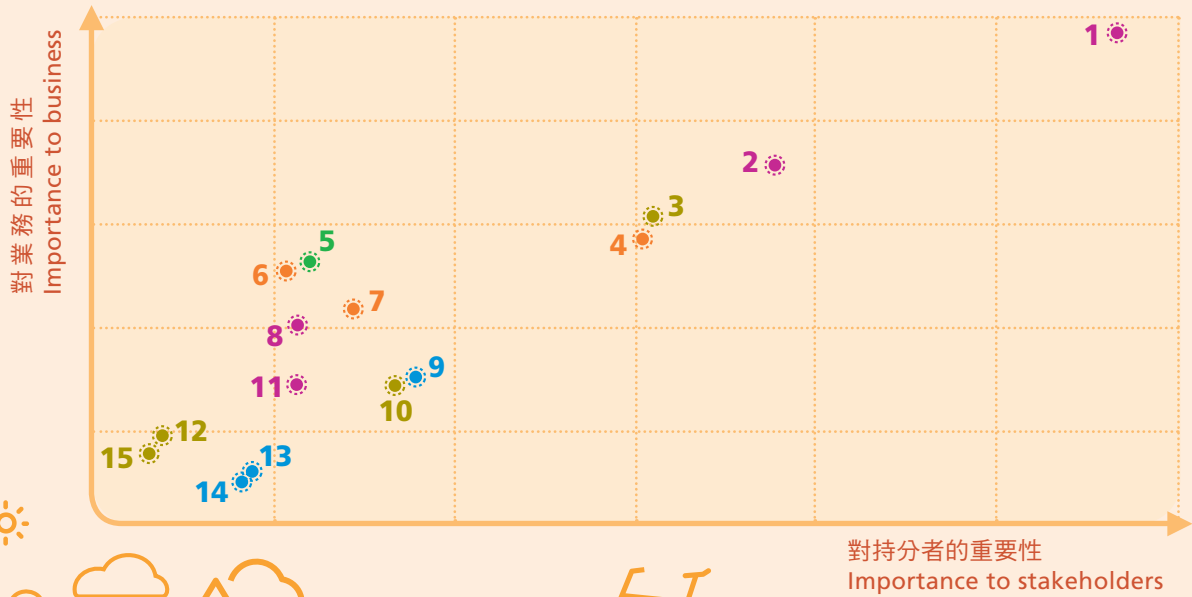
根據最新的持份者參與結果，我們確定了最高的15個主題並對其進行了優先排序。在我們的業務發展規劃中將考慮這些重要主題，以確保我們的業務重點與持份者關注的議題相關。

為了滿足我們持份者的關注，大快活採用互動方式來掌握各種感興趣的持份者群體的觀點。因此，我們會不斷審查和更新環境、社會及管治報告中的重大披露清單。貫徹我們樂觀的經營原則，我們滿意地處理了與可持續發展相關的廣泛主題，以提高我們對持份者的透明度。

### Materiality assessment

With the latest stakeholder engagement results, we have identified and prioritised the top 15 topics. These material topics will be considered in our business development planning so as to ensure that our business focus remains relevant to the stakeholders.

With an aim to cater our stakeholders' concerns, Fairwood takes an interactive approach to grasp the perspectives of various interested stakeholder groups. Therefore, we constantly review and update the list of material disclosures in our ESG reports. Aligning with our upbeat operating principles, we satisfied in addressing a broad spectrum of sustainability-related topics to enhance our transparency to the stakeholders.



顧客 Customer	員工 Employee	食品 Food	環境 Environment	公司管治 Governance
4 服務質素 Service Quality	3 員工健康與福祉 Employee Health and Wellness	1 食品安全 Food Safety	5 室內環境質量 Indoor Environmental Quality	9 誠信經營及道德守則 Ethical Business Operation
6 顧客健康與福利 Customer Health and Wellness	10 員工福利與待遇 Employee Benefits and Welfare	2 食品質素 Food Quality		13 可持續發展意識 Sustainability Awareness
7 用餐體驗 Dining Experience	12 僱傭處事方法 Labour Practices	8 健康的食品選擇 Healthier Food Options		14 可持續發展管治 Sustainability Governance
	15 員工培訓與發展 Employee Learning and Development	11 負責任食品採購 Responsible Food Sourcing		





# 追求快活健康的工作場所

## Pursuing a Happy and Healthy Workplace

### 僱傭慣例

#### 招聘及勞工準則

作為提倡平等機會的僱主，大快活致力於招聘過程中建立無歧視的工作場所來鼓勵和支持我們業務中的本地少數族裔。因此，我們積極推動機會平等，不論員工的種族、族裔、性取向和性別，組成多元化、包容與和諧的團隊。報告期內，我們持續為本地少數族裔提供逾300個就業機會。大快活還不時審查其平等就業機會政策，以確保符合本地法律及法規和業務目標。

在大快活工作，我們尊重所有員工付出的努力。作為他們辛勤的回報，我們亦樂意提供具有競爭力的薪酬待遇以外的額外福利：

### Employment practice

#### Recruitment and labour standard

As an equal opportunity employer, Fairwood strives to encourage and support local minority groups in our business, through creating a discrimination-free workplace from the recruitment process. As such, we actively promote equal opportunities to form a diverse, inclusive and harmonious team, regardless of the employees' race, ethnicity, sexual orientation and gender. At the end of the reporting period, we have continued providing over 300 job opportunities to local minority groups. Fairwood as well reviews its Equal Opportunities Employment Policy from time to time to ensure the alignment with the requirements by the local authority and business goals.

At Fairwood, we respect all the efforts from our employees. As a reciprocity of their hard work, we are pleased to offer additional benefits beyond competitive remuneration packages:

### 員工福利 Employee benefits

<p><b>節日禮物</b> Festival gifts</p> <p>農曆新年年糕券 Chinese New Year pudding coupons</p> <p>中秋節月餅券 Mid-Autumn Festival mooncake coupons</p> <p>食品及現金券 Food and cash coupons</p>	<p><b>慶祝生日</b> Birthday celebration</p> <p>生日賀卡和食物券表達對各員工的關懷 Birthday cards and dining vouchers to express care for employees</p>	<p><b>家庭禮物</b> Family gifts</p> <p>贈送禮餅券慶祝新婚及新生子女之喜悅 Bakery coupons to celebrate new marriage and new-borns</p>	<p><b>水果派發</b> Fruit distribution</p> <p>水果派發推廣健康飲食 Fruit distribution to promote healthy diet</p>	<p><b>優惠門票</b> Ticketing discount</p> <p>提供迪士尼樂園和海洋公園的優惠門票 Discounted tickets offer to Disneyland and Ocean Park</p>
<p><b>健康檢查</b> Medical check-up</p> <p>全職員工年度體檢 Annual medical check-up for full time staff</p>	<p><b>員工及其家屬尖喺</b> Employee and family discount cards</p> <p>惠顧店舖可享8折優惠 20% off when ordering meals in the outlets for employees</p> <p>員工親友惠顧店舖可享9折優惠 10% off in the outlets for the family and friends of employees</p>	<p><b>假日提早放工</b> Early leave before holidays</p> <p>辦公室員工在聖誕節前夕和新年前夜等假期前提早放工 Early leave before holidays such as Christmas' Eve and New Year's Eve for office staff</p>		

大快活踴躍地組織和參與一系列招聘活動，以鼓勵就業和創造就業機會。報告期內，我們成功組織並參加52次招聘日和一次暑期工作計劃，提供逾100多個職位。

Fairwood enthusiastically organised and participated in a range of recruitment events, to encourage employment and create job opportunities. In the reporting period, we have successfully organised and joined 52 recruitment days and one summer job program that provided over 100 job positions.



追求快活健康的工作場所  
Pursuing a Happy and Healthy Workplace

員工概覽 Employment profile



性別劃分 Gender breakdown	二零二零/二一年 2020/21	二零一九/二零年 2019/20
男 Male	1,374	1,464
女 Female	3,440	3,633
總數 Total	4,814	5,097

年齡劃分 Age breakdown	二零二零/二一年 2020/21	二零一九/二零年 2019/20
30歲以下 Under 30	824	898
30-50歲 30-50	2,415	2,453
51歲或以上 51 or above	1,575	1,746
總數 Total	4,814	5,097

僱傭類型劃分 Employment type breakdown	二零二零/二一年 2020/21	二零一九/二零年 2019/20
高級管理層 Senior management	31	32
中級管理層 Middle management	1,869	1,779
前線人員及一般員工 Frontline and general staff	2,914	3,286
總數 Total	4,814	5,097



## 企業誠信

於大快活而言，健全有效的公司管治是保持高標準的商業道德和誠信的基石。我們員工的行為反映了嚴格的公司治理的表現。因此，大快活主動透過公司行為守則和反貪污指引建立透明和誠實的企業。

為提高企業管治中的誠信意識和商業道德意識，我們為員工提供了合共554小時關於減低、處理和報告利益衝突的反貪污培訓。

## Corporate integrity

To maintain high standards of business ethics and integrity, a sound and effective corporate governance is the cornerstone of Fairwood. Our employees' behaviour reflects the performance of a stringent corporate governance. Therefore, Fairwood took the initiative to cultivate a transparent and honest corporate habitat with the company's code of conduct and anti-corruption guideline.

In order to enhance the awareness of integrity and business ethics in corporate governance, we provided a total of 554 hours of anti-corruption training for our employees on mitigating, handling and reporting conflict of interest.



## 多元化、包容性及家庭福利 Diversity, inclusion and family welfare

### 少數族裔及其家庭福利 Ethnic minorities and family welfare



員工以及他們的家人和朋友的福祉和安全對我們來說非常重要。2019冠狀病毒病於2020年中在印度和尼泊爾等東南亞國家肆虐，導致醫療用品嚴重短缺。本集團決定從「快活關懷基金」撥出資金，為有需要的員工提供免費口罩。他們可以將口罩寄回家鄉，為家人提供保護。

為與員工及其家屬攜手共度難關，我們以優惠價格向員工提供了自動消毒塗層噴霧等防疫用品。在與2019冠狀病毒病的抗疫中，大快活將繼續堅定地陪伴在我們的快活團隊左右。

Employees' well-being and safety, as well as their family members and friends as a whole, are of great importance to us. COVID-19 hit the peak in mid-2020 in South Asian countries such as India and Nepal, leading to a severe shortage of medical supplies. The Group decided to allocate fund from "Fairwood Caring Fund" in offering complimentary facial masks to our staff in need. So that they could send the masks to their homeland and provide protection for their families.

With the aim of tiding over the hard time hand in hand with our staff and their families, we provided our staff with pandemic prevention supplies, such as self-sanitizing coating spray, at a discounted price. Fairwood will continue to stand firm with our Happy Team in the fight against COVID-19.



## 追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

### 快活文化

在大快活裏，我們重視員工的快樂，並致力建立一個快活的團隊，將快樂傳播給顧客和社區。報告期內，為堅持「快活團隊」的原則，我們對清假政策、個人資料（私隱）政策、紀律處分程序及平等機會政策進行了審閱，以滿足員工的需要和增加靈活性。

### Fairwood culture

At Fairwood, we treasure happiness of our employees and endeavour to build up a happy team that spreads joy to the customers and community. In the reporting period, we reviewed the Leave Policy, Personal Data (Privacy) Policy, Disciplinary Action and Equal Opportunities Employee Policy in order to adhere the principle of "Happy Team" and to cater the needs and flexibility of employees.



在大快活的「快活團隊」原則下，我們以四個核心要素支持員工的發展，即分別是聯繫、肯定、責任和環境（「CARE」）。

Under the "Happy Team" principle, we support the people development with four core elements, which are Connection, Affirmation, Responsibility and Environment ("CARE") respectively.





## 員工溝通

與員工保持開放和持續的對話對於理解和滿足他們的需求，以及尋求改進至關重要。為在大快活裏推廣「快活團隊」的概念，我們的人力與文化發展專責小組舉辦各種員工參與計劃，例如員工會議、與員工閒談對話、滿意度調查和各種員工活動。

## Employee communication

Keeping an open and continuous dialogue with employees is crucial to understand and satisfy their needs, as well as to look for improvements. In order to promote the concept of “Happy Team” within Fairwood, various staff engagement programs, such as staff meetings, chit-chat sessions, satisfaction survey and staff activities, were organised by our People and Culture Development Task Force.



## 焦點小組

在報告期內，以往面對面形式的焦點小組會議因2019冠狀病毒病疫情而暫停。人力與文化發展專責小組為各部門、各店鋪的員工組織了兩次網上「團隊快樂聚會」。新的形式使他們能夠在網上發表意見。他們的反饋得到了高度認可，並提交給管理層進行跟進。這些安排有助員工的滿意度和卓越服務方面持續進步。

## Focus group

In the reporting period, face-to-face focus group meetings were suspended due to the COVID-19 pandemic. People and Culture Development Task Force organised online “Happy Gather at Teams” twice for employees from various departments and outlets. The new practices allowed them to express opinions online. Their feedbacks were highly acknowledged and directed to the top management for following up. This helps to seek consistent improvements in terms of employee satisfaction and service excellence.

## 快活指數

「快活指數」是一套公司內部用於評估員工的滿意度評價的系統。本集團每六個月會邀請餐廳店鋪、中央加工廠和辦公室的員工填寫一份問卷，內容包括薪酬待遇、工作環境和團隊建設等主題。問卷結果將會根據員工反饋，作為改進和制定舉措的指引。二零二零/二一年度整體快活指數為7.2，創下8年來的新高。

## Happy index

The “Happy Index” is an internal rating system for evaluating employee’s satisfaction. The Group invited employees from restaurant outlets, CFPP and office to fill in a questionnaire that includes topics of compensation package, working environment and team building every six months. The result would be referred as a guide to refine and develop initiatives that address to employee’s feedbacks. The overall Happy Index for 2020/21 was scored at 7.2, which hit the highest score in the past 8 years.



## 追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

### 員工會議

報告期內，因受疫情影響，每年舉辦兩次的「Big Bang」大會暫停，並改為店鋪層面的會議、Teams會議等以新形式展開的公司文化建立活動。

### Staff meetings

Because of the pandemic outbreak, the bi-annually held "Big Bang" meetings were suspended and new format launching culture building activities such as store level meetings and Teams meetings were organised instead during the reporting period.

### 員工活動

為打造強大的凝聚力團隊，大快活於報告期內安排了多項公司活動。通過參與這些活動，我們希望加強員工的歸屬感。由於考慮2019冠狀病毒病的肆虐，及為降低傳播風險和保護員工的健康與安全，快活睇好戲、快活遊海洋公園及迪士尼樂園等大部分戶外活動都被暫停。在新常態下，多數活動都是有人數限制，並以網上直播的形式進行。

### Staff activities

In an effect to build a strong bonding team, Fairwood arranged various company events in the reporting period. Through participating in these events, we hope to reinvigorate employees' sense of belonging. Due to the COVID-19 pandemic, most of the outings, such as Happy Movie Day, visiting Ocean Park and Disneyland were suspended in order to reduce the transmission risk and protect the health and safety of employees. Under the new normal, most of the activities were conducted with a limited number of people and streamed live in virtual format.

## 定期活動 Regular Activity



店鋪生日派對  
Outlet  
birthday party



水果派發  
Fruit  
distribution





定期活動 Regular Activity



長期服務獎頒獎  
Awards for  
Long Service  
Presentation  
Ceremony



大快活48周年慶典  
(網上直播活動)  
Fairwood 48th  
Anniversary  
(live virtual event)





追求快活健康的工作場所  
Pursuing a Happy and Healthy Workplace

定期活動 Regular Activity



新春行大運  
Chinese  
New Year  
tour



新春團拜抽獎  
(網上直播活動)  
Chinese New Year  
greetings lucky  
draw  
(live virtual event)







定期活動 Regular Activity

中央加工廠  
迎新禧聯歡會  
(網上直播活動)

New Year  
Celebration at CFPP  
(live virtual event)



中央加工廠派發  
「豐衣足食」福袋  
Happy bags  
distribution at  
CFPP



中央加工廠  
送贈中秋節禮物包  
Mid-Autumn  
festival gifts  
distribution at CFPP





## 追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

### 快活成長

人才是大快活的寶貴資產。員工的事業成長為大快活的發展提供了強大的動力。因此，我們一直分配資源來支持和鼓勵員工持續學習。

#### 培訓活動

報告期內，我們根據員工的工作職責和需求，為員工提供全方位的培訓活動。我們期望這些培訓活動能夠提升他們的技能和知識，並發掘他們的潛力。對於新入職的大快活成員，我們提供「前線管理員工迎新活動」等入職培訓，同時為符合條件的員工提供「見習管理人員計劃」和「精英培訓計劃」等專業培訓。

### Growing with Fairwood

Talents are the valuable assets of Fairwood. Employees' career growth provides a strong momentum for the prosperity of Fairwood. Therefore, we have been allocating resources to support and encourage employees to take part in continued learning.

#### Training activities

In the reporting period, we provided all-rounded training activities to our employees according to their job duties and needs. We hope these training activities could boost their skillsets and knowledge, and unveil their potential. For new Fairwood members, we offer induction training such as "Orientation Program for Frontline Managerial Staff", while some professional training such as "Supervisory Level Training Program" and "Elite Training Program" to the eligible employees.

### 員工培訓數據 Employee's training data



#### 按員工類別劃分培訓數據 (附註) Training data by category (Note)

按員工類別劃分培訓數據 (附註) Training data by category (Note)	培訓百分比 % trained	平均培訓時數 Average training hours
高級管理層 Senior management	2%	4.4
中級管理層 Middle management	34%	19.8
前線員工 Frontline staff	64%	8.1

#### 按性別劃分培訓數據 (附註) Training data by gender (Note)

按性別劃分培訓數據 (附註) Training data by gender (Note)	培訓百分比 % trained	平均培訓時數 Average training hours
男性 Male	27%	14.5
女性 Female	73%	13.2

附註：發展和培訓的關鍵績效指標中只統計有直接參與大快活營運的員工。

Note: Only employees who have direct involvement with Fairwood's operations were accounted for in the KPI for development and training.



## 員工培訓數據 Employee's training data

培訓內容 (附註) Type of training (Note)	百分比 Percentage
專業發展 Professional development	24.0%
管理培訓 Management training	18.4%
文化與發展 Culture and development	26.8%
顧客服務 Customer service	24.6%
員工福利 Employee well-being	3.0%
其他 Others	3.2%

附註：發展和培訓的關鍵績效指標中只統計有直接參與大快活營運的員工。

Note: Only employees who have direct involvement with Fairwood's operations were accounted for in the KPI for development and training.

### 大快活集團教育基金計劃

大快活了解有子女的員工所承受的經濟負擔。因此，我們設立了大快活集團教育基金計劃，支援員工子女接受優質教育，目的是鼓勵員工子女努力學習並表達對員工的關懷。該基金為子女學習成績優異的部份員工提供經濟援助。報告期內，約有100名員工受惠於該計劃。同時，大快活舉辦了頒獎典禮，以鼓勵和表彰員工子女的努力。

### The Fairwood Holdings Education Fund Scheme

Fairwood understands the financial burden encountered by the employees who have children. We have established the Fairwood Holdings Education Fund Scheme to support quality education for the employees' children with the purposes of encouraging the children to study hard and expressing care to employees. The fund offers financial support to selective employees whose children have outstanding academic performance. In the reporting period, around 100 employees were benefited from the scheme. Meanwhile, Fairwood organised an award ceremony to encourage and recognise the effort of the children.





## 追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

### 快活身心

在以人為本的文化驅動下，我們關注員工的健康、安全和福祉。由於上述是構建「快活團隊」的核心要素，因此，我們為所有員工制定高標準的安全工作環境要求。

為保護我們的員工避免在職工傷，大快活制定了職業健康及安全政策和培訓手冊，其中規定了嚴格的程序以確保員工安全。此外，本集團每半年舉辦一次安全培訓，籍此加強員工的安全意識。

根據本集團制定的內部職業健康及安全政策，我們承諾：

- 當修改和提升內部政策時優先考慮健康和  
安全；
- 在基本合規之外達至高水平的職業健康和  
安全績效；
- 提供適當和足夠的資源實施此政策；
- 監督所有員工對該政策的理解和實施；
- 將確保員工健康和  
安全列為管理層的主要  
職責之一；
- 確保所有單位和級別的員工都接受相關的  
安全培訓，並對本政策有全面的了解；及
- 確保所有員工均接受培訓，並有能力履行  
其職責。

### Wellness of Fairwood

As driven by the people-oriented culture, we concern about the health, safety and wellness of our employees, since the aforementioned are the core elements for building a "Happy Team". We stipulated high standards on creating a safe workplace for all our employees.

To protect our employees from occupational injury, Fairwood has established the occupational health and safety policy and a training handbook that dictates strict procedures to ensure employee safety. Furthermore, the Group arranges safety trainings bi-annually for the purpose of strengthening employees' safety awareness.

Under the internal occupational health and safety policy formulated by the Group, we are committed to:

- Prioritise health and safety when modifying and upgrading  
internal policies;
- Achieve high level of occupational health and safety  
performance beyond basic compliances;
- Provide appropriate and sufficient resources to implement  
this policy;
- Oversee all employees' understanding and implementation of  
this policy;
- Prioritise health and safety as one of the major responsibilities  
at the management level;
- Ensure employees from all units and levels have undergone  
relevant safety trainings and have a comprehensive  
understanding on this policy; and
- Ensure all employees are receiving trainings, and capable of  
their duties and responsibilities.



## 工作場所的安全監督

本集團重視工作場所安全，並成立不同的跨部門委員會及專責小組。期望藉此監察和管理工作場所的安全實踐，以及監督相關績效和小組的職責，包括規劃、執行和監督大快活的健康和安全事務。

為提高員工對餐廳工作場所安全的意識，本集團成立職業安全小組委員會，負責定期召開安全會議。會議要求行政部門、訓練部門等部門的代表列席。欲知更多詳情，請參閱下表。報告期內，一共召開了兩次職業安全小組委員會會議。會議期間，行政部門準備檔案，然後將每個的受傷案例都記錄在案並分享給相關同事。

## Workplace safety oversight

The Group takes workplace safety into account and sets up different cross-departmental committees and Task Forces. The purpose is to monitoring and managing the workplace safety practices, as well as to overseeing the relevant performances and their responsibilities range from planning, execution and oversight of Fairwood's health and safety matters.

To enhance the awareness of employees towards workplace safety in restaurant outlets, the Group has set up the Occupation Safety Committee, which is in charge of conducting safety meetings regularly. Representatives from administration department, training department and other departments are required to attend the meetings. For more details, please refer to the chart below. In the reporting period, two Occupation Safety Committee meetings were conducted. During the meetings, the administration department prepared a journal that included any injury cases from each outlet to relevant colleagues.



除餐廳店鋪和辦公室的健康和安全之外，中央加工廠的健康和安全也很重要。大快活的中央加工廠安全委員會負責中央加工廠的生產以及食品儲存的安全和衛生。

Beyond the health and safety of restaurant outlets and offices, those of the CFPP are also important. Fairwood's CFPP Safety Committee is in charge of the safety and hygiene of food storage, as well as the production at CFPP.





## 追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

工作環境中的安全是大快活的優先題目。本集團已通過採取以下措施盡量減少潛在的工傷風險：

Safety in the working environment is a prioritised topic in Fairwood. The Group has made effort to minimise the potential work hazards through implementing the following measures:



### 中央加工廠 CFPP

- 張貼安全指引及工作提示海報  
Post safety guidelines and work tips
- 分享常見事故的案例  
Share case studies of commonly occurred accidents
- 審查申請高風險職位的員工  
Examine staff applying for high-risk positions
- 每月召開內部安全委員會會議  
Hold monthly internal Safety Committee meetings
- 安裝自動化機器  
Install automatic machines



### 店鋪 Outlets

- 在廚房範圍內張貼安全指引  
Post safety guidelines in the kitchen areas
- 安裝靜電除油煙器、運水煙罩及空氣潔淨機維持廚房空氣流通及質素  
Install electrostatic precipitators, hydro-vents and air washers to maintain kitchen air circulation and quality
- 推行「零」工傷獎勵店鋪計劃  
Launch award scheme to reward outlets with "zero" injury



### 辦公室 Office

- 在辦公室內安裝空氣清新機  
Install air purifiers in the working area
- 每月清潔冷氣機的過濾網  
Conduct monthly air conditioner filters cleaning
- 每年檢測水質  
Test fresh water quality yearly
- 為僱員提供消毒噴霧  
Provide disinfection spray for employees
- 安排進行季度滅蟲服務  
Arrange pest control services quarterly



### 企業層面 Corporate level

- 針對常見工傷類別的重點培訓  
Focus trainings on common categories of work injuries
- 參與勞工處及職業安全健康局每季度外部培訓  
Participate in external training held by the Labour Department and the Occupational Safety and Health Council
- 制定工傷預防措施  
Develop preventive measures for occurred injuries
- 於工作場所放置滅火器具及急救箱  
Equip fire extinguishers and first aid kit in the workplace



大快活在過去數年一直參與由勞工處及職業安全健康局(職安局)主辦的「飲食業安全獎勵計劃」。由於過去一年的疫情肆虐，該計劃被暫停，並由其他特定的計劃取代，即「飲食業安全凝聚計劃」。該計劃鼓勵員工提高安全和健康意識，並改善工作場所的安全條件。為了與全體員工實現「食肆同心共抗疫，勞資協力展職安」的目標，大快活已申請該計劃，包括旗下所有餐廳店舖，並公開發布簽署聲明，以表彰其承諾。

Fairwood has been participating in the "Catering Industry Safety Award Scheme", organised by the Labour Department and the Occupational Safety and Health Council (OSHC), in the past years. Owing to the pandemic throughout the last year, the scheme was suspended and replaced by a particular program, namely "Catering Industry Safety Inspiration Programme". The program was encouraging to raise the safety and health awareness of employees, as well as enhancing the safety conditions in the workplace. To achieve the goal of "join hands to fight the epidemic, working together to promote catering safety" with all the employees, Fairwood had applied for the program inclusive of all restaurant outlets and posted the signed declaration publicly to recognise its commitment.





## 追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

### 2019冠狀病毒應對措施 COVID-19 Measures

秉承公司「以人為本」的理念，大快活採取多項措施並採取政府的抗疫方針，以降低2019冠狀病毒病的傳播風險來保護員工的健康。以下是我們在報告期內執行的措施。

- 所有員工在進入公司前都必須測量體溫。
- 所有人（員工和訪客）都必須在公司範圍內佩戴口罩。
- 實行彈性上班時間以避免交通過度擠擁。
- 公司員工飯堂安裝透明塑料防護板，以確保用餐時保持1.5米的社交距離。
- 需要面對面進行的會議重新安排為在線會議。
- 餐廳店鋪所有員工的2019冠狀病毒病檢測結果都將被記錄，直至政府進一步宣布。
- 除了基本合規之外，大快活還針對2019冠狀病毒病制定了內部應急計劃，以保護我們顧客和員工的健康。



Adhering to the company's "people-oriented" philosophy, Fairwood carried out a number of measures to protect the health of employees through lowering the transmission risk of COVID-19, as well as to adopt the government anti-pandemic approach. The followings are the procedures we implemented in the reporting period.

- All employees are required to measure their body temperature before entering company premises.
- All people (employees and visitors) are obligated to wear masks in company premises.
- Flexible working hours are implemented to avoid overcrowding in transportations.
- Transparent plastic shields are installed in company premises to ensure a 1.5 meters social distancing during meals.
- Face-to-face meetings are rearranged to be online meetings.
- All COVID-19 testing results of the employees from restaurant outlets would be recorded, until further announcement from the government.
- Going beyond basic compliance, Fairwood has established an internal emergency plan for COVID-19 in order to protect the wellness of our customers and staff.





# 共建快活價值 Creating Happy Value

## 快活顧客

大快活致力於為我們寶貴顧客帶來非凡的體驗。根據我們的質量、服務和清潔（「質量、服務和清潔」）慣例，我們竭盡全力提供優質的設施、服務和美味的食物。我們承諾為顧客提供愉快的體驗，讓他們「Feel Good」。

## Happy Customers

Fairwood is aspired to bringing exceptional experiences to our valuable customers. Based on quality, service and cleanliness ("QSC") practices, we strive to provide quality facilities, services and delicious food. Through advancing happy customer experiences, we promise to make them "Feel Good".

## 優良的用心服務

我們的前線員工本著超越專才、操守、熱誠、誠信、關懷和勇氣（「E<sup>3</sup>C<sup>3</sup>」）的方程式為顧客用心服務。這個公式是大快活成功打動顧客心靈的關鍵。

## Exceptional heartfelt services

Our frontline staff is motivated to excel the formula of Expertise, Ethics, Enthusiasm, Credibility, Care and Courage ("E<sup>3</sup>C<sup>3</sup>") when providing heartfelt services to our customers. This formula is the key of Fairwood's success in touching the heart of our customers.





## 共建快活價值 Creating Happy Value

### 店內體驗

在報告期內，為了抵抗2019冠狀病毒疫情，晚市禁堂食的規定已持續數月。然而，這並沒有阻止我們的前線員工熱情歡迎每位顧客及提供卓越的服務。最重要的是，我們的目標是提供一個安全舒適的用餐環境。

### In-store experience

During the reporting period, dining in-store at dinner time has been prohibited for months in fighting against COVID-19. However, this did not stop our frontline staff from giving heart-warming welcome and delivering outstanding services to each customer. Most importantly, we aim to provide a safe and comfortable dining environment.

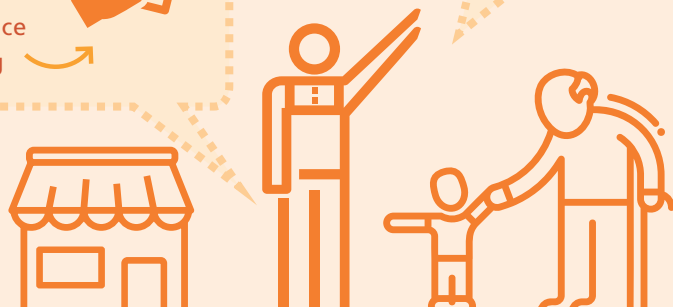


### 顧客 Customers

- 全線店鋪提供消毒潔手液  
Provide hand sanitiser across all outlets
- 提醒顧客清潔雙手  
Remind customers to wash their hands
- 顧客進入店鋪前為他們量度體溫  
Measure customers' body temperature before entering the outlets
- 提供熱水給顧客浸洗餐具服務  
Provide a glass of hot water for customers to wash their tableware
- 確保食物已經完全煮熟  
Ensure the food dishes are fully cooked
- 提供外賣單折扣，鼓勵顧客在家用餐  
Offer discounts on takeaway orders for customers to enjoy meals at home
- 向顧客提供一次性紙袋，用餐時可放置其口罩  
Give customers disposable paper bags in which to place their masks while eating
- 提供網上訂餐平台，減少排隊等候及與人接觸時間  
Provide online ordering platform to reduce waiting and contact time when queueing

### 設施 Facilities

- 安裝自動洗手機  
Install washing hand machines
- 經常清潔收銀台和餐桌  
Disinfect the counter desk and dining tables frequently
- 保持廚房清潔  
Maintain the cleanliness of the kitchen
- 確保餐具清潔  
Ensure the cleanliness of utensils





## 外賣及送餐服務

除了為餐飲和派對提供傳統的送餐服務之外，大快活還通過新的網上點餐平台「買定嚟走」優化外賣服務。經網上點餐後，顧客可以在店內以最少的接觸來取餐，還可以享受九折的訂單優惠。該平台在疫情下提供了更好的顧客體驗。

## Takeaway and food delivery services

On top of the traditional delivery services of food delivery for catering and parties, Fairwood has improved out takeaway services through a new online ordering platform "Click and Collect". After ordering online, customers can pick up their meals at the store with minimal contact, where they could also enjoy a 10% discount from the order. This platform provided a better customer experience under the pandemic.

「買定嚟走」網上  
點餐平台  
"Click and Collect"  
online ordering  
platform



## 方便使用和減少外賣訂單的等候時間

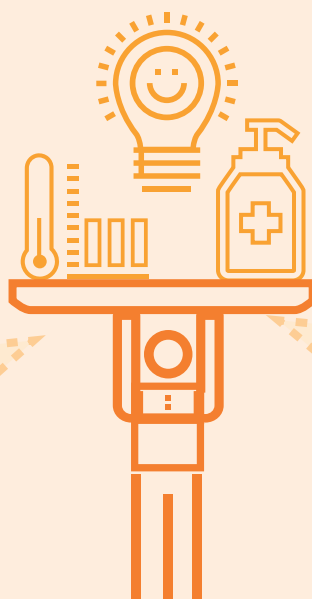
為使顧客的用餐體驗更方便和舒適，大快活一直在不斷提升我們的店鋪設施以滿足顧客的需求，包括提供方便使用和無障礙設施，以提高傷健人士和長者等有需要人士的便利。

## User-friendly and reduction of waiting time for takeaway orders

To enhance customers' dining experiences with convenience and comfortability, Fairwood has been constantly upgrading our outlet facilities to satisfy our customers' needs. This includes providing user-friendly and barrier-free facilities to increase the accessibility for those in need, such as the elderly and disabled.

### 提升舒適度 Improve comfortability

- 舒適自然的照明環境  
Comfortable and natural ambient lighting
- 店鋪內濕度和溫度標準化  
Standardised in-store humidity and temperature
- 均勻通風  
Evenly distributed ventilation



### 保持衛生 Maintain hygiene

- 定期消毒設施  
Regular disinfection of facilities
- 保持廚房及餐具清潔  
Keep the kitchen and tableware clean
- 提供消毒酒精潔手液  
Provide hand sanitizer alcohol



## 共建快活價值 Creating Happy Value



### 神秘顧客

大快活指派神秘顧客光顧餐廳店舖，並對顧客進餐體驗進行獨立評估。神秘顧客會根據食物的外觀、味道、氣味、餐廳的舒適度、前線員工的服務以及員工與顧客的互動等類別進行評核，並提供意見讓店舖得以持續改進。我們會根據神秘顧客的評核表揚獲得最高分數的店舖。

### Mystery shoppers

Fairwood engages mystery shoppers to visit the outlets and conducts independent assessments on customer's dining experience. From the dish presentation, taste and smell of food, to the dining environment of the outlets, and the services and engagement of the frontline staff with the customers, the mystery shoppers would assess these criteria and provide feedback for continuous improvements. Based on the results by the mystery shoppers, we award the top outlets with the highest score in recognition of the outstanding services by the outlets.





### 顧客滿意度

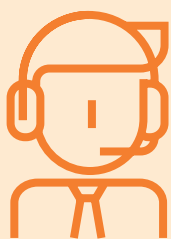
顧客的意見是大快活進步的原動力。我們致力提升服務質素及升級設施以滿足顧客。為評估他們對用餐體驗和食品質量的滿意度，大快活定期進行顧客調查。該調查還會分析顧客的用餐習慣，讓我們能夠緊貼顧客不斷變化的喜好。

大快活耐心、及時和專業地處理所有顧客投訴。我們每月會與員工整合並研究投訴個案。這有助提高員工回應顧客的詢問和要求的的能力。

### Customer satisfaction

Customer's feedback is a driving force for Fairwood's improvement. This includes improving our services and upgrading the facilities to meet customer's satisfaction. In order to evaluate their satisfaction towards dining experience and food quality, Fairwood conducts customer survey regularly. The survey also assesses the dining habits of the customers, which allows us to catch up with their changing preference.

Fairwood patiently handles all customer complaints in a timely and professional manner. We will summarise the complaint cases on a monthly basis and share them as case studies with the employees. This helps to improve their capabilities in responding to customers' requests and enquiries.



#### 顧客反饋 Customer feedback

通過電子郵件和電話接收顧客反饋。記錄反饋以作出適當的處理  
Receive customer's feedback through email and phone. The feedback is recorded for appropriate response



#### 回應反饋 Feedback response

及時和專業地回應顧客的反饋  
Response to customer's feedback accordingly in a timely and professional manner



#### 整合和案例 Consolidation and case study

定期整合投訴個案，並與員工分享案例，以提高他們回應顧客詢問的能力  
Consolidate complaint cases regularly and share case studies with employees to improve their capability in response to customer's enquiries

大快活會繼續以顧客為中心致力提升服務及設施。我們積極並樂於提升顧客的滿意度，迎接更多的「快活顧客」。

Fairwood will continue to strive for service and facilities enhancement based on our customer-centric approach. We are motivated and delighted to elevate the satisfaction among customers, and welcome them as one of our "Happy Customers".



## 共建快活價值 Creating Happy Value

### 快活食品

作為最受顧客歡迎及愛戴的本地連鎖餐廳品牌之一，大快活有信心提供超出顧客期望的美食。在「阿活餐牌」上，我們承諾優化我們現有的產品並研發創新產品。我們很高興能向顧客提供個人化且具多種選擇的「快活食品」。

### 多元化食品選擇

大快活熱衷於提供豐富多元化且健康和獨特菜式。我們將最新鮮、可持續和品質最好的食材制作為多元化的產品系列，例如「阿活」皇牌菜式和鐵板餐。

除提供經典招牌菜式外，我們亦不斷開發新產品以滿足顧客最新的口味和健康偏好。大快活定期進行味道測試，並邀請公司內部不同部門品嚐新款菜式，然後根據口味、外觀、食物成本、操作流程和目標顧客等因素提供意見。這些內部部門包括高級管理層、市務部門、產品發展及品質監控部門、營運部門、成本和採購部門。在報告期內，大快活已在我們的餐單中添加各種款新款菜式。

### 綠色及健康食物

基於有關食物的環保及健康議題日漸受關注，我們已推出各種綠色、健康、均衡且營養豐富的餐單，例如「美味素」系列和「點都唔落味精」系列。

顧客愈來愈關注肉類生產過程中所產生的溫室氣體（「溫室氣體」）排放，我們將植物提煉的新豬肉加入到「美味素」系列。新豬肉是非基因改造、零殘忍、以植物製成的肉類替代食品。這是一個深受歡迎的系列，為顧客提供更健康、低碳的食物選擇。

### Happy Food

Being one of the most popular and beloved local fast-food chains, Fairwood is confident in delivering delicacies that exceed our customers' expectations. On "Ah Wood" menu, we promise to improve our existing products and create innovative products. Through a variety of food choices and customisable menus, we are thrilled to present "Happy Food" to customers.

### Diverse food choice

Fairwood is enthusiastic about creating unique and diverse gourmets through the customisable and healthy menu. Our diverse product series turns fresh, sustainable and quality ingredients into delicacies, which include the signature "Ah Wood" specials and sizzling plate combo.

On top of the signature classic menu, we also strive to develop new product lines to cater to the evolving dining and health preferences of the customers. Fairwood regularly conducts taste tests by inviting different internal groups to try the new dishes, and provide feedbacks based on the taste, appearance, food cost, operation flow and target segment. These groups include: senior management, marketing department, product development and quality department, sales and operation department, costing department and purchasing department. In the reporting period, Fairwood has added various new dishes to its menu.

### Green and healthy food

Due to the increasing environmental and health concern of food, we have introduced various product lines of green, healthy, balanced and nutrient-dense ingredients, including the "Tasty and Green" series and "No MSG Added" series.

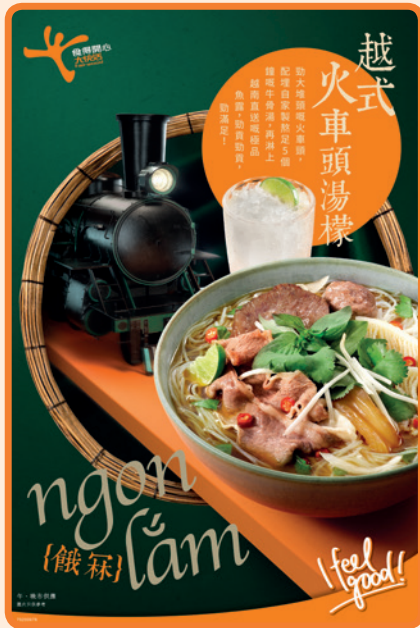
Understanding the trend and increasing awareness on the greenhouse gas ("GHG") emission coming from meat consumption, we introduced plant-based ingredient—OmniPork into the "Tasty and Green" series, which is made of non-GMO, cruelty-free and meat alternative ingredients. It is a popular series among customers for a healthier food choice with low carbon footprint.

川味系列  
Sichuan Cuisine  
series





越式系列  
Vietnamese-theme series



黃金焗飯系列  
Golden Cheesy Baked Rice series



新豬肉系列  
OmniPork series



個人化餐單

大快活積極在香港提倡「惜食」文化，並推廣個人化餐單以符合顧客的個人喜好。我們靈活的餐單可讓顧客下單時自由選擇用餐份量，幫助減少浪費食物。

Customisable menu

Fairwood advocates the "food wise" culture in Hong Kong and promotes the customisable menu to meet the customers' personal preferences. Through our flexible menu, customers can choose the meal portion freely when ordering food. This can help in reducing food waste.



## 共建快活價值 Creating Happy Value

### 快活食物鏈

快活食物鏈在大快活的旅程中發揮著重要作用，確保將最優質的食物送到餐桌。質量保證部門負責監督快活食品鏈的每個階段，包括產品開發、採購和生產。

### Fairwood Food Chain

Fairwood's food chain has a significant role in Fairwood's journey, to ensure the best quality of food is delivered to the dining table. The quality assurance department are responsible for the oversight of every stage of Fairwood's food chain, including product development, sourcing and production.







## 供應鏈管理

維持穩定供應並確保食品安全是大快活供應鏈管理工作中的重要項目。因此，我們在食物採購方面採取了嚴格的措施，以保持最高品質的食物。供應鏈由採購部門監督，其職責如下：

- 與供應商建立開放和雙向的溝通渠道，保持積極交流，並整合顧客反饋以傳達我們的要求；
- 考察供應商的設施，並審查生產過程和操作慣例，以確保其社會和環境穩健；及
- 審查並更新對供應商的準則。

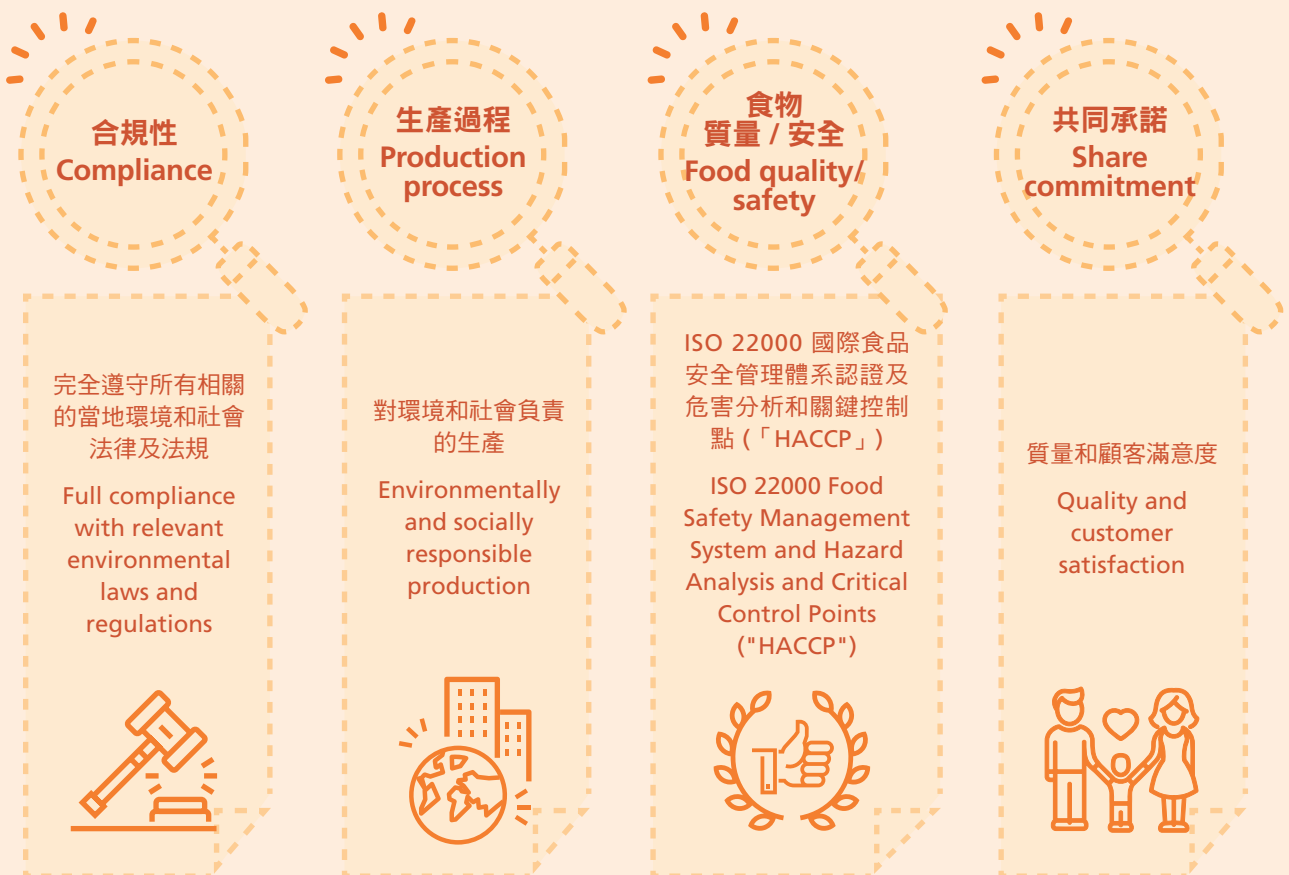
選擇合適供應商時，大快活會優先考慮以下準則：

## Supply chain management

Maintaining a stable supply and ensuring the safety of food is the top priority of Fairwood's supply chain management. As such, we have implemented stringent measures on food sourcing to uphold the highest quality of food. The supply chain is overseen by the purchasing department, with the following duties:

- Establish open and two-way communication channels with suppliers to maintain active engagement and convey our expectation consolidated from customer feedback;
- Visit supplier's facilities to review the production process and operational practices to ensure their social and environmental soundness; and
- Review and update supplier criteria.

When choosing the suitable suppliers, Fairwood prioritises the following criteria:





## 共建快活價值 Creating Happy Value

為了支持本地經濟並減少交通運輸中的碳足跡，大快活會優先考慮本地供應商。作為總部設在香港的本地連鎖餐廳，支持本地經濟是我們承諾的一部分。報告期內，大快活按地區劃分的供應商數量如下：

In support of the local economy and a lower carbon footprint from transportation, Fairwood prioritises local suppliers. We believe that as a local restaurant chain based in Hong Kong, it is part of our commitments to support the local economy. During the reporting period, the number of suppliers of Fairwood by geographic region is provided as follows:



除了食品供應商，大快活還根據環境和社會標準對其他供應商進行評估，例如服務供應商。

On top of the food suppliers, Fairwood also conducted assessment for other suppliers upon environmental and social criteria, such as the service suppliers.

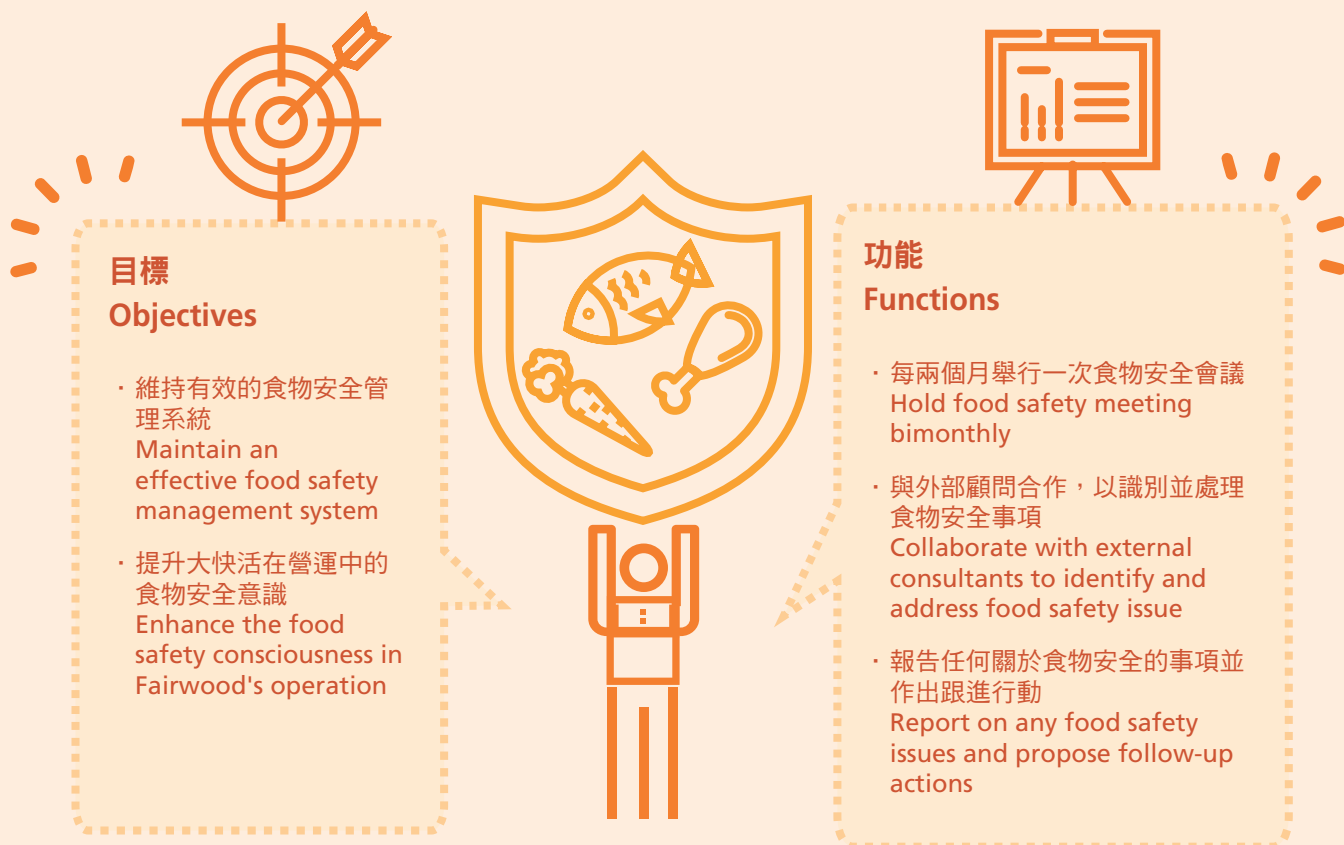


## 食物質量與安全

食品安全是我們的持份者視為大快活最重要的議題之一。作為香港知名的連鎖餐廳之一，大快活高度重視食物質量和安全。我們在準備食物時會採取有系統的預防措施，務求為顧客提供最精美、美味和安全的菜式。質量控制部門負責在運送過程中通過積極參與和日常監督維持有效的食品安全管理體系。報告期內，大快活還與外部檢測服務方合作，對我們食品的成分進行檢查，以確保符合食品安全的規定。這些測試使用最新的方法和技術來識別風險因素，提高我們營運的質量和效率。

## Food quality and safety

Food safety has been recognised as one of the most material issues among our stakeholders. As one of the well-known restaurant chains in Hong Kong, Fairwood highly emphasises on the quality of food, and guarantees its safety. We have enforced systematic precautionary measures in preparation for the dishes, and assure that the dishes on our customers' plate are the finest, and most delicious meal. Quality control department is responsible for maintaining an effective food safety management system, through active engagement and routine supervision during operation. During the reporting period, Fairwood also engaged with external testing services parties to examine the component of our food to ensure that it complies with the regulations with high food safety. The tests use the latest methods and technology to identify risk factors, improve quality and efficiency of our operation.





## 共建快活價值 Creating Happy Value

### 品質管制 — 中央加工廠

從食物加工到食物監控，中央加工廠的營運均已採用現代化的質量管理體系原則。此具系統性的框架將中央加工廠的質量控制機制轉化為一個不斷可改進的循環圈：

### Quality control — CFPP

CFPP's operation has adopted the principles of the modern quality system on the processing and monitoring of food. The systematic framework has led to the circle of continuous improvements on CFPP's quality control mechanism:





### 食物評估機制

大快活設有內部質量控制實驗室(「質量控制實驗室」)，並配備先進設備進行微生物評估，以確保各個階段食品製備的食品安全。除此之外，我們還聘任外部顧問公司進行微生物評估檢測。食物評估機制著重於下列項目：

- 環境條件，包括供水、冰粒和氣體；
- 用於製造和準備食物的設備；
- 進貨原料，如生肉和蔬菜；及
- 食物製成品包括熟食和預先準備的食物。

質量控制實驗室遵循三個步驟的評估框架，當中採用嚴格的抽樣測試原則：

### Food assessment mechanism

Fairwood has an in-house quality control laboratory ("QC lab") with cutting-edge equipment to conduct microbiological assessment to ensure the safety of food in all phases of food preparation. On top of that, we also engage external consultants for the assessment. The food assessment mechanism focuses on the following subjects:

- Environmental condition including water supply, ice cubes and air;
- Equipment used in the production and preparation of food;
- In-coming raw material such as raw meat and vegetables; and
- Finished products including cooked meals and prepared dishes.

The QC lab follows a three-step assessment framework with stringent sampling principles:





## 共建快活價值 Creating Happy Value

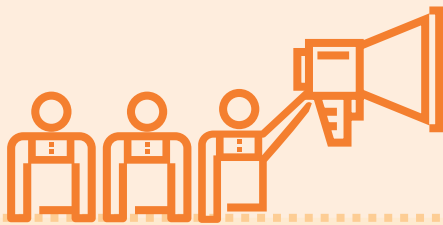
### 衛生管制措施 — 中央加工廠

作為一間連鎖餐廳，大快活認為保持廚房衛生是基本的責任。我們設立了一套準則以確保個人和工作地點衛生，例如禁止在中央加工廠中吸煙，以及要求員工在接觸任何生或熟食物之前戴上手套。為適應2019冠狀病毒疫情下的「新常態」，我們已遵循並進一步改善指引，以加強中央加工廠中的衛生控制，並通過以下措施加強清潔和消毒程序：

### Hygiene control measures — CFPP

Fairwood believes that as a restaurant, it is our fundamental responsibility to maintain the hygiene conditions in the kitchen. We have implemented sets of guidelines to ensure personal and on-site hygiene, such as prohibiting smoking in the CFPP and requiring staff to wear gloves before contacting any raw or cooked food. To adapt the “new normal” under COVID-19, we followed and further improved the guidelines to strengthen the hygiene control in the CFPP, reinforced the cleaning and sanitisation procedures, with the following measures:

#### 員工 Staff



- 為員工量度體溫。體溫超過攝氏 37.5 度的員工不得進入中央加工廠  
Measure the staff's body temperature. Staff with body temperature higher than 37.5°C will not be allowed to enter the CFPP
- 每名員工必須匯報在過去 14 日是否曾離開香港  
Every staff must report whether they had left Hong Kong in the past 14 days
- 中央加工廠內的每名員工必須配戴口罩  
Every staff must wear mask in the CFPP
- 在進入中央加工廠前必須消毒雙手  
Sanitise the hands before entering the CFPP
- 安排所有中央加工廠員工參加免費的 2019 冠狀病毒檢測  
Arrange all CFPP staff to participate in free COVID-19 testing
- 如果員工居住的大廈有確診病例，則要求他們留在家中 14 天或提供 2019 冠狀病毒檢測陰性結果  
Request staff to stay home for 14 days or present negative COVID-19 testing result if the residential buildings they live have confirmed cases

#### 工作地點 Site



- 安裝額外的消毒潔手裝置  
Install additional hand sanitising dispensers
- 在走廊安裝空氣處理器以改善通風  
Install air treatment system in corridors to improve ventilation
- 在午飯時間加強對個人衛生的宣傳  
Put on additional notice and announcement during lunch to remind staff on personal hygiene
- 加強在中央加工廠內公眾地方的清潔和消毒程序  
Reinforce cleaning and disinfecting procedures in the CFPP's public areas
- 定期在廁所、更衣室和食堂塗抹 Raze 抗菌塗層以消滅細菌和病毒  
Apply Raze regularly in toilet, changing rooms and canteen to breakdown bacteria and viruses





## 品質監控 — 店鋪

餐廳店鋪是提供食物的流程中的終站。因此，我們已實施以下程序以確保所有餐廳店鋪的食品安全：

## Quality control — Outlets

The restaurant outlets are the final destinations before the meal is delivered. As such, we have implemented the following procedures to ensure that the safety of food across all outlets:

### 店鋪廚房質量管制 Outlet Kitchen Quality Control

#### 質量檢查 Quality inspection

評估及確保食材到達各間店鋪時的食物質量

Assess and ensure food quality upon the arrival of food materials to respective outlets



#### 衛生保障 Sanitation

徹底清潔和消毒場地和廚房，以保持衛生並防止食物受到污染

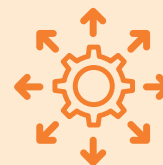
Clean and sterilise the site premises and back of house areas thoroughly to maintain hygienic conditions and prevent food contamination



#### 系統化 Systemisation

在五常法系統（常組織、常整頓、常清潔、常規範及常自律）下，制定有關適當儲存和處理食材、煮食器具和清潔劑的指引

Establish guidelines for the proper storage and handling of food materials, utensils and cleaning agents under the 5-S system (Structurise, Systemise, Sanitise, Standardise and Self-discipline)



#### 標籤 Labelling

根據生產日期和估計的保質期標記所有食物產品

Label all food products by date of production and estimated shelf life



#### 過濾 Filtration

於所有新設立和即將開業的店鋪安裝濾水系統，提供優質的飲用水，以便製作美味的飲品

Install water filtration systems in all new and upcoming stores in providing quality potable water for consistently great tasting beverages





## 共建快活價值 Creating Happy Value

### 衛生管制措施 — 店鋪

與中央加工廠一樣，餐廳店鋪和廚房的衛生狀況對於提供優質食品是至關重要。為保障顧客與員工在2019冠狀病毒疫情爆發的緊急情況下的安全，大快活已制定指引以確保個人和工作地點衛生：

### Hygiene control measures — Outlets

Same as CFPP, the hygiene condition in the outlets and the kitchens is also important for delivering quality dishes. To protect customers and staffs, Fairwood has set up guidelines to ensure personal and on-site hygiene, especially under the emergency of the COVID-19 outbreak:

#### 員工個人衛生 Staff hygiene



- 在進入廚房範圍前穿著口罩、頭套及水鞋  
Wear mask, hair cover and boots before entering the kitchen areas
- 在接觸生和熟的食物前戴上手套  
Wear gloves before making any contact with raw and cooked food
- 報告任何有傳染性健康的狀況，包括皮膚病、咳嗽和感冒等  
Report on any contagious health condition, including skin disorder, cough and flu, etc.



#### 工作地點環境衛生 On-site hygiene



- 保持地面清潔及乾爽  
Keep the floor clean and dry
- 在營運時間過後關閉所有窗口及出口  
Close all windows and exits after operational hours
- 定期清潔冷房和雪房  
Clean the cold storages and freezers regularly
- 定期清理隔油池  
Clean the grease traps on a regular basis
- 按照既定程序清潔和消毒所有設備和裝置  
Clean and disinfect all the equipment and devices following the established procedures



#### 2019 冠狀病毒應對措施 COVID-19 measures



- 要求員工申報離港紀錄  
Require staff to report the departure record from Hong Kong
- 工作前必須量度體溫  
Check body temperature before duty
- 正確配戴口罩  
Wear mask correctly
- 經常徹底清潔雙手  
Clean hands thoroughly and frequently
- 使用 Raze 光觸媒以消滅空氣中的細菌和病菌  
Use Raze photocatalyst to kill the bacteria and germs in the air
- 遵守政府的防疫政策，員工每14天進行一次2019冠狀病毒測試  
Every staff would conduct COVID-19 test every 14 days following the government's preventive measures
- 座位之間設置屏障，防止飛沫傳播，並會定期進行消毒  
Install barriers between sets to prevent droplets from spreading and conducted disinfection regularly







## 共創快活未來 Creating a Happy Future

### 快活社區

為社區的不同方面創造積極的價值觀是大快活企業社會責任承諾的一部分。尤其是在2019冠狀病毒疫情之下，大快活明白為社區帶來正能量的重要性。我們努力營造和諧的環境，並保持「Feel Good」的精神。

### Fairwood Community

Creating positive values for different aspects of the community is part of Fairwood's commitments in corporate social responsibility. Especially under the COVID-19 pandemic, Fairwood understands the importance of bringing positive energy to the community. We strive to create a harmonious environment, and sustain the "Feel Good" spirit.

#### 「快活關愛長者」咭 "Care for Seniors" card

所有65歲或以上的長者均有資格申請「快活關愛長者」咭。每張咭都儲有港幣300元的現金金額，並在每個月月底自動充值。關愛長者計劃不時會送出驚喜禮物，例如日用品和食物。於二零二一年三月三十一日，我們已派出約23.5萬張咭。

All seniors aged 65 or above are eligible for the "Care for Seniors" cards, with HK\$300 cash amount that is automatically recharged at the end of each month in each of them. The cards occasionally contain surprise gifts, such as daily necessities and food. As of 31 March 2021, approximately 235,000 cards have been distributed.



#### 「暑期工獎學金」獎勵計劃 The Fairwood "Summer Job Scholarship"

大快活自二零一四年起設立「暑期工獎學金」，獎學金主要用於獎勵每年工作表現突出的香港中學文憑考試暑期工學生。報告期內，合共招聘119名暑期工。

Fairwood has set up "Summer Job Scholarship" since 2014. The scholarship is given to summer job of the Hong Kong Diploma of Secondary Education Examination ("HKDSE") students who have outstanding work performance every year. In the reporting period, a total of 119 summer jobs are hired.





## 共創快活未來 Creating a Happy Future

### 快活環境

環境議題是快活旅程中的一個重要部分。我們不斷改進我們的管理程序以優化資源、降低碳足跡並從源頭上減少浪費食物。我們為此付出巨大努力，包括透過教育提高我們顧客和員工的環保意識。我們也在努力改善部門間的合作，從長遠來看建立一個健康和可持續環境。

為了加強我們的環境管理，大快活的環境政策引導我們將環保理念融入日常營運中，並承諾：

- 確保遵守所有相關及適用的環保法例和其他法律要求，同時制定和實施相應的標準操作程序；
- 採用有效的管理制度以防止污染及減少對環境的影響；
- 善用能源、水及原材料，從中優化生產過程；
- 善用資源以減少產生不必要的廢棄物，在可行的情況下鼓勵重用和回收的習慣；
- 透過加強教育和培訓提高員工的環保意識，並鼓勵員工履行對環境的責任；及
- 透過減少排放和善用資源，本集團對整個社會作出實質貢獻，亦為大家創造一個更健康及更愉快的生活環境。

### Fairwood Environment

Environmental issue is a significant component in Fairwood's journey. In order to minimise our environmental footprints, we are continuously improving our management procedures to optimise resource, lower carbon footprint, and minimise food waste at the source. This includes putting enormous efforts to increase environmental awareness among our customers and staff through education. We are also working hard to improve interdepartmental cooperation and to create a healthy and sustainable environment in the long run.

In order to strengthen our environmental stewardship, Fairwood's environmental policy has provided the guidance to embed eco-friendly values into our daily operation, with the commitments to:

- Ensure compliance with all relevant and applicable environmental legislations and other legal requirements, while developing and implementing standard operating procedures accordingly;
- Adopt an effective management system to prevent pollution and reduce adverse impact on the environment;
- Optimise production processes by effectively consuming energy, water and raw materials;
- Use resources efficiently to reduce unnecessary waste generation and encourage to habituate reuse and recycle where applicable;
- Raise staff awareness regarding environmental protection by strengthening education and trainings and encourage staff to meet their environmental obligations; and
- By contributing to reducing emissions and optimising resources, the Group is in essence making a contribution to society at large by creating a healthier and happier environment for everyone to live in.

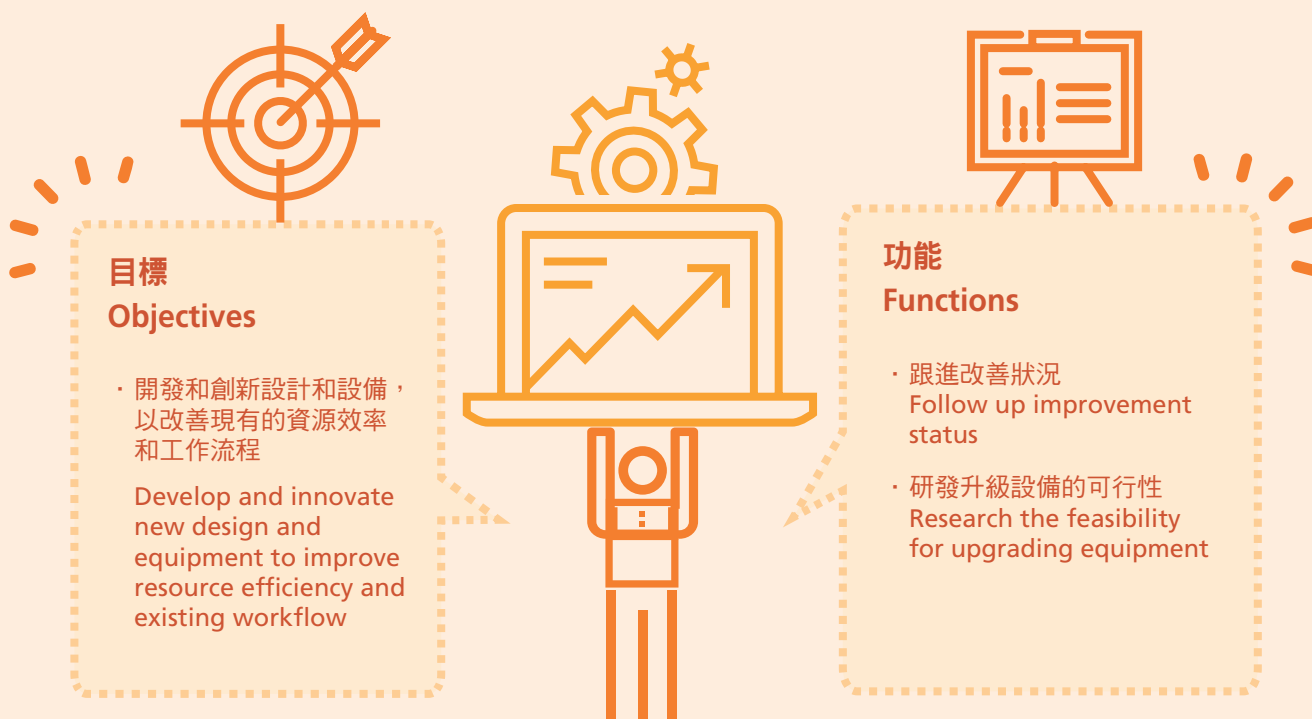


### 環境設備專責小組

環境設備專責小組負責引進創新的生態材料和設備。硬件設備升級有助於更有效地利用資源。

### Environmental and Equipment Task Force

The Environmental and Equipment Task Force is responsible for introducing innovative, new eco-materials and equipment for resource optimisation. This helps to conserve and uplift resource efficiency in the outlets through hardware upgrades.



### 減緩氣候變化

大快活意識到採取氣候行動的緊迫性。作為由聯合國識別的重大議題之一，我們正在探索不同的可行行動和解決方案，以限制我們營運中的溫室氣體排放，包括設定目標和盡量提高能源效率。由於能源消耗是大快活溫室氣體排放的主要來源之一，我們一直探討減少因能源消耗而產生的排放。

### Climate change mitigation

Fairwood recognises the urgency of taking climate action. As one of the material issues identified by the United Nations, we are exploring different possible actions and solutions to limit the GHG emissions from our operation, including target setting and maximising energy efficiency. Since energy consumption is one of the major sources of Fairwood's GHG emission, we have been focusing on reducing its emissions as a result of such consumption.

### 節省能源

作為一家餐飲連鎖店，大快活主要的能源消耗來自作為烹飪的電力、石油氣和煤氣。鑑於中央加工廠和店鋪的營運時間相對較長，故此日常營運中的電力消耗相對較高。因此，我們已委任環境設備專責小組研究優化能源使用及提升能源效率的方案。

### Energy reduction

As a restaurant chain, the major sources of Fairwood's energy consumption are from electricity, Liquefied petroleum gas ("LPG") and Towngas for cooking. The electricity consumption is relatively high due to the long operating hours of the outlets and CFPP. Thus, we have assigned the Environmental and Equipment Task Force to optimise energy use and improve energy efficiency.



## 共創快活未來 Creating a Happy Future

大快活定期審查和監督我們在節能政策方面的執行情況，其概述如下：

- 高級管理層會帶領環境/能源及創新設備團隊，負責管理和實行相關工作；
- 監測能源消耗；
- 遵守與能源消耗和能源善用的相關法律法規；
- 使用節能設計，並於合適情況下使用節能設備；
- 減少資源、電力消耗及相關資源的浪費；
- 向所有員工推廣節能政策，從而提高節能意識；及
- 定期審查政策及制度。

環境設備專責小組已實施以下節能措施：

### 中央加工廠 CFPP

- 將指定餐廳店鋪的傳統明裝天花筒燈升級至新型的發光二極管電燈  
Upgraded the traditional surface-mounted downlight into new LED lamps at selective outlets
- 安裝新型高效能煤氣爐和蒸氣櫃，減少燃料使用量達15%  
Installed a new type of highly efficient Towngas wok range and steam cabinet, contributing up to 15% reduction in fuel usage
- 試驗安裝自動感應的照明燈管，以防止不必要的電力浪費  
Piloted to install sensor lighting tubes to prevent unnecessary electricity wastage
- 使用由煤氣公司資助的蒸氣設備，從而減低能源消耗  
Utilised the steamer equipment sponsored by Towngas to reduce energy usage
- 審查餐廳店鋪的表現，並在電力消耗出現異常情況時進行設備檢查  
Reviewed the performance of outlets and carry out equipment inspection in case of any abnormality in electricity consumption

Fairwood constantly reviews and monitors the enforcement of energy reduction and conservation policies, which are outlined below:

- Top management shall take the lead in establishing an environmental/energy and equipment innovation team, which shall be responsible for managing and implementing relevant work;
- Monitor energy consumption;
- Ensure compliance with relevant laws and regulations pertaining to energy consumption and efficient usage;
- Use energy efficient design, and when appropriate to use energy efficient equipment;
- Reduce wastage of resources, electricity consumption and relevant resources;
- Promote the policies on energy reduction to tell all employees to enhance energy saving awareness; and
- Review policy and system on a regular basis.

The Environmental and Equipment Task Force has implemented the following measures to reduce energy:





## 餐廳店鋪 Restaurants Outlets

· 大快活的店鋪一直採取先進的節能措施。我們已在翻新工程中安裝或更換新的保溫燃氣櫃和炒鍋。除烹飪設備外，在廚房範圍，我們還安裝 18W 的燈管或代替傳統的 T8 36W 螢光燈管。我們亦於指定區域安裝自動感應的 18W 發光二極管，例如在全新或翻新的店鋪中的儲物室和垃圾房。

Fairwood outlets have been taking further measures in energy conservation. New thermal insulation gas cabinet and wok range has been installed or replaced as renovation. Apart from cooking equipment, in the kitchen area, 18W tubes were installed or in replacement for traditional T8 36W fluorescent tube. The 18W LED tube with motion sensor were also installed in the designated area like store room and garbage room for new or renovated outlets.

· 在各店鋪更換或安裝新型「節能寶」燃氣蒸汽櫃和炒鍋，報告期內已在 95 間店鋪中使用

Replaced or installed new type of " 節能寶 " gas steam cabinet and Wok range in various outlets, in use at 95 outlets during the reporting period

· 安裝高效 AS-100(Plus) 洗碗機，最多可節省電力 52% 及節水 47%，報告期內已在 21 間店鋪中使用

Install the highly efficient AS-100 (Plus) dishwashers, contributing up to 52% electricity reduction and 47% water reduction, in use at 21 outlets during the reporting period

· 更多餐廳店鋪將會升級設備

Expand equipment upgrading efforts to cover more outlets

· 一間新店以全電力模式試行營運

Pilot run for a new shop with full electricity operated



## 二零二零/二一年度期間更換節水及節能的新型洗碗機

### Water and energy saving for changing the new model of dishwasher during 2020/21

清洗餐具是大快活所有餐廳店鋪的一項日常工作，也是水和能源消耗的主要來源。因此，我們一直在研究提高能源效率的最新技術。目前共有21間店鋪採用了我們最新的AS-100(Plus)節能洗碗機。根據香港生產力局可靠性測試中心官方測試報告，該洗碗機在洗碗狀態下可減少高達52%的能源消耗和47%的水消耗。每台洗碗機可節省相當於每年7.46公噸二氧化碳當量。

Across all of Fairwood outlets, dish washing is a daily operation and contributes as the major source of water and energy consumption. Therefore, we have been exploring the latest technologies to achieve energy efficiency. A total of 21 outlets have applied our latest AS-100 (Plus) energy-saving dishwasher which was tested to be able to reduce up to 52% of power consumption and 47% of water consumption at dish washing state according to an official test report from Hong Kong Productivity Council Reliability Testing Centre. Each dishwasher could potentially save an equivalent of 7.46 tCO<sub>2</sub>e per year.





## 共創快活未來 Creating a Happy Future

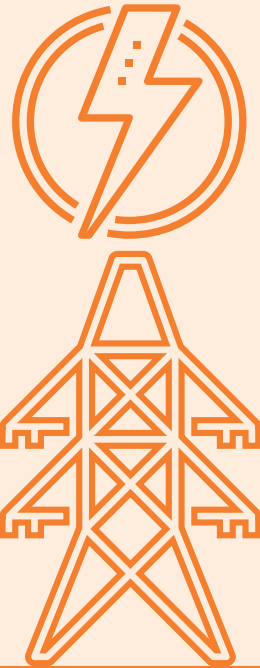
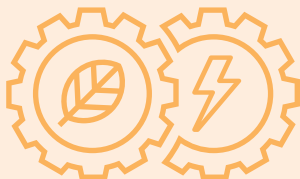
多年來，大快活一直積極參與中電的節能計劃以支持香港的節能工作：

Over the years, Fairwood has been actively participating in CLP's campaigns to support energy reduction in Hong Kong:

### 中電高峰用電管理 CLP Peak Demand Management Program

作為創新節能企業大獎的參與者，大快活所有九龍、新界的店舖和中央加工廠都已參加「中電高峰用電管理」提高節能表現。

As part of the Smart Energy Award, all Fairwood outlets in Kowloon, New Territories, and the CFPP have participated in the CLP Peak Demand Management Program to enhance energy saving performance.



### 中電節能設備升級計劃 CLP Electrical Equipment Upgrading Scheme

透過參加中電節能設備升級計劃，大快活獲得補貼將電器設備更換及升級至更節能的型號。該計劃已資助中央加工廠替換冷房的LED光管。

By joining the CLP Electrical Equipment Upgrading scheme, Fairwood received subsidies to replace and upgrade the electrical equipment to more energy efficient models. In CFPP, the scheme has subsidised the replacement of the LED tubes used in the cold storages.



展望未來，提高能源效率將是大快活旅程的重點之一。我們目前正在加強不同部門之間的合作，由高層管理至營運，以尋求創新和有效的方法來提高能源效率。

Looking forward, improving energy efficiency will be one of the main focuses along Fairwood's journey. We are currently strengthening the cooperation between different departments, from top management to operations, in order to seek innovative and effective ways to improve energy efficiency.

### 減緩溫室氣體和廢氣排放

能源消耗是大快活溫室氣體和廢氣排放的主要來源。無論是香港本地及或是全球都對氣候變化和空氣污染日漸關注，大快活留意到這些關鍵議題，並願意採取進一步措施來緩解這些問題。我們正透過平衡能源密度，以密切監測我們的溫室氣體和廢氣排放。我們也在研究其他減輕環境影響的創新措施，例如設定減排目標和進行氣候風險評估，並尋求進一步披露與氣候相關的信息。

### GHG and air emissions mitigation

The main source of Fairwood's GHG and air emission is energy consumption. Due to the increasing concern over climate change and air pollution on both local and global scales, Fairwood is mindful of these critical issues and willing to take further steps in contributing to mitigate them. We closely monitor our GHG and air emissions, through balancing the energy intensity. We are also exploring other innovative measures to mitigate the environmental impacts, such as reduction target setting and conducting climate-risk assessment, and seeking further disclosure on climate-related information.



## 節約用水

鑑於大快活的餐飲業的業務性質，我們在營運期間均會消耗一定用量的水資源，特別是餐廳店鋪的廚房。儘管沒有遇到用水問題，我們注意到全球對水資源短缺的擔憂及節約用水的重要性。因此，環境設備專責小組已推出以下節水措施：

- 引入新型解凍水槽的獨特設計，以減少用水的需求；
- 在店鋪廚房安裝新設計的電保溫爐，可節約高達40%用水量；及
- 安裝新型洗碗機。

## 廢棄物管理

為應對香港堆填區的負荷日益增加，大快活致力改善我們的廢棄物管理方針。我們積極採取行動，透過適當的回收和減少使用一次性物料以及實施廢棄物分類，將廢棄物變成有價值的資源。

## 店鋪廢棄物

為邁向更環保的營運，大快活已推出各種替代方案，由源頭減少製造不可再生或一次性的物料，這包括：

## Water conservation

Due to Fairwood's business nature in the F&B industry, we have consumed an intensive amount of water resources during our operations, especially in the outlet kitchens. Although there was no issue in sourcing water, we are aware of the concern of water depletion and the importance in water conservation in global concern. The Environmental and Equipment Task Force has initiated the following measures to save water:

- Introduced the unique design of a new defrost sink to water usage;
- Installed a new design of electric bain marie in the outlet kitchen leading to up to 40% of water reduction; and
- Installed new dishwashers.

## Waste management

In response to the increasing burden of landfills in Hong Kong, Fairwood is committed to improving our waste management approach. We have implemented different waste management initiatives, including recycling, reducing single-use materials, and waste segregation that turns up-cyclable waste into valuable resources.

## Outlet waste

On Fairwood's journey towards a more environmentally-friendly operation, Fairwood introduced various alternative measures to reduce the waste production of non-renewable or single-use materials at source, including:

### 大快活綠色店鋪 Fairwood green outlet



可快速再生的竹筷子和牙籤是木材的替代品  
Bamboo chopsticks and toothpicks as an alternative of wooden ones

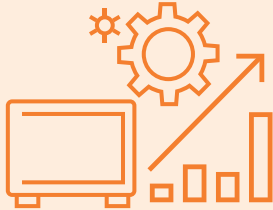


為堂食顧客提供可重複使用的餐具  
Reusable tableware for dine-in customers



共創快活未來  
Creating a Happy Future

大快活綠色店鋪 Fairwood green outlet



用高效益且環保的塑料替代發泡膠  
Environmentally efficient and friendly  
plastic materials to replace Styrofoam



以可生物降解的塑膠袋取代常規塑膠袋  
Biodegradable plastic bags to replace  
regular ones



完全淘汰塑膠飲管及塑膠攪棒，並用紙飲管和木棍代替  
Complete phase out of plastic straws and plastic stirrers with  
paper straws and wooden stirrers

**廢置食用油**

烹飪過程中會產生若干數量的廢置食用油（「廢置食用油」）。不正當的儲存、搬運或排放廢置食用油可能導致周邊環境污染。因此，我們已制定明確的程序指導員工適當地處理及儲存廢置食用油。

在中央加工廠裡，大快活遵循環保署所制定的指引，在工作地點存放及記錄廢置食用油。我們將不可回收的廢置食用油儲存在集中式隔油池中，並由合資格的承包商收集。可回收的廢置食用油會被保存在指定的容器中，我們已委託合資格的承辦商收集和運送廢置食用油至環保署的設施，將其轉化為肥皂和生物柴油等工業產品，以支持廢置食用油的回收，從而減低污染風險，並提倡可再生資源。

**Waste cooking oil**

During the cooking process, a certain amount of waste cooking oil (“WCO”) is generated. It is vital to avoid improper storage, handling and discharge, to avoid environmental contamination in the surrounding area. Hence, Fairwood has established clear procedures in proper handling and storage of WCO to instruct the staff.

At CFPP, we follow the guidelines set up by the Environmental Protection Department (“EPD”) for on-site storage and record of WCO. For non-recyclable waste cooking oil, it is stored in centralised grease trap for collection by qualified contractors. For recyclable WCO, it is first stored in designated containers. We engaged qualified contractors to collect and transport WCO to EPD’s facilities, which will be converted into industrial products like soap and biodiesel. This supports the recycling of WCO and minimises the risk of contamination, hence promotes renewable resources.





## 廚餘

基於飲食業務性質，大快活每天都會產生若干數量的廚餘。因此，我們有責任在整條生產鏈中避免及減少廚餘。在餐廳店鋪中，我們提倡「惜食」文化，顧客可以自由選擇用餐份量，這有助於減少食物浪費。

對內，為了從源頭上節省及避免浪費食材，我們會教育中央加工廠裡的員工在清洗、去皮、切粒和蒸煮過程中按食材分類並妥當處理。對外，我們鼓勵顧客於餐廳店鋪點餐時透過自訂菜單自由選擇用餐份量或帶走剩餘食物。

在中央加工廠，我們已在食堂已張貼清晰有關廚餘分類的指南，以提醒員工應盡可能減少浪費食物。中央加工廠的廚餘不會滯留過夜，而是每天會送到有機資源回收中心，並轉化為有價值的資源，例如堆肥或生物氣體。

## Food waste

Due to the nature of our business operation, Fairwood generates a certain amount of food waste on a daily basis. Hence, we believe that it is our responsibility to avoid and reduce the amount of food waste created throughout the entire production chain. At our outlets, we advocate the "food wise" culture. Customers can order the different meal portion and it helps to reduce food waste.

Internally, we educate our staff to sort the food and handle them appropriately during washing, peeling, slicing and boiling in the CFPP in order to conserve the ingredients at source and avoid food losses. Externally, we promote the customised menu to encourage customers to order smaller food portion or takeaway leftovers.

At CFPP, we post clear guidance on separating food waste properly in designated bins in the canteen to remind staff to reduce food wastage as much as possible. No food waste stays overnight at CFPP as it is delivered to the Organic Resources Recovery Centre every day, which will then be transformed into valuable resources such as compost or biogas.

## 廚餘/污泥共厭氧消化試驗計劃

### Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial Scheme

大快活的中央加工廠自二零一九年十月已參與由環保署舉辦的「廚餘、污泥共厭氧消化」試驗計劃。在首1.5年營運當中，中央加工廠每月大約運送17.8噸廚餘到廚餘預處理設施，以測試廚餘和污泥的混合比例以及其他營運參數。

Fairwood has participated in the Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial scheme launched by Environmental Protection Department since October 2019 at CFPP. During the first 1.5 years of operation, about 17.8 tonnes per month of food waste from CFPP would be treated at the food waste pre-treatment facilities to test the mixing ratio of food waste and sewage sludge and other operational parameters.



## 辦公室廢棄物

辦公室推廣回收以減少辦公室廢物。這包括紙張、碳粉盒和其他類型的廢物。我們還積極參與當地組織發起的廢物管理活動。

## Office waste

Fairwood devotes to mitigate office waste by promoting recycling in the office. This includes paper, toner cartridges and other types of waste for recycling. We also actively participate in waste management campaigns organised by local organisations.



## 展望將來 Looking Forward

展望未來，大快活將繼續評估和監測我們的溫室氣體排放源頭。我們相信識別主要來源有助於我們日後減少碳排放及可持續管理的工作。

作為餐飲營運商，我們有責任妥善處理我們的廢棄物並教育我們的顧客減少廢棄物。未來，我們希望透過研究一次性塑膠替代品及教育員工和顧客，在餐廳店鋪推廣減少使用一次性餐具和包裝的文化。我們在辦公室推廣無紙文化，以便從源頭減少紙張浪費。

餐廳店鋪用作食品生產及加工的能源是大快活的主要範圍二排放源之一。我們致力與學術界和其他組織合作，尋找更多高能源效益的煮食用具，特別是研究混合電力和燃氣創新的設備組合。

大快活在香港經營近50年，致力為本地社區創造社會價值。在來年，我們期待與非政府組織進行更多合作，以識別弱勢群體的需求，並利用我們的專業知識以應對這些社會挑戰。

我們將繼續與各持份者溝通，以推動和促進我們的可持續發展表現。展望未來，大快活完全支持我們管理層堅定不移的承諾，以進一步提高我們的環境、社會及管治績效。審視氣候變化的緊急情況並透過負責任的商業行為來實現可持續未來，是我們為投資者、股東和持份者創造長期價值的唯一方法。

Going forward, Fairwood will continue to assess and monitor our greenhouse gas emission sources. We believe identifying the major sources will facilitate our carbon reduction and sustainability management in the future.

As a F&B provider, we acknowledge the responsibility to properly manage our waste and educate our customers on waste reduction. In the future, we would like to promote a culture with less disposable or single-use utensils and packaging at our outlets by exploring single-use plastic alternatives and educating both our staff and customers. We are also cultivating a more digitalised culture at our office in order to reduce paper waste at source, prior to considering paper recycling.

Food processing and production at outlets are energy consuming and is one of the major Scope 2 emission sources for Fairwood. We are dedicated to search for better energy efficient cooking appliances in collaboration with academia or organisations, especially on exploring the ultimate and innovative combinations of electricity and gas appliances.

Operating in Hong Kong for nearly five decades, Fairwood is committed to creating social value in the local community. In the coming year, we are expecting more collaborations with NGOs to identify the needs of the underprivileged and leverage our expertise to implement relevant programs to address these social challenges.

We will continue to engage with various stakeholders to drive and facilitate our sustainability performance. Moving forward, Fairwood is fully supportive of our management's unwavering commitment to further enhance our ESG performance. In the face of climate change emergency, the only way to deliver long-term value creation for our investors, shareholders and other stakeholders is through responsible business practices for a sustainable future.





## 獎項表 Award List



活動 Activities	獎項 Awards	主辦單位 Organisers
基層級別 - 快餐店 Junior Frontline - Fastfood	金獎 Gold Award	香港零售管理協會 Hong Kong Retail Management Association
35周年 - 參賽之最 35th Anniversary - Most Participating Brand	銀獎 Silver Award	香港零售管理協會 Hong Kong Retail Management Association
MARKies宣傳項目大獎2021 MARKies Awards 2021	最佳程序化購買應用 (金獎) Best use of Programmatic (Gold) Award	《Marketing》雜誌 Marketing Magazine
好僱主約章 2020 Good Employer Charter 2020	簽署機構 Signatory	勞工處 Labour Department
『友』『家』好僱主 Family-friendly Good Employer	簽署機構 Signatory	勞工處 Labour Department
飛凡人生 - 中高齡人士就業延展計劃 Employment Programme for the Elderly and Middle-aged	中高齡友善僱主獎 Elderly and Middle-aged-Friendly Employers Award	香港仔坊會 Aberdeen Kai-fong Welfare Association
最佳關顧員工家庭計劃大獎 Best Family-friendly Employment Policy Award	傑出大獎 Grand Award	CTgoodjobs CTgoodjobs
協作伙伴計劃 Partnership Scheme	協作伙伴感謝狀 Partnership Certificate of Appreciation	救世軍社會服務部 The Salvation Army Social Services Department
飲食業安全凝聚計劃 Catering Industry Safety Inspiration Program	參與證書 Certificate of Participation	勞工處 Labour Department
商界展關懷 Caring Company	10年Plus商界展關懷 10 years+ Caring Company	香港社會服務聯會 The Hong Kong Council of Social Service
ERB年度頒獎禮2020/21 ERB Annual Award Presentation Ceremony 2020/21	ERB傑出僱主獎 ERB Excellence Award for Employers	僱員再培訓局 Employees Retraining Board



## 績效表 Performance Table

僅限於香港的營運 Operation in Hong Kong only	單位 Unit	二零二零/二一年 2020/21 (附註1) (Note 1)	二零一九/二零年 2019/20 (附註2) (Note 2)
<b>耗電量 Electricity consumption</b>			
總部 Headquarter	千瓦時 kWh	453,060	433,221
中央加工廠 CFPP	千瓦時 kWh	5,548,923	5,861,995
餐廳店鋪 Restaurant outlets	千瓦時 kWh	69,275,536	70,310,958
總用電量 Total electricity consumption	千瓦時 kWh	75,277,519	76,606,174
<b>氣體燃料使用量 (附註9) Gaseous fuel consumption (Note 9)</b>			
中央加工廠 CFPP	千瓦時 kWh	3,266,013	3,196,640
餐廳店鋪 Restaurant outlets	千瓦時 kWh	44,989,717	48,635,489
總氣體燃料使用量 Total gaseous fuel consumption	千瓦時 kWh	48,255,730	51,832,129
<b>汽油能源使用量 (附註4) Petrol gas energy consumption (Note 4)</b>			
總部 Headquarter	千瓦時 kWh	38,205	N/A
<b>總能源消耗量 (附註3及4) Total energy consumption (Note 3 &amp; 4)</b>			
總部 Headquarter	千瓦時 kWh	491,265	433,221
中央加工廠 CFPP	千瓦時 kWh	8,814,936	9,058,635
餐廳店鋪 Restaurant outlets	千瓦時 kWh	114,265,253	118,946,447
總能源消耗量 Total energy consumption	千瓦時 kWh	123,571,454	128,438,303
<b>總能源密度 (附註5) Total energy intensity (Note 5)</b>			
總部 Headquarter	千瓦時 / 百萬港元收入 kWh / HKD million revenue	195	149
中央加工廠 CFPP	千瓦時 / 百萬港元收入 kWh / HKD million revenue	3,490	3,118
餐廳店鋪 Restaurant outlets	千瓦時 / 百萬港元收入 kWh / HKD million revenue	45,244	40,936
總能源密度 Total energy intensity	千瓦時 / 百萬港元收入 kWh / HKD million revenue	48,929	44,203
<b>溫室氣體排放量 (附註4及6) GHG emissions (Note 4 &amp; 6)</b>			
範疇 1 直接排放量 (附註7) Scope 1 Direct emissions (Note 7)	公噸二氧化碳當量 tCO <sub>2</sub> e	9,245	9,917
範疇 2 間接排放量 (附註8) Scope 2 Indirect emissions (Note 8)	公噸二氧化碳當量 tCO <sub>2</sub> e	35,431	45,860
溫室氣體排放總量 Total GHG emissions	公噸二氧化碳當量 tCO <sub>2</sub> e	44,676	55,777
總溫室氣體排放密度 (附註5) Total GHG emissions intensity (Note 5)	公噸二氧化碳當量 / 百萬港元收入 tCO <sub>2</sub> e / HKD million revenue	17.7	19.2



僅限於香港的營運 Operation in Hong Kong only	單位 Unit	二零二零/二一年 2020/21 (附註1) (Note 1)	二零一九/二零年 2019/20 (附註2) (Note 2)
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#### 廢氣排放 (附註3,4及9) Air emissions (Note 3, 4 & 9)

氮氧化物 Nitrogen oxides (NOx)	公噸 Tonnes	0.697	0.743
硫氧化物 Sulphur oxides (SOx)	公噸 Tonnes	0.004	0.004
顆粒物 Particulate Matter (PM)	公噸 Tonnes	0.00017	其數據在二零一九/二零年並不顯著 Not significant in 2019/20

#### 耗水量 (附註10及11) Water usage (Note 10 & 11)

總部 Headquarter	立方米 m <sup>3</sup>	185	294
中央加工廠 CFPP	立方米 m <sup>3</sup>	72,430	108,698
餐廳店舖 Restaurant outlets	立方米 m <sup>3</sup>	1,100,290	1,349,182
總用水量 Total water usage	立方米 m <sup>3</sup>	1,172,905	1,458,174

#### 總用水密度 (附註5) Total water intensity (Note 5)

總部 Headquarter	立方米 / 百萬港元收入 m <sup>3</sup> / HKD million revenue	0.1	0.1
中央加工廠 CFPP	立方米 / 百萬港元收入 m <sup>3</sup> / HKD million revenue	29	38
餐廳店舖 Restaurant outlets	立方米 / 百萬港元收入 m <sup>3</sup> / HKD million revenue	436	464
總用水密度 Total water intensity	立方米 / 百萬港元收入 m <sup>3</sup> / HKD million revenue	465	502

#### 廢棄物管理 (附註12) Waste management (Note 12)

已回收的廢置食用油 Recycled waste cooking oil	立方米 m <sup>3</sup>	200	207
已回收的廚餘 Recycled food waste	公噸 Tonnes	229	95
已回收的紙皮 Recycled cardboard	公噸 Tonnes	178	140

#### 包裝物料 (附註13) Packaging material (Note 13)

已採購的食品及飲料包裝材料 Procured food and beverage packaging materials	公噸 Tonnes	1,575	1,427
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附註 1: 二零二零/二一年度包括 156 間餐廳資料。

Note 1: 2020/21 data inclusive of 156 restaurant outlets.

附註 2: 二零一九/二零年度包括 160 間餐廳資料。

Note 2: 2019/20 data inclusive of 160 restaurant outlets.



## 績效表 Performance Table

- 附註 3: 大快活的運輸車隊為外判服務，因此相關的燃料和排放數據均並不受大快活的營運控制。目前亦未有完善的量化方法，而且未能容易地從第三方收集相關數據供大快活披露準確的數據以反映其在外判服務中的環境足跡。為確保本報告及所披露數據的準確度，相關的數據未有披露。
- Note 3: Fairwood's transportation fleets are outsourced, and therefore the relevant fuel and emission figures are not under Fairwood's operational control. Currently, there are no comprehensive quantification methodologies and easily accessible relevant data from third-party for Fairwood to disclose accurate figures that reflects its environmental footprints from the outsourced service. To ensure the accuracy of this Report and the disclosed data, the relevant data are not disclosed.
- 附註 4: 由於大快活所擁有的三輛私家車僅用作高級管理層日常的商業運輸及個人運輸用途，並無涉及大快活的公司營運而且相對應的燃料耗量並不重大，因此相關的燃料和排放數據並對環境層面的披露而言並不重要，所以在二零一九/二零年度報告中未有披露。
- Note 4: As Fairwood's three private cars are only used for senior management day-to-day business travel and personal use, which is not correlated to Fairwood's business operation whereas the corresponding fuel consumption does not have any significant impact on the Group's operations. Thus, the relevant fuel and emission figures are not material to environmental aspect disclosure and not disclosed in the Report of 2019/20.
- 附註 5: 密度值的計算方法是將能源/溫室氣體/水消耗量除以香港業務的總收入。二零一九/二零年及二零二零/二一年度香港業務的總收入分別為港幣29.1億元及港幣25.3億元。
- Note 5: Intensity values are calculated by dividing the absolute energy/GHG/water consumption by the total revenue from Hong Kong operations only. The total revenue from Hong Kong operations for 2019/20 and 2020/21 are HK\$2.91 billion and HK\$2.53 billion respectively.
- 附註 6: 大快活範圍一、範圍二及總溫室氣體排放計算方法參考環保署編寫的《香港建築物(商業、住宅或公共用途)的溫室氣體排放及減除的審計和報告指引》(2010年版)。根據聯交所編制的《如何編制環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》，由大快活的外判運輸車隊和商業運輸產生的溫室氣體排放均被視為範圍三的溫室氣體排放(其他間接溫室氣體排放)，而發行人可選擇量化和報告相關數據。大快活的溫室氣體排放目前並不包括外判活動、其他合約協議安排或商業運輸所產生的排放，然而大快活會定期審視和完善溫室氣體排放的範圍，以加強未來報告的披露。
- Note 6: Fairwood's Scope 1, Scope 2 and total GHG emissions are calculated with reference to EPD's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition). In accordance with Appendix 2: Reporting Guidance on Environmental KPIs under "How to Prepare an ESG Report" released by the Stock Exchange, the GHG emissions arising from Fairwood's outsourced fleets and business travel are considered as Scope 3 GHG emissions (other indirect GHG emissions), which the issuer may choose to quantify and report the relevant data. Although Fairwood's GHG emissions currently do not include those arising from outsourced activities, other contractual arrangements or business travel, Fairwood shall review the GHG emission scope on a regularly basis to enhance disclosure for future reports.
- 附註 7: 範圍一為直接溫室氣體排放及減除，主要包括固定燃料消耗之溫室氣體排放。
- Note 7: Scope 1 refers to direct emissions from sources and removals by sinks. Scope 1 disclosures mainly included the GHG emissions from stationary fuel combustion.
- 附註 8: 範圍二為消耗所購電力及煤氣所致的間接溫室氣體排放。
- Note 8: Scope 2 refers to energy indirect emissions. Scope 2 disclosures mainly include purchased electricity and Towngas.
- 附註 9: 大快活的中央加工廠已獲《空氣污染管制(火爐、烘爐及煙囪)(安裝及更改)規例》的批准證明書，以確保燃燒燃料設備的設計符合有關廢氣排放的環境標準。大快活所計算的廢氣排放是參考聯交所的環境關鍵績效指標匯報指引。匯報的廢氣排放包括氣體燃料消耗(即煤氣和液化石油氣)及公司私人車輛造成的排放。
- Note 9: Fairwood's CFPP has obtained the certificate of approval under the Air Pollution Control (Furnaces, Ovens and Chimneys) (Installation and Alteration) Regulations to ensure that the design of fuel-burning equipment have met the environmental standards in terms of the discharge of air emissions. Fairwood's air emissions are calculated with reference to the Stock Exchange's ESG Reporting Guide on environmental KPIs. The reported air emissions include emissions due to gaseous fuel consumption (i.e. Towngas and LPG) and private cars owned by Fairwood.
- 附註 10: 由於2019冠狀病毒的疫情關係，部分餐廳店鋪的水費單橫跨兩個報告期，因此二零二零/二一年度的用水量是根據水費單按比例計算。
- Note 10: Due to COVID-19, water bills for some of the restaurant outlets have spanned across two reporting period, the water consumption figures for 2020/21 are calculated on pro rata basis.
- 附註 11: 因為部分餐廳店鋪的水費單尚未收到，二零二零/二一年度的用水量數據是根據實際數字按比例計算。
- Note 11: As the water bill have not been returned for some of the restaurant outlets, the water consumption figures for 2020/21 are calculated on pro rata basis based on actual figures.
- 附註 12: 由於餐廳店鋪並沒有統一的廢棄物數據收集系統，因此相關數據未有披露。然而，大快活正逐步改善廢棄物收集系統，以加強未來報告的披露。
- Note 12: There is no standardized waste data collection system developed for the restaurant outlets, and thus the relevant data is not disclosed. Fairwood is progressively improving the waste data management system to enhance disclosure for future reports.
- 附註 13: 大快活所採購的食品及飲料包裝材料包括盛裝餐點和處理餐點的用具。相關的數據均是根據已收集的數據統計所得。
- Note 13: Fairwood's procured food and beverage packaging materials include dining serveware and utensils. The relevant figures are consolidated based on the available data.



## 可持續發展框架及合規性 Sustainable Development Framework and Compliance

本集團通過監管相關和適用的本地法律及規例的合規性和審查內部政策及措施的實施和有效性來維持其可持續發展框架。以下表中總結了對本集團業務有重大影響的法律及規例和內部政策及措施。

The Group maintains its sustainable development framework through monitoring the compliance on all relevant and applicable local laws and regulations and reviewing the implementation and effectiveness of internal policies and measures. The following table summarises the laws and regulations as well as the internal policies and measures which have significant impact on the Group's operations.

### 企業管治 (附注1) Corporate Governance (Note 1)

#### 相關法律及規例

#### Relevant laws and regulations

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

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

防止賄賂條例  
Prevention of Bribery Ordinance

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

#### 功能

#### Functions

管治透明及有道德的企業管治架構  
To govern a transparent and ethical corporate governance structure

確保妥善處理和管理保密及個人資料  
To ensure proper handling and management of confidential and personal data

#### 內部政策和措施

#### Internal policies and measures

反貪污指引  
Anti-corruption guidelines

行為準則  
Code of Conduct

員工手冊  
Employee handbook

#### 功能

#### Functions

指導員工以合乎道德的方式履行職責  
To instruct employees to conduct duties in an ethical manner



## 可持續發展框架及合規性 Sustainable Development Framework and Compliance

### 快活團隊 Happy Team

#### 相關法律及規例

#### Relevant laws and regulations

#### 功能

#### Functions

僱傭條例

Employment Ordinance

禁止僱用任何童工，監管青年員工的工作時數，以及制定其他合規的負責任之僱傭慣例

To prohibit the any employment of children, regulate working hours for young employees, and establish other responsible employment practices in compliance

最低工資條例

Minimum Wage Ordinance

僱員補償條例

Employees' Compensation Ordinance

保障員工薪酬、補償及基本人權

To protect employees' remuneration, compensation and fundamental human rights

強制性公積金計劃條例

Mandatory Provident Fund Scheme Ordinance

歧視條例

Discrimination Ordinance

防止在工作場所發生任何形式的歧視

To prevent any kinds of discrimination in the workplace

職業安全及健康條例

Occupational Safety and Health Ordinance

確保僱主為員工提供安全及健康的工作環境

To require employers to ensure a safe and healthy workplace for employees

#### 內部政策和措施

#### Internal policies and measures

#### 功能

#### Functions

人力與文化發展專責小組

People and Culture Development Task Force

在公司內推廣「快活團隊」文化

To promote "Happy Team" culture within the company

開心欣賞行動

Happy Appreciation Movement

為員工提供額外福利

To provide additional benefits for staff

員工手冊

Employee handbook

列出員工報酬和解僱、晉升、工作時間、健康和 safety 以及其他福利的詳細資料

To list out details of employee compensations and dismissal, promotions, working hours, health and safety and other benefits

無歧視文化

Discrimination-free culture

支持所有合資格的應徵者並提供平等機會

To support all qualified candidates and provide equal opportunities

工作環境安全專責小組

Workplace Safety Task Force

規劃、執行並監督在健康和 safety 方面的進展和表現

To plan, execute and oversee the progress and performances on health and safety

職業健康及 safety 政策

Occupational health and safety policy

保護員工並實現「零」工傷目標

To safeguard employees and to achieve the "zero" injury goal

中央加工廠 safety 委員會

CFPP Safety Committee

監督中央加工廠的 safety 狀況

To oversee CFPP's safety conditions





## 快活環境 Happy Environment

### 相關法律及規例

#### Relevant laws and regulations

### 功能

#### Functions

空氣污染管制規例 Air Pollution Control Regulations	管制有害氣體排放 To regulate hazardous air emissions
水污染管制條例 Water Pollution Control Ordinance	管制污水處理 To regulate management of sewage treatment
廢物處置條例 Waste Disposal Ordinance	管制廢棄物處理 To regulate waste management
產品環保責任條例 Product Eco-Responsibility Ordinance	監督對環境影響較小的物資採購 To oversee procurement of supplies with lower environmental impact

### 內部政策和措施

#### Internal policies and measures

### 功能

#### Functions

環境設備專責小組 Environment and Equipment Task Force	引入嶄新和創新的環保材料和設備來支持資源優化 To support resource optimisation via introducing new and innovative eco-materials and equipment
環境政策 Environmental policy	展示並體現我們對環境保護的承諾 To demonstrate and realise our commitment on environmental protection
提高企業和社區的環保意識 Enhance corporate and community's awareness on environmental protection	推廣負責任的環保行為 To promote environmentally responsible behaviour
參與並支持環保活動 Participate in and support environmental campaigns	



## 可持續發展框架及合規性 Sustainable Development Framework and Compliance

### 快活顧客 Happy Customer

#### 相關法律及規例

#### Relevant laws and regulations

#### 功能

#### Functions

食品安全條例及其他有關規例  
Food Safety Ordinance and other related regulations

管理供應商的登記、不同類型的食品的成份、準則和描述等  
To govern registration of suppliers and the composition, standards and description of different food products

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

監管不同類型的食品的成份及當中所用的材料  
To regulate the composition ingredients used in different food products

公眾衛生及市政條例以及其他與營運衛生及牌照有關之規例  
Public Health & Municipal Services Ordinance and other regulations related to operational hygiene and licensing

確保食品安全和工作地點衛生  
To ensure food safety and on-site hygiene

商標條例  
Trade Marks Ordinance

監管在食品廣告使用的商標  
To regulate use of trademarks in advertising

商品說明條例  
Trade Descriptions Ordinance

禁止在食品廣告中出現虛假的商品說明、虛假、誤導性或不完整的信息以及虛假標記和錯誤陳述  
To prohibit false trade descriptions, false, misleading or incomplete information, false marks and misstatements in the advertisement of food products

競爭條例  
Competition Ordinance

禁止有防礙、限制或扭曲香港競爭力的目的或影響之行為  
To prohibit conduct which has the object or effect of preventing, restricting or distorting competition in Hong Kong

#### 內部政策和措施

#### Internal policies and measures

#### 功能

#### Functions

供應商準則  
Supplier criteria

監測供應鏈的合規性  
To oversee compliance in the supply chain

中央加工廠質量管制  
CFPP quality control

餐廳質量管制  
Restaurants quality control

衛生管制  
Hygiene control

確保食物質量及安全  
To ensure food quality and safety

快活大使  
Fairwood ambassadors

幫助把大快活的開心文化和優質顧客服務帶進香港各社區  
To help bringing Fairwood's happy culture and quality customer service to communities in Hong Kong

社區大使  
Community ambassadors

將關懷和服務擴展到社區  
To extend care and service to the communities



# 環境、社會及管治報告指引索引

## Environmental, Social and Governance Reporting Guide Index

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
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### (A) 環境 ENVIRONMENT

#### A1: 排放物 EMISSIONS

#### A1

一般披露 General disclosure	(a) 政策；及 (b) 相關法律的資料。 Information on: (a) the policies; and (b) compliance.	快活可持續框架 Fairwood Sustainable Framework  可持續發展框架及合規性 Sustainable Development Framework and Compliance  於報告期內，本集團並無發現任何嚴重違反對本集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.
A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	績效表 Performance Table
A1.2	直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	績效表 Performance Table
A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	績效表 Performance Table
A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	績效表 Performance Table
A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emission target(s) set and steps taken to achieve them.	大快活目前正在制定排放量目標，並將在未來的報告中予以披露 Fairwood is currently developing emission target and will disclose it in the future reports
A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	大快活目前正在制定減廢目標，並將在未來的報告中予以披露 Fairwood is currently developing waste reduction target and will disclose it in the future reports



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<b>(A) 環境 ENVIRONMENT</b>			
<b>A2: 排放物 USE OF RESOURCES</b>			
<b>A2</b>	一般披露 General disclosure	政策 Policies	<p>快活可持續框架 Fairwood Sustainable Framework</p> <p>可持續發展框架及合規性 Sustainable Development Framework and Compliance</p>
	A2.1	<p>按類型劃分的直接及 / 或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。</p> <p>Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).</p>	<p>績效表 Performance Table</p>
	A2.2	<p>總耗水量及密度(如以每產量單位、每項設施計算)。</p> <p>Water consumption in total and intensity (e.g. per unit of production volume, per facility).</p>	<p>績效表 Performance Table</p>
	A2.3	<p>描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。</p> <p>Description of energy use efficiency target(s) set and steps taken to achieve them.</p>	<p>大快活目前正在制定能源使用效益目標，並將在未來的報告中予以披露 Fairwood is currently developing energy use efficiency target and will disclose it in the future reports</p>
	A2.4	<p>描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。</p> <p>Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.</p>	<p>大快活目前正在制定用水效益目標，並將在未來的報告中予以披露 Fairwood is currently developing water efficiency target and will disclose it in the future reports</p>
	A2.5	<p>製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。</p> <p>Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.</p>	<p>績效表 Performance Table</p>



層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
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**(A) 環境 ENVIRONMENT**

**A3: 環境及天然資源 THE ENVIRONMENT AND NATURAL RESOURCES**

<b>A3</b>	一般披露 General disclosure	政策 Policies	快活可持續框架 Fairwood Sustainable Framework 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	A3.1	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。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	共創快活未來 Creating a Happy Future

**A4: 氣候變化 CLIMATE CHANGE**

<b>A4</b>	一般披露 General disclosure	政策 Policies	快活可持續框架 Fairwood Sustainable Framework 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	共創快活未來 Creating a Happy Future



## 環境、社會及管治報告指引索引

## Environmental, Social and Governance Reporting Guide Index

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
<b>(B) 社會 SOCIAL</b>			
<b>B1: 僱傭 EMPLOYMENT</b>			
<b>B1</b>	一般披露 General disclosure	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace  可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace
	B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	僱員流失比率未有披露 Employee turnover rate is not disclosed
<b>B2: 健康與安全 HEALTH AND SAFETY</b>			
<b>B2</b>	一般披露 General disclosure	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace  可持續發展框架及合規性 Sustainable Development Framework and Compliance  於報告期內，本集團並無發現任何嚴重違反對本集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.
	B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	於過去三年(包括匯報年度)，本集團並無任何因工作而死亡的意外 In each of the past three years including the reporting year, there was no work-related fatalities
	B2.2	因工傷損失工作日數。 Lost days due to work injury.	工傷損失工作日數未有披露 Lost days due to work injury is not disclosed
	B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace



層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
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**(B) 社會 SOCIAL**

**B3: 發展及培訓 DEVELOPMENT AND TRAINING**

<b>B3</b>	一般披露 General disclosure	政策 Policies	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace  可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace
	B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace

**B4: 勞工準則 LABOUR STANDARDS**

<b>B4</b>	一般披露 General disclosure	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace  可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	在發現違規情況時消除有關情況所採取的步驟未有披露。然而，本集團於報告期內並無發現任何違反相關準則的事宜。 Steps taken to eliminate such practices when discovered were not disclosed. However, the Group was not aware of any relevant non-compliance with relevant standard.



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<b>(B) 社會 SOCIAL</b>			
<b>B5: 供應鏈管理 SUPPLY CHAIN MANAGEMENT</b>			
<b>B5</b>	一般披露 General disclosure	政策 Policies	共建快活價值 Creating Happy Value 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	共建快活價值 Creating Happy Value
	B5.2	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。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	共建快活價值 Creating Happy Value
	B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	共建快活價值 Creating Happy Value
	B5.4	描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	共建快活價值 Creating Happy Value





層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
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**(B) 社會 SOCIAL**

**B6: 產品責任 PRODUCT RESPONSIBILITY**

**B6**

一般披露 General disclosure	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	可持續發展框架及合規性 Sustainable Development Framework and Compliance
B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	報告期內，並無產品因安全與健康理由而須回收。 During the reporting period, there was no product recalled for safety and health reasons.
B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	共建快活價值 Creating Happy Value 報告期內，本集團並無發現任何有關產品及服務的重大投訴。 During the reporting period, the Group was not aware of any significant products and service related complaints.
B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	本集團遵循相關的法例和法規以維護及保障知識產權。 The Group complied with relevant laws and regulations to observe and protect intellectual property rights.
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	共建快活價值 Creating Happy Value
B6.5	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。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	本集團遵循相關的法例和法規以確保妥善處理和管理保密及個人資料。 The Group complied with relevant laws and regulations to ensure proper handling and management of confidential and personal data.



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<b>(B) 社會 SOCIAL</b>			
<b>B7: 反貪污 ANTI-CORRUPTION</b>			
	一般披露 <i>General disclosure</i>	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace  可持續發展框架及合規性 Sustainable Development Framework and Compliance
<b>B7</b>	B7.1	於匯報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。 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.	報告期內，並沒有對本集團或其員工提出貪污訴訟案件。  During the reporting period, there were no legal cases regarding corruption practices brought against the Group or its employees.
	B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace
	B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	追求快活健康的工作場所 Pursuing a Happy and Healthy Workplace
<b>B8: 社區投資 COMMUNITY INVESTMENT</b>			
	一般披露 <i>General disclosure</i>	政策 Policies	共創快活未來 Creating a Happy Future
<b>B8</b>	B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	共創快活未來 Creating a Happy Future
	B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	共創快活未來 Creating a Happy Future



