



Café de Coral Holdings Limited

大家樂集團有限公司*

(Incorporated in Bermuda with limited liability)

(於百慕達註冊成立之有限公司)

Stock Code 股份代號 : 341

2021/22

Sustainability Report 可持續發展報告



* For identification purposes only 僅供識別

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Message from the Chairman

主席的話

2021 was a remarkably challenging year, with the impact of COVID-19 continuing to affect businesses around the globe. However, building on our solid foundation, we saw stable recovery in the first three quarters, though we still met unprecedented disruptions brought by the fifth wave of the pandemic.

Despite the turbulent circumstances, we hold tight to our unwavering belief in sustainability, which is founded on four pillars: **Catering to Customers, Empowering our Employees, Focusing on Food, and Preserving the Planet.**

We recognise that integrating sustainability into our business is crucial to our long-term competitiveness and success. We prioritise caring for our staff, customers and the community. During the peak of the fifth wave, we shouldered our responsibility to continue our quality catering services and to help our stakeholders – especially underprivileged groups – weather the storm.

The pandemic has brought to the forefront the importance of sustainability in ensuring that our business emerges more robust and resilient. While the pandemic situation remains uncertain, we are confident that our commitment to sustainability will enable us to withstand even the most difficult times.

We are dedicated to working closely with our stakeholders to continue our sustainability journey in the year ahead. With your support, I am confident that we will rise to these challenges and thrive.

Lo Hoi Kwong, Sunny
Chairman

2021年是充滿挑戰的一年，新冠疫情對全球企業的影響仍然持續。然而，憑藉堅實的基礎，集團首三個季度的業務穩步復甦，但第五波疫情仍對營運造成前所未有的影響。

儘管形勢嚴峻，我們對可持續發展仍然秉持堅定信念，著重「以客為先」、「員工為本」、「專注食物」及「保護環境」四大範疇。

我們明白，要維持集團的長期競爭力並取得成功，必須將可持續發展理念納入業務營運。我們將關心員工、顧客及社會放在首位。在第五波疫情高峰期間，我們致力履行責任，繼續提供優質的餐飲服務，並協助與業務有關人士（尤其是弱勢社群）渡過難關。

這場疫情突顯了可持續發展對確保集團業務發展得更穩健、更能適應變化的重要性。雖然疫情尚未明朗，但我們深信，集團的可持續發展承諾將有助我們熬過最艱難的時期。

我們致力和與業務有關人士緊密合作，在未來一年繼續進行可持續發展工作。全賴各位支持，我相信集團將會迎難而上、蓬勃發展。

主席
羅開光



Message from the Management Board

管理局的話

Rooted in Hong Kong for over 50 years, Café de Coral Group offers appetising food and quality catering services to every household. For the betterment of society, we recognise the importance of making far-sighted decisions and managing our business for the long term. Guided by our sustainability values, we overcome numerous obstacles, transform our business to keep abreast of the times, and continue to grow as a leader in the catering industry.

With regard to recurring outbreaks of COVID-19 over the last 3 years, the Group has relied on its sustainable business model to manage the value chain and maintain normal operations while protecting the safety of its customers and employees. Staying resilient to the changing business conditions, the Group retained stability in daily operations and achieved strong growth with robust recovery momentum in the first three quarters of the reporting year.

In the last quarter, the Group was severely hit by the resurgence of COVID-19 in Hong Kong and Mainland China. The unprecedented surge in COVID-19 cases in Hong Kong brought strict dine-in restrictions and social distancing measures, adding immense pressure on our people, resources and capabilities on business operation and supply chain management. While we formulated strategies to bring back normality, we never put aside our core belief in sustainability. We introduced various measures based on our sustainability strategy to help everyone navigate during this challenging time.

To support our employees, we paid extra care and effort on protective measures against the virus. We adopted a wide range of precautions including the timely suspension of dine-in services at most of our fast food outlets, implementation of flexible working arrangements and provision of anti-pandemic supplies to staff.

The fifth wave also added excessive loads to the grassroots community so we pooled our resources to share with people in need, which eventually strengthened our bonding with society. We launched the food assistance programme "Bon Appétit Café" to alleviate the financial burden of the beneficiaries and donated dining vouchers to the community organisations.

The pandemic highlighted our role and responsibility in managing future crisis events. With the threat of climate change looming, we renewed our efforts towards environmental conservation. We rolled out food waste collection in all outlets and established a group-wide food waste reduction intensity target. We also recognised the need to be better prepared for climate risks, establishing a climate change policy and kick-starting a climate risk assessment to identify and address issues most relevant to our business.

We truly thank all our stakeholders for staying confident and strong with us during the difficult times. The journey to sustainability takes a lot of hard work and we are committed to pursuing this path while staying agile and vigilant to transform our business and fostering a sustainable future for all.

For and on behalf of the Management Board
Lo Tak Shing, Peter
Chief Executive Officer
Hong Kong, 15 June 2022

大家樂集團扎根香港五十多年，為每家每戶提供美味的食物和優質的餐飲服務。為了持續滿足大眾的餐飲需求，我們必須作出高瞻遠矚的決策，按長遠目標管理業務。集團的可持續發展價值引領我們克服無數障礙，使業務與時並進，令我們得以保持業內的領導地位並不斷成長。

新冠疫情在過去三年反覆爆發，集團憑藉可持續的營運模式，管理價值鏈並確保業務正常運作，同時保障顧客和員工的安全。集團繼續靈活應對瞬息萬變的營商環境，維持穩定的日常運作，使業務於報告年度首三季顯著復甦且錄得強勁增長。

在最後一個季度，香港和中國內地爆發新一波疫情，對集團造成嚴重影響。香港確診個案的升幅前所未見，導致社交距離措施收緊，堂食服務受到限制，為我們的員工、資源以及業務營運和供應鏈管理添加沉重的壓力。我們著力調整策略務求回復正常運作，同時堅守可持續發展的核心理念，根據可持續發展策略推出多項措施，與大家共渡時艱。

為支持員工，我們於防疫方面盡心盡力，採取一系列預防措施，包括適時暫停大部分快餐分店的堂食服務、實施彈性工作安排，以及向員工提供防疫物資。

第五波疫情亦令基層的負擔百上加斤。有見及此，我們籌集資源並與有需要人士分享，從而加強集團與社會之間的聯繫。我們推出食物援助計劃「大家開飯」，紓緩受惠人士的經濟負擔，並向社區組織捐贈餐飲券。

疫情展示我們的角色和責任去應對未來危機。鑑於氣候變化的威脅迫在眉睫，我們已審視並加強保護環境的工作。我們於所有分店推行廚餘收集，並訂立集團減少廚餘密度的目標。我們必須提升應對氣候風險的能力，因此制定了氣候變化政策，並展開氣候風險評估，以識別和處理與業務最為相關的議題。

我們衷心感謝所有與業務有關人士在這段艱難時期繼續給予信心和支持。可持續發展之路非常漫長，我們承諾勇往直前，推行業務轉型，同時保持靈活警惕，為大家締造可持續的將來。

代表管理局
首席執行官
羅德承
香港，二零二二年六月十五日

About this Report

關於本報告

This report covers Café de Coral Group's key environmental, social and governance (ESG) initiatives and achievements from 1 April 2021 to 31 March 2022 (the "reporting year"). Unless otherwise stated, the report covers our operations in Hong Kong and Mainland China. It is prepared in accordance with the "comply or explain" provisions of the Environmental, Social and Governance Reporting Guide in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "HKEX ESG Reporting Guide").

This report covers the four major pillars we deemed most meaningful and relevant to our stakeholders: Catering to Customers, Empowering our Employees, Focusing on Food and Preserving the Planet. These pillars highlight the ongoing sustainable development of the Group and demonstrated the Group's long-term commitment to ESG aspects.

The Group adheres to the four reporting principles set out in the HKEX ESG Reporting Guide in preparing this report.

本報告涵蓋大家樂集團於二零二一年四月一日至二零二二年三月三十一日(「報告年度」)期間的環境、社會及管治主要措施及成就。除非另有說明，本報告涵蓋我們在香港及中國內地的業務營運。本報告根據《香港聯合交易所有限公司證券上市規則》附錄二十七之《環境、社會及管治報告指引》(「香港聯交所環境、社會及管治報告指引」)的「不遵守就解釋」條文編製。

本報告涵蓋我們認為對與業務有關人士最有意義及最相關的四大範疇：「以客為先」、「員工為本」、「專注食物」及「保護環境」。這些範疇突顯集團一直進行的可持續發展工作，並展示集團在環境、社會及管治方面的長遠承諾。

集團在編製本報告時遵循「香港聯交所環境、社會及管治報告指引」載列的四項報告原則。

Materiality: Stakeholder engagement and materiality assessment are conducted regularly to identify and prioritise material ESG issues in our business operations. The issues identified are reviewed and endorsed by our Management Board and Board of Directors to ensure their relevancy to our stakeholders.

Quantitative: Quantitative metrics are disclosed in this report for our stakeholders to keep track of and evaluate our ESG performance. We compare year-to-year data and discuss its implications where applicable.

Balance: This report provides a balanced and fair picture of the Group's ESG performance by highlighting both our achievements and areas for improvement.

Consistency: We have adopted the HKEX ESG Reporting Guide since 2015 for disclosures to provide consistent and comparable information of the Group's ESG performance over time.

重要議題：我們定期和與業務有關人士溝通及進行重要性評估，以識別業務營運中有關環境、社會及管治的重要議題，並釐定優先次序。已識別的議題經管理局及董事局審視及確認，以確保議題和與業務有關人士相關。

量化：本報告披露量化指標，讓與業務有關人士掌握及評估我們的環境、社會及管治表現。我們按年比較數據，並適時討論其影響。

平衡：本報告展示我們在環境、社會及管治方面的成就及有待改善的領域，以持平及公正的方式闡述本集團的環境、社會及管治表現。

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

This report can be accessed at The Stock Exchange of Hong Kong Limited's ("HKEX") website and Café de Coral's website.

本報告可於香港聯合交易所有限公司(「聯交所」)網站及大家樂網站查閱。

For more information on our corporate governance information and financial performance, please refer to:

有關企業管治或財務表現的詳情，請參閱：



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Website
網頁

Contact Us

We value our stakeholders' opinions and suggestions. Please let us know your feedback regarding this report or our sustainability performance by email at sustainability@cafedecoral.com or by post to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.

聯絡我們

我們重視與業務有關人士的意見及建議。如對本報告或我們的可持續發展表現有任何意見，請電郵至 sustainability@cafedecoral.com 或郵寄至香港新界沙田火炭禾穗街五號大家樂中心。

Café de Coral Group at a Glance

大家樂集團簡介

Café de Coral Group (the “Group” or “Café de Coral”) pioneered fast food in Hong Kong with our first outlet in 1968. Listed publicly on the Stock Exchange of Hong Kong since 1986, the Group has grown to 500 dining outlets and four ISO-certified food processing plants in the Greater Bay Area, with 364 stores in Hong Kong and 136 stores in southern Mainland China across 11 cities.

Our growing business network consists of quick service restaurants, casual dining chains, institutional catering and food processing. For over five decades, we have established ourselves as leaders among restaurant and catering groups in Asia and have been recognised as the “Hongkonger’s canteen”. We are proud to continue and fortify our competitive advantage.

Corporate Motto and Mission

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

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

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

大家樂集團(「集團」或「大家樂」)於一九六八年開設首間餐廳，是香港快餐業的先驅。集團於一九八六年在香港聯合交易所上市，至今已在大灣區經營500間餐廳及四間ISO認證食品加工廠，其中364間位於香港，136間位於南中國地區，業務橫跨11個城市。

集團的業務網絡日漸擴張，其中包括速食餐飲、休閒餐飲、機構飲食及食品產製分銷。集團扎根香港超過50年，成功在亞洲的餐飲業中確立領導地位，成為「香港人的大食堂」。集團能夠維持及鞏固競爭優勢，我們對此深感自豪。

企業理念及使命

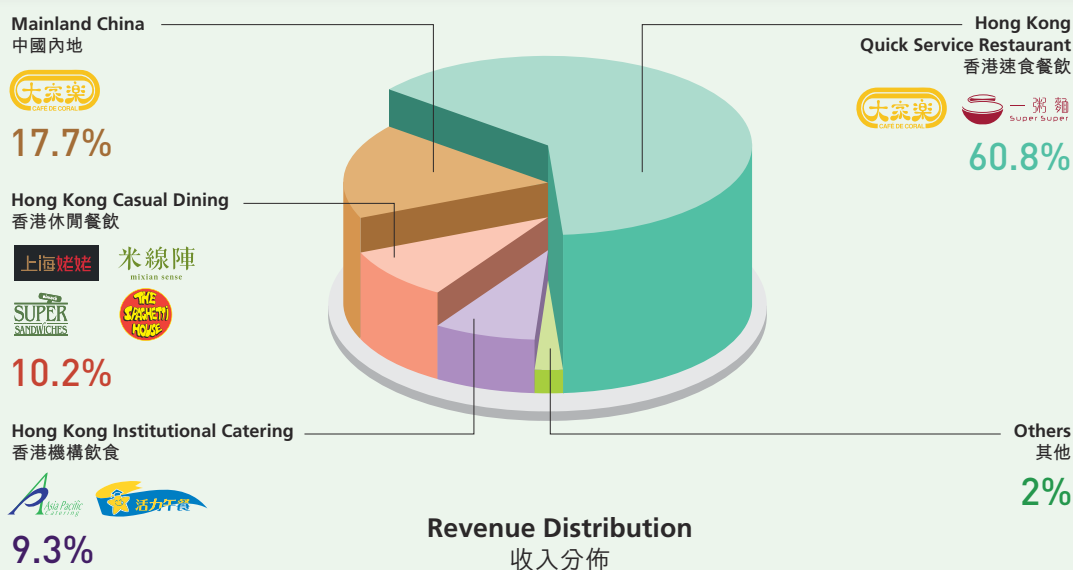
大家樂的命名，源自「快樂」及「凝聚」兩個意念的結合，集團致力透過維持一貫的高品質、價值及服務水平，務求令「顧客快樂、員工快樂、股東快樂」。

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

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

Business Performance Overview

業務表現概覽



For the year ended 31 March 2022
截至二零二二年三月三十一日止年度

Performance Highlights

表現概覽



Total revenue
總收入

HK\$ **7,508.8**
million 百萬港元



Size of workforce
員工人數

17,954



500

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



Over 超過

975,000

hours of training undertaken
by employees in Hong Kong
香港員工總培訓時數



Club 100 membership

> 1 million

[Club 100] 會員人數



304

outlets with
smart kiosks in Hong Kong
and Mainland China
間於香港及中國內地的分店
設有自助點餐機

Donated over
捐贈超過

HK\$ **2.8**
million 百萬港元

for community programmes
予社區計劃

Over 超過

74%

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

100%

of our stores in Mainland China
have installed energy-saving
dishwashers
中國內地分店設有節能洗碗機



Established food waste
reduction targets in Hong Kong
and Mainland China
為香港及中國內地業務
訂立減少廚餘目標



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



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

Our Approach to Sustainability 我們的可持續發展方針

Governance Structure

At Café de Coral, the Board of Directors (the “Board”) is the highest governance body which directs the Group’s business and sustainability strategy and provides oversight of our risk management, including sustainability-related risks. The Board is also held accountable for monitoring and reviewing the Group’s sustainability issues and performance.

The Management Board, mandated by the Board and chaired by the Chief Executive Officer, provides oversight on the management of sustainability matters. It holds regular meetings to assess, prioritise and manage material sustainability issues. The Management Board also reviews the Group’s performance and progress against sustainability targets, approves related policies, and provides recommendations to the Board regularly. This system enables the Board to refine the overall sustainability direction and approach on group level.

To further strengthen our governance structure, the Group Sustainability Committee and China Sustainability Committee were established in July 2021 to steer the implementation of sustainability strategies and initiatives in Hong Kong and Mainland China respectively. They are responsible for setting goals and targets, formulating action plans, and – guided by the Management Board – ensuring strategies are implemented effectively. The Sustainability Committees also ensure that relevant policies are in place and aligned to local regulations and latest industry best practices.

At the operational level, Pillar Leads were appointed to each sustainability pillar. The execution groups assist the Pillar Leads to implement sustainability initiatives, policies, and action plans as well as to keep track of our sustainability performance and identify improvement areas with the support of operation units and departments.

Responsibilities and roles held by different parties are reviewed periodically to ensure they align with our sustainability strategy.

管治架構

董事局是大家樂集團的最高管治架構，負責指導集團業務及可持續發展策略，並監督集團的風險管理，包括與可持續發展相關的風險。董事局亦負責監察和檢討本集團的可持續發展議題及表現。

管理局由首席執行官帶領，獲董事局授權監督可持續發展事宜的管理工作，並定期舉行會議，以評估及管理有關可持續發展的重要議題，以及釐定優先次序。管理局亦負責按可持續發展目標檢討集團的表現及進度、通過相關政策及定期向董事局提出建議。此制度有助董事局在集團層面上改善可持續發展的整體方向及方針。

為進一步加強管治架構，集團於二零二一年七月成立集團可持續發展委員會及中國可持續發展委員會，分別督導香港和中國內地的可持續發展策略及措施。該等委員會負責訂立目標、制定行動計劃，並在管理局的指導下確保策略行之有效。可持續發展委員會亦負責確保相關政策施行得宜，並符合當地規例及最新的業界良好作業指引。

在營運層面，集團為各項可持續發展範疇任命範疇領袖。執行小組協助範疇領袖推行可持續發展措施、政策及行動計劃，並在業務單位及部門的支援下跟進可持續發展表現及識別有待改善的領域。

我們定期檢討相關部門的職能，確保與集團的可持續發展策略保持一致。



OUR APPROACH TO SUSTAINABILITY 我們的可持續發展方針

Risk Management

The Board of Directors and the Management Board oversee sustainability-related risks. Such risks are identified, examined, and prioritised. Material sustainability-related risks including food safety and quality, supply chain management, customer satisfaction and talent retention are incorporated into and monitored by our Enterprise Risk Management (ERM) framework. For more details on our risk management and internal controls, please refer to the “Corporate Governance Report” section of our Annual Report 2021/22.

Sustainability Strategy

Driven by our corporate mission of creating happiness for our customers, employees and shareholders, Café de Coral Group is committed to integrating sustainability principles into the core of our business, keeping abreast of the times, and becoming a sustainable enterprise. The Group’s sustainability strategy is consistent with our corporate motto and mission, enabling us to grow in a sustainable way, while keeping our high standard of service and product quality.

To ensure our approach to sustainable development is comprehensive, we constantly review key trends around the world and best practices within the industry. From time to time, we invite stakeholders – from business partners to suppliers – to assess the materiality of sustainability issues. Their opinions are incorporated into our sustainability strategy, and detailed in this Sustainability Report annually, to present an accurate account of our performance and process.

Sustainability is a key driver of business growth, and we are committed to upholding it, and delivering long-term value to our stakeholders. Our sustainable strategy is founded on four pillars: **Catering to Customers, Empowering our Employees, Focusing on Food and Preserving the Planet**. These pillars are also reinforced by two fundamentals: information security and privacy, and business integrity. It outlines our dedications and ambitions in promoting sustainability in our operations.

Our sustainability strategy also covers community investment. We aim to align with the needs and expectations of our community and contribute resources towards the most pressing issues, especially as we are moving towards a post-pandemic era. Guided by our refined strategy, we will seek to contribute to the community and support all stakeholders from our employees and customers to the wider society through mobilising our resources and network.

We are also committed to supporting the global agenda of sustainable development. We align our approach with the nine United Nations Sustainable Development Goals (“UNSDGs”), that are most in line with our business and sustainability strategy. The nine UNSDGs are connected to one or more of the pillars of our sustainability strategy as listed, through which we seek to maximise our contribution.

風險管理

可持續發展風險的監督工作主要由董事局及管理層負責。我們識別及評估該等風險，並釐定優先次序。「企業風險管理」框架納入並監察有關可持續發展的重大風險，其中包括食品安全及質素、供應鏈管理、顧客滿意度及人才保留。有關風險管理及內部監控的詳情，請參閱本集團2021/22年報「企業管治報告」章節。

可持續發展策略

大家樂集團秉承「顧客快樂、員工快樂、股東快樂」的企業使命，致力將可持續發展理念融入業務重心，與時並進，成為一家可持續企業。集團的可持續發展策略符合企業理念及使命，有助我們以可持續的方式發展，同時維持高質素的服務及產品。

為確保集團的可持續發展方針面面俱全，我們經常審視世界各地的主要趨勢及業界良好作業指引，並不時邀請業務夥伴、供應商等與業務有關人士評估可持續發展議題的重要性。集團將他們的意見納入可持續發展策略，並每年詳列於可持續發展報告，以準確地闡述我們的表現及流程。

可持續發展是業務增長的主要驅動因素，我們秉持可持續發展原則，為與業務有關人士帶來長遠價值。我們的可持續發展策略建基於四大範疇：「以客為先」、「員工為本」、「專注食物」及「保護環境」，並輔以「資訊安全及私隱」和「商業誠信」兩項基本元素。可持續發展策略概述我們在業務營運中促進可持續發展的承諾及決心。




我們的可持續發展策略亦涵蓋社區投資。我們致力迎合社區的需要及期望，特別是我們正邁向後疫情時代，集團努力為最迫切的問題提供資源。我們在已調整的策略引領下，尋求為社區作出貢獻，動用集團的資源及網絡，以支援員工、顧客，以至社會上所有與業務有關人士。

我們亦致力支持可持續發展的全球議程，並將集團方針與九項聯合國可持續發展目標保持一致。這九項目標最符合我們的業務及可持續發展策略，並與集團可持續發展策略的一個或多個範疇相關，有助我們作出最大的貢獻。

Catering to Customers 以客為先

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

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




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



Empowering our Employees 員工為本

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

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




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



Focusing on Food 專注食物

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

我們致力以可持續的方式採購和供應美食，同時遵守嚴格的質量和安全標準。




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



Preserving the Planet 保護環境

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

我們致力優化資源使用和生產模式，以減低對環境的負面影響。

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



OUR APPROACH TO SUSTAINABILITY 我們的可持續發展方針

Ethics and Integrity

Business integrity is crucial to our long-term and sustainable growth. We are committed to maintaining high standards of ethics and integrity during our business operations, in compliance with all applicable laws, regulations and the Group's policies.

Compliance

Our Corporate Compliance Policy ensures business units understand their role and responsibilities and conduct business in accordance with relevant laws and regulations. To ensure all parties are aware of the latest updates to the legislation and guidelines, our legal team stays in close contact with designated officers at our business units and functions, all of which must pass our regular compliance assessment.

Anti-corruption

We have zero tolerance on any kind of misconduct or unethical behaviour. All employees must adhere to our Best Practice and Guideline on Occupational Code of Ethics which states our ethical standards, values, and requirements on legal and regulatory control. To ensure alignment and thorough communication is delivered to all levels of employees, anti-corruption training features in both staff onboarding and on-going awareness-raising. Annual anti-corruption training is also organised for the Board of Directors.

We encourage transparency and honesty, and provide channels for confidential reporting of misconduct or malpractices to the Internal Audit division or the Audit Committee under the Board of Directors. Our Protocol on Malpractice Reporting and Investigation provides clear guidelines and procedures for employees and business partners to follow. Relevant departments are in place to investigate the reports and follow-up accordingly.

Information security and privacy

The Group acknowledges the importance of data privacy. We fully understand our accountability on protecting personal and sensitive information of our clientele, employees and business partners.

We adopt the latest technologies to prevent, detect, and handle ever-evolving cyberattacks. Our ISO 27001-certified Information Security Management System includes stringent corporate policies, data access controls, internal reviews and third-party assessments. Regular training also enhances employees' awareness of information security and privacy, and keeps them posted on relevant updates to our information management system.

Our Privacy Policy provides clear guidelines on collecting, storing, transmitting and handling personal data gathered from daily operations. To ensure the policy complies with the corresponding obligations and requirements, it is set out with reference to local data privacy legislation.

道德及誠信

商業誠信對集團的長期及可持續增長至關重要。我們致力在業務營運中維持嚴謹的道德及誠信，並遵守所有適用的法例、法規及集團政策。

合規

「企業合規政策」確保業務單位了解各自的職能，並按照相關法例與法規經營業務。為確保各部門了解最新的法例及法規，我們的法律團隊與業務單位及職能部門的專責代表緊密溝通。所有業務單位及職能部門必須定期通過合規評估。

反貪污

我們對任何形式的不當或不道德行為採取零容忍政策。全體僱員必須遵守我們載於「良好職業操守行為及相關程序」的道德標準、價值，以及法例和監管要求。為確保與各級員工保持一致及全面的溝通，我們在員工入職時提供反貪污培訓，並持續提高員工的反貪污意識。我們亦於每年為董事局安排反貪污培訓。

我們鼓勵高透明度及誠實的工作方式，並設立向內部審計部門或董事局轄下的審核委員會報告不當行為的渠道。「不當行為舉報及調查規章」為員工及業務夥伴提供清晰的指引及程序。我們已設立有關部門，以調查不當行為的報告，並作出相應的跟進。

資訊安全及私隱

集團明白資料私隱的重要性，並深知我們有責任保護客戶、員工和業務夥伴的個人及敏感資料。

我們採用最新技術預防、偵測及處理網絡攻擊。我們的「資訊安全管理系統」經ISO 27001認證，當中包括嚴格的公司政策、數據存取監控機制、內部監控審視，以及第三方評估。我們亦定期提供培訓，提升員工的資訊安全及私隱意識，並向他們提供有關資訊管理系統的最新消息。

集團的「私隱政策」訂明如何收集、儲存、傳輸及使用由日常營運中獲取的個人資料。該政策根據當地的個人資料私隱法例訂立，以確保符合相應的責任及要求。

Stakeholder Engagement

The Group takes an active role in integrating our sustainability strategies in our daily operations in order to continue the delivery of our commitment to sustainability in a systematic and consolidated manner. We regularly engage different stakeholders to obtain their insights on sustainability and ensure feedback from stakeholders is conveyed effectively to our management. Our strategy is based on four pillars that contribute to our long-term sustainable development. This year, we have studied industry trends and peer practices to ensure our sustainability focus is aligned with the development of the industry and the Group.

To build a better understanding of the needs of our stakeholders and their expectations, we have utilised various communication channels to gather feedback on our sustainability strategy and performance during the year. The feedback collected assists us to reflect on our performance and sustainability priorities, and to identify material issues that we need to address through our sustainability strategy.

Our key stakeholders include internal and external individuals, and entities who have significant influence on our business or who are impacted by our operations. Regular engagement with stakeholders is maintained by constant interactions through a diverse range of communication channels.

與業務有關人士溝通

集團積極將可持續發展策略納入日常營運，繼續以有系統的整合方式履行我們對可持續發展的承諾。我們定期和與業務有關人士溝通，以收集他們對可持續發展的意見，並確保這些意見有效傳達至管理層。集團的策略以四大範疇為基礎，為集團的長遠可持續發展作出貢獻。我們於年內研究行業趨勢及業界做法，以確保我們的可持續發展重點與行業及集團的發展保持一致。

為更了解與業務有關人士的需要及期望，我們於年內透過多個溝通渠道，收集各方對集團的可持續發展策略及表現的意見。這些意見有助我們檢討表現及可持續發展議題的優先次序，並識別需透過可持續發展策略應對的重要議題。

主要與業務有關人士包括對業務有重大影響或受集團營運影響的內外部人士及機構。我們透過多個溝通渠道，和與業務有關人士保持緊密交流。

OUR APPROACH TO SUSTAINABILITY

我們的可持續發展方針



Customers 顧客

- Customer surveys
顧客調研
- Interviews and focus groups
訪問及聚焦小組
- Customer loyalty programmes
顧客會員計劃
- Regular meetings with the Catering Committee
與餐飲委員會定期舉行會議

Employees 員工

- Training and workshops
培訓及工作坊
- Engagement surveys
參與度調查
- Meetings and communications
會議及溝通
- Internal newsletter and other publications
內部通訊及其他刊物

Shareholders/ Investors 股東/投資者

- Shareholder meetings
股東大會
- Financial reports
財務報告
- Regular announcements and circulars
定期公告及通函
- Corporate website
集團網頁

Suppliers 供應商

- Factory visits and performance reviews
廠房視察及表現評估
- Forums
論壇
- Tenders and regular meetings
招標及定期會議

Key stakeholder groups 主要與業務有關人士

Landlords 業主

- Regular meetings
定期會議
- Annual landlord-tenant communication functions
年度業主租戶交流活動
- Festival events (e.g. in shopping malls)
商場節日聚會
- Opening ceremonies for new shops
新店開幕儀式

NGOs/Media 非政府組織/傳媒

- Community investment programmes
回饋社會活動
- Press releases, press conferences and briefings
新聞稿、新聞發佈會及簡介會
- Regular meetings
定期會議

Materiality Assessment

ESG issues were identified and prioritised according to responses from our stakeholders. Consideration was given to indicators such as capital market analysis, peer practices, management board inputs, as well as local and international standards, in identifying our list of 25 ESG issues. The issues were further reviewed and endorsed by the Management Board and the Board to obtain our materiality matrix.

重要性評估

我們按與業務有關人士的回應識別環境、社會及管治議題，並釐定優先次序。我們考慮資本市場分析、業界做法、管理局意見、本地及國際標準等指標，識別25項環境、社會及管治議題。議題經由管理局及董事局進一步審視及確認，並由此得出重要性分佈。



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

Our Response to COVID-19

我們如何應對新冠疫情

The recurring outbreaks of COVID-19 over the last three years, especially the fifth wave, has brought serious disruptions to our operations. We strive to protect our employees' well-being while continuing to maintain a safe dine-in environment for our customers.

Safeguarding Employees' Well-being

We implemented health and safety protocols in our premises according to government regulations. We increased the frequency of cleaning and disinfecting of our public spaces and air conditioning system. Where necessary, we also had flexible working arrangements to reduce the spread of infection.

Free rapid antigen test kits were offered for our staff to conduct self-testing before work. We also provided employees with protective gear to lower their risk of infection at work. To promote the awareness of keeping good personal hygiene in the workplace, we shared information and distributed relevant guidelines to our employees via our internal communication channels.



過去三年，新冠疫情反覆爆發，第五波疫情尤其對我們的業務營運構成嚴重影響。我們致力保障員工福祉，同時繼續為顧客提供安全的用餐環境。

保障員工的福祉

我們根據政府規例在旗下處所實施健康及安全措施，更頻繁密地清潔和消毒公共空間及空調系統。如有需要，我們亦提供彈性工作安排，以減少病毒傳播。

我們提供免費的快速抗原測試套裝，讓員工上班前自我檢測。我們亦為員工提供保護裝備，減低他們於工作期間染病的風險。透過內部溝通渠道，我們與員工分享資訊及派發相關指引，以加強員工於工作場所保持良好個人衛生的意識。



Maintaining employee's mental health and well-being is our top priority. During the pandemic, we hosted e-learning and webinars covering various topics such as personal growth, soft skills development, and physical and mental health exercises to keep our staff active and engaged. COVID-specific sessions such as "Personal and Customer Emotional Management" and "Strengthening Immunity through Diet" were arranged.

維持員工的身心健康是我們的首要任務。於疫情期間，我們舉辦電子學習和網上研討會，主題涵蓋個人成長、軟技能發展及身心健康運動等，讓員工保持活力和投入工作。我們亦安排了針對新冠疫情的主題，包括「管好「疫」情——個人及顧客情緒管理」及「上班族營養Full Gear: 增強免疫力飲食講座」。



Employee caring packs with food and sanitising supplies 向員工送上「心連一線抗疫福袋」

Although the fifth wave of COVID-19 greatly impacted the industry, our employees were dedicated to maintaining quality catering services. To express our gratitude, we sent over 7,000 caring packs consisted of medicine, rapid antigen test kits, food and a message card handwritten by the Management team, to all full-time employees. Soup vouchers and caring messages were also sent to employees who had contracted COVID-19.

儘管第五波新冠疫情對業界造成嚴重影響，我們的員工仍然謹守崗位，維持優質的餐飲服務。為表謝意，我們向所有全職員工送出超過7,000份抗疫福袋，內有藥物、快速抗原測試套裝、食物和管理層親筆手寫的心意卡。我們又向確診員工派發湯券以表達關懷。



distributed **7,000** caring packs to all full-time employees
向全職員工派發 7,000 份抗疫福袋



Safeguarding Customers' Health

Minimising risk of transmission

To protect our customers, we swiftly implemented precautionary measures across our operations. Aligned with the government's pandemic control guidelines, we implemented the following measures to minimise the risk of transmission:

- ♥ Inspected ventilation systems daily to ensure reliable air exchange and comfortable environment;
每天檢查通風系統，確保提供穩定的通風和舒適的環境；
- ♥ Installed transparent plastic partitions on shared tables;
在餐桌上設置透明膠片作分隔用途；
- ♥ Provided alcohol-based hand sanitiser for customers;
為顧客提供酒精消毒搓手液；
- ♥ Required staff to perform rapid antigen testing and daily temperature checks before work, wear masks and protective gear, and wash hands frequently;
要求員工上班前進行快速抗原測試及每日量度體溫，佩戴口罩和穿上保護裝備，並且勤加洗手；
- ♥ Carried out frequent sanitisation and deep-cleaning at our facilities;
頻密地消毒和徹底清潔設施；
- ♥ Applied sani-mist germicidal treatment at outlets to maintain cleanliness.
採用霧化消毒服務，保持分店潔淨。



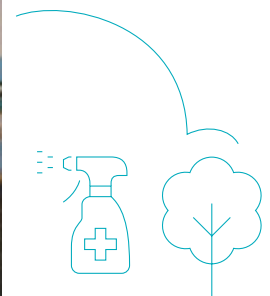
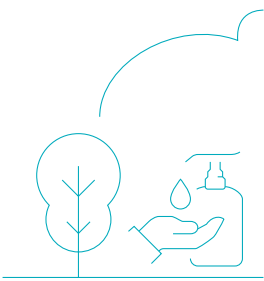
保障顧客的健康

減低傳播風險

我們在各業務營運中迅速推行預防措施以保護顧客。我們配合政府的防疫指引，執行下列措施，盡量減低傳播風險：

The Group suspended dine-in service at most quick service restaurant outlets from 1 March until the week of 21 March 2022 to help break chains of transmission in the community. Due to the high infection rate and stringent quarantine policy, our manpower was greatly affected. Under such challenging condition, we mobilised resources and dedicated our efforts to provide uninterrupted service at all hospital canteens.

本集團於二零二二年三月一日至二十一日期間，暫停大部分速食餐飲分店的堂食服務，以助切斷社區內的傳播鏈。由於感染數字高企和嚴格的檢疫政策，我們的人手大受影響。儘管面對如此艱難的環境，我們仍動用資源以盡力維持所有醫院飯堂的服務。



Offering diverse food options

The pandemic brought a shift in food preferences and eating habits. Preferences shifted towards healthier diets and cooking at home. In response, Luncheon Star introduced frozen cooking packs, enabling customers to do home cooking when dine-in outlets were closed.

We created special menus to suit customers' new dining habits. In our fast food outlets, we provided more options for express takeaway and pre-prepared dishes to reduce customer waiting times. We also provided more alternatives at our casual dining outlets such as offering family-size takeaway meals and party food packed meals. Meanwhile, Luncheon Star also expanded the service to quarantine and construction sites.



提供多樣化的食品選擇

疫情改變了顧客對食品喜好和飲食習慣，市民傾向追求更健康的飲食和在家煮食。有見及此，活力午餐推出急凍食材包，讓顧客在分店暫停堂食期間在家輕鬆烹調食物。

集團設計特別的餐單，以滿足顧客的全新用餐習慣。我們在快餐分店提供更多特快外賣和預製菜式，以縮短顧客等候時間。而休閒餐飲分店則提供更多其他選擇，包括家庭套餐外賣和派對美食餐盒。此外，活力午餐的服務範圍亦擴展至檢疫設施和建築工地。

Ensuring food safety

Effective measures were implemented to safeguard our food supply with minimal disruption, particularly for imported ingredients. We closely monitored food origins and suspended the purchase of raw materials and deliveries from suppliers from high-risk areas.

In our Mainland China operations, to ensure transparency in our supply chain, verified information on imported ingredients, including batch numbers and product distribution, was tracked in the Enterprise Resource Planning System. We complied with regulations for the testing and cleaning of packaging of imported ingredients. Hygiene analysis was also undertaken to confirm the high standards expected of our industrial facilities and staff.

確保食品安全

在進口食材方面，我們實施有效的措施以盡量避免食物供應受到影響。我們密切監察食物來源，並停止從高風險地區的供應商採購原材料和貨物。

我們中國內地的業務透過企業資源系統追蹤進口食材上經核實的資料，包括批號和產品分佈，以確保供應鏈的透明度。我們遵守有關測試和消毒進口食材包裝的規例，亦進行衛生分析，以確保旗下工廠設施和員工遵循嚴格的標準。

Supporting our Community

We understand that the community was facing unprecedented challenges during the fifth wave, with an increasing number of individuals being unemployed or underemployed. We see our responsibility in supporting the community with our expertise.

We also delivered meals to quarantine sites, nursing homes and more to support the community to combat the COVID-19 pandemic.

支持社區

我們明白社區於第五波疫情期間面臨前所未有的挑戰，令失業或就業不足的人士不斷增多。我們有責任貢獻所長，為社區提供支援。

我們亦為隔離設施、老人院等提供餐盒，以協助社區人士齊心抗疫。

The Group's first food assistance programme - Bon Appétit Café 大家樂集團首個食物援助計劃 - 「大家開飯」

In December 2021, the Group trialled its first food assistance programme, "Bon Appétit Café", to provide support to those with immediate financial difficulties. Each participant received a subsidy of HK\$4,000 in meals over 8 weeks. Subsequent to the end of the financial year, the pilot programme has been expanded to provide a total of HK\$12 million of food assistance to 3,000 eligible recipients in its first year.

於二零二一年十二月，集團試行首個食物援助計劃「大家開飯」，支援面對即時經濟困難的人士。「大家開飯」每位參加者獲得為期八星期、價值4,000港元的食物援助。這項計劃於新財政年度正式推出，推出首年提供總值1,200萬港元的食物援助，受惠人數達3,000人。



HK\$12 million of food assistance to 3,000 beneficiaries
向3,000名受惠人士提供總值1,200萬港元的食物援助



Bon Appétit Café website
「大家開飯」計劃網頁





Donating dining vouchers to “Share for Good” platform 向「愛互送」平台捐贈餐飲券

In March 2022, the Group donated HK\$500,000 worth of dining vouchers to the crowd-donation platform “Share for Good”, led by the New World Development Company Limited, to support the grassroots. The vouchers were distributed to over 10 NGOs including Tai Po Baptist Church Social Service, Windshield Charitable Foundation, and Hong Kong Single Parents Association.

於二零二二年三月，集團向由新世界發展有限公司發起的大型捐贈平台「愛互送」捐出總值50萬港元的餐飲現金券，協助基層抗疫。餐飲券分發予超過10個慈善團體，包括大埔浸信會社會服務處、宏施慈善基金及香港單親協會。

donated
HK\$500,000
worth of dining
vouchers
捐出總值50萬港元
的餐飲券

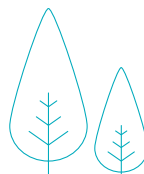


醫院管理局
推廣日期：2022年4月1日至2022年9月30日
醫院管理局職員只需出示職員證，即可享以下優惠：

優惠1：於午/晚市惠顧任何套餐，即送指定油條/糖水一客(價值\$8)。
優惠2：凡惠顧滿\$40或以上，即減\$8。



To express our respect and support to medical staff, special offers were provided by Super Super Congee & Noodles and Asia Pacific Catering, while our outlets in Guangzhou and Foshan in Mainland China also offered free meals for healthcare professionals.



一粥麵和泛亞飲食為醫護人員提供特別優惠，以表敬意和支持，而位於中國內地的廣州和佛山分店亦為醫護人員提供免費膳食。



Catering to Customers

以客為先





CATERING TO CUSTOMERS 以客為先

Promoting Pleasant and Unique Customer Experiences

We anticipate and respond to our customers' fast-changing preferences and needs with nutritious, appetising, diverse, and affordable meals. We are determined to deliver outstanding products and services to customers across our brands, as we uphold our principles of "Quality, Services and Cleanliness".

With our focus on "A Hundred Points of Excellence", we have continued to upgrade our stores: enhancing the ordering and dining experience, leveraging smart technology, and creating a comfortable dining environment.

Enhancing accessibility

We strive to welcome all customers, regardless of their physical ability. Our outlets are designed to enhance convenience, comfort and accessibility for those who need assistance. Guide dogs are welcome at all outlets and measures such as priority seats are available in our fast food branches.

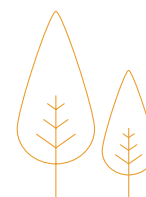
推廣愉快及獨特的顧客體驗

我們透過提供營養豐富、美味、多元化和物有所值的餐飲服務，滿足顧客快速轉變的喜好和需求。我們各個品牌均致力提升「品質、服務、整潔度」，務求為顧客提供卓越的產品及服務。

集團堅守「做足100分」的承諾，持續改善店舖設施：提升顧客點餐及用餐體驗、善用智能科技，以及營造舒適的用餐環境。

提升無障礙體驗

無論顧客有何身體狀況或需要，我們都會盡力招待。我們的分店採用更方便、舒適和無障礙的設計，以照顧有需要的人士。所有分店均歡迎導盲犬進入，我們的快餐分店更設有關愛座等措施。



Digitalising the dining experience

We invest in technology that fosters smart dining experiences and quality services. Digitalisation enhances convenience, keeps us connected with customers, and maintains physical distance during pandemic conditions.

Food ordering has been made easier and more convenient for customers with our eatCDC.com platform. It features a wide variety of products, with details. This helps customers order online and pick-up in-store. A new function enables customers to send food vouchers or products to friends as gifts.

For convenience, customers can order via our mobile apps which provide estimated waiting times, so customers can time their arrival. Smart kiosks at most of our outlets enable contactless transactions, while QR codes in some casual dining outlets allow customers to view menus and place orders directly when they are seated. Most menu boards at the quick service restaurants and institutional outlets are upgraded to digital ones.

Our Luncheon Star app enables parents to order and pay for meals online. This service was also extended to clients in industrial areas during the pandemic.

用餐體驗數碼化

我們投資於科技，促進智能化的用餐體驗和優質的顧客服務。數碼化帶來更多方便，讓我們與顧客保持聯繫，並於疫情期間保持社交距離。

顧客可透過我們的電子商貿平台 eatCDC.com，享受更簡單便捷的食品訂購服務。該平台出售多款產品，並提供相關詳細資料，有助顧客在網上預訂及到店自取。平台所設的新功能更方便顧客將餐券或產品送贈朋友。

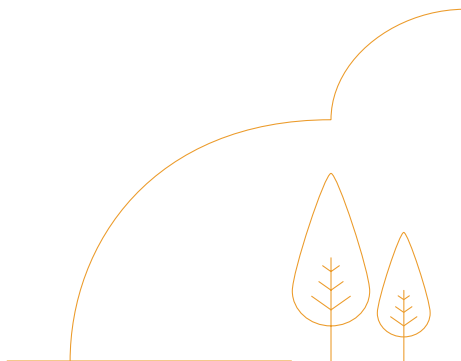
顧客可透過我們的流動應用程式點餐，程式顯示的估計等候時間方便顧客按時到店取餐。大多數分店設自助點餐機，提供「無接觸」的交易方式，而部分休閒餐飲的分店設有二維碼，顧客入座後便可直接瀏覽餐單和點餐。速食餐飲和機構分店已將大部分餐牌電子化。

我們的活力午餐應用程式讓家長於網上訂餐和付款，這項服務於疫情期間更延展到工業區的客戶。



217 stores in Hong Kong
with smart kiosks

217間香港分店
自助點餐機



CATERING TO CUSTOMERS 以客為先

Digital transformation in the post-pandemic era 後疫情時代的數碼轉型

Delivery robots, introduced to select Super Super Congee & Noodles and Oliver's Super Sandwiches outlets during the pandemic, are equipped with wireless location-detection, allowing them to deliver food directly to tables. At Café de Coral fast food, we have been testing the use of robots to improve efficiency of table cleaning.

Partnering with the start-up Wada Bento, we introduced the Little Bear Bento to provide hot meals to customers via the patented vending machine at Cyberport. QR-code ordering and electronic payments enable seamless and contact-free purchase of food. Customers can enjoy safe, quick and hygienic lunches.



疫情期間，一粥麵及 Oliver's Super Sandwiches (利華超級三文治) 的特定分店採用配備無線定位檢測系統的送餐機械人，將食物直接送到顧客座位。大家樂快餐正試用機械人提高清潔餐桌的效率。

我們與初創公司和田便當合作，推出小熊班長便當，利用含有專利技術的自動販賣機為數碼港的顧客提供熱飯餐。通過二維碼點餐和進行電子支付，顧客可以「無接觸」的方式輕鬆地購買食物，以享受安全、快速和衛生的午餐。

To ensure the efficiency of our digital services, training and manuals are provided for our frontline staff. Customer Service Ambassadors at Café de Coral fast food outlets help customers use smart kiosks and mobile apps.

Enhancing the in-store customer experience

Excellent service and pleasant customer experience are fundamental to our business success. We focus on quality control, complemented by monitoring, measuring, and performance-enhancing mechanisms. We have an optimisation programme and a quality operation system to guide the overall execution of customer service quality control. Training is provided to all customer-facing staff and regular audits ensure all practices meet our standards.

為確保數碼服務的效率，我們為前線員工提供培訓和手冊。大家樂快餐分店的顧客服務大使會協助顧客使用自助點餐機和手機應用程式。

提升店內的顧客體驗

卓越的服務和愉快的顧客體驗是令業務成功的關鍵。我們著重品質控制，並訂立監察、量度和提升表現的機制。我們設有改善計劃以及優質營運系統，以有效執行對顧客服務品質的控制。我們為所有服務顧客的員工提供培訓，並定期進行審核以確保所有營運實務符合我們的標準。

Meanwhile, our customer service training and specialist team collects feedback from customers and follows up with relevant departments. Third-party organisations take part in our mystery shopper programme (MSP), and we provide extra training to outlets identified as needing assistance.

Our “100-Day Programme” increases customer satisfaction by emphasizing product quality, service, and cleanliness at our quick service restaurants. During the reporting period, the programme was extended to our casual dining brands.

Responsible marketing

We strictly adhere to the Trade Descriptions Ordinance (Cap. 362). Clear and reliable information about our products helps customers make informed choices. For example, our menus are labelled with “contains nuts” or “made with beef” to inform customers with allergies or dietary restrictions. Sustainable seafood and halal food are also clearly labelled. “Grab n Go” menus at Oliver’s Super Sandwiches include key ingredients and dietary facts. On school catering menus, ingredients are clearly listed, to enable parents to choose appropriate meals for their children. Calorie information is also displayed on digital menu boards at our 23 hospital outlets.

We highly respect intellectual property rights. We state clearly in our internal employee handbook that all our employees should avoid any form of violation of intellectual property rights when conducting business. We also ensure our advertising materials is free from copyright infringement.

Engaging our Customers

Customer feedback is crucial for our service enhancement and product innovation. Multiple channels, including customer surveys and loyalty programmes, help us understand our customers’ preferences and drive engagement.

Listening to our customers

Surveys, customer service hotlines, emails, websites, social media, and comment cards at our outlets enable us to understand our customers’ needs and gather feedback on our food and services. Some of our Asia Pacific Catering outlets have complemented digital feedback channels with a customer survey pilot programme involving face-to-face interaction with customers.

To strengthen our communication with customers, training workshops enhance our people’s communications and complaint-handling skills.

此外，我們的顧客服務培訓及專業團隊收集顧客的意見，然後與相關部門跟進。我們委聘第三方機構參與「神秘顧客計劃」，並向被識別為需要協助的分店提供更多培訓。

我們推出的「100天工程」強調速食餐飲的產品質素、服務和整潔，藉此增加顧客滿意度。於報告期內，我們亦將該計劃在休閒餐飲品牌推行。

負責任的行銷

我們嚴格遵守《商品說明條例》(第362章)。清晰可靠的產品資訊有助顧客作出知情的選擇。舉例而言，我們在餐單上列明「含有堅果」或「牛肉製品」等標記，以提醒有食物過敏或飲食限制的顧客。我們亦清楚標示可持續海鮮及清真食品。Oliver’s Super Sandwiches (利華超級三文治) 推出的「Grab n Go」系列提供菜式的主要成份和膳食資訊，學校餐飲的餐單清楚列出食材，讓家長為子女選擇合適的餐單，我們的23間醫院分店亦於電子餐牌顯示卡路里資訊。

我們十分尊重知識產權，於內部員工手冊清楚指出全體員工工作時應避免任何侵犯知識產權的行為，我們亦確保廣告資料並無侵犯版權。

提升顧客參與

顧客意見對提升服務和產品創新非常重要。我們利用顧客問卷調查及會員計劃等多個渠道，了解顧客的喜好和促進溝通。

聆聽顧客意見

我們透過問卷調查、客戶服務熱線、電郵、網站、社交媒體及於分店提供的意見卡，以了解顧客的需要，並收集有關食物和服務的意見。泛亞飲食的部分分店除提供電子溝通渠道外，亦推行顧客調查先導計劃，當中包括與顧客面對面的溝通。

為加強與顧客溝通，我們舉辦培訓工作坊，提升員工的溝通和處理投訴技巧。

CATERING TO CUSTOMERS 以客為先

Enhancing customer loyalty

Attractive promotions and activities are offered to customers through our membership programmes:

- Café de Coral fast food – Club 100
- Oliver’s Super Sandwiches – SUPERclub
- The Spaghetti House – THE MEMBERS HOUSE
- Mixian Sense – MIXIAN CLUB

These programmes provide insights on customer preferences and allow us to refine our food and services so as to secure customer loyalty.

提升顧客忠誠度

我們透過會員計劃向顧客提供吸引的推廣優惠及活動：

- 大家樂快餐 – 「Club 100」
- 科華超級三文治 – 「SUPERclub」
- 意粉屋 – 「THE MEMBERS HOUSE」
- 米線陣 – 「米線會」

這些計劃讓我們了解顧客的喜好，有助我們改善食品 and 服務，從而保持顧客忠誠度。



Our “Club 100” programme attracted more than **1 million** membership registration.

「Club 100」計劃成功吸引超過**一百萬**人登記成為會員。




To further promote customer engagement and achieve brand synergies, we offer special promotions to members via our online ordering platform eatCDC.com. Coupons can be purchased to earn discounts at our casual dining brands, Super Super Congee & Noodles provided pre-orders at discounted prices, and Shanghai Lao Lao launched a festive menu deal for Chinese New Year.

為促進顧客參與和達致品牌協同效益，我們通過網上訂購平台 eatCDC.com 向會員提供特別推廣優惠，例如顧客可購買休閒餐飲品牌的禮券，享受折扣優惠；一粥麵以優惠價提供預訂服務，而上海姥姥則於新春期間推出賀年餐單優惠。



EatCDC.com



Sharing Warmth with our Communities

Beyond the provision of high-quality food and services, we are fully aware of our corporate social responsibility. We believe in being a “community kitchen” for all and encourage our employees and customers to support community programmes which enhance social cohesion and create a positive impact on society as a whole.

Our flagship Community Spring Feast spreads love and blessings to underprivileged groups during Chinese New Year. Since 2017, we have partnered with community organisations to offer Poon Choi with our employees to share the festive joy. Besides, various volunteer work and charity events were also organised in the year to support the community.

與社區分享溫暖

我們不僅向顧客提供優質食品及服務，亦充分明白我們的企業社會責任。我們本著成為大眾「社區廚房」的信念，鼓勵員工和顧客支持社區活動，以加強社會凝聚力，為廣大社區產生正面的影響。

我們的旗艦社區活動「區區開年飯」，於農曆新年期間向弱勢社群傳遞愛心和祝福。自二零一七年起，我們與社區組織合作，並與員工一起向社區人士派贈盆菜，共度歡樂佳節。此外，我們亦於年內舉辦多次義工和慈善活動，以支持社區。



Our long-standing contribution to the community has earned us a 10 Years Plus Caring Company logo under the Caring Company Scheme.

我們一直為社區作出貢獻，因此獲得「商界展關懷」計劃頒發10年Plus「商界展關懷」標誌。

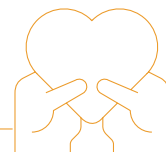


Community Spring Feast 「區區開年飯」

During the Chinese New Year, more than 2,500 “Nutri-rich” mini Poon Choi were delivered to the underprivileged. We shared our joy and care with more than 5,000 beneficiaries through a network of 25 community partners.



於農曆新年期間，我們聯同25位社區夥伴，向弱勢社群提供超過2,500份「豐盛有營」迷你盆菜，為超過5,000名受惠人士送上快樂和關懷。



CATERING TO CUSTOMERS 以客為先



Project WeCan 「學校起動」計劃

To nurture young talent, we continued to participate in Project WeCan, a business-in-community initiative that provides disadvantaged students with opportunities to pursue higher education and careers. The Educational Kitchen visit enhances students' knowledge of our industry and encourages learning.

為培育年輕人才，我們繼續參與「學校起動」計劃。這項計劃體現「社、企共勉」精神，旨在為學習條件稍遜的學生提供各種機會，助他們升學及就業。計劃讓學生參觀「教學廚房」，加深他們對餐飲業的認識並鼓勵學習。

Farm Visit 參觀農場

Apart from delivering food to families in need, we believe well-rounded development is important for underprivileged children. In December 2021, our volunteers led children from low-income families to visit a farm in Fanling.



除了向有需要的家庭提供食物，我們深信全方位發展對弱勢兒童十分重要。我們的義工於二零二一年十二月帶領低收入家庭兒童到粉嶺參觀農場。



Community Soup Delivery 「區區愛心湯」

We delivered warm soups to underprivileged families in October 2021. Our volunteers made the soup with recycled vegetables and visited 50 households.

我們於二零二一年十月向基層家庭贈送窩心湯水。我們的義工利用回收得來的食材烹調湯品，並上門探訪50戶家庭。



Special Offers to Elderly and Students 長者和學生特別優惠

Café de Coral fast food and Super Super Congee & Noodles provided special offers for students and senior citizens, with over 436,000 beneficiaries.

大家樂快餐和一粥麵為學生和長者提供特別優惠，惠及超過436,000人次。



Mainland China: our Efforts and Progress

We strive for all-round and ongoing improvement at our Mainland China outlets. Our business expansion has been driven by our customers' support and satisfaction.



中國內地：我們的努力及進展

我們致力全面和不斷改善中國內地的分店，以顧客的支持和滿意度帶動業務擴張。

Promoting pleasant and unique customer experiences

Sincere service is the key to creating pleasant customer experiences. We maintain the standard of our services by ensuring frontline employees are engaged and offer top quality customer care, and by providing customer-oriented training.

Customer care initiatives are based on the vision of our “Be 100 Fun” programme. Customers are also welcomed with a drink via our “A cup of water” initiative. During the reporting year, we completed the renovation of seven outlets, to provide a refreshed and enhanced dining experience.

Mealtimes are often associated with family bonding. We provide child-sized cutlery and, at weekends, balloons and toys for children. Kids' menus are also offered for families with young members.



This year, we continued to enhance our hardware and software to meet an increasing demand for digital services. During the reporting year, 87 outlets were equipped with smart kiosks and 127 outlets were capable of taking mobile and online orders. The coverage of digital ordering and payment services reached more than 90% of outlets in Mainland China. Moreover, we have introduced food-delivery robots at 29 outlets.

推廣愉快及獨特的顧客體驗

摯誠的服務態度是營造愉快顧客體驗的關鍵。我們確保前線員工投入工作並以最佳方式關懷顧客，及提供顧客為本的培訓，以保持服務水準。

顧客關懷措施按照我們的「就要樂滿分」願景而制定。我們亦推行「一杯水服務」計劃，顧客進店時，我們為他們提供一杯水，以歡迎顧客光臨。於報告年度內，我們完成翻新七間分店，以提供耳目一新和更完善的用餐體驗。

歡樂的用餐時光能提高家庭的凝聚力。我們提供兒童餐具，並在週末派發氣球及玩具。我們亦向有年幼子女的家庭提供兒童餐單。

今年，我們繼續提升硬件及軟件，以應付日益殷切的數碼服務需求。於報告年度內，有87間分店安裝了自助點餐機，127間分店支援手機及網上點餐服務。中國內地分店的數碼點餐及支付服務覆蓋率逾90%。此外，我們於29間分店引入送餐機械人。

CATERING TO CUSTOMERS 以客為先

Responsible marketing

We respect the intellectual property (“IP”) rights of third parties we engage with. Relevant terms and conditions on protecting IP rights are incorporated in our contracts and agreements, employees are obliged to safeguard company assets and respect the IP rights of third parties. We are fully aware of IP rights when conducting our business and producing marketing materials.

Engaging customers

Dedicated to collecting customer needs and opinions on our products and services, we have expanded our feedback channels to Alipay, WeChat, and on-site ordering kiosks. As these channels are more accessible and convenient for customers, we have seen a 30% increase in the questionnaire response rate.

To safeguard the reliability and accuracy of our digital feedback collection, regular system updates are conducted. Meanwhile, through customer research and brand audit, we have an in-depth understanding of customers’ feedback on our products, services, and brand positioning, and help analyse market trends and consumer preferences. Feedback was reviewed in weekly management meetings and follow-plans were devised.

Alongside reviewing our existing service quality, it is important to understand local needs before establishing new branches. Trade area surveys and analysis enable us to assess local dietary habits and ensure the quality of new stores.

In the reporting year, we achieved a total customer satisfaction score of 91% and the satisfaction score of our takeaway and delivery services was 4.7 out of 5.

負責任的行銷

我們尊重第三方合作夥伴的知識產權。我們在合約和協議中加入有關保護知識產權的條款及細則，員工有責任保護公司的資產，並尊重第三方的知識產權。我們於營運業務和製作市場推廣資料時，均會加倍留意知識產權。

提升顧客參與

我們將收集意見渠道擴展至支付寶、微信和店內的點餐機，務求了解顧客對產品和服務的需求及意見。由於顧客更容易接觸這些渠道，問卷調查的回應率增加了30%。

為確保以數碼方式收集意見的可靠度和準確性，我們定期進行系統更新。同時，我們透過顧客研究和品牌審計，深入了解顧客對我們的產品、服務和品牌定位的意見，並分析市場趨勢和喜好。每週舉行的管理層會議會審視意見，並制定跟進計劃。

除了檢討現時的服務品質外，我們在開設新分店前必須了解當地需求。商業調查和分析有助我們評估當地飲食習慣和確保新店的質素。

於報告年度內，我們的全面顧客滿意度達91%，而我們的外賣及速遞送餐服務的滿意度為4.7分（5分為滿分）。



Future Plans

We seek to further enhance our customers' experiences and to better serve our community, through the following plans:

未來計劃

我們將透過以下計劃進一步提升顧客體驗，以及為我們的社區提供更優質服務：

Focus Areas 重點範疇

Future Plans 未來計劃



Customer experience
顧客體驗



- upgrade our outlets to meet customers' expectations for safe, hygienic, convenient, and comfortable dining experiences.
將分店升級，提供安全、衛生、方便和舒適的用餐體驗以滿足顧客的期望。
- enhance our digital transformation to improve customer service and expand the use of technology in food supply and delivery.
促進數碼轉型以改善顧客服務，並更廣泛地應用科技於食品供應和送餐服務。
- provide customers with up-to-date, clear, and accurate information on our menus, to ensure their health and safety.
為顧客提供最新、清晰和準確的餐單資料，以保障顧客的健康與安全。

Customer engagement
顧客參與



- gather real-time data and valuable customer feedback via multiple channels.
透過不同渠道收集實時數據和寶貴的顧客意見。
- provide swift and constructive responses to customer feedback.
對顧客的意見作出迅速和有建設性的回應。
- explore new customer relations management strategies, enhance customer loyalty programmes with incentives to improve interaction, and better understand customers' needs.
探索顧客關係管理的新策略，提升顧客會員計劃，透過獎賞活動以增加與顧客互動和加深了解他們的需要。

Community engagement
社區參與



- explore long-term collaborations with community organisations to support the needy.
探討與社區組織的長期合作，以支援有需要人士。

Empowering our Employees

員工為本





EMPOWERING OUR EMPLOYEES 員工為本

Supporting Talent Growth and Development

Our people are fundamental to Café de Coral's long-term success, enabling us to provide high-quality food and services. We support our employees and offer thorough and practical training so that they can advance their careers with us.

Building our talent pool

To develop those with potential and maintain a strong foundation for our in-house talent pool, a comprehensive talent development framework including various schemes and programmes operates at all employee tiers. A Continuous Leadership Development Programme, for example, cultivates young trainees for management roles. To manage succession and progression planning, Development Centres assess the competencies of employees and serve as a reference when considering candidates for area management positions.

支持人才發展

員工是集團長遠成功的基石，令我們能夠為顧客提供優質的食物和服務。我們為員工提供全面而實用的培訓，支持他們在集團發展事業。

建立我們的人才庫

我們為各級員工推行全面的人才發展框架，當中包括各類計劃及課程，以培育有潛力的人才並為集團建立內部人才庫奠定堅固的基礎。舉例而言，「領袖培訓課程」培育年輕實習生擔當管理職位。「人才發展中心」旨在規劃人才承傳和晉升，並評估員工能力，作為考慮區域管理職位人選時的參考。

Continuous Leadership Development Programme 領袖培訓課程

Frontline leadership pipeline 前線管理人員人才梯隊

- provide in-house training to nurture management and leadership skills of leadership trainees.
提供內部培訓以培養領袖實習生的管理及領導技巧。
- develop training plans in line with trainees' career objectives.
根據實習生的職業目標制定培訓計劃。

Dedicated taskforce 專責工作小組

- create a pool of training specialists and experienced employees to oversee knowledge management, and to share their expertise with our area management team.
由培訓專員及經驗豐富的員工組成工作小組，負責監察知識管理，並與我們的區域管理團隊分享他們的專業知識。

Individual development plans 個人發展計劃

- customise development plans for trainees according to key performance indicators.
根據關鍵績效指標為實習生制定專門的發展計劃。
- schedule quarterly personalised coaching.
安排季度個人化指導課程。



Employee training

We help our people unleash their full potential by offering training to foster our employees' professional and personal development, as well as sponsorships to encourage continued education.

We provide training and learning activities for all employees in four areas:

員工培訓

我們透過培訓協助員工發揮潛能，推動員工的專業和個人發展，並且為他們提供贊助，鼓勵持續進修。

我們按照以下四大範疇為全體員工提供培訓及學習活動：

Work competency 工作能力

Objective: Enhance our team's strength.
目標： 提升我們團隊的實力。

Programmes: Leadership training and team collaboration programmes enhance our people's skills and teamwork. This year, we hosted:

計劃： 「領導力培訓計劃」和「團隊合作計劃」提升員工技能及團隊精神。今年，我們已舉辦：

- 👍 situational leadership workshops for management positions
為管理職位而設的情景領導工作坊
- 👍 team building workshops
建立團隊精神工作坊
- 👍 project management workshops
項目管理工作坊
- 👍 area management training for business units
業務單位的區域管理培訓

Meanwhile, a regular "Inheritance: Let's Talk" forum allows experience-sharing and knowledge transfer. 同時，我們在恆常的「傳承：Let's Talk」論壇中鼓勵員工分享經驗及傳授知識。



Customer service and product quality 顧客服務與產品質量

Objective: Enhance our customer journey by improving food and service quality.
目標： 透過改善食品 and 服務質素提升顧客旅程。

Programmes: Regular branch training equips employees with knowledge of food quality, safety, and cleanliness, and the skills to provide a high level of customer service.

計劃： 我們定期進行分店培訓，讓員工掌握有關食品質素、安全和整潔度的知識，以及提供優質顧客服務所需的技能。



Compliance and policy 合規與政策



Objective: Ensure all employees are aware of the strict compliance requirements of our business operations.
目標： 確保全體員工了解與我們業務營運有關的嚴格合規要求。

Programmes: Trainings and talks refresh our people's understanding of governance and regulatory compliance, including equal opportunities, anti-corruption, anti-discrimination, and personal data and privacy. Online training and tests on anti-corruption and corporate compliance are undertaken.

計劃： 我們舉辦培訓和講座，讓員工就管治及法規方面的知識溫故知新，內容包括平等機會、反貪污、反歧視以及個人資料及私隱。我們亦安排有關反貪污及企業合規的網上培訓和測驗。

Occupational safety and health 職業安全與健康

Objective: Foster a safety culture in daily operations and enhance employees' awareness of occupational health and safety.

目標： 培養日常營運中的安全文化，提升員工的職業健康與安全意識。

Programmes: Role-specific training and awareness-raising programmes, for employees of all levels, covers emergency procedures, accident prevention and handling, first aid and firefighting.

計劃： 我們為各級員工提供針對職位需求的培訓計劃和提升意識的措施，主題包括緊急應變程序、事故防範及處理、急救及消防。



EMPOWERING OUR EMPLOYEES 員工為本

Development and training – Hong Kong (as of 31 March 2022) 發展與培訓 – 香港 (於二零二二年三月三十一日)

Category	類別	Employees trained (%) 受訓員工	Average training hours per employee (Hours) 平均每位員工的受訓時數
By employee category		按職劃分	
Senior management	高級管理層	100%	13
Middle management	中級管理層	100%	59
General staff and frontline staff	一般及前線員工	100%	83
By gender		按性別劃分	
Male	男性	100%	78
Female	女性	100%	82

Prioritising Well-being, Safety and Health

The well-being, safety and health of our people remain priorities. Throughout our operations, comprehensive safety management ensures a healthy and safe workplace. We promote employee engagement and happiness through open communication.

重視員工福祉、安全及健康

我們一直將員工福祉、安全及健康視為優先事項。於營運過程中，我們透過全面的安全管理營造健康及安全的工作環境。我們與員工坦誠溝通，以提升他們的參與度，讓他們更快樂。

Employee well-being



The physical and mental health of staff is crucial to a successful workplace. We promote work-life balance, while our Heart-to-Heart programme sponsors and subsidises employee engagement activities. And our Staff Fun Club organises regular social and recreational activities, building positive relationships in the workplace.

員工福祉

員工的身心健康對於優質的工作環境至關重要。我們提倡工作與生活平衡，亦推出「心連心計劃」贊助及資助各種員工參與活動。「樂滿FUN」定期舉辦各類社交及文娛活動，讓員工在工作場所建立良好關係。



Activities to support employee well-being during the year:

我們於年內推廣員工福祉的活動包括：



We celebrated Christmas and Mid-Autumn Festival with various activities.
我們舉辦多項活動慶祝聖誕節和中秋節。



Activities such as online quizzes and health talks were organised to enhance employees' knowledge about personal hygiene. Anti-pandemic supplies were given as gifts.
我們舉辦網上問答遊戲和健康講座等活動，提升員工的個人衛生意識，並送出防疫用品作為獎品。



Alongside well-being activities, our Employee Assistance Programme offers psychological counselling for employees encountering challenges in their career or personal lives. The 24-hour Care Express hotline provides professional counselling and referrals for clinical psychological consultations. The Employee Support Service provides follow-up mental support.



We sourced personal and household cleaning products, home electrical appliances and computers with special staff discounts.
我們讓員工以特別折扣優惠選購個人和家居清潔產品、家電和電腦。



Interest classes were organised for employees to make soap and tie-dye canvas bags.
我們舉辦興趣班，教授員工製作肥皂及紮染帆布袋。



除了各項推廣員工福祉的活動外，我們亦透過員工支援計劃，為職業上或個人生活中遇到困難的員工提供心理輔導。24小時「傾心快線」提供專業臨床心理諮詢及轉介服務。員工支援服務亦會提供後續的心理支援。

EMPOWERING OUR EMPLOYEES 員工為本

Give Me Five

To recognise our employees' contributions to the company, the "Give Me Five" award is earned by employees for five years of continued service. 1,425 employees received the award during the year; more than 140 of whom have been with us for 20 years or more.

[Give Me Five]

為表揚員工對公司的貢獻，我們向連續服務滿五年的員工頒授「Give Me Five」長期服務獎。年內，有1,425名員工獲得該獎項，其中超過140名員工已為我們服務超過20年。

Lo Tang Seong Educational Foundation

Our care and support extends to the families of our employees. The Lo Tang Seong Educational Foundation has offered assistance funds and scholarships to employees' children since 1999. To date, the foundation has provided more than HK\$31 million and helped 814 children attend university. This year, 181 students benefited from the fund.

The Lo Tang Seong Educational Foundation Alumni Association, founded in 2020, enables our foundation alumni to bond, broaden their horizons, and expand their social network. At sharing sessions with industry leaders, career planning seminars, and volunteering events, the alumni share their experiences with sponsored students. This motivates the next generation, fosters mutual support, and contributes to society.

羅騰祥教育基金

我們對員工的關懷及支持延伸至員工的家庭。自一九九九年，羅騰祥教育基金為員工子女提供助學金和獎學金。自基金成立至今，基金已捐出逾3,100萬港元，共支持814名集團員工子女的大專教育。今年有181名學生受惠。

「羅騰祥教育基金同學會」於二零二零年成立，旨在增進基金校友之間的關係，並擴闊他們的視野和社交網絡。校友透過業界領袖分享會、職業規劃講座及義工活動，與受助的同學分享他們的經驗，從而激勵下一代，推廣互助精神和回饋社會。



Ensuring occupational safety and health (OSH)

Occupational safety and health (OSH) is a cornerstone of Café de Coral. We comply with government laws and regulations, such as the Occupational Safety and Health Ordinance (Cap. 509), and our OSH management and Occupational Safety and Health Policy ensure workplace safety practices are standardised.

The OSH Committee formulates and monitors our OSH strategy. Each business unit has an OSH representative, and subcommittees implement our policies and controls. Regular internal and third-party assessments and safety audits identify and reduce risks.

Work-related injuries are documented and reported to our Human Resources department and the relevant business unit for further investigation. Severe cases are discussed at bimonthly OSH meetings to determine corrective actions. No work-related fatalities occurred in the past three reporting years.

To equip our employees with the necessary knowledge, OSH training and assessments are part of the on-boarding of new hires, complemented by monthly refreshers. 99.93% of our employees received health and safety training during the year. In addition, employees from different business units joined the Certificate for Safety and Health Supervisors (Catering) course to sharpen their knowledge of how to enhance workplace OSH measures. We also safeguard our frontline employees with personal protection equipment.

確保職業安全與健康(職安健)

職業安全與健康(職安健)是大家樂的基石。我們遵守政府法律與法規，例如《職業安全及健康條例》(第509章)，並透過職安健管理及「職業安全健康政策」確保工作場所的安全措施標準保持一致。

「職業安全及健康委員會」負責制定和監督集團的職安健策略。各業務單位均設有職安健代表，而小組委員會則執行我們的職安健政策及控制措施。另外，我們定期進行內部及第三方職安健評估及安全審核，以識別和減少風險。

我們會記錄工傷個案，並向人力資源部及相關業務單位匯報，以作進一步調查。嚴重個案會於每兩個月舉行一次的職安健會議上討論，並制定改善方案。集團於過去三個報告年度並無任何因工死亡事故。

為了讓員工掌握必要的知識，新員工入職時必須接受職安健培訓和評估，並每月參加重溫課程。年內，99.93%的員工參加了健康及安全培訓。此外，來自不同業務單位的員工參加了安全健康督導員(飲食業)證書課程，進一步了解如何加強工作場所的職安健措施。我們亦確保前線員工配有個人防護裝備。



EMPOWERING OUR EMPLOYEES 員工為本

To foster a safety culture, we reward branches that achieve zero work-related injuries. More than 270 branches were commended in the Catering Industry Safety Inspiration Programme.

為促進安全文化，我們對達致零工傷記錄的分店作出嘉許。超過270間分店獲「飲食業安全凝聚計劃」嘉許。

Occupational Safety and Health – Hong Kong (as of 31 March 2022) 職業安全與健康 – 香港 (於二零二二年三月三十一日)

Work-related fatalities
因工死亡事故

Lost days¹
損失工作日¹

Lost day rate²
損失工作日比率²

Outlets that recorded
zero injuries
錄得零工傷的分店

(No. of People) (人數)

(No. of Days) (日數)

(%) (百分比)

0

10,546

0.24%

76.84%

Embracing a Diverse and Inclusive Workforce

A diverse and inclusive working environment supports Café de Coral's competitiveness and success. We are committed to fair and equal employment practices and adhere to all applicable laws and regulations, including the Employment Ordinance (Cap. 57) and Discrimination Ordinances (Cap. 480, 487, 527 and 602). We have formulated internal policies and procedures to ensure employees' rights and benefits as well as offer career progression opportunities.

多元共融的員工團隊

多元共融的工作環境有助大家樂保持競爭力及取得成功。我們致力採用公平和平等的僱傭常規，遵守各項適用法律和法規，包括《僱傭條例》(第57章)以及各項歧視條例(第480、487、527和602章)，又制定了各項內部政策和程序，保障員工的權利及福利，並提供職業發展機會。



¹ Lost day refers to sick leaves due to all types of work-related injuries within the reporting year.
「損失工作日」是指於報告年度內各種工傷導致的病假日數。

² Lost day rate refers to sick leave due to all types of work-related injuries per the number of workdays of the total number of employees within the reporting year.
「損失工作日比率」是指各種工傷導致的病假日數佔報告年度內所有員工預定工作日數的比率。

Creating a fair and inclusive workplace

To ensure inclusiveness, diversity and equal opportunities, we go beyond statutory requirements to remove employment barriers for the disadvantaged, the vulnerable and minorities. We have zero tolerance for any forms of discrimination or harassment including age, gender, ethnicity, nationality, sexual orientation, and other non-meritocratic characteristics.

We also strictly prohibit the employment of child labour or forced labour. We act in accordance with Employment Ordinance (Cap. 57). All our employees recruited should meet the legal minimum age requirements. We also extend the same requirement to our suppliers.

營造公平、共融的工作環境

為確保共融、多元及平等機會，我們採取高於法定要求的措施，消除對弱勢社群及少數群體的就業障礙。我們對任何涉及年齡、性別、種族、國籍、性取向及其他非才能相關的歧視或騷擾採取零容忍態度。

我們亦嚴格禁止僱用童工或強制勞工。我們按《僱傭條例》(第57章)規定行事，所聘用的員工必須符合法定最低年齡要求，亦要求供應商遵守相關規定。

Café de Coral provides equal opportunities for: 大家樂為以下人士提供平等機會：

All genders 所有性別



We strive to promote a gender-equal workplace. In 2021/22, approximately 83% of our part-time recruits were women.
我們致力推廣性別平等的工作環境。於二零二一／二二年度，我們聘請的兼職員工約83%為女性。

All racial groups 所有種族群組



We endeavour to provide opportunities for non-Chinese people to adapt and contribute to the community. We have 336 non-Chinese employees.
我們致力為非中國籍人士提供機會，幫助他們適應及為社區作出貢獻。集團共有336名非中國籍員工。

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



We care for and support people with physical and intellectual challenges. During the year, we continued to train 269 such individuals.
我們關懷及支持有身體及智力殘疾的人士。年內，我們培訓了269位身體及智力殘疾人士。



EMPOWERING OUR EMPLOYEES 員工為本

To promote workplace diversity, we encourage “young-old”, middle-aged and retired people to rejoin our workforce. To cater for their needs, we offer flexible working hours and schedules that go beyond regulatory requirements.

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

“Young-old” workforce 大家樂為「年輕老年」提供就業機會

Age Category	年齡組別	Full-Time 全職	Part-time 兼職	Total 總數
		(No. of People) (人數)		
60 to 64	60至64歲	700	728	1,428
65 to 75	65至75歲	184	802	986

Team Profile – Hong Kong (as of 31 March 2022) 大家樂團隊 – 香港 (於二零二二年三月三十一日)

		Workforce (per employment contract) 員工 (根據僱傭合約)		Average monthly turnover ³ (%) 平均每月流失率 ³
		Full-time 全職	Part-time 兼職	
		(No. of people) (人數)		
By gender	按性別劃分			
Male	男性	2,324	919	6.67%
Female	女性	4,254	4,593	5.19%
By Age Group	按年齡組別劃分			
30 or below	30歲或以下	536	832	11.60%
31–50	31至50歲	3,037	1,980	4.77%
51 or above	51歲或以上	3,005	2,700	4.70%

Full-time 全職



6,578

Part-time 兼職



5,512

Promoting equal opportunities

Our Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy ensures our compliance with laws and regulations, and guarantees all candidates and employees are treated equally. Our Human Resources Management Policy and Performance Management System Policy reflect our high standards and dedication to fair practice. Relevant policies and procedures are assessed on a regular basis. Our human resources information system facilitates the recruitment process and incorporates best human resources practices.

促進平等機會

「員工招聘指引及防止聘用非法員工政策」確保我們遵守各項法律及法規，並保證所有應徵者及員工都得到平等對待。「人力資源管理政策」和「績效管理制度政策」反映了我們的高標準以及對公平原則的堅持，我們會定期審視相關政策和程序。集團的人力資源資訊系統融合了人力資源的良好作業指引，為招聘程序帶來便利。

³ The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year, which is based on the number of leavers in each category for the month divided by the number of employees in that category at the end of that month. Employee turnover is defined as full time and part time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.
「平均每月流失率」是指報告年度內每月流失率的平均數，即各員工組別每月離職員工數目除以該員工組別月底員工總數。員工流失是指報告期內自願離職或因解僱、退休或在職死亡的全職和兼職員工。

To build and maintain an effective talent pipeline, we have long-standing partnerships with non-governmental organisations (NGOs), educational institutions and government authorities. This includes a strategic partnership with the Vocational Training Council-IVDC and more than 30 NGOs. During the year, we hosted recruitment sessions with Christian Action, HKSKH Tung Chung Integrated Services Salvation Army, Yan Oi Tong, and the Hong Kong Federation of Women's Centres.

As part of our Café de Coral Scholarship programme, we extended our summer internships to college students with outstanding academic performance. These internships offer learning opportunities for students interested in the fast food industry and showcase our culture for potential candidates.

Regular recruitment days at all of our Hong Kong fast food outlets help to expand our workforce. We have also rolled out a talent programme to employ catering managers and assistant catering managers. Referrals from existing staff have proven a major source of new members. Our Crew Referral Bonus Scheme encourages our people to participate in talent recruitment.

Engaging our employees

We respect and value different perspectives from employees, and create an open and inclusive workplace with formal and informal channels. Monthly branch visits and focus groups allow all employees to share their thoughts on our business and performance. Meanwhile, questionnaires collect feedback, suggestions and complaints. To engage our employees, we include company information and employee stories on our social media, staff newsletter, and mobile apps.

為建立及維持有效的人才梯隊，我們與非政府組織、教育機構及政府機構長期合作，包括與職業訓練局的匯縱專業發展中心及30多個非政府組織建立策略合作夥伴關係。年內，我們與基督教勵行會、香港聖公會東涌綜合服務、救世軍、仁愛堂及香港婦女中心協會舉辦多場招聘會。

我們將暑期實習擴展至學業成績優異的中學生，成為「大家樂獎學金」計劃的一部分。相關實習為有意投身快餐行業的學生提供學習機會，亦讓我們向潛在求職者展示企業文化。

我們於所有香港的快餐分店定期舉辦招聘日，藉此擴展員工團隊。我們亦推出人才計劃，招聘餐飲經理和助理餐飲經理。現職員工轉介是招聘新員工的主要途徑之一，因此我們透過員工轉介獎金計劃鼓勵員工參與人才招聘工作。

與員工溝通

我們尊重和重視員工的不同觀點，以營造一個開放包容的工作場所，讓員工透過正式及非正式渠道表達意見。每月的分店探訪及聚焦小組讓所有員工就集團業務及表現發表意見。同時，我們透過問卷調查收集意見、建議和投訴。我們在社交媒體、員工通訊及手機應用程式中加入公司資訊和員工故事，以便與員工溝通。



Mainland China: our Efforts and Progress

The concept of “embracing changes, entrepreneurship and growth” is embedded in our Mainland China human resources strategy. Recruiting and retaining talent is important for sustainable business growth. We encourage can-do attitude and provide an inclusive, engaging, and safe working environment, as well as a career development platform for employees to unleash their potential.

Supporting talent growth and development

Regular training equips our employees with relevant knowledge and skills, and builds a strong and supportive talent pool.

中國內地：我們的工作及進展

我們把「樂改變、樂承擔、樂成長」的理念融入集團在中國內地的人力資源策略。招聘及挽留人才對於可持續的業務增長十分重要。我們鼓勵積極的工作態度，提供共融、積極及安全的工作環境，以及提供事業發展平台讓員工充分發揮潛能。

支持人才成長及發展

我們透過定期培訓幫助員工掌握相關知識和技能，並建立強大的人才庫支援企業發展。



Training programmes 培訓計劃

People Development System 「人才發展系統」



Around 435 employees are trained and certified under a defined framework and a series of certified training courses.

約435名員工參加一系列經認證的培訓課程，在明確的框架下接受培訓及認證。

Together We Are Stronger Initiative – Job Rotation Programme



「在一起 更給力」活動 – 工作崗位輪換計劃

A job rotation programme enables factory and back-of-house employees to experience working on the frontline. This encourages mutual understanding and greater collaboration across teams.

崗位輪換計劃讓廠房和後勤員工有機會體驗前線的工作，促進團隊之間的互相理解及合作。

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



Graduates and students can develop skills and unleash their full potential.

畢業生和學生可培養技能及充分發揮潛能。

Online Assessment 在線評估



Annual online assessments are conducted to evaluate employee performance.

每年進行在線評估，以評核員工表現。

Core themes 核心主題

Customer service and product quality 顧客服務與產品質素

We organise a month-long cookery training programme to nurture new chefs for our growing business. Customer Service Ambassadors are also trained to deliver quality services and enforce anti-pandemic measures.

我們舉辦為期一個月的「領班、三廚百人計劃」，為集團不斷發展的業務培育新廚師。我們又培訓顧客服務大使，確保他們提供優質服務及執行防疫措施。

Compliance and policy 合規與政策

Our training ensures that employees are thoroughly aware of our stringent compliance policies and updated government-mandated requirements. Frontline employees are required to complete integrity training.

我們的培訓確保員工全面了解我們嚴格的合規政策和最新的政府規定，前線員工必須完成誠信培訓。

Occupational safety and health (OSH) 職業安全與健康

Employees are trained regularly to enhance their understanding of OSH risks and offer useful OSH tips in the workplace. 員工定期接受培訓，以加深認識職安健的風險，並掌握工作場所的實用職安健資訊。

Professional and Management Skills 專業及管理技能

We have strengthened the store management trainee programme as well as our training system for retail leadership and potential retail elites. We also held “Talent Inventory and Coaching Skills” workshops, “Primary/Intermediate Duty Management Course” and “Restaurant Management Course”.

我們已加強分店見習管理人員計劃及培訓制度，以培育零售領導人才及有潛質的零售精英。我們亦舉辦「人才庫存與輔導技能」工作坊、「初級／中級職責管理課程」及「餐廳管理課程」。

EMPOWERING OUR EMPLOYEES 員工為本

Development and training – Mainland China (as of 31 March 2022) 發展與培訓 – 中國內地 (於二零二二年三月三十一日)

Category	類別	Employees Trained	Average Training Hours
		受訓員工	average completed per employee
		(%) (百分比)	(Hours) (小時)
By Employee Category		按職級劃分	
Senior management	高級管理層	100%	51
Middle management	中級管理層	95%	71
General staff and frontline staff	一般及前線員工	69%	147
By Gender		按性別劃分	
Male	男性	79%	135
Female	女性	66%	144

Prioritising well-being, safety and health

We comply with the Work Safety Law for the People's Republic of China, and our occupational safety and health (OSH) management and policies safeguard our staff. A dedicated team implements OSH policies and manages related risks in our operations.

Measures for raising employees' OSH awareness and cultivating a safety culture include the regular updating of safety signs on our premises, first aid training, and an award scheme. During the year, 68% of our employees attended OSH training, while audits and inspections at branches and factories reduced and rectified risks. Nonslip brick and anti-pinch equipment were tested to mitigate potential hazards.

No work-related fatalities occurred in Mainland China in the past three reporting years. The following summarised the lost days and lost day rate at our Mainland China outlets, plants and offices.

重視員工福祉、安全及健康

我們遵守《中華人民共和國安全生產法》，並透過職業安全與健康(職安健)管理和政策為員工提供保障。集團有專責團隊推行職安健政策並管理業務營運中的相關風險。

為提高員工職安健意識及推廣安全文化，我們定期更新工作場所內的安全標誌、提供急救培訓及設立獎勵計劃。年內，68%的員工參加了職安健培訓，為減少及修正風險，我們在分店及廠房進行審核及檢查。防滑磚和防夾手設備已經過測試，減少潛在的職安健風險。

於過去三個報告年度，集團在中國內地並無任何因工死亡事故。下文概述我們中國內地的分店、廠房及辦公室的損失工作日及損失工作日比率。

Occupational Safety and Health – Mainland China (as of 31 March 2022) 職業安全及健康 – 中國內地 (於二零二二年三月三十一日)

Work-related fatality	Lost day ⁴	Lost day rate ⁵
因工死亡事故	損失工作日 ⁴	損失工作日比率 ⁵
(No. of people) (人數)	(No. of Days) (日數)	(%) (百分比)
0	950	0.044%

⁴ Lost day refers to sick leaves due to all types of work-related injuries within the reporting year.
「損失工作日」是指於報告年度內各種工傷導致的病假日數。

⁵ Lost day rate refers to sick leave due to all types of work-related injuries per the number of workdays of the total number of employees within the reporting year.
「損失工作日比率」是指各種工傷導致的病假日數佔報告年度內所有員工預定工作日的比率。

Embracing a diverse and inclusive workforce

Our labour recruitment and retention, guided by our Human Resources Management Policies, accord with applicable laws and regulations, such as the Labour Law of the People's Republic of China. Unlawful employment, discrimination, child labour, and forced labour are strictly prohibited. All recruits must meet the minimum age requirement.

Our demand for talent is analysed at a management workshop and recruitment strategies are refined accordingly. A variety of recruitment programmes attract people from different backgrounds. To ensure fair and equal opportunities, we also offer positions to people with disabilities.

多元共融的員工團隊

集團的「人力資源管理政策」為我們的員工招聘及挽留提供指引，並符合相關法律及法規，例如《中華人民共和國勞動法》。我們嚴禁非法僱傭、歧視、強制勞工及童工，並規定所有新入職員工必須符合最低年齡要求。

我們舉辦「管理工作坊」分析人力資源的需求，並相應調整招聘策略，亦透過多項招聘計劃吸引來自不同背景的人才。為確保公平和平等的機會，我們亦為殘疾人士提供職位。

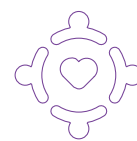


Talented graduates are attracted via our Management Trainee and Supply Chain Management Trainee programmes. Internships, available via our Chef Development Programme, raise students' interest in the food and beverage industry.

In 2021/22, measures were launched to increase our salary competitiveness, to retain production line talent and mitigate the effect of labour shortage. We optimised the salary structure and updated our internal referral policies and incentives to attract more talent.

我們透過「樂行者管培生項目」及「供應鏈樂行者管培生項目」吸引畢業生加入我們的團隊。「雛鷹廚師儲備項目」則提供實習機會，增強學生對餐飲業的興趣。

於二零二一／二二年度，我們採取多項措施提升薪酬競爭力、挽留生產線人才及緩解勞動力短缺的影響。我們已提升薪酬結構，同時更新內部轉介政策和獎勵措施，以吸引更多人才。



Our Management Trainee Programme attracts graduates and lets them experience teamwork.

我們的「樂行者管培生項目」吸引畢業生加入集團並讓他們體驗團隊合作。

EMPOWERING OUR EMPLOYEES 員工為本

Letters from management, our Sunshine Action initiative, staff newsletters, mobile apps, regular meetings with senior management, townhall meetings, and employee satisfaction focus groups foster a harmonious and efficient workplace. These channels facilitate the exchange of ideas between employees and management, and consequently boost staff and business performance.

管理層的郵件、「陽光行動」、員工通訊、手機應用程式、與管理層定期對話、員工大會及員工滿意度聚焦小組討論等措施有助營造和諧、高效率的工作環境，更能促進員工與管理層之間的意見交流，從而提高員工表現和業績。

Team Profile – Mainland China (as of 31 March 2022) 大家樂團隊 – 中國內地 (於二零二二年三月三十一日)

Category	組別	Workforce (Per employment contract) 員工 (根據僱傭合約)		Average Monthly Turnover Rate ⁶ [%] 平均每月流失率 ⁶ (百分比)
		Full-time 全職	Part-time 兼職	
		(No. of people) (人數)		
By Gender	按性別劃分			
Male	男性	1,464	620	5.97%
Female	女性	2,130	1,650	3.99%
By Age Group	按年齡組別劃分			
30 or below	30 歲或以下	1,373	897	7.46%
31–50	31 至 50 歲	1,786	1,132	3.04%
51 or above	51 歲或以上	435	241	3.28%

Full-time 全職



Part-time 兼職



⁶ The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year, which is based on the number of leavers in each category for the month divided by the number of employees in that category at the end of that month. Employee turnover is defined as full time and part time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.
「平均每月流失率」是指報告年度內每月流失率的平均數，即各員工組別每月離職員工數目除以該員工組別月底員工總數。員工流失是指報告期內自願離職或因解僱、退休或在職死亡的全職和兼職員工。

Future Plans

We will continue to build a motivated and capable talent pool to support the delivery of excellent service and products:

未來計劃

我們將繼續建立一個有活力和能幹的團隊，為顧客提供優質服務及產品：

Focus Areas 重點範疇

Future Plans 未來計劃



Talent development
人才發展



- develop training programmes for all employees, with interactive forums and personalised coaching.
為所有員工制定培訓計劃，舉辦互動論壇及提供個人化指導。
- conduct regular training to enhance employees' understanding of and sense of responsibility for food quality and safety.
定期進行培訓，加深員工對食品質素及安全的認識及責任感。

Employee engagement
員工參與



- value the voices of our employees and revert their needs timely.
重視員工意見，及時回應他們的訴求。
- ensure safety at work through strict compliance with the Occupational Safety and Health Policy and sustain an effective OSH management system.
嚴格遵守職安健政策，確保工作安全，並維持有效的職安健管理制度。

Diverse workforce
多元的員工團隊

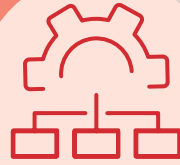


- as an equal employer, continue to enrich cross-unit collaboration, to support a fair, diverse and inclusive workplace.
作為提供平等機會的僱主，繼續加強跨部門合作，營造公平及多元共融的工作環境。
- sustain effective communication platforms for all employees to provide their perspectives.
為所有員工提供有效的溝通平台，以便員工表達意見。

Focusing on Food

專注食物





FOCUSING ON FOOD 專注食物

Adopting Responsible Sourcing

Café de Coral attaches great importance to the sustainability, safety and quality of its products at every stage in the supply chain. Our products and operations comply with the Food Safety Ordinance (Cap. 612), Food and Drugs (Composition and Labelling) Regulations (Cap.132W), Public Health and Municipal Services Ordinance (Cap. 132), and other relevant regulations.

We continue to strengthen our food safety and quality control by auditing strategic suppliers, standardising quality control procedures for key foods, and adhering to our Corporate Food Safety Policy. We endeavour to source from suppliers who are committed to sustainability and animal welfare, and whose products with no added antibiotics or hormones.

Supply chain management

Our Purchasing Manual sets out policies, procedures, and the responsibilities of all relevant personnel. Meanwhile, our Corporate Food Safety Policy details procedures for handling and traceability. Our Supplier Code of Conduct sets out environmental and social standards for suppliers, covering labour practices, human rights, occupational safety and health, and business ethics.

Sourcing high-quality products from around the globe is key to our long-term success. Cost, quality, diversity, and risks are taken into account. To foster long-term and collaborative partnerships, we purchase directly from first-tier suppliers to develop a reliable and climate-resilient supply chain. During the year, we had a total 314 food suppliers, and 30.7% of our food supplies were directly sourced.

採取負責任採購

大家樂在供應鏈的每個階段都非常重視產品的可持續性、安全及品質。我們的產品及營運符合《食品安全條例》(第612章)、《食物及藥物(成分組合及標籤)規例》(第132W章)、《公眾衛生及市政條例》(第132章)等相關法規。

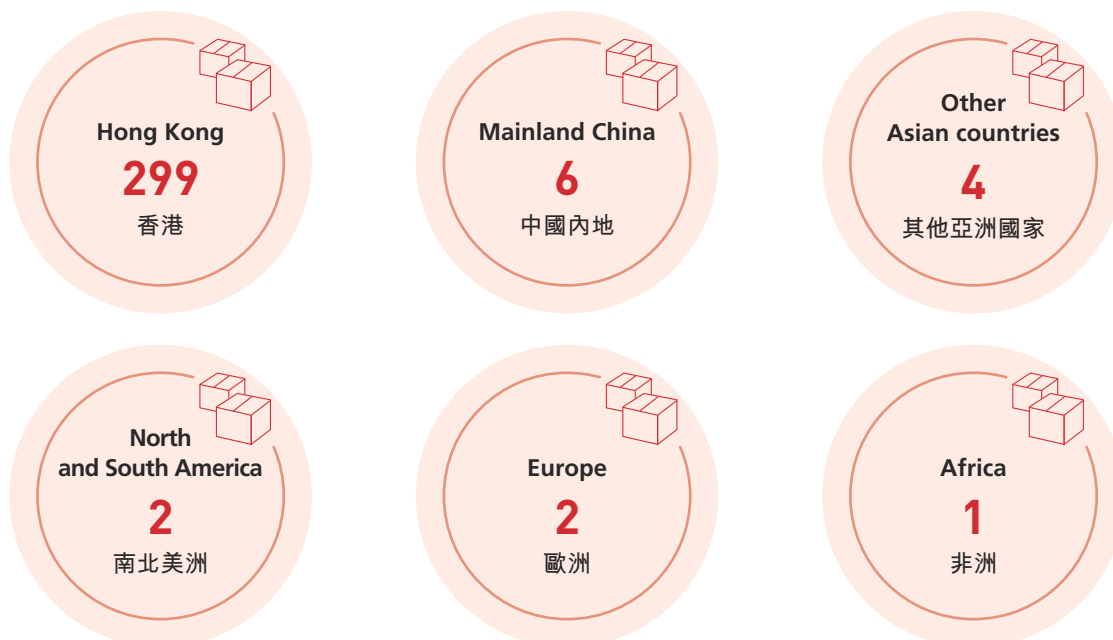
我們繼續加強食品安全及品質控制，包括審核重點供應商，統一主要食品的品質控制程序，以及遵守「集團食物安全政策」。選擇供應商時，我們傾向與一些致力實現可持續發展、重視動物福利，以及不在產品添加抗生素或激素的供應商合作。

供應鏈管理

我們的「採購手冊」載列所有政策、程序以及相關人員的職責。同時，「集團食物安全政策」詳列食品處理及追溯程序。「供應商行為守則」列明我們對供應商於環境及社會方面的嚴格要求，包括僱傭措施、人權、職業健康及安全，以及商業道德。

從全球各地採購優質產品是我們取得長遠成功的關鍵，我們採購時會將成本、質素、多元化及風險納入考慮之列。為建立長期合作夥伴關係，我們直接向一線供應商採購，以建立可靠、有氣候變化抗禦力的供應鏈。年內，我們共有314個食品供應商，而我們30.7%的食品直接從源頭採購。

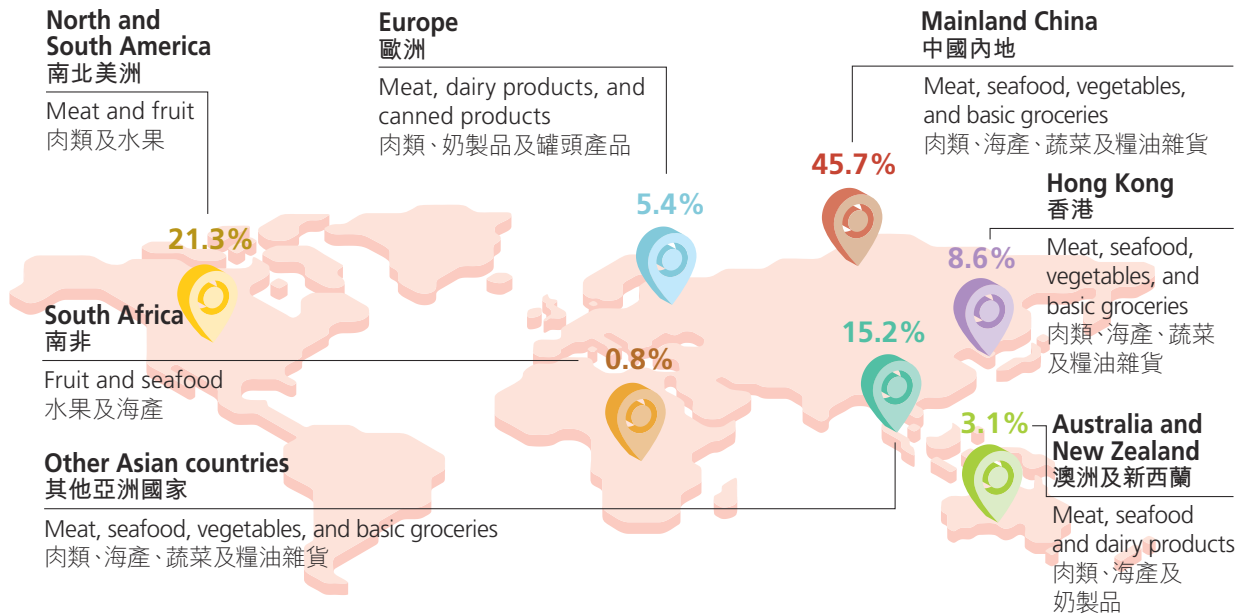
Number of food suppliers – by geographical locations (2021/2022) 食品供應商數量 – 按地區劃分 (2021/2022)



Food Origin by Geographical Region*

按食物來源地分佈*

(as of 31 March 2022) (於二零二二年三月三十一日)



* Percentage is based on the Group's total procurement spend.
百分比乃基於集團總採購支出計算。

Comprehensive procurement systems increase the efficiency of our sourcing in Hong Kong and Mainland China:

全面的採購系統有效提升我們在香港及中國內地的採購效率：



Branch Management System 分店管理系統

- centralises the distribution of orders from our stores and food processing centres to our suppliers
將來自分店及中央產製中心的訂單集中分發至供應商



Electronic Data Interchange System 電子數據互換系統

- enables standardised and efficient transactions between our processing plants and suppliers
讓產製中心和供應商進行統一及高效率的交易



Enterprise Resource Planning System 企業資源系統

- integrates information from different business units to assist in materials and production planning
綜合不同業務單位的資訊，以協助材料及生產規劃



Product Compliance Audit System 產品合規審核系統

- facilitates effective and transparent communication and information-sharing with suppliers
推動與供應商之間有效、高透明度的溝通，促進資訊共享
- improves controls and monitoring for our suppliers and their upstream suppliers
改善供應商及其上游供應商的品質控制及監察

FOCUSING ON FOOD 專注食物

We are fully aware of the potential supply chain disruption caused by critical conditions. To enhance our resilience, we adopt collaborative and proactive approaches to maintain frequent contact with suppliers and devise contingency plans when raw materials are affected by influenza or COVID-19. We arrange to secure stable raw materials and goods, and immediately revise menus if the supply chain becomes unstable.

Selecting and monitoring suppliers

Stringent supplier assessment and selection processes ensure the quality of our food supply. We examine all candidates' compliance and competence in accordance with our Supplier Code of Conduct. Raw material tests, audit results, and service quality are reviewed. All new suppliers are required to pass food safety reviews and assessments. And we give preference to suppliers who demonstrate high social and environmental standards.

Our robust supplier monitoring complements our ISO 9001 and ISO 22000 quality and food safety management systems. We measure suppliers' performance against local regulations and relevant international standards on a regular basis. Failure to meet our standards may result in termination of contracts. We conducted 96 supplier audit during the year.

To uphold our high standards of food quality and safety, our Corporate Quality Assurance Department reviewed and enhanced our compliance audit procedures and workflow during the year. We have extended desktop auditing to our upstream and cold chain suppliers in some high-risk/strategic food products, to improve the control and monitoring of raw materials.

Building partnerships

We build long-term relationships with strategic suppliers based on volume, purchase value, and product uniqueness. We coach and guide strategic and new suppliers, to help them address challenges in their own supply chains. Technical assistance is offered to select suppliers, helping them increase their efficiency and optimise their processes.

Ensuring traceability

We ensure that the origins of our ingredients are traceable. Key information, such as supplier name, quantity, production date, and expiry date, is documented and easily accessible in our traceability system. This ensures that our requirements are satisfied at every stage of procurement.

With a good traceability system in place, it enables us to perform effective product recall in a systematic manner if a complaint about a product involves safety or compliance issues. This can avoid endangering customers or putting the Group at risk of legal action. We will provide relevant information to the supplier to conduct detailed investigation, as well as to formulate corrective and preventive measures. The recall case will be reported to the Management Board as well for attention.

我們充分意識到供應鏈會受潛在的重大事件影響。為提高我們的應變能力，我們積極與供應商合作，與他們保持密切聯絡，並制定應急方案，以應對原材料因流感或新型冠狀病毒疫情受到的影響。我們確保穩定的原材料及貨品供應，一旦供應鏈變得不穩定，我們會即時調整餐單。

選擇及監察供應商

嚴格的供應商評估及篩選流程能有效確保我們食品供應的質素。我們根據「供應商行為守則」審視所有候選供應商的合規情況及能力，亦會審視原材料測試、審核結果及服務質素。所有新供應商必須通過食品安全審查和評估。我們優先選擇達到較高社會和環境標準的供應商。

我們穩健的供應商監察與ISO 9001和ISO 22000質素及食品安全管理系統相輔相成。集團根據當地規例及相關國際標準定期評估供應商的表現。如供應商未能達到我們的標準，我們有可能終止合約。年內，我們進行了96次供應商審核。

為維持我們高標準的食品質素和安全，集團品質保證部於年內審視並改善合規審核程序和工作流程。我們將桌面審計擴展至部分高風險／重點食品的上游和冷鏈供應商，以加強原材料的控制及監察。

建立夥伴關係

我們以採購量、採購總值及產品獨特性作考慮因素，挑選重點供應商並與其建立長期合作關係。我們為重點及新供應商提供指導及指引，幫助他們應對自身供應鏈的挑戰。我們亦為選定的供應商提供技術支援，幫助他們提升效率及改善其工作流程。

確保可追溯性

我們確保集團可從源頭追溯食材。供應商名稱、數量、產製及到期日等關鍵資料均在我們的追溯系統中記錄並易於查閱，以確保我們每個採購步驟都符合集團要求。

我們已設立良好的追溯系統，如發現任何有可能危害顧客或令集團蒙受訴訟風險的產品投訴，我們可以迅速並有系統地回收產品。我們會向有關供應商提供相關資料，以就事件進行詳細調查和採取修正及防範措施。回收個案亦會上報至管理局。

Sustainable sourcing

There has been a growing demand for healthy and sustainable food among the customers so we take social and environmental factors into consideration in our procurement processes. We aim to boost the sourcing of sustainable ingredients and to increase collaboration with suppliers who share our values.

Promoting Products with no added Antibiotics or Hormones

In response to the increasing concern about antibiotic residues and hormones in food, we promote products with no added antibiotics and hormones across our businesses.

During the year, 2.49% of the products in our portfolio were with no added antibiotics and hormones. We will continue working towards our annual target of 5%.

Procuring sustainable seafood

To support sustainable fisheries, we procure seafood from suppliers accredited by the Aquaculture Stewardship Council and the Marine Stewardship Council. Of the seafood sourced this year for our Hong Kong operations, 74.5% was certified as sustainable, approaching our annual target of 76%.

Valuing animal welfare

We respect animal welfare and the humane treatment of animals. During the year, our Hong Kong operations sourced 9.32% of meat and poultry from suppliers that value animal welfare. Suppliers shall adhere to the World Organization for Animal Health's five animal freedoms: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury or disease; freedom to express normal and natural behaviour; and freedom from fear and distress. We will continue working towards our annual target of 18%.

可持續採購

顧客對健康及可持續食品的需求日益殷切。因此，我們在採購中考慮社會和環境因素。我們希望推動可持續食材的採購，並加強與價值觀相符的供應商合作。

推廣無添加抗生素或激素的產品

為回應有關殘留在食物中的抗生素和激素的關注，我們在各業務推廣無添加抗生素及激素的產品。

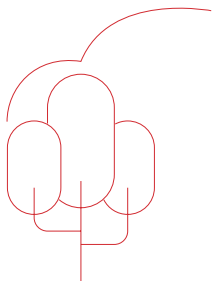
年內，集團產品組合中有2.49%的產品無添加抗生素及激素，我們將繼續努力實現5%的年度目標。

採購可持續海鮮

為支持可持續漁業，我們向已獲取水產養殖管理委員會及海洋管理委員會認證的供應商採購海鮮。年內，香港業務所採購的海鮮中，74.5%為經認證的可持續海鮮，與76%的年度目標非常接近。

重視動物福利

我們尊重動物福利，認為應以人道方式對待動物。年內，我們的香港業務有9.32%的肉類及家禽來自重視動物福利的供應商，這些供應商須遵循世界動物衛生組織定義的五大動物自由：免於饑渴、免於不適、免於痛苦傷害及疾病、表達正常行為及免於恐懼及憂慮。我們將繼續努力實現18%的年度目標。



FOCUSING ON FOOD 專注食物

Ensuring Food Quality and Safety

All of our major food processing centres in Hong Kong and Mainland China, and some of our Asia Pacific Catering outlets, hold ISO 22000 and Hazard Analysis Critical Control Point (HACCP) certification for food quality and safety management. We have also implemented the updated ISO 22000:2018 to ensure that our practices align with the latest international standards. Meanwhile, our Corporate Food Safety Policy minimises risks associated with food receiving, storing, preparation, processing, distribution, and serving.

We have been awarded Diamond Enterprise in the GS1 Hong Kong Quality Food Scheme for four consecutive years. This recognises our efforts to implement high food safety and traceability standards in our supply chain.

Quality control and assurance system

We uphold strict quality, safety, and hygiene standards, from when food is produced to when it is consumed:

Quality Control 品質控制

- quality and processes are monitored by an in-house team in compliance with our standard operating procedures.
內部團隊根據我們的標準營運程序監控質素及流程。
- hygiene control ensures the cleanliness, quality, and safety of our outlet kitchens.
衛生控制措施確保我們分店廚房的整潔、質素及安全。

Standard Operating Procedures 標準營運程序

- our procedures are reviewed on a regular basis.
我們定期檢討工作程序。
- key items including tea and rice are subject to stringent quality-testing.
對茶及大米等重點產品進行嚴格的品質測試。
- kitchen management, recipes, and equipment use are standardised at our casual dining outlets to ensure consistent quality.
我們將休閒餐飲分店的廚房管理、食譜及設備使用標準化，以確保質素一致穩定。

Microbiological Assessments 微生物檢測

- microbiological testing of food is undertaken at our manufacturing plants.
產製中心對食品進行微生物檢測。
- accredited testing laboratories assess Luncheon Star's food products.
活力午餐的食品由認可的檢測實驗室進行評估。

Quality Assurance 質量保證

- monthly assessments and store inspections are conducted for strategic products including rice, pork, and beef.
對大米、豬肉及牛肉等重點食品進行每月評估及分店檢查。
- monthly Good Manufacturing Practice (GMP) audits are conducted at our food processing centres.
每月在食品產製中心進行「良好產製實踐」審核。
- an improvement programme assesses "Best Before" dates on strategic items.
推出改善計劃以評估重點食材的最佳食用日期。

確保食品質素及安全

我們位於香港及中國內地的所有主要產製中心，以及部分泛亞飲食分店均已獲得ISO 22000及食物安全重點控制(HACCP)食品質素及安全管理體系認證。我們亦採用經修訂的ISO 22000:2018標準，以確保我們的營運符合最新的國際標準。同時，「集團食物安全政策」亦有助減低在食品接收、儲存、製備、加工、配送及供應過程中出現的相關風險。

我們連續四年榮獲香港貨品編碼協會「優質食品計劃」的鑽石企業獎，肯定我們供應鏈中食品安全及追溯的嚴格標準。

品質控制及保證系統

我們的食品從生產到被顧客享用，都維持嚴格的質素、安全及衛生標準：

We provide relevant training for new hires on induction, and training on food safety and monitoring for our strategic business units. Regular exchange meetings share best practice and encourage continual improvement.

我們為新員工提供相關入職培訓，亦為重點業務單位提供食品安全及監察培訓，透過定期交流會議分享良好作業守則並鼓勵精益求精。

This year, our quality control and assurance system was extended to our logistics. We tested temperature performance, trialed new models of coolers, and established operation guidelines for freezer trucks. These help maintain the quality of our products during transportation.

今年，我們的品質控制及保證系統擴展至物流。我們已測試設備的保溫性能，試用新型冷凍櫃，並為冷凍車制定操作指引。這些措施有助於運輸過程中保持產品質素。

Technology innovation for food quality and safety

食品質素及安全的技術創新

We invest in advanced technology and equipment in our food manufacturing and processing. Automation and digital technology are used to standardise our food-handling, enhancing our quality control, consistency, and efficiency.

我們為食品產製及加工過程投資先進的技術及設備。我們採用自動化及數碼技術統一食品處理程序，務求加強品質控制、一致性及效率。

Operational Process 營運流程	Technology Innovation 技術創新	Achievement 成果
Manufacturing 產製	Automated meat processing and defrosting. 自動化肉類加工及解凍過程。	Improved product consistency and production volume. 提高產品一致性及產量。
	Optimised food processing of key products such as chicken and beef. 優化雞肉、牛肉等重點產品的食品加工。	Enhanced quality, improved efficiency and high yield. 提升質素、提高效率 and 產量。
	Applied GS1 automation system to manage raw material quality, product cutting weight, yielding and loss. 應用香港貨品編碼協會的自動化系統於管理原材料質素、產品切割重量、出產及損耗。	Improved production yield and served as a useful reference for the procurement team regarding enhanced raw material quality. 提高產量及為採購團隊提供有助提升原材料質素的參考。
Product delivery 產品交付	GPS technology tracks our delivery vehicles in real-time. 全球定位系統實時追蹤配送車輛。	Optimised routes to ensure on-time delivery and streamlined distribution. 優化路線，確保準時送貨及精簡配送。
Product storage 產品儲存	Upgraded glycol system for cooling hot food. 使用已升級的乙二醇系統冷卻熱食。	More efficient cooling and better temperature control for safer storage. 更高效的冷卻及溫度控制，令儲存更安全。
Operation and management 營運及管理	Implementation of digital platform such as Documentation Management System (DMS). 採用文件管理系統等數碼平台。	Centralised consolidation of quality documents such as standard operating procedures and recipes. 集中整合各類品質文件，例如標準營運程序及配方。

FOCUSING ON FOOD 專注食物

Promoting Nutritious and Healthy Food

We are offering more nutritious and green choices to meet growing demand for healthy and sustainable diets.

Healthy and inclusive meal options

Our quick service restaurants have introduced no added MSG items and optional extra vegetables. Café de Coral fast food has introduced two vegetarian meals – the signature baked plant-based pork chop rice and OmniPork patty claypot rice. Oliver's Super Sandwiches' salad bar menu is updated regularly to include a wider variety of vegetables. Our casual dining chains offer plant-based meat and milk options. Asia Pacific Catering and Luncheon Star offer options for people with specific religious requirements, such as halal and vegan food.

Asia Pacific Catering supports the Department of Health's "EatSmart@restaurant.hk" campaign and upholds a commitment to healthy eating with its signature "EatSmart Dishes". During the reporting year, our hospital outlets were classified as two-star EatSmart restaurants. Vegetarian options are also available every day to promote green eating habits.

推廣營養健康食品

我們提供更多有營養的綠色食品選擇，以迎合顧客對健康、可持續飲食日益增長的需求。

健康及包容的膳食選擇

我們的速食餐飲分店推出無添加味精的食品和增加蔬菜份量的選擇。大家樂快餐推出兩款素食 – 「招牌焗素豬扒飯」及「OmniPork 新豬肉肉餅煲仔飯」。Oliver's Super Sandwiches (利華超級三文治) 定期更新沙律吧餐單以提供更多元化的蔬菜選擇。休閒餐飲連鎖店則提供植物肉菜式和植物奶。泛亞飲食及活力午餐為有特定宗教信仰人士提供相應的食物選擇，例如清真食品及素食。

泛亞飲食支持衛生署的「有營食肆」運動，並透過其招牌「有營菜式」致力推廣健康飲食。於報告年度內，我們的醫院分店獲評為二星「有營食肆」。我們每天亦提供素食選擇，以推廣綠色飲食習慣。



Luncheon Star provides growing children with healthy meals. These are designed by qualified nutritionists, according to Department of Health requirements, and approved by school authorities and parent-teacher associations. Supporting the “Salt Reduction Scheme for School Lunches” launched by Department of Health, Luncheon Star serves dishes with 50% reduced sodium.

活力午餐為成長中的兒童提供健康膳食。相關餐單由合資格營養師設計，符合衛生署規定，並得到學校當局及家長教師協會認可。活力午餐支持衛生署推出的「學校午膳減鹽計劃」，提供減鈉50%的餐款。

To date, nearly 300 such meals have been delivered. We also reduce the amount of sauce in meals, replacing it with natural ingredients, herbs, and low-sodium spices. This year, we developed new menus to offer “Less sodium, low sugar, low-fat food” options for primary and secondary schools, as required by the Education Bureau.

活力午餐至今已提供接近300個減鈉餐。我們更減少膳食的醬汁份量，以天然食材、香草和低鈉香料代替。今年，我們根據教育局的要求，為中小學生制定「少鈉、低糖、低脂」的新菜單。

Serving halal food to people with special meal requirements 為有特殊膳食要求的人士提供清真食品

Asia Pacific Catering’s halal food concession at the Hong Kong Polytechnic University canteen offers Chana Masala, Beef Rendang and more. It has earned certification from the Incorporated Trustee of the Islamic Community Fund of Hong Kong.

Amid the fifth wave of COVID-19, we prepared halal meal boxes for people at quarantine sites. We also explored the possibility of making halal Poon Choi for the Community Spring Feast during the Chinese New Year.



泛亞飲食在香港理工大學飯堂設立的清真食品專櫃提供瑪沙拉咖喱鷹嘴豆、巴東牛肉等清真食物，有關菜式亦得到香港回教信託基金總會認可。

在第五波疫情中，我們為入住檢疫中心的人士提供清真飯盒。我們在農曆新年期間亦曾探討為社區製作清真盆菜的可行性。

Mainland China: our Efforts and Progress

High quality, safe, and healthy food is the priority for our Mainland China operations. We adhere to all applicable laws and regulations, such as the Food Safety Law of the People's Republic of China, and strict standards and protocols govern our procurement and processing.

Adopting responsible sourcing

We have established partnerships with key suppliers and ensure that they comply with our requirements. During the reporting year, factory audits were conducted on 50% of our targeted strategic suppliers.

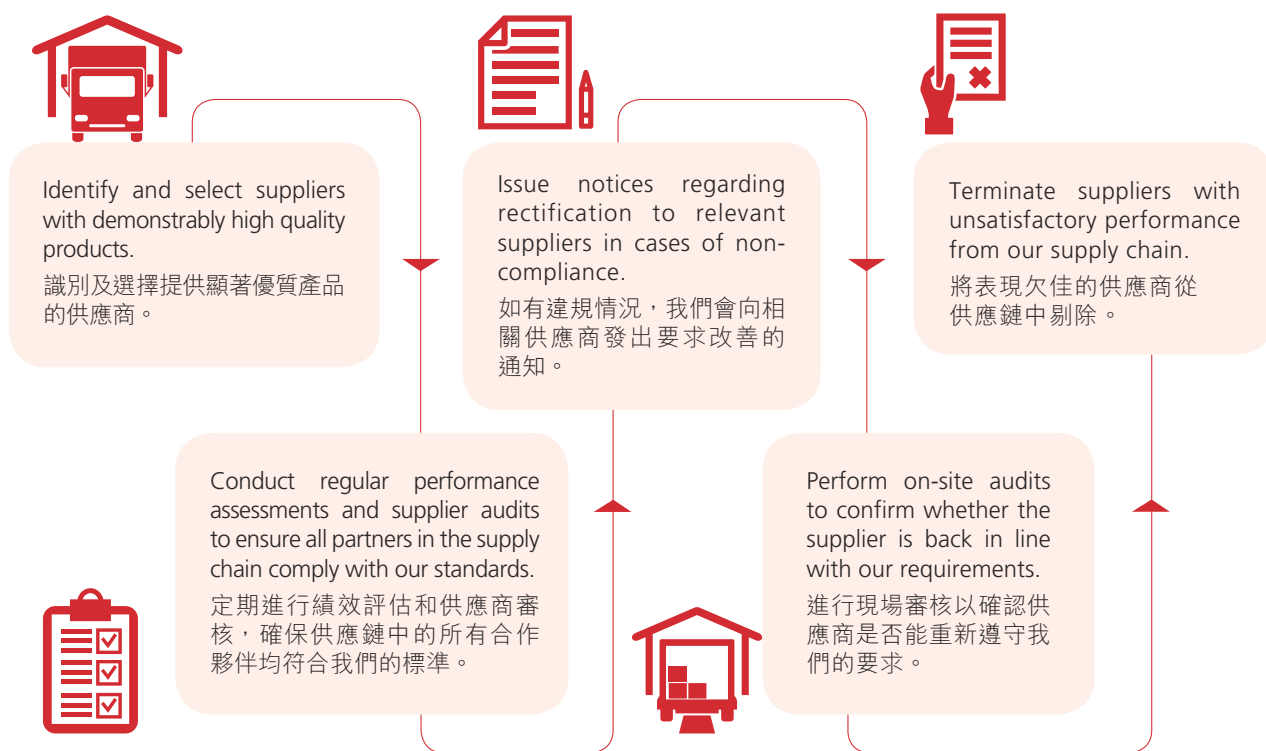
中國內地：我們的工作及進展

我們的中國內地業務將優質、安全及健康的食品放在首位。我們遵守各項適用法律及法規，例如《中華人民共和國食品安全法》，從採購至食品加工的流程均以嚴格的標準及規章監管。

採取負責任採購

我們與主要供應商建立合作夥伴關係，並確保他們符合我們的要求。於報告年度內，50%的目標重點供應商已接受工廠審核。

Supplier Management 供應商管理



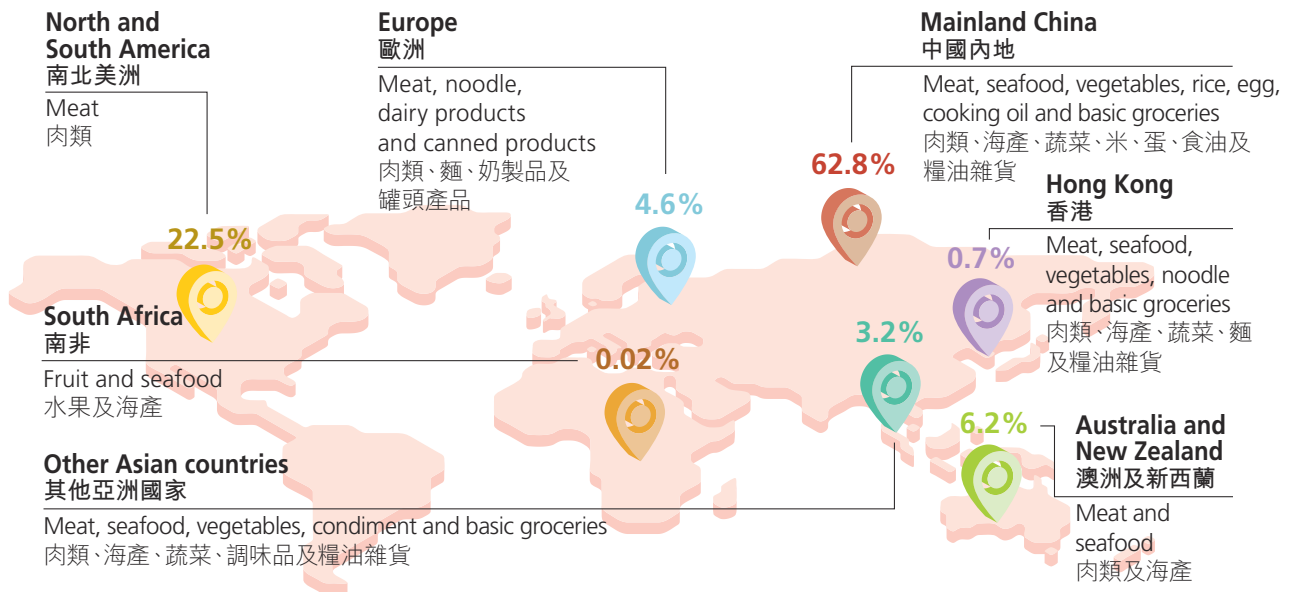
Raw ingredients with healthy nutritional values, a reliable supply chain, and fair pricing are crucial for delivering high quality food. Strict criteria govern the selection of all our raw materials. We set standards for key ingredients and a dedicated inventory team monitors the storage and delivery of food items. During the year, we have a total number of 135 food suppliers, all of which are located in Mainland China, and 54.6% of our food supplies were directly sourced.

具有健康營養價值的原材料、可靠的供應鏈及公平定價對於提供優質食品至關重要。我們所有原材料均按嚴格標準選擇。我們為重點食材制定標準，並有專責庫存團隊監督食品的儲存及配送。年內，我們共有135個食品供應商，全數位於中國內地，而集團54.6%的食品供應是直接從源頭採購。

Food Origin by Geographical Region*

按食物來源地分佈*

(as of 31 March 2022) (於二零二二年三月三十一日)



* Percentage is based on the Group's total procurement spend.
百分比乃基於集團總採購支出計算。

A grading system assists the selection and assessment of suppliers. We inform suppliers of their evaluation results and, where necessary, request corrective action. We may terminate the partnership if our standards are repeatedly breached. Approximately 12.75% of marginal-grade suppliers were terminated during the reporting year.

評級系統有助我們選擇和評估供應商。我們會向供應商分享評估結果，如有需要，我們會要求供應商採取修正行動。對於一再違反標準的供應商，我們可能會終止合作關係。於報告年度內，我們與約12.75%被評為邊緣等級的供應商終止合作。

We are committed to sustainable sourcing. To support animal welfare, we procure ingredients from renowned and responsible suppliers, particularly for eggs and beef. We also support the local economy by procuring agricultural products, including rice and lemons, from poverty-stricken regions.

我們承諾實踐可持續採購。為了支持動物福利，我們向知名且負責任的供應商採購原材料，特別是雞蛋和牛肉。我們亦向貧困地區採購大米及檸檬等農產品，支持當地經濟。

We strive to develop a resilient supply chain, to ensure food stability, quality, and safety. We inspect and manage pesticide residues in raw materials. During the reporting year, owing to COVID-19, the local government restricted food imports from certain locations. Our robust product traceability enabled us to comply promptly with such requirements, while maintaining our operations.

我們致力建立靈活的供應鏈，以確保食品供應的穩定性、質素及安全。我們檢查及管理原材料中殘留的農藥。於報告年度內，地區政府因應疫情限制了某些地方的食品進口。憑藉穩健的產品追溯系統，我們得以迅速應對，不單遵守相關要求，同時維持營運。

FOCUSING ON FOOD 專注食物

Ensuring food quality and safety

Policies at our food processing plants ensure food quality. Our Good Manufacturing Practice (GMP) model outlines standard operating procedures and defines key performance indicators for each production zone so we can effectively evaluate performance, cleanliness, hygiene, and pest control. During the reporting year, we organised GMP competitions among operating teams to enhance their quality and safety awareness.

Hygiene is of paramount importance, especially amid the pandemic. Our manufacturing facilities and employees are held to strict standards, and we regularly review our manufacturing and processing standards. We undertake internal inspections and third-party quality testing of raw materials every six months, in compliance with national laws, regulations, and standards.

To ensure food quality and safety during delivery, we engage logistics specialists to transport our products. Their vehicles are equipped with strict temperature control, automated refrigeration and temperature recording and tracking systems. We regularly review their records to identify abnormalities that might compromise our high standards.

We formulated a stringent recall and withdrawal policy with clearly-defined levels of severity. The recall procedures will be undertaken if we receive food safety alerts from the government. For customer complaints, we will investigate and review the products, and recall them if food safety issues are identified. Reports will be submitted to relevant official bodies after the recall process.

We train our employees in food management system, to keep them abreast of the latest quality and safety criteria.

Promoting nutritious and healthy food

In response to growing demand for healthy breakfasts, we introduce oatmeal with low-fat milk. We will continue to explore new, nutritious and healthy products to cater to the changing dietary habits of customers.

確保食品質素及安全

我們產製中心的政策確保食品質素。我們的「良好產製實踐」模式概述標準營運程序並界定各產製區的關鍵績效指標，以便我們可以有效評估表現、整潔度、衛生及蟲害控制。於報告年度內，我們舉辦「良好產製實踐」比賽，以提升營運團隊的質素及安全意識。

衛生至關重要，在疫情期間尤其如是。我們的產製設施及員工均遵守嚴格標準，我們亦定期檢討產製及加工標準。根據國家法律、法規及標準要求，我們每六個月對原材料進行內部檢查及第三方質素測試。

為確保配送過程中的食品質素及安全，我們委託專業物流公司運輸產品。運輸車輛均配備嚴格的溫度控制、自動製冷及溫度記錄和追蹤系統。我們定期檢視該等記錄以識別可能損害我們高質素標準的異常情況。

我們制定嚴謹的產品召回及下架退回政策，並清晰界定不同事件的嚴重程度。如收到政府部門通知，我們會迅速回收相關產品。有關顧客對產品的投訴，我們會作出深入調查，如發現食品安全問題，會馬上回收該食品，並會向相關部門提交報告。

我們對員工進行食品管理系統培訓，讓他們了解最新的質素及安全標準。

推廣營養健康食品

為回應顧客對健康早餐日益殷切的需求，我們推出低脂牛奶燕麥片。我們將繼續探索營養豐富的全新健康產品，以迎合顧客不斷改變的飲食習慣。

Future Plans

We will continue to improve our food quality and safety:

未來計劃

我們將繼續改善食品質素及安全：

Focus Areas 重點範疇

Future Plans 未來計劃



Responsible sourcing
負責任採購



- continue to enhance scope of food quality and safety certifications to match international best practice and standards.
繼續擴大食品質素及安全認證的範圍，達致國際良好作業守則及標準。
- enhance product quality by strengthening our connection with strategic suppliers.
加強與重點供應商的聯繫，提升產品質素。
- track and manage suppliers' performance by strictly executing procurement and supplier audit procedures.
嚴格執行採購及供應商審核程序，追蹤及管理供應商表現。
- promote sustainable products that address animal welfare and that are with no added antibiotics and hormones.
推廣重視動物福利、無添加抗生素或激素的可持續產品。

Food quality and safety
食品質素與安全



- improve consistency, quality, and efficiency of food handling process through technical and innovative solutions.
利用技術及創新解決方案提高食品處理過程的一致性、質素及效率。
- continue to provide training on updated standards, policies, and best practice for all employees, to standardise operations.
繼續為所有員工提供有關最新標準、政策及良好作業守則的培訓，以將營運模式標準化。

Food nutrition and health
食品營養與健康



- provide appealing and healthy options in response to changing habits and lifestyles.
提供具吸引力及健康的膳食選擇，以應對不斷改變的習慣及生活方式。

Preserving the Planet

保護環境





PRESERVING THE PLANET 保護環境

The Group is committed to playing its part in creating a sustainable environment. Our Sustainability Policy fosters a positive culture on green operating practices. We try to minimise our environmental footprint and reduce impacts along our value chain.

Addressing Climate Change

The Group recognises that climate change can have significant implications for operations. To address climate change and increase our business resilience, we have kick-started a climate risk assessment. We also referenced the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations and established a Climate Change Policy to better respond to this global issue as outlined below.

集團致力參與營造可持續發展環境。我們的可持續發展政策促進實踐綠色營運的良好文化，務求減低我們的業務及價值鏈對環境的影響。

應對氣候變化

集團明白氣候變化可對營運產生重大影響。為應對氣候變化並提高我們業務的抗禦力，我們已開展氣候風險評估。我們亦參考氣候相關財務資訊披露工作小組(TCFD)建議，制定氣候變化政策，以更有效應對這個全球問題，如下概述。

Recommended disclosures Our approach 建議披露 我們的做法

Governance 管治

Board oversight of climate-related risk and opportunities

The Board of Directors provides oversight of our risk management and ESG risks. Our Group Sustainability Committee, chaired by our CEO, assesses and manages sustainability issues.

Management's role in climate-related risk management

The Management Board reports regularly to the Board of Directors on sustainability matters.

The Sustainability Committees support climate action plans and emissions targets and manage our climate-related issues on a day-to-day basis with the support from execution groups and operations units and departments.

董事會監督氣候相關風險與機遇

董事會監督集團的風險管理，當中包括環境、社會、管治方面的風險。我們的集團可持續發展委員會由首席執行官擔任主席，負責評估和管理可持續發展議題。

管理層在氣候相關風險管理中的角色

管理局定期向董事會報告可持續發展事宜。

可持續發展委員會支援氣候行動計劃及減排目標，並由各執行小組、營運單位及部門協助管理日常的氣候相關事宜。

Strategy 策略

Climate-related risks, such as rising temperatures and sea levels, changing precipitation patterns, and frequent extreme weather, will have short-term and long-term impacts on our operations.

Increasingly stringent regulations regarding the environment and climate will bring both impacts and opportunities to our business.

We keep abreast of technological innovations and international trends regarding low carbon footprints in the supply chain, operational best practice, and sustainable materials and resources.

To identify risks and opportunities, we engaged a third-party consultant to conduct a climate risk assessment. We will disclose our risks, potential impacts and opportunities, and action plans in upcoming sustainability reports.

氣候相關風險，例如氣溫及海平面上升、降雨模式變化以及頻繁的極端天氣，將對我們的營運產生短期及長期影響。

日益嚴格的環境及氣候規例將為我們的業務帶來影響及機遇。

我們一直留意創新技術，了解有關供應鏈低碳足跡、良好營運作業指引以及可持續材料和資源的國際趨勢。

為識別風險及機遇，我們聘請第三方顧問進行氣候風險評估。我們會在將來發佈的可持續發展報告中披露我們面對的氣候風險、潛在影響和機遇，以及相應的行動計劃。

Recommended disclosures Our approach
建議披露 我們的做法

Risk Management
風險管理

The climate risk assessment will cover our outlets, plants, and supply chain. We will integrate the identified risks into the Group's Enterprise Risk Management Framework if such risks are considered to be material, and formulate mitigation measures to enhance our climate resilience.

氣候風險評估將涵蓋我們的分店、廠房及供應鏈。如當中發現重大風險，我們會將其納入集團的「企業風險管理」框架中，並制定紓減措施以提升我們適應氣候變化的能力。

Metrics and Targets
指標及目標

The Group's energy consumption and GHG emissions performance and targets are disclosed in the annual sustainability report.

我們於年度可持續發展報告中披露集團的能源消耗和溫室氣體排放績效和目標。

Managing Energy and Emissions

We closely monitor our energy consumption, establish energy and greenhouse gas emissions reduction targets, and implement energy-saving measures.

能源及排放管理

我們密切監察能源消耗、制定減少能源使用及溫室氣體排放的目標，並實行節能措施。

Energy-saving equipment and energy efficient designs

We strive to achieve energy conservation through expanding the scope of energy-saving equipment and improving energy-efficient designs.

節能設備及節能設計

我們更大規模地引入節能設備，改善節能設計，致力減少能源消耗。

Application of energy-saving equipment in stores 於分店引入節能設備

We extend energy-saving measures to different outlets. Apart from installing energy-saving dishwashers, smart stir fryers and electric stoves were gradually introduced at 36 Super Super Congee & Noodles stores during the year.

Compared to gas-fired equipment, these cooking appliances release less heat. The use of such equipment avoids high temperatures in our kitchens and also reduces the electricity consumed by our air conditioning. This initiative will be expanded to other outlets where practicable.

我們把節能措施推展至不同分店。年內，除了安裝節能洗碗機外，36間一粥麵分店亦陸續引入智能電炒鍋及電爐。

這些爐具比燃氣設備釋放較少熱力，使用此類設備可避免於廚房產生高溫，減少空調耗電量。我們將在可行情況下推展至其他分店。



PRESERVING THE PLANET 保護環境



Our Oliver's Super Sandwiches and The Spaghetti House outlets at Cityplaza were awarded "two leaf" ratings in the landlord's Green Kitchen Initiative Programme. These ratings recognised our efforts in adopting energy-efficient kitchen equipment and design as well as green practices. The recognition encourages us to make our daily operations greener, with tailored and practical initiatives.

我們位於太古城中心的 Oliver's Super Sandwiches (利華超級三文治) 及 The Spaghetti House (意粉屋) 分店參加了業主舉辦的「綠色廚房」計劃，並榮獲「貳葉獎」。有關獎項肯定了我們的努力，包括採用節能廚房設備和設計以及綠色營運方式，更推動我們按不同情況制定實用的措施，使日常營運更環保。

We joined Foodpanda's Sustainable Restaurant Certification Scheme in October 2021. Participating restaurants were required to undergo assessment on their sourcing, food preparation, packaging, waste reduction and other practices. In recognition of our efforts in sustainable operation, Café de Coral fast food was granted the Silver Award, while Super Super Congee & Noodles, Oliver's Super Sandwiches, The Spaghetti House, Shanghai Lao Lao and Mixian Sense received the Bronze Award.

我們於2021年10月參加了Foodpanda的可持續餐廳認證計劃。參與的餐廳必須接受評核，評核範疇包括採購、食物準備、包裝、減廢和其他營運措施。當中大家樂快餐獲得「銀獎」，而一粥麵、Oliver's Super Sandwiches (利華超級三文治)、The Spaghetti House (意粉屋)、米線陣及上海佬佬均獲得「銅獎」，表揚我們在可持續發展方面的成就。



We implement an “Air Lobby” at the entrance of some Café de Coral fast food stores to enhance energy efficiency of our air-conditioning system by heat resistance. The “Air Lobby” is a physical corridor constituted by two sliding doors with the installation of fan coils provided to reduce the warming effect incurred by the influx of hot and humid air from outdoor.

At our outlets, we have upgraded lights to LEDs and energy-saving bulbs, and switched to energy-saving dishwashers. At our manufacturing plants, a building management system (BMS) has been used to monitor electricity consumption in different zones to identify abnormal electricity consumption pattern.

我們在部分大家樂快餐分店入口應用「空調大堂」技術，透過阻隔熱空氣提高我們空調系統的能源效益。「空調大堂」是由兩個滑門組成的實體玻璃走廊，並裝有管風機，以減少室外的濕熱空氣流入分店所產生的暖化效應。

我們亦將分店的燈具升級為LED燈管及節能燈泡，並改用節能洗碗機。我們的產製中心已採用樓宇管理系統(BMS)監察不同區域的耗電量，以識別異常的耗電情況。



Air Lobby
空調大堂



Energy-saving dishwasher
節能洗碗機

Energy efficient operational practices

Optimising the facility's heating, ventilation and air conditioning (HVAC) system can maximise performance and reduce energy consumption. At Café de Coral fast food, an HVAC team conducts regular inspections and maintenance. Meanwhile, we publish guidelines to integrate conservation into daily operations.

We participated in CLP's Peak Demand Management Programme during the reporting period. This enhanced our understanding of our daily electricity usage, which help us devise reduction solutions.

Renewable energy

We encourage the use of renewable and carbon-efficient fuels. Certified companies collect our used cooking oil and recycle it into biodiesel. We create a sustainable cycle by using renewable biodiesel in our vehicles.

We continue to pursue the development of renewable energy. We have been exploring the feasibility of installing solar panels on the rooftop of our manufacturing plants to generate renewable energy in the future.

節能營運措施

改善設施的供暖、通風及空調(HVAC)系統可提升其性能及減少能源消耗。大家樂快餐的HVAC團隊定期進行檢查及維修設備。此外，我們將節能理念融入日常營運，並發佈相關指引。

於報告期內，我們參與香港中電的「高峰用電管理計劃」，令我們更了解日常用電的模式，以助制定減少用電的方案。

可再生能源

我們鼓勵使用可再生及低碳燃料。我們指定獲認證的公司收集營運產生的廢食油，將其回收再造為生物柴油。集團車隊使用生物柴油，形成可持續循環。

我們繼續推動可再生能源，探索日後在產製中心樓頂安裝太陽能板的可行性。

22% of our vehicles use biodiesel
車輛使用生物柴油



PRESERVING THE PLANET 保護環境

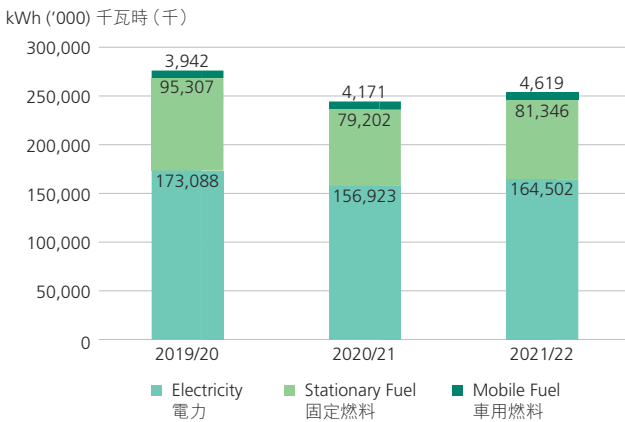
Energy consumption and GHG emissions target and performance

We established a reduction target on energy use intensity and GHG emissions intensity against the FY2013/14 baseline.

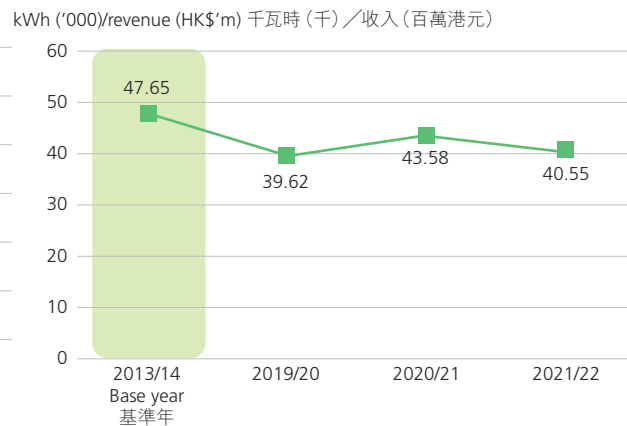
能源消耗及溫室氣體排放目標和表現

我們以二零一三／一四財政年度為基準年，制定能源消耗強度及溫室氣體排放強度的減排目標。

Energy Consumption by Type
按類型劃分的能源消耗



Energy Consumption Intensity
能源消耗強度



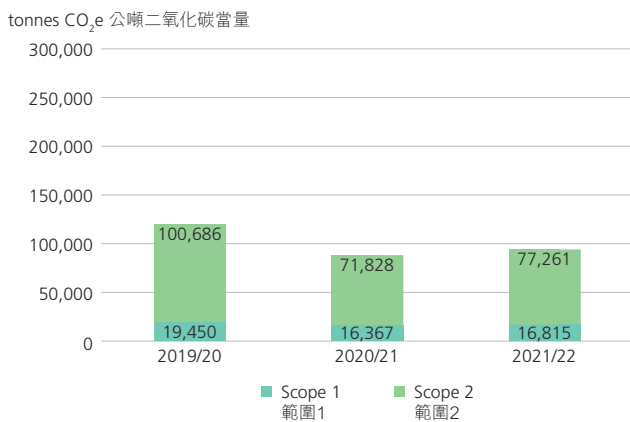
Performance compared with 2013/14 baseline
與基準年相比之表現

2019/20	2020/21	2021/22
-16.8%	-8.5%	-14.9%

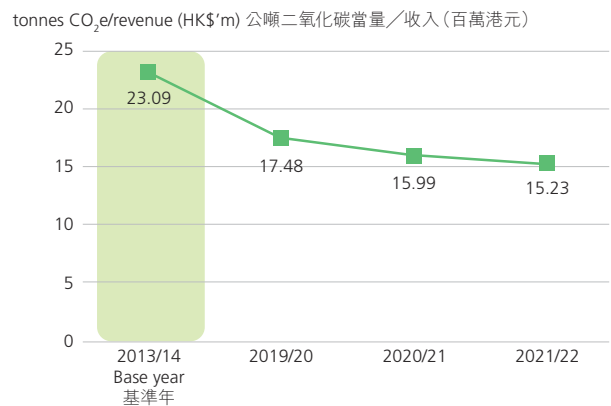
Energy Consumption Intensity Targets
能源消耗強度目標

2024/25	2029/30
-25%	-30%

Greenhouse Gas (GHG) Emissions
溫室氣體排放



Greenhouse Gas (GHG) Emissions Intensity
溫室氣體排放強度



Performance compared with 2013/14 baseline
與基準年相比之表現

2019/20	2020/21	2021/22
-24.3%	-30.7%	-34.0%

GHG Emissions Targets
溫室氣體排放強度目標

2024/25	2029/30
-28%	-30%

Promoting Water Stewardship

The Group strictly follows the Water Pollution Control Ordinance (Cap. 358). We promote water stewardship, with conservation initiatives across our operations. We set water reduction targets, track use across our facilities, and enhance our efficiency with advanced technology and improved processes.

Water efficient equipment

Although there were no problems in sourcing water for our operations, we strive to reduce our consumption by adopting water-efficient equipment. At our manufacturing plants, a high-frequency defroster is used to handle chicken steak. We are investigating its thawing quality and efficiency to expand its use to different types of meat.

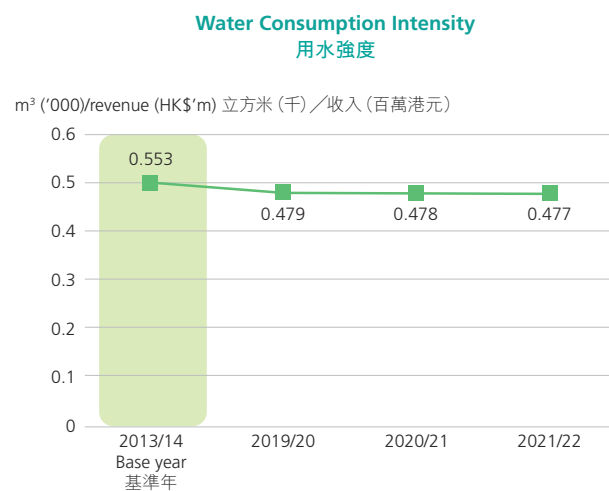
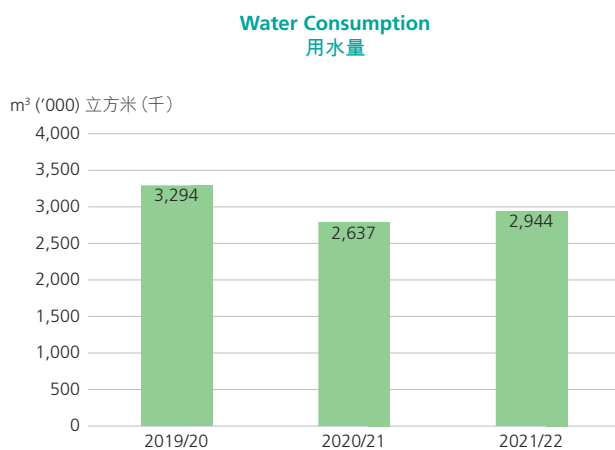
Our dishwasher are both energy efficient and water efficient. Taps with flow regulators were installed to further reduce our water consumption.

Water efficient operational process

Periodical evaluations and adjustments on our practices enhance our operational water efficiency. Our guidelines at Luncheon Star were developed with reference to international best practice and the ISO 14001 Environmental Management System. We also raise our staff's awareness of water conservation with educational posters and signs.

Water consumption target and performance

We have formulated water reduction targets to reduce 20% and 25% of water consumption intensity by 2024/25 and 2029/30 respectively against the performance in 2013/14.



Performance compared with 2013/14 baseline 與基準年相比之表現			Water Consumption Intensity Targets 用水強度目標	
2019/20	2020/21	2021/2022	2024/25	2029/30
-13.4%	-13.6%	-13.7%	-20%	-25%

推廣水資源管理

集團嚴格遵守《水污染管制條例》(第358章)，推廣水資源管理，並在營運中採取節水措施。我們制定節水目標，監察各項設施的用水情況，並透過先進技術及改善流程提高用水效益。

節水設備

儘管集團營運並無求取適用水源的問題，我們仍致力透過採用節水設備減少用水量。我們於產製中心使用高頻率解凍裝置處理雞扒，並正研究其解凍質素及效率，以便用於不同肉類。

我們使用節能節水的洗碗機，並安裝附設流量調節器的水龍頭，進一步減少用水。

節水的營運流程

我們定期評估及調整操作流程，以提升營運用水效率。活力午餐制定的指引參考了國際最佳實務及ISO 14001環境管理體系。我們亦透過教育海報及標誌提高員工的節水意識。

用水量目標及表現

我們已制定節水目標，務求到二零二四／二五年度及二零二九／三零年度的用水強度分別較二零一三／一四年度減少20%及25%。

Adopting Responsible Waste Management Practices

The Group adopts a three-tiered waste management approach across our operations, which prioritises waste avoidance over waste reduction and recycling. Food is a major source of waste in our industry. Accordingly, we implemented food waste separation and collection programme across all outlets and set food waste intensity reduction targets this year.

The group has collected and handled hazardous and non-hazardous waste in accordance with the Waste Disposal Ordinance (Cap. 354). For non-hazardous waste, we started measuring the amount of food waste produced in our operations while that of general waste has not been recorded. We have also continued to record various hazardous waste types including toner cartridge, fluorescent light tubes and batteries. We have been reviewing the waste collection and data review practices, and relevant data will be disclosed in the future.

Waste reduction, recycling and recovery

We strive to minimise operational and manufacturing waste by adopting efficient monitoring measures in our production line. As stipulated in our environmental protection guidelines, supervisors are required to check inventories and production plans before procurement to avoid overstocking.

GS1 Automation solutions are adopted to support the production yielding improvement plan to better monitor raw material quality, cut weight accuracy, increase product productivity and identify areas to prevent waste.

We have improved our waste-handling practices, including the gradual adoption of systematic source separation of food waste at manufacturing plants and outlets.

We partner with landlords and government to recycle our food waste. In the reporting year, we also continued to participate in the government's Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial Scheme, in which biogas yield in anaerobic digestion at sewage treatment facilities will be used to general electricity.

Alongside these food waste initiatives, vendors have been nominated to collect paper, glass, and metal for recycling. All of our outlets also engage certified companies to collect and recycle their used cooking oil. The total amount of recycled oil in 2021/22 was 505,664 litres.

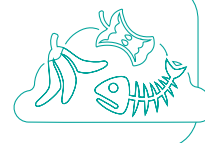
Waste reduction target and performance

During the reporting year, we have established reduction targets for food waste. We aim at reducing food waste intensity in our operations by 4% by 2024/25 and 10% by 2029/30 against the FY2020/21 baseline.

Food waste reduction targets 減少廚餘目標

2024/25 ↓ 4%

2029/30 ↓ 10%



實施負責任的廢物管理措施

集團在業務中採用三個層級的廢物管理架構，先盡量避免產生廢物，繼而減少廢物量及進行回收。剩食是我們業界的主要廢物來源。為此，我們今年已在各分店推行廚餘分類及收集計劃，並設訂立減少廚餘密度的目標。

集團已按照《廢物處置條例》(第354章)收集及處理有害及無害廢物。在無害廢物方面，我們已開始量度營運產生的廚餘量，而一般廢物量則暫無記錄。我們繼續記錄各類有害廢物，包括碳粉盒、光管及電池。我們正調整廢物回收及數據分析的方法，並在未來披露相關數據。

減廢、回收及再造

我們在生產線採取有效的監察措施，致力減少營運及產製過程產生的廢物。我們的環保指引規定，各主管需於採購前檢查存貨及生產計劃，以避免存貨過多。

我們採用香港貨品編碼協會的自動化解決方案，支援產量改善計劃，以便更有效地監控原材料質素、提升切割重量準確度、促進生產力，以及找出可從哪些方面避免生產廢物。

我們已改善廢物處理方法，包括逐步在產製中心及分店有系統地將廚餘由源頭分類。

我們與業主及政府合作回收廚餘。於報告年度內，我們亦繼續參與政府的「廚餘、污泥共厭氧消化」試驗計劃，在污水處理廠透過共厭氧消化所產生的生物氣體將會用於發電。

除了上述處理廚餘措施外，我們亦指定供應商收集紙張、玻璃及金屬循環再造。我們所有分店亦聘請獲認證的公司收集及回收廢食油。於二零二一/二二年度回收的廢食油總量達505,664公升。

減廢目標及表現

報告期內，我們制定了減少廚餘目標，務求到二零二四/二五年度及二零二九/三零年度的廚餘密度分別較二零二零/二一年度基準年減少4%及10%。



Rolling out food waste separation and collection programme 推出廚餘分類及收集計劃

Our stores and food processing plants have deployed the food waste collection and separation programme. Our Food Separation Manual details the standard operating procedure, and we provide relevant training for branch staff. Reward scheme will be established to encourage ongoing participation.

Every day, in each store, food is separated from general waste and weighed. The data is compiled every month and used to improve our preparation processes, ingredients selection, and portion sizes to reduce food waste. To guarantee accuracy, we engage a third-party to verify the data.

In select branches, we have been trialling to record data on cloud platform. A smart device was also introduced to automatically update the data when food waste was weighed so as to better monitor data and reduce manual data collection work.

The Environmental Protection Department launched a larger scale pilot scheme on food waste collection in 2021. Having participated in the scheme, our food waste was sent to O • PARK1, an organic resources recovery centre in Siu Ho Wan, where it is converted into biogas for electricity generation and compost.

我們的分店及食品產製中心已開展廚餘分類及收集計劃。我們的《廚餘管理操作指南》詳述廚餘分類的標準流程。我們為分店員工提供相關培訓，並將設立獎賞機制以鼓勵持續參與。

所有分店每日都會將廚餘和一般廢物分開，然後過磅。我們每月收集數據，以改善準備流程、食材挑選及膳食份量，從而減少廚餘。為確保準確性，我們聘用第三方核實數據。

我們已於特定分店試用雲端平台記錄數據，亦試用智能裝置，在量度廚餘重量時自動更新數據，以便更有效地監察數據，減少以人手收集數據。

環境保護署於二零二一年推出大規模的廚餘收集先導計劃。我們已參與此項計劃，將廚餘送往位於小蠔灣的有機資源回收中心O • PARK1，將其轉化為生物氣體作發電及堆肥之用。



PRESERVING THE PLANET 保護環境

Sustainable Packaging

Plastic packaging is another common type of waste generated from our operations. To reduce plastic waste, we have continued our effort to minimise the usage of plastic packaging and adopt sustainable materials for our packaging.

Minimising packaging waste

We have minimised excessive packaging waste by removing plastic knives from takeaway cutlery packs and avoiding plastic/foam material for takeaway packaging across all brands. The group also set up “No Straws” policy to restrict the use of plastic material.

We also continue to identify areas to reduce packaging waste during our manufacturing processes by procuring goods in bulk packaging to minimise packaging waste. During the year, we have switched the packaging for 18 types of raw materials from small to bulk.

Shifting to sustainable packaging materials

We have been looking for enhancement in the new material source, new technology and the latest market information to reduce the amount of disposable plastics tableware used in our operations. Some of our Asia Pacific Catering outlets have been using biodegradable utensils for takeaway. We have adopted paper cups made from sustainable materials approved by Forest Stewardship Council (FSC) in Café de Coral fast food, Super Super Congee & Noodles and Asia Pacific Catering, and it will be gradually rolled out to other brands.

We have also gradually introduced biodegradable containers made from plant fibers for takeaways for Asia Pacific Catering and Oliver's Super Sandwiches, replacing 41.54 tonnes of plastic containers.

可持續包裝

塑膠包裝是另一種我們營運中產生的常見廢物。為減少塑膠廢物，我們繼續盡力減少使用塑膠包裝，並採用可持續的包裝物料。

減少包裝廢物

我們所有品牌的外賣餐具套裝不再提供膠刀，以減少過度包裝產生的廢物。我們又避免使用以塑膠／發泡膠物料製成的外賣包裝，並制定「無飲管」政策，減少使用塑膠物料。

我們亦繼續探求在產製過程中減少包裝廢物的空間，改為批量採購，盡量減少包裝廢物。年內，我們已將18種散裝原材料改為大批量採購。

轉用可持續包裝物料

為減少營運中使用的即棄塑膠餐具數量，我們不斷尋求改善新物料來源、應用新科技及掌握最新市場資訊。部分的泛亞飲食分店提供可生物降解的外賣餐具。我們在大家樂快餐、一粥麵及泛亞飲食採用由森林管理委員認證的可持續物料製造紙杯，並將逐步在其他品牌推行。

我們亦逐步在泛亞飲食及 Oliver's Super Sandwiches (利華超級三文治) 引入由植物纖維製成的可生物降解外賣餐盒，取代了41.54噸塑膠餐盒。



Mainland China: our Efforts and Progress

To conserve resources and minimise the environmental impacts of our business, we adopt new technologies and embrace energy-saving innovations.

Managing energy and emissions

Since August 2021, we have utilised the steam produced from the local government's cogeneration process which help reduce the emissions generated by our boiler system. We have been progressively phasing out the use of boilers to produce steam.

Combined Heat and Power system 熱電聯產系統

Combined heat and power (CHP), or cogeneration, is the use of a power plant or a heat engine to simultaneously generate both electric power and useful heat. By capturing this waste heat using a variety of heat-exchange measures, a well-designed and operated CHP scheme is expected to provide better energy efficiency than a conventional plant, leading to both energy and cost savings to produce the same amount of useful energy.

熱電聯產，又稱為汽電共生，是指利用發電廠或者熱力發電機同時生產電力和熱能。精心設計且運行良好的熱電聯產裝置，可以透過各種熱交換技術充分利用這部分的廢熱，因此其能源效益會高於傳統發電站，可用更少能源和成本的情況下生產同等電力。

During the reporting year, all our stores installed energy-saving dishwashers that save 25–30% electricity. Steamers that reduce cooking time by 36% and griddles that increase heating efficiency have been installed at approximately 34.6% of our stores. Detachable insulation for all of our steam valves prevents heat loss and therefore does not waste energy.

High-efficiency cooling system enables our products to be cooled in a shorter amount of time. An electricity meter on the cooling tank closely monitors and calculates the energy saved. We replaced all original lighting with energy-efficient LED lighting systems in our Mainland China Central Food Processing Centre.

中國內地：我們的工作及進展

為節約資源並減少我們的業務對環境的影響，我們採用新技術及創新節能措施。

能源及排放管理

自二零二一年八月起，我們使用當地政府由熱電聯產過程所產生的蒸汽，從而減少鍋爐系統產生的排放。我們正逐步停止使用鍋爐去製造蒸汽。



於報告年度內，我們所有分店均已安裝節能洗碗機，可節省25–30%電力。另外，約34.6%的分店已安裝智能蒸櫃，可減少36%的烹調時間，亦已安裝可提高加熱效率的扒爐。我們所有蒸汽閥的可拆卸隔熱層可防止熱力流失，避免浪費能源。

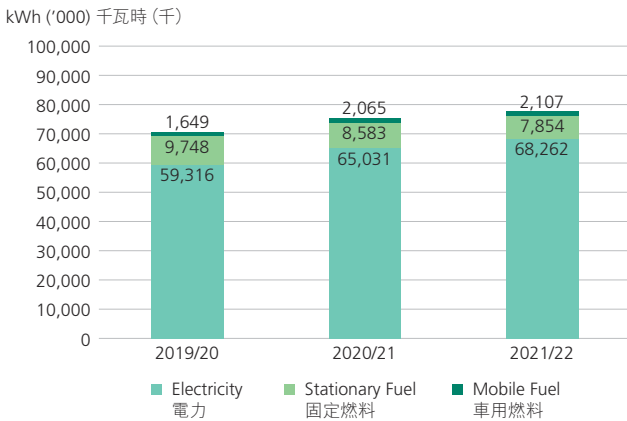
我們採用高效冷卻系統，使產品在較短時間內冷卻。冷水槽上的電能記量錶可密切監控及計算節省到的能量量。我們亦擴展照明改造項目，內地食品產製中心已全面改用節能LED照明系統。

PRESERVING THE PLANET 保護環境

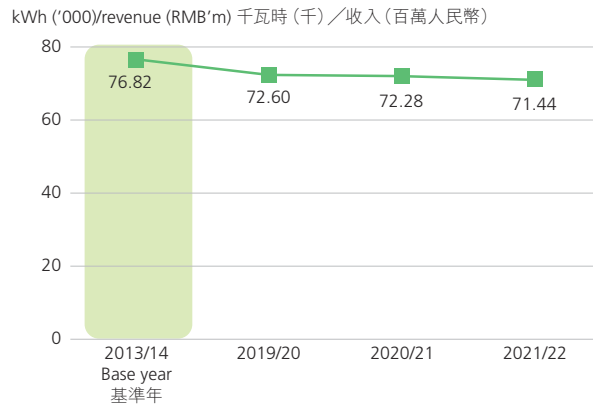
We established reduction targets on energy use intensity and GHG emissions intensity against the FY2013/14 baseline.

我們以二零一三／一四財政年度為基準年，制定減少能源消耗強度及溫室氣體排放強度的目標。

Energy Consumption by Type
按類型劃分的能源消耗



Energy Consumption Intensity
能源消耗強度



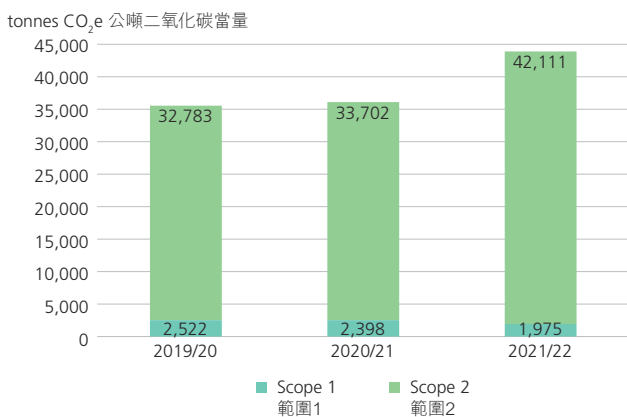
Performance compared with 2013/14 baseline
與基準年相比之表現

2019/20	2020/21	2021/22
-5.5%	-5.9%	-7.0%

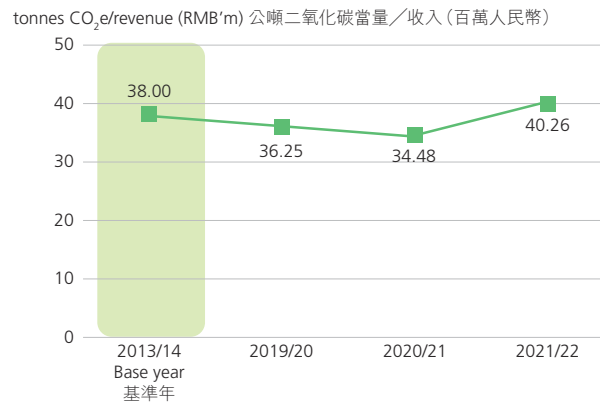
Energy Consumption Intensity Targets
能源消耗強度目標

2024/25	2029/30
-9%	-11%

Greenhouse Gas (GHG) Emissions
溫室氣體排放



Greenhouse Gas (GHG) Emissions Intensity
溫室氣體排放強度



Performance compared with 2013/14 baseline
與基準年相比之表現

2019/20	2020/21	2021/22
-4.6%	-9.3%	5.9%

GHG Emissions Targets
溫室氣體排放強度目標

2024/25	2029/30
-13%	-15%

Promoting water stewardship

Water is crucial to maintaining the stability of our business. We comply with the Water Pollution Prevention and Control Law of the People's Republic of China. We closely monitor our performance, identify opportunities to adopt new technology, and enhance our practices and equipment to ensure we are on track to meet our target.

We have adopted overall monitoring of water usage patterns. In our food processing plants, water meters record consumption at plant, production line, and equipment level. Anomalies or leakages are promptly identified and rectified.

We have formulated water reduction targets to decrease 3% and 5% of water consumption intensity by 2024/25 and 2029/30 respectively against the performance in 2013/14.

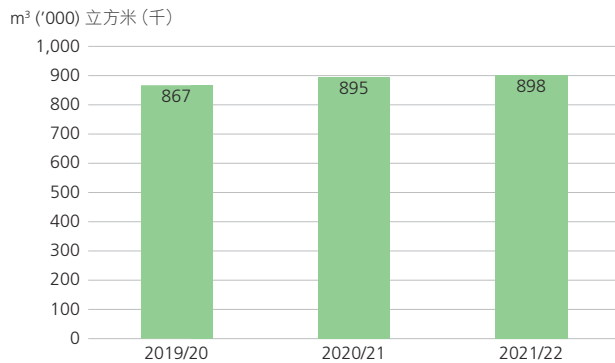
推廣水資源管理

水資源對維持我們的業務穩定至關重要。我們遵守《中華人民共和國水污染防治法》，密切監察集團表現，發掘採用新技術的機會，並改善營運流程及設備，以確保我們能夠達到目標。

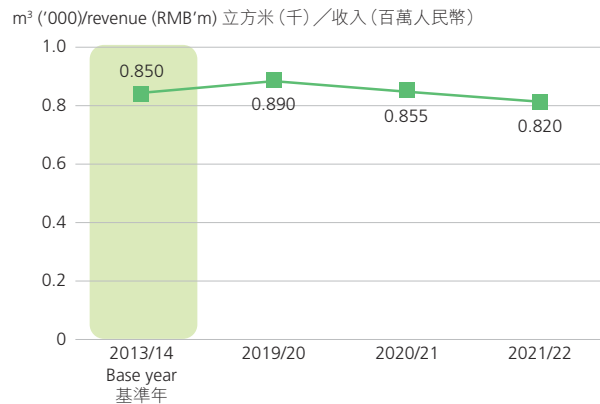
我們全面監察用水模式。我們的食品產製中心設有水錶，記錄廠房、生產線及設備層面的用水量，協助我們及時發現並糾正異常或漏水情況。

我們已制定節水目標，到二零二四／二五年度及二零二九／三零年度的用水強度分別較二零一三／一四年度減少3%及5%。

Water Consumption
用水量



Water Consumption Intensity
用水強度



Performance compared with 2013/14 baseline 與基準年相比之表現

2019/20	2020/21	2021/2022
+4.7%	+0.6%	-3.5%

Water Consumption Intensity Targets 用水強度目標

2024/25	2029/30
-3%	-5%

Adopting responsible waste management practices

We strictly comply with the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China. Best practice in waste management is adopted according to the circumstances of each business, and monthly records enable us to analyse and compare waste at our branches. Most of the food waste produced in our food processing plants and outlets were sent to recycling in 2021/22.

實施負責任的廢物管理措施

我們嚴格遵守《中華人民共和國固體廢物污染防治法》，根據各項業務的情況採用廢物管理的良好作業守則，並每月記錄，以便分析和比較各分店的廢物產生情況。於二零二一／二二年度，我們的食品產製中心和分店所產生的大部分廚餘已送往回收設施。

PRESERVING THE PLANET 保護環境

Non-hazardous waste produced:

產生的無害廢物量：

	Unit 單位	2020/21	2021/22
General waste 一般廢物⁷			
• Food processing plants and offices 中央產製中心及辦公室	tonnes 公噸	63.9	400.1
• Outlets 分店	tonnes 公噸	892.4	1,014.1
Food waste 廚餘			
• Food processing plants and offices 中央產製中心及辦公室	tonnes 公噸	426	553.3
• Outlets 分店	tonnes 公噸	2,548.9	2,872.4

Aligned with the Hong Kong operations, we have established the reduction targets for food waste. We have been working hard on monitoring our food waste generation and reviewing the key improvement areas to minimise waste. We aim at reducing food waste intensity by 4% by 2024/25 and 10% by 2029/30 against FY2020/21 in our Mainland China operations.

Environmental awareness is key to effective waste management. We train our people to sort, handle and recycle waste, and raise public awareness of recycling via our website and social media.

Sustainable packaging

Amid tightening restrictions on single-use plastics in Mainland China, we work closely with our suppliers to explore sustainable alternatives. During the reporting year, we discussed the feasibility of producing non-plastic coffee stirrers. Since 2021, we have replaced plastic straws and plastic bags used for takeaway cutlery with sustainable paper alternatives. For takeaway, we have phased in environmentally-friendly containers made from plant fibers, saving 87 tonnes of plastic containers this year.

Our previously disposable foam packaging for Poon Choi has been replaced with a reusable thermal insulation bag, with our New Year lucky bag products, to encourage our customers to reduce their reliance on disposable plastic. We have also introduced biodegradable bags at our stores.

與香港業務一樣，我們在內地亦制定了減少廚餘的目標。我們一直努力監察廚餘產生情況並審視主要改善範疇，以減少廚餘。我們以二零二零／二一年度為基準年，務求於二零二四／二五年度及二零二九／三零年度將內地營運中的廚餘密度分別降低4%及10%。

有效廢物管理的關鍵是有良好的環保意識。我們培訓員工分類、處理及回收廢物，並透過集團網站和社交媒體提高公眾的回收意識。

可持續包裝

因應中國內地收緊對即棄塑膠的限制，我們與供應商密切合作，探索可持續的替代方案。於報告年度內，我們討論了生產非塑膠咖啡攪拌棒的可行性。自二零二一年起，我們已不再使用塑膠飲管，並以可持續的紙品替代餐具包的塑膠包裝。我們已經分階段於提供外賣時採用環保植物纖維製成的容器，於年內節省87噸塑膠容器。

我們將盆菜原來的即棄發泡膠包裝替換成可重複使用的保溫袋，並將我們的新年福袋產品包裝設計成可重複使用，以鼓勵顧客減少使用即棄塑膠袋。我們分店亦已使用可生物降解膠袋。

⁷ In 2020/21, only waste generated from Scanfoods was recorded. In 2021/22, the Group extended its measurement on general waste to include both Scanfoods and Mainland China Central Food Processing Centre, while the general waste produced in Macau outlets has not yet been recorded. 於二零二零／二一年度，我們僅記錄北歐國際食品所產生的廢物。於二零二一／二二年度，集團擴大一般廢物的計算範圍，以涵蓋北歐國際食品及中國內地的中央產製中心，而澳門分店的廢物則暫無記錄。

Future Plans

We strive to mitigate emissions and reduce negative impacts on the environment in our value chain:

未來計劃

我們致力減排及減少價值鏈中對環境造成的負面影響：

Focus Areas 重點範疇

Future Plans 未來計劃



Energy efficiency
能源效益



- continue to introduce energy-efficient technology and kitchen equipment, electrical appliances and manufacturing equipment.
繼續引入節能的技術、廚房設備、電器及產製設備。
- explore opportunities to adopt renewable energy.
探索利用可再生能源的可能性。

Water stewardship
水資源管理



- identify and apply water saving technologies.
識別和應用節水技術。
- constantly monitor and evaluate water consumption to identify potential problems and ensure effective operation.
持續監察和評估用水量，以識別潛在問題並確保有效營運。

Waste management
廢物管理



- regularly review the on-site implementation and efficiency of our food waste collection and separation programme.
定期檢討廚餘收集及分類計劃的實際情況和效率。
- explore further collaboration with public institutions or private recyclers to increase the recycling rate of waste oil, food, plastic, and metal.
探索與公營機構及私人回收商進一步合作，以提高廢食油、廚餘、塑膠及金屬的回收率。
- enhance waste collection practice and data review across food processing plants and outlets.
加強產製中心及分店的廢物收集措施，以及分析數據的方法。

Performance Data Summary

表現數據摘要

Economic Value 經濟價值

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2020/2021	2021/2022	2020/2021	2021/2022
Total revenue 總收入	HK\$m or RMB'm 百萬港元或百萬人民幣	5,514	6,177	1,047	1,095

Social Performance Indicators 社會表現數據

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2020/2021	2021/2022	2020/2021	2021/2022
Employment – Full-time Employee Distribution 僱員 – 全職員工					
Total 總數	no. of people 人數	6,814	6,578	3,498	3,594
By gender 按性別劃分					
Male 男性	no. of people 人數	2,412	2,324	1,519	1,464
Female 女性	no. of people 人數	4,402	4,254	1,979	2,130
By age 按年齡組別劃分					
30 or below 30歲或以下	no. of people 人數	628	536	1,577	1,373
31–50 31至50歲	no. of people 人數	3,213	3,037	1,595	1,786
51 or above 51歲或以上	no. of people 人數	2,973	3,005	326	435
Employment – Part-time Employee Distribution 僱員 – 兼職員工					
Total 總數	no. of people 人數	6,185	5,512	1,612	2,270
By gender 按性別劃分					
Male 男性	no. of people 人數	959	919	418	620
Female 女性	no. of people 人數	5,226	4,593	1,194	1,650
By age 按年齡組別劃分					
30 or below 30歲或以下	no. of people 人數	985	832	655	897
31–50 31至50歲	no. of people 人數	2,403	1,980	816	1,132
51 or above 51歲或以上	no. of people 人數	2,797	2,700	141	241
Average Monthly Turnover Rate⁸ 平均每月流失率					
Total 總數	% 百分比	4.43%	5.58%	5.36%	4.73%
By gender 按性別劃分					
Male 男性	% 百分比	6.19%	6.67%	6.56%	5.97%
Female 女性	% 百分比	3.82%	5.19%	4.61%	3.99%
By age 按年齡組別劃分					
30 or below 30歲或以下	% 百分比	8.44%	11.60%	7.55%	7.46%
31–50 31至50歲	% 百分比	3.48%	4.77%	3.43%	3.04%
51 or above 51歲或以上	% 百分比	4.01%	4.70%	3.82%	3.28%

⁸ The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year, which is based on the number of leavers in each category for the month divided by the number of employees in that category at the end of that month. Employee turnover is defined as full time and part time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.
 「平均每月流失率」是指報告年度內每月流失率的平均數，即各員工組別每月離職員工數目除以該員工組別月底員工總數。員工流失是指報告期內自願離職或因解僱、退休或在職死亡的全職和兼職員工。

PERFORMANCE DATA SUMMARY
表現數據摘要

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2020/2021	2021/2022	2020/2021	2021/2022
Occupational Safety and Health 職業安全與健康					
Work-related fatality 因工死亡事故	no. of people 人數	0	0	0	0
Lost days ⁹ 損失工作日	no. of days 日數	11,598	10,546	416	950
Lost days rate ¹⁰ 損失工作日比率	% 百分比	0.08%	0.24%	0.023%	0.044%
Outlets that recorded zero injuries 錄得零工傷的分店	% 百分比	71%	76.84%	Note 附註 ¹¹	84%
Development and Training – Percentage of Employee Trained 發展與培訓 – 受訓員工百分比					
By employee category 按職劃分					
Senior management 高級管理層	% 百分比	100%	100%	75%	100%
Middle management 中級管理層	% 百分比	99%	100%	31%	95%
General staff and frontline staff 一般及前線員工	% 百分比	99%	100%	Note 附註 ¹²	69%
By gender 按性別劃分					
Male 男性	% 百分比	98%	100%	Note 附註 ¹³	79%
Female 女性	% 百分比	100%	100%	Note 附註 ¹³	66%
Development and Training – Average Training Hours per Employee 發展與培訓 – 平均每位員工的受訓時數					
By employee category 按職劃分					
Senior management 高級管理層	hours 小時	7	13	22	51
Middle management 中級管理層	hours 小時	26	59	15	71
General staff and frontline staff 一般及前線員工	hours 小時	34	83	Note 附註 ¹²	147
By gender 按性別劃分					
Male 男性	hours 小時	33	78	Note 附註 ¹³	135
Female 女性	hours 小時	34	82	Note 附註 ¹³	144

⁹ Lost day refers to sick leaves due to all types of work-related injuries within the reporting year.

「損失工作日」指於報告年度內各種工傷導致的病假日數。

¹⁰ Lost day rate refers to sick leave due to all types of work-related injuries per the number of workdays of the total number of employees within the reporting year.

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

¹¹ Mainland China operations only recorded lost day rate in 2020/21 and started to record the percentage of outlets that have zero injuries in 2021/22. 中國內地業務於二零二零/二一年度僅記錄損失工作日比率，並於二零二一/二二年度開始記錄錄得零工傷的分店百分比。

¹² In 2020/21, the percentage and average training hours of general and frontline staff trained were not recorded in Mainland China operations.

於二零二零/二一年度，我們並無記錄中國內地業務一般及前線員工的受訓百分比和平均受訓時數。

¹³ In 2020/21, the training data was not categorised by gender for Mainland China operations.

於二零二零/二一年度，中國內地業務的培訓數據沒有按性別劃分。

PERFORMANCE DATA SUMMARY
表現數據摘要

Supply Chain Management 供應鏈管理

Region 地區	Product 產品	Hong Kong 香港	
		2020/2021	2021/2022
Food Origin by Geographical Region 按食物來源地分佈			
Mainland China 中國內地	Meat, seafood, vegetables and basic groceries 肉類、海產、蔬菜及糧油雜貨	47.2%	45.7%
North and South America 南北美洲	Meat and fruit 肉類及水果	20.1%	21.3%
Other Asian Countries 其他亞洲國家	Meat, seafood, vegetables and basic groceries 肉類、海產、蔬菜及糧油雜貨	15.5%	15.2%
Hong Kong 香港	Meat, seafood, vegetables and basic groceries 肉類、海產、蔬菜及糧油雜貨	7.8%	8.6%
Europe 歐洲	Meat, dairy products and canned products 肉類、奶製品及罐頭產品	4.7%	5.4%
Australia and New Zealand 澳洲及新西蘭	Meat, seafood and dairy products 肉類、海產及奶製品	3.7%	3.1%
South Africa 南非	Fruit and seafood 水果及海產	1.0%	0.8%

Region 地區	Product 產品	Mainland China 中國內地	
		2020/2021	2021/2022
Food Origin by Geographical Region 按食物來源地分佈			
Mainland China 中國內地	Meat, seafood, vegetables, rice, egg, cooking oil and basic groceries 肉類、海產、蔬菜、米、蛋、食油及糧油雜貨		62.8%
North and South America 南北美洲	Meat 肉類		22.5%
Australia and New Zealand 澳洲及新西蘭	Meat and seafood 肉類及海產		6.2%
Europe 歐洲	Meat, noodle, dairy products and canned products 肉類、麵、奶製品及罐頭產品	Note 附註 ¹⁴	4.6%
Other Asian countries 其他亞洲國家	Meat, seafood, vegetables, condiment and basic groceries 肉類、海產、蔬菜、調味品及糧油雜貨		3.2%
Hong Kong 香港	Meat, seafood, vegetables, noodle and basic groceries 肉類、海產、蔬菜、麵及糧油雜貨		0.7%
South Africa 南非	Fruit and seafood 水果及海產		0.02%

¹⁴ Mainland China operations did not record the percentage of food origins by geographical regions in 2020/21, and started to record in 2021/22. 中國內地業務於二零二零/二一年度並無記錄食物來源地分佈百分比，並於二零二一/二二年度開始記錄相關數據。

Environmental Performance Indicators 環境表現數據

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2020/2021	2021/2022	2020/2021	2021/2022
Energy Consumption¹⁵ 能源消耗					
Electricity 電力	kWh ('000) 千瓦時(千)	156,923	164,502	65,031	68,262
Stationary fuel 固定燃料	kWh ('000) 千瓦時(千)	79,202	81,346	8,583	7,854
Mobile fuel 車用燃料	kWh ('000) 千瓦時(千)	4,171	4,619	2,065	2,107
Energy consumption intensity ¹⁶ 能源消耗強度	kWh ('000)/revenue (HK\$'m or RMB'm) 千瓦時(千)/收入 (百萬港元或百萬人民幣)	43.58	40.55	72.28	71.44
Greenhouse Gas (GHG) Emissions¹⁷ 溫室氣體排放					
Scope 1 ¹⁸ 範圍一	tonnes CO ₂ e 公噸二氧化碳當量	16,367	16,815	2,398	1,975
Scope 2 ¹⁹ 範圍二	tonnes CO ₂ e 公噸二氧化碳當量	71,828	77,261	33,702	42,111
GHG emissions intensity 溫室氣體排放強度	tonnes CO ₂ e/revenue (HK\$'m or RMB'm) 公噸二氧化碳當量/收入 (百萬港元或百萬人民幣)	15.99	15.23	34.48	40.26
Air Emissions Performance²⁰ 氣體排放表現					
Sulphur oxides (SO _x) 硫氧化物	tonnes 公噸	0.012	0.013	0.003	0.003
Nitrogen oxides (NO _x) 氮氧化物	tonnes 公噸	6.658	6.485	0.369	0.365
Particulate matter (PM) 顆粒物	tonnes 公噸	0.450	0.436	0.031	0.030

¹⁵ The data covers business activities and operations over which the Group has direct operational control and full authority to introduce and implement its operating policies.

數據包括集團擁有直接營運控制權及可全權推行和執行營運政策的業務活動及營運。

¹⁶ Energy consumption intensity, GHG emissions intensity and water use intensity are calculated by dividing our absolute energy consumption, GHG emissions and water consumption in Hong Kong or Mainland China by the total revenue of our operations in the respective regions within the reporting scope. The total revenue of our Hong Kong operations for 2013/14, 2019/20, 2020/21 and 2021/22 was HK\$5,589 million, HK\$6,873 million, HK\$5,514 million and HK\$6,177 million respectively. That for our Mainland China operations was RMB975 million, RMB974 million, RMB1,047 million and RMB1,095 million respectively.

能源消耗強度、溫室氣體排放強度及用水強度是按香港或中國內地的絕對能源消耗、溫室氣體排放或用水量數據，除以本報告範圍內各地區的營運總收入計算。集團在二零一三/一四、二零一九/二零、二零二零/二一及二零二一/二二年度的香港營運總收入分別為5,589百萬港元、6,873百萬港元、5,514百萬港元及6,177百萬港元；而中國內地的營運總收入分別為975百萬人民幣、974百萬人民幣、1,047百萬人民幣及1,095百萬人民幣。

¹⁷ Reported GHG emissions do not include those arising from outsourced operations and fugitive emissions. The Group regularly reviews its GHG emissions with a view to expanding the scope of data disclosure in future reports. Scope 1, Scope 2 and total GHG emissions are calculated with reference to the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition), issued By the Environmental Protection Department and the Electrical and Mechanical Services Department of the HKSAR Government, and How to prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs issued By Hong Kong Exchanges.

集團匯報的溫室氣體排放並不包括與外判營運及雪種相關之排放。集團將定期檢視其溫室氣體排放匯報，以期在將來的報告中擴大溫室氣體排放數據之披露範圍。範圍一、範圍二及溫室氣體總排放量之計算方法參考香港特別行政區政府環境保護署及機電工程署編寫的《香港建築物(商業、住宅或公共用途)的溫室氣體排放及減除的審計和報告指引》(2010版)及港交所發佈的《如何編備環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》。

¹⁸ Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include emissions from stationary fuel combustion and mobile combustion.

範圍一為直接溫室氣體排放及減除，主要包括固定燃燒源及車用燃燒源所產生的溫室氣體排放。

¹⁹ Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas. Emission factors are obtained from local utility companies.

範圍二為消耗所購電力及煤氣所產生的間接溫室氣體排放。排放係數由當地電力及燃氣公司提供。

²⁰ Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles. Biodiesel-associated emissions are calculated using the same factor as diesel. This is the most closely related conversion factor available in the region.

匯報之總氣體排放包括由氣體燃料消耗及車隊產生的氣體排放。由於有關地區只有最近似可用的柴油換算因子，故此計算由生物柴油產生相關之氣體排放。

PERFORMANCE DATA SUMMARY 表現數據摘要

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2020/2021	2021/2022	2020/2021	2021/2022
Water Consumption²¹ 用水量					
Water consumption 用水量	m ³ ('000) 立方米(千)	2,637	2,944	895	898
Water consumption intensity 用水強度	m ³ ('000)/revenue (HK\$'m or RMB'm) 立方米(千)/收入(百萬港元 百萬人民幣)	0.478	0.477	0.855	0.820
Waste Management – Central Food Processing Plants and Offices 廢物處理 – 中央產製中心及辦公室					
Non-hazardous waste recycled 已回收的無害廢物					
Waste cooking oil 廢食油	litres ('000) 升(千)	57.1	56.6	Note 附註 ²²	8.5
Food waste 廚餘	tonnes 公噸	635.2	605	Note 附註 ²²	544.3
Paper 廢紙	tonnes 公噸	561	590	298	233.3
Plastics 塑膠	tonnes 公噸	80	99	13.3	24.3
Metal 金屬	tonnes 公噸	113	137	31.8	18.8
Glass 玻璃	tonnes 公噸	34	40	Note 附註 ²²	35.7
Waste Management – Outlets 廢物處理 – 分店					
Non-hazardous waste recycled 已回收的無害廢物					
Waste cooking oil 廢食油	litres ('000) 升(千)	429.8	449.1	130.9	162.9
Food waste 廚餘	tonnes 公噸	Note 附註 ²³	Note 附註²³	2,548.9	2,872.4
Paper 廢紙	tonnes 公噸	Note 附註 ²⁴	Note 附註²⁴	397.1	454.8
Plastics 塑膠	tonnes 公噸				
Metal 金屬	tonnes 公噸				
Glass 玻璃	tonnes 公噸				
Use of Packaging Materials 包裝物料的使用					
Total food and beverage packaging material used ²⁵ 用於餐飲的包裝物料總量	tonnes 公噸	3,882	4,270	Note 附註 ²⁵	1,530
Food and beverage packaging material intensity 餐飲包裝物料使用強度	tonnes/revenue (HK\$'m or RMB'm) 公噸/收入(百萬港元 或百萬人民幣)	0.704	0.691	Note 附註 ²⁵	1.397

²¹ Water consumed is freshwater from local municipal sources.

集團的耗水均源自當地市政用水。

²² Central food processing plants in Mainland China operations did not record the data of recycling of waste cooking oil, food waste and glass in 2020/21 and started the data collection in 2021/22.

中國內地業務的中央產製中心並無於二零二零/二一年度記錄廢食油、廚餘和玻璃的回收數據，並於二零二一/二二年度開始收集相關數據。

²³ The food waste collection and separation programme was rolled out in all Hong Kong outlets in October 2021. The amount of food waste produced from October 2021 to March 2022 was 3,493 tonnes. The Group is actively collaborating with landlords and property management office to arrange recycling.

所有香港分店於二零二一年十月開始廚餘收集及分類計劃，於二零二一年十月至二零二二年三月期間所產生的廚餘為3,493公噸。集團正積極與業主和物業管理處合作，安排回收。

²⁴ Recycling of recyclables including paper, plastics, metal and glass are currently not recorded in Hong Kong outlets. The Group will explore the feasibility of collecting the data.

香港分店目前並無記錄紙張、塑膠、金屬及玻璃等回收物的回收情況，集團將探討收集相關數據的可行性。

²⁵ Mainland China operations did not track the data of packaging materials in 2020/21 and started the data collection in 2021/22, while the data of packaging materials used in Macau outlets has not yet been recorded.

中國內地業務並無於二零二零/二一年度記錄包裝物料的數據，並於二零二一/二二年度開始收集相關數據，而澳門分店的包裝物料數據暫無記錄。

Awards and Recognitions

獎項及榮譽

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

我們連續第七年獲選為恒生可持續發展企業基準指數成份股，並獲得「AA」評級。同時，截至本報告日，我們亦在MSCI環境、社會及管治評分中獲得「A」評級。



Hang Seng Corporate Sustainability Index Series Member 2021-2022



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

此外，我們獲得多個獎項，肯定我們可持續發展的表現，進一步推動我們繼續邁向可持續發展。

Hong Kong 香港

Catering to Customers 以客為先

Awards/Recognitions 獎項／榮譽

Organiser 主辦機構

Your Choice @ Focus: Hong Kong White Collar's Most Favourite Fast Food Restaurant Brand Award 2021
香港白領最喜愛「快餐連鎖店」品牌大獎 2021

Focus Media
分眾傳媒

HKIM Market Leadership Awards 2021 – Greater Bay Area Power Brand
市場領袖大獎 2021 – 大灣區實力品牌

Hong Kong Institute of Marketing (HKIM)
香港市務學會

2021 Service Retailers of the Year – Fastfood/Restaurants Category Award
HKRMA 年度最佳服務零售商 – 快餐店／餐廳及酒樓組別

Hong Kong Retail Management Association
香港零售管理協會

Caring Company 2021/2022 – 10 Years Plus Caring Company Logo
商界展關懷 2021/2022 – 10年Plus「商界展關懷」標誌

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

U Magazine Favorite Food Awards 2021 – My Favorite Quick Service Restaurant (Café de Coral Fast Food)
U Magazine 我最喜愛食肆選舉 2021 – 我最喜愛快餐店(大家樂快餐)

U Magazine

Empowering our Employees 員工為本

Awards/Recognitions 獎項／榮譽

Organiser 主辦機構

BEST HR Awards 2021
– Best Corporate Social Responsibility Award – GOLD
– Best Diversity & Inclusion Strategy Award – GOLD
– Best Employee Health & Safety Programme Award – GOLD
BEST HR Awards 2021
– 最佳企業社會責任大獎 – 金獎
– 最佳員工多元及共融策略大獎 – 金獎
– 最佳員工健康及安全計劃大獎 – 金獎

CTgoodjobs

AWARDS AND RECOGNITIONS 獎項及榮譽

Focusing on Food 專注食物

Awards/Recognitions 獎項／榮譽

Organiser 主辦機構

Quality Food Scheme 2021 – Diamond Enterprise
優質食品計劃 – 鑽石企業

GS1 Hong Kong
香港貨品編碼協會

Preserving the Planet 保護環境

Awards/Recognitions 獎項／榮譽

Organiser 主辦機構

BOCHK Corporate Environmental Leadership Awards 2020
– EcoChallenger
– 5 Years+ EcoPioneer
中銀香港企業環保領先大獎2020
– 環保優秀企業 EcoChallenger
– 5年+ 參與環保先驅獎章

Bank of China (Hong Kong)/
Federation of Hong Kong Industries
中國銀行(香港)/香港工業總會

Friends of EcoPark 2021
2021 環保園之友

EcoPark
環保園

Foodpanda's Sustainable Restaurant Certification
– Silver: Café de Coral fast food
– Bronze: Super Super Congee & Noodles/The Spaghetti House/
Oliver's Super Sandwiches/Mixian Sense/Shanghai Lao Lao
Foodpanda 環保飲食餐廳認證
– 銀獎：大家樂快餐
– 銅獎：一粥麵／意粉屋／Oliver's Super Sandwiches／米線陣／上海姥姥

Foodpanda

The ESG Leader Platinum Award
環境、社會、企業管治領袖白金獎

Institute of ESG & Benchmark
環境社會及企業管治基準學會

Swire Properties Green Kitchen Initiative – Two Leaf Rating
– The Spaghetti House (Cityplaza)
– Oliver's Super Sandwiches (Cityplaza)
太古地產「綠色廚房」計劃 – 「貳葉獎」
– 意粉屋(太古城中心)
– Oliver's Super Sandwiches(太古城中心)

Swire Properties
太古地產

Mainland China 中國內地

Awards/Recognitions 獎項／榮譽

Organiser 主辦機構

100 Strongest Fast-food Companies in China 2020
2020 年度中國快餐企業百強

China Cuisine Association
中國烹飪協會

New Power Restaurant Brand of Guangdong Commercial Real Estate 2021
2021 廣東商業地產餐飲新勢力品牌

Guangdong Commercial Real Estate
Investment Association
廣東省商業地產投資協會

The Popular Caterings' Brands of Year
年度人氣餐飲品牌

Guangzhou New Style/Pepsi
廣州潮生活／百事可樂

Hurun Most Valuable Restaurant Chain in China 2021 – Top 30
胡潤中國餐飲連鎖企業投資價值榜 – 前30名

Hurun Report
胡潤百富

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General Disclosure and KPIs

一般披露及
關鍵績效指標

Disclosure
披露

Reference
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頁數

A. Environmental 環境

Aspect A1: Emissions
層面 A1：排放物

General Disclosure and KPIs	Disclosure	Reference	Page
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Preserving the Planet 保護環境	64 – 79
KPI A1.1 關鍵績效指標 A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	64 – 79; 80 – 84
KPI A1.2 關鍵績效指標 A1.2	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). 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）。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	64 – 79; 80 – 84
KPI A1.3 關鍵績效指標 A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Preserving the Planet 保護環境	64 – 79
KPI A1.4 關鍵績效指標 A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Preserving the Planet 保護環境	64 – 79

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General Disclosure and KPIs 一般披露及關鍵績效指標			
Key Performance Indicator 關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
KPI A1.5 關鍵績效指標 A1.5	Description of emissions target(s) set and steps taken to achieve them. 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。	Preserving the Planet 保護環境	64 – 79
KPI A1.6 關鍵績效指標 A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 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。	Preserving the Planet 保護環境	64 – 79
Aspect A2: Use of Resources 層面 A2：資源使用			
General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Preserving the Planet 保護環境	64 – 79
KPI A2.1 關鍵績效指標 A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	64 – 79; 80 – 84
KPI A2.2 關鍵績效指標 A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	64 – 79; 80 – 84
KPI A2.3 關鍵績效指標 A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 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。	Preserving the Planet 保護環境	64 – 79
KPI A2.4 關鍵績效指標 A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 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。	Preserving the Planet 保護環境	64 – 79
KPI A2.5 關鍵績效指標 A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。	Performance Data Summary 表現數據摘要	80 – 84

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General Disclosure and KPIs 一般披露及 關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
Aspect A3: The Environment and Natural Resources 層面 A3：環境及天然資源			
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Preserving the Planet 保護環境	64 – 79
KPI A3.1 關鍵績效指標 A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Preserving the Planet 保護環境	64 – 79
Aspect A4: Climate Change 層面 A4：氣候變化			
General Disclosure 一般披露	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Preserving the Planet 保護環境	64 – 79
KPI A4.1 關鍵績效指標 A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 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。	Preserving the Planet 保護環境	64 – 79

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General Disclosure and KPIs			
一般披露及 關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
B. Social – Employment and Labour Practices 社會 – 僱傭及勞工常規			
Aspect B1: Employment 層面 B1：僱傭			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees 員工為本	32 – 49
KPI B1.1 關鍵績效指標 B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region. 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	32 – 49; 80 – 84
KPI B1.2 關鍵績效指標 B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Empowering our Employees 員工為本； Performance Data Summary 表現數據摘要	32 – 49; 80 – 84
Aspect B2: Health and Safety 層面 B2：健康與安全			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees 員工為本	32 – 49
KPI B2.1 關鍵績效指標 B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年（包括匯報年度）每年因工亡故的人數及比率。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	32 – 49; 80 – 84

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KPI B2.2 關鍵績效指標 B2.2	Lost days due to work injury. 因工傷損失工作日數。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	32 – 49; 80 – 84
KPI B2.3 關鍵績效指標 B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Empowering our Employees 員工為本	32 – 49
Aspect B3: Development and Training 層面 B3：發展及培訓			
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Empowering our Employees 員工為本	32 – 49
KPI B3.1 關鍵績效指標 B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	32 – 49; 80 – 84
KPI B3.2 關鍵績效指標 B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	32 – 49; 80 – 84
Aspect B4: Labour Standards 層面 B4：勞工準則			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees 員工為本	32 – 49
KPI B4.1 關鍵績效指標 B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Empowering our Employees 員工為本	32 – 49
KPI B4.2 關鍵績效指標 B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Empowering our Employees 員工為本	32 – 49

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Operating Practices 營運慣例			
Aspect B5: Supply Chain Management 層面 B5：供應鍵管理			
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鍵的環境及社會風險政策。	Focusing on Food 專注食物	50 – 63
KPI B5.1 關鍵績效指標 B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Focusing on Food 專注食物	50 – 63
KPI B5.2 關鍵績效指標 B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	Focusing on Food 專注食物	50 – 63
KPI B5.3 關鍵績效指標 B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鍵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。	Focusing on Food 專注食物	50 – 63
KPI B5.4 關鍵績效指標 B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 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。	Focusing on Food 專注食物	50 – 63
Aspect B6: Product Responsibility 層面 B6：產品責任			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Catering to Customers; 以客為先； Focusing on Food 專注食物	20 – 31; 50 – 63
KPI B6.1 關鍵績效指標 B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	There was no material product recalled during the reporting period. 報告年度內並無重大產品回收事件。	N/A 不適用

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KPI B6.2 關鍵績效指標 B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Catering to Customers; 以客為先； Focusing on Food 專注食物 All customer feedback and queries were properly handled and addressed under our complaint handling mechanism and did not lead to any substantial impact on the Group's operations. The Group is currently reviewing the customer relationship management system to better categorise the complaints received. 所有客戶的意見及查詢均已根據我們的處理機制妥善處理及跟進，並沒有對集團營運造成重大影響。集團正審視客戶關係管理系統以便更好地將接獲的投訴分類。	20 – 31; 50 – 63
KPI B6.3 關鍵績效指標 B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Catering to Customers 以客為先	20 – 31
KPI B6.4 關鍵績效指標 B6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Catering to Customers; 以客為先； Focusing on Food 專注食物	20 – 31; 50 – 63
KPI B6.5 關鍵績效指標 B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Our Approach to Sustainability – Ethics and Integrity 我們的可持續發展方針 – 道德與誠信	10

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Aspect B7: Anti-corruption 層面 B7：反貪污			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Our Approach to Sustainability – Ethics and Integrity 我們的可持續發展方針 – 道德與誠信	10
KPI B7.1 關鍵績效指標 B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於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。	There were no legal cases regarding corrupt practices brought against the Group or its employees concluded during the reporting period. 於報告年度內，並無發生指控本集團或其員工貪污之訴訟案件。	N/A 不適用
KPI B7.2 關鍵績效指標 B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Our Approach to Sustainability – Ethics and Integrity 我們的可持續發展方針 – 道德與誠信	10
KPI B7.3 關鍵績效指標 B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Our Approach to Sustainability – Ethics and Integrity 我們的可持續發展方針 – 道德與誠信	10
Aspect B8: Community Investment 層面 B8：社區投資			
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Our Response to COVID-19; 我們如何應對新冠病毒疫情； Catering to Customers 以客為先	14 – 19; 20 – 31
KPI B8.1 關鍵績效指標 B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Our Response to COVID-19; 我們如何應對新冠病毒疫情； Catering to Customers 以客為先	14 – 19; 20 – 31
KPI B8.2 關鍵績效指標 B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Our Response to COVID-19; 我們如何應對新冠病毒疫情； Catering to Customers 以客為先	14 – 19; 20 – 31

