



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



2022/23

Sustainability Report 可持續發展報告

* For identification purposes only 僅供參考



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Message from the Chairman

主席的話

As life returns to normal after three years under the pandemic, Café de Coral Group is delighted to be celebrating our 55th anniversary with the people of Hong Kong. During the past few years, challenges including social distancing measures, travel restrictions and operating limitations severely tested the agility and resilience of our business. With the lifting of all major pandemic-related restrictions earlier this year, Hong Kong's economy is on the road to recovery.

Our steadfast commitment to sustainability helped to guide us through the unprecedented storm of the past three years. Founded on the pillars of **Catering to Customers, Empowering our Employees, Focusing on Food**, and **Preserving the Planet**, our sustainability strategy paves the way for continuous business development while creating long-term value for all stakeholders.

With signs of economic recovery emerging after the lifting of pandemic restrictions, we are reviewing and updating our operating models to capture business opportunities, expand market share, and connect with the community.

For more than half a century, we have remained true to our sustainability goals. Through good times and bad, these principles form the core of our business and daily operations. Building on the tremendous support of our customers, staff, partners, investors and the wider community, we look forward to guiding our business through the next half of a century, and beyond.

Lo Hoi Kwong, Sunny
Chairman of Café de Coral Group

隨著三年疫情過去，大家的生活開始回復正常，此時也迎來大家樂集團成立五十五周年之慶。過去數年的社交距離措施、旅遊及營運限制為集團帶來重重挑戰，考驗我們業務的靈活性和應變能力。自本年初疫情相關的主要限制措施解除後，我們樂見香港經濟逐漸踏上復甦之路。

集團對可持續發展理念的堅持，引領我們過去三年經歷前所未有的難關。我們的可持續發展策略著重「以客為先」、「員工為本」、「專注食物」及「保護環境」四大範疇，有助推動業務繼續發展，同時為所有與業務有關人士創造長遠價值。

自防疫限制措施撤銷後，經濟逐步復甦，我們正審視和調整營運模式，以便把握商機、擴大市場佔有率，並與社區維持聯繫。

逾半個世紀以來，我們對可持續發展目標堅定不移，這些原則已成為業務和日常營運的重心，風雨不改。有賴顧客、員工、合作夥伴、投資者及廣大社區的鼎力支持，集團將昂然步入下一個五十年，邁向更遠的將來。

大家樂集團主席
羅開光



Message from the Management Board

管理局的話

Growing together with Hong Kong for over half-century, Café de Coral Group is committed to delivering quality food and service to every customer. Sustainability principles are integrated into our management philosophy, fostering steady business growth over the years and the resilience to navigate through difficult times. Now that the pandemic is behind us, we remain deeply thankful to all of our stakeholders for their continued support during the challenging past few years.

The financial year began during the end of the fifth wave of COVID-19 in Hong Kong, and ended with the reopening of the border, and a gradual relaxation of pandemic restrictions, leading to a cautiously optimistic outlook for the economy. Although brighter days are clearly ahead, we remain alert for any potential risks that may affect our recovery.

Post-pandemic, one of the immediate challenges facing our business, and the catering industry as a whole, is a significant shortage of labour. We have launched initiatives to recruit and retain talent, and put extra effort into creating a safe, fair and engaging workplace that supports our people in reaching their full potential. At the same time, we ensure all employees have adequate training to advance their careers.

The pandemic had a profound impact on the market environment in Hong Kong, and we quickly adjusted our business models to meet changing consumer preferences. Looking beyond the dining experience, we took a new approach to emotionally connect with customers through our “Taste of Togetherness” brand campaign, which shared heartwarming stories of family and friendship, backed by a charity campaign to support those in need. As part of our responsibility to the community, we introduced our food assistance programme “Bon Appetit Café”, offering \$12 million worth of food support to 3,000 beneficiaries facing financial difficulty during the pandemic.

Keeping up with the latest industry developments, the Group has invested in digitalisation and automated solutions including in-store serving robots, a revamp of our Club100 app and enhanced self-ordering tools, allowing us to optimise efficiency while improving customers’ overall dining experience.

With the occurrence of high temperatures and extreme meteorological events continuing to increase, we recognise the threat of climate change is hitting us faster than expected. We have conducted a climate risk assessment to evaluate the Group’s adaptability to various extreme climate events, and developed mitigation plans to enhance our resilience to any potential risks.

We have been proactively minimising our carbon footprint and water consumption from our operations, and made a firm commitment to reduce daily output of organic waste. All of our Hong Kong outlets have implemented food waste separation practices, while some have started food waste recycling with the support of the government and landlords. We continuously monitor and analyse data from our operations to explore new solutions for lowering food waste intensity.

As we celebrate our 55th anniversary, we are proud to count on the continued support of all our stakeholders. The turbulent days of the pandemic have proven the effectiveness of our sustainability efforts, which have allowed us to remain agile and resilient under the toughest business conditions. Looking to create a better future, we are committed to fostering sustainable development and driving positive change in the industry.

For and on behalf of the Management Board
Lo Tak Shing, Peter
Chief Executive Officer
Hong Kong, 15 June 2023

大家樂集團一直與香港同步成長逾半世紀，致力為每位顧客提供優質食品及服務。可持續發展原則已融入我們的管理之道，多年來推動業務穩步發展，並帶領集團跨過每個艱難時刻。疫情已經過去，我們衷心感謝所有與業務有關人士過往數年對我們的支持。

本財政年度開始時正值香港第五波新冠病毒疫情的尾聲，並於通關和防疫限制措施逐步放寬後完結，故此我們對經濟環境審慎樂觀。雖然前景令人鼓舞，但我們繼續保持警覺，留意任何可能影響集團復甦的潛在風險。

在後疫情時代，勞動力嚴重短缺成為迫切的難題之一，影響我們的業務以至整個飲食業。我們已推出多項措施招攬及挽留人才，並加倍努力建立安全、公平及愉快的工作環境，協助員工盡展所長。同時，我們確保提供充足的培訓予所有員工，以幫助他們發展事業。

疫情為香港的市場環境帶來深遠影響，我們迅速調整業務模式，以滿足消費者不斷變化的喜好。除了為顧客提供優質的用餐體驗，我們透過全新品牌企劃「有大家，就有大家樂」，與顧客建立感情連繫。該企劃分享有關家庭及友誼的窩心小品，配合慈善活動支持有需要人士。我們履行對社區的責任，推出食物援助計劃「大家開飯」，在疫情期間給予1,200萬港元食物援助額支援3,000名受惠人士，協助他們面對經濟困難。

集團緊貼業界最新發展，投資數碼化及自動化解決方案，包括在店內加添機械人提供服務，更新「Club 100」應用程式及改善自助點餐工具，從而提升效率及顧客的整體用餐體驗。

高溫及極端天氣事件越見頻繁，足見氣候變化的威脅迫在眉睫。我們進行了氣候風險評估，以衡量集團對各類極端天氣事件的適應能力，並制定緩解方案，務求加強我們面對任何潛在風險的應變能力。

我們一直盡力減少業務營運的碳足跡及用水量，並承諾減少產生有機廢物。香港全線分店已實行廚餘分類措施，部分分店更在政府及業主的支持下展開廚餘回收。我們繼續監察和分析業務營運的數據，尋求減少廚餘密度的新方案。

適逢集團五十五周年誌慶，我們有幸得到所有與業務有關人士繼續支持。疫情的出現正好印證我們的可持續發展工作行之有效，讓我們在極其嚴峻的營商環境中仍然靈活應變。我們將繼續致力推動可持續發展，為業界帶來正面影響，創造更美好的將來。

代表管理局
首席執行官
羅德承
香港，二零二三年六月十五日

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 2022 to 31 March 2023 ("the reporting year"). Unless otherwise stated, it covers our operations in Hong Kong and Mainland China. The report 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").

The four pillars that we believe are most crucial and pertinent to our stakeholders – **Catering to Customers, Empowering our Employees, Focusing on Food** and **Preserving the Planet** – are covered in this report. These pillars are the foundation of our sustainable growth and demonstrate our long-term dedication to ESG topics.

In preparing this report, we abide by the four reporting principles outlined in the HKEX ESG Reporting Guide:

- **Materiality:** We engage stakeholders and conduct regular materiality assessments to identify and prioritise ESG issues in our operations. The Management Board and Board of Directors evaluate and approve those issues to ensure they reflect the concerns of our stakeholders.
- **Quantitative:** This report's quantitative disclosure allows stakeholders to monitor and assess our ESG achievements. Where appropriate, we compare year-on-year data and evaluate its implications.
- **Balance:** We aim to provide fair and balanced disclosure on the major aspects of our ESG performance, by emphasising both accomplishments and areas for development.
- **Consistency:** We have disclosed in accordance with the HKEX ESG Reporting Guide since 2015, to provide consistent and comparable information about our achievements over time.

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

本報告涵蓋大家樂集團於二零二二年四月一日至二零二三年三月三十一日(「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重要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」。這些範疇突顯集團持續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。

- **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，以識別業務營運中與環境、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。
- **一致性：**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，隨時間提供一致及具有可比性的資料。

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 stakeholders' opinions and suggestions. Feedback regarding this report or our sustainability performance is welcome by email at sustainability@cafedecoral.com or by post at 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”) opened its first branch in Hong Kong in 1968, and pioneered Hong Kong-style fast food in the city. Publicly traded on the Hong Kong Stock Exchange since 1986, the Group has expanded to 529 dining establishments: 376 in Hong Kong and 153 across 11 cities in the Greater Bay Area, employing more than 19,555 people. We also have four ISO-certified food processing plants in Hong Kong and Mainland China.

Integrating both Chinese and Western culinary traditions, the group pioneered the Chinese fast food concept and built our reputation as ‘Hong Konger’s Canteen’. Committed to spreading this spirit, our business spans throughout the region and across quick service restaurants, casual dining chains, institutional catering and food processing. Being one of the leading restaurant and catering companies in Asia, we are proud to preserve and strengthen our competitive edge.

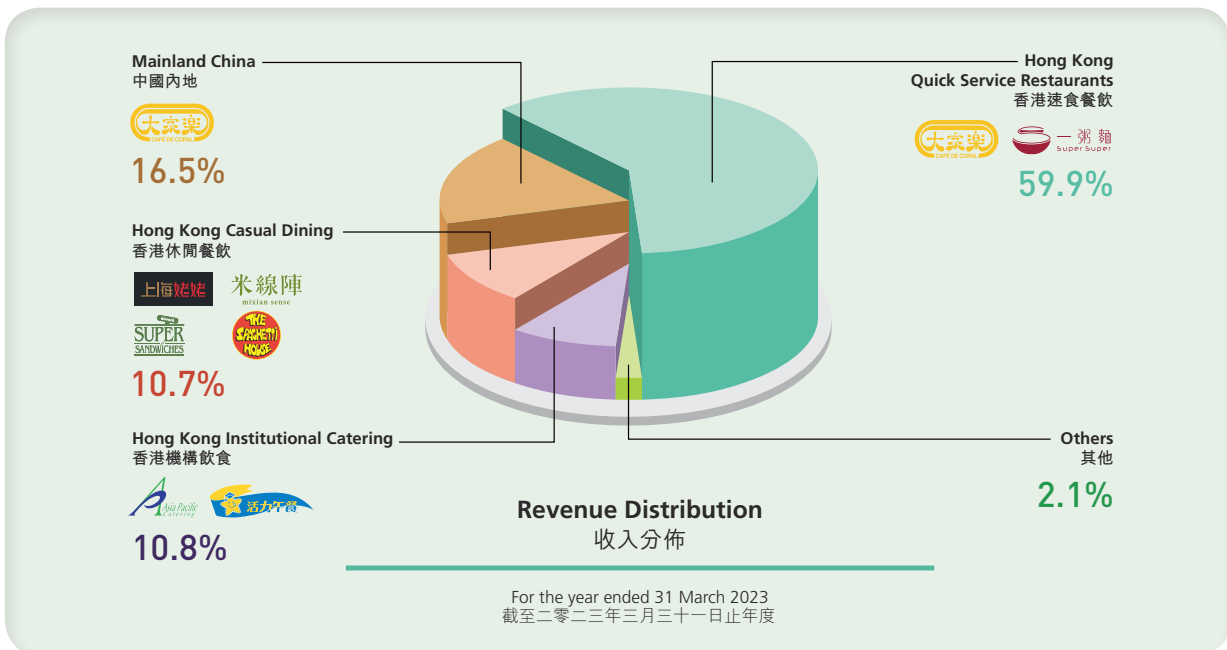
大家樂集團(「集團」或「大家樂」)於一九六八年開設首間餐廳，是香港快餐業的先驅。集團於一九八六年在香港聯合交易所上市，至今已在大灣區經營529間餐廳及四間ISO認證食品加工廠，其中376間位於香港，153間位於大灣區，業務橫跨11個城市，共聘用超過19,555名員工。

集團融合中西飲食文化，開創了中式快餐概念，享有「香港人的大食堂」美譽。集團銳意將這種精神發揚光大，將業務推展至不同地域，範疇亦擴展至速食餐飲、休閒餐飲、機構飲食及食品產製分銷，成功在亞洲的餐飲業中確立領導地位，維持競爭優勢。



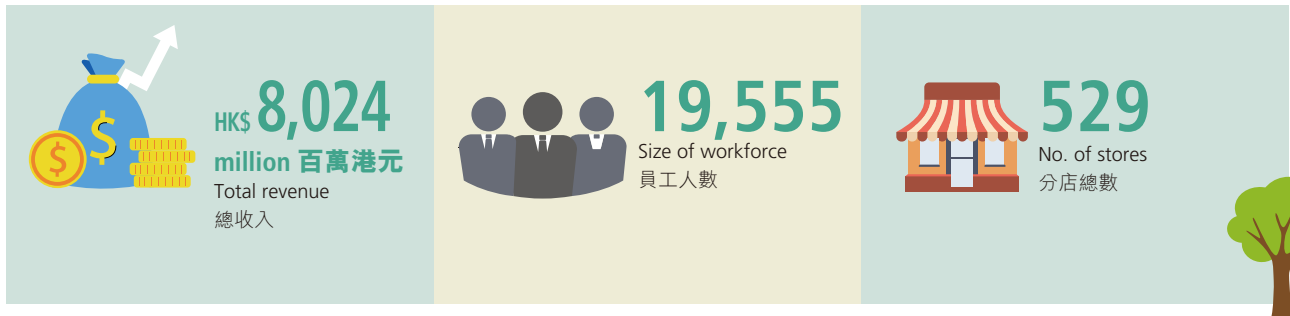
Business Performance Overview

業務表現概覽

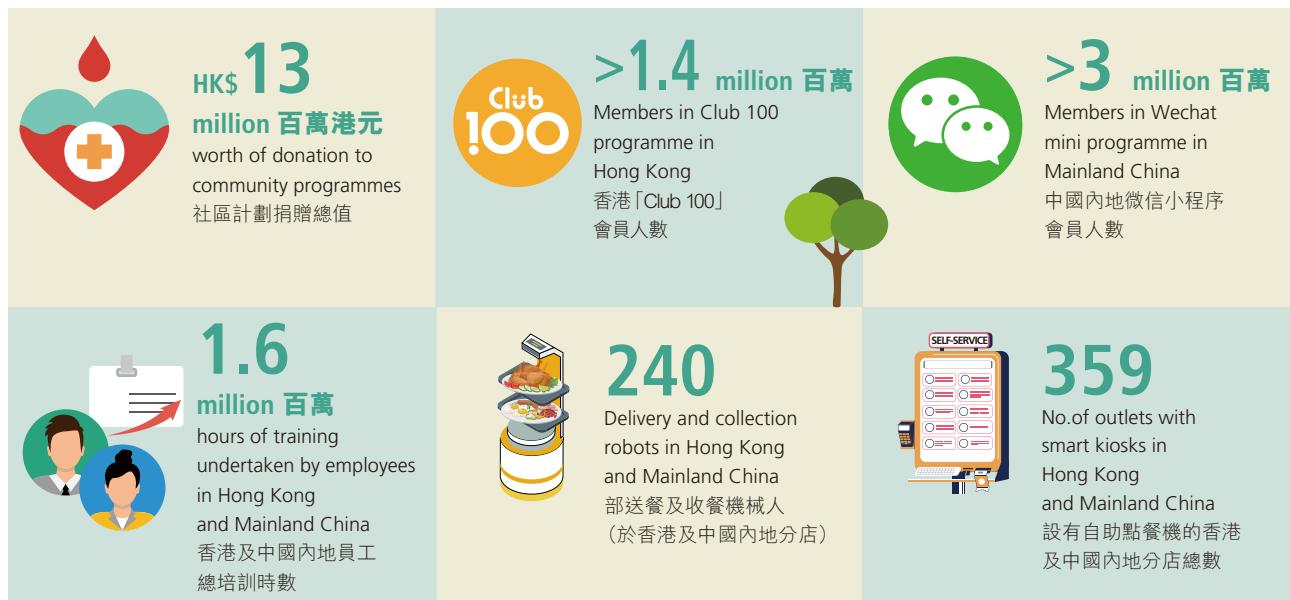


Performance Highlights 表現概覽

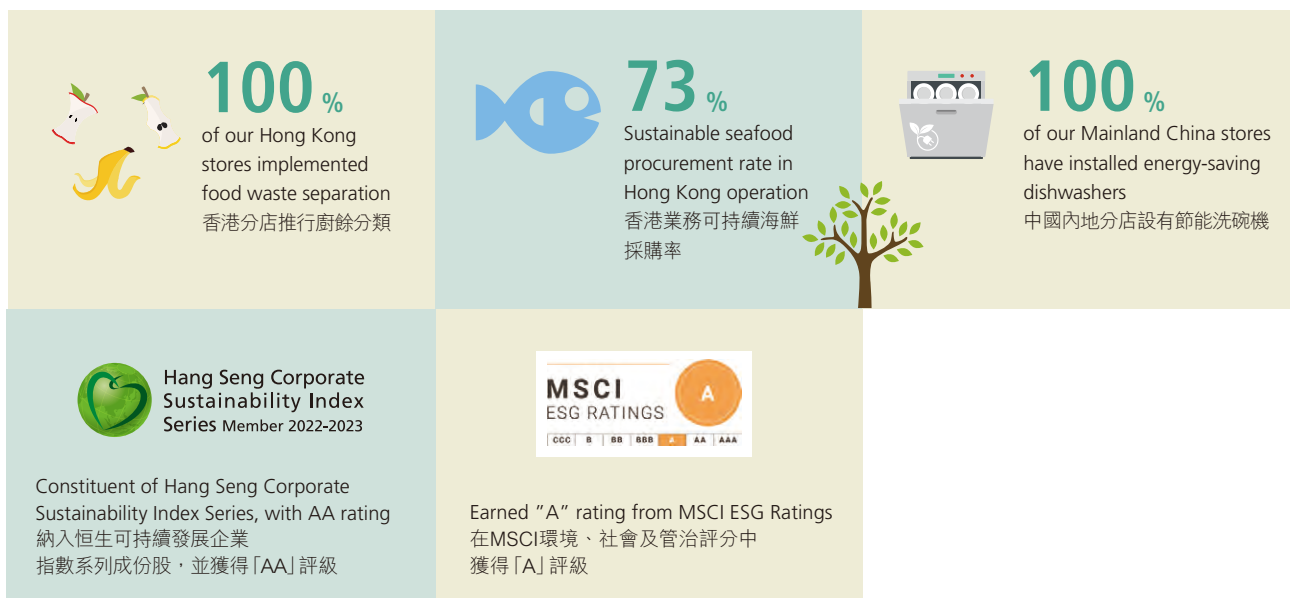
Business (Hong Kong and Mainland China) 業務 (香港及中國內地)



Social and Community 社會及社區



Environment 環境



Our Approach to Sustainability

我們的可持續發展方針

Governance Structure

The Board of Directors (“the Board”) is Café de Coral’s top governance body, directing our business and sustainability, and overseeing our risk management, including sustainability-related risks. It also monitors and evaluates the Group’s sustainability-related issues.

Sustainability-related issues are overseen by the Management Board, which is mandated by the Board and led by the Chief Executive Officer. The Management Board:

- conducts regular meetings to evaluate, prioritise and manage material sustainability issues
- approves important policies
- makes frequent recommendations to the Board
- evaluates the Group’s performance and progress with respect to sustainability targets

This enables the Board to improve our sustainability strategy and approach.

The Group Sustainability Committee and China Sustainability Committee were formed in 2021 to supervise strategies and initiatives in Hong Kong and Mainland China respectively, and to strengthen our governance. These committees establish objectives and goals, develop action plans and ensure strategies are effectively implemented under the guidance of the Management Board. The committees also make sure that applicable policies adhere to current industry best practice and local regulations.

Pillar Leads were nominated for each sustainability pillar at operational level. Execution groups help our units and departments to carry out initiatives, policies and action plans, monitor our sustainability performance and identify areas for development.

The duties and responsibilities of different parties are reviewed regularly, 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，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評估集團的可持續發展相關議題。

管理局獲董事局授權監督可持續發展相關議題，並由首席執行官帶領。管理局負責：

- 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
- 通過重要政策
- 經常向董事局提出建議
- 按可持續發展目標評估集團的表現及進度

此制度有助董事局改善集團的可持續發展的策略及方針。

集團可持續發展委員會及中國可持續發展委員會於二零二一年成立，分別督導香港和中國內地的策略及措施，並加強管治架構。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。該等委員會亦負責確保適用政策符合目前的業界良好作業指引及當地規例。

在營運層面，集團為各項可持續發展範疇任命範疇領袖。執行小組協助集團的單位及部門推行措施、政策及行動計劃，並監察可持續發展表現及識別發展領域。

我們定期檢討相關部門的職責及責任，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. These risks are identified, evaluated and prioritised. Our Enterprise Risk Management (ERM) framework integrates and monitors material sustainability-related risks such as food safety and quality, supply chain management, customer satisfaction and talent retention. Please see the Corporate Governance Report section of our Annual Report 2022/23 for more information on our risk management and internal controls.

Sustainability Strategy

We are dedicated to incorporating sustainability principles into the core of our business, staying abreast of times, and developing a sustainable enterprise. This commitment is motivated by our mission to provide the finest service and to foster happiness for our customers, employees and shareholders. Our strategy allows us to expand sustainably while maintaining high standards of service and product quality.

We regularly invite stakeholders, such as suppliers and business partners, to evaluate the importance of sustainability-related issues. To accurately illustrate our performance and progress, their input is incorporated into our sustainability strategy and documented in this Sustainability Report every year.

Upholding sustainability and providing long-term value to stakeholders are critical for growth. **Four pillars** form the cornerstone of our sustainable business strategy:

- **Catering to Customers:** ensure a smooth and pleasant consumer dining journey, and remain connected with the community we serve.
- **Empowering our Employees:** promote a safe, healthy and inclusive workplace that cultivates growth and gratitude.
- **Focusing on Food:** adopt responsible sourcing, and prioritise food safety and quality control.
- **Preserving the Planet:** optimise our use of resources and minimise our environmental footprint along our value chain.

To advance global sustainable development, the nine United Nations Sustainable Development Goals (“UNSDGs”) that most align with our strategies are integrated in our sustainability approach. Those nine SDGs are linked to one or more of the four pillars, through which we aim to maximise our contribution:

風險管理

董事局及管理局負責監督可持續發展相關風險，識別及評估該等風險，並釐定優先次序。「企業風險管理」框架納入並監察與可持續發展相關的重大風險，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，請參閱集團2022/23年報「企業管治報告」章節。

可持續發展策略

我們致力將可持續發展理念融入業務重心，與時並進，並成為一家可持續企業。集團的可持續發展策略秉承「顧客快樂、員工快樂、股東快樂」的使命，提供最優質的服務，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。

我們定期邀請業務夥伴、供應商等與業務有關人士評估可持續發展相關議題的重要性。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進度。

秉持可持續發展原則，並為與業務有關人士帶來長遠價值，對驅動業務增長至關重要。我們的可持續發展業務策略建基於**四大範疇**：

- **以客為先：**確保為客戶提供暢順愉快的用餐體驗，並與我們服務的社區保持聯繫
- **員工為本：**營造安全、健康和共融的工作場所，促進員工發展和互相欣賞
- **專注食物：**採用負責任的採購方式，同時著重食品安全和品質控制
- **保護環境：**優化資源使用，減低集團在價值鏈中的環境足印

為推動全球可持續發展，我們將九個聯合國可持續發展目標納入可持續發展方針。這九項目標最符合我們的策略，並與四個範疇中的一個或多個範疇相關，有助我們作出最大的貢獻：

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

Catering to Customers 以客為先

- Customer experience
顧客體驗
- Customer engagement
顧客參與
- Community engagement and collaboration
社區參與及協作



Empowering our Employees 員工為本

- Talent development and employee engagement
人才發展及員工參與
- Employee wellbeing, occupational safety and health
員工福祉·職業安全與健康
- Equal opportunities
平等機會



Focusing on Food 專注食物

- 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

- Energy efficiency and water stewardship
能源效益及水資源管理
- Waste management
廢物管理
- Adaptability to climate change impacts
對氣候變化影響的適應能力



OUR APPROACH TO SUSTAINABILITY

我們的可持續發展方針

With the management endorsement, the Group has announced mid-term and long-term sustainability goals and Key Performance Indicators (KPIs) for 2030. These provide specific targets for our energy and water consumption, and food waste reduction. This agenda reaffirms our commitment to creating sustainable value and reflects our aim to protect the environment.

In alignment with the HKEX guide for Task Force on Climate-related Financial Disclosures-aligned (TCDF) reporting, we proactively sought to identify, assess and disclose our climate-related risks and opportunities, and to prepare and manage mitigation plans.

Community investment is key to our sustainability plan. We aim to meet the demands and expectations of our community and to direct resources toward the most urgent concerns, particularly as we approach a post-pandemic period. Driven by our sustainability strategy, we will use our resources and network to assist all stakeholders, from our employees and customers to the wider community.

Ethics and Integrity

Long-term and sustainable development depends on integrity. We strive to maintain the highest ethical and moral standards throughout our operations, and to comply with all relevant laws, rules and Group policies.

Compliance

Our corporate compliance policy ensures that business units are aware of their duties and roles, so they comply with all applicable laws and regulations. Our legal team keeps in close contact with designated officers at our units and functions, all of whom must pass routine assessments. This ensures that all parties are up-to-date with legislation and guidelines.

Anti-corruption

We have zero tolerance against any form of misconduct or unethical behaviour. Our Best Practice and Guideline on Occupational Code of Ethics – which outlines our ethical standards, beliefs and requirements for legal and regulatory control – must be followed by all employees. Anti-corruption training is included in the onboarding of new hires. Ongoing awareness-raising and thorough communication guarantee alignment at all employee levels. Anti-corruption training is also organized regularly for the Board of Directors.

To promote transparency and honesty, we offer confidential channels for disclosing misconduct or malpractice to the Internal Audit Department or the Audit Committee of the Board of Directors. Guidelines and processes outlined in our Protocol on Malpractice Reporting and Investigation are clear, so our staff and business partners understand and adhere to them. Our departments look into reports and take appropriate action where necessary.

在管理層的認可下，集團已宣布中期及長期可持續發展目標和2030年的關鍵績效指標，為能源和水資源消耗及減少廚餘提供具體目標。該議程再次肯定本集團對創造可持續發展價值的承諾，同時反映我們保護環境的目標。

為與聯交所的氣候相關財務資訊披露工作小組報告指引保持一致，我們致力識別、評估和披露氣候相關風險與機遇，並準備及管理紓減計劃。

社區投資對我們的可持續發展計劃至關重要。我們致力迎合社區的需要及期望，為最迫切的問題提供資源，特別是我們正邁向後疫情時代。在可持續發展策略的推動下，我們將動用資源及網絡，支援員工、顧客，以至社會上所有與業務有關人士。

道德及誠信

誠信對長期及可持續發展至關重要。我們致力在營運過程中維持嚴謹的道德及誠信，並遵守所有相關法例、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責及職能，遵守適用法例與法規。我們的法律團隊與單位及職能部門的專責代表緊密溝通，所有相關單位及職能部門必須通過定期評估，以確保各部門了解最新的法例及指引。

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、信念，以及法例和監管要求。我們在員工入職時提供反貪污培訓，持續提高高級員工的意識，並與他們保持全面一致的溝通。我們亦定期向董事局提供反貪污培訓。

為提高透明度及促進誠實的工作方式，我們提供保密渠道，供員工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。「不當行為舉報及調查規章」提供清晰的指引及程序，以供員工及業務夥伴了解並遵守。我們的部門就報告進行調查，並在必要時採取適當行動。

Intellectual property

We hold high regard for intellectual property rights. All staff are instructed – via our employee handbook – to avoid any form of intellectual property infringement when conducting business. We also ensure that none of our advertising materials violate intellectual property rights and copyright laws.

Information security and privacy

Data privacy is essential. We are committed to protecting the personal and sensitive information of our customers, employees and business partners.

Our cutting-edge technologies prevent, identify and manage ever-evolving cyberattacks. Our Information Security Management System in Hong Kong, which holds ISO 27001 certification, includes strict policies, data access controls, internal reviews and third-party evaluations. Ongoing training enhances employees' awareness of Information Security and privacy, and keeps them informed on pertinent changes to our information management.

Our Privacy Policy offers precise instructions on how to acquire, store, transmit and handle personal data obtained from daily operations. The policy is laid out with reference to local data privacy laws, to ensure compliance.

Stakeholder Engagement

To maintain the delivery of our dedication to sustainability in a systematic and consolidated manner, we actively incorporate it into daily operations. We frequently communicate with stakeholders to learn their perspectives on sustainability and ensure their input is effectively communicated to our management.

To ensure our sustainability emphasis is in line with the development of the industry, we comprehensively research trends and peer practices.

To better understand the needs and expectations of our stakeholders, we gather feedback on our sustainability strategy and performance regularly via a variety of communication channels. The results help us reflect on our performance and sustainability goals, and identify pressing issues that require consideration.

Our key stakeholders include internal and external individuals, and organisations that have a significant effect on our company or that are affected by our operations. Constant communication keeps us engaged with stakeholders.

保護知識產權

我們十分重視知識產權。員工手冊列明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知識產權。

資訊安全及私隱

資料私隱十分重要。我們致力保護客戶、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、識別及管理不斷變化的網絡攻擊。香港的「資訊安全管理系統」經 ISO 27001 認證，當中包括嚴格的政策、數據存取監控機制、內部監控審視，以及第三方評估。我們亦持續提供培訓，提升員工的資訊安全及私隱意識，並向他們提供資訊管理相關變化的最新消息。

集團的「私隱政策」訂明如何收集、儲存、傳輸及處理日常營運中獲取的個人資料。該政策參考本地的資料私隱法例訂立，以確保符合相關規例。

與業務有關人士溝通

為了以有系統的整合方式履行我們對可持續發展的承諾，我們積極將可持續發展納入日常營運。我們經常和與業務有關人士溝通，了解他們對可持續發展的看法，並確保這些意見有效傳達至管理層。

我們研究多方面的趨勢及業界做法，以確保可持續發展重點與行業的發展保持一致。

為進一步了解與業務有關人士的需要及期望，我們定期透過多個溝通渠道，收集各方對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目標，並識別需要考慮的重要議題。

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。我們跟與業務有關人士保持緊密聯繫。

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



Materiality Assessment

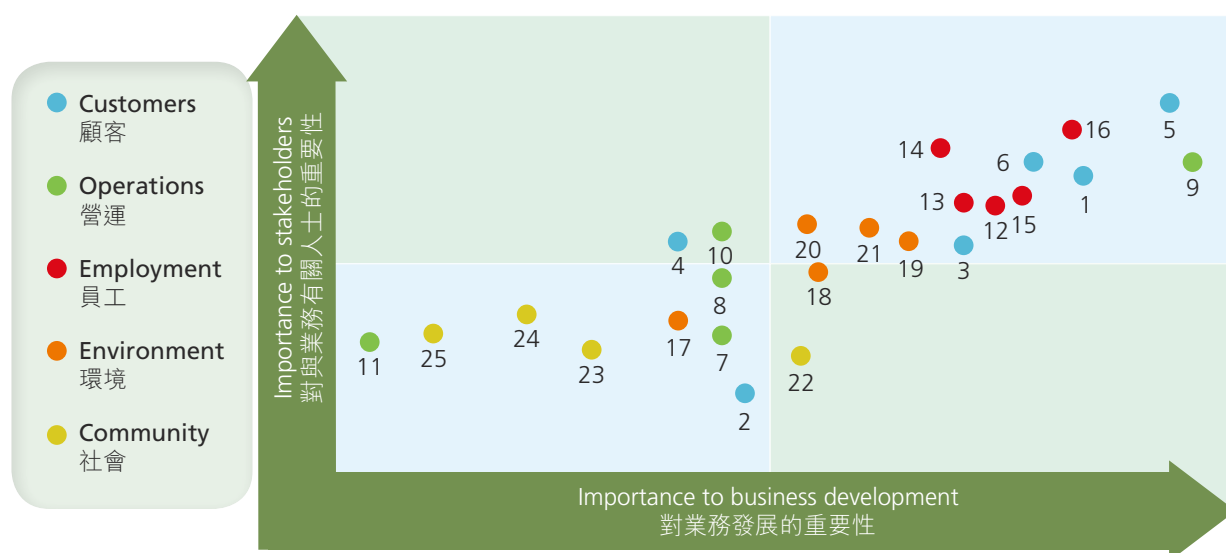
We categorise and rank ESG issues based on responses from our stakeholders. To select our list of 25 such issues, factors such as capital market research, peer practice, management board comments, and local and international standards are taken into account.

The Management Board and the Board evaluate and approve the issues, to create our materiality matrix:

重要性評估

我們按與業務有關人士的意見劃分環境、社會及管治議題，並釐定優先次序。我們考慮資本市場研究、業界做法、管理局意見、本地及國際標準等指標，識別25項相關議題。

相關議題經由管理局及董事局審視及確認，藉此得出重要性分佈：



	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	✓	Our Approach to Sustainability 我們的可持續發展方針
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	✓	Our Approach to Sustainability 我們的可持續發展方針
	9 Business integrity 商業誠信	✓	Catering to Customers 以客為先
	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
Environment 環境	16 Occupational health and safety 職業健康與安全	✓	Empowering our Employees 員工為本
	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
Community 社會	21 Waste management 廢物管理	✓	Preserving the Planet 保護環境
	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

Catering to
Customers

以客為先





CATERING TO CUSTOMERS

以客為先

We aim at serving the communities where we operate by offering pleasant and smart dining experience. With our diverse brands and extensive network of outlets, we deliver quality products and services, and cater to the different needs of people from all walks of life, with our principles of quality, service and cleanliness. As a core member of the community, we are grateful to contribute our part to support the people in need by joining hands with our customers so the meals we serve are not merely appetising but meaningful.

Promoting Pleasant and Unique Customer Experiences

We want to make sure all customers feel valued and satisfied when they visit our restaurants. We invested in multiple technologies to upgrade and digitalise the dining experience and bring convenience to the journey of ordering and dining. Our accommodating customer service also ensures the customers are satisfied with memorable experience.

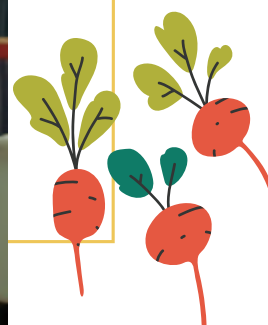
When designing our menu and the holistic customer journey, we actively listen to the voice of our customers as well as the wider community which enables us to persistently improve our products and create a smart, comfortable yet accessible dining environment. We also make it a priority to offer diversified food options which are inclusive to cater the appetite of everyone. Our holistic approach creates a customer-centric culture that drives long-term success.

我們的目標是透過提供愉快和智能化的用餐體驗，服務我們營運所在的社區。我們緊守「品質、服務、整潔度」的原則，透過旗下眾多品牌及龐大的分店網絡，提供優質的產品及服務，迎合廣大市民的不同需要。我們是社區重要的一分子，慶幸能夠出一分力，與顧客攜手支持有需要人士，為美味的餐膳增添多一重意義。

推廣愉快及獨特的顧客體驗

我們希望所有顧客都感到備受重視並且滿意。為此，我們投資多項數碼化技術，以提高產品及服務質素，亦能方便顧客訂餐及用餐。我們藉著貼心的服務，希望為顧客帶來滿意難忘的用餐體驗。

在設計餐單及整個顧客體驗時，我們積極聆聽顧客以至社區的意見，以持續改善產品及服務質素，並藉此營造智能、舒適和無障礙的用餐環境。同時，我們致力提供多元化的食品選擇，以迎合不同口味，體現「以客為先」企業文化，有助驅動長遠的業務成功。





“A Taste of Togetherness” Brand campaign 「有大家，就有大家樂」品牌企劃

Café de Coral fast food’s “A Taste of Togetherness” brand campaign featured three heart-warming stories, tugging the heartstrings of Hongkongers after the tough pandemic days. The campaign recalled the fond memories people had with the brand, and encouraged people to cherish the precious moments spent with their loved ones, while highlighting Café de Coral fast food’s inseparable bond with Hong Kong and decades-long commitment to its people.



在嚴峻的疫情過後，大家樂快餐推出「有大家，就有大家樂」品牌企劃，透過三個動人故事引起香港人的共鳴。此企劃鼓勵大眾珍惜與摯愛親朋相處的寶貴時光，同時展現大家樂與香港人密不可分的關係，以及對市民數十年來的承諾，喚起大眾對品牌的美好回憶。



The campaign touched hearts across generations and earned recognitions:

- Effie Award Hong Kong 2022: Gold Effie Award
- 2022 YouTube Works Awards: Best Brand Campaign
- Marketing Excellence Awards Hong Kong 2022: Excellence in Advertising (Gold) and Excellence in Video (Bronze)
- Kam Fan Awards 2022: attained five awards, including Best Chinese Slogan (Gold) and Other Screens/Non-TV Broadcast Film/Webisode Campaign (Silver)
- Markies Awards 2023: Best Idea – Video (Gold) and Best Idea – Integrated Marketing (Gold)
- Hong Kong Institute of Marketing Market Leadership & Power Brand Award 2022/2023: Marketing Campaign of the Year

品牌企劃深深觸動不同階層，獲得各方認可：

- 2022 香港「艾菲獎」：「艾菲獎」金獎
- 2022 YouTube Works 年度廣告大賞：最佳品牌活動
- 2022 香港 Marketing Excellence Awards：卓越廣告金獎及卓越影片銅獎
- 2022 金帆廣告大獎：獲得五項殊榮，包括最佳中文標語（金獎）及其他屏幕／非電視廣播電影／網絡劇活動（銀獎）
- 2023 Markies Awards：最佳意念－影片（金獎）及最佳意念－綜合市務策略（金獎）
- 2022/2023 香港市務學會市場領導力及品牌影響力大獎：年度品牌企劃大獎



CATERING TO CUSTOMERS 以客為先

Digitalising the dining experience

We invest in technologies that enhance dining experience and customer service. Digitalisation fosters convenience and preserves our links with customers while maintaining physical distance.

Delivery and Collection Robots

Robots enhanced the food ordering and delivery process at Super Super Congee & Noodles, Oliver's Super Sandwiches and Asia Pacific Catering. With robots delivering food to tables using wireless location-detection, customers do not have to carry meals from counters after ordering. They have also helped to secure the freshness and hygiene of food, reduce the workload of frontline staff during peak hours and add surprises and excitement to our in-store dining experience.



Café de Coral fast food recently introduced "Little Robots" to assist staff in collecting trays, which enhance the efficiency of store cleaning. We will continue to explore the feasibility of using robots at our outlets.

"This robot has made my work much easier. In the past, I kept walking back and forth to collect and return the trays by myself. Now I can collect several trays and return them in one go, making the whole cleaning process much quicker and more convenient. I work so closely with the robot and I call it my son for fun."

– Xu Shilan, our staff at the Causeway Bay branch of Café de Coral fast food

「這個機械人令我的工作變得更加輕鬆。以往我需要不斷來回走動來收集餐盤。現在我可以一次過收集幾個餐盤，整個清潔過程更加快速方便。我和機械人合作無間，更笑說它是我的兒子。」

– 大家樂快餐銅鑼灣分店員工徐石蘭

用餐體驗數碼化

我們投資於改善用餐體驗和顧客服務的科技。數碼化帶來便利，有助我們在保持社交距離下仍可與顧客維持聯繫。

送餐及收餐機械人

一粥麵、Oliver's Super Sandwiches (利華超級三文治)和泛亞飲食均採用機械人，為顧客提供更優質的送餐服務。機械人透過無線定位檢測系統將食品送到餐桌，顧客點餐後不必親身到櫃位取餐。機械人有助確保食物的新鮮度和衛生，在繁忙時間減輕前線員工的工作量，並為店內環境增添趣味。

153

Total number of delivery
and collection robots

送餐及收餐機械人總數



大家樂快餐最近引入「收餐Robot仔」協助員工收集餐盤，提高清潔店鋪的效率。我們會繼續探討在其他分店採用機器人的可行性。



Online ordering and mobile apps

The Group provides mobile ordering services and digital payment gateways to bring convenience to customers. At The Spaghetti House, Oliver's Super Sandwiches, Shanghai Lao Lao and Mixian Sense, simply by scanning the QR code at their seat, dine-in customers can place orders, make personalised requests and then enjoy the food directly served to their table. While for takeaway customers, the estimated collection time will be suggested after placing the order online so they can have a better plan on their schedule.

Café de Coral fast food launched the Club 100 mobile app and eatCDC.com eCommerce Platform for customers to place order online with a wide range of special offers. For Luncheon Star, we developed an app for parents to check the menu, place order and settle payment for school meals.



Enhancing the in-store customer experience

Pleasant customer experience is crucial to our success. Multiple approaches have been taken to enhance the customer service quality. We provide ample trainings and support to our staff to cater to the needs of the customers. We have a team of customer service specialists to offer assistance to customers. Our management constantly review the customer feedback and evaluate the performance of the staff to ensure service quality.

網上點餐及手機應用程式

我們旗下大部分餐飲品牌均提供手機點餐服務及數碼支付方法，為顧客帶來便利。於 The Spaghetti House (意粉屋)、Oliver's Super Sandwiches (利華超級三文治)、上海姥姥和米線陣，堂食顧客只需掃描餐桌上的二維碼，在平台上下單並提出個人化要求，便可輕鬆享用直接送到其餐桌的餐飲。手機點餐平台亦為外賣顧客於網上下單後提供預計取餐時間，以便他們妥善安排時間。

大家樂快餐推出手機應用程式 Club 100 及電子商貿平台 eatCDC.com，以便顧客在網上下單，並提供多項優惠，鼓勵顧客使用。我們亦為活力午餐開發應用程式，讓家長查看餐單、訂餐及付款。



提升店內的顧客體驗

愉快的顧客體驗對我們的成功至關重要，因此我們採取各種方法提高顧客服務質素。我們為員工提供充足的培訓和支援，以迎合顧客的需求，並設有專業的顧客服務團隊，為顧客提供協助。我們的管理層經常檢討顧客的意見，並評估員工的表現，以確保服務質素。

CATERING TO CUSTOMERS

以客為先

We introduced mystery shopper programmes to monitor the service performance of our stores. We provided additional training to the stores which have rooms for improvement as reflected by the performance results. Online Training videos are offered to support managers to give guidance to colleagues on how to enhance service quality.

To further encourage our staff to boost the customer satisfaction, we introduced the internal "100-Day Programme", which trained our staff on how to maintain product quality, service and cleanliness at our restaurants. Rewards are given to the stores with outstanding results, based on the evaluation of the management.

Enhancing accessibility

We aim to provide a welcoming environment for all customers, regardless of their physical abilities. Our outlets are designed to improve convenience, comfort and accessibility for those who require assistance. We allow guide dogs at all of our outlets and offer amenities such as priority seats at Super Super Congee & Noodles. Our staff are trained to provide necessary assistance to people in need so as to ensure every customer can enjoy delicacies and services without obstacles.

Responsible marketing

We strictly adhere to the Trade Description Ordinance (Cap. 362). Precise and reliable information enables customers to make informed decisions about our products. For those with allergies or dietary restrictions, our menus include remarks such as "contains nuts" and "made with beef". Sustainable seafood and halal food are explicitly labelled. Meanwhile, Grab 'n' Go menus at Oliver's Super Sandwiches feature key ingredients, dietary facts and nutritional information that allow customers to make health-conscious choices. On school lunch menus, all ingredients are listed so parents can avoid those that are inappropriate for their children. At our 15 hospital outlets, calorie information is displayed on digital menus.

我們透過「神秘顧客計劃」監察分店的服務表現，表現有待改進的分店會接受額外培訓。我們亦有提供網上培訓影片，以支援管理人員指導同事如何提升服務質素。

為進一步鼓勵員工提高顧客滿意度，我們推出「100天工程」，指導員工如何保持餐廳的產品質素、服務和整潔。我們根據管理層的評估結果，獎勵表現出眾的分店以示鼓勵。

提升無障礙體驗

我們致力令所有顧客包括傷健人士和有特殊需要人士感到賓至如歸。我們的分店採用更方便、更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，又設有便利設施，例如一粥麵的關愛座。我們的員工已接受培訓，為有需要的人士提供必要協助，以確保每位顧客都能暢通無阻地享受美食和服務。

負責任的行銷

我們嚴格遵守《商品說明條例》(第362章)。準確可靠的資訊有助顧客對我們的產品作出知情決定。我們的餐單上列明「含有堅果」和「牛肉製品」的標記，以提醒有食品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。同時，Oliver's Super Sandwiches (利華超級三文治)的「Grab n Go」餐單展示主要成份、膳食資訊和營養資料，有助顧客作出有益健康的選擇。學童午膳餐單列出所有食材，讓家長避免不適合子女的食物。我們15家醫院分店的電子餐牌亦有顯示餐單的卡路里資訊。



Engaging our Customers

Customer feedback is essential for service improvement and product development. Multiple channels, such as surveys and loyalty programmes, foster engagement and help us understand the preferences of our customers.

Listening to our customers

Through surveys, customer service hotlines, emails, websites, social media and in-store comment cards, we gauge the needs of our customers and obtain feedback on our food and services. For Luncheon Star, regular meetings were conducted with schools, parents and parent-teacher-associations in order to better understand their needs and build up an adhesive relationship. All the feedback from our customers and stakeholders are consolidated in a systematic manner which enables us to follow up promptly and review our product and service quality. We established internal targets to maintain customer service quality and issued reports regularly for management's review.

The Group has received 53 products and service-related complaints which have been filed to the officials during the reporting year. Out of the 12 cases from Food and Environmental Hygiene Department, all related samples collected and examined have passed stipulated standards. Our quality assurance team has investigated all the incidents and responded to the customers with detailed explanation proactively.

Enhancing customer loyalty

We put great efforts in strengthening customer loyalty. In this regard, we have been reviewing the entire customer journey to ensure quality and convenience. Café de Coral fast food launched a thorough upgrade on its Club 100 membership app, adding new features and refining the user interface to bring a smart experience in terms of ordering and dining. The revamp was followed by promotion campaigns featuring young idols to attract new customers while retaining the current ones. We have developed a comprehensive customer relationship management system to foster better understanding of our customers' preferences and consumption patterns.

提升顧客參與

顧客意見對改善服務和開發產品至關重要。我們運用顧客問卷調查及會員計劃等多個渠道促進溝通，了解顧客的喜好。

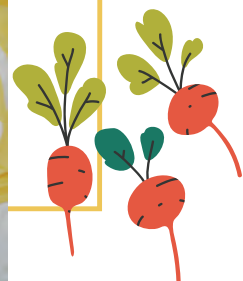
聆聽顧客意見

我們透過問卷調查、顧客服務熱線、電郵、網站、社交媒體及於分店提供的意見卡，評估顧客的需要，並收集有關食品和服務的意見。活力午餐會與學校、家長、家長教師會等會面，聆聽他們的意見並且建立緊密的關係。我們以有系統的方式整合所有顧客意見，以便及時跟進並審查產品和服務質素。我們亦訂立內部關鍵績效目標，以保持顧客服務質素，並定期發布報告，供管理層審閱。

於報告年度，集團收到53宗由政府部門發出的產品及服務相關投訴。而涉及食物環境衛生署的12宗案例當中，所有已收集及檢查的相關樣本均通過規定標準。我們的品質管理團隊已調查所有事故，並主動向顧客提供詳細解釋。

提升顧客忠誠度

我們致力提升客戶忠誠度，不斷檢視整個客戶旅程，確保優質便利的用餐體驗。大家樂快餐將「Club 100」會員應用程式升級，增加新功能，並且改善用戶介面，全面提升訂餐及用餐方面的智能體驗。更新應用程式後，我們請來年輕偶像協助推廣，以吸引新的顧客，同時鞏固現有顧客群。我們已開發全面的顧客關係管理系統，進一步掌握客戶的喜好和消費模式。



CATERING TO CUSTOMERS

以客為先

Café de Coral fast food's Club 100 Mobile App gets an upgrade 升級版大家樂快餐「Club 100」手機應用程式

Café de Coral fast food's revamped Club 100 App 2.0 provides a seamless consumer experience. The refurbished interface, optimised features and various promotional offers significantly boosted our membership base to reach 1.4 million users.

Four key enhanced features of Club 100 App 2.0:

1. Simplified registration procedures – Registration takes less than two minutes to be completed with a mobile number.
2. Refreshed reward scheme – Members can earn points that can be redeemed as coupons.
3. E-coupon sharing – Digital coupons can be shared among friends via the app.
4. Swift ordering – Members can place orders in the app with the user-friendly interface.

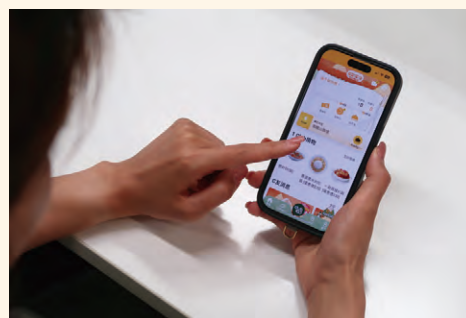
This mobile app revamp has gained recognition from MARKETING-INTERACTIVE, winning the Best Acquisition Strategy (Silver award) and Best Loyalty Programme – F&B (Silver Award) at the Loyalty and Engagement Award 2023.

大家樂快餐推出升級的「Club 100 易.0」應用程式，提供暢順的用戶體驗。全新介面、升級功能及各種推廣優惠，令會員數目大幅增加，達140萬。

「Club 100 易.0」應用程式的四個主要升級功能：

1. 簡化註冊程序—只需不到兩分鐘，即可用手機號碼完成註冊。
2. 升級獎勵計劃—會員可賺取積分，兌換禮券。
3. 分享電子禮券—可透過應用程式與朋友分享電子禮券。
4. 快速訂餐—會員可透過簡單易用的應用程式介面訂餐。

此會員體驗的提昇，獲得MARKETING-INTERACTIVE的認可，於2023年度顧客忠誠及互動大獎中為我們贏得最佳會員招募（銀獎）及最佳會員計劃（銀獎）。



Our "Club 100" membership programme recruited more than

1.4 million members.

「Club 100」會員計劃成功招募超過140萬名會員。



Sharing Warmth with our Communities

Our business is closely connected to the community. We see our vital role to serve the neighbourhood and provide support to the people in need. As we always emphasise how we bring the “Taste of Togetherness” to our customers, we mobilise our resources to create positive impact to the community and enhance social cohesion with a wide variety of community programmes, with the support from our NGO partners.

與社區分享溫暖

我們的業務與社區息息相關，因此我們致力服務社區及支援有需要人士。我們一直強調「有大家，就有大家樂」精神，並調動資源，為社區帶來正面影響，同時在社區合作夥伴的支援下，推行各項社區計劃，藉此增強社會凝聚力。

This year, Café de Coral Group was awarded the 10 Years Plus Caring Company by the Hong Kong Council of Social Service (HKCSS).

今年大家樂集團獲香港社會服務聯會頒授 10年Plus「商界展關懷」標誌。



Bon Appétit Café – our first food assistance programme 大家開飯 – 大家樂集團首個食物援助計劃

The pandemic has brought immense pressure of people's livelihood particularly for the low-income groups, so we launched our first food assistance programme “Bon Appétit Café” as an act to support people impacted by pandemic with immediate financial difficulties. The 12-month programme has provided a total of HK\$12 million of food assistance to 3,000 beneficiaries from the network of the community partner Neighbourhood Advice-Action Council (NAAC).

Moving forward, “Bon Appétit Café” will be transformed as the Group's flagship community programme with various activities, covering wider spectrum of beneficiaries with the support of more NGO partners.



疫情對市民的生活帶來沉重壓力，特別是低收入的群體，因此我們推出首個食物援助計劃「大家開飯」，支援受疫情影響的人士解決即時經濟困難。計劃為期12個月，為合作夥伴鄰舍輔導會網絡中的3,000名受惠者提供總值1,200萬港元的食物援助。

展望將來，「大家開飯」將成為集團的旗艦社區計劃，並在更多社區夥伴的支持下，開展各項活動，以惠及更多有需要人士。



Gracious Feast – heartwarming meals for the elderly 「區區剩宴」— 為長者提供暖心膳食

Promoting food-wise culture is on our agenda. Collaborated with Food Grace, we hosted the Gracious Feast, where senior citizens were invited to enjoy meals prepared by our volunteers using leftover ingredients collected from the markets. We specifically designed the menu with the reduced use of salt and oil to promote the healthy diet and enhance the participants' awareness. The session included games to enhance the knowledge about food waste and stirred up interactions among the participants, sharing warmth with the elderly.

推廣惜食文化是大家樂集團的理念之一，因此我們與食德好合作舉辦「區區剩宴」，邀請長者享用義工利用從市場上收集所得剩餘食材所製作的膳食。我們特別設計少鹽少油的餐單，以推廣健康飲食和提高參與者的相關意識。活動還包括一些小遊戲，以增進參與者對廚餘的認知，並促進他們的互動，藉此與長者分享溫暖。



Discounts and value meals for senior citizens and students 長者及學生優惠

We pay extra care to particular groups of the community including senior citizens and students by offering them various kinds of special offers throughout the year.

我們非常重視社區中的特定群體如長者、學生等，因此我們的品牌於年內為他們提供各種特別優惠。



Project WeCan – support students to pursue dreams 「學校起動」計劃 – 支持學生實現夢想

As a partner of Project WeCan, a business-in-community initiative providing disadvantaged students with opportunities and resources, we supported the Job Tasting Programme by offering internship positions to students for 2 weeks. The students were assigned to provide customer support and handle orders at bar area. They shared positive feedback after completion of the programme.

Besides, we have proactively engaged our partner school by arranging business sharing sessions to share career advice with the students. We also provided incentives for students with outstanding academic performance as encouragement. We supported the students from our partner school to achieve satisfactory results in the “Young Innovators Bazaar 2023”, which gave them a solid experience of how to run a business.

「學校起動」計劃體現「社、企共勉」，為學習條件稍遜的學生提供機會和資源。大家樂集團作為計劃的合作夥伴，支持其「職場體驗計劃」，為學生提供為期兩週的實習職位，安排學生提供顧客服務和處理訂餐，學生對計劃反應熱烈。

此外，我們積極與合作學校聯繫，透過安排分享會，給予學生有關生涯規劃的意見。我們又提供獎勵予學業表現優異的學生，以示鼓勵。我們為合作學校的學生提供支援，幫助他們在「趁墟做老闆2023」活動取得良好表現並獲得營商的寶貴經驗。



Donation to the Hong Kong Alzheimer's Disease Association – Raise city's awareness about dementia 捐助香港認知障礙症協會－提高市民對認知障礙症的認識

With more people under the effect of dementia, we took the initiative to raise the public awareness by featuring the topic in one of the short films under Café de Coral fast food's brand campaign "A Taste of Togetherness". Following the heart-warming story, we hosted several fund-raising campaigns and donated approximately HK\$600,000 to Hong Kong Alzheimer's Disease Association (HKADA) to support their centres, which serve people with dementia and their families. Trainings were also provided for our frontline staff to learn how to provide appropriate support to the dementia patients and their families when needed.

越來越多人受認知障礙症影響，因此我們在「有大家，就有大家樂」品牌企劃其中一部短片中加入相關主題，藉以提高公眾的意識。除了推出短片，我們透過舉辦多項籌款活動向香港認知障礙症協會捐贈共約60萬港元，以支持該會旗下的服務中心。同時我們亦安排員工培訓，令前線同事更了解應如何為認知障礙症患者及其家人提供適當的協助。



Mixian Sense's Pink series – Supporting cancer patients 米線陣「粉紅」系列－支持癌症病人

In support of the Hong Kong Cancer Fund's breast cancer awareness campaign Pink Revolution, Mixian Sense launched a limited "Pink" series menu with a fund raising campaign. The campaign was concluded with a total HK\$100,000 donation to support free breast cancer support services.

米線陣為支持香港癌症基金會的「粉紅革命」關注乳癌活動，推出「粉紅」系列期間限定餐單，並為其舉行籌款活動。活動共籌得10萬港幣，以支持免費的乳癌支援服務。



Mainland China: our efforts and progress

Celebrating the 30th anniversary of Café de Coral's entry into Mainland China, our distribution network and customer base have continued to grow and flourish. Committed to serving our customers by delivering quality products and service, we continue to invest in digitalization to enhance the dining experience and customer journey, connect with our customers with our new brand campaign and CRM system, and develop new menus that cater the changing consumer preferences.

Promoting pleasant customer experiences and a safe dining environment

Sincere services are always the key to winning customer experience. Customer-centric trainings are conducted to engage our frontline employees and maintain the standard of our services.

Our customer service is guided by our Be 100 Fun philosophy. Customers are also offered a complimentary glass of water as part of our "A cup of water" initiative. During the reporting year, we renovated 11 outlets to provide a refreshed and enhanced dining experience.



Family closeness is frequently associated with mealtimes. We provide children with child-size cutlery and, on weekends, balloons and gifts. There are also kids' menus available for families with young children.

Our menu is updated every two weeks to provide new and exciting choices, and clear and accurate information.

中國內地：我們的努力及進展

大家樂進入中國內地30週年，我們的門店網絡及顧客人數持續增長和蓬勃發展。致力滿足顧客對食物及服務質素的期望，我們持續投資於數碼化項目以優化顧客用餐體驗、推出全新品牌活動及顧客關係管理系統以加強與顧客的互動、並根據消費者喜好的轉變而設計推出一系列新產品。

推廣愉快及獨特的顧客體驗

摯誠的服務對營造正面的顧客體驗至關重要。我們為確保前線員工投入工作並提供優質服務，向他們提供顧客為本的培訓，以保持服務水準。

我們的顧客服務建基於「就要樂滿分」的理念。我們推行「一杯水服務」計劃，為每位到店的顧客提供一杯水，以表歡迎。於報告年度內，我們已翻新11間分店，以提供耳目一新和更完善的用餐體驗。

家庭凝聚力與用餐時光息息相關。我們向小孩提供兒童餐具，並在週末派發氣球及禮物，亦向有年幼子女的家庭提供兒童餐單。

我們每兩週更新餐牌一次，以提供精彩的新產品及清晰準確的資訊。



CATERING TO CUSTOMERS

以客為先

“A Taste of Togetherness” brand campaign in Mainland China 中國內地的「美味·樂聚就係要大家樂」品牌企劃

Entering its 30th anniversary of expanding into the Mainland China market, Café de Coral launched the brand campaign “A Taste of Togetherness” with short videos to resonate with the public and rejuvenate the brand. Taking Tiktok as the main medium, the campaign videos gained over 68 million views, 1.14 million reactions and 15,000 Tiktokers interactions.

美味·樂聚
就係要
大家樂!

The brand campaign boosted the brand awareness and drove up sales. It also earned the 3 accolades in the 14th Tiger Roar Award*:

- Catering Service Category (Silver)
- Content Marketing (Bronze)
- Social Media Marketing (Bronze)

於大家樂進入中國內地市場30年這里程碑，我們推出「美味·樂聚就係要大家樂」品牌傳播企劃，透過短片引起大眾共鳴，讓品牌年輕化。品牌企劃以抖音平台作主要媒介，短片吸引超過6,800萬人次觀看，114萬個點讚，獲1.5萬名抖音用戶參與互動。

企劃成功實現「品效合一」，並獲得第十四屆中國虎嘯獎*的3個獎項：

- 餐飲與服務類（銀獎）
- 內容行銷類（銅獎）
- 社交媒體行銷類（銅獎）



- * Tiger Roar Award is the most renowned brand digital marketing award in Mainland China.
- * 虎嘯獎是中國內地品牌營銷數字化領域中最具權威的獎項。

Digital transformation 數碼轉型

Responding to the growing demand for digital services, we continued to improve our hardware and software this year. To provide customers with more convenient and time-efficient experiences, we accelerated our digital transformation. Our mobile ordering mini programme now covers 97% of our stores, 117 outlets are equipped with self-service smart kiosks and 45 with delivery robots.

Our newly upgraded Wechat CDC Club Member Mini Programme facilitates our connection and communication with regular customers and has attracted registration of more than 3 million members.

報告年內，我們繼續提升分店的硬件及軟件，以應付日益殷切的數碼服務需求。我們亦加速數碼轉型，為顧客提供更方便的體驗。我們97%的分店已配備小程序點餐，117間分店亦設有自助點餐機，另有45間分店設有送餐機械人。

我們全新升級的顧客關係管理系統，促進我們與顧客的聯繫和溝通。我們的微信小程序至今已有逾300萬會員註冊。



Engaging our customers

We have boosted our customer feedback channels to include Alipay, WeChat and on-site ordering kiosks. These accessible and convenient channels can increase survey response rates. Regular online updates are undertaken to ensure the reliability and precision of the feedback collection.

We analyse market trends and consumer preferences regarding our products, services and brand positioning. In weekly management meetings, feedback is discussed and action plans devised.

Between September and October 2022, we conducted comprehensive research on our brand and consumers in the cities of Guangzhou, Shenzhen and Zhongshan. This helped us track and improve key metrics such as brand awareness, brand loyalty and brand preference. We are pleased to notice improvements compared to the same period last year, indicating that efforts to revitalise our image and appeal to younger consumers have been effective.

In the reporting year, we achieved a total customer satisfaction score of 91.6%, with our takeaway and delivery services being rated 4.7 out of 5.

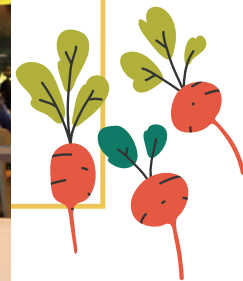
提升顧客參與

我們將收集顧客意見渠道擴展至支付寶、微信和店內的點餐機。這些渠道方便易用，有助提高問卷調查回應率。我們定期進行網上更新，以確保收集意見方式準確可靠。

我們分析市場趨勢和消費者對產品、服務和品牌形象的喜好，在每週舉行的管理層會議討論顧客意見，並制定行動計劃。

2022年9月至10月期間，我們在廣州、深圳、中山就我們的品牌和消費者進行全面研究，以跟進及改善該等城市的關鍵指標，例如品牌知名度、品牌忠誠度和品牌偏好。我們欣然見到所獲評分與去年同期相比有所改善，顯示我們活化品牌形象和吸引年輕消費者的工作富有成效。

於報告年度內，我們的顧客滿意度達91.6%，而外賣及速遞送餐服務的評分為4.7分(5分為滿分)。



Sharing warmth with our communities

與社區分享溫暖

Supporting medical staff in Guangzhou and Foshan during the pandemic
於疫情期間支援廣州與佛山的醫務人員

To show our appreciation to medical staff for their hard work and spirit during the pandemic, we offered them free meals. This demonstrates our commitment to giving back to our communities and supporting those in need, especially during challenging times.

為感謝醫務人員在疫情期間辛勤工作，我們向他們提供免費膳食，足證我們致力回饋社區，特別在艱難時期，支持需要幫助的人。



Our Hongda store, in Foshan, donated meals to medical staff
佛山鴻大分店向醫務人員捐贈膳食



Our Peng Ruili store, in Foshan, donated meals to medical staff and volunteers
佛山鵬瑞利分店向醫務人員及義工捐贈膳食

Supporting cross-boundary students
支援跨境學童

We donated food vouchers to 300 students of Fung Kai No. 1 Primary School in December 2022 to share warmth with the families before the border reopening.

我們於2022年12月捐贈餐券予香港鳳溪第一小學的300位跨境學童，冀在粵港通關前夕為跨境學童家庭送上溫暖。

Future Plans 未來計劃

Focus Area 重點範疇	Plans 計劃
<p>Customer Experience 顧客體驗</p> 	<ul style="list-style-type: none">• Continue to upgrade our services and products to meet our customers' expectations for safe, hygienic, convenient and comfortable dining experience. 繼續提升我們的服務和產品，以迎合顧客對安全、衛生、便利和舒適用餐體驗的期望。• Enhance digital transformation in various touchpoints throughout the whole customer journey for a seamless and personalized customer experience. 加強顧客整個用餐過程中各個接觸點的數碼轉型，以營造暢順及個人化的顧客體驗。• Keep up with the latest consumer trend, develop brands, food, service model and menu options that cater customers need and interest. 緊貼最新的消費者趨勢，發展品牌、食品、服務模式及餐單選項，以迎合顧客的需求和興趣。
<p>Customer Engagement 顧客參與</p> 	<ul style="list-style-type: none">• Digitalization of customer feedback system in 2024 to enable all product and service related enquires to be handled responsively. 於2024年將顧客意見系統數碼化，以便及時處理所有與產品和服務有關的查詢。• Continue to enhance customer loyalty programmes with incentives to cater the ever-changing customer needs. 繼續加強顧客忠誠度計劃及獎勵，以迎合不斷變化的顧客需求。• Enhance transparency of our lunchbox manufacturing process and strengthen communications with school partners with the development of corporate introductory video for Luncheon Star. 透過活力午餐企業介紹短片，提高學童飯盒生產流程的透明度，以及增強與學校溝通。
<p>Community Engagement 社區參與</p> 	<ul style="list-style-type: none">• Continue to collaborate with community organizations to support the underprivileged. 繼續與社區組織合作，以支援弱勢社群。





Empowering our Employees

員工為本



EMPOWERING OUR EMPLOYEES 員工為本

Supporting Talent Growth and Development

Our employees play a critical role in our long-term success, allowing us to deliver food and services of a consistently high quality. Therefore we invest ample resources and provide comprehensive training to foster our people's professional and personal development.

Building our talent pool

With an aim to maintain a strong in-house talent pool and cultivate those with potential, we have schemes and programmes for employees of all levels. For example, our Continuous Leadership Development Programme prepares young talent for management, while workplace internships enable secondary students to learn about our restaurant operations and the food and beverages industry.

For succession and progression planning, we have established the "Development Centres" programme to evaluate our employees' competencies. The assessment result will be taken as references when candidates are evaluated for managerial positions.

支持人才發展

員工對公司的長遠成功非常重要，是我們能為顧客提供穩定及高品質食物和服務的關鍵。因此我們為員工投放大量資源並提供全面培訓，推動員工的專業和個人發展。

建立我們的人才庫

我們向各級員工推行各類計劃及課程，以維持穩健的內部人才庫並培育有潛力的人才。例如透過「領袖培訓課程」讓年輕實習生為日後擔當管理職位作好準備，亦有為中學生提供實習機會，讓他們瞭解餐廳運作及餐飲業狀況。

而為有效規劃人才承傳和晉升，我們推行「人才發展中心」計劃以評估員工能力。相關評估亦會用作考慮管理職位人選的參考。

Talent drivers 推動人才措施	Objectives 目標
Frontline leadership pipeline 前線管理人員人才梯隊	<ul style="list-style-type: none"> Provide in-house training to enhance management and leadership skills 提供內部培訓以提升管理及領導技巧 Develop training that aligns with the career goals of trainees 根據實習生的職業目標制定培訓計劃
Dedicated taskforce comprised of training specialists and experienced staff 專責工作小組 (由培訓專員及經驗豐富的員工組成)	<ul style="list-style-type: none"> Monitor knowledge management system 監察知識管理系統 Share expertise with our regional management team 與區域管理團隊分享專業知識
Individual development plans 個人發展計劃	<ul style="list-style-type: none"> Customise development plans for trainees based on key performance indicators 以關鍵績效指標為實習生制定專門的發展計劃 Provide coaching for trainees every three months 每三個月為實習生提供指導課程



Employee training

Café de Coral Group is committed to unlocking the full potential of our employees. We provide training to help them grow along the career path. With the provision of sponsorships, we encourage our people to further their education and upgrade their professional and personal skills.

Training and learning activities for all employees are structured in four aspects:

員工培訓

大家樂集團致力發掘員工潛能，透過培訓協助員工在職涯規劃上成長，亦提供贊助以鼓勵員工進修並提升他們的專業和個人技能。

我們按照以下四大範疇為全體員工提供培訓及學習活動：

Competency 能力

Objective 目標

Equip our team with essential workplace knowledge and skills
讓我們的團隊掌握必要的工作場所知識及技能

Programmes 計劃

Leadership training and team collaboration programmes enhance our people's skills and teamwork. This year, we hosted:
「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
- quality management training
品質管理培訓
- team-building workshops
建立團隊精神工作坊
- area management training for business units
業務單位的區域管理培訓
- A Regular Inheritance: Let's Talk forum to facilitate the sharing of experience and knowledge among employees.
恆常的「傳承：Let's Talk」論壇，促進員工分享經驗及知識。

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

Objective 目標

Enhance our customer experience by improving food and service quality
透過改善食品 and 服務質素提升顧客體驗

Programmes 計劃

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

Ensure all employees comply with our strict compliance requirements
確保全體員工遵守我們嚴格的合規要求

Programmes 計劃

Training and talks enable our people to learn more about Café de Coral's governance and regulatory compliance, including equal opportunities, anti-corruption, anti-discrimination, and personal data and privacy protection. Regular online tests assess our employees' understanding of our anti-corruption compliance.
我們舉辦培訓和講座，讓員工更深入瞭解大家樂的管治及監管合規情況，內容包括平等機會、反貪污、反歧視以及保障個人資料及私隱。我們亦定期安排網上測驗評估員工對反貪污合規的認識。

Occupational health and safety 職業安全與健康

Objective 目標

Build a safety culture in our daily operations and increase employees' awareness of occupational health and safety
建立日常營運中的安全文化，提高員工的職業健康與安全意識

Programmes 計劃

Role-specific and awareness-raising training for employees of all levels, covering emergency procedures, accident prevention and handling, first aid and firefighting.
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 2023)

發展與培訓－香港（於二零二三年三月三十一日）

		Employees trained (%) 受訓員工（百分比）		Average training hours per employee 平均每位員工的受訓時數	
		2021/2022	2022/2023	2021/2022	2022/2023
By employee category	按職劃分				
Senior management	高級管理層	100%	100%	13	19
Middle management	中級管理層	100%	100%	59	60
General staff and frontline staff	一般及前線員工	100%	99.98%	83	84
By gender	按性別劃分				
Male	男性	100%	99.97%	78	79
Female	女性	100%	99.98%	82	82

Qualifications Framework and talent training programme to promote development and professionalism

資歷架構及人才培訓計劃促進發展及專業精神

"I really appreciated the experience-sharing from my trainer cum colleague. He inspired us to see things from different perspectives, and to learn ways to manage different cases and scenarios."

「非常欣賞我的培訓師兼同事分享經驗。他啟發我們從不同角度看待事情，並教導我如何處理不同情況。」

"Restaurant Operations Certificate" graduate

Hui, Assistant Branch Manager at Super Super Congee and Noodles
「餐廳營運證書」課程畢業學員－粥麵分店副經理許雅仙

"This training helped build my confidence for managing and leading the kitchen team, thanks to the trainer's experience-sharing and follow-up in-store coaching."

「這次培訓幫助我對管理及領導廚房團隊建立信心，感謝培訓師分享經驗和後續的店內指導。」

"Kitchen Management and Development Talent Programme" graduate

Kan, Chief Cook at Super Super Congee and Noodles
「廚務發展管理人才課程」畢業學員－粥麵分店大廚靳哲海



Prioritising Wellbeing, Safety and Health

Café de Coral Group prioritises the wellbeing, safety and health of our employees. We ensure our workplaces throughout the operations are safe with comprehensive safety management. To keep our team robust and healthy, we actively enhance employee engagement with open communication. We have also implemented programmes and initiatives to cater to the different needs of our people.

Employee wellbeing

Employee wellbeing is critical to a successful workplace. To promote a work-life balance, our Heart-to-Heart programme sponsors and subsidises employee engagement activities, and our Staff Fun Club organises regular social and recreational activities to foster positive workplace relationships.

Support for employee wellbeing during the reporting year:



Amid the pandemic, we distributed medicine, sanitiser, rapid antigen test kits and canned food, with the hand-written card from management.

在疫情期間，我們派發藥物、酒精消毒液、快速抗原測試套裝、罐頭食品及管理層親筆手寫的心意卡。



We organised workshops and interest classes for our people to make handicrafts and take a break from work.

舉辦工作坊及興趣班，讓員工製作手工藝品，暫時放下工作，舒緩身心。



重視員工福祉、安全及健康

大家樂集團將員工福祉、安全及健康放於首位。於營運過程中，我們透過全面的安全管理確保工作環境安全。為保持團隊穩健及健康，我們與員工坦誠溝通，積極提升員工參與度。此外，我們亦推行不同計劃及措施，切合員工不同需要。

員工福祉

員工的健康福利是營造優質工作環境的關鍵，因此我們提倡工作與生活平衡。「心連心計劃」贊助及資助各種員工參與活動，而「樂滿FUN」則定期舉辦各類社交及文娛活動，促進同事建立良好關係。

報告年度內有關員工福祉的支援：

We celebrated festivals like Christmas and Lunar New Year with parties and dinner gatherings.

我們舉辦派對和晚餐聚會慶祝聖誕節及農曆新年等節日。



We offered staff discounts for household cleaning products, healthcare items, home electrical appliances and more.

我們提供折扣優惠予員工選購家居清潔產品、保健用品、家電等。



EMPOWERING OUR EMPLOYEES

員工為本

Our Employee Assistance Programme offers psychological counselling for those facing challenges in their personal or professional lives. A 24-hour Care Express hotline provides professional counselling and clinical psychological consultation referrals, with follow-up mental support. We also shared knowledge about mental wellbeing via internal newsletters and online talks.

我們的員工支援計劃為個人生活或職業生涯中面對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，亦會提供後續的心理支援。我們亦透過內部通訊和網上講座分享心理健康知識。



Long Service Award

We are grateful to have staff who have contributed many years of their dedication, commitment and loyalty to the Group. In recognition of their contributions and as a reminder to how they have helped make us what we are today, "Give Me Five" long service award is given to those who have been with the company for five years or longer. During the reporting year, more than 1,200 employees earned the award; more than 310 of whom had already been with us for 15 years or more.

We also acknowledge the contributions of employees aged 60 or above via the "Never Give Up" programme, providing additional subsidies to retiring staff.

長期服務獎

我們慶幸擁有盡忠職守的員工為集團貢獻多年。集團有今天的成就全賴員工付出，為表揚員工貢獻，我們向連續服務滿五年的員工頒授「Give Me Five」長期服務獎。於報告年度內，逾1,200名員工獲得該獎項，其中超過310名員工已為我們服務達15年或以上。

我們亦透過「新心不息」計劃表揚60歲或以上員工的貢獻，並為退休員工提供額外津貼。



Lo Tang Seong Educational Foundation

We extend our care and support to the families of our employees. To alleviate financial burdens, our Lo Tang Seong Educational Foundation has offered funds and scholarships to the children of our employees since 1999. During the reporting year, the Foundation provided more than HK\$3.2 million to support the university education of 182 staff members' children.

羅騰祥教育基金

我們的關懷及支持延伸至員工的家庭。為減輕員工的經濟負擔，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。於報告年度內，基金已捐出逾320萬港元，共支持182名員工子女的大專教育。



Extending support to employee's family 員工支持延伸至家庭

"Thanks to the support from Lo Tang Seong Education Foundation for my elder son, who has entered the university, he can now enjoy his school life and choose to explore more possibilities without worrying about the financial impact brought to the family." Hui, one of our branch managers, shared. Joining us in the 1990s, Hui started her career at Café de Coral fast food as a cashier and has gradually advanced to a branch manager. Being also a mother of two, Hui is grateful that her work allows her to manage the balance between work and family.

「全賴羅騰祥教育基金的支持，長子已入讀大學，現在他可以享受校園生活，探索更多的可能性，不需擔心學業為家庭帶來潛在的經濟負擔。」許女士於1990年代入職，最初在大家樂擔任收銀員，逐步晉升為分店經理。她亦是兩個孩子的母親，慶幸大家樂讓她平衡工作與家庭。



Kam Hui, Branch Manager of
Café de Coral fast food
許柑桔，大家樂快餐分店經理

Ensuring occupational safety and health

Occupational safety and health (OSH) is an indispensable part of our business. We comply with all applicable laws and regulations, including the Occupational Safety and Health Ordinance (Cap. 509). An OSH management system and OSH policies ensure the standardisation of our workplace safety practices.

The OSH Committee devises and monitors our overall OSH strategy. Each business unit has its own OSH representative and subcommittees to implement our policies. We conduct regular internal and third-party assessments and safety audits to identify, mitigate and reduce health and safety risks. This year, we invited a registered safety officer to conduct a risk assessment at our headquarters Café de Coral Centre.

確保職業安全與健康

職業安全與健康(職安健)是大家樂業務不可或缺的部分。我們遵守政府法律與法規，當中包括《職業安全及健康條例》(第509章)，亦透過職安健管理及「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整體的職安健策略。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。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、減輕及減少健康和安全的風險。今年，我們邀請註冊安全主任於大家樂中心總部進行風險評估。

EMPOWERING OUR EMPLOYEES

員工為本

We document work-related injuries, and report them to our Human Resources department and the relevant business unit for further investigation. Severe cases are raised at bi-monthly OSH meetings, to determine appropriate corrective action. We recorded no work-related fatalities in the past four reporting years.

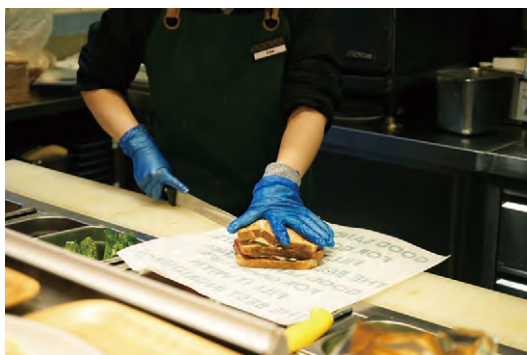
We provide OSH training and assessments, plus monthly refreshers for newly on-boarded employees, to equip them with the necessary knowledge. During the reporting year, 99.93% of our employees attended safety and health training. Staff from different business units took the Certificate for Safety and Health Supervisors (Catering) course to enhance their workplace OSH knowledge. We also safeguard our frontline employees by providing personal protection equipment.

To build the workplace safety culture, we reward branches with zero work-related injuries. During the reporting year, more than 253 branches were recognised in the Labour Department's Catering Industry Safety Inspiration Programme.

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提出，並制定合適的改善方案。於過去四個報告年度，我們並無任何因工死亡事故。

我們為新入職員工提供職安健培訓和評估，並且每月進行重溫課程，讓員工掌握重要的知識。於報告年度內，我們有99.93%的員工參與健康及安全培訓。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，進一步加深工作場所的職安健知識。我們亦確保前線員工配有個人防護裝備。

為建立工作場所安全文化，我們對達致零工傷記錄的分店作出嘉許。於報告年度內，超過253間分店獲勞工處「飲食業安全凝聚計劃」嘉許。



Colleagues are equipped with protective gloves and non-slip shoes
同事配備防護手套和防滑工作鞋

Occupational safety and health – Hong Kong (as of 31 March 2023) 職業安全與健康 – 香港（於二零二三年三月三十一日）

Work-related fatalities (number of people) 因工死亡事故(人數)	Lost days ¹ 損失工作日 ¹	Lost day rate ² 損失工作日比率 ²	Outlets that recorded zero injuries 錄得零工傷的分店
0 ³	11,052	0.23%	78.8%

¹ Lost days refers to sick leave owing to work-related injuries in the reporting year.
「損失工作日」是指於報告年度內工傷導致的病假日數。

² Lost day rate refers to sick leave owing to work-related injuries per number of workdays of the total employees in the reporting year.
「損失工作日比率」是指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。

³ One case involved the death of an employee during work hour is under investigation by the Labour Department.
一宗員工於工作時段內死亡個案現正有待勞工處完成調查。

Embracing a Diverse and Inclusive Workforce

Café de Coral Group is committed to creating a diverse and inclusive working environment that nurtures competitiveness and success. We practise fair and equal employment and adhere to all applicable laws and regulations, including the Employment Ordinance (Cap. 57) and Discrimination Ordinances (Cap. 480, 487, 527 and 602). Internal policies and guidelines safeguard the rights and benefits of our employees, and we provide opportunities for career advancement.



多元共融的員工團隊

大家樂集團致力營造多元共融的工作環境，促進競爭力及締造成功。我們實行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)。我們亦有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。

Creating a fair and inclusive workplace

Our efforts to promote inclusivity, diversity and equal opportunities extend beyond statutory requirements. We strive to eliminate employment barriers for the disadvantaged, the vulnerable and minorities. Discrimination and harassment on the grounds of age, gender, ethnicity, nationality, sexual orientation or other non-merit characteristics are prohibited. We have zero tolerance for child and forced labour. All employees must meet the age requirements required by law. We also expect our suppliers to uphold the same requirements.

營造公平、共融的工作環境

我們於共融、多元及平等機會方面實行的措施高於法定要求，積極消除對弱勢社群及少數群體的就業障礙。我們嚴禁任何涉及年齡、性別、種族、國籍、性取向或其他非才能相關的歧視或騷擾，對僱用童工或強制勞工亦採取零容忍態度。所聘用的員工必須符合法定最低年齡要求，而我們亦期望供應商遵守相關規定。



EMPOWERING OUR EMPLOYEES

員工為本

Café de Coral Group provides equal opportunities for:

大家樂集團為以下人士提供平等機會：

All age groups 所有年齡組別

We encourage the “Active Senior” and retirees to re-join the workforce by providing flexible working schedules. 我們提供切合個人需要及靈活的工作時間安排，鼓勵「活力長者」及退休人士重投工作。

All racial groups 所有種族群組

We endeavour to provide opportunities for individuals from multi-ethnics to adapt and contribute to the community. During the reporting year, we hired 400 non-Chinese employees from countries including Pakistan, Bangladesh, Nepal, India, Indonesia and the Philippines.

我們致力為各種族人士提供機會，幫助他們適應及為社區作出貢獻。報告年度內，我們聘請來自巴基斯坦、孟加拉、尼泊爾、印度、印尼及菲律賓等國家共400名非華裔員工。

People with physical and learning challenges 身體障礙及學習障礙人士

We partner with NGOs, educational institutions and government bodies to provide support and care for people with physical and learning challenges. We hired 319 such individuals during the reporting year.

我們與非政府組織、教育機構和政府機構合作，支持及照顧有身體障礙和學習障礙的人。於報告年度內，我們僱用319名該等人士。

To promote diversity and inclusivity, we encourage the “active seniors”, middle-aged and retired to re-join our workforce. We provide flexible working schedules that go beyond regulatory requirements.

為促進工作場所的多元共融文化，我們鼓勵「活力長者」、中年及退休人士重投集團工作，並為其提供超越監管要求的靈活工作時間安排。

Café de Coral Group’s “Active Senior” workforce

大家樂集團為「活力長者」提供就業機會

Age	年齡	Full-time 全職	Part-time 兼職	Total 總數
60 to 64	60至64歲	606	838	1,444
65 to 75	65至75歲	41	803	844

Café de Coral Group’s team profile – Hong Kong (as of 31 March 2023)

大家樂團隊－香港（於二零二三年三月三十一日）

		Size of workforce (per employment contract) 員工人數（根據僱傭合約）		Average monthly turnover ⁴ 平均每月流失率 ⁴	
		Full-time 全職	Part-time 兼職	2021/2022	2022/2023
By gender	按性別劃分				
Male	男性	2,190	1,012	6.67%	6.67%
Female	女性	4,245	5,799	5.19%	5.06%
Total	總數	6,435	6,811	5.58%	5.47%
By age	按年齡組別劃分				
30 or below	30歲或以下	478	861	11.6%	10.82%
31 to 50	31至50歲	2,918	2,788	4.77%	5.06%
51 or above	51歲或以上	3,039	3,162	4.70%	4.57%

⁴ Average monthly turnover refers to the average number of leavers in each category of each month in the reporting year. This 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 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。

Promoting equal opportunities

Our policies and guidelines – including the Human Resources Management Policy, Performance Management System Policy, Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy – stipulate our commitment to fair recruitment, and are regularly reviewed. Our human resources information system facilitates effective recruitment and incorporates best practices.

To build and maintain an effective talent pipeline, we have longstanding partnerships with non-governmental organisations (NGOs), educational institutions and government authorities. This includes a strategic partnership with more than 30 NGOs. During the year, we organised recruitment sessions with Christian Action, Baptist Oi Kwan Social Service, Hong Kong Single Parents Association and the Hong Kong Federation of Women's Centres.

We hold regular recruitment days at all of our Café de Coral fast food outlets to grow our workforce. We also launched a programme to hire talents including catering managers and assistant catering managers.

We consider employee referrals to be among the most effective recruiting strategies. Our Crew Referral Bonus Scheme encourages employees to recommend suitable candidates for open positions.

促進平等機會

我們的「人力資源管理政策」、「績效管理制度政策」及「員工招聘指引及防止聘用非法員工政策」確保我們遵守及定期審視公平招聘原則。集團的人力資源資訊系統融合了良好作業指引，令招聘程序更有效率。

為建立及維持有效的人才庫，我們與非政府組織、教育機構及政府機構長期合作，包括與30多個非政府組織建立策略合作夥伴關係。年內，我們跟基督教勵行會、浸信會愛羣社會服務處、香港單親協會及香港婦女中心協會合辦多場招聘會。

為擴大員工團隊，我們於所有大家樂快餐分店定期舉辦招聘日，又推出招聘計劃，招攬餐飲經理和助理餐飲經理。

現職員工轉介為招聘新員工的最有效途徑之一，我們的員工轉介獎金計劃鼓勵員工就職位空缺推薦合適人選。

The 20-year journey of Café de Coral fast food's first female chief chef 大家樂快餐首個女大廚的20年歷程

Wong Lai Hung began as a junior chef in 2001, and honed her skills to become the first female Chief Chef in our fast food division. She showed dedication and stood out among her peers. After more than 20 years of service, Wong Lai Hung is still passionate about her job. She is now one of our trainers, grooming new talents and passing on her rich experience.

黃麗紅於二零零一年開始擔任初級廚師，並磨練技能成為我們快餐部門的第一位女大廚，她的敬業精神在同輩中脫穎而出。經過逾20年的服務，黃麗紅對其事業依然抱持熱誠，並成為我們的培訓導師之一，負責培育新人才，把她多年來的豐富經驗傳授給他們。



EMPOWERING OUR EMPLOYEES

員工為本

Engaging our employees

We promote an open and inclusive workplace and value the voices of our employees. We regularly collect feedback and opinions through channels such as monthly branch visits, focus groups and questionnaires. We engage our people by posting company information and employee stories on our social media, staff newsletter and mobile apps. This year, we rolled out a sharing programme "Have Your Say" to regularly collect staff's opinions on our outlet operations, sales and management.

與員工溝通

我們致力營造一個開放、共融的工作場所，並重視員工的聲音，定期透過分店探訪、聚焦小組及問卷調查收集意見，亦在社交媒體、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。今年，我們推出了創新的「好橋你有SAY」計劃，鼓勵員工提出對分店營運、銷售及管理方面的意見。

Business strategy and review meeting

業務策略及檢討會議

In 2022, more than 600 colleagues gathered in person for our first annual Business Strategy and Review Meeting since the pandemic. Acknowledgements were given to the teams for their unwavering dedication to serving our customers, and future development goals and business plans were shared.

二零二二年，600多位同事自疫情以來再次聚首一堂，進行首次實體年度業務策略及檢討會議，感謝團隊盡心盡力服務客戶。管理層於會議上分享了未來發展目標及業務計劃。



Engaging employees with the brand campaign "A Taste of Togetherness"

透過「有大家，就有大家樂」品牌企劃連繫員工

Besides connecting the customers with the campaign, we also aimed to recollect the memories with our people as they have contributed to our growth over the past decades. We set up a feature wall showing our milestones and invited colleagues to put up heartwarming messages. We also hosted a writing and photography competition for our staff to share their memories with the company.

我們除了希望透過品牌企劃連繫客戶，亦想喚起員工與集團的回憶，因為員工過去數十載一直為集團的發展作出貢獻。我們設置特色牆展示集團的里程碑，並邀請同事貼上窩心留言。我們亦舉辦寫作和攝影比賽，讓員工分享對公司的點滴回憶。



Mainland China: our efforts and progress

Our people are integral to our success. Talent attraction and retention are essential for our sustainable growth. We strive to create a diverse and inclusive workplace where employees feel valued and represented. This year, our human resources strategy prioritised reinforcing our values, mission and culture to our team, and communicating how we interpret and showcase these in our daily operations.

Supporting Talent Growth and Development

Regular training equips our employees with relevant knowledge and skills and cultivates a talent pool that is robust and supportive.

For the talent development of our management staff, we have conducted a detailed review of their capabilities and potential, with feedback derived from their direct supervisors, department heads, teammates, human resources department, and from themselves. Personalised training programmes were then devised based on the findings. This year, 64 middle management employees have performed this professional assessment.

中國內地：我們的工作及進展

員工是我們的成功關鍵，因此吸引及挽留人才對於可持續的業務增長至為重要。我們致力創造多元共融的工作場所，讓員工感到受重視。今年，我們的人力資源策略將鞏固團隊價值觀、使命和文化的工作放在首位，並於我們的日常運作中展示出來。

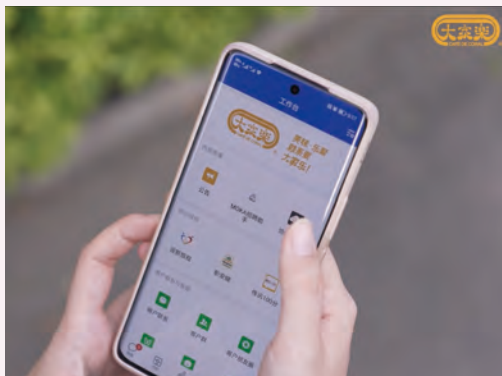
支持人才成長及發展

我們透過定期培訓幫助員工掌握相關知識和技能，並培育穩健的人才庫支援企業發展。

針對管理人才的發展及培訓，我們收集及根據其直屬上司、部門主管、團隊成員、人力資源部門及員工本身自己的意見，對其能力及潛力作出全面及詳盡的績效評估，並以此結果為員工度身設計發展及培訓計劃。今年，共64名中級管理人員參與此績效評估計劃。

Enter the New Era of Digitalization – Employee Capability and Experience Enhancement 邁向數碼化新時代 – 提升員工能力及體驗

- Newly established online system on Human Resource Management that hosts the employee database and supports various functions including recruitment, annual performance review management, talent development and succession planning etc.
推出全數碼化人力資源管理系統，覆蓋員工資料儲存及管理、招聘、年度績效管理、人才發展及繼任管理等多個範疇。
- Online office automation that enables online approval for administration, IT and new store development.
啟動辦公自動化系統，支援行政服務、資訊科技服務、新店拓展流程等項目進行線上審批，提升效率。
- Implementation of hybrid learning model that engages employees with both online cloud training and offline practice to allow flexibility, breaking geographical barriers and overcoming time constraints.
實現靈活多元學習安排，線上雲端會議培訓與線下實踐相結合，打破空間限制，提升學習效率。



EMPOWERING OUR EMPLOYEES

員工為本

Core themes 核心主題

Compliance and policy 合規與政策

Trainings are conducted to ensure that employees are fully aware of our compliance policies and updated government-mandated requirements. Frontline employees are required to complete integrity training.

我們進行全體員工培訓，確保員工全面理解我們的合規政策。所有員工必須完成誠信培訓。

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

- To raise awareness of food safety and risk, we provided the ServSafe food safety certificate training for our back of house staff. Meanwhile, we established skills assessments to standardise quality at our outlets.

為了提高後勤員工對食品安全及風險的意識，我們提供ServSafe 食品安全認證培訓課程。同時，我們進行技能評估以保持分店質素一致。

- To facilitate the group's expansion plan, 240 operational management colleagues were equipped with the skills for store openings and operations.

為配合集團的擴展計劃，240名營運管理員工掌握了開店及營運技能。

Occupational safety and health 職業安全與健康

We regularly train employees and provide occupational safety and health tips, to enhance their understanding of workplace risks.

我們定期培訓員工並提供職業安全與健康資訊，以加深員工對工作場所風險的認識。

Digitalisation training 數碼化培訓

We provided training on digital office platforms – our corporate WeChat, Office Automation, and our human resources and recruitment systems – for all staff at three factories and all employees. We also conducted a workshop on data analysis, to sharpen employees' business mindsets. Tips on the data analysis platform and best practice were shared.

我們就公司的微信、辦公室自動化、人力資源系統及招聘系統等數碼化辦公平台為三個廠房及所有員工提供培訓。我們亦舉辦數據分析工作坊，分享數據分析平台的技巧和最佳實踐，以提升員工的商業思維。



Professional and management skills 專業及管理技能

To enhance employees' professional and management skills, we conduct regular workshops and courses, such as "Talent inventory and coaching skills", "Primary/Intermediate duty management" and "Restaurant management". Workshops – including brand customer profiling, service innovation and brand deconstruction – deepened our team's understanding of our brand and values.

為提升員工的專業及管理技能，我們定期舉辦工作坊及課程，如「人才庫存與輔導技能」、「初級／中級職責管理」及「餐廳管理」等。工作坊內容包括品牌客戶分析、服務創新及品牌解構，加深團隊對品牌及價值觀的了解。

Cultivate young talent 培育年青團隊

We unlock the full potential of graduates and students by developing their knowledge and skills with the chef development and management trainee programmes. A total 134 new chefs and 18 trainees were recruited and trained.

我們讓畢業生和學生掌握知識及技能，全面發掘他們的潛能。透過「雛鷹廚師儲備項目」及「樂行者管培生項目」，我們共招收及培訓134位新廚師及18位實習生。



Development and training – Mainland China (as of 31 March 2023)

發展與培訓－中國內地（於二零二三年三月三十一日）

Category	類別	Employees trained (%) 受訓員工（百分比）	Average training hours per employee 平均每位員工的受訓時數
By gender	按職級劃分		
Senior management	高級管理層	100%	25
Middle management	中級管理層	95.7%	69
General staff and frontline staff	一般及前線員工	99.4%	94
By gender	按性別劃分		
Male	男性	99.0%	101
Female	女性	99.3%	87

EMPOWERING OUR EMPLOYEES

員工為本

Prioritising wellbeing, 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 workers. A dedicated team implements OSH policies and manages related risks in our Mainland China operations.

To build a safety culture and raise employees' awareness, we provide first aid training, place safety signs in our premises and reward outlets with good safety records. OSH information is shared regularly on our WeChat. Audits and inspections at branches and factories are conducted to identify and reduce risks. We regularly test our anti-pinch equipments and nonslip surfaces to mitigate hazards.

The laboratory of our quality control department underwent – and passed – the occupational hazards test. In addition, occupational health examinations are carried out at our laboratories annually. During the reporting year, no occupational diseases arising from our operations cases were detected.

No work-related fatalities occurred in Mainland China in the past three reporting years. During this reporting year, lost days and the lost day rate at our Mainland China outlets, plants and offices were as follows:

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中國內地業務營運中的相關風險。

為了建立安全文化並提高員工的意識，我們提供急救培訓，在我們旗下處所貼上安全標誌，並對安全記錄良好的分店作出嘉許。我們定期在微信分享職安健的資訊。為識別及減少風險，我們在分店及廠房進行審核及檢查，並定期測試防滑表面和防夾手設備，減少風險。

我們的品質控制部門實驗室接受並通過職業風險測試。此外，我們的實驗室每年會進行職業健康檢查，在報告年度內，我們並無發現業務營運引致的職業性疾病。

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。在報告年度內，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概述如下：

Occupational safety and health – Mainland China (as of 31 March 2023)

職業安全及健康－中國內地（於二零二三年三月三十一日）

Work-related fatalities (number of people) 因工死亡事故(人數)	Lost days (number of days) ⁵ 損失工作日(日數) ⁵	Lost day rate (%) ⁶ 損失工作日比率(百分比) ⁶
0	626	0.03%

⁵ Lost days refers to sick leave owing to work-related injuries in the reporting year.
「損失工作日」是指於報告年度內工傷導致的病假日數。

⁶ Lost day rate refers to sick leave owing to work-related injuries per number of workdays of the total employees in the reporting year.
「損失工作日比率」是指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。

Embracing a diverse and inclusive workforce

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

To foster a diverse and inclusive workforce, our recruitment programmes aim to attract people from different backgrounds. We offer opportunities to socially vulnerable and disadvantaged groups, including people with disabilities. We also organise management workshops, to analyse our human resources needs and adjust our recruitment strategies accordingly.

We attract talented graduates through our Management Trainee and Supply Chain Management Trainee programmes. Our Chef Development Programme offers internship opportunities that allow students to gain hands-on experience in the food and beverages industry.

To increase our competitiveness, retain production line talent and mitigate the effect of labour shortage, we have optimised our salary structure and updated our internal referral policies and incentives.



Our Management Trainee Programme equips trainees with the knowledge and skills to be future leaders.

我們的「樂行者管培生項目」讓實習生掌握成為未來領袖的知識和技能。

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，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、童工及強制勞工，所有僱用員工必須符合法定年齡要求。

為了培養多元共融的員工團隊，我們的招聘計劃致力吸引來自不同背景的人才，同時為弱勢群體提供機會。此外，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。

我們透過「樂行者管培生項目」及「供應鏈樂行者管培生項目」吸引具潛質的畢業生加入團隊。「雛鷹廚師儲備項目」則提供實習機會，讓學生獲得餐飲業的實踐經驗。

為提升競爭力、挽留生產線人才及緩解勞動力短缺的影響，我們已優化薪酬結構，同時更新內部轉介政策及獎勵措施。



Our Chef Development Programme enhances interns' understanding of the food and beverage industry.

我們的「雛鷹廚師儲備項目」加深實習生對餐飲業的認識。

EMPOWERING OUR EMPLOYEES

員工為本

To create a harmonious and efficient working environment, we regularly communicate with our people through channels such as letters from management, our Sunshine Action initiative, newsletters, mobile apps, meetings with senior management, town hall meetings and employee satisfaction focus groups. Frequent and effective communication between the management and employees facilitates the exchange of ideas and improves morale and performance.

為營造和諧、高效率的工作環境，我們定期透過不同渠道與員工溝通，包括管理層的郵件、「陽光行動」計劃、通訊、手機應用程式、與管理層對話、員工大會，以及員工滿意度聚焦小組討論等方式。管理層與員工之間密切有效溝通，有助促進員工與管理層之間的意見交流，從而改善士氣和表現。

Café de Coral team profile – Mainland China (as of 31 March 2023)




大家樂團隊－中國內地（於二零二三年三月三十一日）

Category	組別	Size of workforce (per employment contract) 員工（根據僱傭合約）		Average monthly turnover ⁷ 平均每月流失率 ⁷
		Full-time 全職	Part-time 兼職	2022/2023
By gender	按性別劃分			
Male	男性	1,589	609	6.10%
Female	女性	2,294	1,817	4.33%
By age	按年齡組別劃分			
30 or below	30歲或以下	1,431	813	7.66%
31 to 50	31至50歲	1,934	1,321	3.35%
51 or above	51歲或以上	518	292	4.29%



⁷ Average monthly turnover refers to the average number of leavers in each category of each month in the reporting year. This 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 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 未來計劃

Focus Area 重點範疇	Plans 計劃
<p data-bbox="209 513 443 569">Talent Development 人才發展</p> 	<ul data-bbox="552 519 1426 750" style="list-style-type: none">• Build a structured framework for learning and development for all employees, with a range of programmes catering different needs for various positions and roles to enable the employee to excel their professional growth. 為所有員工建立有系統的學習和發展框架，當中包括針對不同崗位及職能需求而設的一系列課程，讓員工在專業發展方面取得卓越成績。• Reach 100% training rate for employees of all categories. 所有員工組別的受訓率達致100%的水平。
<p data-bbox="209 799 443 877">Work Safety and Employee Wellbeing 職業安全及員工福祉</p> 	<ul data-bbox="552 806 1398 1058" style="list-style-type: none">• Ensure safety at work through strict compliance with the Occupation Safety and Healthy 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。• Maintain zero work-related fatalities for employees. 維持零宗員工因工死亡事故。• Maintain a Lost Day Rate of 0.25% or below for employees. 員工「損失工作日比率」維持在0.25%或以下。
<p data-bbox="209 1144 443 1200">Equal Opportunities 平等機會</p> 	<ul data-bbox="552 1151 1382 1231" style="list-style-type: none">• Maintain a multi-ethnics workforce that includes non-Chinese and people with physical and intellectual challenges. 維持包括多元化種族、身體障礙及智力障礙人士在內的員工團隊。



Focusing on
Food

專注食物



FOCUSING ON FOOD 專注食物

Adopting responsible sourcing

Café de Coral prioritises the sustainability, safety and quality of its goods across the supply chain. We adhere to all applicable laws and regulations, including the Food Safety Ordinance (Cap. 612), Food and Drugs (Composition & Labelling) Regulations, Public Health and Municipal Services Ordinance (Cap. 132), and other laws relevant to our activities and products.

We enhance our food safety and quality control by auditing strategic suppliers, standardising quality processes for important foods, and upholding our Corporate Food Safety Policy. We strive to purchase from vendors who value sustainability and animal welfare, and whose goods are produced with no added antibiotics or hormones.

Supply chain management

Our Purchasing Manual outlines policies, procedures and the roles of all relevant parties, to guarantee the quality of our procurement. Our Corporate Food Safety Policy sets out handling and tracking protocols. Our Supplier Code of Conduct outlines environmental and social standards for suppliers in the areas of labour practice, human rights, occupational safety and health, and business ethics.

Our long-term prosperity depends on our ability to source high quality goods around the globe. Risk, variety, cost and quality are all taken into consideration. We make direct purchases from first-tier suppliers to establish long-term, collaborative relationships and create a reliable, climate-resilient supply chain. We had a total 315 food suppliers in the reporting year, and 26.8% of our food supplies in Hong Kong operation were directly sourced.

採取負責任採購

大家樂在整個供應鏈中將產品的可持續性、安全及品質放在首位。我們遵守各項適用法律及法規，包括《食品安全條例》(第612章)、《食物及藥物(成分組合及標籤)規例》、《公眾衛生及市政條例》(第132章)以及其他與我們的活動及產品相關的法律。

我們加強食品安全及品質控制，包括審核重點供應商，統一重要食品的品質程序，以及秉持「集團食物安全政策」。我們傾向與重視可持續發展及動物福利，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」概述有關政策、程序以及所有相關方的職責，以保證採購的品質。「集團食物安全政策」訂明食品處理及追蹤規章，而「供應商行為守則」概述我們在勞工措施、人權、職業健康及安全以及商業道德方面對於供應商的環境及社會標準。

業務能長遠發展的關鍵在於我們能否從全球各地採購優質產品。我們採購時會重點考慮產品的風險、種類、成本及品質。我們直接向一線供應商採購，透過建立長期合作夥伴關係以提高供應鏈的穩定性及面對氣候變化的抗禦力。於報告年度內，我們共有315名食品供應商，而我們香港業務中26.8%的食品直接從源頭採購。

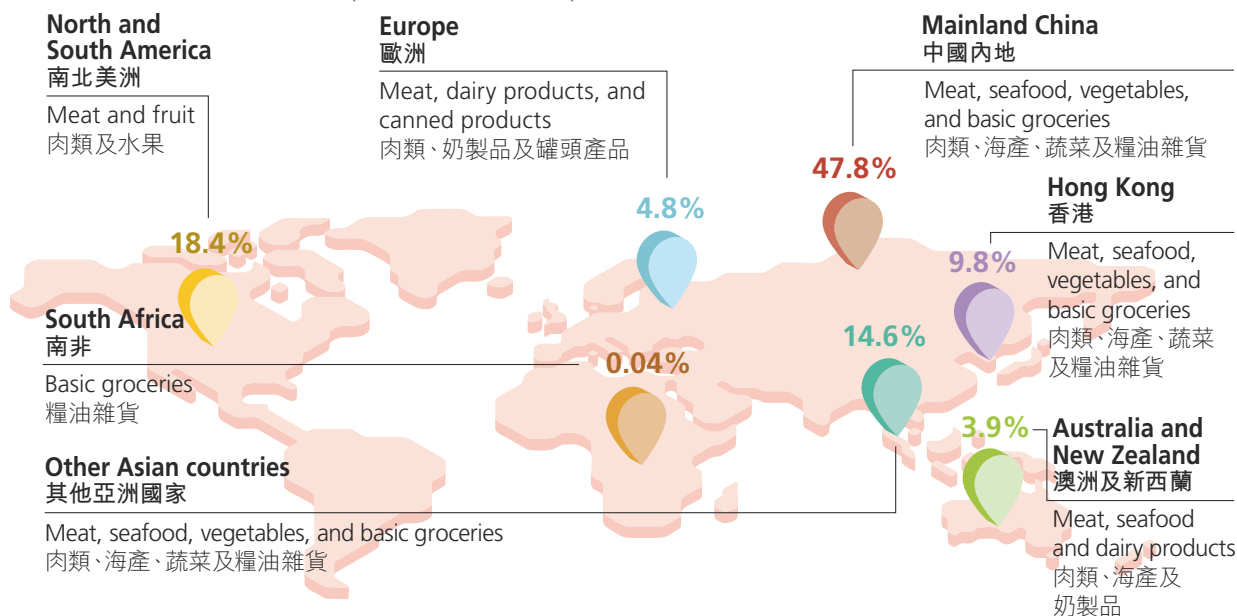
Number of food suppliers – by geographical locations (2022/2023)
食品供應商數量 – 按地區劃分 (2022/2023)



Our food by geographical origin*

按食物來源地分佈*

(as of 31 March 2023) (於二零二三年三月三十一日)



* based on the Group's total procurement spend
基於集團總採購支出計算

Comprehensive systems ensure the efficiency of our sourcing in Hong Kong and Mainland China. During the reporting year, we worked with the digitalisation team to identify opportunities to streamline procurement process.

全面的系統確保我們在香港及中國內地的採購效率。於報告年度內，我們與數碼化團隊合作，以識別精簡採購流程的機會。



Branch Management System

分店管理系統

Centralises orders from our stores and food processing facilities 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 our processing facilities to conduct standardised and efficient transactions with our suppliers

使中央產製中心能夠與供應商進行統一及高效率的交易



Enterprise Resource Planning System

企業資源規劃系統

Consolidates data from business units to support the planning of materials and production

綜合來自不同業務單位的數據，以支持材料及生產規劃



Product Compliance Audit System

產品合規審核系統

Enables effective and open communication, and information-sharing with suppliers

讓我們能夠與供應商進行有效、公開的溝通，以及資訊共享

Improves control and oversight of our suppliers and their upstream suppliers

加強對供應商及其上游供應商的控制及監督

FOCUSING ON FOOD

專注食物

Critical or extreme conditions can disrupt the supply chain. To boost our resilience, we proactively collaborate with suppliers to develop contingency plans for contaminated raw materials. Our aim is to secure stable raw materials and goods. If the supply chain becomes unstable, we modify our menus promptly to avoid disruption.

Selecting and monitoring suppliers

Strict supplier evaluation and selection guarantee the quality of our food supply. In accordance with our Supplier Code of Conduct, we evaluate each candidate's compliance and qualifications. Raw materials, audit results and service quality are appraised. All new suppliers must pass food safety inspections and assessments. We prioritise suppliers who demonstrate high social and environmental standards.

Our robust supplier tracking complements our ISO 9001 and ISO 22000 quality and food safety management. We regularly assess the performance of our suppliers against local regulations and relevant international standards. Failure to meet our standards may result in contracts being terminated. In 2022, we conducted 197 supplier audits.

Our Corporate Quality Assurance Department reviewed and improved our compliance audit workflow in the reporting year, to maintain our high standards of food quality and safety. To enhance the management and monitoring of raw materials, we expanded auditing to upstream and cold chain suppliers in some high-risk categories.

Building partnerships

To maintain reliable supplies, we establish long-term relationships with suppliers whose volume, purchase value and/or product uniqueness makes them key to our business. Regular Zoom meetings maintain these relationships and keep us up-to-date on market trends, pricing forecasts, supply stability and risks. We coach and guide strategic and new suppliers to help them address issues in their own supply chains. Selected suppliers are given access to technical support to help enhance their productivity and streamline their operations.

Ensuring traceability

To maintain our strict quality and safety standards, we ensure that the origins of our ingredients can be tracked. We use GS1 traceability, a reliable traceability system for sharing information across the entire chain, so that key data – including supplier name, quantity, production date and expiration – is documented and readily available. Our procurement team collaborates with GS1 Hong Kong to enable the use of Electronic Data Interchange for receiving orders and invoicing. This guarantees that our standards and requirements are met at every step of the procurement process.

A sound traceability system enables us to perform effective product recalls if safety or compliance issues arise. This ensures our customers' safety and prevent the Group from any potential legal risk. In case of incidents, we provide relevant information to the supplier to conduct a thorough investigation and to formulate corrective and preventive measures. All recall cases are reported to the Management Board.

重大或極端事件可能導致供應鏈中斷。為提高我們的應變能力，我們積極與供應商合作制定應急方案，以應對原材料污染的情況，旨在確保穩定的原材料及貨品供應。一旦供應鏈變得不穩定，我們會及時修改餐單以避免混亂。

選擇及監察供應商

嚴格的供應商評估及篩選流程能保證我們食品供應的質素。我們根據「供應商行為守則」評估所有候選供應商的合規情況及資格，當中包括其原材料、審計結果及服務質素。所有新供應商必須通過食品安全檢查和評估，我們優先選擇達到較高社會和環境標準的供應商。

穩妥的供應商追蹤與ISO 9001和ISO 22000質素及食品安全管理系統相輔相成。我們根據當地法規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，我們有可能與其終止合約。於二零二二年，我們進行了197次供應商審核。

集團品質保證部於報告年度內審視並改進了合規審核工作流程，以維持我們高標準的食品質素和安全。為加強對原材料的管理和監察，我們將審計擴展至部分高風險的上游和冷鏈供應商。

建立夥伴關係

為維持可靠的供應，我們按照供應商的採購量、採購總值及／或產品獨特性，選定重要的供應商，與他們建立長期合作關係。我們透過定期的視像會議維持溝通，以及了解最新市場趨勢、價格預測、供應穩定性和風險。我們為重點及新供應商提供指導及指引，幫助他們解決自身供應鏈的問題，亦為選定的供應商提供技術支援，幫助他們提升生產力及精簡業務。

確保可追溯性

我們維持嚴格的質量和安全標準，確保集團可從源頭追溯食材。我們採用可靠的GS1追溯系統，促進整個供應鏈資訊流通，以便記錄及隨時查閱關鍵數據，包括供應商名稱、數量、生產日期及到期日。我們的採購團隊與香港貨品編碼協會合作，使用電子數據互換系統接收訂單及開票，保證採購流程的每個步驟都符合集團標準及要求。

完善的追溯系統有助我們有效回收存在安全或合規問題的產品，確保顧客的安全及避免集團遭受任何潛在的法律風險。一旦發生事故，我們會向供應商提供相關資料，以進行徹底調查並制訂整改及防範措施。所有回收個案均會上報至管理局。

Sustainable Sourcing

With customers becoming more conscious about nutrition and sustainability of food, social and environmental factors are taken into consideration during the procurement process. We strive to expand the sourcing of sustainable ingredients that are produced responsibly, and to increase collaboration with suppliers who share our sustainability values.

Procuring sustainable seafood

To promote sustainable fisheries, we procure seafood from suppliers accredited by the Aquaculture Stewardship Council and the Marine Stewardship Council. 72.8% of the seafood sourced in the reporting year for our Hong Kong operations was certified as sustainable, approaching our annual target of 75%.



可持續採購

顧客日益關注食品的營養及可持續性。因此，我們在採購過程中有考慮社會和環境因素，致力擴大採購以負責任方式生產的可持續食材，並加強與我們擁有共同可持續發展價值觀的供應商合作。

採購可持續海鮮

為促進可持續漁業，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。於報告年度內，香港業務所採購的海鮮中，72.8%為經認證的可持續海鮮，與75%的年度目標非常接近。



We are honoured to be one of the founding members of the Sustainable Seafood Business Membership Programme, launched by World Wild Fund Hong Kong (WWF HK) in 2022. This programme strengthens our connection with the suppliers, industry peers and retailers to promote sustainable seafood. This year, we have introduced new products made with sustainable seafood examined by WWF HK. We add labels on the menu to let customers know that those products are made with sustainable seafood.

我們很榮幸於二零二二年成為世界自然基金會香港分會的環保海鮮企業會員計劃的始創會員之一。該計劃加強我們與供應商、業界同儕和零售商的聯繫，以推廣可持續海鮮。今年，我們推出以可持續海鮮製成的新產品，並獲得世界自然基金會香港分會認證。我們亦於餐單上加上標記，以方便顧客辨識。

Brands offering dishes using sustainable seafood certified by WWF HK 品牌以世界自然基金會香港分會認證的可持續海鮮創製出一系列菜餚



Smoked fish with vegetable rice at Super Super Congee and Noodles
一粥麵滬式燻魚菜飯



Baked rice with seafood at Café de Coral fast food
大家樂快餐焗海鮮飯



FOCUSING ON FOOD 專注食物

Valuing animal welfare

We respect animal welfare and the humane treatment of animals. During the reporting year, our Hong Kong operations sourced 18.58% of meat and poultry from suppliers that value animal welfare, achieving our annual target of 18%. These suppliers follow the World Organisation 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.

Promoting products with no added antibiotics and hormones

Responding to growing public concern, we promote products with no added antibiotics and hormones by utilising ingredients free of such elements in our business operations. For instance, our Shanghai Lao Lao restaurants serve pork with no added antibiotics, while Café de Coral fast food and Asia Pacific Catering serve chicken franks with no added antibiotics and hormones.

During the year, 3.04% of the meat procured were with no added antibiotics and hormones. We will continue working towards our annual target of 5%.

Ensuring food quality and safety

To ensure food quality and safety, all of our main food processing facilities in Hong Kong and Mainland China, and some of our Asia Pacific Catering locations, hold ISO 22000 and Hazard Analysis Critical Control Point (HACCP) certification. During the reporting year, eight of Asia Pacific Catering's stores attained HACCP certification and four attained ISO 9001:2015. To ensure our procedures comply with the most up-to-date worldwide standards, we have also implemented the updated ISO 22000:2018. Risks related to retrieving, storing, preparing, processing, distributing and serving food are reduced by our corporate food safety policy.

During the reporting year, we were recognised as the Diamond Enterprise in GS1 Hong Kong's Quality Food Scheme for the fifth consecutive year, acknowledging our efforts of implementing high safety and traceability standards in our supply chain. There were zero products subject to recall for safety and health reasons in the reporting year.

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。於報告年度內，我們的香港業務有18.58%的肉類及家禽採購自重視動物福利的供應商，實現18%的年度目標。這些供應商遵循世界動物衛生組織定義的五大動物自由：免於饑渴、免於不適、免於痛苦傷害及疾病、表達正常行為及免於恐懼及憂慮。

推廣無添加抗生素及激素的產品

公眾對食品問題日益關注，因此我們推出以無添加抗生素及激素作食材的產品。例如，上海姥姥提供無添加抗生素的豬肉，大家樂快餐和泛亞飲食提供無添加抗生素及激素的雞肉。

年內，集團肉類採購量中有3.04%為無添加抗生素及激素的食材。我們將繼續努力實現5%的年度目標。

確保食品質素及安全

為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食品加工設施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)認證。於報告年度內，八間泛亞飲食分店獲得HACCP認證，另有四間獲得ISO 9001:2015認證。為確保我們的程序符合最新的全球標準，我們亦已實施經修訂的ISO 22000:2018標準。我們訂有集團食物安全政策，以減低與食品接收、儲存、製備、加工、配送及供應相關的風險。

於報告年度內，我們連續五年榮獲香港貨品編碼協會「優質食品計劃」的鑽石企業獎，肯定我們在供應鏈中實施嚴格的食物安全及追溯標準的努力。本年度，集團並無任何因安全及健康原因導致的產品回收個案。



Quality control and assurance

We maintain strict quality, safety and hygiene standards, from the preparation of food till it is consumed.

品質控制及保證

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。

Quality control 品質控制

- Quality and processes are monitored by internal specialists to ensure standard operating procedures are followed.
由內部專家監控質素及流程，確保遵循標準營運程序。
- 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 regularly.
我們定期檢討工作程序。
- Critical ingredients including tea and rice are subject to strict quality-testing.
對茶及大米等重要食材進行嚴格的品質測試。
- Kitchen practices, recipes and equipment usage are standardised at our casual dining outlets to guarantee 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，保證高質素。

Microbiological assessments 微生物檢測

- Microbiological testing of food is undertaken at our manufacturing facilities.
在產製設施對食品進行微生物檢測。
- Luncheon Star's food products are assessed by accredited testing laboratories.
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 performed 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 carried out at our food processing facilities.
每月在食品加工設施進行「良好產製實踐」審核。
- Introduced an improvement programme to evaluate "Best Before" dates on strategic products.
推出改善計劃以評估重點食品的最佳食用日期。

We offer relevant orientation training for new hires, and food safety and monitoring training for our strategic business units. Our quarterly Kitchen Training Refresher Programme reinforces standard operating procedures, to ensure they are properly cascaded to frontline staff during the regular meetings. In 2022, we attended the Centre for Food Safety's Trade Talk and Workshop on HACCP to enhance our understanding of the industry's best practice.

我們為新員工提供相關入職培訓，並為重點業務單位提供食品安全及監察培訓。我們每季度均舉行「廚務崗位培訓重溫計劃」以強化標準營運程序，確保資訊能透過定期會議妥當地傳達至前線員工。於二零二二年，我們參加了食物安全中心業界講座及「食物安全重點控制」工作坊，以增進我們對業界良好作業的理解。

Our quality control and assurance system also cover logistics. We tested the performance of insulation, assessed new coolers and developed operational standards for freezer trucks. These help preserve the quality of our products while they are transported.

我們的品質控制及保證系統亦涵蓋物流。我們已測試冷凍車的隔熱性能、測評新型冷凍櫃及制定操作標準，這些措施有助在運輸過程中保持產品的品質。

FOCUSING ON FOOD

專注食物

Advanced technology for food quality and safety

確保食品質素及安全的先進技術

We invest in advanced technology and equipment to produce food that meets high standards of quality and safety. Our food-handling procedure is standardised through automation and digital technology, which improves our productivity, consistency and quality control.

我們投資於先進的技術和設備，以生產符合高標準品質及安全的食品。我們採用自動化及數碼技術統一食品處理流程，以提高生產力、一致性及品質控制。

Technology 技術	Achievement 成果
Manufacturing 產製	
<ul style="list-style-type: none"> Appliances such as pressure cookers and combi ovens are used for high efficiency cooking 使用高壓鍋和組合烤箱等電器，以實現高效烹煮 GS1 automation controls the quality of raw materials, product-cutting to standardised weights, yield and food loss GS1 自動化控制原材料質素、產品標準重量切割、出產及食品損耗 Automation line is developed for certain processes including tea leaves packing 為特定工序(例如：茶葉包裝)開發自動化生產線 Fully automated end-to-end rice cooking process at Luncheon Star 活力午餐採用全自動明火煮飯線 	<ul style="list-style-type: none"> Improved food quality and maintained product consistency 提高食品質素及保持產品一致性 Increased production yield and ensured stability in production volume 提高產量及保持穩定性 Provides the procurement team with valuable reference information to improve raw material quality 為採購團隊提供參考資訊以提升原材料質素 Enhanced production efficiency 提高生產效率
Product delivery 產品交付	
<ul style="list-style-type: none"> GPS technology tracks our delivery vehicles in real time 全球定位系統實時追蹤配送車輛 	<ul style="list-style-type: none"> Streamlined distribution and optimised routes to ensure delivery on schedule 精簡配送及優化路線以確保按時送達
Product storage 產品儲存	
<ul style="list-style-type: none"> Upgraded glycol system cools hot food 使用已升級的乙二醇系統冷卻熱食 	<ul style="list-style-type: none"> More efficient cooling and improved 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	
<ul style="list-style-type: none"> Implementation of digital platform, including the Documentation Management System (DMS) 採用文件管理系統等數碼平台 Supplier portfolio established via process automation 透過流程自動化整合供應商資料 	<ul style="list-style-type: none"> Centralised consolidation of key documents, including standard operating procedures and recipes 集中整合各類重要文件，包括標準營運程序及配方 Reduces the use of paper and enhances efficiency 減少用紙，提高效率

Various advancement in technology that improves productivity, consistency and quality control
應用多項先進技術及設備，以提高生產力、一致性及品質控制



Application of glycol enhances the cooling efficiency.

採用乙二醇提高冷卻效率。

Automation line is established for packing tea leaves.

建立茶葉包裝自動化生產線。

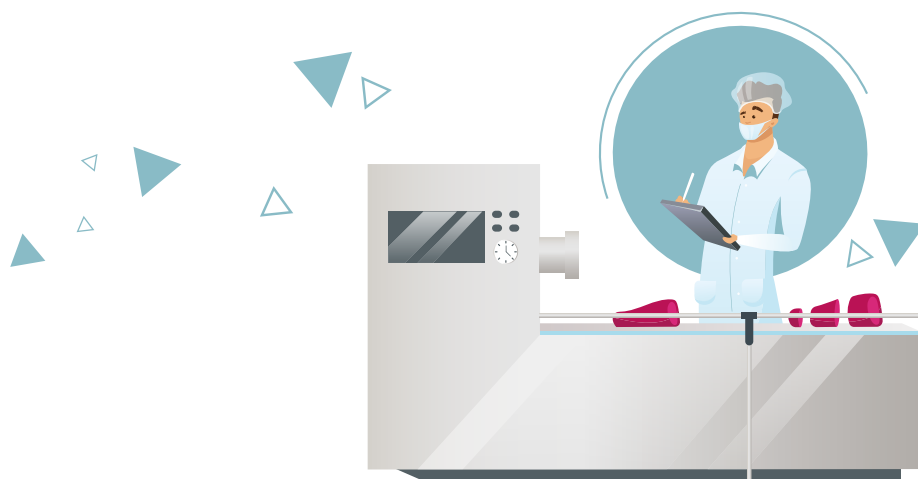


Upgraded pressure cooker enhances the productivity of food processing plant.

升級後的高壓鍋提高食品加工廠的生產力。

Pork-cutting machines sort the products based on the quality and size.

豬肉切割機按照品質和份量對產品進行分類。



FOCUSING ON FOOD 專注食物

Promoting nutritious and healthy food

To satisfy the rising market demand for nutritious and environmentally friendly diets, we are expanding our selection of healthy and sustainable food. We work closely with chefs and suppliers to create menus with a wide variety of healthy products and ingredients.

No added MSG and low sodium

Our chefs have reviewed the recipes to enhance the nutrition of our products, and launched dishes and soup with no added MSG at Café de Coral fast food.



Luncheon Star, our school catering division, offers nutritious meals for children in accordance with Department of Health requirements. We offer meals with 50% less sodium, reduce the amount of sauce and use fresh ingredients, herbs and low-sodium spices. We have also introduced a monthly "Beef-free Day" menu to provide students with lower carbon footprint options. All of our low sodium, low sugar and low fat menu is designed by qualified nutritionists, with the participation of school teachers and parent-teacher organisations, with an aim to providing healthy and nutritious diet sufficient to fuel students' growth and development.

Plant-based and vegetarian menus

To promote green eating, our brands have added vegetarian options to their menus. Café de Coral fast food has introduced baked plant-based spaghetti Bolognese and baked plant-based "pork chop rice".



推廣營養健康食品

為了滿足市場對營養和環保飲食不斷增長的需求，我們持續在餐單中增添健康及可持續食品，與廚師和供應商緊密合作，製作包含各類健康產品和食材的餐種。

無添加味精及低鈉

我們的廚師十分注重產品的營養，將之帶到餐單中，例如大家樂快餐推出的多款無添加味精小菜和湯品。

我們的學童午膳業務活力午餐按照衛生署的規定，為學童提供營養餐。我們提供減鈉50%的膳食，減少膳食的醬汁份量，並採用新鮮的食材、香草和低鈉香料。我們亦推出每月一次的「無牛肉日」餐單，為學生提供更低碳足跡的選擇。我們所有的少鈉、低糖及低脂餐單均由合資格的營養師設計，學校老師和家長教師會亦有參與餐單設計，務求提供足以促進學生成長和發展所需的健康又營養的膳食。

素食餐單

為推廣綠色飲食，多個品牌也在餐單增加了素食選擇。大家樂快餐推出焗素肉醬意粉及焗素豬扒飯。

In addition, The Spaghetti House introduced vegetarian options including spaghetti and cheese fondue. The salad bars at Oliver's Super Sandwiches offer a broad selection of vegetables as well as plant-based milk options for coffee and speciality drinks. While for Luncheon Star, the daily school lunchbox menu always includes one vegetarian dish choice for parents and students to choose.

此外，The Spaghetti House (意粉屋) 推出素菜意粉及素芝士火鍋等。Oliver's Super Sandwiches (利華超級三文治) 的沙律吧提供各式各樣的素菜選擇，咖啡及特色飲品可選用植物奶。活力午餐每天亦會提供一款素食午餐以供選擇。



Shanghai Lao Lao collaborates with local plant-based meat startup 上海姥姥與本地植物肉初創企業合作

Shanghai Lao Lao has reimagined four of its signature dishes with Plant Sifu, a local startup that produces plant-based meat. We are the first in the industry to adopt plant-based meat in Shanghaiese cuisine including the classic steamed pork dumplings, tan tan noodles and more. This ground-breaking collaboration sparked our creativity in expanding the choices for vegetarian customers.

上海姥姥與生產植物肉的本地初創企業—植廚(Plant Sifu)革新了四道招牌菜。我們領先業界，在經典菜式小籠包及擔擔麵等上海菜中採用植物肉。這次極具新鮮感的合作激發了我們的創意，為素食顧客提供更多選擇。



FOCUSING ON FOOD 專注食物

EatSmart Restaurant

Working closely with our institutional partners, 15 outlets of Asia Pacific Catering enrolled in the EatSmart Restaurant Star+ programme and all of them achieved a coveted two-star rating. These outlets offer EatSmart dishes including fruit and dishes with more vegetables, less fat, oil, salt and sugar. Vegetarian choices are also offered, to encourage healthy and sustainable eating.



Nutrition and food labelling

We raise customers' awareness of nutrition through food labelling, nutrition data and the identification of allergens like shrimp and peanuts. Sustainable seafood is mentioned where applicable. Calorie information is displayed on digital menu boards at 14 hospital outlets and 4 outlets in the school and commercial sectors.

Special menu requirements

We offer options such as halal and vegan food for those with religious and dietary needs at Luncheon Star and selective Asia Pacific Catering outlets, including the Hong Kong Polytechnic University and Hong Kong Baptist University.

「有營食肆」

15間泛亞飲食的分店與機構飲食合作夥伴緊密合作，成功取得「星級有營食肆」二星評級。店內提供水果及蔬菜為主、少脂肪、少油、少鹽及少糖的「有營菜式」。我們亦提供素食選擇，鼓勵健康及可持續的飲食。

營養及食品標籤

我們透過食品標籤、營養數據，以及過敏原標識（例如蝦和花生等）來提高顧客的營養意識，並在適用情況下推薦可持續海鮮。我們的14間醫院分店及4間機構餐飲分店均於電子餐牌顯示卡路里資訊。

特殊餐單要求

活力午餐及若干泛亞飲食分店（包括香港理工大學及香港浸會大學）因應顧客的宗教及飲食需要提供清真食品及素食等選擇。



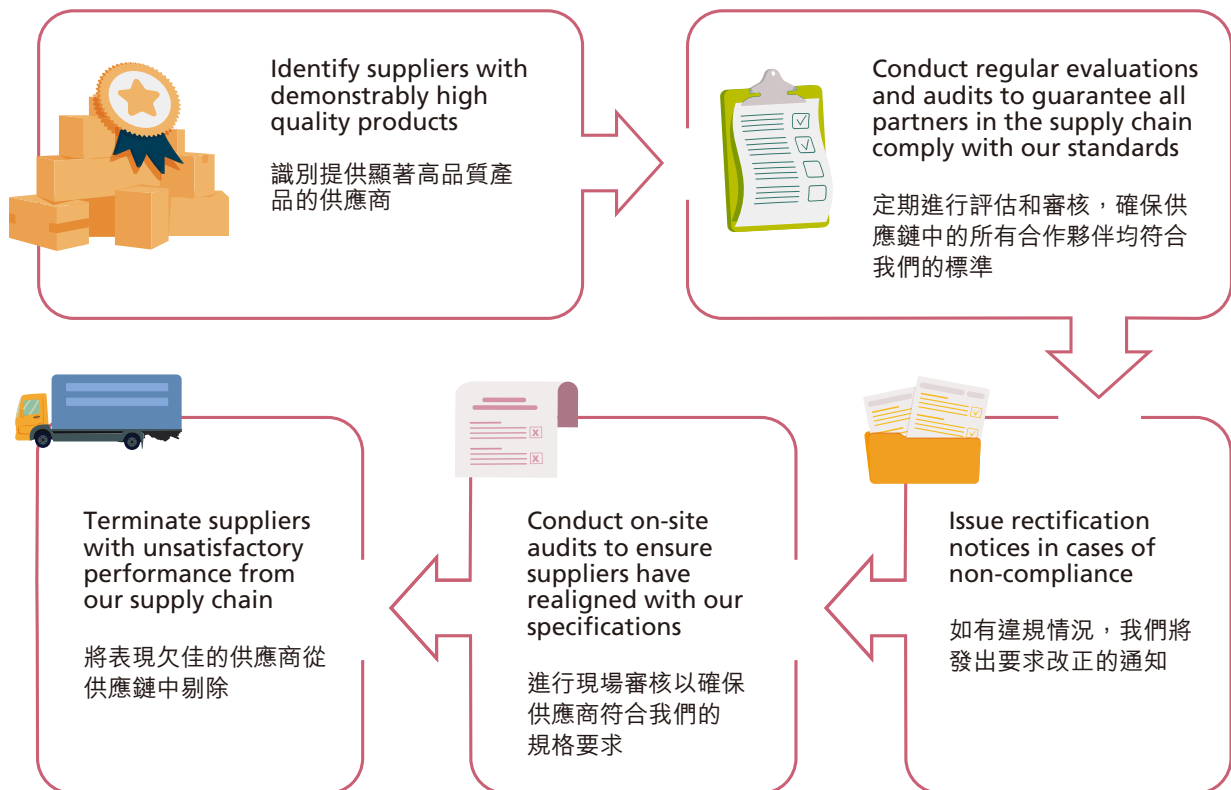
Mainland China: our efforts and progress

Our Mainland China businesses prioritise high quality, safe and healthy food. We comply with all relevant laws and regulations, including the Food Safety Law of People's Republic of China. Strict standards and procedures govern our procurement and processing.

Adopting responsible sourcing

We partner with key suppliers and guarantee that they meet our standards. During the reporting year, factory audits were performed on 69 of our targeted suppliers.

Supplier management



Raw ingredients with high nutritional content, a reliable supply network and reasonable pricing are essential for high quality food. All of our raw materials are selected using strict criteria. Major ingredients are sourced from audited and trusted suppliers. We select qualified and reputable suppliers and manufacturers who are leading national enterprises or industry peers.

中國內地：我們的工作及進展

我們的中國內地業務十分注重供應優質、安全及健康的食品。我們遵守各項相關法律及法規，包括《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

我們與主要供應商合作，確保他們符合我們的標準。於報告年度內，我們對69個重點供應商進行了工廠審核。

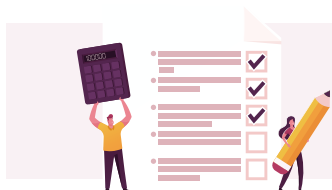
供應商管理

營養豐富的原材料、可靠的供應網絡及合理的定價對於提供優質食品十分重要，我們按嚴格標準選擇所有原材料，主要食材採購自經審核及值得信賴的供應商。我們選擇合資格及信譽良好的供應商，他們都是首屈一指的國營企業或業界同儕。

FOCUSING ON FOOD 專注食物

We set standards for key ingredients, and a dedicated inventory team oversees food storage and delivery. During the year, we had a total of 146 food suppliers, all located in Mainland China, and 61.4% of our food suppliers were directly sourced.

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146個食品供應商，全數位於中國內地，而61.4%的食品供應是直接從源頭採購。



This reporting year, sustainability and environmental factors were added to our supplier assessment criteria and procurement policy.

本報告年度，我們的供應商評估標準及採購政策增添了可持續發展及環境因素。

A grading system supports the selection and evaluation of suppliers. We notify suppliers of the results of their evaluations and, if necessary, request corrective action. Should our standards be repeatedly violated, we may terminate the partnership. Two 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。我們會告知供應商他們的評估結果，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，我們可能會終止彼此合作關係。於報告年度內，我們與兩名被評為邊緣等級的供應商終止合作。

Dedicated to sustainable sourcing and supportive of animal welfare, we procure ingredients from renowned and responsible suppliers, particularly for eggs and beef. We also contribute to the local economy by procuring agricultural products, from impoverished regions.

我們致力於可持續採購及支持動物福利，向知名且負責任的供應商採購食材，特別是雞蛋和牛肉。我們亦向貧困地區採購農產品，為當地經濟助力。

Supporting poverty reduction in local rural area 幫助農村減貧

To fight poverty and support China's poverty alleviation policy, we have procured 2,772 tonnes of rice, 430 tonnes of eggs and 293 tonnes of cabbage from the impoverished area in this reporting year.

為對抗貧困及支持國家扶貧政策，於本報告年度，我們向貧困農村地區採購了2,772噸大米、430噸雞蛋及293噸白菜。



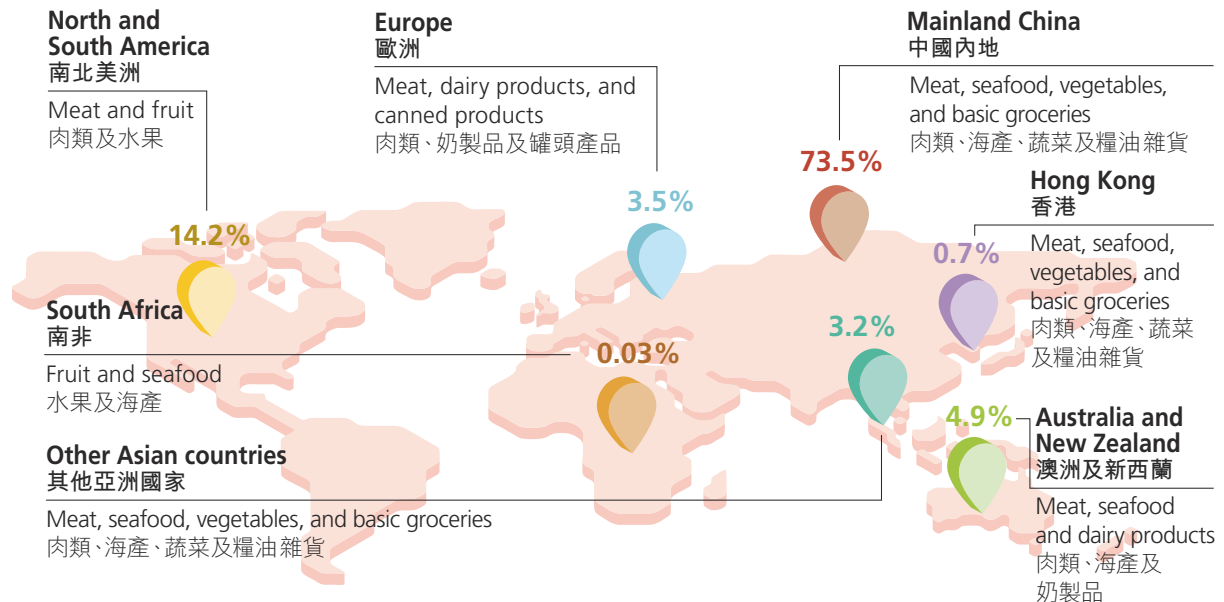
To guarantee food stability and quality, we endeavour to build a resilient supply chain. We examine and manage pesticide residues in raw materials to ensure food safety. Owing to the pandemic, local government restricted food imports from certain locations during the reporting year. However, thanks to our robust product traceability, we were able to adhere to these restrictions and continue to operate.

為保證食品供應的穩定性及質素，我們努力建立穩健的供應鏈。我們檢查及管理原材料中殘留的農藥以確保食品安全。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。不過，有賴於穩健的產品追溯系統，我們得以遵守有關限制並繼續營運。

Our food by geographical origin*

按食物來源地分佈*

(as of 31 March 2023) (於二零二三年三月三十一日)



* 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

Ensuring food quality and safety

Food quality is maintained at our Mainland China processing facility. Our good manufacturing practice (GMP) model defines critical performance indicators for each production zone and outlines standard operating procedures. This enables us to assess performance, cleanliness, hygiene and pest control. To improve quality and safety awareness, we hosted GMP competitions among operating teams during the reporting year.

Hygiene is critical, particularly amid a pandemic. Our facilities and employees are held to high standards, and we regularly evaluate our manufacturing and processing. In accordance with national laws, regulations and standards, we conduct internal inspections and third-party quality-testing of raw materials annually.

確保食品質素及安全

我們在中國內地的產製設施能夠維持食品的高品質。我們的「良好產製實踐」模式界定各產製區的關鍵績效指標並概述標準營運程序，讓我們能夠評估表現、整潔度、衛生及蟲害控制。於報告年度內，我們在各營運團隊之間舉行「良好產製實踐」比賽，以提升他們的質素及安全意識。

衛生是非常關鍵的一環，特別是在疫情期間。我們的設施及員工均符合規格，並定期評估各產製及加工流程。根據國家法律、法規及標準，我們每年對原材料進行內部檢查及第三方質素測試。



FOCUSING ON FOOD

專注食物

Logistics experts ensure food quality and safety during transport. Vehicles are equipped with precise temperature controls, automated refrigeration, and temperature monitoring and recording systems. We routinely examine their records for anomalies that could compromise our standards.

Multiple tests are required. In accordance with national standards, suppliers are required to provide regular test reports that confirm the absence of antibiotics and hormones. Raw material are inspected on receipt for antibiotics and veterinary drugs. Vegetables must be accompanied by a batch pesticide test report.

We educate employees about food management developments to keep them up-to-date on quality and safety standards. Regular trainings and drills reinforce our protocols.

There were zero products subject to recall for safety and health reasons this year. There were 3 products and service related complaints cases filed to the official. All cases have been investigated and responded to the customers with detailed explanation proactively.

Promoting nutritious and healthy food

Since the pandemic, we have seen a growing trend for healthy and nutritious diets. Responding to the increased demand for such choices, we introduced sugar-free oatmeal and baked plant-based pork rice during the reporting year. We will continue to develop original, healthy and nutritious food that meets customers' evolving needs.

物流專業團隊確保運輸過程中的食品質素及安全。車輛均配備精確的溫度控制、自動製冷及溫度監測和記錄系統。我們定期檢查有關系統記錄，以防出現可能損害我們標準的異常情況。

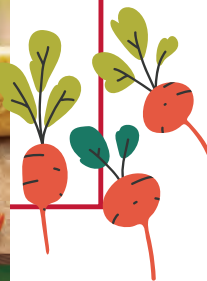
我們的食品須進行多項檢測。根據國家標準，供應商須提供定期檢測報告，確認不含抗生素和激素。我們在收到原材料時亦會進行抗生素和獸藥檢測，蔬菜則須附有批次農藥檢測報告。

我們教導員工有關食品管理的發展情況，幫助他們了解最新的質素及安全標準，並透過定期培訓和演習強化我們的規章。

本年度，集團於中國內地並無任何因安全和健康原因回收的產品個案。而經由政府部門提交的3宗產品及服務相關投訴，我們已作出調查，並主動向顧客詳細解釋。

推廣營養健康食品

自疫情以來，人們對健康及營養飲食的需求呈不斷增長趨勢。因應顧客的需求增加，我們於報告年度內推出無糖燕麥片和焗素豬扒飯。我們將繼續開發原汁原味、健康又有營養的食品，滿足顧客不斷轉變的需要。



Future plans 未來計劃

Focus Area 重點範疇	Plans 未來計劃
<p>Responsible sourcing 負責任採購</p> 	<ul style="list-style-type: none"> • Reach the annual target – 75% of our seafood procured is from certified sustainable sources, in 5 years by enhancing connections with suppliers, restaurants and retailers. 繼續加強與供應商、餐廳及零售商的聯繫，於5年內將可持續海鮮認證的採購比率提高至75%的年度目標。 • Continue to broaden the scope of our food quality and safety certifications, to align with 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。 • Strictly audit procurement and supplier procedures to track and manage suppliers' performance. 嚴格審核採購及供應商程序，追蹤及管理供應商表現。 • Maintain the proportion of suppliers that value animal welfare to 18%, and increase the procurement rate of no added antibiotics and hormones meat to 5% in 5 years. 將重視動物福利的供應商比例保持在18%，並在5年內將無添加抗生素及激素肉類的採購率提高至5%。 • Establish the Sustainable Procurement Policy in 2023/24. 於二零二三年／二零二四年制定可持續採購政策。 • Increase the procurement ratio of direct sourcing suppliers and strategic suppliers for our China operations. 提高中國內地業務向源頭採購和向策略性供應商的採購比例。
<p>Food quality and safety 食品質素與安全</p> 	<ul style="list-style-type: none"> • Enhance the consistency, quality and efficiency of food handling and production through digitalization, technology and innovation. 透過數碼化技術及創新提高食品處理及生產的一致性、質素及效率。 • Arrange a regular Kitchen Training Review Programme to reinforce standard operating procedures for food quality among frontline staff. 安排定期「廚務崗位培訓評估計劃」，以強化前線員工對食品質素標準營運程序的認知。 • Continue to provide updated standards, policies and best practice training for all employees, to standardise operations. 繼續為所有僱員提供有關最新標準、政策及良好作業守則的培訓，令營運模式標準化。 • Continue to work closely with the suppliers to stay abreast of the technological advancement on food safety and quality control in mainland China. 繼續與中國內地的供應商緊密聯繫，以跟上食品安全及品質監控的最新科技。 • Acquire FSSC22000 food safety certification at Scanfood manufacturing plant in 2023/24. 於2023/24年度為北歐國際廠房取得FSSC22000食品安全體系認證。
<p>Food Nutrition and Health 食品營養與健康</p> 	<ul style="list-style-type: none"> • Provide healthy and sustainable menu options for customers. 為顧客提供健康及可持續的餐單選擇。

Preserving the Planet

保護環境





PRESERVING THE PLANET

保護環境

We are committed to supporting sustainable development. Along our value chain, the Group endeavours to minimise its footprint and reduce environmental impacts. Recognising the urgency of combating climate change, we make significant efforts to decarbonise our operations, thereby supporting the global transition to a low-carbon economy.

Addressing Climate Change

Governance

The Board of Directors directs the Group's business and sustainability strategy and oversees our risk management, including sustainability-related risks. The Management Board – chaired by our Chief Executive Officer – meets regularly to review the Group's sustainability performance and progress and reports to the Board of Directors on sustainability matters. The Sustainability Committees – with the support of execution groups and operations units and departments – are responsible for setting emission targets, formulating climate action plans, and ensuring strategies are implemented effectively.

In response to Climate Change, we have put in place a Climate Change Policy which outlines our mitigation and adaptation strategies to effectively manage climate-related risks in our business operations. The Group will review the Climate Change Policy from time to time as appropriate to ensure it aligns with our sustainability strategy and stay abreast of evolving climate change issues.

Strategy

Climate-related risks have a significant impact on our operations in the short and long term. To stay ahead of these challenges, we keep up with technological advancements and global trends related to low carbon footprints, operational best practices, and sustainable materials and resources. During the reporting year, we conducted a climate risk assessment and scenario analysis to identify the physical and transition risks that are material to our business and to evaluate the associated impacts and opportunities.

Physical Risks

To assess physical risk, we examined climate projections under the RCP8.5 scenario according to the United Nations Intergovernmental Panel on Climate Change (IPCC). The time horizon for this scenario analysis is 2050. Our climate risk assessment covers different aspects of our business including outlets, food processing plants and supply chain. The four climate hazards most relevant to the group identified are Extreme Wind and Flooding (Acute Shocks), Extreme Heat and Water shortage (Chronic Stress). Potential physical risk impacts related to our four sustainability pillars include:

我們致力支持可持續發展，於價值鏈的各個環節努力減低碳足跡及減少對環境的影響。鑑於應對氣候變化的緊迫性，我們作出重大努力以推動營運減碳，藉以支持全球向低碳經濟轉型。

應對氣候變化

管治

董事局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。由首席執行官帶領的管理局定期舉行會議，以審視集團的可持續發展表現及進度，並向董事局匯報可持續發展事宜。可持續發展委員會在執行小組、營運單位及部門的協助下，負責訂立排放目標，制定氣候行動計劃，並確保策略行之有效。

為應對氣候變化，我們已制定氣候變化政策，當中概述緩解及適應策略，以便有效管理業務營運中的氣候相關風險。集團將適時審視氣候變化政策，以確保政策與可持續發展策略保持一致，並緊貼不斷改變的氣候變化議題。

策略

氣候相關風險對我們的營運產生重大的短期及長期影響。為了作更好的準備去面對這些挑戰，我們一直留意科技發展，了解有關低碳足跡、良好營運作業以及可持續材料和資源的國際趨勢。於報告年度內，我們進行氣候風險評估和情境分析，以識別關乎業務的重大實體和轉型風險，同時評估相關的影響和機遇。

實體風險

為評估實體風險，我們根據聯合國政府間氣候變化專門委員會(IPCC)的RCP8.5情境研究氣候預測，而此項情境分析的時間點設於二零五零年。我們的氣候風險評估審視不同業務範疇，包括分店、產製中心及供應鏈，識別出四個與我們最相關的氣候風險：極端強風及水浸(急性事件)、極端炎熱天氣及水資源短缺(慢性事件)。與集團四大可持續發展範疇相關的實體風險的潛在影響包括：

Potential impacts of physical risks 實體風險的潛在影響	Our response 應對方法
Catering to Customer 以客為先	
<ul style="list-style-type: none"> Rising temperatures may cause discomfort for customers dining in our outlets. 氣溫上升可令顧客在分店內感到不適，影響他們用膳。 Extreme weather events may disrupt outlet services, causing inconvenience to customers. 極端天氣事件或會影響分店服務，對顧客造成不便。 	<ul style="list-style-type: none"> Enhance energy efficiency of HVAC system to provide a comfortable dining environment for our customers. 提升供暖、通風及空調(HVAC)系統的能源效益，為顧客提供舒適的用餐環境。 Install water barriers and booster pumps to enhance preparedness for future extreme weather. 設置水障及加壓泵，為日後的極端天氣做好準備。
Empowering our Employee 員工為本	
<ul style="list-style-type: none"> Extreme heat may pose a risk to our employees', especially kitchen staff's, health and wellbeing, leading to high turnover and potential labour shortage. 極端炎熱天氣有機會損害員工健康，特別是廚房員工並引致員工流失及人手短缺。 Other extreme weather events may risk employees' safety and prevent them from commuting, leading to more frequent disruptions and loss of business days in our outlets and processing plants. 其他極端天氣事件危及員工安全，妨礙他們往返工作地點，亦為分店及中央產製中心的運作造成更頻繁阻礙。 	<ul style="list-style-type: none"> Explore and invest in upgrade of ventilation and temperature control system, and kitchen appliances that generate less heat in kitchen area. 研究投資於可提升廚房的通風效能及溫度控制的系統和設備。 Digitalization and automation to improve manpower efficiency, enhance work safety and reduce reliance on labour. 透過數碼化和自動化提高人力資源效率，提升職業安全及減低對勞動力的依賴。 Provide employees with safety training and emergency action plan to ensure their safety during extreme weather events. 為員工提供安全培訓和應急方案，在極端天氣事件發生時確保他們的安全。 Adjust operating hours during extreme weather events to reduce the risk of extreme weather events for employees. 在極端天氣事件發生時，調整營業時間，降低有關事件對員工造成的風險。
Focusing on Food 專注食物	
<ul style="list-style-type: none"> Rising temperatures may affect food quality especially dry food stored in ambient conditions. 氣溫上升或會影響食物品質，尤其是存放於常溫環境下的乾貨。 Extreme weather events may disrupt our supply chain, affecting the availability and supplies of raw materials. 極端天氣事件或會干擾我們的供應鏈，影響原材料的狀況和供應。 	<ul style="list-style-type: none"> Install temperature sensors and control systems to ensure optimum conditions for food storage. 安裝溫度感應器和控制系統，確保以最佳條件儲存食物。 Diversify source of supply chain to reduce overreliance on a single source. 採取多元化供應鏈策略，避免過分倚賴單一源頭。
Preserving the Planet 保護環境	
<ul style="list-style-type: none"> Extreme heat may increase energy consumption in our outlets and processing plants due to increased air conditioning and refrigeration use. 因氣候變化或會增加分店及中央產製中心空調及製冷設備用量上升的能源消耗。 	<ul style="list-style-type: none"> Adopt passive design features such as daylighting and natural ventilation in our outlets and food processing plants. 於分店及中央產製中心運用採光及自然通風等順應自然的設計。

PRESERVING THE PLANET

保護環境

Transition Risks

Climate-related transition risk refers to risk related to the transition to a low carbon economy. Transition risks are typically categorized into key drivers under four main areas: Policy and Legal, Technology, Market, and Reputation. A low carbon scenario analysis based on projections under a IPCC RCP 2.6 scenario and NGFS Orderly Net Zero 2050 scenario was conducted to assess the transition risks. Our climate risk assessment has identified a list of transition risks most relevant to our business. The list of transition risks and potential impacts to our business are listed below:

轉型風險

氣候相關的轉型風險指與低碳經濟轉型相關的風險。轉型風險一般分為四個主要範疇的重要因素：政策與法律、科技、市場及信譽。我們根據IPCC RCP 2.6情境以及綠色金融網絡2050有序淨零排放的情境預測，進行了低碳情境分析，藉此評估轉型風險。我們的氣候風險評估已識別一系列與業務最為相關的轉型風險，該等轉型風險以及對我們業務的潛在影響載列如下：

Risk 風險	Potential impacts 潛在影響	Our response 應對方法
Short-term (0 – 2 years) 短期 (0 – 2 年)		
More stringent climate disclosure requirements 更嚴格的氣候披露規定	<ul style="list-style-type: none"> Increased scrutiny from stakeholders who are interested in our environmental performance. 關注集團環境表現的與業務有關人士對我們加緊監察。 	<ul style="list-style-type: none"> Enhance climate-related governance and disclosure. 改善氣候相關管治及披露。 Closely monitor our environmental performance. 密切監察我們的環境表現。
Increasing regulation on packaging and plastic waste 針對包裝及塑膠廢物的監管日益增加	<ul style="list-style-type: none"> Increased costs on transitioning to biodegradable and environmentally friendly alternatives. 轉用塑膠替代品的成本上升。 	<ul style="list-style-type: none"> Collaborate with suppliers to develop and identify cost-efficient options. 與供應商合作探索符合成本效益的選擇。
Fluctuation in yield and price of agricultural products 農產品產量和價格出現波動	<ul style="list-style-type: none"> Increased procurement costs. 採購成本上升。 	<ul style="list-style-type: none"> Explore alternative sources of raw materials. 探索原材料的其他來源。 Maintain relationships with suppliers to ensure a stable supply chain. 與供應商維持關係，以確保供應鏈穩定。
Medium-term (2 – 7 years) 中期 (2 – 7 年)		
Introduction of carbon pricing 採取碳定價	<ul style="list-style-type: none"> Increased costs for outlet and food processing plant operations. 分店及中央產製中心的營運成本增加。 	<ul style="list-style-type: none"> Conduct feasibility study of using renewable energy. 研究使用可再生能源的可行性。 Install LED lighting, heating, ventilation, and air conditioning (HVAC) system and building management system (BMS). 安裝LED照明、HVAC系統及樓宇管理系統(BMS)。
Changing customer behavior 顧客行為不斷改變	<ul style="list-style-type: none"> Loss of market share and reputation if we are unable to respond to the needs of customers in a timely manner. 如未能及時滿足顧客的需求，市場佔有率和聲譽將會受損。 	<ul style="list-style-type: none"> Provide more healthy and green menu options, such as plant-based products. 提供更健康和綠色的菜式，例如以植物為主的產品。 Practice sustainable food ingredient sourcing from eco-friendly suppliers. 從環保供應商採購可持續食材。
Transition to low emission transportation 轉型至低排放運輸	<ul style="list-style-type: none"> Increased adoption costs associated with transitioning to low carbon logistic vehicles. 轉用低碳物流貨車的成本上升。 	<ul style="list-style-type: none"> Upgrade logistic fleets to Euro VI vehicles. 將物流車隊升級至歐盟六期車輛。 Explore electric truck options. 探討電動貨車的選項。

Risk 風險	Potential impacts 潛在影響	Our response 應對方法
Long-term (7 years or beyond) 長期(7年或以上)		
Increasing regulation on carbon neutrality target 碳中和目標的監管日漸增加	<ul style="list-style-type: none"> Additional costs for daily operation adjustment to meet carbon neutrality targets. 因調整日常營運以符合碳中和目標而產生的額外成本。 	<ul style="list-style-type: none"> Set up carbon reduction targets. 訂立減碳目標。 Invest in low carbon technologies. 投資於低碳科技。

Risk Management

The climate risk assessment is overseen by our Sustainability Committees and covers our key business operations, including our stores, manufacturing facilities and supply chain. We are integrating the identified risks and investigating climate-related mitigation strategies to enhance our resilience.

Based on the climate risk assessment findings, we prioritise pain points with high risk levels and urgency. While evaluating the risks, we have taken into consideration our existing preparedness or the ability to develop preparedness and implement mitigation measures. The findings of the climate risk assessment have provided us with detailed information in projected future climate scenarios and climate resilience planning.

Metrics and Targets

We have been disclosing our energy and greenhouse gas (GHG) performance, including our consumption of different fuels and Scope 1 & 2 GHG emissions annually (in Managing Energy and Emissions). To measure and manage climate-related risks and opportunities, energy and GHG emission reduction targets have been established. Our energy consumption, and carbon emission performance and targets, are monitored and disclosed in Managing Energy and Emissions and Mainland China – Our Environmental Efforts and Progress.

Managing Energy and Emissions

We closely monitor our energy consumption and implemented various energy saving measures to achieve our energy and greenhouse gas (GHG) emissions reduction targets (see Energy consumption and GHG emission targets and performance).

Energy-efficient designs and equipment

We continue to enhance our energy efficiency by investing in advanced technology and upgrading equipment at our manufacturing plants and in kitchens at our stores and schools.

At our outlets, we have introduced energy-saving equipment, including energy-saving dishwashers and smart stir fryers. Café de Coral fast food and Super Super Congee & Noodles are switching to the use of smart stir fryers and electric stoves, which avoid high temperature at the kitchen area hence electricity consumption for air-conditioning is reduced.

風險管理

氣候風險評估由可持續發展委員會監督，並涵蓋我們的主要業務營運，包括分店、中央產製中心及供應鏈。我們正在整合已識別的風險，研究氣候相關的緩解策略，以提高我們的應變能力。

根據氣候風險評估的結果，我們優先處理高風險及迫切的問題。評估風險時，我們已考慮現有的準備方案，或制定準備方案及實行緩解措施的能力。氣候風險評估的結果提供詳盡的資訊，有助我們了解未來氣候情境的預測及規劃氣候應變能力。

指標及目標

我們已披露能源及溫室氣體排放績效，包括每年不同燃料的消耗和範圍一及二的溫室氣體排放量（載於「能源及排放管理」）。為衡量及管理氣候相關風險和機遇，我們已設定能源及溫室氣體減排目標。我們監察能源消耗、碳排放表現及目標，並於「能源及排放管理」和「中國內地－我們的環保工作及進展」中披露有關資料。

能源及排放管理

我們密切監察能源消耗並實行多項節能措施，力爭實現能源及溫室氣體減排目標。（請參閱能源消耗和溫室氣體排放目標及表現）。

節能設計和設備

我們投資引入先進技術，並升級產製中心、分店及學校廚房的設備，不斷提高能源效益。

我們已於分店引入節能洗碗機及智能電炒鍋等節能設備。大家樂快餐和一粥麵陸續改用智能電炒鍋及電爐，避免於廚房區域產生高溫，進而減少空調耗電量。

PRESERVING THE PLANET 保護環境



Energy-saving dishwashers
節能洗碗機



Smart stir-fryers
智能電炒鍋

During the reporting year, the bain-marie heating coils used in all Café de Coral fast food and Super Super Congee & Noodles were replaced to improve energy efficiency. The power of heating coils in kitchen and bar areas has been reduced from 3,000W to 2,500W, meeting the heating requirement while avoiding potential energy wastage.

於報告年度內，大家樂快餐及一粥麵更換了熱湯池內的加熱線圈，以提高能源效益，廚房和水吧的加熱線圈功率由3,000瓦特降至2,500瓦特，滿足加熱需求的同時，減少了能源消耗。



Upgrade of bain-marie heating coils to improve energy efficiency
更換熱湯池的加熱線圈以提高能源效益



"Air Lobby" at outlets to optimise the efficiency of air conditioning
分店採用「空調大堂」以優化空調效率

Selective Café de Coral fast food outlets that have direct access to the outdoor have adopted the "Air Lobby" design at their entrance to optimise the efficiency of air conditioning. The "Air Lobby" is a physical corridor constituted by two sliding doors with fan coils to reduce the warming effect incurred by the influx of outdoor hot air. We have also upgraded lights to LEDs and energy-saving bulbs at our outlets.

部分能直達戶外的大家樂快餐分店在入口處採用「空調大堂」設計，以優化空調效率。「空調大堂」是由兩個滑門組成的實體玻璃走廊，並配有管風機，以減少室外熱空氣流入所產生的暖化效應。我們亦已將分店的燈具升級為LED燈管及節能燈泡。

256 smart stir fryers and electric stoves installed

已安裝的智能電炒鍋及電爐數目



“Two Leaf” rating in Swire Properties’ Green Kitchen programme 太古地產「綠色廚房」計劃「貳葉評級」

We make ongoing efforts to achieve energy and water efficiency in our kitchens. Working closely with Swire Properties, we took reference to their Green Kitchen technical guidelines that include specific recommendations for reducing energy and water consumption, low-carbon operations and waste management as the sustainability solution benchmark for our store design and operation.

Two of our outlets, Oliver’s Super Sandwiches and The Spaghetti House at Cityplaza, have received the Two Leaf Green Kitchen Award earlier. The latest addition to this recognition is Oliver’s Super Sandwiches at Tung Chung Crescent.

作為一家餐飲企業，我們不斷努力提高廚房的能源及用水效益。我們與太古地產緊密合作，參照《綠色廚房技術指引》內有關提升能源及用水效益、低碳營運及廢物管理的具體建議作為我們推動綠色營運的標準。

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)，以及位於東堤灣畔的 Oliver’s Super Sandwiches (利華超級三文治) 均榮獲「綠色廚房」認證嘉許，並取得「貳葉」級別。



Oliver’s Super Sandwiches
Tung Chung Crescent Branch
Oliver’s Super Sandwiches (利華超級三文治)
東堤灣畔分店

Energy-efficient practices

At our production plants, a robust building management system (BMS) has been adopted, with the installation of electricity meters on each floor, to monitor and analyse the electricity consumption in different zones. Unusual fluctuations in electricity consumption and equipment failure can be easily identified, which enhances efficiency and reduces downtime. Pressure cookers and combi ovens were introduced this year to reduce the consumption of electricity, water and town gas at our food processing plant.

The optimising of heating, ventilation and air conditioning (HVAC) system enhances the effectiveness and reduces energy consumption. Our HVAC specialist team undertakes regular inspections and maintenance of the in-store air-conditioning system. Meanwhile, our environmental guidelines – including Environmental Measures for Reheating Centres and Environmental Protection Measures for Factories – integrate energy conservation into daily operations.

節能措施及方案

我們的中央產製中心採用全面的樓宇管理系統(BMS)，每層樓均安裝了電能記量錶，以監察及分析不同區域的耗電量，能夠輕鬆識別耗電量的異常波動及設備故障，從而提升效率及減少故障停機時間。我們今年引入高壓鍋及組合烤箱，以減少中央產製中心的水電及燃氣消耗。

供暖、通風及空調(HVAC)系統的優化提高了能源效益及減少能源消耗，我們的HVAC專家團隊定期對店內空調系統進行檢查及維護。同時，集團的環保指引，包括「加熱中心環保措施」及「工場環保措施」，協助我們將節能理念融入日常營運中。

PRESERVING THE PLANET 保護環境

Renewable energy

To decarbonise our operations, we identify opportunities to implement renewable energy, and encourage the use of low-carbon energy. For instance, our used cooking oil is collected by certified vendors and recycled into biodiesel.



可再生能源

為減低我們營運所造成的碳排放，我們探索使用可再生能源的可能性，並鼓勵使用低碳能源。例如，我們營運產生的廢食油由獲認證的供應商收集並回收再造為生物柴油。

Biodiesel accounts for 21% of our vehicles fuel consumption
生物柴油佔集團車隊燃料消耗

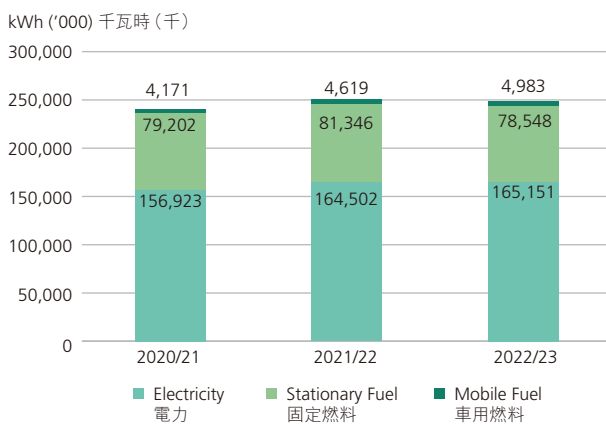
Energy consumption and GHG emission targets and performance

We have reduction targets for energy consumption intensity and GHG emissions intensity, measured against the FY2013/14 baseline.

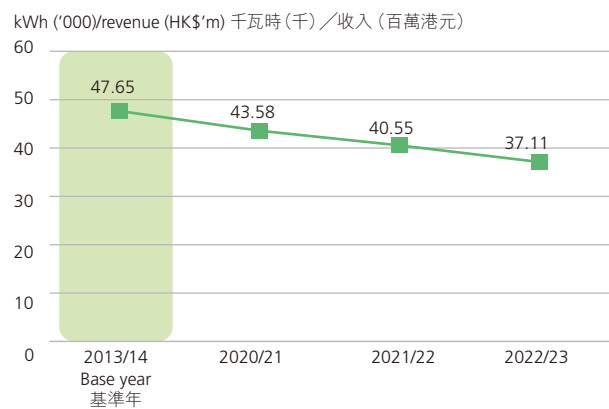
能源消耗和溫室氣體排放目標及表現

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

Energy Consumption by Type
按類型劃分的能源消耗



Energy Consumption Intensity
能源消耗強度



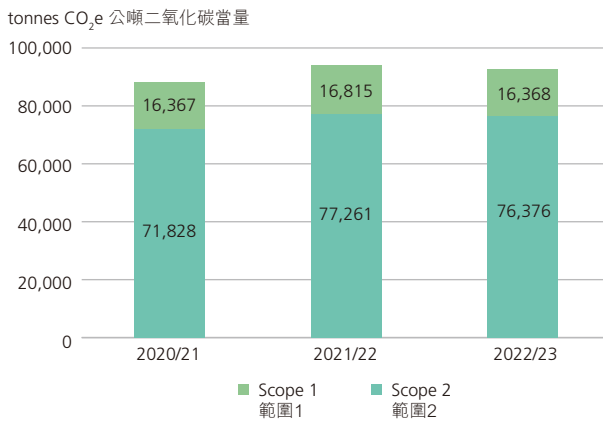
Performance compared with 2013/14 baseline
與二零一三／一四年度基準年相比之表現

2020/21	2021/22	2022/23
-8.5%	-14.9%	-22.1%

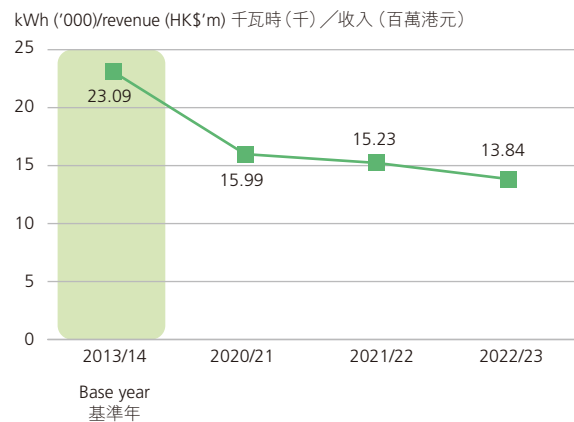
Energy consumption intensity targets
能源消耗強度目標

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 與二零一三/一四年度基準年相比之表現			GHG emissions targets 溫室氣體排放目標	
2020/21	2021/22	2022/23	2024/25	2029/30
-30.7%	-34.0%	-40%	-28%	-30%

Promoting water stewardship

The Group adheres strictly to the Water Pollution Control Ordinance (Cap. 358). Across all of our operations, we promote water stewardship by implementing water conservation measures. We set reduction goals (see Water consumption target and performance), monitor usage across our facilities, and enhance our efficiency with cutting-edge technology and refined procedures.

Water efficient equipment

Although there were no problems in sourcing water for our operations, we strive our best to reduce the use of water in our operation. At our manufacturing facilities, frozen meat is thawed with a high-frequency defroster through the vibration of water molecule to generate heat. Running water is not required for defrosting and it also improves the defrosting quality and efficiency.

推廣水資源管理

集團嚴格遵守《水污染管制條例》(第358章)，在營運的各個環節中推廣水資源管理，實施節水措施。我們制定節水目標(參閱用水量目標及表現)，監察各項設施的用水情況，並透過先進技術及優化流程提高用水效益。

節水設備

儘管集團營運於求取適用水源上並無遇上問題，我們仍竭盡全力減少營運用水。於中央產製中心採用的高頻率解凍裝置，能透過水分子振動產生的熱能解凍肉類。解凍過程毋須使用自來水，同時有效提高解凍質素及效率。

PRESERVING THE PLANET

保護環境



High-frequency
refroster to enable
a quick, safe and
water saving thawing
process

高頻率解凍裝置令
解凍過程更快、安
全及節水

At our kitchens, the dishwashers are water and energy-efficient. Taps with flow regulators were installed to further reduce our water consumption. The ice-makers have been modified to precisely match the actual demand of stores and avoid any potential wastage. Water-saving restrictors in the toilets and basins at some of our fast food outlets can reduce the water flow by 40%.

Water-efficient operations

Our operational water efficiency is enhanced by periodic evaluations and adjustments to our methods. Our Environmental Measures for Reheating Centres and Environmental Protection Measures for Factories at Luncheon Star align with international best practice and the ISO 14001 Environmental Management System. We also educate our people about water conservation via posters and signs.

Working with the Hong Kong Productivity Council, we are now exploring the feasibility of adopting the new biological wastewater treatment technology – a moving bed biofilm reactor which will enhance our capacity of managing wastewater at our manufacturing plant.

分店廚房的洗碗機既節水又節能，我們加設流量調節器於水龍頭，進一步減少用水。製冰機亦已作出調整，以準確應付分店的實際需求用量，避免任何潛在的浪費。部分快餐分店的洗手間及洗手盆安裝了節水限流器，可節水40%。

節水營運

我們定期評估及調整方法，藉以提升營運用水效率。我們在活力午餐推行的「加熱中心環保措施」及「工場環保措施」符合國際最佳良好作業及ISO 14001環境管理體系，我們亦透過海報及標誌向員工宣傳節水理念。

集團與香港生產力局合作，研究應用新的生物廢水處理技術—移動床生物膜反應器，此技術將有助提高我們產製設施的廢水處理能力。

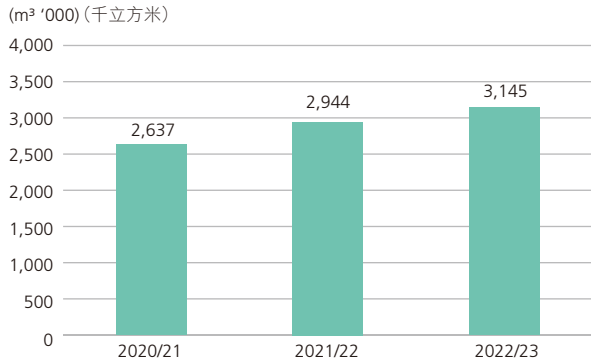
Water consumption target and performance

We aim to reduce water consumption intensity by 20% by 2024/25, and 25% by 2029/30, compared to the FY2013/14 baseline.

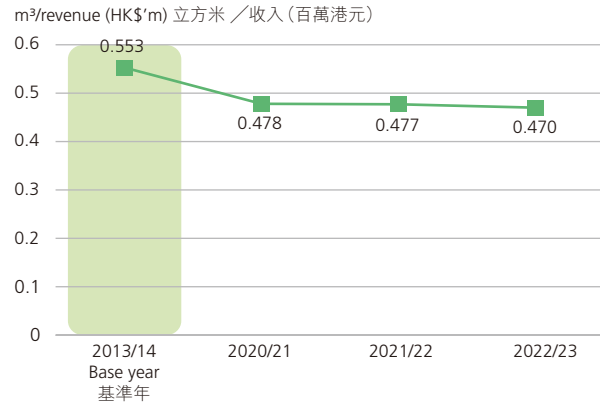
用水量目標及表現

我們的目標是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基準年減少20%及25%。

Water Consumption
用水量



Water Consumption Intensity
水源消耗強度



Performance compared to 2013/14 baseline 與二零一三／一四年度基準年相比之表現			Water consumption intensity targets 用水強度目標	
2020/21	2021/2022	2022/23	2024/25	2029/30
-13.6%	-13.7%	-15%	-20%	-25%

Managing waste responsibly

Waste management is one of our priorities to protect the environment hence we closely monitor the amount of waste produced by our daily operations and seek ways to minimise it. The Group collects and manages hazardous and non-hazardous waste in accordance with the Waste Disposal Ordinance (Cap. 354), with clear definitions and scope of measuring the hazardous and non-hazardous waste.

For hazardous waste, the Group has reviewed its operation and sorted out the significant categories of hazardous waste involved in our value chain, including paint, fluorescent light tubes, batteries and toner cartridges. A total of 1.67 tonnes of hazardous waste was produced during the reporting year.

For non-hazardous waste, we keep track on the amount produced and recycled in our operations including our stores and central processing plants. We identify major sources of non-hazardous waste and looked into solutions to reduce waste along our value chain, with established targets. We take a holistic approach in waste management which prioritises waste avoidance at source, then waste reduction and recycling.

負責任的廢物管理

廢物管理是保護環境的要務之一，因此我們密切監察日常營運所產生的廢物量，同時探求方案將之減低。集團按照《廢物處置條例》(第354章)收集及管理有害及無害廢物，並就有害及無害廢物計量設有明確的定義及範圍。

對於有害廢物，集團已於報告年度內檢視營運，並整理出價值鏈所涉及的物料當中的有害廢物類別，包括油漆、光管、電池及碳粉墨盒等；報告年度內集團共產生約1.67公噸有害廢物。

對於無害廢物，我們記錄分店及中央產製中心營運時所產生及回收的廢物量，識別無害廢物的主要來源，同時研究價值鏈減廢方案，並定下目標。我們採用全面的廢物管理方法，優先在源頭盡量避免產生廢物，繼而減少廢物量及進行回收。

PRESERVING THE PLANET 保護環境

In accordance with our environmental protection guidelines, administrators must review inventories and production plans prior to purchasing to prevent overstocking. GS1 automation solutions support our improved production yield by better monitoring the quality of raw materials, improving cut weight precision, increasing productivity and identifying areas for waste prevention.

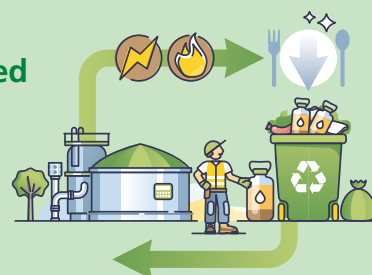
We have engaged vendors to collect paper, glass and metal for recycling. All the used cooking oil of our stores are collected by certified companies to recycle.

根據我們的環保指引，管理人員必須於採購前檢視存貨及生產計劃，以避免存貨過多。GS1自動化解決方案有助我們更有效地監控原材料質素，提升切割重量準確度，促進生產力及找出可從哪些方面避免生產廢物，從而提高產量。

我們已聘請供應商收集紙張、玻璃及金屬循環再造，分店的所有廢食油均由獲認證的公司收集以進行循環再造。

512,176 litres of used cooking oil recycled

廢食油回收總量(公升)



Food waste reduction

Food waste is the major contributor to our non-hazardous waste produced. We endeavour to minimise food waste and join hands with various parties to foster recycling.

A food waste separation scheme was implemented at all outlets in 2020/21. Publishing the Food Waste Management Guide, we required all brands to record the food waste data for analysis. Food waste is collected at the kitchen, bar area and tray return point to ensure the pre-meal and post-meal food waste is included in the measurement. We have engaged a third-party consultant to visit our stores and monitor their food waste management practice. The monthly food waste records are submitted to the Group to formulate strategies for meal size adjustments and food processing improvements.



減少廚餘

廚餘是我們所產生的主要無害廢物，因此我們致力減少廚餘，並與各方攜手促進廚餘回收。

於二零二零／二一年度，我們的所有分店推行廚餘分類計劃。我們發佈《廚餘管理指引》，要求所有品牌記錄廚餘數據以供分析。我們收集廚房、水吧及下欄位置的廚餘，以確保餐前及餐後廚餘均納入計量範圍，又聘請第三方顧問視察分店和監督廚餘管理措施。每月廚餘記錄均呈交集團制定策略，以調整膳食分量及改善食物處理流程。



Supporting the Environmental Protection Department's pilot scheme on food waste collection, we collaborated with landlords and sent our food waste to O.PARK1 in Siu Ho Wan for biogas and power generation. The food waste at our central processing plant is also collected and sent for recycling. During the reporting year, out of 6,700 tonnes of food waste produced at our Hong Kong operation, 27% have been recycled.

We worked closely with the landlords to promote food waste management among the industry peers and raise the public awareness on the issue. We participated in the MTR Malls' Food Waste Reduction Pledge programme to track our outlets' food waste volume and reduce the food waste produced. Recognised by Link as the Sustainability Partner, we joined Link's Tenant Academy and shared how we manage our food waste properly with the Tung Chung Fu Tung Café de Coral fast food outlet as a case study. We also joined APM's "Green Bird" initiative to sort and weigh our food waste.



我們支持環境保護署的廚餘收集先導計劃，與業主合作將廚餘運送至位於小蠔灣的O.PARK1，作沼氣及發電之用。我們的中央產製中心亦有收集廚餘作循環再造用途。於報告年度內，香港業務產生的6,700公噸廚餘中，有27%被回收。

我們與業主緊密合作，向業界同儕推廣廚餘管理，提升公眾對該問題的意識。我們參加了港鐵商場的「減少廚餘約章」，追蹤分店的廚餘量並減少所產生的廚餘。我們作為領展認可的可持續發展夥伴，獲邀於領展商戶學堂中分享東涌富東大家樂分店妥善管理廚餘的成功經驗。我們亦加入APM垃圾分類及量度計劃，對廚餘進行分類和稱重。

Café de Coral fast food, as Link's Sustainability Partner, shared its food waste management practice at Link's Tenant Academy.

大家樂快餐作為領展的可持續發展合作夥伴，於領展商戶學堂分享妥善管理廚餘的方法。

Food waste reduction target and performance

We have announced our food waste intensity reduction target in 2021/22 – with 2020/21 as the base year, we aim to reduce the food waste intensity in our operations by 4% by 2024/25, and 10% by 2029/30. Several measures, including reducing the slices of lemons in drinks, adjusting meal portions, and reviewing our food production processes to minimise food loss at our central processing plant were introduced to achieve this target. The food waste intensity, calculated based on the average amount of food waste produced for each meal served, is around 53g during the reporting year.

減少廚餘目標及表現

我們已於二零二一／二二年度公佈減少廚餘密度的目標，即以二零二零／二一年度為基準年，爭取於二零二四／二五年度及二零二九／三零年度分別將旗下營運的廚餘密度減少4%及10%。我們推出多項協助實現該目標的措施，包括減少飲料中檸檬片的數量、調整膳食分量，以及檢討中央產製中心的食物生產流程，以減少食物損失。於報告年度內，廚餘密度（按餐次計算）約為53克。

Food waste intensity performance vs base year 與基準年相比之廚餘密度表現

-20%



PRESERVING THE PLANET 保護環境

Reduce single-use plastic

Committed to reducing plastic waste, the Group has taken measures to increase the use of non-plastic and sustainable alternatives for disposable items and reduce excessive packaging waste.

Shifting to sustainable materials

In the reporting year, some of the Asia Pacific Catering outlets offered biodegradable takeout utensils while selected stores of Café de Coral fast food switched to use paper containers. Plastic stirrers have been replaced by the wooden ones for drinks. Paper cups made from sustainable materials and approved by the Forest Stewardship Council have been adopted by Café de Coral fast food, Super Super Congee & Noodles and Asia Pacific Catering, and will be gradually rolled out to other brands. Meanwhile, our quick service restaurant brands have begun the trial of adopting non-plastic tableware for takeaway.

The Group plans to take early and bolder steps to gradually eliminate the use of disposable plastic tableware at the Hong Kong outlets, switching to more eco-friendly, non-plastic options before the amended Product Eco-responsibility Ordinance comes into effect as early as the fourth quarter of 2023.

Minimising packaging waste

We have also taken measures to reduce excessive packaging and plastics:

- avoiding the use of foam in all takeout packaging
- removing plastic knives from takeout cutlery packs
- implementing the “No Straws” policy
- not including cutlery with takeout orders at Christmas and the Winter Solstice
- placing umbrella dryers at the store entrance instead of providing umbrella bags
- switching from small to bulk packaging for nine types of raw materials



減少即棄塑膠

集團致力減少塑膠廢物，並已採取措施，逐步使用非塑膠及可持續替代品取代塑膠即棄物品，同時減少過度包裝產生的廢物。

轉用可持續物料

於報告年度內，部分泛亞飲食分店提供可生物降解的外賣餐具，同時部份大家樂快餐分店則轉用紙製餐盒，飲料的塑膠攪拌棒亦替換為木製攪拌棒。由可持續物料製成並經森林管理委員認證的紙杯已在大家樂快餐、一粥麵及泛亞飲食採用，並將逐步在其他品牌推行。同時，我們的速食餐飲品牌已開始試用非塑膠外賣餐具。

集團計劃盡早採取進一步的措施，在經修訂的《產品環保責任條例》最早於二零二三年第四季生效前，在香港分店逐步棄用即棄塑膠餐具，轉用更為環保的非塑膠替代品。

減少包裝廢物

我們亦採取措施，減少過度包裝和使用塑膠：

- 避免使用任何以發泡膠製成的外賣包裝
- 外賣餐具套裝不再提供膠刀
- 實行「無飲管」政策
- 聖誕節和冬至時，外賣不隨單提供餐具
- 在分店入口放置雨傘除水器，不再提供雨傘膠袋
- 將九種散裝原材料改為大批量採購



Mainland China: our efforts and progress

To conserve resources and reduce our environmental impacts, we have introduced new technologies and energy-saving innovations.

Managing energy and emissions

Our Mainland China branches utilise steam produced by local government cogeneration processes. This helps reduce emissions produced by our boiler system. In the reporting year, we implemented a heat recovery programme, using condensate from steam cooling, and applied detachable insulation for all steam valves.

During the reporting year, we began improving the energy efficiency with the upgrade of our cooling system and waste water management system. This has saved a total 165,200 kWh of electricity, based on year-on-year figures.

All of our stores use energy-saving dishwashers. Smart steam ovens that reduce cooking time and increase heating efficiency have been installed at more than half of our stores.

Nearly 70% of our branches have switched to LED lights. We aim to reach 100% in three years. Other measures include the adoption of high efficiency cooling systems, and the installation of electricity meters on cooling tanks, to monitor and collect data for analysis.

We are committed to promoting renewable energy. A feasibility assessment on a rooftop solar system at our manufacturing plant is underway. We established a reduction target on energy use intensity and GHG emissions intensity, against a 2013/14 baseline.

中國內地：我們的工作及進展

為節約資源並減少對環境的影響，我們已引入新技術及創新節能措施。

能源及排放管理

中國內地分店使用當地政府由熱電聯產過程所產生的蒸汽，有助減少鍋爐系統產生的排放。報告年度內，我們實行熱回收計劃，對蒸汽冷卻產生的冷凝物加以利用，並於所有蒸汽閥加裝可拆卸隔熱層。

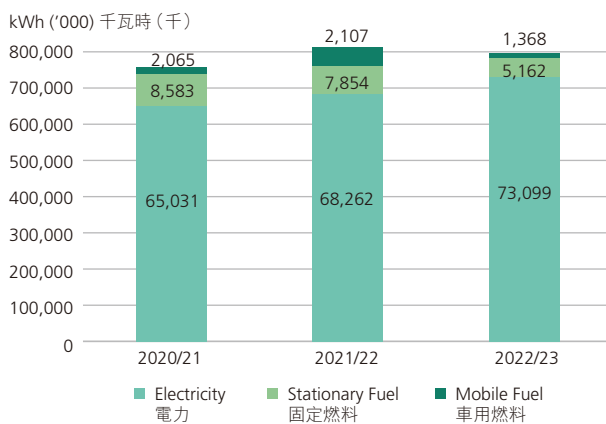
報告年度內，我們著手提升製冷過程的能源效益，按年計合共節省電力 165,200 千瓦時。

我們在所有分店採用節能洗碗機，並已在過半數分店安裝智能蒸汽烤箱，縮短烹飪時間並提高加熱效率。

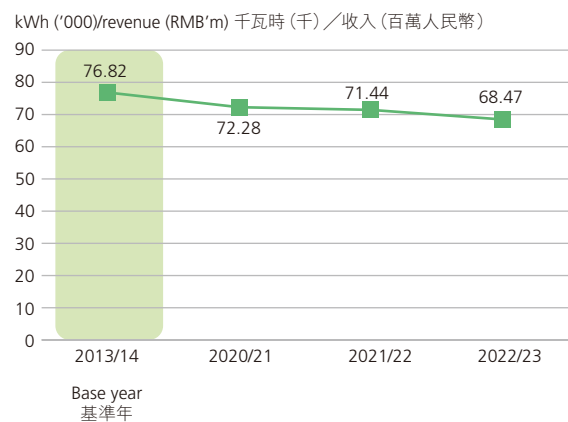
我們的營運業務中，有七成已轉用 LED 燈具。我們的目標是於三年內將該比例提高至 100%。其他措施包括採用高效冷卻系統，以及在冷水槽上安裝電能記量錶，藉此監控及收集數據作分析之用。

我們致力推廣可再生能源，並已著手就於產製中心採用屋頂太陽能系統展開可行性評估。我們以二零一三／一四年度為基準年，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 to 2013/14 baseline 與二零一三／一四年度基準年相比之表現

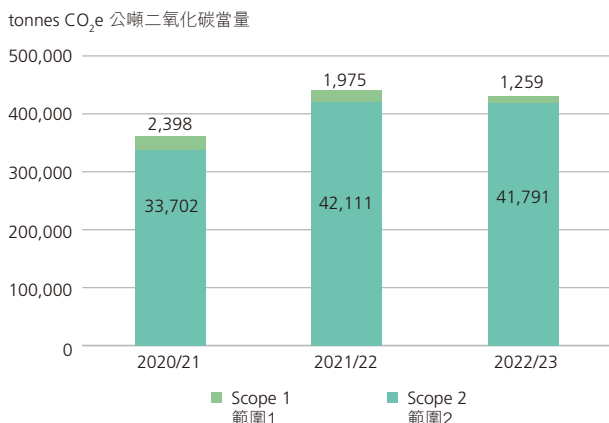
2020/21	2021/22	2022/23
-5.9%	-7.0%	-10.9%

Energy consumption intensity targets 能源消耗強度目標

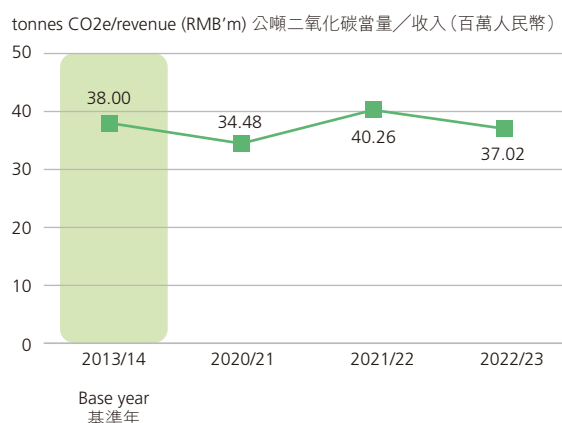
2024/25	2029/30
-9%	-11%

PRESERVING THE PLANET 保護環境

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 to 2013/14 baseline
與二零一三/一四年度基準年相比之表現

2020/21	2021/22	2022/23
-9.3%	5.9%	-2.6%

GHG emissions targets
溫室氣體排放強度目標

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

Promoting water stewardship

Water is essential to our sustainability. Complying with the Water Pollution Prevention and Control Law of the People's Republic of China, we closely monitor our performance, identify opportunities to implement new technology, and improve our practices and equipment. Anomalies and leaks are promptly identified and rectified.

Automatic control of defoaming was installed at our wastewater treatment station this reporting year, saving 7,672 tonnes of water. The upgrade of uniform-washing machines and use of recycled water for cooling towers have helped to further reduce our consumption. Water meters were installed at all processing plants, to record consumption at plant, production line and equipment level.

We aim to reduce water consumption intensity by 3% by 2024/25 and 5% by 2029/30, compared to 2013/14.

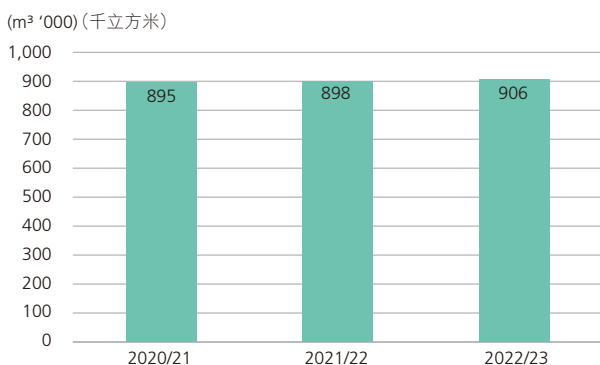
推廣水資源管理

水資源對我們的可持續發展至關重要。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，改善營運流程及設備，並及時發現和糾正異常或漏水情況。

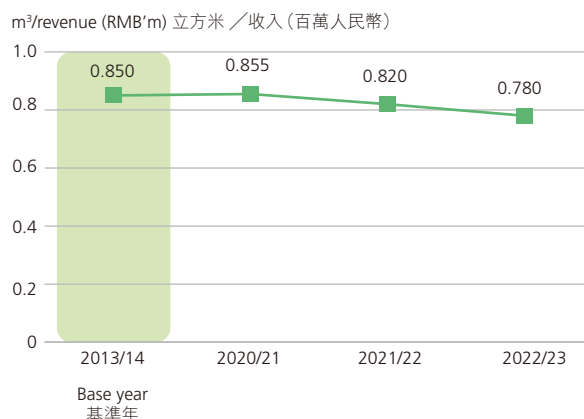
我們於本報告年度在廢水處理站安裝自動消泡控制器，節水7,672公噸，並已透過升級制服清洗設備以及在冷卻塔使用循環再用水，進一步減少用水量。我們在產製中心全面裝配水錶，記錄廠房、生產線及設備層面的用水量。

我們力求於二零二四/二五年度及二零二九/三零年度分別在二零一三/一四年度基礎上將用水強度減少3%及5%。

Water Consumption
用水量



Water Consumption Intensity
用水強度



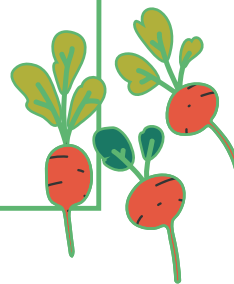
Performance compared to 2013/14 baseline 與二零一三／一四年度基準年相比之表現			Water consumption intensity targets 用水強度目標	
2020/21	2021/22	2022/23	2024/25	2029/30
+0.6%	-3.5%	-8.2%	-3%	-5%

Adopting responsible waste management

We comply strictly with the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China. Best practice in waste management is adapted according to the circumstances of each business. Monthly records enable us to analyse and compare waste at our branches. A total of 3,864 tonnes of food waste was produced this reporting year, with food waste intensity of approximately 132g per meal served. Most of the food waste produced by our processing plants and outlets was sent to recycling in 2022/23.

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調整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。本報告年度，產生的廚餘總量達3,864公噸，廚餘密度約為132克（按餐次計算）。於二零二二／二三年度，我們的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	2022/23
General waste 一般廢物				
Food processing plants and offices 中央產製中心及辦公室	tonnes 公噸	63.9	400.1	307.5
Outlets 分店	tonnes 公噸	892.4	1,014.1	1,067.3
Food waste 廚餘				
Food processing plants and offices 中央產製中心及辦公室	tonnes 公噸	557.8	553.3	482.8
Outlets 分店	tonnes 公噸	2,548.9	2,872.4	3,381.2

Branches in Mainland China have food waste reduction targets that align with our Hong Kong operations. We work hard to monitor our food waste and identify areas for improvement. We aim to reduce food waste intensity by 4% by 2024/25 and 10% by 2029/30 against the 2020/21 baseline.

中國內地分店已訂立與香港業務一致的廚餘減量目標。我們努力監察廚餘產生情況，並識別有待改善的範疇。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廚餘密度分別降低4%及10%。

Performance compared to 2020/21 baseline 與二零二零／二一年度基準年相比之表現	Food waste intensity targets 廚餘密度目標	
2022/23	2024/25	2029/30
+1%	-4%	-10%

For hazardous waste, we have started to record various waste types including paint, fluorescent light tubs, batteries and toner cartridges. We have been reviewing the waste collection and data review practices, and relevant data will be disclosed in the future.

有害廢物方面，我們開展了量度各種有害廢物的數據，包括油漆、光管、電池及碳粉盒，並正研究如何收集及分析數據，探討於未來的報告中披露有關資料。

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.

有效的廢物管理關鍵在於有良好的環保意識。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。

Sustainable packaging

In light of China's increasing restrictions on single-use plastics, we work closely with suppliers to identify sustainable alternatives. During the reporting year, we completed the switch to wooden coffee stirrers that are more sustainable and biodegradable, and continued to explore alternatives. For dine-in meals, we have replaced plastic straws with paper ones. Meanwhile, our conventional 600/800g plastic takeaway containers have been replaced by plant-based biodegradable alternatives.

可持續包裝

鑑於中國持續收緊對即棄塑膠的限制，我們與供應商密切合作，物色可持續的替代方案。報告年度內，我們完全轉用更可持續和可生物降解的木製咖啡攪拌棒，並繼續探索更多替代方案。堂食方面，我們以紙飲管取代塑膠飲管。與此同時，我們引入以植物製成的可生物降解替代產品，取代過往慣用的600/800克規格外賣塑膠餐盒。

These initiatives reduced our plastic packaging by 153 tonnes in the reporting year.

於報告年度，我們透過上述措施，減少塑膠包裝153公噸。



Future Plans 未來計劃

Focus Area 重點範疇	Future Plans 未來計劃
<p>Energy efficiency 能源效益</p> 	<ul style="list-style-type: none"> • Continue to explore new, innovative and energy-efficient technology, kitchen equipment, electrical appliances and manufacturing equipment. 繼續探索新型、創新及節能的技術、廚房設備、電器及產製設備。 • Expand the installation of solar power in our operations. 在業務中進一步推廣安裝太陽能設備。
<p>Water stewardship 水資源管理</p> 	<ul style="list-style-type: none"> • Implement water-saving practices to reduce consumption in catering operations. 推行節水措施，減少餐飲業務的用水量。 • Monitor water usage through regular assessments and audits, and identify areas for improvement. 定期展開評估和審核，監控用水情況，同時找出有待改善的領域。
<p>Waste management 廢物管理</p> 	<ul style="list-style-type: none"> • Replace single-use plastic tableware with environmentally friendly materials in 2024. 於2024年以環保物料取代塑膠即棄餐具。 • Terminate the distribution of disposable umbrella bag in 2024. 於2024年終止派發即棄雨傘膠袋。 • Regularly review and update the waste management plan, including the reduction, reuse and recycling of materials. 定期檢討並更新廢物管理計劃，包括減少物料用量，並加以循環再用及回收再造。 • Educate employees on proper disposal practices. 教育員工了解正確的處置作業指引。 • Collaborate with landlords, suppliers and customers to reduce and recycle waste in the supply chain and encourage sustainable consumption. 與業主、供應商及客戶合作，共同減少供應鏈的廢物量、加強循環再造，並鼓勵可持續消費。 • Implement food waste separation at all stores, and target to increase our food waste recycling store participation rate to 50% in 3 years. 於全線分店推行廚餘分類，並目標於三年內將參與廚餘回收的分店比率提升至50%。 • Start battery recycle programme and refrigerant data collection for monitoring and future analysis at the Scanfood manufacturing plant in Mainland China in 2023/24 as trial point. 於2023/24年度以北歐國際廠房為試點啟動電池回收計劃，並開展監察雪種用量和分析數據。

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	
		2021/2022	2022/2023	2021/2022	2022/2023
Net revenue 總收入	HK\$'m or RMB'm 百萬港元或百萬人民幣	6,177	6,701	1,095	1,163

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	
		2021/2022	2022/2023	2021/2022	2022/2023
Employment – Full-time Employee Distribution 僱員 – 全職員工					
Total 總數	No. of People 人數	6,578	6,435	3,594	3,883
By gender 按性別劃分					
Male 男性	No. of People 人數	2,324	2,190	1,464	1,589
Female 女性	No. of People 人數	4,254	4,245	2,130	2,294
By age 按年齡組別劃分					
30 or below 30歲或以下	No. of People 人數	536	478	1,373	1,431
31–50 31歲至50歲	No. of People 人數	3,037	2,918	1,786	1,934
51 or above 51歲或以上	No. of People 人數	3,005	3,039	435	518
Employment – Part-time Employee Distribution 僱員 – 兼職員工					
Total 總數	No. of People 人數	5,512	6,811	2,270	2,426
By gender 按性別劃分					
Male 男性	No. of People 人數	919	1,012	620	609
Female 女性	No. of People 人數	4,593	5,799	1,650	1,817
By age 按年齡組別劃分					
30 or below 30歲或以下	No. of People 人數	832	861	897	813
31–50 31歲至50歲	No. of People 人數	1,980	2,788	1,132	1,321
51 or above 51歲或以上	No. of People 人數	2,700	3,162	241	292
Average Monthly Turnover Rate⁸ 平均每月流失率					
Total 總數	% 百分比	5.58%	5.47%	4.73%	4.96%
By gender 按性別劃分					
Male 男性	% 百分比	6.67%	6.67%	5.97%	6.10%
Female 女性	% 百分比	5.19%	5.06%	3.99%	4.33%
By age 按年齡組別劃分					
30 or below 30歲或以下	% 百分比	11.60%	10.82%	7.46%	7.66%
31–50 31歲至50歲	% 百分比	4.77%	5.06%	3.04%	3.35%
51 or above 51歲或以上	% 百分比	4.70%	4.57%	3.28%	4.29%

⁸ The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year divided by the monthly average number of employees in the corresponding category in the same period. Employee turnover is defined as full-time and part-time employees who leave employment voluntarily or due to dismissal, retirement or death in service during the reporting year.
「平均每月流失率」是指報告年度內每月流失率的平均數，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	
		2021/2022	2022/2023	2021/2022	2022/2023
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 ⁹	0	0	0
Lost days ¹⁰ 損失工作日	No. of Days 日數	10,546	11,052	950	626
Lost days rate ¹¹ 損失工作日比率	% 百分比	0.24%	0.23%	0.044%	0.030%
Outlets that recorded zero injuries 錄得零工傷的分店	% 百分比	76.84%	78.80%	84.00%	92.81%
Development and Training – Percentage of Employee Trained 發展及培訓 – 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%	100%	100%
Middle management 中級管理層	% 百分比	100%	100%	95%	96%
General staff and frontline staff 一般及前線員工	% 百分比	100%	99.98%	69%	99%
By gender 按性別劃分					
Male 男性	% 百分比	100%	99.97%	79%	99%
Female 女性	% 百分比	100%	99.98%	66%	99%
Development and Training – Average Training Hours per Employee 發展及培訓 – 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	13	19	51	25
Middle management 中級管理層	hours 小時	59	60	71	69
General staff and frontline staff 一般及前線員工	hours 小時	83	84	147	94
By gender 按性別劃分					
Male 男性	hours 小時	78	79	135	101
Female 女性	hours 小時	82	82	144	87

⁹ One case involved the death of an employee during work hour is under investigation by the Labour Department.
一宗員工於工作時段內死亡個案現正有待勞工處完成調查。

¹⁰ 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。

¹¹ 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。

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	
		2021/2022	2022/2023
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	45.7%	47.8%
North and South America 南北美洲	Meat and fruit 肉類及水果	21.3%	18.4%
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	15.2%	14.6%
Hong Kong 香港	Meat, seafood, vegetables and basic groceries 肉類、海產、蔬菜及糧油雜貨	8.6%	9.8%
Europe 歐洲	Meat, dairy products and canned products 肉類、奶製品及罐頭產品	5.4%	4.8%
Australia and New Zealand 澳洲及紐西蘭	Meat, seafood and dairy products 肉類、海產及奶製品	3.1%	3.9%
South Africa 南非	Basic groceries 糧油雜貨	0.8%	0.04%

Region 地區	Product 產品	Mainland China 中國內地	
		2021/2022	2022/2023
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	62.8%	73.5%
North and South America 南北美洲	Meat and fruit 肉類及水果	22.5%	14.2%
Australia and New Zealand 澳洲及紐西蘭	Meat, seafood and dairy products 肉類、海產及奶製品	6.2%	4.9%
Europe 歐洲	Meat, dairy products and canned products 肉類、奶製品及罐頭產品	4.6%	3.5%
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	3.2%	3.2%
Hong Kong 香港	Meat, seafood, vegetables and basic groceries 肉類、海產、蔬菜及糧油雜貨	0.7%	0.7%
South Africa 南非	Fruit and seafood 水果及海鮮	0.02%	0.03%

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	
		2021/2022	2022/2023	2021/2022	2022/2023
Energy Consumption¹² 能源消耗					
Electricity 電力	kWh ('000) 千瓦時(千)	164,502	165,151	68,262	73,099
Stationary fuel 固定燃料	kWh ('000) 千瓦時(千)	81,346	78,548	7,854	5,162
Mobile fuel 車用燃料	kWh ('000) 千瓦時(千)	4,619	4,983	2,107	1,368
Energy consumption intensity ¹³ 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)	40.55	37.11	71.44	68.47
Greenhouse Gas (GHG) Emissions¹⁴ 溫室氣體排放					
Scope 1 ¹⁵ 範圍一	tonnes CO ₂ e 公噸二氧化碳當量	16,815	16,368	1,975	1,259
Scope 2 ¹⁶ 範圍二	tonnes CO ₂ e 公噸二氧化碳當量	77,261	76,376	42,111	41,791
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)	15.23	13.84	40.26	37.02

¹² 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。

¹³ 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, 2020/21, 2021/22 and 2022/23 was HK\$5,589 million, HK\$5,514 million, HK\$6,177 million and HK\$6,701 million respectively. That for our Mainland China operations was RMB975 million, RMB1,047 million, RMB1,095 million and RMB1,163 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、二零二零/二一、二零二一/二二及二零二二/二三年度的香港營運總收入分別為5,589百萬港元、5,514百萬港元、6,177百萬港元及6,701百萬港元；而中國內地的營運總收入分別為975百萬人民幣、1,047百萬人民幣、1,095百萬人民幣及1,163百萬人民幣。

¹⁴ 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》。

¹⁵ 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。

¹⁶ 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。

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	
		2021/2022	2022/2023	2021/2022	2022/2023
Air Emissions Performance¹⁷ 氣體排放表現					
Sulphur oxides (SOx) 硫氧化物	tonnes 公噸	0.013	0.013	0.003	0.002
Nitrogen oxides (NOx) 氮氧化物	tonnes 公噸	6.485	6.739	0.365	0.341
Particulate matter (PM) 顆粒物	tonnes 公噸	0.436	0.454	0.030	0.027
Water Consumption¹⁸ 用水量					
Water consumption 用水量	m ³ ('000) 立方米(千)	2,944	3,145	898	906
Water consumption intensity 用水強度	m ³ ('000)/revenue (HK\$'m or RMB'm) 立方米(千)/收入 (百萬港元或百萬人民幣)	0.48	0.47	0.82	0.78
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 recycled¹⁹ 已回收的無害廢物					
Waste cooking oil 廢食油	litres ('000) 升(千)	56.6	51.0	8.5	7.0
Food waste 廚餘	Tonnes 公噸	605	766	544.3	473.8
Paper 廢紙	Tonnes 公噸	590	655	233.3	180.2
Plastics 塑膠	Tonnes 公噸	99	85	24.3	19.9
Metal 金屬	Tonnes 公噸	137	152	18.8	32.0
Glass 玻璃	Tonnes 公噸	40	53	35.7	10.8
Waste Management – Outlets 廢物處理 – 分店					
Non-hazardous waste recycled¹⁹ 已回收的無害廢物					
Waste cooking oil 廢食油	litres ('000) 升(千)	449	461	162.9	145.1
Food waste 廚餘	Tonnes 公噸	Note ²⁰	1,075	2,872.4	3,381.2
Paper 廢紙	Tonnes 公噸				
Plastics 塑膠	Tonnes 公噸				
Metal 金屬	Tonnes 公噸	Note ²¹	Note²¹	454.8	438.4
Glass 玻璃	Tonnes 公噸				
Use of Packaging Materials 包裝物料的使用					
Total food and beverage packaging material used ²² 用於餐飲的包裝物料總量	Tonnes 公噸	4,270	4,583	1,530	1,662
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)	0.691	0.684	1.397	1.429

¹⁷ 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，故以此計算由生物柴油產生相關之氣體排放。

¹⁸ Water consumed is freshwater from local municipal sources.
集團的耗水均源自當地市政用水。

¹⁹ Data of non-hazardous waste recycled in Macau outlets has not yet been recorded.
澳門分店的已回收的無害廢物暫無記錄。

²⁰ 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2021年10月開始廚餘收集及分類計劃，於2021年10月至2022年3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。

²¹ Non-Hazardous waste including paper, plastics, metal and glass are currently not recorded in Hong Kong outlets. The Group will explore the feasibility of collecting the data.
香港分店目前並無紀錄紙張、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。

²² Data of packaging materials used in Macau outlets has not yet been recorded.
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 eighth 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.

我們連續第八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 2022-2023



Additionally, we have received a number of 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

Overall ESG Performance 環境、社會及企業管治整體表現	
Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
ESG Achievement Award 2021/2022 – ESG Benchmark Awards 環境、社會及企業管治成就大獎2021/2022 – 環境、社會、企業管治基準大獎	Institute of ESG & Benchmark 環境社會及企業管治基準學會
EY Sustainability Excellence Awards 2022 – Excellence Award for Companies/Institutions 安永可持續發展年度最佳獎項2022 – 年度傑出企業	Ernst & Young 安永會計師事務所
Catering to Customers 以客為先	
Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
HKIM Market Leadership & Power Brand Awards 2022/2023 – Greater Bay Area Power Brand – Marketing Campaign of The Year 2022/23 香港市務學會市場領導力及品牌影響力大獎 – 大灣區實力品牌 – 年度品牌企劃大獎	Hong Kong Institute of Marketing (HKIM) 香港市務學會
2022 Service Retailers of the Year – Fastfood/Restaurants Category Award (The Spaghetti House) HKRMA 年度最佳服務零售商 – 快餐店／餐廳及酒樓組別 (The Spaghetti House (意粉屋))	Hong Kong Retail Management Association 香港零售管理協會
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

AWARDS AND RECOGNITIONS

獎項及榮譽

Catering to Customers 以客為先	
Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
U Magazine Favorite Food Awards 2022 – My Favorite Fast Food Restaurant (Café de Coral Fast Food) – My Favorite Western Food Restaurant (The Spaghetti House, Oliver's Super Sandwiches) – My Favorite Congee and Noodle Restaurant (Super Super Congee & Noodles, Mixian Sense) – My Favorite non-Cantonese Chinese Restaurant (Shanghai Lao Lao) – My Favorite New Food Power (Lane Noodles) U Magazine 我最喜愛食肆選舉 2022 – 我最喜愛快餐店 (大家樂快餐) – 我最喜愛西餐廳 (The Spaghetti House (意粉屋)、Oliver's Super Sandwiches (利華超級三文治)) – 我最喜愛粥粉麵店 (一粥麵、米線陣) – 我最喜愛外省菜館 (上海姥姥) – 我最喜愛新食力 (巷仔見麵館)	U Magazine
2022 Effie Awards Hong Kong – Gold Effie (Café de Coral Fast Food) 艾菲獎2022 – 金獎 (大家樂快餐)	HK4As 香港廣告商會
Marketing Excellence Awards Hong Kong 2022 – Excellence in Advertising (Gold) – Excellence in Video (Bronze) 2022 香港 Marketing Excellence Awards – 卓越廣告 (金獎) – 卓越影片 (銅獎)	MARKETING-INTERACTIVE
Empowering our Employees 員工為本	
Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
BEST HR Awards 2022 – Best Corporate Social Responsibility Award – GOLD – Best Diversity, Equity & Inclusion Strategy Award – GRAND – Best Employee Health & Safety Programme Award – GOLD BEST HR Awards 2022 – 最佳企業社會責任大獎 – 金獎 – 最佳員工多元、公平及共融策略大獎 – 傑出大獎 – 最佳員工健康及安全計劃大獎 – 金獎	CTgoodjobs
Employer of Choice Award 2022 卓越僱主大獎 2022	JobMarket 求職廣場
Focusing on Food 專注食物	
Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
Quality Food Scheme 2022 – Diamond Enterprise 優質食品計劃2022 – 鑽石企業	GS1 Hong Kong 香港貨品編碼協會

AWARDS AND RECOGNITIONS 獎項及榮譽

Preserving the Planet 保護環境	
Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
Friends of EcoPark 2022 2022 環保園之友	EcoPark 環保園
Foodpanda's Sustainable Restaurant Certification – Bronze: Café de Coral fast food/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 – 銅獎：大家樂快餐／一粥麵／The Spaghetti House (意粉屋)／ Oliver's Super Sandwiches (利華超級三文治)／米線陣／上海姥姥	Foodpanda
Swire Properties Green Kitchen Initiative – Two Leaf Rating – The Spaghetti House (Cityplaza) – Oliver's Super Sandwiches (Cityplaza) – Oliver's Super Sandwiches (Tung Chung Crescent) 太古地產「綠色廚房」計劃 – 「貳葉獎」 – The Spaghetti House (意粉屋)(太古城中心) – Oliver's Super Sandwiches (利華超級三文治)(太古城中心) – Oliver's Super Sandwiches (利華超級三文治)(東堤灣畔)	Swire Properties 太古地產

Mainland China 中國內地

Awards/Recognitions 獎項／榮譽	Organiser 主辦機構
Top 100 Fast-food Companies in China 2021 2021 年度中國快餐企業百強	China Cuisine Association 中國烹飪協會
Top 100 Catering Companies in China 2021 2021 年度中國餐飲企業百強	China Cuisine Association 中國烹飪協會
Top 100 Guangdong Catering Companies 2022 2022 年度廣東餐飲企業百強	Guangdong Catering Service Association 廣東省餐飲服務行業協會
Tiger Roar Awards 2022–2023 – Dining & Service Category (Silver) – Content Marketing (Bronze) – Social Media Marketing (Bronze) 2022–2023 虎嘯獎 – 餐飲與服務類(銀獎) – 內容行銷類(銅獎) – 社交媒體行銷類(銅獎)	Hooxiao Media 虎嘯傳媒
IAI Awards – Customer Journey Marketing (Bronze) 第二十二屆 IAI 傳鑒國際廣告獎 – 「全鏈路行銷」銅獎	IAI China Limited IAI 傳鑒中國
University Graduate Employment Support Programme – 2022 Best Growing Employee Brand 「中國就業力」大學生就業促進專項工程 – 2022「新」選好僱主成長力品牌	ChinaHR.com 新華英才
2022 China Human Resources "Sirius" Award – Best Digitalization Award 2022 中國人力資源天狼星評選 – 數字化最佳實踐獎	Moka & HRflag Moka & 眾旗

Appendix – HKEX ESG Reporting Guide Index

附錄 – 香港聯交所《環境、社會及管治報告指引》索引

General Disclosure and KPIs 一般披露及 關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
A. Environmental 環境			
Aspect A1: Emissions 層面 A1：排放物			
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Preserving the Planet 保護環境	72–89
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	72–89 90–94
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	72–89 90–94
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	72–89
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	72–89

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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
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	72–89
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	72–89
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	72–89
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	72–89 90–94
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	72–89 90–94
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	72–89
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	72–89
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	90–94

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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	72–89
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	72–89
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	72–89
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	72–89

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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	34–51
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	34–51 90–94
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	34–51 90–94

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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 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	34–51
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	34–51 90–94
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	34–51 90–94
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	34–51

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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 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	34–51
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	34–51 90–94
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	34–51 90–94
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	34–51
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	34–51
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	34–51

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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
Operating Practices 營運慣例			
Aspect B5: Supply Chain Management 層面 B5：供應鏈管理			
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Focusing on Food 專注食物	54–69
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	54–69
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	54–69
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. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Focusing on Food 專注食物	54–69
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	54–69

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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 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	16–31 54–69
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。	Focusing on Food 專注食物	54–69
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	16–31 54–69
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	16–31
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	16–31 54–69
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	7–13

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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	7–13
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 was 1 convicted legal case regarding corrupt practices concluded during the reporting period. The involved employee has pleaded guilty to two counts of fraud, contrary to Section 16A of the Theft Ordinance. 於報告年度內，有一宗涉及員工貪污詐騙之案件。涉案員工承認兩項欺詐罪名，違反《盜竊罪條例》第16A條。	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	7–13
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	7–13
Aspect B8: Community Investment 層面B8：社區投資			
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Catering to Customers 以客為先	16–31
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)。	Catering to Customers 以客為先	16–31
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)。	Catering to Customers 以客為先	16–31

